UNDERSTANDING THE CHALLENGES OF THE YOUNG PROFESSIONAL
“What we need is more people who specialize in the impossible.”

Theodore Roethke
Understanding the Challenges of the Young Professional

4 Generations active in the Workplace

Transition from the Industrial Age to the Information Age

Maslow's Hierarchy of Needs
Maslow’s Hierarchy of Needs

- Physiological: Wages, food, breaks
- Safety: Safe working environment, retirement, job security
- Social / Belonging: Community, team-based projects
- Esteem: Awards, appreciation, promotions
- Self-Actualization: Challenge and meaning
Industrial Age
Principles of Modern Management

- Standardization
- Hierarchy
- Alignment
- Planning and Control
- Extrinsic Rewards
Industrial Age

Silent Generation

Baby Boomer

Gen X

Information Age

Gen Y

Homeland

1940

1960

1980

2000

indulged

visionary

indiscrete

suffocated

artist

prophet

abandoned

pragmatic

nomad

hero

protected

powerful
92% are members of an online social network
80% say they would like to work abroad
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
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 Boomers 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**

---

**Achieving the team goal**

---

**Information Age**

**Solution:**
Compensation for competence

**Key Driver:**
Commitment

**Outcome:**
Connected with others
Industrial Age

Organizational Goal:
Proper allocation of resources

Implementation:
Hierarchy

Risk:
Knowledge silos and disconnected workforce

Titles and Budgets

Solution:
Focus on value-added

Key Driver:
Capability

Information Age

Ideas

Outcome:
Connected with their work
Industrial Age

Organizational Goal: Industry leader

Implementation: Specialization

Risk: Parochialism, turf battles, conformity

Information Age

Solution: Self-directed work, experimentation

Key Driver: Empowerment

Outcome: Connected with their organization
“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:
- Agility
- Innovation Culture
- Cross-Org Collaboration
- Employee Satisfaction
- Customer Satisfaction
- Valued Products
- Cost Savings

Measureability 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
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

Referenced on slide 10

Referenced on slide 11
SLIDES:  http://www.slideshare.net/skytland

Understanding the Challenges of the Young Professional