

CUTTINGS...

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Compiled and edited by Geof Cox

Well that was a year to forget!! Let's hope for a fast roll out of the new vaccines and an opportunity to get back to meeting people properly and rebuilding our relationships without the interference of technology. Like a lot of you, I am looking forward to being able to travel again and run workshops and coach in person and without having to hide my face behind a mask. What I am not looking forward to is the extra restrictions now imposed by Brexit.

This month there is a summary of the trends in generational social attitudes which have been accentuated by COVID; a study into the work and employment situation in Europe; and some information from Google research into what makes their managers successful. Some pointers in these articles for all of us as we look towards a New Year and new strategic choices.

If you would like a downloadable pdf of this edition. it is published on my website, along with copies of all past editions, [click here](#).

Enjoy, and stay healthy and safe...

Geof Cox

Changes in Social Attitudes

SAMI (St Andrews Management Institute) does cutting edge work into scenarios and futures research. In one of their recent newsletters, Huw Williams put together a great summary of social attitudes in the recent generations, which are a critical driver of change. Attitudes of different generations vary in large part because of different experiences in their formative years. It used to be assumed that people's attitudes changed as they got older, becoming less radical and more pragmatic, but now it appears that the views of different cohorts are continuing to remain distinct as they age. Here are some of the trends that SAMI are currently seeing.

Money and work

Successive generations have become better educated, but there is a sharp divide between the economic fortunes of those who have a college education and those who don't. Millennials have brought more racial and ethnic diversity to society. And Millennial women are more likely to participate in the nation's workforce than prior generations. Britain's millennials earned less during their

In this edition

Changes in Social Attitudes A
summary of the current state of generational social trends as seen in research collated by SAMI Consulting

The Future of Work in Europe A
McKinsey report into work and employment trends in Europe with particular attention on the fallout from COVID, the trend to automation and the demographics of Europe.

Google's Research into Managers What makes a good manager at Google - and managers do make a difference, they are not an extra layer of unnecessary bureaucracy (according to Google's own research)

Plus, a collection of **Snippets** to further provoke your thinking and reflection and details of **Book Sales** from our online shop

Snippets

A collection of thought provokers and quotations...

“The question isn't who's going to let me; it's who's going to stop me.”

Ayn Rand

“A leader is one who knows the way, goes the way, and shows the way.”

John C. Maxwell

“Celebrate endings – for they precede new beginnings.”

Jonathan Huie

20s than their predecessors and are at risk of being the first cadre of workers in modern times to see their lifetime earnings fall. Home ownership is considerably lower amongst young people than it used to be. Millennials see themselves as hardworking, entrepreneurial and about to change the world for the better. There are significant implications for employment policies: compared with earlier generations, millennials value greater flexibility, appreciation, team collaboration, progression and career opportunities, and, above all, a healthy work/life balance. Gen Z is likely to value security and stability more highly.

Health

Depression is on the rise among millennials, many of whom suffer from loneliness, money stress, and burnout in the workplace. This can be ascribed to the work and finance issues, but also to the greater pressures of social media in comparing one's life with others. Close to half (48%) of Gen Z and 44% of millennial respondents in a Deloitte survey said they're stressed all or most of the time. On the positive side, the younger generations are being more open about their issues with high profile individuals admitting mental health challenges. On the plus side, Millennials and Gen X drink less alcohol and smoke less than before.

Marriage

Millennials are less likely to be married than previous generations at the same age. Three-in-ten Millennials live with a spouse and child compared with 40% of Gen Xers at a comparable age.

Gender

Gen Z is becoming ever more gender fluid. Research from VICE found 41% of Gen Z respondents from western countries identify themselves in the middle of the masculine to feminine scale, while half identify themselves as something other than heterosexual.

Digital technology

Millennials onward are digital natives who have little or no memory of the world as it existed before the internet and smartphones, indeed Gen Z may even not be able to function without these! Social media is starting to outweigh email for communicating, with Millennials, on average, sharing more content through social media with an increasing attraction to visual content over text. Gen Z is reputed to have shorter attention spans – 8 seconds and are multi-device users – 66% use more than one device at the same time.

Inter-generational Politics

Baby Boomers were lucky to receive the fruits earned for them by their parents' and grandparents' generations, including access to State funded education and health care; rising living standards and career expectations; home ownership; and occupational pensions. The cost of providing these is creating consequences that are harmful to the next generation(s), eg: cuts to education and social services, dumping the costs on the young; obesity; collapse in career expectations and career paths for the young; unaffordable housing; poor pension prospects; and a legacy of debt to be repaid by the next generations.

Ethics

"Experience without learning is better than learning without experience."

Anonymous

"The brighter you are, the more you have to learn."

Don Herold

"The only real mistake is the one from which we learn nothing."

John Powell

"If at first the idea is not absurd, then there is no hope for it."

Albert Einstein

"Your vision will become clear only when you look into your heart. Who looks outside, dreams. Who looks within, awakens!"

Carl Jung

"To me, the pursuit of ideas is the only thing that matters."

Michael Eisner

"Everyone is ignorant, just on different subjects."

Will Rogers

"There are no whole truths; all truths are half-truths. It is trying to treat them as whole truths that plays the devil."

Alfred North Whitehead

"Just become like a child that discovers the beauty of the world every moment again and again."

Tibetan proverb

"No army can withstand the strength of an idea whose time has come."

Victor Hugo

"A concept is stronger than a fact."

Charlotte Perkins Gilman

"Out beyond ideas of wrongdoing and right doing there is a field. I'll meet you there."

Rumi

Millennials are twice as likely as the overall investor population to invest in companies targeting social or environmental goals. They're also twice as likely to check product packaging to ensure sustainability and likely to purchase from a brand because of the company's social and/or environmental impact. They want their work to reflect their values: 87% of those born between 1990 and 2015 believe that "the success of a business should be measured in terms that go further than its financial results".

Climate change

Climate change tops the list of vital challenges of our time, say young people. An Amnesty survey reveals that 41% cited global warming as the most important issue facing the world and 36% identified pollution as a key issue.

Covid-19

The pandemic has affected age groups differently. Death rates are significantly higher the older one is, but younger people have suffered more economically, being more likely to work in most severely affected sectors such as hospitality, and less likely to be able to work from home. There are signs that the oldest Gen Zers have been particularly hard hit in the coronavirus crisis. Millennials and Gen Z'ers both said they will make a special effort to more actively patronise and support smaller, local sellers after the pandemic, and they won't hesitate to penalise companies whose stated and practiced values conflict with their own. The pandemic has brought about an even stronger sense of social responsibility: nearly three-quarters said the pandemic has made them more sympathetic toward others' needs and that they intend to take actions to have a positive impact on their communities.

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Future of work in Europe

The COVID-19 crisis has strongly affected Europe's labour markets, and it may take years for employment to return to its pre-crisis levels. But the pandemic will not be the only trend shaping the future of work on the continent. Research by McKinsey looked at almost 1,100 local economies across the 27 EU countries plus the United Kingdom and Switzerland. It assessed how automation and AI may reshape the mix of occupations, the skills required to work, and the transitions workers face. In the aftermath of the pandemic, emerging evidence from companies suggests that technology adoption and other workforce shifts could accelerate. Among the key findings:

Europe is a patchwork of highly varied local labour markets that have seen increasing geographic concentration of employment growth in the past. Forty-eight cities, including Amsterdam, Copenhagen, London, Madrid, Munich, and Paris, which are home to 20 percent of Europe's population, generated 43 percent of Europe's GDP growth, 35 percent of its net job growth, and 40 percent of its population growth between 2007 and 2018. By contrast, 438 shrinking

"Genius is seeing what everyone has seen and thinking what no one has thought."

Albert Szent-Gyorgy

"Politics is the art of preventing people from taking part in affairs that properly concern them."

Paul Valéry

"No grand idea was ever born in a conference, but a lot of foolish ideas have died there."

F Scott Fitzgerald

"Knowledge only becomes power when it's followed by action."

Wayne Helmore

"As soon as questions of will or decision or reason or choice of action arise, human science is at a loss."

Noam Chomsky

"Asking planners to craft strategy is like asking bricklayers to sculpt Michaelangelo's Pieta – it can't be done."

Gary Hamel

Google's Research into Managers

Google have recently published their research into what makes a good manager at Google. And the first learning from the research was that managers did matter: teams with great managers were happier and more productive. This was contrary to an early belief held by some of Google's leaders and engineers that managers are, at best, a necessary evil, and at worst, a layer of bureaucracy. However, based on data from performance

regions with 30 percent of the population, mostly in Eastern and Southern Europe, have declining workforces, older populations, and lower educational attainment. The remaining half of the population lives in a wide range of economies that have been largely stable, with modest job growth prior to the pandemic.

The COVID-19 crisis ended years of strong employment growth marked by greater mobility. The crisis put up to 59 million European jobs, 26 percent of the total, at risk in the short term - a sharp reversal in employment rates, which prior to the crisis had risen in 85 percent of the regions. Mobility had also been rising: with the number of Europeans working in another European country doubled to 16 million from 2003 to 2018.

As the economy recovers, Europe may have a shortage of skilled workers, despite a growing wave of automation. A key reason is the declining supply of labour: Europe's working-age population will likely shrink by 13.5 million (or 4 percent) due to aging by 2030. The trend of shorter workweeks could reduce labor supply by an additional 2 percent. Scenarios show that 22 percent of current work activities (equivalent to 53 million jobs) could be automated by 2030. There will be job growth in areas such as technology, and healthcare but a 4 percent decline in the total number of jobs to 2030 would leave a shortage of workers to fill available positions, particularly in dynamic growth hubs. Unless the COVID push to work from home fundamentally changes urbanisation patterns, these 48 cities could capture more than 50 percent of Europe's potential job growth in the next decade, continuing and intensifying the geographic concentration we have seen over the past decade. In that case, they may need to attract workers from other areas to fill more than 2.5 million jobs.

So more than half of Europe's workforce will face significant transitions. Automation will require all workers to acquire new skills. About 94 million workers may not need to change occupations but will especially need retraining. While some workers in declining occupations may be able to find similar types of work, 21 million may need to change occupations by 2030. Most of them lack tertiary education, and the newly created jobs will require more sophisticated skills that are already scarce today. Europeans frequently switch jobs, but they typically move from one growing occupation to another or from one declining occupation to another, with little crossover. Workers most likely to be displaced by automation are also those most at risk in the COVID-19 pandemic, and the crisis could accelerate some of the displacement. The overlap will be especially pronounced in a number of key sectors, such as wholesale and retail.

Overcoming labour market mismatches in a post-COVID world will be a key challenge, with potentially different solutions for each community. Four broad imperatives stand out: addressing skills shortages; improving access to jobs in dynamic growth hubs, potentially through an increase in remote working; revitalising and supporting shrinking labour markets (since 40 percent of Europeans will live in regions where jobs are declining over the coming decade); and increasing labor participation. Employers will need to make adept decisions about strategy, skills, and social responsibility; their choices will need to reflect the skills, occupational mix, and geographic footprint of their workforces. Helping individuals connect with new opportunities and prepare for the jobs of tomorrow is a common task for every region across the EU.

ratings and feedback from Google's annual employee survey the research team not only found that good managers did impact positively on performance, but also that there were ten common behaviours across high-scoring managers. That doesn't mean what works for Google managers will work for any organisation, but it is a start in terms of reviewing your own organisation practices.

Google's top ten management behaviours:

1. Is a good coach
2. Empowers the team and does not micromanage
3. Creates an inclusive team environment, showing concern for success and well-being
4. Is productive and results-oriented
5. Is a good communicator - listens and shares information
6. Supports career development and discusses performance
7. Has a clear vision/strategy for the team
8. Has key technical skills to help advise the team
9. Collaborates across Google
10. Is a strong decision maker

How do you and your organisation compare? What makes a great manager at your organisation? Google found ten behaviours of successful managers - you might find you have two, three, or twelve. Start analysing the internal data you already have, like employee survey results and performance reviews, and start conducting some interviews to find out what impact managers and leaders have and start to uncover the elements of good management at your organisation.

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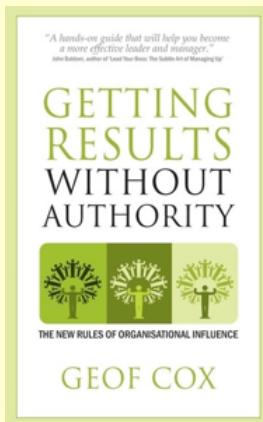
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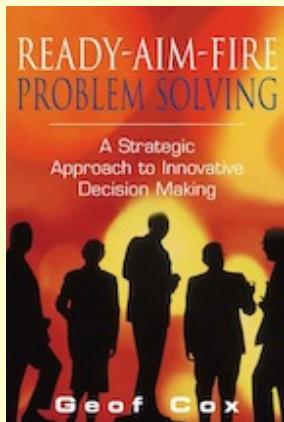
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