



IFMA's
World
Workplace®

Your Facility
Conference & Expo



Oct. 16-18, 2019
Phoenix, Arizona

Phoenix Convention Center

THE RISE OF THE MULTI-GENERATIONAL WORKFORCE





Speaker

ERIK LUCKEN

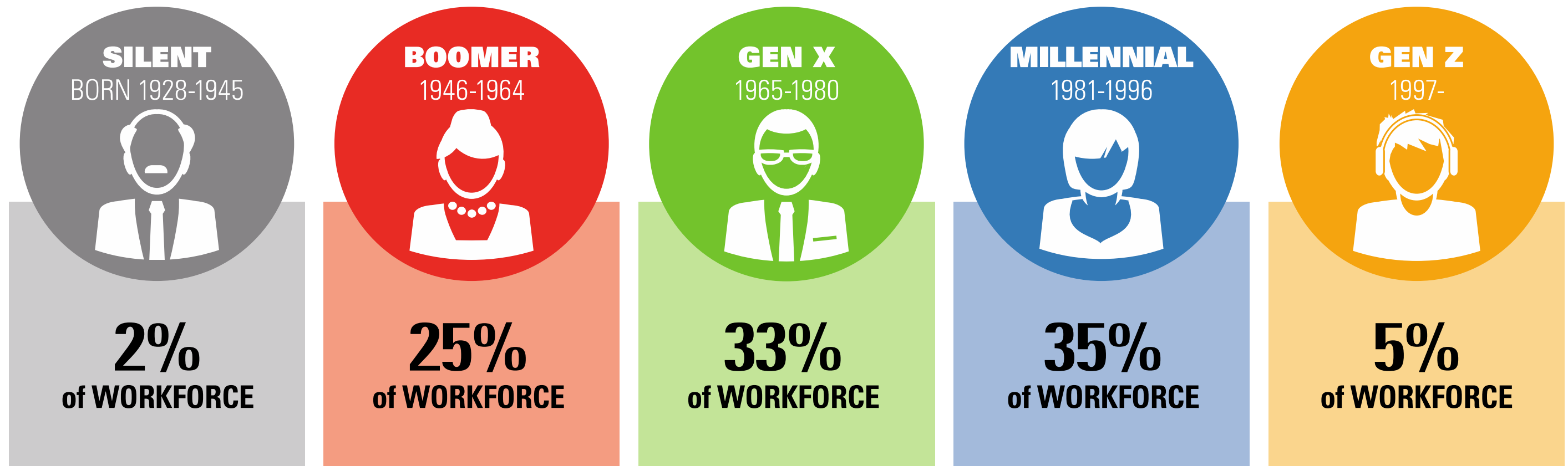
Dir. of Workplace Strategy
RSP Architects

RSP

LEARNING OBJECTIVES

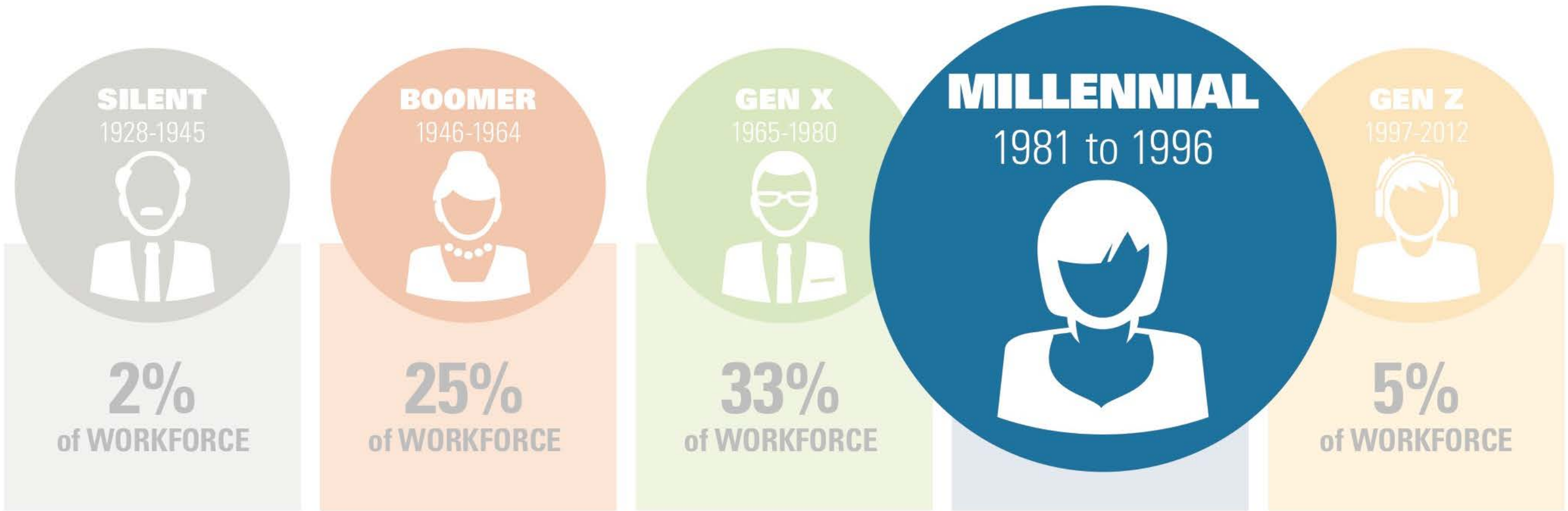
- > The forces creating a truly multi-generational workforce;
- > Benefits of a multi-generational workforce for people, teams, and organizations
- > Myth-busting generational stereotypes on workstyle and workplace preferences;
- > Workplace strategies to attract, retain, and empower an age-diverse workforce

GENERATIONS AT WORK



Source: Pew Research Center, 2018

GENERATIONS AT WORK



WIRED

THE RISE OF THE MILLENNIAL WORKFORCE

Forbes

Why You Can't Ignore Millennials

The New York Times

What Happens When Millennials
Run the Workplace?

FOX BUSINESS

Millennials Will Change
the Workplace Here's how
Employers Can Adapt

USA TODAY

Millennials facing unique
workplace challenges

THE HUFFPOST

Want to Keep Your
Millennials – Mentor Them

FAST COMPANY

What Millennial Employees
Really Want

**Harvard
Business
Review**

What Do Millennials
Really Want at Work?

The Atlantic

Do Millennials Make
for Bad Employees?

Entrepreneur

Why Millennials in the
Workplace 'Don't Care'

The Telegraph

What's the problem
with millennials
in the workplace?

Inc.

The Real Problem With
Millennials at Work

NEW YORK POST

Working with millennials
is the worst

Forbes
Millennials Are
The Worst... Unless
They're The Best

**BUILDING DESIGN
+ CONSTRUCTION**

Workplace design trends:
Make way for the Millennials

Forbes

What's Inside A Workplace
Designed For Millennial
Employees?





WIRED

**THE RISE OF THE
MILLENNIAL WORKFORCE**

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Working with millennials is the worst

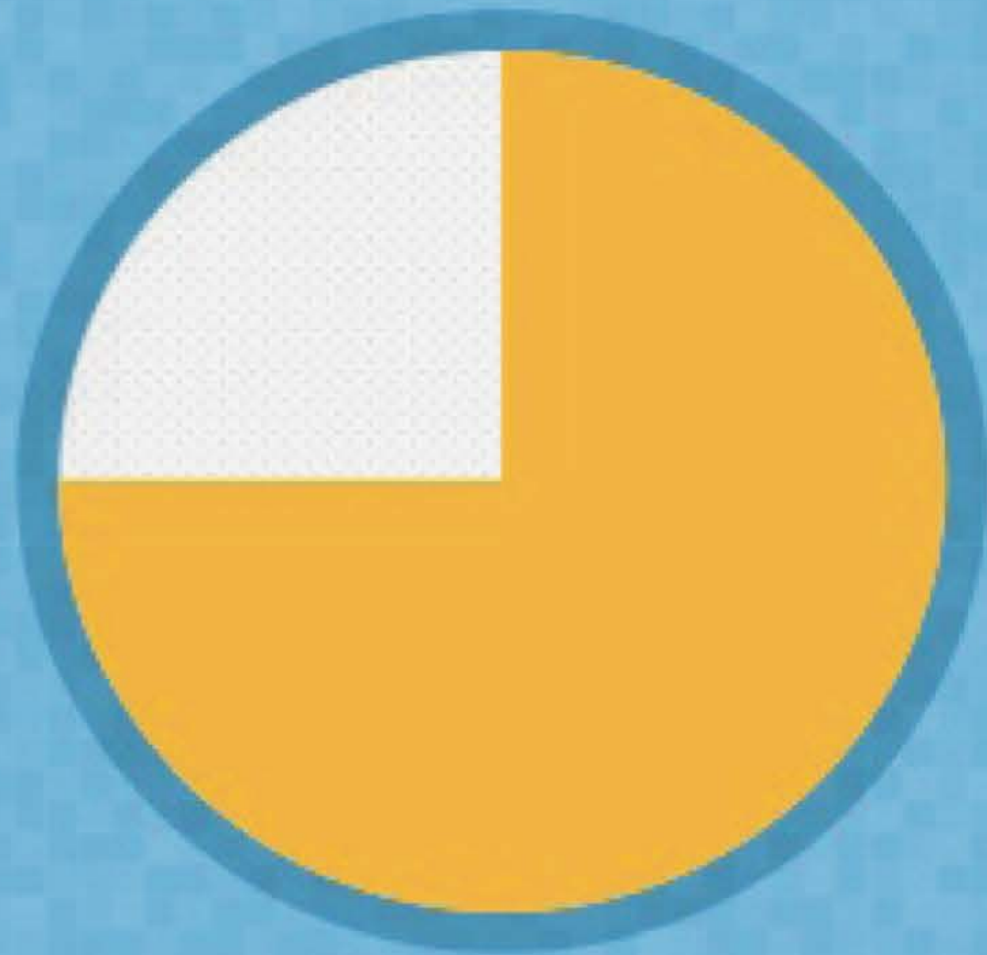


Forbes
**What's Inside A Workplace
Designed For Millennial
Employees?**



Workplace design trends:
Make way for the Millennials

BUT WHY SHOULD YOU CARE?



THE U.S. BUREAU OF
LABOR PREDICTS THAT
MILLENNIALS WILL MAKE
UP APPROXIMATELY **75% OF**
THE WORKFORCE BY 2025.

...THAT'S WHY.



WORKFORCE STATISTICS

- By 2030, the Millennials will comprise approximately 75% of the American Workforce
- Millennials:
 - Born between 1980-1995
 - Between the ages of 20 and 35
 - About 80 million Americans in the workplace



DID YOU KNOW?

75%

of 2025 workforce will be millennials



By 2020, Millennials will make up 50% of the U.S. workforce.

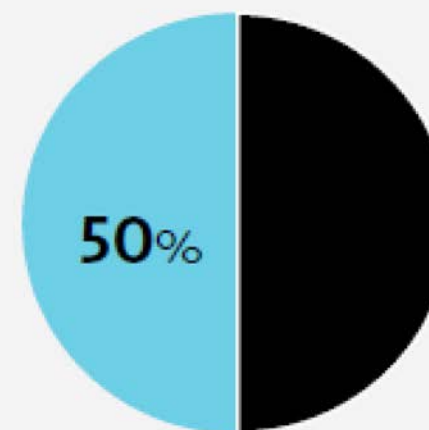
By 2025, Millennials will make up 75% of the U.S. workforce.



According to the [Bureau of Labor Statistics](#)
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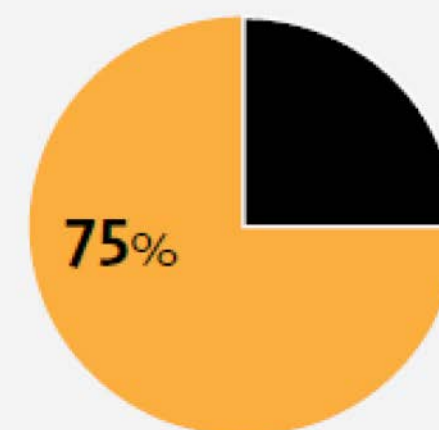
Millennials are on the rise

2020



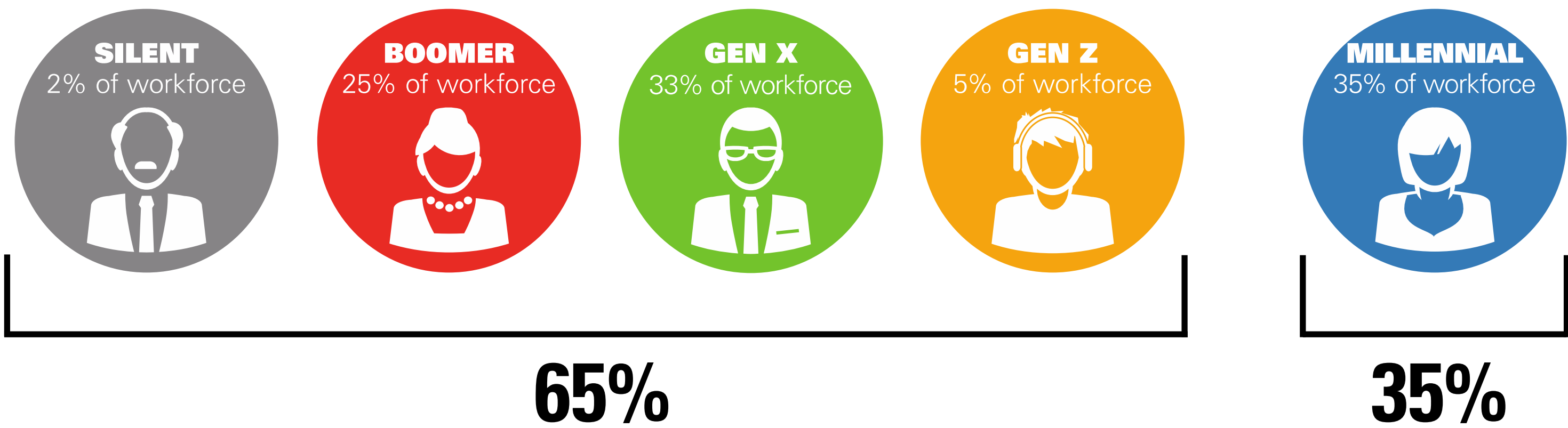
Millennials in
U.S. Workforce

2030



Millennials in
Global Workforce

WORKFORCE TODAY



Source: Pew Research Center, 2018

MATH

In 2026, the U.S. workforce will be **169.7 million** people

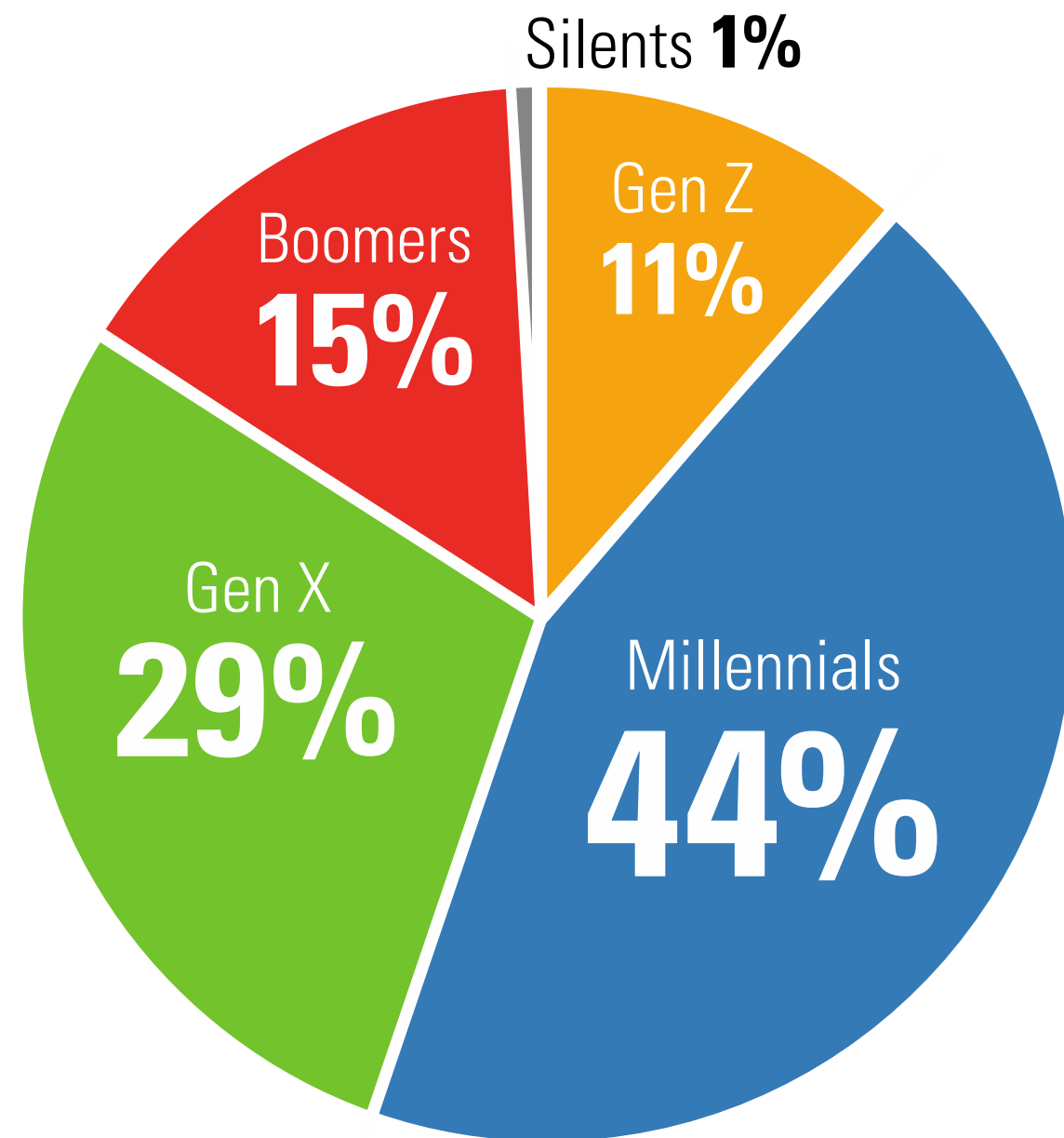
75% of 169.7 million = **127 million** people

In 2026, the *entire* U.S. millennial population will be **75 million** people

75 million \neq 127 million

Source: Bureau of Labor Statistics, "News Release," 2018

U.S. WORKFORCE 2026



Millennials will be the largest generation in the workforce.

But well short of being the majority. After 2026, their share of the workforce will shrink.

WHAT IS ATTENTION-WORTHY

% Change in Labor Force Share: 2016 to 2026

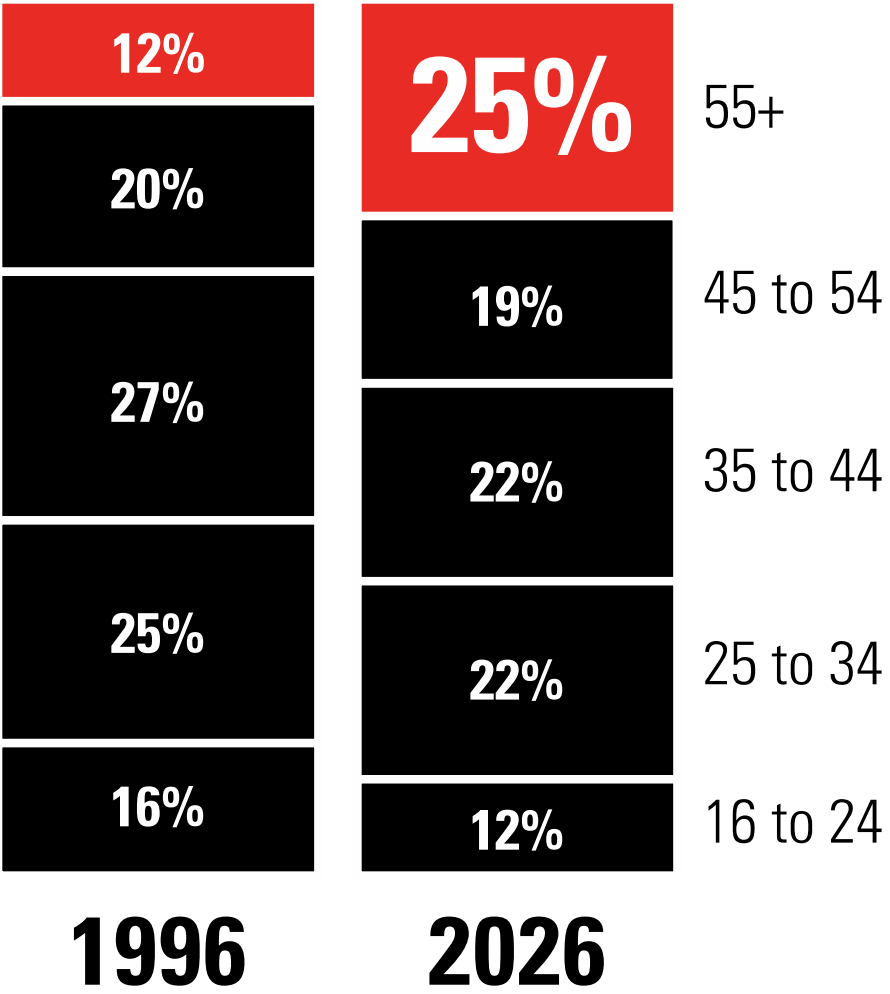
Age 75+	+92%
65 to 74	+50%
55 to 64	+4%
45 to 54	-4%
35 to 44	+15%
25 to 34	+6%
16 to 24	-6%

} Workers over 55 are the **fastest growing** segment of the U.S. workforce.

Source: U.S. Bureau of Labor Statistics, "Labor Force 2016-26", November 2017

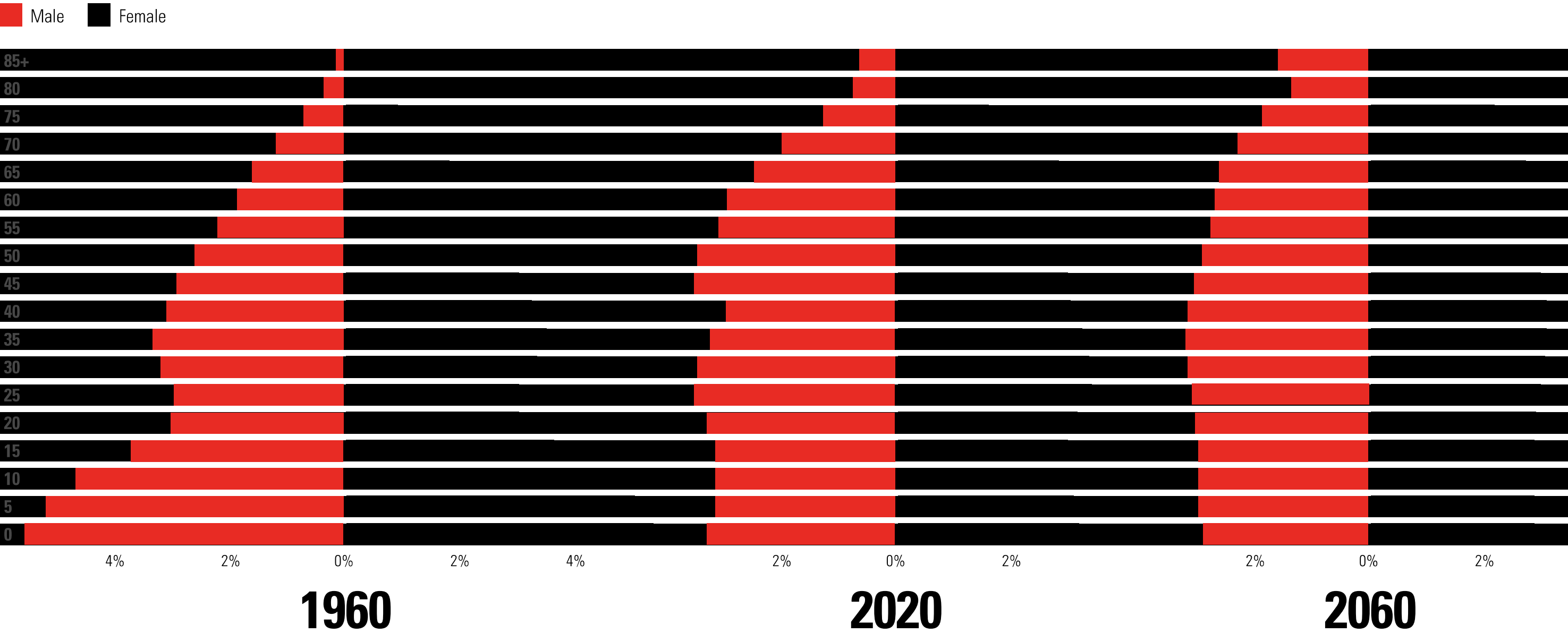
WHAT IS ATTENTION-WORTHY

Labor Force Share by Age Group



Workers over 55 made up the smallest share of the workforce in 1996, **in 2026 they will be the largest.**

POPULATION TRANSFORMATION



HOW WE GOT HERE AND WHY IT'S THE NEW NORMAL



LONGER LIVES, FEWER BIRTHS

U.S. Life Expectancy

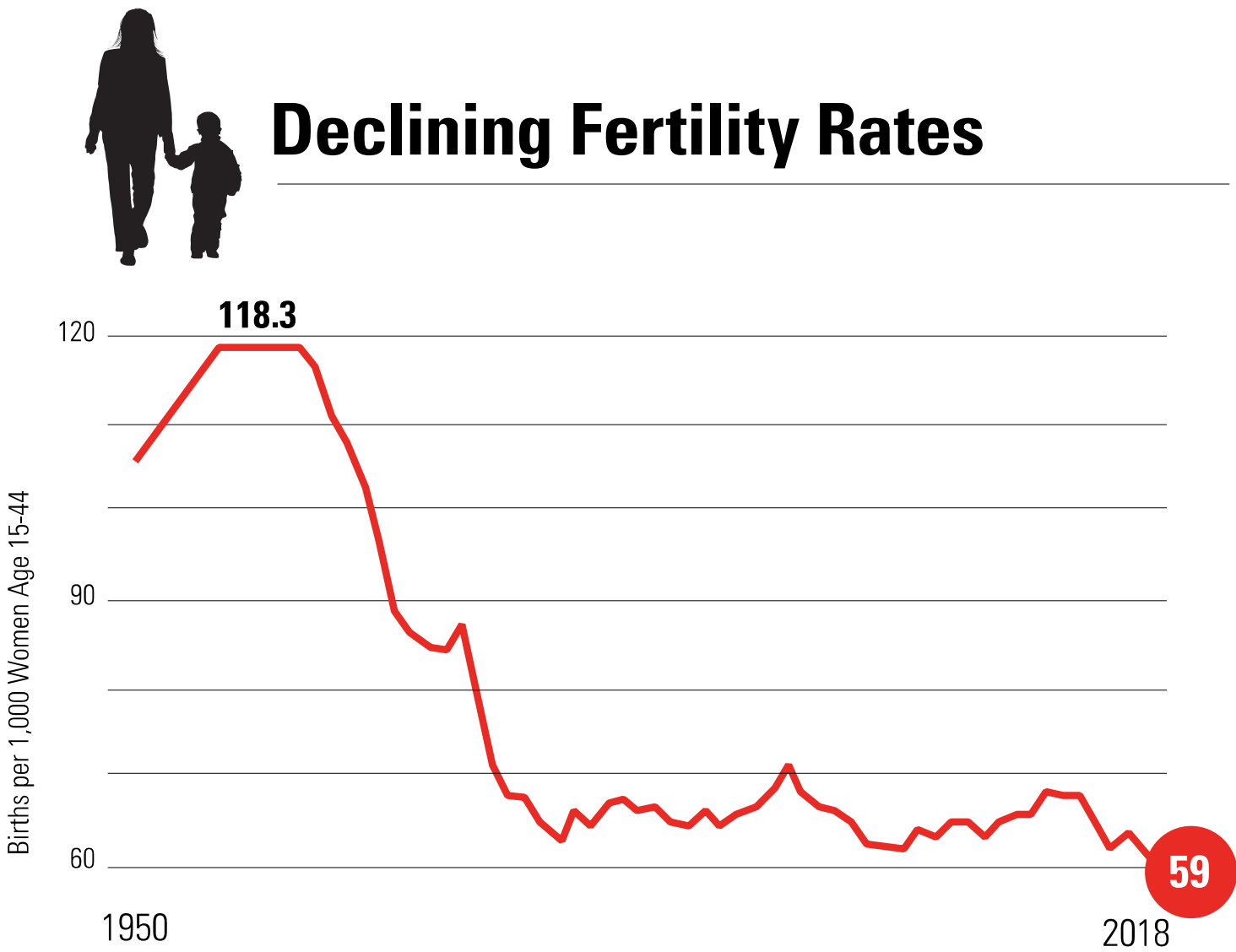
People are living longer and staying healthy longer, allowing them to work longer.



Source: [Knoema.com/atlas/United-States-of-America/Life-expectancy](https://knoema.com/atlas/United-States-of-America/Life-expectancy)



FEWER CHILDREN



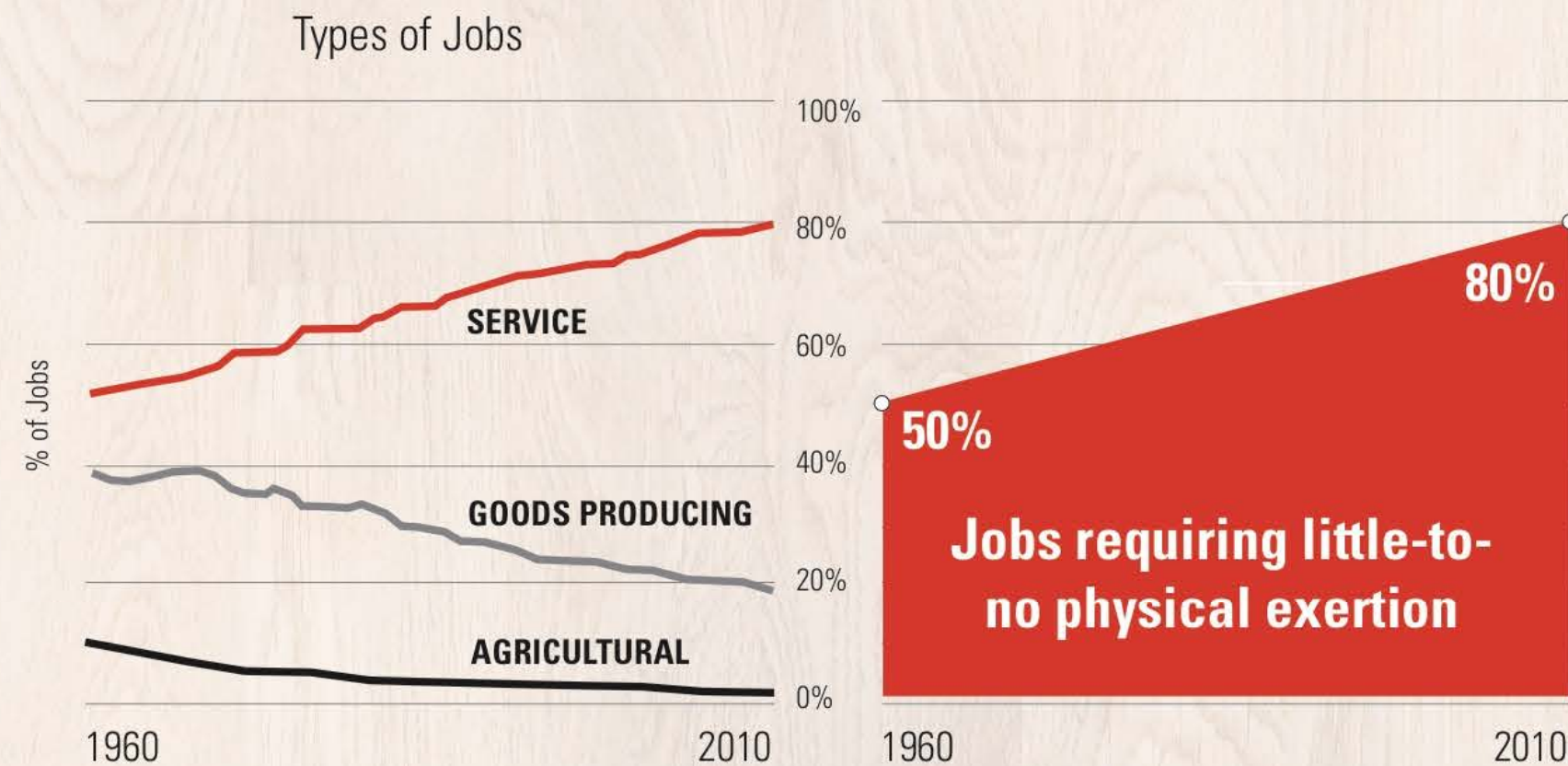
Source: National Center for Health Statistics, 2018

Continuing a decades long trend, the U.S. fertility rate has fallen to **16% below the rate needed to maintain population size.**

Source: "National Vital Statistics", Centers for Disease Control, 2019

SERVICE ECONOMY

Shift to Service Jobs

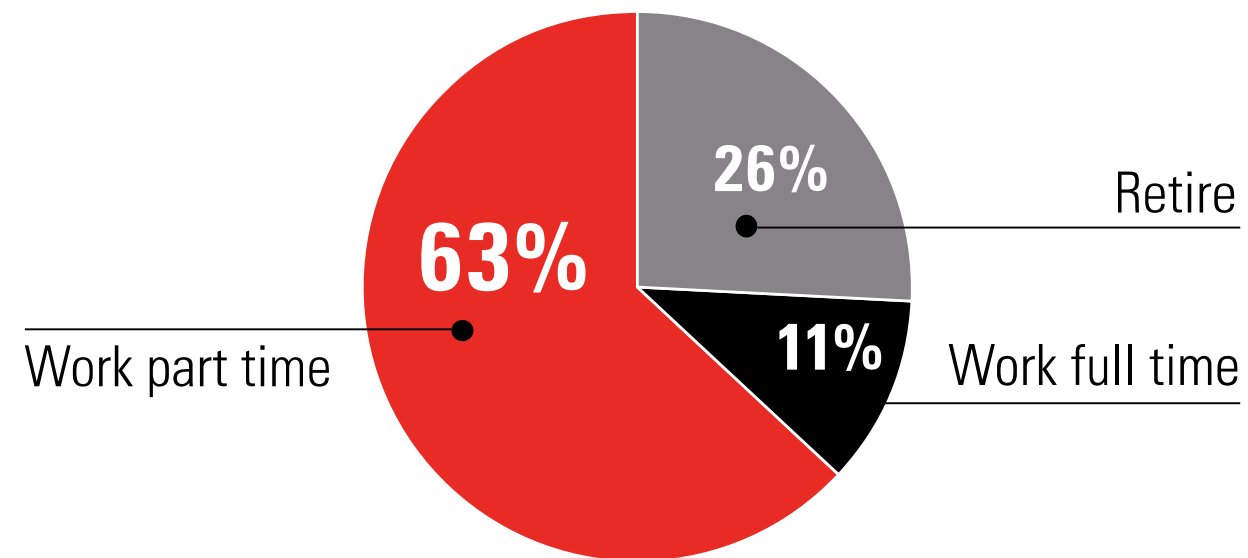


Source: "Trends Over 5 Decades in U.S. Occupation-Related Physical Activity," PLOS One, 2011

DESIRE TO WORK

Working past 65

74% of U.S. adults say they **intend to work past retirement age.**



Source: "Most U.S. Employed Adults Plan to Work Past Retirement Age", Gallup, 2017

Of post-retirement employed boomers, **61% are working because they want to** not because they have to.

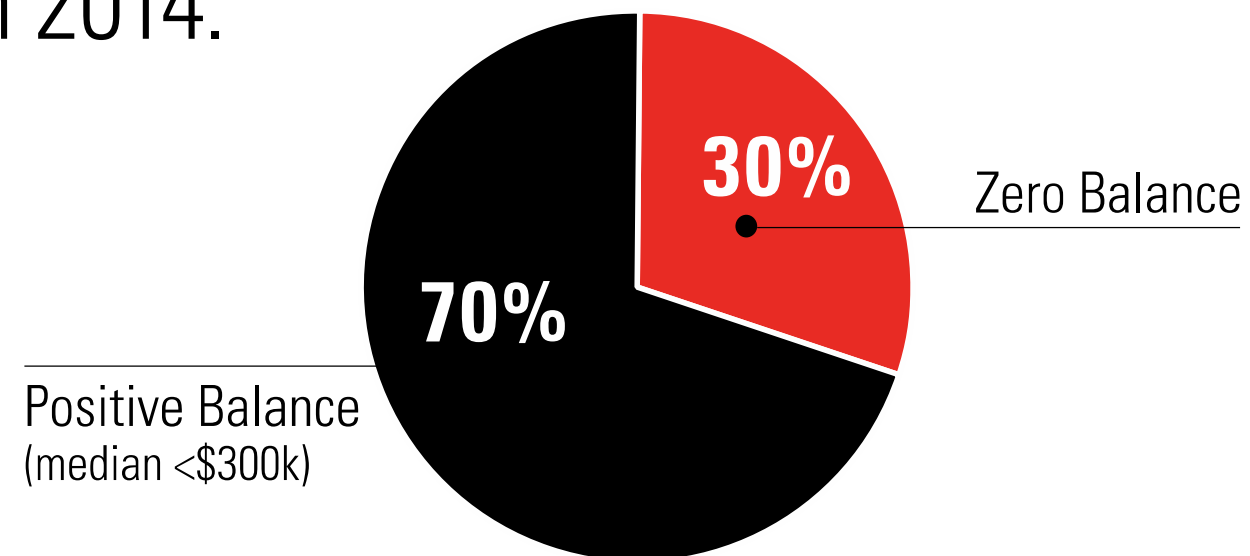
- Stay mentally alert (18%)
- Remain physically active (15%)
- Have a sense of purpose (14%)

Source: "New Expectations, New Rewards", Center for Secure Retirement, 2015

NEED TO WORK

Insufficient Savings

Nearly 1/3 of baby boomers had no money saved in retirement plans in 2014.



Source: Stanford Center on Longevity, 2018

Living longer is a good thing, but creates **challenges in retirement planning**.

- Healthcare costs
- Spending/cost of living
- Life span

Source: "Tough Retirement Realities for Baby Boomers", CBS News, 2018

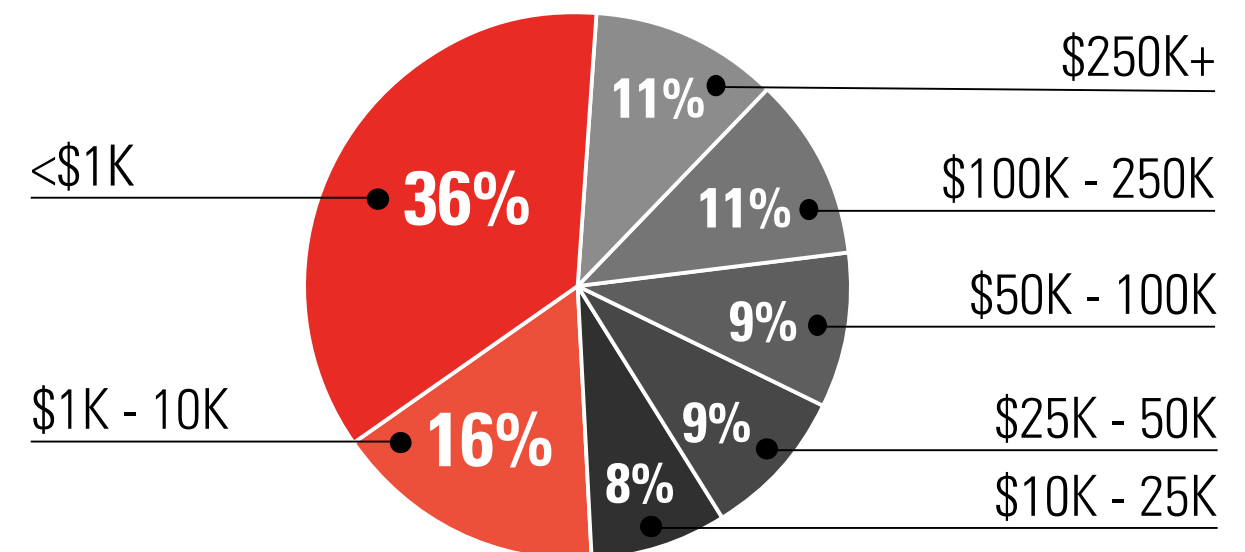
THE TIP OF A BIG ICEBERG

Next Generations Even Worse Off

“Whatever economic challenges the over-65s are facing these days, **they pale by comparison with the money troubles of the young.**”

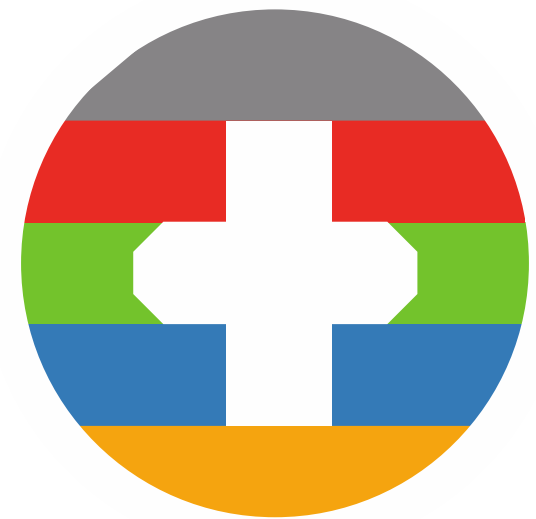
Source: “The Next America: Boomers, Millennials, and the Looming Generational Showdown”, 2016

Over 1/2 of Americans have less than \$10K in savings and investments.




Source: Employee Benefit Research Institute, 2014

THE BENEFITS OF A MULTI-GENERATIONAL WORKFORCE



INNOVATION



Decades of research by organizational scientists, psychologists, sociologists, economists, and demographers show that **socially diverse groups are more innovative** than homogeneous groups.

“How Diversity Makes Us Smarter”

Scientific American, 2014

PREFERENCE

- 85%** work on a multi-generational team (>10-15 years difference in age)
- 90%** prefer to work on a multi-generational team
- 85%** believe collaboration between generations is mutually beneficial
- 87%** say an age-diverse team has more innovative ideas and better solutions

“Impact of a Multi-Generational Workforce”

Randstad Work Monitor, 2018



LABOR SUPPLY

Impending Talent War



Jobs will be lost to technological innovation, but **new jobs will be created** in their wake that require creative skillsets.



**The most substantial
shortfall in 50 years**

Source: "The Great Labor Crunch," Barron's, 2018



**Emerging tech will create
more jobs than it replaces**

Source: "Future of Jobs Report," World Economic Forum, 2018

EASE BRAIN DRAIN

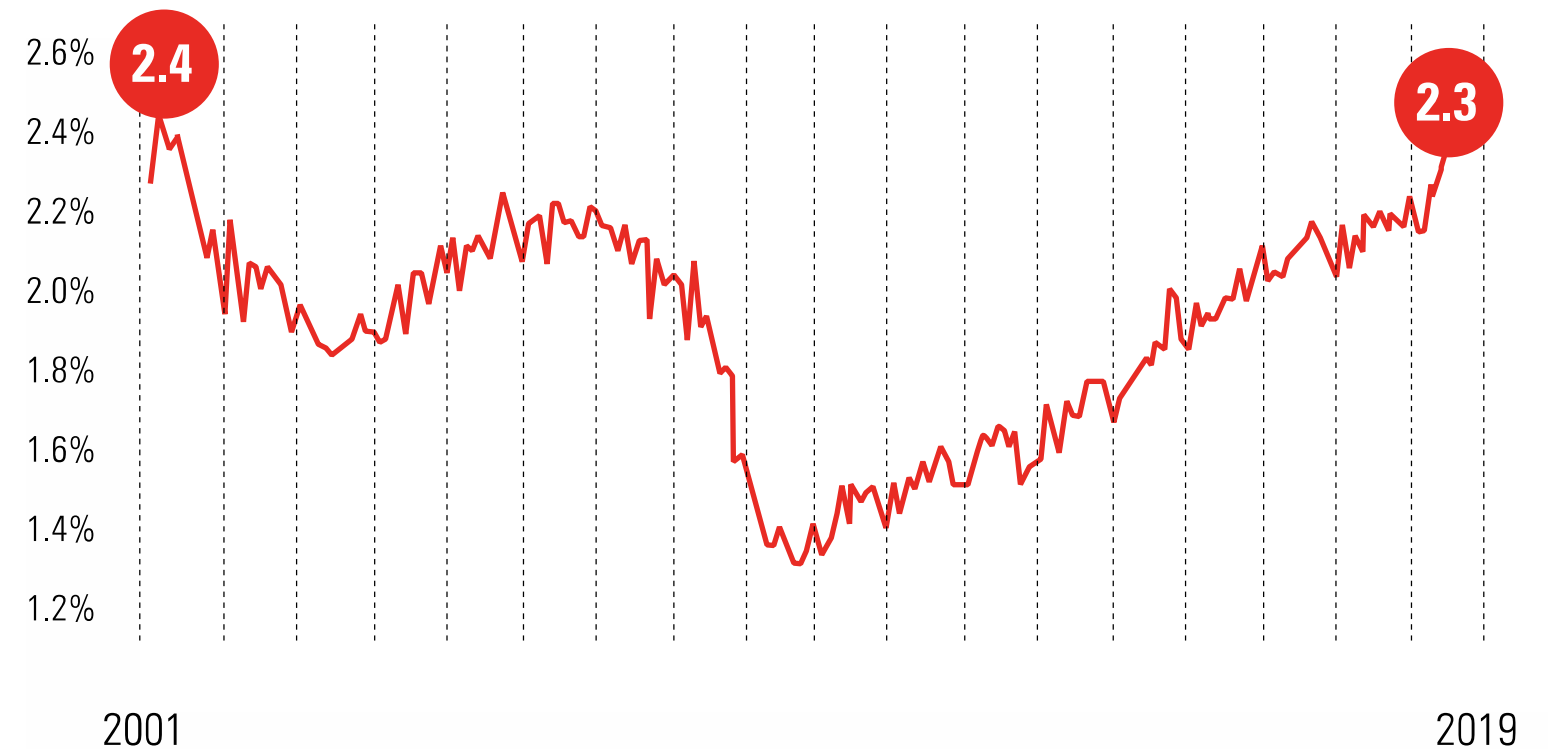
Avert Mass Retirement



Over 10,000 baby boomers turn 65 every day, and will through the year 2030.

Source: "Fact Checker", The Washington Post, 2014

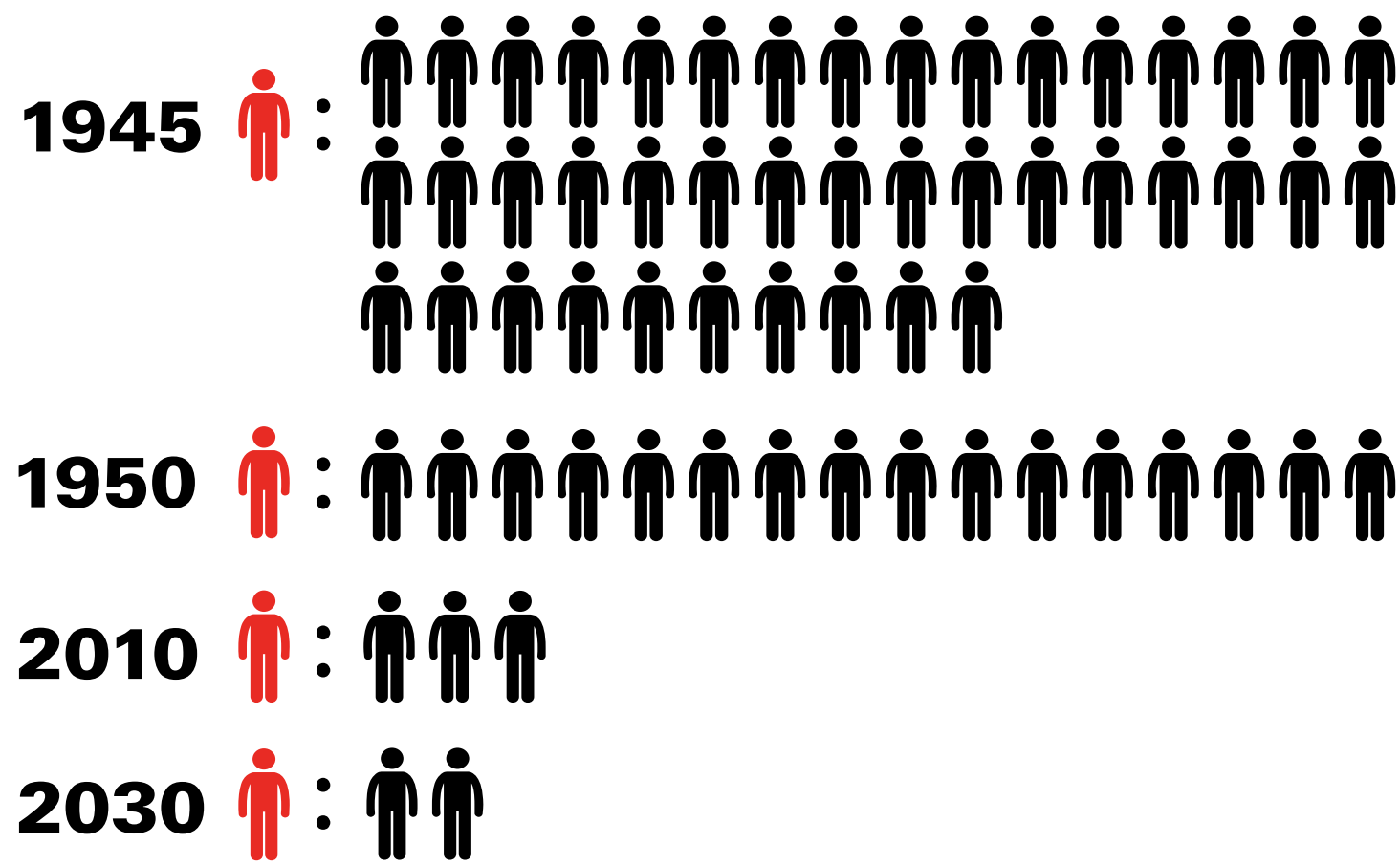
Stem Voluntary Turnover



Source: Bureau of Labor Statistics, August 2019

LIGHTEN THE AGE DEPENDENCY RATIO

Worker/Beneficiary Ratio



Social Security Shortcoming

“...benefits are now expected to be payable in full on a timely basis until 2037, **when the trust fund reserves are projected to become exhausted.**”

Source: “Saving the Safety Net”, <https://www.pewresearch.org/next-america/#>

Source: www.ssa.gov/policy/docs/ssb/v70n3/v70n3p111.html

INCREASED WELL-BEING

Physical and Mental Health



Continuing to work into older age has been shown to have positive impacts on physical, cognitive, and emotional health.

“America’s Aging Workforce”

U.S. Senate Special Committee on Aging, 2017

Financial Well-Being



Delaying retirement for just three to six months does to the standard of living after retiring what an entire percentage point of 30 years of earnings would do.

“The Power of Working Longer”

National Bureau of Economic Research, 2018

IMPLICATIONS FOR WORKPLACE DESIGN

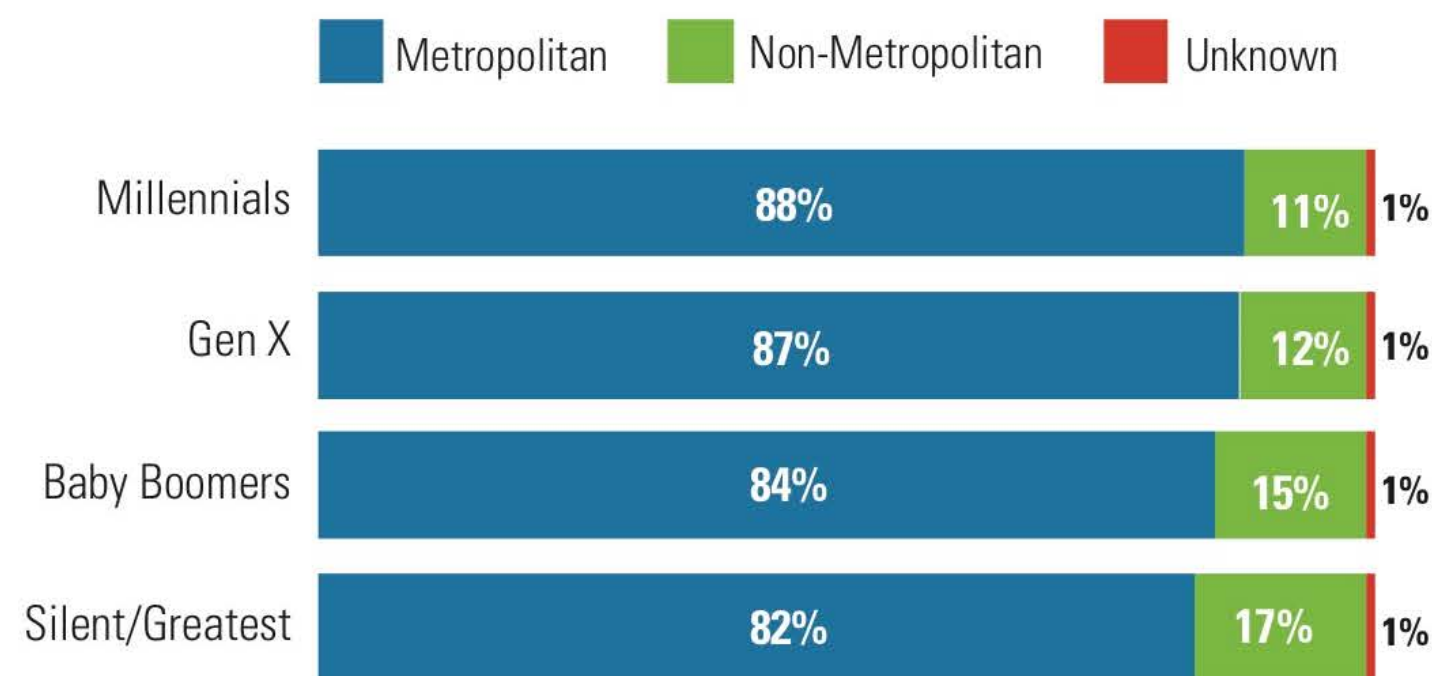


MYTH BUSTING: GENERATIONAL STEREOTYPES



MILLENNIALS ONLY RENT AND LIVE IN CITIES

Where People Live



Houses and Suburbs

Millennials were the largest group of home buyers (37%) for the sixth consecutive year.

Source: National Association of Realtors, 2019

47% of millennial homeowners choose the suburbs, with 33% settling in an urban setting and 20% opting for a rural area.

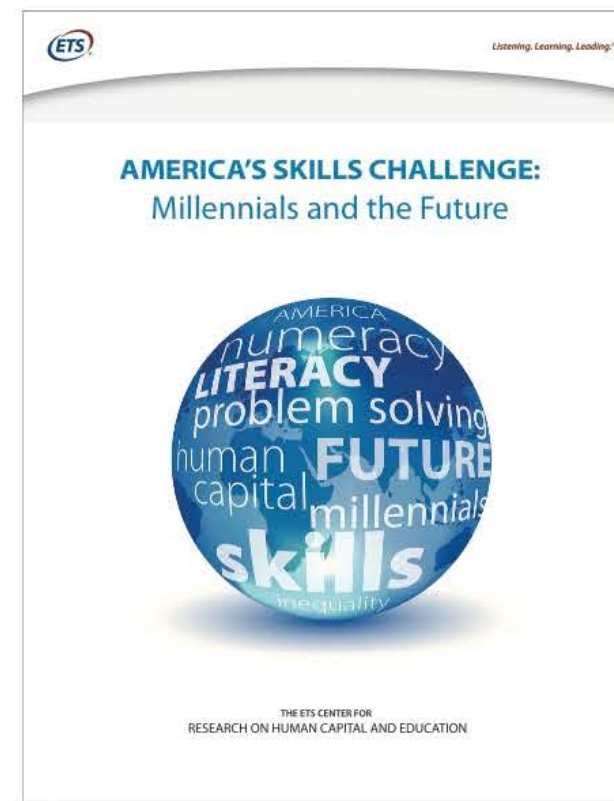
Source: <http://www.pewresearch.org/fact-tank/2018/03/16/how-millennials-compare-with-their-grandparents/#!7>

Source: The Zillow Consumer Housing Trends Report, 2016

OLDER WORKERS ARE TECH-CHALLENGED

Generational Skills Gap

In a study of adult job skills, researchers at the Educational Testing Service found that **Millennials scored lower than Gen X and Baby Boomers** in literacy, practical math, and “**problem-solving in technology-rich environments.**”



Source: "America's Skills Challenge: Millennials and the Future", ETS, 2015

Technology Use

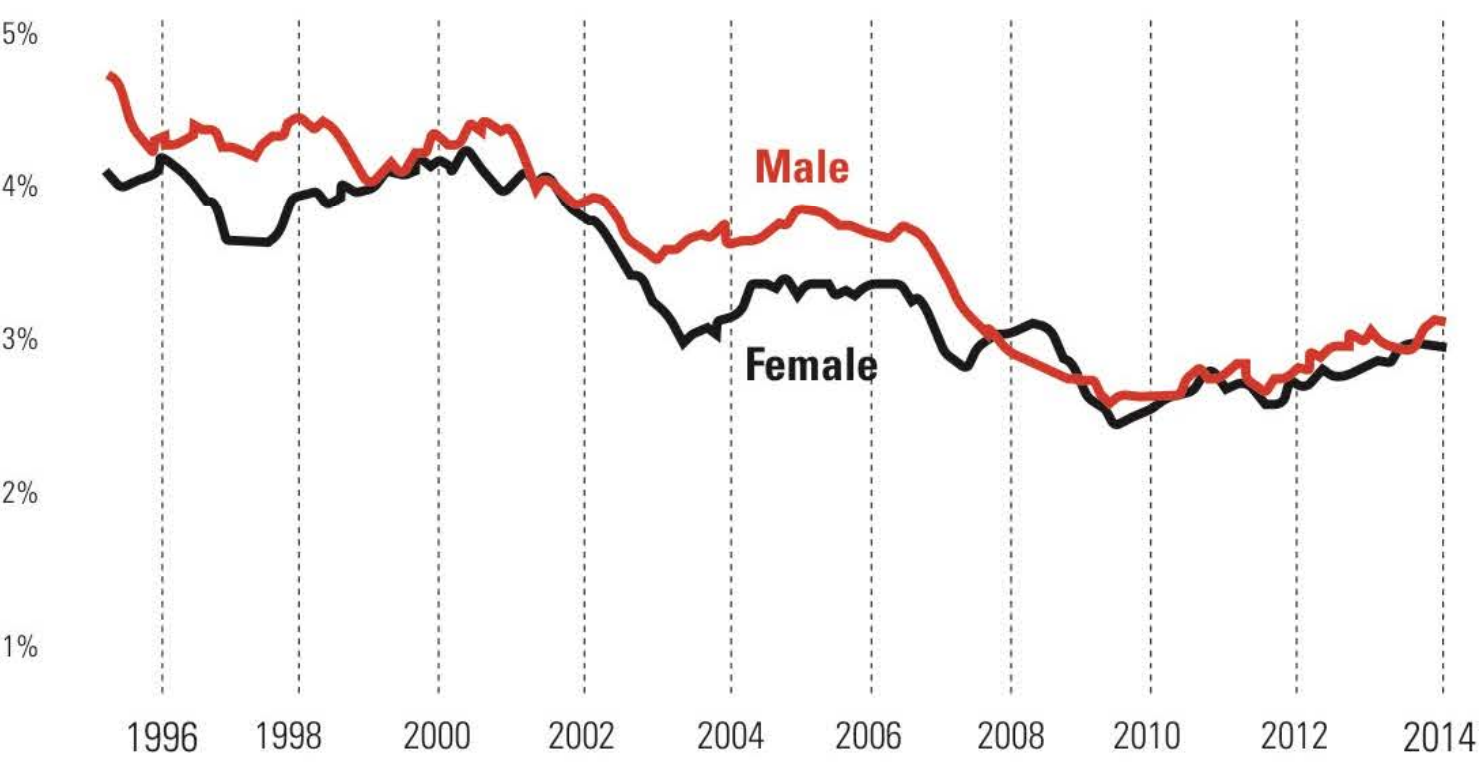
4.9 = number of forms of technology workers over age 55 use in an average week

4.7 = average number of forms for all generations

Source: Dropbox Survey, 2016

MILLENNIAL FLIGHT RISK

Changing Jobs: % of Workers Age 22-29

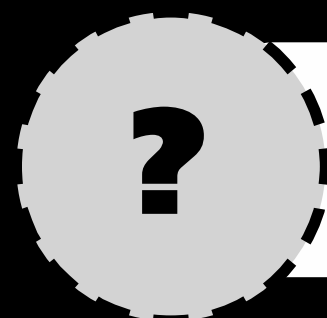


Source: "Enough Already About The Job-Hopping Millennials", FiveThirtyEight.com, 2015

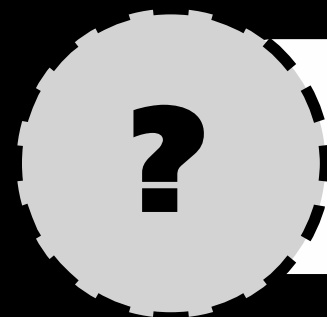
% of New Entrepreneurs

Age Group	1996		2016
20 to 34	34%	▼	24%
35 to 44	27%	▼	24%
45 to 54	24%	▲	26%
55 to 64	15%	▲	26%

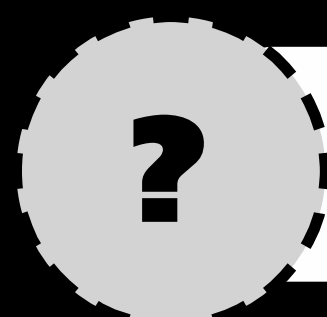
Source: "2017 Kauffman Index of Startup Activity: National Trends", www.kauffman.org, 2017



“Help solve social and/or environmental challenges.”



“Manage my work-life balance.”



“Make a positive impact on my organization.”



“Help solve social and/or environmental challenges.”



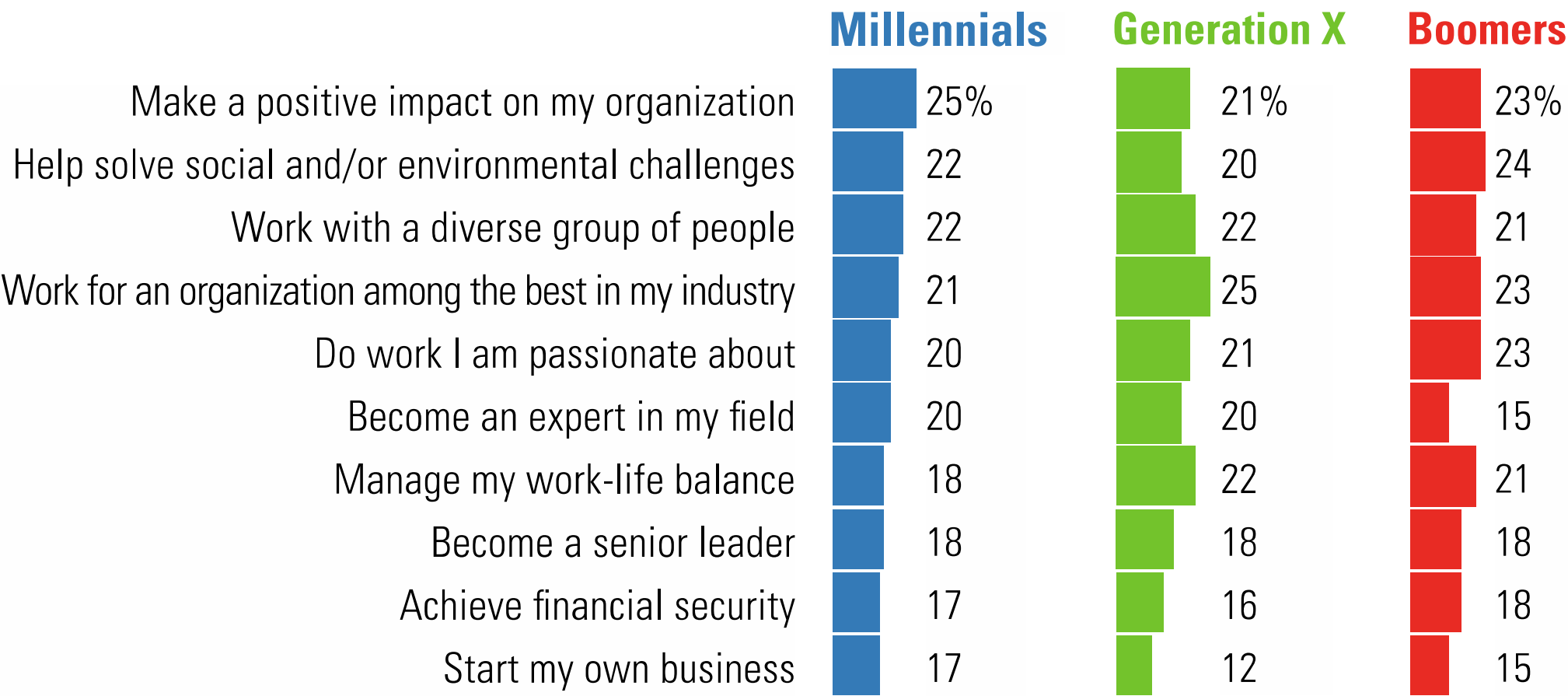
“Manage my work-life balance.”



“Make a positive impact on my organization.”

EVERYONE ELSE: ONLY IN IT FOR THE \$\$\$

What's Important in a Job



People in all generations are looking for work that **matters to them, makes a difference, and in which they can grow.**

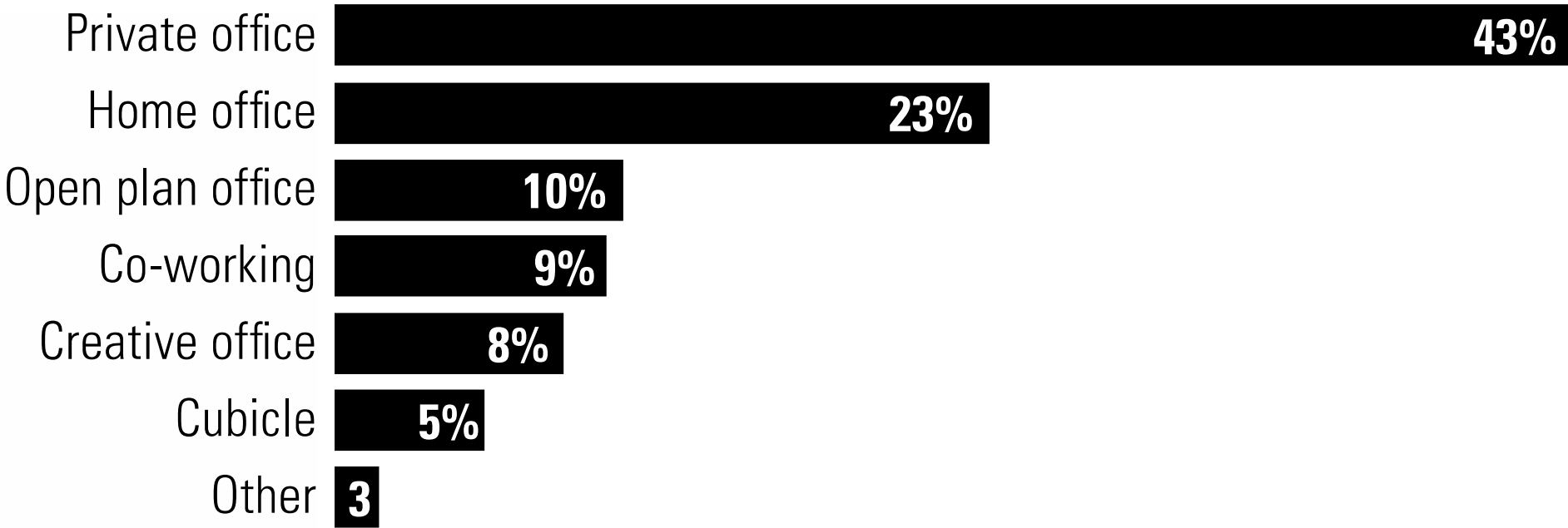
WE KNOW WHAT GENERATIONS WANT IN A WORKPLACE

ALL AGE GROUPS

Survey Methodology

COMMERCIALCafé, a commercial real estate information services provider, conducted a nationwide survey of 2,107 U.S.-based full-time employees of all ages, working in a variety of industries.

Ideal Office Layout



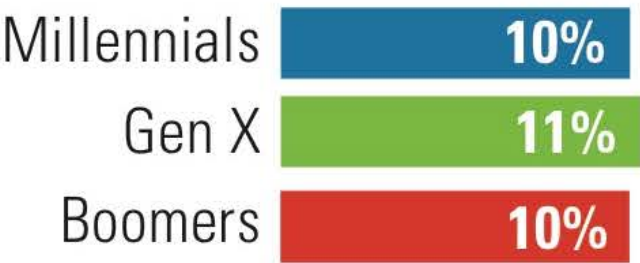
MILLENNIALS DON'T CARE ABOUT OFFICES

Ideal Office Layout

**PRIVATE
OFFICE**



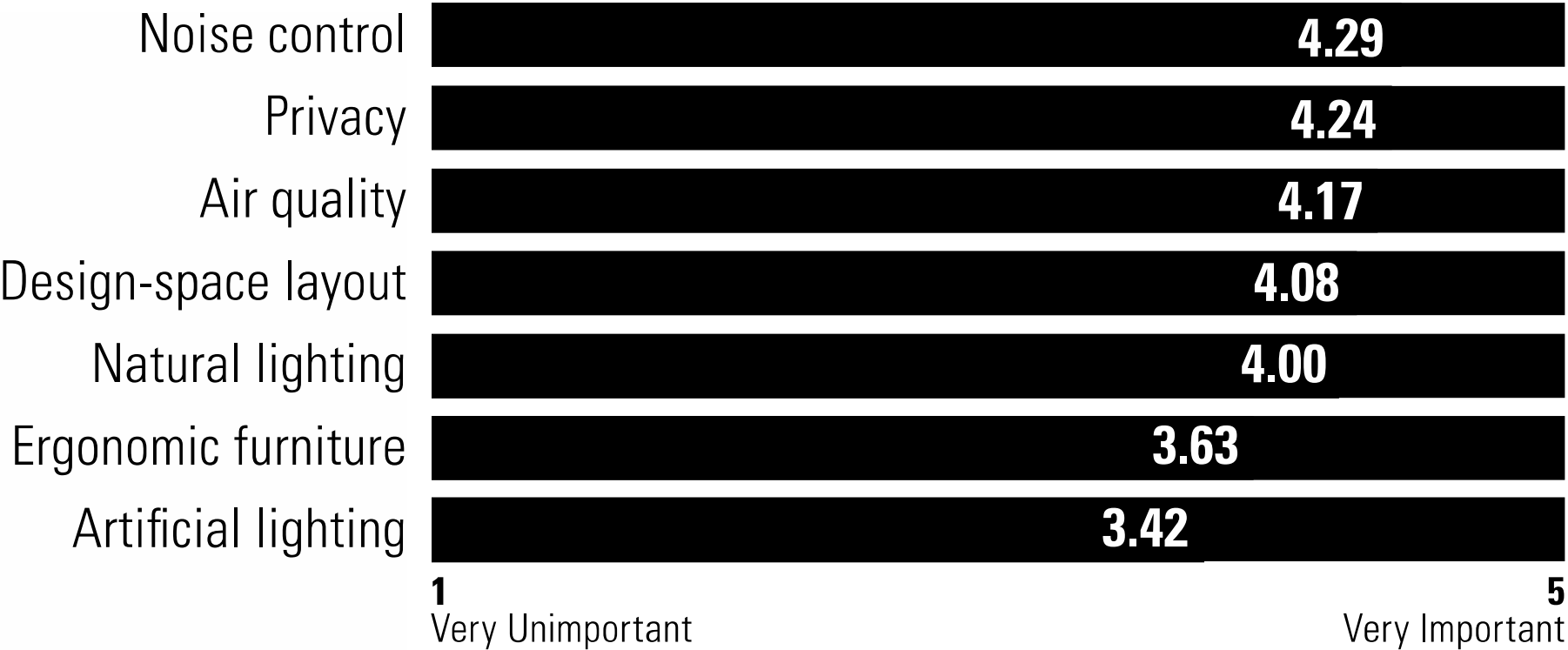
**OPEN
PLAN**



WE KNOW WHAT GENERATIONS WANT IN A WORKPLACE

ALL AGE GROUPS

Spatial Conditions—Importance



ONLY OLDER GENERATIONS CARE ABOUT PRIVACY

PRIVACY

Spatial Conditions—Importance



NOISE CONTROL



“...the differences within generations can be just as great as the differences across generations...a reminder that generations themselves are inherently diverse and complex groups, not simple caricatures.”

Michael Dimock
President of Pew Research Center, 2019

IMPLICATIONS FOR WORKPLACE DESIGN



**MANY OF US ARE GOING
TO BE WORKING FOR A
VERY, VERY LONG TIME.**



1. KEEP SKILLS RELEVANT

WORKPLACE STRATEGIES

- Transparency and visual connection
- More and more varied opportunities to collaborate
- Quiet spaces
- Space and tools to ideate / make work visible



2. BE ENGAGED AND ENTHUSIASTIC



WORKPLACE STRATEGIES

A place that physically embodies your organization

Inspiring moments and methods demonstrating impact

Storytelling

People “get” who you are and just by being in the space

3. STAY HEALTHY—MIND AND BODY

WORKPLACE STRATEGIES

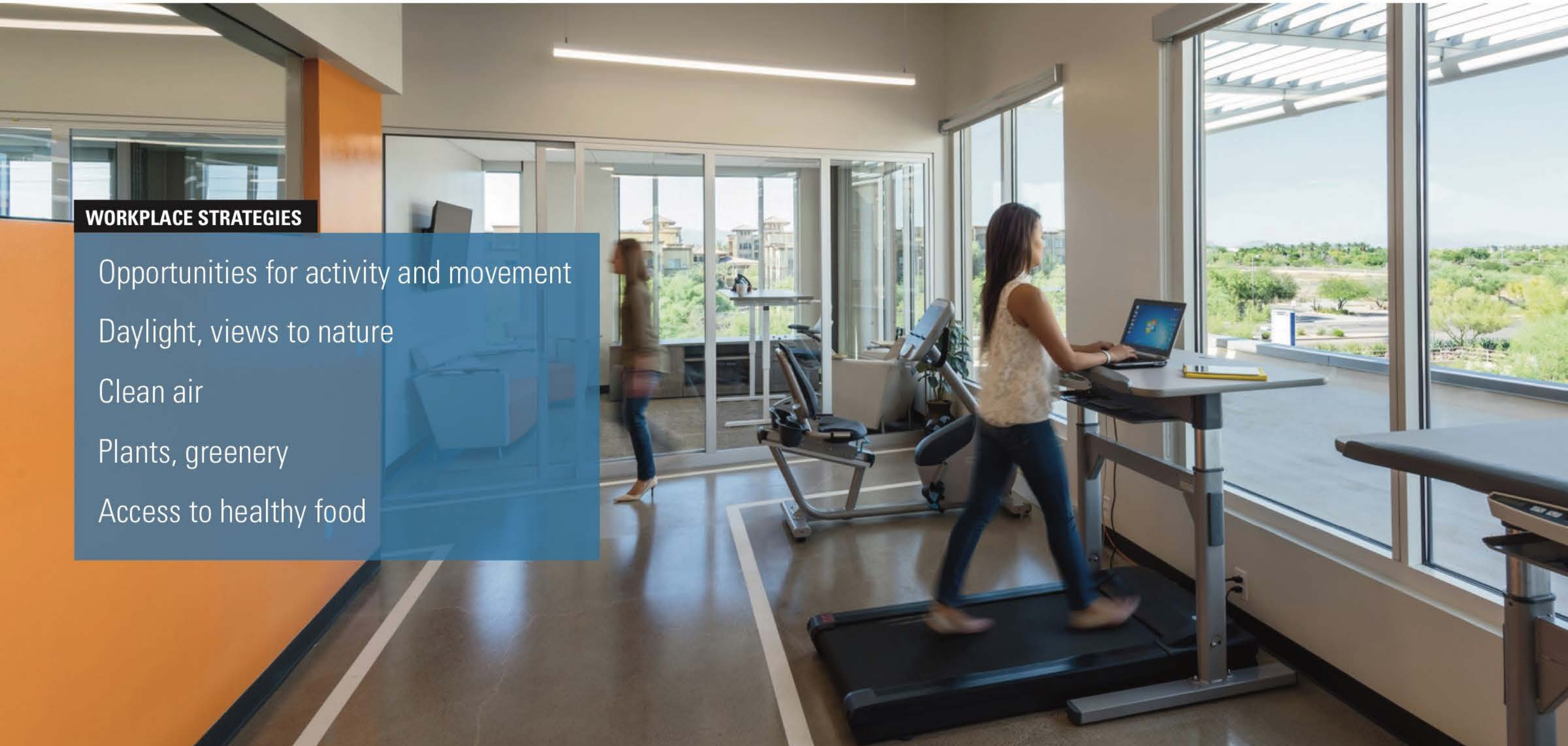
Opportunities for activity and movement

Daylight, views to nature

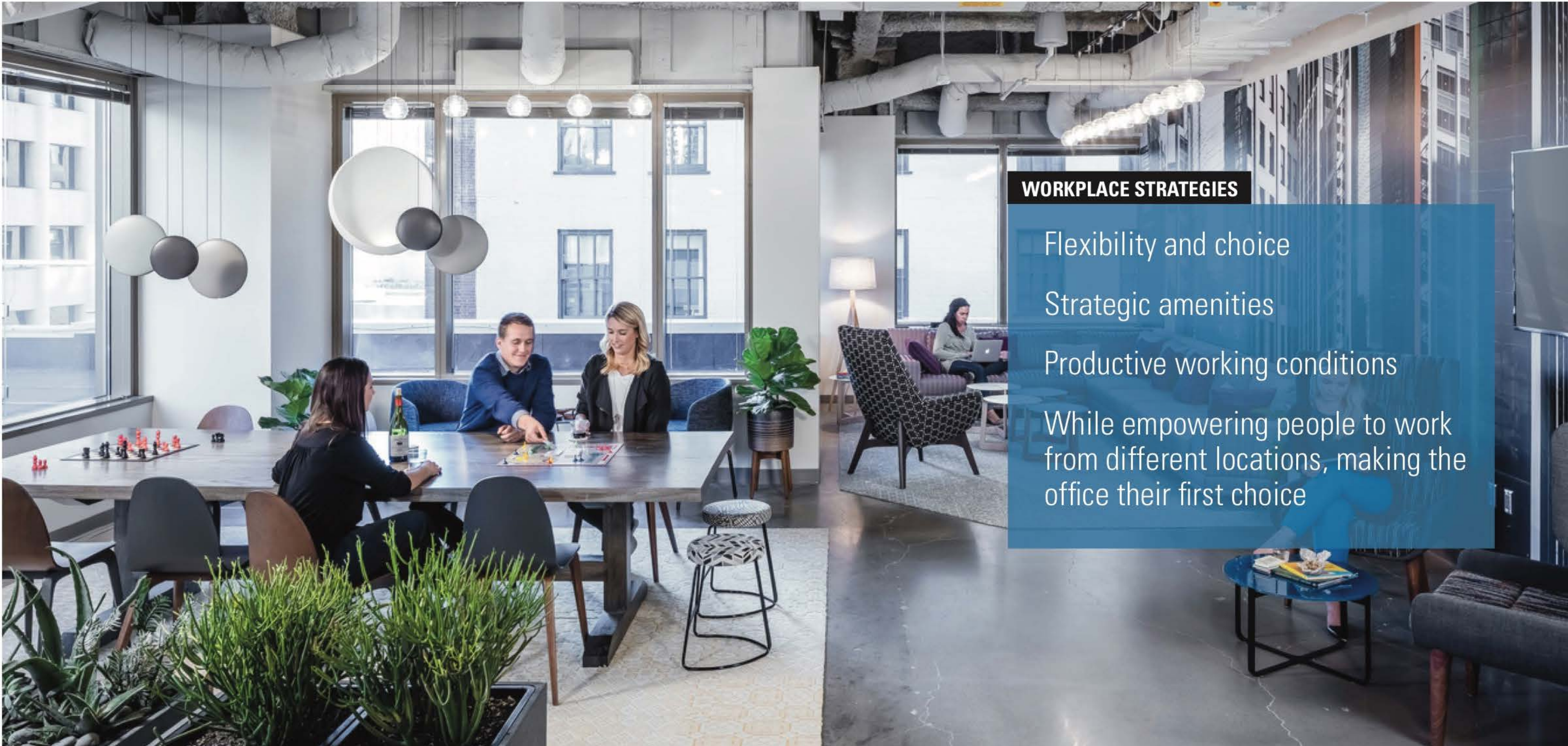
Clean air

Plants, greenery

Access to healthy food



4. MAINTAIN WORK/LIFE BALANCE



WORKPLACE STRATEGIES

Flexibility and choice

Strategic amenities

Productive working conditions

While empowering people to work from different locations, making the office their first choice

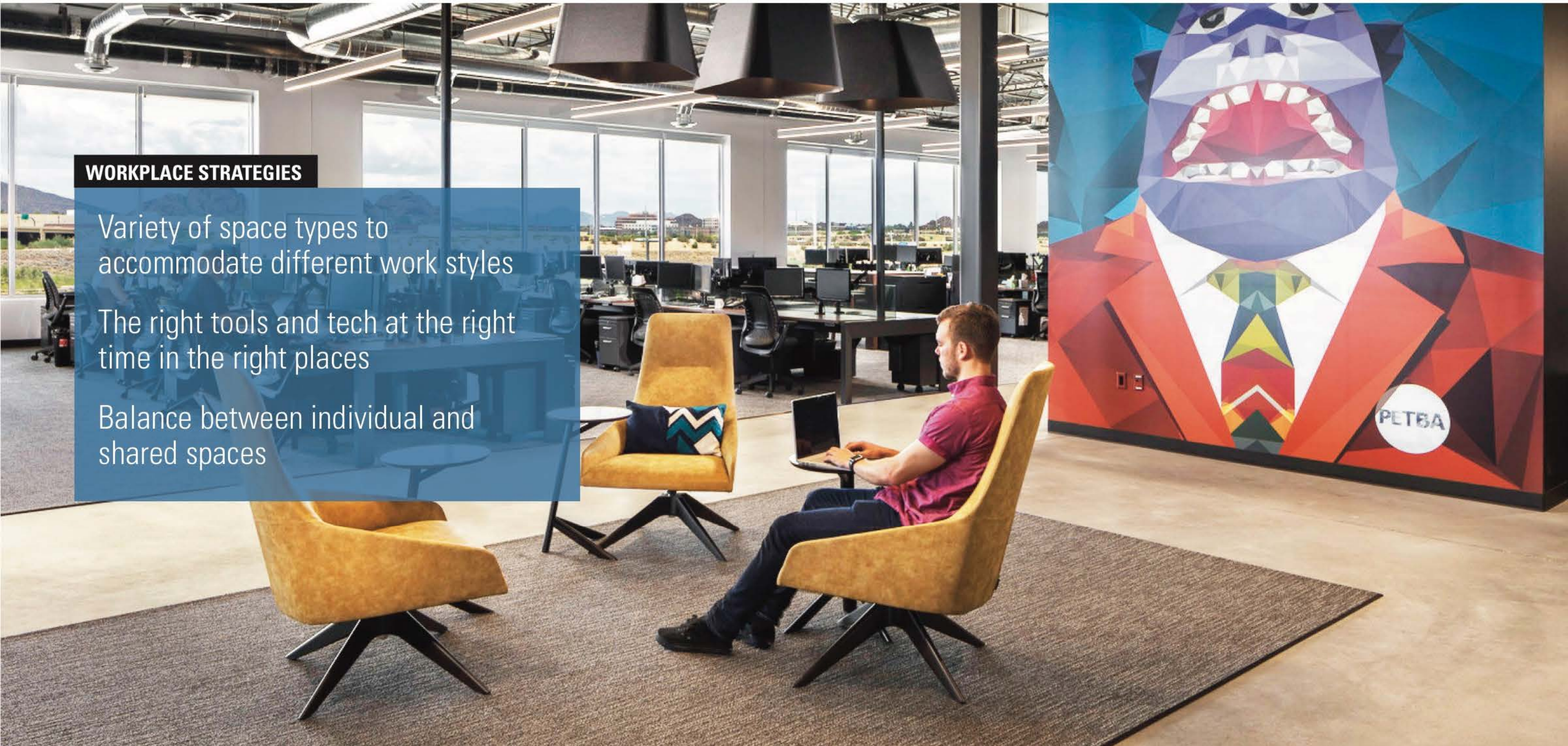
5. BE PRODUCTIVE

WORKPLACE STRATEGIES

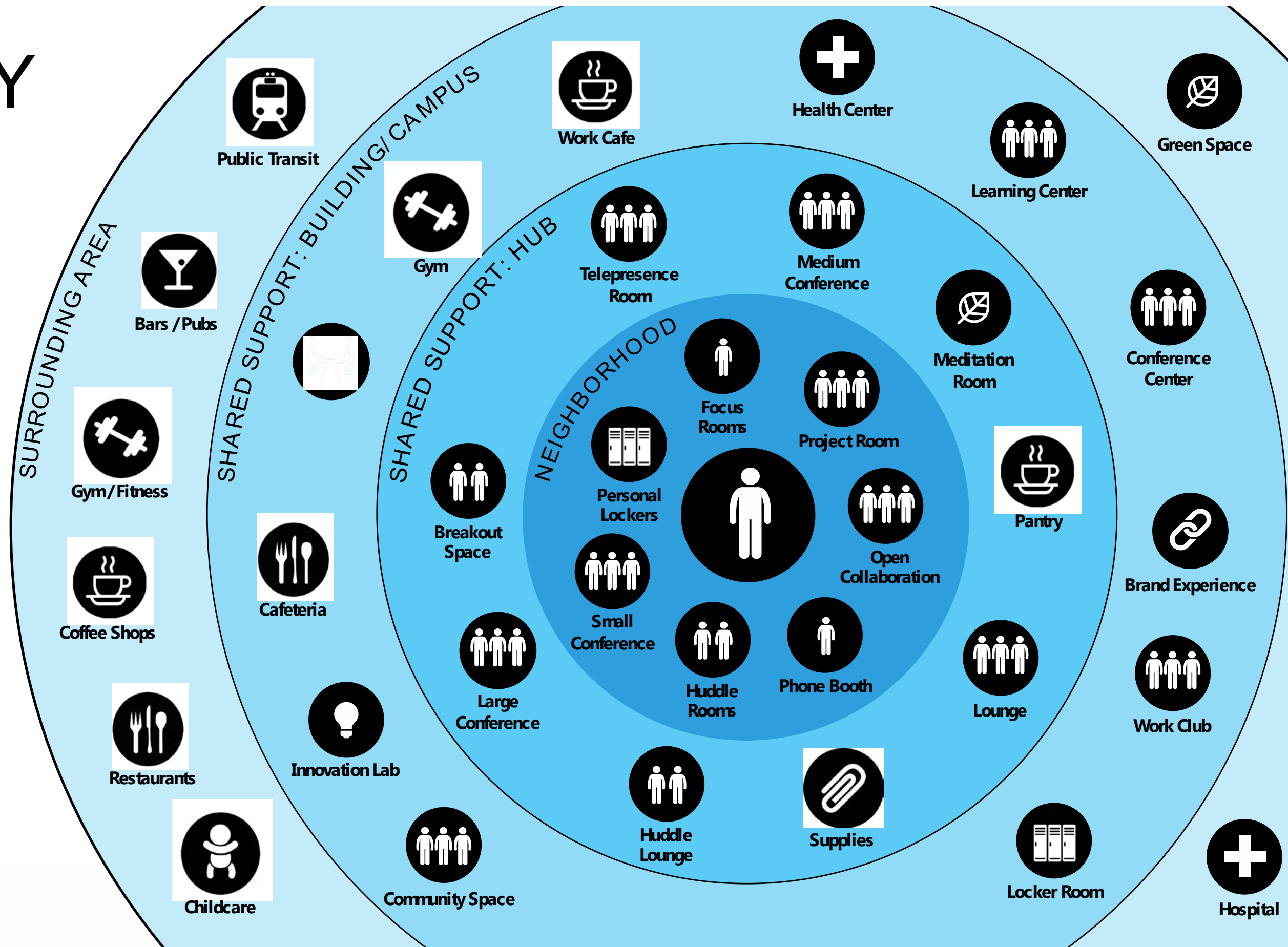
Variety of space types to accommodate different work styles

The right tools and tech at the right time in the right places

Balance between individual and shared spaces



VARIETY



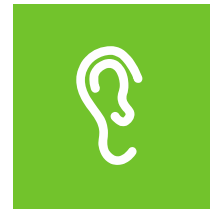
NOT QUITE AGE AGNOSTIC

There are physical changes that come with age



Lighting

- Natural light
- Control glare
- Ambient lighting at appropriate levels
- Personal control



Acoustics

- Zoning noisy activities
- Acoustic ceilings
- Carpeted floors
- Sound-absorbing panels
- White noise



Ergonomics

- Encouraging movement and multiple postures
- Ergonomic chairs
- Height adjustable desks
- Controls that are obvious, simple, and intuitive to use



Wayfinding

- Clear space-planning
- Effective signage
- Color-coding, land-marking and layout differentiation
- Intuitive navigation



Relaxation

Spaces for recuperation
Calming aesthetics
Views to nature
Biophilia
Wood

INCLUSIVE DESIGN PROCESS



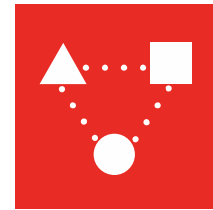
Survey

Age-focused questions; analyzing results with age as a lens



Focus Groups

From an emphasis on next gen to an equal exploration of mature gen



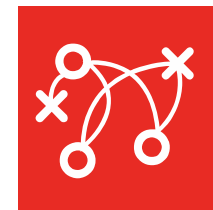
Diversify

Work with clients to ensure age diversity in end-user engagements



Interviews

Listen and learn with age groups as an intentional framework for interviews



Activity Analysis

Along with other critical lenses, analyze space by age group use



Virtual Reality/3D

Explore movement through the workplace with varying degrees of ability



Camera Journaling

Let mature workers show what hinders and what helps them through their eyes



Benchmark Best Practices

Conducting post-occupancy evaluation studies to understand what works and what doesn't

A FEW PARTING THOUGHTS

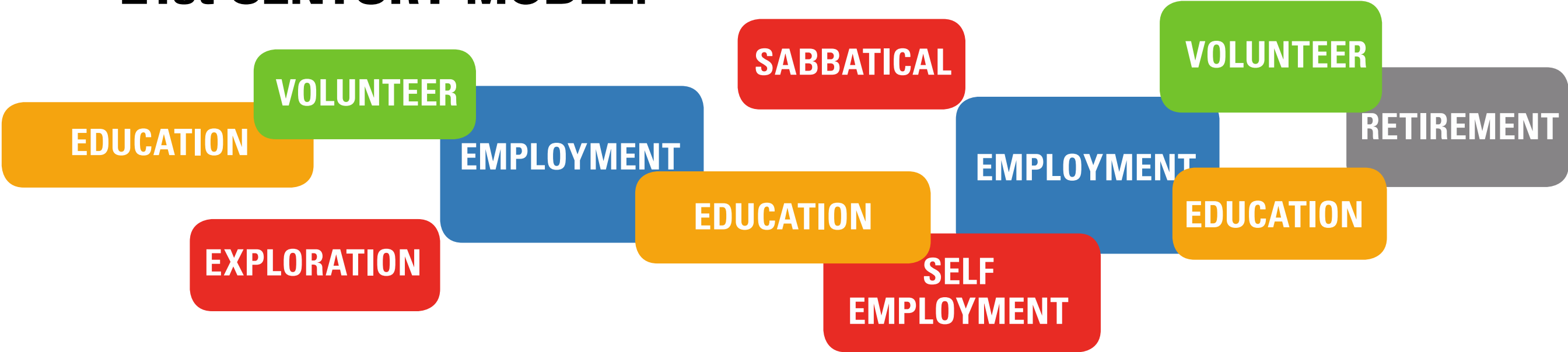


NEW WORK PARADIGM

20th CENTURY MODEL



21st CENTURY MODEL?



AGE IS JUST ONE LENS

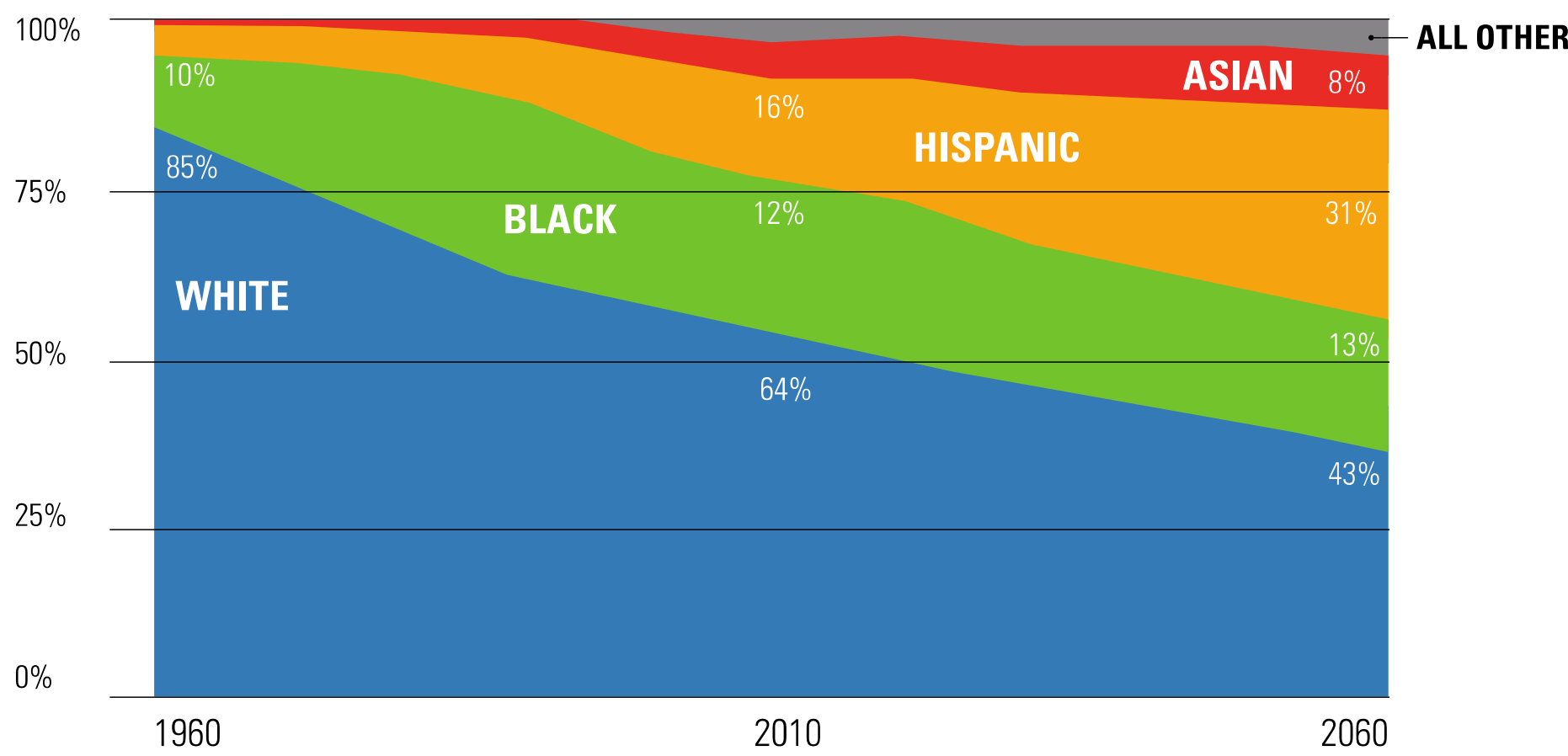
OTHER CONSIDERATIONS

Personality Type
Cultural background

Race

Ethnicity
Religion
Gender
Education
Industry
Setting
Region

U.S. POPULATION BY RACE + ETHNICITY



IT'S STARTING AGAIN...



The New York Times

Move Over, Millennials,
Here Comes Generation Z

THE WALL STREET JOURNAL

Gen Z Is Coming to Your Office.
Get Ready to Adapt.

Bloomberg

Gen Z Is Set to Outnumber
Millennials Within a Year

USA TODAY

Gen Z is the loneliest generation

Inc.

Generation Z Wants
These 10 Things in a Job

Medium

Designing for Gen Z

THANK YOU!

