Workforce of the Future
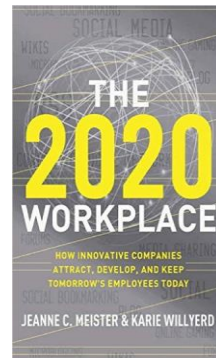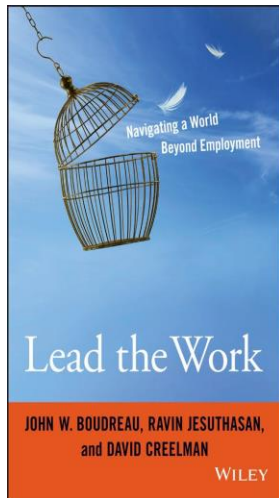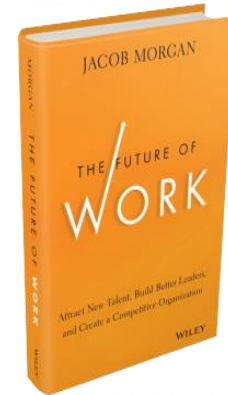
Twentieth Annual Local Authority Human Resource Conference 2018

Dr. Mary E Collins

October 11 2018

Future of Work
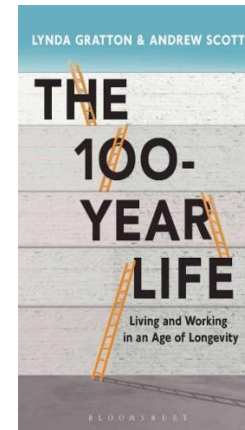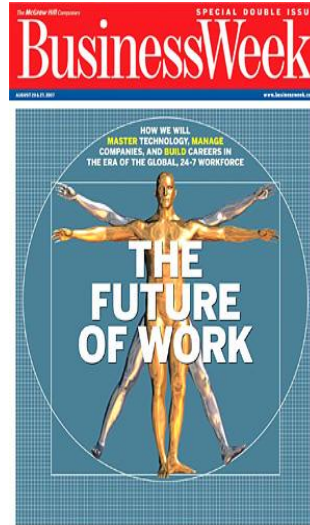
Changing Psychological Contract

"the perception of mutual obligations and expectations to each other held by the two parties in an employment relationship" (Herriot & Manning, 1997).

Transactional → **Relational**

Job Hopping Is the 'New Normal' for Millennials!

Expected to move 15 to 20 times in their careers

(Future Workplace: Multiple Generations at Work Survey)

Korn Ferry – Talent Forecast Report 2017

What is most important for candidates choosing organisations to work for?

1. Culture (23%)

2. Career Progression (22%)

3. Benefits Package (19%)

KORN FERRY Institute

The Talent Forecast

Part 1: Adapting today's candidate priorities for tomorrow's organizational success.

A global study to uncover what today's talent acquisition leaders can tell us about tomorrow's workplace.
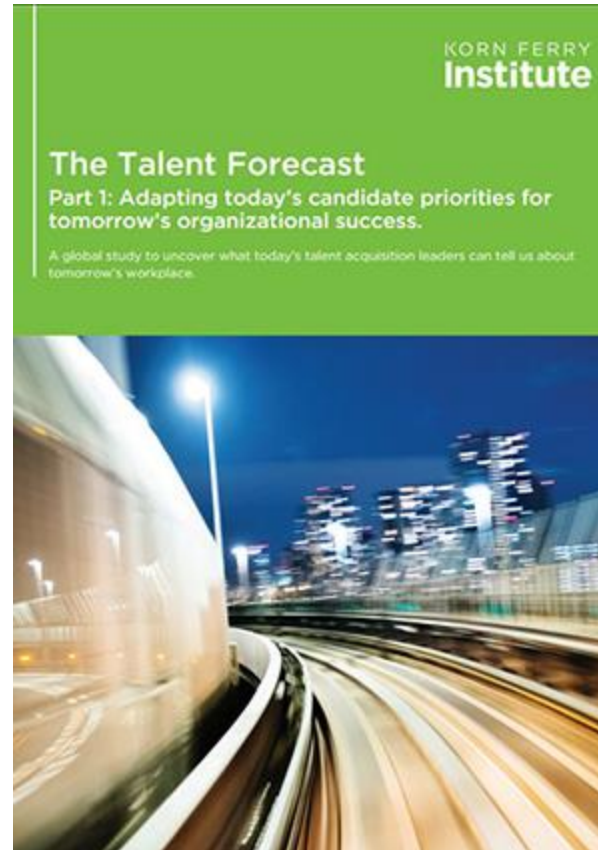
WHAT MILLENNIALS LOOK FOR IN EMPLOYERS

People and Culture Fit
Career Potential
Work/Life Balance
Compensation
Challenging Environment
Company Mission
Innovation
New Graduate Program
Market Leadership
Target Audience
Alumni and Friends

0%　20%　40%　60%　80%
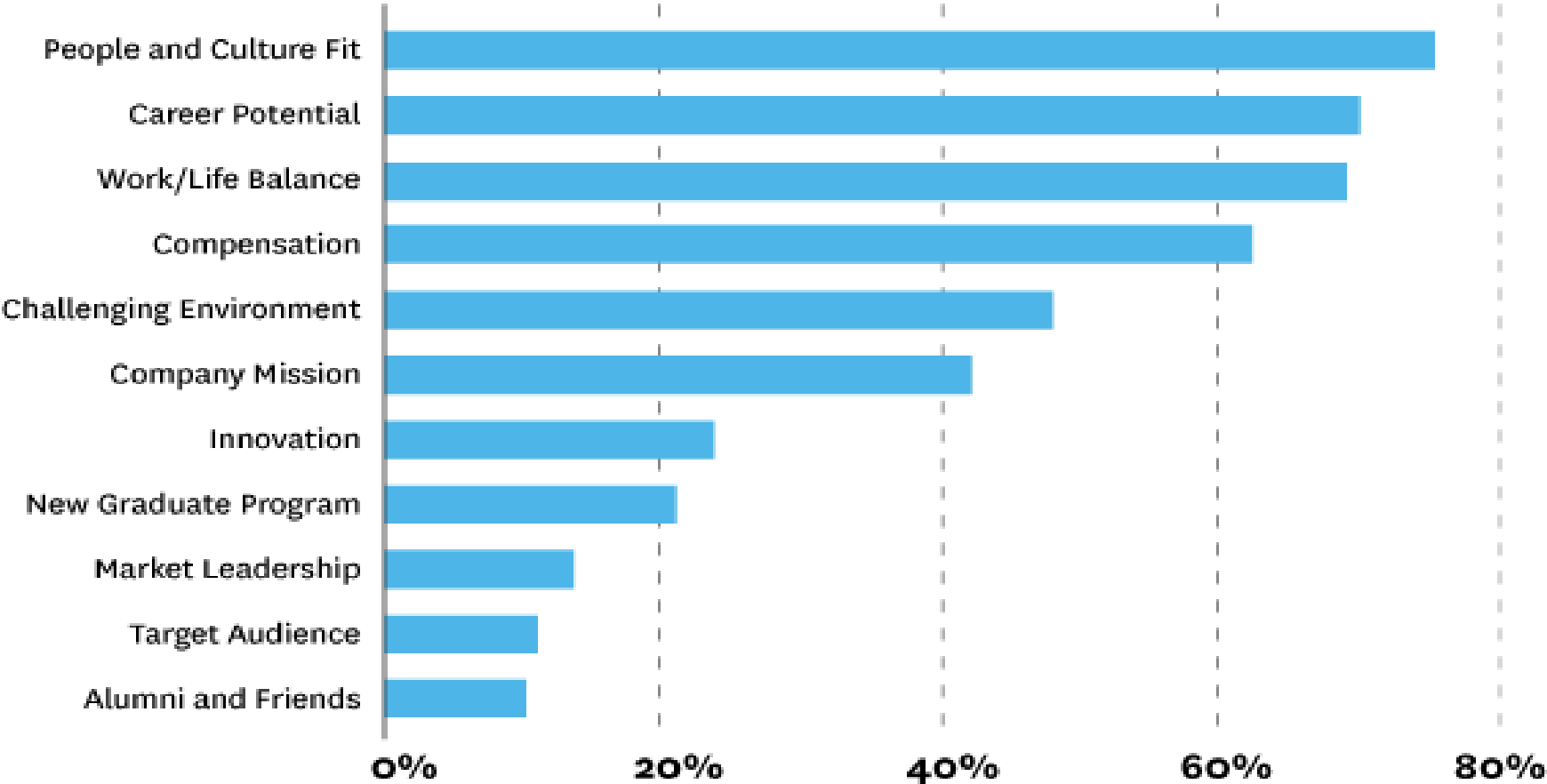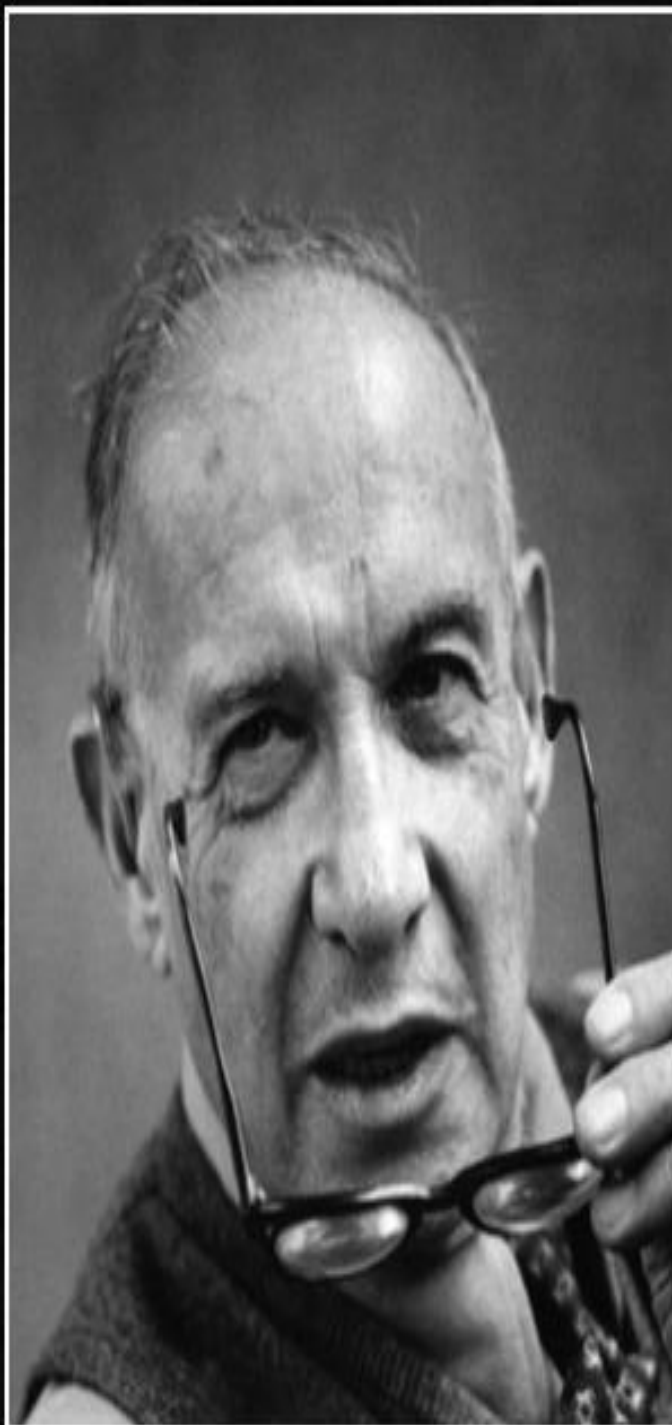
Culture eats strategy for breakfast,

— Peter Drucker —

AZ QUOTES

Culture and Leadership

"**Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.**

If leaders do not become conscious of the culture in which they are embedded, those cultures will manage them"

Edgar Schein, 1992

'*Every interaction by every leader at every level shapes the emerging culture of an organisation*'

Michael West
Professor of Organisational Psychology
Lancaster University Management School

Current Global Engagement Levels (Source: Gallup)

% Engaged - ?   **% Disengaged - ?**   **% Actively Disengaged- ?**

Current Global Engagement Levels (Source: Gallup)

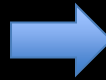**Engaged - 13%**   **Disengaged – 63%**   **Actively Disengaged- 24%**

Disengagement – what price?

- The most engaged employees are 87% less likely to leave their organisation

- Engaged employees are on average 20% more productive

- Price of Presenteeism is estimated to be 8 to 12 times the cost of absenteeism

(Source: Corporate Leadership Council)

Minding the Generational Gap

Ashridge – Hult International CEO Report

The Age of Upheaval

- **79% CEOs report the Multi-Generational Workplace is a 'significant' issue for their organisations…**

- **'With people living and working longer, we will see five-generation workforces where staff in their 70s and 80s collaborate with those in their 20s and 30s'**

Intergenerational Cohorts

Individuals who share common events and experiences when they are born within the same historical period and the same socio-cultural context…. an inborn way of experiencing life and the world…'

Ng et al (2012)

Mind The Gap

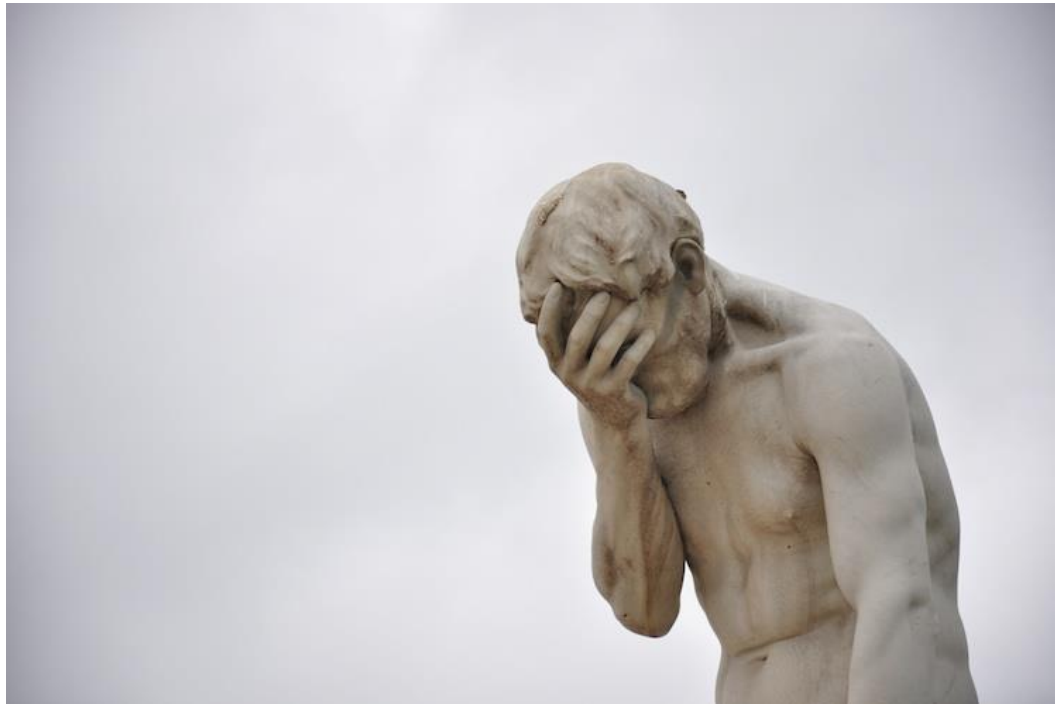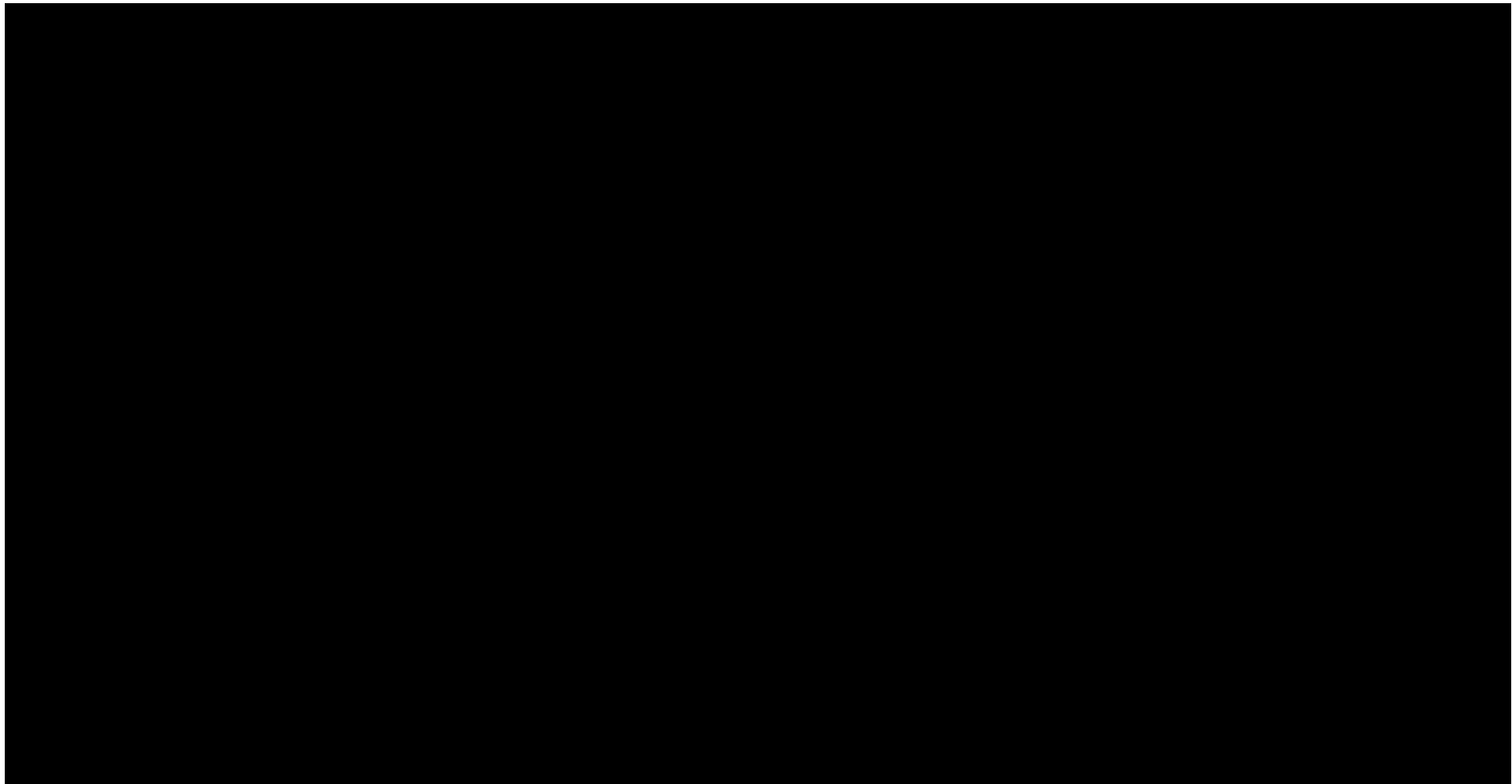| Maturists / Veterans (pre-1945)	Baby Boomers (1945 – 1961)	Generation X (1961 – 1980)	Generation Y / Millennials (1981 –1998)	Generation Z (1998 +)

What is <u>one</u> thing you have noticed about the younger generations in the workplace?

Disappointment – what's that?

Intergenerational Quiz

- What % of the workforce is Generation Y/Millennial (born between 1981 – 1998)?

- What is the average age of an local authority employee?

- Percent of children entering school today who will end up in jobs that do not exist yet?

Intergenerational Quiz

- What % of the workforce is Generation Y/Millennial (born between 1978 – 2000)? **13%**

- What is the average age of a local authority employee? **49** *(estimate 2017)*

- Percent of children entering school today who will end up in jobs that do not exist yet? **65%**

CENTENNIALS

THE MILLENNIALS HAVE LEFT THE BUILDING:
INTRODUCING A NEW GENERATION OF YOUTH

the futures company

Centennials are growing up with a less idealistic and more pragmatic edge.
They're facing situations that the Millennials didn't have to deal with until early adulthood, and as a result, Centennials are growing up more savvy, in graver times when everybody doesn't win and when choices are limited and success is harder to come by.

—*ERIK MEDINA*, Vice President and Head of the TRU Youth MONITOR, *The Futures Company*

WHO ARE THEY?

GENERATION Z
★ BORN 1995-2009 ★

MOBILITY
17 JOBS / 15 HOMES
IN A LIFETIME*

EDUCATION
X 1 in 4
Y 1 in 3
Z 1 in 2*
UNIVERSITY EDUCATED

WEALTH
Avg. annual earnings in 2063 (as Gen Z retire)*
$222,000
Average capital city house price (2063)*
$2.5 MIL.

REDEFINED LIFESTAGES

TOP NAMES
1 William — Lily
2 Jack — Chloe
3 Jacob — Isabella
4 Lachlan — Mia
5 Oliver — Olivia

DIGITAL INTEGRATORS
10 HRS 19 MINS TECH. USE/DAY
5,100,000,000 SEARCHES/DAY (g)
4,000,000,000 VIEWS/DAY (YouTube)
1,000,000,000+ ACTIVE USERS (f)
500,000,000 TWEETS/DAY (Twitter)
1,000,000+ APPS

ZEES GLOBAL GEN
GEN Z
DIGITAL INTEGRATORS
COTTON WOOL KIDS
UPAGERS
THE ZEDS
TEENS
iGEN
CLICK 'N GO KIDS
SCREENAGERS
BUBBLE WRAP GENERATION
TWEENS

% IN WORKFORCE / AGE RANGE

	NOW	2020	MALE		FEMALE	
B	1%	0%		1945		69+
			1946			
BB	34%	17%		1964		50-68
			1965			
X	42%	36%		1979		35-49
			1980			
Y	21%	35%		1994		20-34
			1995			
Z	2%	12%		2009		5-19

POPULATION (THOSUANDS)
200 150 100 50 0 0 50 100 150 200

EFFECTIVE ENGAGEMENT

Verbal	→	Visual
Sit & listen	→	Try & see
Teacher	→	Facilitator
Content (what)	→	Process (how)
Curriculum centred	→	Learner centric
Closed book exams	→	Open book world

SLANGUAGE
Selfies
Cray cray
Defs
Onesie
YOLO
LOL

HEALTH +
% likely to be obese/ overweight when all Gen Z have reached adulthood (2027)*
77.9   61.8

GLOBAL GENERATION
2,000,000,000   2 BILLION GEN Zs
COUNTRIES WITH LARGEST NUMBER
1 (India) 2 (China) 3 (USA)

Generation Y (1980 – 1995) - defining moments

Martin (2005) describes 'Generation Y' as 'independent, entrepreneurial thinkers, who relish responsibility, thrive on challenge, love freedom and hate micromanagement'.

- 9/11 attacks
- Emerging economies
- Globalisation
- Social responsibility
- Digital natives
- Global warming
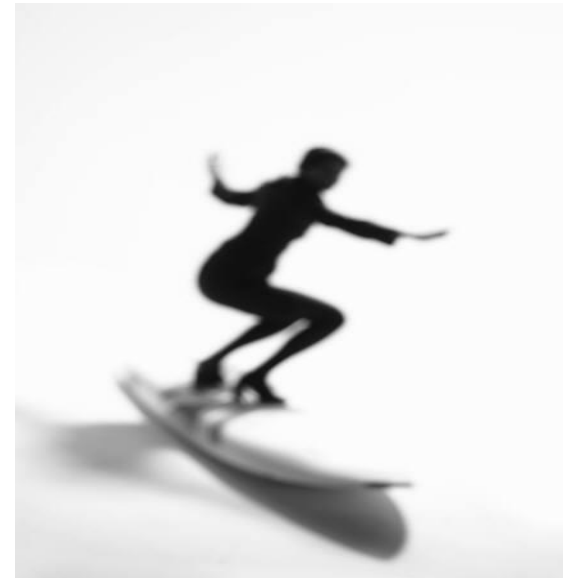
What do Young Professionals Want?

Millennials will comprise 75% of the global workforce by 2025

They want to work for organisations that:

- foster innovative thinking

- develop their skills

- nurture leadership skills

- make a positive contribution to society.

'Big Demands and High Expectations'

Deloitte Millennial Report

The Gen Y/Z Employee – Potential Challenges?

- Shrinking Attention Spans!

- Attendance Issues

- 'High maintenance'

- Female Millennial – self doubt issues?

- Technology - boundaries

Generational Trait Changes

- Levels of ***self-confidence and narcissism**** have increased

(*refers to self-esteem and feeling entitled)

- Levels of ***social approval*** have declined – less concerned about making a good impression and conforming

- ***Locus of control*** is more external for this generation

 -mentality is that one has little impact on how events unfold.

- when things go wrong, tendency to blame others

- Levels of ***depression & anxiety*** higher and more common than ever.

 (Twenge & Campbell)

Helicopter Parenting

- 'Hover' over offspring

- Intense involvement in their child's development

- Visible role in students decision making

- Influencing where to work

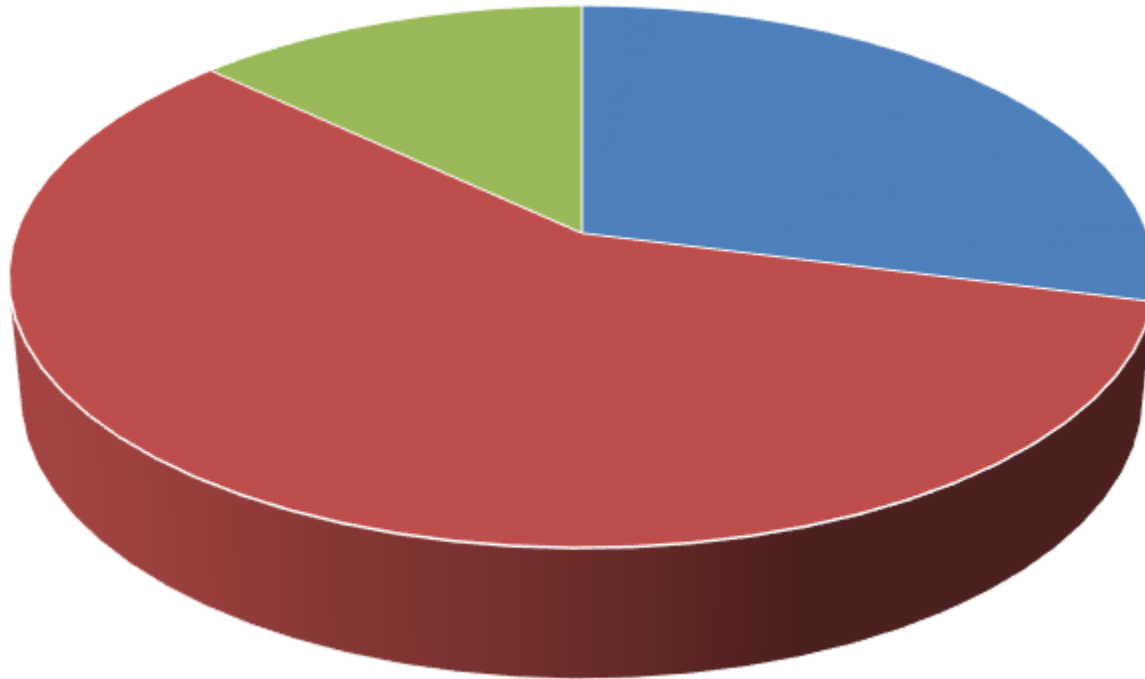- 92% of Gen Yers rank their parents among their 'best friends'.
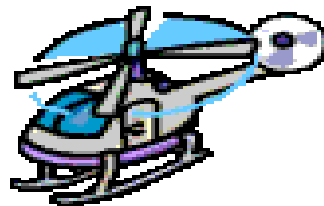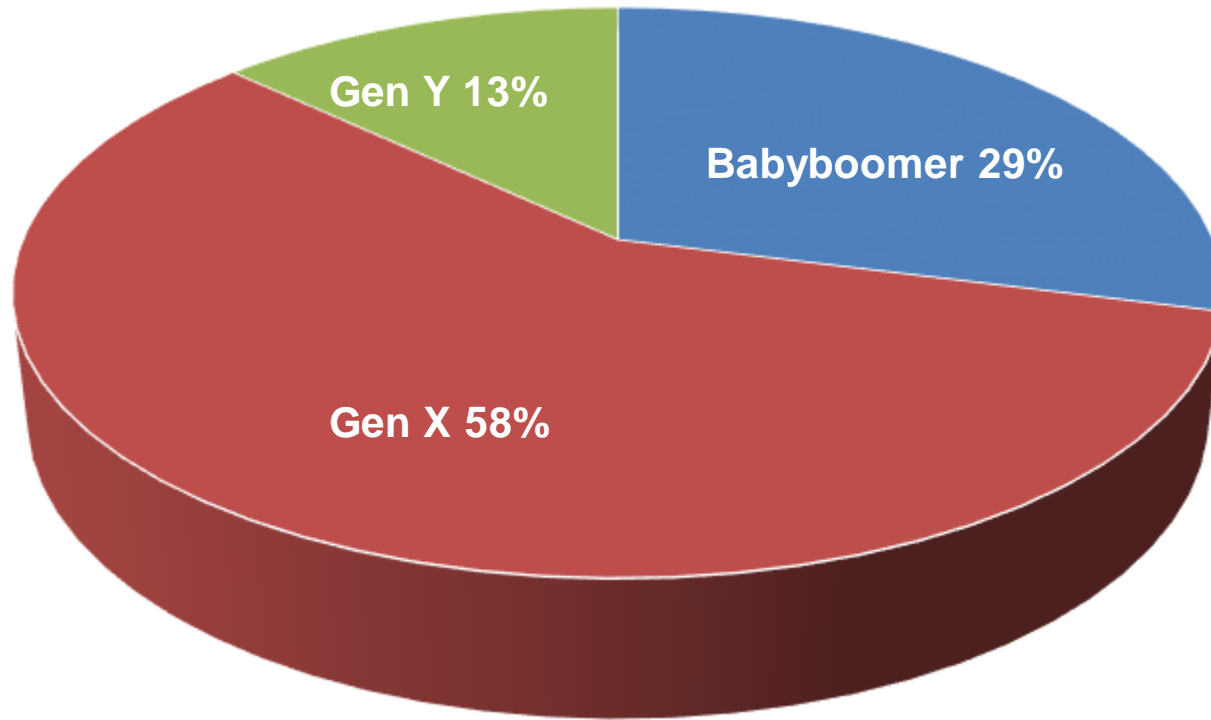
bring in your
PARENTS
day

7th Nov

Workforce Generations in local authroities

Workforce Generations in local authorities

Gen Y 13%

Babyboomer 29%

Gen X 58%

■ Babyboomer 1945 - 1961   ■ Gen X – 1962 - 1980   ■ Gen Y – 1981 - 1998

Emotional Intelligence Test Scores by Generations (source: Dr Steven Stein, MHS)
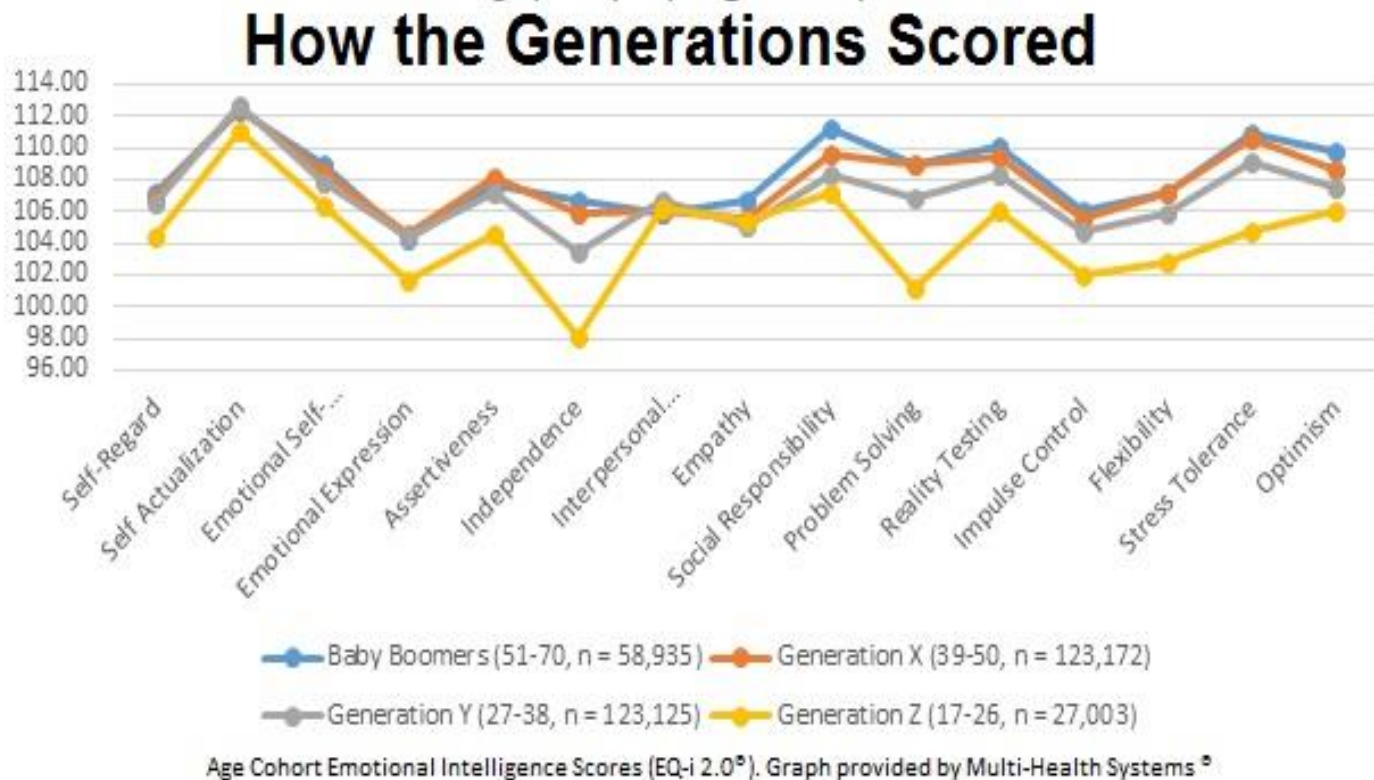
How the Generations Scored

Age Cohort Emotional Intelligence Scores (EQ-i 2.0®). Graph provided by Multi-Health Systems ®

Emotional Intelligence Test Scores by Generations (source: Dr Steven Stein. MHS)

How the Generations Scored
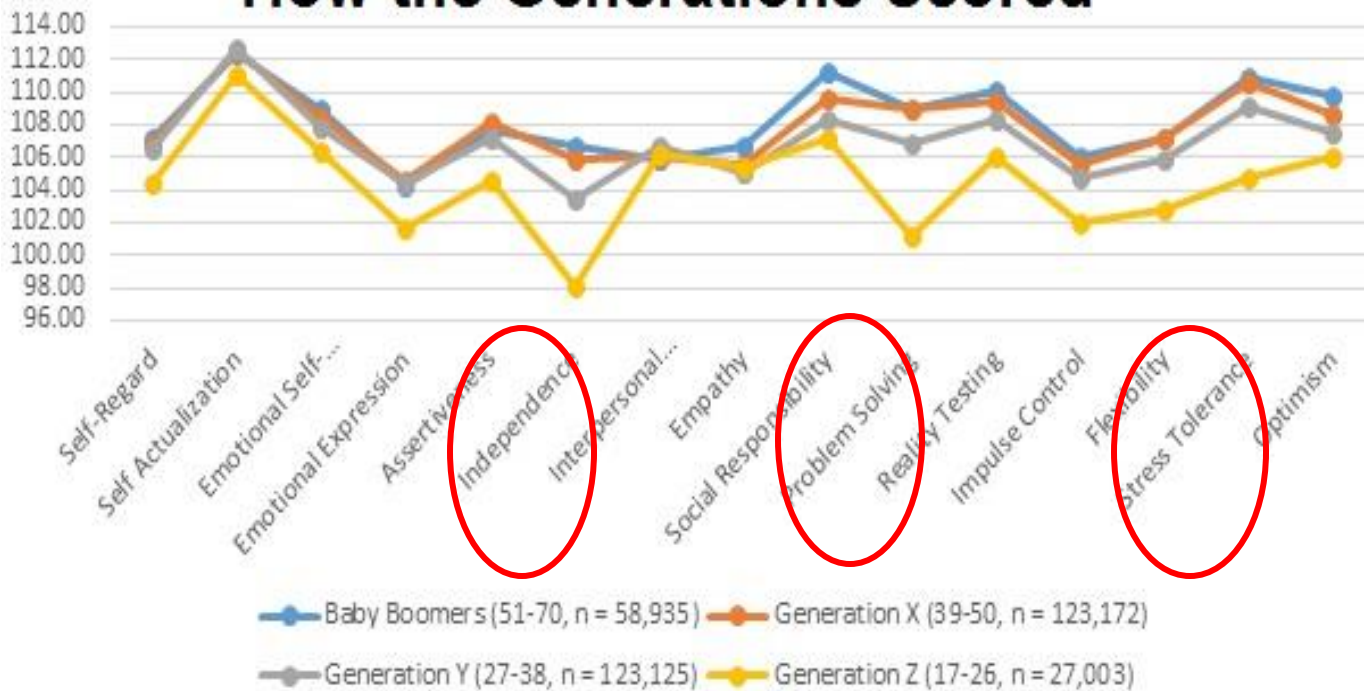
Age Cohort Emotional Intelligence Scores (EQ-i 2.0®). Graph provided by Multi-Health Systems ®
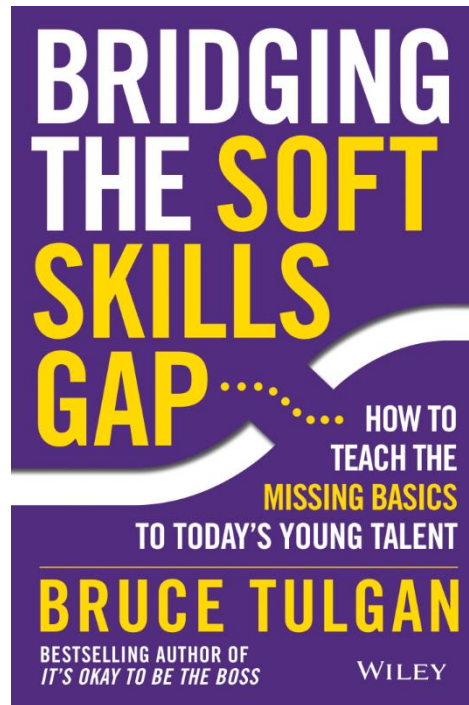
3 Key Strategies

1. Bridge the Gap

Based on more than twenty years of research, Bruce Tulgan, renowned expert on the younger workforce, offers concrete solutions in ***Bridging the Soft Skills Gap*** to help managers teach the missing basics of professionalism, critical thinking, and followership…

2. Embrace Technology Appropriately

Social **I**ntegrated **L**earning **E**nvironments

Make content 'easily searchable, accessible, and consumable' (Grovo Report, 2016)

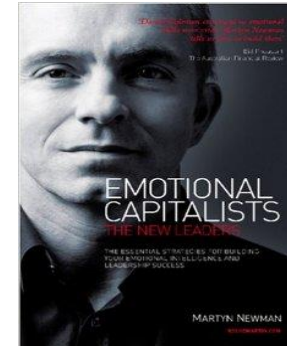Incorporate new technologies into education

Clear rules about multi-tasking are essential

Champion / Role Model 'technology free' periods and encourage opportunities to practice stillness & self-reflection (Hunt et al, 2011)

3. Emotionally Intelligent Leadership

'

EMOTIONAL CAPITAL MODEL OF EMOTIONAL INTELLIGENCE

EMOTIONAL CAPITALISTS
THE NEW LEADERS

THE ESSENTIAL STRATEGIES FOR BUILDING YOUR EMOTIONAL INTELLIGENCE AND LEADERSHIP SUCCESS

MARTYN NEWMAN

SELF-AWARENESS
Self-Knowing
Straightforwardness

SELF-MANAGEMENT
Self-Control
Self-Confidence
Self-Reliance

LEADERSHIP PERFORMANCE

SOCIAL AWARENESS
Empathy

SOCIAL SKILLS
Relationship Skills

ADAPTABILITY
Adaptability
Optimism
Self-Actualization

The Voice of Generation Z – 2018 Research (B, Tulgan)

consider in a job.

JOB FACTORS RANKED IN ORDER OF IMPORTANCE
BASED ON "CHOOSE YOUR TOP THREE"

Job Factor	
Supportive leadership	
Positive relationships at work	
Scheduling flexibility	
Comfortable workspace	
Chance to learn real skills	
Meaningful roles & responsibilities	
Opportunities to be promoted	
Extra pay for going the extra mile	
Convenient location	
Autonomy and creative freedom	

0   200   400   600   800   1000   1200   1400   1600   1800   2000

RAINMAKER THINKING®
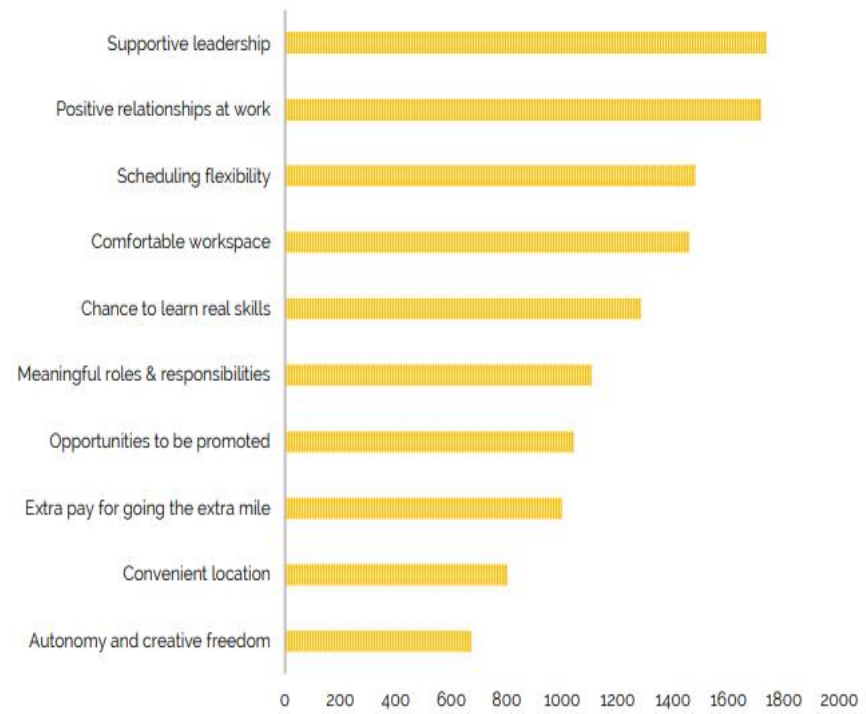
Reverse Mentoring

'Reverse mentoring helps me get insight into the next generation, who they are, what they value and how to communicate with them. I've never experienced anything like it in my career before.'

Michael Jacobs, General Manager, Microsoft Norway

"Diversity is being invited to the party; inclusion is being asked to dance".

Vernã Myers

INTERGENERATIONAL REFERENCES

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Kaplan,M; Sanchez, M. & Hoffman, J (2016) Intergenerational Approaches for Sustaining Individual Health and Well-Being. Springer USA.

Roodin, P & Mendelson, M (2013) Multiple Generations at Work: Current and Future Trends published online: 05 Sept 2013 pgs 213-222 Journal of Intergenerational Relationships, 11: 213-222, 2013. Copyright Taylor & Francis Group, LLC.

Robertson, D. (2016) How Negative Attitudes Towards Ageing Affect Health in Later Life.TILDA Study TCD (The Irish Longtitudinal Study on Ageing)

Generations in the Workplace: Engaging the Best Talent of All Ages
This online resource was produced in collaboration between Generations United and Met Life (Mature Market Institute),USA 2009.

https://www.metlife.com/assets/cao/mmi/publications/studies/mmi-workbook-generations-workplace.pdf