

Today's Changing Workforce

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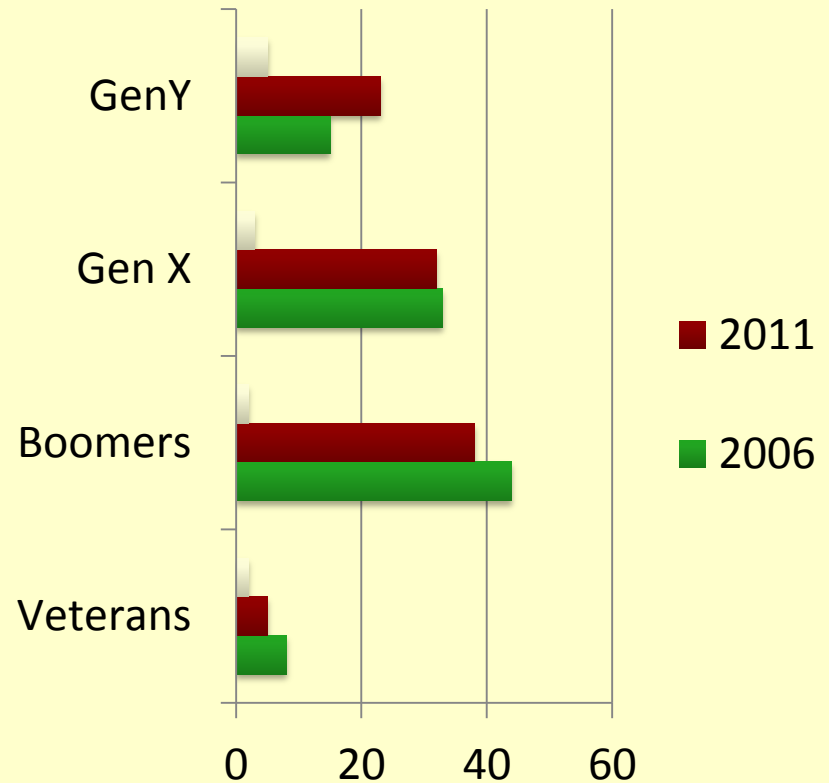
It's about attracting and retaining TALENT



Workforce Participation

- Gen Y entering work force slowly
- Gen X a small generation
- 8 of 10 Boomers want to continue working

% Employed

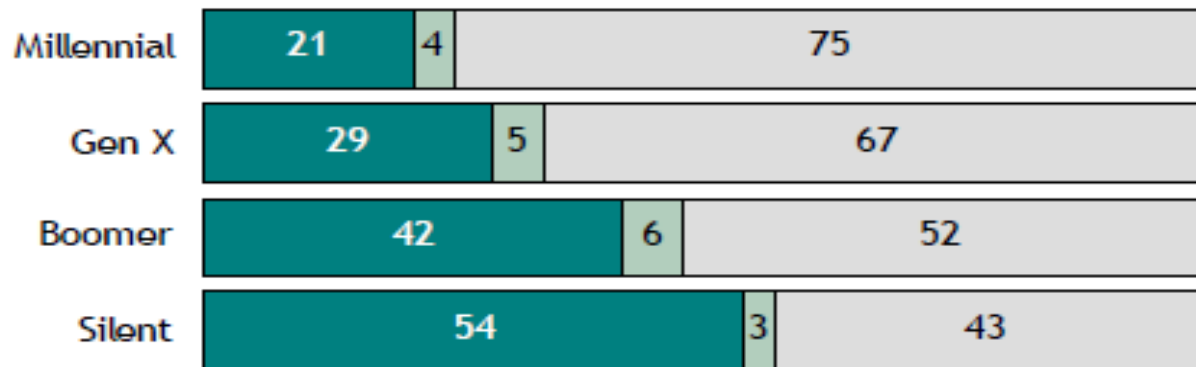


Slow to Grow Up?

Marital Status When They Were 18-28

% by generation

■ Married
 ■ Separated or divorced
 ■ Never married/Single



Source: Pew Research Center tabulations from the March Current Population Surveys (1963, 1978, 1995 and 2009) for the civilian, non-institutional population

Four Generations

- Veterans: b 1920-1942 (70+)
- Boomers: b 1943-1961 (50-60+)
- Xers: b 1961-1979 (35-50)
- Yers: b 1980-2000 (20's-35)



Generational Tango

Gen Y	Gen X	Boomers	Silent
1. Technology Use	Technology Use	Work Ethic	Command & Control
2. Music/Pop Culture	Work Ethic	Respectful	Heirarchical, Authority
3. Liberal/Tolerant	Conservative/Tra ditional	Values/Morals	Honest
4. Smarter	Smarter	“Baby Boomers”	Work Ethic
5. Clothes/Fashion	Respectful	Smarter	Values/Morals

Source: Pew Research

The Messages They Hear

Gen Y	Gen X	Boomers	Silent
You are special	Don't count on it	Be anything you want to be	Make do
Leave no one behind	Heroes don't exist	Change the world	Stay in line
Connect 24/7	Get real	Work well with others	Be heroic
Achieve Now!	Take care of yourself	Live up to expectations	Sacrifice
Serve your community	Always ask why?	It's about me	Consider the Common Good

Source: AARP

Values Clash

- Meaning?
- Money?
- Respect?
- Creativity?
- Order?
- Stability?
- Security?
- Inclusion?
- Leadership

Who's Working?



The New Face of WORK?

Google HQ



Google Tel Aviv

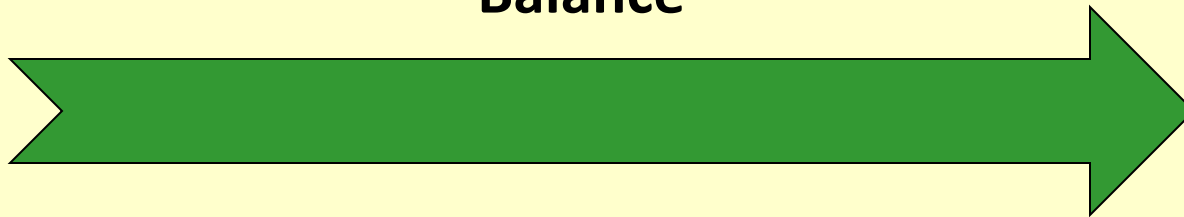


What's the Right Balance?

Concentration

Collaboration

Balance



Focus
Quiet
Undisturbed
Solo

Team
Conversations
Lively

Old

- Delivery man/woman
- Cost containment
- Timing and schedule
- Easing/facilitating approvals
- Function over design
- Static design

New

- Strategic analyst
- Utility and flexibility
- Uncertain lifespan of space
- Part of larger decision team with senior mgmt., HR
- Design and amenities important
- New locations/connectivity
- Creative leasing

Engaged Employees

- Are more productive
- Outperform competition
- Meet customer needs

- Gallup poll estimates that “employee disengagement costs \$328 Billion/year”

Intergenerational Housing

- Gen Y slow to leave home
- Seniors aging, living longer, affordability issue
- Gen X squeezed



Where We Are

- Boomers and Silents: Leadership/Rainmakers
 - *Not yet leaving the stage*
- Gen X (34-50): Rising Leaders/Sr. Managers
 - *Impatient, ready to move up, squeezed*
- Gen Y: LARGELY not yet fully engaged
 - Looking for balance, passion, meaning
- Challenges play out: in our offices, in our communities

Mediators of Change?



**What do we know and how
do we know it??**



Tips for Success

- Building community
- Improve listening
- Really ASK
- Balance teams
- Set clear expectations
- Create living labs



Words of the Day

Globalization

Technology

Competition

Impact



Metrics

