Are You Ready for the Next Generation of Members?

with Cathi Hight

July 13, 2023 | 11:00am CT

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Are you ready for the next generation of members?

Presented by Cathi Hight

Cathi Hight

- President of **Hight Performance Group**

- Developer of **The Member Retention Kit** and **A New Approach to Tiered Membership**

- National instructor for the U.S. Chamber's Institute for Organization Management since 2004

- Wiley Workplace Solutions Certified Partner

- Career Background:
  - SVP, Growth Strategy & Investor Relations for the Austin Chamber of Commerce
  - Vice President of Operations for the Chamber of Commerce of Hawaii
  - Motorola University instructor (Six Sigma, Benchmarking)
  - Kauffman Foundation, National Manager, FastTrac Entrepreneurship Program

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  - American Society of Association Executives (ASAE)
  - Association of Chamber of Commerce Executives (ACCE)
  - Texas Society of Association Executives (TSAE)
  - Texas Chamber of Commerce Executives (TCCE)
  - Austin SHRM (Society of Human Resource Management)

EXPLORE . . .

- The top concerns for Millennials and Gen Zs and how Covid amplified their values and expectations.

- How you can be the essential "third place" by building trust, a sense of belonging, and a shared purpose.

- Three strategies to attract, engage, and retain the next generation of members.

THE RISE OF THE MINORITY

Social and Cultural Driving Forces
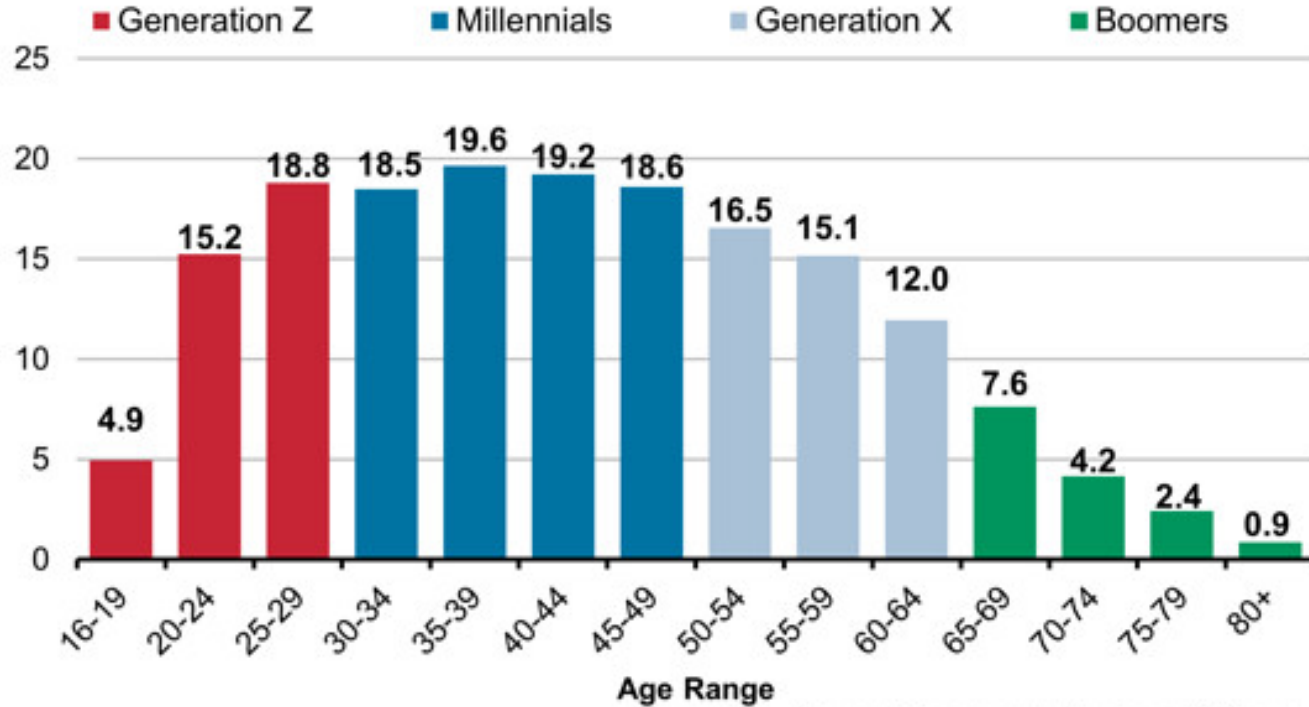
"The Rise of the Minority"

- Drivers of Change
  - The Aging World
  - The Next Gen Professionals
  - Empowered Women
  - Immigration-Driven Demography
  - Empowering the New Workforce

The Workforce in 2030
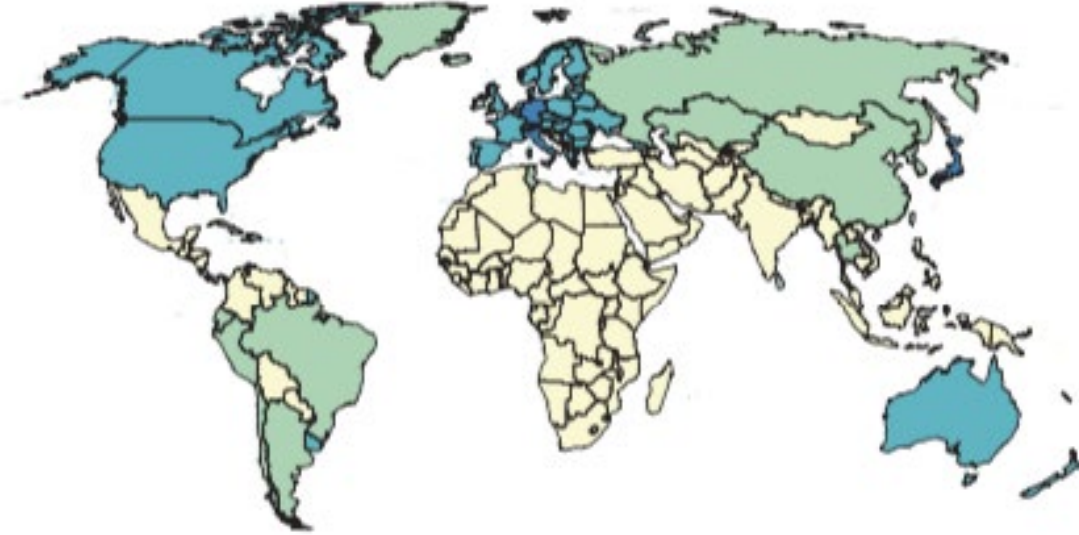
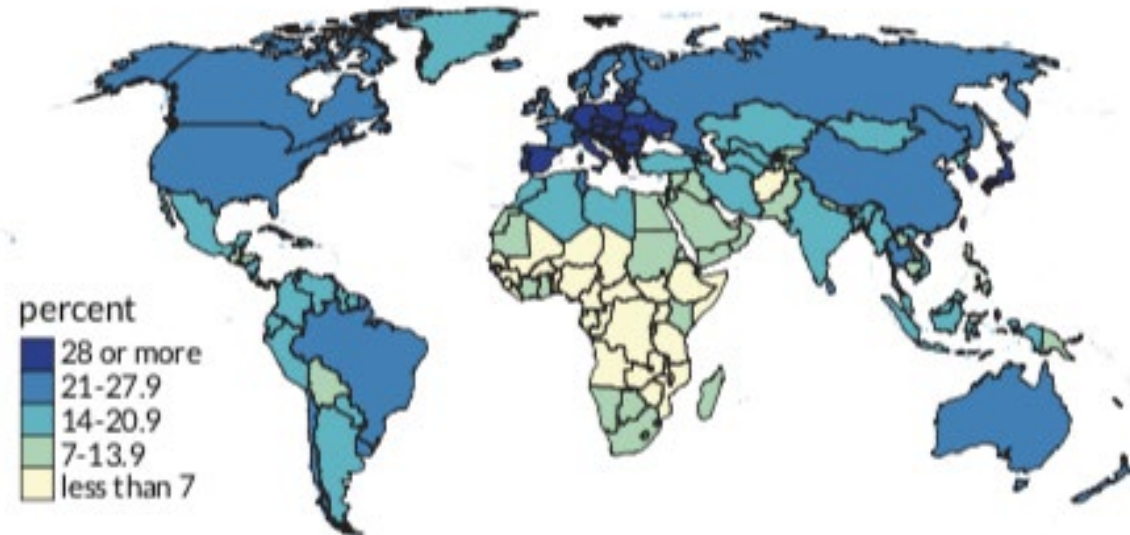Projected size of U.S. labor force (in millions) by age, for the year 2030

Source: Department of Labor | WSJ.com

Percentage of Population Aged 65 and Over

Today

2050

percent
- 28 or more
- 21-27.9
- 14-20.9
- 7-13.9
- less than 7

Why Demographic Shifts Matter

- Next Gen will represent the majority of the workforce

- 75% of the workforce in 2030 will be Millennials and Gen Zs

- By 2030, 45% of the U.S. population will be non-white

- Most emerging leaders did not grow up belonging to associations

Feedback:

How will these demographic shifts affect your organization?

NEXT GEN CONCERNS AND VALUES

Deloitte.

2023 Gen Z and Millennial Survey

Waves of change: acknowledging progress, confronting setbacks

Deloitte Millennial and Gen Z 2021 Survey

Gen Zs and millennials recognize progress, but they are expecting more.

Read the full report.

www.deloitte.com/GenZmillennialsurvey

https://www.deloitte.com/global/en/issues/work/content/genzmillennialsurvey.html

Employers have made progress since pre-pandemic times, but business is still not meeting expectations

Gen Zs and millennials believe employers have made progress in a number of areas since pre-pandemic times.

This year, approximately one-third of Gen Zs and millennials in full- or part-time work reported that they are **very satisfied with their work/life balance, compared to only one in five in 2019**. Satisfaction with workplace flexibility is also on the rise.

There has been a steady **increase in satisfaction with employers' efforts around DEI** since 2019. And respondents are now **more likely to be very satisfied with their organization's societal impact**.

More Gen Zs (19%) and millennials (17%) now **strongly agree that large companies are taking substantive action to protect the environment**, a slight improvement since 2019.

While these positive trends show Gen Zs and millennials are slightly more satisfied with their own employers, they are not convinced that business more broadly is having a positive impact.

Chart data:

Category	2019 Gen Zs	2019 Millennials	2023 Gen Zs	2023 Millennials
Very satisfied with work/life balance	21%	18%	34%	31%
Very satisfied with flexibility at work	23%	19%	32%	29%
Very satisfied with employer's DEI efforts	24%	19%	33%	28%
Very satisfied with employer's societal impact	23%	17%	30%	26%
Strongly agree large companies are taking action to protect the environment*	13%	12%	19%	17%

■ 2019 Gen Zs   ■ 2019 Millennials   ■ 2023 Gen Zs   ■ 2023 Millennials

*2019 data based on percentage who selected protection of the environment as one of the top three achievements of businesses.

Gen Zs and millennials have high expectations for businesses–expectations that are not always met.

- Less than half of Gen Zs (48%) and millennials (44%) believe business is having a positive impact on society, although notably, among Gen Zs, this is the first year that percentage hasn't dropped in over five years.

- Six in 10 Gen Zs and millennials believe businesses have no ambition beyond wanting to make money.

Many Gen Zs and millennials make career decisions based on their values and want to be empowered to drive change within their organizations

While the majority of respondents don't believe business is having a positive societal impact, they continue to believe that business should take a leading role in addressing social issues ranging from inequality to environmental sustainability. They rank business leaders third among groups with the most significant role to play in addressing these issues, just after politicians and social justice and sustainability advocates. **And one-third of respondents say that seeing business leaders speak out on sustainability has influenced their own thinking and behavior.**

They want to be empowered to drive change within their organizations. Over half of respondents (58% of Gen Zs/55% of millennials) say their organization currently **seeks input from employees and incorporates their feedback**, but roughly a third (32% of Gen Zs/35% of millennials) **say decisions are still made from the top down and employee feedback is not often acted upon.**

Respondents tend to feel they can positively influence their organizations in areas related to the products and services offered to clients, DEI, development and training, and workload management. Fewer feel able to influence areas like social impact and sustainability efforts.

⌃ Top groups considered to have an important/leading role in highlighting social issues

Politicians   Social justice/sustainability advocates   Business leaders

⌄ Groups considered to have a less important role in highlighting social issues

Social media influencers   Entertainers   Sport stars

As this survey has repeatedly found, many Gen Zs and millennials make career decisions based on their values.
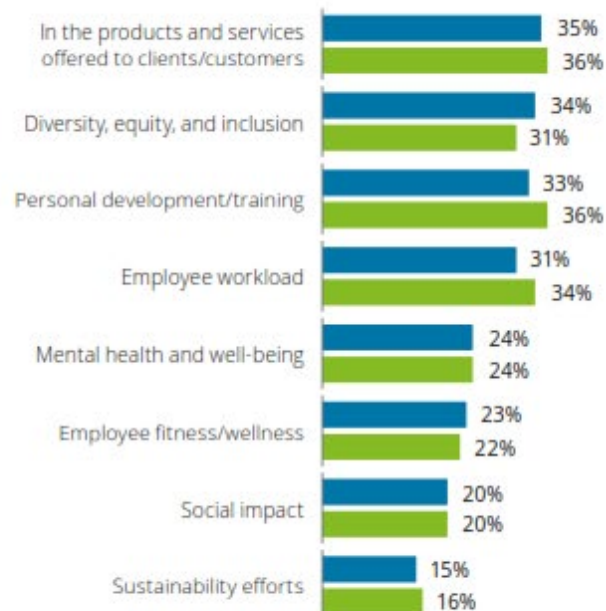
Nearly four in 10 (44% of Gen Zs/37% of millennials) say they have rejected assignments due to ethical concerns, while 39%/34% have turned down employers that do not align with their values.

In which ways/areas do they feel they have an opportunity to positively influence their organization?

	Gen Zs	Millennials
In the products and services offered to clients/customers	35%	36%
Diversity, equity, and inclusion	34%	31%
Personal development/training	33%	36%
Employee workload	31%	34%
Mental health and well-being	24%	24%
Employee fitness/wellness	23%	22%
Social impact	20%	20%
Sustainability efforts	15%	16%

■ Gen Zs   ■ Millennials

Cost of living, unemployment, and climate change lead the list of societal concerns

Cost of living is once again the top concern for Gen Zs and millennials this year, with the proportion citing high prices as a major worry up six points to 35% for Gen Zs and 42% for millennials since last year. Concerns about unemployment increased by two points for Gen Zs compared to last year, with this worry now ranked second (22%).

Climate change remains a top three concern for both generations, although levels of worry have slipped slightly versus 2022 in light of cost of living concerns (21% versus 24% for Gen Zs and 23% versus 25% for millennials).

Top concerns

	Cost of living	Unemployment	Climate change	Mental health of my generation	Crime/ personal safety
Gen Zs	**35%**	**22%**	**21%**	**19%**	**17%**

	Cost of living	Climate change	Unemployment	Health care/ disease prevention	Crime/ personal safety
Millennials	**42%**	**23%**	**20%**	**19%**	**18%**

Percentage ranked in the top 3

Gen Zs seem to be slightly **more focused** on issues like mental health, sexual harassment and inequality than millennials:

19% of Gen Zs cite mental health as a top concern, making this their fourth worry versus 14% of millennials (ranked ninth)

19%   **14%**

Sexual harassment is the sixth concern for Gen Zs, with 16% highlighting this, compared to 8% of millennials (ranked seventeenth)

16%   **8%**

16% of Gen Zs are concerned about inequality (ranked seventh) compared to 10% of millennials (ranked fourteenth)

16%   **10%**

☐ Gen Zs   ☐ Millennials

Gen Zs and millennials worry that worsening economic conditions may present a setback for work/life balance

Consistent with last year's findings, work/life balance is Gen Zs and millennials' top consideration when choosing an employer, followed by learning and development opportunities and pay.

Respondents believe employers have made progress enabling better work/life balance and flexibility since 2019—a trend likely driven, at least in part, by a tight labor market which temporarily gave employees increased leverage, and the acceleration of remote and hybrid work during the pandemic.

Those with hybrid/remote work patterns:

	Gen Zs	Millennials		Gen Zs	Millennials
Hybrid/remote work patterns prior to COVID-19	**36%**	**32%**	Hybrid/remote work patterns in 2023	**61%**	**55%**
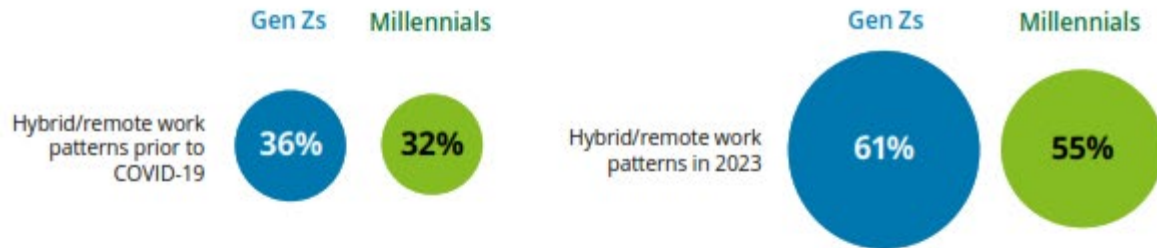
Note: Pre-pandemic data is based on 2020 Gen Z and Millennial Survey which asked respondents to say how often they worked remotely before the pandemic.

While remote and hybrid work is much more common today than it was a few years ago, there is **still a gap between those who want to engage in hybrid or remote working and those that actually are able to, particularly among millennials**. Roughly six in 10 Gen Zs (61%) and millennials (55%) have a hybrid or remote work pattern versus 65% of Gen Zs and 64% of millennials who want one.

However, some organizations are starting to call people back to the office, arguing that it will improve productivity and collaboration, as well as ease learning and development challenges. Doing so presents a clear risk for talent retention, as Gen Zs and millennials greatly value flexibility in where they work.

Some survey respondents are concerned that it will become harder or impossible to ask for more flexibility at work and to improve their work/life balance if the economy doesn't improve—about a third say it will become harder and roughly 15% say it will become impossible. But the majority (72% of Gen Zs and 68% of millennials) think it will still be possible, even if they think that things like asking for a raise or promotion won't be.

77% of Gen Zs | **75%** of Millennials

who are currently in remote or hybrid roles **would consider looking for a new job if their employer asked them to work on site full-time**. About one in six (16% of Gen Zs and 15% of millennials) would immediately start looking for a new role.

Ethnic minorities, LGBT+ respondents, and those with disabilities are even more likely to say they'd immediately start looking for a new role.

Persistent stress and burnout continue to strain Gen Zs and millennials

46% of Gen Zs and 39% of millennials feel stressed or anxious all or most of the time

Those who are more likely to feel anxious or stressed all or most of the time:

	Women	LGBT+	Ethnic Minorities	People with disabilities
Gen Zs	54%	56%	52%	62%
Millennials	43%	49%	51%	63%

We began asking Gen Zs and millennials about mental health in the 2020 edition of this survey, which was fielded before the onset of the pandemic. **Our data showed that stress and anxiety levels were high, even before the pandemic brought the issue of mental health to the forefront.** Levels of stress and anxiety have remained relatively unchanged for Gen Zs since the start of the pandemic and only dropped slightly for millennials (48% of Gen Zs felt stressed all or most of the time in 2020 compared to 46% in 2023, while 43% of millennials felt stressed in 2020 compared to 39% in 2023).

As the pandemic slowly recedes from being a day-to-day concern for many people, Gen Zs and millennials are facing both new challenges and heightened existing challenges— the cost-of-living crisis, geopolitical tensions, climate change, and concerns about unemployment. Mental health also weighs heavily on their minds, particularly for Gen Zs who rank the mental health of their generation fourth on their list of top societal concerns (compared to ninth for millennials).

Outside of these broader societal concerns, Gen Zs and millennials cite their finances and the welfare of friends and family as their top stress drivers. Workplace issues such as heavy workloads, poor work/life balance, and unhealthy team cultures are also at play.

Work pressures are driving high levels of burnout among these generations. Roughly half of Gen Zs (52%) and millennials (49%) feel burned out, up from 46% and 45% respectively in 2022. Using the **World Health Organization's criteria** for burnout, the survey asked respondents about specific feelings they experience while working. It found that 36% of Gen Zs feel exhausted all or most of the time, 35% feel mentally distanced from their work, and 42% often struggle to perform to the best of their ability. The numbers are nearly as high among millennials.

Percentage of respondents who all/most of the time are...

	Exhausted or low energy at work	Mentally distanced from job, including feelings of negativity or cynicism toward your work	Struggle to perform to the best of your ability at work
Gen Zs	36%	35%	42%
Millennials	30%	28%	40%

■ Gen Zs   ■ Millennials
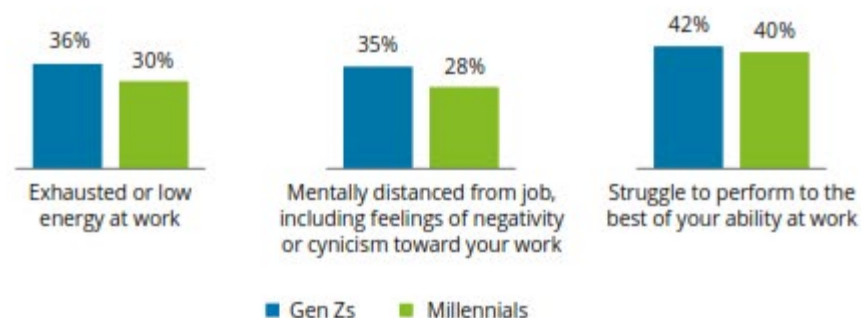
Next Gen Top Concerns

- Climate change and environmental sustainability

- Equity of opportunity and quality of life for people

- Diverse and inclusive environments

- Cost of living (buying a home, paying college debit)

- Work/Life balance, stress, and mental health

- The Future of Work

Feedback:

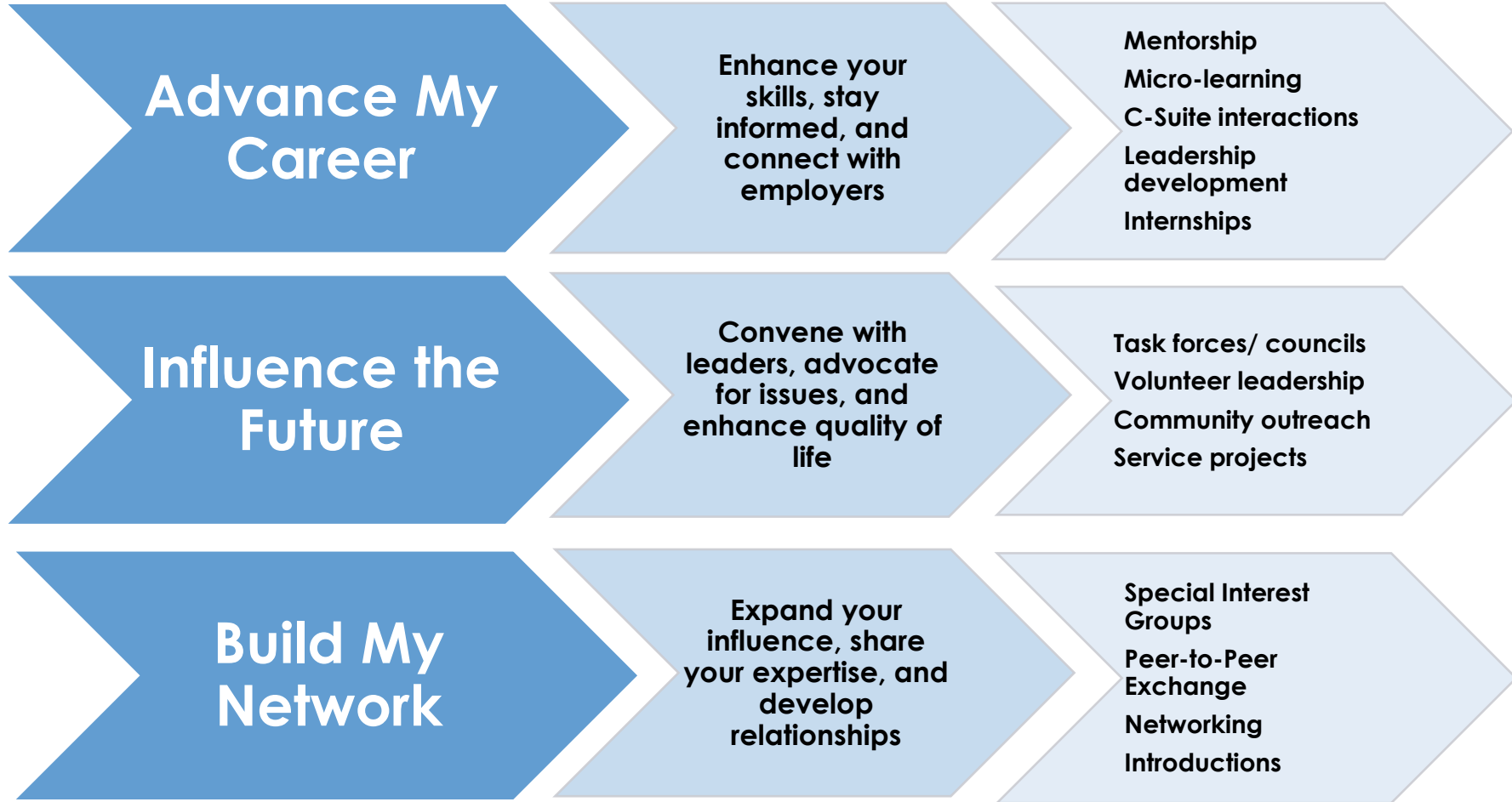**How does your organization address Next Gen concerns?**

WHY WILL NEXT GEN ENGAGE WITH YOU?

Next Gen Motivations and How to Align

Advance My Career
Enhance your skills, stay informed, and connect with employers

- Mentorship
- Micro-learning
- C-Suite interactions
- Leadership development
- Internships

Influence the Future
Convene with leaders, advocate for issues, and enhance quality of life

- Task forces/ councils
- Volunteer leadership
- Community outreach
- Service projects

Build My Network
Expand your influence, share your expertise, and develop relationships

- Special Interest Groups
- Peer-to-Peer Exchange
- Networking
- Introductions

STRATEGIES TO ATTRACT, ENGAGE, AND RETAIN NEXT GEN MEMBERS

Attract Next Gen Members

- Share your vision, mission, and initiatives (are they compelling?)

- Focus on motivations to engage in digital marketing messages.

- Leverage engaged Next Gen members to share the trust, a sense of belonging, and a shared purpose with your organization.

- Create **Get Involved** volunteer drives to bring Next Gen together.

Focus on Transformational Work

AN
ENVIRON
MENT
THAT
ENABLES
AND
INSPIRES

SPURRING
POLIT
ICAL
ACTION

CHAMP
IONS
OF
CHANGE

Be a Transformational Leader

An Environment that Enables and Inspires

- Provide a framework to discuss and share practices for The Future of Work
- Be a resource for career and personal development
- Facilitate collaborations to develop creative and productive outcomes
- Leverage technology and ensure access is available and equitable

Spurring Political Action

- Advance critically important issues that go beyond business
- Ensure diverse representation for a collective voice on what matters
- Advocate for stakeholders, not necessarily for members
- Provide a safe environment for diverse perspectives and practice inclusion

7/13/2023

Champions of Change

- Share best practices for Industry 4.0 to develop future economic vitality
- Be an Equality of Opportunity partner to help close gaps in education, employment, and quality of life
- Empower stakeholders to lead and influence positive change

Communicate Your Strategic Plan

Engage by design: for them, by them, with them

- Find out what matters to them *(issues, passions, initiatives, challenges).*

- Hire and retain next gen staff with skills and abilities to engage peers.

- Provide omni-channel digital content *(bite-size, interactive, where they are likely to engage).*

- Tailor educational opportunities to needs and interests *(podcasts, live & asynchronous, micro-learning, social media channels.)*

- Offer in-person and virtual opportunities to connect and engage.

- Create unique and interactive experiences and events.

- Understand many of them are short on time and money *(offer discounts, payment options, micro-volunteer opportunities).*

- Recognize them for their contributions *(SM posts, sharing expertise, volunteering, going above & beyond)*

Be the Third Place with *In Real Life* Experiences

Celebrating the Third Place
Inspiring Stories about the "Great Good Places" at the Heart of Our Communities

EDITED AND WITH AN INTRODUCTION BY
RAY OLDENBURG
AUTHOR OF *THE GREAT GOOD PLACE*
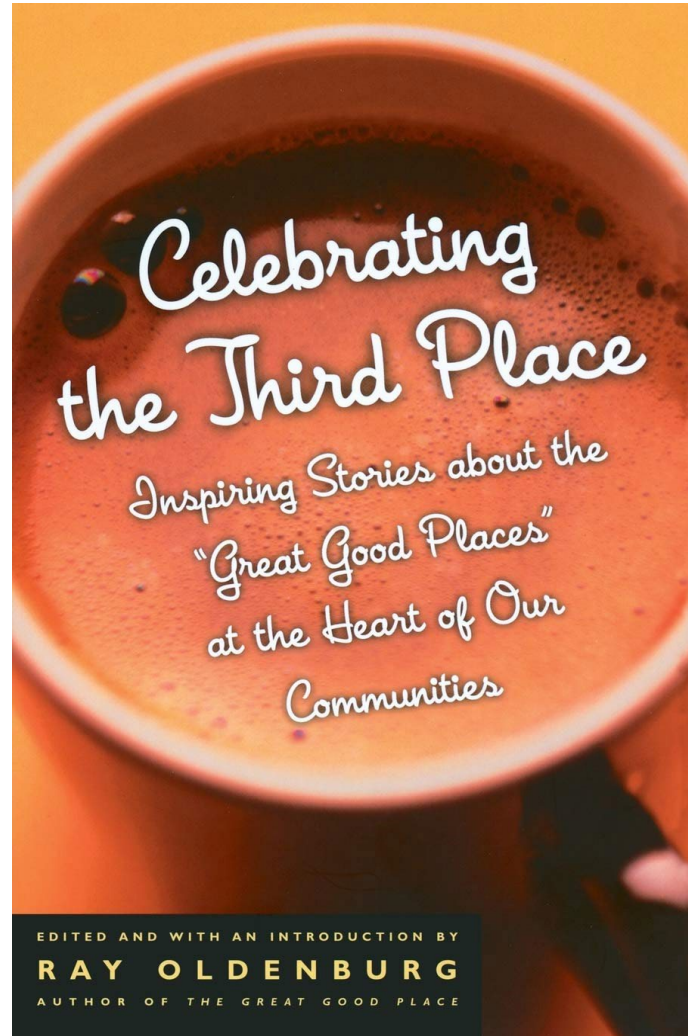
IRL

In real life

Used to indicate that something is different in the real world than as it's presented online, such as a person's identity

Retain Next Gen Members

- Use a focused, interactive onboarding process to identify individual interests and influence early engagement.

- Develop journey maps to help members navigate their motivation and engage meaningfully.

- Implement a Journey to Lead map and target members as a succession plan for your organization.
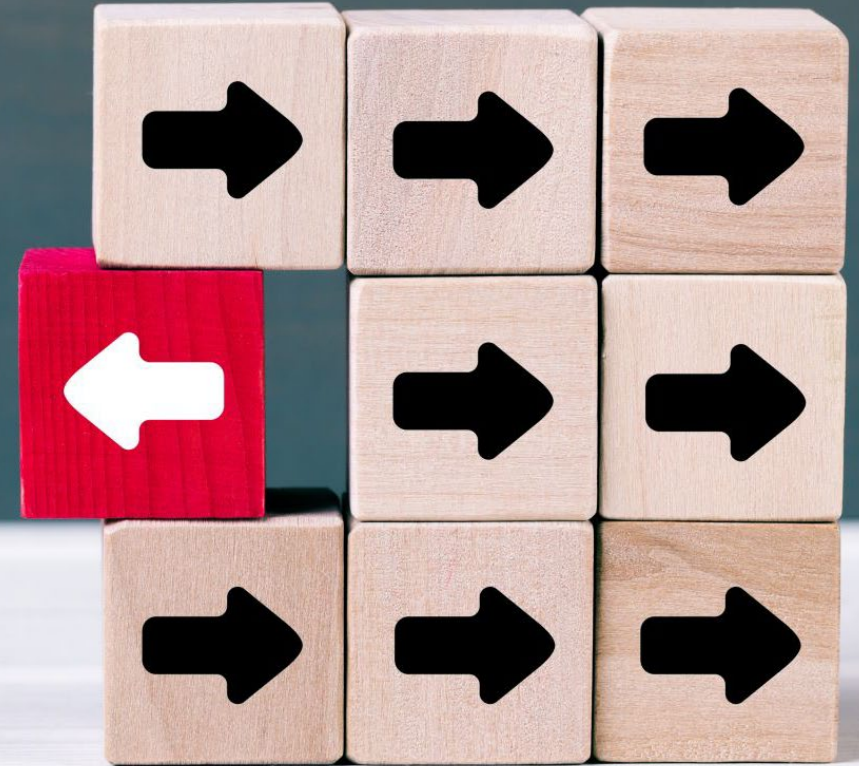
Journey to Lead Pipeline

- Align interests to opportunities

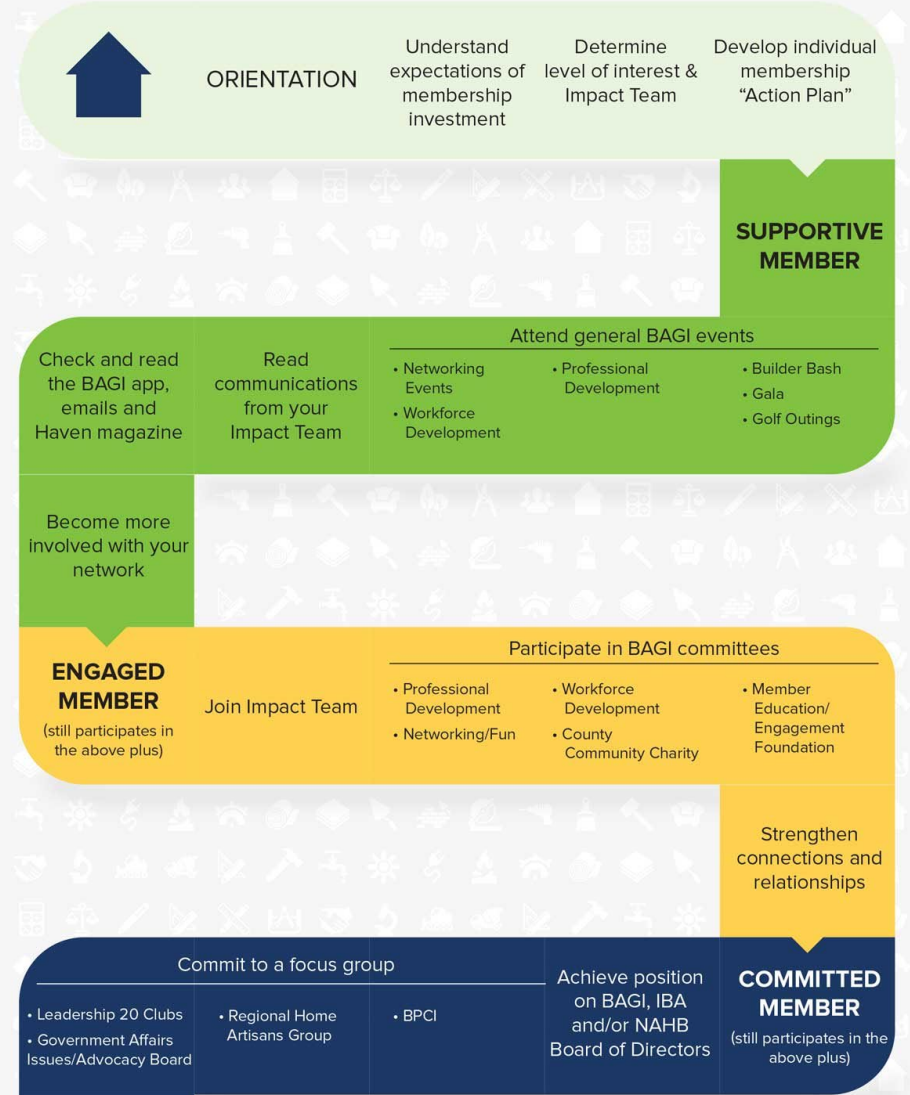- Identify emerging leaders

- Enhance leadership skills

- Target members for volunteer leadership opportunities

- Leverage existing leaders to mentor emerging leaders

Session Summary

Changing demographics create a shift in the workforce, leadership, and who you serve.

Next Gen is passionate about issues, not institutions and your value proposition must align with what matters to them.

Be a transformational leader that drives positive change beyond membership.

Design an environment and be the "go to" resource to attract, engage, and retain your next generation of members.

Cathi Hight

- Staff training and Board retreats
- Strategic planning initiatives
- Benchmarking and operational evaluations
- Membership development resources
- Conference presentations
- Check out our web site for articles, blogs and resources: www.hightperformance.com
- Contact me at (512) 354-7219 or at cathi@hightperformance.com

LET'S GET SOCIAL

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