THE DANCE OF THE GENERATIONS

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Why Generations Matter

- Industry is at a tipping point
  - Technology evolution
  - Generational change
- When they collide, these forces change EVERYTHING
- Key: How to harness them; how to avoid pitfalls; how to position business to get the most value from the fallout

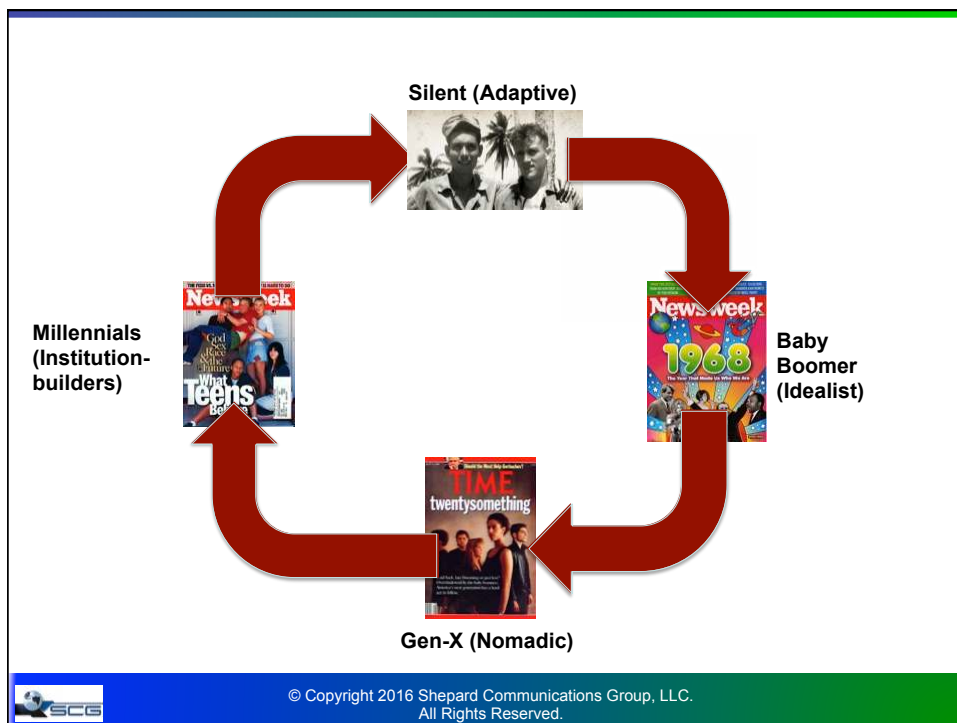# A Moment of Brutal Honesty

How many of you were born:

- 1925 – 1945
- 1946 – 1964
- 1965 – 1981
- 1982 – 2004
- 2005 -

Silent (Adaptive)

Millennials (Institution-builders)

Baby Boomer (Idealist)

Gen-X (Nomadic)

Baby Boomers

- Indulged as children
- Driven by deeply-held values as adults
- Narcissistic; relatively few kids
- Work defines who you are, not what you do
- The "Lone Ranger" generation

Boomer TV Heroes

Boomer Technologies

Generation X

- Their other name – and the reason
- Unprotected, criticized children; parental opinion?
- Independent, self-reliant, entrepreneurial, pragmatic adults
- The "Jerry Maguire" generation

Gen-X TV Heroes

Gen-X Technologies
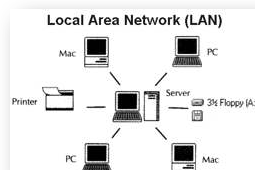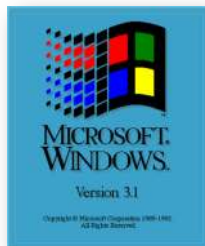
Millennials

- Largest generation in human history
- Group-oriented, problem solvers, institution builders
- Optimistic, long-term planners, high achievers
- A social, group-oriented generation
- SIGNIFICANT risk-takers

- Protected and revered trophy children
- Believe they have the potential to be great - and probably do
- "A generation of litigators"
- The "Three Musketeers" generation

Millennial TV Heroes

(Current) Millennial Heroes

Millennial Technologies

The Era of Human Collaboration

Cloud — Apps — IoT

IP

Big Data

Analytics — Mobility/ Broadband
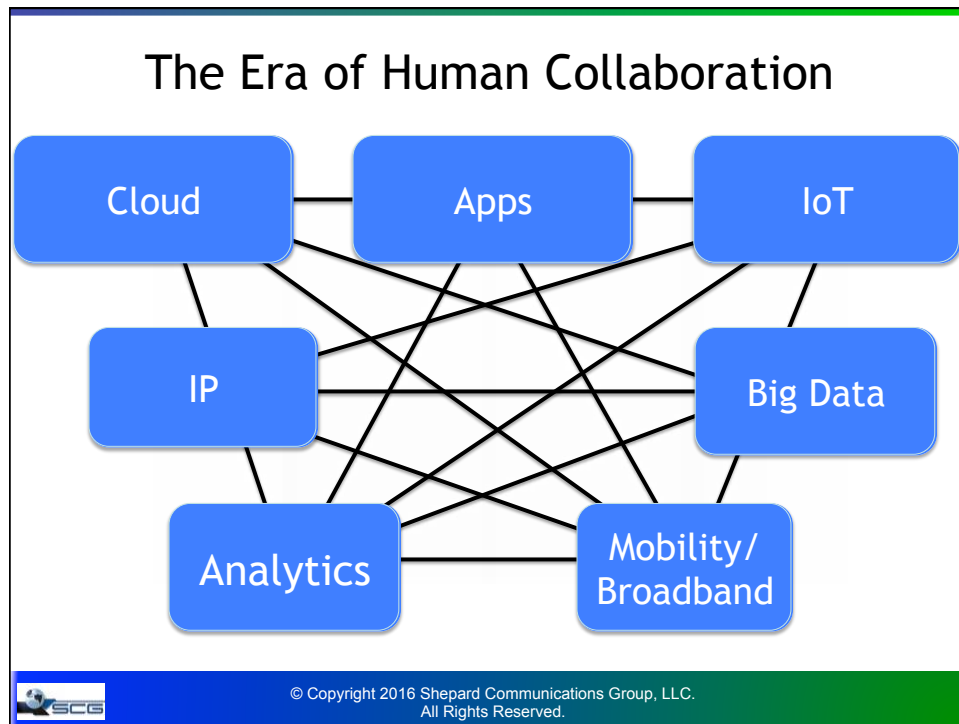
Millennials and Technology

- Extraordinarily connected … think social media is an accident?
- How they use devices…
- Optimistic—and practical
- Strongly connected to parents
  - Boomerangs and helicopters
- They do **not** live in an 8–5 world
- A generation of attorneys
  - Late arrivals
- Community-conscious: make a difference
- Team is everything
- Extraordinarily innovative—if we allow them to be
  - Windows

So … What?

- Millennial characteristics
  - Technology is a lifestyle—not an option
  - Ubiquity
  - Collaboration is everything
  - Group decision-making
  - Social

People Challenges

- How to attract
- How to motivate
- How to develop
- How to reward
- How to retain

Millennials

Attracting Young Employees

- Are optimistic
- Look for win-win solutions
- Companies must learn to
  - Inspire innovation with vision and values
  - Create loyalty through meaning, purpose
- Want to change the world

How to Motivate and Reward

- Need lots of positive feedback (lots!)
- Want to make a difference
- Job should have purpose and meaning beyond money
- Want to be mentored (and will quit if they aren't)
- Don't understand, recognize, or appreciate hierarchy
- Very low loyalty to company they work for (unless…)
- Don't want to let the team down
- 45% choose flexibility over money
- Will work very hard
- Highly ethical and creative
- 59% say technology is a key criteria for where they work
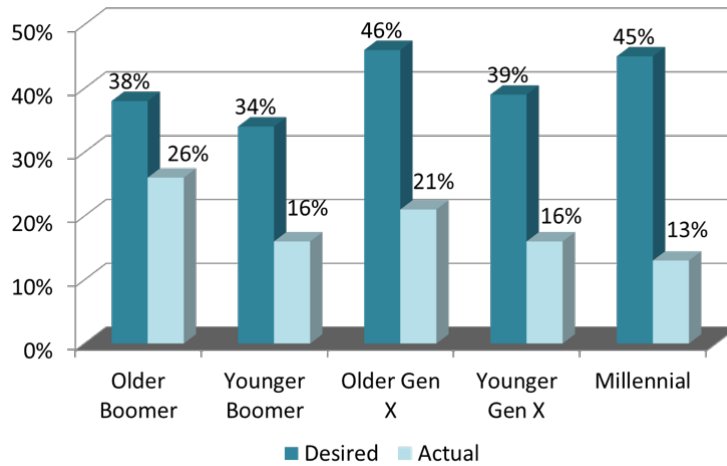
Source: National Benchmark: web survey of 1,250 nationally representative full-time employees across multiple industries; conducted June 16-24, 2011
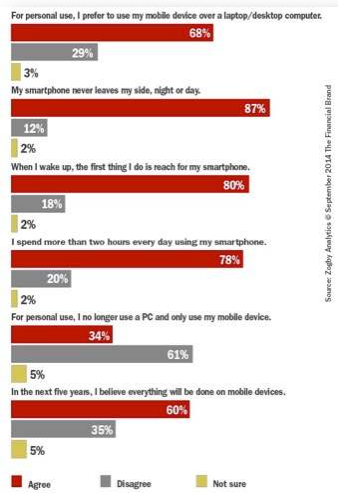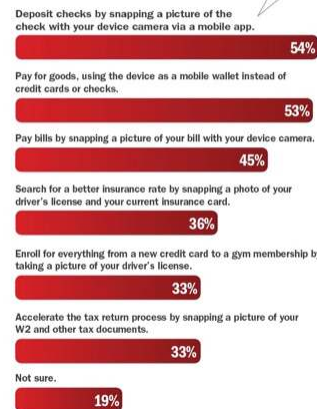
Millennials and Technology

The share of college graduates who believe their community is more important than their job doubled between 1982 (Gen-Xers) and 2008 (Millennials.) Represents the single largest shift in basic values between the two generations.

85% of college-age Millennials consider voluntary community service an effective way to solve the nation's problems.

93% of entering class of 2013 had done community service in High School, and about half (48%) expected to do so in college.

80% of entering freshmen in 2013 said it was "essential or very important to help people in need," the highest level since 1970.

A Quiz: Which Generation?

- This generation wants:
  - A good job
  - Recognition and reward for good work
  - Work-life balance
  - A challenging work environment
  - Good technology
  - Independence

Silent
Baby Boomers
Gen-X
Millennials
Plurals/Digital Natives

Putting it Together

- ALL members of ALL generations fundamentally want the same things—but on their own terms
- The key: Understand (culturally) what motivates, rewards, drives, attracts, and retains members of each generation

Find out what sucks…
And don't do that!

So … What's Next?

- Millennial stopped arriving in 2004 (or so)
  - Civic generation
- Next up: Plurals (2005—2025)
  - Adaptive generation
  - Excel at compromise
    - Seek to avoid confrontation
    - Manage conflicts between the generations
    - Help make things right

Homeland Generation

Digital Natives

Generation Z

iGeneration

Thank you!

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