



Beyond Stereotypes: Celebrating the Unique Strengths of Each Generation



July 22, 2023

www.Diverse-USA.com

“Leveraging Differences”

DiverseUSA presents I.D.E.A. TALKS

**Beyond Stereotypes - Celebrating the
Unique Strengths of Each Generation**

**Lisa Coleman, Ph.D.
SVP, New York University
Faculty Leonard Stern School of Business**



NYU

Global Inclusion, Diversity,
and Strategic Innovation

GLOBAL NETWORK & GLOBAL INCLUSION

NYU is the largest and the most international private university in the United States



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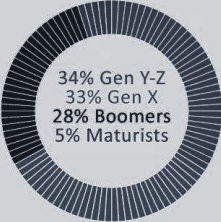
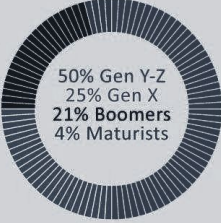
GENERATIONS - Who Are We?



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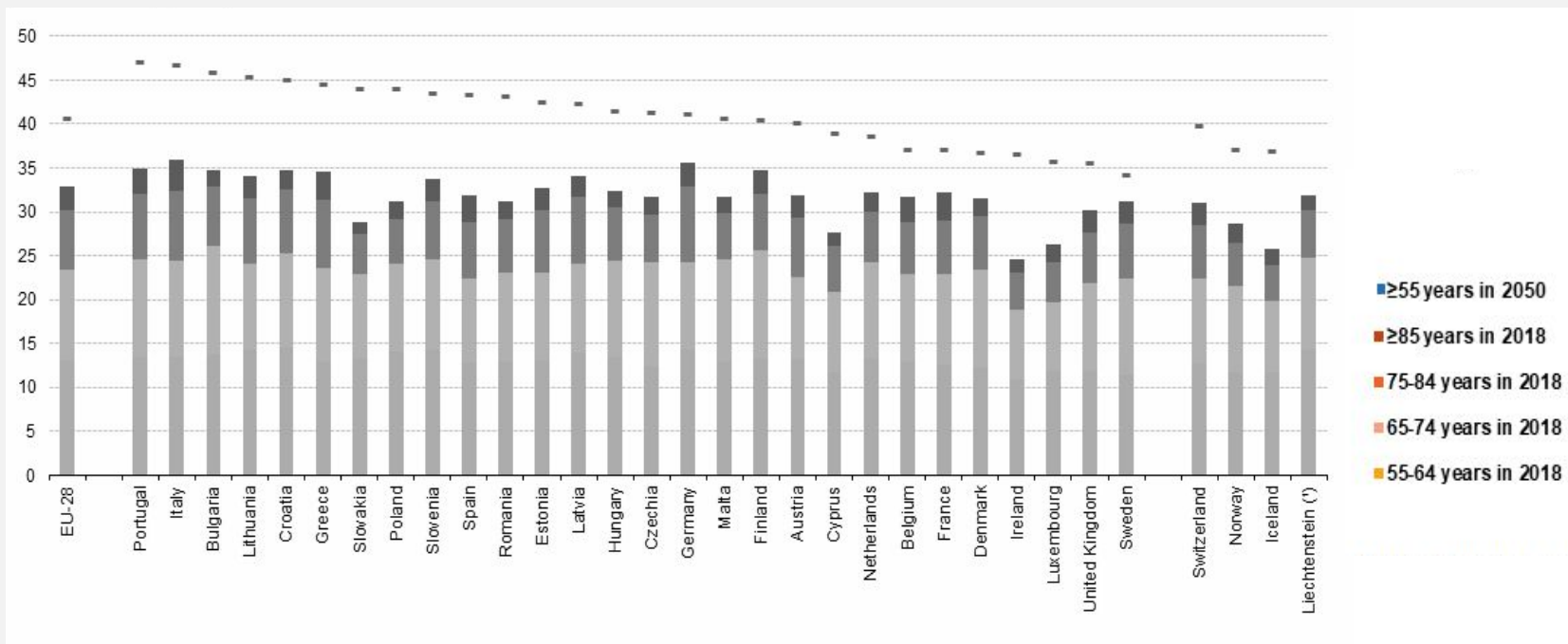
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GENERATIONS

	SILENT	BABY BOOMERS	GEN X	MILLENNIALS	GEN Z	GEN ALPHA	
Characteristics	Maturists (pre-1945)	Baby Boomers (1945–1960)	Generation X (1961–1980)	Generation Y (1981–1995)	Generation Z (Born after 1995)		
Aspiration	Home Ownership	Job Security	Work-Life Balance	Freedom and Flexibility	Security and Stability		U.S. Employed Workforce  <p>34% Gen Y-Z 33% Gen X 28% Boomers 5% Maturists</p>
Attitude Toward Technology	Largely Disengaged	Early Information Technology (IT) Adaptors	Digital Immigrants	Digital Natives	Technoholics		
Attitude Toward Career	Jobs are for Life	Organizational Careers are Defined by Employers	Early 'Portfolio.' Careers—Loyal to Profession, Not Necessarily to Employer	Digital Entrepreneurs—Work "With" Organizations, Not "For"	Career Multitaskers		
Signature Product	Automobile	Television	Personal Computer	Smart Phone	Nano-Computing, 3-D Print, Driverless Cars		
Communication Media	Formal Letter	Telephone	Email and SMS	SMS or Social Media	Handheld Communication Devices		
							U.S. Unemployed Workforce  <p>50% Gen Y-Z 25% Gen X 21% Boomers 4% Maturists</p>

OLDER POPULATIONS BY COUNTRY

(2018 & 2050)



(Source: Eurostat; *Ageing Europe - statistics on population developments*)

OVER 60...



CURRENTLY WORLDWIDE, 901 MILLION PEOPLE ARE OVER THE AGE OF 60

- That number is projected to reach 1.4 billion by 2030 and nearly 2.1 billion by 2050
- Women are outliving men
- 56% of those over retirement age are still working (2001, 2011, 2020)

OTHER FACTORS:

- Economic Shifts
- Spouse still working
- Entrepreneurs
- Part time jobs
- Supporting others
- Financial Support(s)



MILLENNIALS & GEN Z

Millennials	Generation Z
Raised by Baby Boomers	Raised by Gen Xers
Grew up during an economic boom	Grew up during a recession
Tend to be idealistic	Tend to be pragmatic
Focused on having experiences	Focused on saving money
Mobile pioneers	Mobile natives
Prefer brands that share their values	Prefer brands that feel authentic
Prefer Facebook and Instagram	Prefer Snapchat, Tiktok, and Instagram
Raised by Baby Boomers	Raised by Gen Xers

(Source: Eurostat; Ageing Europe - statistics on population developments)

diverse, multicultural

- Gen Z will be America's last generation with a Caucasian majority.
- 55% are Caucasian, 24% are Hispanic, 14% are African-American and 4% are Asian.
- +50% increase in multiracial youth population since 2000 (to 4.2 million)
- Multiracial children are the fastest growing youth group in the U.S.



Gen Z is the most diverse and multicultural of any generation in the U.S

(Source: Eurostat; Ageing Europe - statistics on population developments)



Gen Z is the most diverse and multi-ethnic, multiracial, multicultural of any generation in the U.S

- **50%+ increase in birth of non-caucasian children since 2000- 2018 → 4.6 million**
- **“Minority/Majority”**
- **Value Diversity - Neuro, Gender Variation**

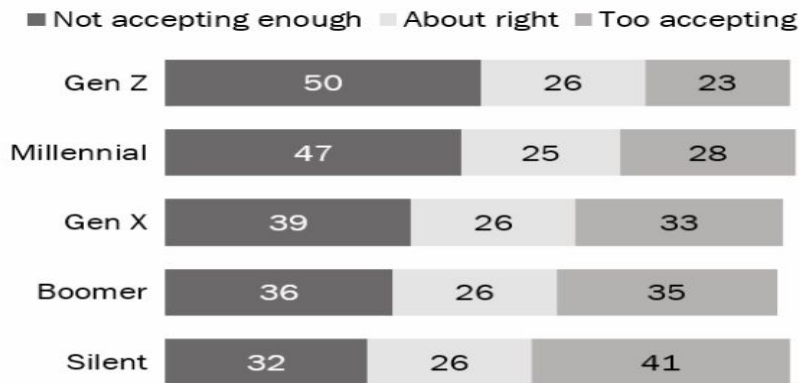
THE ALPHAS

Generation Alpha (or Gen Alpha for short) is the generation after Gen Z. Researchers and popular media use the early 2010s as starting birth years and the mid-2020s as ending birth years. Generation Alpha is the first to be born entirely in the 21st century. They are the children of Xers and Millennials.

(Credited to Australian consulting agency McCrindle Research, according to founder Mark McCrindle)

About half of Gen Zers, Millennials say society isn't accepting enough of people who don't identify as a man or woman

% saying that society is ____ of people who don't identify as either a man or a woman



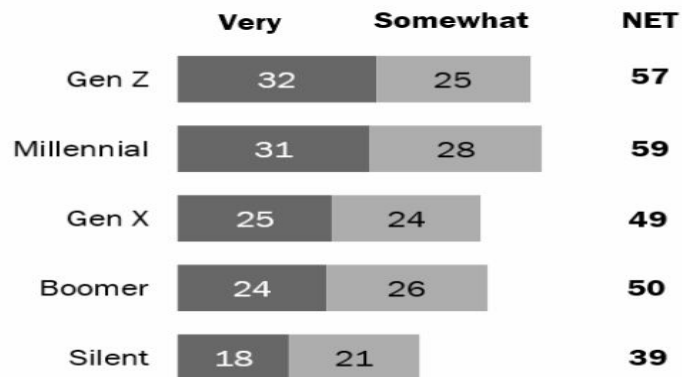
Note: Share of respondents who didn't offer an answer not shown.
Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.

"Generation Z Looks a Lot Like Millennials on Key Social and Political Issues"

PEW RESEARCH CENTER

Majorities of Gen Zers and Millennials would feel comfortable calling others by gender-neutral pronouns

% saying they would feel ____ comfortable using a gender-neutral pronoun to refer to someone if asked to do so



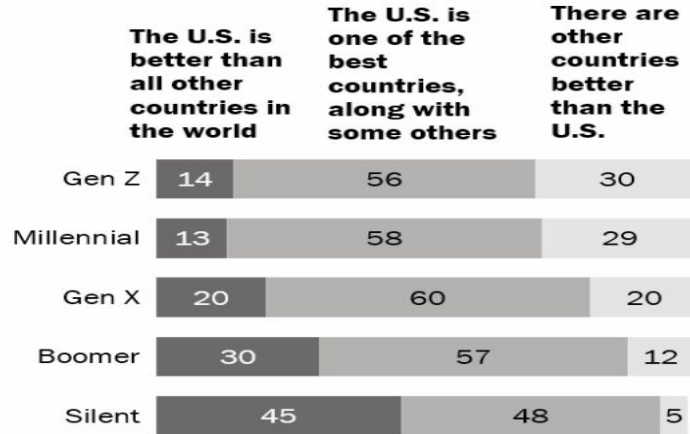
Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.

"Generation Z Looks a Lot Like Millennials on Key Social and Political Issues"

PEW RESEARCH CENTER

About three-in-ten Gen Zers, Millennials say there are other countries that are better than the U.S.

% saying ...



Note: Share of respondents who didn't offer an answer not shown.
 Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.
 "Generation Z Looks a Lot Like Millennials on Key Social and Political Issues"

PEW RESEARCH CENTER



Only a few of the top world economies will be in the West by 2050

- International Monetary Fund

Globally and Digitally Connected i.e. Alpha -- Johnny in touch with Sammy in India

DIGITAL FLUENCY & NEW GENERATIONS

technology is their
fifth sense



53% of 16-22 year olds would rather give up their sense of smell than an essential tech item (most often laptop or phone).

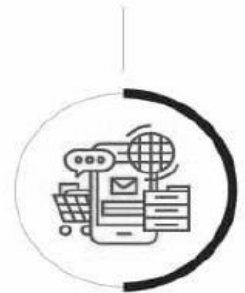
98%
OWN A **SMARTPHONE**



92%
HAVE A **DIGITAL FOOTPRINT**



50%
ARE CONNECTED
ONLINE FOR
10 HOURS A DAY



Source: Randstad

Fundamental Nature of Internet Pioneers

- Confidently empowered, but do not consider themselves to be entitled.
- Focused on themselves, but care deeply about families and friends, sometimes an imposing responsibility.
- Strong opinions & respect the opinions of others; little patience or tolerance for uninformed viewpoints.
- Expect to be given the freedom and power to manage their lives, yet seek out & consider the advice of others.
- Perfectionists who strive to achieve, assuming they have the ability and potential.
- Question the rules but mostly live within them.
- Accept and embrace diversity, not as an aspiration, but as an accepted reality. Gen Z and Millennial men do not identify with older counterparts; shifts in gender identifications.

Jack Myers Author of *Hooked Up: A New Generation's Surprising Take on Sex, Violence and Saving the World*, and *The Future of Men*



36% of the Global
Workforce *(Source: Randstad)*

The UI/UX
Designer

Millennial
Generational
Expert

The
Big Data
Architect

65% Children
entering school today
that will work in jobs
that do not currently
exist. Members of Gen
Z are assets that many
industries don't even
know they need yet
(Source: Cathy N. Davidson; Professor, Duke University)

The
Data
Scientist



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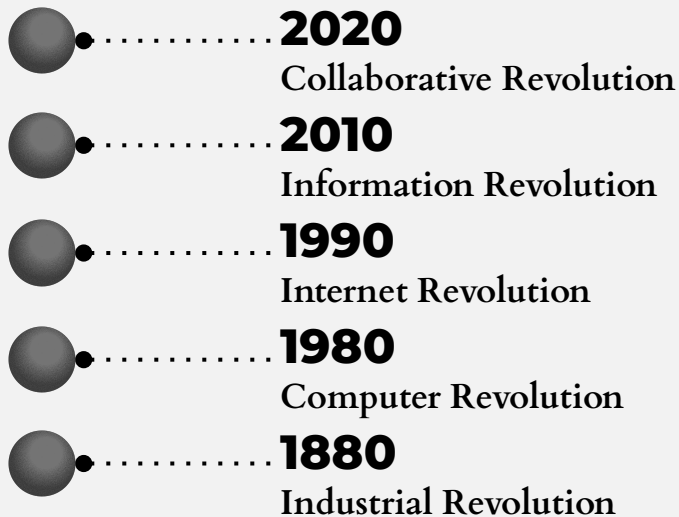
GLOBAL CONTEXTS - Where Are We?



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THE PAST & FUTURE OF WORK



Deloitte's Point of View on the Future of Work

2. WORKFORCE

Who can do the work?

With new talent platforms and contracts, who can do the work? How do we leverage the continuum of talent from full-time, to managed services, to freelancers, gig workers, and crowds?

1. WORK

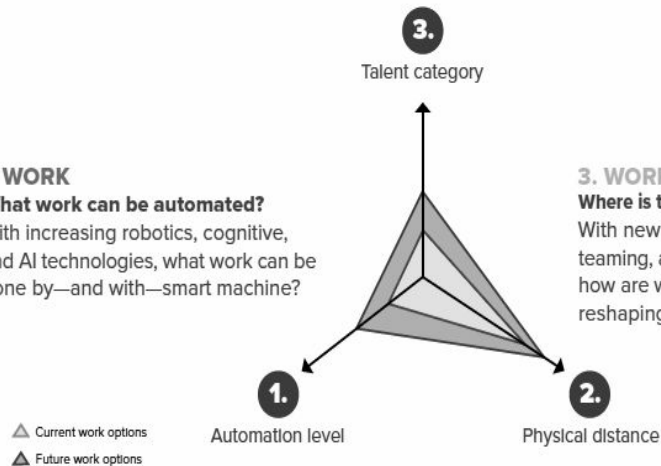
What work can be automated?

With increasing robotics, cognitive, and AI technologies, what work can be done by—and with—smart machine?

3. WORKPLACE

Where is the work done?

With new combination of collaborative, teaming, and digital reality technologies, how are workplaces and work practices reshaping where and when work is done.



Seven Disruptors

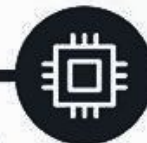
Technology is everywhere
6 billion+ smartphones in the world by 2020

Source: IHS Markit



AI, cognitive computing, robotics affordability
\$500,000 in 2008
\$22,000 today

Source: Deloitte



Tsunami of data
9x more in the last two years

Source: Deloitte



Explosion in contingent work
US contingent workers 40% by 2020

Source: Intuit 2020 Report



Change in nature of a career
2.5 - 5 years: Half-life of skills

Source: Deloitte



Diversity and generational change
Millennials reaching 50% of workforce

Source: Deloitte Global Millennial Study



Jobs vulnerable to automation
35% UK
47% US
77% China

Source: WDR 2016



The seven disruptive trends shaping the future of work

GEN Z & ARE YOU READY?

Generation Z demands that organizations are innovative, leave room for entrepreneurship, collaborative, honest, transparent, maximum digitization, diverse and inclusive, connected, and sustainability driven

COVID-19

Diverse, Digital
Entrepreneurial
Gen Z = 6% pts higher than Gen Y
Start Their Own Businesses

HOW WILL YOU HARNESS?

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- Female Founders
- AI Institute
- Aging Incubator
- Entrepreneurial Labs

More Gen Z (17%) than Millennials (11%) want to start their own business

Personality traits most desired in an employer.



78%
honesty



71%
reliability



62%
financial security

Gen Z will demand that companies be honest and transparent.

38%

Gen Z's said they want their future employer to give back to the community. The most impactful way their future employer can give back is by:



Creating new jobs locally (41%)

Donating money (17%)

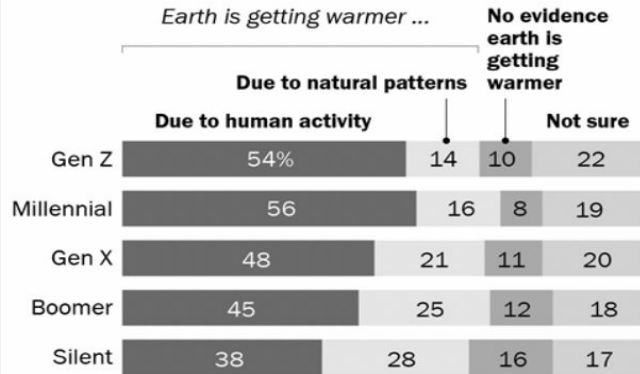
Starting a fundraising event for charity (14%)

- Randstad Survey

GLOBAL SHIFTS

Gen Z, Millennials, most likely to say climate change is due to human activity

% saying ...



Note: Share of respondents who didn't offer an answer not shown.
Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.

"On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far"

PEW RESEARCH CENTER

The US is no longer top source for talent

Mobility strategies need to become more strategic, complex

New tools, methods to build global skills supply chain

Prepare now for how Gen Z will change the workplace

We are entering a collaborative revolution

Understand the generational composition of your global workforce

Younger generations see increased diversity as good for society

About half of Gen Zers and Millennials say same-sex marriage, interracial marriage are good for society

TALENT ACQUISITION ...REVISITED

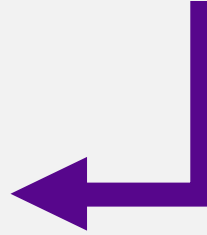
DEPLOY NEW APPROACHES FOR THE BATTLEFIELD

- A new battlefield has been shaped by new global talent networks and social media
- It is being defined by employment brands and changing view of careers

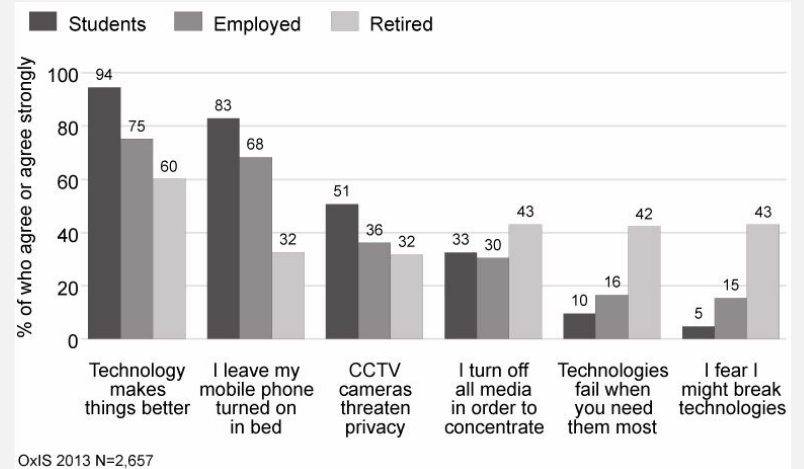
Most companies reviewing or changing sourcing and recruiting

“When did you last revamp or re-engineer your
talent acquisition process and strategy?”

(Source: 2014 Deloitte Development LLC)



AGE DEPENDENT ATTITUDE TO TECHNOLOGY



OxIS 2013 N=2,657

(Source: Oxford Internet Studies,
2013)

GLOBAL CONTEXTS - HOW TO ENGAGE?

PROCESS, ACTION
ENGAGEMENT &
BEST PRACTICES

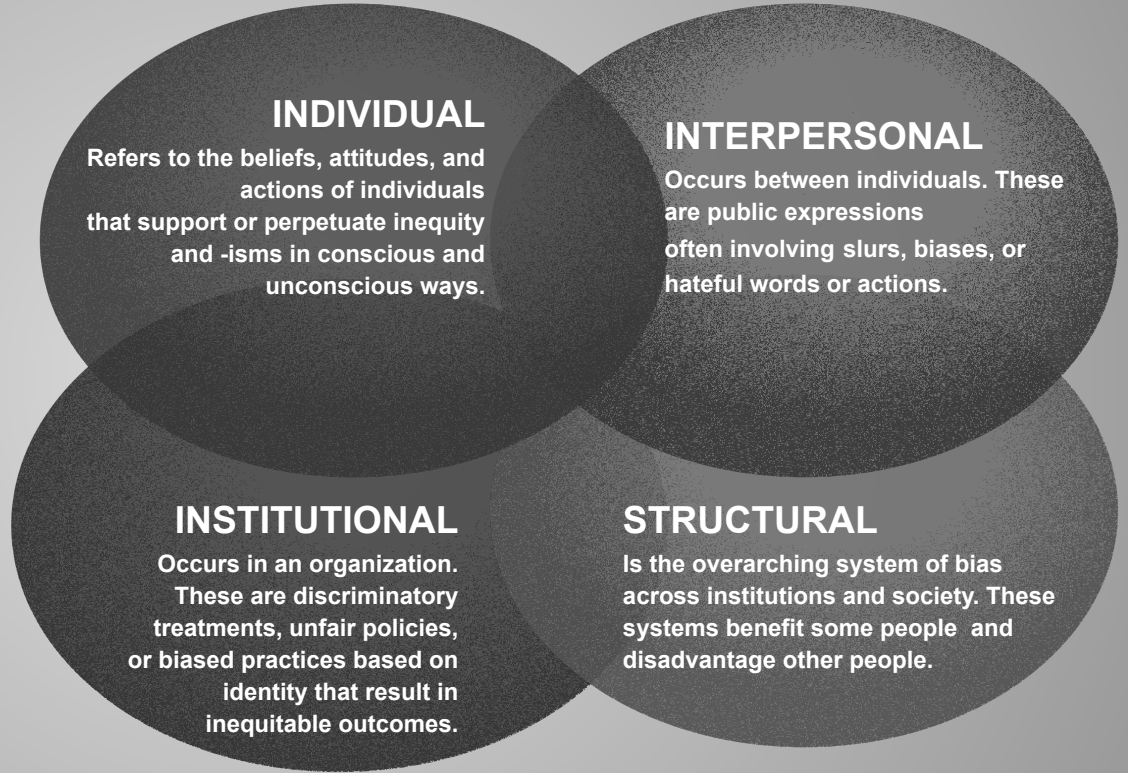


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ACTIONS



(Source: [Being Anti-Racist](#))

An aerial, black and white photograph of a city street grid, viewed from a high angle looking down a central thoroughfare. The image is overlaid with several vertical text labels, each preceded by a plus sign (+). The labels are: E. COLI (top left), CAFFEINE (left side), MORPHINE (center), ESOMEPRAZOL (right side), and BACTERIOIDE (far right). A central grey rectangular box contains the title text. The overall aesthetic is clinical and analytical.

WHAT IS IN OUR ORGANIZATIONAL COLLECTIVE GUT?

Source: MIT



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Organizational Culture

The values and behaviours that contribute to the unique social and psychological environment of an organization

— Business Dictionary



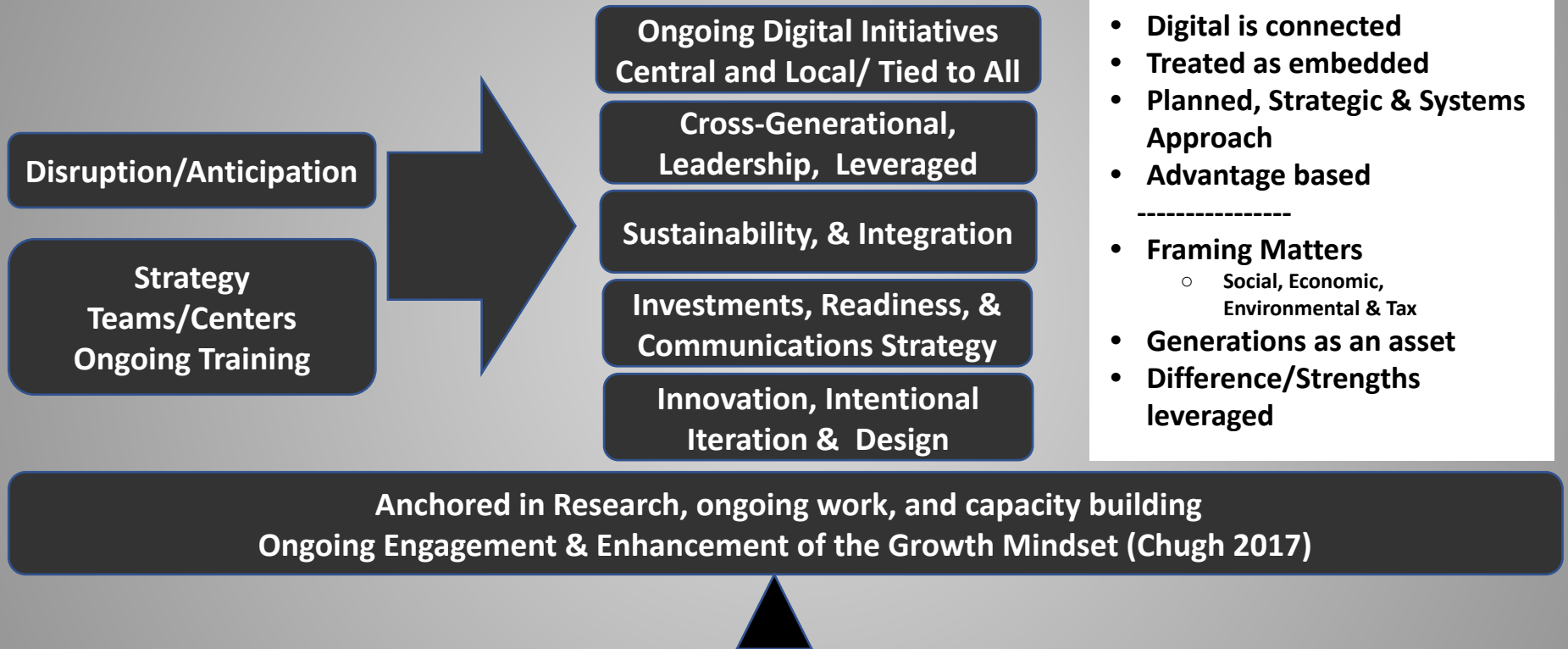
COMMON APPROACH DEFICIT & REACTIVE



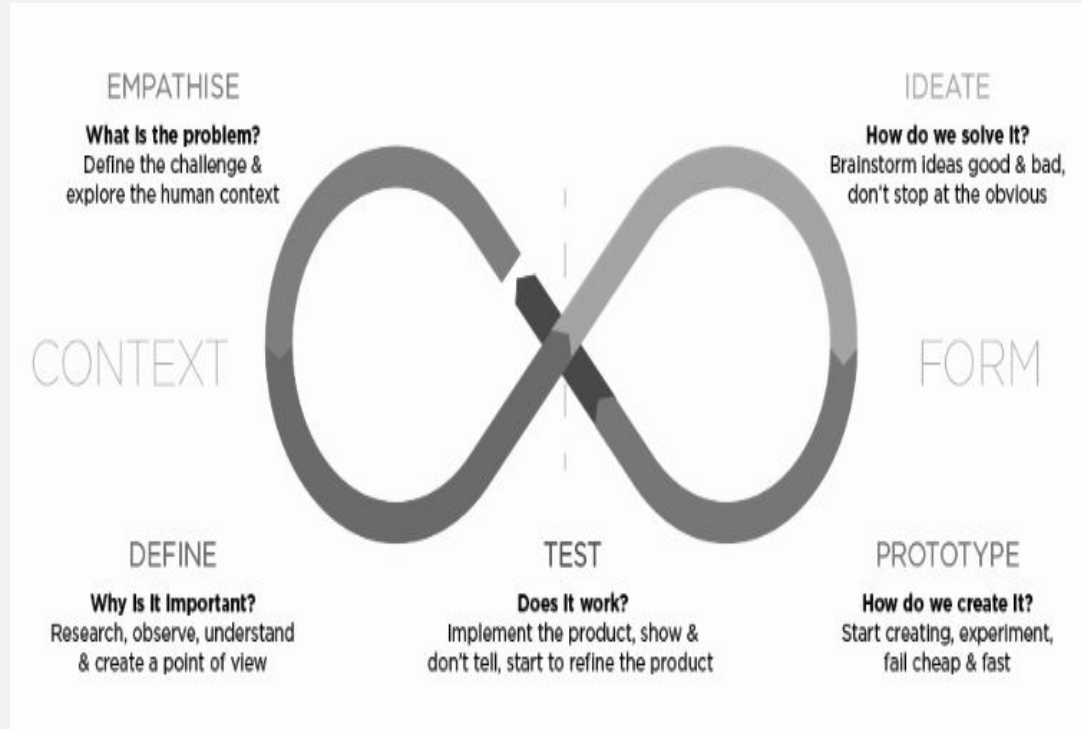
Framing Matters



Asset Strength Model



Design Thinking



Inclusive Design Process



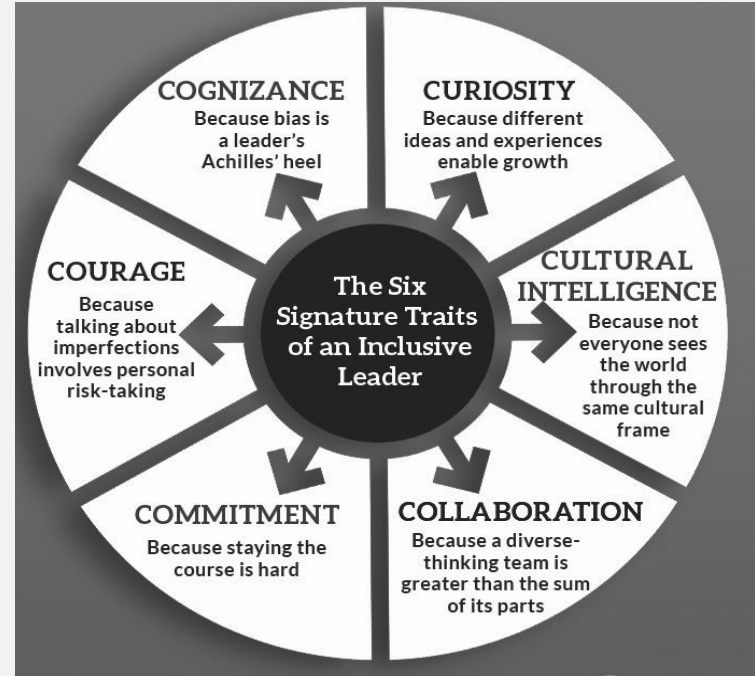
Research
Bonus
Growth



Collaboration &
Partnerships



Innovation &
Sustainability



<https://www2.deloitte.com/us/en/insights/topics/talent/six-signature-traits-of-inclusive-leadership.html>

INTERNATIONALIZATION & NYU

Today, the number of people living outside their birth country is larger than any other time in history. International Migrants would comprise the 5th largest country if they lived together



NYU is the most international campus in the US
We send more students abroad and have more international students visit than any other campus

**Female Founders
AI Institute
Aging Incubator
Entrepreneurial Labs**



21,699 Respondents

New Genders

New Sexuality

New Majors

Most Diverse

Collaborative

Sustainable

Digital

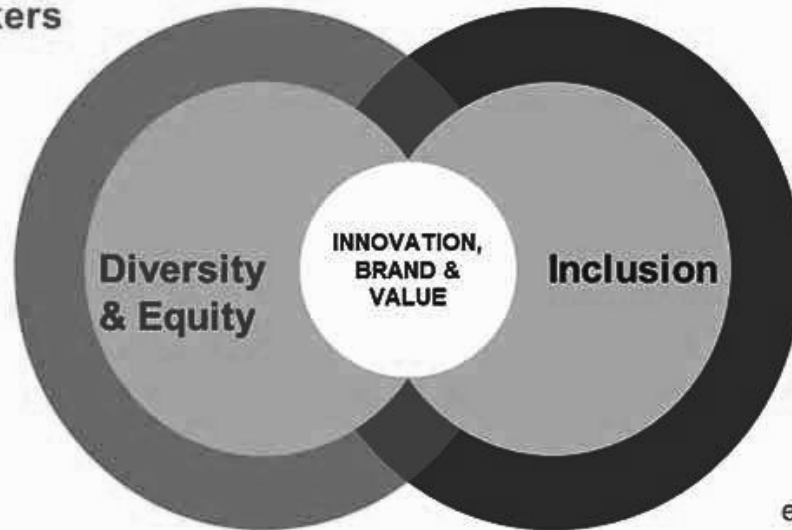
Most Excellent

Entrepreneurial

Innovation requires a mix of people and behaviors

**Diversity + Equity =
the mix of thinkers**

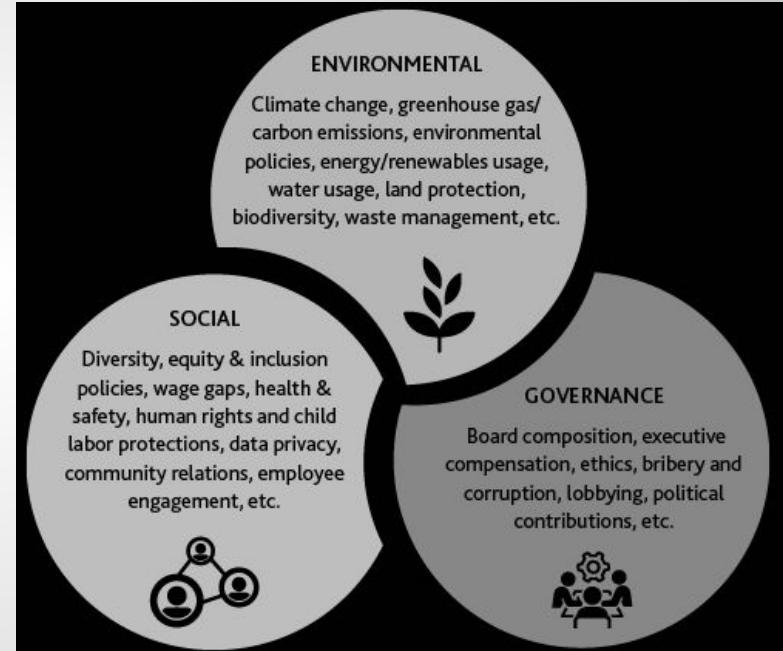
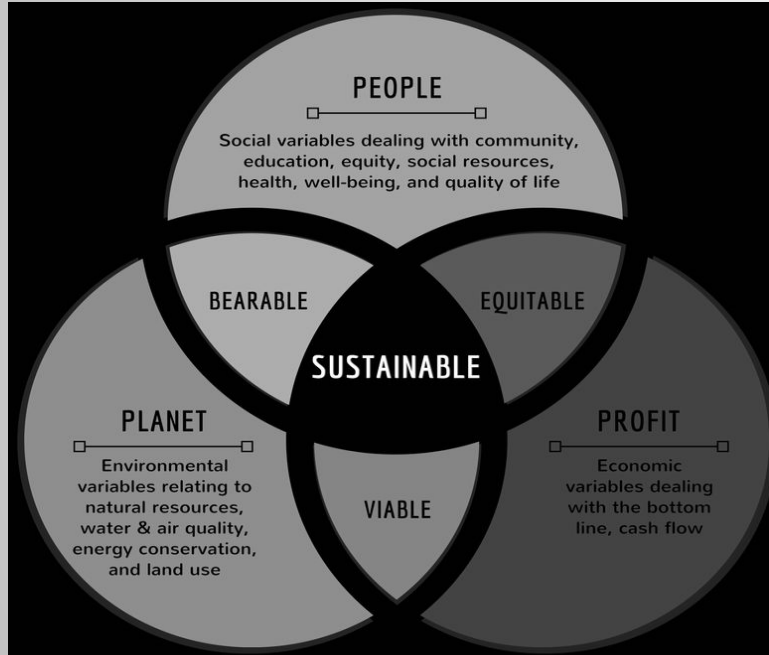
Diverse perspectives
outperform IQ on
innovation tasks...



**Inclusion =
getting the mix
to collaborate**

...when they have
interactions that
encourage and leverage
unique perspectives.

Sustainability



<https://www.hseinternational.com/news-insights/2021/7/is-esg-sustainability>



Strengths

1. What do you excel at?
2. What are your greatest accomplishments?
3. What are you most proud of?
4. What makes you unique?



Opportunities

1. What partnerships would lead to greater success?
2. What changes and trends in the market align with your strengths?
3. What threats do you see?
4. Are there gaps in the market that you could fill?



Aspirations

1. What do you want to achieve in the future?
2. What should your future business look like?
3. How can you make a difference?
4. What are you passionate about?

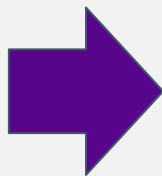


Results

1. What measures will tell you that you are on track to achieve success?
2. How do you translate your vision of success into tangible outcomes?
3. How do you know when you've achieved your goals?

https://www.google.com/search?rlz=1C5CHFA_enUS752US756&sxsrf=AB5stBjNn1bWNtFR_hUg93Cd_e6rbVP7A:1690309810560&q=soar&tbm=isch&source=Inms&sa=X&ved=2ahUKEwjv_MXevqqAAxXBm4kEHZKrBg8Q0pQJegQIDhAB&biw=1282&bih=644&dpr=2.2#imgrc=5znqJuWcLn_H_M





TRANSGENERATIONAL DIGITAL INCLUSION



TEENIORS
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We're still helping older adults learn technology, only now we walk you through it via phone and video calls. Low-income at free and reduced rates. Sessions available 7 days a week!

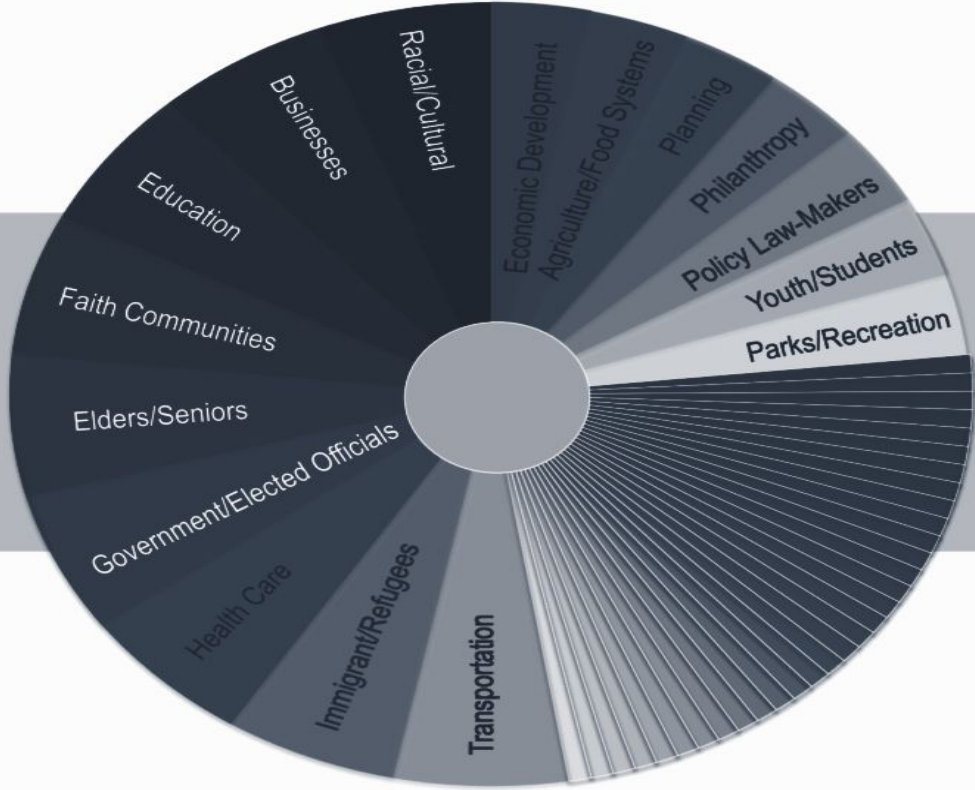
(505) 600-1297

teeniors.com

A collection of circular portraits of seven different people, likely staff or volunteers, arranged in a grid-like pattern. Each portrait has the TEENIORS logo in the bottom left corner. The background of the entire graphic is a repeating pattern of the TEENIORS logo.

COLLABORATIONS

Multi-Sector
Partnership



LEVERAGING ALL...

1. Discovery

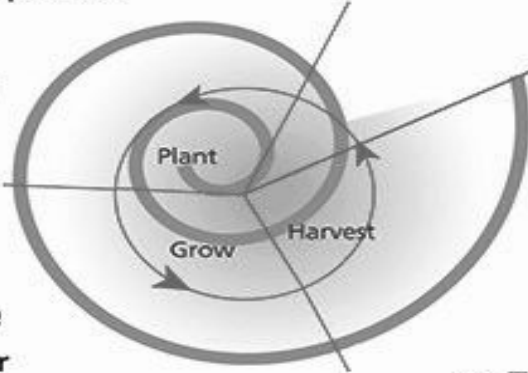
Choose an affirmative, strategic topic. Gather data. Understand & empathize with unmet needs.

2. (Re)Frame opportunity

Look for patterns & insights. Question assumptions. Frame your POV. Define your scope.

3. Incubate

Switch gears. Feed your brain with diverse stimuli. Meditate. Sleep on it.



4. Ideate/illuminate

Experiment. Explore possibilities. Envision a desired future. Co-create in diverse team. Make your ideas visible.

8. Iterate & Scale

Evaluate. Learn. Create. Innovate.

7. Deliver

Final testing, approval and launch.

6. Rapid Prototype /test

Think big, act small, fail fast; learn from end-users and refine.

5. Evaluate/Refine ideas

What is desirable, feasible, viable about your ideas? What are the constraints?

© 2016 CreativityatWork.com

LEVERAGING ALL...

Co-Creation - projects together
Process focused
Outcome focused
Learning Sessions
Flexibility - work hybrid
The Why - not just the What
Case Studies and Learning



<https://www.chezie.co/erg-resources/erg-toolkit>

TODAY—

LEARNING IN THE DIGITAL AGE?

Transformational Leadership

Whereas the heroic manager of the past knew all, could do all, and could solve every problem, the post-heroic manager asks how every problem can be solved in a way that develops other people's capacity to handle it.

—Charles Handy, Irish economic and social philosopher



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THANK YOU!

Lisa Coleman, Ph.D

www.linkedin.com/in/lisa-coleman-phd

Diversity Bonus- Scott Page <https://www.istor.org/stable/j.ctvc77c0h>

A More Just Future - Dolly Chugh

<https://www.stern.nyu.edu/experience-stern/faculty-research/a-more-just-future-psychological-tools-for-reckoning-with-our-past-and-driving-social-change>

Kenji Yoshino & David Glasgow - Say the Right Thing

<https://www.law.nyu.edu/news/ideas/kenji-yoshino-david-glasgow-book-say-right-thing>

Pew Research Generations - <https://www.pewresearch.org/topic/generations-age/>

SHRM- ERGs

<https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/employee-resource-groups-create-a-sense-of-belonging.aspx>

Gen Z - Why need to Consider Federal Jobs

<https://news.clearancejobs.com/2023/02/14/why-gen-x-and-gen-z-need-to-consider-federal-government-jobs/#:~:text=There%20are%20many%20reasons%20why,composed%20just%201.6%25%20in%202021.>

HBR-Bridging Generational Divides

<https://hbr.org/2023/01/bridging-generational-divides-in-your-workplace>

Jack Myers Generations and the Future of Men

<https://www.jackmyers.com/2017/03/09/who-are-gen-z-and-why-do-you-need-to-meet-them/>

Design Thinking and Engaging Emerging Generations

<https://www.linkedin.com/pulse/design-thinking-creating-digital-experiences-gen-zy-alexander-ferre/>

<https://www.undp.org/sites/g/files/zskqke326/files/publications/GCPSE%20Design%20Thinking%20Summary.pdf>

<https://www.tandfonline.com/doi/abs/10.1080/15309576.2019.1657916>

<https://www.washingtonpost.com/business/2023/03/29/more-federal-internships/>



Upcoming Events



Unlocking the Power of Real-Time Analysis: Tech Solutions for DEIA

September 13, 2023

12:00-1:00pm EST

