

EMPLOYEE ATTRACTION TO ENGAGEMENT (HR1)

INSTRUCTOR

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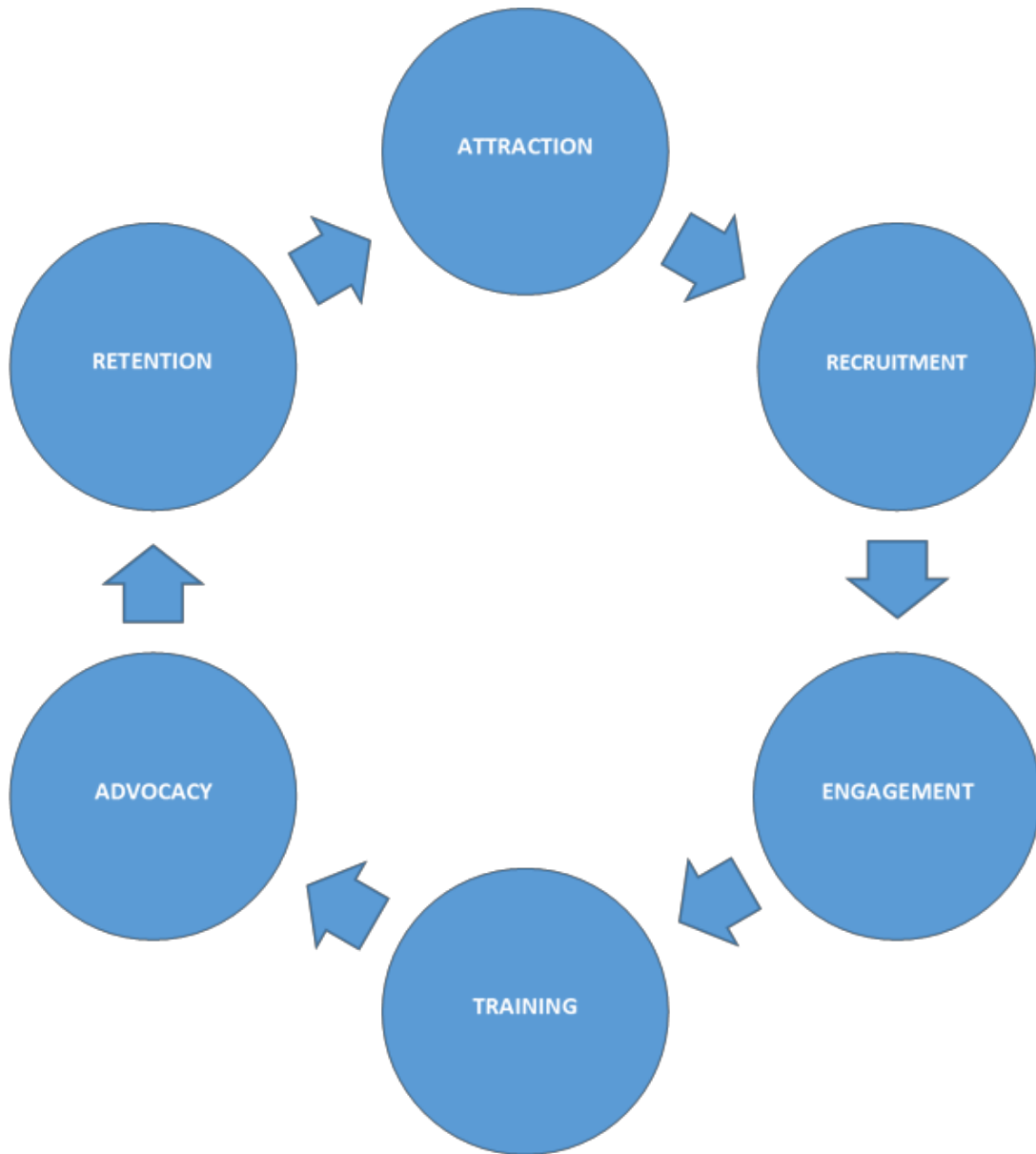
COURSE OUTCOMES

At the conclusion of this session, participants will be able to:

1. Demonstrate a basic understanding of the Human Resource function within the venue management environment.
2. Address first three elements of Employee Life cycle (Attraction, Recruitment, and Engagement)
3. Demonstrate basic knowledge of workplace hiring practices and procedures.
4. Explain the concept of company culture and the factors that influence it.
5. State the importance of motivating and developing employees and describe how a manager can influence both

Note: Material in this monograph may appear on the course exam but may not necessarily be covered in class.

The Employee Life Cycle:



ATTRACTION – RECRUITMENT - ENGAGEMENT

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Maya Angelou

Venue Managers create hospitable places for people's most celebrated and memorable moments. A successful manager can recruit, motivate and above all retain a team of employees focused on the mission and values of the organization.

Finding employees and developing their potential is one of the greatest challenges that managers can face. When employee potential is maximized, your organization will be set up for success!

This topic considers the first three steps of the employee life cycle: **attraction, recruitment and engagement.**

Human Resource Management is concerned with all the decisions, strategies, principles, practices, functions, and activities related to the management of people as employees. HR management is aimed at adding value to service delivery and the quality of work life for employees, thereby contributing to the ongoing success of the organization. In addition to focusing on the individual at the work site, there is also an awareness of the importance of well-being and the role of outside factors in employee success.

Until a company has 50 employees, the HR function can likely be performed by one person. Larger organizations typically form HR departments. The HR department or designated HR representative supports and/or acts as a consultant to managers and other employees.

The Organizational Chart – Begin with a Roadmap

The ideal organizational structure aligns human resources to execute the strategic plan and realize the vision. It ensures the existence of roles needed to accomplish goals. If the organizational structure provides a clear definition of the business of each work area, it can also provide employees with a clear direction of what they must do to succeed and excel.

An organizational chart illustrates how an organization distributes work and delegates authority. When well designed, an organizational structure allows people to act independently while automatically coordinating their activities. Every level or individual is empowered and held accountable for results. Senior leadership can then focus time and energy on the strategic activities of the business.

An effective organizational structure has significant impact on people's job success and on their ability to work in teams and deliver strategic value.

It can focus people on the customer and on delivering results, building a culture that encourages us to look for better ways to provide service. Structure can be a good starting point but is not the only element required to build a high-performing organization.

Span of Control

Span of control refers to the number of subordinates who report to a manager. Span of control influences how an organization is structured and how effectively leaders can manage people, performance, and communication. If the span is too large, the leader may not have enough time to coach, support, and supervise employees effectively.

Wide span of control → fewer management layers, flatter organisation.

Narrow span of control → more layers, taller hierarchy

Wider spans often encourage faster decision-making and more autonomy, while narrow spans can create more oversight and control.

Typical ranges:

Level	Typical Span
Executive leadership	5 – 10 direct reports
Middle management	6 – 12
Operational supervisors	10 – 20+ (especially in frontline operations)

The “right” span depends on:

- complexity of work
- experience of team members
- need for supervision
- geographic distribution of staff
- technology and systems supporting the team

At operational levels in venues, work is often structured and things are process-driven, e.g. standard operating procedures, safety protocols, event delivery frameworks, rosters etc. And because work is repeatable and structured, one supervisor can manage more staff.

For example:

- 1 operations supervisor → 15–25 casual event staff
- 1 catering manager → multiple service teams

Whereas at the executive level, spans need to be narrower because the work is strategic and complex.

The traditional organizational hierarchy may include:

President/Vice President/CEO:

- Provides overall organizational leadership, development of strategy etc.

Director/GM/COO/C-Suite or Executive Title:

- Provides functional leadership, development of department strategy, policy and practices

- Provides strategic guidance and decision making to a department

Manager:

- Gets results through other people...by making them successful
- Plans, organizes, and directs

Coordinator:

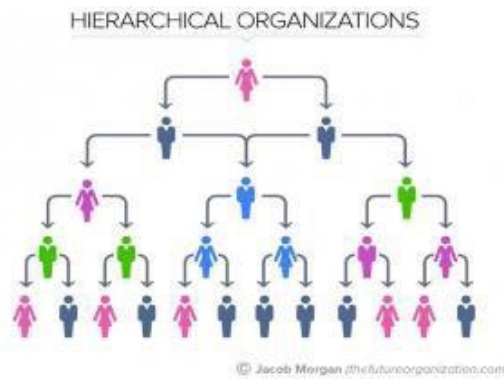
- Focuses on coordinating and overseeing a specific area or project.
- Generally, not responsible for staff supervision maybe an 'individual contributor'

Supervisor:

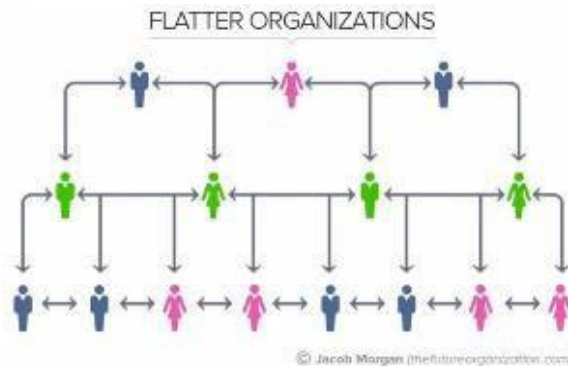
- Provides on location direction of others in a specific task

Hierarchical vs flatter organisations

The difference relates to how many layers of management exist between frontline staff and senior leadership. A hierarchical organisation has **multiple layers of management**.



Whereas a flatter organisation has **fewer management layers and wider spans of control**. The chart looks “flatter” and offers up more open lines of collaboration.





Attraction

Attracting the right people to enhance your venue's culture and style maximizes employee success. In today's working environment managers need to strategically align employees with the organization's mission and brand. The attraction and development of employees throughout their tenure must be as high a priority as attaining the venue's goals and objectives. A supervisor, manager, or leader must constantly ask themselves, "How do I attract, motivate and grow my employees?"

The first step is to understand what the **Employee Value Proposition** (EVP) is for a potential employee to join your venue. An EVP is the set of benefits, opportunities and experiences an organisation offers employees in return for their skills, capability and contribution.

Most EVPs include a combination of:

- Purpose and values – the organisation's mission and impact
- Career growth – learning, development and advancement opportunities
- Wellbeing / Work environment – culture, leadership, flexibility, vacation policies
- Compensation, reward and recognition – salary, benefits, bonus/incentives



An EVP answers the question: "Why would someone choose to work here — and stay here — rather than somewhere else?"

A strong EVP helps organisations stand out in the market by clearly communicating what makes the workplace appealing. This helps candidates decide why they should join the organisation. It is the overall promise to employees about what they will gain from working for your venue and in your team.

The EVP also influences why people stay. When the employee experience delivering on the EVP, employees are more likely to feel valued, engaged and motivated. So how do you go about creating a productive work environment that delivers on the EVP. Do you understand what motivates your employees. Do your employees know what they really want? How can the venue manager create the right environment for the venue?

Job Analysis

It is essential to review organizational staffing needs before starting to look for candidates. Begin by understanding the requirements of the job. What kind of capabilities, experience, and education are needed to perform effectively in the position? How would you describe the job? For example:

- What are the mental and physical tasks involved (i.e. judgment, planning, lifting)
- How is the job performed (i.e. methods and equipment used)
- Why the job exists – job goals and how it relates to other positions
- What qualifications are needed (training, knowledge, skills, competencies, traits)

Job analysis is best completed by the incumbent in a position with input from the manager and data gathered from networking with employees and supervisors at other venues that may have similar positions. This can help answer the question, do we need this role?

The Job Description

Once job analysis is complete, a job description can be written. A job description is an invaluable tool. It describes the goals, responsibilities, and duties associated with the position and can assist with training, promotion, and accountability, as well as performance appraisal.

The job title should:

- Describe the position as much as possible and be understood by the market.
- Set the tone for interactions.

The job statement or summary (nature of the work):

- This is a brief description of the position explaining why it exists and how it relates to others in the venue.
- Describes job tasks associated with the position and competencies needed to successfully accomplish the job.
- Outlines odd or unusual hours, travel requirements.
- Identifies exempt/non-exempt status – check local/national labor standards

Exempt: not covered by minimum wage and overtime provisions (i.e., executive or professional positions paid on a salary basis, commission salespeople)

Non-exempt: covered by minimum wage and overtime provisions (i.e., hourly workers)

Supervision:

- Includes supervisory responsibilities/ direct reports
- Indicates the position the employee reports to

Duties and Responsibilities:

- Specific, clear, concise, and complete; gives examples of tasks to be performed.
- Can be flexible when writing to accommodate future growth.
- Consider the catch-all, “other related duties as assigned”.

Knowledge, Skills and Abilities:

- Identifies basic qualities that must be possessed by the employee in this position.
- Includes knowledge and ability, i.e. knowledge of computer software (can be specific), skilled at performing multiple tasks.
- Details physical requirements, with specific examples (i.e. ability to lift 15 lbs. or more).
- This details any special requirements associated with the job including any occupational hazards.

Minimum Education and Experience:

- Outlines the educational requirements for the position but can include options for the substitution of experience.
- May want to maintain flexibility so as not to disqualify potential candidates and ensure equity.

This information will ensure that there is a realistic and current description of the job and tasks that will need to be performed, as well as the competencies that are required to be successful at the job.

This information will be invaluable when developing a job posting, going out to market for candidates and screening to find the right person for the job.



Recruitment

Sourcing - How and Where to Find Employees

Recruitment is increasingly marketing-driven, especially for venues given the demographic of most future employees and the role that algorithms and AI now play in the recruitment space. And there are still many ways to recruit the next best employee:

- Tap into personal and professional networks for recommendations.
- Post on the venue website and socials: X, Facebook, LinkedIn, Instagram and TikTok job campaigns.
- Develop employee-generated content and employer branding videos that can be shared.

- Contact school placement offices. List openings with colleges, universities, trade, and vocational schools. Be sure to include Historic Black Colleges to access a more diverse pool of great candidates.
- Establish an internship program.
- Particularly for entry-level or service-oriented positions, advertise in publications aimed at multiple ethnicities and in multiple languages, churches, shops, fraternities, or on neighborhood bulletin boards in the community. Make the effort to get the word out in places that reach people who might not be looking at your venue or industry websites or other media.
- Establish an employee referral program. Encourage current employees to recommend the company and offer bonuses for referrals that result in hiring.
- List current openings on a specific online job board through a professional association such as IAVM or MPI. This is a very effective way to attract skilled people in the industry.
- Use industry publications. Sports Business, Venues Now and other industry publications may advertise job openings in print and online (usually for a fee).
- Teamworkonline.com is a comprehensive sport-related job board.
- Other job websites include indeed.com, glassdoor.com
- Use an employment agency or search firm. Private agencies will help with locating and screening candidates, for a fee.
- Job fairs for veterans, at colleges or senior centers.
- It can still be relevant to advertise in the local paper, as postings will also be online.

Screening Job Applications & Planning Interviews

As previously discussed, well-written job descriptions define the essential criteria for doing the job well. Use these criteria to screen and evaluate each candidate's application and qualifications for the job as this is key to the recruitment phase.

Some organisations have applicant tracking systems that use AI in the first stage of recruitment, analyzing resumes and applications to shortlist candidates. AI-powered tools can automate much of the process, allowing venues to identify suitable candidates quickly rather than manually reviewing large volumes of applications.

How it works

- AI scans resumes and application forms
- Matches candidates to job requirements
- Scores based on experience, skills, and keywords (informed by the job description)

Benefits

- Faster hiring for high-volume roles (e.g., catering)
- Reduces manager/recruiter workload
- Can reduce unconscious bias in early screening

Downside

- AI systems learn from **historical hiring data**. If past hiring decisions contained bias, the AI may **replicate or amplify those biases**.
- Over reliance on keywords as most AI screening systems analyze **keywords in resumes** to determine suitability
- Hospitality roles rely heavily on **soft skills**, including customer service attitude, communication, emotional intelligence etc. AI screening tools struggle to assess these qualities through resumes alone.

When manually assessing candidates for a role you should develop a chart or rubric, with titles such as education requirements, years of experience requirements, critical interpersonal skills required. Rank the candidates on a scale regarding how well they meet these criteria.

A chart like this provides a back-up document that demonstrates legitimate job-related criteria that was used in making the decision (rather than illegal ones such as race, gender, or age).

Once four to six strong (shortlist of) candidates have been identified, schedule interviews. Preliminary phone interviews can help to narrow down the field.

In advance of the interview, develop a set of job-related core questions to be asked of every candidate. Asking each candidate the same basic questions give each one an equal opportunity to impress. Receiving comparable information on all candidates is more equitable, allows for effective evaluation and can reduce legal risk should the hiring decision be challenged.

Interview questions should be based on the job description. Look for information from the candidate that will reveal details about their skills, how they interact with others, and their previous work experience. Avoid questions that elicit only yes/no answers. Instead, use behavioral based questions (for example the **STAR** method) that require the candidate to relate specifically how they have handled certain situations.



Some examples:

“Describe an incident when you were confronted by an irate customer, and how you handled the situation.”

“What would your current supervisor describe as your strengths and what would they describe as areas where you would benefit from coaching?”

Avoid questions that are not directly related to job functions or that may be misconstrued as discriminatory. It is NOT appropriate to ask questions about race, color, religion, national or ethnic origin, age, disability status, marital status, sexual orientation, or parenting responsibilities. If the candidate offers up personal information about these topics, inform them that such information is not relevant to the position.

Consider involving others in the interview process including in the development of questions, such as peers or subordinates who will report to the position. Panel interviews present a broad perspective on the make-up of your company as well as offering various perspectives on the candidate’s responses and interactions. It also serves to offer buy-in for your team to help give feedback regarding new employees. Remember interviews reflect the culture and values you wish to share, preserve and develop.

References – Do Your Homework

Always check work references. Some employers hesitate to give out detailed references. In this case the HR team will usually verify that the individual did work there, the dates of employment, and the job title. Many organizations will verify or refute data that you provide. Ask yes or no questions such as “This person states that employment ended due to an overall reduction in the work force. Is this what your records show?” or “Would you rehire this person?”

Questions from the interview process can be asked, such as, “What are the candidate’s strengths and in what areas would they benefit from coaching?” These questions can help verify or dispute information.

For legal tracking purposes, document in writing all reference checks, and keep on file for three years along with all interview notes. Three years is the general limit within which an unsuccessful candidate can challenge a hiring decision.

Discrimination in Hiring Practices

Hiring practices are based on specific job requirements and qualifications. If proper hiring practices are followed, discrimination will not be an issue. There is legislation that mandates non-discriminatory hiring practices. In the United States, Title VII of the Civil Rights Act of 1964 prohibits discrimination in employment based on race, color, sex, pregnancy, religion, national origin, age (40 or over), or disability.

In Canada, the Human Rights Act of 1985 prohibits discrimination on the basis of race, color, national or ethnic origin, religion, age, gender (including pregnancy and childbirth), sexual orientation, gender identity, marital status, family status, disability (including medical conditions and alcohol or drug dependency), political belief or association, social condition, and pardoned criminal conviction.

The Equal Pay Act of 1963 was an amendment to the existing Fair Labor Standards Act of 1938 in the United States (see Fair Labor Standards Act (FLSA) below), which prohibited sex-based discrimination in the same jobs (equal pay for equal work). The “Fair Pay Act” is a further amendment as of January 29, 2009, and expands protections to include the prohibition of wage discrimination based on sex, race, or national origin among employees for work in “equivalent jobs.” It also gives employees an almost unlimited period to sue for pay discrimination. It is important to review pay decisions, performance appraisals, and any other action affecting employee compensation and to be up to date on changes to legislation.

Equal pay legislation, which prohibits an employer from paying employees of one sex at a lower rate of pay than is paid to employees of the other sex who perform the same or substantially the same work, is currently in force across Canada.

Addressing Persons with Disabilities

Employers in the United States are prohibited from discriminating against individuals with disabilities in any aspect of employment. Employers are further required to provide reasonable accommodation to enable workers with disabilities to perform the essential functions of their jobs, unless doing so imposes an undue burden on the organization. The Americans with Disabilities Act impacts employment matters such as job descriptions, pre-employment inquiries, pre-employment medical examinations, and physical facilities. The Canadian Human Rights Act also provides protection for people with disabilities. Accessibility is further addressed as a specific topic at Venue Management School.



So, you got the Right one- What now?

Onboarding is a really important step in the life of a new employee that is often overlooked. If you take care to find the perfect people who will flourish in your culture and environment and then just drop them at their desk the first week hoping they know what to do next, you have lowered the success potential immensely. Think back to your first day of school each

year. You sort of knew what to expect but were not sure where you would sit, with whom, if anyone would talk to you, what to wear, etc...

Lay out expectations before the first day. Tell them where to go, who will meet them and be sure to settle them in with a tour and introductions. Set expectations for work plans, goals, and team interaction. Help them feel welcome before they arrive. Consider e-mails in advance of their arrival to show them what to expect (maybe a welcome video?) or help them integrate into things already going on. How confusing would it be to arrive on a crazy show day or in the middle of a conference and not understanding what was happening around you? Include them in newsletters and employee websites before they begin. Send event summaries in advance and daily schedules of the event in advance of their arrival.

Giving people the sense that they are "part of the team" before they walk through the door helps ease jitters and allows people to feel familiar and comfortable. Begin building a relationship and company loyalty before they walk through the door on day one.


Employee Experience

Then think about the experience you are creating for an employee from here. Why does employee experience matter?

A study on this topic which collected input from 982 companies on 90 practices related to Employee Experience, including job design, management, workplace design, health and well-being, growth opportunities, technology, and services concluded that companies that make employee experience their north star—leading with **trust, transparency, inclusion, and care**—outperform peers on business, people, and innovation outcomes.

- Employees want a feeling of purpose.
- They want to trust their leaders and institutions.
- They want to feel that they belong and that their team will take care of them.
- They want to be treated fairly, respecting their uniqueness and identity as a person.
- And they want to see the company investing in their pay, growth, and advancement.

Trust, Transparency, Inclusion and Caring Matter Most



Meaningful Work	Strong Management	Positive Workplace	Health & Wellbeing	Growth Opportunity	Trust in the Organization
Job and values fit	Clear goals with stretch opportunity	Tools, processes and systems to get work done productively	Safety and security in all aspects of work	Open, facilitated job and role mobility	Mission and purpose beyond financial goals
Autonomy and agency	Regular coaching and feedback	Appreciation, recognition, and rewards	Personal fitness, health, and physical wellbeing support	Career growth in multiple paths	Transparency, empathy, and integrity of leadership
Agile teams, supportive coworkers	A focus on management development	Flexible hours and workspace	Psychological and emotional wellbeing and support	Many forms of learning as needed	Continuous investment in people
Time to focus, innovate, and recover	Transparent, simple performance management	Inclusive, diverse, and sense of belonging and community	Family and financial support	A culture that supports learning	Focus on society, environment, and community

Strength of impact Moderate Medium High Very High

Source: Employee Experience: The Definitive Guide, © Josh Bersin Research, April 2021

Here are a few thoughts from companies with well-defined cultures:

“We have a culture where we are incredibly self-critical; we don’t get comfortable with our success.”

Nike

“At Pixar, we’re all about originality. Some of the world’s greatest thinkers, dreamers, and doers make up our vibrant studio community...”

Pixar

“Take care of associates and they will take care of the customers.”

Marriott International

Is the current working environment representative of the desired organizational culture?

Each of the above quotes reflects how culture uniquely defines the company’s direction and purpose. Yours must also reflect your facility’s style, city/environment, and purpose. Are successes celebrated? Does the culture represent an image acceptable for both the public and the staff to see? Is it an environment that encourages productivity?

The venue and event management business is very demanding. Why shouldn’t the work environment be one that creates a positive and productive environment?

The benefit of building a culture is getting buy-in to extremely high standards. Employees are highly motivated by being a part of something that stands for a unique way of excelling.

A few examples of venue culture / mission/ purpose and values:

SHOWS & CONCERTS - PRIVATE & GROUP EVENTS - THEATRE TOURS - FOXTHEATRE.ORG

MISSION: TO PRESERVE AND SHARE THE FOX THEATRE

VISION: TO CREATE A GRAND SENSE OF OCCASION AND MEMORABLE EXPERIENCES

GUEST EXPERIENCE CULTURE: TO CARE AS MUCH ABOUT THE PEOPLE COMING THROUGH OUR DOORS AS WE DO THE DOORS THEMSELVES

THE LEGEND Lives On

What do we do?

CREATE MOMENTS.
BE COURAGEOUS.
PRACTICE CURIOSITY.
OWN IT.
CARE FEROCIOUSLY.

FOUR VENUES.
ONE COMPLEX.
A MILLION MOMENTS.

INTEGRITY

EXCELLENCE

RESPECT

COMMITMENT

TEAMWORK

As **INDUSTRY LEADERS** serving our community,
we relentlessly pursue
SUPERIOR EXPERIENCES
for our clients, guests and employees.
WE ARE SMG TULSA.

IT'S MY JOB
FIND A SOLUTION
KEEP MOVING FORWARD
EVERY ONE, EVERY TIME
INSPIRE OUR COMMUNITY
SEE THE NEED, TAKE THE LEAD

OUTRAGEOUSLY EXCELLENT

COX CENTER

Our purpose
Welcoming places for people to share ideas, build communities, and leave legacies.

Our vision
The world's trusted partner for delivering impactful events.

Melbourne Convention and Exhibition Centre

Where the world's forward thinkers connect



Nyaal Banyul Geelong Convention and Event Centre

The gathering place for new perspectives

Development

“The number one reason people leave their job is to pursue personal development, the chance to learn something new. If you want to hold on to your best people, you’ve got to make sure that they’re learning, growing, and changing”.

--Russell Campanello-

Senior Vice President of Human Resources, iRobot

The first step is an honest analysis of what we need to develop in ourselves and in our staff. Which skills are critical to success, who has gaps in what, what is untapped?

- Create programs that recognize continuous learning as a valued asset to the company.
- Set-up mentor relationships between staff or managers
- Aid with continued certification, recognize those on- staff who hold industry certifications like CMP, CEM, LEED, CVP or CVE
- Consider sending around podcasts or articles of value to review at staff meetings, or have people share what they learn at educational conferences.
- Hire consultants and trainers to support development
- Create opportunities for interaction and learning so the staff can network with colleagues
- Give staff opportunities to practice presenting and speaking in public – highlight them as Subject Matter Experts to local college or university classes through guest speaking, tours of the facility or teaching. Suggest Toastmasters for novice speakers to have a safe place to improve this skillset
- Enable participation in IAVM educational opportunities
- Build relationships with others in the industry that can act as mentors.
- Offer cross-training or assistance with projects in other departments or collaborating between departments for a complete company solution.

Most employees want to be successful at what they do. However, we fail them if we do not provide opportunities for lifelong learning.

Developing You

You too are an employee who needs “care and feeding.” Do you take time to reflect, develop, refresh, and consider your career path and desires for growth? To be a great leader you must be self-aware and in your best place. Think about your reputation, contributions to the workplace and industry. Also be sure to weigh work/life integration and personal fulfillment.

What do you *want*
to be known for?

What expertise *are*
you known for?

What value do you
bring to the
organization?

Do you make a
difference?







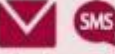












Do you invest in
yourself? –
Education, learning,
mentoring, coaching

5 Generations sharing one space!

We now have five generations working side by side, which has vast and exponential differences. From Maturists (often called Traditionalists) to Gen z’s we have shifted from fax machines and homogenous workforces to smart phones, hybrid events, gig economies and incredible diversity. This is a huge benefit to a team but also requires some thoughtful leadership to help everyone take advantage of this shift as the opportunity it is.

Multiple generations in a workplace create an opportunity for people to learn from one another and hear different perspectives on the same ideas. One growing trend is that of “reverse mentoring,” a program where a younger employee and an older employee help each other learn new ideas. Since millennials are digital natives, the assumption is that they have more to offer than older generations. While that may be true in tech, it’s not necessarily true in other areas of work. Seasoned employees, conversely, have a lot more to teach junior employees about business intuition. Experience, various history to draw from and intuition that takes years of experience to develop.

“Leveraging the unique strengths of each generation and enabling them to learn from each other creates a more collaborative, engaged environment. When employees in general, and specifically millennials, have more opportunities to learn at work, their engagement, productivity, and overall happiness increases.” Wes Gay, Forbes

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Corbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Clonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT, limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

*Percentages are approximate at the time of publication.

Summary

Hopefully this has given you many ideas starting with the understanding that your success is dependent on the talented individuals you have the privilege to work with each day. Once you find the talent you need, don't quit until you have tapped into their potential, helping them to develop their best - it will bring you success. There is no greater satisfaction than helping someone realize a dream, which helps you realize yours.

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