

# Engaging the Emerging Workforce

*A presentation by*

Maryann Billington

November 1, 2006

Synopsis by Rod Cox

---

What is going on in our workplaces? Global dynamics – worldwide studies of the future workforce and ongoing dialogue – show that many managers are marching their companies straight off a demographic cliff.

*“In the past few years, companies have been so focused on downsizing to contain costs that they’ve largely neglected a looming threat to their competitiveness: a severe shortage of talented workers. The general population is aging and, with it, the labor pool. People are living longer, healthier lives and the birthrate is at a historic low. While the ranks of the youngest workers (ages 16 to 24-years-old) are growing 15% this decade as baby boomers’ children enter the workforce, the 25 to 34-year-old segment is growing at just half that rate, and the workforce population between the ages of 35 and 44 – the prime executive-development years – is actually declining.” (Harvard Business Review 2004)*

At the same time the workforce is aging and depleting, it is becoming increasingly diverse with an unprecedented mix of ages and attitudes. These demographics – and others – set the stage for one of today’s most vexing leadership problems: how to engage a wildly diverse workforce.

In this Executive Forum presentation, Maryann Billington makes a return visit to help us understand the new workforce; and more important, how to retain them by actively taking into consideration their unique needs and expectations. She focuses on:

- Identifying the emerging workforce
- Identifying the process of engagement
- Discussing the implications for leaders and managers
- And providing checklists to help identify potential problems and opportunities

**Note:** For additional contextual information, please refer to Executive Forum’s *Management Forum Series* archives. ([www.executiveforum.com](http://www.executiveforum.com) > Management Forum Series > Series Archives) On 2/15/2005, Maryann Billington presented: *“Coming of Age”*, an in-depth discussion of the age-related shortages of labor and skills. And on 10/04/2006, Jennifer James presented : *“Becoming an Adaptive Leader.”*

**Note:** See Page 11 for Billington’s extensive list of resource citations and acknowledgements.

---

**Maryann G. Billington** is Senior Vice President for the Professional Development Group at Lore International Institute. She is a certified executive coach and performance architect with extensive experience in business, corporate learning, and education. She has been a CEO, consultant, executive coach, college dean, author and corporate training manager. Her BA in Economics and Political Science is from Boston College and her MBA is from Northeastern University.

Billington is a particularly engaging and interactive presenter. She speaks worldwide on global workforce strategies, organizational transformation, strategic implementation of technology and change management, as well as improvement strategies such as Six Sigma and Lean.

---

**Members may copy for internal training use only. All other rights withheld.**

***“The essence of the beautiful is unity in variety.”***

W. Somerset Maugham

---

---

**Members may copy for internal training use only. All other rights withheld.**

*The 27<sup>th</sup> Management Forum Series* • © Executive Forum • [www.executiveforum.com](http://www.executiveforum.com) • Page 2

The dynamics of today’s emerging workforce are unlike anything previously seen, and the leadership implications are profound. These characteristics are the same throughout the world except for developing nations where life spans are very short.

**Today’s work force is characterized by:**

- |                             |                              |                               |                               |
|-----------------------------|------------------------------|-------------------------------|-------------------------------|
| • aging                     | • multiculturalism           | • differing values            | • multilingualism             |
| • higher expectations       | • need for motivators        | • mega-corporations           | • generation gap              |
| • younger, higher education | • non-traditional approaches | • ethnic and gender diversity | • more retirees than entrants |
| • difficulty in recruiting  | • a technical approach       | • non-traditional hours       |                               |



**. . . . . that create tensions and differences around:**

- |                          |                                 |                              |                  |
|--------------------------|---------------------------------|------------------------------|------------------|
| • ideals                 | • new entrant turnover          | • expectations               | • globalization  |
| • loyalty                | • age                           | • culture                    | • pace of change |
| • work ethics and values | • transitions in global economy | • how and where work is done |                  |



**. . . . . and will change the workforce makeup during the next five years, making it:**

- |                                    |  |   |
|------------------------------------|--|---|
| • younger                          | • more mobile                          | • impatient, yet flexible                             |
| • technically driven               | • having diverse high technical skills | • less tolerant of bureaucracy                        |
| • change in leadership expectation | • integrated with 60-70s and younger   | • open to continued retirement and delayed retirement |

In the U.S., projected workforce growth by age segment will change radically during the next 15 years:

Age of Workers	Year 2010	Year 2020
16-24	15%	8%
25-34	8%	7%
35-44	- 10%	- 10%
45-54	21%	3%
55-64	52%	73%
65+	30%	56%

**Members may copy for internal training use only. All other rights withheld.**

***“The essence of the beautiful is unity in variety.”***

W. Somerset Maugham

---

---

**Members may copy for internal training use only. All other rights withheld.**

*The 27<sup>th</sup> Management Forum Series* • © Executive Forum • [www.executiveforum.com](http://www.executiveforum.com) • Page 4

Expanding our geographic view, the current percent of workforce population aged 60+ is, except for western Europe, not quite 20%. By 2025 -- less than two decades from now -- nearly all of the Northern Hemisphere as well as Australia and a few other countries will have workforce populations in which more than 20% of the people are older than 60. The business and social implications are staggering.

Driving this dramatic shift are several worldwide factors which profoundly change the shape of things:

- Life expectancy boom; more people are living longer
- Decreasing fertility rates; average births per family are approximately half what they were 40 years ago
- Baby Boom bubble; people in this group are now in their 50s and early 60s
- Retirement trends; more people are electing to continue working and not retire
- Immigration flows; very hard to map and very persistent as workers follow the “good life”
- Competition for talented workforce; in many cases the talent resides in older workers
- Alternative sourcing; work often leaps across traditional geographic boundaries

The old U.S. work design – used to compute insurance, retirement and social security benefits – was for workers to increase their contribution and income in a fairly steady ramp beginning in their 20s and ending in their 50s or 60s, followed by a short retirement and death. Because this is no longer a realistic model, organizations (i.e., General Motors, Social Security) are staggering under unexpected relevant expenses that have the potential to cause their own demise.

Hence, the world is thinking about a new work design shaped something like a camel: low initial contribution and income for worker entrants in their career development stage, ramping up to peak contribution and income in their 50s, and then declining gradually into a career deceleration phase that may last well into their 80s.

Another design is fast emerging: a first career that ramps up to peak contribution and income in employees’ 50s (\$\$\$), a stair-step down into a second career in their 60s (fulfillment) and yet another stair-step down into a third career (enjoyment) in their 70s and 80s.

In this “new workforce world,” a leader has to be on top of several demographics because the interests, work habits, expectations, etc. of each group are distinctly different.

Age spread	20s - 30s	30s - 50s	55+
<b>Aliases</b>	Gen X, Gen Y, Nexters, Millennials	Baby Boomers, GenX	Traditionalists, Matures, Older, Veterans, Silent
<b>Characterized by:</b>	Diversity, on their own, lots of “friends”	Children of causes and revolution	Homogeneous families and neighbors
<b>Traits</b>	<ul style="list-style-type: none"> <li>• ethnically diverse</li> <li>• rule morphers</li> <li>• technologically proficient</li> <li>• bricolage-ers (repurposing things)</li> <li>• digitally produced music</li> <li>• multi-taskers in function and thinking</li> <li>• won't inherit wealth</li> <li>• car: small, interesting</li> </ul>	<ul style="list-style-type: none"> <li>• idealistic and cause oriented</li> <li>• anti-authoritarian</li> <li>• self-reliant and metric centric</li> <li>• support social causes</li> <li>• want to make a different world</li> <li>• spend their \$\$ on themselves</li> <li>• car: showy, sporty</li> </ul>	<ul style="list-style-type: none"> <li>• trust authority</li> <li>• rule makers</li> <li>• materialistic</li> <li>• ethno-centric</li> <li>• belief in institutions and government</li> <li>• money savers</li> <li>• car: traditional Big-3</li> </ul>

**Members may copy for internal training use only. All other rights withheld.**

***“The essence of the beautiful is unity in variety.”***

W. Somerset Maugham

---

---

**Members may copy for internal training use only. All other rights withheld.**

*The 27<sup>th</sup> Management Forum Series* • © Executive Forum • [www.executiveforum.com](http://www.executiveforum.com) • Page 6

## Multi-Culturalism

*“Cultural diversity is the variety of human societies or cultures in a specific region. Cultural identity is the feeling of identity with a group or culture.”* Cultural ingredients – birth origin, ethnicity, race, education, neighborhood, community, religion, family, self-concept, politics and workplace – shape or influence values, practices, beliefs, perceptions, communication, character, demeanor, pace self-image, behaviors and choices. These define how people operate and vary from culture to culture.

*“Cultural differences affect the way we manage, make decisions, solve problems, communicate and collaborate. They affect face-to-face interactions, direct or indirect reporting relationships, customer contacts, the makeup and working of teams, and the focus of measures.”*

In practice, cultural differences have a huge influence on how we think, our view of competitiveness, the importance of individualism, how we view and execute power, our need for space/distance, the importance of time, what is considered appropriate action, how we communicate, our relationship with the environment, and our need or aversion to structure.

As a leader, do you know how these affect the workplace? What is blended or going away? What can you do about it? Consider the effect of cultural influences on how one handles these tricky situations:

	United States	China	France
<b>Telling an employee she/he is fired</b>	<ul style="list-style-type: none"> <li>• direct, often cold, brief</li> <li>• not a lot of disclosure</li> <li>• at will</li> </ul>	<ul style="list-style-type: none"> <li>• direct but cordial and respectful</li> <li>• natural concern for the individual</li> </ul>	<ul style="list-style-type: none"> <li>• very complex</li> <li>• lots of thought and process</li> <li>• non-emotional, practical</li> <li>• lots of rules</li> </ul>
<b>Sharing information with your boss</b>	<ul style="list-style-type: none"> <li>• open, egalitarian</li> </ul>	<ul style="list-style-type: none"> <li>• respect for hierarchy</li> <li>• show it's his information, not yours</li> </ul>	<ul style="list-style-type: none"> <li>• face-to-face, but at a distance</li> </ul>
<b>Accelerating the close of a deal</b>	<ul style="list-style-type: none"> <li>• push hard</li> <li>• deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• formal process</li> <li>• open discussions</li> </ul>	<ul style="list-style-type: none"> <li>• very direct</li> <li>• thorough</li> <li>• whole involvement</li> </ul>

Even closely aligned cultures are nonetheless culturally diverse:

- The U.S. and U.K. both value individuality, but are less aligned on their emphasis of tradition. They clearly view eye contact differently. In the U.S., consistent eye contact during business and social conversations is essential. It shows interest, sincerity and confidence. The same level of eye contact in British (and Asian) conversations would be considered staring. The U.S. and France, countries with an interactive history that stretches back to the 1700s, have quite different views on issues of equality, individualism, gender roles, ambiguity, and what “the future” implies.
- Chinese and Japanese cultures avoid making large hand gestures or pointing, and consider them distracting and offensive. Both cultures consider personal contact with others in public (kissing, hand-holding, hugging) inappropriate. But they differ sharply on issues of equality, ambiguity, gender roles, and individuality.

In many respects, these differences have been so thoroughly imbedded in the cultures that they are now instinctive. Even when someone moves into another culture and attempts to “re-engineer” to fit the new surroundings, the instinctive culture isn’t lost. However, technology – shared information via the internet and other communication methodologies – is changing this so that we are now seeing a much higher level of common behaviors in Generations X and Y.

**Members may copy for internal training use only. All other rights withheld.**

Ethnic diversity is also impacting the U.S. workplace:

	1995 %	2005 %	2020 %	increase/decrease
<b>Whites, non-Hispanic</b>	76	73	68	↓
<b>Hispanic</b>	9	11	14	↑
<b>African American</b>	11	11	11	→
<b>Asian American</b>	4	5	6	↑

So are gender and family dynamics:

<b>Women</b>	46	48	50	↑
<b>Dual-earner families</b>	40	45	60	↑

## Engagement

Companies who once said “this is soft stuff” have found that how they engage people pays off on the bottom line. Of those who have truly engaged their employees, 50% report increases in employee retention and customer satisfaction; 34% show increases in productivity and higher levels of discretionary behavior; 28% tout increases in employee advocacy; 27% have validated greater productivity; and 25% are recording reduced absenteeism.

*“You know your employee is engaged when she/he . . .*

- *is naturally curious about the company and her/his place in it*
- *wants to use own talents and strengths at work every day, matching skills and abilities to the job*
- *works with passion and excitement*
- *drives innovation*
- *wants to know the desired expectations for her/his role in order to exceed them*
- *performs at consistently high levels with commitment to the bottom line*
- *has a visceral connection to the company*
- *exhibits job ownership and pride*
- *seeks training and development“*

But few employees are truly engaged; random samples of the global working population over 18 years of age (studies conducted by Gallup and Towers Perrin) show that only 17-29% of employees are in their engagement “Sweet Spot.” 55-64% are Neutral, and a shocking 16-19% are Bitter. In other words, two out of three employees is not engaged. This data holds true in all age groups and at all pay levels; even more alarming, the Neutrals and Bitters are increasing.

- **By Bitters**, we mean *“employees who are actively disengaged. They’re not just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.”*
- **Neutral employees** *“are essentially ‘checked out’. They’re sleepwalking through their workday, putting time -- but not energy or passion -- into their work.”*
- **Engaged employees** *“work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.”*

**Members may copy for internal training use only. All other rights withheld.**

Consider your own workplace:

	Engaged	Neutral	Bitter
1. Who are they?			
2. Why are they?			
3. What can you do about it?			

The formula for engagement is complex because it covers a lot of things. Everyone has a unique engagement profile made up of lifestyle, nature, values, religion, socioeconomics, personality, circumstances, life stage, race, health and fitness, education, geographic culture, family culture, generation and age, and so forth. In most organizations, the types are relatively evenly distributed.

<b>Entrepreneurs: If it isn't broken, break it</b>	<ul style="list-style-type: none"> <li>• Love their work. Get great personal satisfaction and are energized.</li> <li>• Are creative. Pride and sense of self comes from their work. Prefer independent job offerings and avoid structure, routine and detail.</li> <li>• Are hard-working and self-empowered. Many say they'll never retire.</li> <li>• Are motivated by work that stimulates and enables them to continue to learn and grow. Less motivated by traditional rewards such as vacation or benefits.</li> <li>• Push hard, court risk, expect change.</li> </ul>
<b>Traditionalists: but not necessarily older</b>	<ul style="list-style-type: none"> <li>• Highly reliable, loyal, hard-working team players. Longest average tenure. Love work, work hard.</li> <li>• Stable, secure and fair work environments. See concrete benefits, are less interested in "softer" work benefits. Work with structure and routine; avoid risk and creativity.</li> <li>• Successful in a measured sort of way. High achievers and leaders with above-average incomes.</li> <li>• Family men and women. Often seen in traditional careers such as healthcare, education, manufacturing. Often have traditional education and formal certification.</li> </ul>
<b>Drivers: time clock, faster, faster</b>	<ul style="list-style-type: none"> <li>• Contribute to the organization's success by seeking teamwork and cooperation. Less need for flexible work and vacation.</li> <li>• Capable; often found in experienced manager roles.</li> <li>• Value work that is stimulating and worthwhile.</li> <li>• Prize learning and growth. Value group and on the job training.</li> <li>• Loyal, hard-working, reliable</li> <li>• Strong preference for work environments that are congenial and fun.</li> </ul>
<b>Morphers</b>	<ul style="list-style-type: none"> <li>• Work is about excitement, growth and opportunity. Thrive on exciting work and risk-taking. Confident and willing to re-shape the rules.</li> <li>• Often young. May be restless and prone to turnover. Actively explore career options and new ways of working.</li> <li>• Responsible and independent. Prefer flexible workplaces and schedules. Work on their own terms and pursue interests outside of work. "Own" their career and learning. Avoid work with significant structure and routine; prefer independent work.</li> <li>• Well-education. Drawn to organizations where they can work with other bright</li> </ul>

**Members may copy for internal training use only. All other rights withheld.**

people. Technologically savvy.

<b>Distracted</b>	<ul style="list-style-type: none"> <li>• Work is a source of livelihood but not satisfying. Highly preoccupied outside of work.</li> <li>• Often found in younger to mid-career workforce segment. Many are just starting their careers and families.</li> <li>• Multi-taskers. Stressed from many obligations. Feel pulled in too many directions. Trying to balance their lives. Value work environments that are less stressful and congenial.</li> <li>• Look for employers who can make it easier to cope. Seek more flexible work and learning arrangements. Seek additional pay, vacation and family benefits. Gravitate to work with well-defined routines or flexibility.</li> </ul>
<b>Discontents</b>	<ul style="list-style-type: none"> <li>• Hard to please, but can help you find out what isn't working.</li> <li>• Work is frustrating and annoying. Turned off by the nature of work or by perceived unfairness. Are the least committed and engaged.</li> <li>• Do not describe themselves as high achievers. Gravitate to jobs that are easy to come by. Avoid work with entrepreneurial demands or new learning.</li> <li>• Many feel dead-ended and want to move on. Feel their current organization does not bring out the best in them. May struggle with income and be focused on making ends meet.</li> <li>• Expect a lot. Place high value on compensation and lucrative benefits packages. Want stability and security. Want more recognition and reward.</li> </ul>

Regardless of profile, more than 70% of workers say their work relationships:

- **should include** honesty, fairness, trust, respect, dependability, collaboration, genuineness, appreciation and responsiveness.
- **should not include** idle chit-chat, an expectation of personal friendships, “gushing” loving care, an expectation of emotional support, artificial cheerfulness, and humor in the form of jokes.

From a gender point of view, men list (in order of importance) shared interests, companionship, unconditional acceptance, and availability. The list for women is significantly different: courtesy and consideration, feeling valued and respected, rewards and recognition, respect for space, being listened to.

Age adds still another layer of complexity in working relationships. Different ages tend to want different things as listed here from most important to least important. (Note, however, that these rankings are at the top of a long list: even Item #5 is important, but not as important as the four that precede it.)

20s	30s	40s	50s	60s
1. Respect	1. Fairness	1. Fairness	1. Fairness	1. Fairness
2. Dependability	2. Respect	2. Respect	2. Respect	2. Dependability
3. Fairness	3. Constructive Feedback	3. Constructive Feedback	3. Feeling Heard	3. Genuineness
4. Feeling Heard, Constructive Feedback	4. Mentoring	4. Dependability	4. Dependability	4. Feeling Heard, Constructive Feedback
5. Responsiveness	5. Genuineness, Dependability	5. Feeling Heard	5. Genuineness	5. Respect

**Members may copy for internal training use only. All other rights withheld.**

## Implications

*It's Friday afternoon and a group of employees are finishing up a meeting. "Wait a minute, Cynthia. Where are you going?" a 50-year-old says, looking up from his desk. "You're not leaving, are you? It's only 3:00. We don't close until 5:30." "My kids have soccer games on Fridays, John, and I want to be there," the 33-year-old new staffer responds. "This was the arrangement I asked for when I signed on, this is what Jeff agreed to. I negotiated for that I need." "That's not fair," chimes in a 59-year-old. "I've been here 15 years and I can't just up and leave." "What's not fair," a 21-year-old counters, "is treating everyone the same when we all produce results at a different pace. If I can reach my goals in two days and it takes you three, why should I have to put in more time? I should have Friday's off."*

If you were the manager, how would you clear the air with your team on Monday morning and get them back on track, working collaboratively? There used to be a single answer, typically strict and applicable to all, but how do you handle it now? Consider implementing these key factors:

- Know your workforce thoroughly
- Understand how to work with and energize their uniquenesses
- Find new connections to link diverse employee segments
- Diversify the sources of labor and skills
- Retire "retirement" as it was known in the past
- Eliminate age biases in language and practice
- Change the management styles of leaders who are getting in the way
- Plan for variable work arrangements
- Know and target "what people want"
- Speak the "languages" of your diverse workforce

## Checklists

**A. Bridge The Gap By Promoting Understanding And Harmony.** Be aware of the differences, appreciate the capabilities and strengths, and manage the capabilities.

<b>Boomers</b> <ul style="list-style-type: none"><li>• Show respect</li><li>• Have personal conversations</li><li>• Play their games</li><li>• Know their history</li></ul>	<b>Traditionalists</b> <ul style="list-style-type: none"><li>• Honor the chain of command</li><li>• Offer job security</li><li>• Value their experience</li><li>• Appreciate their dedication</li></ul>
<b>GenXers</b> <ul style="list-style-type: none"><li>• Get to the point</li><li>• Use email</li><li>• Give them space</li><li>• Forget dues paying</li><li>• Lighten up</li></ul>	<b>Millennials</b> <ul style="list-style-type: none"><li>• Challenge them</li><li>• Ask their opinion</li><li>• Find them a mentor</li><li>• Provide feedback</li></ul>

**Members may copy for internal training use only. All other rights withheld.**

**B. Create Globalization By Acting Like A Global Leader**

- Encourage cultural diversity: celebrations, flexibility
- Integrate global and local needs: pay attention to schedules, language, training
- Build global networks: make communication globally sensitive
- Develop global leaders around global competencies
- Staff globally: have locations and staff around the world
- Use enterprise technology to create a worldwide system
- Serve as a global role model for learning and development: make actions and initiatives visible

**C. Align Management Styles By Using Multiple Styles Adapted To The Person And The Situation**

- Catalyst – Help others succeed on their own
- Mentor – Model and guide
- Accountant – Track and hold accountable
- Coach – Offer sideline perspective
- Counselor – Cultivate and help
- Dictator – Set expectations and demand results
- Parent – Nurture and take personal interest

**D. Customize Compensation By Paying Attention to What People Want**

- GenY – Little interest in the old deal or its pension plan. Want time off for other pursuits.
- GenX – Need childcare and family healthcare benefits. Want wealth accumulation. Want time off for family.
- Boomers – Want age-relevant healthcare and insurance benefits; some need childcare, some eldercare, some both. Want time off for family and other pursuits.
- Mature – Want age-relevant healthcare and insurance benefits. Want time off for other pursuits. Want to have option to continue working.

**E. Retire Retirement By Throwing Out the Old Retirement Model**

- Retain and recruit older workers
- Eliminate age biases
- Think in terms of flexible retirement
- Address pensions and benefits complications
- Invest in retraining and life-long learning
- Leverage knowledge and experience
- Brand your company as older-worker friendly

**F. Give People What People Want**

- Treat employees like human beings and with respect
- Promote people skills and develop positive interpersonal behaviors
- Know your employees’ motivators and de-motivators
- Build manager-employee relationships
- Develop a climate of honesty, fairness and trust. Invite ideas and keep secrets
- Be accessible and bare your humility. Truly care and pay attention

**G. Gear The Communication Language And Imagery To Each Generation**

- Seize informal times and set formal times
- Publicize accomplishments
- Establish unique subject lines
- Encourage requests for help
- Create a data base of experts
- Develop a share notes system
- Evaluate team and individual effectiveness
- Create conflict resolution processes
- Host innovation summits and action-packed meetings
- Create environment that encourages kindness, courtesy and respect.

**Key questions for workplace variety and engagement**

<b>Employer</b>	<b>Employee</b>
<ul style="list-style-type: none"><li>• What is the mix in our workplace”</li><li>• What are the preconceived notions?</li><li>• How do we bridge the gap and leverage the talents, participate, lead and manage; form teams and groups; design work and assign projects and roles</li><li>• What is our HR mandate? How should it change?</li><li>• What is the Executive agenda? How does it reflect the workforce agenda? What should change?</li><li>• How should we prepare leaders and managers?</li><li>• How can we make our boards and executive teams more diverse?</li></ul>	<ul style="list-style-type: none"><li>• What were my expectations about career and a work life? How have they changed?</li><li>• What are my engagement needs? How can I benefit from the other generational values?</li><li>• What could I do differently? Do I scan the environment for changes?</li><li>• How do I translate this knowledge into my career decisions and personal development?</li><li>• What capabilities do I need?</li><li>• What are my biases?</li><li>• How do I serve as a role model?</li></ul>

***“The real voyage of discovery consists not in seeing new landscapes, but in having new eyes.”*** Marcel Proust

***“People will never forget how you made them feel.”*** Maya Angelou

## Citations and Resources

Information and data used throughout this workshop/presentation are collected from various sources. Maryann’s work cites and draws from:

- US Census Bureau
- US Bureau of Labor Statistics
- Rainmaker Estimates
- *Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace* by Ron Zemke, Claire Raines, Bob Filipczak
- *Age Wave* by Ken Dychtwald
- *What People Want* by Terry Bacon
- *Workforce Crisis* by Ken Dychtwald, Tamara Erickson & Robert Morison
- *Becoming an Adaptive Leader* by Jennifer James
- 2004 National Study on Workforce Engagement, Performance Assessment Network And Workforce Performance
- The Gallup Organization
- Towers Perrin
- *People* by Stephanie Glidden
- Mayo Clinic
- Harvard Business Review
- *It’s Time to Retire Retirement*, HBR
- [www.cbsnews.com/60minutes](http://www.cbsnews.com/60minutes)
- [www.cbsnews.com](http://www.cbsnews.com)
- US Army
- Associated Press