Minnesota Futurists
Generational Futures

Stephen Troutman
Futurist, Facilitator, Author, Consultant

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Generational Turning

Generations

➢ We are all familiar with the concept of generations

- The GI Generation won WWII and the peace which followed
  - They unified to build the economic engine which powered the US dominance for the next 50 years
- The Baby Boomer generation is well known and aging
  - In the 1960s and 1970s, they set out to change the world and were famously conflicted with their parents from the GI generation
- Generation X is an alienated but easily identified generation
  - The 'latch key' generation, they are independent and self sufficient. They are the 'just do it' generation.
- The Millennials are entering the work force, bringing change
  - They were originally called Generation Y because they were so different from Gen X. Also called Digital Natives, they are the Face Book and My Space generation

Generations Research

➢ **William Strauss and Neil Howe**
- studied thirteen generations of American history and
- have written five books based on their research

  - Generations: The History of America's Future, 1584 to 2069,
    - Published 1991, ISBN 0688119123
  - 13th Gen : Abort, Retry, Ignore, Fail?,
    - Published 1993, ISBN 0679743650
  - The Fourth Turning: An American Prophecy,
    - Published 1997, ISBN 055306682X
  - Millennials Rising : The Next Great Generation,
    - Published 2000, ISBN 0375707190
  - Millennials and the Pop Culture
    - Published 2006, ISBN 09712605

Generations Research

➤ In the historic data, Strauss and Howe found differentiating characteristics by generation

➤ The eight data categories are:
1. Approaches to child nurturing
2. Gender roles and gaps
3. Focus on idealism
4. Approach to institutions
5. Expressed family values
6. The current cultural imperatives
7. Future vision and expectations
8. The conduct and result of wars

Generational Archetypes

Authors William Strauss and Neil Howe found:

Four <u>distinct</u>, <u>repeating</u>, <u>generational</u> archetypes*:

Artist
Prophet
Nomad
Hero

1. <u>Artist</u> or Adaptive
   - Out to keep things working by consensus
2. Prophet or Idealist
   - Out to change the world
3. Nomad or Reactive
   - Out to do what needs to be done
4. Hero or Civic
   - Out to work together with purpose

* Archetypes are groupings with common characteristics

Which Archetype Are You?

Hero
GI

Born between 1908 and 1928
The Greatest Generation - Out to work together with purpose
    Archetype: Hero or Civic

Artist
Silent

Born between 1929 and 1945
The Silent Generation - Out to keep things working by consensus
    Archetype: Artist or Adaptive

Prophet
Boomer

Born between 1946 and 1964
Baby Boom - Out to change the world
    Archetype: Prophet or Idealist

Nomad
Gen X

Born between 1965 and 1982
Generation X - Out to do what needs to be done
    Archetype: Nomad or Reactive

Hero
Millenial

Born between 1983 and 2002(?)
Millennial or Generation *Y* - Out to work together with purpose
    Archetype: Hero or Civic

A Note on Generations

- A generation is an identifiable cohort of people usually spanning a period between 17 and 23 years in Strauss and Howe's research
  - For example, "Generation X"ers are:
    - Born from 1965 to 1982 (an 18 year span)
    - *Children of the Artist generation*
    - "Out to do what needs to be done"
    - Archetype: Nomad or Reactive

Nomad

- book, in 1991, and their second, in 1997. (e.g. Reactive to Nomad)

A Note on Generations (cont)

- However, there is no standard in the literature:
  - In several recent books, "Generation X" is purported to span only 11 years, followed by "Generation Y" for only 9 years
    - The dates in these books coincide with the 'early' and 'late' Gen X cohort, as described by Strauss and Howe
    - It is not know where these other authors got their data!
- It is up to the reader to ensure consistency:
  - When looking at generational information, or conclusions from different sources, it is important to verify that the underlying data is *all* analyzed on the same basis.
    - Even Strauss and Howe changed their terminology between their first book, in 1991, and their second, in 1997. (e.g. Reactive to Nomad)
  - Ensure you are not comparing "apples" to "oranges"

Generations pass through time.

There are four *Age Cohorts* :
1. Childhood   ~ 0-20 years old
2. Young Adult ~ 21-41 years old
3. Midlife   ~ 42-62 years old
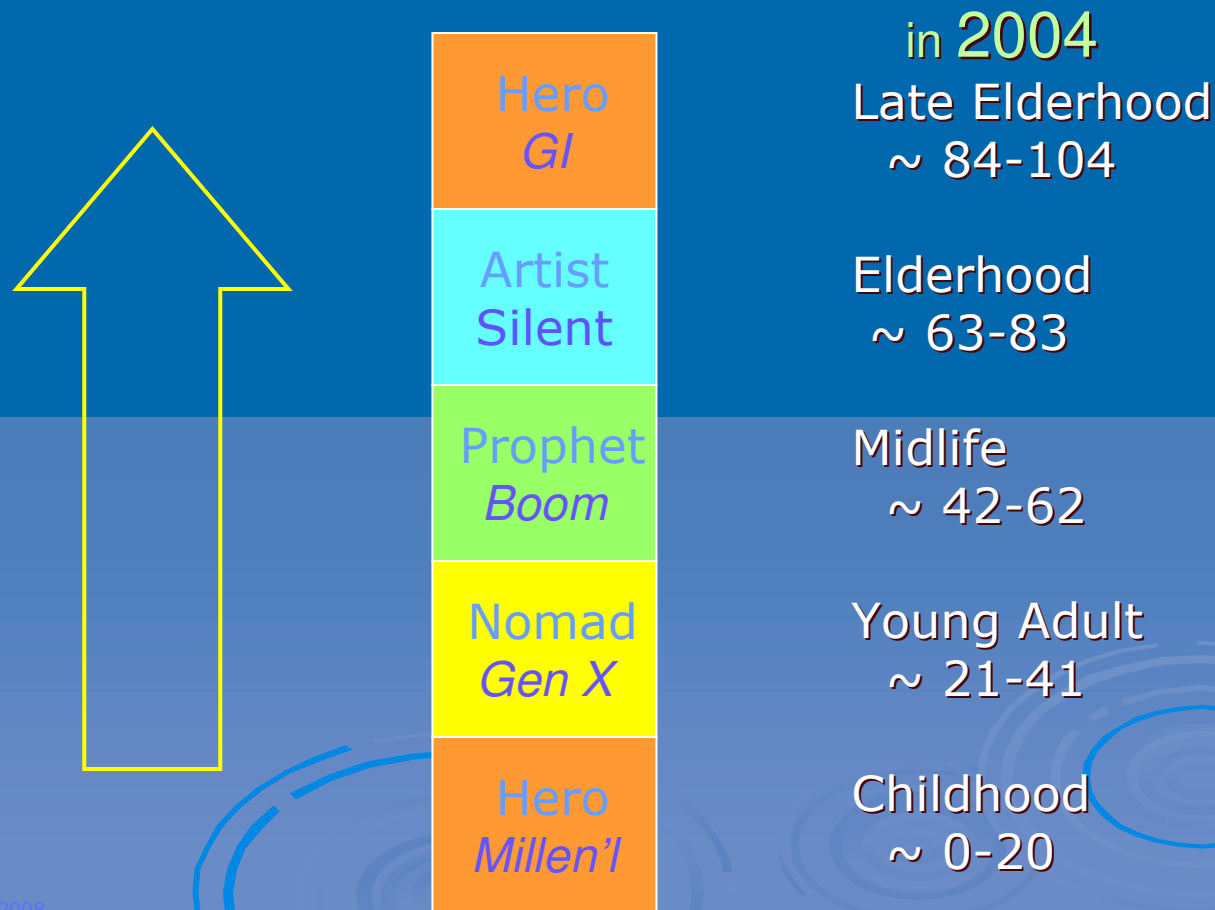4. Elderhood   ~ 63-83 years old

historically less important is:
➢ Late Elderhood   ~ 84+ years old

Shifts every 17-23 years

Late Elder-hood

Elder-hood

Stewardship: passing on values

Mid Life

Leadership: directing, using values

Young Adult

Active: working, testing values

Child hood

Dependence: growing, learning values

Note that each "age" cohort has a different focus

The Generational Archetypes Exist in a Repeating Pattern

The archetypes are arranged in a repeating pattern

Archetype	in 2004 Life Stage
Hero *GI*	Late Elderhood ~ 84-104
Artist Silent	Elderhood ~ 63-83
Prophet *Boom*	Midlife ~ 42-62
Nomad *Gen X*	Young Adult ~ 21-41
Hero *Millen'l*	Childhood ~ 0-20

Over Time Archetypical Cohorts Exist in Four Pattern

The archetypes come in only four, repeating, alignments

	20 years >	20 years >	20 years >	
Elderhood ~ 63-83	Artist *Silent*	Prophet *Boom*	Nomad *Gen X*	Hero *Millen'l*
Midlife ~ 42-62	Prophet *Boom*	Nomad *Gen X*	Hero *Millen'l*	Artist
Young Adult ~ 21-41	Nomad *Gen X*	Hero *Millen'l*	Artist	Prophet
Childhood ~ 0-20	Hero *Millen'l*	Artist *?*	Prophet	Nomad

The transition is from pattern to pattern is slow

The Patterns Reflect A Cycle

- ➢ Four repeating generational *cycles* appear
  - Each cycle has distinct characteristics
  - They shift, to the left, with each new generation

Advance of Time →
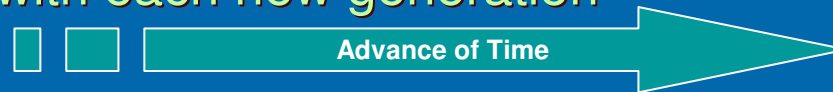
Elderhood ~ 63-83	Artist	Prophet	Nomad	Hero
Midlife ~ 42-62	Prophet	Nomad	Hero	Artist
Young Adult ~ 21-41	Nomad	Hero	Artist	Prophet
Childhood ~ 0-20	Hero	Artist	Prophet	Nomad

Cycles = *Unraveling   Crisis   High   Awakening*

* Mid point was about 1994

Characteristics of the Cycles

- *Unraveling* – "cynical"
  - Need to: "do what feels right"
    - e.g. 1908-1929 and 1983-2003
- *Crisis* – "practical"
  - Need to: "fix the outer world problems"
    - e.g. 1929-1946, predicted 2004-2025
- *High* – "innocent"
  - Need to: "do what works"
    - e.g. 1946-1964, next about 2026-2047
- *Awakening* – "passionate"
  - Need to: "fix inner world problems"
    - e.g. 1964-1984, next about 2048-2069

Moods by Cycle

Cycle: Age Location:	High	Awake	Unravel	Crisis
Elderhood .... **Midlife** .... **Young Adult** .... **Child**	Nomad Hero Artist Prophet	Hero Artist Prophet Nomad	Artist Prophet Nomad Hero	Prophet Nomad Hero Artist
Views towards:				
Families	strong	weakening	**weak**	**strength'ng**
Child Nurture	loosening	unprotect	**tightening**	**overprotect**
Gender Role Gap	maximum	narrowing	**minimum**	**widening**
Ideals	settled	discovered	**debated**	**championed**
Institutions	reinforced	attacked	**eroded**	**founded**
Culture	innocent	passionate	**cynical**	**practical**
Future Vision	brightening	euphoric	**darkening**	**urgent**
War	restorative	controversial	**inconclusive**	**total**

Unraveling Alignment

Artist   ***In Stewardship***: passing on values

Prophet   ***In Leadership***: directing, using values

Nomad   ***In Action***: working, testing values

Hero   ***Still Dependent***: growing, learning values

Age Cohorts by Generation in an Unraveling:

1. Childhood   Hero   ~ 0-20 years old
2. Young Adult   Nomad   ~ 21-41 years old
3. Midlife   Prophet   ~ 42-62 years old
4. Elderhood   Artist   ~ 63-83 years old

Just entered in 2005!

Crisis Alignment

Prophet **Stewardship**: passing on values

Nomad **Leadership**: directing, using values

Hero **Acting**: working, testing values

Artist **Dependent** *(just being born)*: growing, learning values

Age Cohorts by Generation in an Unraveling:

1. Childhood   Artist   ~ 0-20 years old
2. Young Adult Hero   ~ 21-41 years old
3. Midlife   Nomad   ~ 42-62 years old
4. Elderhood   Prophet   ~ 63-83 years old
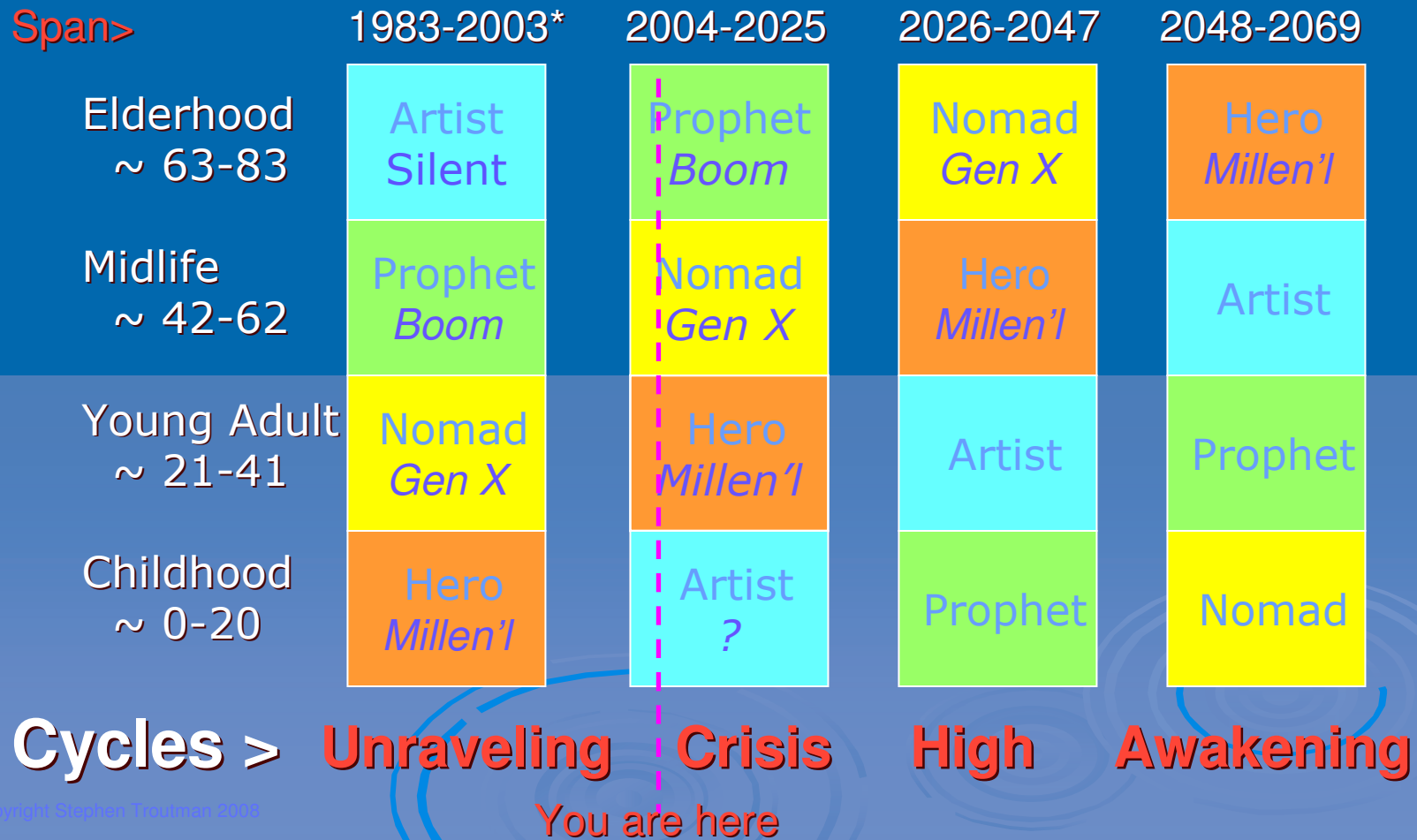
Who are these people?

➢ **It is important to know the players are related**

- The <u>Heroes</u> are also more commonly known as: the Greatest Generation, GI, or Civic generation.
  - <u>Heroes</u> are grand parents to Millennials
- The <u>Silent</u> generation is the Artist generation with no nickname.
  - <u>Silent</u> are the parents of the Gen Xers and preceded the Boomers.
- The <u>Boomers</u> are also known as: Baby Boomers, The Me Generation
  - <u>Boomers</u> are the children of Heroes
- <u>Generation X</u> is also know as Xers, and at one point "twentysomethings"
  - <u>Gen X</u> is the generation between the Millennials and the Boomers. They are the children of the
- The <u>Millennials</u> are also know as: Generation Y, Digital Natives and Generation Next
  - <u>Millennials</u> are the children of Boomers

Future Cohorts and Archetypes

Four repeating generational *cycles* in history and the future

Span>	1983-2003*	2004-2025	2026-2047	2048-2069
Elderhood ~ 63-83	Artist Silent	Prophet *Boom*	Nomad *Gen X*	Hero *Millen'l*
Midlife ~ 42-62	Prophet *Boom*	Nomad *Gen X*	Hero *Millen'l*	Artist
Young Adult ~ 21-41	Nomad *Gen X*	Hero *Millen'l*	Artist	Prophet
Childhood ~ 0-20	Hero *Millen'l*	Artist *?*	Prophet	Nomad
Cycles >	**Unraveling**	**Crisis**	**High**	**Awakening**

You are here

So what does this all mean ?

The following logic is central to these generational concepts:

1. There are specific generational characteristics
2. The generational characteristics operate within age cohorts.
3. The alignment of generations create four repeating cycles
4. The repeating cycles enables us to forecast the future

In other words, this *Crisis* will unfold the same as previous *Crises*

- Boomers will act like previous Prophets in crisis
- Gen-Xers will act like previous Nomads in crisis
- Millennials will act like previous Heroes in crisis

What's happening now in 2009?

Hero

- *GI*s are in <u>late</u> elderhood –
  - *and generally out of the picture*

Artist

- *Silent* are in elderhood, entering late elderhood –
  - *"pluralism" in steep decline*

Prophet

- *Boomers* are in midlife, entering elderhood –
  - *"in control" and bringing a "moralistic culture of absolutes", not consensus*

Nomad

- *Gen X* are in young adulthood, entering midlife –
  - *alienated, getting what they can, without any excuses. Entrepreneurial, they know how to get things done*

Hero

- *Millennials* (Gen Y) entering young adulthood –
  - *the next Heroes just arriving, wanting to work together on things that are meaningful*

Artist

- *Silent are being born and only small children*
  - They will live through the coming Crisis and lean consensus

Crisis Cycle Relationships

➢ The once in 80 year *Crisis* cycle is beginning:

- Boomer elder *Prophets* – will forge consensus, providing moral leadership ... they will also be willing to sacrifice

- Gen X midlife *Nomads* – knowing how to get things done, will lead the way and make things happen

- Millennial *Heroes* in young adulthood – ready to follow orders and do public good, they will do both

- *Artist* youths – will grow up seeing the value in consensus and following the rules

  ... These roles will emerge once they all are at critical mass!

What was predicted?

- In their 1991 book, <u>Generations</u>, the authors predicted:
  - The *Unraveling* cycle will end by 2004 or 2005:
    - And a *Crisis* cycle will begin
  - But, *during the Unraveling,* even catastrophic events will *not* trigger a wrenching change,
    - For example:
      - The 9/11 attack did not unify us (during the Unraveling),
      - Compare it to unity after Pearl Harbor (during that *Crisis*)
  - Our society will increasingly see "social life to be fragmenting into centrifugal and uncontrollable wildness,"
    - Just like they saw around 1924, 1855, 1766 & 1673
    - The collapse of the old culture will bring readiness for change

  - Our culture will proceed to a crisis climax sometime after 2013
    - A new paradigm for the next 80 years will be set by 2025

The *Crisis Cycle* includes Four Stages? (Part 1)

➢ The first two of four stages of the Crisis Cycle are:

1. *Catalyst* Stage – triggering events occur, signs of failing culture
   - Runs 1-5 years (the Crisis Cycle began around 2004)
     - (will end between 2005-2009)
   - But, there are no paths to unification ... yet
2. *Regeneracy* Stage – unification efforts begin
   - Starting 1-3 years after Catalyst
     - Continues until the Crisis Stage (see next page)
       - (starting any time from 2006-2012, ending around 2020)
     - Triggering events continue, but not the final trigger
   - Multiple unification paths appear
     - These may be pragmatic or utopian or both
     - They may receive broad support or little
   - Final consensus is still not achieved during Regeneracy

The Crisis Cycle includes Four Stages? (Part 1)

➤ **The second two of four stages of the Crisis Cycle are:**

3. *Climax* Stage – crisis peaks, society decides on one path
    - Usually occurs 5 years from the end of the Crisis Cycle
        - (starts sometime around 2020)
    - The Final Trigger appears and "could be ... almost anything":
        - a minor political event (like the Boston Tea party),
        - a normal election (like Lincoln's), or
        - a horrendous event (like Pearl Harbor)

4. *Resolution Stage* – decisions are made, society unites around them
    - Usually takes place in only 3 years after the Climax Stage starts
        - Could be done by 2023
    - New cultural order is put in place by the end of the cycle
        - Certainly by 2025

How will the Crisis unfold?

- The four stages of the **Crisis** will following historic precedent:
    1. **Catalyst** – a series of sparks point out institutional dysfunction, foreseeable but poorly foreseen, brings urgency.
    2. **Regeneracy** – collective action is now seen as vital, people begin to deputize leaders to solve the problems.
        - During the Regeneracy the people let leaders lead and they will bring radical change:
            - "The sense of community will be omnipresent"
                - Lack of consensus will become a thing of the past
            - "Moral order will be unquestioned,
                - With 'rights' and 'wrongs' crisply defined and obeyed"
            - "Sacrifices will be asked and given"
                - Long standing secular problems *will* be addressed
    3. **Climax** – "energy is gathered from still unmet needs and unresolved problems, and then, when society approaches maximum civic power, (the energy) is spent with fury
            - ... shaking society to its roots, transforming institutions, and redirecting purposes."
        - The climax is "human history's equivalent to a raging typhoon ... that sucks all surrounding matter into a single swirl ...."
    4. **Resolution** – quickly follows the climax
        - with the establishment of a new order

Reference FT around p 256-258

In the Crisis

- Hero characteristics, outlined in 1991 by the authors, apply to the Millennial generation:

  - "Early ... Millennials ... will emerge undaunted (from economic and social hardship) thanks to their patience, confidence, and powerful instinct for community"

  - "Before the crisis ... (they) may be attracted to global ideologies that promise material utopias through collective action"

  - "Millennials will rise up against whomever they perceive to be enemies of community solidarity and public action."

    (Generations p421)

In the Crisis (continued)

- "Boomers will demand duty and discipline from post adolescents ... and get both
  - [But Millennials] "*will resist elders* ... whom they perceive as *unwilling to relinquish private and material privilege.*"

- "Millennials will carry out whatever mission they are assigned
  - *as long as they can connect it to their own secular blueprint for progress.*
    - If crisis brings war, soldiers will obey orders without complaint.
    - If it involves environmental danger or natural resource depletion, young scientists will make historic breakthroughs.
    - If the crisis is mostly economic, the young labor force will be a mighty engine....
  - Whatever elder-bestowed mission, these rising youths will not disappoint"

(Generations p421, 1991)

If all this is true ...

- Shouldn't we see evidence of the generational change going on now from Unraveling to Crisis?

News Scan

The News Scan Process

➢ **Record** all items from periodic news service*.

➢ **Categorize** the news items by subject area

➢ **Assess** the categorized items "as data"

➢ **Develop** insights and make observations

➢ **Draw** conclusions

➢ **Make** recommendations

This scan included:

- 163 news items, taken from a weekly news service*, and
- Selected into 40 category-items, with larger 10 categories.

* INNOVATION Digest (R) is a publication of NewsScan Inc.

Typical New Scan Item

WHEN SPIES ACT LIKE TEENAGERS

➢ "U.S. intelligence, struggling with the retirement of its corps of midlevel analysts, is turning to programs familiar to any teenager. The Office of the Director of National Intelligence (ODNI) is building online libraries and launching variations of Wikipedia and MySpace on its intranet to distribute statistic, said Tom Fingar, deputy director of national intelligence for analysis. As baby boomers retire, the analytical work force will lose vast amounts of institutional knowledge and expertise. The expertise shortages are especially acute in science and technology, Africa, Latin America, South Asia and Southeast Asia. But a new generation of analysts in their 20s and 30s, hired after the Sept. 11 attacks, is helping transform U.S. intelligence by devising variations of the online programs they are comfortable with. They're moving away from top-down management reviews of intelligence statistic, and toward peer reviews like that of a wiki environment. One insider called it "management from below." To plug gaps in languages, cultural skills and scientific knowledge, agencies are relaxing long-held security rules that discourage the hiring of immigrants and their children. "That's a talent pool we've taken for granted," said a ODNI spokesman. "They may not walk in the door a finished analytic product, but they may start out further along than someone fresh off a college campus."

➢ (Defense News 7 May 2007)
<http://www.defensenews.com/story.php?F=2733832&C=america>

Demographics and Generations in the News Scan

➢ Hypothesis:

- If the demographic changes and generation cycles are real, then, we should see *some references to them or their implications* appearing in the News Scan.
  - From demographics, we should see references to
    - *Diversity*
  - From the generations work, we should see references to:
    - Millennials and their:
      - *A powerful instinct for community*
      - *Affinity for collective action / teaming*
      - *Attracted to global utopia ideologies*

Most Populated Items

The Category Items below represent 50% of the categories in the New Scan, but 77% of the total items

Category Items	Items	Category Items	Items
input sensing technology	12	leadership actions	5
creativity – requires diversity	11	military technology	5
sensing software	9	outsource diversity	5
social networking - web 2.0	9	photographic technology	5
design as a discipline	8	R&D approaches	5
materials technology	7	advertising trends	4
web 3.0 +	7	cell persona for users	4
creativity - actions	6	healthcare technology	4
eco transformation leadership	6	learning & education	4
output sensing devices	6	R&D organization	4

The items highlighted in green show the items that appear to be directly impacted by the Millennials on the News Scan results

Topic Analysis

Items as viewed by *topic* rather than *category*

Topics	# of Items	# of Total	Seen in prior assessments	New in this assessment
diversity (desired/required)	31	19%	no	**new**
creativity (team focus)	22	13%	some	more
leadership & actions	22	13%	yes	
technology, sensing	21	13%	yes	more
technology, other	20	12%	yes	
the web	16	10%	yes	
software technology	13	8%	yes	
Research & Development	12	7%	some	more
design (diversity / team focus)	8	5%	no	**new**
Jobs	2	1%	yes	
Millennials	1	<1%	no	**new**
Other (18 categories)	38	24%	many	

The new / expanded categories were impacted by Millennial needs

The Millennial News Scan Item

MENTORING MILLENNIALS*

Barbara Kunkel, CIO of national law firm Nixon Peabody, says she's learned a lot about mentoring Next-Gen workers through her experience with summer interns.

First of all, to connect with and nurture these independent-minded types

➢ It's important to provide a structured work environment that

➢ Clearly link the ... (millennial's) ... assignments to the overall objectives of the organization and

➢ Reinforces the idea that work matters.

➢ If possible, encourage team work rather than independent labor.

➢ And requiring younger workers to think creatively makes the work much more personally rewarding.

➢ By all means provide feedback – Millennials thirst for personal interactions and a social environment that

➢ Fulfills their need for a continuous, open dialogue.

Kunkel sums it up this way: "Relationship building is everything."

(CIO 3 Jan 2007) http://www.cio.com.au/pp.php?id=457796608&pp=1&eid=-154

* Bulleting added

Thank you for having me in this discussion of Generational futures

Stephen Troutman
Futurist

Minnesota Futurists
www.mnfuturists.org

World Future Society
www.wfs.org

Stephen Troutman
s.troutman@alumni.usc.edu
507 250 1611 cell
3210 Hill Court SW
Rochester MN 55902