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LEAN THOUGHTS

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A New Profile of the 21st Century Workforce

Radical changes in workers' attitudes have substantially-altered conventional concepts of the American worker, according to a year-long analysis of the American workforce.

Conducted by Age Wave and The Concours Group, the "New Employee/Employer Equation" survey of 7,718 U.S. workers in every industry, studied the current and future profile of the American workforce. The researchers identified six distinct categories of workers whose differences derive more from attitudes toward work and life circumstances than age, gender, race or ethnicity.

The survey revealed that corporate America is not aligned with the needs and requirements of the new, increasingly-diverse American workforce. Most distressing is the finding that the youngest workers, tomorrow's leaders, are uncommitted to their work and often constitute a negative influence in the workforce. At the same time, older workers are blossoming, showing a can-do attitude across much of the workforce. The challenge for corporations is translating the variety of attitudes for the benefit of the company, and nurturing future business leaders.

The study identified six major segments of the workforce:

Self-Empowered Innovators (14%)

The most engaged segment of the workforce is also the smallest. Hardworking, entrepreneurial, well educated and self-empowered, they are looking for work that continues to empower and stimulate them, enables them to continue to learn and grow, and has greater social purpose. For them, work is about building something with lasting value.

Fair & Square Traditionalists (20%)

A slim plurality of the workforce consists of highly reliable, loyal, traditional workers who seek traditional rewards from their work. With below-average educations and above average incomes, they seek stable and secure environments, have the longest average tenure and are highly engaged. The study characterizes them as "hard workers and good team members." For these employees, work is about the American dream — a steady, predictable path to success.

Accomplished Contributors (17%)

With an emphasis on contribution, this group sees itself as loyal, hard-working, reliable, capable and typically very experienced. They seek personally-stimulating work that allows them to learn and grow. They have a very positive view of their employer, workplace and colleagues. Hard workers and great collaborators, they view work as an opportunity to be part of a winning team.

Maverick Morphers (15%)

Confident, intellectually-curious workers with a high-energy drive and unending ability to raise their personal achievement bar, this group continually brings innovation to the workplace. Members seek new ways to work or new technologies that increase productivity and communication. Successful, but always needing that next challenge, they are most often found in smaller organizations. Morphers seek lives filled with change and adventure — work for them is one of multiple opportunities to achieve these goals.

Stalled Survivors (19%)

The youngest workforce segment looks for employers who can make it easier to cope with what they perceive to be stressful lives with too many demands. Many of them hold out hope for a more productive and successful future, but for now, this group wants the full menu of company benefits and work environments that are fun. For them work today is a source of livelihood but not yet (or not currently) a very satisfying part of their lives.

LEAN CONSORTIUM MEMBERS:

- ACE Bakery
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- ORENDA
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2008 Consortium Event Schedule



Tour Workshop Conference

January	February	March	April	May	June
<p>T</p> <p>Wednesday 16 Eaton Electrical, contact Joe Fisher, JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 13, ACE Bakery, contact Cindy Grolleman, cgrolleman@acebakery.com</p>	<p>T</p> <p>Wednesday 19, Nestle Waters, contact Mariela Castano mcastano@perriergroup.com</p>	<p>C</p> <p>Consortium Shareshowcase</p> <p>Saturday 05 Eaton Milton, Contact Cindy Grolleman cgrolleman@acebakery.com or Joe Fisher JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 14, Alumicor, contact Barry Wood barry@Alumicor.com</p>	<p>T</p> <p>Wednesday 18, Morrison LaMothe, contact Tony Vita tvita@morrisonlamthe.com</p>
July	August	September	October	November	December
		<p>T</p> <p>Wednesday 24, Kraft Foods, contact Hanif Jivraj hjivraj@Kraft.com</p> <p>C</p> <p>Executive Forum Tuesday & Wednesday 23rd & 24th Contact Richard to register rkunst@kumstartofsolutions.com</p> <p>C</p> <p>22nd Transportation Thursday 24th http://www.transportconference.net/emaplan.html</p>	<p>T</p> <p>Wednesday 16, CTS Corp., contact Navneet Mann, navneet.mann@ctscorp.com</p>	<p>T</p> <p>Wednesday 12, Messier-Dowty, contact Mike Smith Mike.Smith@Messier-dowty.on.ca</p>	<p>T</p> <p>Wednesday 10, Orenda, contact Brenda McIntosh brendamcintosh@orenda.com</p>