



leaders, mentors,
philanthropists



The BRAVA! AWARDS PAGE 26
honor women making an impact

July/August 2014

PHILADELPHIA
smart
activating ideas for growth

THE
TALENT
ISSUE



Retaining your
employees, the
millennial way

The secret
sauce of
corporate
culture

Why social
impact drives
talent

PAVING THE WAY

How a math major with
big ambitions pioneered
her way to the CEO seat

FRANCES R. PIERCE
Chairman, President and CEO
Data Systems Analysts, Inc.

FACE SCAN TO WATCH
Fran Pierce discusses
leadership lessons during
high-stakes change
How to: Page 6

The Millennial Mindset

Since 1998, Beloit College has been publishing "The Mindset List," created to understand the worldviews of entering college classes. The class of 2014 — your next potential employees — knows these things to be true. Can you get past these obstacles to hire the new top talent?

Few in the class know how to write in cursive.

Nirvana is on the classic oldies station.

"Caramel macchiato" and "venti half-caf vanilla latte" have always been street corner lingo.

Email is just too slow, and they seldom if ever use snail mail.

The first home computer they probably touched was an Apple II or Mac II; they are now in a museum.

Trading *Chocolate the Moose* for *Patti the Platypus* helped build their Beanie Baby collection.

Clint Eastwood is better known as a sensitive director than as Dirty Harry.

J.R. Ewing has always been dead and gone. Hasn't he?

DNA fingerprinting and maps of the human genome have always existed.

Food has always been irradiated.

The expert advice sounds great in theory, but how does it translate to real-world talent management? We asked local leaders to share their approaches to hiring, retaining and creating a culture around the people they want.



JASON BREWER
CEO
Brolik

"We usually have a good sense of what our needs will be from a talent standpoint based on the trends we see in the industry. I'm constantly talking to our clients and they may not realize it, but they're giving me hints about their needs and pain points. Our business is built around making sure our clients are successful, so we're always trying to position ourselves around their needs. It's all about keeping [employees] excited, making them a part of the core project and not just an outlier. Make them part of the decision making, and bring them in on important decisions if it's their area of expertise."



PAUL TOUHEY
Executive Chairman
Invisible Sentinel

"Happy employees are productive employees. [Culture] has to resonate from the top. One of the ways we attract top talent is a good benefits package ... but the difference maker is the culture. In the Philadelphia area, there are many options in the life sciences industry. You have to assume that the top-level executives have options. The way you differentiate is to have a culture that appeals to people's interests in being happy and productive at work. A lot of that has to come with work-life balance. Typically, the executives I've hired are fairly independent people who don't want to be micromanaged. They want the leeway to do their jobs. You're looking for a maturity level from your executives who are quick learners."



SHELLY FISHER
President and CEO
Hope Paige Medical
Design

"In a small company, everybody wears multiple hats; it's just the nature of the beast. As we grew, it was obvious the positions that were needed, and we would fill them from there. Now, as we're moving forward, we are doing things more proactively. You don't want to get too top-heavy. The last thing I want to do is bring people in and then have to let them go. So we're really cautious about our planning and hiring strategies. In the 14 years of our business, nobody's ever left. I tell everyone from the start that I tolerate a lot, but one thing I won't tolerate is negativity and backstabbing. Not everybody that you put together is going to love each other, but people here really respect each other and have fun."



KIM JACOBS
CEO and Founder
Be Better Solutions

"[The new technology] gives us an opportunity to recruit people who are excited about something new and [excited] to talk about it. It's started a fervor for the business and [attracted] new employees as well. It creates an atmosphere at work where you can't help but love it. I always used to say, 'If it was supposed to be fun, it wouldn't be called work.' I have to change that. It's nice to create an environment where it's fun and people enjoy it and look forward to doing it the next day. There are so many nuances of a business that make it more than just a robotic activity. As soon as there's a human element in it ... there's depth in people's eyes, and they're willing to do more than just start and end their day."



SCOTT KUPPER
President and CEO
Kupper Engineering, Inc.

"It's hard to say that we've found our best employees through any particular means. One of our top engineers came to Kupper Engineering



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