California Seed Association
Omni La Costa Resort & Spa
Carlsbad, California
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Marty Jakosa
The Changing Workforce
PLEASE:

Turn **OFF** your cell phones, laptops, tablets!
• 48% of employers are unable to fill jobs due to skills gaps and high attrition.
• 73% of organizations are in the process of revamping their on-boarding process to improve employee retention.
• 78% of business leaders rank employee retention as important and urgent.

Millennials rank the importance of “Job Specific Training”, “Career Advancement Opportunities”, and “Career Development” significantly higher than previous generations.

• 33% of new hires will quit their jobs after approximately 6 months.
• “Referred” employees have a 45% greater retention rate after 2 years.
• Remote workers are 50% LESS likely to quit.
• 33% of employees know whether they will stay with their company after one week on the job.
• 33% of leaders at companies with 100 plus employees are currently looking for jobs.*

*TLNT/Talent Management and HR, Maren Hogan
I need you to be a better employee…

I need you to be a better manager…
now hiring

must have a clue
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<tr>
<th>Date</th>
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<td>18</td>
<td>QUIT JOB!</td>
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When do we establish our individual values?

• Between the ages of 3-8 years old, we establish approximately 80% of our values.

• By 12 years of age, we are mostly complete.
Understanding the Generations

Five Most Recent Generations

- The Greatest Generation/The Silent Generation 1925-1945
- The Baby Boomers: 1946-1964
- Generation X: 1965-1982
- The Centennials (Gen. Z): 2002-??
The Greatest Generation/Silent Generation 1925-1945

• Many fought in WWII
• Made great self sacrifices.
• Stood up and fought for what was right, not for selfish interests.
• Parents of Baby Boomers.
The Greatest Generation/The Silent Generation (1926 - 1945)
Greatly influenced by:

• The Great Depression
• Roosevelt’s “New Deal”
• WWII & Korean War
• GI Bill
• Golden age of radio & silver screen
• Rise of labor unions
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<th>Greatly influenced by:</th>
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<td>Vietnam &amp; Cold War</td>
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<td>TV &amp; Rock-n-Roll</td>
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<td>LPs &amp; 8-Tracks</td>
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<td>JFK, RFK &amp; MLK Assassinations</td>
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<td>Civil rights movement</td>
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<td>Moon Landing</td>
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<td>Credit cards</td>
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<td>Social Unrest</td>
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<td>Women’s liberation</td>
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<td>Sexual Revolution</td>
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Generation X (1965 - 1982)
Greatly influenced by:

- Persian Gulf War
- Space Shuttle Challenger Explosion
- AIDS
- Corporate Down-sizing
- Tripling of Divorce Rate
- Both parents working (latchkey kids)
- Video Games, MTV, & Computers
The Millennials/Gen "Y" (1983 - 2002)
Greatly influenced by:

• 9/11 & Terrorism
• Columbine
• Cell Phone
• Facebook
• iPOD
• E-mail & IM
• The emphasis on safety
• Questionable parenting
Questionable Parenting??

• Millennials were told that they were “special”; could have anything they want in life.
• Received recognition—not because they earned it but because the parents complained.
• Participation medals

And then . . . they enter the workforce and find out:

• They are NOT special
• They can’t have anything they want just because they want it.
• Their parents aren’t going to get them a promotion
• You get nothing for coming in last.
The Next Generation? Gen “Z” (2002-???)
Greatly influenced by:

- Obama Election and Presidency
- Return of social unrest
- Trump/Clinton Presidential Race
- Trump Presidency
- *Supreme Court Confirmation Process*--unknown.
- 1st generation to never know life without the internet or social media!
- Less judgmental than previous generation/possibly more serious.
- Less idealistic, more pragmatic
- 25% of the U.S. population (2016);
- They seem to have shorter attention spans (sensory overload).
- ?????
Defining Characteristics of Gen Z

1. They are Cynical. More realistic than idealistic.
2. They are private.
3. They feel overwhelmed.
4. They have less religious identification.
5. They are Entrepreneurial; they know life is hard and requires work.
6. They are “multi-taskers”.
7. They are Hyper-aware of their surroundings.
8. They are technology-Reliant: They put “technology” in the same category as air and water!
9. Things are blurry: Technology has blurred the lines between study and entertainment, work and home, public and private.
Generation Z--Centennials

• 42% of children 8 years old or younger have their own tablets/mobile devices—up from 1% in 2011
• These children spend 48 minutes/day on mobile devices—up from 5 minutes/day in 2011.
• 71% of teens use Facebook; 52% use Instagram; 41% use Snapchat
• Of this group, 72% use more than one.
• Older teens (15-17) lean towards Facebook; more affluent use Snapchat or Twitter.
• 25% will leave Facebook this year (2018-2019)!
• Teenage girls use social media more than boys; boys play more video games.
Generation Z--Centennials

• 79% show symptoms of emotional distress when separated from their electronic devices.
• Spend over 7.5 hours per day socializing (electronically) with family and friends.
• 76% are concerned about humanity’s impact on the planet.
• 51% prefer face-to-face communications with managers.
• Gen Z--Expect to work for four companies throughout their lifetime.
• 75% want to convert their hobbies into full-time jobs.
• 93% say that a company’s impact on society affects their decision to work there.
Millennials/Centennials in the Work force—Now what?

- June 29, 2007: Apple introduces the iPhone.
- Today, 92% of teenagers have a smartphone.
  --90% text
  --Average 30+/day
- The paradox: It made communications easier and at the same time, has isolated us. Especially teenage girls.
- CDC (2010-2015) 30% increase in suicides and severe depression amongst teenagers. 60% of the increase occurred in young women.
- January, 2018: Janus/CalSTERS ($2 billion of Apple Stock) blamed Apple and demanded they intervene.
  Apple’s response: It’s not a “device” issue. Blame the parents.
So, what’s a “Millennial”?  

- Born: 1983 - 2002 (20/30-somethings)  
- Diverse ethnicities  
- Skilled with technology  
- Various family backgrounds (traditional, single parent, blended)  
- 1 in 6 comes from a single-parent home  
- 3 in 5 have working mothers  
- 1 in 3 still live at “home”.  
- Current ages range from 17/18-38.  
- Teamwork has been emphasized throughout their lives
Key Things to Know About Millennials

• They are their first priority.
• They expect to automatically win and always be rewarded.
• They carry a greater sense of “entitlement” than previous generations.
• They think of themselves in the workforce like a product on eBay and are looking for the “highest bidder” (not always monetary).
• Older supervisors will need to shift their management style from “bossing” to “mentoring”.

Facts about Millennials (Gen Y)

• Average tenure for Gen Y is 2 years
• 56% of Gen Y’s won’t work at a company if they ban social media access.
• 71% don’t always obey social media policies at work.
• Are more technically competent but have less sex than previous generations.
• Millennial employees have about the same level of organizational commitment as boomers and Gen Xers.
• 43 percent of Millennials envision leaving their jobs within two years while only 28 percent seek to stay beyond five years. (The 15-point gap was a seven-point increase from the previous year.)
• Millennials “engagement” in the workforce: Only 29 percent are engaged while 55 percent are not engaged, and 16 percent are actively disengaged.
Facts about Millennials (Gen Y)

• On track to become the most educated generation in American history.
• 65% of Millennials say losing their phone or computer would have a greater negative impact on their daily routine than losing their car.
• Millennials currently make up more than 35%+ of the workforce, Gen Xers 33%, Baby Boomers 25%.
• 50% do not believe that Social Security will exist when they reach their retirement age.
• 69% believe office attendance is unnecessary on a regular basis.
• *When Millennials believe their company has a high-trust culture, they’re 22 times more likely to want to work there for a long time.*
Facts about Millennials (Gen Y)

• 75% see themselves as authentic and are not willing to compromise their family and personal values.
• 41% of millennials do what their managers tell them to do, which is greater than older generations.
• 80% of Gen Y said they prefer on-the-spot recognition over formal reviews, and feel that this is imperative for their growth and understanding of a job.
• 88% prefer a collaborative work culture rather than a competitive one.
• 74% want flexible work schedules.
• They are in general, socially liberal and fiscally conservative.
“Twenty years ago I never would have seen this,” says a managing partner in a human resources advisory firm.*

“The job market is so hot right now — unemployment is at a record low, and the war for talent is hotter than ever. There are more jobs than there are qualified candidates.”

* Inc.com
• 2016—Millennials became the largest segment of the US Workforce.
• 2021—Millennials will make up over 50% of the US Workforce
• 2025—Millennials will make up over 75% of the Global Workforce.
The New Normal

WE NEED TO MOVE BACK IN WITH YOUR PARENTS.
How Managers See Their Millennial Employees

• “They don’t care about customers.”
• “If you correct them, they will quit.”
• “They think there is always an excuse that makes being late ok.”
• “They want a trophy just for showing up.”
• “When I go out of my way to do something nice, they act like I owed it to them.”
• “She asked for an extended lunch to go shopping with friends—the third day on the job.”
What do Millennials want?

- Meaningful work
- Autonomy
- Collaboration
- A Sense of Fairness *(NOT H.R. Policies!)*
- Recognition
- Career Growth
- Connectedness to Colleagues
- Connectedness to their Leaders
“All Millennials keep an eye out for new opportunities. They have come of age at a time when the mobile workplace is a reality and there is no real ‘off-time.’

Organizations need to consider whether being understaffed with overloaded employees is good for business on a longer-term basis.”

--Center for Creative Leadership: What Millennials Want From Work
That’s Exactly What’s Wrong With This Generation

- https://www.youtube.com/watch?v=vudaAYx2IcE

- Interview with Simon Sinek
  - “Start With Why”
  - “Leaders Eat Last”
Communicating with and Relating to Millennials

• First . . . listen.* Millennials want to provide input and be heard, a tall order when the boss may be decades older with micromanagement tendencies. Seek first to understand, then to be understood.

• Move from “Yes, but . . .” to Yes, and . . .“

• Reduce the portion size of every communication you create: See Spot run.
Communicating with and Relating to Millennials

• Don't lecture . . . converse.

• Increase participation: Talk less, ask more questions. Group sessions?

• Move from describing (words) to showing (visual).

• Big picture is great but "What does this mean to me?" and "What do I need to do differently?"
8 days and 26 emails to achieve what could've been done in a 1 minute conversation.
Final parting thought . . .

To the world, you may just be one person.

But to one person . . .

you may be the world.
Thank You!!

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