Millennials, Gen Z and The New Enlightenment

Background

CGE New Enlightenment Research Program:

1. The Reorganization of Work (Management Focus)
2. Suitability for Machine Learning (Workforce focus)
3. Multi-Stakeholder Benefits (Societal focus)

As part of this research, CGE conducted a study of attitudes toward AI, ML, learning and work among Millennials and Gen Z cohorts in the U.S., Canada and Mexico.

- 1,200 Americans, 906 Canadians, 908 Mexicans ages 18-40.

- September 5-10, 2019.

- Margin of error: U.S +/- 2.9 points; Canada/Mexico +/- 3.3 points.

- Over-represented by college-educated.

- U.S. and Canada in English, Mexico in Spanish.

AI/ML Transformation: Key Questions For CEOs

Do I have permission from my key workforce cohorts to remake my organization and business model?
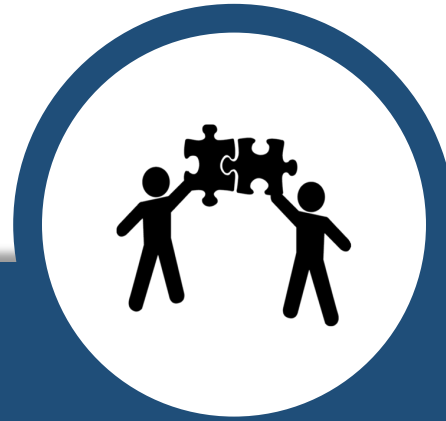
How broad is my scope of transformation?

How fast can I go?

Summary of Findings

CEOs have "permission" from Millennials and Gen Z to deploy AI/ML

CEOs should focus on how to begin engaging Millennials and Gen Z to keep this permission

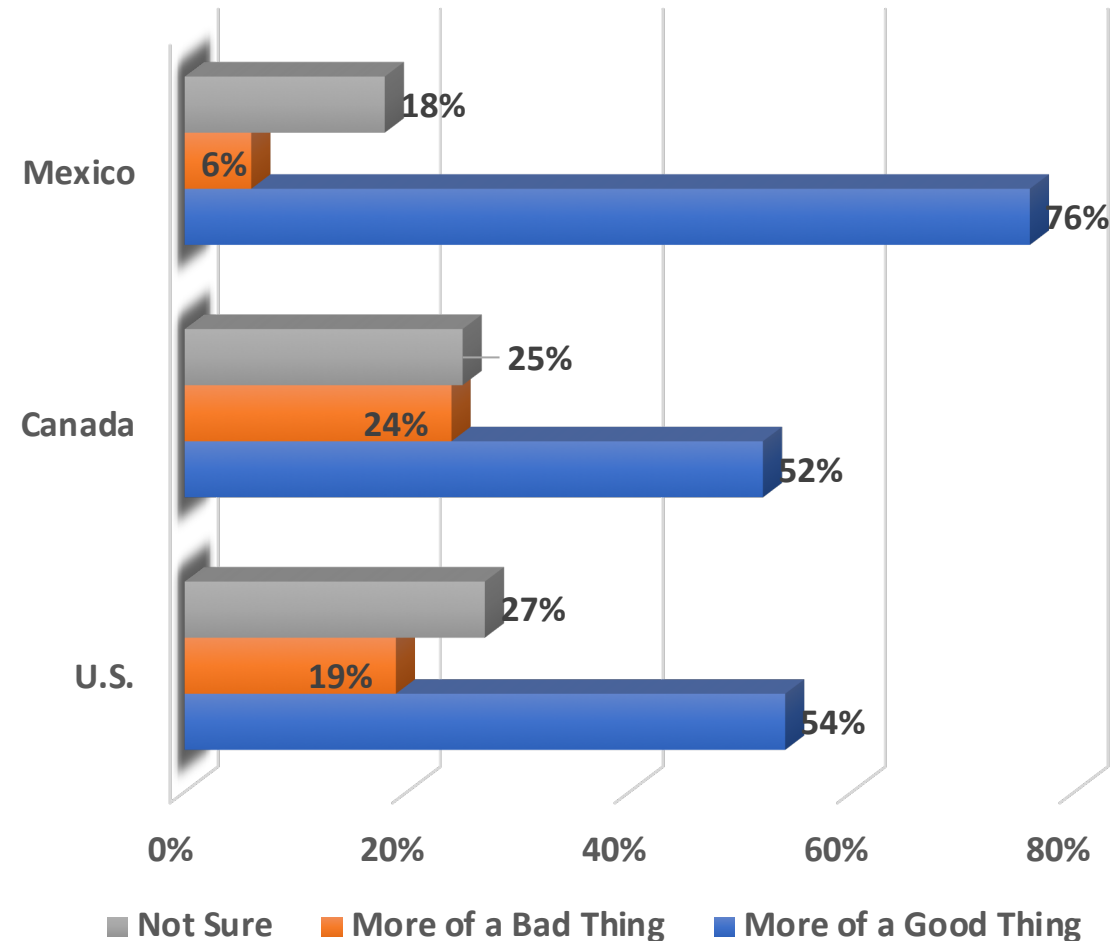There is variety within Millennials/Gen Z about best ways to do this

The CEO's Management Focus

- Contrary to conventional reporting, we found that you have permission from Millennials and Gen Z to make dynamic adjustments to your business model and operations.

- Yes, there are nuances in how they want to be involved. But your employees want to move to the future, even at the cost of being disrupted in their jobs and those of others in the company. And your transformation can be far-reaching.

Introduction of AI in the workplace: More of a Good Thing

Overall, more than half of young Americans and Canadians, and **three-quarters of young Mexicans feel** the introduction of AI in the workplace is **"more of a good thing."**

Mexico
- Not Sure: 18%
- More of a Bad Thing: 6%
- More of a Good Thing: 76%

Canada
- Not Sure: 25%
- More of a Bad Thing: 24%
- More of a Good Thing: 52%

U.S.
- Not Sure: 27%
- More of a Bad Thing: 19%
- More of a Good Thing: 54%

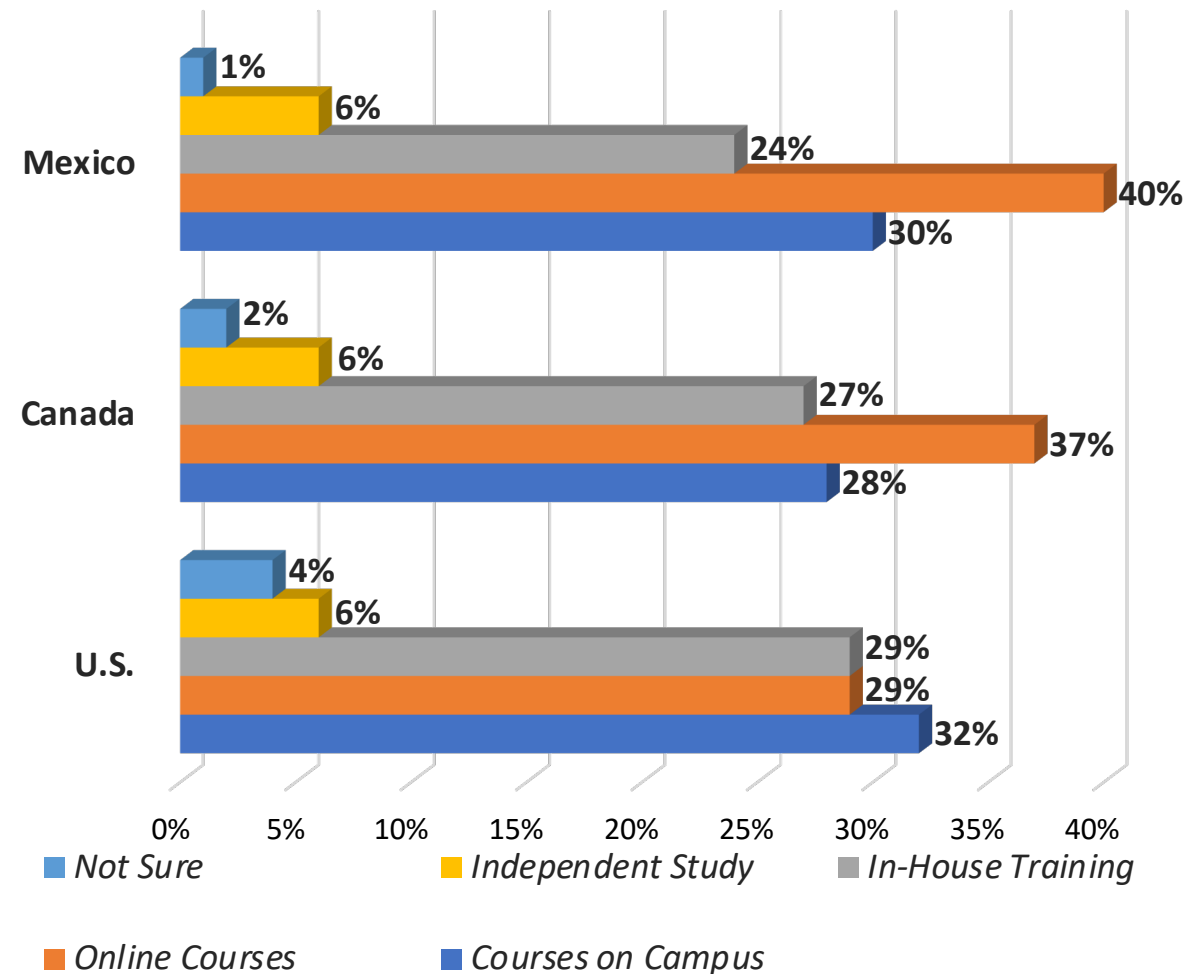Legend: ▇ Not Sure ▇ More of a Bad Thing ▇ More of a Good Thing

Ethical Dilemma: Robotics/ML to Track Worker Productivity

Overall, majorities in the U.S. and Mexico, as well as a plurality in Canada, **opted to welcome this as a step forward** vs. worrying about the loss of colleagues due to increased measurement of productivity.
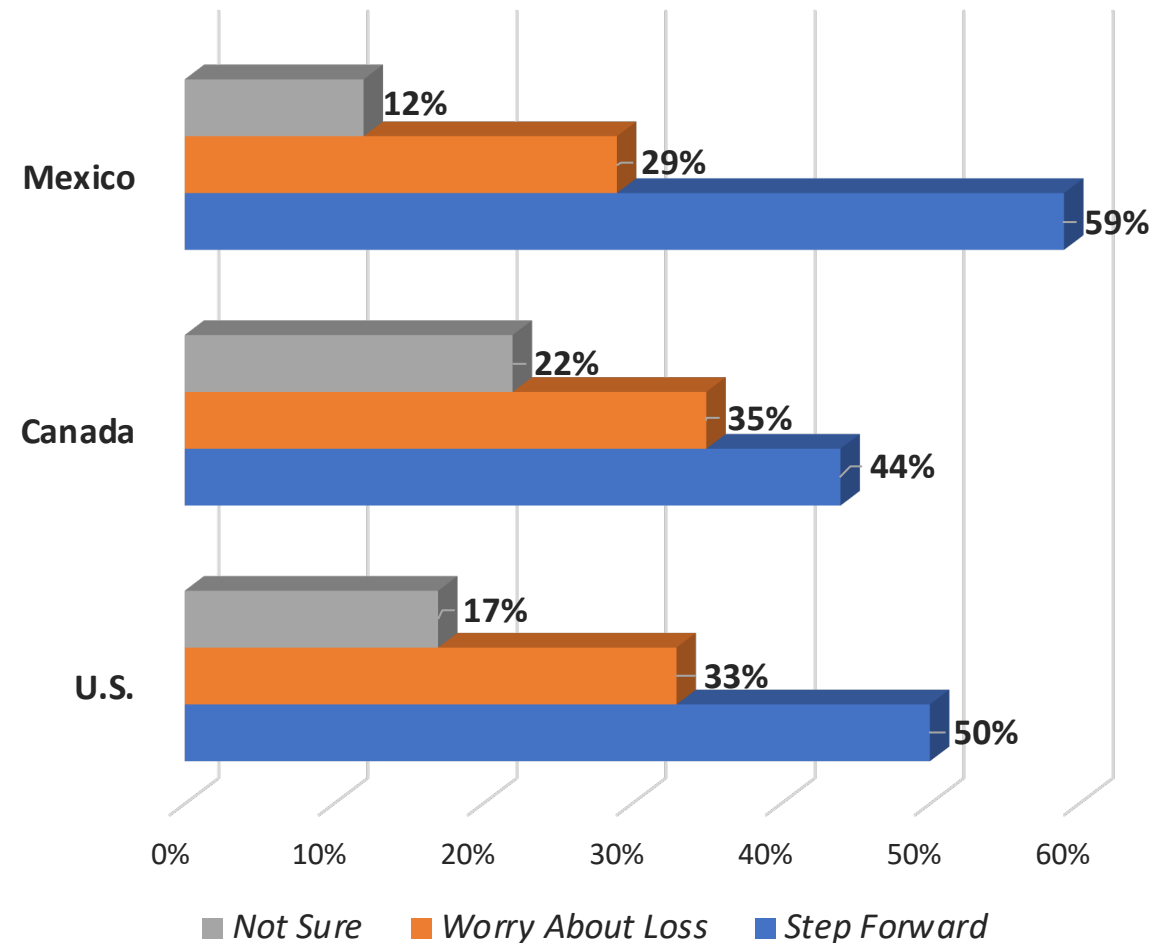
Learning Preferences for AI Systems and Machine Learning

Overall, in each nation, significant numbers reported their preferences for modes of learning to be **enrolling in college courses on campus, online courses, and taking advantage of as much in-house training.**

Learning preferences chart by country:

Mexico
- Not Sure: 1%
- Independent Study: 6%
- In-House Training: 24%
- Online Courses: 40%
- Courses on Campus: 30%

Canada
- Not Sure: 2%
- Independent Study: 6%
- In-House Training: 27%
- Online Courses: 37%
- Courses on Campus: 28%

U.S.
- Not Sure: 4%
- Independent Study: 6%
- In-House Training: 29%
- Online Courses: 29%
- Courses on Campus: 32%

Legend: ■ Not Sure ■ Independent Study ■ In-House Training ■ Online Courses ■ Courses on Campus

Millennials and Gen Z: Key Insights

- **On company culture:** Above all, they welcome change, especially if it involves them in the transformation of their work and lives.

- **On decision making:** Less faith in traditional leadership and modes of decision-making.

- **On empowerment:** More distributive/collaborative work models.

- **On credibility:** Best if change is introduced and nurtured by peers.

- **On ethics:** AI and ML prompt few real ethical dilemmas, even with job loss for colleagues and friends.

- **On learning:** One size will not fit all. Must provide options for training and continuing education to accommodate their pace of learning.

	"The Adapters"	"The Leaders"	"The At-Risk"
United States	59%	14%	27%
Canada	65%	9%	26%
Mexico	74%	9%	17%

Mexico: A Stand-Out Example
More optimistic about AI/ML

- Mexico when compared with the USA and Canada displays a unique eagerness to embrace future technologies like AI and ML

- We see that in all three groups ("The Leaders," "The Adapters", and "The At-Risk") they tend to score highest on aspirations to be experts in future technology

- Want to help lead the AI/ML transformation at work

- View AI as more of a good thing

Bottom Line: Bring along your Adapters

- **No challenges re "The Leaders":** Where the war for talent will be fought.

- **Challenges re "The At-Risks":** Requires collaboration across society.

- **Key challenge for CEOs:** Bringing along "The Adapters":
  - By far the largest cohort polled
  - Need special focus: a mixed bag of readiness, skill, will and attitude.
  - You will need them to staff the many new roles of a growing, AI-infused business model, and economy.
  - They'll be the prime users/beneficiaries of AI, as it infuses most jobs and tasks.
  - They want to adjust, be competent and recognized for their contributions to company and team. Some want to lead.
  - Common denominator: see AI, ML, robotics in their future; want to learn.
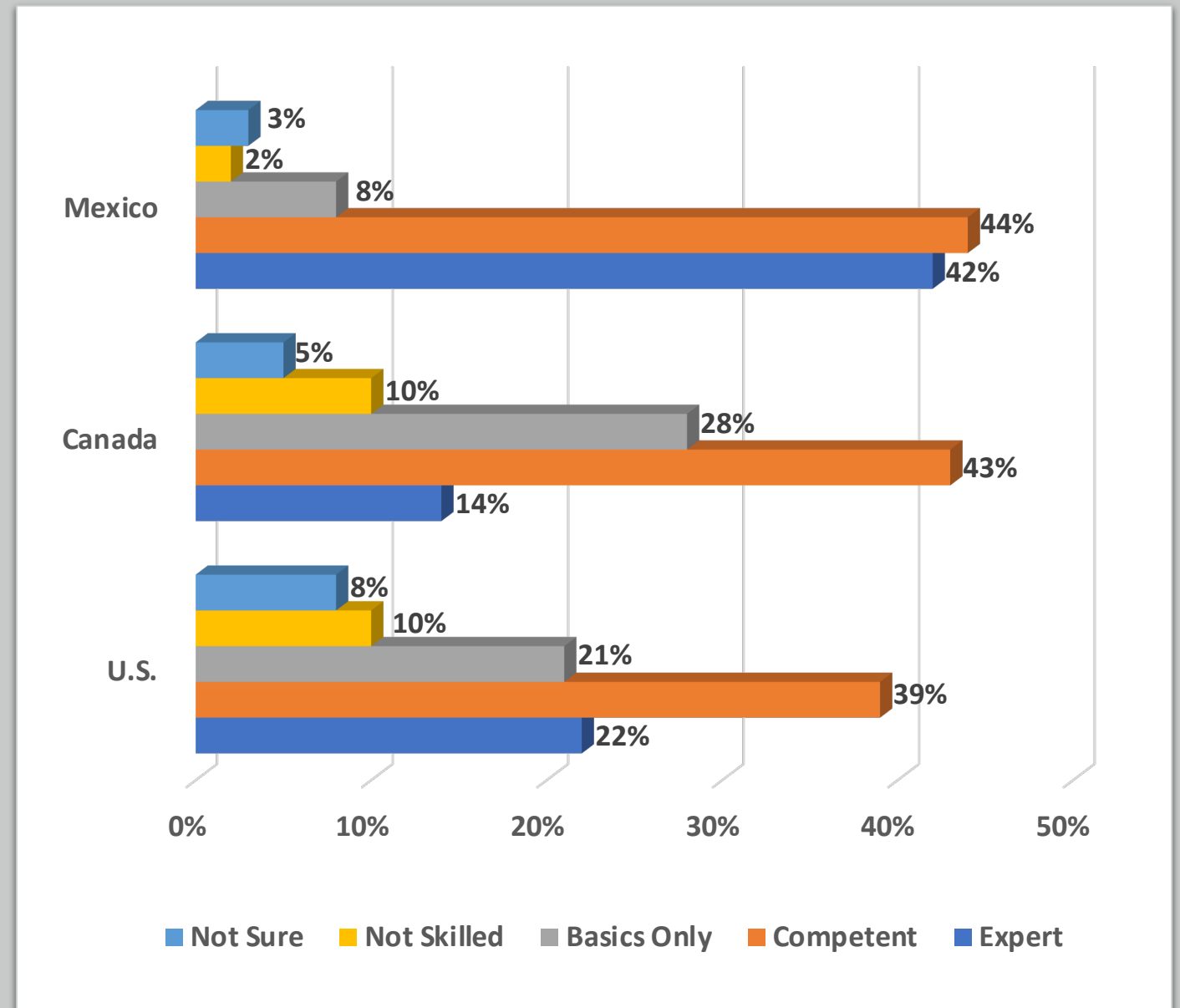
How to bring the Adapters along

- **Provide options:** for training and continuing education.

- **Enable empowerment:** Adapters have less faith in traditional leadership and modes of decision-making.

- **Distribute decision-making:**
  - Top-down management may be more efficient for speedy responses to markets and mastering the pace of change.
  - Teams are best for personal goals, career enhancement, other aspects of work.
  - Change is more practical/credible if it is introduced and nurtured by peers.

- **Trust their belief in technology:** They understand it moves their lives (and jobs) forward and that adjustments must be made.

- **Create a culture of change:** They welcome it, especially when it involves them in transforming their work and lives.

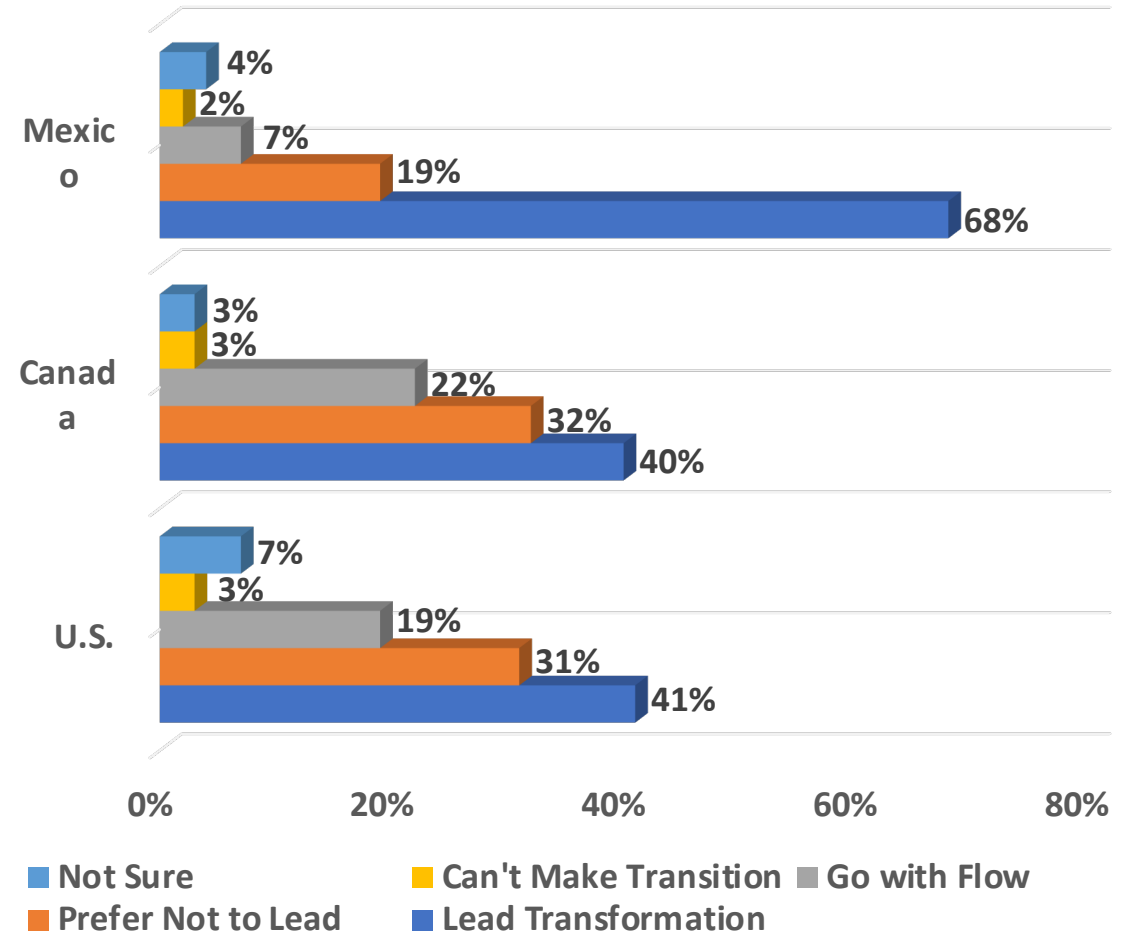**"The Adapters" expect to be competent in Machine Learning...**

A little over one in five of the Adapters in the U.S. aspire to be experts in ML in the next five years, whereas one in seven of this group in Canada feel the same.

Take note over four in ten of "The Adapters" in Mexico aspire to be experts in ML in the next five years.

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Mexico
- Not Sure: 3%
- Not Skilled: 2%
- Basics Only: 8%
- Competent: 44%
- Expert: 42%

Canada
- Not Sure: 5%
- Not Skilled: 10%
- Basics Only: 28%
- Competent: 43%
- Expert: 14%

U.S.
- Not Sure: 8%
- Not Skilled: 10%
- Basics Only: 21%
- Competent: 39%
- Expert: 22%

Legend: ■ Not Sure ■ Not Skilled ■ Basics Only ■ Competent ■ Expert

…but still aim to lead AI/ML transformation.

In all three nations, more than four in ten **(and notably almost seven in ten in Mexico)** of "The Adapters" say they want to lead the AI/ML transformation at their work.

Mexico
- Not Sure: 4%
- Can't Make Transition: 2%
- Go with Flow: 7%
- Prefer Not to Lead: 19%
- Lead Transformation: 68%

Canada
- Not Sure: 3%
- Can't Make Transition: 3%
- Go with Flow: 22%
- Prefer Not to Lead: 32%
- Lead Transformation: 40%

U.S.
- Not Sure: 7%
- Can't Make Transition: 3%
- Go with Flow: 19%
- Prefer Not to Lead: 31%
- Lead Transformation: 41%

Legend:
■ Not Sure   ■ Can't Make Transition   ■ Go with Flow
■ Prefer Not to Lead   ■ Lead Transformation

The CEO's Workforce Focus

- **Achieving speed** in your transformation depends on;
  - Understanding the thinking of Millennials and Gen Z about AI and ML;
  - Engaging with them more deeply to satisfy their value proposition;
  - Bringing your Adapters along to master the new technology.

- **Step one:** Run a SML analysis on your firm.

- **Step two:** Bring your current workforce to higher levels of value creation, freeing them from mundane tasks that can be automated.

- **Step three:** Pay attention to different learning preferences in different markets. People in some growing markets may choose to learn from many different stakeholders in society; in developed markets, stronger attachment to traditional classrooms.

The CEO's Societal Focus

- Much research has demonstrated **Millennials' strong belief in creating societal value** – including having a significant influence on where they work and on their employer's stands on critical issues.

- However, when it comes to AI and ML, **Millennials and Gen Z embrace the future,** and especially in Mexico in this study.

- Achieving both Workforce and Societal Focus will require a significant **expansion of postsecondary learning**, and training, including community colleges, online education, apprenticeships, on-the-job training systems and adoption of Agile work methods.

Thank You

JOHN ZOGBY
STRATEGIES
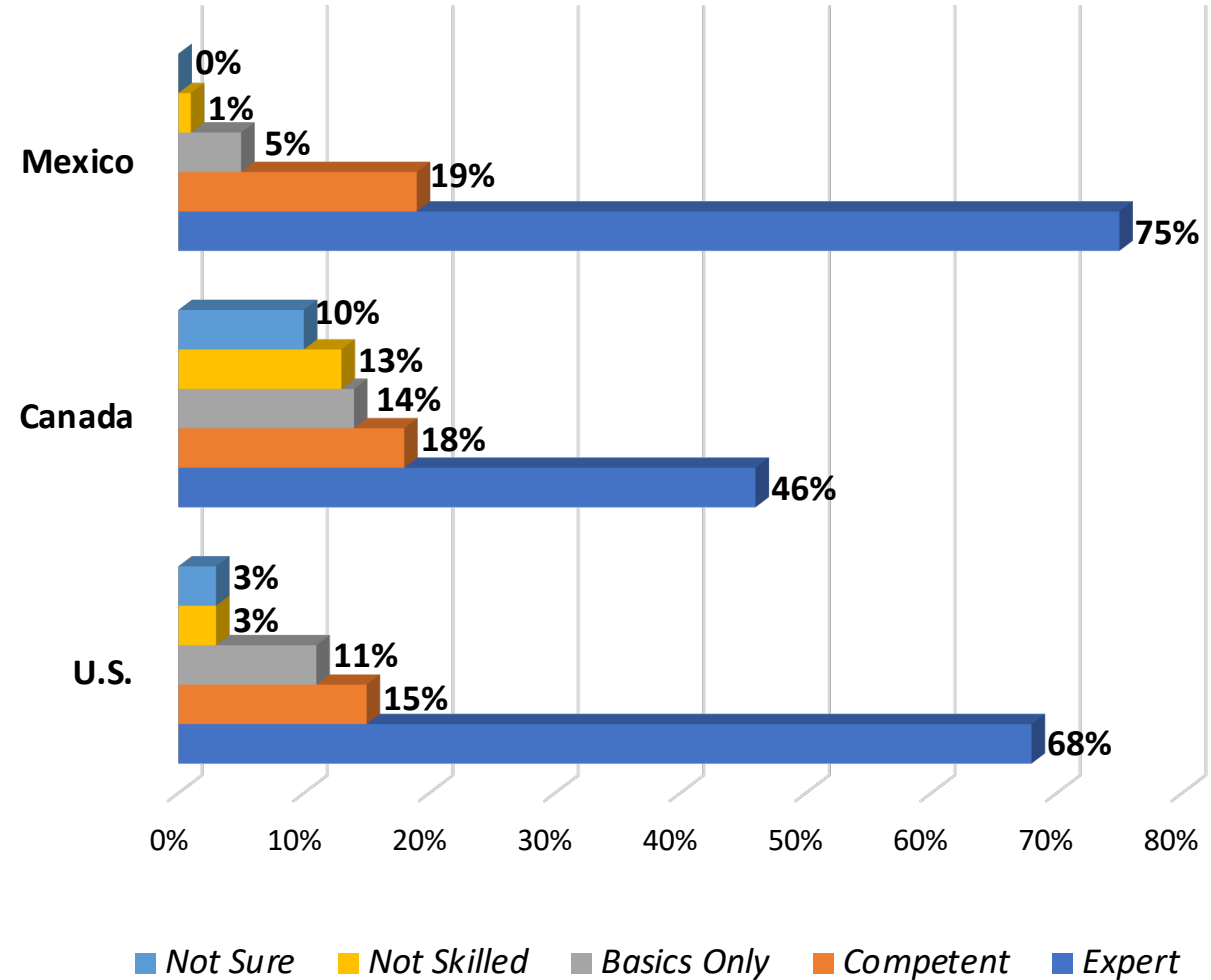DATA > ANALYZE > REPORT > STRATEGIZE

Back Up

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STRATEGIES
DATA > ANALYZE > REPORT > STRATEGIZE

"The Leaders" expect to be experts in Machine Learning…

In the U.S., over two-thirds of The Leaders expect to be experts in ML in the next five years. In Canada, almost half of "The Leaders" aspire to be experts in ML. **In Mexico, Three-quarters of "The Leaders" aspire to be experts in ML.**

Chart showing expertise expectations for Mexico, Canada, and U.S.

Mexico
- Not Sure: 0%
- Not Skilled: 1%
- Basics Only: 5%
- Competent: 19%
- Expert: 75%

Canada
- Not Sure: 10%
- Not Skilled: 13%
- Basics Only: 14%
- Competent: 18%
- Expert: 46%

U.S.
- Not Sure: 3%
- Not Skilled: 3%
- Basics Only: 11%
- Competent: 15%
- Expert: 68%

Legend: ■ Not Sure ■ Not Skilled ■ Basics Only ■ Competent ■ Expert
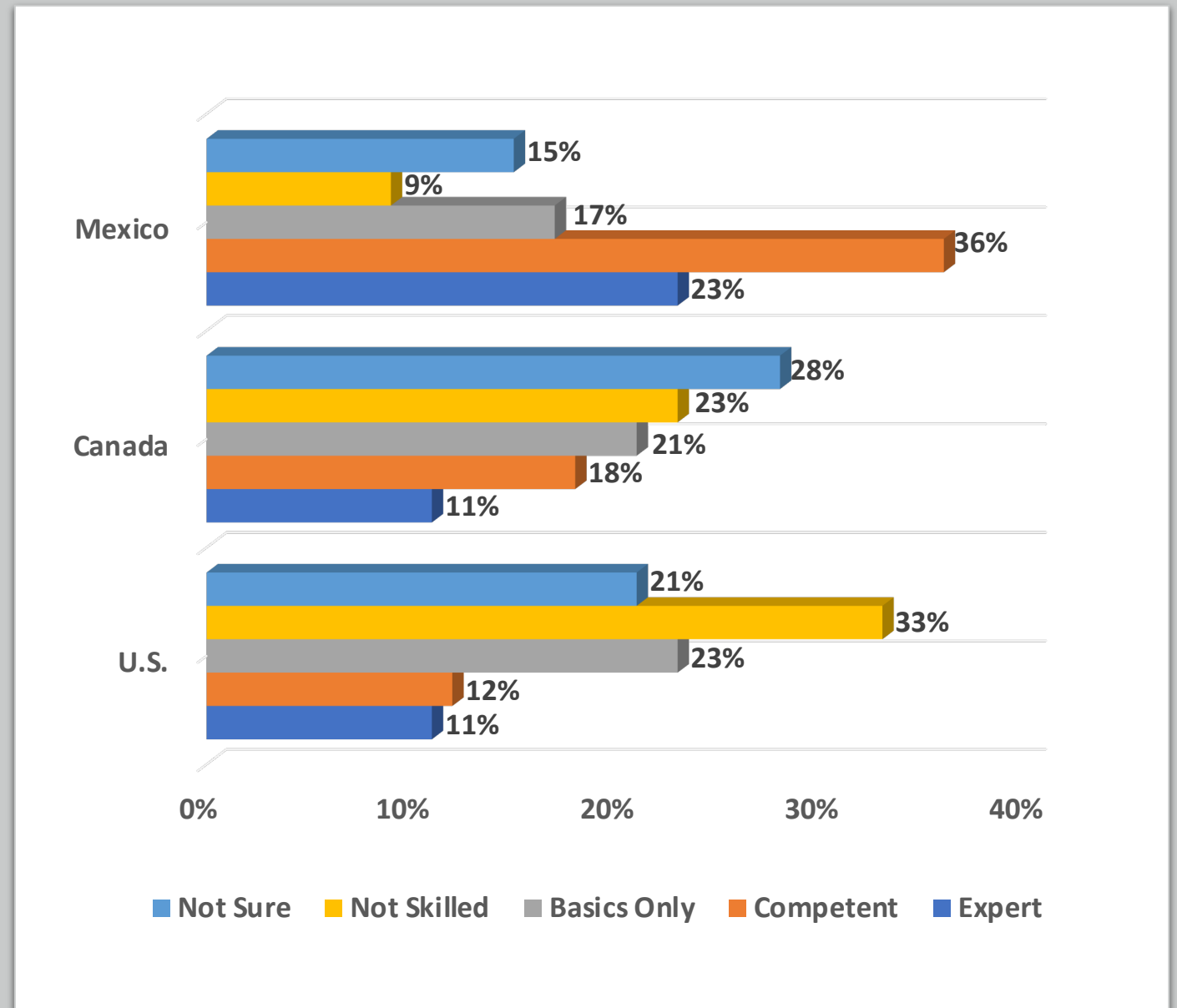
… and expect to lead AI/ML transformation

In all three nations, **over three-quarters** of "The Leaders" want to help lead the AI/ML transformation at their work.
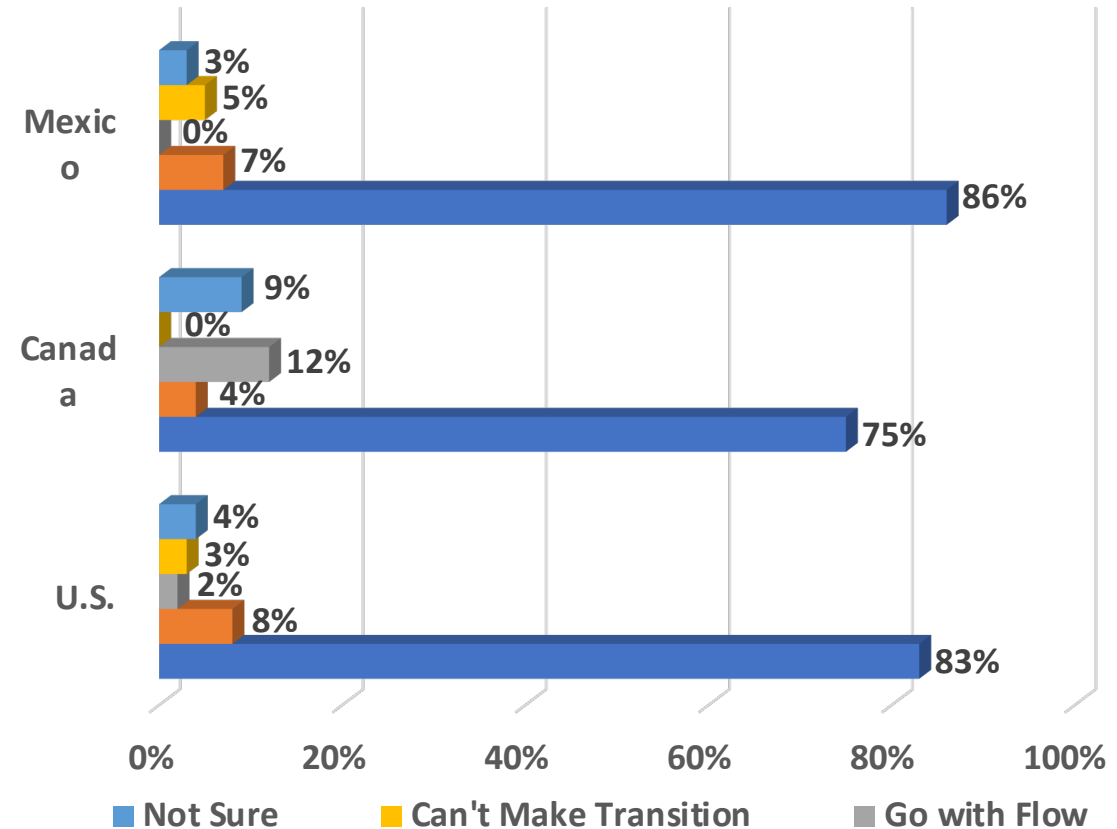
# "The At-Risk" have lower expectations for ML expertise, varying by country...

When combining choices 'not skilled' and 'not sure', majorities are found in the U.S. and Canada.

Interestingly, in Mexico, **almost one in four from "The At-Risk" aspire to be experts in ML in the next five years.**

Mexico
- Not Sure: 15%
- Not Skilled: 9%
- Basics Only: 17%
- Competent: 36%
- Expert: 23%

Canada
- Not Sure: 28%
- Not Skilled: 23%
- Basics Only: 21%
- Competent: 18%
- Expert: 11%

U.S.
- Not Sure: 21%
- Not Skilled: 33%
- Basics Only: 23%
- Competent: 12%
- Expert: 11%

Legend: ■ Not Sure ■ Not Skilled ■ Basics Only ■ Competent ■ Expert

… expecting to "go with the flow" on AI/ML transformation

When combining choices 'not sure' and 'can't make the transition' – all three nations report roughly three in ten who feel this way.
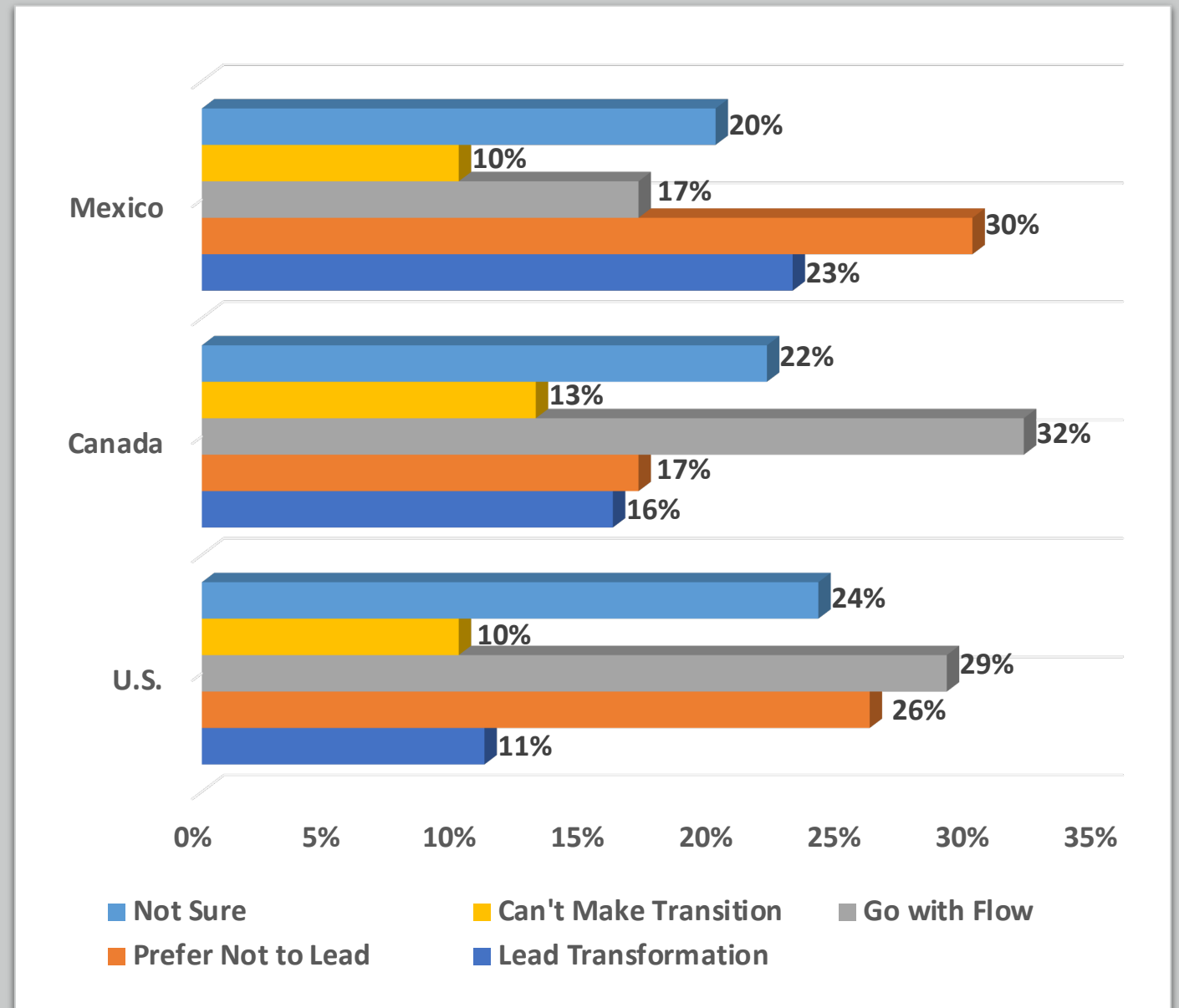
1946-1964	1965-1978	1979-1994	1995 – Present
Boomers	**Gen X**	**Millennials**	**Gen Z**
• Their size, attendance in college, and the comforts of prosperity allowed them to rebel against the past; • They still hold on to the American Dream and believe that if you work hard, you can achieve it; • They were the generation that had to adjust to both structural recessions and the internet. They did so.	• Born into a world where the mainstream provided no solutions and institutions offered little security; • They were left to fend for themselves, and they were left to develop their world order; • They do respect authority but an authority that has to be earned, not merely recognized by title or longevity.	• Defined by new, ever-changing technologies, highly stressed by constant disruptive change, lack of certainty • They are diverse (40% are non-white); • Globally connected, non-hierarchical, and work best in teams; • They tend not to be 9-5 but connected 24/7.	• Children of Gen X - they are independent, hence the "DIY" phenomenon; • They are 50%-50% white/nonwhite; • Least inclined to define themselves by traditional gender roles and fashion; • Very entrepreneurial and rely less on teams.