



# Dealing with the Tsunami of Demographic Change: Change or Die

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# I Study Change and Teach Change Management

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- In my experience
  - Organizations do not like to change
  - Organizations are not good at change
  - The moral case for change is not effective
  - Employers like to talk change but do not actually change
- But .. Organizations are going to have to change to remain viable (organizations)
  - Why? Shifts in external environment
  - Challenge: success spiral



# Why are you going to have to change?

## You cannot run from demography

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- Globally we are moving from a “buyers” labour market where there were more good employees than good jobs to a “sellers” market where those with the skills the market needs will be “in the drivers seat”
  - There will be winners and losers in this market
  - Both employers and employees will need to do things differently if they want to survive/remain relevant

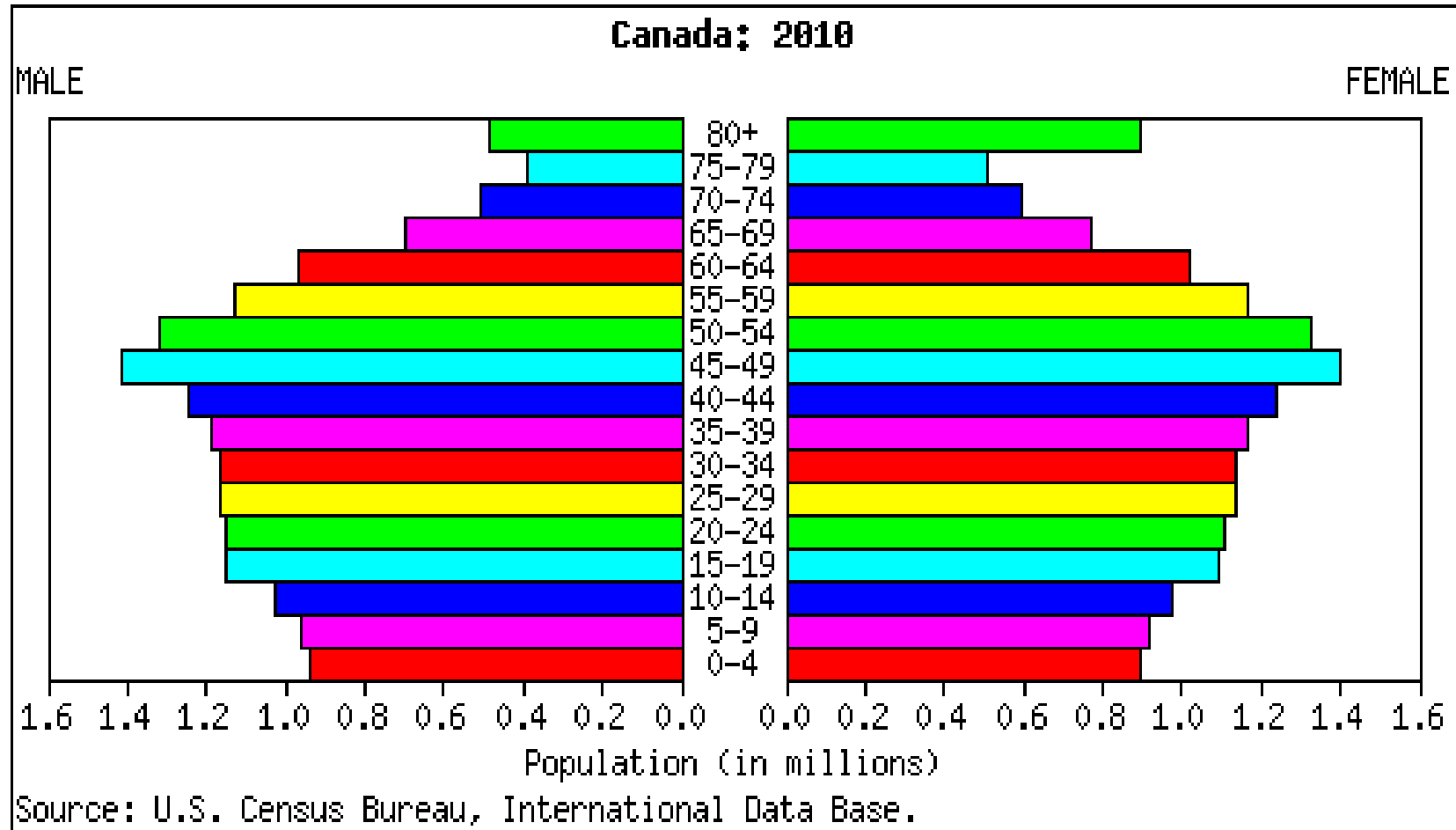


# Why a Labour Force Shortage?

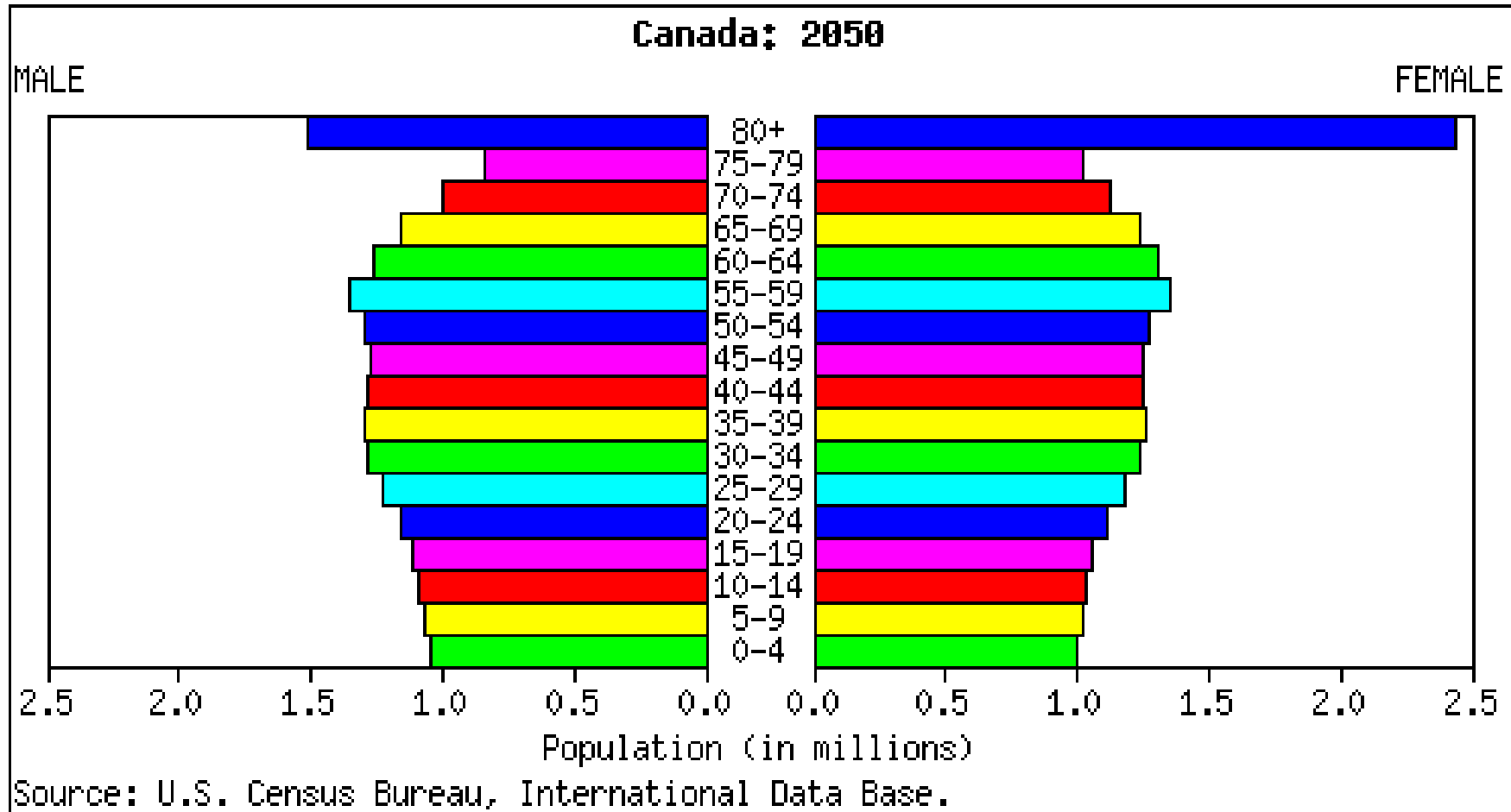
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- Birth Rates Declining Throughout the World
  - “Revolution in Fertility”
- Population is aging
- Many countries have inverted population pyramid
- Age at which people are taking retirement has fallen
- People are staying in school longer (or returning)
- Increasing skill-intensity of employment
- Greater international competition for labour

# What is happening to the Canadian Workforce? Canada -2010



# Canada: 2050

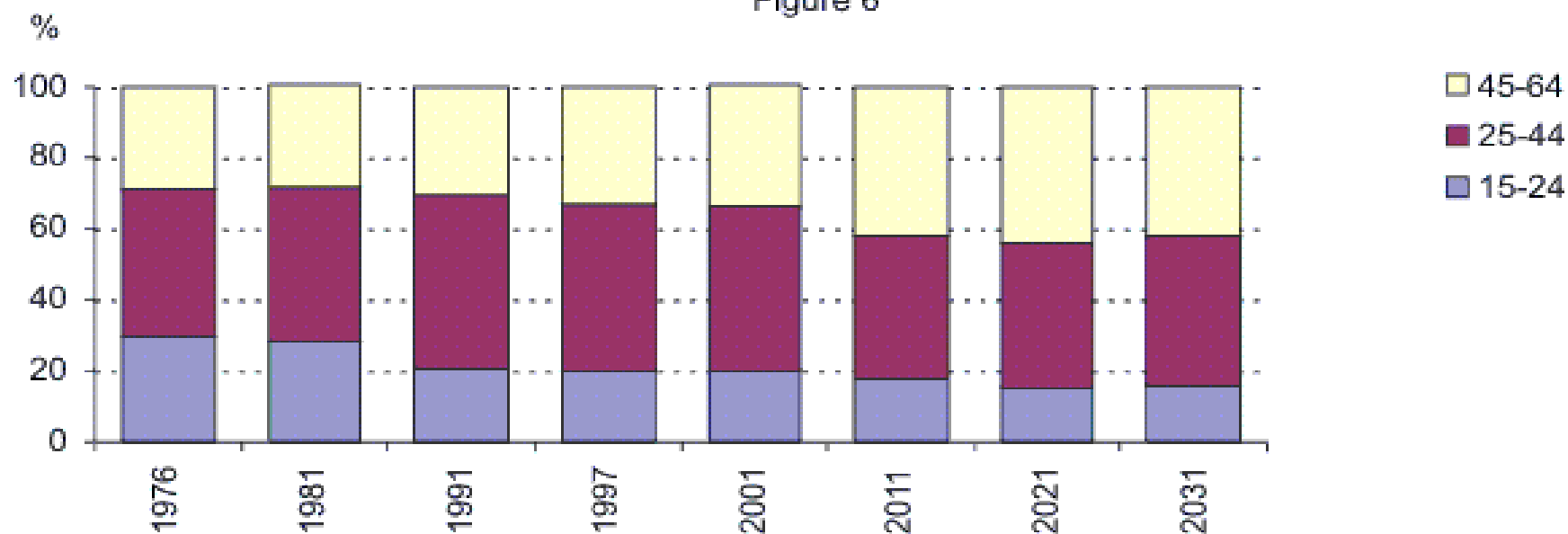


# Age Profile of Labour Force Will Change

## Age Composition of the Working Age Population, Canada

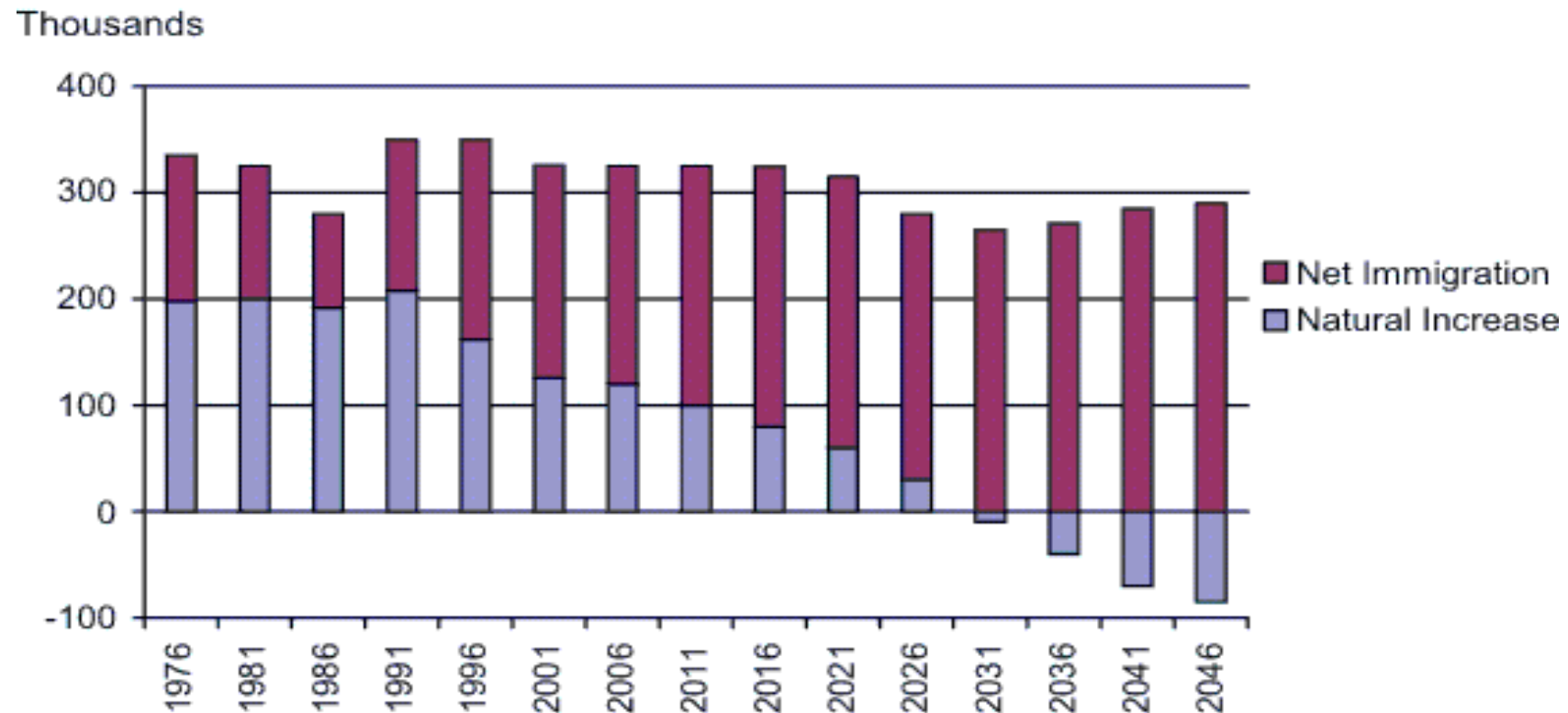
Older Workers Will Account for a Larger Share of the  
Working-Age Population, 1955-59 to 2025-29

Figure 6



# Dramatic Increase in Immigration Will Be Needed

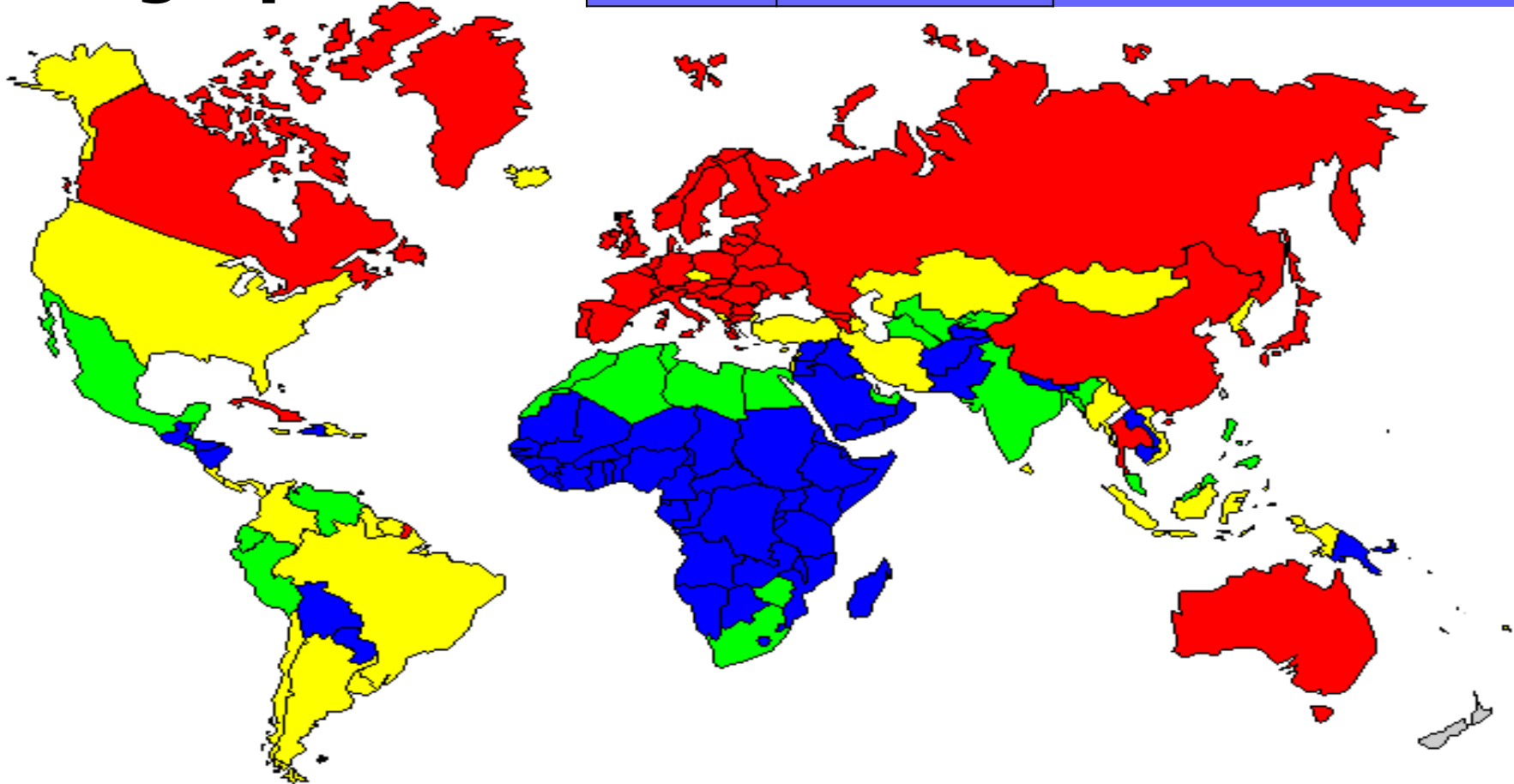
**Population Growth by Component, Canada**  
Population Growth Will Increasingly Depend on Immigration  
1976-2046  
Figure 5



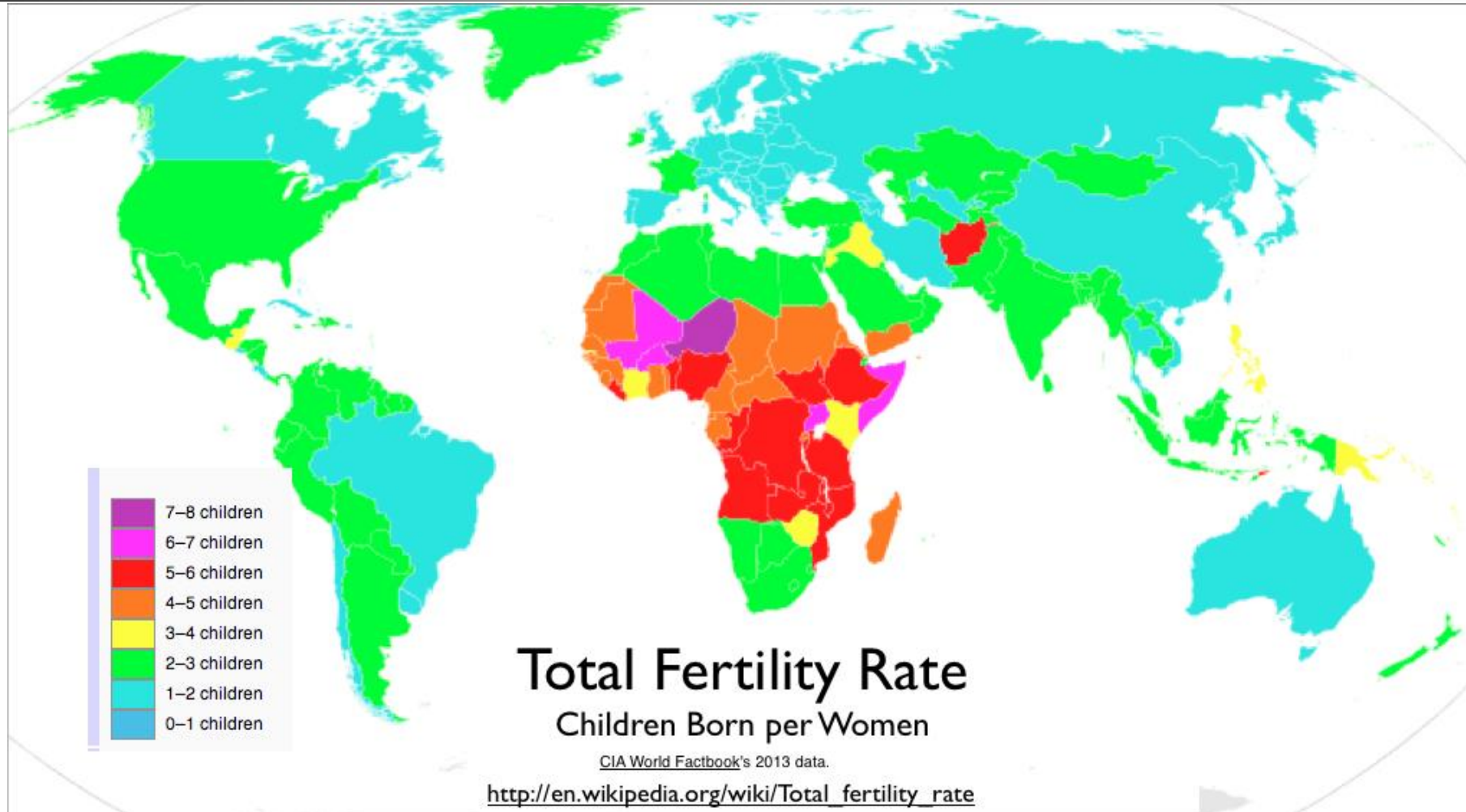


# Shifting Demographics

Color	Fertility rate	Long-term impact
Red	less than 2	declining population
Yellow	about 2	stable population
Green	3 to 4	growing population
Blue	4 or more	rapidly growing population



# Shifting Demographics 2013





# What does this mean for you?

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- Changes in who you are coaching
- Challenges getting and keeping coaches



# Looking at the Issue Through a Generational Cohort Lens

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- What is a generation? And why do they arise?
  - Not defined by time
  - Rather, people are defined by the “watershed” events and conditions that they were exposed to as they grew up
  - These common influences shape their attitudes which in turn influences what motivates them
- We are in an unusual circumstances right now because we have three very different generations in the workforce at the same time
  - And they all have different expectations around work-life issue



# Demographics 101

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- Demographics 101
  - The war, return of the veterans
  - The Veterans (born just before or during WWII – 59 +)
  - The Baby Boom (1947 to 1964)
  - The Baby Bust (Generation X) (1961 to 1980)
  - The Echo Boomers (Nexus) (1981 to 1990)
    - 42% the size of the boomer cohort
- Challenges
  - The concept of “cuspers”
  - Impact of country of origin
  - Cohorts are retrospective

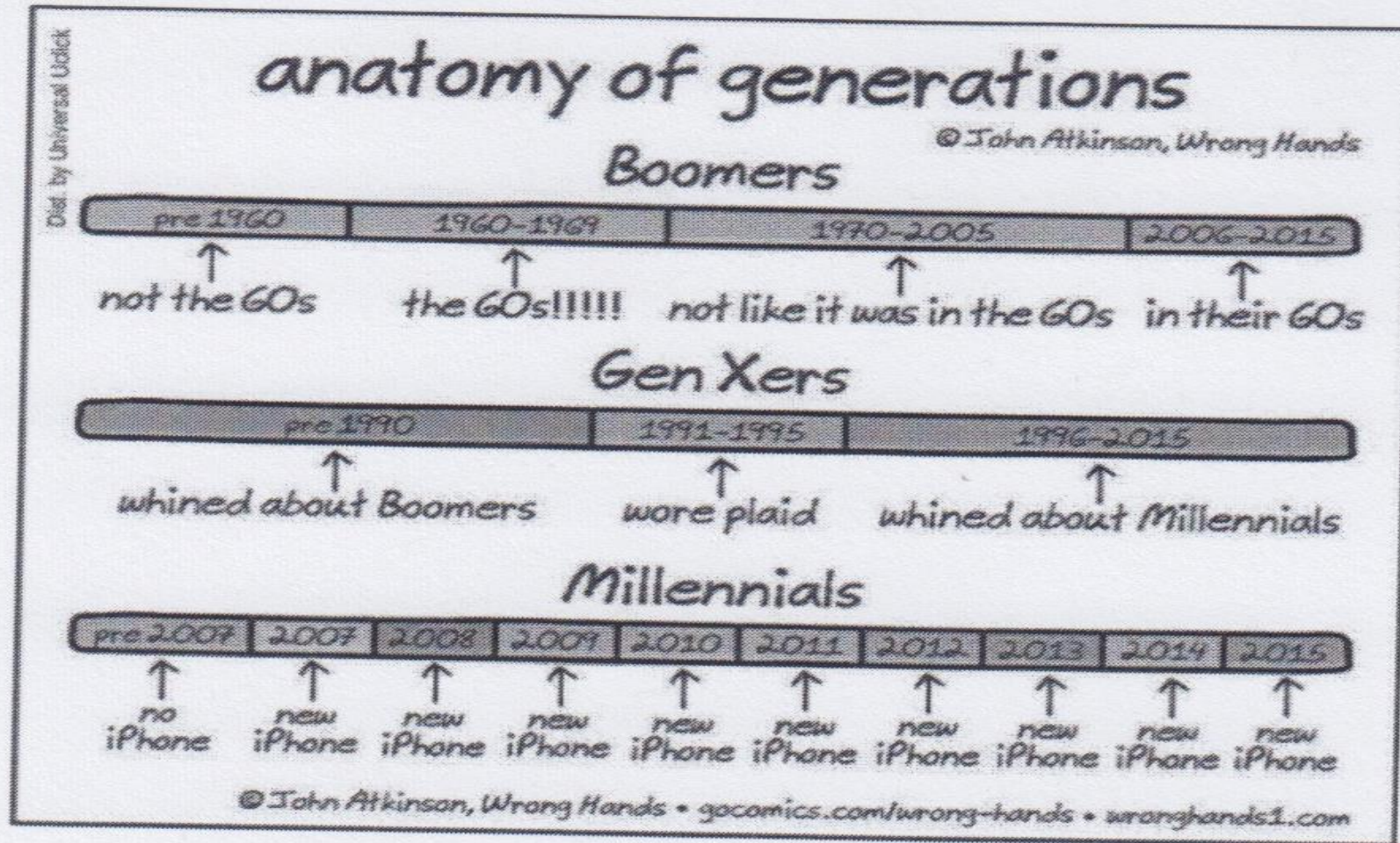


## Key Differences in Values by Generational Cohort

- Our research shows that generational cohort is a key predictor of:
  - What employees want from a job
  - What employees want from their boss
  - What they will do if their organization or their boss “does not deliver”



# Summary: The Generations





# To manage you first need to understand them

<http://contractingbusiness.com/archive/leap-over-generational-gap>

Category	Traditionalists	Baby Boomers	Generation Xers	Millennials
<b>Birth Year</b>	<b>1922-1943</b>	<b>1943-1960</b>	<b>1960-1980</b>	<b>1980-2000</b>
<b>Education is</b>	... a dream	... a birthright	... a way to get there	... an incredible expense
<b>Attitude toward authority</b>	Honor and respect	Replace them, challenge them	Ignore leaders	Leaders must respect you
<b>Schedules</b>	Mellow	Frantic	Aimless	Volatile
<b>Career</b>	Means for living	General focus	Irritant	Always changing
<b>Technology</b>	Hope to out-live it	Master it	Enjoy it	Employ it
<b>Interactive Style</b>	Team player	Self-absorbed	Entrepreneur	Team player
<b>Work is</b>	... an obligation	... an exciting adventure	... a difficult challenge	... a means to an end
<b>Characteristics</b>	Veterans, structured, loyal, follows rules, individual	Question authority, driven, optimistic, efficient, team player	Latch-key kids, do it my way, survivors, self-reliant, independent	Asks why, structured, supportive, creative, team participant
<b>Message That Motivates</b>	"Your experience is respected."	"You're important to our success."	"Do it your way."	"You and your coworkers can turn this place around."





# To manage them you need to first understand them

Learning Styles by Generation			
	Baby boomers	Generation X	Generation Y
<b>Preferred learning culture</b>	Collegial	Relevant	Supervised and structured
<b>Learning materials</b>	Major headings with information	Facts up-front	Visual stimulation
<b>Learning likes</b>	<ul style="list-style-type: none"><li>• Recognition of experience</li><li>• Group activities</li><li>• Practicing new skills</li></ul>	<ul style="list-style-type: none"><li>• Asking questions</li><li>• Challenging material</li><li>• Interaction/socializing</li></ul>	<ul style="list-style-type: none"><li>• Edutainment</li><li>• Multi-sensory</li><li>• Collaboration</li></ul>
<b>Learning dislikes</b>	<ul style="list-style-type: none"><li>• Criticism</li><li>• Role playing</li></ul>	<ul style="list-style-type: none"><li>• Non-value added activity</li></ul>	<ul style="list-style-type: none"><li>• Confronting people issues</li><li>• Asking for help</li></ul>
<b>Instruction</b>	Do not like authority	Demand competence	Will help instructor
<b>Feedback</b>	Once a year with documentation	Interrupts and asks how they are doing	Wants feedback at the push of a button

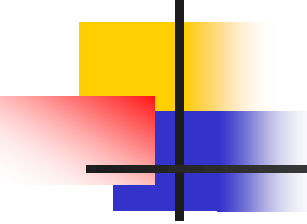
# IBM has published a great model – taken from Lancaster and Stillman

IBM.

## A generational view: by 2015

New!

Generation	Seniors	Boomers	Gen Xers	Gen Yers	Gen Zers
<b>Born</b>	1922 ~ 1945	1946 ~ 1964	1960 ~ 1980	1975 ~ 2000	1995 ~ 2009
<b>Training</b>	The hard way	Too much and I'll leave	Required to keep me	Continuous and expected	Playing Life
<b>Learning style</b>	Classroom	Facilitated	Independent	Collaborative and networked	Pocket mobile internet based
<b>Communication</b>	Top-down	Guarded	Hub and spoke	Collaborative	Electro-social, highly connected
<b>Problem-solving</b>	Hierarchical	Horizontal	Independent	Collaborative	Global Tribe / Independent
<b>Decision-making</b>	Seeks approval	Team informed	Team included	Team decided	Sonar / Individualistic
<b>Leadership style</b>	Command and control	Get out of the way	Coach	Partner	RSS Protagonist
<b>Feedback</b>	No news is good news	Once per year	Weekly/Daily	On Demand	Continuous social sonar
<b>Technology use</b>	Uncomfortable	Unsure	Unable to work without it	Unfathomable if not provided	Lifelong use
<b>Job changing</b>	Unwise	Sets me back	Necessary	Part of my daily routine	...



# So why should you care about the Millennial's (Gen Y)?

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- The first generation of the “digital natives”
  - Grew up with the internet
  - Make up 20% of the world population
  - Understanding them key to success in future
- But do not despair – my research shows that this generation:
  - Is multitalented, multitasking, resourceful and not only motivated by money
  - Comfortable with diversity
  - Has the potential to create real change



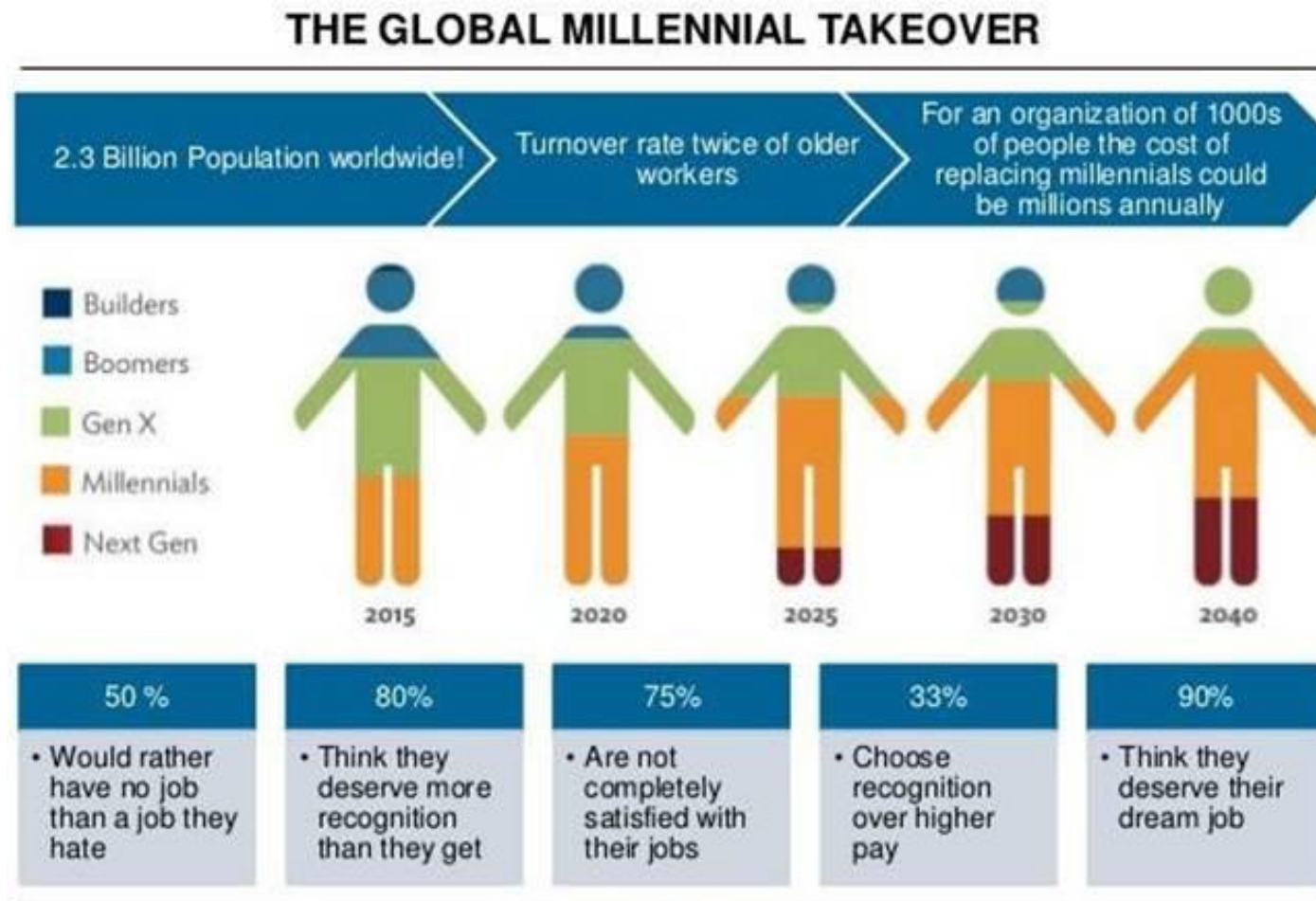
# What does it mean to be a digital native?

## Life = Facebook

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- 91% check Facebook daily
- 43% of people surveyed had liked over 20 brand pages on Facebook.
- 71% said that they had liked a brand on Facebook in order to take advantage of an offer.
- 52% of Gen Yers have over 300 friends on Facebook and the top 10% have over 1,000.
- 40% check their Facebook more than 10 times per day.
- 76% spend more than 1 hour each day on Facebook.
- 58% said they used Twitter “all the time”.

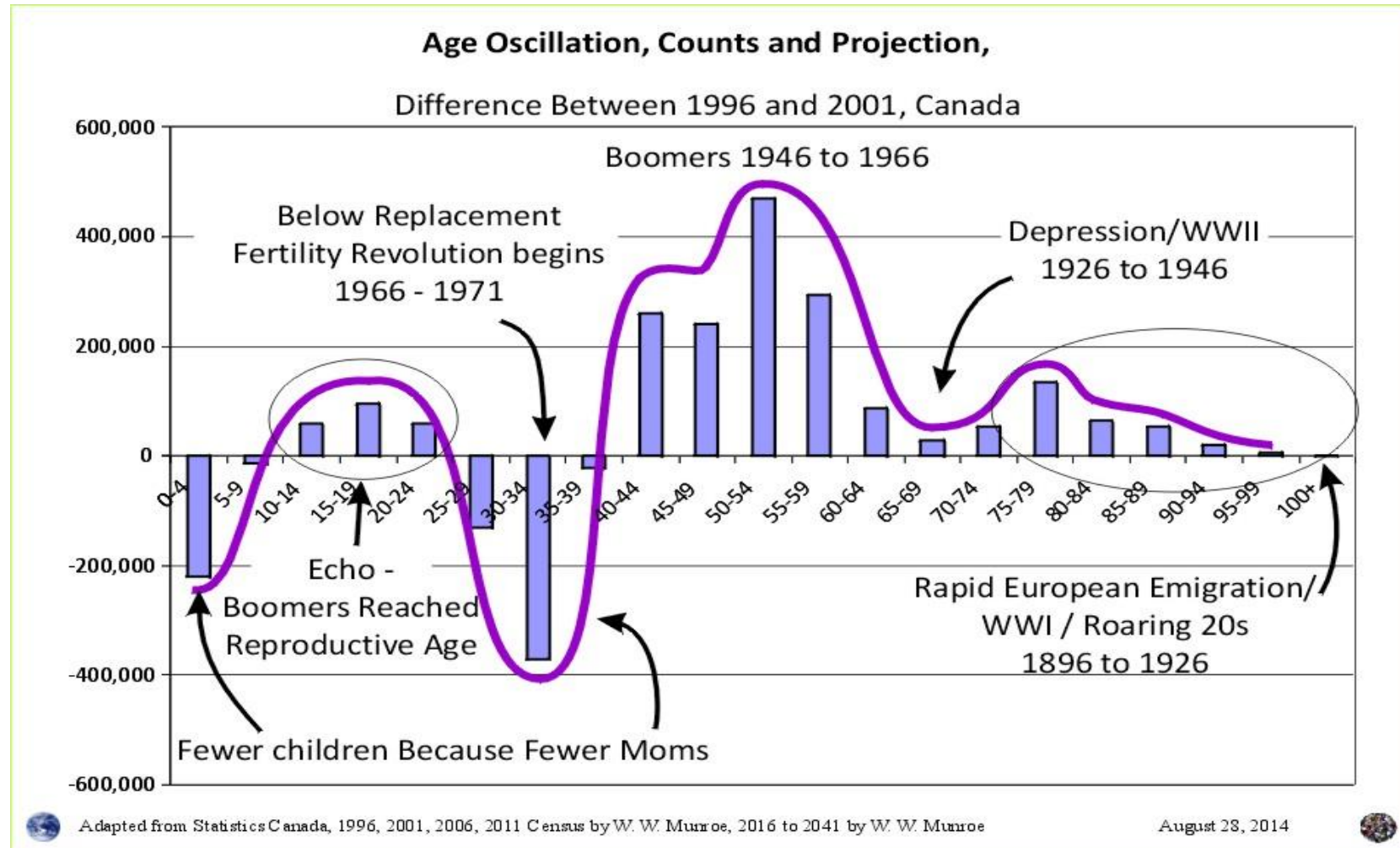
# Why should you care about the Millennials?





# Why care about Gen X?

## Because getting and keeping them Key!!!





# Talent Shortage Looms Due to:

(HBR, July, 2, 2014)

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- Globalization: “going global” increases need for talent
  - the competition will be heated.
- Shortage of Gen X: The number of potential leaders between 35 and 44 — the sweet-spot for finding up-and-coming talent — is set to decrease by 30%.
- Poor Succession Planning: Companies not doing a good job of developing their own talent pipelines ahead of the impending drought.



# Implications for employers

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- The competition for talent will be global
  - Are you competitive with respect to people management practices?
- The talent you want cannot be bought
  - Caution: Talent that can be enticed by money – can be offered more by competitors to leave
- You are only as good in this market as your employees say you are (what do they say?)
- To compete you need to change strategic focus
  - From short term to longer term
  - From finances and ROI to human capital and \$\$\$

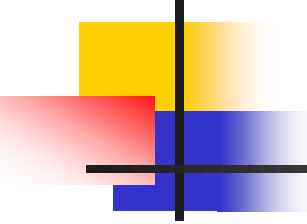




# Workloads and Work-life Key to Retention of Boomers

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- This group is tired and cynical
- They plan on having balance when they retire
  - Which if you do not deal with issues around workloads will be sooner than you expect
- They will not stay working for you until retirement age if you do not deal with workloads
  - And if you hire them back on a contract position they are in the driver's seat



# Workloads and Work-life Key to Recruitment and Retention of Generation X

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- This is key issue for this group
  - Younger families, older parents
  - In their career ascendancy and work demands are also increasing
  - This group has very high stress levels
- Feel that Boomers are not serious about this issue
  - Boomers talk about balance but they are not sincere (do not walk the talk)
  - Think that having balance is “career limiting move”
  - Boomers expect that work comes first
  - Many have sacrificed families for job security and advancement
    - Those who have expect younger workers to do same



# Workloads and Work-life Key to Recruitment and Retention of Gen Y

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- This is also key issue for Generation Y
  - They have seen the consequences of imbalance in their parents who:
    - Were downsized
    - Had marital problems/got divorced
    - Where not there for their kids
    - Suffered high stress, burnout, depression and took prescription medicine
  - As a consequence they place a high priority on balance which they define much more broadly than the boomers
  - They insist on a life



# Need to Deal With the Culture

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Work by Psychotherapist Douglas LaBier whose practice is devoted to treatment of individuals who work for large organizations

- He found that those considered “sick” by their organizations were from a psychotherapeutic standpoint “normal”
- Those who were considered “normal” and pointed to as role models had serious psychological problems



# “Modern Madness”

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- these problems included lust for power, feelings of grandiosity, desire to micro-manage, high need for control and to dominate others
- many organizations have institutionalized “sickness”
- not only a fundamental part of culture but also exercises tremendous pressure on “normal” people to become “sick” to fit in



# To move forward MUST focus on the Organizational Culture

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## ■ Problematic Cultures:

- Boiled frogs
- Emperor has no clothes
- Reactive/urgent (not proactive/important)
- Work or family
- Talk people but value \$\$\$ (people are a cost)
- Cynical
- Teflon
- Fish bowl (outward focus)
- Over lead and under managed
- Whack a mole
- “Connected”

# The Connected Culture





# But what is your culture? And how do you start the change journey

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- This is key to moving forward





# Final Thoughts

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- Be an agent of change

"Nobody can go back and start a new beginning, but anyone can start today and make a new ending." --**Maria Robinson**

- Take the death bed test .. And change your behaviour accordingly



## Final Words

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**“More than anytime in history mankind faces a crossroads. One path leads to despair and utter hopelessness, the other to extinction. Let us pray that we have the wisdom to choose correctly.”**

*Woody Allen*