

# Management of a Chaotic Workforce

Ron Thiele  
Co-Founder and President  
Xpan Interactive Ltd.









# Generational Differences

Four distinct generations  
in the workforce.

# Four Generations

## Generation Y – Millennial's

- ◆ Born 1982 – 2000
- ◆ 54 million

## Baby Boomers

- ◆ Born 1946 – 1964
- ◆ 45 million

## Generation X

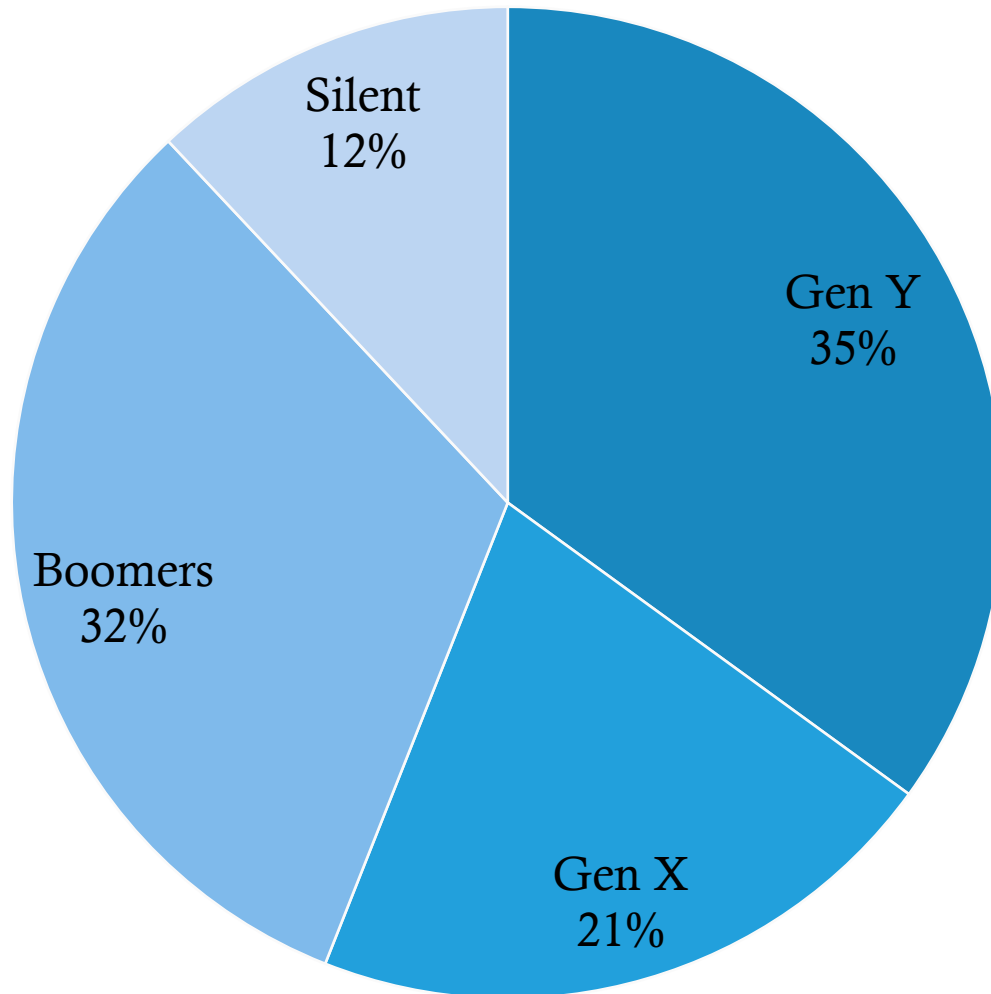
- ◆ Born 1965 – 1980
- ◆ 52 million

## Silent Generation

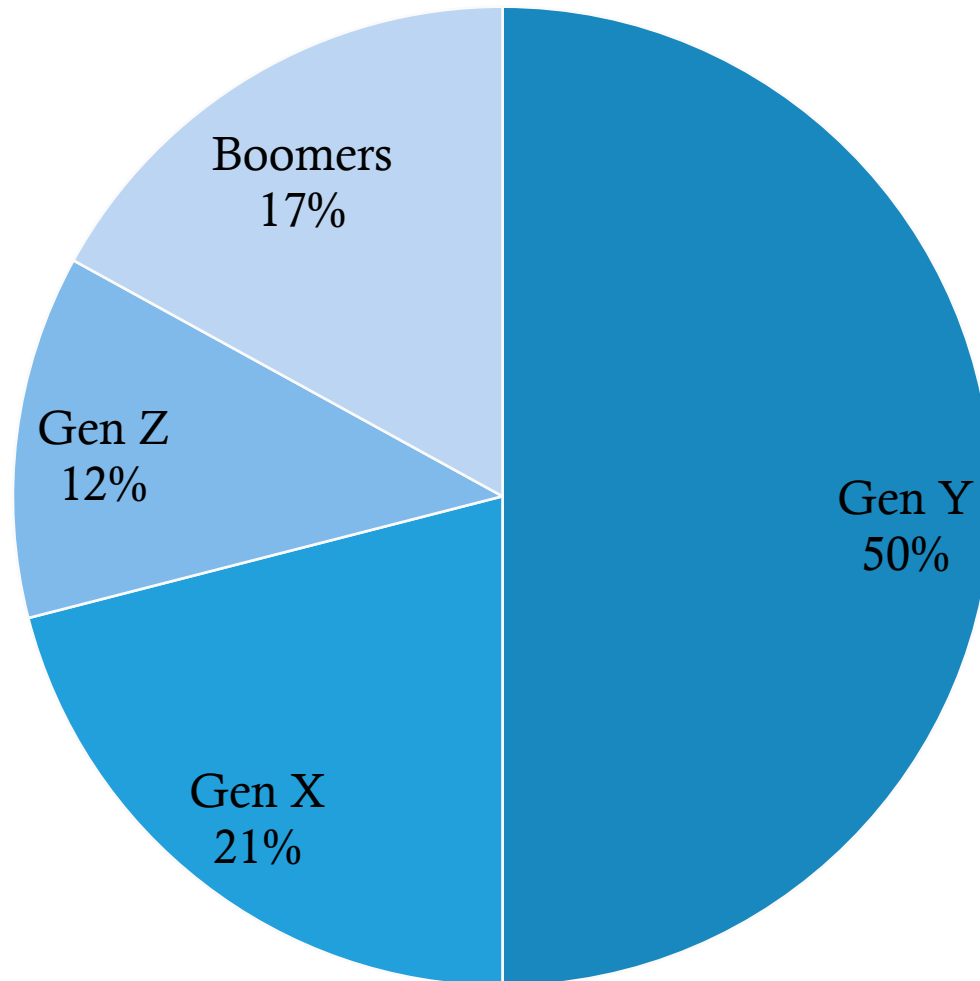
- ◆ Born 1925 – 1945
- ◆ 4 million

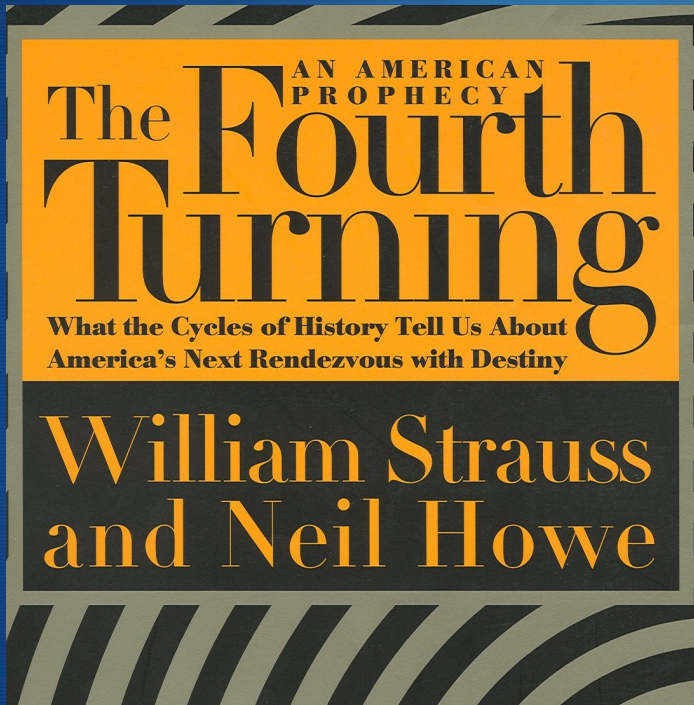


# 2017



# 2025





# Strauss and Howe

Defined four distinct generations going back 500 years. A prologue to the present.

Defined by:

- State of world - Awakening/unraveling
- Technology
- Parenting Styles



# Adaptive Generation

## Silent Generation

- Born 1925 – 1945
- 4 million

## Artists

- Born in Crisis
- Adults in Boom
- Need security
- Tenure for life
- Loyalty and reliability
- Legacy is goal

# Idealist Generation

## Baby Boomers

- Born 1946 – 1964
- 45 million

## Prophets

- Born in Economic High
- Adults in Awakening
- Wealthiest generation
- Strong work ethic
- Loyal to team
- Career is goal

# Reactive Generation

## Generation X

- Born 1965 – 1980
- 52 million

## Nomad Generation

- Born in Awakening
- Adults in Unraveling
- Work life balance
- Productivity over effort
- Loyalty to skill set
- Built portability
- Open communicators
- Independent



# Civic Generation

Generation Y – Millennial's

- Born 1982 – 2000
- 54 million

## G.I. or Hero Generation

- Born in Unraveling
- Adults in Crisis
- Average Tenure – 1.5 years
- Longevity is a liability
- Leverages corporate lattice
- Blended life
- Tech natives
- Work for relationships, not profit
- Needs purpose and cause

# Bridging the Gap

**Personality** – Tendency to behave in a certain way

**Environment** – Trumps personality. Change environment, behavior follows

**Corporate Culture** – Sets the environment for full spectrum of workforce

# Generational Solution

**Culture > Personality**





# The New Construct is Culture

- Hire based on values
- Define corporate culture
- Build leaders
- Use technology
- Integrate with learning
- Knowledge is key

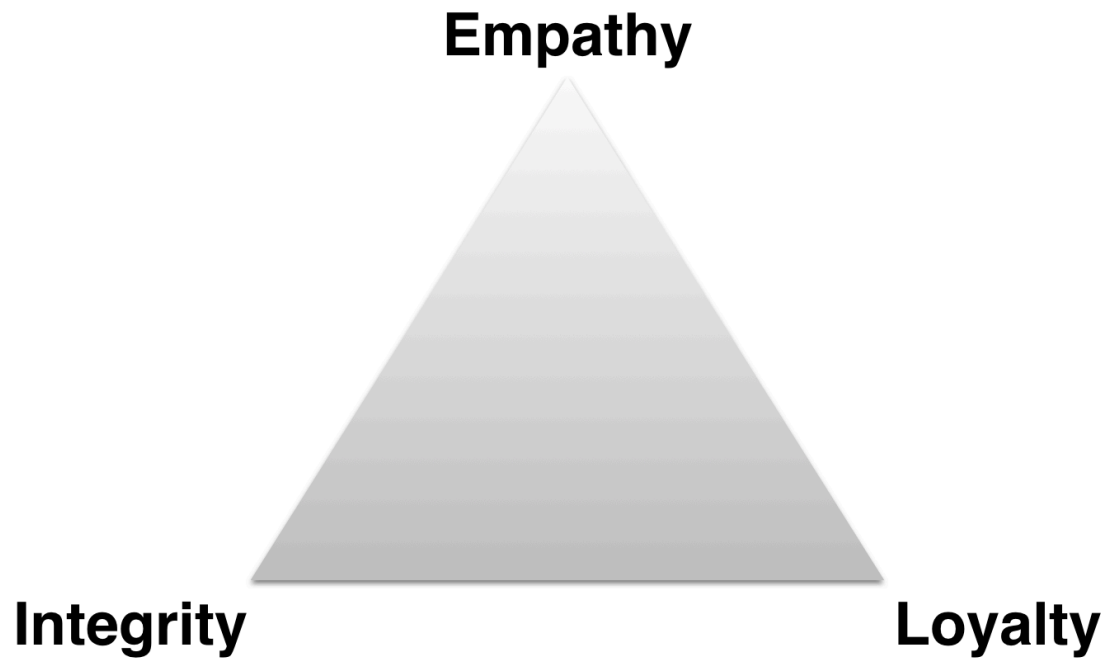
# Organizational Values

**What is most important to your employees?**

**What is most important to your managers?**

**What is most important to your customers?**

# Xpan's Values





# Organizational Purpose

**Why does your organization exist?**

**What contribution does our organization make?**

**What do we want to be known for?**

**How do we want to treat people?**

# Our Purpose

To provide a superb digital learning experience.

# Xpan's Values

**Emotional Confidence**



**Economic Value**

**Functional Leadership**

# Actions Speak

Live a culture where actions speak louder than words.

# Xpan's Goals

**Reduce Training Cost**



**Safer Workforce**

**Competent Workforce**



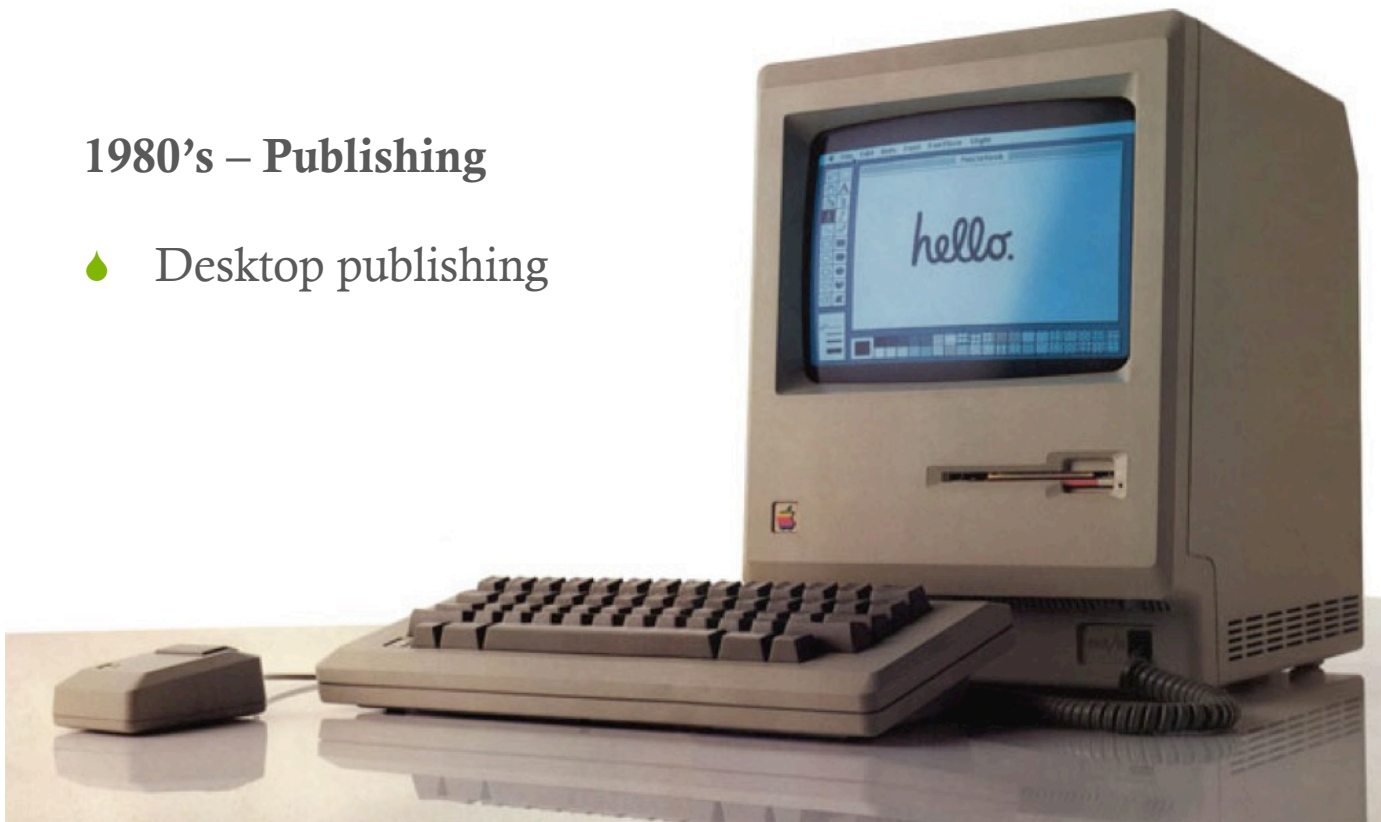
# Knowledge Shift



# Industry to User Shifts

## 1980's – Publishing

- 💧 Desktop publishing



# Industry to User Shifts



1990's – Photography

💧 Digital

💧 Sharing

# Industry to User Shifts

## 2000's – Video

- ◆ Digital
- ◆ YouTube





# Shift in Knowledge

Democratization of  
information

Ubiquitous across organizations  
and generations

Technology a conduit





# Mediumism

*“The Medium is the Message”*

- Marshall McLuhan

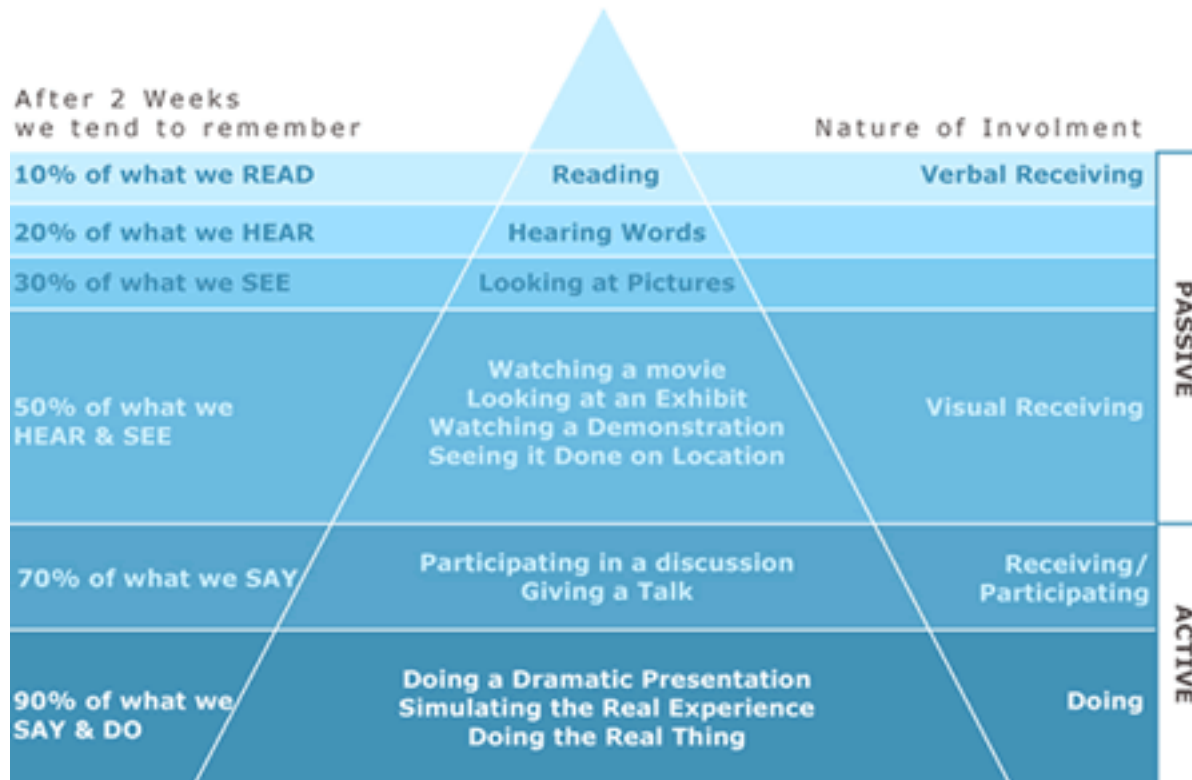
- 💧 Social
- 💧 Peer to Peer
- 💧 ILT
- 💧 Digital
- 💧 HRIA
- 💧 Asset Management
- 💧 Knowledge Portals
- 💧 Resident Apps
- 💧 Game Platforms
- 💧 VR/AR

# How do we learn

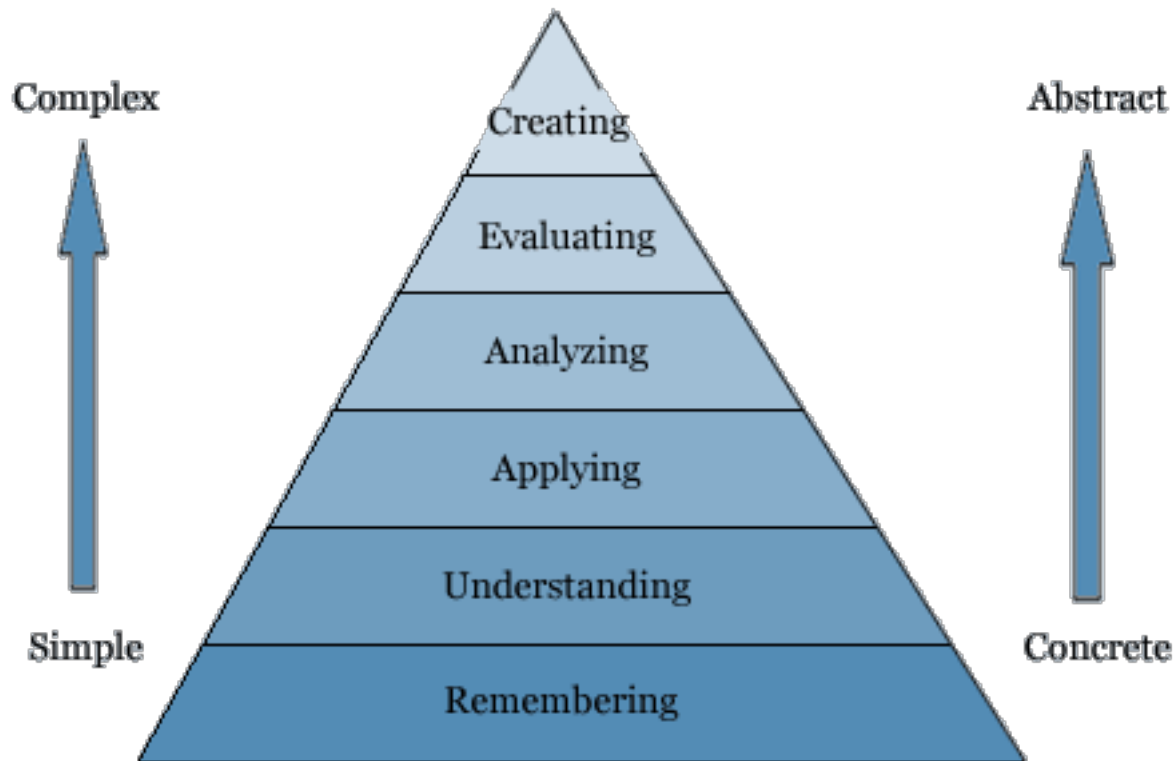


# How do we learn

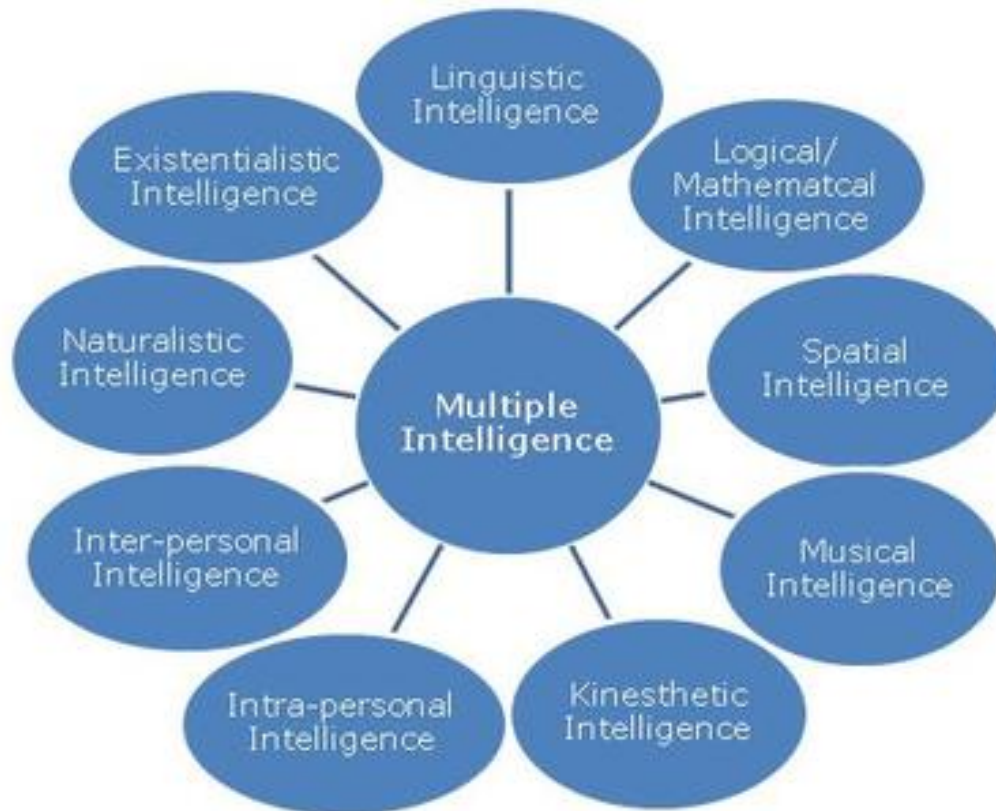
## CONE OF LEARNING



# Bloom's Taxonomy



# Multiple Intelligences





# Learning Styles

**Auditory**



**Visual**



**Kinesthetic**



# The Experience

“Experience is the Learner  
of All Things”

- Julius Caesar

# The Experience

“Learning in an experience.  
Everything else is just  
information.”

- Albert Einstein

# The Experience

“Everybody experiences far more than they understand. Yet it is experience, rather than understanding, that influences behavior.”

- Marshal McLuhan

A large, white, stylized 'KX' logo is positioned on the left side of the slide. The 'K' and 'X' are formed by thick, white, geometric shapes. The background is a solid blue color with a subtle gradient and a curved white line separating it from the right side.

# Knowledge Experience

The holistic sum of all touch points between learner and information.

$$UX + LX + CX = KX$$





User Experience

Design

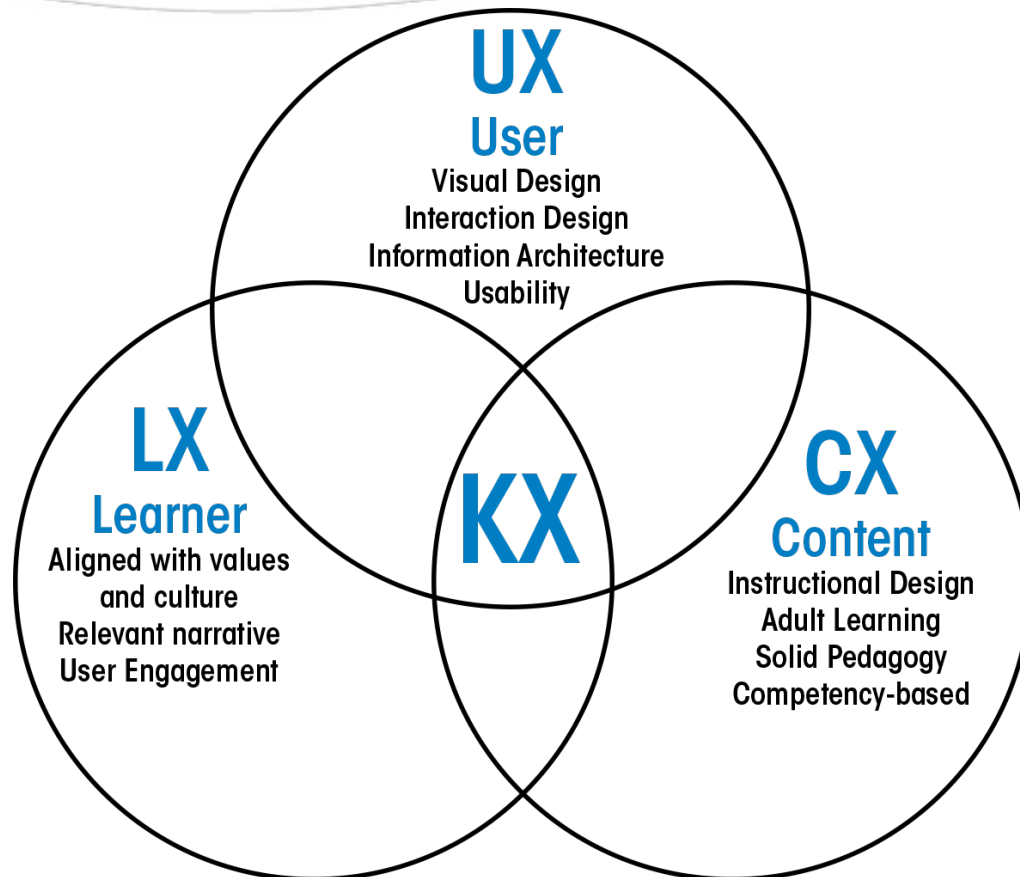


DESIGNING THE  
PRODUCT



DESIGNING THE  
EXPERIENCE

# Knowledge Experience





# MEET THE MODERN LEARNER

As training moves to more digital formats, it's colliding with new realities in learners' jobs, behaviors, habits, and preferences.

Today's employees are overwhelmed, distracted, and impatient. Flexibility in where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they're taking more control over their **own** development.

## OVERWHELMED...

online every day today  
**27**  
**41** % of time workers spend on things that offer little personal satisfaction and do not help them get work done.

Knowledge workers are constantly distracted with millions of websites, apps, and video clips.



ACTED...

People unlock their smartphones up to **9** times every hour

**2/3**

IMPATIENT...

seconds to grab someone's attention before they click away

**5** minutes—Workers now get interrupted as frequently as every minutes—ironically, often by work applications and collaboration tools

**1%**  
of a typical workweek  
is all that employees have to focus on training and development

## UNTETHERED

Today's employees find themselves working from several locations and work in nontraditional ways to accommodate their lifestyles. Companies find it difficult to reach these people consistently and even harder to develop them.

**37%**  
of the global workforce is expected to be "mobile" by the end of 2015

**30%**  
of full-time employees do most of their work somewhere other than the employer's location

## ON-DEMAND

Employees are accessing information—and learning—differently than a few years ago. Most are looking for answers outside of traditional development channels. For example:

To learn what they need for their jobs, employees access:  
search engines  
online courses  
**70%+** **50-60%**

People are increasingly using their smartphones just-in-time for unexpected needs



## COLLABORATIVE

Learners are also developing and accessing personal and professional information about their industries and professions.

**~80%**  
of workforce learning happens via on-the-job interactions with peers, teammates, and managers

Learners are:  
asking other people

sharing what they know

## EMPOWERED

Rapid change in business and organizations means everyone needs continuous learning. More and more people are looking for options on their own, but aren't getting what they need from their employers.

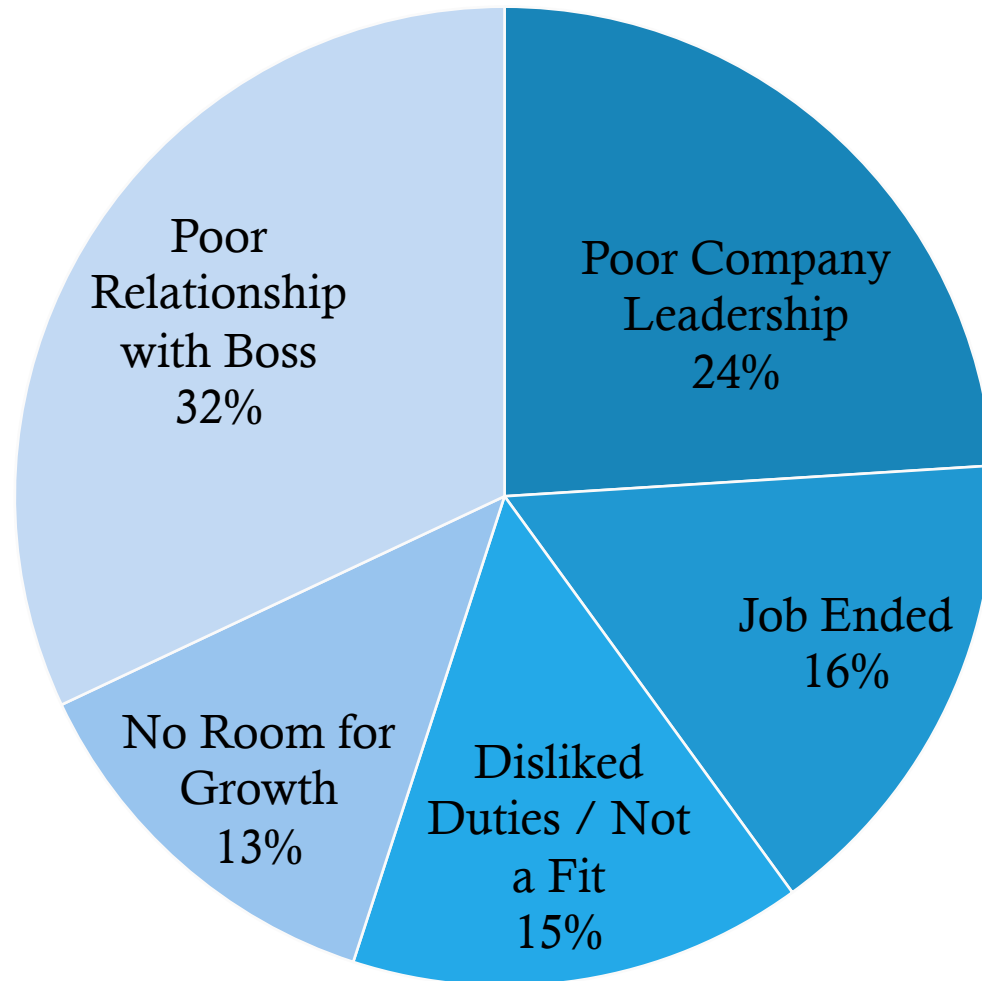
**2½ to 5**  
Half-life (in years) of many professional skills

**38%**  
of workers who say they have opportunities for learning and growth at their workplace

**6**  
of IT report having out...

Sources:  
"The Overwhelmed Employee: Simplify the Work Environment" Deloitte University Press  
"The Knowledge Worker's Day" Basex  
"Make Time for the Work that Matters" Harvard Business Review  
"Collaboration & Social Tools Drain Business Productivity, Costing Millions in Work Interruptions" harmon.ie  
"We're Creating a Culture of Distraction" joekrauss.com  
"Study Says We Unlock Our Phones a LOT Each Day" TIME  
"Infobesity Causes Distraction and Stress at Work" HR Magazine  
"IT Training Gets an Extreme Makeover" Computerworld  
"Network Performance: Does It Really Matter To Users And By How Much?" University of Massachusetts  
"Worldwide Mobile Worker Population 2011 - 2015" IDC  
"Ambivalence Is Not a Strategy" Flex+Strategy Group  
"The Rise of the Extended Workforce" Accenture  
"Engaging Disengaged Learners" Towards Maturity  
"Just-in-time Information through Mobile Connections" Pew Research  
"Here's a Google Perk Any Company Can Imitate:"

# Retention



# Leadership

**Leadership is a behavior, not a position**

- 💧 Take responsibility for bringing change.
- 💧 Empower people to use their greatest potential.
- 💧 People choose their leaders.



# Leadership

## **Lead by example**

- 💧 Influence by setting an example.
- 💧 Practice what you preach.
- 💧 Show confidence and determination.

# Leadership

## **Make an impact**

- 💧 Contribute towards the vision.
- 💧 Set and meet team goals.
- 💧 Make your contribution.

# Leadership

## **Act. And adapt**

- 💧 Flexibility depending on circumstance.
- 💧 Continue to learn.
- 💧 Align with your values.

# Leadership

**It's all about the people**

- 💧 Communication skills are essential.
- 💧 Engage and influence.
- 💧 Seek to always improve relationships.

# Leadership

## **Vulnerability is key**

- 💧 Admit mistakes.
- 💧 Analyze and improve.
- 💧 Be open to feedback.

# Leadership

## **Sum is greater than the parts**

- 💧 Stength in unity.
- 💧 Ensure all are considered team members.
- 💧 Nothing will stop positive energy.



# Leadership

## **The power of gratitude**

- 💧 Produces personal enhancement.
- 💧 Enables well-being in others.
- 💧 It is a learned approach.

# Conclusion

Questions?

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