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Institute for Organization
Management

Relevance in the Workforce Arena: How to Engage, Lead and Measure Impact

Happily presented by:

Christine Kennedy, IOM, CCE, CPC, ELI-MP

COO/ EVP, Lynchburg Regional Business Alliance



About the Lynchburg Regional Business Alliance

- We represent the Lynchburg Virginia MSA: Amherst, Appomattox, Bedford and Campbell Counties; Towns of Altavista, Amherst, Appomattox, Bedford and Brookneal; and the City of Lynchburg.
- **850 members** - large and small businesses, entrepreneurs, education institutions, localities, workforce providers, etc.
- **Our Vision:** Creating a region where businesses and individuals thrive.
- **Our Mission:** To lead regional economic development through:
 - Enhancing the Business Climate
 - Cultivating Talent
 - Generating Jobs & Investment
 - Promoting our Brand & Image Globally
- We administer numerous learning & training opportunities through our nationally award- winning Leadership Lynchburg program.
- Consecutive 5- Star Accreditation for 20+ years



What's on your mind?

What education/workforce questions do you want to make sure we cover today? Any pressing issues?



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US Chamber's Three Pillars of the Talent Pipeline



Early Childhood
Education & Care



Connecting K-12
to Careers



Postsecondary
& Workforce
Development



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Why we're here....

The good news is that federal spending on workforce development—including the Workforce Innovation and Opportunity Act (WIOA) system—improves disadvantaged worker outcomes. The bad news is that improvements are quite modest. In the words of one of our group members, we appear to be “stuck in a low-resource, low-efficacy” equilibrium. Small benefits at low levels of funding discourage higher levels of investment; yet without additional funding, it is unlikely we’ll see substantial improvement. At the same time, students and workers lack other options to finance training—for instance, Pell grants do not cover noncredit or shorter-term training efforts. The WIOA system, and the workers who use it, are caught in a policy catch-22.

We should also strengthen the “connective tissue” of supportive services. Education, training, and employment systems are decentralized, and the bewildering array of options can overwhelm workers who are juggling busy lives on top of their training needs. Barriers related to transportation, child care, and mental health often cause program participants to exit programs early.

A third critical need is for innovation in the nation’s workforce data infrastructure. Workers are pressured by technological change and automation, which makes it critical to modernize our education and training systems to keep up with change. We need better information about which jobs are growing and which programs are effective at developing needed skills.

<https://www.brookings.edu/articles/what-works-in-workforce-development-and-how-can-it-work-better/>



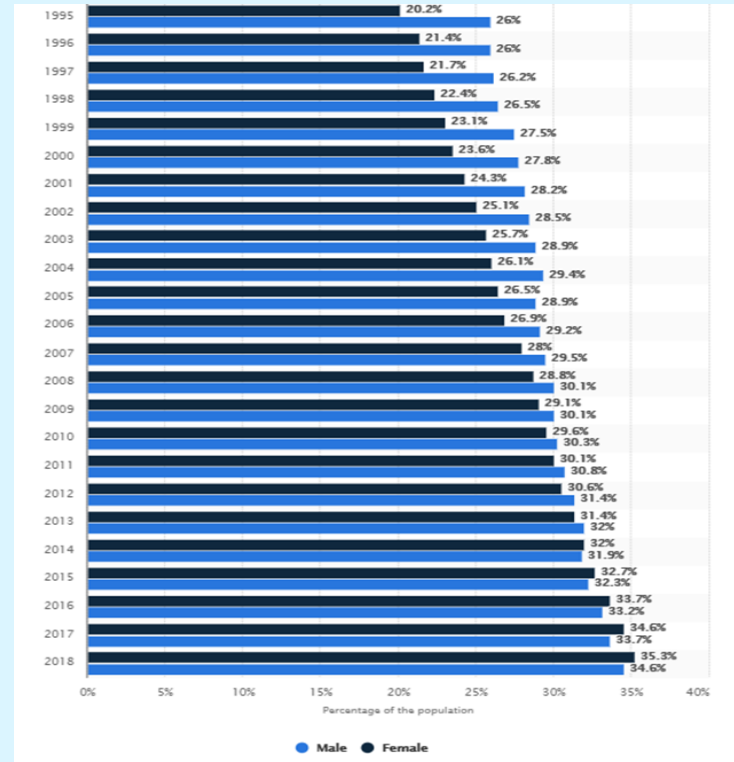
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Why we're here...

Students are not coming out of the education system career ready.

Record number of graduates are getting degrees and credentials...

...and yet, 89% of employers can't find the qualified candidates they need for open positions.



Why we're here....

Employers aren't getting the skills they need.

40% of businesses can't take on more work because **they can't fill open jobs.**

50% of open, available jobs go unfilled

90% of hiring managers report difficulty finding and hiring the right tech talent.

83% said the shortage of skilled talent was slowing company revenue growth.



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Why we're here.....

The U.S. Education System Isn't Giving Students What Employers Need

The U.S. education system is not held accountable for ensuring that students are properly equipped with the skills and capabilities to prepare for a career where they can obtain financial stability. Additionally, employers continue to rely on a traditional four-year degree requirement as a primary means of determining job candidate employability. The disconnect here is obvious, and the result is nearly [15 million un- or under-employed individuals](#).

There's a direct disconnect between education and employability, where employers view universities and colleges as the gatekeepers of workforce talent, yet those same institutions aren't prioritizing [job skills and career readiness](#). This not only hurts employers, but also sets the average American worker up for failure before they've even begun their career, as new employees who have been hired based on their four-year educational background often lack the actual skills needed to perform in their role. To create change as an industry, we must provide greater credibility to alternate education paths that allow students to gain employable skills.

<https://hbr.org/2021/05/the-u-s-education-system-isnt-giving-students-what-employers-need>



So many issues.....

- Affordable quality childcare
- Long term COVID implications on education and workforce
- Affordable workforce housing
- Under-skilled, hard to hire, justice involved/re-entry issues, and skill mismatch for high demand jobs
- The “new worker” and their expectations
- AI and HR
- Workplace culture & unwillingness to do things differently
- Others.....



We've Got Issues...



The Consequence.....

Increased Competition For Labor

February
2020

6.9 Million Job
Openings in the
United States



September
2023

9.61 Million Job
Openings in the
United States



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[Source: U.S. Bureau of Labor Statistics – Job Openings and Labor
Turnover Survey \(JOLTS\)](#)

Questions your organization should explore:

- How are you relevant and a “must” for your members in the workforce arena?
- What’s your lane? What workforce & education challenges is your Chamber/Association BEST suited to impact?
- How can you BEST impact these?
 - You can’t just present data and discuss. You must do something.
 - Do your programs, events and initiatives lead to outcomes?
- What best practices exist for the challenges you’re wanting to tackle?
- Who needs to be “in the room” and engaged in solutions?
- What framework will help us solve our education and workforce challenges?
 - Two frameworks we use:
 - ***Collective impact***
 - ***The Switch model***





5 Conditions of Collective Impact



#1 NEW YORK TIMES BESTSELLER

SWITCH

HOW TO CHANGE THINGS

WHEN CHANGE IS HARD

CHIP HEATH & DAN HEATH

THE BESTSELLING AUTHORS OF **MADE TO STICK**



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➔ DIRECT the Rider

FOLLOW THE BRIGHT SPOTS. Investigate what's working and clone it. [Jerry Sternin in Vietnam, solutions-focused therapy]

SCRIPT THE CRITICAL MOVES. Don't think big picture, think in terms of specific behaviors. [1% milk, four rules at the Brazilian railroad]

POINT TO THE DESTINATION. Change is easier when you know where you're going and why it's worth it. ["You'll be third graders soon," "No dry holes" at BP]

➔ MOTIVATE the Elephant

FIND THE FEELING. Knowing something isn't enough to cause change. Make people feel something. [Piling gloves on the table, the chemotherapy video game, Robyn Waters's demos at Target]

SHRINK THE CHANGE. Break down the change until it no longer spooks the Elephant. [The 5-Minute Room Rescue, procurement reform]

GROW YOUR PEOPLE. Cultivate a sense of identity and instill the growth mindset. [Brasilata's "inventors," junior-high math kids' turnaround]

➔ SHAPE the Path

TWEAK THE ENVIRONMENT. When the situation changes, the behavior changes. So change the situation. [Throwing out the phone system at Rackspace, 1-Click ordering, simplifying the online time sheet]

BUILD HABITS. When behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits. [Setting "action triggers," eating two bowls of soup while dieting, using checklists]

RALLY THE HERD. Behavior is contagious. Help it spread. ["Fataki" in Tanzania, "free spaces" in hospitals, seeding the tip jar]

How to start.....

1. Identify one **education/workforce challenge** in your community
2. Identify one **program or activity** your chamber or association has been involved in or could be involved in that can help overcome that challenge
3. What might be the first step to moving the needle?



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Lynchburg Regional Business Alliance Approach

DIRECT THE RIDER:

- 2017 Workforce Summit - highlighting the Bright Spots and Pointing to the Destination

MOTIVATING THE ELEPHANT:

- 2018- Intercity visit to Alabama - (Find the feeling, Shrink the change)

SHAPE THE PATH

- 2019- Region wide career exploration event for middle and high schoolers (Tweak the environment)
- 2020- Grants, regional conversations, preparing for the future, Virtual Workforce Summit (Tweak the environment)
- 2021-2022 Workforce Summit (Build habits and rally the herd)



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DIRECT THE RIDER: 2022-2023

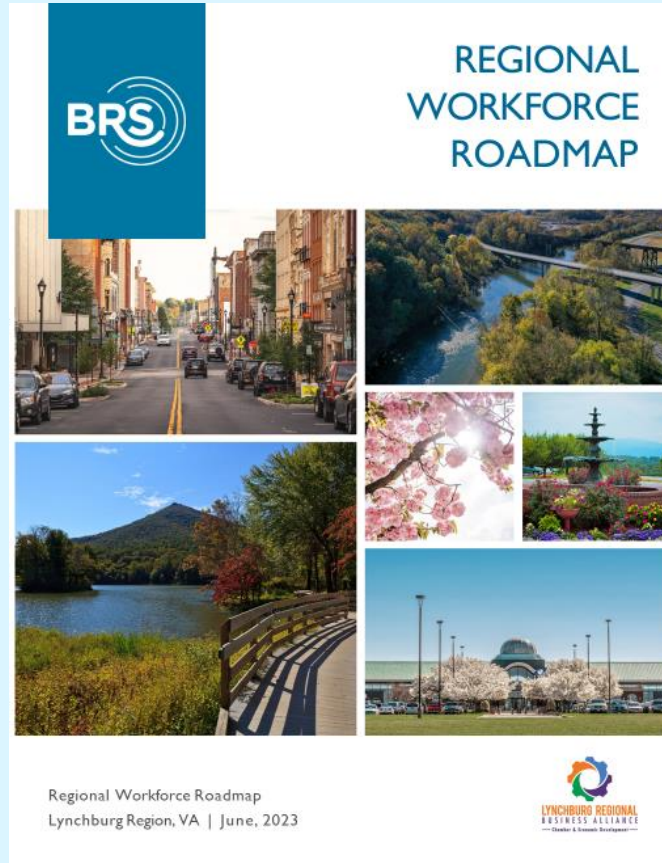
- Economic Feasibility Study & Campaign (Point to the destination)
- Secured consultant to help create Regional Workforce Roadmap (Script the critical moves)
- Hired director of talent & workforce development (Script the critical moves)

MOTIVATING THE ELEPHANT:

- Created Regional Workforce Targeted Advisory Group to oversee implementation plan for roadmap and launched roadmap at annual Workforce Summit inviting members to engage (Find the feeling, Grow your people)

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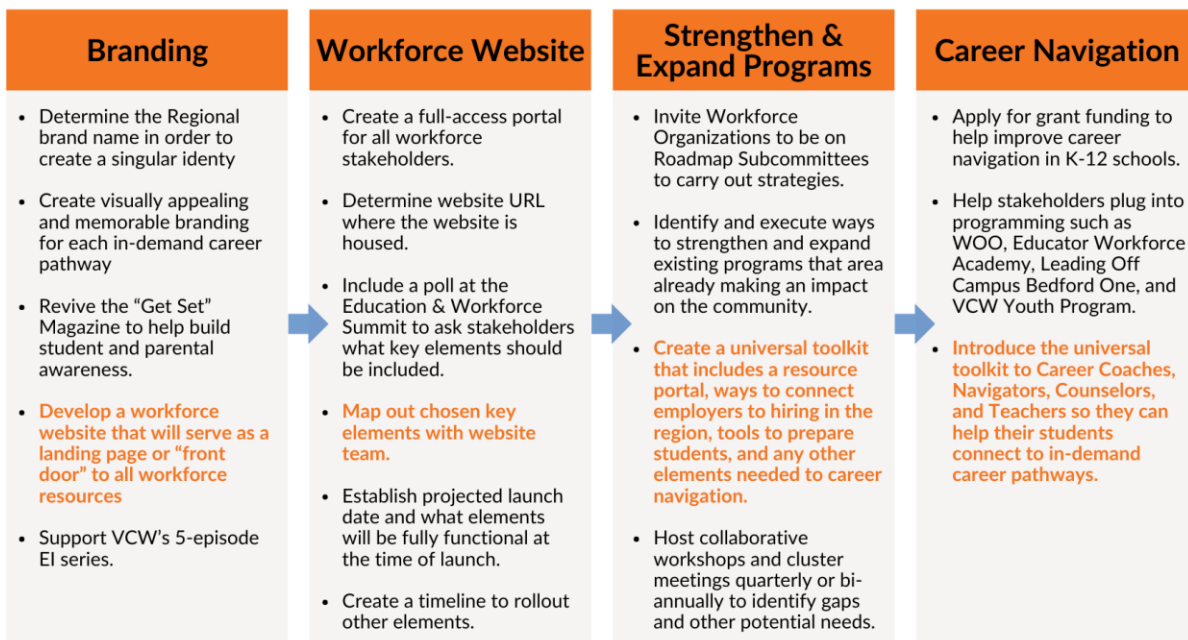
Our Roadmap



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Regional Workforce Roadmap

Implementation Plan 2023-2024 at a Glance



2023 & Beyond for us.....

- Worlds of Opportunity Career Exploration event for middle & high school students
- Educator Workforce Academy for educators to go behind the scenes with in-demand sector employers
- Welding Wars
- SHE Week for middle and high school girls
- Leading Off Campus and LYH Intern Connect for college interns
- Leadership Lynchburg Flagship and 2.0 Program
- Level Up YP Summit & Education / Workforce Summit
- Policy agenda for education and workforce
- VA Early Childhood Foundation- Business Ready Roundtable
- New talent attraction website



What's next? Outcomes!



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What gets measured gets managed.....

“If we were having this discussion three years from today, and you were looking back over those three years, what has to have happened for you to be happy with our progress?”

(What are the wins we need?)





5 Conditions of Collective Impact



1. Roadmap is our common agenda.
2. We are using agreed upon metrics.
3. We are all supporting key events.
4. We are meeting regularly.
5. The Alliance is the agreed upon backbone organization taking the lead.



Reminder: Questions your organization should explore:

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Acknowledgements & Advice...

1. You don't have time to engage in everything that needs attention.

Spend time with those that are getting it right. (peer chambers/associations, etc.)

Decide the highest and best use of your time.

What can only you do? Offload other tasks or simply don't do what won't lead to impact in major member issues.

2. You don't have enough resources to tackle all the problems.

Decide on what initiatives will give you the MOST momentum now.

Activate or utilize your foundation to leverage grant funding.

Identify partners.

3. You have competition for relevancy and market position.

There are plenty of organizations claiming to tackle problems and vying for relevancy.

Don't promise.....prove.



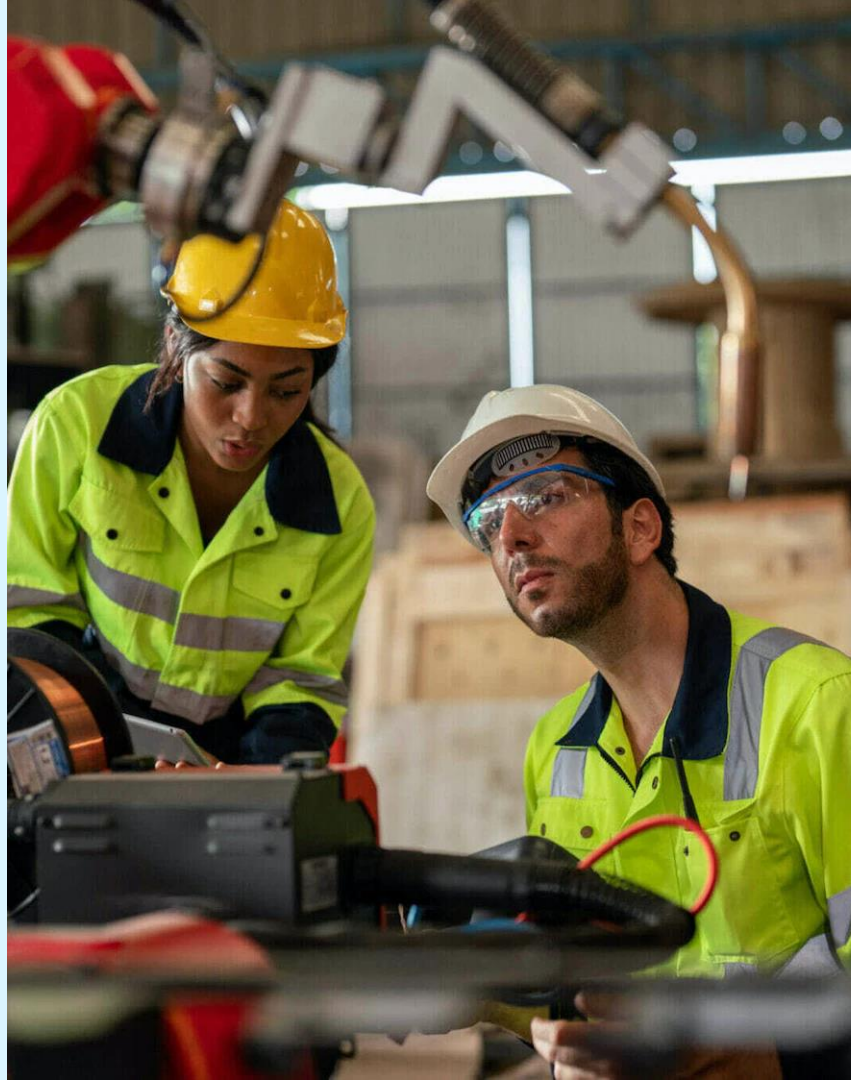
US Chamber Resources

<https://www.uschamberfoundation.org/workforce>

<https://www.uschamberfoundation.org/education>



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EXTERNAL RESOURCES

- Harvard Center for the Developing Child (<https://developingchild.harvard.edu>)
- Department of Education (www.ed.gov)
- Education Trust (www.edtrust.org)
- Honesty gap (www.honestygap.org)
- Department of Labor Employment & Training Administration (www.doleta.gov)
- Georgetown Center for Education and the Workforce (www.cew.georgetown.edu)
- W.K. Kellogg Foundation (WKKF) (<https://www.wkkf.org/>)



Lets chat.....

What are some a-ha's
from this session?

What is your first step
regarding education
and workforce after
this webinar?

What didn't you get
that you need?

