DON’T JUST HIRE THE BEST—KEEP THEM

AALL - Baltimore
July 16, 2018
ROADMAP

- Speed bios
- Why this matters
- Managing expectations
- Roundtable instructions
- Time permitting
- Materials available on AALL
  - Suggested readings, bios, slidedeck
SPEED BIOS

- Collection Services / Public Services
- Government (e.g., SEC, Supreme Court)
- Law firms
- Academic (e.g., large/small, public/private)
- Managers / non-managers
- Law library leadership / entry level
WHY THIS MATTERS

- Cost to replace 6-9+ months salary
  - Search committee costs
  - Productivity costs
  - Training costs
- Reduced innovation (maintain status quo)
- Mistakes
- Morale
MANAGING EXPECTATIONS

- Low performance employees
- High performance employees
- We’re the experts
- Collecting, recording, sharing
- Problem driven
- Solution driven
- Compensation package*
- Low & no cost strategies
• One facilitator per table
• Each table will designate a recorder (to take notes) and a reporter (to report back to the room)
• Discuss designated table topic using questions to jumpstart conversation
• Report highlights from discussion back to the room
• Recorders’ notes will be collected at the end of today’s program and shared
• Fill out the attendance sheet to indicate your interest in:
  • a copy of the collected notes and/or
  • continuing the conversation after the conference (e.g., listserv, quarterly phone calls to troubleshoot/share)

>This session is not being recorded.
REPORTING BACK
WHAT’S WORKING (SOME EXAMPLES)

- Teleworking / Flex Time
- The right kind of recognition
- Soliciting anonymous feedback for managers → managers incorporate/respond appropriately
- RBG Award
- Research leave
PARTING THOUGHTS

- Take an interest and invest in your high performers because it’s mutually beneficial
- The idea is not to hold your high performers hostage
- Sometimes high performers have to leave (e.g., personal reasons, formal management opportunities that can’t be accommodated internally)
- Continue to support them ➔ may return and/or they’re more likely to recommend you to other high performers
TIME PERMITTING
WHY DO GREAT EMPLOYEES LEAVE?

- Management
- Instability
- Inflexibility
- Mediocre / toxic colleagues
- Lack of support
- Lack of meaningful recognition
- What else?

#1 reason for leaving?
WHY DO GREAT EMPLOYEES STAY?

• Autonomy
• Professional development
• Growth
• Fulfilling work
• Transparency
• Collaboration
• Flexibility
• Diversity
• What else?

#1 reason for staying?
## Multigenerational Challenges

<table>
<thead>
<tr>
<th></th>
<th>Traditionalists</th>
<th>Boomers</th>
<th>Gen X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workforce % (rough)</strong></td>
<td>5%</td>
<td>20%</td>
<td>40%</td>
<td>35% → 75% by 2025</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>A dream</td>
<td>A birthright</td>
<td>A means to an end</td>
<td>A debt</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>Aligned with work</td>
<td>Path to promotion</td>
<td>Enhances versatility</td>
<td>Opportunity to take a risk</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Adapted</td>
<td>Acquired</td>
<td>Assimilated</td>
<td>Integral</td>
</tr>
<tr>
<td><strong>Entitlement</strong></td>
<td>Seniority</td>
<td>Experience</td>
<td>Merit</td>
<td>Contribution</td>
</tr>
<tr>
<td><strong>Ideal Work Enviro</strong></td>
<td>Hierarchical, clear chain, secure, respectful</td>
<td>Flat, equal opportunity, rewards, friendly, democratic</td>
<td>Flexible, access to decision-making, fast, informal</td>
<td>Collaborative, diverse, flexible, bright colleagues</td>
</tr>
<tr>
<td><strong>Work is</strong></td>
<td>An obligation</td>
<td>An adventure</td>
<td>A challenge</td>
<td>Fulfilling</td>
</tr>
<tr>
<td><strong>View of Authority</strong></td>
<td>Respectful</td>
<td>Impressed</td>
<td>Unimpressed</td>
<td>Relaxed</td>
</tr>
<tr>
<td><strong>Effective messaging</strong></td>
<td>“Your experience is respected.”</td>
<td>“You are valued.”</td>
<td>“Do it your way.”</td>
<td>“You will work with other bright people.”</td>
</tr>
</tbody>
</table>

NO COST NEXT STEPS

- For (formal) managers
  - Ask members of your team what they want to stop/keep/change about their work → act on this information
  - Ask members of your team what type of recognition they find most meaningful → act on this information
  - Solicit anonymous input from your team at least annually → act on this information
  - Meet with direct reports regularly → ...

- For everyone
  - Make the annual review process meaningful
  - Identify your own weaknesses → act on this information
  - Easier to ask for/give time than money (e.g., time to write, get training, shadow)
  - Identify what type of recognition you find most meaningful → share this with your manager
  - Identify what you love (e.g., fixing things, relationships, scholarship, teaching, challenges) → make time for/ask for these opportunities
QUESTIONS?