

TECHNOLOGY • SOLUTIONS • RESOURCES

Team members at
Suttle-Straus

GENERATIONS & WORKFORCE DEVELOPMENT

may 2017 | vol 9 issue 4 | \$15

- 2 **The Power of Diversity: Multiple Generations Working Together**
- 8 **Create an Engagement Culture: Mission, Relationships, and Impact**

Printing Industries of America and Its Affiliates—
Your National and Local Resource

PRINT & PACKAGING LEGISLATIVE SUMMIT

June 20–21, 2017 • Washington DC



ABOUT THE 2017 SUMMIT

The Print & Packaging Legislative Summit is the signature government affairs conference hosted annually in our nation's capital by Printing Industries of America. This event brings together printers, suppliers and allied interests for a powerful program of issue advocacy, political education, public affairs discussions, interaction with members of Congress and networking events on Capitol Hill. The Print & Packaging Legislative Conference is co-hosted by PIA, Association of International Corrugated Converters (AICC) and Fibre Box Association (FBA) and held in conjunction with National Association of Manufacturers' (NAM) annual Manufacturing Summit.

WHO SHOULD ATTEND

Recommended attendees are Presidents/CEOs and other C-Suite executives of printing and graphic communications companies. Executives with responsibility for environmental/health and safety, human resources, legal, postal, tax, technology and/or sales are especially encouraged to attend.

WHAT TO EXPECT

In-person grassroots lobbying meetings on Capitol Hill will highlight the event and allow you to take your company and industry story directly to decision-makers in the US Senate and US House of Representatives. Given the dynamics of a new White House Administration and a new 115th Congress, you won't want to miss this year's fly-in!

YOU WILL LEARN ABOUT

- How hot-button policy issues in the areas of tax, postal, and regulatory issues may impact your company's bottom line.
- Best-practices on how you can advocate for your company and the industry before Congress and other decision-makers.
- How to promote the positive image of print, packaging and paper before key Capitol Hill audiences.
- Interact directly with Senators, Congressman and Trump Administration officials on issues pertinent to a pro-print, pro-growth agenda.
- Analysis of the new GOP-controlled White House & Congress and what it could mean for America's businesses.

FOR MORE INFORMATION OR TO REGISTER,
please visit: www.printpackagingsummit.com.

\$395 Printing Industries of America members
\$575 Non-members

VENUE INFORMATION

Washington Marriott Marquis Hotel
901 Massachusetts Ave NW
Washington, DC 20001
(888) 236-2427

Hotel Room Rate: \$292+tax (tax currently 14.50%)

Hotel Cut-Off Date: Friday, May 26, 2017

Group Rate Code: Print & Packaging Legislative Summit





Printing Industries of America
 301 Brush Creek Road
 Warrendale, PA 15086
 Phone: 412-741-6860
 Fax: 412-741-2311
 www.printing.org

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Editor: Joe Deemer
 Publisher: Julie Shaffer

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Send manuscripts and news for potential publication to:

Kayleigh Smith, 301 Brush Creek Rd, Warrendale, PA 15086
 Phone: 412-259-1747
 Fax: 412-741-6860
 Email: editing@printing.org
 Manuscripts may be peer reviewed.



Suttle-Straus has been named a Best of the Best workplace an astounding twelve times. Learn more about their innovative HR practices as well as their print services and Marketing Resource Center.

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The Power of Diversity: Multiple Generations Working Together

By Jennie Hollmann, PhD, Caliper Corporation

WHAT'S HOT



Five generations are now represented in the workforce for the first time. Much is being written, hypothesized, and researched about the dynamics of each generation as well as how to manage them. Employers are concerned about how to attract, recruit, and retain younger workers, how to pass information

from one generation to the next, how to keep older workers in the game, and how to communicate with those of different generations. People are noticing and asking good questions. The melding of this suddenly diverse workforce could fundamentally change how we work together and take our desired business outcomes to another level.

In order to effect change that drives strategies and achieves results, it is critical that components of the organization work harmoniously to support the desired outcomes or strategies. For example, if it is important for a company to promote diversity—be it across generations or another demographic—it is critical that the leadership group embrace diversity, that teams and work groups reflect diversity, and that policies and procedures guard against discrimination.

What does this mean in terms of looking at generations in the workforce? Do we envision a need to capitalize on the strengths and benefits of five generations in order to achieve the company's intended objectives? If yes, then the implications for how we lead (as well as how we design our company and the systems we employ) will matter. When we focus on the behaviors we want in an organization, we can start getting concrete about how we will get there.

Send a Clear Message

To harness the power of multiple generations, leadership will need to be clear about its message and embrace the unique strengths of each generation. Everything from rewards to technology systems may need to be tweaked in order to reflect expectations and respond to the needs of a diverse workforce.

Perhaps younger generations are more comfortable using technology to teach themselves new skills and are more engaged with short training exercises and targeted developments. Teams comprised of those from different generations and varied responsibilities might allow people to contribute in unique ways and lead to increased collaboration and innovation.

Harnessing Potential Conflict

So, does this multigenerational workforce that pulls from many different directions create conflict? Can we capitalize on the conflict—or vital tension—to increase productivity and creativity? Could this inherent conflict be beneficial to organizations?

While conflict can be draining, it can also bring to light weaknesses within an organization, group, or team. By focusing on the source of the conflict and avoiding making it personal (*You wouldn't understand because you are from a different generation*), there is the potential to look at situations differently, generate increased creativity and innovation by considering various ideas, encourage collaboration and teamwork, and ensure that decisions align with the organization's goals and strategies.

According to a *Fortune* magazine article, "The Workforce of the Future: Older and Healthier," more than 13 million workers will be 65 or older by 2022. That's up 7.3 million from 2012. Currently, more than one-third of the U.S. workforce is made up of baby boomers. What

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role does the ongoing presence of post-retirement-aged workers play in the effectiveness—and motivation—of intergenerational teams?

Illuminating Blind Spots

The dynamic of intergenerational (or multigenerational) teams can be a source of conflict or can lead to cooperation, collaboration, and a more balanced and productive group. For leaders, the differences that intergenerational team members bring to the workplace can be an asset in creating a varied idea exchange, which ultimately leads to greater innovation.

A post on Careerealism, a career-management blog, read, “By having a multigenerational workforce, blind spots can be avoided to a large degree. A clear example is the issue of technology. The young bulls (of either gender) want to have technology, technology, and more technology. The older bulls (of either gender) can put a quash on making the company technology-based for technology’s sake.” This creates tension which can be an opportunity for team members of all ages to share their own unique perspectives, showcase their own strengths, approach each problem differently, and offer solutions that may not have been considered before. As a result, among those differences lies a common ground—the shared project or company goal toward which each team member strives. And each team member is pivotal in balancing out the other.

Understanding that each team member’s personality creates a gateway into his or her work style and problem-solving methods, regardless of generation, should be encouraged. A focus on individual personality, and the personality dynamics of a team, as opposed to generalizations about groups, is the foundation for unleashing the power of diversity in the workplace.

Unlocking the inherent strengths of each team member can provide an opportunity to create a plan that can further drive success in a multigenerational team. In fact, Jennifer Deal, author of *Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground* (Center for Creative Leadership), suggests that people from different generations have surprisingly similar values and expectations for what they seek at work. She found consistency in wanting credible and

trustworthy leaders, minimal change, and someone to coach them.

So, if we all tend to hold similar workplace values, the causes of any perceptible tension may be lessened by understanding generational differences in how people approach work and what motivates team members. Once this understanding is elicited, acceptance of others is likely to increase.

You Are Who You Are

Furthermore, we all get older, but our generational cohort remains. Older workers tend to report high levels of overall job satisfaction and commitment. Research in the 1970s and 1980s, before Generation X was working, showed evidence of negative stereotypes and attitudes toward older workers in general. Since we all age, the importance of understanding our generational cohort, intergenerational differences, and own personality strengths becomes critical to alleviate age-related stereotypes of our teammates that could result in a dysfunctional or underperforming team.

This type of discussion facilitates team development. The important thing to know about team development, especially in a diverse group, is that nothing is a quick fix. Teams are dynamic. Individuals come and go, develop their own strengths, and age. Goals and objectives change over time. Development must be ongoing; it should begin with the current team or at the time of hire and continue throughout the company indefinitely. It is not until a company embraces team development and diversity as part of its culture that a group can be truly effective.

Dr. Hollmann is the author of [The Power of Five: Maximizing Organizational Effectiveness by Managing Generational Work Styles](#), an e-book that identifies the unique differences between the five distinctive generations currently in the workplace.

Suttle-Straus

Best of the Best, Again and Again

By Susan Pschorr, Director of Human Resources, Suttle-Straus

SPOTLIGHT



Every month, we feature a member printer that's perfecting its craft, offering unique products and services, or exploring the cutting edge of the latest trends and technologies. While Suttle-Straus, a member of GLGA, deserves its place in this issue for all of those reasons, we particularly wanted to highlight their relentless focus on delivering

value to their customers while fostering powerful, positive relationships with employees. Suttle-Straus has been named a Best Workplace in the Americas (BWA) by PIA seventeen times and earned "Best of the Best" recognition twelve times. Susan Pschorr, director of human resources, shared her insights on Suttle-Straus and its unique way of doing business.

PIA: Can you talk a little bit about your core mission and values?

S.P.: Our mission is to have long-term partnerships with large, multi-location businesses to provide high-quality products and marketing solutions. We offer a consultative approach to solve customers' pain points and help them grow and reduce costs. We accomplish this through our talented team members, operational excellence, leading technologies, and continuous improvement culture. Our core values consist of:

- A continuous improvement mindset to achieve maximum value in everything we do
- Integrity in our behavior to promote an environment of honesty and accountability
- Respect in all our interactions with team members and business partners
- Quality in our processes to ensure product and service excellence

- Service that exceeds expectations to support long-term relationships
- Safety for the health and well-being of our organization
- Profitability to provide continued stability, innovation, and success

PIA: How have you fostered relationships with your best clients?

S.P.: We find that one of the best ways to convey our capabilities is with facility tours. When we bring clients and potential clients in to see our plant, they are always impressed and are able to see our commitment to quality firsthand. We strive to always be tour-ready. Many of our team members enjoy talking with visitors about what they do. To maximize our space and reinforce messaging, our walls serve as gallery space to showcase what we have to offer.

The sales team also holds meetings with key clients and regularly visits client sites. In addition, clients receive valuable information from our marketing team in the form of blog articles, infographics, webinars, and videos. This helps keep them informed of best practices and provides inspirational ideas they can apply to their upcoming projects.

PIA: What makes Suttle-Straus a great place to work?

S.P.: Many things come to mind. Of course, the most important is the talented workforce. To attract that workforce, Suttle-Straus offers up-to-date equipment and technology; a safe, clean, attractive facility; an innovative, continuous improvement mindset; strong work-life balance; comprehensive benefits; and a great culture.

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PIA: Can you describe one or two of the key programs that consistently earn Suttle-Straus BWA “Best of the Best” recognition?

S.P.: I believe that the key to consistently receiving “Best of the Best” recognition is focusing on improving in each category every year. The Best Workplace in the Americas competition offers a great opportunity to reflect on our progress and successes while inspiring us to raise the bar and become even better. We are a continuous improvement organization, and the information in each year’s application serves as the new baseline to build and improve upon.

That said, a couple of programs that Suttle-Straus does well—and that benefit our team members—are continuous improvement (CI) and wellness. CI has been at the core of our culture for nine years. Each year we expand our toolset and involve more team members in CI activities. Today, over 88% of our team members have participated in continuous improvement activities. We see ROI in work process efficiencies, and time and cost savings. Gains are sustained through regular audits.

As part of our CI philosophy, we are in the process of transforming to a Lean leadership culture. We are teaching our managers to facilitate and coach their teams to collaborate and solve problems. We see ROI in decision-making based on data and our team members’ improved ability to systematically solve problems. Last year, we launched a new coaching and development system—including a computer application developed entirely in-house—to replace the outdated annual review process. This process is forward-looking and much more interactive.

Another key initiative is our wellness program, which contributes to our culture through team events and educational opportunities while supporting healthy lifestyles. A team of Wellness Advocates develop and promote programs and activities like a company sponsored team for the Insane Inflatable 5K, lunch-and-learns on health and financial wellness topics, and lean-and-learns on salsa dancing taught by one of our press operators. We have a walking group and a community garden, as well as quarterly on-site Red Cross blood drives. We offer reimbursement for sup-

portive work boots and fitness shoes. We have ergonomic workstations and under-desk pedal machines for office employees, and we offer on-site massages every other week.

PIA: Can you share a challenge that Suttle-Straus has overcome?

S.P.: The Great Recession was a difficult time for our organization. For the first time in the history of the company, we had to downsize. Fortunately, the recession hit us later than many printing companies, and we were able to pull together and come out of it stronger.

PIA: What accomplishment(s) is Suttle-Straus most proud of?

S.P.: We are very proud to have been recognized as a Best Workplace in the Americas for 17 consecutive years. We have achieved the highest level of recognition, “Best of the Best,” 12 times, including every year since 2010. We strive to continually enhance our culture in all of the categories in the competition. Our average tenure of 12 years is evidence of the great culture at Suttle-Straus.

We are also proud of our ability to innovate and change. Our S4 Marketing Resource Center, which is developed and managed by our Technology Services team, is a great example of how we bring value to our clients beyond the physical products we produce for them. The platform allows companies with multiple locations to control their branding while enabling satellite locations or sales networks to easily customize their marketing materials.

Internally, our coaching and development system is an innovative approach for us. We replaced annual reviews with regular one-on-one meetings, focusing on employee development and removing obstacles to process improvement.

PIA: What does the future hold?

S.P.: Suttle-Straus’s future growth is expected to come primarily from our print, mailing, wide-format, and S4 Marketing Resource Center services. We will be successful by delivering integrated marketing solutions that enable our clients to achieve their business objectives.

How to Run a Thriving Multigenerational Team

By Brian Regan, President, Semper International



The biggest order of the year just came into your organization. It will require all kinds of skills to fulfill. You need the veteran craftsmanship of lead sheetfed press operators and the technological ingenuity of younger graphic artists. How will these two

teams work together? What common ground can they find to complete this project?

Managing a multigenerational workforce is not a simple task. It requires bridging many cultural and societal gaps. As leaders, we need to develop a way to minimize the areas of potential conflict. We must embrace and maximize the strengths of every employee, regardless of his or her generational tag, and empower our multigenerational team.

The Big Question

How do we integrate employees from various generations into one thriving team? Start by identifying who makes up the multigenerational workforce. Currently, there are five generations in the workplace with different characteristics, expectations, and work styles. Here are the generation groups who make up the workforce:

- **Traditionalists (1922–1945)** are working longer than generations before them due to the recession in the late 1990s and the fact that they are living longer. This group values strong leadership and loyalty. They prefer face-to-face meetings and many of them have worked for the same company their entire career. This group makes up the smallest population in the workplace.

- **Baby boomers (1946–1964)** are nearing retirement age but also working longer. Baby boomers look for stability and prefer to stay with a company long-term. They like the structure and hierarchy of traditional companies.
- **Generation X (1965–1980)** is your typical middle manager level or senior leader in many organizations. Gen Xers are self-reliant and many grew up as latchkey kids. They are hard working and tech literate with a focus on work/life balance.
- **Generation Y (1981–1994)** is also known as the millennial generation. They are now the largest population of employees in the workforce. Millennials are the technology generation who understand social media and technology-enabled work better than previous generations. They like workplace flexibility and constant feedback. Millennials can get bored easily and are eager to move up the corporate ladder.
- **Generation Z (1994–2012)** is just starting to enter the workforce. They are digital natives and can use technology in ways that previous generations cannot fathom.

The vast range of skills and career mindsets in today's workforce poses a unique challenge to managers who lead teams that could have an age range of 20–80.

Source Talent from Each Generation

There are some key similarities and differences in sourcing workers from each generation. All generations are now using mobile devices for their job searches. Online postings and job board apps are commonly used, albeit at higher rates for millennials than baby boomers.

Millennials are most likely to use their mobile devices, social media, and apps for their job searches. They're less familiar with the labor market compared to older job seekers. When searching for job opportunities, baby boomers typically look at what industries have the most open positions that match their skill sets. It's smart, as the demand for talent drives up wages and ensures a higher chance of finding a good position.

It is more likely you will find baby boomers through professional networking and referrals. Generation X also utilizes networking a lot in addition to job boards and social media. At this point, career fairs and social media are the best methods to reach Generation Z.

Perks and Corporate Culture

Boomers like a solid financial package and 401(k) programs with a competitive company match and vesting schedule. For Generation X, learning and advancement opportunities are key perks. They want the ability to learn on the job and advance their skills to take on new roles. Millennials want to work for a company that aligns with their values. They crave constant feedback and will change jobs quickly if they do not feel they are making an impact. Many do not stay with the same company long, so it is valuable to show this generation what their career path could look like while offering regular opportunities for growth.

Generation Z is still very new to the workplace, but what we know so far is that they are looking for constant access to information. Additionally, constant, open communication is important for this group. They are ambitious, and career growth is near the top of their list of important aspects for a job.

Leveraging Each Generation's Skills

The traditionalists and baby boomers have a lot of valuable skills that would be beneficial to the millennials and Generation Z workers. This is especially true in an industry so heavily rooted in craftsmanship like print. Conversely, the younger generations have a lot to teach their predecessors about new technology. How can the different generations make each other's skills stronger?

- Apprenticeship programs can be a win for everyone, including the company. This is the most traditional way for newer generations to learn crucial skills.
- Mentor programs can increase communication and learning as well as retention for both the mentor and mentee.
- Reverse mentor programs are very good to help older generations better understand the younger generations' strengths and motivations. These programs are also a good opportunity for baby boomers and Generation X to learn new technology skills from millennials and Generation Z.
- Encourage teamwork. Each generation has different inclinations and skills for teamwork. By enabling employees from different generations to work as teams, innovation will rise. When you have a diverse group of people approach problems from different angles, unheard of solutions can be found.

In order to have a well-run multigenerational team, it is important to make sure each group is incentivized for their specific needs. This might include adding more communication, learning programs, or opportunities to advance within the company. Perhaps you need to have your employees take a survey to see if anything is missing from their working situation?

Another key to success with a multigenerational group is utilizing each group's differences to strengthen the team. Build programs such as mentorships and reverse mentorships. Why spend money on skills training when your employees can educate each other?

Finally, like with any excellent team, everyone needs to have an overarching goal and know clearly their individual responsibilities that will contribute to that goal. Get everyone working together toward something meaningful for the company. Regardless of when they were born, your employees inherently want to succeed. Make sure they have the tools to do just that.

Create an Engagement Culture

Mission, Relationships, and Impact

By Adriane Harrison, Human Relations Specialist, Printing Industries of America



Every business owner knows that building and maintaining a great team is an important part of a successful business. For awhile, turnover was looked at as a way to freshen the workforce—bring in new energy and ideas through workers who were excited to have

a new job while saying goodbye to the veteran workers who were burned out and uninspired. And while some of that reasoning holds true, the value of retaining well-trained, committed employees who are invested in their jobs and the company cannot be overstated. So how do we create an environment where employees feel valued and inspired rather than burned out and detached? How do we create a culture of engagement?

Engagement is a constellation of characteristics that result in an employee feeling like they are genuinely a part of a company—not just a cog in a wheel but a person who has an integral role in creating the product and a presence and a voice that is acknowledged and appreciated by management. Engagement is characterized by an employee's:

- **Persistence** to overcome obstacles and find solutions rather than giving up
- **Motivation** to do well in their job and to excel in their role and beyond
- **Attachment** to the company with a desire for the company to succeed and to help with that success by working hard and providing ideas and feedback

Why should employee engagement become a priority for business owners? Because the cost of disengagement can be very high. Measuring the benefit

of engagement and harm of disengagement can be difficult. Gallup has calculated the annual cost of disengagement in the United States at \$450–550 billion, primarily resulting from lost productivity such as inefficiency, increased employee sick time, costly mistakes, and a higher probability of separation. Add the cost of elevated injury rates, unfilled positions, recruitment, and training of new employees along with the time necessary for new employees to reach peak proficiency. Additional metrics relate to business performance and can be measured with customer satisfaction and increased market share. Considering these factors, the financial impact of employee engagement becomes evident, even if companies cannot assign hard numbers to these metrics.

Engaged workers have at least double the odds of success in their jobs. Yet, according to Gallup, only 33% of workers are engaged. At the other end of the spectrum, 51% report being “simply disengaged” while 16% are “actively disengaged.” Actively disengaged workers

MISSION

(Create values and standards for the company)

- Mission can be based on quality standards and client and employee interests.
- Mission is motivating and it provides a unifying bond between employees and management.
- Working toward and achieving a mission provides intrinsic rewards that affirm employees' impact on an organization.
- Mission requires collaboration and communication, which also play roles in Relationships and Impact—the other essential elements of employee engagement.

RELATIONSHIPS

(Build peer and management relationships)

- Be transparent in your professional communication.
- Get to know your employees as people: their families, milestones, personal interests, and career goals.
- Create an inviting break room to lure people away from their machines.
 - ◆ Provide games and encourage friendly competition with ping pong, foosball, or darts. This allows for casual interaction and repeat contact.
 - ◆ Provide good coffee and low-cost beverages.
 - ◆ Buy the occasional free lunch. Have food trucks, catered meals, and themed events.
 - ◆ Make sure management is there to share in the experience and do it for every shift.
 - ◆ Take a break or eat with your employees regularly.
- Let your hair down.
 - ◆ Share a little about yourself.
 - ◆ Show empathy and be sincere.
- Encourage group activities.
 - ◆ Sponsor a 5K team.
 - ◆ Volunteer with a community project.
 - ◆ Host an event or a class.

pull down morale for everyone and consume disproportionate management time.

The question of how to engage employees has been analyzed for the better part of 15 years, but employee engagement is not rocket science. Taking the data and analyzing it through the lenses of psychology, workplace experience, and common sense distills it to three main elements of engagement: mission, relationships, and impact.

Several concepts underlie all three of those elements. Foremost among these concepts is communication, which underlies the critical process of building relationships between employees, managers, and their peers. It is also an important part of mission because it provides the unifying bond between management and employees. Communication is the most important concept underlying the employees' sense that they have an impact with the company. Whenever possible, give employees a voice by requesting and adopt-

ing suggestions. This may improve production and lets employees know their importance. In addition, communication will link the employees' impact to the mission of the company by identifying each person's role in upholding and venerating it.

Several years ago, Doug Rawson, CEO & Founder of Superior Lithographics, wanted a change for his company. Twenty-five years in, Superior's growth was flat. And while employee turnover wasn't terrible, it was more than Rawson liked. Superior's business revenue was stagnating. Rawson attended the PIA CI Conference in 2011 and, setting his sights on a higher standard, decided to change his company's ideology and invest in employee engagement and Lean management initiatives. Rawson incorporated most of the employee engagement techniques listed in this article's sidebars. Change was hard and didn't come cheap, yet the new ethos paid off. Five years later, Superior's business has increased by 80%, with 40% happening in just the past two years. He doesn't claim the growth is solely due to the new culture, but he believes it substantially contributed, with the added benefit of creating long-term sustainability.

IMPACT

(Make work meaningful for everyone)

- Create peer recognition programs that reward the nominee and the person who submitted their name.
- Give immediate, meaningful, specific, positive feedback whenever possible and do it publicly.
- Make sure everyone knows the importance of their role through up-to-date job descriptions that recognize their place in the process.
- Dust off the suggestion box and let employees know that their suggestions will be implemented whenever it is feasible, and if not feasible, explain why.
- Use bulletin boards in prominent places to acknowledge people for their good work.
- Write a note to an employee for above-and-beyond behaviors and make a copy for their personnel file.
- Invest in training and cross-training. It enhances self-esteem and demonstrates that you are making a long-term investment in your employees. Plus, it enhances production efficiency.

Selling Print to a New Generation

By Vanécia Carr, Director of Marketing, Domtar



Editor's note: This article was originally published in Domtar's BlueLine Magazine (Volume V, 2017).

If there's one thing millennials can't stand, it's the media's constant mischaracterization of them as lazy, entitled, and spoiled. I'm a millennial, myself—and I

think it's time to dispel the stigma and recognize the buying power and strength of my generation.

How Can You Reach Millennials?

As the largest group of people in the labor force, millennials have incredible spending power—and they're an untapped market for many printers. Gain an understanding of what appeals to millennials and adjust or promote your services in a way that connects with them via the platforms they employ.

There is an opportunity to transform the way you market yourself to tap into this generation and sell them print. The techniques that follow can help printers focus their selling tactics to reach them.

Embrace Millennials' Connection to Digital

Showcase ways you can support existing marketing efforts through print combined with digital techniques. Use print to drive their audience to websites and online content.

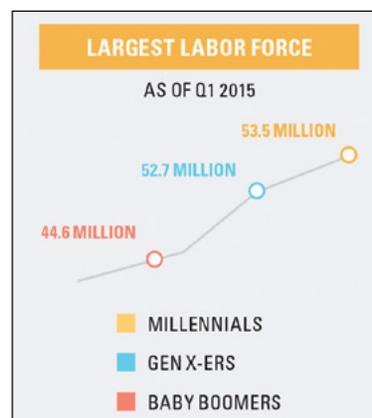
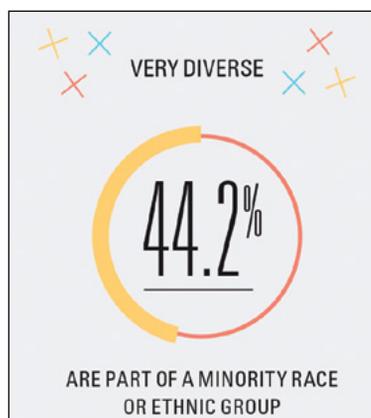
Understand Their Buying Habits and Turn Them into Selling Features

Offers, coupons, and augmented reality are unique features that may appeal to millennials. Understand their goals and give them options to meet those goals through the products and services you provide.

Check Your Online Presence

Millennials know everything about you (at least everything the Internet says about you) before they ever meet you. They'll form opinions about your business based on what they find online, including sites like LinkedIn, Facebook, Twitter, Instagram, your own website, and online reviews. Monitor your social presence regularly, stay active online, and follow up on any negative reviews.

Domtar's BlueLine is a quarterly publication exploring relationships between printers and creatives. Subscribe at <http://domtarblueline.com/mag>.





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MGI JETvarnish 3DS



bizhub PRESS C71cf



AccurioPress C2070

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Sibling Successors

Navigating Difficult Family Decisions

By Larry Grypp, President, University of Cincinnati's Goering Center for Family & Private Business



Sibling rivalry is a kind of unconditional love that doesn't always look like love from the outside. In one moment, a sister can be hugging a brother, while soon thereafter she is swiping a toy or fighting over the remote control. You see both elation and frustration shown by your

little legacies in a matter of minutes.

As the fifth out of seven children, I am reminded of a common argument in our house—"Mom likes you best!" In a comical way, it speaks to the deepest sentiments beneath the rivalries, tension, and vulnerabilities that can be a part of growing up with siblings.

When this happens in a family business with siblings as successors, it's not so funny. It's not easy to escape, and the friction can last a lifetime. Left unaddressed, the rivalry can also tear the business—and the family—apart.

Sources of Friction

At the Goering Center, we speak often about recognizing the uniqueness of a family enterprise, seeing business decisions as business decisions and family matters as family matters. In theory and practice, when there is a single successor in the second generation, that model most often works. However, when there are multiple siblings, it gets tricky, even perilous. It's not difficult to imagine the hard feelings and verbal arguments that might erupt over who "gets" to be CEO, whose leadership style wins out, whether everyone is held to the same standard of performance, how ownership is distributed, and how the parents are treated as they step away.

Succession planning is a process—not an event. Planning should be initiated far in advance. Envision the future of the business and picture who is where and why. The situations and the solutions can vary, but there are some principles that apply to siblings.

- **Learn to work out sibling scuffles** in the family first, so those lessons can apply to the business. If the culture of the family is that the kids run to mom and dad with their disagreements, the same will happen when facing a business dispute. Kids who learn to work it out among themselves learn to work it out in business as well.
- **Pay even more attention to valuing the unique talents, dreams, and abilities of each sibling.** Being CEO cannot be deemed the only measure of love and pride. Some people are good at business leadership, others operations, and others marketing. Some may pursue an entirely different field. Value that now. Allow the individual to test the market. Have them gain experience outside the family business, before they are able to manage. Make a graduate degree a necessity. Allow them to succeed, advance, and fail on their own. As each acquires their own skill set, use that to the advantage of the business. If your daughter is a people person and accelerates at sales, don't lock her in the office as the CFO. Let her pick what she is good at and help the family business in that way.
- **The deadly virus in any family business succession is a sense of entitlement.** This can be even worse when you have natural children of both parents who are joined by other siblings who come into the family through remarriage, adoption, or as in-laws. The best antidote to entitlement is hard work and fair measures of performance. Share with the entire family that a job in the family business is not a guar-

antee. Just like anyone applying for a job, make the family member work for it. There are no free passes.

- **Founders should not expect the second generation to lead the business in the same way**, nor to be the same stamp of personality on the culture. Kids raised to think for themselves and be themselves cannot do and be that if the founding parent is too controlling. Kids work very hard during their childhood to establish their own unique identity, so when leadership is shared, there must be a lot more discussion, acceptance, and experimentation about what blended model of leadership works best. Expect change. Be prepared and exit gracefully. Certainly you can pen your ethical will that outlines your desires and ideals for the company, but understand those are guidelines. Often the next generation takes on modernization and process improvements. Step back, exit, and let the next generation work. Understand that it's their business now.

- **There are no victims allowed.** For siblings who feel they were cast adrift by founding parents and feel ill-equipped to deal with these issues, they have to take ownership of that and work it out. These working relationships may last for thirty years or more. There is a lot at stake in working it out, and they are the ones who have to do it.
- **Get help.** Whether it is a therapist, leadership coach, or experienced succession planner, it's critical to ask for assistance. Seek council that has real experience in family dynamics. Understand that the decisions are hard, often personal, and rarely can be as objective or balanced as we wish. Honest, thorough communications will make the process more palatable for all—and more successful.

Bottom Line

For a family business to thrive and endure, family members must address the inevitable issues that accompany ownership, leadership, and succession. It really does not matter who “Mom liked best.”

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Employee Empowerment

Providing a Stake in Your Outcomes

By Lynn Perenic, Owner, Argent Tape and Label



Ownership thinking, employee empowerment, harnessing your team for maximum results... all of those terms bring to mind a time seven years ago when I became the owner of Argent Tape and Label. Purchasing a business that had seen better days, I had

only one option—and failing was not it.

Games Are More Fun than Closing Plants

I had to find a way to breathe life back into the business and do it quickly. The year was 2010. Argent Tape and Label (ATL) was strapped with debt, and no bank was willing to loan any money. It was a tough spot to be in. So I took classes and read books. That's when I “found” *The Great Game of Business* by Jack Stack. This was just what I was looking for—my shot in the arm.

It was all so relatable—the failing business, beating the odds, the tough road ahead. This was the road map I would use to navigate ATL back to becoming a successful company. Hard work, education, and determination were needed to make this work. The team had to believe in the mission.

Stack's book works on the premise that business is a lot like playing a game. He is correct. Everyone likes a good game, and everyone likes to win. In order to be successful, the entire team needs to know the rules. One of the most important rules, (I'd even call it “the golden rule”) is that the goal of business is to make money. It's an easy concept, but not everyone understands it completely.

Know if You're Winning—Keep Score!

This is where the importance of education comes in. While every business “keeps score” (income statement), we must make sure that all the players on the team understand what they're looking at. How can one tell if a business is profitable? This is done by looking at the income statement and balance sheet. Revealing these numbers without first educating your team about what they are looking at is, at best, futile. At worst, it can cause unnecessary anxiety and miscommunication. My advice—take it slow and make sure you establish a solid foundation on which you can build.

Team members keep score to know if they are winning or losing. Each week the team comes together to discuss how the business is performing. Discussion surrounds each line on the income statement, but with an exciting twist. Mini games are played in order to help everyone understand the full impact of that line and come up with ways to positively impact “trouble lines.”

Finding the Best “Players”

You may be wondering how you can not only attract the right type of people to buy into this way of doing business, but also how to retain them. The answer revolves around one of the cornerstones of the Open

GIVING EVERYONE A VOICE IN HOW YOUR COMPANY IS RUN

Lynn delivered a presentation on Open Book Management on Monday, April 3, at the Printing Industries of America Continuous Improvement Conference held in Pittsburgh, PA.

You can download and view the presentation at the following URL: <http://prnt.in/perenic>.

Book Management (OBM) concept, which is to provide a stake in the outcome.

One of the most powerful tools in the OBM arsenal is to provide this stake in the outcome by way of implementing a gain-sharing program. Different for every company, the reasoning behind the concept remains—if the company is winning, we all win.

This is a very powerful advantage for any business. Many businesses are reluctant, even fearful of “opening their books.” I have heard other business owners express doubt that such information and empowerment could make an impact. They find comfort in the old style of command and control. “It got me this far,” they quip. What they fail to realize is that a truly empowered team has your company’s back. They think of it as “their company.” Just like everybody roots for their favorite sports team, they root for the business.

Post Game Analysis

I have witnessed this phenomena up close and personal. It is truly a sight to behold. Team members find ways to reduce scrap, improve run times, reduce overtime, and genuinely care whether the company is profitable.

Of course one can expect the executive team to care, but what about the hourly employees? Our entire team brings in leads for the sales department. Everyone talks about the most efficient way to run a job. How can we get the best use out of our dies, materials, and labor? These are all questions asked of every single individual throughout the company. Employee engagement is the ultimate goal of OBM. That engagement results in a stable company where participation is maximized—and so are profits.

As a former teacher, Lynn enjoys taking the time to reach out and share the success story of Argent Tape & Label. It is her hope that other businesses can take what they learned and look for ways to implement some form of Open Book Management in their own company.

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