GEN NOW:
Understanding the Multigen Workforce
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• Thought Leadership in Action
  – 60+ conferences, events and client locations
    • SHRM, HRAGD, Nissan, GM, BCBS, Council for Great City Schools, Oakland University, ExxonMobil, MCC, Michigan Diversity Council, Hawaii SHRM, Automation Alley, Farmers Insurance, etc…
  – Book, Gen Now – available on Amazon.com
Introduction

@jasonsmorga
#gennow
What are some typical characteristics of YOUR generation?

What about the OTHER generations?
Ys, Millennials, Nexters, G.I. Gen, Gen Z, Echo Boomers – Are these describing the same generation? How do you approach recruiting, retaining, engaging, developing, etc… the different generations?
Is your ‘people’ strategy one size fits all?

Have you considered how these questions impact your organization’s ability to succeed?
The aging workforce

The Median Age of the US Worker

Source: Monthly Labor Review – Jan 12
The aging workforce

The Median Age of the Nevada Worker

- When looking over the last five years, it's clear the Nevada market is aging rapidly

Source: Kelly Talent Market Analyzer – Aug 2016
The aging workforce

Nevada Age 45+ as a % of Occupation

<table>
<thead>
<tr>
<th>Occupation Group</th>
<th>Nevada</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Service Occupations</td>
<td>48%</td>
<td>42%</td>
</tr>
<tr>
<td>2. Building and Grounds Cleaning and Maintenance Occupations</td>
<td>52%</td>
<td>50%</td>
</tr>
<tr>
<td>3. Food Preparation and Serving Related Occupations</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>4. Construction and Extraction Occupations</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>All Occupations</td>
<td>44%</td>
<td>44%</td>
</tr>
</tbody>
</table>

- These four occupation groupings make up just over 30% of Nevada's total workforce
- Three of the four show aging skillsets, with service occupations and maintenance talent representing areas of growing concern
Demographic trends

- Retiring boomers
- Drops in fertility rates
- College education rates
- STEM graduate shortages

Source: BLS Monthly Labor Review, January 2012
Global trends

Europe: By 2014, only segments of the population over 45 years old are anticipated to grow.

By 2050, Europe’s total population, now numbering 730 million people, will shrink by 75 to 100 million.

Russia: low birth and high mortality rates suggest that its population will drop 30 percent by 2050 to less than one-third of that of the U.S.

China: China’s working-age population shrank in 2012, marking the start of a long-term trend that will see steady decreases in the working age population every year between now and at least 2030.

Japan: By 2055, more than one in three Japanese will be over 65, as the working-age population falls by over a third to 52 million.

India: India is set to be the largest contributor to the global workforce. Its working age population (15-59 years) is likely to swell from 749 million to over 962 million over 2010 to 2030.

Brazil: Brazil has one of the lowest levels of higher education in the industrialized world: Just 11% of adults can boast tertiary-level qualifications

Australia: Australia will have a skills shortage, and will require 1.4 million additional workers by 2025

Global issues…fertility rates

MATURE MARKETS

EMERGING MARKETS
It’s not a shortage of people, it’s a shortage of talent
Demand vs. Supply
The world of work is changing…

As long-term commitments to employers wane, careers built on flexibility continue to gain ground

- Close to one-third of the global workforce is forgoing traditional employment for the flexibility and freedom offered by Free Agency
- Increasingly, workers see Free Agency as a way to make their work lives work for them, allowing them to organize their work around life, rather than their life around work
2015 Free Agent Snapshot

Primary Reason for Choosing Free Agency:
- Freedom and Flexibility: 56%
- Entrepreneurship: 19%
- Economic Necessity: 11%
- Other: 14%

Free Agent Type:
- Independent Contractors: 64%
- Freelance Business Owner: 28%
- Temporary Workers: 24%
- Moonlighters: 13%
- Diversified: 4%

* multiple responses allowed
How does the free agent shift impact today’s multi-gen workforce?
Generational Breakout
% of workers in each generation who are Free Agents

• Nearly 2 out of 3 Gen Ys consider free agency a lifelong career choice!

• Broad generational appeal, but interest grows with age – increasing with older generations.
the generational challenges
Our Workplace: Four Generations

- Silent Gen
- Baby Boomers
- Gen X
- Gen Y
# Generational Glue?

<table>
<thead>
<tr>
<th>Generational Categories</th>
<th>Silent Generation</th>
<th>Baby Boomers</th>
<th>Gen X</th>
<th>Gen Y</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>78.5M</td>
<td>45M</td>
<td>79.8M</td>
<td></td>
</tr>
</tbody>
</table>

## Defining Events

### Stability
- Rural living
- WW II
- Korean conflict

### Technology
- Radio
- Silver screen
- Radar
- Polaroid Film

### Prosperity, Personal Rights
- Cold war / nuclear threat
- Civil rights movement
- Women’s liberation
- Political assassinations

### Economic Stagnation
- AIDS Crisis
- Increasing poverty
- Divorce & working moms
- MTV

### Technology
- Microwave Oven
- Video Tape Recorder
- Hand-held Calculators
- Business Computers
- Color Television
- Credit Cards

### Economic Prosperity
- Global economy
- School violence
- Oklahoma city bombing
- Terrorism

### Technology
- Floppy disks
- Personal Computers
- Cell Phones
- Digital Video (DVD)
- Email
- Nintendo

### Work to Live
- Work/Life balance
- Global thinking
- Techno-literate
- Fun, informality, cynicism
- Self-reliance

### Contribute to Society
- Optimism
- Civic duty
- Confidence/Achievement
- Respect for diversity / culture differences
- Morality and Values

## Values

### Dedication & Sacrifice
- Hard work
- Respect for authority
- Patience & conformity
- Delayed rewards
- Adherence to rules

### Personal Growth
- Optimism
- Personal gratification
- Health and wellness

### Work to Live
- Work/Life balance
- Global thinking
- Techno-literate
- Fun, informality, cynicism
- Self-reliance

### Contribute to Society
- Optimism
- Civic duty
- Confidence/Achievement
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- Morality and Values
Profile: Baby Boomers

**Demographics**
- 51-69 years old
- Most are married; Many more than once
- 77% are employed; 35% are Free Agents
- Education: 39% earned a post grad degree

**Work Style**
- Personal growth is a key goal
- The ‘Me’ or ‘Ageless’ generation
- Independent and works long hours
- Struggle with work/life balance
- Over achieving; Multi-taskers

Sources: Wikipedia.org; MRI Data; American Demographics Magazine
Career Confidence – KGWl Survey

• My employment experience to date has allowed me to develop skills that are in demand
  – Strongly Agree: Gen Y, 50% vs. Boomers, 40%

• Whenever I have tried, I have been able to find a new or better position
  – Strongly Agree: Gen Y, 33% vs. Boomers, 24%

• If I were to consider changing jobs, I feel I am in a good position to secure a similar or better position of employment
  – Strongly Agree: Gen Y, 45% vs. Boomers, 34%

Source: Kelly Global Workforce Index, 2015
Surprising Facts – KGWl Survey

• Would be willing to give up Higher Pay for…
  – Opportunity to Work Remotely: Boomers, 31% vs. Gen Y, 23%

• Compared with a year ago, do you feel more or less loyal to your current or most recent employer?
  – More Loyal: Gen Y, 42% vs. Boomers, 34%
  – Less Loyal: Gen Y, 21% vs. Boomers, 25%

Source: Kelly Global Workforce Index, 2015
Boomer Opinion of Gen Y – KGWl Survey
• Relative to their co-workers, Millenials/Gen Y workers (age 19 to 35) tend to...
  – 65% - Be more likely to communicate electronically than face-to-face or on the phone
  – 56% - Be more dependent upon technology
  – 54% - Want immediate payoffs/rewards
  – 54% - Have a more relaxed approach to work (casual dress, etc.)
  – 46% - Be entitled, not willing to put the time or hard work in to the job or task at hand
  – 40% - Be comfortable making frequent job changes
  – 37% - Value and embrace diversity

Source: Kelly Global Workforce Index, 2015
% of US Engineering Workforce Age 45+

Source: EMSI-2013; EMSI Newsletter, 11/2011
In the US, 10,000 boomers per day will enter retirement age every day for the next 19 years!

SOURCES: PEW RESEARCH CENTER
baby boomers

Before we look forward...

let’s quickly look back.

• Decades of going to work
• Careers defined by the company you work for
• Take care of the company and the company will take care of you
• Technology was a ‘nice to have’
• Demographics
  – 36-50 years old
  – Divorce rate is nearly 50%
  – 27% are Free Agents
  – Nearly 2/3 are parents; 1/3 are working parents
  – Best educated generation: Over 40% have earned a University degree or higher

• Workstyle
  – Embrace risk / change
  – Prefer free agency vs. corporate loyalty
  – Willing to jump from job to job to pursue growth and opportunity

Sources: Wikipedia.org; MRI Data; American Demographics Magazine
this is The Leadership Deficit!

78.5 million baby boomers leaving workforce

only 45 million Gen Xers replacing the baby boomers

shrinking pool means a decrease of Gen X leaders

The competition for older, more experienced leaders will intensify!

Source: BLS; Overview of the 2008-18 Projections
Boomer Opinion of Gen X – KGWl Survey

- Generation X workers (age 36 to 50) tend to...
  - 65% - Place a high value on work/life balance
  - 60% - Very loyal to their current employer
  - 39% - Struggle with work/life balance

Source: Kelly Global Workforce Index, 2015
Gen Y / Millennials

Work Style

Hot Buttons?

New Expectations

Communication Style

Blind Spots

Personal Drivers
Profile: gen Y

- Demographics
  - 19-35 years old
  - Parents, family, religion, and generosity are central to this generation
  - Largest consumer group in history
  - 27% are Free Agents
Profile: gen Y

• Work Style
  – Self-inventive/individualistic
  – Join organizations; seek significance
  – Volunteer in their communities
  – Display a high degree of tolerance

Sources: Wikipedia.org; MRI Data; American Demographics Magazine
Profile: gen Y

• Communication Style
  – Very direct, very immediate
  – Very comfortable with simultaneous, massively parallel streams of information
  – Demand constant feedback

Sources: Wikipedia.org; MRI Data; American Demographics Magazine
I Like Pizza!
Profile: gen Y

• Personal Drivers
  – Fundamentally Conservative
  – 70% entrepreneurial
  – Optimistic, self-confident
  – Achievement focused
  – Expects and embraces diversity

Sources: Wikipedia.org; MRI Data; American Demographics Magazine
Homogenous managing = death

You must differentiate
Gen Y requires:

- Individualized feedback and regular communication

Frightening, huh?
Managers must manage.
Manager = consultant
Median texts per day

- 18 - 24: 109.5
- 25 - 34: 41.8
- 35 - 44: 25.9
- 45 - 54: 14.0
- 55 - 64: 9.8
- 65+: 4.7

Graph showing the median number of texts per day across different age groups.
Gr8 job 2day @client. U rock!
Gen Y’s Favorite Leisure Activity? Connectivity.
### Gen Y - Favorite Leisure Activity?

<table>
<thead>
<tr>
<th>Activity</th>
<th>UK</th>
<th>USA</th>
<th>The World</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surfing the Internet</td>
<td>34%</td>
<td>33%</td>
<td>37%</td>
</tr>
<tr>
<td>Having Sex</td>
<td>15%</td>
<td>18%</td>
<td>18%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity</th>
<th>Brazil</th>
<th>France</th>
<th>The World</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet</td>
<td>72%</td>
<td>7%</td>
<td>40%</td>
</tr>
<tr>
<td>Dating</td>
<td>7%</td>
<td>54%</td>
<td>13%</td>
</tr>
</tbody>
</table>

It's all about me.
to be useful, I must contribute.
FOMO
Fear Of Missing Out
Lifetime Employment
Corporate Ladder? Really?
Corporate brand and reputation is key to evaluating a potential employer.

- Baby Boomers: 53% agree
- Silent Gen: 38% agree
- Gen Y: 63% agree
Loyalty
Not dead yet.
Not feeling real well.
Fundamentally redefined.
Loyalty: career, profession & network

Not you.
2.4 years
Online or in-Person?

69%  30%  73%
Seeking information where it is best found...

– Undermining authority? No
– Inability to work within prescribed processes? No
– Personal responsibility to get results? YES
Gen Y Opinion of Boomers – KGWl Survey

- Baby Boomers (individuals age 51 to 69) tend to…
  - 68% - Be very loyal to their current employer
  - 62% - Respect authority and the traditional “chain of command” at work
  - 56% - Be behind the times with technology
  - 48% - Be out of touch and disinterested in learning new things

Source: Kelly Global Workforce Index, 2015
Additional Findings – KGWl Survey

• To what degree is working for an innovative/progressive company important to you?
  – Strongly Agree: Gen Y, 50% vs. Boomers, 41%

• How committed or ‘engaged’ do you feel with your current or most recent employer?
  – Totally Committed: Gen Y, 43% vs. Boomers, 43%
  – Totally Uncommitted: Gen Y & Boomers, 5%

Source: Kelly Global Workforce Index, 2015
#gennow

What’s Next?
Now that we’ve looked back

let’s look forward.

• Office is a **verb**
• Careers are defined by **your** profession, network and skillset
• You must invest in your own professional development
• **Technology** is a given
The redefined workforce has redefined the workplace. 

Get used to it.
Today’s Workplace: Four Generations

Generation Y represented 36% in 2014 and will grow to 44% by 2022, even with the addition of Generation Z in the workplace.

40 hour workweek

GONE
Office is a verb now, not a place.
SWISS 70%
USA 55%
GLOBAL AVERAGE 48%
S’PORE 32%
RUSSIA 28%
MEANING...
GEN Y WANTS IT

92% YES

ARE EMPLOYERS PROVIDING YOU WITH ‘MEANINGFUL’ WORK?

YES 26%

MEANING...
Major disconnect...
It's not the money

MILLENNIALS ARE SAYING THAT

IT’S NOT THE MONEY
Tomorrow?
Meet Gen Z
Tomorrow?

THE INTERNET GENERATION

OUR FUTURE KIDS
Wi-Fi in the house? 24/7.
Math Homework? An app.
Book reports? Apple Keynote.
They will own employers.
81% of 13-17 year olds
Work Life Integration
WHAT IF YOU DO NOT CHANGE?
THANK YOU

Interested in learning more? Download our iPad™ app:

The Talent Project
Questions?