



# WINNING THE TALENT WAR



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)



# Gen Xers 1961-1981

*Skeptical about authority?*

*Tend to see the glass half empty?*

*Go at it [everything] alone?*





# Baby Boomers 1946-1964

*Are you a rule follower?*

*Never heard of TikTok?*

*Are you loyal and self-sacrificing?*



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# Millennials 1980-2001

*Entitled?*

*Lazy?*

*Love technology?*



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

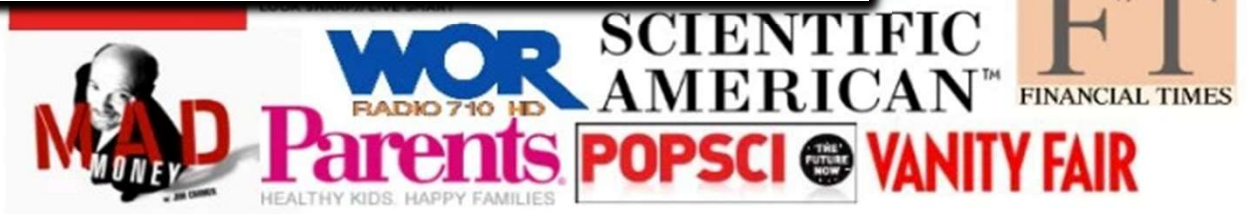


The New York Times Bloomberg

THE W  
The  
CHIC  
**'OK Boomer' Marks the End of  
Friendly Generational Relations**  
Now it's war: Gen Z has finally snapped over climate change and

Where False

# The Laziest Generation: Who Wastes More Time at Work - Millennials, Gen X, or Baby Boomers?



# The Catch-22 of Navigating Generational Recruitment

Experience determines future success

But the world is constantly changing

You don't know what you don't know

But you need experience to know



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# Quiz

*The census bureau does the mainstream generational research?*

**False!**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# Quiz

*Technology only impacts us on a sociological level?*

**False!**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Quiz

*Millennials are not able to buy houses because they spend too much on avocado toast?*

**True, Washington Post**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



**Nick Confessore** 

@nickconfessore



If I forego my daily avocado toast and save \$50 a week at 5% interest, I can save \$33,644 in just a decade!

♡ 92 1:56 PM - May 15, 2017



💬 32 people are talking about this



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# 7 Strategies



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)



# #1 Crafting a Strong Why



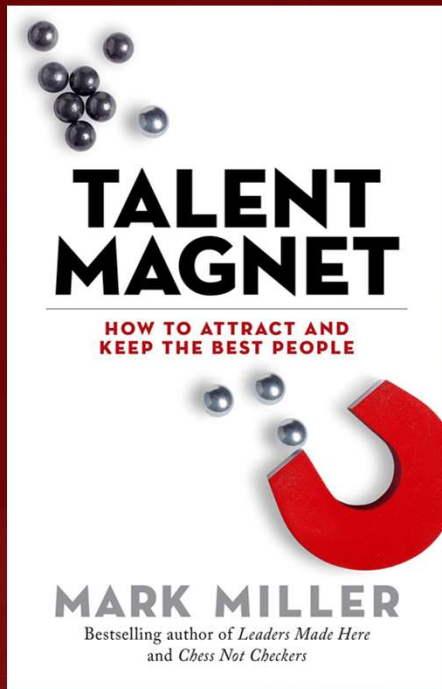
NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# ATTENTION: WHAT DOES TOP TALENT LOOK FOR?



Basics (Wage, Tools)

Brand/Reputation

Culture

Impact on Society

Personal Growth



## Description of Work

is looking for a **Chief Financial Officer**. This is a full-time position (40 hours per week) with State Benefits, including health insurance, paid vacation, paid sick time, paid holidays, as well as retirement.

**\*\*This position is POLICY -MAKING EXEMPT\*\*** the position must adhere to Tier 2 ethical standards as defined by our agency policy.

**\*\* This position has a recruitment range of \$163,000 - \$200,000 \*\***

Do you have a background in financial management? Can you lead a team of diverse professionals in a dynamic environment? If so, the  has a position for you.

QUIZ



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# QUIZ

## Job Description:

The Credit Risk Officer role is responsible for leading the credit underwriting process for a portfolio of existing and prospective large corporate client relationships. Credits in the portfolio are principally underwritten on a cash flow basis with a mix of investment grade and non-investment grade credits. The position includes leading both new transaction approvals as well as ongoing credit monitoring activities.

## Primary responsibilities include:

- Primary credit responsibility for a portfolio of  Clients spanning multiple sectors
- Experience in either Healthcare or Power Utilities industry sectors is preferred
- Structure complex transactions and negotiate credit documentation to mitigate risk appropriately
- Independently assess new credit asks, balance risk/return and make justifiable recommendations
- Lead new credit asks, amendments and annual reviews through the internal approval process with Risk partners
- Effectively manage deteriorating credits through creative loss mitigation strategies and effective

# QUIZ

Charlotte's local government, with more than 7,000 employees and a \$2.39 billion budget, works hard to ensure that the community will be a winning city for everyone – a truly remarkable place to live, work, learn and play.

The Finance Department partners with customers to achieve their service goals through sound management of finances. Finance provides strategic financial planning, accounting, and reporting services to the city, processes citywide accounts payable and accounts receivables, manages the investment of city funds and issuance of debt instruments, and provides risk control and prevention for the city.

## Summary

The City of  is seeking a Budget and Finance Analyst to work in the Financial Reporting Division. This position serves as a member of the Financial Reporting team which consists of a Chief Accountant, Assistant Chief Accountant, Accountants a Budget & Finance Analyst, and an Accounting Technician.





# LEVERAGE GENERATIONAL KNOWLEDGE

---



## QUANTITATIVE VS QUALITATIVE



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# KNOW YOUR POLARITIES

1. Disruption level
2. Financial situation (student loan)
3. Job role vs industry
4. Industry stereotypes





## #2 Optimizing Interviews



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# *Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings*

38

% for Unstructured Interviews?

51

% Structured Interviews??

10

% Interest?

-1

% Age?



# Rules of Thumb

Swap Unstructured for Structured  
Leverage Work Samples Not Just Behavioral  
~~General Mental Ability Tests~~



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# Cutting to the Core

*How does working here fit into your career ambitions?*



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

A professional video camera is the central focus, positioned in the foreground and slightly to the right. The camera's viewfinder and LCD screen are visible, showing a woman standing in a library. The background is a blurred library with bookshelves and a woman standing in the distance. The text "#3 Leveraging Video" is overlaid in white, bold font, with a white circle highlighting the number "3".

# #3 Leveraging Video



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# LEVERAGING VIDEO

---

800%

How do you make engaging videos?

93%



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# JOBBS



do a Google search for "high paying jobs for teens"

## Careers

# THE POSITIVES?

1. Walked the audience through a journey
2. Speak to their needs
3. Mentioned specific reasons to join





# THE POSITIVES?

**1. Amazing music**

**2. Pulled heart strings.**

**3. Conveyed strong branding**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# 3 Different Types of Videos

The Testimonial

The Showcase

The Guided Journey

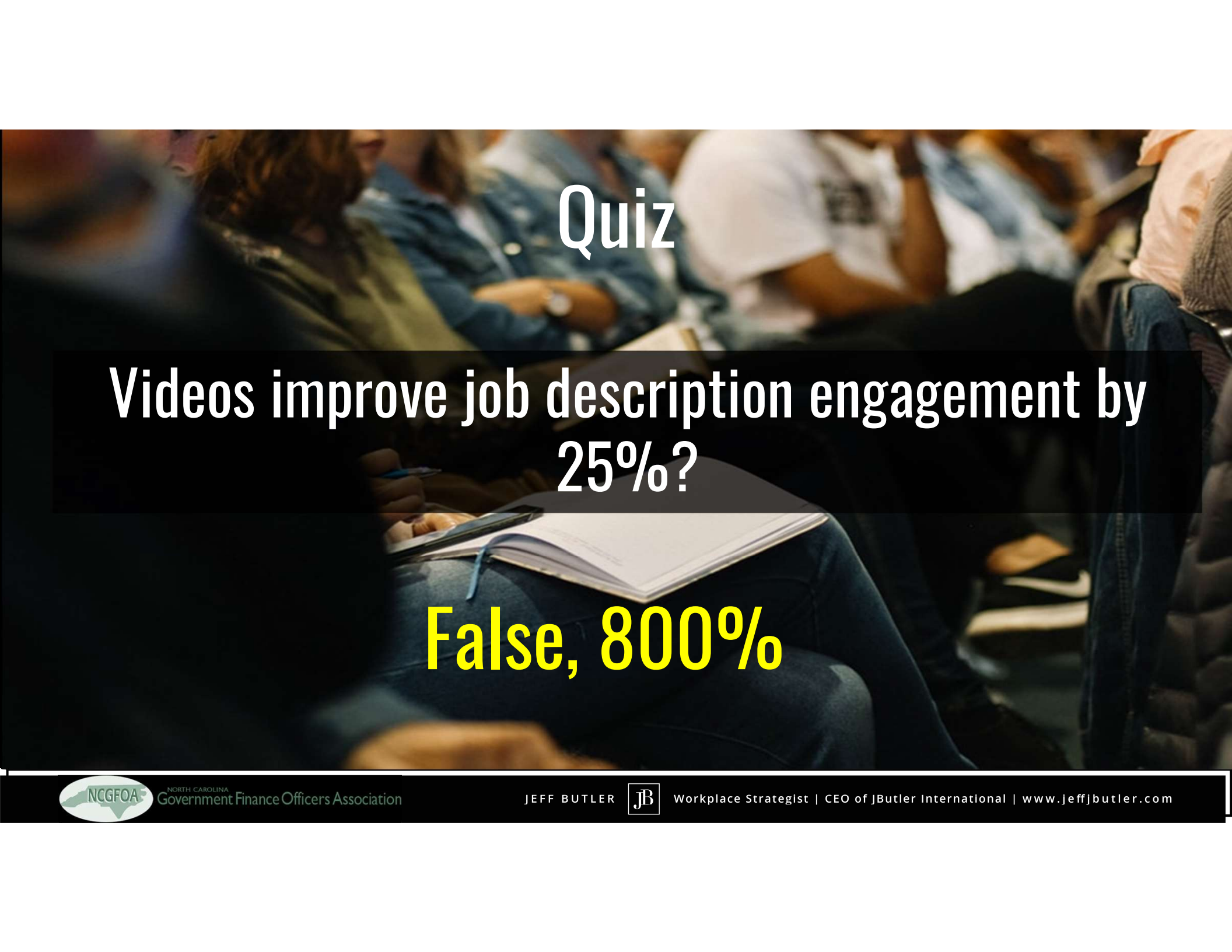


NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Quiz

Videos improve job description engagement by 25%?

**False, 800%**




NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Quiz

As production costs increase so does rapport building?

**False**



NORTH CAROLINA  
Government Finance Officers Association

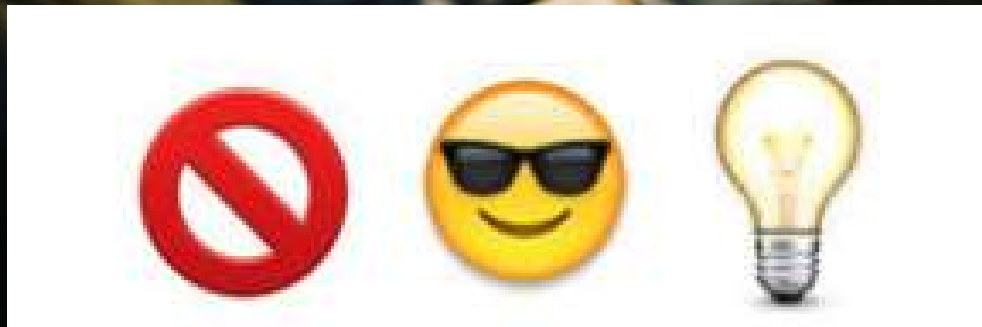
JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Quiz



**Not the brightest blub <-**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

## *Common Polarizing Questions*



*Tell me about a time you handled a conflict with a coworker?*



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

*If you eat buffalo wings, is it okay to lick your fingers in public?*



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

*All companies should make their employee salaries transparent so anyone can see*



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



*Companies should consider an applicant's social media accounts when applying?*



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



*Companies should have hiring quotas for each position?*

# Question For Any Intense Debate

**What will make me move to the other side?**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# Repairing Poor Workplace Cultures



NORTH CAROLINA  
Government Finance Officers Association

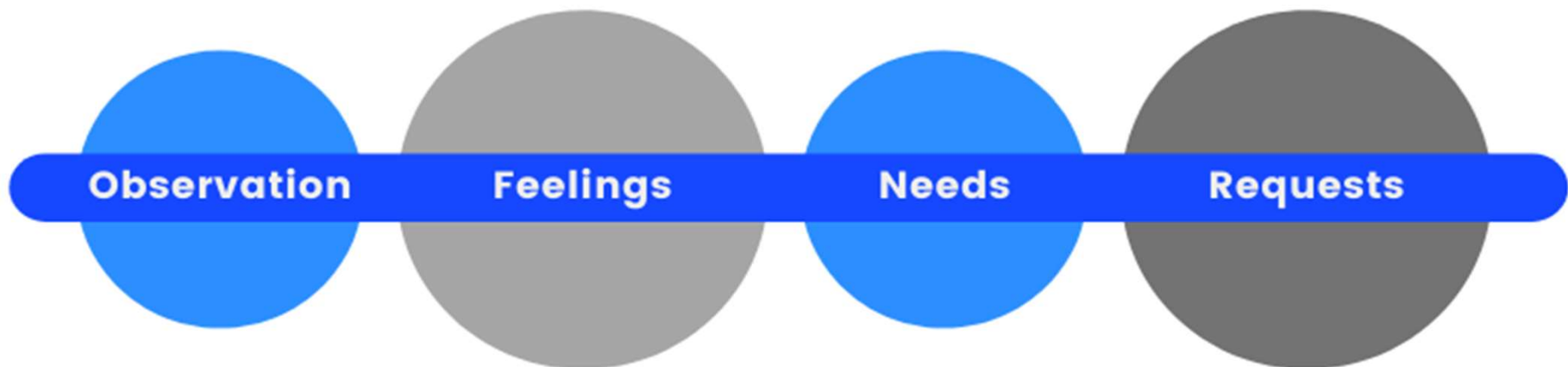
JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# 4 Elements of Nonviolent Communication



**Observation**

The concrete actions we observe that affect our well-being.

“

*"When you (name a behavior)..."*

**Feelings**

How we feel in relation to what we observe.

*"I feel (name your feeling)..."*

**Needs**

The needs, values, and desires that create our feelings.

*"because I want (identify what you desire)"*

**Requests**

The concrete actions we request to enrich our lives.

*"and I would appreciate it if (state your request)."*”

Source: Marshall Rosenberg's Nonviolent Communication: A Language of Life (2015)



# Step 1: Making Observations, Not Judgements

- ▶ **Judgement: My cat is so smart**
  - ▶ Observation: My cat got an A on its spelling test
- ▶ **Judgement: The WNBA is the best team in history**
  - ▶ Observation: The WNBA has never been defeated
- ▶ **Judgement: My hotel floor is filled with jerks**
  - ▶ Observation: My hotel floor parties late into the night
- ▶ **Judgement: F-250 owners are rude**
  - ▶ Observation: F-250 owners always park on my front lawn



## Step 2: Identify Feelings

- ▶ Last time you had a disagreement, what did you feel?
- ▶ What are your feeling with worst case scenario?



## Step 3: Needs

- ▶ Last time you had a disagreement, what did you feel?
  - ▶ What did you need?
  - ▶ What did the other person feel?
  - ▶ What did the other person need?



## Step 4: Request

- ▶ What request do you have for the other person?

**WE WANT YOU**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



## Ensuring That Someone Is Being Heard

- ▶ Explaining something complex
- ▶ Saying that back to the person
- ▶ Receiving confirmation





# #4 Turning Employees Into Recruiters



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# Why Referrals?

**20% retention rate from job board, 45% from referral**  
**55% faster to hire**





# Going From Internal to External Referrals



10-30% of salary  
\$50-\$150



Urgency Referrals





# #5 Optimizing Online Presence



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# Younger Generation Investigative Process Shift



# Why You Should Optimize Digital Presence

91% of employers use social media to recruit

1/3 Job seekers share negative reviews

55% of job seekers who find negative reviews don't apply



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# How to Address Negative Feedback



**R G**

**Local Guide** · 75 reviews · 34 photos

★★★★★ 3 months ago

No sound absorbing materials, extremely loud. Party groups right next to people trying to dine. Fish the size of a thick cell phone battery. Good flatbread pesto. Excellent cinnamon ice cream. But never again.



Like

## **Response from the owner** 3 months ago

While it's great the ice cream and flatbread pesto impressed you, I'm sorry if your experience could've been better. If you had any preferences with the seating, we would've been happy to accommodate if something else had been available. We are a Tavern but we do have an upstairs available for dining that is a little better on the ear. I hope you'll give us another chance so you can get the kind of excellent experience we're known for. -Bonni





# Review Platforms = Go On The Offense

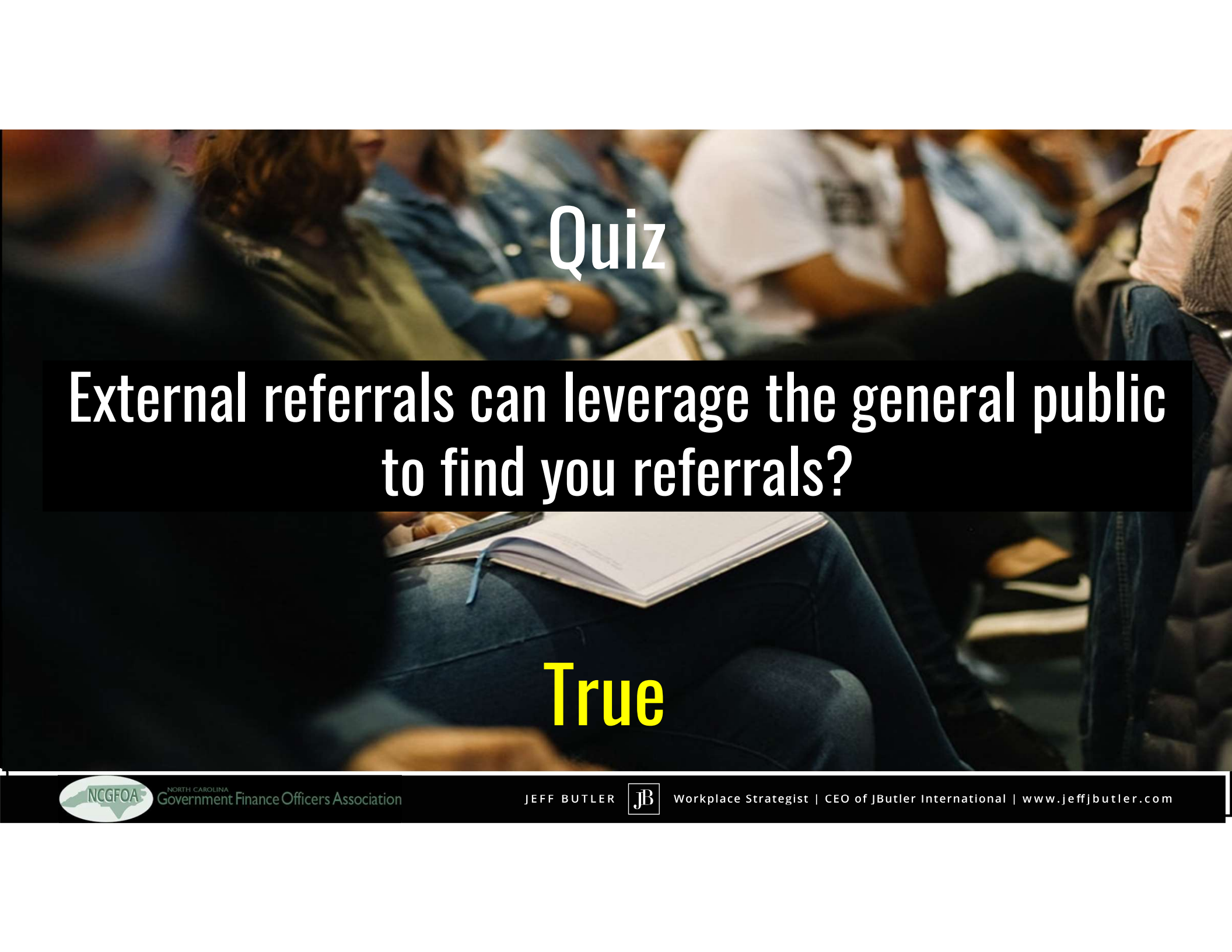


NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Quiz

**External referrals can leverage the general public to find you referrals?**

**True**

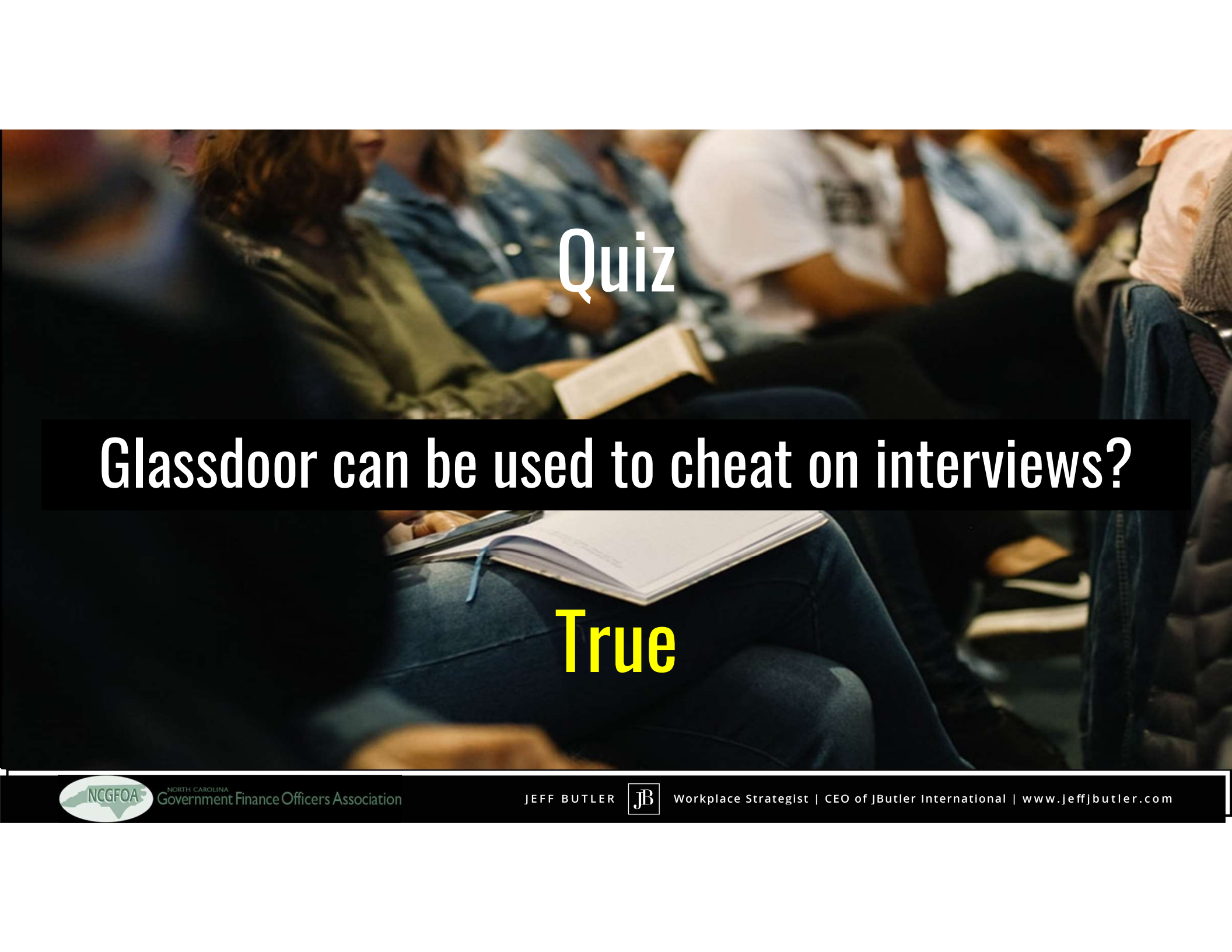


NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Quiz

**Glassdoor can be used to cheat on interviews?**

**True**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)





# #6 Creating Offers They Can't Resist



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Why Do Top Performers Leave High Paying Work? Hint: Its not bad management



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# Fitting the job to their career ambitions



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# Low Hanging Opportunities

- Traditional Mentoring
- Reverse Mentoring
- Horizontal Movement



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# Most Unusual Perks

- Naked Day (Newcastle)
- Egg Freezing (Facebook & Apple)
- Company Parade (Zappos)
- Cryopreservation (Numerai)





# #7 Unforgettable Onboarding Experience



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# 33% Quit in the First 90 Days



Psychology Today

Job different than anticipated  
Company culture  
Management



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# Creating An Unforgettable Onboarding Experience

## First Day

- New Hires Write Facts About Themselves
- Tour and Lunch
- Investing [In] You (Benefits)
- 90 day New Hire Onboarding Plan
- Executive Meeting





# Quiz

Working Remote decreases the amount of time worked per day?

**False**



# Quiz

**According to Psychology Today, 40% of employees quit within the first 90 days?**

**False, 33%**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# Quiz



**Don't Cry it's the End**



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)

# 7 Strategies

1. Crafting a Strong Why
2. Optimizing Interviews
3. Leveraging Video
4. Turning Employees Into Recruiters
5. Optimize Online Presence
6. Creating Offers They Can't Refuse
7. Unforgettable Onboarding Experience





# Mali, Africa



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)

# The Guardian



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)



# President Macron Meeting 22 year old Mamoudou Gassama



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffbutler.com](http://www.jeffbutler.com)





# Mamoudou Gassama joining the Fire Brigade



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)



# WINNING THE TALENT WAR



NORTH CAROLINA  
Government Finance Officers Association

JEFF BUTLER



Workplace Strategist | CEO of JButler International | [www.jeffjbutler.com](http://www.jeffjbutler.com)