



The Future Workforce

Toffler Associates

The best companies to work for



...and the practices employees like

- Profit sharing
- Collaboration culture
- Child care benefits
- Hierarchy-free structure
- Salary cap for top earners
- Employee appreciation programs
- Empowerment
- Health and work/life benefits
- History of no lay-offs

First and foremost, the environment is constantly changing



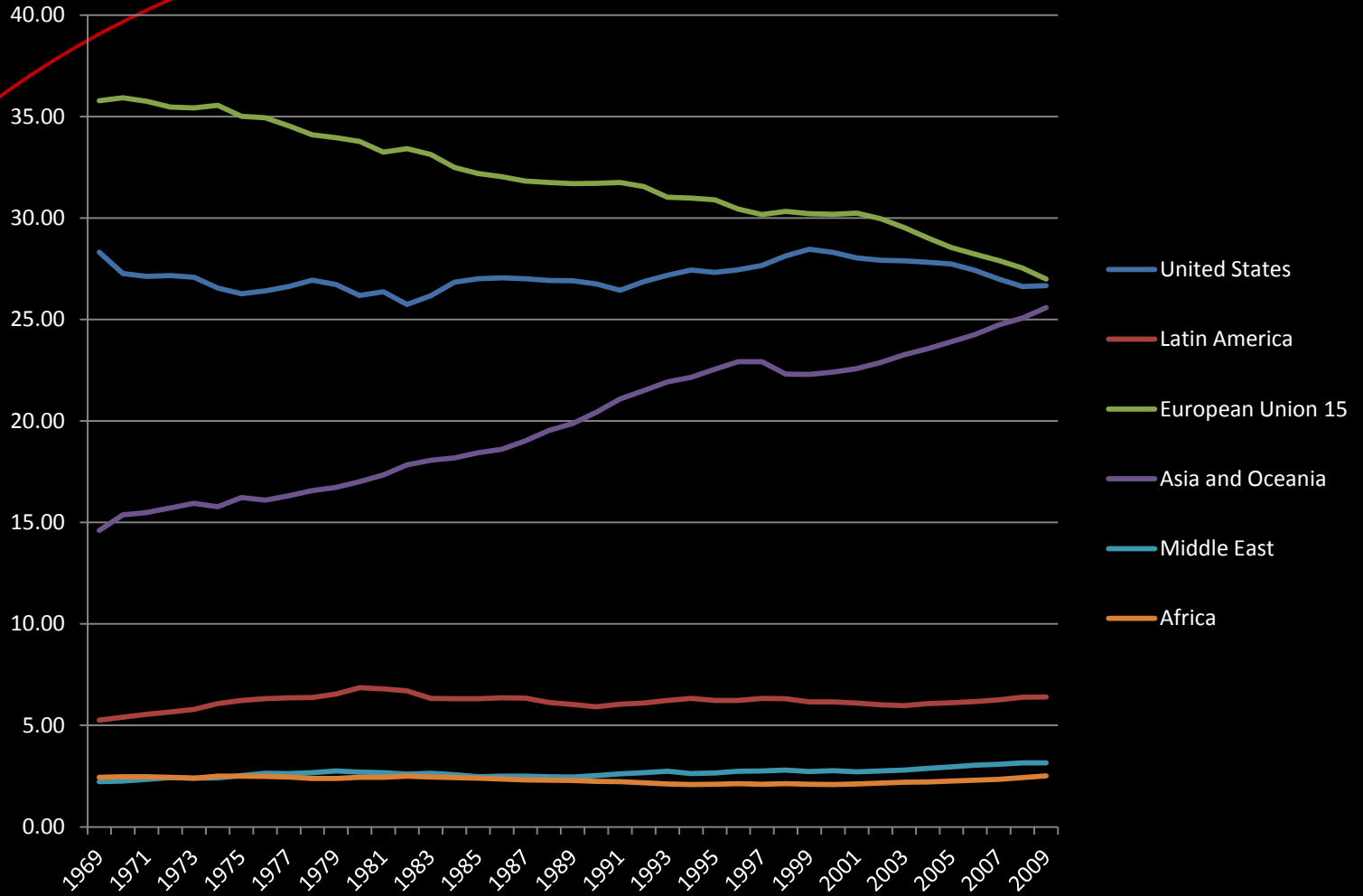
Connectivity

- In 1996 there were 16 million internet users



- As of 2010 there are 2.1 billion
- ...and over 5.3 billion cell phone users

US share of global GDP

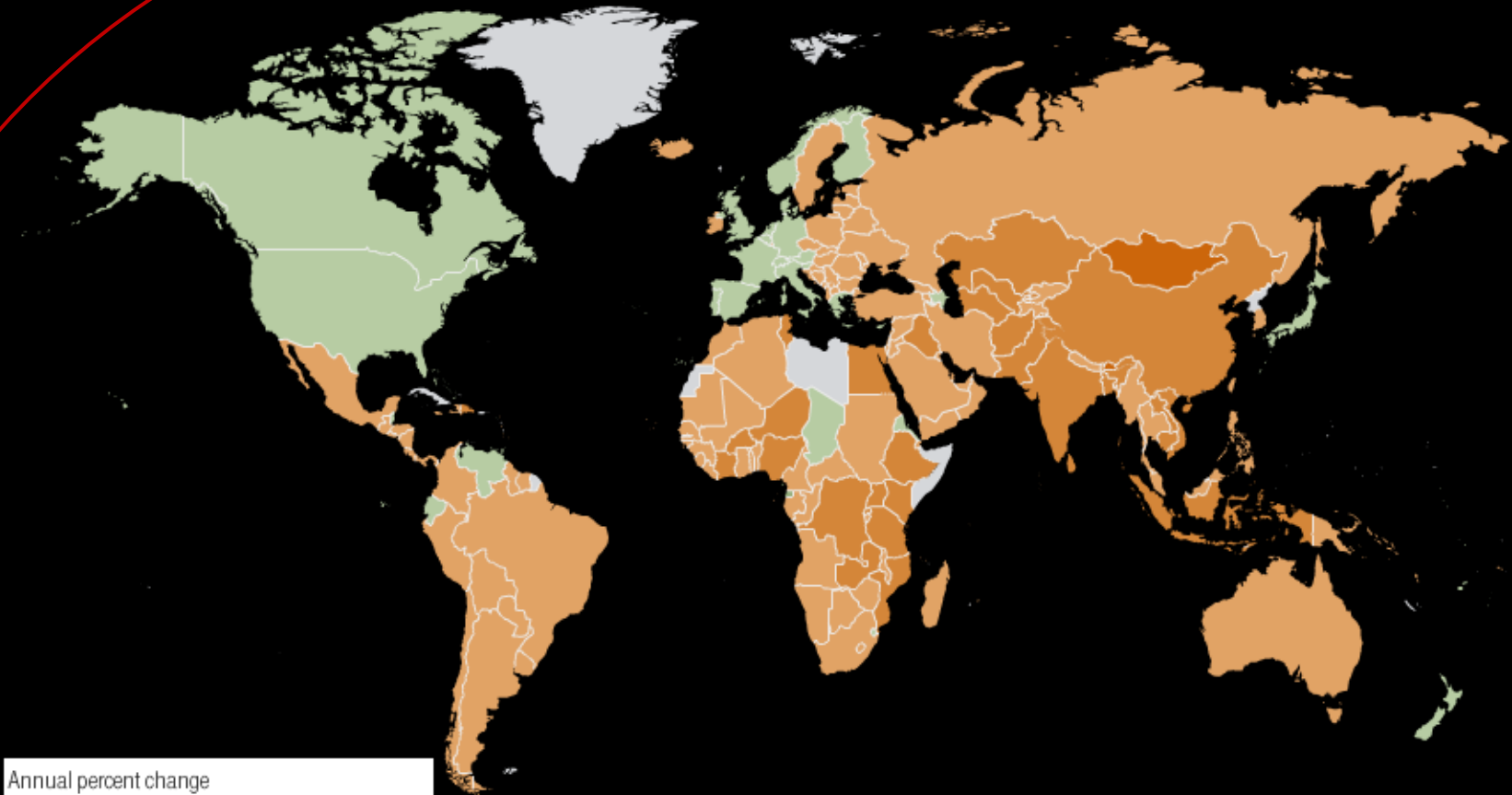


Projected GDP growth, 2016

IMF Data Mapper®

Real GDP growth (2016)

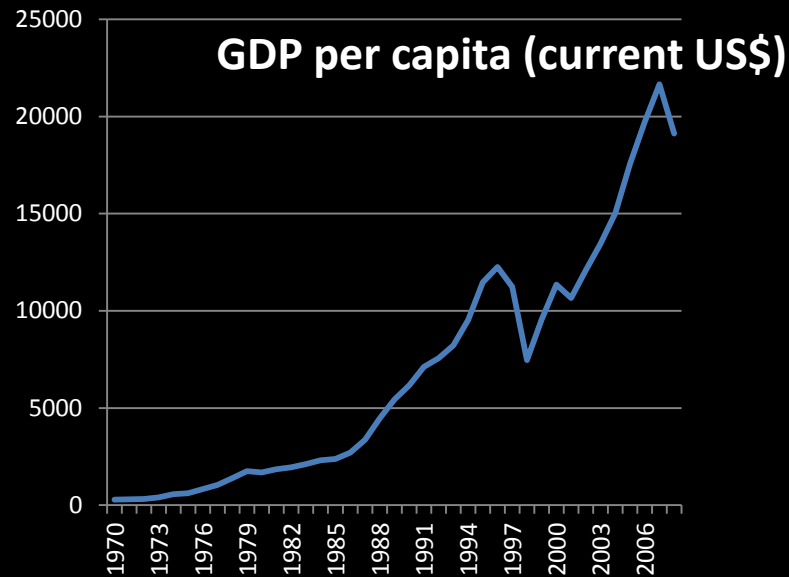
Source: World Economic Outlook (April 2011)



Annual percent change



Deliberate, long-term investment accelerated South Korea's transformation



1970 – First Wave Economy

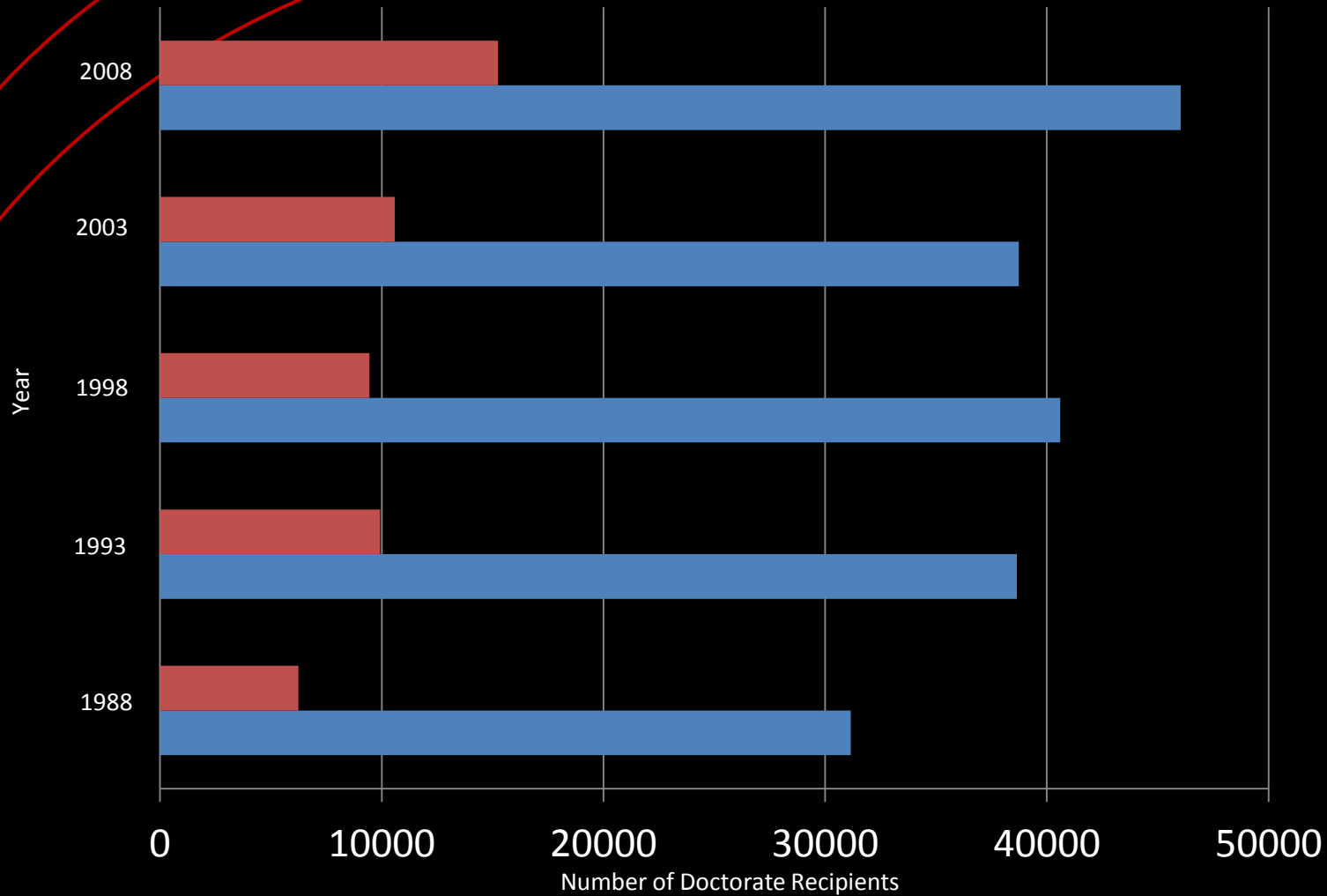


2010 – Third Wave Economy

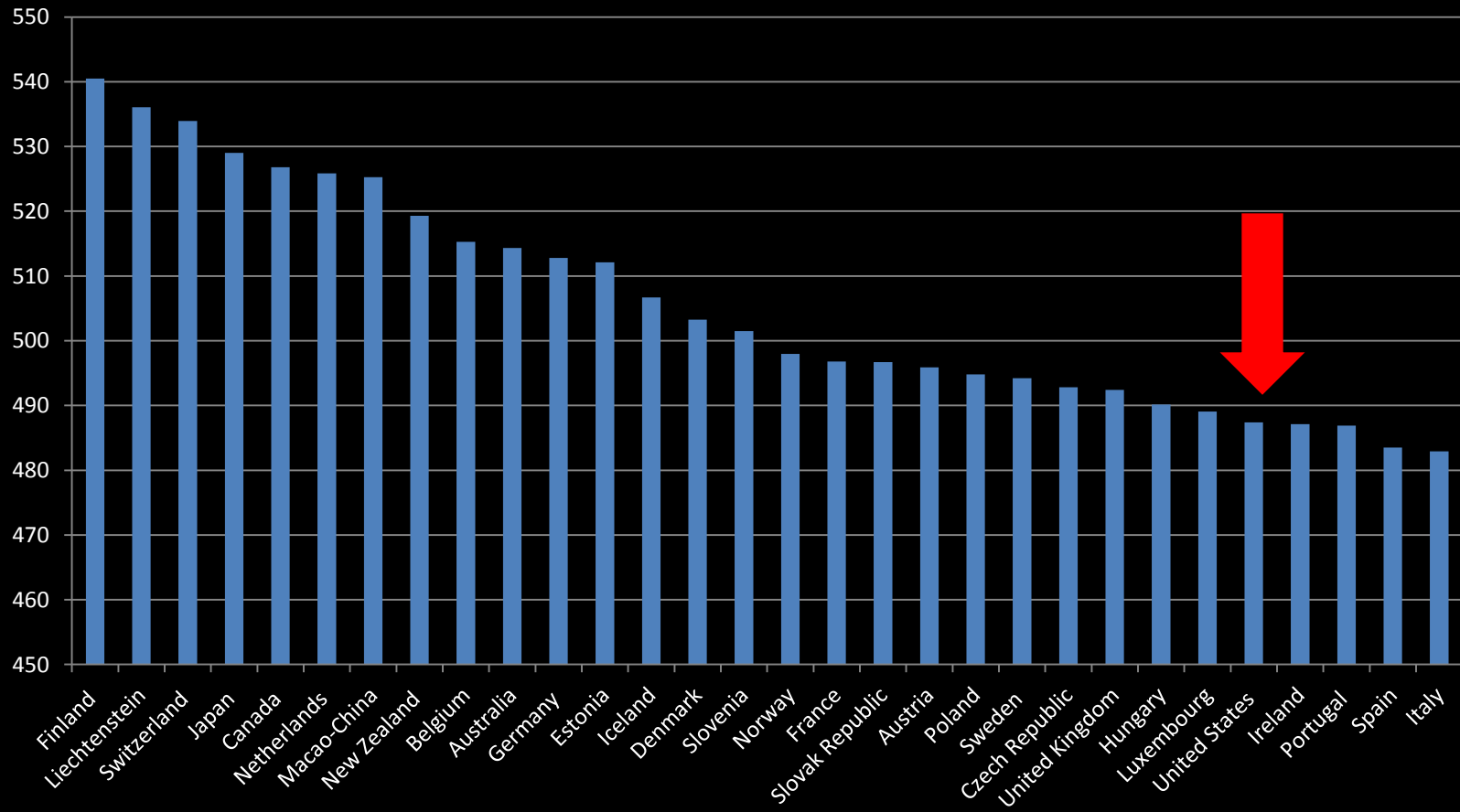
US Patents Granted



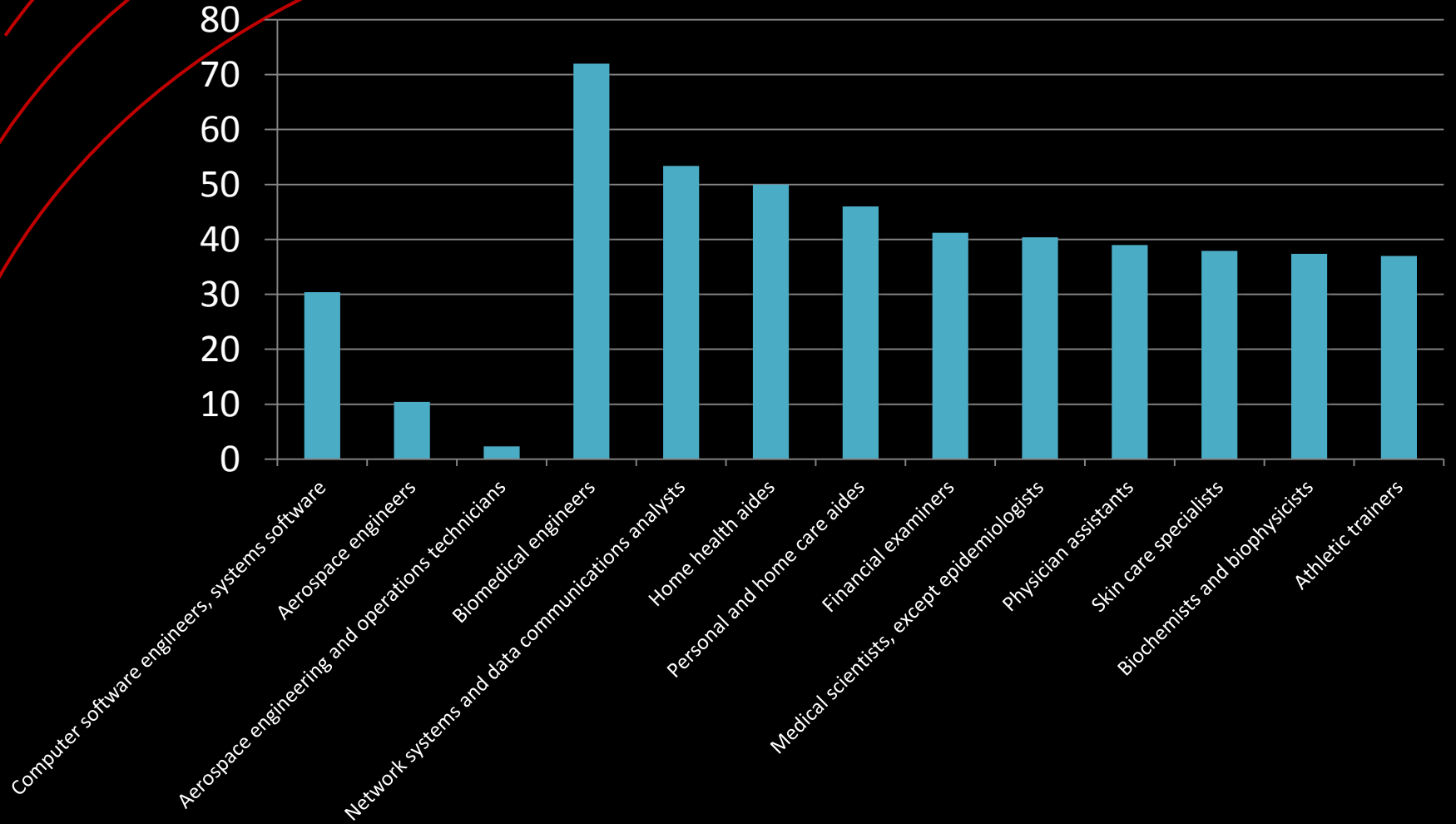
US PhDs are increasingly awarded to non-US citizens



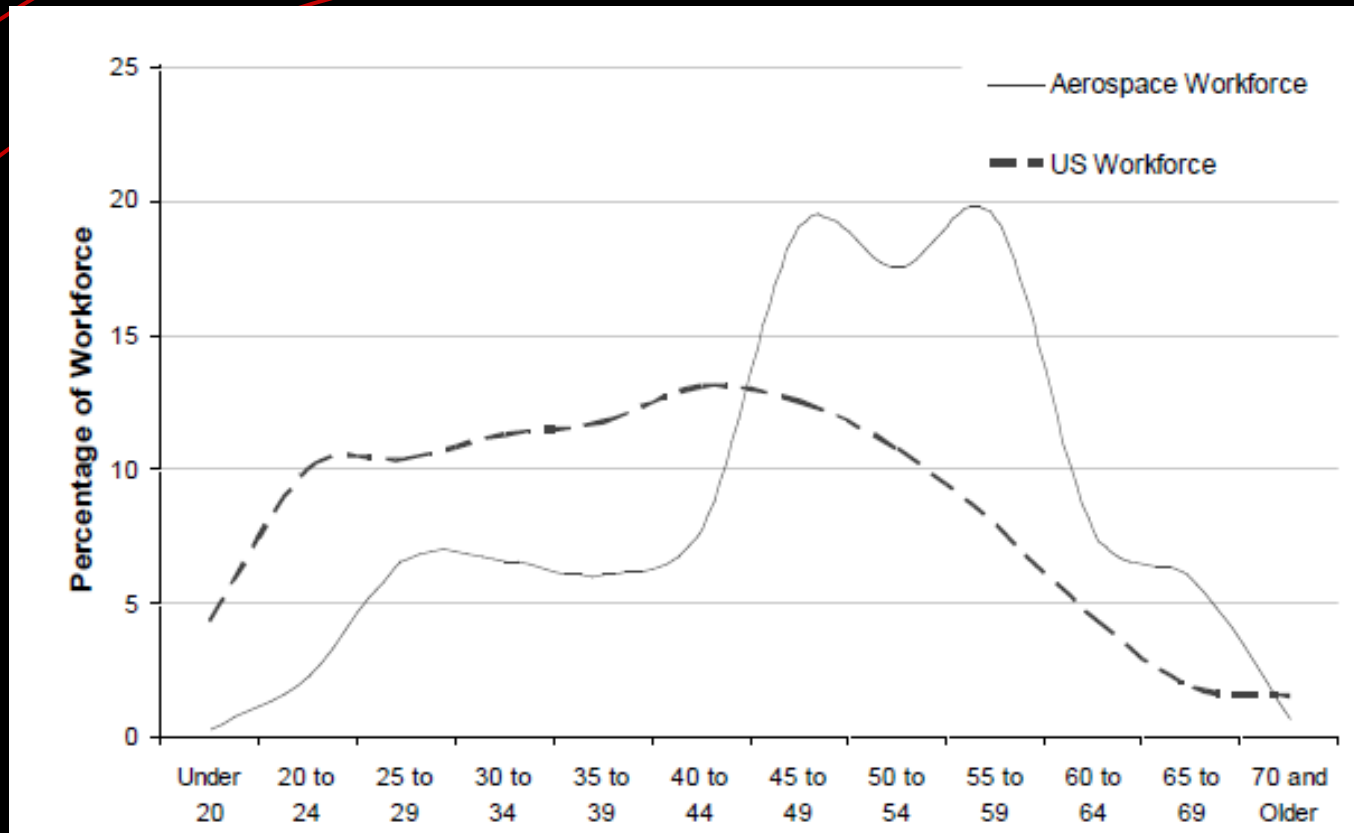
Average score of 15 year old students in mathematics literacy scale, 2009



Projected increase in demand, 2008-2018

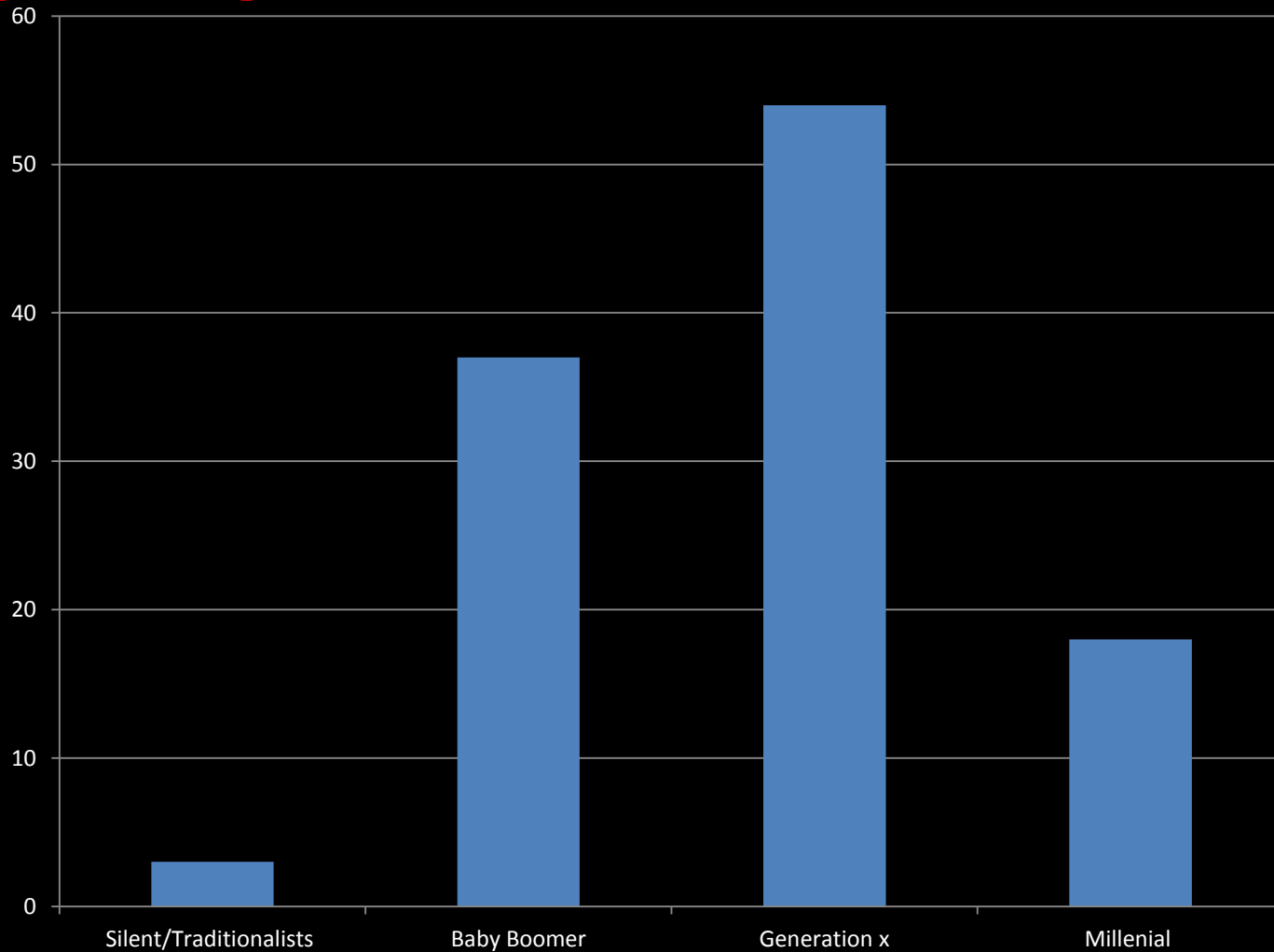


The US workforce spans more generations than ever before



But for aerospace, over 60% of the aerospace workforce was 45 or older (2008)

The Changing Workforce: Who are we now?



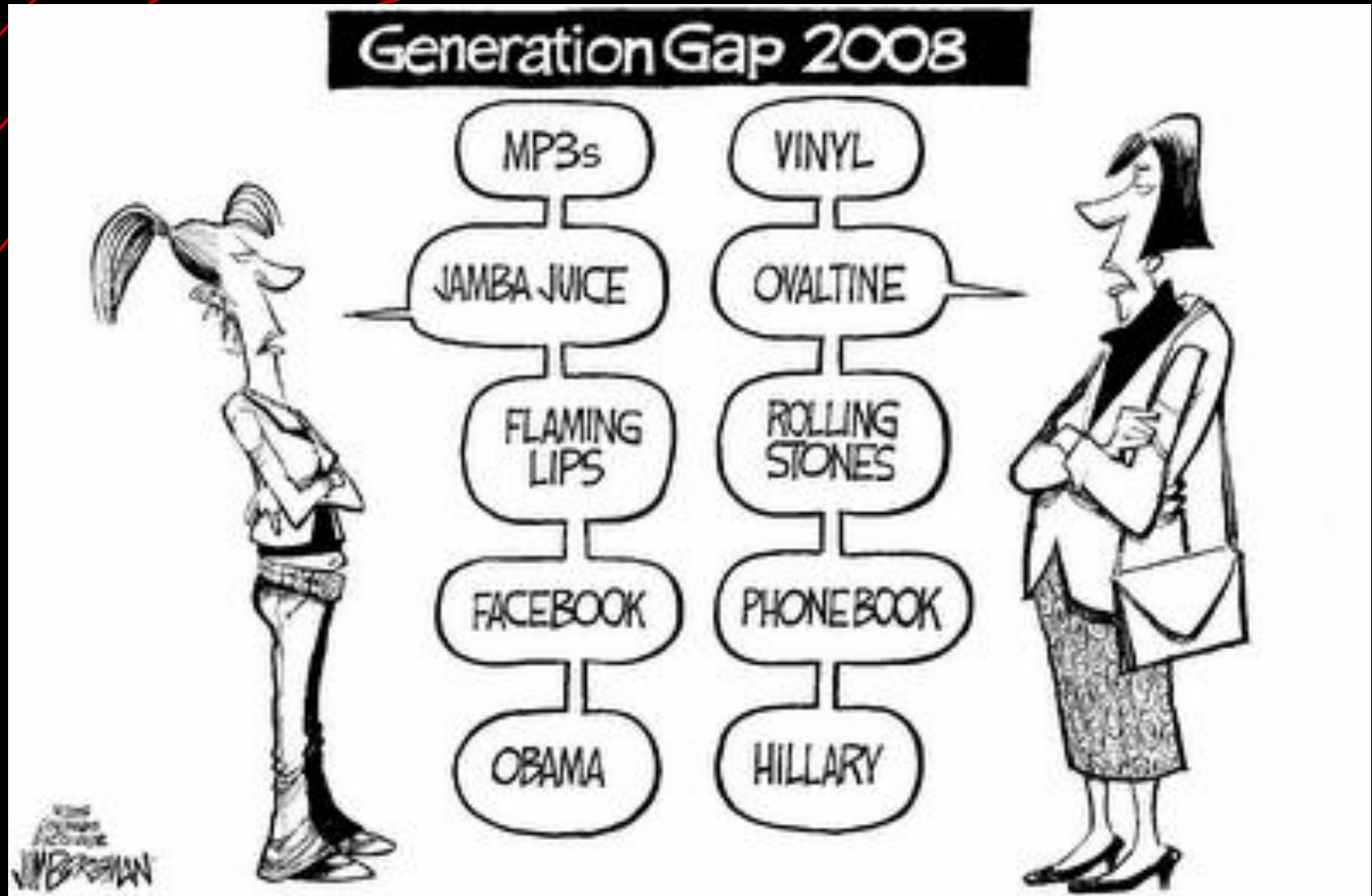
What shaped them, and how?



Generation	Defining Events	Attributes	Key Values
Silent	Great Depression, WW II, Korean War	Caring, Open-minded	Accountability, Tradition, Stability
Baby Boomer	Berlin Wall Up, JFK, MLK, RFK Shot, Watergate, Vietnam	Optimistic, Workaholic	Fulfillment, Indulgence, Balance, Equality
Generation X	Berlin Wall Falls, Challenger, OJ Simpson, First Gulf War	Independent, Skeptical	Freedom, Reality, Self-Reliance, Work/Life Balance
Millennials/ Generation Y	Columbine, VA Tech, OK City, 9/11, GWOT, Corporate Scandals	Hopeful, Determined	Diversity, Flexibility, Empowerment, Service-oriented



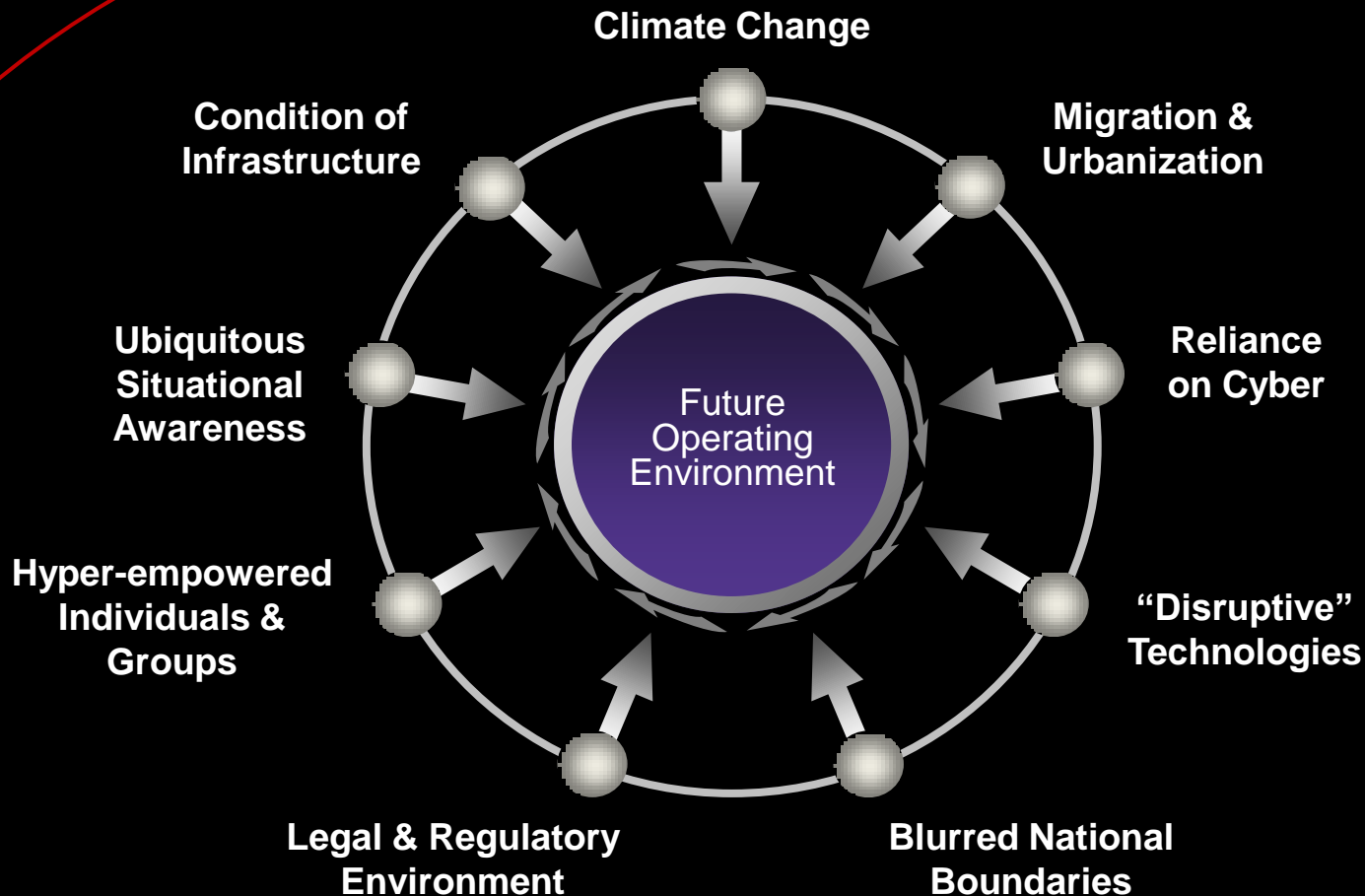
Debunking generational stereotypes



What digital divide?

- Own a cell phone
 - Text/instant message
 - Use facebook
 - Use Google to begin research
- 94% of Millennials
 - 76% of Millennials
 - 75% of Millennials
 - 89% of Millennials

Future workforce challenges go well beyond generational differences



Bottom line: competitive advantage is about maximizing your talent, which transcends generations

