**Sandwich Generation Stresses**

Note: One of the rounds focused on family business & sandwich generations

- You can change anything
- As hard for the sandwich as it is for the bread
- Stay calm
- Most Men can not handle what a woman can
- Ask for help – both ways if you need to
- Listen to both sides – things may not be said directly
- Pull between both
- Disappointment to others
- Family business – “this is what we do” doesn’t always fit the transition plan
- Pressure to fit family mold or legacy
- Support team-spouses
- Pressure to grow business to keep up with family growth

**Self-Care**

- No matter what, take time for you first
- Downtime need to be a priority
- Quality time
- Use different out of the office messages if you can
- Self-care activities – shopping, exercise, music, spirituality
- Prioritize your day by checking phones ASAP
- How to say “no”
- Learn to set boundaries and to pass the torch
- 2 jobs – both part-time – allows for decompression
- Quiet time in the car
- Schedule time for yourself
• Remember you are only one person
• Yoga
• Crafting
• Sporting activities
• Telling yourself to relax
• One day at a time
• Too many responsibilities - perfect wife, mom, caretaker
• Guilt attached to not being there with kids, aging parents, etc.
• Whatever your form of being fit – mentally, physically, etc. – make it a non-negotiable part-time job
• OK to ask for help
• Instead of saying “I’m too busy”, make it “I’m doing the best I can”
• Family = Be a Team

**Working with Family Members/Multi-generational**

• Perception is reality
• Management seems potentially harder on family because expectations were higher
• Need clear defines lines and expectations
• Harder on those that are family because the light is always on them
• Create boundaries – within family-work life
• When hiring need to make sure applicants understand the family dynamic
• Family wants to welcome people into the family
• Good working with family – they always have your back
• Kids – always bus talk
• Some families have no business discussions allowed after work hours
• Use names – not mom, dad, aunt, etc.
• Others comparing the family members – how come you don’t do this like your “mom”

**ELDs**

• No notes found on table

**Finding and Keeping Quality Employees**

• Recruiting drivers – buying lists of anyone with CDL on “x” area, matching “x” demo’s, invite to open house @ local community college with CDL Program
• Beacon Technology/Beacon Advertising
• Treat and value drivers – even if their scheduled are limited – no looking down on someone who can only work Thurs/Fri/Sat – times are changing, and we need to value employees because shortages are industry-wide
• Pay and bonus plans as a retention tool
• Benefits
• Good managers – family-owned business helps
• Incentive Programs
• Employee of the Month
• Acknowledgement Board/Recognition
• Minimum wage issue and low unemployment
• Seasonality is an issue
• Forward with values
• Education to further position
• Make it personal
• Show you care
• Communication
• Understand every person & know what’s important to them
• An employee that feels appreciates will almost always go above and beyond
• Employees looking for a place to be treater well, earn a fair wage and work in a healthy environment
• Word of mouth – happy employees talk
• Drivers Facebook groups
• Social media – reach out on negative issues to fix ASAP
• Driver/employee incentives
• Pay it forward – take care of employees = loyalty
• Give and take days off vs. late days
• Making them feel valued – finding what they enjoy being involved in

**Time Saving Technologies/Time Management Tips**
• Make sure you take the time to unsubscribe to junk emails
• Phone alerts and Outlook calendar
• Handwrite lists and cross out when complete
• Time management apps/Built in rest breaks and music to focus
• Be Focused = app
• Mediation to clear the mind so you can return to task
• Close the office door. If no door – place the big, red flag on the desk so others know you need to focus
• Prioritize each day’s tasks
• Good team base - Bell on desk to let others know you have kept/met your goal
- Group text apps – send text to groups but only replies to the sender – not all in group
- Zoom meetings
- Picture to pdf app to expedite paperwork exchange
- Big challenge to implementation of new technology – great idea to change/update systems but lack time/manpower to get new programs up and running
- Email – set times to check – don’t let it distract you all day
- Priority list daily

**Customer Service & Relationship Building**

- Driver are the face of the company – training sets the tone and mood
- It starts with a phone call – customer experience journey
- More reviews
- Use technology
- Address feedback on surveys
- Drivers and tour directors = partnership
- Live call answering is better than automated call answering
- Provide the appropriate training and prep
- Relationship building – listening to what the customer says/want
- Use technology to close more business
- How to become easy to do business with
- Segmentation and demographics to see if they want paper or tech or web or email
- Create a super easy quote form
- Know what your customer needs and then deliver
- Networking
- Cross training in office allows for better customer service
- Everyone should know every aspect of the business even if it is not their department
- Everyone is a customer – internal and external

**Generations Working Together**

- Adapting to technology – older workers are slower on computers but work harder
- Millennials – Now shows, need phone skills, strong technical skills but weaker interpersonal skills
- Work to find the strength of everyone
- Younger generations – technology and new ideas and a different version of what’s happening
- Offer training
• Older drivers – can be amazing or cranky but willing to serve, loyal, technologically challenged
• Younger drivers – about the money, sense of entitlement, not always working to serve

Personnel Issues/Policies in a Changing World
• Sexual harassment/Harassment
• Social media policies – liking pages = free speech
• Employees in the news – how to respond to problematic employee and respond as a company – other employees impacted – written directive to other employees
• Company handbooks – company disclaimers, add social media, endorsements, clear values statement
• Terms and conditions – legal release of photos
• Keep things grey, broad and long
• Speeding & how it is defines
• Modernizing is a challenge
• Cell phones and what is acceptable and what is not – lead by example
• Consistency and fairness
• Non-compete/Confidentiality Clauses
• No red-eyes – Midnight to 5 AM

Growing My Business on Someone Else’s Money: Grant Writing and How to Access Money
• Grants for security re available annually
• DMOs offer grants to tour their cities
• Ask for grants the way they would like for it to be seen. Each grant is specific
• Grants can differ
• May not cover full cost
• Can benefit the underprivileged – schools, senior centers
• Know the need when writing the grant
• Font, color, size – educate yourself before applying
• Typically a 3-year drawdown on funds
• RFP – 3 bids for every proposal
• Match percentage
• Re-award if you have been successful with previous grant
• Look at branching out into different avenues – new business types – weddings, sprinters
• Social network to reach out
• Customer service – keep what you get – best service whether you are the cheapest or not
• Clean equipment whether it is new it not
• Use local DMOs – especially those that floor the market – they will grow your business for you
• Better software