

UNDERSTANDING

the



CHALLENGES



of the

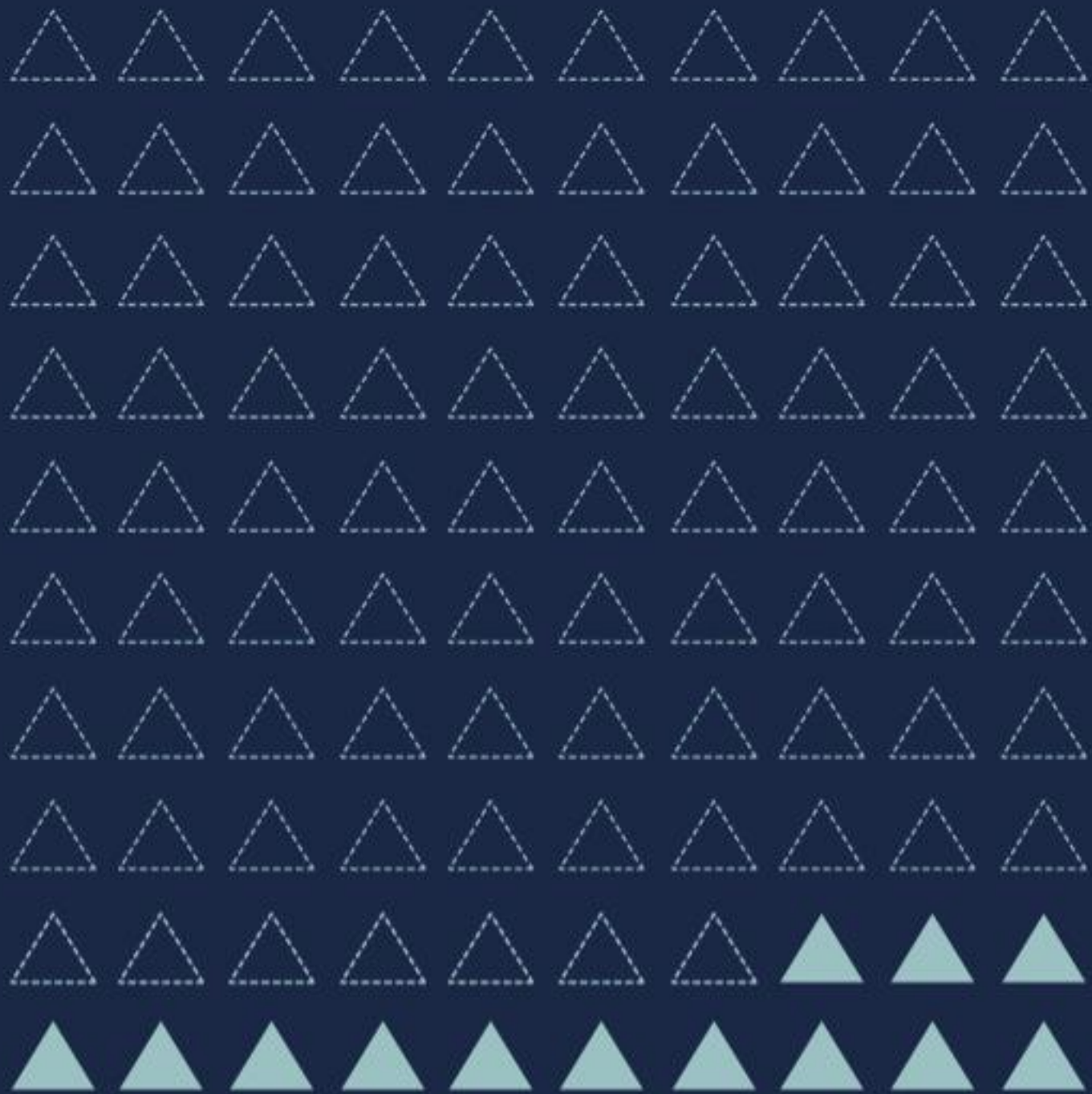
YOUNG PROFESSIONAL

@NASA





@skytland



13



“What we need is more people who specialize in the impossible.”

Theodore Roethke

4 **Generations**
active in the
Workplace

Transition from the
Industrial Age
to the
Information Age

Maslow's
Hierarchy
of
Needs

UNDERSTANDING
the
CHALLENGES
of the
YOUNG
PROFESSIONAL

Self-Actualization

Challenge and meaning

Esteem

Awards, appreciation, promotions

Social / Belonging

Community, team-based projects

Safety

Safe working environment, retirement, job security

Physiological

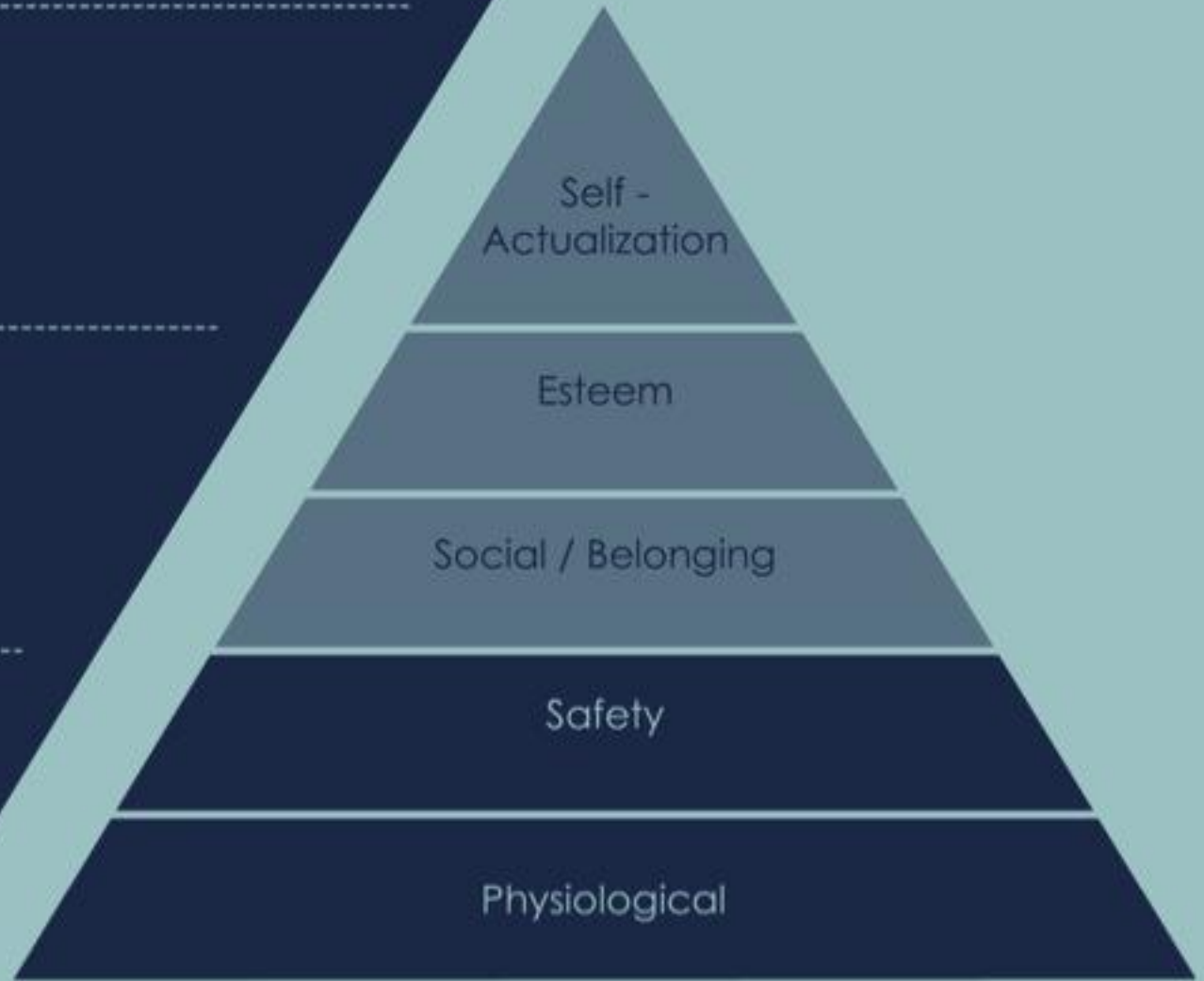
Wages, food, breaks

Maslow's Hierarchy of Needs

Transformation

Success

Survival



Maslow's Hierarchy of Needs

Industrial Age

Principles of Modern Management

Standardization

Hierarchy

Alignment

Planning and Control

Extrinsic Rewards

Information Age

Industrial Age

Information Age

Silent
Generation

1940

Baby Boomer

1960

Gen X

1980

Gen Y

2000

Homeland

indecisive
suffocated
artist

indulged
prophet
visionary

abandoned
pragmatic
nomad

hero
protected
powerful

indecisive
suffocated
artist

92%

are members of an
online social
network

80%

say they would like
to work abroad

stats

88%

chose employers
whose social
responsibility
reflected their own

75%

anticipated they
would have
between two to
five employers in a
lifetime

84%

profess to be
ambitious

in context

78%

agreed that
working with strong
coaches and
mentors is a critical
part of their
development

48%

say that having a
strong network of
friends at work is
very important

"Both Boomer's and GenY's want to contribute to society through their labor; seek flexible working arrangements; value social connections at work and loyalty to a company; and prize other rewards of employment over monetary compensation."

Industrial Age

Organizational Goal:
Maximize operational efficiency

Implementation:
Command and control

Risk:
Stifles innovation

Alignment
and
consistency

Solution:
Compensation for competence

Key Driver:
Commitment

Outcome:
Connected with others

Achieving
the team goal

Information Age

Industrial Age

Organizational Goal:

Proper allocation of resources

Implementation:

Hierarchy

Risk:

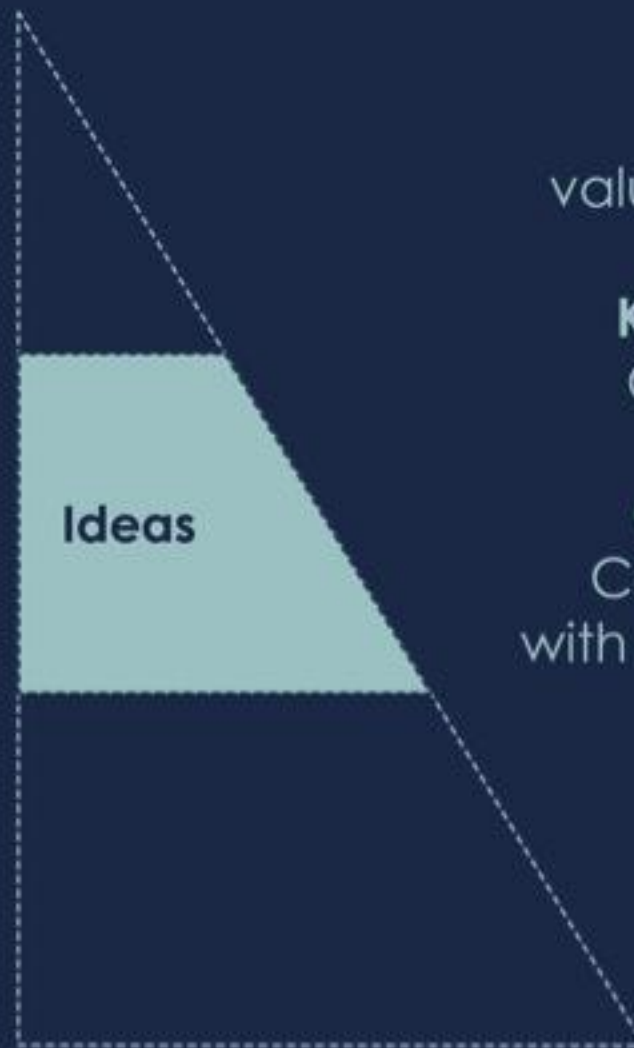
Knowledge silos and disconnected workforce



Solution:
Focus on value-added

Key Driver:
Capability

Outcome:
Connected with their work



Information Age

Industrial Age

Organizational Goal:
Industry leader

Implementation:
Specialization

Risk:
Parochialism,
turf battles,
conformity



Expert

Solution:
Self-directed work,
experimentation

Key Driver:
Empowerment

Outcome:
Connected
with their
organization



Entrepreneur

Information Age

“The challenge is that success is encoded in our business model, validated by continued funding the next fiscal year, hardened into religious convictions and processes that govern the way we work, and ultimately forged into unchallengeable beliefs that are held so strongly that nonconforming ideas seldom get considered, and when they do, rarely get more than grudging support. ”

Gary Hamel

Impact on Organizational Success



Measurability of Benefits

INTERNET

as a management model

Everyone has a voice

Power is granted from below

Commitment is voluntary

Capability counts for more than credentials and titles

Ideas compete on an equal footing

Authority is fluid and contingent on value-added

Compensation is based on performance

Decisions are peer-based

Communities are self-defining

The only hierarchies are "natural"

Just about everything is decentralized

Individuals are richly empowered with information

It's easy and cheap to experiment

The tools of creativity are widely distributed

Resources are free to follow opportunities



A formula for innovation, 70-20-10

A company that feels like grad school

The chance to change the world

Dramatically flat, radically decentralized

Small, self-managing teams

The freedom to follow your nose

Rapid, low-cost experimentation

Differential rewards

A continuous companywide conversation

An expansive business definition

WILL GOORE

A lattice, not a hierarchy

No bosses, but plenty of leaders

Sponsors instead of bosses

Free to experiment

Commitments, not assignments

Energizing and demanding

Big yet personal

Focused, but no core business

Tenacious, and risk averse



“Most of us spend our lives focusing on what is, but we need to spend more time focusing on what could be.”

RECOMMENDED READING

Peak: How Great Companies Get Their Mojo from Maslow, Chip Conley, 2007

Referenced on slides 7-9, 12-14, 16

The Future of Management, Gary Hamel, 2007

Referenced on slides 15, 17-19

The Next 20 Years: How Customer and Workforce Attitudes Will Evolve, Neil Howe and William Strauss, Harvard Business Review, July-August 2007

Referenced on slide 10

How Gen Y and Baby Boomers Will Reshape Your Agenda, Sylvia Ann Hewlett, Laura Sherbin, and Karen Sumberg, Harvard Business Review, July-August 2009

Referenced on slide 11



SLIDES: <http://www.slideshare.net/skytland>

NOTES: <http://bit.ly/gspihH>



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