



## 2023 Fall Think Tank

### *Power Shift: How Employers are Responding to the Changing Needs and Preferences of Their Workforce*

September 26th, 2023 | 2-5 pm MT | A Members-Only Event

Salt Lake Marriott Downtown at City Creek

Salt Lake City, Utah

Program Directors: Paul Terry, PhD, HERO Sr. Fellow & Ariane Mistral, HERO Director of Education & Events

**2:00 PM MT** **Welcome**

Karen Moseley, HERO President and CEO

**2:15 PM MT** **Assessing Needs and Values of Today's Workforce**

**Panelists:** [Emily Stiehl, PhD](#), Clinical Assistant Professor, Health Policy & Administration, University of Illinois Chicago School of Public Health; [Roshi Fisher, MPH, CPH](#), Senior Vice President, Director of Employee Experience Consulting & Business Operations, Blue Communications; [Melanie Cumbee, MS, CWP](#), Vice President, Organizational Transformations, Blue Zones LLC

**2:45 PM MT** **Loneliness, Belongingness, and the New Way We Work**

**Panelists:** [Wes Carter](#), President, Atlantic Packaging Corp; [Lisa Mrozinski](#), Director Total Rewards, Baird; [Mary Freire de Carvalho, PhD](#), Epidemiologist, Shell

**3:15 PM MT** **Group Work and Table Topic Discussions**

**3:45 PM MT** **Break**

**4:00 PM MT** **Are We Addressing Changing Needs? Change Strategies that Boost Well-Being**

**Bonita Austin, MBA**, Professor, Department of Entrepreneurship & Strategy, University of Utah

**Reactor:** [Martha Shepherd, DO, MPH, FAFP](#), Associate Professor of Clinical Medicine and Pediatrics, Vanderbilt University Medical Center & Medical Director, Vanderbilt Health at MNPS

**4:30 PM MT** **Group Work and Table Topic Discussions**

**5:00 PM MT** **Adjourn**

6:00 PM MT **Think Tank Dinner**

## **Are Generational Differences for Real?**

**Karen Moseley**, HERO President and CEO

**Joni Troester, MBA, SPHR, CEBS**, Senior Assistant Vice President and Deputy CHRO, The University of Iowa; Chair, HERO Board of Directors

**Bonita Austin, MBA**, Professor, Department of Entrepreneurship & Strategy, University of Utah

**Martha Shepherd, DO, MPH, FAAFP**, Associate Professor of Clinical Medicine and Pediatrics, Vanderbilt University Medical Center & Medical Director, Vanderbilt Health at MNPS

## **Power Shift: How Employers are Responding to the Changing Needs and Preferences of Their Workforce**

One term used to explain the high turnover rates following the pandemic is “shift shock,” a concern that your values are not aligned with the organization you just signed on with. A 2022 Muse survey of 2,500 employees found that 80% of respondents felt it was “acceptable to leave a new job before six months if it doesn’t live up to your expectations.” This search for more fulfilling work was driven, in particular, by Gen Z and Millennial workers. Questions about whether working from home is a privilege or a right speak to the realities that come with a tight labor economy. At Apple, employees wrote open letters in protest of in-person work and support for greater worker autonomy is just as often expressed by service workers or laborers with jobs that require them to be at the workplace. With job postings up 30% and a quit rate 50% higher than before the pandemic, questions about how power is shifting are often answered with examples of a new “workers economy” where employees are exerting more leverage via new benefits, stay bonuses, and flexible work arrangements. This HERO “power shift” Think Tank seeks to identify those methods and tools that assess the needs and values of today’s changing workforce. We will discuss changes in employee preferences related to demographics and changes in work arrangements and identify key factors related to employees’ sense of belongingness in organizations. In discussing drivers of disengagement and discontent, we intend to surface those strategies and approaches that increase employee satisfaction and commitment to organizations. We will explore how employee health and well-being initiatives can be organized in support of sustainable cultures of caring and trust that attract and retain a robust workforce.

### **Learning Objectives**

After attending this Think Tank, participants will be able to:

1. List methods and tools that assess the needs and values of the workforce and discuss changes in employee preferences related to demographics and changes in work arrangements.
2. Identify key factors related to employees’ sense of belongingness in organizations and discuss drivers of social isolation, disengagement, and disenfranchisement.
3. Describe interventions, whether via policies, programs, or environmental changes, that improve employee satisfaction and retention.
4. Discuss novel strategies that have been designed to address changes in employee needs and preferences and the new ways we work.
5. Explain effective evaluation approaches that help organizations determine whether their employee retention and satisfaction initiatives are working.
6. Illustrate case examples of organizations that have improved their organizational effectiveness in adapting to changes in employees’ needs, values, and preferences.

### **3 CHES/MCHES Credits Available**

Sponsored by Health Enhancement Research Organization (HERO), a designated provider of continuing education contact hours (CECH) in health education by the National Commission for Health Education Credentialing, Inc. This program is designated for Certified Health Education Specialists (CHES) and/or Master Certified Health Education Specialists (MCHES) to receive up to 3 total Category I contact education contact hours. Maximum advanced-level continuing education contact hours available are 3. Provider ID#101039

**References:** The 2022 [Muse](#) Survey. [Forbes](#): “The tragedy of the commons.” [Computerworld](#): “Apple Employees revolt...” [Pew Research Center](#): “How Americans View Their Jobs.”