

What Workers Want: Expectations of the Emerging Workforce

*Kaleidoscope: A Celebration of Excellence: Obstetrical,
Neonatal and Women's Health Nursing Conference*

February 23, 2016

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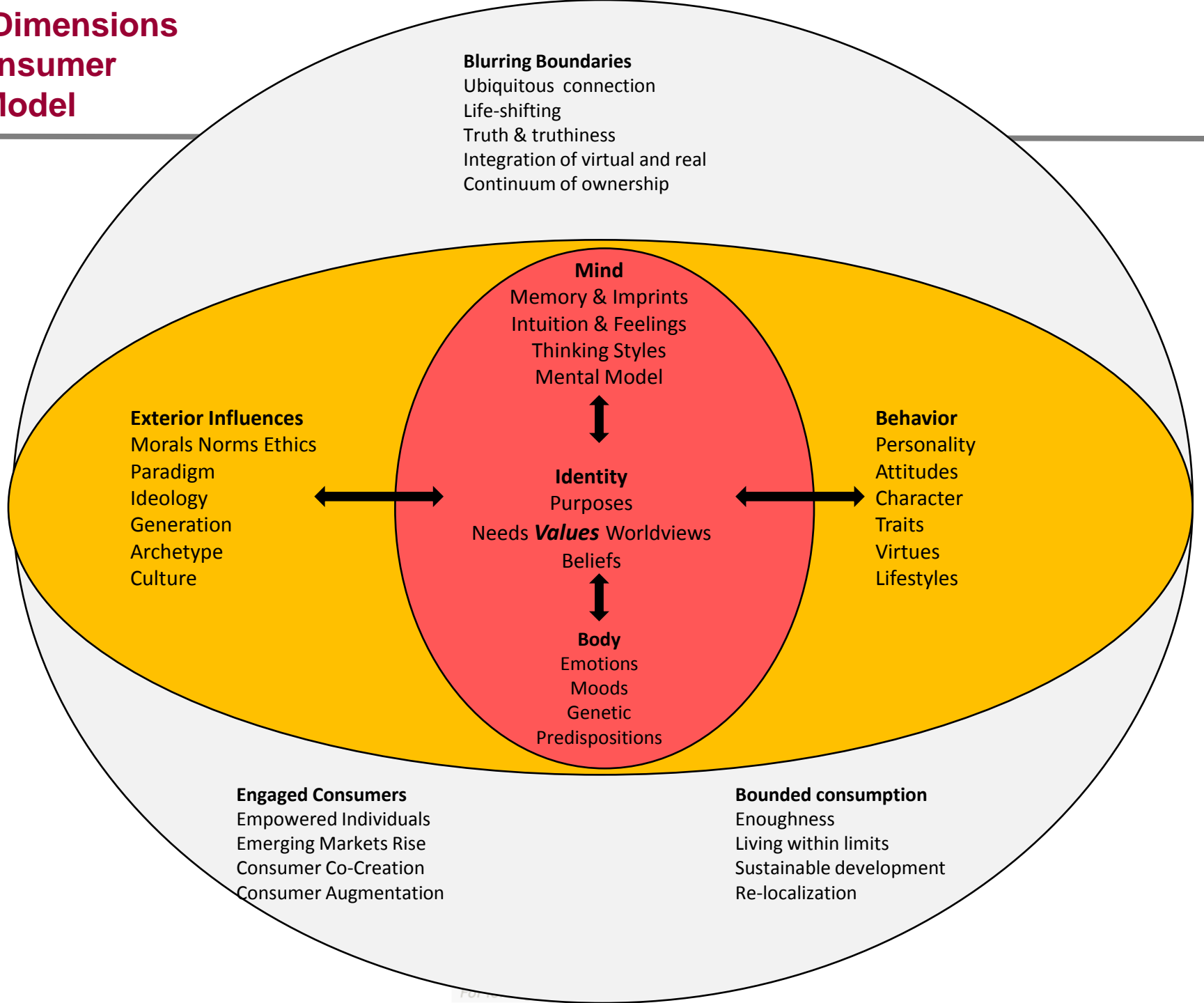
Hinesight

For foresight, use Hinesight

Agenda

- Framework of changing worker preferences
- What work will look like
- About generations and Millennials
- Implications for employers

New Dimensions of Consumer Life Model



Why Values?

Single best predictor of changes in individual preferences and lifestyles over time

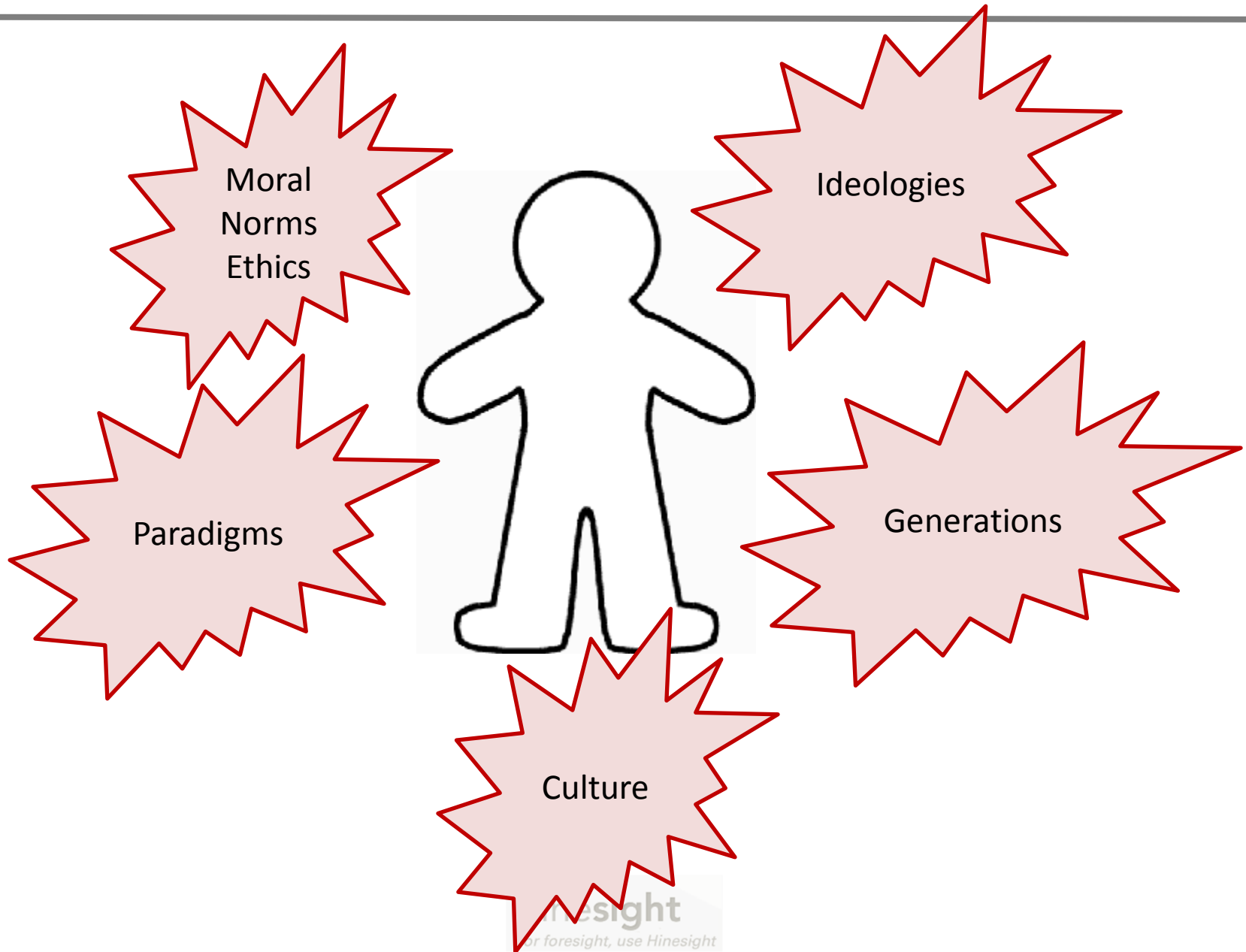
What Values Are

An individual view about what is most important in life that in turn guides decision-making and behavior

What Values Are Not

- Behavior: what we do, e.g., I work out every day
- Personality: collection of traits and style of expressing them, e.g., Meyer's Brigg's INTP
- Character: one's collection of virtues that distinguish between right and wrong, "I am a loyal friend"
- Attitudes: predispositions to specific objects or situations, "I don't like airports"
- Lifestyles: Lifestyles are aggregates of individual behavior, personality and character, influenced by attitudes and **values**

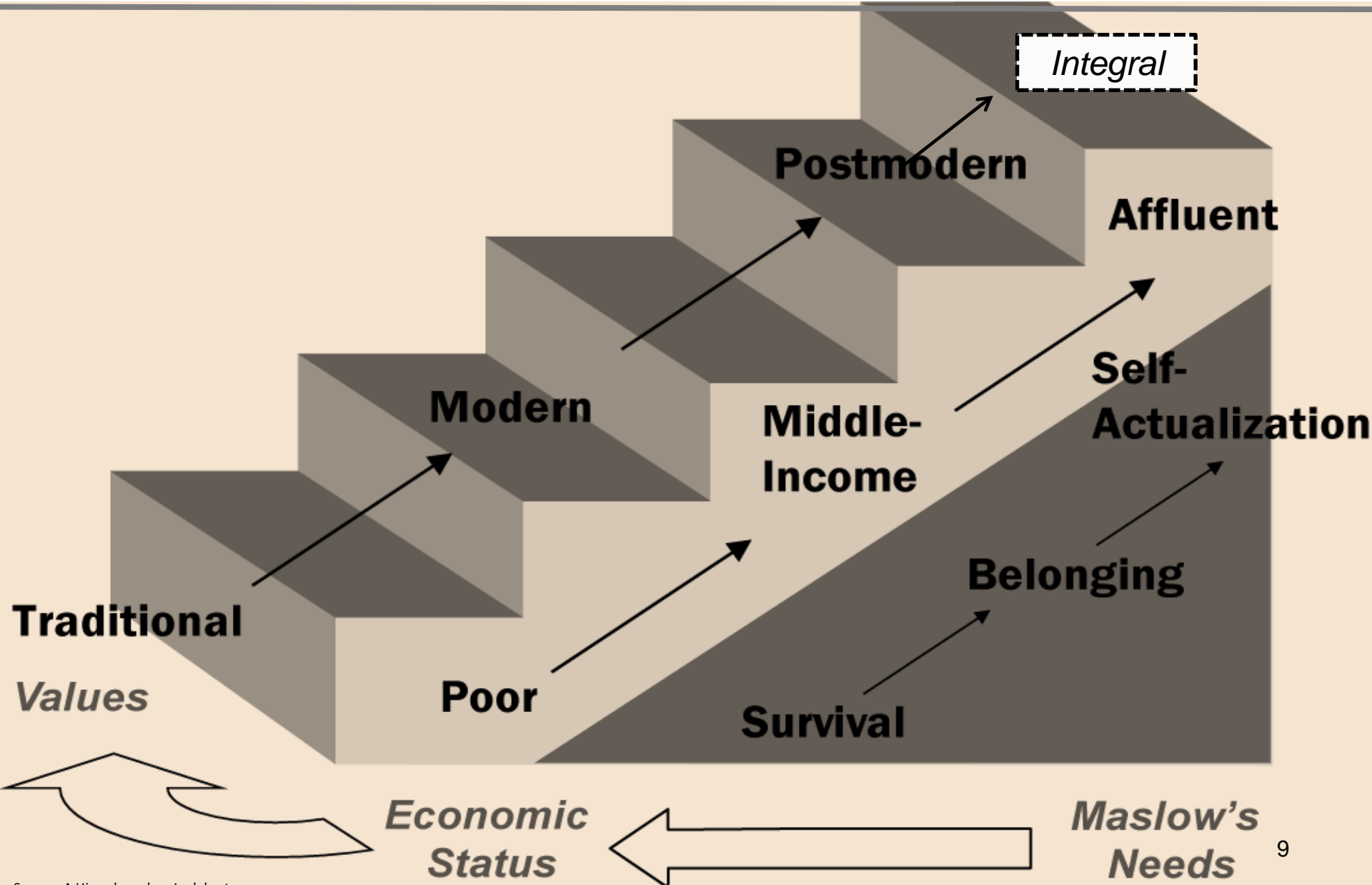
And Lots of Influences on What Values “Should” Be



Systems for Exploring Values

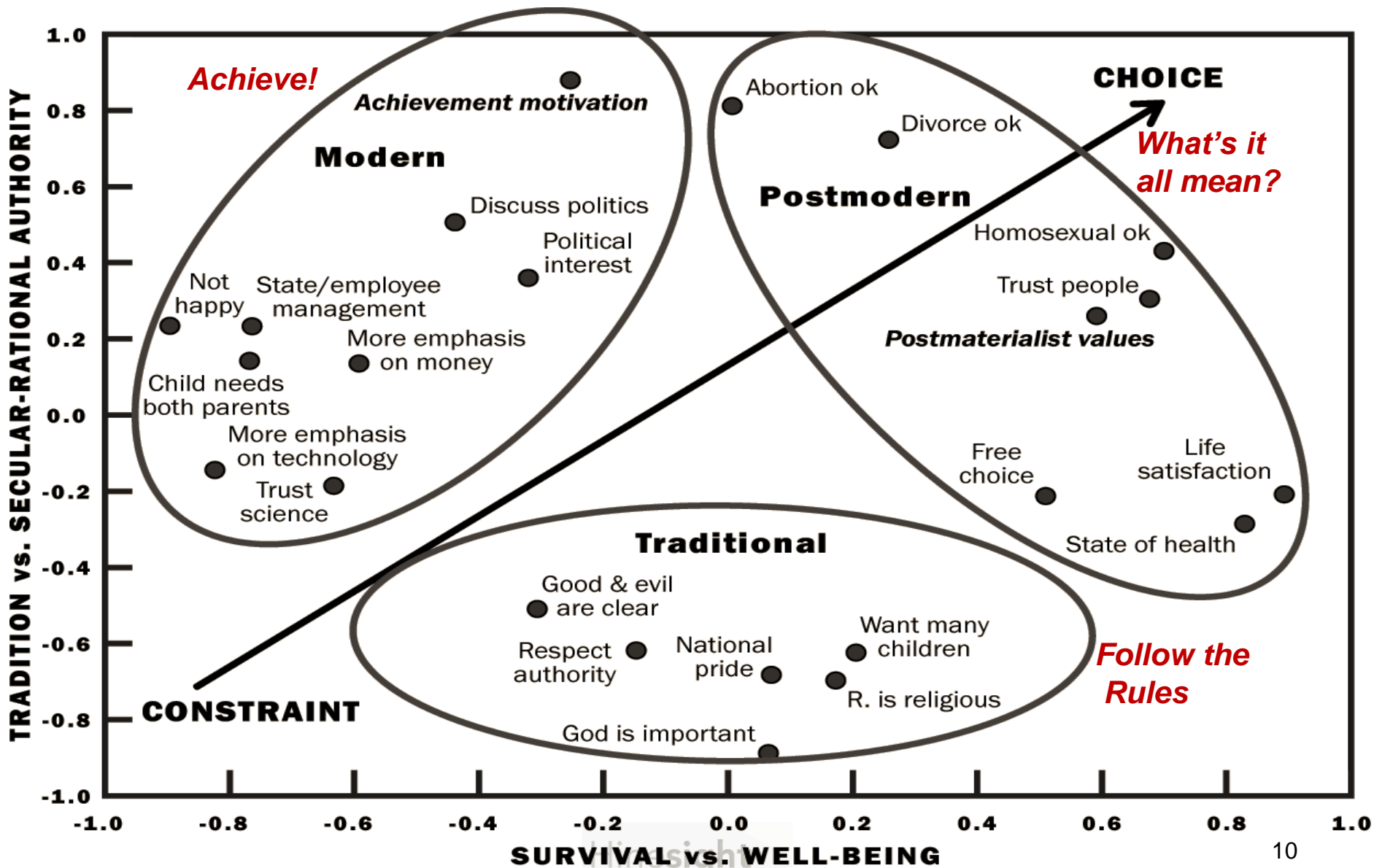
Name of system	Principal author	What it covers	Year (est.)
Hierarchy of Human Needs	A. Maslow	Needs	1943
Spiral Dynamics	D. Beck/C. Graves	Value memes/worldviews	1950s
Values Inventory	R. Williams	Values	1950s
World Values Survey	R. Inglehart	Values	1970s
Cultural Dimensions	G. Hofstede	Cultural differences	1970s
Rokeach Value Survey	M. Rokeach	Instrumental and terminal values	1973
Hall—Tonna Inventory	B. Hall & B. Tonna	Values	1979
LOV (List of Values)	L. Kahle	Instrumental values	1983
Human Scale Development Needs	M. Max-Neef	Needs & “satisfiers”	1986
VALS	A. Mitchell	Psychographics	1987
Mental Modes	H. Lewis	Mental modes	1990
Human Values Project		Values	1991
SVI (Schwartz Value Inventory)	S. Schwartz	Individual and cultural Values	1992
Cultural Value Dimensions	F. Trompenaars	Cultural differences	1994
Transnational Consumer Cultures/Social Milieus	J. Uelltzhofer	Segmentation around values/attitudes/behaviors	1998
Theory of 16 Basic Human Desires	S. Reiss	Motives/Desires (needs, purposes)	1998
Cultural Creatives	P. Ray	Creatives, Moderns, and Traditionals	2000
Deepest Values	J. Loehr & T. Schwartz	Deepest values	2003
Value Populations	K. Beller, L. Patler & S. Weiss	Values sorted into five generational segments	2005

A Model of Values Changes



Source: A Hines based on Inglehart

Follow the Rules, Achieve, and What's It all Mean?



Values Cluster into 4 Types

Traditional	Modern	Postmodern	Integral
Follow the Rules	Achieve	What's It All Mean?	Make a Difference
Acceptance Authority Class Comfort Conformity Down-to-earth Duty Family-orientation Heroism Ordinariness Patriotism Propriety Religion Security Thrift Tradition	Achievement Ambition Belonging Change Choice Competition Convenience Equality Growth Health Individuality Materialism Quality Recognition Secularism Technology-orientation	Appropriateness Authenticity Co-creation Community Creativity Customization Design Diversity Empowerment Experiences Freedom Self-expression Simplicity Spirituality Sustainability Wellness	Assistance Commitment Connectivity Contentment Functional Influential Integration Interdependence Personalization Questioning Systemic Thoughtfulness Tolerance Transcendence Uniqueness Vision

Types “Blend”

A Postmodern
“Center of Gravity”



Traditional	Modern	Postmodern	Integral
Follow the Rules	Achieve	What’s It All Mean?	Make a Difference

Estimated Percentages, US*

Traditional	Modern	Postmodern	Integral
Follow the Rules	Achieve	What's It All Mean?	Make a Difference
30%	40%	28%**	2%

***Similar mix in “affluent” countries**

**** Ray has postmodern much higher at 44% and traditional much lower at 15%** (Tibbs, Changing Cultural Values and the Transition to Sustainability, J Futr Studies, March 2011.)

....But Slowly,

Inglehart's Theory of
Inter-generational value change

Traditional

**Agricultural
Society
10,000 BC ->**

Modern

**Industrial
Society
ci. 1850's**

**P
M**

**Information
Society
1960s->**

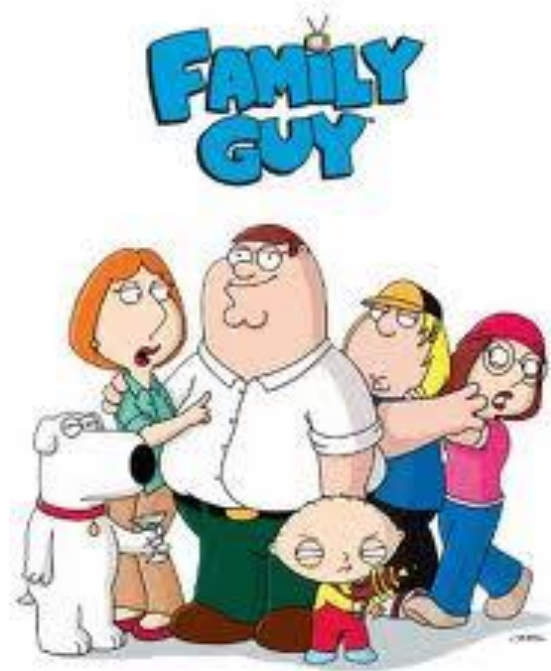
**Sustainability
Society?
2000s->**

....and not in Isolation

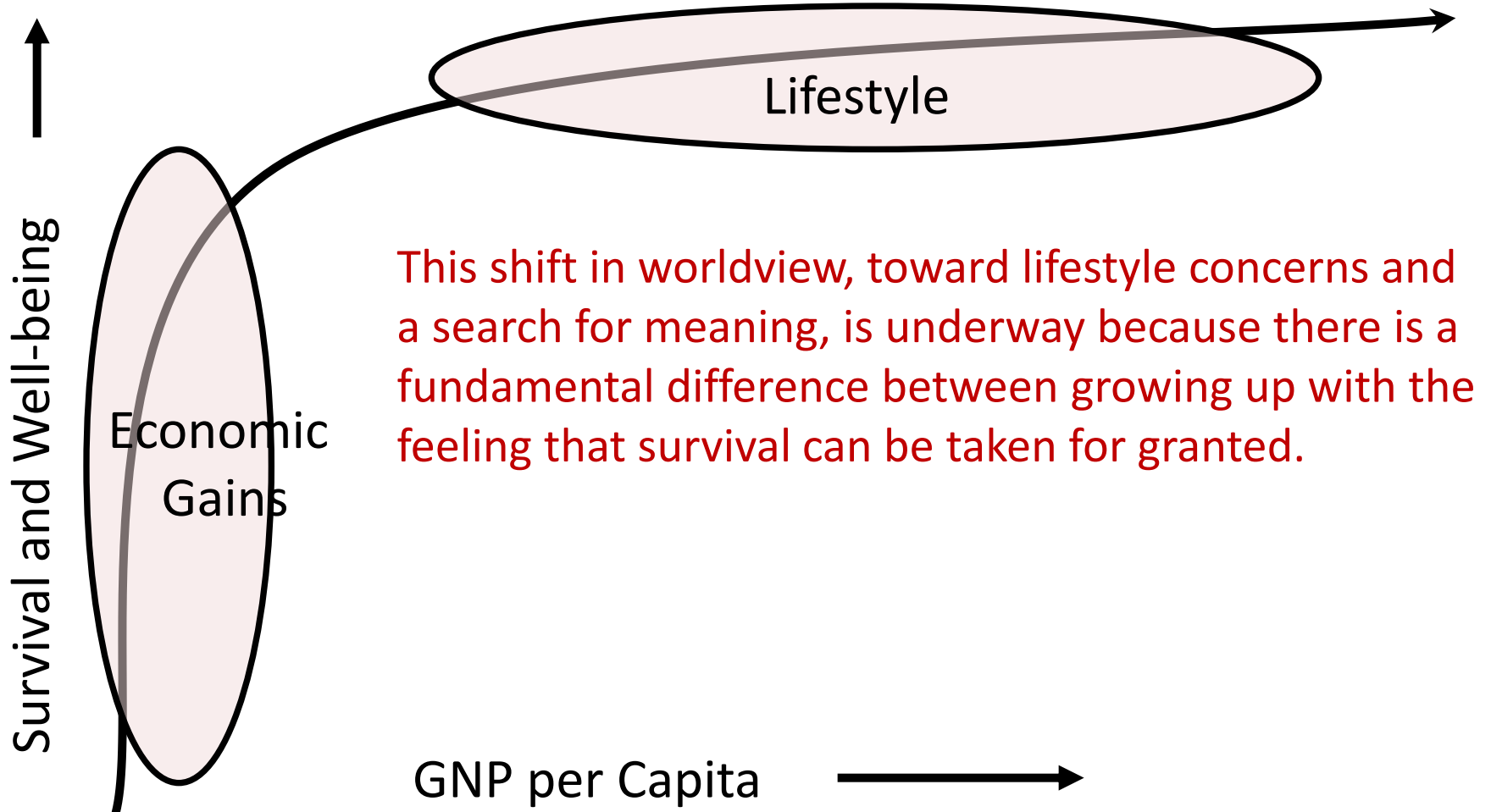
	Traditional	Modern	Postmodern	Integral
Values	Follow the Rules	Achieve	What's It All Mean?	Make a Difference
Economics	Survival	Economic Growth	Economic Well-Being	Steady-state
Politics	Authoritarian	Bureaucratic	Grass-roots	
Technology	Avoid	The "Engine"	Skeptical	Enhancement

.....And Culture Still Matters!

Self expression is different in different cultures




Changes from Postmodern Values



A CASE for Five Key Changes in the Consumer Landscape

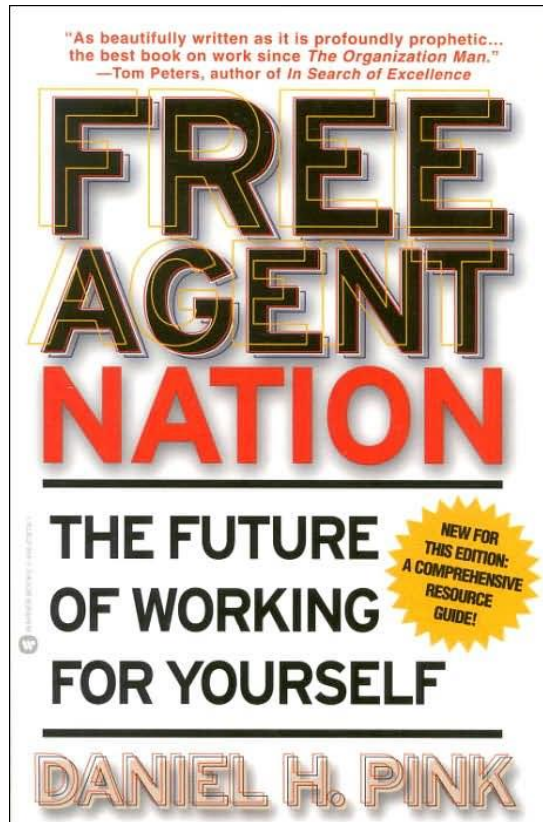
- **Authenticity**. People are tired of being managed and manipulated and hunger for the straight story, warts and all.
- **Connection**. The desire to get reconnected with what is really important in life.
- **Anti-consumerism**. A sense that the consumption relationship needs to be reoriented such that consumption is not the end goal, but a means to various ends.
- **Self-expression**. Sharing one's search for deeper meaning and purpose
- **Enoughness**. Voluntary simplicity driven by sense of one "having enough" or being fed up, embracing a need for limits and getting back in control of one's life

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- Time- or project-based employment contracts mainstream
 - Fairness is impossible
 - Working to live instead of living to work
 - Work is a thing you do, not a place you go
 - Where do I get training?
 - Work in the happiness society

What Work Will Look Like

Time- or Project-Based Employment Contracts Mainstream

While currently the domain of the elite, athletes, and actors, this will become a mainstream practice



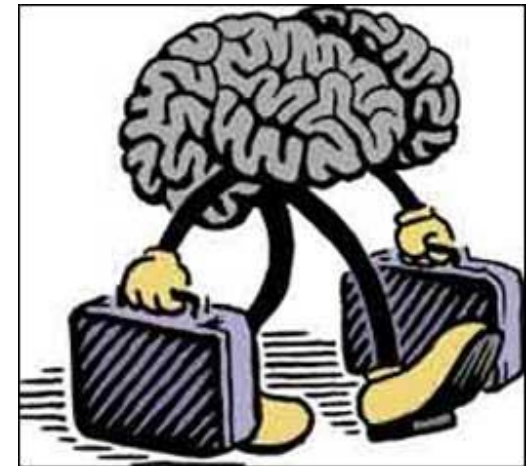
Future Times
March 15, 2016
"Hines bolts UH for Notre Dame"
The veteran futurist....."

"Star" business contracts gain media attention much like sports contracts

Can we attract talent by offering project-based arrangements that provide greater career flexibility? Could we move to flat fee "packages"? Can we create shared workforces for certain tasks to help even out ups and downs of demand?

Fairness Is Impossible

The need to customize/personalize to attract talent will make across-the-board, same-for-everybody types of policies increasingly untenable



Reverse Brain Drain

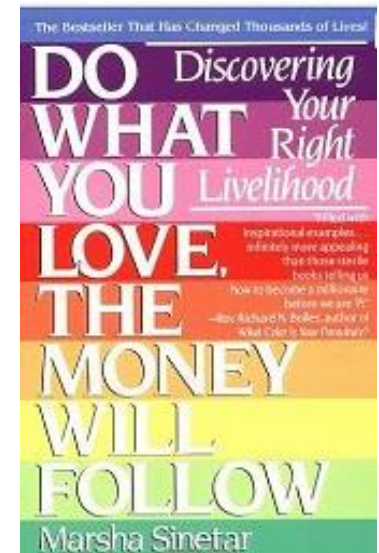
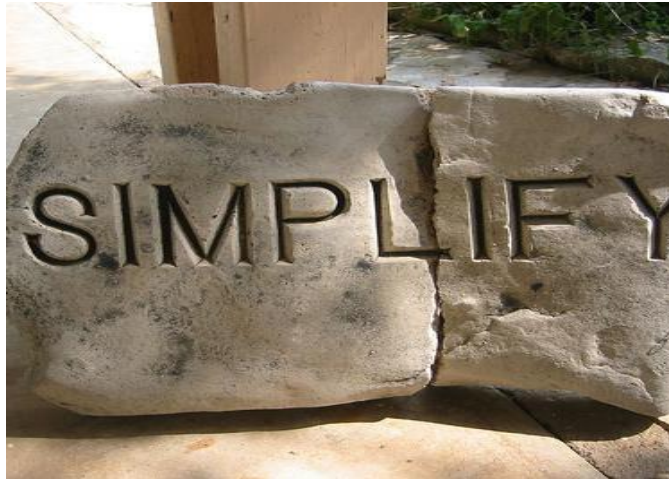
Although still a relatively small phenomenon, the potential for reverse brain drain is there



Can we rethink or HR practices to include more customized arrangements to get the talent we need, but in a transparent way? Can we provide a menu of benefits that employees can choose from?

Working to Live, Instead of Living to Work

Work will be a shrinking portion of time and even incomes in affluent nations



The idea of work-life balance has been around for a while.....this popular book came out in 1989



Can we create workplaces that go beyond lip service and truly enable work-life balance – and use that as a recruiting and retention tool? How can we simplify the work experience, so more time is spent work and less time on “the bureaucracy” of work?

Work Is a Thing You Do, Not a Place You Go

Work is increasingly thought of as a process that happens wherever and whenever



Image: Josh Bryant (Flickr.com)



Over 5 million people have used Basecamp to collaborate on over 4 million projects, track 57 million hours of work, share 46 million files, and complete 43 million to-dos.



How can we more effectively integrate in the much more diversified set of places where work happens?

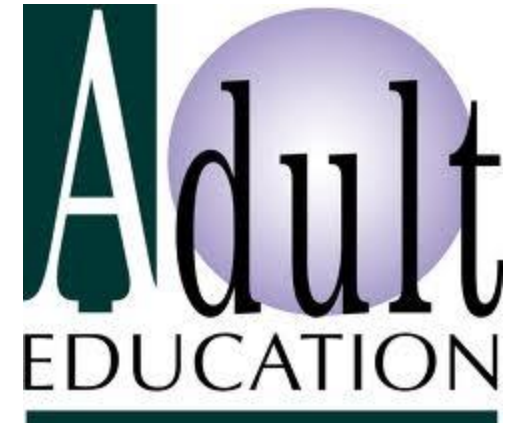
What experiments can we run to learn more about our role in the increasingly virtual workspace?

Where Do I Get Training?

Where does one get training in a world in which companies don't want to train, and expect employees to arrive with the required skills?



coursera



Almost half of US adults participate in some form of adult education.

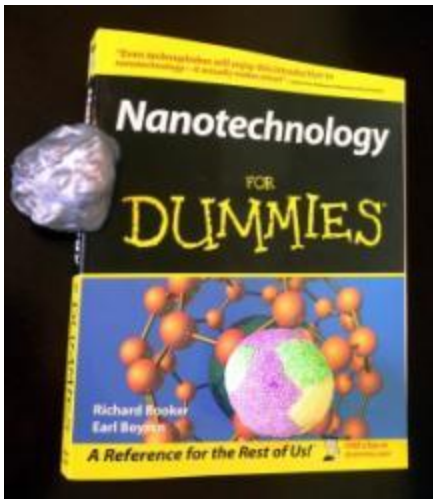
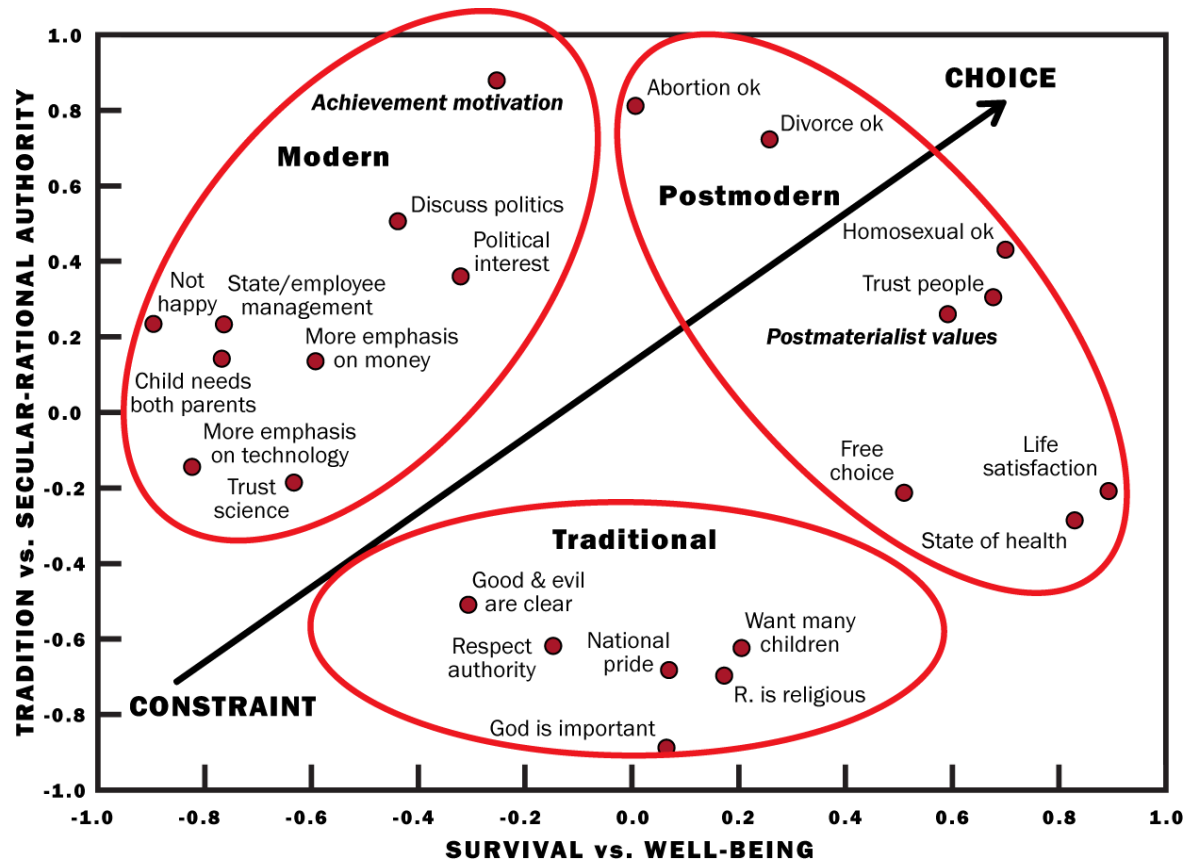


Image: jurvetson (Flickr)

Can we step into the huge emerging training gap and develop a way to provide training to attract talent? Might we require a certain amount of time spent in the region in return for providing the training?

Work in the Happiness Society

Work as a source of fulfillment shifts measures from GDP to GDH (Gross Domestic Happiness)



Source: R. Inglehart, 1997

Can develop business that more directly serve “happiness needs” and thus attract talent interested in “making a difference?”



Gen Y & Happiness
Comparing Generations

Generations & Millennials

Gen Y and the “Future of Happiness”

I have the power to change things I believe in...and that will make me happy.



Transitional Tradition

- **BFF**—Friends are and will continue to be the most important relationship contributing to youth happiness.
- **Parents Needed**—Despite minor annoyances, youth will continue to depend on parents as a vital source of security and happiness.
- **Religion a la Carte**—Youth will increasingly seek happiness via spirituality and faith.
- **My Family Commitment**—A resurgence of interest among youth in traditional family structures will gain momentum.

All About Me

- **No Body's Perfect**—Body image and traditional routes to good health will be important aspects of happiness for many youth.
- **Money Matters**—Money is increasingly seen by youth as a means rather than an end. Relative wealth and status are more important than absolute.
- **Almost Famous**—Youth, especially younger, fantasize about fame, but are savvy enough to know it is unlikely and most will settle for a good career.

MyLife, MyTime, MyWay

- **Take Control**—Youth will take control of their own happiness.
- **No Challenge Too Xtreme**—Youth see few obstacles in their pursuit of happiness which they will not overcome.
- **Unplugged Meltdown**—Technology will stress youth... only when it is unavailable!
- **Uniquely Generic**—Growing youth individuality and self-expression will be tempered by the need to fit in, rather than rebel.

Virtual Community

- **Tech Me**—Technology will be important for staying in touch and for the pleasure-of-the-moment.
- **Virtual & F2F**—Youth will make little distinction between face-to-face and virtual friendships; they will have many friends they never meet face-to-face.

I'm in control of my own happiness and I can change anything that makes me unhappy.



Relationships are everything to me.



Things happen for a reason... and we should be thankful/ grateful for having had the experience.



Don't worry, be happy.

I'm happy when I have the freedom to create, using technology as an enabler for self-expression and connection.



I'm going to plan to be happy... and I'm going to succeed by following my plan.



Meet the new boss, [not the] same as the old boss

As boomers move toward and into retirement, Gen Xers take their place in managerial positions and Millennials—digital natives with different expectations, goals, and work styles—enter the workforce

	Boomers 1946-1964	Gen X 1965-1976	Gen Y 1977-1994
Childhood	Treated as Special	Neglected, Criticized	Admire Parents
Young Adults	Rebellious then Narcissistic	Risk takers, Alienated	Heroic Achievers
Mature Adults	Moralistic, Detached	Pragmatic, Exhausted	Powerful, Arrogant
Elderly Adults	Visionary, Civilization Focus	Reclusive, Caustic	Busy, Community Focus
Family Life	Nuclear Family	Single Parent Family	Single Parent Family
Defining Value	Youth	Diversity	Duty
Goals Sought	Self-Fulfillment	Self-Sufficiency	World Improvement
Leading Style	Righteous	Pragmatic	Expansive
Spending	Spenders	Hedgers	Savers
Personal Traits	Principled Creative Resolute Ruthless Arrogant	Savvy Practical Perceptive Amoral Pecuniary	Rational Competent Selfless Overbold Insensitive

How can we provide more opportunities for advancement for younger generations?



Appealing to all types of workers
Attracting, keeping, & developing
talent

Implications

Appealing to all Types of Workers

	Traditional	Modern	Postmodern	Integral
Bottom Line	The established safe route	Searching for the best deal	Participate in the process	It depends on the situation
Meeting Style	agenda setting and sign-in	handshakes and status jousting	hugs, warm touchie-feelie	disinclined to “small talk” – get to the point quickly
Info Gathering Style	book and texts with facts presented by the authorities	talking with people who have real-life experience, trial-and-error, case studies	group processes with participation, interaction, sharing, and reflection	Self-paced, flexible, mix of individual and group processes
Motivation	doing the right thing and doing it the right way Do your duty..... or face consequences	Motivated by material rewards and competition winners and losers Display symbols of success, rewards, and devise new challenges	People want to get along and feel accepted by peers; seek win-win; and a caring socially responsible community	Enjoy doing things that fit who they are; empower them by providing access to relevant information and materials
Appropriate Sourcing	Rightful proper authority; chain-of-command; rules	One's own right-thinking, successful mentors & professionals	Community norms; enlightened individuals; outcome of participation, team's collective findings	Any information source; relevance, utility, data + intuition, conscious and unconscious mind
Message Design	Duty, honor, country, discipline; self-sacrifice, traditions, norms, class-consciousness; righteousness, responsibilities, future rewards, delayed gratification, assuage guilt	Competitive advantage, leverage, success, bigger, better, newer, faster, experimental data, experience, profit, productivity, results, win;	belonging, sharing, group harmony of groups, sensitive, caring, expanding awareness and understanding of inner self; equity, bonding; nature, trust; real people, authentic emotional displays	Interactive, relevant media, self-accessible; executive summary, big picture, total systems, integrations; holistic; mesh, blend

Implications for Attracting, Keeping, & Developing Talent

Attracting	Keeping	Developing
<ul style="list-style-type: none"> • <u>Creative Class</u>: Craves other “cool” and talented people • <u>From ethical consumption to ethical careers</u>: It’s [not] all about the money • <u>Training “gap” as opportunity</u>: Provide needed experience • <u>Free Agents</u>: Project-based contracts and talent scouts • <u>Recruiting the network</u>: Teams, not just individuals • <u>The “retired” workforce</u>: “Doing the work I want to do” • <u>Word-of-mouth</u>: Buzz and social networking • <u>Interviewing the interviewers</u>: Shifting balance of power 	<ul style="list-style-type: none"> • <u>“Real” work-life balance?</u> • <u>Re-think “loyalty”</u>: open for “re-hire” • <u>A cafeteria approach to benefits</u>: “you decide” • <u>Multiple pathways</u>: transparency to the top • <u>Benefits challenge</u>: looking to “pass the buck” • <u>Knowledge management challenge</u>: making sharing worth it • <u>Voluntary vs. imposed risk</u>: no imposed risk • <u>The outsourcing challenge</u>: in-house vs out-house 	<ul style="list-style-type: none"> • <u>One-size-fits-none</u>: Challenges to fairness • <u>Reverse mentoring</u>: Generational differences and tensions • <u>Performance “measurement”</u>: What are the “intangibles?” • <u>Succession planning</u>: Knowledge management and imbalances • <u>Participative leadership</u>: From hierarchies to networks • <u>Take the YouTube test</u>

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