



**Inter-University Council (IUC) of Ohio**  
**Shared Services Summit**  
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***Collaboration Across The  
Generations***

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Test: Live Polling  
Go to: **Slido.com**  
Event Name: **IUC2019**  
Event Code: **U952**

- What is your favorite vacation spot?
  - Mountains
  - Beach
  - Theme Park (Disney, Universal)
  - National Park System

# Agenda

- Review definitions for Generational Divide
- Characteristics influencing skill sets
- Career pathing and technology
- Effective learning/training considerations

# Live Polling Questions

- How long have you worked with your current employer?
  - <5 years
  - 5-10 years
  - 10-20 years
  - 20+ years

# Live Polling Questions

- How long have you been in your current *position*?
  - <5 years
  - 5-10 years
  - 10-20 years
  - 20+ years

# Live Polling Questions

- Order Generations listed here in oldest (1) year span to current (5):
  - Generation X
  - Boomers
  - Silent Generation
  - Generation Z
  - Millennials

# Generations Defined

GENERATION DEFINED	BORN	AGE SPAN
Silent Generation	1928-1945	Ages 91-74
Boomers	1946-1964	Ages 73-55
Generation X	1965-1980	Ages 54 -39
Millennials	1981-1996	Ages 39-23
Generation Z	1997-2015	Ages 22-4

# Live Polling Questions

- Which Generation are you?
  - Generation Z
  - Millennials
  - Generation X
  - Boomers
  - Silent Generation



# Generational Divide: Myth or Reality?

- Pew Research Center states:
  - An individual's age is one of the most common predictors of differences in *attitudes* and *behaviors*.
  - Special impact on issues ranging from foreign affairs to social policy
  - Generations are one way to group age cohorts – typically born over a 15-20 year span

# Generational Divide: Myth or Reality?

- Generational analysis is informed by:
  - Demographics
  - Attitudes
  - Historical events
  - Popular culture
  - Prevailing consensus among researchers
  - Lines that define a generation use as guidelines, rather than hard-and-fast distinctions

# Generations Defined

- Silent Generation – 1928-1945
  - Children of Great Depression & World War II
  - “Silent” label refers to image as *conformist* and *civic-minded*
  - “*Greatest Generation*” (born before 1928) “*saved the world*” – fought/won World War II
  - Now represent 26% of population

# Generations Defined

- Boomers – 1946-1964
  - Delineated by demography
    - Oldest members part of spike in fertility that began in 1946, end of World War II
    - Youngest members born in 1964, shortly before decline in fertility occurred after birth prevention became mainstream
    - Women entering/remaining in workforce??

# Generations Defined

- Generation X – 1965-1980
  - Label overtook the first name affixed to this generation: the Baby Bust
  - Defined by relatively low birth rates compared to Boomer and Millennials generations
  - Considered “an accelerated culture” that drove change

# Generations Defined

- Millennials – 1981-1996
  - Characterized as the “echo boom”
  - Informed by demographics
    - Mostly children of Boomers, some Gen Xers
  - 1<sup>st</sup> Generation to come of age in the new millennium (Gen Y??)
  - Most diverse adult generation to date
  - Marriage defined differently = partners
  - Gender equity became mainstream voice



# Generations Defined

- Generation Z – 1997-2015
  - Predicted to be the most diverse generation to date
  - Multi-generational households on the rise
  - Languages outside “English” impact on work/schools/socialization
  - Only know of war related to cyber, terrorism, active shooters, isolated events vs. World War concept



# Diversity in Composition of Generations\*

Generation	Non-Hispanic Whites	Hispanic	Black	Asian
Silent Generation	78%	8%	8%	4.1%
Boomers	72%	10%	11%	5.2%
Generation X	61%	18%	12%	7.2%
Millennials	57%	21%	13%	6.3%

\*Pew Research Center Study



# Live Polling Questions

- In 2014, which Generation represented 28% marriage rate?
  - Generation Z
  - Millennials
  - Generation X
  - Boomers
  - Silent Generation

# Marriage: Values & Economics\*

Generation	Ages 18-33
Silent Generation	64%
Boomers	49%
Generation X	38%
Millennials	28%

\*Pew Research Center Study



# **TECHNOLOGY – INTERNET IMPACT ON GENERATIONAL DIFFERENCES**

# Live Polling Question

- When was the first cellular phone created?
  - 1960
  - 1965
  - 1970
  - 1975
  - 1980
  - None of the above

# Live Polling Question

- What period defined creation of internet?
  - 1960-1965
  - 1965-early 1970s
  - 1970-1980s
  - 1985-1990s
  - 1990-2000s
  - None of the above

# Live Polling Question

- When did BlackBerry Limited begin?
  - 1970
  - 1975
  - 1980
  - 1985
  - 1991
  - 2001

# Generational Influencers

GENERATION DEFINED	BORN	INTERNET	AGE SPAN
Silent Generation	1928-1945	Radio/Cinema	Ages 91-74
Boomers	1946-1964	Radio/TV	Ages 73-55
Generation X	1965-1980	1965-1972	Ages 54-39
Millennials	1981-1996	1973-1995	Ages 38-23
Generation Z	1997-2015	1990-Onward	Ages 22-4

# How the Internet Influenced Generations

- History of Internet – timeline that impacts generations
  - 1965-1972: multiple networks that led to creation
  - 1973-1995: merging networks to create internet
  - 1980's: Multiple regions create global connections
    - (Europe, Africa, Asia/Oceania, Latin America)
  - 1990-onward: **Rise of global internet**
    - Use in wider society 1990s to early 2000s
    - Emergence of digital divide
  - Mobile revolution – commercial/consumer use





# How the Internet Influenced Generations

- Internet initially used for business purposes:
  - Mailing lists
  - E-mails
  - E-commerce
  - Early online shopping (Amazon & eBay, etc.)
  - Online forums
  - Bulletin boards
- Consumer/personal use expanded exponentially beginning in 2004-onward

# How the Internet Influenced Generations

- Revolutionary impact on culture, commerce and technology
  - 2008 cross-over to Internet access greater on mobile phones than personal computers
    - Now, developing worlds ratio 10 mobile phones to 1 PC user
- Rise of near-instant communication forms
  - E-mail
  - Instant messaging
  - Voice over Internet Protocol (VoIP) telephone calls
  - Two-way interactive video calls
  - World-wide web: forums, blogs, social networking and online shopping sites
  - Political communications (tweet)



# How the Internet Influenced Generations

- Social media impact on workforce – skill sets
  - Wikipedia vs. Encyclopedia Britanica (32 book set)
  - User-generated content, user-to-user interaction,
    - Privacy, media policy, reputational concerns, breaches, employee skill sets
- Communication
  - Laptop, iPad, iPhone, iWatch = mobility of interaction
  - Near-instant communication as “normal”
  - Social media engagement = reputational risk

# How the Internet Influenced Generations

- Social media impact on how we work:
  - Millennials usage of internet
  - Generation Z expect technology to be the cornerstone of how they function at work
  - Ability of Current Employers to be nimble
    - Increase utilization of tech platform, reach constituencies, ideal employee to support effort

# How the Internet Influenced Generations

- Politicization of the internet---include political activities (public protest & canvassing of support and votes,) but also:
  - spreading of ideas and opinions
  - recruitment of followers & “coming together” of members of the public, for ideas, products and causes;
  - Providing and widely distributing & sharing information that might be deemed sensitive or relates to whistleblowing (and efforts by specific countries to prevent this by censorship);





# **SUCCESSION PLANNING – NEW LABOR FORCE**

# Millennial Interview

-- Audio clip --



# Live Polling Questions

- When do plan to retire from your current job?
  - <5 years
  - 5-10 years
  - 10-20 years
  - 20+ years



# Live Polling Questions

- List order of small (1) to large (5) percentage currently in labor force
  - Boomers
  - Generation X
  - Millennials
  - Generation Z

# Generational Influencers

GENERATION DEFINED	BORN	INTERNET	LABOR FORCE	AGE SPAN
Silent Generation	1928-1945	Radio/Cinema	3.7%	Ages 91-74
Boomers	1946-1964	Radio/TV	44.6%	Ages 73-55
Generation X	1965-1980	1965-1972	52.7%	Ages 54-39
Millennials	1981-1996	1973-1995	53.5%	Ages 38-23
Generation Z	1997-2015	1990-Onward	Insufficient data	Ages 22-4

# Boomers vs. Generation X

## Boomers:

- Loyalty
- Work ethic
- Steady career path
- Compensation when it comes to their professional lives

## Generation X:

- Shift to work-life balance
- Heightened focus on professional advancement
- Stability
- Job satisfaction
  - Women in Workforce

# Generation X vs. Millennials

## Generation X:

- Shift to work-life balance
- Heightened focus on professional advancement
- Stability
- Job satisfaction

## Millennials:

- Weighted to life vs. work balance
- Heightened focus on personal satisfaction
- Loyal to individual, not organization
- Preference for immediate feedback

# Millennials Traits

- Civic-minded (i.e., G.I. Generation)
- Some strong sense of community (local/global)
- Unique to Millennials:
  - Special (increasing narcissism)
  - Sheltered
  - Confident
  - Team-oriented
  - Conventional
  - Pressured
  - Achieving



# Millennials Employment

- Compared to generational cohort predecessors, prefer:
  - Flat corporate culture
  - Emphasis on work-life balance
  - Social consciousness
- Emphasis on meaningful work
- Find creative outlet
- Preference for immediate feedback

# Millennials Employment

- Increased work at knowledge based jobs
- Assumption of personal responsibility in order to make the most of what they do
  - Aspirational (movers)
- *Not loyal to an institution/organization/job*
  - Dynamic and less predictable career paths
- Social media augmented collaborative skills
  - team-oriented environment



# Millennials Employment

- Strong connectivity to supervisors
  - Expect close relationships with supervisors
  - 66% seek flat work environment
- More immediate feedback from supervisors
  - Loyalty often with an individual mentor, change employment with mentor
- Associate job satisfaction with free-flow of information





# Technology & Social Media

- Millennials
  - Introduction of Internet at 10-12 years old
  - Incredible speed of change created by global internet platform, commercialization of product to consumer driven devices.
  - Influence on work environment, expectations
  - Reliance on technology to perform job

# Concerns for Entering Workforce?

- High levels of stress, underdeveloped coping skills
- Students use alcohol and other drugs to self-medicate
- More students entering with behavioral health diagnosis
  - Mental health represented 22.% of all student health claims
- More students take prescription medications for behavioral health conditions

# *Coming soon:*

## Generation Z Characteristics

- Loyal
- Compassionate
- Thoughtful
- Open-minded
- Responsible
- Determined
- More risk-adverse (less alcohol use/more seat belt use)



# Generation Z Self-Identity

- View Peers as
  - competitive
  - Spontaneous
  - Adventurousome
  - Curious
- None of which they self-identify with as a whole – isolation vs social interaction
- Reading competence transformed



# Generation Z: Technology & Social Media

- 1<sup>st</sup> cohort with Internet at young age
- Influence user-to-user communication, social networking vs. in-office network, environment at work – cultural expectations
- Reliance on technology to perform job
- Altruistic nature – start up “go fund me”, triumph causes, social media changed how we function
- Solo-volunteer sites with single purpose



# Percentage of US Teens Use of Internet

YEAR	ALMOST CONSTANTLY	SEVERAL TIMES A DAY	LESS OFTEN
2018	45%	44%	11%
2014-2015	24%	56%	20%

# Teens Favorite Online Platforms

PLATFORM	SAY THEY USE	USE MOST OFTEN
YouTube	85%	32%
Instagram	72%	15%
Snapchat	69%	35%
Facebook	51%	10%
Twitter	32%	3%
Tumblr	9%	<1%
Reddit	7%	1%
None of the above	3%	3%

# Generation Z\*

## Perceptions of Discrimination, Bias & Safety

**Experiences with bias and discrimination are relatively common among young people age 15-24.**

- One in four (25%) young people report having been targeted or treated unfairly *themselves* in the last 12 months because of their race or ethnicity, gender, sexual orientation or gender identity, immigration status, or religious beliefs.
- Nearly one-third (32%) of young people identify as LGBT and report that they personally have been mistreated or targeted because of their sexual orientation or gender identity.
- A majority (54%) of young women report witnessing or personally experiencing incidents of gender bias, while young men (34%) are far less likely to report the same. One in five (20%) young women say they have personally experienced discrimination because of their gender.



# Young People and Discrimination = Public Safety\*

- **Most young people who experience discrimination believe it is purposeful, and more than four in ten report fearing for their personal safety – which is having a direct impact on work environment.**
  - Among young people who have been targeted or mistreated for any part of their identities, nearly six in ten (59%) say it was direct and purposeful, rather than indirect and possibly unintentional.
  - More than four in ten (43%) say this treatment caused them to fear for their personal safety.
  - Young women who have been targeted are significantly more likely than young men who have been targeted to say they feared for their personal safety (49% vs. 32%, respectively).

# Priorities of Generation Z Variables\*

Percent of 15-24 year olds who say the following issues are critically important to them personally.

- Job and unemployment
- Cost of higher education
- Growing gap between rich and poor
- Race relations
- Terrorism
- Discrimination against Muslims
- Gender equality
- Immigration
- Climate Change
- LGBT rights

# Cultural Divide: Environment

- Diversity – expected as a matter of course
- Inclusion – expected as a matter of course
- Immigration Matters!
- Influence new workforce
  - Increased awareness of
    - social injustice
    - Racial bias
    - Gender bias and/or discrimination



***WHAT IS THE WAY FORWARD FOR  
YOUR ORGANIZATION?***

# Live Polling Questions

- Source for finding employees
  - Internal posting
  - Job search engines (i.e., LinkedIn, etc.)
  - Local higher education
  - Professional organizations

# Generation Z: Education to Workforce

- Focused on
  - Relevant academic programs & support services
  - Less focus on bells and whistles
- “Shop” for:
  - Good value
  - Price transparency
  - Specific estimate their return on investment

*\*“The New Generation of Students” 2018 Chronicle of Higher Education*

# Generation Z: Education to Workforce\*

- Students seek convenient resources for:
  - Tutoring
  - Career development
  - Mental health
  - On-demand virtual services
  -

\**"The New Generation of Students"* 2018 Chronicle of Higher Education

# Generation Z

## Education and Workforce

### The Path Forward \*

- Segment the student pipeline
- Prioritize strategic enrollment management
- Prepare for a faster planning cycle
- Update communications vehicles
- Engage faculty to transform learning
- Focus on student services



# Generation Z

## A New Approach to Mental Health\*

- Reduce the stigma
- Encourage more face-to-face interaction
- Allow opportunities for failures
- Campus Speech
  - “They are deeply sensitized to the psychological harm associated with hateful or intolerant speech, and their instinct is to be protective.”

\**“The New Generation of Students”* 2018 Chronicle of Higher Education

# Campus Programming for Gen Z\*

- With recreation, prioritize wellness
- Flip the programming
- Focus on student engagement
- Social life

“Research shows that students who develop friendships and identify mentors early on are more likely to graduate and find success after colleges.”

\**“The New Generation of Students”* 2018 Chronicle of Higher Education

# Certificates and Credentials

**BMO  
Education  
and  
Training  
Report**

**The U.S.  
Census  
Bureau**

**Lumina**

- Stacking of credentials as part of the college degree structure will become mainstream
- Stacking three to four classes at a time
- Non-Degree graduate and **professional certificates**
- Badging and Bootcamps for competencies
- Partially driven by major corporations

# Workforce Development





# Top Jobs of the Future

- Drone Applications
- Augmented Virtual Reality
- 3D Print Design
- Health Care
- Information Technology
- Alternative Energy
- Content Creation
- Robotics
- Cyber Security
- Computer Game Design
- Biometrics



# Live Polling Questions

- What percentage reflects utilization of technology at your workplace?
  - 100%
  - 80%
  - 50%
  - 20%
  - 10% or less

# Live Polling Questions

- Are there plans to outsource work currently done within your organization?
  - Yes
  - No

Are you Ready to Meet the Challenge?



*“Every generation  
needs somebody  
to lean on...”*



**Lean on me.**

*Lean on me.*

Thank You!

Jean Demchak

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