GENERATION CX

THE FRONTLINE VIEW

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September 20, 2023

WHY SHOULD LEADERS EMBRACE GENERATIONAL DIFFERENCES?

Our intention today is not to make assumptions. It is to understand and leverage positively

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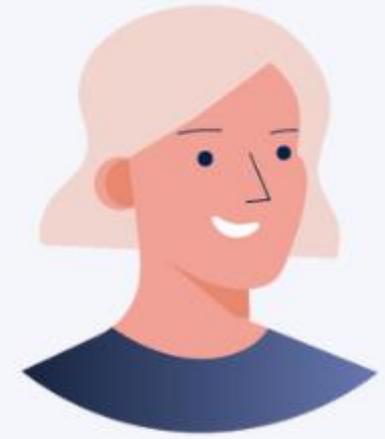
In defense of older generations who "think" theirs is smarter.....

In defense of younger generations who "think" theirs is smarter....
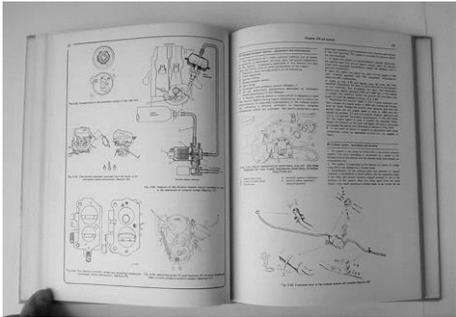
In 1975, car owner's manuals showed you how to maintain and fix your car

Today, if your car has a manual, it tells you how to set electronics and how often to take it in for maintenance
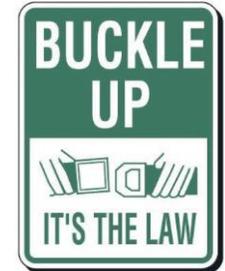
48 years ago, seat belts were seen as a nuisance. ~29.0% of crashes caused people to be ejected. 75% of ejected passengers died.

Today, only 1% of passengers who wear seat belts are ejected during a crash. 3% of ejected passengers die.

Source: NHTSA (National Highway Traffic Safety Administration),

There are strengths

in all our differences

It's a leader's job to find and

maximize those strengths!

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GENERATIONS THOUGH MULTIPLE LENSES

|	SILENT GENERATION AGED 78+	BABY BOOMERS AGED 59 - 77	GENERATION X AGED 43 - 58	MILLENNIALS AGED 27 - 42	GENERATION Z AGED 18 - 26
Approximate Years	Before 1945	1946-1964	1965-1980	1981-1996	1997 and after
Formative Youth Experiences	Post Depression WWII Fixed Gender Roles Sexual repression	Post war baby boom Cold War/Moon Landings Women's Liberation Sex, Drugs, and Rock/Roll	End of Cold War Latch-key kids Rising divorce rates Civil Rights Movement	9/11 Terrorist Attacks Gulf Wars Social Media, Reality TV Parents have cell phones	Recession Global Warming Global Focus Mobile Devices
Primary young adult aspiration	Home Ownership	Career	Work-Life Balance	Freedom, Flexibility Work-Life Balance	Security & Stability Work-Life Balance
General attitude towards career	Entrepreneurial or Company Man	Loyal to profession not employer	Loyal to family needs	Work "with" not "for"	Career multi-taskers; Entrepreneurial
Signature product in youth					
Customer Communication preference today	Face-to-face or phone	Self-help, then phone	Self-help, then email or chat	Chat, then phone	Digitally crowd-sourced solutions
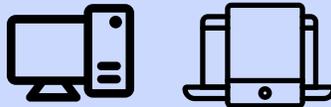
?

WHERE DO YOU SEE EVIDENCE OF GENERATIONAL DIFFERENCES IN YOUR TEAM/COMPANY?

Highlight some positive ones…

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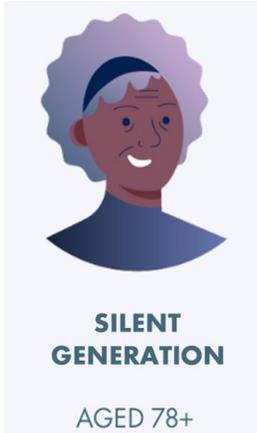
CHARACTERISTICS, PREFERENCES AND DRIVERS
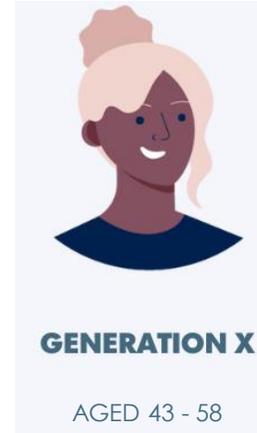
	SILENT GENERATION AGED 78+	BABY BOOMERS AGED 59 - 77	GENERATION X AGED 43 - 58	MILLENNIALS AGED 27 - 42	GENERATION Z AGED 18 - 26
Characteristics & Preferences	• Respect authority • Patriarchal • Predominantly religious • Loyal joiners • Fiscally conservative • Rely on community • 18% religion unaffiliated[1]	• Question authority • Less patriarchal • Invented the modern PC • Invented the Internet • ~80% go online regularly • Much more open to working (PT/FT) instead of retirement • 26% religion unaffiliated[1]	• Technology adopters • Sandwich caretaking both parents and millennial kids • Value stability at work • Less likely to seek promotion • Even less patriarchal • Want children to succeed • 35% religion unaffiliated[1]	• Inspired by big work goals vs daily grind • More educated and technology savvy • Value stability, but willing to take risks • Quickly learn, Inquisitive • Digital natives, cell phone • Want kids to be themselves • 44% religion unaffiliated[1]	• Liberal mindset • Fiscally conservative • Focus on mental state vs physical state • Smartphone/tablet from childhood • Most tech savvy to-date • Entrepreneurial • Autonomy • 48% religion unaffiliated[1]
Drivers throughout most of life	• Parental upbringing • Religion • Have a nice family	• Competitive • Getting ahead at work	• Work-life balance • Less religious	• Dedicated parents • Individualistic, but also • Collaborative	• Technology • Stress from so much content / so early • Diversity
Drivers today	• Financial security • Maintaining independence	• Mentoring • Financial security • Prefer in-office the most	• Mentoring • Financial security • Prefer remote more • Work-Life Balance	• Family-centric • Work-Life Balance • Global security • Prefer remote even more	• Accessible boss • $ and health insurance • Work-Life Balance, • Acceptance/Inclusion • Prefer remote the most

HOW CAN WE GATHER CHARACTERISTICS, PREFERENCES AND DRIVERS FROM OUR TEAMS, PARTICULARLY OUR AGENTS?
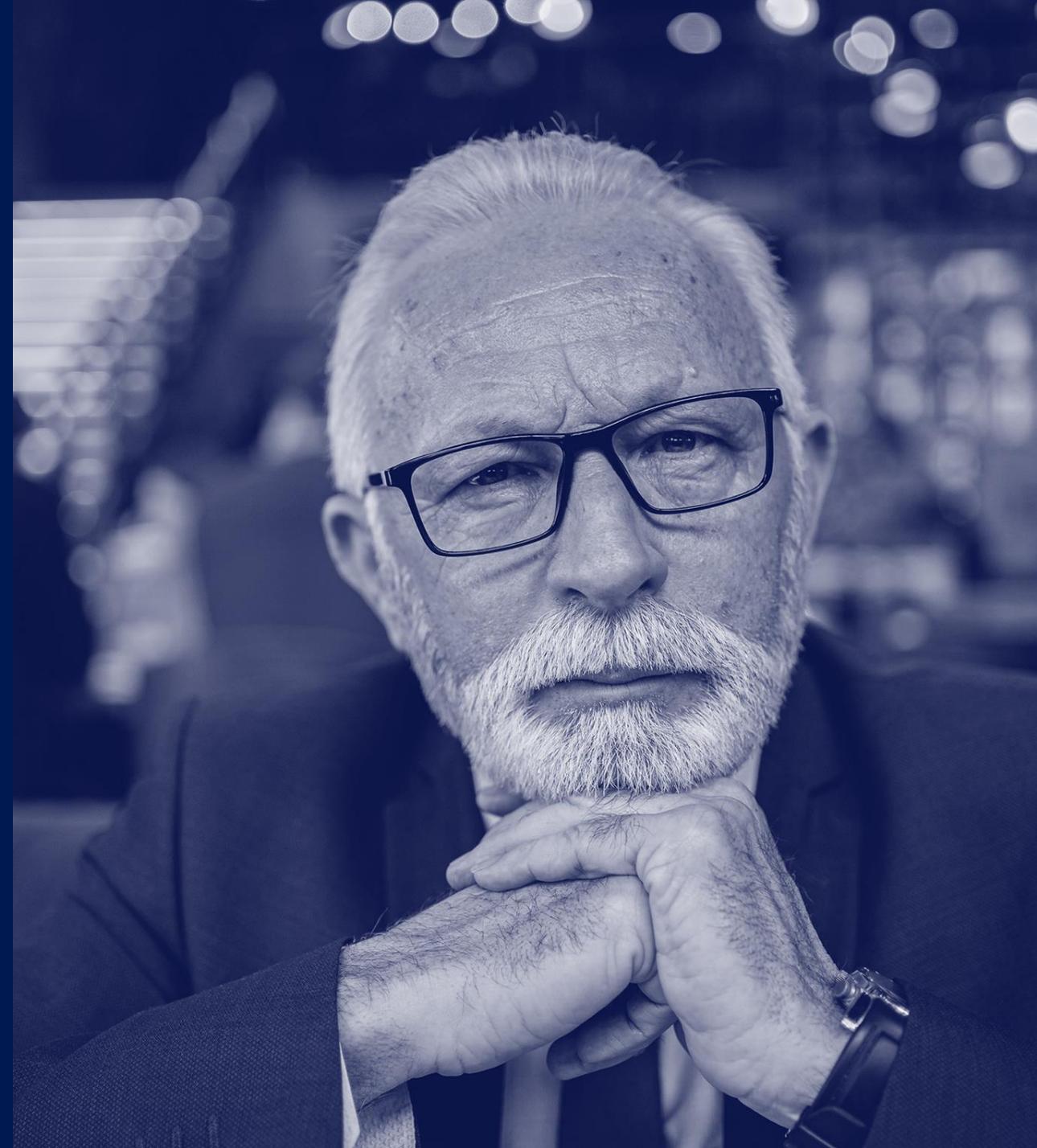
WHAT DO YOU THINK MOTIVATES CURRENT FRONTLINE TO WORK?

OVERALL: All Generations, so based on total responses

Motivator	%
Good pay and benefits	57%
Opportunity to interact with diverse groups of people	55%
Stable job in a growing industry	53%
Flexibility in working hours	50%
A chance to improve my interpersonal skills	47%
A chance to hone my customer service skills	43%
Growth opportunities	43%
Gain experience across inner workings of diverse industries	42%
Working with like minded people	36%

What do you think this chart will look like if we break these bars into generations?

….the same or largely different?

Re: flexible hours…which generation do you think, based on what you've learned would most appreciate flexibility in working hours?

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MOTIVATION FOR CURRENT FRONTLINE TO WORK IN CONTACT CENTER

OVERALL: Each Generation, based on each Gen response

Legend: ■ Boomer ■ GenX ■ Millennial ■ GenZ

Motivation	Boomer	GenX	Millennial	GenZ	Clear Standout
Opportunity to interact with diverse groups of people	44%	55%	54%	45%	X, M
Good pay and benefits	31%	59%	60%	36%	X, M
Stable job in a growing industry	38%	49%	56%	39%	M
Flexibility in working hours	42%	51%	46%	41%	M
A chance to improve my interpersonal skills	24%	39%	52%	48%	M, Z
A chance to hone my customer service skills	24%	46%	40%	41%	X
Gain experience across inner workings of diverse industries	18%	34%	47%	43%	M
Growth opportunities	18%	36%	51%	30%	M
Working with like minded people	33%	28%	38%	30%	M

Top 4 the same but the order changes…

Some proportions are similar, and others are quite different

Unsurprisingly, GenX values flexible hours the most, but other generations are much the same

TOP MOTIVATOR FOR EACH GENERATION

OVERALL: Each Generation, based on each Gen response

Strongest Motivator to work in current job

Legend: ■ Boomer ■ GenX ■ Millennial ■ GenZ

Motivator	Boomer	GenX	Millennial	GenZ
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Good pay and benefits	31%	59%	60%	36%
Stable job in a growing industry	38%	49%	56%	39%
Flexibility in working hours	42%	51%	46%	41%
A chance to improve my interpersonal skills	24%	39%	52%	48%
A chance to hone my customer service skills	24%	46%	40%	41%
Gain experience across inner workings of diverse industries	18%	34%	47%	43%
Growth opportunities	18%	36%	51%	30%
Working with like minded people	33%	28%	38%	30%

Boomers: Opportunity to interact with diverse groups of people

GenX/Millennials: Good pay and benefits

GenZ: Chance to improve my interpersonal skills

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MOTIVATION FOR CURRENT FRONTLINE TO WORK IN CONTACT CENTER

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■ Boomer   ■ GenX   ■ Millennial   ■ GenZ

|	Boomer	GenX	Millennial	GenZ
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Working with like minded people	33%	28%	38%	30%

Millennials and GenZ valuing a chance to improve their interpersonal skills is not surprising.

And a frontline job will most certainly help to hone interpersonal skills

As leadership, what else can we explore doing based on this information?

MOTIVATION FOR CURRENT FRONTLINE TO WORK IN CONTACT CENTER

Overall, I feel satisfied with my job

59% TTB

…driven slightly higher by GenX at 62%
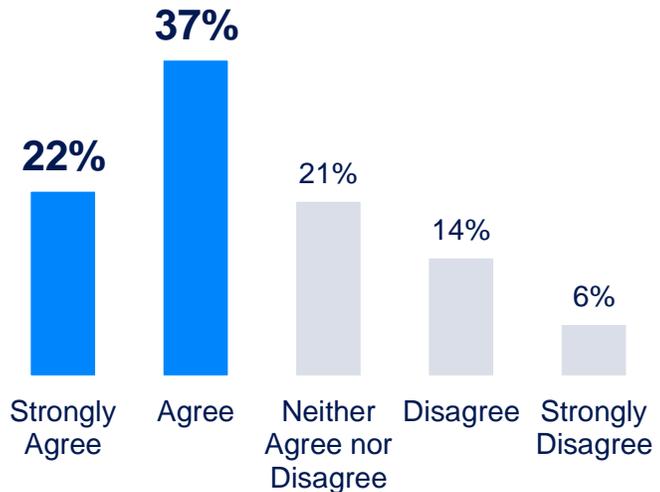
22% Strongly Agree

37% Agree

21% Neither Agree nor Disagree

14% Disagree

6% Strongly Disagree

BABY BOOMERS
AGED 59 - 77

GENERATION X
AGED 43 - 58

MILLENNIALS
AGED 27 - 42

GENERATION Z
AGED 18 - 26

57%

62%

59%

54%
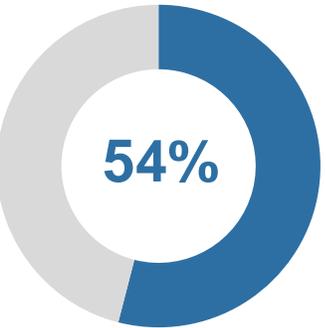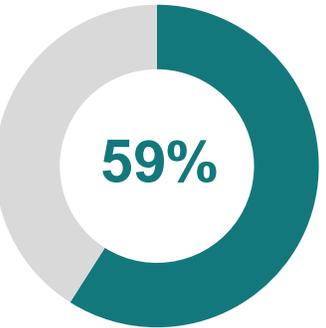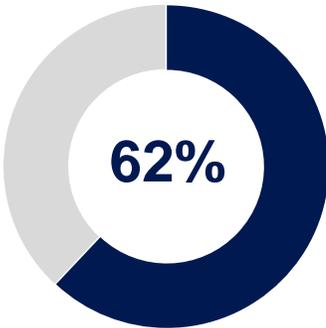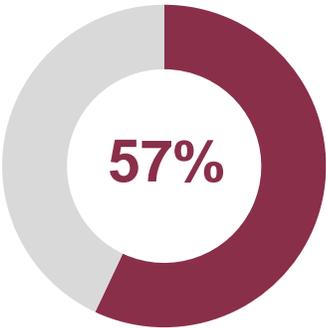
CSAT is relatively flat

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MOTIVATION FOR CURRENT FRONTLINE TO WORK IN CONTACT CENTER

Overall, I feel satisfied with my job

GenX is the most dissatisfied/satisfied

6.2% BB

■ Top Two Box (CSAT)   ■ Bottom Box (DSAT)

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	22%	37%	21%	14%	6%

57.1%
BABY BOOMERS
AGED 59 - 77
4.1%
BOOMERS

61.9%
GENERATION X
AGED 43 - 58
8.0%
GENX

59.2%
MILLENNIALS
AGED 27 - 42
6.5%
MILLENIALS

53.6%
GENERATION Z
AGED 18 - 26
3.6%
GENZ

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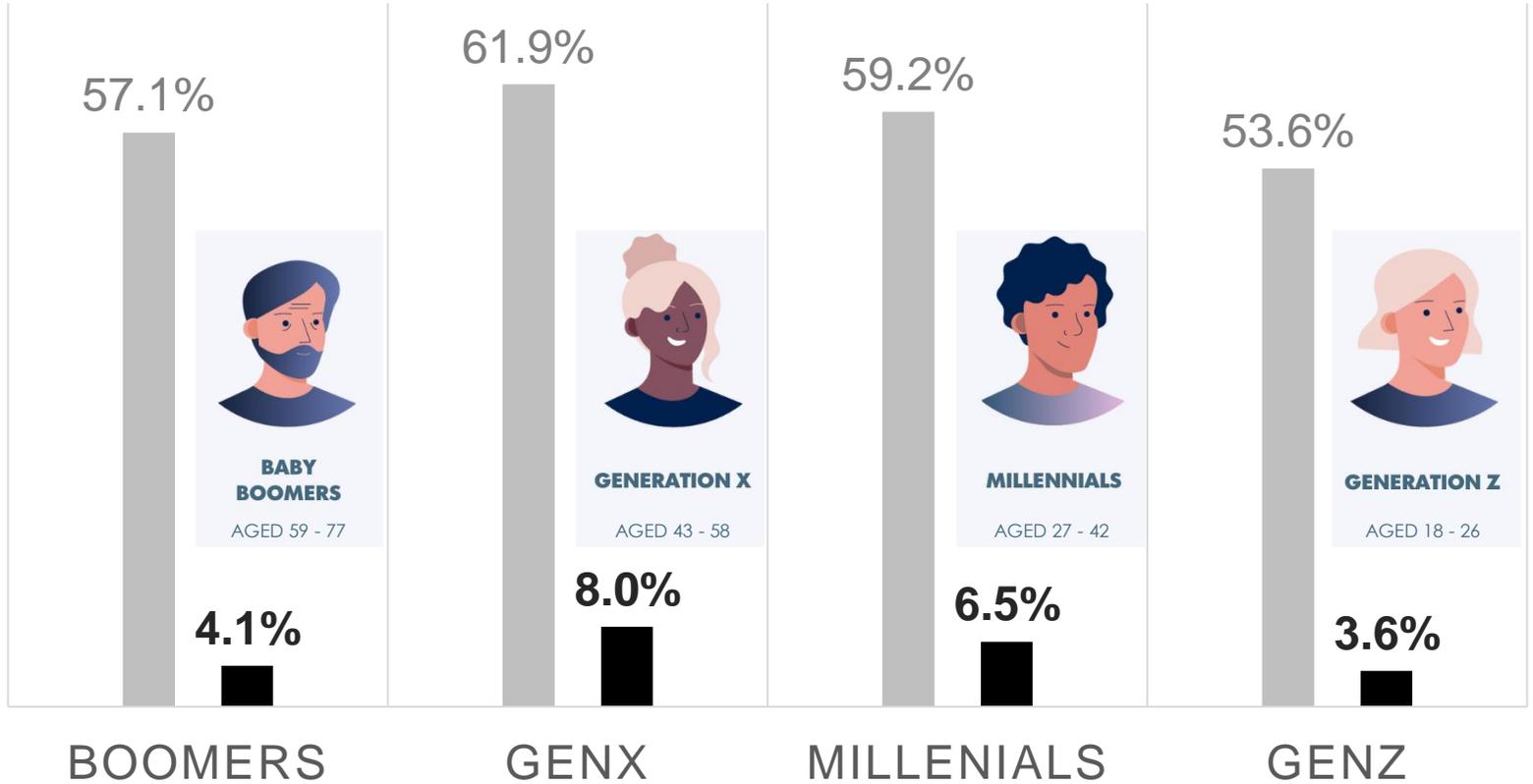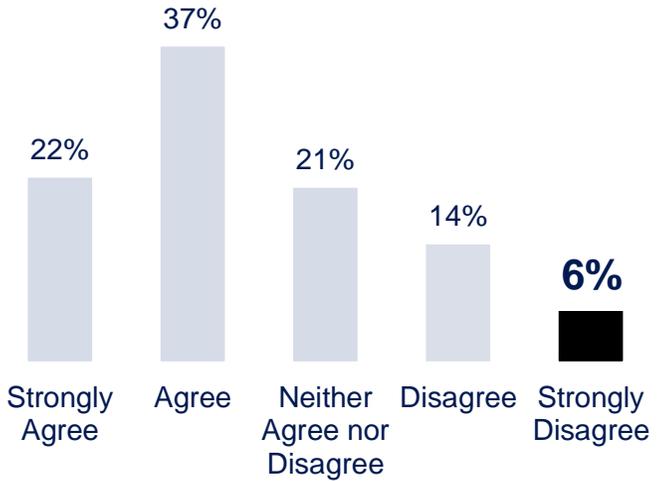
Work-Life Balance is important to me….

Baby Boomers

69%

BABY BOOMERS
AGED 59 - 77

GENERATION X
AGED 43 - 58

MILLENNIALS
AGED 27 - 42

GENERATION Z
AGED 18 - 26

97%+
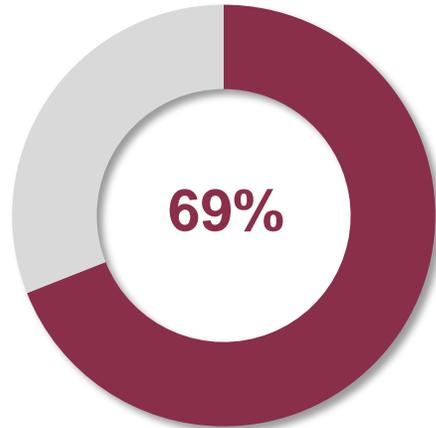
69% is not an anomaly…20% of Boomer respondents rated work-life balance importance as the **lowest possible score**, underscoring their work-oriented focus!
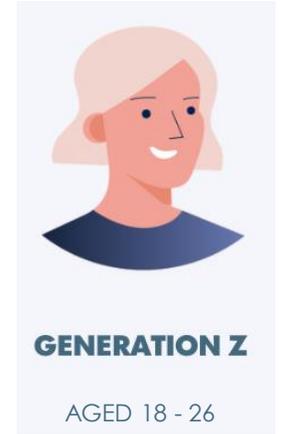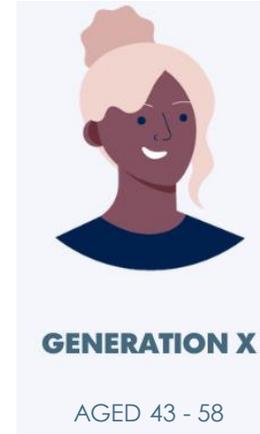
All other generations consider the importance of work-life balance to be 97%+

What do you need to consider as a leader?

IMPORTANCE PLACED BY YOUNGEST 3 GENERATIONS IS HIGH ON ALL AREAS

Each importance <u>row</u> is evaluated across the 4 generations in agent roles

	Higher »	Higher »	Highest
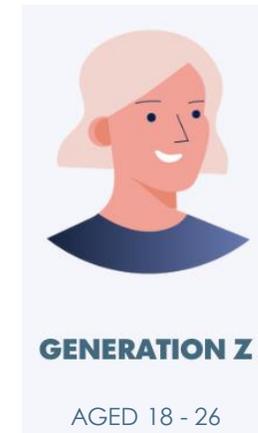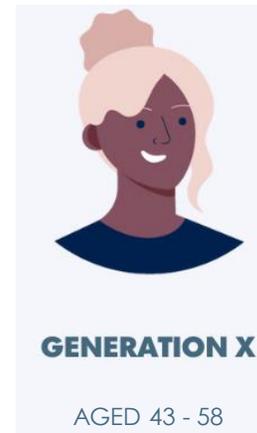
	BABY BOOMERS AGED 59 - 77	GENERATION X AGED 43 - 58	MILLENNIALS AGED 27 - 42	GENERATION Z AGED 18 - 26
Work-life balance	69%	97%	97%	100%
Job security	76%	96%	98%	98%
Flexible work schedule	71%	86%	89%	96%
Positive work environment	76%	99%	99%	98%
Career growth	47%	78%	91%	96%
Salary	71%	96%	98%	100%
Training and development	67%	92%	96%	93%
Working relationship with manager	73%	99%	96%	98%
Working relationship with colleagues	73%	94%	92%	93%
Recognition	62%	79%	82%	89%

HOW COULD WE ENSURE OUR MANAGEMENT CHAIN UNDERSTANDS GENERATIONAL STRENGTHS AND NEEDS, BUT ALSO NOT OVER-GENERALIZE?

LEADERSHIP ENHANCEMENT PLAN

My Name: **Date:**

Learning	How I can apply this back at work:

WHAT DID WE LEARN?

WHO WANTS TO SHARE?