

Defining the Attitudes of the 21st Century Workforce

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Our Agenda

1. Generational Differences
2. Trends
3. Strategies

Demographic Tensions

- Race & Ethnicity
 - Least segregated in our history
 - Our schools are most segregated since desegregation
 - Hispanics are the majority in Texas 1st grade classrooms for the first time ever
 - Running out of “firsts”
- Gender: 40 years of gender discussions
 - Academic: Women’s studies
 - Political: Equal pay, reproductive rights
 - Psychological: *Men are from Mars*

Generational Differences

To understand where we're going together,
we've got to understand where we've each come from.

*“To understand a person’s lifestyle
is to understand their life.”*

*–Doug Sosnik, Co-author
Applebee’s America*

Disclaimer: Generational Profiles

One size does not fit all.

When were you born?

- 0% 1. 1923 or before: Greatest Generation
- 0% 2. 1923-1943: Silent Generation
- 0% 3. 1943-1955: Baby Boomers (BB#1)
- 0% 4. 1956-1964: Generation Jones (BB#2)
- 0% 5. 1965-1977: Gen X
- 0% 6. 1978-2004: Trophy/Millennial

Silent Generation

1923–1942 (Pop. 10 million)

Institutionally grounded: Church, work, family

Work: Industrial economy; gold watch/work–retire (think Mad Men)
95% now retired

Family: Children in 20s; 17% of moms work; Boomer & Gen X kids

Climate: Children of depression; GI bill; optimism

Culture: Sinatra, Elvis; Ed Sullivan Show; Shared limited choices

Political: First vote-FDR, Truman, Eisenhower; *No President from this generation (McCain)*

Technology: Rotary phone; TV

Defining moment: Pearl Harbor

Priorities: Provider; God & country

Silent Generation

Youth today is waiting for the hand of fate to fall on its shoulders, meanwhile working fairly hard and saying almost nothing. The most startling fact about the younger generation is its silence. With some rare exceptions, youth is nowhere near the rostrum. By comparison with the Flaming Youth of their fathers & mothers, today's younger generation is a still, small flame. It does not issue manifestoes, make speeches or carry posters. It has been called the "Silent Generation."

Time

November 5, 1951

Boomer Generation

1943–1955 (Pop. 33 million) *76 million

First self-identifying generation

Work: Yuppies; slowdown as boomers retire

Family: Denial of aging; children & parents at home

Climate: Healthiest and wealthiest generation; Ideological strife (Vietnam, civil rights, women's rights, abortion); rebel against/ignore institutions

Culture: Woodstock, Beatles, disco*; 1967 Time "Man of the Year"; Jane Fonda activism

Political: Presidents Clinton & GW Bush; Hillary Clinton

Technology: Transistor radios; Computers as a tool

Defining moments: JFK, RFK, MLK; Moonwalk

Priorities: Individualistic, free-spirited, social cause oriented

* Some generation has to take the blame

Baby Boomers

The pig in the python

By the sheer force of its numbers, the boomers were a demographic bulge which remodeled society as it passed through it.

–Wikipedia

Generation Jones

1956–1964 (Pop. 43 million)

Practical idealists

Work: 77% of women in workforce

Family: late bloomers (parents in 30s)

Climate: Post-confrontational (not their battles); Jobs & Gates

Culture: Punk; alternative rock; Brady Bunch, Laugh-In; Jane Fonda Workout videos

Political: Obama

Technology: Remote controls, touchtone phones, mobile phones;
Computers are required at work

Defining moment: Watergate, Cold War

Priorities: Solutions

Generation Jones

Our practical idealism was created by witnessing the often-unrealistic idealism of the 1960s. And we weren't engaged in that era's ideological battles; we were children playing with toys while Boomers argued about Vietnam. Our non-ideological pragmatism allows us to resolve intra-Boomer skirmishes and to bridge that volatile Boomer-GenXer divide. We can lead.

--Jonathan Pontell
US News & World Report

Gen X

1965–1977 (Pop. 63 million)

Community, relationships, altruism, & entrepreneurship

Work: Information/service economy; fewer administrative assistants; most educated

Family: More moms staying at home; 1st generation with lower income

Climate: 1980s; Wham!, Culture Club, MC Hammer; Jane Fonda & Ted Turner; recycling

Culture: *Star Trek* and reruns; movie Slackers; maybe a piercing or tattoo

Political: 1st vote: Reagan/Mondale-Dole/Clinton; Bobby Jindal (1971)

Technology: Computers & technology driver economy; Cable, fax machines, video arcades; PDAs

Defining moment: Shuttle Columbia; Berlin Wall

Trophy/Millennial

1978–2004 (Population: 70 million)

Purpose-driven lives

Work: On own terms; casual & flexible work environments; office nomads

- Collaboration
- Purpose driven; no 80 hour work weeks;
- Employment nomads (9 jobs by 30) “try until there is a match”
- Efficient multi-taskers, but short attention-spans
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Family: Stay close to nest & delayed adulthood; helicopter parents

Climate: Mr. Rogers

- Belong to purpose-driven teams, not institutions
- Believes there are worst things than failure
- World is flat: Decline of the middle class
- More Iraq deaths than any generation

Trophy/Millennial

Culture: 1st generation of more Internet than TV

Daily Show, American Idol; *tattoos*; Jane Fonda the Christian

Political: No draft; until 1/2009, Bush or Clinton in executive office

Technology: A natural condition (Internet, mobiles, iPODs); virtual gaming; Facebook, Twitter, texting; connected 24/7

Defining moment: 9/11, Columbine; Katrina

(NOTE: ZERO adult memories of communism)

Priorities: Beyond materialism; faith, family, and friends first;

Volunteer more, drink less, less sexually active, more faith focused schools
-Response to self-esteem laced parenting and schools

Note About Multiple Jobs

- Where generation is heading
- Also where employers are heading
 - Ripkin, Biggio, & Jeter
 - Guys who spend entire careers in one uniform are extremely rare

Trophys/Millennials

*In essence, they want to be “paid volunteers,”
joining an organization not because they
have to, but because they really want to,
because something significant is happening
here.*

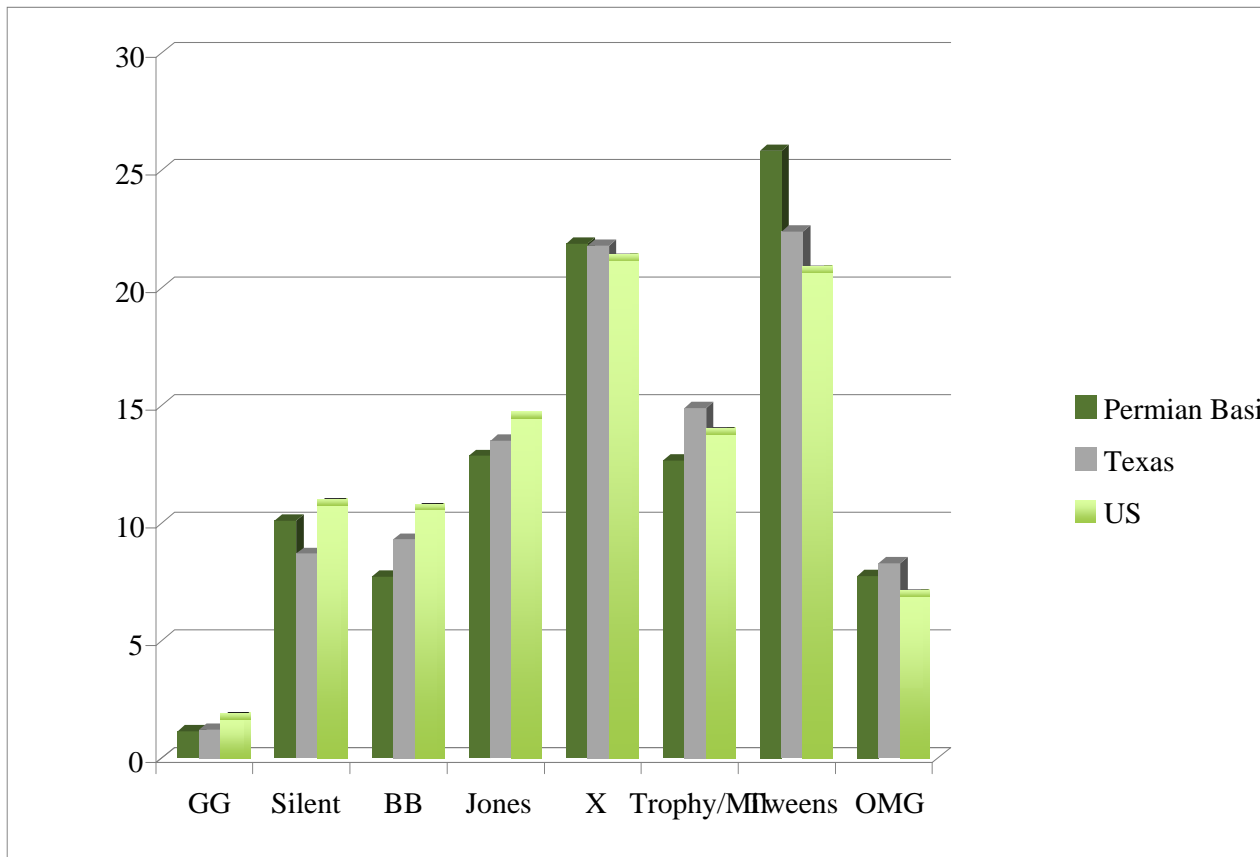
--Carolyn Martin
Managing Generation Y

Trophys/Millennials

“Faced with new employees who want to roll into work with their iPods and flip flops around noon, but still be CEO by Friday, companies are realizing that the era of the buttoned down exec happy to have a job is as dead as the three-Martini lunch.”

Generational Population

USA, Texas, Permian Basin

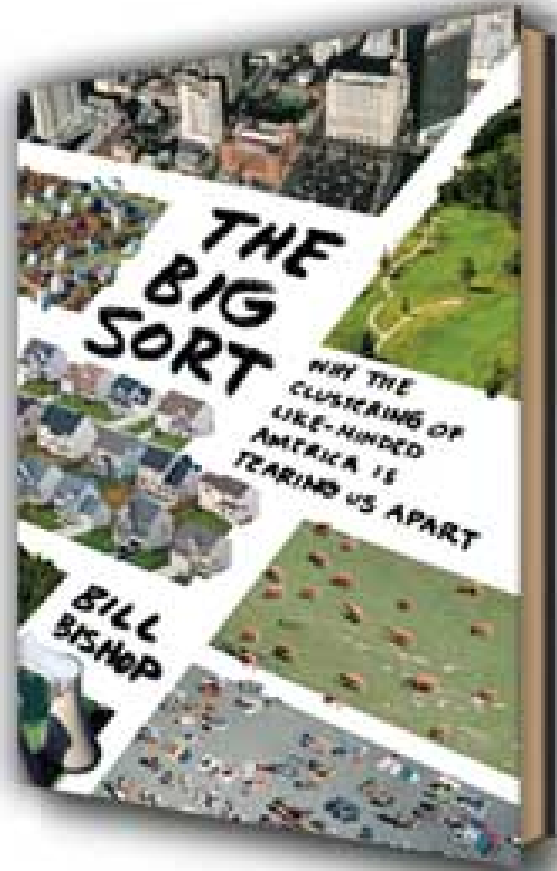


✓ Permian Basin disproportionately young

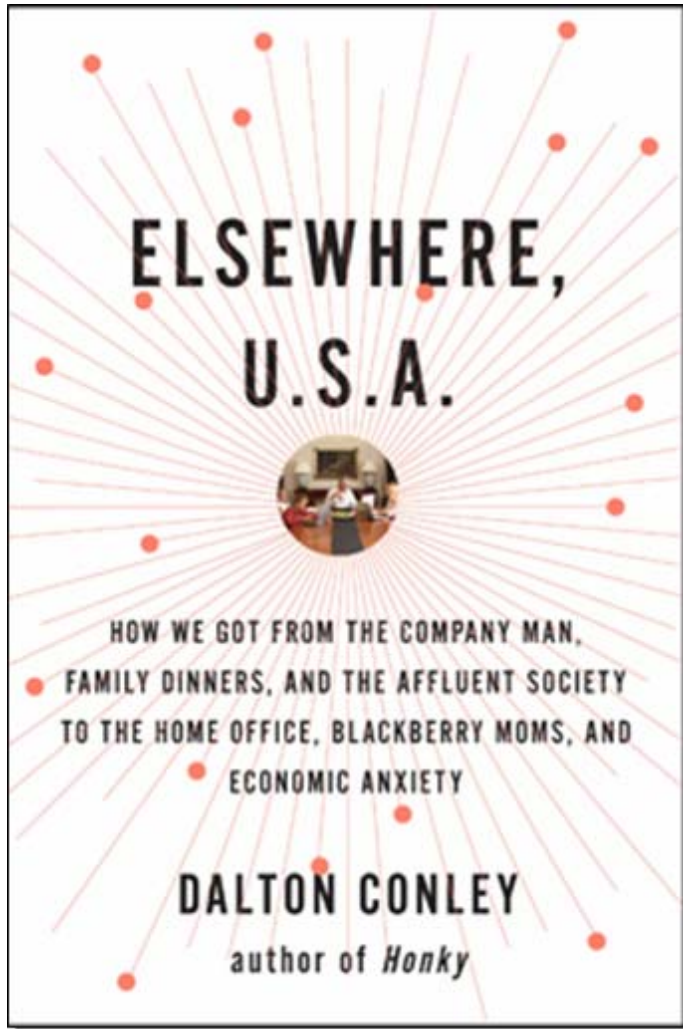
✓ Fewer Boomers and Gen Jones suggest younger leaders sooner

✓ Unclear if Millennials will return after college (migration)

Institutional vs. Individual



- Old order: systems of order around land, family, class, tradition, religious denomination...
- New order: Individual choice seeking like minded churches, neighborhoods, news and entertainment.



One working parent

- Save for retirement; provider
- Leave work at the office

Two working parents

- Working for passion
- Deferring/not planning for retirement

24/7 dual-sex information economy

- Others are doing more
- CAN work constantly
 - Home officing
 - Blurred lines of personal and professional due to social networks

Trends

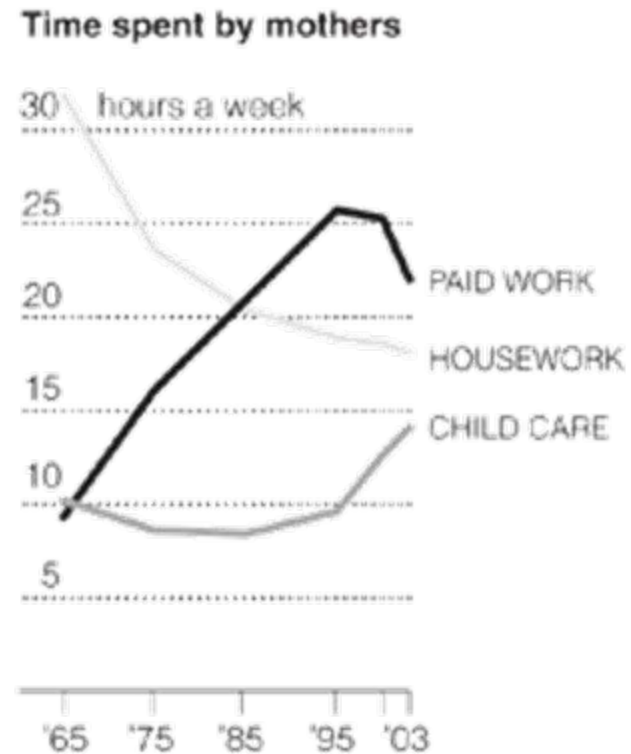
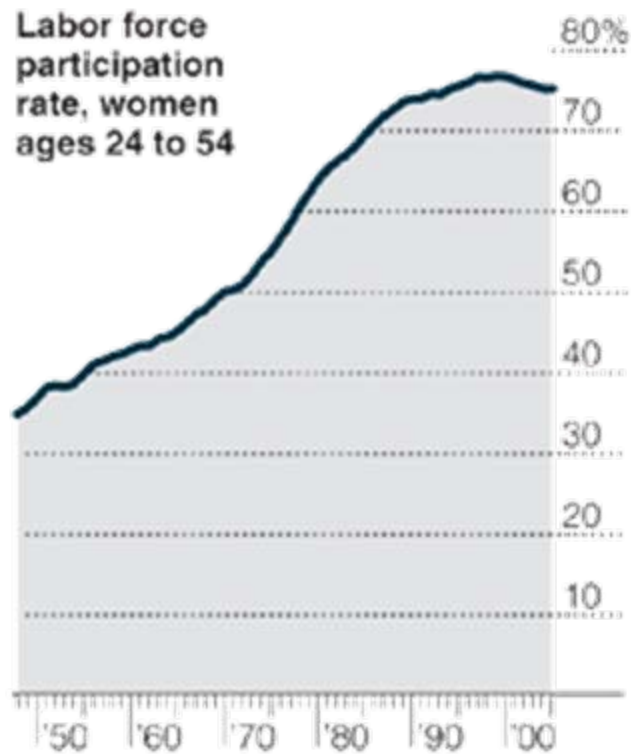
Trend: Need to Belong

- Not to institutions (IBM, church) but community
 - Applebees
 - Starbucks
 - Owning a Hybrid
- Facebook

Trend: Less Leisure Time

- Always “on” and connected
- Worried about falling behind
 - Self
 - Others
- Inability to distinguish roles

Trend: Women in Workforce



Sources: Bureau of Labor Statistics; Prof. Suzanne Bianchi, University of Maryland

Trend: Transparency*

- Openness
- Open source
- Electric trail
 - Obama administration application
- Stakeholder buy-in

Trend: Trust

- Previous generations, trust was placed in institutions and our relationships were placed within those institutions
- Trust is now earned and affirmed through information exchange
 - Seth Godin's: Permission Marketing
 - Transparency
 - Affirming purpose and walking the walk
 - Question assumptions without penalty

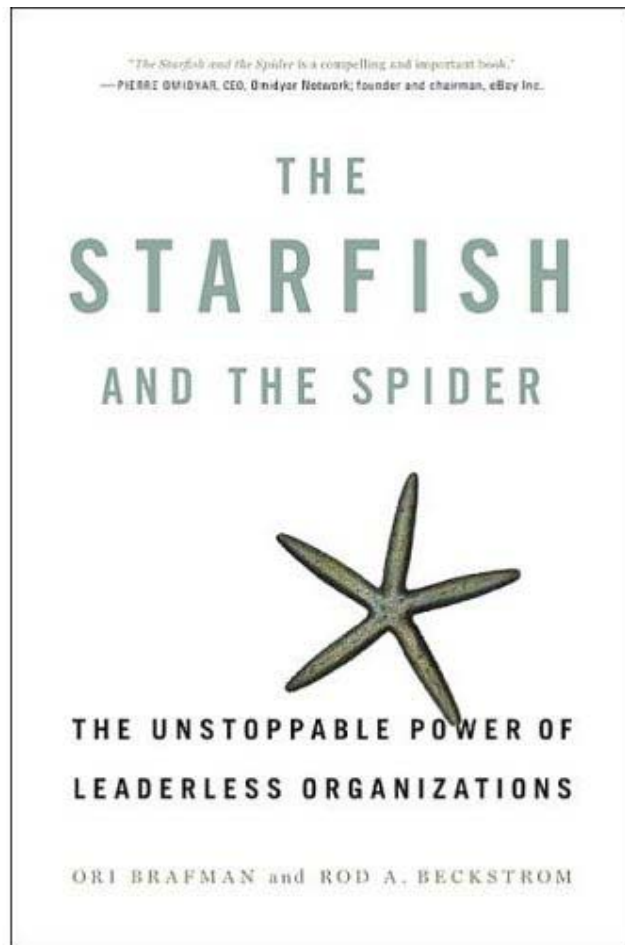
Trend: Accountability

- Stewardship
- Results-oriented*
- Group enforcement

Trend: Shift of Civic Roles

- Corporate citizenship study
- Emergence of *social entrepreneurism*

Trend: Changing Leadership Models



The Concept

- Shift from top down to bottom up
- Changing role of community leaders

The Catalysts

- Community study
- Shift to “social entrepreneurs”

Belonging

Trend: Need for Knowledge / Continuous Learning

- *Learning to learn* becomes most important skill
 - Professional knowledge become outdated at a faster rate than ever before
 - Lifelong learning and constant job education (Cetron and Davies, 2008)
- Proactive replaces reactive
 - Better information & data
 - Get ahead and stay ahead of issues

Trend: Democratic Organizations

INDUSTRIAL

- Organized by task
 - 9 to 5
 - Do A, B, & C
- CEO
 - Command & control
 - Top-down
- Organizational silos
 - Need-to-know basis
- The Golden Rule

DEMOCRATIC

- Organized by people
 - Solve problems
 - Create destiny together
- Coach/Manager
 - Manage gifted teams
 - Diplomacy/Shrink
- Mutual/Group accountability
 - Shared power & responsibility
 - *Tiger Teams*
- Transparency
 - Open-book financials
- More innovative & bottom line successful

Strategies

Strategy: Be a Starfish

- Be purpose-driven
- Be a coach/catalyst
- Foster group accountability
- Work on trust and safety

Strategy: Be Purpose-Driven



- Shared path, vision, and purpose
- Not new
 - Covey in 1990

Strategy: Be a Coach

"The boomers do need to hear the message, that they're gonna have to start focusing more on coaching rather than bossing."

Consultant Mary Crane
60 Minutes, May 23, 2008

Strategy: Be a Coach

Persuasion is the art of getting people to do what you want them to do, and to like it.

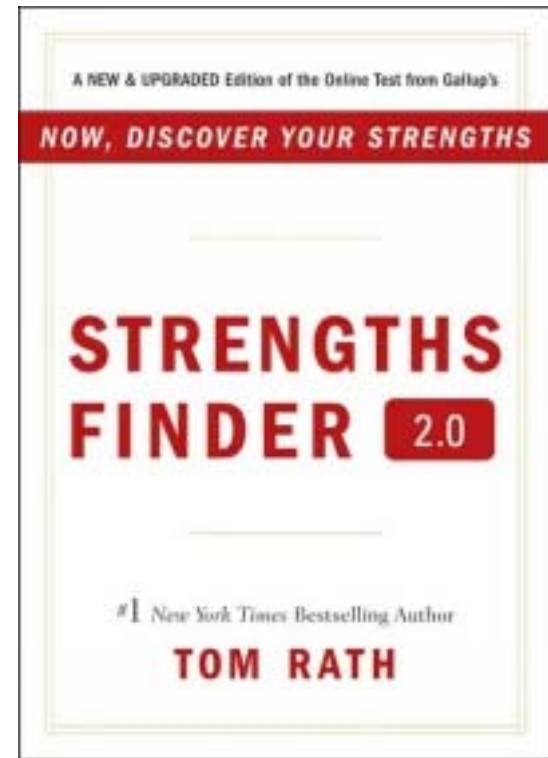
--Dwight D. Eisenhower

Strategy: Be a Coach

- Understand the key motivators for the other person
- Connect institutional goals within the big picture context what matters to them
- Manage staff as you would volunteers
 - “I need your help”
 - Let peer pressure enforce accountability

Coaching: Understand Others

- **Understand** values
 - Don't just tolerate
- Understand gifts & calling
- Identify catalysts



Strategy: Build Trust

- Understanding values
- Trust is built differently with different people
 - Share expectations
 - Transparency
 - If not, why not

Strategy: Innovate

(Figure out what others have not figured out)

- Part-time, shared employment
- We are a free-agent nation

“You guys don’t want to hear it, but you win when you’ve got a lot of different guys chipping in, It’s never one guy carrying a team even though that’s the way you guys want to write it.”

--Earl Weaver

Strategies: Change

- Understand & embrace that your culture will change
- 360 reviews
- Review your employment policies
- Critical Conversations
 - “When you...I feel...”

Strategy: Edit ourselves

- Pick your battles
- Frame rationales within values
 - Example: Home officing
 - We are building a community
 - You must be present to win

Strategies

You don't have to do all these things.

Those that do—and do it better than anyone else—win.



Strategic stewardship in education

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