

Developing and Retaining Employees
Session Outline
Art Museum Development Association
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Isn't it wonderful when we go through a long stretch of time with a great team in place – fully staffed and everyone working toward the greater good of the museum? Those periods seem to only last so long and then you get the news that one of your key people is leaving and the balance and harmony you have been enjoying ends.

I am excited about this topic and discussion today because openings and institutional moves often have an impact on both the advancement team as well as the employee making a career change

Let's Begin by tapping your own experience with a few questions:

SLIDE 1 – QUESTIONS FOR AMDA MEMBERS

- How many of you have a key position opening or more in your department right now?
- If so, has this opening disrupted your department's workflow and productivity?

Have you ever had the experience where things become so hectic, it's impossible to properly review resumes and even find time to interview candidates?

It's worth exploring why employees leave our institutions. One possibility is that we often do not spend adequate time developing our employees or showing them a path or ladder to move up in our institutions and it may sometimes cause people to move on before they are ready.

Let's turn these questions around to how you climbed the ladder:

- **How many of you began your career in advancement as the Chief Development Officer of a nonprofit?**

SLIDE 2 - Video Clip of Bull Rider

- How many of you felt completely prepared when you did become the CDO for the first time?

Did it feel a little bit like the Wild West?

If you think back to some of the places you have worked you may have felt just like a the bull rider trying to just hold on for 8 seconds – or in some cases you didn't make it... I have been truly fortunate that my transitions have always been very rewarding, but I've watched more than a few employees leave a solid position to jump into a fire and then repeat that mistake again trying to recover. Many people jump for a pot of money without a good plan.

Have you ever noticed that Curatorial have a much clearer path for their profession?

Large Corporations have a clear path – at Procter and Gamble, people stay at the company their entire lives. There is a clear path for climbing the ladder and people do not move up unprepared as can happen in the development profession.

Nonprofits are more inclined to put development people in silos by specialty– While not everyone can become the CEO, but having a path to move up and beyond is critical toward retaining your best employees

We need to develop employee in their specific professional area of expertise, as well as help them gain experience in other areas and as managers.

Think of the employees you rely on the most in your department – do you have someone prepared to step into their shoes or cover their duties if they leave tomorrow?

Instead we often manage by necessity or even worse by crisis

I propose a new way of thinking about all of this:

Let's treat our employees the same way we treat our major donors.

SLIDE 3 – The Donor pyramid

For the hectic world of the development profession, training can be uneven and our employees can become much like direct mail program – with a shotgun approach and a short chance to perform.

We need to be concerned about retention and we need to invest more time in building relationships that help moving our best and brightest staff up the pyramid – it's important to recognize that transitions are healthy and are always going to happen – we always need new blood to bring new ideas and support to our departments but also we need a healthy balance of people with institutional memory –

Think about ways to listen to your employees' concerns in the same way we talk to our donors.

How many of you know your employees as well as you know your top 20 donors?

SLIDE 4 - Cartoon - The tension builds as Bob realizes he cannot remember the name of his charity's most generous benefactor

Think about your donors – you ask how they are and they volunteer wonderful stories about their lives – it makes them feel included in your organization and happens naturally over time – not the first time you meet or an employee's first day on the job, but certainly as you work together over time you should listen for those clues about their interests and lives the way you do with your most special donors

I have some recommendations about all of this, but first I am going to insert one more wrinkle into the mix - It's how different age groups respond to loyalty because it varies a lot by generation

For the first time in our nation's history we have 4 different generations working together in the workplace. Think about how your department's generational demographic and how that has influenced how your work right now.

Unlike previous generations we have some new factors to consider

- Longevity of Employees – retiring later
- Changes in our Educational System - The No Child Left Behind Act was passed in 2002 and due the emphasis testing has diminished on some of the skills we need the most – writing and public speaking
- Rapidly changing technologies

SLIDE 5 - Generations Slide

	Habits/Style	Needs
Veterans/Traditionalists 1922-1945	Formal, logical, professional, respectful	Written communication, individual work, loyalty, commitment
Baby Boomers 1946-1964	“workaholics”, but team player, informal, interactive	In person communication, need to get involved, show they are making a difference
Gen X 1965-1980	Efficient, straight forward, results-oriented	Emails, voicemails, direct & immediate communication, structure
Millennials/Gen Y 1980+	Collaborative, tech-savvy, connect with personal goals, motivated, flexible	Make work fit around life, mentoring for personal goals, collaborative atmosphere, tangible evidence of credibility

This requires a targeted management style for each generation – at the McNay all 4 generations are represented – I look at advancement and we have 3 generations with 20 employees across departments: 35% - 7 baby boomers, 15% Gen X – 3 and 50% - 10 millennial -

Baby Boomers want face time and to show how many hours they are putting in, Gen X are cynical and Millennials pair well with Boomers because they are idealistic, etc.

I've laid out some of the issues – now I have some suggestions for us on how to work on the problem:

It all begins with time management:

SLIDE 6 - Steven Covey Time Management Matrix slide from the Seven Habits of Highly Effective People

For all of us it comes down to mastering the quadrant of important/Not Urgent and minimize the time in urgent/unimportant –

This is a complex issue and there is no short-term fix as well as some budget considerations, but here are some suggestions right now:

- Spend more time with your individual employees discussing their professional growth and development beyond the annual review
- Set aside time for mentoring, advice and just getting to know them better
- Make sure they are not given budget goals that are unrealistic or budget plugs – support them in this area more than anything else - work with them more closely on participating in your museum's overall budgeting process (income and expenses) and don't set them up for failure with unrealistic goals -
- Look at retention upgrades when your budget permits – often employees with long tenures fall behind on receiving competitive salaries – last summer we strategically offered 20% raises to about 8 employees throughout the museum – or change the salary of a position with high turnover (Jeff – RE)
- Be open to their ideas and toward working on their specific interests and strengths – it might mean changing job descriptions and responsibilities
- Promote from within in unique ways – our Manager of Visitor Services came from Security –
- Find a way to invest in training, local, regional and national conferences, webinars, etc. Use AMDA colleagues or past coworkers from institutions where you have worked.
- Title changes don't have to cost much and can mean a lot if you are able to give them – it helps their resumes too

Here's a great example:

SLIDE 7 - Dwight in the Office video

SLIDE 8 - GOAL!!

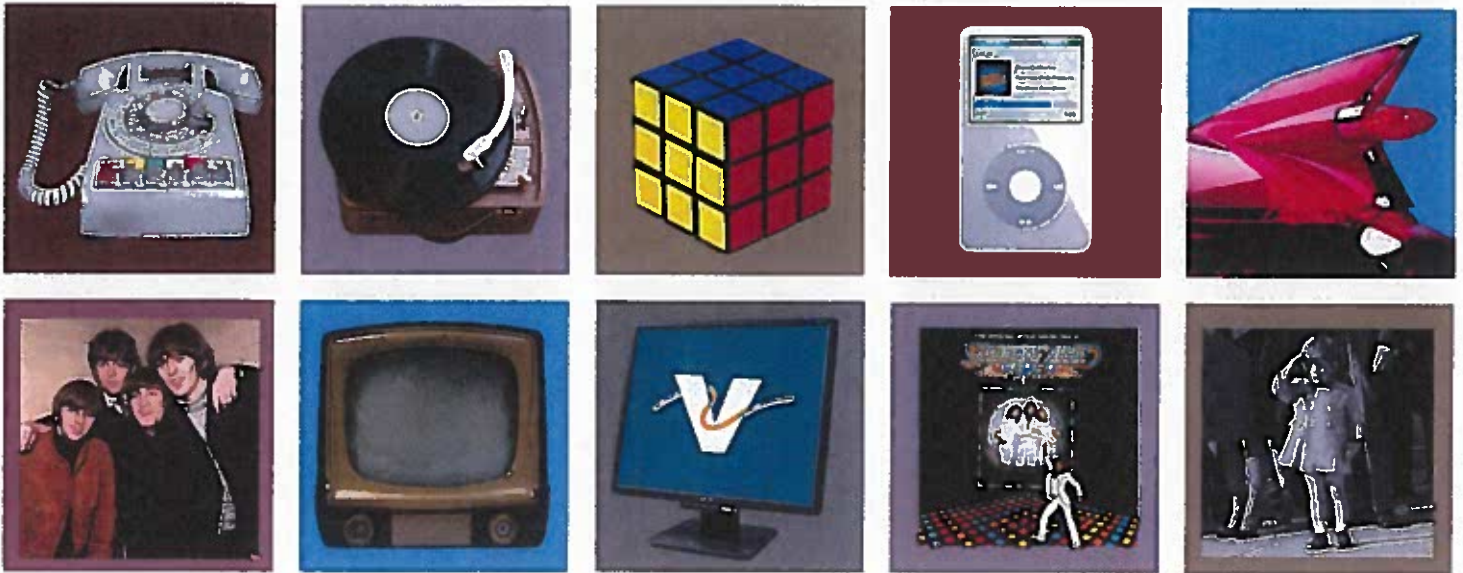
Both we and our employees are more prepared for transitions

Better trained employees and managers

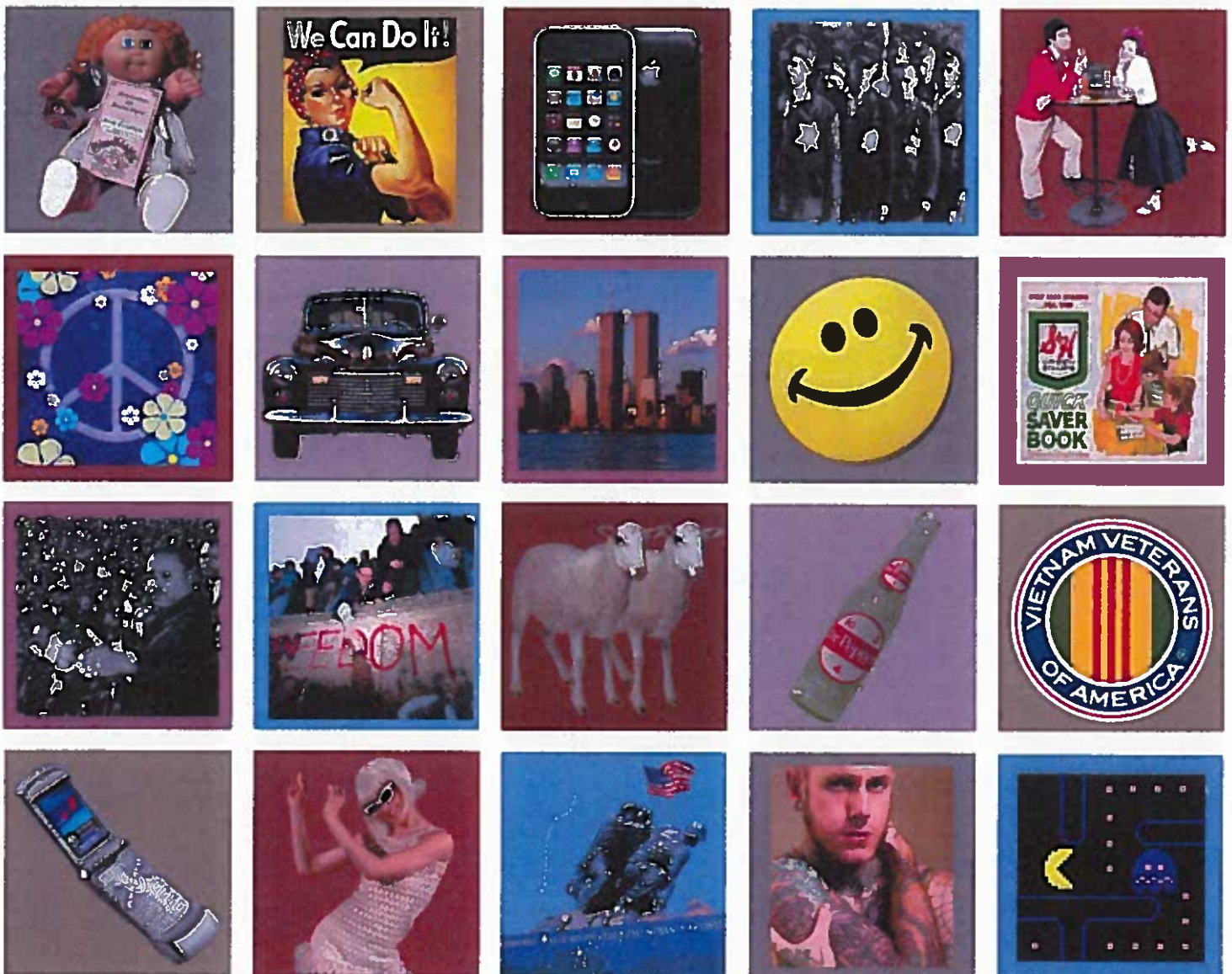
More productive and committed employees

We will have developed New Leaders for Tomorrow – maybe even to
the very top of the donor pyramid

Thank you and Questions



GENERATIONS & THEIR IMPACT ON BUSINESS





Leadership

	Preferred Leader	Leaders Who Drive Them Crazy!
Veterans	<ul style="list-style-type: none"> ▪ Directive ▪ Logical ▪ Fair and Consistent ▪ Respectful <p>And who...</p> <ul style="list-style-type: none"> ▪ Identifies a clear direction ▪ Sets long-term goals ▪ Spells out clear job expectations 	<p>A leader who:</p> <ul style="list-style-type: none"> ▪ Seems too touchy-feely ▪ Is indecisive ▪ Worries about making unpopular decisions
Baby Boomers	<ul style="list-style-type: none"> ▪ Consensual ▪ Democratic ▪ Warm ▪ Caring <p>And who...</p> <ul style="list-style-type: none"> ▪ Treats them as a friendly equal ▪ Is a "people" person ▪ Works with the group to define their vision and mission ▪ Assures them they are making a difference 	<p>A leader who:</p> <ul style="list-style-type: none"> ▪ Isn't open to input ▪ Is bureaucratic ▪ Sends a "my-way-or-the-highway" message
Generation X	<ul style="list-style-type: none"> ▪ Competent ▪ Genuine ▪ Results-oriented ▪ Informal <p>And who...</p> <ul style="list-style-type: none"> ▪ Is direct and straightforward with them ▪ Gives them a project with a deadline and turns them loose to accomplish it ▪ Looks for opportunities to develop them 	<p>A leader who:</p> <ul style="list-style-type: none"> ▪ Micro-manages ▪ Doesn't walk the talk ▪ Spends too much time on process and too little time on results
Millennial	<ul style="list-style-type: none"> ▪ Educational ▪ Positive ▪ Collaborative ▪ Achievement-oriented <p>And who...</p> <ul style="list-style-type: none"> ▪ Knows their personal goals, coaches and supports them ▪ Helps them find ways to spend time with friends while getting the work done 	<p>A leader who:</p> <ul style="list-style-type: none"> ▪ Is cynical ▪ Treats them as if they're too young to be valuable ▪ Is threatened by their technical savvy



Communication

	Turn Ons	Turn Offs
Veterans	Formal, organized, logical, non-emotional; goal-oriented, aligned; courteous, professional language; written documents	Profanity , slang, emotional language, disorganization, lack of respect for tradition, poor grammar, disrespect for experience
Baby Boomers	Informal, friendly, interactive, emphasize WIIFM, open-ended language, provide additional information resources (websites, etc.)	Matter of fact, unfriendliness, not showing interest in them , shows of power/one-upmanship, political incorrectness
Generation X	Efficient, e-mails/voicemails, straight-forward, bottom line, be over-prepared, stress short-term, practical outcomes, push for immediate decisions	Schmoozing , inefficient use of time , flashiness, acronyms/"corporate speak", incompetence, bureaucracy , complex policies
Millennial	Collaborative, positive, entertain & enlighten, align with personal goals, respectful, technological, age-appropriate language	Cynicism , sarcasm , unfairness , condescension

Motivation

	To motivate:	Rewards:
Veterans	Connect their actions to the overall good of the organization	Tangible symbols of loyalty , commitment and service
Baby Boomers	Get them involved, show them how they can make a difference	Personal appreciation, promotion , recognition, status symbols
Generation X	Give them choices, let them work independently	Free time , upgraded resources, opportunities for development, results for their resume
Millennial	Connect their actions to their personal goals	Awards , certifications , tangible evidence of credibility