

Generational Training for Pools

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Getting Started

Why Generational Theory?

Generational theory can help position pools as preferred employers and the ideal risk management solution for members.

By understanding generational personalities, pool leaders can:

- Turn generational differences from potential obstacles into opportunities to develop the existing and incoming workforce.
- Attract employee talent.
- Successfully manage in a multigenerational environment.
- Meet the changing expectations of pool members and new generations of public entity officials.

LEARNING OBJECTIVES

By engaging with this material, you will:

1. Understand the world through the eyes of generations other than your own.
2. Grow awareness and respect for workplace and membership generational issues.
3. Appreciate the benefits of generational diversity.
4. Gain tools to leverage generational benefits at your pool and among your members.

Professional Objectives

Personal Objectives

FOLLOWING ALONG

In an effort to make this manual as straightforward as possible, we'll use iconography to alert to you to different actions throughout the training.

Below is a key to guide you through the training:



SPEAK

Meaning: Specific verbiage to use when presenting.



DO

Meaning: Various activities you can facilitate in order to bring the content to life.



DISCUSS

Meaning: Points out topics ripe for discussion and poses questions that can engage a group in a lively conversation.



LOOK CLOSER

Meaning: Digs deeper into a particularly rich area of content and provides extra information.



DATA

Meaning: Data and statistics to win over the most skeptical of audiences.



Understanding Generational Theory

Generational Setup

Traditionalists: born prior 1946

75 MILLION

Baby Boomers: born between 1946-1964

80 MILLION

Generation X: born between 1965-1979

60 MILLION

Millennials: born between 1980-1995

82 MILLION

Generation Z: born between 1996-2012

72 MILLION

What is the approximate generational breakdown of your staff?
Your board?
The primary contacts within your pool membership?
How do these compositions compare and contrast?

Events and Conditions

Dates marking the beginning and end of a generation are just a starting place. To truly understand a generation, you have to understand the events and conditions that impacted its formative years.

FORMATIVE YEARS

During our teens and early adulthood, we begin to create our own perceptions of the world around us, apart from our parents. The events of this time form a cultural backdrop that impacts the way each generation views everything from social justice to politics, work ethic and consumption.

Generational theory explores how these shared experiences result in behavioral patterns and consumer trends.

SOCIOLOGY VS. PSYCHOLOGY

Generational theory is a field of sociology. This means that we're studying broad cultural trends and patterns, based on demographic shifts and evolving cultural norms.

Compare this to psychology, which explores how individuals think, communicate, emote, etc. You probably know of many psychological tools that help us better understand individuals, such as the Meyers-Briggs Type Indicator, the DiSC personality test, strengths finders and more. In a similar way, an understanding of generations and culture is a tool to help you build connections and understand the world around you.



Cuspers: Some people feel they are not part of the generational conversation because they fall between two generations. For example, someone born in 1965 might not completely identify with Baby Boomers or Gen Xers, but they may identify with individual aspects of each generation. These individuals are called “cuspers,” and they play an integral role in communication because they can see both perspectives. Many cuspers naturally serve as translators or mediators because they can understand different generational perspectives.

Stereotyping

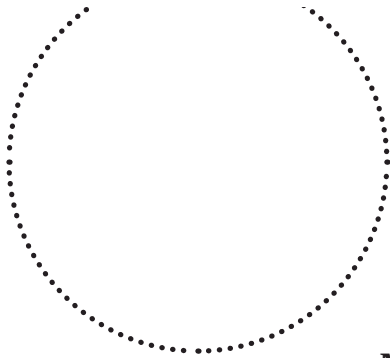
Entitled youths! Stodgy seniors!

Stereotypes are often negative and can create major obstacles when we're trying to understand another person's perspective, whether that person is pool staff, a person on the governing body, or a pool member. If we fail to properly examine the complexities of each generational group we will inhibit our ability to engage people of all generations.

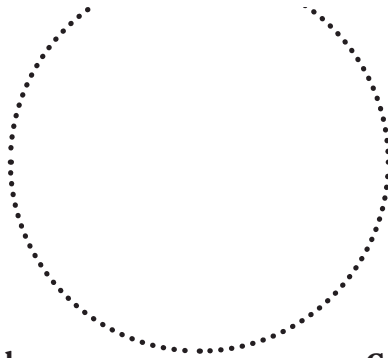


Think of someone you respect and enjoy in each generation. In each circle, write down three to four qualities that you admire about that person.

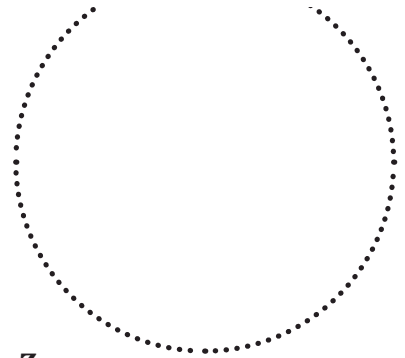
Traditionalists



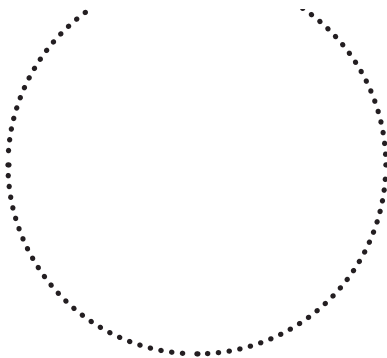
Baby Boomers



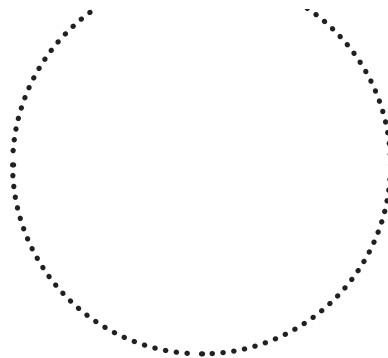
Generation X



Millennials



Generation Z



What are some stereotypes of your own generation?

What do you wish people of other generations appreciated about your generation?



The Generational Deep Dive

Traditionalists

- **Birth years:** before 1946
- **AKA:** the Greatest Generation, the Silent Generation
- **Population size:** 72 million



ENVELOPE EXERCISE

1. Look at the images in your envelope.
2. Choose two or three images to focus on.



At your tables, discuss the following:

How do these events and conditions impact how Traditionalists see the world?

How do these events and conditions impact how Traditionalists interact in and shape workplace culture?

How do these events and conditions impact Traditionalist decision making, including whether or not to participate in a pool?

Events and Conditions

Traits

TRADITIONALIST WORK EXPERIENCE

Top-Down:

Seniority Rules:

Formal:

No News is Good News:

TRADITIONALIST MEMBER EXPERIENCE

How to engage:

How to thank:

How to leave an impression:

Beware:

Baby Boomers

- **Birth Years:** 1946–1964
- **Population Size:** 80 million



ENVELOPE EXERCISE

1. Look at the images in your envelope.
2. Choose two or three images to focus on.



Discuss the following from the perspective of both your pool and your pool members:

How do these events and conditions impact how Baby Boomers see the world?

How do these events and conditions impact how Baby Boomers interact in and shape workplace culture?

How do these events and conditions impact Baby Boomers decision making, including whether or not to participate in a pool?

Events and Conditions

Traits



Baby Boomers' Life Stage: **Retirement Redefined**

Baby Boomers have redefined every life stage they have touched, from youth culture to the counterculture to corporate culture, and now they are doing the same for retirement culture.



What does this [AARP commercial](#) tell you about Baby Boomer aging?

How could an aging and active population impact pool member coverage needs, or claims?

Retirement looks different today for two overarching reasons:

1. Retirees and potential retirees are less prepared than previous generations.
2. Retirees hunger for adventure and growth.



- 10,000 Baby Boomers turn 65 every day. (U.S. Census 2016)
- Boomers have the longest life expectancy in history: 84 years. (World Health Organization 2016)
- 59 percent of Baby Boomers expect Social Security to be a major source of income in retirement. (Source: Insured Retirement Institute. Sixth Annual Update on Retirement Preparedness for the Boomer Generation. April 2016)
- 45 percent of Baby Boomers have little to no retirement savings. (Source: Insured Retirement Institute. Sixth Annual Update on Retirement Preparedness for the Boomer Generation. April 2016)
- By 2022, nearly a quarter of people ages 70 to 74 will be working – double the figure in 1992. (Source: The Next America. Paul Taylor. Pew Research)

For additional information, take a look at the article on page 59-60

BABY BOOMER WORKPLACE EXPERIENCE

Idealistic:

Optimistic:

Competitive:

Retirement Redefined:

BABY BOOMER MEMBER EXPERIENCE

How to engage:


How to thank:

How to leave an impression:

Beware:

Generation X

- Birth Years: 1965–1979
- Population Size: 60 million



ENVELOPE EXERCISE

1. Look at the images in your envelope.
2. Choose two or three images to focus on.



Discuss the following from the perspective of both your pool and your pool members:

How do these events and conditions impact how Generation X sees the world?

How do these events and conditions impact how Generation X interacts in and shape workplace culture?

How do these events and conditions impact Generation X decision making, including whether or not to participate in a pool?

Events and Conditions

Traits





Generation X's Life Stage: Waiting in the Wings

Mid-career Generation Xers are looking up the org chart and finding one of two things: 1. Baby Boomers are retiring so the Gen Xers will be stepping to top leadership roles within the next five to seven years. Or, 2. Baby Boomers are not retiring, and the Gen Xers can't imagine spending another ten years waiting in the wings.

This means Gen X employees within your pool may be evolving in a variety of ways, and that your Gen X member champions may be similarly transitioning. To help retain members, make sure you're engaged with not only Gen X, but also a breadth of individuals at any singular public entity you cover.

ARTICLE

From Slackers to the C-Suite: How Gen X Leaders Transform Organizations

Kim Lear (this article was originally published on the Inlay Insights website Feb. 21, 2017)

Bad team players, disloyal, cynical, disengaged, slackers.

And that's just a sampling of the lovely language that's been used to describe Gen X (prior, of course, to our collective obsession with Millennial-bashing). As Gen X moves into leadership, it's time to dig more deeply into what makes this misunderstood generation unique.

The name comes from Canadian novelist Doug Coupland's dark and hilarious book *Generation X: Tales for an Accelerated Generation*. He captured the skeptical, iconoclastic, change-hungry ethos in a way no one had before:

"Negative? Moi? I think realistic might be a better word. You mean to tell me we can drive all the way from here to L.A. and see maybe ten thousand square miles of shopping malls, and you don't have maybe just the weentsiest inkling that something, somewhere has gone very very cuckoo?"

Can you see the joie de vivre peeking through the protective cynicism? That's vintage Gen X.

This is the generation shaped by AIDS, divorce, the Challenger explosion, the OJ Simpson chase, the controversial verdict and the protests that followed, the tech bubble and watching their resumes dissolve as the bubble burst. And they'll never fail to remind you that they had MTV when MTV played music videos. The glory days.

Gen X is the baby bust that followed the Baby Boom. Like a classic middle child, they're used to slipping through the cracks — and often using that to their advantage. The first

latchkey children, they've been making their own way and making their own choices since they could tie their shoes. (No Velcro for them). Helicopter parents? Don't even get them started.

These are the reasons Gen Xers in your workplace are so independent, entrepreneurial, skeptical and comfortable with change. And, this is why Gen Xers in your membership seem less loyal to the pool and more likely to shop for coverage elsewhere.

As leaders and consumers, Generation X is allergic to sugarcoating and obsessed with efficiency. When process gets in the way, it's time for the process to go. Organizational structures can always get more agile — or they can go out the door entirely, too. As Gen Xers take over at the executive level within the public sector and at pools, they will reshape leadership and organizations in their own image.

Gen Xers have few sacred cows. They willingly let go of the way things have always been done, without any tribal attachments to old processes, procedures and norms. (Children of divorce, remember.) Gen Xers will come to rely on — and promote — innovation cheerleaders who can roll with changes and implement accordingly. This means that Gen X public entity leaders may be more focused on price and innovation than loyalty to your pool.

Gen Xers will bridge the gap between traditional hierarchies and progressive matrixes. For nearly a decade, organizations have been dismantling strict hierarchies and leveraging matrixed models to break down silos, provide





transparency and move faster. It's been bumpy road, particularly for generations that depended on the hierarchies for clear career paths. Gen X leaders started their careers in these hierarchies, from the first swirl of frozen yogurt they dished out under the watchful eye of the associate assistant regional manager. With an appreciation for both the strengths and the drawbacks of this model, they could be the generation to combine the order of a hierarchy with the agility of a matrix. Pools might appeal to this Gen X operational hybrid by emphasizing member relationships and services that truly set the pool apart from corporate insurance options.

Gen Xers expect transparency. Knowledge hoarding, PR-massaged communication and sugarcoating will be left in the dustbin of history. To be effective for Gen Xers, communication must be frequent, unfiltered and honest.

Gen Xers are tech true-believers. The rapid growth of artificial intelligence plays right into efficiency-obsessed Gen X leaders' hands, accelerating a trend toward doing more work with fewer people. Keeping critical skills up to date, being adaptable, constantly learning and retraining when necessary will be imperative to finding success in the future of work. Pools that are technology innovators will be appealing to Gen X staff and members.

Gen Xers came of age into a world that didn't think much of them — and they made it clear they didn't think much of the way the world had been run by the generations before. Gen X decision makers may have shed the slacker image, but they haven't shed the skepticism and independence that earned it. Their reign over public entity pools and members is likely to be short, squeezed between retirement-proof boomers and eager-beaver Millennials, but they will leave an indelible mark.

"We never trusted the system, so we taught ourselves how to work outside of it."

— Inlay Gen X focus group participant, 2015



Pivot

For mid-career Gen Xers, waiting another decade to step into leadership is unlikely. After working for two decades, some Gen Xers are considering their next steps and reevaluating what they want to do for the next 25 years — or where they want to do it. Gen X will leave for a better opportunity at another pool. Or, if they have saved appropriately, built networks and acquired marketable skills, Gen X may pivot to a new industry or a more entrepreneurial field.

Pulled from Guardian Website on 5.29.18. To view full verbiage, visit:

<https://www.guardianlife.com/financial-representative-careers/embrace-your-inner-entrepreneur>



- 55 percent of startup founders are Gen Xers. (Anna Sophia Martin. Forbes 2016)
- Job satisfaction of the average employee deteriorates dramatically midlife. (Hannah Shwandt. Harvard Business Review. "Why So Many of Us Experience a Midlife Crisis. April 20th, 2015)
- During the recession, 37 percent of Gen Xers said that they plan on staying with their current employers once the economy improves, compared to 44 percent of Millennials and 52 percent of Baby Boomers. (Business Insider. Deloitte Study. Vivian Giang. November 15th, 2012)
- 81 percent of Gen Xers are on Facebook and 5.9 million have Snapchat accounts. (Anna Sophia Martin. Forbes 2016)





- 48 percent of Gen Xers say they expect to provide primary care for their ageing parents.
(Pew Research. State of the Family 2016)
- Gen Xers have less wealth than their parents did at their age, 25 years ago.
(New York Times. Janet Morrissey. 2016)
- Gen X has an aversion to labels. Only 41percent actually identify as “Gen X.”
(Sparks and Honey. Gen X at 50. 2017)

GENERATION X WORKPLACE EXPERIENCE

Entrepreneurial:

Skeptical:

Independent:

Leadership:

Pivot:

GENERATION X CUSTOMER EXPERIENCE

How to engage:

How to thank:

How to leave an impression:

Beware:

Millennials

- **Birth Years:** 1980–1995
- **Population Size:** 82 million



ENVELOPE EXERCISE

1. Look at the images in your envelope.
2. Choose two or three images to focus on.



Discuss the following from the perspective of both your pool and your pool members:

How do these events and conditions impact how Millennials see the world?

How do these events and conditions impact how Millennials interact in and shape workplace culture?

How do these events and conditions impact Millennials decision making, including whether or not to participate in a pool?

Events and Conditions

Traits



Millennials' Life Stage: Emerging Adulthood and Parenthood

ARTICLE

The New On-Ramp: Emerging Adulthood and the Workplace

Written by Kim Lear, originally published on the Inlay Insights blog

Over the past few years, I've asked hundreds of people with adult children how their lives compare to their children's lives at the same age.

Sharon, 63, recently told me:

"When I was 28, my husband and I lived in a suburban home with two kids. We were balancing work, carpools and family obligations. It's been an amazing life, but I can't help but be a bit jealous of my kids today. My 28-year-old son is a freelance developer living in Japan. I miss him and I want him to come home, but he's really having the experience of a lifetime. It's amazing to me how much he has done and seen in a short amount of time."

While Sharon's son may not be an entirely typical Millennial, her sentiment is very common. I've heard from parents again and again that their adult children are living great lives but haven't achieved the traditional milestones associated with adulthood. My own parents were married and had a child by the time they were 25. Most 25-year-olds I know are... drunk. No, I'm kidding. They're hungover.

The new onramp to adulthood is known as "emerging adulthood," and it's longer and more unpredictable than it's ever been. The time between ages 18 and 29 is now marked by self-exploration, self-focus, instability in work and love, transition and optimism. For Millennials, the 20s are no longer about settling down, attaining socioeconomic achievements, or starting to engage with public service.

You can hear the shift in the cultural conversation in the way people in their 20s use "adulting." They don't call themselves adults, but use the neologism as a verb and a hashtag to describe the way they're trying on adult life. For example:

Jan 8

Cooking for the first time in a while and of course I forget to put oil on the pan before putting the meat in. #fml #help #adulting

Jan 8

Things I just googled: "How to do your taxes." #adulting

Sociologists define adulthood as five distinct (and perhaps outdated) events: leaving home, finishing education, entering full-time work, getting married and having kids. Let's see how millennials measure up:

- In 1960, 40 percent of 30-year-olds were homeowners. Today, 27 percent of 30-year-olds are homeowners. (Source: Atlantic Magazine. Derek Thompson. 4.20.2016. <https://www.theatlantic.com/business/archive/2016/04/the-average-29-year-old/479139/>)
- In the 1960s, the average person had four different employers by the time they were 65. Today, the average person has four different employers by the time they're 30. (Source: CNN. Heather Long. 4.12.2016 <http://money.cnn.com/2016/04/12/news/economy/millennials-change-jobs-frequently/>)
- For the first time since 1880, Americans ages 18 to 34 are more likely to live with their parents than in a household shared with a spouse or partner. (Source: Pew Research. Richard Fry. 5.24.2016 <http://www.pewsocialtrends.org/2016/05/24/for-first-time-in-modern-era-living-with-parents-edges-out-other-living-arrangements-for-18-to-34-year-olds/>)
- In 1960, 59 percent of adults under 30 were married. Today, 20 percent of adults under 30 are married. (Source: Pew Research <http://www.pewsocialtrends.org/2011/12/14/barely-half-of-u-s-adults-are-married-a-record-low/>)





Many factors can explain these generational differences, including the most recent recession, rising student loan debt, and shifting norms around cohabitation and premarital sex. But we can't ignore another important one: longevity.

We're living longer than ever before. Fifty percent of babies born in 2007 will live to be 104. While discussions around longevity typically focus on what it means to be older longer, there's a flip side: If we're older longer, we're also younger longer. If 60 is the new 40, it should come as no surprise that 30 is the new 20.

What are the implications of the emergence of a new life stage? We can look to the rise of teenagers as a barometer. Jeffrey Jensen Arnett, founder and executive director of the Society for the Study of Emerging Adulthood, writes,

"It took a long to for the sociology and psychology fields to adequately explain to the broader population that teenage years was a specific development stage. Once the case was made, social institutions adapted."

The idea that teenagers were somehow different led to changes in health care, education (the creation of junior highs, for example) and criminal justice. We can expect emerging adults to have a similar, if not greater, impact on our society. In fact, we're already seeing changes in finance and marketing, as young adults delay big purchases like homes and cars; in education as more emerging adults opt for gap years or go back to school when they're older; and in marriage and parenting as more people have more life experience behind them when they become partners and parents.

Imagine the impact on the public sector, in general, the risk profile for your members and the way your Millennial members will engage with the pool. Will your members be providing the same kinds of public services they are today, in the same increments? Will they need to shift the infrastructure they maintain? How will these shifts impact the risks your members are facing and the coverage they need?

And, of course, this shift will change the way we work. Emerging adults have very little to lose. Many of them don't have mortgages to pay or families to support. Their sense of possibility and optimism fosters their "grass is always greener" mindset. If you're thinking "staff retention issues" right now, you're right on target.

This same freedom and sense of possibility may mean Millennials are less likely to engage or care about traditional public service in their early 20s. This could impact your pool's ability to connect with new members or recruit younger trustees, and it could impact who is running for office to lead public entity governing bodies as well.

Here's what your organization can do:

Tap into self-exploration. Create opportunities for Millennial staff to visit other entities in the public entity pooling environment, and for your public entity members to visit each other. This benefits not only your adventurous employees and members, but also your organization, which will have a network of people with public entity pooling relationships.

Create growth and development outside of typical job functions. Emerging adults are curious and motivated to learn. Offering time off to volunteer within the community is one way to allow pool employees to give back to the public good while exploring areas of personal interest and growth. You might especially encourage staff volunteer opportunities at pool member sites to build relationships and member affinity.

Create strong alumni networks. Job-hopping throughout your 20s has become the norm and will likely stay that way. But when people reach 30, they tend to find more stability in their jobs — and they now have more professional pull and valuable connections. Rather than cutting off ties with team members or member contacts who leave, pools should create and nurture alumni networks.

Some of the best and brightest will leave an organization to travel or try other options, but when they are ready for a long-term career, they are more likely to return to the company that held that door slightly open for them. We call these "boomerang" employees, and they typically have high retention and engagement rates.

You might see this same trend in your members. Millennial decision makers may decide to leave your pool and then return at a later date. Keeping your member services and brand relevant — and the door open — will keep your pool a viable option for public entity Millennial decision makers.

Tell your story. Articulating your 'Why,' building your brand, and cultivating a positive social media presence can help your pool engage Millennials and harness their ability to influence each other's decisions.



Millennial Families



While some Millennials are still considered “emerging adults,” another portion of this demographic is creating more diverse, inclusive and egalitarian families than ever before. Millennials expect their personal workplaces and public entities at large to respect and respond to this new modern family dynamic.

Parenting

- 50 percent of Millennial parents have chosen to buy gender-neutral toys for their children, compared to 34 percent of Gen Xers and 34 percent of Baby Boomers. *(Source: Katy Steinmetz. TIME Magazine. October 15, 2015 <http://time.com/4070021/millennial-parents-raising-kids-poll/>)*
- 30 percent of Millennial parents are somewhat, very or extremely concerned about other parents judging the food their children eat, compared to 17 percent of Gen Xers and 11 percent of Baby Boomers. *(Source: Katy Steinmetz. TIME Magazine. October 15, 2015 <http://time.com/4070021/millennial-parents-raising-kids-poll/>)*
- 58 percent of millennial parents find the amount of parenting information available to be somewhat, very or extremely overwhelming. *(Source: Katy Steinmetz. TIME Magazine. October 15, 2015 <http://time.com/4070021/millennial-parents-raising-kids-poll/>)*
- 64 percent of all age groups say parenting has become more competitive. *(Source: Katy Steinmetz. TIME Magazine. October 15, 2015 <http://time.com/4070021/millennial-parents-raising-kids-poll/>)*





Rise of egalitarian marriages

- In 1960, 25 percent of households were dual income. In 2012, 60 percent of households were dual income. *(Pew Research Center. June 2015)*
- In 1965, fathers spent 6.5 hours per week on household work or childcare. By 2011 that number jumped to 17 hours per week. *(Pew Research Center. June 2015)*

Children

- By around 2020 more than half of the nation’s children are expected to be part of a minority race or ethnic group. *(Source: NPR. Kendra Yoshinaga. 07.01.2016)*
<https://www.npr.org/sections/ed/2016/07/01/484325664/babies-of-color-are-now-the-majority-census-says>
- An estimated three million LGBT Americans have had a child and as many as six million American children and adults have an LGBT parent. *(Source: Williams Institute. Gary J. Gates. LGBT Parenting in the United States. 02.2013.)*
<https://williamsinstitute.law.ucla.edu/wp-content/uploads/LGBT-Parenting.pdf>
- Between 1960 and 2016 children living in families with two parents decreased from 88 to 69 percent. *(Source: U.S. Census Bureau (2017, Nov. 19) The Majority of Children Live With Two Parents, Census Bureau Reports (Release Number: CB16-192)*
<https://www.census.gov/newsroom/press-releases/2016/cb16-192.html>



Discuss the following from the perspective of both your pool and your pool members:

How could the changing family landscape impact how employees show up to work?

How could the changing family landscape impact member expectations of public entities?

MILLENNIAL WORKPLACE EXPERIENCE

Empowered:

Collaborative:

Risk-Averse:

In Search of Meaning:

Emerging Adulthood:

Parenthood:

MILLENNIAL MEMBER EXPERIENCE

How to engage:


How to thank:

How to leave an impression:

Beware:

Generation Z

- Birth Years: 1995–2012
- Population Size: 72 million



ENVELOPE EXERCISE

1. Look at the images in your envelope.
2. Choose two or three images to focus on.



Discuss the following from the perspective of both your pool and your pool members:

How do these events and conditions impact how Generation Z sees the world?

How do these events and conditions impact how Generation Z interacts in and shape workplace culture?

How do these events and conditions impact Generation Z decision making, including whether or not to participate in a pool?

Events and Conditions

Traits



GENERATION Z TRENDS

Resourceful: The first inclination when faced with an obstacle is to lean on technology to figure it out alone rather than ask an authority figure.

FOMO: Gen Z suffers from an intense fear of missing out.

Diverse: Gen Z is more culturally, racially, ethnically, socio-economically and religiously diverse than previous generations.

Competitive: Growing up in the aftermath of the Recession has created a competitive generation acutely aware of scarcity.

GENERATION Z WORKPLACE EXPERIENCE

Resourceful:

FOMO:

Diverse:

Competitive:

GENERATION Z MEMBER EXPERIENCE

How to engage:

How to thank:

How to leave an impression:

Beware:



Inter- Generational Dynamics


Comparing Generational Preferences

FORMALITY:

Baby Boomers were competing with 80 million peers in a scarce marketplace. They needed to stand out to their Traditionalist bosses. They wore the right things, said the right things and learned fast how to carry themselves in a Traditional culture. There was a clear barrier between personal and professional lives.

Generation X shook up this professional environment with more casual dress, but they stayed within the lines when it came to privacy and professionalism.

Millennials want to bring their whole selves to work; the line between personal and professional has become blurred.



How formal is the pooling culture?

What are the advantages of a formal culture, in terms of a) pool operations; and b) membership engagement?

What are the advantages of an informal culture, in terms of a) pool operations; and b) membership engagement?

What are two or three actions your pool could take to benefit from formality at work?

What are two or three actions your pool could take to benefit from formality in membership engagement?

What are two or three actions your pool could take to benefit from informality at work?

What are two or three actions your pool could take to benefit from informality in membership engagement?

RECEIVING FEEDBACK:

You may need to provide feedback about staff performance, member loss performance, risk control measures, or in other critical areas. Most people deliver feedback the same way they wish to receive it, which can create some generational collisions. Honest and direct Xers are engaging Millennials who could be a bit fragile during their first few feedback cycles. Optimistic and idealistic Boomers are engaging Xers who are skeptical by nature.



Activity: What They Say vs. What They Mean

Baby Boomer: “I hadn’t even finished packing up my things after the safety committee meeting before she launched into a critique about how we could have run the meeting more effectively. I was caught completely off guard!”

What they might mean:

-
-

Gen Xer: “Stop saying ‘area of opportunity.’ Just say ‘weakness.’”

What they might mean:

-
-

Millennial: “This might not be the right place for me. I am clearly disappointing my manager.”

What they might mean:

-
-

Gen Zer: “This training is taking forever. Would you mind if I figured this out on my own?”

What they might mean:

-
-

SOCIAL RESPONSIBILITY

Every generation, from Traditionalists to Generation Z, cares about social responsibility. One generational difference that we do see is how important social responsibility is to different generations when it comes to spending money and choosing service providers. For younger generations, social responsibility can be the deciding factor when they consider who to do business with.

Pools have a great message about social responsibility. Now is the time to properly articulate that message.



- Gen Z is the generation most willing to pay more for products and services that come from companies who are committed to positive social and environmental impacts.
(Neilson Global Online Study 11.05.2015)
- 81 percent of Millennials expect companies to publicly pledge to be good corporate citizens.
(Horizon Media, Finger on the Pulse Survey)
- 70 percent of Millennials will spend more on brands supporting causes they care about.
(Cone Communications, AMA 2017)



How can pools leverage Gen X, Millennial, and Gen Z perspectives on social responsibility to engage members?

WORK ETHIC AND FLEXIBLE WORK ARRANGEMENTS:

The definition of “hard work” looks different to each generation.

Competitive Boomers transformed the 40-hour workweek into the 80-hour workweek in an effort to differentiate themselves from their 80 million peers. Generation X, turned off by aspects of the Baby Boomer lifestyle, sought to work smarter, not longer. They ushered in meaningful conversations around work-life balance. Millennials have grown up in a world where you can work when you want and how you want. Yoga at noon? Why not?



How can pools leverage Gen X and Millennial perspectives on work ethic to recruit staff talent?

Flexible work arrangements:

- Measure what gets done rather than how it gets done.
- Create an environment conducive to active parenting.
- Recruit new staff that may have location constraints.

List three ways engaging a more flexible work environment within your pool could also help build member relationships, loyalty, or engagement.

REWARDS:



How do you think each generation would like to be rewarded? What does this mean for engaging and retaining a) pool staff and b) pool members?

Traditionalists:

Baby Boomer:s

Generation X:

Millennials:

Generation Z:

Building Stronger Intergenerational Relationships

MENTORSHIP:



- Older people who mentor and support younger people in work and in life are three times more likely to be happy as those who fail to engage in this way.
(George Valiant. Harvard Medical School)
- Millennials who intend to stay with their with their organization for more than 5 years are twice as likely to have a mentor (68 percent), than not (32 percent). (2016 Deloitte Millennial Survey)
- 80 percent of learning takes place informally. Interactions between mentors and mentees are crucial times for employees to absorb knowledge.
(Journal of Vocational Behavior. Career Benefits Associated with mentoring for Mentors: A Meta-Analysis. Rajashi Ghosh. 2013)



What gets in the way of mentorship?

What is the benefit of reverse mentorship?

How could the pool use inter-generational mentorship opportunities to its advantage when working to retain members?



Mentorship Definition:

Sponsorship Definition:

Mentor/Mentee Activities

- Attend a conference or lecture series together.
- Read the same business book and create time to discuss the material.
- Role play to address a particularly challenging situation.
- Take your favorite personality or behavioral assessment to learn how to best work together.
- Do the generational icebreaker together (in the resource section of this handbook).



Generational Common Ground

Flexibility:

Growth and Development:

Work Environment:



Presenting Generations

Applying generational theory can help your pool overcome stereotypes to better recruit, retain and engage staff. Considering the impact of generational theory on your membership is also important to build and retain the best possible member relationships.

Now that you've deepened your personal expertise you can use these tips to present generational theory effectively and get buy-in from your board or staff team for generationally-focused changes. You might even consider ways to bring generational conversations forward for your pool members.

Notecards to help you craft a script outline can be found in the **Additional Resources** on **page 58** of this workbook.

Open Your Presentation

There are dozens of jarring statistics about demographics and generations you can share to open a presentation. The only problem is this: Your audience does not care. **The audience sits in their seats eagerly waiting for you to tell them a story.**

A great presentation begins with a well-constructed story. Data will be more meaningful if your audience feels a connection to you and has context.



Write a personal story you could share about a generational gap. Perhaps you used the phrase “You sound like a broken record” with a young person who didn’t understand its meaning. Perhaps you have a story about a misunderstanding between younger and older colleagues in your workplace. The topic of generations lends itself well to humor so lean into the funny stories that you have.

Hint: if you don’t have a story, tell someone else’s! A story can be just as effective if you say something like “My friend Joyce tells this great story about a generational misunderstanding...”

ARTICLE

STORYTELLING TIPS from Storytelling Trainer, Bill Baker **Five Elements of a Strong Strategic Story in Leadership Communications**

Of all the communications tools available to a leader, perhaps none is more powerful than storytelling. From Martin Luther King to Shelly Sandberg, great leaders have always used stories to connect people to ideas, to each other and to a vision of the future they want to make real.

But every great power has inherent risks and rewards in using it, and storytelling in leadership communications is no different. Tell the wrong story in the wrong situation and you run the risk of your audience staring blankly at you, wondering silently (or worse, out loud) what the point of that story was and how they go about getting a refund on the three minutes you just took from their lives in telling it. But share the right story in the right situation and the rewards

can be great, specifically in your ability to connect with your audience at a more meaningful and human level, indirectly yet effectively shaping the way they think and feel, and motivating them towards a desired action.

To reap the greatest rewards from storytelling in the workplace and steer clear of the risks, one must think strategically about the stories they tell, making sure they can first identify what they need a story to achieve so they can then find or develop the right story to achieve it. It also involves building great stories to be told. And while every story is different and unique, all great strategic stories are composed of five essential elements.





Premise – This is the context for your story, connecting the story you are about to tell to the workplace situation in which you're telling it and/or the mindset of the audience who's hearing it. Establishing the premise for your story is a way of setting it up, building common understanding with your audience and helping them appreciate why they should listen to it.

An example. Let's say you're a manager that has gathered the troops to present a rollout plan for a major new initiative that will require your team to learn a new way of operating. You know that many on your team are anxious about this change. You also know that they're not really going to listen to your rollout plan unless you can deal with this white elephant of nervous energy sitting in the middle of the room blocking the screen. So you've got a great personal story to share with them about embracing change and learning new skills. But rather than just launch into that story, you first establish the premise for it by saying something like...

"As everyone knows, we're about to implement a big change initiative across the company, and we're here to present the rollout plan and discuss your roles in it. I know that changes of this magnitude can be both exciting and unsettling. It can make people nervous, especially if they have to learn new skills. I'm sure you're feeling it. Hell, I'm feeling it too. Change is hard. In fact, as I was getting ready for this meeting, I was reminded of a big change I had to get through several years ago. So before we dive into the plans, let me just tell you a quick story."

And then you tell your story, about a time when you (or someone you know, or someone well-known) had to face change head-on and embrace it before they could succeed. Your audience knows this story is going to be about getting through change because you've set up the Premise for it. And in setting up that Premise, you've acknowledged not only how they're feeling, but also the main reason you're meeting (i.e., to present the roll-out plans)...so they'll excuse you while you take a couple of minutes at the start of that meeting to tell a story.

Platform – After you've established the Premise for your story, you then establish the starting point for it by establishing the time and place in which it begins. For example, "Once upon a time in a galaxy far, far away" is the platform for one of the most well-known stories of our time (Star Wars). When a storyteller sets the Platform, it's his or her cue that a story is about to unfold. For example, for the story referenced above it might be,

"One day, when I was in the second year of my first job at Grey Advertising in New York City, word came down from up high that a major reorg was coming."

Person – These are the characters who find themselves in the time and place of the story's Platform and about to be part of the story's Plot. Most stories have a main character whom the story is about, with supporting characters having an impact on that main character and/or journeying along with them. Quite often the main character is you, the storyteller, as you share a personal story about something that happened to you and what you took away from the experience (the Point). But sometimes you can tell a personal story where you are not the main character. Instead your story is about someone else and their experience, and you are more of a witness to it. If this is the case, make sure you make the story about that Person and not about you, even if it's told from your experience and perspective.

Plot – Plot is the driving force of any great story, entailing the series of events that have unfolded. Plot gives your story structure and flow, with a clear beginning, middle and, importantly, end. While there are many Plots a story can follow, the most typical involves a group of people (Person) in a current situation (Platform) who have a goal of achieving a new reality but experience obstacles and challenges in trying to reach that goal, and then somehow manage to overcome them. A story's Plot becomes more engaging when there is tension built up around those challenges and obstacles, and that tension is relieved when the characters succeed by moving past them.

Point – And of course, every great strategic story, especially those shared in a workplace situation, has a Point to it. There is a key message, learning or takeaway that the audience draws from the story you've just told: one that flows naturally from the Plot of your story and its impact on the Person(s) in it. Because having a strong Point is central to my story's success, I typically don't like to leave its communication to chance and will often conclude my story by driving the Point home – e.g. "The point of this story is..." or "What I learned from that situation was..."

"The reason I shared this story with you is..."

Paying attention to the middle three element outlined above (Platform, Person and Plot) will ensure your story is engaging and captivating and something people will understand and want to listen to until the end. Taking the time to firmly establish the first (Premise) and fifth (Point) elements will ensure your story is strategic: that it's relevant to the workplace situation in which you're telling it and that the audience is rewarded with something meaningful in hearing it.

*Bill Baker is founder and principal of **BB&Co Strategic Storytelling**, which provides business storytelling training and organizational storytelling services to public entity pools and Fortune 500 companies alike.*

Build Your Case and Create Urgency

The audience wants to know within the first few minutes how the topic of generations is going to impact them directly. Whether you're focusing on staff recruitment or member expectations, you want to clearly articulate how demographic shifts and generational personalities impact the people to whom you are presenting.

Effectively using data is a good way to make your case. Consumer power and life stages are constantly evolving, so data changes often. Make sure you are using recent data in your presentation and pull information from reliable sources like:

- [Bain](#)
- [Boston Consulting Group](#)
- [Deloitte](#)
- [Gallup](#)
- [Inlay Insights](#)
- [Marist Poll](#)
- [McKinsey](#)
- [Pew Research](#)
- [U.S. Census](#)
- [U.S. Department of Labor](#)

EXAMPLES:



10,000 baby boomers turn 65 every day.

(Source: U.S. Census 2017)

Why does this matter?

- During shifts in life stages for local government or school leaders, the pool's membership loyalty could wane. Newer public sector leaders may be looking to revisit service provider choices, including coverage and risk management.
- Formal and informal leaders within your pool are, or will be, leaving. What happens to their experiential and tribal knowledge?



It costs between \$15,000 and \$25,000 for an organization to replace a Millennial employee.

(Source: Boston Consulting Group. 2016 State of the Workforce)

Why does this matter?

- High turnover is expensive. Millennial retention is directly tied to your pool’s operational success.
- Turnover within member entities means your pool needs to focus more on orientation, training, and key risk management education for new public employees in a way that resonates with the Millennial member.

An estimated 65 percent of youth entering high school this year will work in jobs that don’t currently exist. *(Source: Gen Z @ Work by Stillman and Stillman. HarperCollins. March 2017)*

Why does this matter?

- Both the workplace and the marketplace are changing fast. Pools must examine what’s coming down the pipeline to stay relevant to members.
- What might public entity jobs of the future be? What role does technology play? How will these job shifts impact the work environment of local governments and schools (and, the workers’ compensation risks)?

50 percent of millennials report using a mobile device to read user reviews and research products while shopping, compared to 21 percent of non-millennials.

(Source: The Boston Consulting Group. The Millennial Consumer, Debunking Myths)

Why does this matter?

- Millennials have a lot of influence over each other’s decisions. They have the ability to make or break your pool’s brand quickly.
- Having a social media presence and staying on top of reviews is imperative to attract the next generation of members and employees.
- Monitoring positive reviews lets you know what Millennials find especially attractive about your pool, while addressing negative reviews well can bolster your pool’s credibility.



What homework will you have to do in order to prepare for a presentation?

Why is a generational presentation valuable within your specific pooling environment?

Work to Overcome Skepticism

Expect to face some healthy skepticism from sophisticated audiences, even after you present your data.

1. Proactively recognize limitations.

The topic of generations has limitations. People are complex and can never be summed up in a phrase like “Generation X.” Reassure your audience that you recognize the complexity of every individual.



How can you proactively recognize limitations without discrediting your information?

2. Ask meaningful and provocative questions.

Traditional presenting tactics focus on you, the presenter, providing information and answers to an eager audience. When talking about generational perceptions and issues, there is more power in asking meaningful and provocative questions to or of your audience.

“If I’ve learned nothing else, I’ve learned this: A question is a powerful thing, a mighty use of words. Questions elicit answers in their likeness. Answers mirror the questions they rise, or fall, to meet. So while a simple question can be precisely what’s needed to drive to the heart of the matter, it’s hard to meet a simplistic question with anything but a simplistic answer. It’s hard to transcend a combative question. But it’s hard to resist a generous question. We all have it in us to formulate questions that invite honesty, dignity and revelation. There is something redemptive and life-giving about asking a better question.”

— Krista Tippett. Peabody award winning broadcaster, New York Times bestselling author, recipient of the National Humanities Medal from President Obama

Sometimes all it takes to win over a skeptical audience is to ask a personal question.

Situation 1

- **Skeptical Baby Boomer audience member:** I don't think this generational stuff holds any weight. Everything we live through impacts us, not just what happens when we're young.
- **You:** Good point and that is true. However, what happens during our formative years does have a unique ability to shape our views and expectations. Let me ask you this: In what ways is your child's life today different than your life at the same age?
- **Skeptical Baby Boomer audience member:** Oh, my kid is growing up with YouTube! She doesn't need to ask me anything. It's incredible. She just goes on and figures out how to make a train set or learn a new song on her guitar. She has access to so much information. When I was her age, I was out playing kick the can. I had no way of finding this kind of information.
- **You:** Do you think that her ability to be resourceful and access all that information at age 13 could make her experience of the world different than your own?
- **Skeptical Baby Boomer audience member:** That makes sense. I can see how she'll grow up with a different perspective than me.

- *fin* -

Situation 2

- **Skeptical Generation X audience member:** Is this really about generations or is this about life stage?
- **You:** Life stage is an important aspect to keep in mind. That's one of the reasons we address changes like retirement, career pivots and parenting. Even as each generation goes through different life stages, we find consistency in generational personalities. Let me ask you: Do you feel that you, as a Gen Xer, parent in the same way you were parented? Do you feel like you parent similarly to many Baby Boomers?
- **Skeptical Generation X audience member:** Not at all. I don't use any of that self-esteem movement nonsense. My kid gets the real deal from me. They aren't some special snowflake. I tell my kid that if they want to get a good job, they better work like hell for it.
- **You:** So even though you are in the same life stage – parenting – you still hold onto that realistic, independent, skeptical spirit. You didn't magically turn into a Baby Boomer.
- **Skeptical Generation X audience member:** I guess you're right.

- *fin* -



Brainstorm a few meaningful and provocative questions that you could use to win over your audience.

3. Anticipate and prepare for skepticism.



List three to five questions about applying generational theory to your pool that could come up

- ... When you're presenting to your board.
- ... When you're presenting to your staff.
- ... When you're presenting to your members.

- 1.
- 2.
- 3.
- 4.
- 5.



What homework might you need to do to prepare for these questions and audiences?

Compare and contrast the commonalities and differences between the questions for your board, staff, and pool members. Are there any questions in common between all three groups? If so, do the questions have additional impacts your pool should be thinking about?

Remember to Leverage Nostalgia



Share a story that is nostalgic and illustrates your generation.

Why is nostalgia powerful?

Write down three methods you can use to tap into generational nostalgia.

- 1.
- 2.
- 3.

“Nostalgia has been shown to counteract loneliness, boredom and anxiety. It makes people more generous to strangers and more tolerant of outsiders. Couples feel closer and look happier when sharing nostalgic memories.”

— Professor Constantine Sedikides, Ph.D., professor of social and personality psychology, director of the Center for Research on Self and Identity.

“If you’re not neurotic or avoidant, I think you’ll benefit by nostalgizing two or maybe three times a week. Experience it as a prized possession. When Humphrey Bogart says, ‘We’ll always have Paris,’ that’s nostalgia for you. We have it, and nobody can take it away from us. It’s our diamond.”

— Professor Constantine Sedikides, Ph.D., professor of social and personality psychology, director of the Center for Research on Self and Identity.

Create Actionable Takeaways

After you've reeled in the audience through storytelling, built your credibility, overcome skepticism and leveraged nostalgia, the audience will naturally be wondering, **“What do I do with this information?”**

The ability to create takeaways comes from expertise of content and a firm understanding of the member (or other audience). Pools are in a great position to share generational insights.



Takeaway Activity

Doing this exercise during your presentation can help identify goals and immediate actions your pool can take to engage both staff and members.

1. Take five sheets of your flip chart.
2. Label each one with a generation: Traditionalists, Baby Boomers, Gen Xers, Millennials, Gen Z.
3. Identify a specific audience within each generation (your pool staff, new pool members, long-standing members, etc.)
4. Identify the desired audience action and write it down on the flip chart. (Examples include: we want our pool staff to recruit more members, we want to build better member relationships, we want to more effectively motivate our youngest employees, etc.)
5. Write down three actions your audience can immediately enact to achieve the desired goal.


EXAMPLES: You may title your flip chart sheet ‘Millennial’ and choose to focus on pool members. Maybe you want your Millennial pool members to help with member recruitment of their generation. Three actions your Millennial members could take that you might identify are: 1) Tweeting something positive about your pool, 2) posting a photo of public entity risk management in action to Instagram, and 3) creating a hashtag campaign to use across social media platforms.

Or, you may decide to focus on Baby Boomer staff and decide you want them to more effectively motivate Generation X workers. You might identify that Baby Boomers can 1) take a specific action to be an active Gen X mentor, 2) practice frank feedback and 3) respect a more flexible work environment.


Finally, Wrap It Up

A great conclusion can come in many forms. Here are a few suggestions.


1. A video, such as your personal story from [Stories that Set Us Apart](#)

 Example:


2. A quote

 Example:

3. A summary of key takeaways

 Example:

4. Reminder of original goal

 Example:



Resources

FAQ

Q: How does generational theory play out globally? Do the same generational breakdowns apply?

A: In short, no. Generational theory is a region-specific area of study. As you can imagine, there were very few cultural similarities between growing up in Bangalore, India, in 1960 and growing up in Berkley, California, in 1960. The generational breakdowns in China are referred to as post-60s, post-70s, post-80s, post-90s, etc. Book recommendations about Chinese Millennials can be found in the “additional reading” section of this handbook. That said, Millennials are the most globally similar generation. Technology has made it possible for many young people all over the world to experience cultural events together, digitally. A global youth culture has emerged in certain parts of the world. Canada, Western Europe and the United States share the most generational similarities.

Q: Does generational theory play out differently with immigrant populations?

A: Generational theory has a cyclic aspect. Research typically finds that first-generation immigrants tend to show Traditionalist traits (loyal, hardworking, patriotic, grateful for the job). Second-generation immigrants tend to show Baby Boomer traits (pushing for more education, finding ways to get ahead, working within established systems). Third-generation immigrants show Gen X traits (questioning the status quo, not totally trusting institutions, finding independent paths), and so on.

Q: Aren't you just stereotyping?

A: No. The goal of studying generations is not to put people in a box. The goal is to uncover how our shared cultural stories impact patterns of behavior and norms. The generational lens best helps us understand change from a human perspective. It's of the utmost importance to recognize that the individual psychology of every person should always be taken into consideration, in addition to generations. Generational research is simply another tool you can use to understand the world around you.

Q: Aren't all these differences really just about life stage?

A: Of course certain attitudes and behaviors are about life stage, and not generation. If you have three kids and a mortgage, you're bound to think twice about quitting a job, for example. However, certain characteristics have been studied over decades by researchers like Yankelovich and Gallup, and the generations have been found to be consistent in their values regardless of the life stage they enter. So, no, you can't expect that another generation will act like you once they "grow up." Look at how Baby Boomers are retiring or Gen Xers are parenting as prime examples.

Q: Why are Millennials so entitled!?

A: Millennials grew up during a time when American culture underwent a critical shift: We moved from a culture where children should be seen and not heard to a culture that put a premium on youth voices. This is mostly due to technology. Some Millennials have been chief technology officers of their households since they were 12, so they are accustomed to having a voice. On top of that, empowered Millennials are aware of the power they yield in the marketplace. They grew up in the living, breathing Rolodexes of social media and their networks have the ability to make or break a brand. Millennials are the masters of understanding and leveraging that communal power. What comes off as entitled may, in fact, be a showing of empowerment.

Q: I don't feel like I fit into any of these generation categories.

A: Many factors affect the way people see the world. Birth order, geography, country of origin, religion and socioeconomic status can all affect personalities. Ultimately, it's up to the individual to see where they think they fit, if at all. Having characteristics of several generations is not only common, it can be a benefit.

Pooling Specific Resources

- 2018 Governance & Leadership keynote materials from Kim
 - Recruit, Retain, Lead – Pools as Workplaces for Multiple Generations
 - [Keynote slides](#)
 - [Keynote summary](#)
 - Pooling value proposition workshop
 - [Instructions](#)
 - [Materials](#)
- Webinar: [The age of the multigenerational workforce](#)
- AGRiP Intelligence
 - [Retirement realities and succession planning](#), by Kim Lear
 - [Your next pool executive](#), by Ann Gergen
 - [Understanding bias in decision making](#), by Rebecca Ryan
- [Insurance Careers Movement](#)

Additional Reading Material

Gen Z @ Work

by David Stillman and Jonah Stillman

Generational expert David Stillman, writes with his 17-year-old son, Jonah, about seven Gen Z trends. A light read with interesting insight into what's next.

The M Factor: How the Millennial Generation is Rocking the Workplace

by Lynne C. Lancaster and David Stillman

Although slightly outdated (published in 2010), this book does a good job laying the groundwork for understanding the millennial generation. Light, easy read.

Generations

by William Strauss and Neil Howe

This is one of the original books about generational theory. If you're ready to truly nerd out on generations going back deep into history, this book is for you. Academic, more rigorous reading.

Generation X: Tales for an Accelerated Generation

by Douglas Coupland

The Canadian novel responsible for coining the term "Gen X." A satirical perspective about growing up in the 1980s and early 1990s. Light, easy read.

Sapiens: A Brief History of Humankind

by Yuval Noah Harari

This is Kim's favorite book of all time. This is the story of how Homo sapiens came to rule the world. This book is not explicitly about generations, but if you simply want to be a smarter person, this book is for you. This has the ability to fundamentally change your perspective on culture, human behavior and social construction. An academic, rigorous read.

Homo Deus: A Brief History of Tomorrow

by Yuval Noah Harari

From the author of Sapiens, this book makes bold predictions about where humanity is going. An academic, rigorous read.

Script Outline

FOR PRESENTING GENERATIONAL THEORY AT YOUR POOL

The purpose of this script is to help you present generational theory to your staff, your board and your members. Feel free to use the following notecards as a template to organize your thoughts. Some of the cards also help with ideas for presentation visuals.

Your presentation can be based on what you learned through AGRiP’s generational residency and what you feel is most relevant to your audience. The events and conditions, traits and takeaways throughout this workbook and especially in the summary table at the end will help you create notes most relevant for your audience and tailored for your intended outcome.

At the end of the day, the presentation is yours to customize. This is simply one tool to help you best prepare for a presentation on generational theory.

PRESENTATION RESOURCES

- To download videos from YouTube: www.onlinevideoconverter.com
- To legally download professional images: www.thestocks.im, www.stocksy.com
- To find the latest commercials: www.adage.com, www.adweek.com
- To practice presenting: www.toastmasters.org

NOTECARD 1:

Potential slide image: Appropriate visual that will resonate with your audience

Information to share: Personal but relevant opening generational story

NOTECARD 2:

Potential slide image: Graphic of Generation Birth Years (Google images might be helpful here. Make sure to cite appropriately!)

Script:

- Traditionalists born before 1946 into a group of 75 million. This group is also known as the greatest generation
- Baby Boomers are born between 1946 and 1964 into a big group of 80 million.
- Generation X is born between 1965 and 1979 into a small group of 60 million.



Does anyone know why this is?

Answer: Women entering the workforce in record numbers and contraception

- Millennials are born between 1980-1995 into a group of 82 million. The term “Millennials” is synonymous with Gen Y
- Gen Z is the newest generation to step into the workforce. They’re born between 1996-2012 into a group of 72 million.
- Cuspers: Does anyone feel like they have one foot in one generation and one foot in another? You’re known as a cusper. Cuspers may initially feel that they are not part of the generational conversation, but in fact, you play an important role in communication. You can understand both perspectives and see both sides. You may find yourself playing the role of mediator or translator in the workplace.

NOTECARD 3:

Potential slide text: Events and conditions

Background to share: The dates are just a starting place. The key to understanding each generation is to go beyond birth years and look at the events and conditions that have shaped a generation during their formative years. Formative years are roughly your teenage years. Generational theory looks at how these shared experiences results in behavioral patterns and consumer trends.



Psychology vs. Sociology

NOTECARD 4:

Potential slide images: 5 – 7 visuals associated with Traditionalists

Information to share:

- Events and conditions of Traditionalists

- Traits of Traditionalists

NOTECARD 5:

Potential slide text: Traditional Culture

Information to share about Traditional culture:

- Top-down command and control

- Formality

- No news is good news

- A personal anecdote illustrating Traditional culture

- Other relevant background and statistics specific to your audience or desired outcome

NOTECARD 6:

Potential slide text: Traditional Culture Takeaways

Share Traditional takeaways specifically relevant to your audience or desired outcome:

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-
-
-
-
-
-
-



NOTECARD 7:

Potential slide images: 5 – 7 visuals associated with Baby Boomers

Information to share:

- Events and Conditions of Baby Boomers

- Traits of Baby Boomers

NOTECARD 8:

Potential slide text: Baby Boomer Work Ethic

Information to share about Baby Boomer work ethic:

- New ways of working

- Flexibility

- A personal anecdote about Baby Boomer work ethic

- Other relevant information and / or statistics specific to your audience or desired outcome

NOTECARD 9:

Potential slide text: Baby Boomer transformation

Potential video to share: [AARP video](#) on the changing face of aging

Information to share about Baby Boomer transformation:

- Retirement

- Encore

- Other relevant background and statistics specific to your audience or desired outcome

NOTECARD 10:

Potential slide text: Baby Boomer takeaways

Share Baby Boomer takeaways specifically relevant to your audience or desired outcome:

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-
-
-



NOTECARD 11:

Potential slide images: 5 – 7 visuals associated with Generation X

Information to share:

- Events and Conditions of Generation X

- Traits of Generation X

NOTECARD 12:

Potential slide text: Generation X Skepticism

Information to share about Gen X skepticism:

- Communication

- Feedback

- A personal story that illustrates Gen X skepticism

- Other relevant background and statistics specific to your audience or desired outcome

NOTECARD 13:

Potential slide text: Generation X Leadership

Information to share about Gen X leadership:

- Efficiency

- Entrepreneurial mindset

- Other relevant background and statistics specific to your audience or desired outcome

NOTECARD 14:

Potential slide text: Generation X Takeaways

Share Generation X takeaways specifically relevant to your audience or desired outcome:

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-
-
-
-



NOTECARD 15:

Potential slide image: 5-7 Millennial Images

Information to share:

- Events and Conditions of Millennials

- Traits of Millennials

NOTECARD 16:

Potential slide text: Millennial search for meaning

Information to share about Millennial search for meaning:

- Company integrity

- Connecting people with the why of work

- Other relevant background and statistics specific to your audience or desired outcome



NOTECARD 17:

Potential slide text: Millennial adulthood

Information to share about Millennial emerging adulthood:

- Longevity

- Motivation

- A personal story that illustrates Millennial emerging adulthood

- Other relevant information and / or statistics specific to your audience or desired outcome

NOTECARD 20:

Potential slide image: 5 – 7 visuals associated with Generation Z

Information to share:

- Events and Conditions of Generation Z
-
-

- Traits of Generation Z
-
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NOTECARD 21:

Potential slide text: Gen Z trends

For each trend, identify and share a statistic or anecdote specifically relevant to your audience or desired outcome:

- **Phigital**
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- **Weconomists**
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- **Hyper Custom**
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- **DIY**
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- **Realistic**
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- **Driven**
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- **FOMO**
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NOTECARD 22:

Put it all together

Generational theory final takeaways specifically relevant to your audience or desired outcome:

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NOTECARD 23:

Closing specifically relevant to your audience or desired outcome

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Summary

	Events and Conditions	Traits	Life Stages
Traditionalists Born prior to 1946	<ul style="list-style-type: none"> • The Great Depression • The New Deal • World War II • The GI Bill • The Cold War • Pearl Harbor 	<ul style="list-style-type: none"> • Patriotic • Loyal • Desire to leave a legacy • Fiscally conservative • Faith in institutions 	
Baby Boomers Born between 1946-1964	<ul style="list-style-type: none"> • Booming birthrate • Economic prosperity • Recession • Vietnam • Expansion of suburbia • Anti-war protests • Watergate • Women's and civil rights movements • Sex, drugs and rock 'n' roll • Oil embargo • Political assassination 	<ul style="list-style-type: none"> • Competitive • Questioners of authority • Eager to put their own stamp on institutions • Optimistic • Idealistic 	<ul style="list-style-type: none"> • Redefining retirement • Exploring encore careers
Generation X Born between 1965-1979	<ul style="list-style-type: none"> • MTV • Personal computers • Skyrocketing divorce rate • Women in the workforce • AIDS • Title IX • Missing children on milk cartons • The Challenger explosion • Reagan assassination attempt 	<ul style="list-style-type: none"> • Entrepreneurial • Resourceful • Self-reliant • Independent • Comfortable with change • Skeptical 	<ul style="list-style-type: none"> • Mid-career pivot • Entering top leadership
Millennials Born between 1980-1995	<ul style="list-style-type: none"> • Rapid technological expansion • Smartphones • School violence • Global climate change • Napster • Remote working • Close parent-child dynamic • Obama/McCain election • September 11th, 2001 • The rise of global terrorism 	<ul style="list-style-type: none"> • Cyber-literate • Collaborative • In search of meaning • Tribal • Community-minded • Empowered 	<ul style="list-style-type: none"> • Emerging Adulthood • Parenthood
Generation Z Born between 1996-2012	<ul style="list-style-type: none"> • Snapchat • "Likes" • Health awareness • 2008-2009 Recession • Trump/Clinton election • War on terror • Gen X parents • Increased global competition 	<ul style="list-style-type: none"> • Realistic • Resourceful • Independent • Diverse • Eclectic 	<ul style="list-style-type: none"> • Entering the Workforce

Takeaways

- Loyal to service providers but can be swayed by key influencers
- Protective children and grandchildren are changing the purchasing behaviors of Traditionalists
- Legacy planning is top of mind
- Personal relationships and face-to-face interactions are a must
- Traditional workplace culture is built on the foundation of top-down communication, seniority and sacrifice

- Looking for simplicity and convenience in the marketplace
- Adapters to technology
- Baby Boomers break the mold on retirement
- Taking care of aging parents on one side and helping out Millennial children on the other side
- Going through a time of transformation as they look toward retirement
- Hungry to be re-engaged at work as they focus on company legacy

- Gen Xers prefer honest, direct and unfiltered communication.
- Transparency and honesty are critical when building relationships with Gen X.
- Gen X can become disengaged if they feel they are being sold to.
- They have a sensitive BS-O-Meter—no sugarcoating.

- Customization is expected.
- Authenticity is key for building strong relationships
- Millennials want to have a voice in the workplace
- Mentorship is a key factor for Millennial retention
- Managing expectations early on is a key recruitment and retention strategy
- Millennial leaders have to be aware of boundary-setting
- Millennials value experiences over things

- Gen Z has grown up in a world where most physical aspects have a digital equivalent.
- Realistic and resourceful may overpower optimistic and idealistic.
- High expectations that there is an intimate understanding of needs and behaviors
- Gen Z has grown up in the Sharing Economy
- They will be more competitive than collaborative

Fast Facts

- Nearly 96 percent of Traditionalists are retired.¹
- 32 percent of Trads who have grandchildren under 18 actively save or invest for their grandchildren's future.²
- Traditionalists yield \$200 billion in spending power.³

- Over the next 20 years, ten thousand Baby Boomers will reach retirement age every day.⁴
- Baby Boomers have the longest life expectancy in history at 84-years-old.⁵
- Baby Boomers are the wealthiest generation in the United States and will continue to be until at least 2030.⁶
- Approximately 35 million Baby Boomers have no retirement savings.⁷
- 26 percent of Baby Boomers don't plan to retire until age 70.⁸

- Between 2007-2010 Gen Xers lost 45 percent of their wealth.⁹
- 55 percent of startup founders are Gen Xers.¹⁰
- During the recession, 37 percent of Gen Xers said that they plan on staying with their current employers once the economy improves, compared to 44 percent of Millennials and 52 percent of Baby Boomers.¹¹

- Millennials will outpace Boomer earning by 2018.¹²
- The average Millennial has \$37,000 of student loan debt.¹³
- 78 percent of Millennials would rather spend money experiences over buying something desirable.¹⁴
- For the first time since 1880, Americans ages 18-34 are more likely to live with their parents than in a household with a spouse or partner.¹⁵

- 61 percent of Gen Z says they are willing stay at the same company for more than 10 years.
- 85 percent of Gen Z reported that straight forward, constructive communication is better than politically correct communication.
- 46 percent of Gen Z fears drowning in student loan debt after college.
- 90.6 percent of Gen Z says that a company's technological sophistication would impact their decision to work there.
- 65 percent of youth entering high school today will work in jobs that do not currently exist.¹⁶

SUMMARY REFERENCE

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Thank You

About Kim



Kim Lear is AGRiP's generational resident, helping guide pooling practices to effectively engage all generations in the pooling workplace and among pool members. Kim is a writer and researcher who explores how emerging trends impact the future of our workforce and marketplace.

As the founder and content director of Inlay Insights, Kim uses cutting-edge research to uncover cultural shifts that are revolutionizing how organizations engage employees and consumers. She is known for her use of data, storytelling, humor and actionable takeaways to illuminate the trends that most impact the bottom line of organizations. Previously, Kim was the content director at a research firm dedicated to generational and Millennials trends.

Kim has been a keynote speaker for AGRiP events, and for some of the world's most renowned private companies. She has received rave reviews from clients such as American Express, Best Buy, Cisco Systems, Disney, General Mills, LinkedIn, MasterCard, Wells Fargo and more. Kim has also written white papers on generational impacts within public entity pooling, wealth transfer in the finance sector, retirement trends in the hospitality industry and the impacts of mindfulness practices on healthcare costs.

A researcher to the very core, Kim mixes eye-opening statistics with stories and case studies to make her message come alive. She is a sought-after expert and has been featured on NPR as well as in national publications such as *The Wall Street Journal*, *The Huffington Post*, *USA Today* and more.

She was more recently the head of research for the new book published by HarperCollins entitled, *Gen Z @ Work*. She's an advisor for The Tuesday Company, a political tech startup focused on engaging the Millennial and Gen Z vote and Kim's a volunteer for the 78 Cents Project where she helps young women develop strong presentation skills.

Kim lives and works in Minneapolis with her husband and daughter.



AGRiP energizes the power of pooling, making member organizations more effective, collaborative and informed. We bring the brightest minds and ideas together to help us all make pooling successful.

Closing Comments

ANN GERGEN, AGRiP EXECUTIVE DIRECTOR

With every example Generational Resident Kim Lear shares, my mind centers upon someone specific I know. Within our AGRiP community, I can identify a person who embodies every demographic – the enthusiasts, the skeptics, the hard workers, the spirited conversationalists, and those who simply desire to serve the public. You know who you are.

Each person I call to mind has shaped my pooling experience and contributed to my personal development. That’s why I believe it’s important to actively cultivate better understanding and appreciation for multi-generational approaches in our work. We’re better for having a blend of experience and perspective.

My experience in public entity pooling has been as formative in my life as my teenage years. My experiences through this community have shaped how I approach problems, relationships and the world around me.

I remember being part of the youngest generation of pooling professionals. It was intimidating to engage with more experienced people, but I found even the most tenured pool executives to be open and collaborative.

Years later, my colleagues and I moved from the “kids table” into leadership roles. We shared excitement moving into executive positions, compared challenges, and committed to opportunities.

The professionals retiring from pooling now have been my mentors. Their Baby Boomer status aside, these men and women are not only the founders, but also the foundation, of what we today know as public entity pooling.

If you’re new to pooling and new to AGRiP, please come find me. Let’s sit together during a conference session or at lunch. I’d like to hear what motivates you and learn how you think public entity pooling can improve. I want to introduce you to some people who have been in pooling for a while, so you can trade ideas and share insights.

Twenty years from now, I hope you, too, can look back with amazement at how fast the time has gone, how much you’ve learned, and how lucky you are to be part of public entity pooling.

