



FINAL WHITEPAPER

RESULTS AND RECOMMENDATIONS

Written and Presented by the New Leadership Board 2008-2009

The New Leadership Board is an advisory group of people ages 17-39 who work with the leadership of the Economic Development Council to establish an additional set of priorities for the economic future of the Bloomington-Normal area. The goal is to create a generational dialogue and provide ongoing input to our business, economic and political leadership.

The information that you will find in this report should be reviewed by employers, employees and government officials. The workplace is changing and we need to take a proactive approach to prepare for the future.

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Executive Summary: The Future of the Workplace

What Drives the Employee?

Understanding what motivates people is the key to success in the workplace. Today's employees are on a quest for work-life balance. Beyond mere salary implications, people are happiest in jobs where they feel respected in terms of responsibility, professional development, salary and benefits, and the ability to maintain a personally satisfying balance of work and life. There are many creative ways that employers can position themselves to be the employer of choice in our community.

As a business community we must understand what will attract talented employees to make Bloomington/Normal a desirable place to work. Discussions and research have led the NLB to make the following recommendations to the EDC and business community.

- **Implement Social Media & Networking Programs:** Establish a community portal - a one stop website that allows people to explore the community and see what opportunities are available socially, professionally, and through volunteer activities.
- **Implement a Community-wide First Friday:** This is a concept taking place in communities large and small all across the country. Once a month pedestrian-friendly streets transform into a "block party" during First Friday. With each celebration a variety of Downtown/Uptown venues could be used to showcase local artisans, music, food and other entertainment.
- **Implement a Leadership Development Series:** Initiating a speaker's series that would be available to the community, which features experts in leadership and workplace relationships, would allow people to grow personally and professionally as well as provide additional networking opportunities .
- **Enhance Business Hours and Incentives:** For businesses to successfully appeal to this demographic extended hours will be a required investment. Perhaps incentives could be provided to encourage some businesses to make changes, such as a First Friday or other events that encourage younger adults to shop, dine, and entertain locally.
- **Provide Incentives and Recognize Outstanding Employers:** Initiate a "Good Employers" award program, which would take submissions from employees and could be marketed in the community as a "Best Places to Work for under 35," thus recognizing employers making changes to meet the growing needs of the younger workforce.

Who is the Future Employer?

The types of jobs that are in demand will continue to change as our economy and demographic changes. Bloomington-Normal is a desirable place to live and work. The New Leadership Board has identified key industries that would be beneficial to our economic growth. Seven industries were identified and researched which include; agriculture, education, healthcare, insurance and financial services, logistics, renewable energy, and technology. There are advantages and disadvantages for the opportunity of growth within each industry. The NLB has recommended the following to help foster economic growth to the community.

- Focus incubation and growth initiatives in three sectors: The areas of healthcare, renewable energy and technology offer the greatest opportunity for growth. This conclusion was made due to a number of factors that include; training and development resources, a good potential employee base, a strong potential customer base, and sufficient cultural opportunities to attract, support and nurture such ventures.
- Focus on growth from within the community: Given the fierce competition for outside companies looking to re-locate, our focus should remain on growing from within by promoting entrepreneurship. The future employers will be small to mid-sized companies that develop and grow from our entrepreneurial community.
- Retaining well-trained talent: This will be achieved by networking with higher education partners and reaching out to the student population to build a stronger relationship. The business community must work closely with our educational partners to assist in the educational development of emerging industries.
- Prioritize the development of a one-stop-shop to provide resources for small and medium size businesses looking to start -up or expand.

The Future of the Workplace

In order to attract and retain the younger generations, employers of Bloomington/Normal need to address the most modern workplace needs. Many changes have been made to the buildings that we spend most of our lives in. It is important to understand how and where the future employee wants to work. Some may not work in a building, but rather from home or at a Starbucks. In addition to the physical environment changing, there are also demands of flexibility, personal development and a progressive or innovative culture. The findings of the NLB have resulted with the following recommendations.

- Use and apply Live-Work-Play-Grow: the physical work place of the future will blur the lines between “live”, “work”, “play” and “grow” by making offices more interactive and comfortable, living options closer to work and entertainment venues closer to both.
- Plan facilities with the environment in mind: No matter what level of value or importance one assigns to the “Green” movement – it is here and helping push for a more focused use of energy and how we live and work.
- Implement a flexible work environment: As millions of baby boomers retire there will be a need for companies to offer flexibility as a way to retain their knowledge. The emerging workforce is also looking for flexibility that will allow for work-life balance.
- Educate current work staff on Generation preferences: What is important to each and how to create and maintain a high performing environment where all feel valued. Look at the different benefit packages that each generation seeks from an employer.

The Future of the Workplace

What Drives the Employee?

Introduction

Understanding what motivates people is the key to success in the workplace. However, what motivates one generation of employees is not necessarily what drives another. Today's employees are on a quest for work – home life balance. Beyond mere salary implications, people are happiest in jobs where they feel respected in terms of responsibility, professional development, salary and benefits, and the ability to maintain a personally satisfying balance of work and life.

Current Situation

Gen Xers & Millennials make up a large demographic in the community and play a valuable role in the success of our community's economic development. In an effort to see what drives Gen Xers and Millennials in the work place; our project team provided personal insight into what motivates them and what detracts from the work environment and our community at large. When grouped into categories, several trends emerged:

Motivators

Being in-the-know: Gen Xers and Millennials underscore the importance of complete, accurate, and timely communication. In an era where information is abundant and communicated instantaneously, employees want to be in the know. Employees who feel they receive open and honest communication are more likely to connect positively with an organization.

Recognition and approval: Young workers seek respect and pride in the work environment and value the concept of "team." When these attributes are part of the work culture, employees will be more productive.

Work-life balance: Gen Xers and Millennials desire the ability to provide for self and family where life comes first and work is second. When employers acknowledge the need for work-life balance, employees will be more loyal.

Sense of accomplishment: Young workers seek to realize larger goals and make an impact on others. This is a generation that values team work and achieving results that serve a larger good.

Detractors

Bureaucracy: Processes need to be understood, defined, and make sense. Not all rules apply to all situations and red-tape discourages workers from succeeding. Young workers view their time as a commodity, and lengthy processes take time away from

achieving goals. Gen Xers and Millennials look for the most efficient and effective path to success.

Work-life imbalance: When young workers feel like they can't take care of personal needs – appropriate breaks, family, and personal obligations – they are less motivated to perform in the workplace.

7 ways to bring Gen Xers (born 1965-1979) & Millennials (born after 1980) on-board
**This list was originally published in Executive Excellence Magazine© Stephen Bray, quietquality.com.*

1. Treat Individuals with the respect that you would give the boss. Generation Xers share the entrepreneurial mindset, but it needs to be developed.
2. Simplify the company, and share information digitally. Xers need fast responses and the information to act. They don't like to have to manage multiple layers of managers it wastes their time and squanders their talent.
3. Create teams around projects, and keep them focused. Xers have short attention spans; to keep them engaged they need to feel a hub of communication.
4. Coach individuals in management. Xers will develop as they learn to listen and appreciate others. Gen Xers will benefit from mentors who can help them rise above the office politics and competitive power-plays that drive the previous generation of employees.
5. Trust your systems and your staff. For the Xers, their work is the most important in the company. Keep yourself informed, and show interest but let the Xer manage the details.
6. Encourage creativity. Use your Xers as a 'corporate brain'; encourage them to look at issues beyond their normal areas of expertise. This exchange of ideas will benefit everybody involved. In this way new ideas will be introduced into the company, and the Xer will learn new concepts to bring back into their daily work.
7. Acknowledge achievement at individual and group levels. Create projects where individuals may shine, but are more likely to do so through teamwork, than individual effort. Then reward both, in a way everybody gains.

Work-Life Balance Statistics

- 63% of all employees want to work less, up from 46% in 1992.
- 26% of adult Americans report being on the verge of a serious nervous breakdown.

- 40% of workers describe their office environment as “most like a real-life survivor program.”
- Only 14% of Americans take two weeks or more at a time for vacation. The average American therefore spends more time in the bathroom than on vacation.
- 61% of Americans check email while on vacation.
- 53% of employees would opt for a personal assistant rather than personal trainer.
- 88% of employees say they have a hard time juggling work and life.
- 70% of working fathers and working mothers report they don’t have enough time for their children.

Unending Workweek Growth and Burnout

- Compared to 1970, American managers are working an additional month per year.
- Americans are working more hours than any time since the 1920s.
- 63% of Americans log more than 40 hours per week at the office, and 40% log more than 50 hours per week.
- The turnover rate among mid-level associates in New York City law firms is 36%. The entire system is predicated on burnout.
- 62% of workers routinely end the day with work-related neck pain, 44% report strained eyes, 38% complain of hand pain, and 34% report difficulty in sleeping due to work-related stress.
- In total hours, the average middle-income family works four months more than in 1979.
- People work approximately 8 weeks longer per year than in 1969 – in the space of a single generation – but for roughly the same income (after adjusting for inflation).
- 40% of employees work overtime or bring work home with them at least once a week

E-mail Addiction and Information Overload

- 66% of people read email seven days a week and expect to receive a response the same day.
- 61% continue to check email while on vacation.
- 56% have anxiety if they can't access email.

“Crackberry” was the official winner of the 2006 Word-of-the-Year as selected by the editorial staff of Webster's New World College Dictionary. Blackberry addiction has been labeled “similar to drugs” in a study performed by Rutgers University; millions of users are now able unable to go more than five minutes without checking e-mail. According to online surveys of more than 4,000 people, conducted jointly by AOL and the Opinion Research Corporation and reported in 2005:

- 41% of Americans check e-mail first thing in the morning
- 18% check e-mail right after dinner
- 14% check e-mail right when they get home from work
- 14% check e-mail right before they go to bed
- 40% have checked their e-mail in the middle of the night

Vacation Days by Country

- Italy, 42
- France, 37
- Germany, 35
- Brazil, 34
- Britain, 28
- Canada, 26
- Japan, 25
- USA, 13

Is it any wonder that US Bureau of Labor Statistics tracks just about everything but worker satisfaction? Americans work 137 more hours per year than Japanese workers, 260 more hours per year than British workers, and 499 more hours per year than French workers.

The Japanese document approximately 10,000 cases per year of "death by overwork," or karooshi. Considering the above stats, what must the undocumented US numbers be? The US is the only nation in the industrialized world with no minimum paid-leave laws. European law provides each worker with 4-5 weeks per year of paid-leave. Nonetheless, Europe has had a higher productivity rate than the U.S. for 14 out of the 19 years between 1981 and 2000. More just isn't better.

Work-Life Imbalance and the Disappearing Family

- 57% of the class of 1999 graduating business students in 11 countries said that attaining work-life balance is their top career goal.
- 32% percent of workers cited work-life balance as the top priority in their careers, followed by job security at 22% and competitive salary at 18%.
- 88% of employees say they have a hard time juggling work and life.
- 70% of working fathers and working mothers report they don't have enough time for their children.
- 64% of Americans report that time pressures on working families are getting worse, not better.

What Happens When Employees Work Whenever and Wherever They Want?

By the end of 2007, all 4,000 staffers at Best Buy headquarters will be on ROWE (Results-Only Work Environment), which permits them to work whenever and wherever they want. So, what happens when smart companies realize that work isn't a place where you go, but something that you do? And, performance should be based on output and not hours?

- Average Rise in Worker Productivity since 2005: 35%
- Average Change in Voluntary Turnover (Quitting) Across Divisions: -72.3%
- Sun Microsystems Inc. calculates that it saves \$300 million per year in real estate costs by allowing nearly 50% of employees to work anywhere they want.

Recommendations

When looking at what motivates the employee in the work place, it became apparent that this is a multi-dimensional issue. In order to attract and retain a young workforce, it is not only important for the employers to provide certain incentives, but the community also needs to be attractive to prospective employees. Therefore, our project team made various recommendations to both employers and the community as a whole. By working together, employers and the community can partner to build a “creative class,” and thus a culture for attracting young talent.

Employers

Implement Mentorship Programs: Meaningful mentoring involves building relationships that aid in personal and professional growth; helps build a learning network, and enhances the attraction, retention, and development of the employee. Effective programs could also help bridge the generational gap between employees. __

Offer Flexibility: Offering flexible work hours that enable workers to meet family and personal obligations. This will also reduce turnover for any organization. Young workers also value a flexible dress code.

Support Learning & Development: Providing employees with a quicker time-to-productivity and accelerated career advancement will enhance recruitment results. Young workers also value continuing education opportunities such as tuition reimbursement and certification programs.

Communicate Openly: Information should not be hoarded among a select few or in a particular department – it should be shared throughout the organization. This is done bottom-up and sideways as well as top-down. Gen X & Y workers need a role in planning, communication, and knowledge sharing.

EDC & Community

Implement Social Media & Networking Programs: Establish a community portal - a one stop website that allows people to explore the community and see what opportunities are available socially, professionally, and through volunteer activities. A growing trend is Social Media/Computing sites that appeal specifically to the Gen Xers and Millennials (for example: www.youngfreealberta.com and www.discoverplaces.com). These sites appeal to a large demographic of 20 - 40 year olds, by service as a single source of information for a community calendar of events, links to blogs and social networking sites, volunteer opportunities, and provides information from businesses seeking to attract this demographic.

Implement a Community-wide First Friday: This is a concept taking place in communities large and small all across the country. Once a month pedestrian-friendly streets transform into a "block party" during First Friday. With each celebration a variety of Downtown/Uptown venues could be used to showcase local artisans, music, food and other entertainment. One community event turned the streets into a canvas for children (young and old) to decorate with chalk. First Friday is a stage for the local cultural and university scene and provides a venue for friends - new and old - to network in a fun, casual environment.

Implement a Leadership Development Series: Initiating a speaker's series that would be available to the community, which features experts in leadership and workplace relationships, would allow people to grow personally and professionally as well as provide additional networking opportunities. This could be done in coordination with a Library-supported Community Reads program, thereby raising the profile of the event and involving more people in the activity. Speaker's series have proved successful in our community, by partnering with other organizations to bring personal and professional development speakers to our area, the program could expand to a larger audience.

Enhance Business Hours and Incentives: It is important to understand the shopping and social habits of younger adults. With more households having two workers outside the home, much of the shopping and social time will occur after 5:00 p.m. For businesses to successfully appeal to this demographic extended hours will be a required investment. Perhaps incentives could be provided to encourage some businesses to make changes, such as a First Friday or other events that encourage younger adults to shop, dine, and entertain locally.

Provide Incentives and Recognize Outstanding Employers: Initiate a "Good Employers" award program, which would take submissions from employees and could be marketed in the community as a "Best Places to Work for under 35," thus recognizing employers making changes to meet the growing needs of the younger workforce.

Advantages

Generation X & Y make up one of the largest demographics in the country and our economy depends on them for growth in productivity and spending. If we are able to facilitate the needs of this demographic and enable them to integrate into our community, we will be in a better position to attract and retain young, talented people in this area; and, our businesses and quality of life will continue to develop and blossom as a result. In order to attract young people we must look at their needs and find ways to cultivate a culture of change in our community that appeals to Gen Xers and Millennials. An advantage of many of these recommendations is that they could enhance community programs already in place with minimal investment. Recommendations relating to advances in technology can also show prospective businesses that our community is technologically savvy.

Disadvantages

A number of these ideas require financial investment and long term maintenance. For example, recommendations relating to technology would require an entity to own and maintain the content. Likewise, recommendations relating to community programs require similar investments of financial and human resources. Businesses may also require incentives to keep longer hours. Many of the suggestions for employers focus solely on “white collar” jobs and may not be practical for work places that require certain labor forces.

Summary

The myths surrounding today’s young employees are not always what they seem. Attitudes toward work, life, loyalty, and respect have all changed, but each is still considered valuable. In fact, some of the demands made by today’s youth are creating positive benefits for employees in every generation. Flexibility and respect for the individual, as well as the organization, are good for everyone. Loyalty from younger employees, once earned, is long-lasting. The adjustments made to accommodate the changing attitudes of today’s youth will be returned to employers with decreased turnover, improved morale, and measurable business results.

Who is the Future Employer?

Introduction

Since the start of the decade, Bloomington-Normal has watched neighboring downstate communities, including Decatur and Galesburg, respond to de-industrialization, unemployment, and heightened anxiety about long-term employment and quality of life for residents. We have been impacted far less than these neighbors. However, Bloomington-Normal residents, employers, and employees – including this New Leadership Board and the Economic Development Council – must keep an eye on the national trends affecting our economy, as well as steward a customized plan that maintains existing employers while also attracting new ones to our region.

Current Situation

In order to assess the current employer situation within Bloomington-Normal (B-N), our sub-group decided to take a broad look at current and emerging employers. We identified seven areas representing existing sectors in the Bloomington-Normal region. Some are newly established and in a time of growth; others are well-established industries that serve as the bedrock of the regional economy. The sectors explored include:

Agriculture

The agricultural sector has been a prominent economic force in McLean County since the county's earliest days. Over these many years agriculture has evolved through varied ownership patterns, accelerated pressure from urban growth, increasing global markets, and the continual improvement of agricultural practices. Rich natural resources have allowed for the county to be one of the most productive in the nation. Commodities-based agriculture is booming, with prices at an all time high. However, this sector is market driven, and dips in the market can and do take a toll on the local economic picture.

Education

Institutions of higher education represent the third largest group of employers in the region. Illinois Wesleyan University (IWU), Illinois State University (ISU), Heartland Community College (HCC), and Lincoln College have helped the Bloomington-Normal area maintain a highly educated population. These existing employers attract both professionals for whom Central Illinois is "home" and non-locals who introduce geographical and/or cultural diversity to our area. Their presence as employers adds to the community's economic stability. There are key strengths that make the educational stamp of IWU, ISU, HCC and Lincoln College noteworthy in our discussion of current employers, which include:

- Fostering a renewable employee base through a recruited and retained talent pool.
- Adding to employment opportunities through consistent growth of their programs and facilities.
- Recognizing demands for key professional skill sets, and then supplying the workforce with opportunities to respond to that demand.
- Offering B-N residents diverse levels of continuing education and cultural outreach
- Adding to the overall sense of community in our area for student, faculty, staff, and resident -populations
- Keeping employment opportunities available through a variety of temporary and part-time positions

Healthcare

Both of our local hospitals (BroMenn Regional Medical Center and OSF St. Joseph), as well as numerous other medical providers, have continued to grow and develop through the years. All community providers are poised to continue to grow as the demand for both basic healthcare and specialized treatment increases. The Bloomington-Normal area has significant baby boomer and retiree communities, which will help to ensure increased demand for healthcare services. Additionally, providers have a strong record of meeting the needs of the community. While the Bloomington-Normal area does not have one stand out specialty like other communities, it does boast a very comprehensive array of medical services. Continued support of all of our medical providers will remain important to Bloomington-Normal.

Another industry resource offered in our community is high-level training for medical professionals, primarily nursing professionals. Nurses represent one of the most in-demand groups of workers in the industry. ISU's College of Nursing, in combination with training available at other community institutions of higher learning, positions the Bloomington-Normal area to be a strong contender in this sector.

Insurance and Financial Services

The Insurance and Financial Services sector represents the largest employment and economic base in McLean County, with 3 of the top 10 employers – State Farm, Country Financial, and Afni – accounting for roughly one-fifth of local jobs. Illinois State University's nationally regarded College of Business and unique curricular programs offered through the Katie School of Insurance provide a viable pool of candidates for growth in this sector of employment.

It is unlikely to assume that strategies employed by the Economic Development Council will bring in a new, single employer that would be similar in size to one of the two insurance companies based in Bloomington-Normal. However, the EDC has and will continue to play a critical role in retaining current employers and attracting additional small to mid-size companies to McLean County.

Logistics and Light Manufacturing

Bloomington-Normal has an absolute advantage in wage rates, organized labor profile, and lower costs of congestion than any of the competing regions for logistics. Competing regions include Chicago, Naperville, Joliet, Indianapolis, and Rockford.

Currently, Bloomington-Normal is at a disadvantage in the raw numbers of skilled and unskilled laborers and the potential for incentivizing new projects. However, Bloomington-Normal is comparable to our competitors in the areas of air transportation, geographic location, worker productivity, land costs, building costs, educational facilities, community acceptance, occupancy costs, and tax rates. Even though our community does not have an absolute advantage in these areas, the

differences in capacity between B-N and competing regions are small and likely insignificant for a majority of projects.

Bloomington-Normal generally lacks an adequate large industrial building real estate stock, with only a handful of buildings available on the market at any given time. Companies looking for existing buildings will find the lack of stock a hindrance in the sitting process and may look at communities with a wider selection of potential buildings. Bloomington-Normal is also a significant distance from Illinois River ports, making barge-delivery of raw materials more difficult than in communities adjacent to rivers, such as Peoria.

Renewable Energy

Renewable energy is one of the fastest growing global industries with a Compound Annual Growth Rate of 25.8 % and predictions of market worth up to \$7.5 billion by 2011. Very active, aggressive regional attraction efforts are forming all over the nation. These coalitions involve the research and development sector, the construction industry, developers, farmers and universities working together for legislation favoring renewable energy companies, providing services and resources, matching interested investors/related parties and informing consumers about renewable energy._

Bloomington-Normal, and the greater Central Illinois community, has the potential to be a major player in this arena. Recent growth of wind farms in the area has focused the spotlight on renewable energy as an up and coming local industry. Our region is rich in renewable-energy resources including raw power generation resources like wind, sun and the ability to produce biofuel crops, as well as an established research community in ISU's Renewable Energy program faculty. Additionally, we are a community long practiced at incubating and growing cottage industries serving larger business sectors. With the recent establishment of Heartland Community College's Green Institute, we are also poised to supply a well-trained green collar workforce.

Technology

A huge asset Central Illinois has to offer employers is the abundance of students seeking high tech degrees every year. Illinois State University has developed one of the largest and best nationally accredited computer science programs in the nation and has recently gained national recognition for robotics research. University of Illinois consistently ranks high for its computer engineering programs. Illinois Wesleyan, Bradley, and Milliken Universities, along with Heartland Community College, add to the total of 2000+ IT students that call Central Illinois home for 9 months each year.

The major employers in the area, some of which are nationally ranked, are well aware of the vast technical talent pool at the universities and have major ongoing recruiting programs. However, not every student wants to work at a large corporation upon graduation. A significant portion of these students head for Chicago or other Tier-1

markets upon graduation because they view these cities as having a wider range of employment options than Central Illinois.

Recommendations

Our exploration of these seven key business sectors has informed the following recommendations for the EDC. First, we provide a listing of recommendations by sector. Then, we pull it all together into a few key recommendations.

Agriculture

A willingness to attract capital investment and encourage innovations in crops grown and agricultural practices will enhance our current agricultural leadership position. Many of the driving forces in today's agriculture are global in nature, and it may seem as if there is little that can be done locally to affect change. However, McLean County must recognize the potential for an evolving agricultural business community.

- Emergence of a strong local food system in which a growing percentage of the local food consumed comes from local farms.
- Encouragement of greater diversification of crops and additional opportunities for animal agriculture that would create greater economic value and increase consumer choices of local agricultural products.
- Creation of a local Ag Capital Fund that would allow local individuals and businesses to invest and benefit from capital investment/ownership in agricultural related projects that could involve concepts ranging from renewable fuels to food processing facilities to value-added production practices in commodity grains or livestock .
- A continued commitment to supporting traditional grain and livestock production, while fostering a business climate for additional higher value crops and practices would provide the greatest economic return for McLean County.

Education

The nature of higher education requires that institutions take primary responsibility for institutional growth and development. However, the EDC can access the resources at these institutions as a part of an overall development strategy. Key education related assets include: ISU's PhD program in nursing, as well as other medical training programs in the area; local business, technology, economics, geography and agriculture programs as they relate to the renewable energy industry; technology, systems and computer related programs; and the quality of life assets related to living in a university town.

Healthcare

Bloomington-Normal is well positioned to become a nationally recognized healthcare training ground – educating thousands of nurses and other medical professionals each year.

Another area of future growth in healthcare is the potential for development as an area specializing in gerontology. High on the list of regional strengths to promote is our area's understanding of and attractiveness to the Baby Boomer generation, such as the unique access to sporting events, arts and other cultural opportunities offered by our colleges and universities. While a corresponding set of healthcare practices would emerge as our niche in gerontology becomes more established, our overall community could benefit by embracing this segment of the population. The benefits of growing not just health-related but quality-of-life related services for Baby Boomers include boosting patronage to local dining establishments, hotels, and tourist activities as Baby Boomers seek to enjoy life and host visiting family members. Promoting the growth of gerontology could reinforce, and hopefully grow, an appealing demographic to our community who bring along the need for many services outside of healthcare. In fact, healthcare-housing-amenities clusters are already forming in the community.

Insurance and Financial Services

We would like to see the EDC attract small-to-mid-size companies to McLean County to complement the sizable employer base offered by State Farm, Country Companies, and Afni, Inc. We recommend the following strategies:

- Draw upon the strengths of existing companies in this sector and two universities to attract industry conferences and trade shows to Bloomington-Normal. Doing so will showcase our high quality of life and educated labor force. Insurance services, banking, and financial advisement could be the primary focus.
- Partner with the Small Business Development Center and participate in the development of a small business incubator to target start-ups in this sector, providing consulting services, as well as capital for entrepreneurs.
- Create an Enterprise Zone/Business Park that is focused solely on white collar sectors/employers. The best example of this concept is Research Triangle Park, NC which was established in the 1960s.
- McLean County has many desirable attributes that can be leveraged with targeted strategies to bring about additional employment opportunities and sustainable economic growth for decades to come.

Logistics and Light Manufacturing

Bloomington-Normal should look to attract light manufacturing firms to take advantage of many of the desirable features of our area, primarily air transportation, geographic location, worker productivity, and land and building costs. Two additional key advantages are the competitive wage rates and uncongested highways. Our community is also able to meet the utility requirements for light manufacturing projects and has competitively priced land available.

Rather than looking to attract large manufacturing companies, our community would do well to focus on attracting business serving smaller, niche markets. The Caterpillar Integrated Manufacturing Laboratory, which ISU's Technology Department uses to train future professionals, is just one of many resources available in the area.

Renewable Energy

Recent growth of wind farms in the region has focused the spotlight on renewable energy as an up and coming local industry. Our region is rich in renewable-energy which includes:

- Wind power generation
- Expanses for solar arrays
- Production of biofuel crops

Beyond these raw power-generating inputs, we currently have a long list of assets:

- Illinois State University's Renewable Energy major has an existing faculty already doing research in this area and a growing pool of new graduates ready to enter the workforce.
- A well-connected Wind Team at ISU.
- Heartland Community College has recently established a Green Institute focused on providing training to create a local green collar workforce.
- Our agriculture industry is powerful and could serve as an invaluable partner in generating interest in the region.
- Our region is also primed for the additions in light manufacturing (experienced workforce related to Caterpillar, Mitsubishi and State Farm) and could support any number of production related or technical cottage industries related to renewable energy.

Additionally, this industry tends to provide well-paid jobs for skilled and semi-skilled laborers that generally include benefits. The national trend is to conceive of these jobs as replacements for lost manufacturing jobs. Bloomington-Normal has experienced recent losses of just these sorts of jobs.

The EDC could do much to further the Renewable Energy industry by acting as a catalyst for a concerted regional attraction effort. By studying successful coalitions throughout the nation and determining an aggressive attraction strategy, the EDC could lead our community into the forefront of the economy of the future. Examples of successful regional partnerships related to renewable energy include the marketing of "Automation Alley" in Michigan, Enterprise Honolulu in Hawaii and Minnesota's Southwest Initiative Foundation's Renewable Energy Marketplace.

Technology

In order to keep more of the 2000+ newly "technified" students in the area as described

earlier, Bloomington-Normal must market itself to these graduates. An initiative to help the smaller, growing businesses of Bloomington-Normal participate and compete in job fairs and recruitment programs will allow students to learn that there are more than just big fish (i.e. State Farm and Country) in this area.

The inclusion of a High-Tech Business Incubator as a part of our local Small-Business Incubator could help the community retain talented students upon graduation and professionals looking to move on after working at a larger corporate entity. What level of tech talent exists in central Illinois? The first

Internet web-browser was created in Champaign by U of I students. However, upon graduation they took their company to the West Coast because a support structure for their industry existed in that region. What became of that company? It created Netscape.

Recommendations for EDC Action

- Focus incubation and growth initiatives in three sectors: Healthcare, Renewable Energy and Technology
- Focus on growth from within the community first, then on attraction of new businesses in priority sectors.
- Focus on retaining well-trained talent by networking with local higher education partners, reaching out to the student population, and forging stronger relationship with young professionals.
- Prioritize the development of a one-stop-shop to provide resources for small and mid-sized businesses looking to start-up or expand.

So, the Future Employer that we envision will be a small to medium-sized company in the priority sector that employs highly talented individuals (possibly fresh-out-of-college or training) who know how to network with such business resources as the EDC, Small Business Incubator, and NLB. We know there are advantages and disadvantages to this vision, which we will review briefly to better inform the EDC and the NLB. The areas of healthcare, renewable energy and technology offer the greatest opportunity for such small- and medium-sized business growth, as the community has sufficient knowledge and training resources, a good potential employee base, a strong potential customer base and sufficient cultural opportunities to attract, support and nurture such ventures.

Given the fierce competition for outside companies looking to re-locate, our focus should remain on growing from within, promoting entrepreneurship, and retaining the talent educated by our local institutions. And in order to nurture the growth of such businesses, the area should focus on the establishment or growth of a “one stop shop,” to help businesses deal with an increasingly complex taxing and regulatory

environment, to provide advice and counsel on key business matters, and to provide sufficient space and resources to help these businesses grow and succeed .

Below we will briefly review the advantages and disadvantages of this vision:

Advantages

- The Bloomington-Normal area population is 40% college educated, which means we can easily focus on highly educated and trained workers in the development of new employers and employment opportunities.
- Institutions of higher learning lend access to the arts, entertainment and learning opportunities, and a constantly renewed pool of educated workers.
- Property costs and cost-of-living expenses are low compared to elsewhere in Illinois and other metro areas.
- Our major employers are part of a stable industry that can sustain through economic fluctuations.
- High-paying professional jobs in the community generate strong incomes in an area with a relatively low cost of living.
- Bloomington-Normal offers a centralized hub with easy access to other parts of the Midwest and country.
- Our family-centered community encourages newly hired professionals to see a future here.
- Adequate natural resources: available land, adequate water supply, very low pollution, fewer risks for natural disasters compared to other regions in the U.S.
- Business-development infrastructure is getting stronger, providing better networking, and becoming a valuable and reliable resource. Regional players including the Town of Normal, City of Bloomington, EDC and McLean County Chamber of Commerce are all becoming savvier at supporting economic growth and development.

Disadvantages

- Currently, it is very hard for small and mid-sized companies to get the services needed to support them financially, strategically, logistically.
- It is challenging to get start-up capital or investments from local sources.
- We lack existing business parks that offer cheaper rent and space for non-retail enterprises.
- Energy, labor, fuel prices are going up nationally, making being in business more expensive to start out with.
- Going after highly trained and educated workers means paying higher wages from the start; this will also drive up the cost of doing business in our region from day one.

- Proactive business development is in its infancy in the area. Regional players are newly established or just beginning to adopt a proactive mindset.

Summary

Our NLB Sub-Group has completed a review of economic activity in the B-N area to consider where future employers exist and are emerging. While this list is not exhaustive, the seven areas of employment that we focused on included; agriculture, education, healthcare, insurance and financial services, logistics, renewable energy, and technology. We have reason to be optimistic about the EDC’s efforts in retaining current employers and attracting new. We must set a clear and an aggressive plan for economic maintenance and growth for our future.

The Future of the Workplace

Introduction

Who are Generation X (Xers) and the Millennials (Generation Y) and what should employers consider with their cultural and physical workplace to attract and retain this workforce population?

Many sources site the ages of these generations differently. The following table provides clarity using the broadest range of dates associated with each group:

<u>Group</u>	<u>Year Born</u>	<u>Estimated Population</u>
Millennials	1980-2000	70 million
Generation X	1961-1981	51 million
Baby Boomers	1946-1964	76 million

According to the U.S. Bureau of Labor Statistics, by the year 2010, 25% of the working population will reach retirement age resulting in a potential labor shortage of nearly 10 million. With the impending retirement of Baby Boomers, employers need to prepare for Xers to assume the leadership positions and adjust to Millennials who have entered the workforce.

Cultural Work Environment

A national survey from the University of Michigan (1977-2002) illustrates that positive movement has been made towards empowering the American worker. See charts below for results.

Percent of workers responding "Strongly Agree"

While the Millennials and Generation Xers may have varying characteristics, there are commonalities among them which apply to the work place. From a cultural perspective,

this generation prefers flexibility which allows them the freedom to balance work life commitments. They prefer to work in an environment which is progressive and innovative-utilizing current technology and providing a diverse, fun, and social atmosphere. Millennials and Xers also want challenging work that provides opportunity for growth, interesting work assignments which uses their skills, and prefer to have a mentor who is a role model to help shape their development. Gen-X employees have been storming the job market for several years now, while Millennials are quickly gaining ground. Both generations opt for positions that include excellent work-life benefits, which poses an interesting challenge for Baby Boomer management. While Boomers compile benefit packages that attract the values of their own generation, they completely miss the chance to attract or retain Gen-X or Millennial employees. In order to attract these young professionals, employers must be sure to communicate tailored messages that address the distinct values of each generation.

Flexibility

Although both generations possess unique needs and values in the workplace, both seem to agree when it comes to work-life balance. According to Sloan Work and Family Research Network, workplace flexibility can be defined as follows:_

- The ability to have flexibility in the scheduling of hours and the number of hours worked.
 - various start and stop times/ flex time
 - compressed work week
 - shift and break schedule
- The ability to have career flexibility with multiple points for entry, exit and reentry into the workforces
 - New single employee
 - New family employee
 - Older worker
 - Elderly care giver
 - Single Parent
- The ability to address unexpected and ongoing personal and family needs.
 - Short-term time off to care for a sick child, death in the family, school conference, etc...
 - Episodic Time off to care for personal or family member chronic illness
 - Extended Time off for child birth, health condition, etc...

One aspect of this balance is telecommuting. According to the American Interactive Consumer Survey conducted by The Dieringer Research Group for the International Telework Association and Council (ITAC), the number of full-time telecommuters increased by over three million between 2003 and 2004. As more young professionals attempt to balance family needs with workplace needs, telecommuting options become a very attractive perk. Other options that prove beneficial include temporary part-time employment, or even temporary leave of absences. This allows employees to take some time off to be with their families. These generations do not want to work less hours or have less work, but they do want to control where and when they work. According to CNN, the US ranks at the bottom of the list for time off and holidays available to workforce.

Progressive and Innovative

In terms of workplace atmosphere, Gen-X and Millennial employees prefer environments that promote interaction with colleagues and a sense of belonging. Millennial professionals, in particular, would choose a job just to be able to work with their friends. Gen X and Millennial parental influences are having an impact on workplace culture. They were taught to be inclusive and tolerant of others (racially, culturally, etc...). They were encouraged to be achievers through tutors, pre-schools, lessons, sports, and after school activities. They were raised to serve their community, many high-schools required community service hours for graduation.

Challenging

Personal development benefits that attract these generations include company-sponsored volunteer opportunities and reimbursement for advances in education. Xers and Millennials also value mentoring relationships and want mentors who “walk the talk” and lead by example. Learning preferences for these groups include teamwork, technology and experiential activities. When discussing relationships between young professionals and management, Gen-X and Millennials prefer open lines of communication over the, “Do this, and do it this way,” style of management. In addition, these generations prefer rewards that fit the results of a job, not the amount of time spent on completing it.

Physical Environment

As new generations of the workforce evolve, the physical confines of the work place will also evolve. Each generation brings with it new and creative energy that needs to be incorporated into the work place environment. The more organizations can position their work environments to embrace these new ideas and needs, the more they can attract the best and brightest of the future workers. For purposes of this report the “physical work space” is defined in the following ways:

- Work Space
- Location

- Amenities

Work Space

The floor plan and layout of the physical work space is trending toward more open floor plans with fewer boundaries. Darker, closed office areas and conference space are making way to more open, lighter and cleaner looking work areas with a “transparency” to your co-workers and the outside environment.

Location

The move is away from the “cube farm” with walls and separation to openness that promotes more interaction and collaboration between employees. These developments will continue to push the need for “smart” building technology that can accommodate an employee that works actively from their assigned space to other areas in the building and even community. This makes way for new elements of office space far beyond the traditional standard office, conference room and cubicle. These new elements include the following:

- Quiet areas for thoughtful analysis
- Huddle areas for collective discussion and analysis
- Private areas for personal business
- Eateries for all of the above

All of the areas are completed with a sense of style and creativity, again to leverage and foster the creative and collaborative skill sets of the new worker.

Significant Development of Open Work Space/Location

Indoor Environmental Quality (IEQ)

The U.S. Green Building Council’s (USGBC) website includes research that indicates most employees spend 80% of their day indoors and that the indoor environment may be up to 10 times more polluted than the outdoor air. This research shows how critical the Indoor Environmental Quality (IEQ) in the work place is to each and every employee by the way it can directly affect every employee’s health, well-being and productivity.

- Lighting - daylight or natural lighting is preferred instead of artificial lighting (fluorescent, incandescent, etc.). In coordination with the open floor plans, natural lighting typically produced by more windows and glass in the building adds to the open floor plan even more. In order to disperse the natural lighting into the interior spaces of the office, new and creative designs can be utilized to reflect and allow the natural light to reach further into the space.

- Thermal Comfort - the thermal comfort for many employees is determined by who controls the thermostat in their part of the office. The “thermostat wars” in many offices become legendary battles. A good guideline for acceptable temperature ranges for the work space is included in the ASHRAE 55-1992 standards. According to ASHRAE studies, most people are comfortable when the temperature is kept within the hashed area. In addition, new design applications can allow more localized and individual control of temperature and HVAC air flow. Some designs allow for individual temperature/air flow control at each employee’s space.

Amenities

With each generation of worker, the lines between where we “live, work and play” become less and less clear. From single organizations to community initiatives, designs for work places and communities are moving towards a more connected relationship between where people, live, work and play. The relationship is more fixed with proximity. For instance, office designers making workout and food facilities more accessible to the employee and designing the work environment to be more comfortable versus the sterile nature of the office 40 years ago. Communities are master planning mixed use buildings that provide office, retail and residential in the core of a community’s downtown area. This creates more of a sustainable community as it moves away from the urban sprawl that requires extended municipal services and long commuting for workers. Uptown Normal is deep into this type of planning with its Uptown redevelopment project and this idea of “live, work and play” is best defined by the One Main development.

Significant Development that Fosters the Live, Work, Play and Grow Relationship

No matter what level of value or importance one assigns to the “Green” movement – it is here and helping push for a more focused use of energy and how we live and work. This movement is providing guidance to communities and developers on how to design the work space.

- Leadership in Energy and Environmental Design (LEED®) - the shift toward “green” and sustainable design has given rise to the creation of the Leadership in Energy and Environmental Design (LEED®) green building rating system. LEED® is a nationally accepted third party certification program that ranks and certifies buildings based on several parameters that promote “green” and sustainable design.

- Town of Normal has already incorporated LEED® standards for several buildings as a part of the Uptown redevelopment plan. The new Children’s Discovery Museum was designed and constructed as LEED Certified Silver and has gained statewide recognition and has the potential to be nationally known. The new Bank of Illinois building was also building was designed and constructed to achieve LEED® certification. It will be the first bank in downstate Illinois to do so as well as the first privately owned LEED® certified project in the community.

- Town of Normal also plans to utilize other green and LEED® standards as part of the Uptown redevelopment plan to add to the appearance of individual buildings and the uptown streetscape in general. Concepts that will be considered in the Uptown redevelopment planning include uniform lighting, roof top gardens, storm water runoff reuse for irrigation and water feature, use of energy efficient materials, and recycling of building materials. These sustainability issues are done for many reasons, but clearly one is to position the community's workforce for the future of the workplace.

In summary – the physical work place of the future will blur the lines between “live”, “work”, “play” and “grow” by making offices more interactive and comfortable, living options closer to work and entertainment venues closer to both.

Recommendations

Based on our research, we are recommending the following:

- Plan facilities with these factors in mind.
- Use and apply Live-Work-Play-Grow as a major element in your planning for the future.
- Develop policies which support a challenging, progressive and innovative work environment.

Consider these factors when recruiting new talent

- Hire a Life Work Balance employee
- Educate current work staff on Generation preferences, what is important to each and how to create and maintain a high performing environment where all feel valued.
- Provide learning experiences which help associates from all generational groups develop skills and marketability for future opportunities.
- Local businesses may use the attached score card to self assess to determine if they are positioned to attract and retain the changing workforce demographic.
- The Bloomington/Normal Economic Development Council is available to assist local companies with education, providing resources, etc...

In order to attract and retain Gen-X and Millennial professionals, employers of Bloomington and Normal need to send tailored messages, addressing the needs and values of these candidates, in their recruiting efforts. Employers should also review their benefits packages to ensure they fit their lifestyle needs. It would prove beneficial to utilize the capacity of the Economic Development Council and McLean County Chamber of Commerce to communicate this information to local businesses. Since the county encompasses several institutions of higher education, employers live and work in the same community as Gen-X and Millennial professionals who are or will be seeking employment in the near future. Meeting the needs of these individuals would

ensure that they remain in the McLean County area as young professionals, contributing to its commerce and communities.

Summary

It is important to understand how and where the future employee wants to work. Physical work space is becoming more open, as the newest generation desires an environment that provides a more team-oriented atmosphere. Technology has brought flexibility to the workplace, which is allowing employees the option of doing work outside the office. Amenities are a top concern for many, as they are looking for a more connected relationship between where they, live, work and play. Businesses and communities must understand the future needs of the workplace. They must work together to make sure that future developments will position Bloomington/Normal to attract and retrain a competitive workforce.

Executive Summary: Who's the Boss?

As today's workforce evolves towards tomorrow's management, the values and characteristics of younger generations will play a larger role in the identity of tomorrow's businesses. These values will not only change the way we currently manage employees, but may also introduce new and more effective management styles that will change the structure of organizations in the future.

According to the Bureau of Labor Services, the combination of Generations X and Y will make up nearly 59% of our country's workforce in 2009. Locally, Illinois' Department of Commerce and Economic Opportunity projects this same subset in McLean County to be nearly 80% in 2010.

And yet, according to the authors of *Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent* (Dychtwald, Erickson, & Morison, Harvard Business Press, 2006), the number of potential people in the "mature workforce", those older than 55 years of age, will have grown by 50% from the year 2000 to 2010.

These changes in workforce demographic need to be recognized as an opportunity for both private and public sector employers to benefit from the talents and experiences of the older worker. A forward-looking community needs to recognize where the workforce is now, what is happening to it, where it's heading, and formulate a strategy to benefit from it.

Although factors that motivate a mature workforce do not significantly differ from those of a younger workforce and include the need to be engaged and challenged as well as provide value to the organization, these factors will require managers to consider older employees' working arrangements, professional development, compensation and benefits in ways that may differ from the managerial skill set needed to provide tactical direction to younger workers.

In all cases, a rethinking of "Who is the Boss?" in the traditional employee-employer relationship must take place to achieve greater productivity for the employer and greater flexibility for the employee, regardless of whether it is the increasingly prevalent Generation X and Y workforce, or the growing "mature workforce."

Therefore, it is important for businesses and corporations to take note of this shift in majority, once held by the Baby Boomers. What an organization does to capitalize on this information could determine its future success. In this analysis, we will attempt to provide recommendations based on our perspectives representing the emerging workforce.

Summary of Recommendations:

- Employers should re-evaluate management position descriptions and add a list of responsibilities to subordinates if such a list is not currently in the description.
- Employers should implement an anonymous performance evaluation system in which subordinates can evaluate managers.
- Managers should provide more frequent feedback, concluding with a “Performance Agreement” between manager and employee.
- Managers should observe their employees and learn what their strengths/weaknesses are and how they can best complement their team.
- The EDC should create a series of manager-focused seminars.
- Employers should move towards matrix/horizontal management structures.
- Employers should provide professional development opportunities inside, as well as outside, of their organizations.
- A one-stop shop should be organized for professional development.
- The EDC should promote professional development opportunities through its existing outreach tools, serving as an information clearinghouse.
- The EDC should educate local employers about important professional development issues and barriers to effective professional development through its newsletter and outreach tools.
- The EDC should provide a list of professional development “Best Practices.”
- The EDC should create a library, virtual or real world, of professional development resources for independently-employed young professionals.
- Employers should encourage employees to participate in community boards of directors.

Who's the Boss?

The Evolution of the Boss

Introduction

We find the topic of “Management Evolution” especially relevant in our community because we are very white collar and very education-focused. Management styles and the effectiveness of managers are items that are worth examining in every business, though, be it blue or white collar, family-owned, or publicly traded. Employers always have their eye on the prize of hiring and retaining the best possible talent. True, we’re heading into semi-turbulent times where people are less likely to leave a job strictly based on dissatisfaction with a supervisor. However, employee productivity is often linked to workplace satisfaction, which is often linked to satisfaction with one’s manager and his/her management style.

For our subtopic of “Who’s the Boss?: The Evolution of the Boss,” we focused on three things: Management Styles, The Changing Role of the Boss, and The Future of the Boss. These three items were most relevant to our subtopic, given the circumstances of today’s business climate and the direction of which we see the workplace moving over the next 5+ years:

- There are 4 distinct generations in today’s workplace, each with different ideals and work ethics. Each generation responds to directions, finds motivation to work, and seeks reward for a job well done in very different manners.
- There is a shift in how managers are being selected and promoted. One used to have to climb the corporate ladder to achieve a supervisory position; now, many management roles are being filled based on education rather than experience or ability.
- With the economic shifts we are seeing, businesses are starting to ask more of a manager. He or she must be prepared to manage daily operations, serve as a one-person human resources department, hire and train employees, and much more. In fact, it’s often expected for a manager to roll up his/her sleeves and work alongside the employees he/she oversees.

Generations:

Working with multiple generations is a hot topic in businesses today. Many businesses are offering training in generational differences to managers at all levels. The feedback we found from one such training seminar indicates that employees who work in multi-generational departments often suffer burnout and frustration stemming from one of two sources:

- a) either a manager of one generation cannot relate to employees of a different generation, or

b) team members of different generations do not work together cohesively and the manager cannot figure out how to intervene for the benefit of all team members.

Education:

We struggled with the question, “Does a college education make you a good manager?” There are many prominent figures in our community that do not even have college degrees, much less MBA’s, who are some of the best managers we’ve encountered. And, undoubtedly, there are even more managers that have business degrees and MBA’s but would fail a test in basic human relations or effective communication. While education is something that we all place great value on, can one really learn to be a good manager through classroom instruction? Or must management development come through the act of actually managing people? Is a combination of the two the best option? Or is being able to manage people effectively based much more on the character of the manager and how he/she relates to others?

Roles:

The responsibilities of a manager changes from business to business and sometimes from department to department. Moving forward, though, our group agreed that the manager of tomorrow needs to be able to wear many hats, often wearing several at once. Sometimes this “multi-hat” expectation comes from the person managing the manager. Even if the company doesn’t expect a manager to serve multiple functions, many times the manager’s subordinates expect him/her to be the proverbial “everything to everyone.”

Recommendations

Our group did a significant amount of internet research, but found that our best recommendations came from a less traditional research method: examining experiences from our daily work lives! The following recommendations have been selected from a very long wish list, and we consider them to be the most critical, but also the easiest to implement.

For Businesses

- Do your managers have specific responsibilities TO his/her subordinates? Titles should not just be given out as a reward or because someone has been with a company for so long. If someone is to be called a “manager,” give that title meaning. The PERSON in that role must add value for his/her subordinates, as well as the company. Just as you expect each team member to fill a certain role and reach certain goals as a measure of accountability to the manager, the opposite should also hold true. **We recommend a re-evaluation of management position descriptions and addition of a list of responsibilities TO subordinates if such a list is not currently in the description.** This ensures that companies are getting the most out of their managers, not just employing “managers” who

really serve as police officers. Without clear cut expectations, a manager often finds him/herself as a glorified babysitter. We believe businesses would find that management and employee satisfaction would go up with the addition of these “reverse accountability” position descriptions. Managers would have a specified role to fill, and employees would have an answer to the “what in the world does so-and-so do anyway” question. When an employee understands the boss’ role, he/ she better understands the symbiotic relationship between the two positions: the employee must rely on the manager for direction, guidance, and feedback (that’s his/ her responsibility to subordinates, after all), and the manager cannot be successful without the team doing its job.

- **We also recommend a reverse, ANONYMOUS feedback system for subordinates.** Managers are often asked to give performance evaluations on subordinates to evaluate the person’s successes, opportunity areas, etc. With the introduction of the “reverse accountability” system outlined above, why then should the subordinates not be allowed to give performance evaluations on the manager? This reiterates the concept of the important relationship between supervisor and supervisee, while also raising employee satisfaction. When an employee is asked for feedback and recognizes that his/ her feedback is being considered, he/she feels a stronger connection to the organization. The promise of anonymity allows the employee to be honest in his/her feedback and is a fair way of performing these evaluations. When a manager is being reviewed by a team, he/she receives a summary of comments and can take the good with the bad, without taking it out on any one employee.

For Managers

- Annual reviews, while important, often are just not enough. Employees have highs and lows all year. Employees usually have multiple projects throughout a year, as well- some successful, some that don’t quite make the mark. For these reasons, **we recommend that managers start providing more frequent feedback, concluding with a “Performance Agreement” between the manager and employee.** Ideally, when an employee wraps up a project, take 10-15 minutes with him/her to review the project. At the end of the conversation, ask the employee what, if anything, he/she would like to improve on or do differently with the next project. The feedback one provides about him/herself should be treated as gold! Use this opportunity to create a Performance Agreement with the employee, outlining one or two steps he/she will take to achieve the item(s) he/she outlined. As a manager, you must also outline one or two things you will do to assist him/her with achieving the item(s). Again, this shows the employee that you’re invested in his/her success, knowing that your success lies with him/her. Also, this gives your employee valuable, workable feedback. Often, by

the time an annual review comes around, any problem areas are so far beyond repair that no one leaves the review in a good mood. Remind the employee that he/she is accountable for the outcomes of success, but also make it clear that you are accountable to him/her by taking an active part in his/her goal-setting.

- Perhaps the most obvious recommendation we have is the most neglected: **observe your employees!** As a manager, take some time to figure out who you are managing. Do you know who is on your team? Do you know what motivates each member of your team? Do you know which personalities on the team compliment each other and which ones are oil and water? We believe it is one of the most important responsibilities of a manager to know each team member, and take time to figure out what each team member's role is. Sure, they all have the same basic responsibilities, but who is responsible for making which part of the clock tick? Is Suzy the taskmaster who reminds everyone of looming deadlines? Is John the go-to guy when everyone needs some comic relief (i.e. STRESS relief)? Can Liz and Malcolm work together without generational conflicts? Who is your early bird, and who would rather stay late? Who can handle the pressure of an accelerated deadline, and who can't? The most important question to ask is for you: "Why in the world would I **NOT** want to answer the above questions???" Knowing your team, and using that knowledge to better direct your team will make you and them more productive, we promise.
- The EDC is a business resource. As such, we recommend that the EDC offer resources to businesses in a less traditional sense. Loosely patterned after the Bank of Illinois' "Seminars for Success," **we recommend that the EDC create a series of manager-focused seminars.** Topics are almost limitless, but some we put at the top of our recommendation list, include:
 - Managing among generations
 - What it means to be a leader, not just a "manager"
 - How to write a performance review
 - How to deliver a performance review
 - How to set goals with your team
 - Best practices from successful CEO's/ former managers

One thing that we discussed at length was the concept of mismanagement. How often are good people lost because the manager wasn't giving them what they needed? We feel that the EDC could provide invaluable information to businesses by offering a management series with practical suggestions for implementation (not necessarily textbook cases). These seminars could be open to any interested parties who wish to attend over a lunch hour, or perhaps managers would have to apply to be in a "seminar class" (similar to the Circles of Seven concept), or maybe the EDC could facilitate onsite training at businesses that want the entire management team to participate; the "how"

is not the important part! Our group sees a gap in our community for the management demographic: Leadership McLean County is community-focused, C7 is focused on entrepreneurs. No program focuses on developing the people who serve as the liaison between the organization and the employees.

- Above, we encouraged managers to take time to observe employees. While this is a truly invaluable step, we feel that the EDC can help expand the concept. There are several great performance management companies in town such as C4PD and The Hile Group. **We recommend that the EDC explore opportunities to facilitate Learning and Behavior Styles training for people who serve in management capacities.** Using DISC as an example, we would like to see the EDC facilitate DISC administration to managers. What would be unique about this offering, though, would be a follow-up session of in-depth training on what each personality type is, how the personalities interact with each other, and so on. Basically, we encourage training in “workplace psychology”, so a manager can better understand his/her team dynamics and be more effective as a result of this enriched understanding.

Summary

The “Management Evolution” topic sparked a lot of thought and conversation within our group. Some of us got to dream about what characteristics our ideal manager would have. Some of us had the less-pleasant experience of evaluating our own skills as a manager. We fully recognize that most of our suggestions require a complete paradigm shift for business models. However, we tried to offer our suggestions in small pieces that will lead to that shift. We do firmly believe that the definition of “manager” is changing, and manager training and development must accompany that change. We cannot rely on old models of the manager as a police officer or figurehead anymore. As the business climate flexes, budgets crunch, and good employees become harder to find, we must focus on a business’ greatest resources- its people.

As mentioned above, the manager truly serves as the liaison between the organization and the employees. Taking that statement for what it’s worth, why then would we not invest time and resources into the training of managers? The manager is often the cog that can make or break an organization. If the manager does not guide employees, many times the employees fail. If the employees fail, the work doesn’t get done, and the company surely cannot survive.

We believe that the recommendations listed for the EDC’s involvement in manager development are worth fleshing out. As the only community-wide business resource, the EDC is the organization that can help guide the workplace paradigm shift that our group believes is vital to every business’ success in the coming years.

Management Structures

Introduction

In “Future of the Workplace,” The New Leadership Board uncovered the quintessence of younger generational workers and its effects on the workforce: what motivates employees, the future employer, and what the future workplace will be.

By addressing the conceptual aspects of how and where these generations work, it opens the discussion for more concrete recommendations, specifically, what can be done, and under what structure would they best work. That which motivates or deters an employee will most certainly affect what management structure they perform best within. Therefore, it is imperative that we acknowledge those characteristics to determine the foundation of our recommendations.

In Management Structures, we look first to examine the history and nature of current structures. We will propose our insight and opinions as to the most effective model, and present recommendations, both to the EDC, as well as the general business populace, as to what forms of management structure and what other measures will help guide our economy in the future to greater prosperity.

Current Management Structure Types

First, we analyzed the traditional vertical management structure and then evaluated the more recent trends toward a matrix/horizontal management structure.

Traditional/Vertical Structure

The evaluation of business from small practices that were managed by the owners to larger, hierarchical firms was the result of changes in infrastructure and technology. These changes such as the development of mass production technologies and railroads enabled organizations to produce goods at ever decreasing costs in a single location and then transport the finished good to end consumer. These types of businesses lent themselves to vertical management structures. These firms also benefited from the Great Depression as they were the only ones standing following that timeframe. These were firms such as General Motors, Standard Oil, and DuPont are the classic examples of traditional, vertical management structures.

These organizations tended to be hierarchical and bureaucratic in nature. The majority of decisions are made from the top down and have to travel through a bureaucratic approval process, which creates an environment that suffers from slow decision-making and a lengthy communication cycle. These organizations focus on departmentalization with layers of management within each department. Each department often has a top manager that reports to a single or multiple executives before a final decision is made. The factors contributing to departmentalization are location, function, process, or product. Each department has a specific function within the organization and rarely collaborates with other departments.

Employees in a traditional organization are loyal and committed to their functional group or department and less in tune with goals of the overall organization or corporation. This creates a situation in which employees are looking up through management instead of out to customers. Employees in traditional organizations have little freedom and little authority to carry something out without prior approval from management.

Matrix/Horizontal Structure

While the vertical management structure appeared to be advantageous, overtime it started to show some cracks. As companies explored ways to expand into new markets, the firms experienced the negative side of dealing with excessive bureaucracy and red tape that was born from the large, vertical management structures. As business started to globalize, organizations began to realize the need to become more flexible and have the ability to adapt in a rapidly changing business environment. And in order to meet this need, they needed to encourage innovation.

Based on the U.S. Bureau of Labor Statistics Working Paper 405 (“Workplace Organization & Innovation” May 2007), innovation is found to have a positive correlation with both information-sharing and decentralized decision making. Traditionally, businesses believed that by creating certain incentive compensation structures that they could drive desired innovation. However, studies have proven that there is only a weak correlation between incentive pay and innovation. Anecdotally, today’s younger generation of workers place more value on having a career in which they feel utilized compared to one that might be more lucrative but not provide a sense of worth. Firms began realizing that by structuring their organizations in more of a horizontal manner, they were able to encourage more information-sharing and decentralized decision making. The horizontal structure removed the multiple layers of management that an idea or feedback needed to travel through before reaching an ultimate decision-maker. And by removing these layers, the firms were able to respond to change and implement new strategies quicker. Thus, we have seen a greater trend toward horizontal management structures.

The trend did not stop with just an ordinary horizontal management structure, but has evolved even further to what is now referred to as the matrix/horizontal structure. Within the matrix/horizontal structure, a firm is structured along multiple dimensions. As an example, assume we are looking at a national manufacturing firm. This particular firm might be structured in a way that an area manufacturing manager reports to both a regional manager as well as a national operations manager. In this case, the firm is organized by geography as well as by function, thus creating a matrix. The matrix/horizontal structure enables a firm to solve the problem of scarce human capital. For example, instead of having a staff of engineers for each division within a

company, the company is able to leverage one engineering department by also having the engineers report to different product groups.

As consolidation has continued to create large global corporations, executives have identified the need to implement a management structure that promotes faster decision-making and better communications. Firms have learned that as a company increases in size and scope, that decision-making needs to be more decentralized and pushed to the “workers in the trenches.” By creating this work environment, a company is better suited to make rapid changes in order to remain competitive in today’s ever-changing markets.

Current Management Structure Types: Summary

As we look into the future, we believe that organization will tend to be structured more closely to the matrix/horizontal structure than the traditional, vertical structure. We see the matrix/horizontal structure as enabling a company to accomplish two critical goals: (1) remaining nimble enough to change with market conditions and (2) creating a work environment that is appealing to valuable employees.

Local Management Structure Case Studies

As part of our effort to find out “Who is the Boss?,” we surveyed ourselves with four questions to determine what structures we work within now and what we’d like to see change in the future. We have aggregated our individual responses as employees and/or managers below, concluding with a summary of the ideal management structure, and what it means for future employers.

Local Management Structures

How would you describe the management structure you are currently in?

Members considered several management structure and organizational types, including seniority v. performance-based, rigid v. flexible, vertical v. horizontal work environments, and also whether the driver of productivity in the workplace (“the boss”) seemed to be the goals of the company, the goals of a workplace team, the satisfaction of every customer, or perhaps the completion of a project. It is important to note that employees discussed in this analysis run the gamut, but include managers at large companies, directors at medium-sized companies, and owners of small start up companies.

Although workplace structures varied widely (see Appendix 1, which includes three Case Studies from companies within our group), workers sounded several common themes. First, was that the structures in place tended to place a premium on performance, rather than placing a premium on seniority. Whether it was a traditional employee at a large company working in a team environment, or a small company owner, performance and results mattered. Second was that the structures were set up in largely a collaborative setting, to maximize production at a smaller company or perhaps to gain an interdisciplinary efficiency at a larger company through a team effort. And

reports about management structures are that they are flexible in this type of team environment, although the rigidity and verticality of larger companies sometimes cast a shadow on the workplace.

Especially in the smaller companies, the structure is set up so that employees are either “on board” with the goals and direction of the company, or they are no longer working there. At larger companies, the structure seems to be increasingly focused on year-to-year performance measures, which are being achieved in various ways, but increasingly in a collaborative, team based environment.

Advantages of Local Management Structures

What do you like about your workplace structure?

Workers in this demographic were relatively satisfied with their status, setting aside obvious higher ambitions, and felt good about their ability to advance in their jobs, careers or companies. Given the tendency of employees in this generation to change jobs when they are unhappy, and given the trend of larger companies placing less value on retaining employees long-term, it is likely that employees in this group would move to new careers if they were unsatisfied.

For the most part, performance based systems, where local teams drive productivity for a larger company, or where small companies are setting well-defined goals, sits well with this demographic. When goals are placed in front of them, they enjoy performing in a team atmosphere, where their compensation is directly tied to their performance in achieving those goals, more so among those who worked for small companies where success of the company is more directly tied to your daily performance. Accountability is always at a premium.

Responses in this group started to differ somewhat along the lines of company type. At traditional larger companies, where a structure might be a more vertical, silo oriented, employees like the growth opportunities, stability, professional development opportunities, clear expectations, with the corporate ladder placed squarely in front of them.

Given the trend to a more matrix management structure, where a larger company might split into cross-functional teams to achieve goals, employees felt the individual manager and their management style might have as much affect on outcomes as anything. Further, these type of employees favored working in interdisciplinary groups, the accountability a team atmosphere brings, and the camaraderie and respect that is built up in a team atmosphere. And those in smaller companies where accountability is local and direct, employees enjoyed and craved control, accountability and the ability to directly affect the success of the company.

Disadvantages of Local Management Structures

What do you wish you could change about your workplace structure?

There remained some significant qualities about these structures that created limitations or the need for change. Whether working in a small company, traditional company, or a matrix type system, employees want flatter management structures. All seemed to agree that faster decision making, quicker problem resolution, and local accountability was of the utmost importance, regardless of management structure. While those at smaller companies felt that structure of the company mattered less than performance and results, all workers craved more training and professional development opportunities, in addition to the on-the-job training that most in strictly performance-based job environments tend to get.

What We Want In Local Management Structures

Describe your ideal management structure you would wish to work in.

Finally, employees in this group and demographic tend to be satisfied with the structure of their organization and suggested mostly minor tweaks that can help enhance performance and results.

Regardless of company or management structure, employees believed that performance based systems are their ideal for how a management structure should look, and the actual structure seemed to matter less. The competency and management style of a particular manager matters more, as does the opportunity to fit into a team environment where teamwork and accountability is stressed.

Local Management Structures Case Studies: Summary

Employees want a structure in which results matter, and to know that their evaluation and compensation is based on those results. The structure should allow their voice to be heard, it should provide for accountability to others, and the structure should provide an opportunity for the employee to feel needed and that their results will move the company forward. From our perspective, “the boss” seems to be RESULTS based on the goals of the company, whereby those results are a product of an employee’s active engagement in the outcome, their performance and accountability.

Recommendations

Based on both the survey of group members as well as the case studies (see Appendix 1) of local management structures and corporate histories within the group, our team has come to several conclusions about “who is the boss” in the McLean County workplace, and how management structures of the future can be better shaped. As such, we now offer the following guidance to the EDC regarding management structures in the workplace, based on our experiences and beliefs. Further, we also offer some additional thoughts about how we can work to improve those structures, and perhaps improve employee morale, effectiveness and productivity.

Management Structures of the Future

Overall, this team recognizes that management structures are evolving, as the younger generation grows from workforce to management. In an ever-changing business world, the workplace has become flatter and more horizontal, and increasingly productive as employee attitudes and values evolve. We believe this structural evolution towards the matrix/horizontal structure provides:

- more and better access to information,
- more ownership and accountability in the end product
- better opportunities for performance and incentive based compensation.
- freedom for employees to achieve goals and expectations regardless of how their workday is structured
- recognition for individual and team achievements
- most importantly to this group, an ownership stake in the positive outcomes achieved by their employer

Further, in order to better achieve a healthier, more effective and more productive management structures in an increasingly competitive world, the group also recommends continued expansion of professional development opportunities for managers, with the goal of helping small- and medium-sized businesses achieve greater heights.

The ultimate question placed before this team was “Who is the Boss.” This Management Structures team finds that the **goals of the company** are “The Boss.” This conclusion can be drawn whether an employees is in a smaller company, where employees are either on board with the goals of the company, or they no longer work there, in a mid-sized company, where employees pursue advancement by meeting the goals of the company by reaching targets placed in front of them; or in the environment of a larger company, where employees are increasingly working with teams to achieve the goals of the company, in a flatter matrix/horizontal management structure.

In conclusion, we believe these recommendations and guidance can be used by the EDC to both enhance management structures already in place in the area, and to provide direction to future employers, toward meeting the goals of the EDC to enhance and grow small and medium-sized business into future market contenders

Advantages

- A “one-stop shop” for professional development (as well as the requested resources listed in Recommendations #2 and #3) means more attention to the organizing institution, such as the EDC.
- A single-source of professional development can provide more focused learning and growth potential for small- and medium-sized businesses
- Sustained and comprehensive development translates into less turnover and stable work environments.

- The EDC can save resources by asking out-of-town professionals who provide on-site training to larger companies in town to dovetail their visits with EDC-sponsored, non-company-specific workshops during the same trip.
- The majority of employers and employees in our team said they would pay for such training.

Disadvantages

- Point-of-need training requires buy-in from mentors and participants to respond in quicker, less time-blocked ways.
- Single-sourcing professional development opportunities may be difficult to aggregate and maintain.

Appendix 1

Case Studies

1. Farnsworth Group, Inc.

Industry: Engineering-Architecture Consulting Firm

Professional Services: Full range of engineering services in civil, environmental, transportation, mechanical, electrical, structural, and municipal engineering; as well as architecture, surveying, commissioning and LEED® consulting.

Business Structure: S-Corporation

Management Structure: Matrix organization segregated by professional discipline and location. Structure is driven more by professional discipline/group leaders than traditional location centers. Managers are selected based on performance, experience, and licensure, not necessarily seniority. This structure is a hybrid of the more traditional vertical structure.

<i>General Stats:</i>	<u>Total</u>	<u>IL</u>	<u>Bloomington-Normal</u>
Employees	320	200	109
Offices	16	7	2

Demographics: 73% Male 27% Female 7% Minority
Average Age of Employee: 40

History of Growth:

Firm history dates back over 100 years to 1890 with Land Surveyor, Elmer Folsom. Firm has grown from sole proprietorship with a few employees in the first half of the 1900's to a general partnership with 40 – 50 employees in the mid 1900's. In 1984, the firm transitioned to an employee-owned S-corporation. In the mid 1990's, the company grew in size and services through several mergers and acquisitions of other firms – added architecture, mechanical, electrical, commissioning, landscape architecture, etc. Since 2000, the firm has grown in size and revenues through organic growth.

Goals for Future Growth:

Market driven growth – organic vs. acquisition

2. Zdi (Zeller Digital Innovations)

Industry: Structured Cabling, Security Solutions, Communications Technology

Professional Services: Contracting for Voice/Data Cabling, Fiber Optics, and Wireless Communications. Audio/Video, Video Conferencing, Automation, Digital Signage, and IP Physical Security

Business Structure: S-Corporation

Management Structure: Matrix organization arranged by market and function. Technicians are assigned to teams by market (A/V and Data Com) but are shifted as needed to meet project deadlines.

General Stats: Employees 25
Offices 1

25 employees (2 owners, 2 engineers, 1 salesperson, 1 office administrator, 19 technicians)

2008 Anticipated Revenue: \$3.3 million (gross)

History of Growth:

- 2002 – Started Technology Division for Zeller Electric Inc. in Morton, Illinois (\$140,000 gross revenue)
- 2005 – Moved into Normal, Illinois office (\$800,000 gross revenue)

We separated from Zeller Electric, Inc. in February of 2007. At that time, we employed eight people (including the two owners). We had seven technicians in the field and one owner covering the office. By July of 2007, we grew our technician team to 45, hired an office administrator, and opened a temporary office in Tampa, Florida. By the end of 2007, we had worked in 11 states – the farthest being Arizona – employing 65 different technicians. At the end of 2007, we had the opportunity to renew a major contract with Wal-Mart, which had driven most of our first-year growth. As a small, young company, we did not feel comfortable being so dependent upon one client contract, so we chose not to renew the contract, prompting the closure of the Florida office and the release of our Florida-based technicians. We moved one technician from the field to the office, making him responsible to prepare proposals and order material. We also moved our lead A/V technician into the office and gave him the opportunity to scout for new business. We're anticipating growth of almost 50 percent from 2007 to 2008 and the majority of our work has been in central Illinois.

Goals for Future Growth: By 2012 – \$15 million gross revenue with 15% net profit margin

3. Mavidea Technology Group, LLC

Industry: Digital Convergence & IT Services Company

Professional Services: Full range of IT consulting and support, hardware & software installation, web application development and web design services.

Business Structure: Limited Liability Corporation

Management Structure: Functional team-based

General Stats: Bloomington-Normal
Employees 17
Offices 1

Demographics: 82% Male 18% Female 6% Minority
Average Age of Employee: 31

History of Growth:

Formed July 1, 2007 with seven partners by merging seven “1-man shops.” Our initial structure was a silo of Web Development and IT Services with each half responsible for its own sales, staffing and accounting, but with shared overhead of marketing and rent. Web Development saw immediate growth and hired 3 staff in 15 days. First partner left Web Development in 60 days because he couldn’t transition out of 1-man shop mode. IT Services side also hired additional techs. By Dec. 2007 Mavidea was at 12 staff and realized silos were a bad idea and started talking about a transition to a traditional hierarchy. Mavidea pursued its first line of credit to fund significantly larger hardware and software sales opportunities. The search served as a real wake-up call to how our organizational structure appeared to the outside world. CEO and COO were elected to run operations.

Mavidea is now at 17 staff on 4 functional teams – Web Development, IT Services, Sales/Marketing, and Back-Office. Accounting has been consolidated and streamlined. We brought on an experienced sales-person and shifted 1 employee to act as a dedicated sales-engineer to spec and build quotes.

Goals for Future Growth:

Organic and Acquisition Growth planned. Mavidea will open second office in Tampa, Florida, before the year is out, with plans to be in 1 tier-1 and 5 tier-2 markets within 4 years.

4. ComeToBuy, Inc. (CTB, Inc.)

Industry: Web application and development company

Professional Services: Full range of web services including business and web development consulting, Tier 1 Network web hosting, custom web application development, website design, website optimization, and online marketing .

Business Structure: C-Corp

Management Structure: Traditional tiered for senior management, Supervisors work alongside many of the regular employees in a more horizontal work environment. Most successful employees take responsibility for their projects and are encouraged to treat clients as though they were the owner of the business. Flexible work hours allow for each individual to allow work to accommodate their schedules and are encouraged to identify an optimal work schedule for themselves. Contract employees are available to supplement projects and allow for phased strategic growth.

General Stats:

Employees	13
Offices	1

Demographics: 77% Male 23% Female 8% Minority
Average Age of Employee - 35

History of Growth:

ComeToBuy, Inc. (CTB) began in 1999 by the 2 co-founders working from their homes. One of the first products developed, was the origination of the "Zero New Cost Marketing Model" for mail order companies. Understanding a measureable growth model was the standard for mail order companies; many did not want to invest in the internet and thus fostered a partnership opportunity for CTB to provide internet services and e-commerce to these companies at no cost. CTB chose to strategically purchase its own hardware, and not share hardware. This choice not only differentiated CTB from competitors, but also simplified compliance with the CISP (credit Cardholder Information Security Program) and HIPAA (Health Insurance Portability and Accountability Act) standards, as our client's businesses and needs continued to grow.

The first full-time employees were hired in 2002 to handle the growing support needs of our clients. It was during this time that several internet applications were also identified and produced for several Fortune 100 companies. Other diversified web products were also provided to small to medium size businesses, as CTB identified a need to help foster the growth of new and existing businesses.

Late 2005, CTB purchased the property at its current location where 5 employees moved with the company. Growth of CTB has been very strategic and steady as satisfied client referrals have produced a majority of new work.

Goals for Future Growth: \$2.8 Million revenue by 2015 (based on average growth since 2000)

Becoming the Boss: Professional Development in Modern Workplaces

Introduction

The conventional notion of a boss follows the top-down business model. A boss gives orders to lower level employees, who unquestioningly carry them out. A boss tends to interact primarily with his (not her!) peers and tends not to collaborate with those under the management level. If this constitutes “being the boss,” many young professionals want no part of it.

Thus, when considering the question “Who’s the Boss?” our group decided to define “boss” loosely as “you at the top of your game.” No matter where a person is within an organization, that person can build her/his skill set and cultivate talents. “Boss” then becomes a more personal goal rather than an institutional/organizational status. And professional development is the vehicle that can help these up-and-comers achieve their goals.

Current Situation

Professional development is often lost amidst the day-to-day operational needs of an organization. Unfortunately, neglecting professional development works against the creation of a strong relationship between the employee and the employer and often leads to employee burnout.

Additionally, many workplaces track employees based on stereotypes and may overlook women and minorities when offering professional development opportunities. While employers have made some progress around these issues in the workplace, we are far from real parity for all workers. Unconventional personal definitions of “bossness” are also overlooked in businesses and in professional communities. This leaves those individuals following a different path to the top on the outside when it comes to professional development.

Proposal

In order for an employee to develop as a professional, a careful assessment must first take place. First, the employee must assess herself, identifying her strengths, weaknesses, and goals. Second, the employee must assess the workplace, figuring out what opportunities are readily available and what opportunities may become available with some amount of prodding. Third, the employee must create a plan for achieving her goals.

The EDC can help young professionals by encouraging local employers to provide professional development opportunities available outside of their organization or place of employment. The EDC itself should also help to promote professional development opportunities through its existing outreach tools, serving as an information clearinghouse of sorts for specific professional development opportunities like networking events, Leadership McLean County, neXt Professionals, and board memberships.

Furthermore, through its newsletter and outreach venues, the EDC can educate local employers about important professional development issues and barriers to effective professional development. The EDC could provide a hit list of professional development “best practices,” such as an annual employee review process that includes a professional development component, making self-assessment tools available to employees, creating internal mentoring programs or leadership study groups.

The EDC could also create a library, virtual and/or real world, of professional development resources for independently employed young professionals. For example, posting presentations or interviews with respected professionals related to leadership and professional development on the EDC web site, creating reading lists or posting book reviews.

Specific professional development opportunities currently available include the following:

- **Networking.** No matter how cliché it sounds, networking is crucial. One can never tell when a conversation, chance meeting, or intentional gathering will lead to a job offer, leadership opportunity, or the like.
- **Existing structured professional development opportunities.** Young professionals can participate in activities sponsored by neXt Professionals and the Chamber of Commerce. Leadership McLean County is a tried-and-true professional development tool, but the cost and intense time commitment make it an unlikely strategy for the self-employed, people from very small companies, and stay-at-home parents gearing up for re-entry into the workforce.
- **Affinity groups.** Some local employers offer groups focused on specific demographic qualities such as ethnicity and social identities. These groups can vary from focuses on women’s business issues to developing future leaders. They support company goals and provide an outlet for relationship building, professional development and networking. Employees that participate often have opportunities to serve in leadership roles, assist in program planning and recruiting/retention efforts.
- **Community boards.** Whether public, nonprofit, or internal to a business, boards offer a fantastic professional development opportunity for young professionals and for people seeking to re-enter the workforce. Participation on a board puts members in touch with a variety of community members who are often well connected and civic-minded. Board work also engages members in budgeting, public speaking, strategic planning, event planning, and public outreach.

Board Membership

Community board membership is one of the strongest professional development tools available and yet the one most often overlooked. Why?

- Young professionals and people not working in a conventional work environment often do not know about local boards at all or have no idea how to become a member.
- Board vacancies are not well advertised.
- Employers often do not support board membership with permission leave for board activities occurring during the workday.
- The PD benefits of board membership are often unknown.

The strongest point in favor of board membership is the ability for a motivated young professional to find a board position and grow within that position. The secret to getting onto a board is to find board vacancies and let the appropriate people know that you are interested. Most boards do not require that you know the right people or have the right pedigree. Instead, boards need people with commitment and a willingness to learn.

The benefits of board membership can be achieved with other types of committees and commissions that have budget and decision-making responsibilities, such as a building committee at a church or an employee group at a business. These types of opportunities may be less formal than a conventional board and, therefore, may be a good way for a young professional to test the waters.

Summary

There are a variety of ways in which young professionals can seek out professional development opportunities, and board membership is among our most recommended strategies. Board membership touches on many aspects of professional development, including networking, public speaking, organizational planning, and negotiating.

With shifts in conventional business environments and diverging concepts of “Becoming the Boss”, today’s young professionals are faced with the question of how to gain skills that will promote their rise within their organization. The EDC can play a key role for both businesses and young professionals by making available some of the professional development opportunities mentioned above.

Appendix 2

Boards

The following are examples of the variety of boards, committees, and commissions that can provide professional development opportunities:

Government

Planning Commission

Zoning Board of Appeals

Human Relations Commission

Nonprofit

Delta Sigma Theta Sorority Inc.

Parent Teacher Association

Urban League Young Professionals of Central Illinois

Central Illinois Chapter of the American Marketing Association

Church board of trustees

Sierra Club Heartland Chapter

Optimists Club

Homeowners Association

Citizens Advisory Committee

Toastmasters

McLean County India Association

Rotary

IWU Alumni Board

United Way

Lessons Learned: Southeast Asian Experience

India has been a conservative society and most of the people were until recently content with a monthly salary rather than taking the risk of venturing out as an entrepreneur. This legacy is a result of the British rule which created hundreds of thousands of clerical jobs in their offices. Though after independence in 1947, there has been a thrust on entrepreneurship, the breakthrough came only after the mid 90s for three reasons.

1. The number of vacancies in government jobs started diminishing year after year and came to almost zero. Thus, out of necessity, entrepreneurship had to grow.
2. Secondly, the opening up of the economy in the early 90s, with globalization, generated opportunities for those having an entrepreneurial spirit.
3. The return to India of Non Resident Indians (NRIs) to start businesses back home.

Traveling back in time, if we trace the origin of entrepreneurship in India, we can go back to the petty shops in villages and towns and the bigger malls in the cities, which appeared in the beginning of the last century. Those entrepreneurs did not have the benefit of the IITs (Indian Institute of Technology) or IIMs (Indian Institute of Management). They had role models either in their own families or in the immediate neighborhood. In villages especially, even women those days managed the business in the shops in the absence of their male counterparts or, in many cases, simply because they had the capacity to manage it themselves.

The 90s also saw the return of several successful entrepreneurs from abroad with a will to start something new in India. This also fueled the overall growth in industry, commerce and business. If we think starting a business is the objective of an entrepreneur, it is easier to start it in the city because of better markets, infrastructure and support. But, on the other hand, if entrepreneurship means doing something new and clever, we in India have a lot of success stories in villages.

Even after the IITs and IIMs came into existence, the Ambanis, of Reliance, one of the leading industrial and business groups of India the Mittals, another major group and the like were not products of these institutes. The most successful businessmen of India did not learn the nuances from any business school.

Government Involvement

After independence, the government seriously meant to promote entrepreneurship in establishing small-scale industrial estates and even institutes to train prospective entrepreneurs. The small-scale industrial estate is a campus in which a cluster of small industries is established. The units had a tax holiday period of up to 5 years and enjoyed exemption from payment of power bills, rent and even the maintenance fee of the buildings. In this way, a lot of small and ancillary industries grew in every part of India.

The establishment of several big industries after independence witnessed the origin of ancillary units around them. For example, when the Bharat Heavy Electricals Limited, an industrial unit, was established near a small town in Tamilnadu, over a thousand ancillary units came up around it to supply the required spare parts.

The training institutes run by the government offer free training to the prospective entrepreneurs in various fields of activity. These courses are for duration of, say, 3 to 6 weeks. Apart from imparting practical knowledge in production techniques, the syllabus includes managerial and marketing skills as well.

Another interesting scheme offered by the Government of India is to promote starting more industrial units in underdeveloped areas. Apart from tax holidays, the government offers exception to the units from payment for amenities like power, water and the like.

Similarly special economic zones have been established in several parts of the country where focused attention is given to setting up new industrial units or business ventures. Employment for the local people is its main aim.

The government also has schemes to support the declining industrial and commercial units. Apart from revival packages that are offered to them, rescheduled credit facilities are also extended.

Another recent trend is the healthy competition among states and cities in India for setting up IT industries. In this area, Bangalore, Chennai, and Hyderabad are vying with each other.

Yet another case in point is the successful New Okhla Industrial Development Authority (NOIDA) experiment. One of the largest Industrial Townships of Asia, not very far from Delhi yet away from the dirt, grime and pollution, and part of the National Capital Region, NOIDA is the industrial fairyland of the nation. NOIDA is one of the largest planned industrial townships of Asia. Set up in 1976, with a view to develop an Integrated Industrial Township for the industrial growth of the area, under the Uttar Pradesh Industrial Area Development Act, it best symbolizes harmony between human habitat and industrial enterprise.

NOIDA has now emerged as a planned, integrated, modern industrial city, well connected to Delhi through a network of roads, national highways and the ultra-modern DND flyover, offering inter-road linkages to all parts of the country. Spread over 20,316 hectares, with many sectors fully developed, NOIDA offers a pollution-free, high standard of living and highly supportive industrial environment with its unique infrastructure providing numerous, matchless facilities. Today, it stands as an enviable monument of the concept of an integrated Industrial Township in the world, with smooth and wide roads, well developed land, uninterrupted power supply, clean and safe drinking water, unfailing telephony, and splendid residential complexes

in the serene and peaceful environment with greenery all around. Thus, India has now realized that entrepreneurship is critical to a growth economy. Though a Silicon Valley type of boom may still be a far cry, the beginnings are already evident.

Women Entrepreneurs

In a conservative society like India, it is no surprise that women in large numbers didn't come forward to enter traditionally male arenas. In the Indian cultural background, women had only a secondary role to play until very recently, especially in the industrial, business and the sociopolitical spheres. That is all history now. Indian society has succeeded in breaking this psychological barrier, and women in more numbers are coming out of their conservative homes to occupy senior managerial and administrative positions in almost all areas of the economy.

There are two clear-cut reasons for this welcome phenomenon. The first is the financial and managerial assistance offered by the Central (Federal) and the State governments. The second is the conscious efforts made by the private sector to encourage women entrepreneurs. These have encouraged women who had a burning desire to become entrepreneurs, and several such women entrepreneurs are successfully heading several businesses not only in the urban areas but also in the rural areas of the country.

This has had a cascading effect. Even in the already established and running industries and businesses concerns, several women entrepreneurs have taken over management and have been running those units efficiently.

Presently, women entrepreneurs comprise about 10% of the total entrepreneurs in India. In absolute numbers it could be estimated that there are 700,000 women entrepreneurs. This is growing every year.

Apart from the central and state governments, even international agencies like the ILO (International Labor Organization) have been demonstrating keen interest in furthering developmental strategies to encourage this trend. The main challenge will be to deal with gender differences in entrepreneurial characteristics.

Fortunately, there are several successful role models whom the emerging entrepreneurs can emulate. These role models have demonstrated their potential especially in the utilization of modern technology, increased investments, finding export opportunities, creating employment for others and setting a trend for other women entrepreneurs.

The government of India and the state governments have been implementing several schemes tailored to encourage more women to join the team of entrepreneurs. One such is the centrally funded clusters, or the CFC, exclusively for women. The federal government is offering 75% financial grant or subsidy, and the remaining 25% is to be shared between the state government and the entrepreneur.

The Role of Non-Governmental Organizations (NGOs)

Several NGOs are also involved in this task, including the MSSRF's Bio Tech Park for women in Chennai. This park is sponsored by the Department of Biotechnology of the Government of India and the Tamil Nadu Industrial Development Corporation (TIDCO). MSSRF serves as the technical resource center for this unique project designed to provide opportunities for remunerative self-employment to professionally qualified women entrepreneurs in the area of environmentally sustainable biotechnologies.

Another NGO, Bharatiya Yuva Shakti Trust (BYST), whose ambition is promoting entrepreneurship among the underprivileged, has set its sights on creating one hundred thousand entrepreneurs and one million jobs over the next five years. The project will be funded to the tune of \$3 million by the International Finance Corporation of the U.S. for setting up a mini venture capital fund. It aims at increasing mentor strength from 3,000 to 30,000, and 20% of beneficiaries are women entrepreneurs who have scripted remarkable success stories.

Another scheme which is presently creating a revolution in the rural areas is the setting up of women's self-help groups. The banks are offering the seed funds for these groups and the groups are involved in production and business enterprises in a small way. The government and several NGOs are assisting them in marketing their products. This is a real success story of micro financing.

In this context it may be recalled that in neighboring Bangladesh, Prof. Mohammad Yunis and his Grameen (Rural) Bank, were awarded the Nobel Peace Prize 2006 for pioneering the use of micro credit to benefit poor entrepreneurs. This bank is offering loans to millions of poor Bangladeshis, most of them women, without any financial security, to improve their standard of living by starting businesses with tiny loans.

Executive Summary: Quality of Life

Quality of life is difficult to measure. Sociologists and economists have created various metrics that can help quantify how attractive an area is to its citizens and those looking to relocate there. On a global scale, groups such as the Economist Intelligence Unit use a quality of life index to rank the world's nations based on certain criteria, some of which being political stability, climate, job security and gender equality. Local communities often measure their quality of life through the effectiveness of their municipal services, including police force, transportation, etc. Information is traditionally gathered from surveys distributed to local residents. The happiness of people is a universal priority of any municipality/state/country, and since companies are made up of individuals, this is often a priority of businesses as well.

In many instances, quality of life can be a determining factor in an organization's decision to relocate. According to Area Development Online, it not only plays a role for existing employees, it can also be a major selling point for recruiting quality talent to the organization. A survey conducted in 2008 by The Development Counsellors International ranked the importance of quality of life as a 3.5 out of 5. In speaking with one local business, the decision to locate in Bloomington-Normal (as opposed to other communities in the Midwest) was based solely on the quality of life our community presented to one Vice President and his family. Therefore, in order to ensure that businesses stay, grow and thrive here in McLean County, or to make ourselves more attractive to businesses outside our community looking to relocate, a strong quality of life for the citizens of McLean County can mean a great deal for the health and well being of our business community.

What is it that makes McLean County an excellent place to live? In what areas do we struggle as a community? To find the answers to these questions, the New Leadership Board conducted a survey of its own amongst members of the group. In addition, a subset of the group brainstormed quality of life as it specifically pertains to technology.

Recommendations

- Information-gathering
- Community-wide self-esteem campaign
- Better outreach to and integration of ethnic and racial minorities
- Capitalize on what we have
- Stronger town-gown connection
- Employer education

Quality of Life

Introduction

Why do people move to Bloomington-Normal? Why do some choose to stay while others choose to leave? Do we need to attempt to recruit and retain a certain demographic? These are the types of questions that market research analysts tackle every day. Here in the heart of Illinois we are starting to ask these same questions about our residents, realizing that part of the long-term health of a community is measured by the diversity and tenure of its residents.

Our charge as part of the New Leadership Board was to focus on the migration and settling patterns of “young professionals” in Bloomington-Normal. Our group decided to take an information-gathering approach to begin a larger conversation about what our community does to attract and retain these people. We started with two surveys created by the International City Manager Association (ICMA) and distributed in Oak Park, Illinois and Boulder, Colorado. We selected and tweaked the questions that seemed most applicable to our NLB project and circulated it among groups of people falling roughly into the age category of 25 - 40 and living in the Bloomington-Normal area. A summary of the survey follows:

Quality of Life Survey

Demographics of the Response Group

The vast majority of the 123 survey respondents were white and upper middle class, with 80% making at least \$50,000/year as a household. Two respondents classified themselves as “mixed race,” three as “Asian Indian”, two as “Asian” or “Asian-American”, and four as “African-American.” Most live within Normal or Bloomington, 65% are married, and a majority (60%) has no children in the home. Approximately 74% have lived in Bloomington-Normal for at least five years.

Quality of Life Responses

The overwhelming consensus of survey respondents is that Bloomington-Normal is a “Good” place. When asked to describe as Excellent, Good, Fair, or Poor, most people ranked as “Good” the overall quality of businesses and services, quality affordable housing, quality affordable health care, overall image and reputation, overall safety, fire and police services, public schools, and libraries. Respondents were more evenly split between Good and Fair when asked to rate the acceptance of diverse people and availability of cultural events. Respondents were not terribly optimistic about the ability for a single person to find a mate in Bloomington-Normal, with just under 60% guessing the odds at Fair or Poor.

We also asked respondents if they had ever ridden a local bus (85% had not), attended a meeting of local government (52% had not), volunteered their time (20% had not), or attended a cultural event such as the Festival of India (49% had not).

Toward the end of the survey, we attempted to determine why people stay here or leave the community. Jobs and family were the top two reasons for staying, ranked 67% and 59% respectively. Jobs were also the strongest reason for leaving (55%). Many respondents (40%) also cited as a reason for leaving the “overall community atmosphere elsewhere.” In the comments section of the survey, three respondents noted that the lack of a Hindu temple is a reason for leaving.

Notwithstanding the “why” for staying or going, 58% of the respondents are very likely to stay here for the next 5 years, and 52% of respondents are very likely to recommend living in Bloomington-Normal to other people.

Finally, we asked respondents to summarize what people say when they come to visit Bloomington-Normal. Several people noted the lack of variety in dining and overabundance of chain restaurants as a negative. One person said the night life in Bloomington-Normal is geared too much toward college kids with little available for adults post-25. Most comments were positive, with Bloomington-Normal being characterized as nice, friendly, clean, family friendly, and easy to get around.

Employer-Related Responses

In order to determine whether employers are keeping up with national trends in hiring and retention, we asked several questions related to flexible time and benefits with the following results.

Approximately 20-30% said their employer probably would not offer the following: flexible time for childcare accommodation, wellness programs, flexible time for non-immediate family healthcare issues, flexible time for volunteer activities, flexible time for non-Christian spiritual holidays or cultural events, or the ability to wear casual dress.

Approximately 40-50% said their employer probably would not offer adoption benefits, maternity benefits beyond FMLA, or the option to work from home.

Approximately 60% said their employer probably would not offer paternity benefits or domestic partner benefits

Recommendations

1. *Information-gathering.* More in-depth surveying of a much broader cross-section of the community would generate valuable information. The surveys could be done through the City and Town or could be coordinated through EDC.

Potential survey improvements include the following:

- a. Providing a list of words and asking people to circle those that describe B-N (i.e. safe, stable, fun, vibrant, quirky, diverse)
- b. Use same list and ask which words people WISHED described B-N

- c. Include categories beyond “Married” and “Not Married” for committed couples who choose to be unmarried or who cannot legally be married (i.e. gay and lesbian couples)
2. *Community-wide self-esteem campaign.* The survey did not garner many “Excellent” responses. Why is that?
3. *Better outreach to and integration of ethnic and racial minorities.* Ethnic and racial minorities are not well integrated into many of the mainstream organizations in the community, including local government, boards and commissions. This lack of integration is revealed in part by the survey respondent demographics, in which no one identified themselves as Hispanic. Ethnic and racial minorities need to be engaged with the goal of bringing them into participation and leadership roles.
4. *Capitalize on what we have* – we could be the Mecca of the Midwest!
5. *Stronger Town-Gown connection.* Our institutions of higher learning (ISU, IWU, Heartland Community College, Lincoln College) are some of the community’s strongest assets. We must better integrate the missions of these institutions with the goals of the community. This effort could bring us closer to several other goals, including better integration of diverse ethnic/racial groups, increased cultural opportunities, exposure to more varied spiritual traditions, and the like.
6. *Employer education.* In order to attract and retain the best young professionals, employers should support that which the survey revealed as being important to young professionals. For example, employers should consider flexible schedules that support the myriad family-oriented activities within the community.

Executive Summary: The Value of Technology

Technology has changed the way business and employees operate. Many of the functions within an organization are dependant on technology. It is important for companies to have a sound understanding of the roll that technology plays on both operations and in the lives of those who use it. This paper will place technological advances into a historical context, analyze the current state, provide perspective on expectations in the workplace, and provide recommendations about how technology affects the workplace of the future.

Between the years of 1999 and 2006, there were technological advances that impacted the type of jobs available in the workforce. The number of typists and word processors declined 43%, while graphic designers increased 59%. These figures have certainly shifted more in recent years, as many technological jobs have been outsourced to other countries due rapid growth and lack of qualified employees in the workforce.

Another indicator of how the workplace is changing is how we communicate. In the past we might have dictated a memo to a word processor or a handwritten memo would be sent via mail or facsimile; incredibly slow processes by today's standards. Technology has improved communication over the past 20 years through wireless phones, email, VOIP, instant messaging, and text messaging.

Technology will continue to create efficiencies, but what is the next step? Will text messaging revolutionize how we communicate and move business forward? Will it be a series of WI-FI hotspots? Will it be ultra high speed data networks connected by fiber? Will it be the increasing applications traversing our wireless data networks? Whatever it may be, our community should be prepared to address the changing needs of our business partners. The EDC recommends the following to be prepared for the future.

Recommendations

Start a five-year planning cycle for investments in technology and investigate how they will impact your industry. Do not underestimate the importance of security for your network and data. The negative public relations caused by a data loss could mean the end of your business. Be aware of technology in your industry. New technologies have changed or destroyed some long-established industries while simultaneously creating new industries (i.e. Eastman Kodak is all but out of the film making industry, but has successfully made the transition to digital).

Explore options for results-driven mobile workforce. Is it really necessary for employees to be located in a physical office if they can accomplish goals remotely? Working remotely can improve the quality of life for employees and cut many real-estate costs by reducing the need for office space. Work is no longer necessarily viewed

as a “place” to go, rather “something” that you do. Likewise, performance should be based on output and not hours.

Realize that younger generations have had advanced technology available to them for most of their life and will react negatively towards businesses that do not embrace technology. Websites are the new phone book and need to accurately reflect your business. A website should be a salesperson and should answer every question that a customer would likely ask on the phone.

Create a community portal site by partnering with the Chamber and the Convention and Visitors Bureau. When exploring prospective communities, individuals quickly turn to the internet. A community portal should take into account the “guess-that-website address” method (i.e. bloomingtonnormal.com). The site should also offer easy access to business, entertainment, housing, schools, restaurants, community resource blog, and other common resources.

Create a community technology master plan that includes a vision for the future, mission, and provides opportunities for community review and input. Sections should include technology and telecommunications needed to boost economic development, a comparative analysis of technology services and options, steps to bring the vision to reality, and a summary of recommendations and associated expenses. A trend on the coasts includes municipalities providing WI-FI access in public spaces such as parks. Is public access something our community could support?

Technological advances in transportation can revolutionize the modern workforce in our community. We need to continue supporting a high-speed rail. A St. Louis to Chicago high speed rail corridor could redefine the mobile workforce for our community.

Support LEED Certified construction in new development. Projects taken on by municipality can serve as a cornerstone to the expectations of area businesses and help define a community’s core values.

Adopt Segways for use by the Police Departments in Downtown Bloomington and Uptown Normal. While being an ecologically sound practice, it would also enhance safety perceptions in the areas, thereby increasing local traffic.

Create a historical master plan for areas with historical significance. In times of “bigger is better,” it is important to acknowledge the value of history and the role it plays in the community such as ours.

Technology – Advancing the Community, Redefining the Workplace

Introduction

Within the working lifetimes of many of our NLB members, we have seen a historic shift, not only in the kinds of jobs available in the workforce, but also how we use communication to perform our jobs responsibilities.

The graph below depicts the trend in just a few occupations where technology has dramatically shifted the types and number of jobs available to the American worker:

US Job Growth 1999-2006	1999	2006	Delta
Typists and Word Processors	271,310	153,530	-43.41%
Court Reporters / Transcriptionists	17,460	16,940	-2.98%
Computer Programmers	528,600	396,020	-25.08%
Graphic designers	119,820	190,880	59.31%
Film and video editors	12,180	17,380	42.69%

Clearly, the most dramatic change is in the area of word processing, signaling a change in what workers are being asked to do, and how technology obsoletes the need for certain positions. Word processing in today's workplace consists of sitting down to a computer and working through a word processing program in a few minutes, or perhaps crystallizing our thoughts into an email.

Another indicator of how the workplace is changing is how we communicate. In the past, we might have dictated a memo to a word processor, or a handwritten memo would be sent via mail or facsimile; incredibly slow processes by today's standards. One need only look at recent statistics from the Federal Communications Commission (FCC), or the Cellular Telephone Industry Association (CTIA) to see how this has dramatically changed in a relatively short amount of time (see figure on next page).

Source: BLS

The World Has Changed

From Federal Communications Commission (FCC) and CTIA data

	2001	2007
Total High Speed Data Lines in svc	10M	100M
Business & Residential POTS lines	192M*	167M
Local calls over wired lines	515M	280M
Wireless minutes used	200B	2T
Wireless phone users	118M	243M
Instant Messages sent/day	1.73B/day	12B/day
Wireless Text Messages sent/month	~15M	~75B

*The amount of lines in service in 2001 (192M) was the pinnacle in this category, the number of wired lines in service since 2001 have declined yearly since.

1876 – AG Bell invents the electrical speech machine

1972 – Early email programs invented – communications tools between universities and later government and business

1982 – First wireless phone; 1988 – 2M customers; 1993 – wireless is deregulated by the FCC, allowing exponential growth; 2004 – 169M customers

1992 – First SMS text message sent

1990's - Email becomes prevalent in homes and businesses

2000's – Advent of VOIP; 2006 – 1B users worldwide

2000's – Advent of Instant Messaging (see above)

2000's – Advent of Wireless SMS (see above)

Technology is driving major changes in the workplace that not only impact the styles of management required to assist our workforce, but also the state of the workplace itself. This trend has manifested in a number of different settings, from the office to the factory floor. With some possible exceptions in the retail/service sectors, technology has generally led to a decompression in the workspace, meaning there are more square-feet of space per worker than ever before. Office space per worker has continually climbed upward since 1980 due to advances in technology and skills on the part of the workforce. This change and other technology-driven innovations have forced management to adapt new techniques for overseeing business operations.

A large reduction in workspace has come via the phasing-out of word-processing pools which has happened as a result of cheap PC technology and ubiquitous typing skills on behalf of the modern workforce. As recently as the 1970s, much of an office's typing took place in large rooms full of typewriter stations and not in personal offices. Today's mobile technology allows workers to shed their offices all together and work from any number of different locations.

Factories and other blue-collar occupations have felt the pressures of technology as well. Increased automation in production and the computerization of supply chains have reduced the number of workers needed for many types of operations. While few of these jobs can be performed remotely, technology has reduced the density and number of workers on the factory floor. Modern car plants, for instance, monitor production progress through a vast system of computerized "scoreboards" that provide real-time metrics on the speed of production, supply of parts, and details about slowdowns or stoppages. Since so many variables in the production process are tracked via computer, management can monitor huge expanses of production from a single room. This contrasts with traditional means of assembly-line management.

These scenarios highlight required changes in tactics on the part of management. In the office setting, managers must learn to contend with a workforce that may be scatter across the country. This requires careful attentiveness to emails, texts, and other electronic communications as well as a more goal-oriented approach to employee evaluations. Production managers must contend with a larger number of direct reports who very likely have specialized sets of skills and are spread out around the factory floor. In both cases, managers have more ground to cover - literally and figuratively.

Changes in Technology

- The way we communicate is changing; the growing number of devices, interfaces, and mediums of communication is growing exponentially while the technology constantly evolves.
- Since 2001, the number of text messages sent via cell phone has increased exponentially from millions per day to billions. Instant messages have all but

- replaced email as the communication of choice and wireless phone minutes have replaced wired phone minutes over time.
- Statistics indicate a dramatic shift in how we communicate in the workplace. Personal visits have been replaced by a phone call or email, “water cooler” conversations have been replaced with instant messages, and a faxed document has been replaced with a portable document that can be reviewed anytime, anywhere on a smart phone device.

Current Situation

- Workplaces are dependant on technology. Employees use computers to do their word processing. If phone or data systems go down, productivity comes to a halt.
- Employee demands have changed. When they are hired, employees expect to be connected, whether that is being provided a PC or laptop, cell phone or smart phone, Internet connectively, email capabilities, instant messaging capabilities, etc.
- Today’s employees have a need for communication and access to information. Previous NLB groups have emphasized the need for company goals and objectives to be communicated, as they are often what drive the company.
- Technology is an important part of the communication mechanism.
- Technology comes at a price. For a company, the price might be the actual cost of the equipment and infrastructure, but they also come at a price for the employee and their quality of life.
- Legitimacy of an employee to an external client can be tied to an email domain that matches their employers, and the latest technology is often viewed as a sign of success.
- A strong reliance on the internet has brought increased concerns of privacy and protection of personal data. Companies with large amounts of data have become targets for identity thieves.
- Oftentimes, the internet is relied upon for quick answers and research, but the accuracy of information reported on the internet can be questionable.

Future State

- As technology continues to develop, companies are compiling more data than ever before. To make this a competitive advantage, companies will need to transform the data into business intelligence. This concept allows background information, business trends, and data to be stored centrally as a tool for increasingly connected employees to access and use in real time.
- Technology will continue to create efficiencies, but what is the next technology, like text messaging, that will revolutionize how we communicate and move business forward? Will it be a series of WI-FI hotspots? Will it be

ultra high speed data networks connected by fiber? Will it be the increasing applications traversing our wireless data networks? Whatever it may be, our community should be prepared to address the changing needs of our business partners.

Recommendations

1. Start a five-year planning cycle for technology investments and investigate how technology will impact your industry, your employees, and your business specifically.
 - Do not underestimate the importance of security for your network and data. The negative public relations caused by a data loss could mean the end of your business.
 - Be aware of technology in your industry – new technologies have changed or destroyed some long-established industries while simultaneously creating new industries (i.e. Eastman Kodak is all but out of the film making industry, but has successfully made the transition to digital).
2. Explore options for results-driven mobile workforce. Is it really necessary for employees to be located in a physical office if they can accomplish individual and team goals remotely?
 - Working remotely can improve the quality of life for employees
 - Reduced real-estate/lease/rent costs because of reduced need for office space. Sun Microsystems, for instance, calculates that it saves \$300 million per year in real estate costs by allowing nearly 50% of employees to work anywhere they want.
 - A mobile workforce will result in additional managerial challenges to hold employees accountable to results. Consider putting processes in place now that will make the transition to a mobile workforce easier.
 - As of 2007, all 4,000 staffers at Best Buy headquarters are on ROWE (Results-Only Work Environment), which permits them to work whenever and wherever they want.
 - Work is no longer necessarily viewed as a “place” to go, rather “something” that you do. Likewise, performance should be based on output and not hours.
3. Realize that younger generations have had advanced technology available to them for most of their life and will react negatively towards businesses that do not embrace technology.

- Consider a business domain for business email. AOL and Hotmail email addresses are no longer appropriate for the business place.
- Websites are the new phone book and need to accurately reflect your business. A website should be a 24/7/365 salesperson and should answer every question that a customer would likely ask on the phone.

Summary

As new Internet developments become mainstream, businesses want and need access to the latest technologies. Communities that support technological advances are attractive to start-up companies and businesses looking to relocate. Embracing technology in the workplace can also lead to increased employee attraction and retention, as well as greater access to employees and customers via new communication methods.

Appendix 3

Statistics of the Changing Workforce

66% of people read email seven days a week and expect to receive a response the same day.

61% continue to check email while on vacation.

56% have anxiety if they can't access email.

“Crackberry” was the official winner of the 2006 Word-of-the-Year as selected by the editorial staff of Webster's New World College Dictionary. Blackberry addiction has been labeled “similar to drugs” in a study performed by Rutgers University; millions of users are now able unable to go more than five minutes without checking e-mail.

According to online surveys of more than 4,000 people, conducted jointly by AOL and the Opinion Research Corporation and reported in 2005:

41% of Americans check e-mail first thing in the morning

- 18% check e-mail right after dinner
- 14% check e-mail right when they get home from work
- 14% check e-mail right before they go to bed
- 40% have checked their e-mail in the middle of the night

More than one in four (26%) say they can't go more than two to three days without checking email, and they check it everywhere:

- In bed - 23%
- In class - 12%
- In business meetings - 8%
- At the beach or pool - 6%
- In the bathroom - 4%
- While driving - 4%
- In church - 1%

Technology Affects Quality of Life

Introduction

In order for McLean County to move forward with projects that would enhance its economic well-being, it is important to understand how technology intertwines with multiple aspects of the quality of life in our community and the impact it has on them. In this section of the paper, we will focus on the effects of technology with regards to the quality of life in the areas of transportation, a general master plan for technology in Bloomington-Normal, job training & employment, and municipal services.

Current Situation

Internet

The topic of technology can hardly be discussed without the general and significant impact of the Internet. It has revolutionized aspects of our personal and work life as we know it thus affecting our quality of life in general. The Internet has redefined what boundaries (geographic to moral) existed before. Examples are as follows:

- Access to information has increased from what once took days or longer to acquire by other means. (Example: Adult mobile phone usage to search the Internet for products or services outside of their local area jumped from 6.4% in September of 2007 to 14.3% in October of 2008. Source: www.eMarketer.com)
- Communication across the miles (Skype, for example) is equally as instantaneous as communication with the next cubicle over.
- Our accessibility has increased through instant messaging and email through the common use of mobile Internet devices (the Blackberry, for example). Lines between work life and social life are blurred and the typical workday hours go beyond the typical "9-to-5."
- Employment searches (Careerbuilder.com and Monster.com, for example) are readily available online and no longer limited to the classified section of a traditionally printed newspaper.
- Shopping is no longer limited to the operating hours of a brick and mortar building. Online shopping through eBay or Amazon is as common as shopping on a traditional store's website like BestBuy or Office Depot. (In 2000, 22 percent of Americans had bought a product online. The rate grew to 49% in 2007. Source: <http://www.clickz.com/3628466>)
- Included in the typical offerings of businesses like coffee houses and restaurants is "free wireless Internet" to accommodate their patrons who are "working" or hopping online for pleasure.

Fifteen years after its introduction into the world, the Internet has completely changed the way we live and work. More than any one technological advancement during the 90's and early 2000's, the Internet has changed our Quality of Life. While the impacts of the Internet are far-reaching, for the purposes of the EDC-NLB, the impact of the Internet and future related directions, will focus on a cohesive, community-wide plan for easy and fast access, use of the Internet to create professional connections, and the role of the Internet in the promotion of our community for individuals looking to live, work and play in the community we call home.

Transportation

Transportation in Bloomington-Normal has grown to accommodate the changing needs of not only the business community but also the general community. Take, for example the Amtrak station in Normal. "In 2008, 180,589 train passengers boarded or alighted from Amtrak trains at the station, making Bloomington/Normal the second busiest Amtrak station in Illinois after Chicago." (Source: [http://en.wikipedia.org/wiki/Bloomington-Normal_\(Amtrak_station\)](http://en.wikipedia.org/wiki/Bloomington-Normal_(Amtrak_station))) In 2004, the number of Amtrak passengers was 82,905. (Source: www.Amtrak.com)

The Central Illinois Regional Airport (CIRA) located in Bloomington has air service provided by four airlines – AirTran Airways, American Eagle, Delta Connection and Northwest -- to major U.S. hubs. CIRA has experienced its sixth year of increased passenger traffic and its 3rd year of record-setting passenger numbers. In 2008, 532,870 passengers used the Central Illinois Regional Airport. There is non-stop service to two cities, Orlando, Florida and Dallas-Ft. Worth, Texas.

Recommendations

When exploring a prospective community, individuals automatically search the Internet. When searching Bloomington-Normal, it is easy to find the local Convention and Visitors Bureau; unfortunately, it has no link to the Economic Development Council. When EDC is searched from that site, there are "no results." And in fact, the EDC does not show up in the first 10 Google results...or even the top 20! This is certainly an issue that could be quickly and easily resolved by working with the local CVB. In addition to collaborating with the local CVB for web visibility, it is recommended that the EDC convene the Chamber and Convention and Visitors Bureau to discuss the development of a community portal site. This site should be easy to find through searches, and easy to find through the "guess-that-website-address" methodology, (i.e. bloomingtonnormal.com). This portal site would offer easy access to business, entertainment, housing, schools, restaurants, community resource blog, and other common resources.

1. Create a community portal site by partnering with the Chamber and the Convention and Visitors Bureau.

- When exploring prospective communities, individuals quickly turn to the Internet. When searching Bloomington-Normal the EDC does not show within the first 20 Google searches. While the CVB is easy to find, there is no link to the EDC.
- A community portal should take into account the “guess-that-website-address” method (i.e. bloomingtonnormal.com). The site should also offer easy access to business, entertainment, housing, schools, restaurants, community resource blog, and other common resources.

Ultimately, for economic development in the Bloomington-Normal community, we must be attractive to potential and existing businesses. One of the critical factors for businesses as they are looking to relocate is fast, easy access to the internet. At this time, access is available through several companies in the private sector, and there are various costs to the consumer based on the type of access required. The movement toward the future is community-wide system access.....access that begins with a Community Technology Master Plan. These plans include a vision for the future, mission, opportunities for community review and input, a section on technology and telecommunications needed to boost economic development, a comparative analysis of technology services and options, steps to bring the vision to reality, and a summary of recommendations and associated expenses.

As new Internet developments become mainstreamed, businesses want and need that access, and communities that support that access are attractive. Ultimately, the creation of a Community Technology Master Plan, and the realization of the plan, will make Bloomington-Normal a more attractive choice for establishing or relocating a business, and for residential prospects, as well.

2. Create a community technology master plan that includes a vision for the future, mission, and provides opportunities for community review and input.
 - Sections should include technology and telecommunications needed to boost economic development, a comparative analysis of technology services and options, steps to bring the vision to reality, and a summary of recommendations and associated expenses.
 - A trend on the coasts includes municipalities providing WI-FI access in public spaces such as parks. Is public access something our community could support?

Technological advances in transportation can revolutionize the modern workforce in our community. What if a high speed rail service was a realistic option for Bloomington-Normal? Europeans as well as the Japanese have enjoyed the advantages of high speed rail for years, thus reducing congested air and driving routes. Not only are there green advantages (less energy consumption and pollution than air or road

travel) to a high speed rail with access to St. Louis, Bloomington-Normal and Chicago, but the effects on a mobile workforce (live in Bloomington-Normal, work in Chicago) and accessibility to business clients would be redefined. Travel times are reduced with this faster, convenient mode of transportation and companies that might otherwise overlook businesses in Bloomington-Normal or St. Louis could be more realistically considered. In a more direct perspective, the retailers located in Uptown Normal could potentially enjoy an increase in patronage by travelers from a larger geographic pool with the high speed rail.

With the opportunity for implementation in advancements in airline technology, such as the Category II instrument landing system (allowing for aircraft landing during reduced visibility weather conditions for commercial, cargo and corporate aircraft), CIRA became the only downstate Illinois airport with a CAT II approach capability. Technological capabilities like this could make CIRA the downstate airport of choice for all areas of air travel, again increasing people and business traffic to Bloomington-Normal.

3. Support high-speed rail.

- A St. Louis to Chicago high speed rail corridor could redefine the mobile workforce for our community and open the door to greater accessibility to business clients.

4. Promote the CAT II approach capability of the Central Illinois Regional Airport.

- Increasing direct flights to additional major hubs would potentially increase people traffic and business but on a national level (as compared to the high speed rail).

Government bodies, with their position at the forefront of both the public and private sectors, have the greatest opportunity to influence area businesses in adopting fiscal and environmental responsible policies. Projects taken on by a municipality can serve as a cornerstone to the expectations of area corporations and firms and help to define a community's values. Therefore, we feel that it is critical that the municipalities take the lead in ensuring that new projects are both technologically efficient as well as ecologically sound.

We recommend that the EDC urge local municipalities to take the lead in sustainable technologies for the Downtown Bloomington and Uptown Normal area. Normal currently requires all new major construction projects in Uptown Normal to be LEED Certified. It is true that LEED Certification can be expensive, however, it is the opinion

of this Board that the value of ecological and ethical benefits is more than appropriate for the fiscal costs.

5. Support LEED Certified construction in new development.
 - Projects taken on by municipality can serve as a cornerstone to the expectations of area businesses and help define a community's core values.
 - By adopting sustainable standards, buildings will reduce energy usage, thereby reducing utility costs, which will eventually offset the initial high costs of the certification.

The NLB also recommends the adoption of Segways for the Police Departments to be used in both the Downtown and Uptown areas. The lower energy cost (gas for squad cars) would free up funds for more manpower on the streets. With greater police protection at lower cost, we feel that areas such as Downtown Bloomington can once again be considered "safe," and local vendors will benefit fiscally from it.

6. Municipal governments should acquire Segways for the Police Departments.
 - Segways should be used in Downtown Bloomington and Uptown Normal.
 - Safety perceptions would be enhanced, thereby encouraging local participation in those areas.

Finally, we feel that it is important to maintain the integrity and identity of our area infrastructure. We ask that the EDC encourage a historical master plan for areas with historical significance. In times of "bigger is better," it is important to acknowledge the value of history and the role it plays in a community such as ours. Public opinion tends to side with historical buildings, but nevertheless, it is possible for these buildings to be updated for modern use. Examples include the Coffeehound in Downtown Bloomington or the offices of Mavidea Technology Group. Both establishments have been able to combine modern business facilities within existing infrastructure, thereby preserving the essence of the Downtown area.

7. Create a historical master plan for areas with historical significance.
 - In times of "bigger is better," it is important to acknowledge the value of history and the role it plays in a community such as ours.
 - Buildings need to be updated for modern use.

Summary

Technology is a great thing. Thanks to technology, we as a society are able to accomplish things of which past generations only dreamed. Technology has made our

lives easier, whether it is through instant access to information through the Internet, to or even something as simple as filtered water for drinking. Technology has allowed us to save and prolong people's lives, provided accessibility to people and things we would not have been able to reach and, in the business world, has created the ability to better service and access our clients.

New Leadership Board 2008-2009

Joel Aalberts - Bloomington Cultural District
Andrea Aggertt - Shive-Hattery, Inc.
Cheryl Ball - Illinois State University Dept. of English
Brian Beam - Illinois State University Marketing Communications
Melissa Beaver - Heritage Enterprises
JT Bedell - Burwood Group
Timothy Bill - COUNTRY Financial
David Bruce - Unifirst Corporation
Sarah Cantrell - McLean County Chamber of Commerce
Mercy Davison - Town of Normal
Mark DeKeersgieter - Integrity Technology Solutions
Nora Dukowitz - Town of Normal
Melanie Ellsworth - Afni, Inc.
Stephanie Epp - Illinois State University Alumni Relations
Lora Ferraro - Hile Group
Melanie Futch - State Farm Insurance Companies
Matthew Giordano - State Farm Insurance Companies
Deborah Halperin - Illinois Wesleyan University Action Research Center
Kevin Hannel - Farnsworth Group
Dave Horstein - Illinois State University Student Government Association
Andrew Huhn - Town of Normal
Matt Johnson - Verizon Communications
Shyam Lakshmin - State Farm Insurance Companies
Scott Lay - United Agri Products/Unit 5 Board
Bill Legett - The Chateau Hotel and Conference Center
Jamie Mathy - Mavidea Technology Group
Aaron McArdle - Zeller Digital
Charlie Mehl - Heartland Community College Student Trustee
Amy Mobley-McFarland - Mobley Law Office
Jaja Moore-Johnson - State Farm Insurance Companies
Nick Moran - Commerce Bank
Andy Peterson - CTB, Inc.
Casey Radliff - Todays Staffing
Priya Ramakrishnan
Erin Rogers - Easter Seals
Rebecca Rossi - Illinois State University Graduate Student
John Schirano - Economic Development Council of the Bloomington-Normal Area
Eric Schlipf - Morgan Stanley
Andy Scott - Energistics Solutions
Ken Springer - Economic Development Council of the Bloomington-Normal Area
Darick Volz - Plumbers & Pipefitters Local 99
Brooke Weishaupt - Economic Development Council of the Bloomington-Normal Area

