

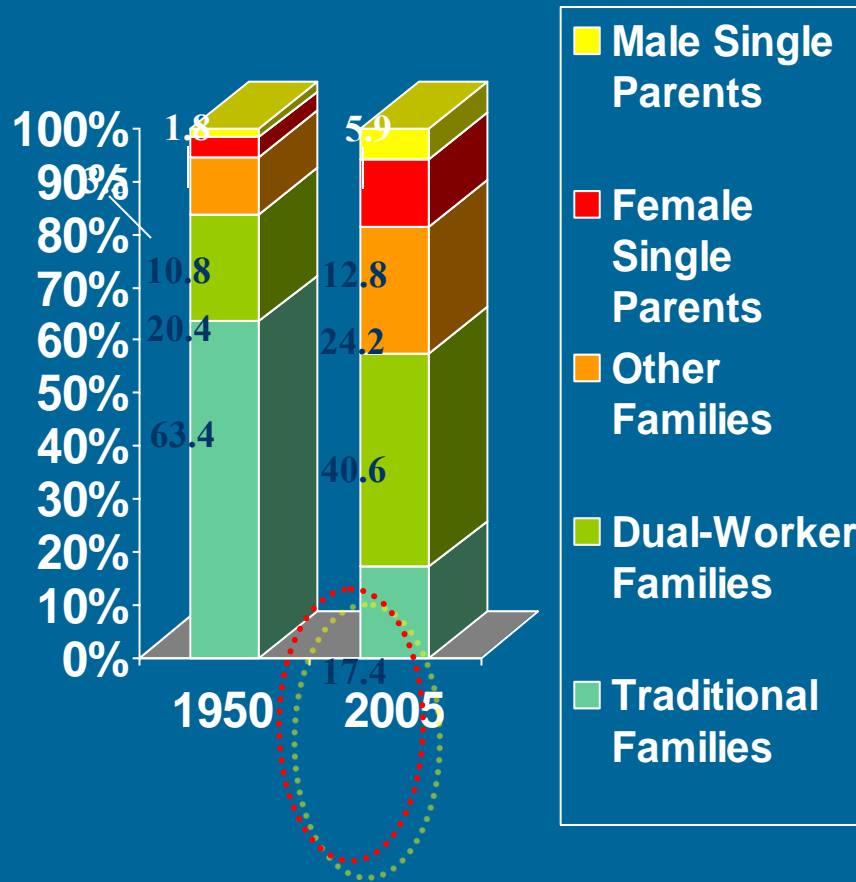
Workforce 2025

“Every organization must be prepared to abandon everything it does to survive in the future.”

Peter Drucker

<http://www.youtube.com/watch?v=XWgL6LJAcuQ>

Roughly 17% of Households. . .



- The number of traditional households has decreased significantly, from 63% (1950) to 17% (2005)
 - Married heterosexual couples where the man is the breadwinner and the woman works at home
- The majority or 83% of U.S. households today are comprised of dual-worker families, single parents, single people. . .
- The need for flexibility in when and where an employee works is critical for attraction and retention

Source: Catalyst (1998) and U.S. Bureau of Labor Statistics (2005)

THE FOUR GENERATIONS

What You Should Know

Some conflicts are due to generational misunderstandings – different values can create attitudes and behaviors that do not always align

Veterans:

Growing up during the age of the Depression, Veterans believed in hard work, dedication and sacrifice:

- Strong belief in traditional/family values
- Social acceptance is more important than self-expression
- Loyalty in institutions and hierarchy of command
- Patience and delayed reward seen as virtues

Baby Boomers:

Boomers created the dual-income household, but are now looking for balance:

- Desire for personal growth and gratification
- Optimistic outlook with a strong desire to change the world
- Work hard and be noticed
- Are willing to “go the extra mile” at work
- Will not retire, but “rewire” into another job

Gen Xers:

They grew up independent and are self-reliant, and want the challenges but also want a life outside of work:

- Global thinkers seeking new opportunities
- Entrepreneurial and willing to take risks
- Are loyal to themselves and want to balance work and personal life
- Skeptical of authority and value competence
- Technologically savvy

Millennials:

“Digital natives” that have grown up with technology and are all about self-expression and having their voices heard:

- Want work to be meaningful
- Parents are their best friends
- Achievement oriented and have high expectations of themselves
- Life and lifestyle is important
- Value social responsibility and volunteerism

Lou Gerstner on Culture

I came to see, in my time at IBM, that culture isn't just one aspect of the game— **it is the game.**

I have a theory about how culture emerges and evolves in large institutions:

- Successful institutions almost always develop strong cultures that reinforce those elements that make the institution great and
- Reflect the environment from which they emerged.
- **When that environment shifts, it is very hard for the culture to change. In fact, it becomes an enormous impediment to the institution's ability to adapt.**

Why all the talk about change?

More than one-third of the Fortune 500 firms from 1970 don't exist as independent entities anymore.

- "The talk you hear...about adapting to change is not only stupid, it's...dangerous. The only way you can manage change is to create it. By the time you catch up to change, the competition is ahead of you."

Peter Drucker

During the last decade, one-third of the CEOs in the Fortune 500 lasted fewer than three years.

- "Your success in life isn't based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business."

Mark Sanborn

Workforce 2025 Themes

- Strong leadership
- Bottoms up feedback and empowerment – seeking input and rewarding risk
- Clear vision followed by goal alignment/sharing for all – ownership and buy-in
- Middle management
- Open to new ways of working/communicating
- Being comfortable with ambiguity
- Training
 - Brain drain
 - Need more robust preparation of the workforce
- Clear, targeted and consistent communication using multiple vehicles
 - Be open to using new mediums
- Respecting diversity will be a must! Cross cultural competence
- Mentoring – transitional workforce

The Enterprise of the Future

1. Hungry for change – capable of changing quickly and successfully instead of merely responding to trends. It shapes and leads them...
2. Innovative beyond customer imagination – surpasses the expectations of increasingly demanding customers...
3. Globally integrated – is integrating to take advantage of today's global economy. Its organization is strategically designed to access the best capabilities....
4. Disruptive by nature – radically challenges its business model disrupting the basis of competition. It shifts the value proposition, overturns traditional delivery approaches and ... reinvents itself and its entire industry.
5. Genuine, not just generous - goes beyond philanthropy and compliance and reflects genuine concern for society in all actions and decisions.

Source: IBM Global CEO Survey

Think about it!

<http://www.youtube.com/watch?v=ySR3hpieiQc>