

Business Intelligence Survey Findings and Discussion

Table Discussions Responses 2-20-19 - Draft

The New North's Business Intelligence Committee commissioned the St. Norbert College Schneider School of Business and Economics to conduct a baseline CEO Survey regarding the topic of talent, technology and innovation. This is a transcript of the discussion generated from the survey results presentation.

Questions for discussion following each topic area survey results presentation:

Part 1 – Leadership and Talent Gap

1. What specific issues are you encountering, and how are you responding (or what seems to be working)
 - Availability of talent. Diversity of people, thought-create programs to allow people to grow. Tech skills to leverage new tools. Speed of change, customer demand. Need for data, but also then needing to use it. (2)
 - Jobs, not enough people. Investing when they can't afford to. Smaller employers aren't as rich to make investments and therefore turning down business. Responses occurring: Employers doing better job of identifying their brand to potential employees. (3)
 - Inefficiency and un-personalization during the hiring process. Technology gets in the way. Also applies to candidates (apply on-line) No clear path of how to move within an organization. Hiring for culture fit. (4)
 - Qualified talent / some skill gaps / layering experience (startup in MS & HS internships). (5)
 - Global Competition for talent so innovation critical to being attractive. / Shift to more IT needs vs customer service positions (front line people). / How do we bring back or keep the older workers? Offer Part-time and Insurance benefits? / How do you retrain and shift people to the new emerging positions from those that are becoming obsolete? / How do we groom new leaders - next group of leaders/ - basic leadership gap between chamber leadership programs and the higher level Center for Exceptional Leadership. What are the different skill sets in leadership? Internal consultant-project learning. (6)
 - There is a body deficit - University-people are being stolen & recycled.
 - Need to know more about AI to be world-wide competitor / management fear worker reaction – workforce often embraces when they see the benefits of what AI can do. How can I do more with less people thru AI
Identify people's potential – aptitude assessments (what traits are critical to position) / Pushing the info gap / Technical Skills vs management skills / identify Natural leaders - young management
Had to move to west coast to find marketing and merchandising call center - AI to modify body in chairs – lights out automation.
Managing the leap (jumping the curve)/ it is forced, pushing, into positions.
(7)
 - Leadership skills, end to end thinking.
Diversity-lack of women/people of color in technical fields.
Perception challenge recruiting to the region
 - Needs to pay attention to the spouse when recruiting.
 - Create an experience when recruiting, (be more intentional) Celebrate employees coming not just leaving
 - Apply "white glove" to most valuable employees. (9)

- Are we talking to young people to find out what they need/want? Northwest WI is used to what was, not adopting to what is really needed. Policy development to support early childhood development-child care availability. Child care employees earning viable wages. How can NE WI prepare for the demographic change that's coming? Proactive or reactive. Young people want to leave, and that's ok. What can we do to welcome them back home? (10)
 - Working to secure operators. (production labor)
Have had to reach out to Puerto Rico to ID and secure 24 people. Have had to deal with many governmental/administrative burdens to hire them
Have great support from the local and state technical college resources. RE: finance sector If we don't state early conversations w/ Jr & Sr. High School students even financial services firms see challenges with recruitment. By college it's too late. (11)
 - Airport gap not just pilots but also GSE.
Mfg assembly line can't find employees.
Area not attractive as a trendy and upcoming city - businesses not creating innovating work environments (different environments might be needed for creative work).
Notice that people who leave the area often come back – opportunity window to come back(13)
 - Lack of people (employers better training).
 - Development of city strategic plan. 11 areas of focus
 - Partner with alumni associations to bring talent back who had left.
 Greater competition results less qualified candidates. As talent develops, they leave.
Culture gap- the recruiting process integrate the community (both greater GB and within org). Who is developing programs for k-12? Real investment. (14)
2. How can New North support you in your efforts? What role can New North or other organizations play to prepare and assist the region in navigating the future?
- Provide insights relevant to all, as opposed to specific business. Help businesses make connections and show best practices, increase diversity of thought, experience. (2)
 - Look for clear examples of how to do it. Building trust, access, and visibility.
 - - Awareness - Be a broker of talent. – Implementation guide with “How to”s (4)
 - Present a workshop on “analyzing skill gaps” in the work place. (5)
 - Define resources for next level of resource needs.
Awareness of assessment products
Company networking/roundtables-sector segment specific. Can this be on-line with: bulletin board – calls for innovation – problem solving/ education programs and info delivery
Process awareness of growth plan to skills gap assessment.
Plant tours/project learning for k-12, such as Ariens in Brillion. (6)
 - Share Stones of success strategies in action – what is working –
 - AI case studies
 - work stream design- case studies
 - sharing best practices.
 - Identify kids in HS (have faith to develop and recruit) – learning from each other. (7)
 - Continue branding efforts, creating assets that we can use.
Working in local communities to understand their intentions.
Sharing best practices through content/events/interactive experiences. (9)

- Focus beyond training to help organizations understand that training by itself is insufficient. A supportive environment with leaders providing feedback, coaching, and mentorship along with meaningful job opportunities, is key to maximize training investment. (11)
- How to bridge the gap between talk/plan and actually implementation.
How to bridge attraction to include the spouse- we focus on recruiting the employee but how can we get buy in from spouse/family. (13)
- Help us move from product/result to innovation process and the value the employees have in process.
Building communications skills.
Project management support to develop meaningful internship/research ops – collaborative teams.
Understanding younger generation motivators.
Support customization/innovation over pushing est. products-create more balance between these two (instead of novelty around innovation).
Help us Create Space for Innovation and change mindset (14)

3. What issues/opportunities should we spend further time discussing/researching?

- Utilizing online contractors, gig economy, Social media impact on business. Do everything culture-global economy. (2)
- New North taking more active role in reaching out to regional business growth opportunities. Pulling WI regions together for just a few efforts. (3)
- -Increase higher educational attainment / - work life balance-more than a Buzz-term / - Veteran recruitment involvement (4)
- Older generation attraction.
Returning parents to workforce- usually through incremental moves. (6)
- Need Examples of AI Case studies
- Cooperation among Thought Leaders – how is AI and other solutions coming into action – examples of who are taking ideas and making them work.
Assessment of innovation gap and skill with technology
Thought leaders-how is IT (AI) other solutions coming into action. (7)
- Surveying incoming workers before/after to understand changes in perceptions. (9)
- Look further into ways to engage young people in the thinking and opportunities associated with work and careers. And in addition to young people (e.g. middle and secondary school age) in the thinking and opportunities associated with NE Wis work and career
- And in addition to young people: other non-traditional pools of resources: diverse pools, domestic violence victims (e.g. clients of Harbor House, Christine Ann), mental health clients, etc.. (11)
- If we are going to swap employees, how can we encourage it? Better to keep people in the area and there's a chance to get them back.
Concept of externships to extend employees talents
Keeping the door open to employees that left in case they want to come back. (13)
- Educational programs that expedite graduation and support collaboration.
How to evolve company mindset to adapt to talent available rather than making talent fit (who then will likely leave rather than stay over time- because they don't see career path and/or personal development.)
Measurement structure/development to be able to utilize talent development with the same importance as financial metrics when reviewing businesses.
Support cultural development / urbandesign / change mindset.

Are you asking talented people to fit your mold or are you seeking / developing talent to CREATE a new mold?

To gain power / control let go of top down hierarchy of decision making / innovation. Who has the appetite? Feed this.

- Very parochial here – limited narrow scope- inward looking – this is where GB needs to have the greatest support.
- Shift to consumer need.

4. Other key take-aways, comments or suggestions?

- Company culture-does it support your business strategy? (2)
- Work on increasing survey participation. (3)
- Best practices for HS internships and college internships. (4)
- Hybrid degree, change management?
Groups-how do we come together, share, and learn together (downstream examples)-break down into specific issues. (7)
- Talent development strategies: recruit, retain.
What is the future challenge on talent in 10 years?
Do we have good info on the demographics of our current work force?
Demographic study by BACC for NN footprint
Quality education, healthcare
Foresight analysis: 1. What is the future 2. Training on tools of foresight 3. Plausible futures for their company (8)
- Are we talking to young people to find out what the need-want?
Northeast WI is used to what was, not adopting to what is really needed.
Policy Development to support early childhood development – child-care availability, child care employees earning viable wages.
How can NE WI prepare for the demographic change that's coming? Proactive or reactive
Young People want to leave and that's ok...What can we do to welcome them back home?
- Can't micromanage employees anymore-best to give a set of metrics/expectations and allow employees to do their own process to achieve.
Can lead to culture issues-older employees may judge younger employees for not working the same.
E. g. working late at night
Need to provide targeted benefits to your talent group (could be monthly lunches, recognition, scheduled freedom).
Global engagement study done at Kohler showed that free coffee is most appreciated. (13)
- Support shared technology to spend/risk to orgs is minimized and innovation is optimized. Support collaboration. (example: Ne North, Chamber, SNC, and granter/financial support) (14)

Part 2 – Innovation and Technology

1. What specific issues are you encountering, and how are you responding (or what seems to be working)?
 - Corporate integration with higher education. Technology impacting the way people work. What skill sets are required in the future? Working to fight against disruption when it has already occurred – Better mindset for adoption is New Technology leads to market leadership vs Tech leadership (1)
 - Time, focus, business demand detracts from adoption and learning. We don't know what we don't know. Collecting data to use to drive technology. (2)
 - Tech, R&D, innovation is lacking (not on the radar). Artificial Intelligence and people's employees. (3)
 - Technology adoption is resistant. Some don't even know they are using tech. 55-65 men are resistant and uneducated as to tech use and application. Small steps adoption is one way to begin to make progress. Network learning w successful examples. (6)
 - An "A Robotics" AI Tour – take a day and tour New North Companies – Show & tell how people are using technologies to address market labor shifts / Living case histories
 - Org/people stuck.
 - I don't know what I don't know.
 - I don't understand how it applies to use.
 - I'm interested but don't know how to get started.
 - Risk Posture
 - Develop culture/mindset of experimentation.
 - Reverse mentoring. (Young teach leaders about tech)
 - Foresight analysis (9)
 - Resistance to even consider and understand AI and new tech. (11)
 - Graduates are trained on tech that isn't yet in the mfg world locally-how to get mfg's to catch up on talent. Subject matter is not prevalent in the area-need to go outside the geographic region to find the niche technology for expertise. How to get the internal resources to focus on technology Institution with structure to say no historically, now to change buy-in and culture. (13)
 - Rate of obsolete. When you invest in tech and a few years later-not relevant. The energy industry has high disruption. The effects of mergers and acquisitions. How area is viewed-ShopKo, WPS. There is a lot of fear and guilt around tech. There is a lot of resistance greater comfort in what is known. All energy/resources are dedicated to survival rather than growth/future. (14)
2. How can New North support you in your efforts? What role can New North or other organizations play to prepare and assist the region in navigating the future?
 - Accent that the problem is not affordability and ease of use. (1)
 - Help provide opportunities to share knowledge. Website to interact with others. Share live events online, videos. (2)
 - Keep physical face to face event and also do online interaction. (Slack Group? – FB & LinkedIn – using platforms people already use. – physical and video conference participation incl webinars and podcasts-youTubes) The marketing of this is key. Ability to see used case examples to develop better understanding of cost of ROI. Keep trying stuff – variety of delivery examples – sharing of cool things

- Quarterly some-things or touch points (6)
 - What about a robotics AI tour- take a day and tour New North companies-show or tell how people are using technologies to address market labor. (7)
 - Share practices/ stories.
 - Use case development
 - ROI calculators
 - capabilities needed. (9)
 - Help the region and its businesses and leaders to fully see, hear about, and understand what is going on and what's available to the technology area (e.g. This might be analogous to be Camera Corner Connecting Point workshop they are offering called "Understanding AI like never before") . (11)
 - Introduce culture of experimentalism to companies so there isn't the fear around technology. Provide resources and/or best practices to focus on technology (most small companies/manufacturing don't have a Chief Technology Officer-CTO). Provide exposure to technology/ways companies can outsource. Provide education available/targeted to c-suite. (13)
 - Make is less scary.
 - Help to take on the work needed to change.
 - Streamline information sources. Reach the right people for the right things.
 - Good programs are not enough-carve out the space because it is deemed meaningful use of time. Ambassadors promoting/integrated into business plans.
 - Help our region be the disruptor in key areas. (14)
3. What issues/opportunities should we spend further time discussing/researching?
- Missing Thread – Network effects – Consumer pressure to adopt tech – “in-house mindset” - not sustainable solution to tech problem. Digital strategies include: searchable tech, AR/VR, data, networked business, 3-d Printing, cloud computing, AI, Specific Tech (1)
 - A.I. Supporting high school classes with correct business technology. (2)
 - Comparisons to other regions-what are they doing that we could learn from.
 - Digitization – Privacy – Security
 - Regulations (particularly environmental – such as bans on particular supplies such as chemicals needed for production) / Sustainability
 - Easier access to Cap Ex Incentives
 - Culture assessment. (6)
 - Understand the “new world” of AI-how this is applying to my business and life.
 - Application of robotics (simple and complex).
 - Fuzzy logic-modify in response. (7)
 - Resource allocations between operations, continuous improvement, disruption. (9)
 - Environmental: Regulatory, clean energy, etc. (12)
 - Education is training more advanced technology than what companies currently use so students essentially are a taking a step backwards when they take a job. (13)
 - Is talent looking under desperation (loss job/unemployed) or development. We recruit more under a desperation mindset-so we get those results.
 - *Using data ethically and create the desired change/outcome. Rather than to persist current perception/reality. (14)

4. Other key take-aways, comments or suggestions?

- California start-up | AI ability to detect & predict Human errors in Construction along with the prediction of injuries in construction (1)
- This session was the tip of the iceberg, more sessions. Knowledge and referral network for technology. (2)
- How are we going to know what we don't know. (6)
- "collaborative community" (7)
- Good discussion-consider more time for table groups report outs to allow even more beneficial information sharing. (11)
- What is the definition of innovation? Very broad. (13)

New North Business Intelligence Committee Supporting Partners:

