X, Y, Z and in between

Shelly Gordon, EVP HR, Elbit Systems
<table>
<thead>
<tr>
<th>1</th>
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<tbody>
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<td>8</td>
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<td>21</td>
</tr>
<tr>
<td>Cambrian Explosion (burst of new life forms)</td>
<td>Emergence of first vertebrates</td>
<td>Early land plants</td>
<td></td>
<td></td>
<td>First four-limbed animals</td>
<td>Variety of insects begin to flourish</td>
</tr>
<tr>
<td>22</td>
<td>23</td>
<td>24</td>
<td>25</td>
<td>26</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>First dinosaurs appear</td>
<td>First mammalian ancestors appear</td>
<td></td>
<td></td>
<td></td>
<td>First known birds</td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>30</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dinosaurs wiped out by asteroid or comet</td>
<td></td>
<td>10:15 am</td>
<td>09:24 pm</td>
<td>10:48 pm</td>
<td>11:54 pm</td>
<td>11:59:45 pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apes appear</td>
<td>First human ancestors to walk upright</td>
<td>Homo erectus appears</td>
<td>Anatomically modern humans appear</td>
<td>Invention of writing</td>
</tr>
<tr>
<td>1 sec. before midnight: Voyage of Christopher Columbus</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
“When I sat down to write *The World is Flat*: Facebook didn’t exist, Twitter was still a sound, the Cloud was still in the sky, 4G was a parking place, LinkedIn was a prison, Applications were what you sent to college, and Skype was a typo.

Thomas Friedman, world Economic Fund
It’s a VUCA world
Organizations Today

Information Overload
Social Networks
Transparency
Mobility or lack of….
Technology
Big Data & IoT
Social Changes
Unnoticed Partners
Automation, disappearing of old and emergence of new jobs
Low employee engagement
### New Workforce

- Boomerang Employees
- Extended Workforce
- Democratization of work
- “Consumerization “of the employee experience – content, contact, course
- Office Design Thinking – cooperation, flexibility, attractive
- Gig Economy
- Diverse
- Multi Generations
- Leadership Gaps
Leadership Gaps

- Retirement of Baby Boomers – Knowledge lost
- Emergence of The consultant Baby Boomer
- Quantity gap - Gen X, is only 60% of Baby boomers
- Succession and Leadership development become key. But only 15% of managers, view leadership programs as adding significant value
- Ys’ Leadership – flat organization, social influence, transformational
Third of the employees in today’s organizations waist at least 5 hours per week because of cross generations conflicts

ASTD, 2013
“Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it.”

George Orwell (1903-1950)
Why Understanding Generations is Important for Organizations?
Different Generations

They think differently

They buy differently

They act differently

They manage differently

Their expectations are different

And actually they influence significantly the way organizations work
Which generation are you?

- **Baby Boomer**
  - born 1946-1964

- **Gen Xer**
  - born 1965-1979

- **Millennial**
  - born 1980-1995

The Sandwiched generation
Baby Boomers | Born 1947-1965

- Live to work
- Individualistic
- Competitive
- Financial success
- Career = Identity
- Highly committed

We need to change the world!
GenX | Born 1966-1979

Entrepreneurial
Self reliance
work to live
Practical, independent - first “key child”
Cynical
Don’t trust organizations
Skeptical of authorities
Committed to their boss and team
Comfortable with tech. development

We need to take care of our families
| The most researched generation ever |
| 49% of workforce |
| The most defamed generation in history |
Always connected
Here, now and fast
Most educated generation in history
The why generation
Collaborative
Multi tasking
Born “into” technology
It’s all about fun
Growing up early, but postponing adulthood
What is it About 20-Something?

We’re in the thick of what one sociologist calls, ‘The changing timetable for adulthood.’

“What is it About 20-Something?”
By Robin Marantz Henig
Published: August 18, 2010

The New York Times
Gen Y – The Pitter Pen Generation

2010
13% of women and 10% of men have done so.

1960
77% of women and 65% of men had reached all five by 30

The New York Times
A Generation Y child…

Taking his first steps.
Gen Y Attitudes (some..)

- 80% want to give performance appraisals to the boss
- 60% think 7 months of work, means they are “Loyal”
- 2/3 want to be “creative” in their job
- 60% select a company based on its “sense of purpose”
- Their “team mates” are the most important people at work
Why they called Generation Y?
Different attitudes toward organizations, work and careers
Work style

B
Linear and structured

X
Non formal

Y
Versatile and flowing
Change is…

B

X

Y

A risk

Opportunity

Blessed
Career

- Meteoric
- Mobile
- Parallel
Why they leave?

- Burn out
- No career opportunities
- No challenge and no development opportunities
What Y’ers want from organizations?

- Transparency
- Short’ focused and effective recruitment process (MacDonals’ Snapchat)
- Googl’e “Demo and Beer”
- Working from home at least once a week
- High .level of awareness for health and well being
- Compensation for output more than time investment
- Prefer small salary raise than bigger bonus
- Direct contact with the CEO or mentoring by senior manager
- Technology Easiness and openness
How to manage Gen Y?

Don’t let them get bored

Offer development opportunities and ensure possible applications

Ditch the 9-17:00 office norms

Go dark on vacations

Compensate based on their impact and not their hours investments

Share vision, direction and purpose
Entrepreneurs, Mostly Social Entrepreneurs

First to adopt Technology

Social Media Expert

YOLO

FOMO

Very Short Attention Span

I am what I share

Whatsapp - Instagram - Snapchat
<table>
<thead>
<tr>
<th>Self directed</th>
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<tbody>
<tr>
<td>Educated – 1”2 university graduates.</td>
</tr>
<tr>
<td>Bite size communication</td>
</tr>
<tr>
<td>Lack situational awareness – prefer trusting their devices</td>
</tr>
<tr>
<td>Strong global awareness</td>
</tr>
<tr>
<td>Video conference is their daily</td>
</tr>
<tr>
<td>Privacy awareness</td>
</tr>
<tr>
<td>No meetings needed</td>
</tr>
<tr>
<td>Net- weaving as a new way of working</td>
</tr>
<tr>
<td>Devices as body extension</td>
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</tbody>
</table>
“Today you pay to connect, tomorrow you’ll pay to disconnect.”

Jan Chipchase | @janchip

Studio D Radiodurans: Author of Hidden in Plain Sight and Today’s Office
They communicate with symbols...

Gen Z speak in Emoticons and emojis. Symbols and glyphs provide context and create subtext so they can have private conversations. Emoji alphabets and icon “stickers” replace text with pictures.

Love story: 😍

Hate story: 💥😭

Oh my goodness! 😢?

 стоим the fat kid off of up!

OMG! It looks just like him!
Keep it simple!

DID YOU GET THAT E-MAIL I SENT, PROF. GALVEZ?
YES.

DID YOU READ IT?
NO.
IT WAS TOO LONG.

ARE YOU FAMILIAR WITH THE CONCEPT OF "TL; DR"?

"TOO LONG, DIDN'T READ"?

THE "DR" APPLIES TO PEOPLE WITH DOCTORATES.

Fast response is more important than accuracy
GenZ

Name: Logan Laplante
Fame Age: 13
Profession: Advocate for DIY education

This is what Millennials started...
This is how GenZ took over ...

and this is the new norm for GenZ

His 2013 TED talk, “Hackschooling Makes Me Happy”, has received **over 5 million views.**
### Don’t treat them like Millennials

<table>
<thead>
<tr>
<th>Gen Z</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech Innate: 5 Screens</td>
<td>Tech Savvy: 2 Screens</td>
</tr>
<tr>
<td>Think in 4D</td>
<td>Think in 3D</td>
</tr>
<tr>
<td>Judiciously Share (GeoLoco Off)</td>
<td>Radical Transparency: Share All</td>
</tr>
<tr>
<td>Active Volunteers</td>
<td>Slacktivists</td>
</tr>
<tr>
<td>Blended (race &amp; gender)</td>
<td>Multi-cultural</td>
</tr>
<tr>
<td>Togetherness</td>
<td>Tolerance</td>
</tr>
<tr>
<td>Mature</td>
<td>Immature</td>
</tr>
<tr>
<td>Communicate with images</td>
<td>Communicate with Text</td>
</tr>
<tr>
<td>Make Stuff</td>
<td>Share Stuff</td>
</tr>
<tr>
<td>Have Humility</td>
<td>Have Low Confidence</td>
</tr>
<tr>
<td>Future Focused</td>
<td>Now Focused</td>
</tr>
<tr>
<td>Realists</td>
<td>Optimists</td>
</tr>
<tr>
<td>Want to Work for Success</td>
<td>Want to be Discovered</td>
</tr>
<tr>
<td>Collective Conscious</td>
<td>Team Orientation</td>
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New Organizations

Nimble
Open and Transparent
Project based
Team of teams
People centric
Trust based
Relationships based
“We can't solve problems by using the same kind of thinking we used when we created them”.

Albert Einstein
Thank You!