



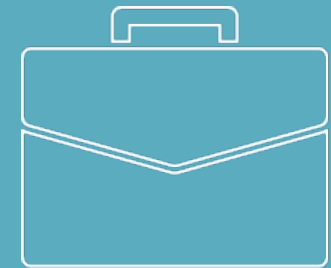
# The Future Landscape of Talent

Facilitated by  
Dr. Melissa Furman, MS, DBA





# About Me







# Thinking about tomorrow...future of:



## Work



# Thinking about tomorrow...future of:



Work



Workforce

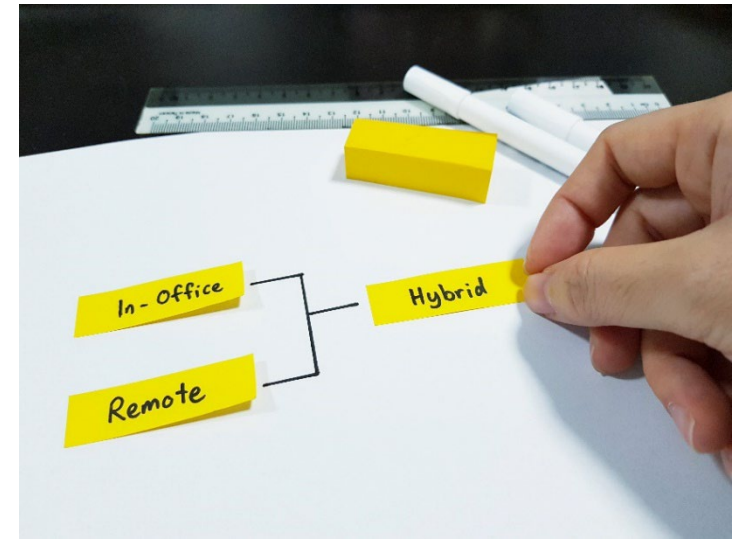
# Thinking about tomorrow...future of:



Work



Workforce



Workplace

# Thinking about tomorrow...future of:



## Workforce





Let's take a pulse...











Tweaking an old system  
based on old rules—  
uniformity bureaucracy,  
and control— will no  
longer be effective.

































Are you  
relevant?







Younger  
generations want  
to know “why”.



A man in a white shirt and dark trousers is running while holding a laptop. He is surrounded by various hand-drawn sketches including a lightbulb, a bar chart, a pie chart, a calendar, and a target, symbolizing business and innovation.

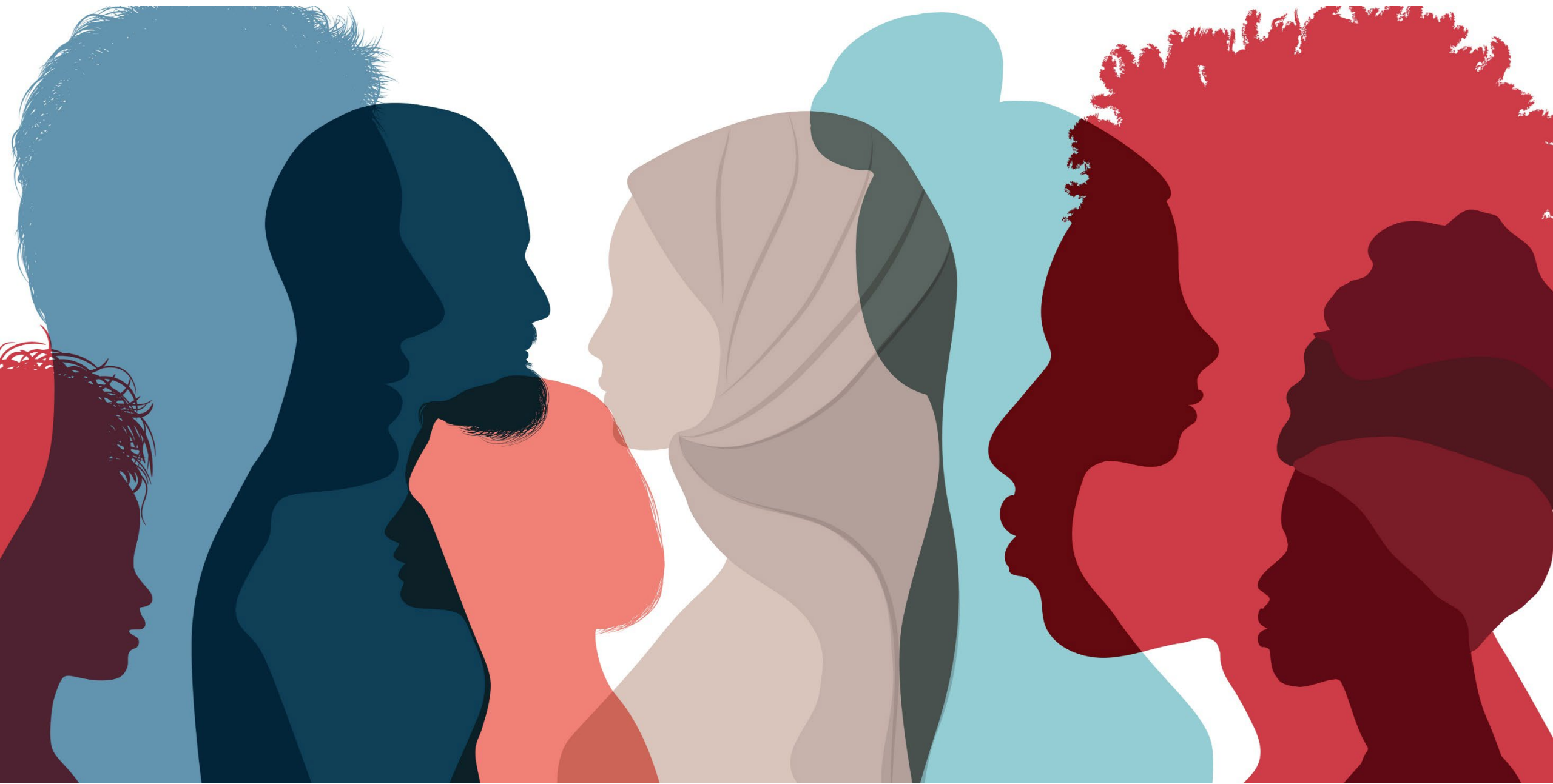
- (1) Connection
- (2) Automation
- (3) Lower Transaction Costs
- (4) Demographic Shifts













# Five Generations in the Workplace



**Veterans**  
Ages 76+



**Baby Boomers**  
Ages 57-75



**Generation X**  
Ages 41-56



**Generation Y**  
Ages 25-40



**Generation Z**  
Ages 12(ish)-24



# Five Generations in the Workplace



Veterans  
Ages 76+



Baby Boomers  
Ages 57-75



Generation X  
Ages 41-56



Generation Y  
Ages 25-40



Generation Z  
Ages 12(ish)-24

Aspiration

Home  
Ownership

Job Security

Career Success

Freedom &  
Flexibility

Security; Stability;  
Equality/Equity



# Five Generations in the Workplace



Veterans  
Ages 76+

Home  
Ownership

Face-to-Face;  
Hierarchy;  
Authority



Baby Boomers  
Ages 57-75

Job Security

Face-to-Face;  
telephone; e-mail;  
text



Generation X  
Ages 41-56

Career Success

Anything  
efficient



Generation Y  
Ages 25-40

Freedom &  
Flexibility

Text; Social  
Media



Generation Z  
Ages 12(ish)-24

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

Aspiration  
Communication  
Preference

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Ages 76+

Home  
Ownership

Face-to-Face;  
Hierarchy;  
Authority

Face-to-Face;  
Hierarchy/  
Authority



Baby Boomers  
Ages 57-75

Job Security

Face-to-Face;  
telephone; e-mail;  
text

Meetings; Consensus;  
Hierarchy/Authority



Generation X  
Ages 41-56

Career Success

Anything  
efficient

Independent



Generation Y  
Ages 25-40

Freedom &  
Flexibility

Text; Social  
Media

Strong Input



Generation Z  
Ages 12(ish)-24

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????

Aspiration  
Communication Preference  
Decision Making



# Five Generations in the Workplace



Veterans  
Ages 76+



Baby Boomers  
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Generation X  
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Generation Y  
Ages 25-40



Generation Z  
Ages 12(ish)-24

Knowledge  
Gap

Job Security

Face-to-Face;  
telephone; e-mail;  
text

Meetings; Consensus;  
Hierarchy/Authority

Career Success

Anything  
efficient

Independent

Freedom &  
Flexibility

Text; Social  
Media

Strong Input

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????

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Baby Boomers  
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Generation X  
Ages 41-56



Generation Y  
Ages 25-40



Generation Z  
Ages 12(ish)-24

Decision Making  
Communication Preference  
Aspiration

Knowledge Gap

Face-to-Face;  
Hierarchy/Authority

Job Security

Greying Tsunami

Meetings, Consensus;  
Hierarchy/Authority

Career Success

Anything efficient

Independent

Freedom & Flexibility

Text; Social Media

Strong Input

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????



# Five Generations in the Workplace



Veterans  
Ages 76+

Decision Making  
Communication Preference  
Aspiration

Knowledge Gap

Hierarchy/  
Authority



Baby Boomers  
Ages 57-75

Greying Leadership Gap

Meetings; Consensus;  
Hierarchy/Authority



Generation X  
Ages 41-56

Career Success

Anything  
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Independent



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Ages 25-40

Freedom &  
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Text; Social  
Media

Strong Input



Generation Z  
Ages 12(ish)-24

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????

# Five Generations in the Workplace



Veterans  
Ages 76+

Knowledge  
Gap

Hierarchy/  
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Baby Boomers  
Ages 57-75

Greying  
Leadership  
Gap

Meetings; Consensus;  
Hierarchy/Authority



Generation X  
Ages 41-56

Burnout

Independent



Generation Y  
Ages 25-40

Freedom &  
Flexibility

Text; Social  
Media

Strong Input



Generation Z  
Ages 12(ish)-24

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????

Decision Making Communication Preference Aspiration



# Five Generations in the Workplace



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Leadership  
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Burnout  
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Independent



Generation Y  
Ages 25-40

Freedom &  
Flexibility

Text; Social  
Media

Strong Input



Generation Z  
Ages 12(ish)-24

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????

Decision Making   Communication Preference   Aspiration

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Veterans  
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Greying  
Leadership  
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Meetings; Consensus;  
Hierarchy/Authority



Generation X  
Ages 41-56

Burnout  
Leadership  
Gap

Independent



Generation Y  
Ages 25-40

"Disrupters"

Strong Input



Generation Z  
Ages 12(ish)-24

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????

Decision Making  
Communication Preference  
Aspiration



# Five Generations in the Workplace



Veterans  
Ages 76+

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Baby Boomers  
Ages 57-75

Greying  
Leadership  
Gap

Meetings; Consensus;  
Hierarchy/Authority



Generation X  
Ages 41-56

Burnout  
Leadership  
Gap

Independent



Generation Y  
Ages 25-40

"Disrupters"  
"Peace Out"-  
(train faster)

Strong Input



Generation Z  
Ages 12(ish)-24

Security; Stability;  
Equality/Equity

Virtual;  
Face-to-Face

????

# Five Generations in the Workplace



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Gap

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Generation Z  
Ages 12(ish)-24

Clashing with  
Gen Y  
????

Security; Stability;  
Equality/Equity



# Five Generations in the Workplace



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Ages 57-75

Greying  
Leadership  
Gap

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Hierarchy/Authority



Generation X  
Ages 41-56

Burnout  
Leadership  
Gap

Independent



Generation Y  
Ages 25-40

"Disrupters"  
"Peace Out"-  
(train faster)

Strong Input



Generation Z  
Ages 12(ish)-24

Clashing with  
"Adulthood"

Security; Stability;  
Equality/Equity







Employer of Choice

AND/OR



Expand Applicant Pool

# One Size Does Not Fit All





# One Size Does Not Fit All

Generation  
Cultural  
Gender  
Socioeconomic

...

# What are people seeking in an employer?





# What are people seeking in an employer?

**Ask,  
don't assume.**

Stay interviews  
Focus groups  
Task force  
Junior Board



# Employees stay **When they are**



1. PAID WELL



2. MENTORED



3. CHALLENGED



4. PROMOTED



5. INVOLVED



6. APPRECIATED



7. TRUSTED



8. EMPOWERED



9. VALUED

## NOT ONE TIME DID WE MENTION PIZZA.



# Take Inventory



# Employees stay When they are



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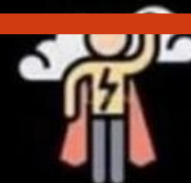
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7. TRUSTED



8. EMPOWERED



9. VALUED

**NOT ONE TIME DID WE  
MENTION PIZZA.**

10. RESPECTED







Shift  
Mindset

Policies

Recruiting/Hiring Practices

Staffing

Qualifications

Hours

Services

Technology

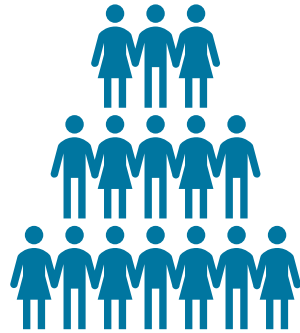


# Are you relevant?





Shift  
Mindset



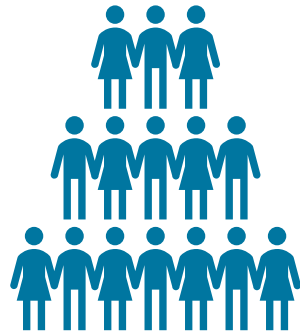
Invest in  
Managers

**“People don’t leave  
bad companies, they  
leave bad managers.”**

**- Marcus Buckingham**



Shift  
Mindset



Invest in  
Managers

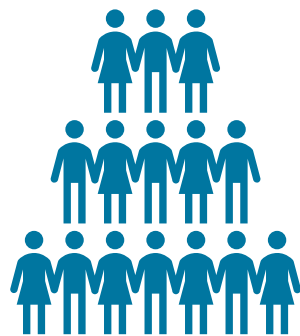


Engage Younger  
Employees/  
Constituents





Shift  
Mindset



Invest in  
Managers



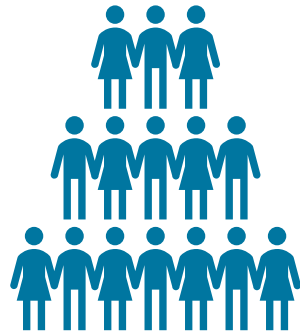
Engage Younger  
Employees/  
Constituents



Recharge  
Employees



Shift  
Mindset



Invest in  
Managers



Engage Younger  
Employees/  
Constituents



Recharge  
Employees



Build Your  
Brand





**Career Potential**  
Develop. Achieve. Succeed.

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