AT&T Executive Brief

Generations in Action
Many Ages, One Purpose

In 2011 AT&T University hosted the 2nd annual Generations in Actions Conference to explore trends and implications of the 21st century multigenerational workforce. **This is the first of three papers to summarize the findings from that event.**

CONFERENCE REPORT No. 1

Preparing for the 2020 workplace
Who will the workforce consist of and how will companies manage this changing demographic?

This year's conference began with author and thought-leader **Jeanne Meister** who led a discussion on the impact of three future workplace trends: Globalization, Demographics and Social Web.

Andrés Tapia, President of the leading diversity and inclusion consultancy firm, Diversity Best Practices, continued the conversation with a deep dive into cross cultural and generational diversity. He shared valuable insight on how to retain existing talent while integrating millennial's and generations to come.

Key Speaker Messages:

❑ Significant changes are happening ***now***
  - The number of non-Caucasian births will exceed Caucasian births *this year* (2011).
  - A healthy female at age 60 can expect to work until she is 74!
  - The average age of a retail manager in the US is 35; in Asia it is 25.

❑ Three words that will define the 2020 workforce:
  - Social • Mobile • Collaborative
    … companies that embrace these concepts will have a competitive advantage.

❑ The 2020 workforce will be more global and culturally diverse ***and*** more virtual, less skilled but with more autonomy and multi-layered responsibilities.

❑ Familiarity with diversity *does not* guarantee competence in leveraging it.

Conference Consensus : We are not moving fast enough! Areas we need to focus on:

Embrace new communication vehicles

- Personalize training (e.g., YouTube "How to videos")
- Leverage social networks and employee referrals in recruiting efforts
- Utilize online mentoring platforms

Transform our diversity discussions

- Move from a programmatic to a sustainable strategy (Diversity business case should focus on what, where and how we sell)
- Evolve from tolerance and sensitivity to cross cultural competence (Inclusion is not an attitude….it is a competency that can be learned)

Build flexibility into *all* programs

- Enhance recruiting vehicles to reach potential employees in new ways
- Move to "Work anywhere, anytime" models for employees
- Explore part-time or consulting positions for near retirees

Accelerate development for new leaders

- Implement career lattice approaches that are championed by the business
- Launch reverse mentoring programs to build capabilities and networks
- Create peer to peer learning opportunities, especially with GenY

Next Briefing: Adapting to the social shift and developing talent