

THE TALENT SHIFT:

Leading in the Age of Workforce Disruption

Alexis Li

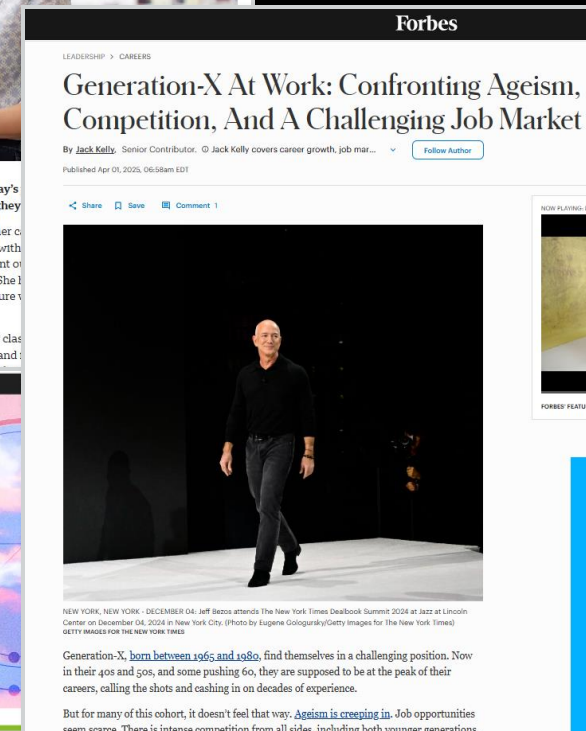
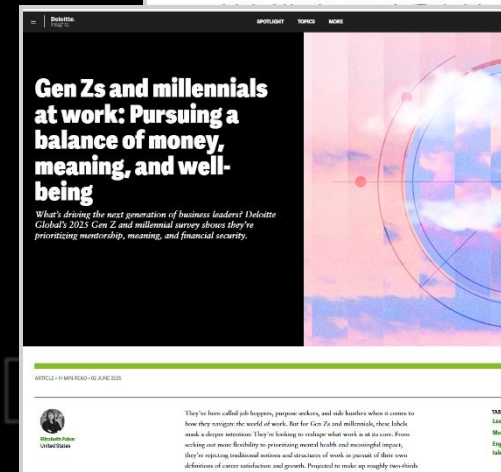
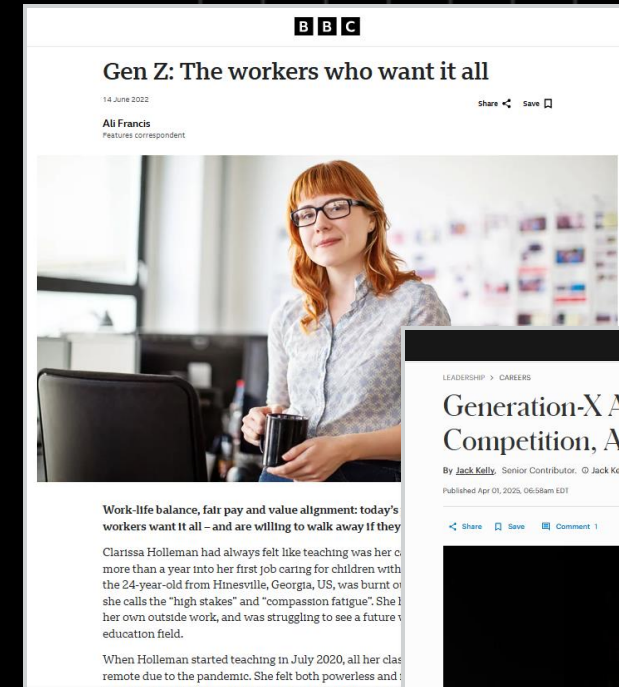
SENIOR WORKPLACE STRATEGIST, GALLUP

Brian Waldron

PRESIDENT & CEO, DORT FINANCIAL CREDIT UNION

“For the first time in history, many workplaces span **six generations**: from the octogenarians of the Silent Generation who are still working — and in many cases still holding onto key global leadership roles — to the teenagers of the emerging Generation Alpha who are eagerly pursuing their first summer jobs and high school internships.”

Nicholas Pearce, *Harvard Business Review*



Which Generation Have You Heard **This** About?

**“They always
want feedback
and affirmation!”**

Generation	Age range (years)	Birth year range
Silent Generation	79 and older	Before 1946
Baby Boomers	60-78	1946-1964
Generation X	45-59	1965-1979
Millennials	28-44	1980-1996
Generation Z	12-27	1997-2012
Generation Alpha	11 and younger	2013-present

Which Generation Have You Heard **This** About?

“They just don’t have the same work ethic...”

Generation	Age range (years)	Birth year range
Silent Generation	79 and older	Before 1946
Baby Boomers	60-78	1946-1964
Generation X	45-59	1965-1979
Millennials	28-44	1980-1996
Generation Z	12-27	1997-2012
Generation Alpha	11 and younger	2013-present

Which Generation Have You Heard **This** About?

“They are stuck in their ways — resistant to change.”

Generation	Age range (years)	Birth year range
Silent Generation	79 and older	Before 1946
Baby Boomers	60-78	1946-1964
Generation X	45-59	1965-1979
Millennials	28-44	1980-1996
Generation Z	12-27	1997-2012
Generation Alpha	11 and younger	2013-present

Which Generation Have You Heard **This** About?

**“They are
hesitant to take
on leadership
roles.”**

Generation	Age range (years)	Birth year range
Silent Generation	79 and older	Before 1946
Baby Boomers	60-78	1946-1964
Generation X	45-59	1965-1979
Millennials	28-44	1980-1996
Generation Z	12-27	1997-2012
Generation Alpha	11 and younger	2013-present

Myth No. 1

Each generation wants wildly different things at work.

Top 5 Most Desired Job Attributes for Each Generation

Generation Z (Born 1997 or After)	Millennials (Born 1980-1996)	Generation X (Born 1965-1979)	Baby Boomers (Born 1946-1964)
Work-life balance and wellbeing	Work-life balance and wellbeing	Work-life balance and wellbeing	Allows me to do what I do best
Income and benefits	Income and benefits	Job stability and security	Work-life balance and wellbeing
Job stability and security	Job stability and security	Income and benefits	Organization has a great reputation or brand
Allows me to do what I do best	Allows me to do what I do best	Allows me to do what I do best	Job stability and security
Accelerates my professional or career development	Move away from a bad manager or leader	Organization has a great reputation or brand	Income and benefits

WF Q4 2024, U.S. Employees
Employees must have been working at their job at least three months to be included.

Top 5 Most Desired Job Attributes for Each Generation

Generation Z (Born 1997 or After)	Millennials (Born 1980-1996)	Generation X (Born 1965-1979)	Baby Boomers (Born 1946-1964)
Work-life balance and wellbeing	Work-life balance and wellbeing	Work-life balance and wellbeing	Allows me to do what I do best
Income and benefits	Income and benefits	Job stability and security	Work-life balance and wellbeing
Job stability and security	Job stability and security	Income and benefits	Organization has a great reputation or brand
Allows me to do what I do best	Allows me to do what I do best	Allows me to do what I do best	Job stability and security
Accelerates my professional or career development	Move away from a bad manager or leader	Organization has a great reputation or brand	Income and benefits

WF Q4 2024, U.S. Employees
Employees must have been working at their job at least three months to be included.

Top 5 Most Desired Job Attributes for Each Generation

Generation Z (Born 1997 or After)	Millennials (Born 1980-1996)	Generation X (Born 1965-1979)	Baby Boomers (Born 1946-1964)
Work-life balance and wellbeing	Work-life balance and wellbeing	Work-life balance and wellbeing	Allows me to do what I do best
Income and benefits	Income and benefits	Job stability and security	Work-life balance and wellbeing
Job stability and security	Job stability and security	Income and benefits	Organization has a great reputation or brand
Allows me to do what I do best	Allows me to do what I do best	Allows me to do what I do best	Job stability and security
Accelerates my professional or career development	Move away from a bad manager or leader	Organization has a great reputation or brand	Income and benefits

WF Q4 2024, U.S. Employees
Employees must have been working at their job at least three months to be included.

Top 5 Most Desired Job Attributes for Each Generation

Generation Z (Born 1997 or After)	Millennials (Born 1980-1996)	Generation X (Born 1965-1979)	Baby Boomers (Born 1946-1964)
Work-life balance and wellbeing	Work-life balance and wellbeing	Work-life balance and wellbeing	Allows me to do what I do best
Income and benefits	Income and benefits	Job stability and security	Work-life balance and wellbeing
Job stability and security	Job stability and security	Income and benefits	Organization has a great reputation or brand
Allows me to do what I do best	Allows me to do what I do best	Allows me to do what I do best	Job stability and security
Accelerates my professional or career development	Move away from a bad manager or leader	Organization has a great reputation or brand	Income and benefits

WF Q4 2024, U.S. Employees
Employees must have been working at their job at least three months to be included.

Top 5 Most Desired Job Attributes for Each Generation

Generation Z (Born 1997 or After)	Millennials (Born 1980-1996)	Generation X (Born 1965-1979)	Baby Boomers (Born 1946-1964)
Work-life balance and wellbeing	Work-life balance and wellbeing	Work-life balance and wellbeing	Allows me to do what I do best
Income and benefits	Income and benefits	Job stability and security	Work-life balance and wellbeing
Job stability and security	Job stability and security	Income and benefits	Organization has a great reputation or brand
Allows me to do what I do best	Allows me to do what I do best	Allows me to do what I do best	Job stability and security
Accelerates my professional or career development	Move away from a bad manager or leader	Organization has a great reputation or brand	Income and benefits

WF Q4 2024, U.S. Employees
Employees must have been working at their job at least three months to be included.

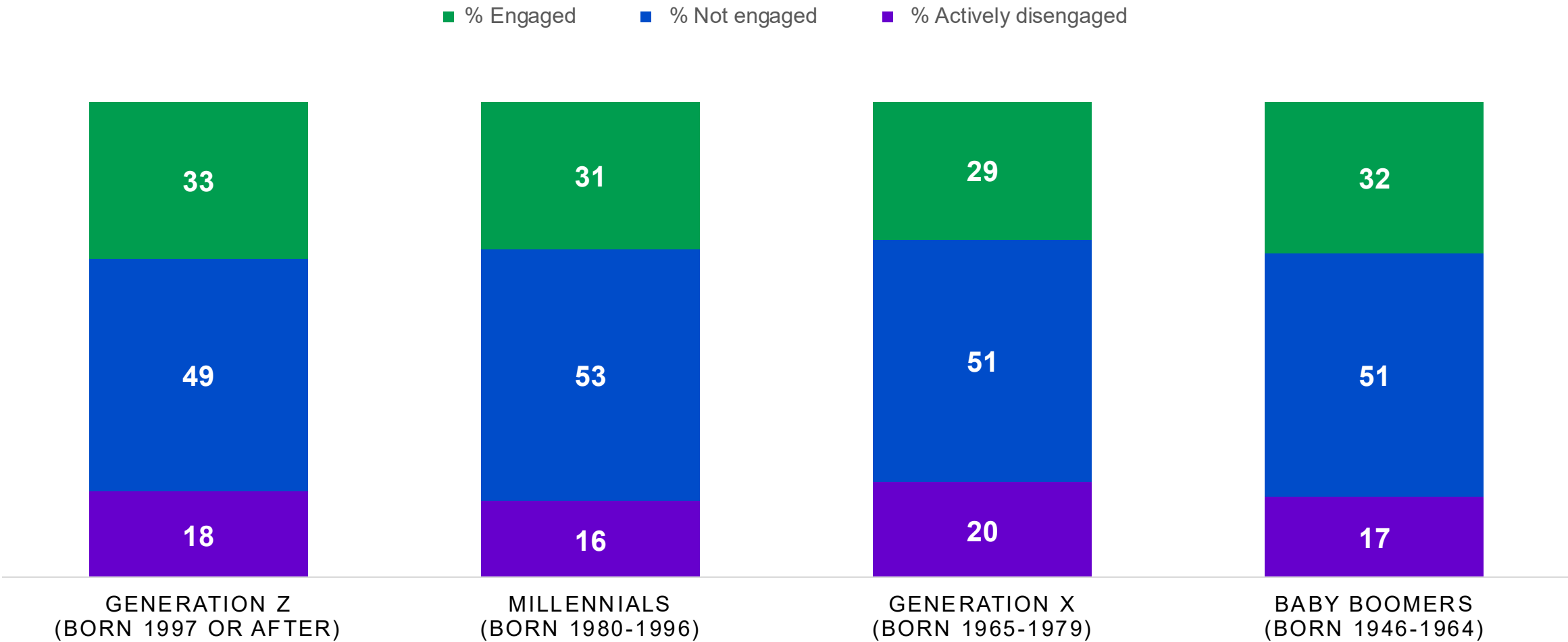
Myth No. 2

Each generation experiences work very differently.

EMPLOYEE ENGAGEMENT

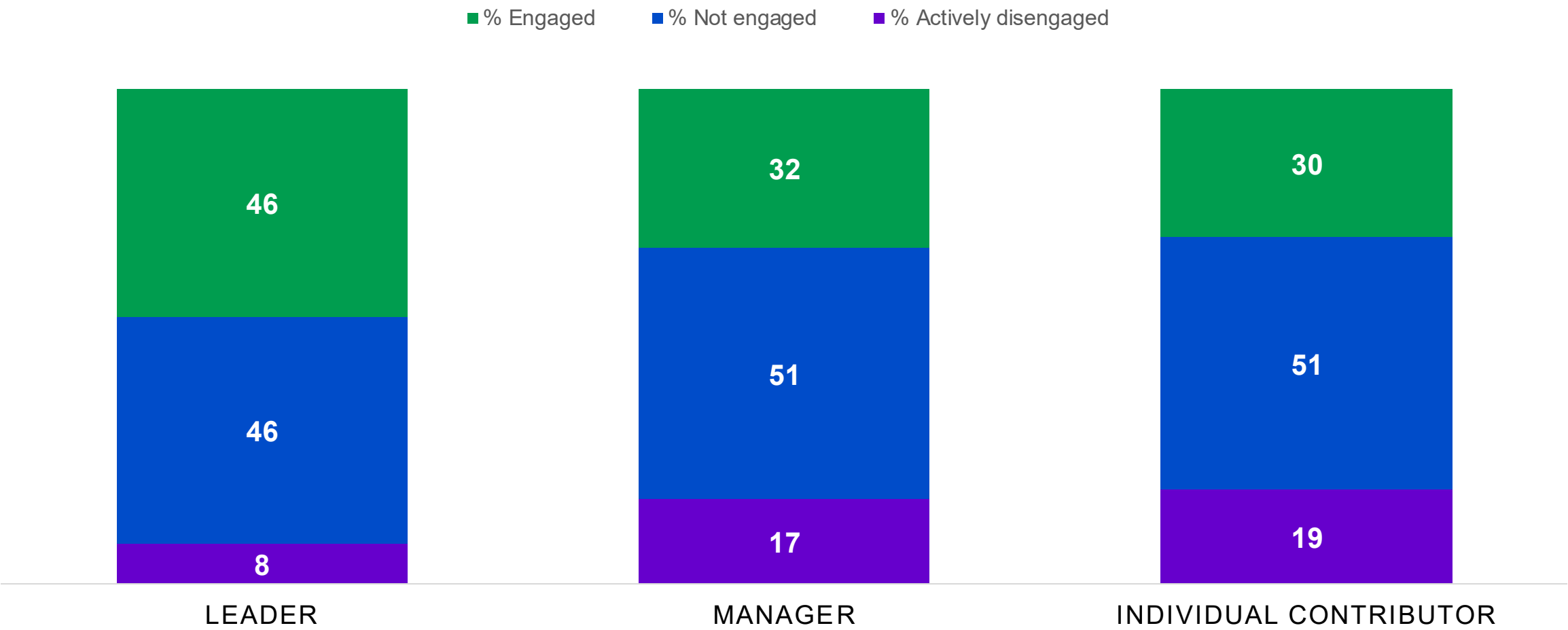
the emotional spark that inspires people to give their best, go beyond what's required and help their organization achieve extraordinary results

Employee Engagement Across Generations Is Similar



WF Q1 2025, U.S. Employees; Gen Z MOE: ±4 points, Millennials MOE: ±2 points, Gen X MOE: ±2 points, Baby Boomers MOE: ±2 points

Employee Engagement by Level Varies More



WF Q1 2025, U.S. Employees; Leader MOE: ±4 points, Manager MOE: ±3 points, Individual Contributor MOE: ±1 point

Life Stages Shape Needs, Motivations and Engagement Drivers

MEET JORDAN — AGE: 38

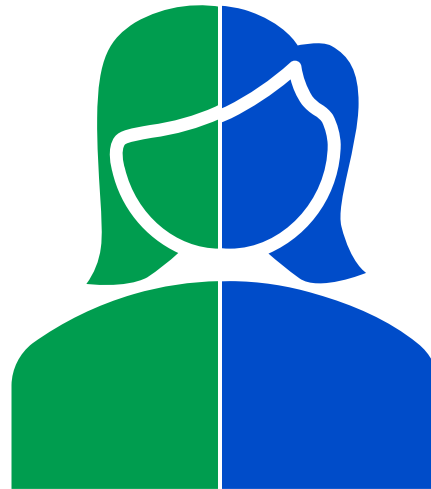
Current Job: Senior product manager

Life Stage: Two kids under five, aging parent with early onset dementia, mortgage, car loans

Work Reality: Needs stability, flexible hours and a manager who respects boundaries

What Fuels Engagement: A trusting manager who gives her the freedom to deliver high quality, but with flexibility

What Provokes Disengagement: After hours demands, meetings or social events



MEET BAILEY — AGE: 37

Current Job: Shifting careers — moving from hospitality to UX design

Life Stage: No kids, renting, prioritizes travel whenever possible

Work Reality: Needs mentorship and a manager who sees potential and challenges her

What Fuels Engagement: A manager who takes time to coach, invites her into strategic work and asks for her input

What Provokes Disengagement: Being underestimated or overlooked



So what **is actually shifting?**

**What do you believe is changing in
the workforce?**

What's staying the same?



Current Challenges Affecting the Workplace



Talent Volatility

51%

of employees are either watching for or actively searching for a new job



Consumer Expectations

71%

of employees attribute changes in consumer expectations to more demanding consumers



Economic Challenges

53%

of U.S. adults say their financial situation is getting worse



Relentless Disruption

73%

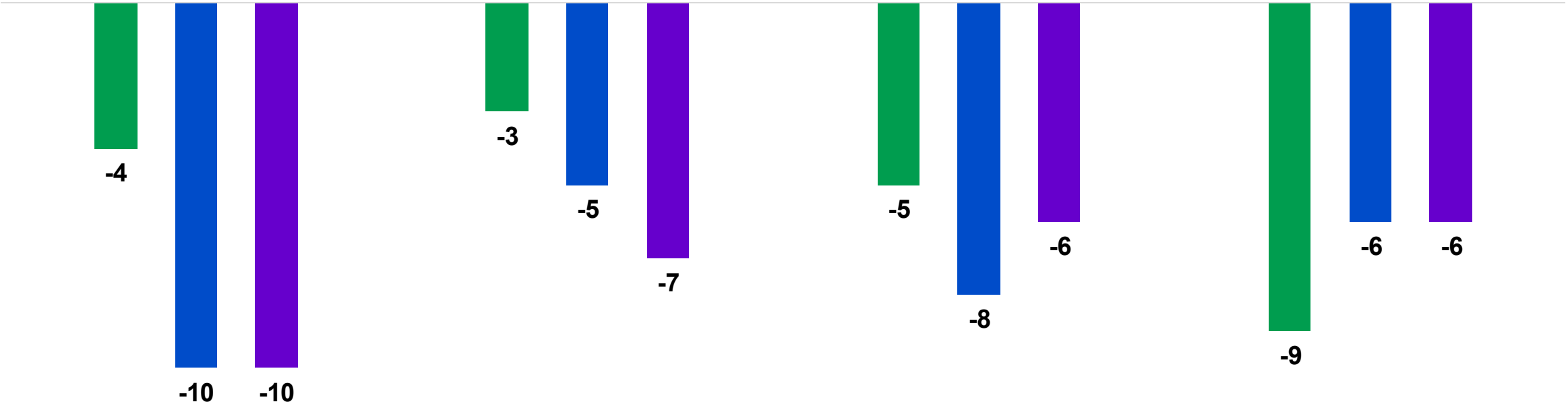
of employees say their organization has experienced some level of disruptive change in the past year

Core Needs Are Not Being Met at All Levels

Engagement Driver Item Changes, Pre-Pandemic 2019 to Q1 2025

Percentage-Point Changes for % Strongly Agree

■ Leader ■ Manager ■ Individual contributor



I KNOW WHAT IS EXPECTED OF ME AT WORK.

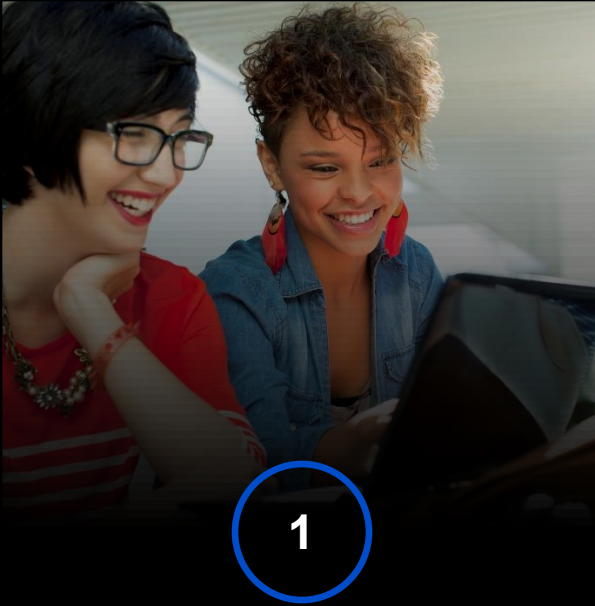
MY SUPERVISOR, OR SOMEONE AT WORK, SEEMS TO CARE ABOUT ME AS A PERSON.

THE MISSION OR PURPOSE OF MY COMPANY MAKES ME FEEL MY JOB IS IMPORTANT.

THIS LAST YEAR, I HAVE HAD OPPORTUNITIES AT WORK TO LEARN AND GROW.

WF 2019 and Q1 2025, U.S. Employees

Implications for People Leaders



Create **connection** that reinforces wellbeing



Invest in **growth and development** through coaching



Inspire commitment through **mission and purpose**

Bringing Wellbeing Through Connection to Life

1

Equip Your Managers

Create the expectation that all managers should know their people through meaningful, regular connections.

2

Align Talents to Work

Utilize tools like CliftonStrengths® to accelerate the understanding of how unique each team member is and how they feel most fulfilled.

3

Create a Holistic Listening Strategy

Combine engagement data, exit interviews, stay interviews, open forums and informal check-ins to understand the lived experience of your people.

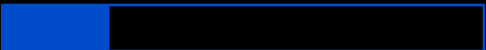
Wellbeing Does Affect Consumer Experience



65%

of CHROs strongly agree
their organization cares
about wellbeing

vs.



22%

of employees strongly agree
their organization cares about
their wellbeing

When employees strongly agree their organization cares about their wellbeing, they are...

4.7x

AS LIKELY
to agree their organization
always delivers on the
promise made to customers

4.1x

AS LIKELY
to say coworkers do what is
right for customers

5.7x

AS LIKELY
to agree that leadership
makes the best decisions
for customers

2.7x

AS LIKELY
to feel great responsibility for
the quality of products and
services customers receive

Q1 2022, Gallup CHRO Roundtable study, n=75
WF Q2 2025, U.S. Employees MOE: ±1 point

Analysis based on Q1 2025

Investing in Growth and Development

1

Focus on Fueling, Not Fixing

Equip managers to hold regular development-oriented conversations that propel growth: “What’s one skill, capability or behavior you want to strengthen this quarter?”

2

Coach Constantly

Build a culture where feedback — both positive and constructive — is expected. Brief, meaningful input creates consistent improvement: “Here’s what I noticed about how you handled that.”

3

Build Mentorship Programs

Pair employees with different life and career experiences to learn from one another, particularly regarding technology, social media, leadership and consumer experience.

Focusing on Growth and Development Is Critical for Retention — And Succession

Employees who strongly agree...

“My manager is
invested in my continued
development”

are

2.7x

as likely

“I have a clear
understanding of
the gaps between my
current knowledge and
skills and those required
for me to advance in my
organization”

are

3.1x

as likely

“I have a clear
understanding of the
jobs or positions that I
can advance to at my
current organization”

are

2.9x

as likely

...to strongly agree they have the skills to be exceptional at a future role they want.

WF Q4 2024, U.S. Employees

Inspiring Through Mission and Purpose

1

Amplify Mission Impact

Recognize contributions for how they advanced the mission, not just the metric. Celebrate “how we helped the member,” not just “how many accounts we opened.”

2

Recognize Member-Centric Behavior

Celebrate contributions not just for performance — but for how employees advance the mission. Recognition programs should explicitly call out impact on member wellbeing, financial security or trust.

3

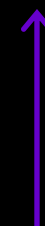
Listen to Your Members

Build a feedback loop where Voice of Member insights aren’t just used for operational decisions — but also shared with internal teams to show impact.

THE MISSION OR PURPOSE OF MY ORGANIZATION MAKES ME FEEL MY JOB IS IMPORTANT.

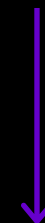
Globally, **4 in 10** employees strongly agree with this statement.

By doubling that ratio, organizations could realize:



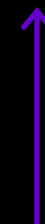
15%

improvement in productivity



32%

reduction in turnover



46%

improvement in employee wellbeing

Source: *The Relationship Between Engagement at Work and Organizational Outcomes: Q¹² Meta-Analysis: 11th Edition, Item Analysis*



What **will you do differently as you
lead your workforce into the future?**

Questions?



Alexis Li

SENIOR WORKPLACE STRATEGIST, GALLUP

alexis_li@gallup.com

Brian Waldron

PRESIDENT & CEO, DORT FINANCIAL CREDIT UNION

bwaldron@dortfcu.org

Copyright Standards

This document contains proprietary research, copyrighted materials and literary property of Gallup, Inc. It is for the guidance of your organization only and is not to be copied, quoted, published or divulged to others outside your organization. All of Gallup, Inc.'s content is protected by copyright. Neither the client nor the participants shall copy, modify, resell, reuse or distribute the program materials beyond the scope of what is agreed upon in writing by Gallup, Inc. Any violation of this Agreement shall be considered a breach of contract and misuse of Gallup, Inc.'s intellectual property.

This document is of great value to Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

No changes may be made to this document without the express written permission of Gallup, Inc.

The Gallup Q¹² items are Gallup proprietary information and are protected by law. You may not administer a survey with the Q¹² items or reproduce them without written consent from Gallup.

Gallup® and Q¹²® are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are property of their respective owners.