

Response	Dr. P's Response
How do you bring along long serviced employees who tend to appeal to tradition and block innovation and change?	Provide empirical evidence related to the requirement for change, whether it is burning platform change like the impact of the pandemic on our work rules or a good to great change for which we have time to plan and adjust. Data does not lie.
New generation are looking for instant gratification and not benefits because they have little to no responsibility. How can our company balance those employees that want benefits vs salary for retention and hire ?	In addition to statutory benefits maybe adjust your benefit offering to provide a fixed amount and menu of benefits from which the employees can choose to spend the allotment with the understanding - if they do not spend the entire allotment, they will simply lose the benefits. This includes using funds in exchange for PTO days.
Obviously there are different management styles for each type of generations) in the workplace. How do you handle situations where others might perceive the management as special treatment or favoritism?	When an employee feels the manager is treating someone special, the organization has missed the opportunity to describe the difference between equality and equity. Equality means each individual or group of people is given the same resources or opportunities. Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome. When we ensure everyone can perform for the benefit of the team, this should not be a problem. This requires a culture transformation.
I'm interested to hear your suggestion on strategy for retention when the top 2 reasons for turnover are the military and off island recruitment	1) Create an environment (we spend most of our conscious time at work) where people really enjoy working there (not working because they have to, but rather because they want to), to include branding what you do as something bigger than just a job, and 2) you must have a foundational total rewards package which is externally competitive.
How do you handle supervisors that don't take action on their fellow supervisors for improper actions with employees? For example., staff informed the EEOC that the supervisor embarrassed and scolded an employee multiple times in public... and they don't feel comfortable with the interaction	You must design and implement a culture of equity and allyship, with empirical evidence illustrating the benefits to the organization and individuals. When you transition to an inclusive culture, innovation, productivity, engagement, and retention increases. There is a negative correlation to EEOC complaints, work errors, litigation, etc. You must teach managers what to do to create an inclusive environment and illustrate the benefits to them. This is training.
The new generation should learn respect from the older generation; be willing to learn by listening. On the flip end for the older generation, they should also apply the respect and to be open minded to suggestions of the younger generation. Basic lesson is RESPECT and LISTEN; we are HUMAN.	Respect is mutual. Additionally, most people do not understand the power of being an empathic communicator with a active listening skill set. We are trained to be competitive listeners and have difficulty empathically communicating. This is a training and accountability issue. organizations must train all employees about the nuances and tendencies of each generation (the essence of DEI work), and how to be empathic with active listening skills.
Given the different generations in the workplace there will	Not complete questions
As a company's culture evolves - how do you balance our Baby Boomers and older Gen X employees who are eligible to retire but don't want to? They don't encourage the change, they actually lead the biggest resistance. How do you ease them into change?	Culture is the outcome of the collective behaviors of employees and is anchored on corporate values. To that end, cultures do not evolve unless the company values change. This must be used for hiring (hire for skill and fit) and hold everyone accountable to the described behaviors associated with each company value. No one should be forced to retire. They should only be asked to leave if they do not behaviorally demonstrate the values of the company. Most adjustments can be made with training related to the aforementioned.
What are the main issues in the workplace the new generation should focus on?	Values, related behaviors, empathic relationships, active listening to understand (not compete), organizational goals, teamwork (together the ants eat the elephant), evidence-based decision making, and relationship management.
What is a strategy to combat the negative DEI pushback from states like Florida and Texas?	Empirical evidence about the evolution, demographics, and trends of the workforce, empirical data about how to be externally competitive (treat recruitment and retention like a sales organization). If decision makers can't believe the data, open discussions about what alternative data are they seeing. If changes in relationship management is not made to meet the desires, values, and behaviors of the majority demographic components of the labor market, organizations will continue to struggle with talent acquisition and retention.
What's one of the best and worst leadership advice you have ever received?	Best - the most important person with whom I am speaking is before me right now (they are the only thing that matters) and leadership is a result of motivating people to follow you (not to where they want to go) to places they may not want to go. I also received advice on never selling your personal values for professional gain. I don't recall worst advice because if it seemed bad at the moment, I typically purge it.
What are some of the biggest emerging issues for "employee relations" for churches and non-profit organizations?	We are working with humans and to that end, the type of organization does not matter. We are the professionals who are experts at the resources called humans, not an administrative office called Human Resources. To that end, human needs have continually evolved, with each generation, to being more empathic. To that end, more experienced managers and colleagues should become more of active listeners with empathic styles. We must train employees on how to be allies, empathic, team leaders about DEI competency models and behaviors, and embed accountability measures to ensure the new knowledge is applied as a requirement to match corporate values, not an option.