



VULNERABLE



Mission Leadership Academy

Vulnerable



MISSION LEADERSHIP ACADEMY

Welcome

Martin Schreiber





Thursday, May 16, 2024

Vulnerable

REFLECTIVE INTEGRATION

— BREAK —

— BREAK —

WELCOME

Martin Schreiber

REFLECTION

Sr. Sharon Becker, CSJ

SETTING THE CONTEXT

Anthony Herrington

Theresa Vithayathil Edmonson

Nick Kockler

LUMINARY

Mary Anne Graf

Q & A

Mary Anne Graf

Nancy Jordan

SENSORY EXPERIENCE INTRODUCTION

Julie Dir-Muñoz

REFLECTIVE WALK

— LUNCH —

SENSORY EXPERIENCE

— ADJOURN —

MISSION LEADERSHIP ACADEMY

Reflection

Sr. Sharon Becker, CSJ



MISSION LEADERSHIP ACADEMY

Setting the Context

Theresa Vithayathil Edmonson

Nick Kockler

Anthony Herrington



MISSION LEADERSHIP ACADEMY

Vulnerable

Mary Anne Graf



Connecting, Learning and Inspiring

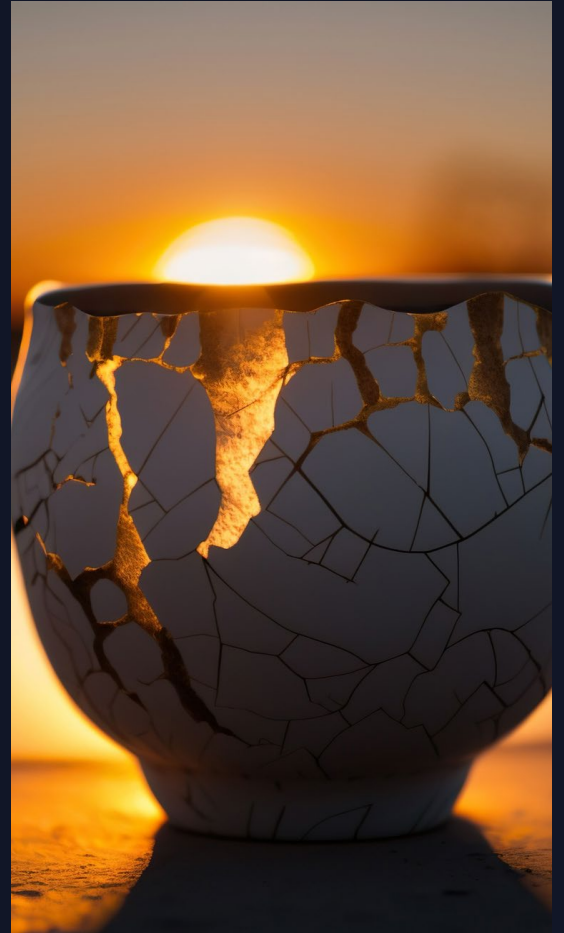
ACROSS GENERATIONS

Mary Anne Graf | May 2024

“There’s a crack
in everything.
That’s how the
light gets in.”



LEONARD COHOEN



The fine print



This presentation includes copyrighted materials as well as original work by Mary Anne L. Graf and/or other HCI consultants, amalgamated from thousands of hours of ongoing research over two decades. If not specifically sourced elsewhere, the slides represent the proprietary work product of Graf or other HCI consultants. Full credit to Graf and HCI, including logos and copyrights, must be included with presentation use. These materials may not be presented with any other sources, logos or credits not included in this presentation. Contact Graf for information on other sources used for this presentation.

- Intellectual property of other entities is likewise credited and must be included with any use or distribution. Some information referenced here can be found in Graf's two books on population-based service lines and health care marketing.
- Contact info@teamHCI.com for detailed information on sources.

The world today

“We’re living in a paradox: a time of tremendous opportunity and a wave of destructive conflict that’s polarizing every facet of our lives.”

—William Ury

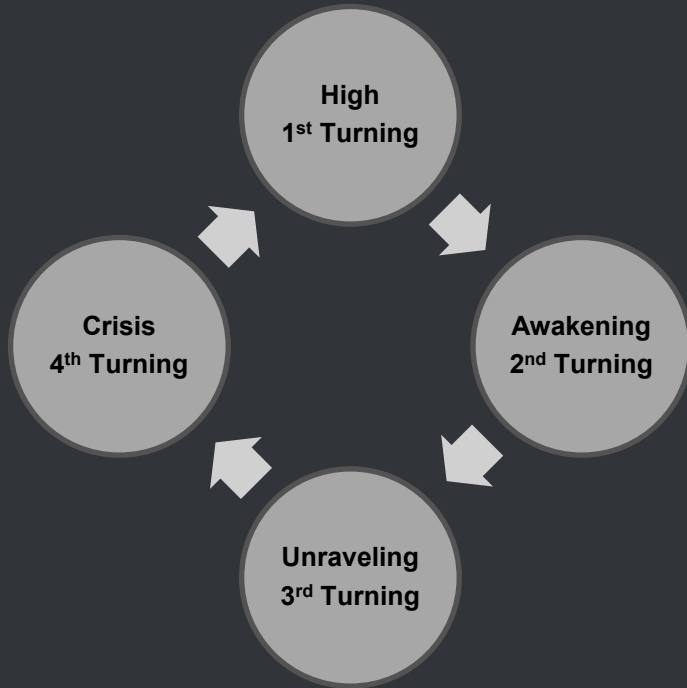
Post-pandemic economic instability. Wars shattering American optimism about the future. Younger generations in rebellion against an older generation that seems committed to an orgy of greed and speculation.

Deep cultural conflicts pitting urban societies against rural. Major cultural battlefields on immigration, race, gender politics, drugs, and sexual morality. Religious traditionalists pitted against modernists. Rising white Christian nationalist movement with barely-concealed racism among state and national politicians, even a president.

Profound social changes challenging morals and manners. Sexual mores and gender roles—even hair styles—all changing rapidly, welcomed by some and decried as moral decay by many...the signs of a cultural civil war.



Right time Right people



Generational research

- Same four turnings every 80 to 100 years since ~1435: Rejuvenation and growth, maturation, entropy, destruction
 - Each turning is about 20-25 years, with identifiable social and political mood that catches people by surprise
 - Original research on Anglo-American history, but turnings seem universal
- Turnings create social generations during childhood, young adulthood
 - Influence personality, values, attitudes and behaviors even more than families

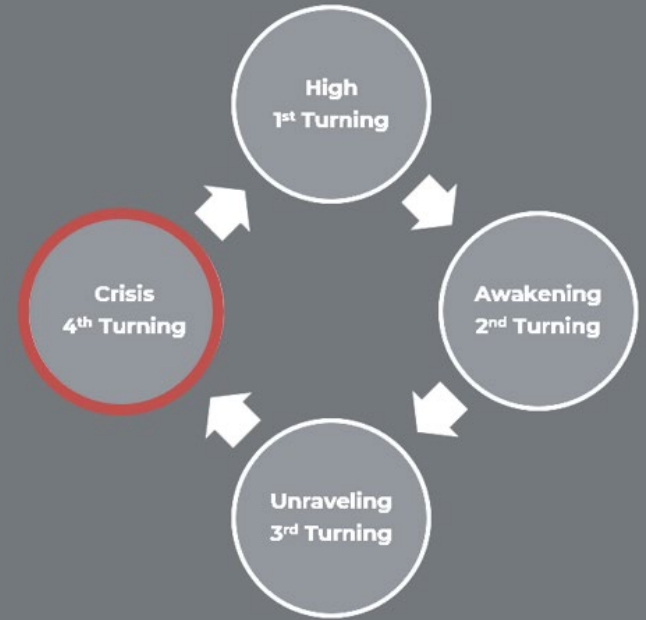
High: Upbeat era of strengthening new institutions and weakening individualism, when a new civic order implants and old values regime decays.
Society: a sense of clarity about direction. Last US High: Post-WWII

Awakening: Passionate era of spiritual upheaval, when the civic order comes under attack from in the name of personal and spiritual autonomy. ~1963-1985

Unraveling: Downcast era of strengthening individualism, weakened institutions and distrust of institutions. Old civic order decays. Era of self-interest and self-sufficiency. ~1985-2008

Crisis: Era of civic deconstruction essential for rejuvenation. Political and economic upheaval, war. Institutional life destroyed, rebuilt in response to a perceived threat to the nation's survival. The need for community re-emerges

Turnings



4th Turnings: “Great gates in history”

Each generation fulfills a unique archetypal role in pushing the nation through the 4th Turning.

History says Millennials and Millennial Bridgers will emerge to lead us through the 4th Turning.

Who are they?

- Strauss and Howe (1997): “Sometime before the year 2025, America will pass through a great gate in history, commensurate with the American Revolution, Civil War, and twin emergencies of the Great Depression and World War II. The risk of catastrophe will be very high. *The nation could erupt into insurrection or civil violence, break up geographically, or succumb to authoritarian rule.* Institutional life is destroyed and rebuilt in response to a perceived threat to the nation's survival
 - Drivers: debt, civic decay, institutional dysfunction, global disorder, implosion of societal trust
- Shakes a society to its roots, transforms institutions, redirects social purposes, and marks people (and generations) for life

4th Turnings: “Great gates in history”

Each Fourth Turning proceeds at its own pace depending on events, the country’s reaction, and the leaders we choose. Can end well, badly, or some combination of both: we determine the ending.

1. A crisis that creates a sudden shift in mood (9/11, 2008 recession)
2. Large blocs of society coalesce behind a strong leader to tear down the existing social, economic and cultural order and regenerate—replace it with something different, which can be better or far worse. Historically, occurred within four years of catalyst.
 - US today: stuck between two communities with very different plans
3. Climax: US history: Revolutionary War, Civil War, World War II
4. Exhaustion, then the relief of resolution, and a shift into 1st Turning

“You can trust the Americans to do the right thing...after they try everything else.”

—Winston Churchill

The Generations

No generation is all good or bad. It's all hindsight. - Neil Howe

Why look at generations?



Critical context for contemporary events

More generations mixing today than in last half century

First time in Industrial Age: five generations in workplace (norm = three)



Understanding generational differences and nuances: key to creating cohesive work teams, families and communities

Great Recession and Pandemic: return of the extended family



For organizations, critical to prevent irrelevance and extinction

Leadership, human resources and management: understand, empathize, motivate, empower, lead



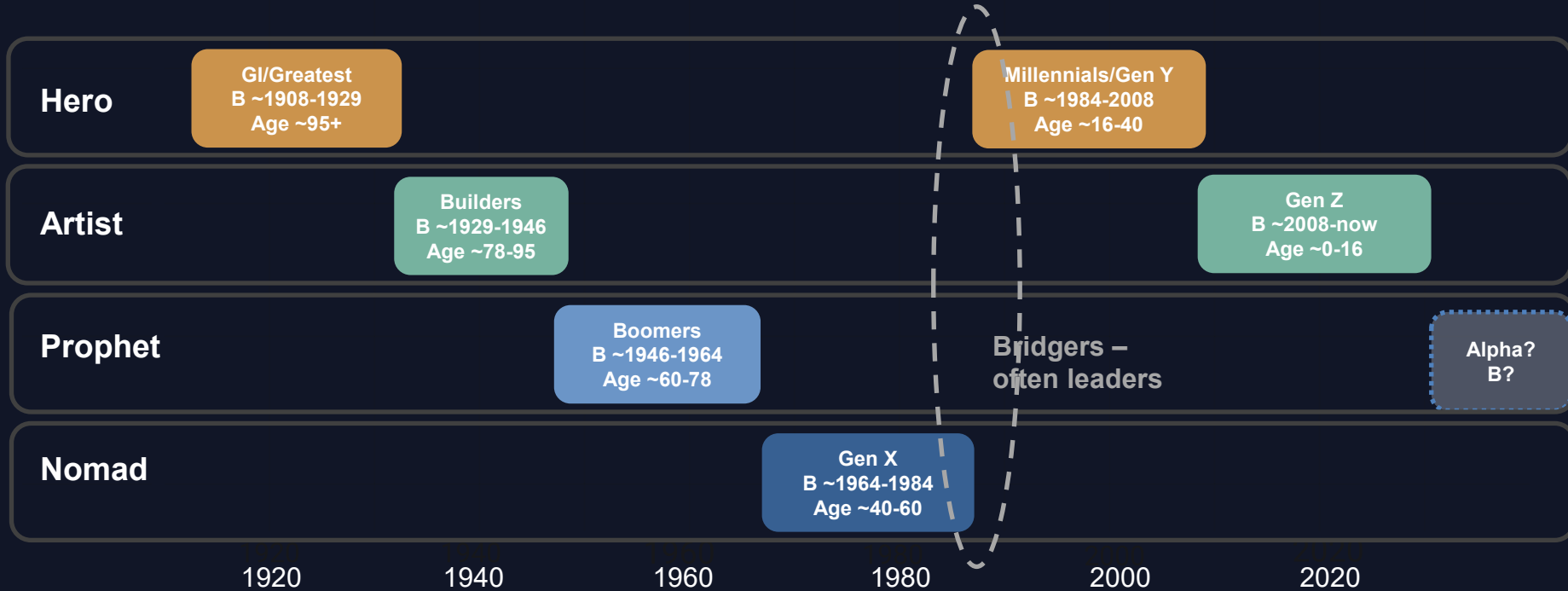
An additional short-cut to discovering similarities or the need to listen to another way of thinking, a huge key to effective communication in life

What generational theory is ... and is not

- **Not ageism:** groupings describe the approximate current ages of a generation today, but members of that generation have always been in that generation, whether 25 or 85 years old
- Descriptive, not stereotyping.
- History-based, not the poll of the day or a 10-year look-back: based on documented history, major societal themes over centuries
 - Generations are a response to turnings
- Still individuals, different races and ethnicities, from different world regions and countries, with different reactions and behaviors. Same eras: Joe Biden (81) and Donald Trump (77)



Generations alive today



Bridgers you know

Great leaders in turbulent times: Moral code, humility, empathy, listening skills, self-reflection, charismatic
—Doris Kearns Goodwin

Builder / Boomer

- Mitch McConnell (82)
- Joe Biden (81)
- Donald Trump (77)

Boomer / Gen X

- Yoon Suk Yeol (S Korea, 63)
- Abdullah II bin Al-Hussein (Jordan, 62)
- Bashar al-Assad (Syria, 58)

Gen X / Millennial

- Rishi Sunak (UK, 44)
- Kim Jong Un (N Korea, 40)
- Mohammed bin Salman Al Saud (Saudi Arabia, 38)





What is a social generation?

- Different from genealogy, or family, generations
- Born about the same time, shaped by shared events and experiences of the turnings during their formative years, leading to shared reactions, beliefs and values that can become unconscious life-time defaults.
 - Still individuals, different cultures, diversity of experiences
 - Clues: communicating, engaging, working together
- Organizations: Access complementary generational skills
 - Critical to recruit, retain, lead, motivate, prevent irrelevance and extinction
- Important: Generational history, research: not yet caught up to US experience of people of color, doubled population in last 50 years
 - By 2050: a 'minority majority'

Same turning, a very different experience



Much-heralded patriotic duty to work outside the home, relieving men for overseas duty. Ushered in an era of huge new opportunities for Anglo-American women.

6888th Army Corps, all-Black female battalion stationed in European war theatre, processed all mail for millions of service members. Not publicly recognized until 2019; returned home back to maid jobs.



“Think about the five people you call to celebrate something big or to help with a decision. If those five people look like you, you’re self-segregating. If you’re not leading a cross-cultural life outside of work, how can you expect to lead a diverse team at work?”
—Mita Mallick

Battle of the Boomers

- “Moralistic” generational archetype
- Declared in the 60s: those who were ‘liberated’—war protests, civil and women’s rights, drug experimentation—and those who were appalled
- Today: Boomers doubling down on same values, attitudes
 - Moralism taken to extremes on both sides: judgments about the values and behaviors of others (and a political willingness to manipulate those who default into those judgments)



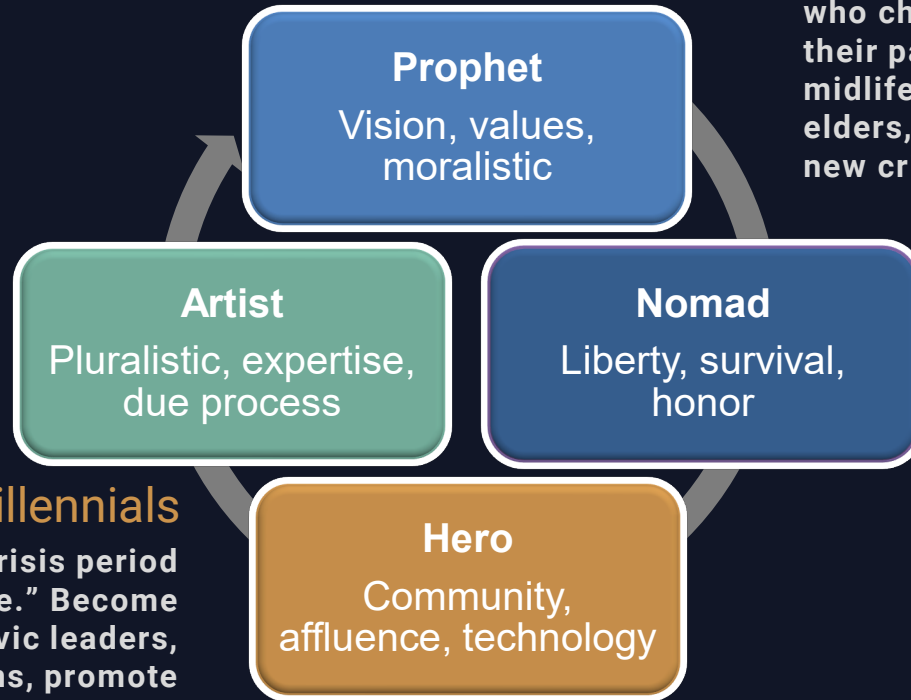
Generation archetypes

Builders & Gen Z

Artists: Grow up as children during the crisis period, come of age as sensitive young adults. Grow old as empathetic but cautious leaders.

Greatest & Millennials

Heroes: Step up in a crisis period to lead from "me" to "we." Become society's powerful civic leaders, build new institutions, promote social order and productive activity. As elders, confronted politically by Prophet generation.



Boomers & next generation

Prophets: Born after crisis period, grow up in glow of success. Can grow up into narcissistic adults who challenge the authority of their parents, the Heroes. In midlife, can become moralistic. As elders, may lead society into a new crisis period.

Gen X

Nomads: Grow up in the shadow of the Prophets, resistant. As young adults can feel alienated. Mellow into pragmatic midlife leaders during a crisis period.

Contemporary archetypes

*"Taylor Swift is the iconic Millennial,
Gen X is aging gracefully, and Gen Z
sees through all of it."
—Neil Howe, 2024*

Greatest: John F. Kennedy, Queen Elizabeth

Builders: Warren Buffet, Nancy Pelosi, Saddam Hussein, Anthony Fauci, Eric Clapton, Harrison Ford

Boomers: Hillary Clinton, Samuel Alito, Vladimir Putin, Xi Jinping, Benjamin Netanyahu, Bill Gates, Jeff Bezos

Gen X: Elon Musk, Hakeem Jeffries, Tiger Woods, Serena Williams, Pete Buttigieg

Millennials: Mark Zuckerberg, Kim Jung Un, LeBron James, Stephen Miller, Taylor Swift, Mikhail Federov, Maxwell Alejandro Frost, Amanda Gorman, Lil Nas X

Gen Z: Ty Simkins, Greta Thunberg, Maxwell Jenkins, Blue Ivy, Princess Charlotte, Sir and Rumi Carter, Alexis Olympia Ohanian Jr.

BOOMERS (age ~60 to ~78)

Post-WWII formative years: highly-structured society

Nature v Nurture, no fMRI. Research: library

“Better living through chemistry”

80% white: “white experience”

Personal growth. Anti-government; question everything

60% religious. 32% conservative

Education, work: Individual; win/lose. Live to work.

Organizational loyalty, but many betrayed

70% of US disposable income; 47x wealthier than Millennials (record)

“He who dies with the most toys wins.” Multiple cars

57% of women in workforce

Career; visible; ladder; corner office

Late tech adapters, computer, narrow focus

Most sedentary in workforce

MILLENNIALS (age ~16 to ~40)

Formative years: few societal boundaries

fMRI, burgeoning research, instant access

Green, organic, ethical

44% white: multicultural experience

Tolerance, national ethos, justice, learn everything

40% religious, 80% spiritual, 12% conservative

Team. Win/win. Work to live.

Assume 3 years and move on; entrepreneurs

Most economically threatened generation; income 20% less than Boomers at same age (wage adjusted)

NOwnership, experiences, sharing economy, scooters

74% of women in workforce; little choice

Purpose; flexible; mobile; collaboration; next

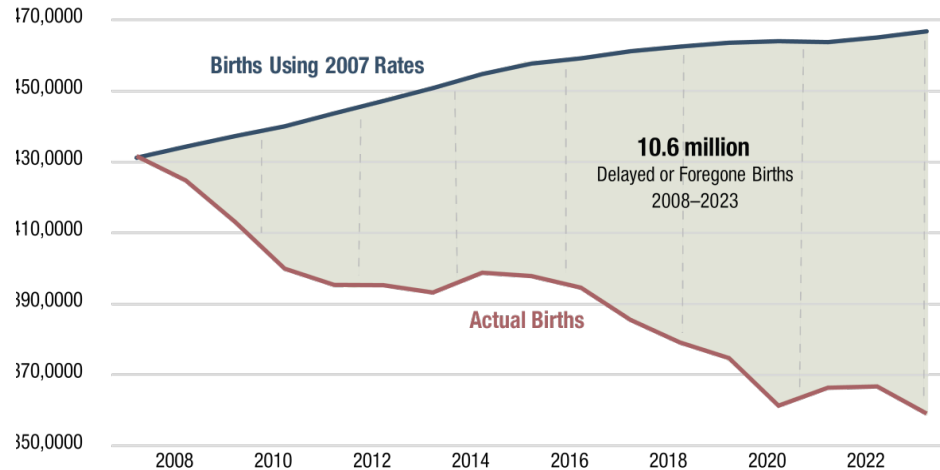
Early tech adapters, mobile, broad integration

Physically fit; expect mobility, work anywhere

Connecting Some Important Dots

Generational issues and frustrations that will eventually impact us all.

The missing generation



A bad economy *in the childbearing demographic* always results in fewer births: simple Maslow's Hierarchy

2008 Great Recession: fertility rate dropped and has continued to plunge

2022: Lowest US fertility rate ever

2024: The year employers and the military finally face the reality of 11 million 16-year-olds who were never born.

Our birth-immigrant-growth conundrum

- Lowest fertility rate ever; no signs of increasing
 - US consistently ranks in bottom five of 40 OECD countries on support for childbearing and childrearing
- Sustained unemployment <4%
- Expectations: an economy powered by growth
- Immigrant hatred, threats and violence, with half the country intent on halting all immigration
 - Since the inception of the country, young immigrants have always backfilled births, fueling growth

April 30, 2024

**California
reverses
population loss**

A rebound in legal immigration...fueled the state's first population increase since 2019

An immigrant story

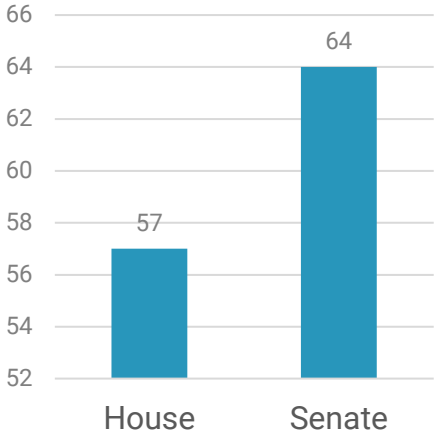
KKK to JFK in two generations

- Mid-1800s: Ireland's Great Famine
 - A quarter of Ireland's population died or fled starvation
 - Entire families: poor farmers, starving, disease-ridden
 - Among them: Patrick Joseph Kennedy from the poorest part of Ireland
 - "Coffin ships" – stacked like wood, 20% to 50% lost in the Atlantic
- More than 4.5million emigrated to US between 1820 and 1930
 - By 1920, the US immigration crisis of the 20th century
 - Strongest KKK activity since Civil War, now in NE and Midwest
 - Indiana: 1 of 3 males active in KKK
 - Virulently anti-Catholic, anti-Irish
 - Fear mongering, violent discrimination at local, state and national levels: "criminals, rapists, take jobs away from Americans"
- 1960: Patrick's great grandson elected president of the US



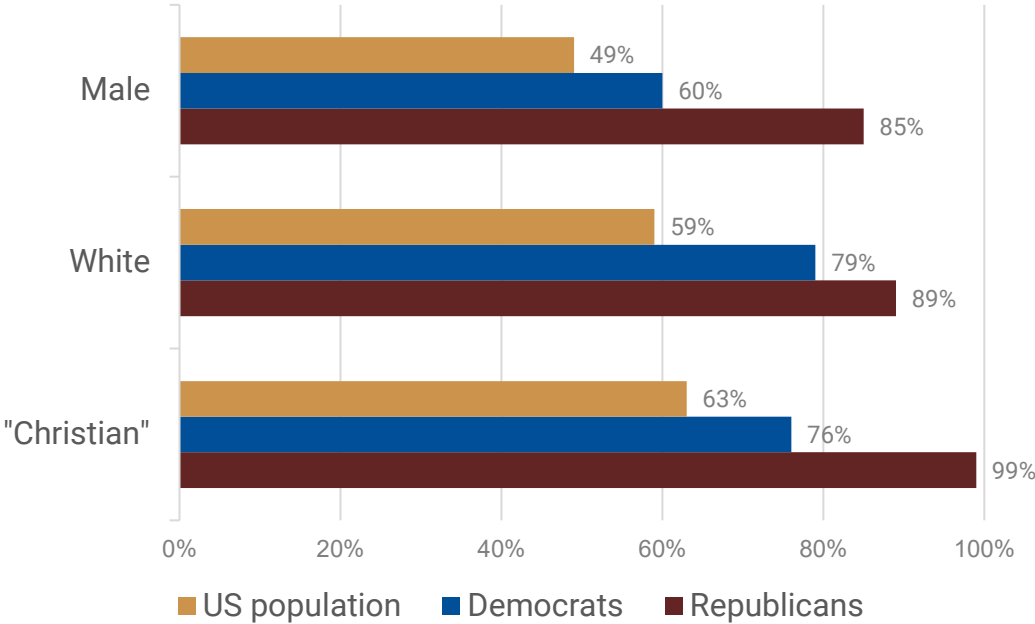
Representation frustration: 118th Congress

MEDIAN AGE



65+: Half of current US Senate, but only 16% of US population.

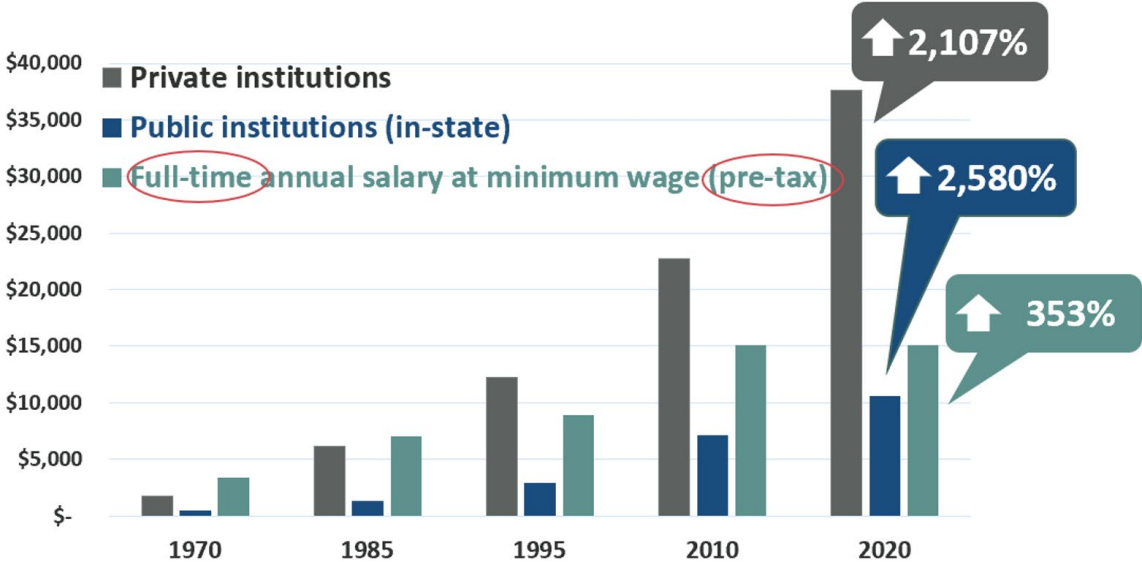
GENDER, RACE, RELIGION



Leadership ages elsewhere

- Median age world leaders: 62
 - Countries ranked less free tend to have older leaders.
 - Of 187 UN nation members, Biden and Trump among the 20 oldest leaders.
 - Catholic church: Cardinals can't vote after age 80—can be pope, but can't vote for pope
 - European Union
 - Parliament: ages 21-82, average 49 years
 - Leadership Council (29 country presidents and prime ministers): ages 37-64, average 53 years
 - 72% Gen X (age 43 to 58 in 2023)
- 2023: EU passed new AI Act by an overwhelming majority, taking a risk-based approach to regulating artificial intelligence; notified Elon Musk must comply with AI Act to combat lies & massive Russian disinformation on X/Twitter.

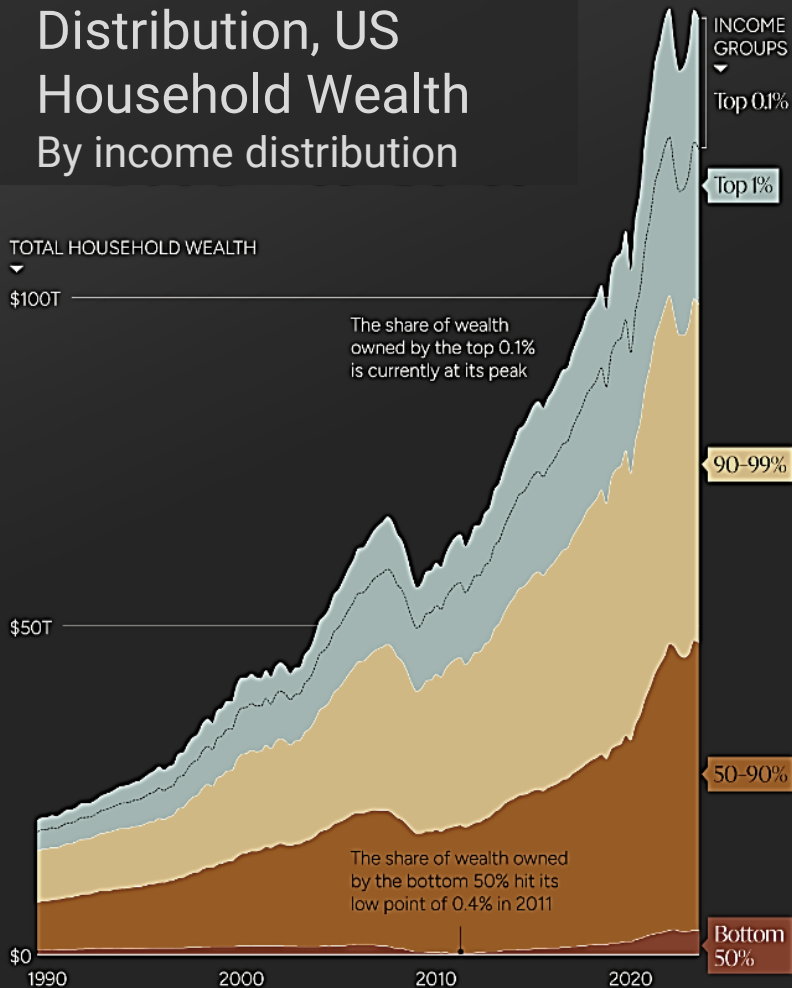
Undergraduate tuition, US, 1970-2020



To afford public university tuition in 2020 without loans, students had to work six times as many hours as students in 1970.

Sources: National Center for Education Statistics

Distribution, US Household Wealth By income distribution



Source: The Federal Reserve



What creates the turnings?

- Turnings create new generations
 - 4th Turning: crises, often war
- But what creates the turnings?
 - Peter Turchin's cycles: intolerable wealth gap
 - Wealth gap reset after WWII
 - Since 70s, huge increase
 - Inevitable result: massive civic destabilization
 - "Elite overproduction" causes competition for power
 - "Every cycle, more formidable weapons and greater propensity to use them"

What if ...

No final 4th Turning shock?

- What would it look like to decrease the wealth gap to perhaps prevent the shock of a war despite the dominant “me” generation, tax hypersensitivity, polarized goals and tactics, and a dysfunctional Congress?
 - Chip away at health cost and access issues?
 - Public work projects: increase employment, rebuild underfunded, decaying infrastructure, like FDR did with his New Deal?
 - Allow immigration to offset very low birth rates?
 - Support to the bottom 50%, and to young families with child tax and earned income tax credits, child nutrition help, childcare, early childhood education, and lower cost housing?
 - Cautiously slow inflation, allowing the \$7.25 (2009) minimum wage to reset?
- What would it not look like??

Moving forward, heart and mind

Living, Understanding and Working Together

BUILDER

Caution. Planning, thinking ahead—scenario development. Giving back. Listening to understand, not to respond. Empathy.

BOOMER

Compartmentalization. Confidence, independent thinking. Self-reliance. How to interview successfully. Competing successfully.

GEN X

“Best employees.” Digital reskilling. Efficiency. Economic adaptation. Seeking and using mentoring. Execution. Building talent.

MILLENNIAL

Teamwork. Workplace development. Advantages of constant versus infrequent feedback. Tolerance and inclusion. Work-life balance. Digital skills.

GEN Z

Truth telling. Anxiety, but confidence in self-guidance. Entrepreneurism. Online privacy. Relationship. Passion. Digital skills.

Eight values that matter across generations

1. Feeling respected.
2. Vulnerability and curiosity—particularly with experiences not like our own
3. Keeping status disparities in mind as we talk and learn from each other.
4. Being listened to and understood – and receiving authentic feedback that demonstrates being heard.
5. Receiving effective communication in a way we can understand it.
6. Having opportunities for learning, mentoring.
7. Experiencing a stimulating exchange of ideas.
8. Understanding both the immediate opportunity and a greater purpose – how what we're doing will improve the lives of others—what we're really achieving.

Loving and living through it all

- Be wary of authoritarianism: appealing during chaos.
- Listen to others. Be comfortable with discomfort: transformation and growth occur.
- Acknowledge and sit with unconscious defaults.
- Recognize everyone does the best they can at any point in time.
- Actively support the complementary nature of each generation.
- Keep moving “me” to “we” and forward for humanity.
- Lean on roots, values, faith, community.
- Be patient, generous and kind to each other.
- Seek, find, and acknowledge everyday joy.
- Participate actively: how this ends is up to us.
- Be a possibilist – envision the goal, work backwards to discover the path forward

“I saw the angel
in the marble and
carved until I set
him free.”

—MICHELANGELO



Listening and learning

- Bergoglio, Jorge Mario Bergoglio (Pope Francis) with Ivereigh, Austen, *Let us Dream: The Path to a Better Future*, Simon & Schuster, 2022
- Burrough, Brian, *Days of Rage: America's Radical Underground, the FBI, and the Forgotten Age of Revolutionary Violence*, Penguin Books, 2016
- Egan, Timothy, *A Fever in the Heartland: The Ku Klux Klan's Plot to Take Over America, and the Woman Who Stopped Them*, Viking, 2023
- Goodwin, Doris Kearns, *Leadership In Turbulent Times*, Simon & Schuster, 2018
- Hamadey, Gina, *I Want to Thank You: How a Year of Gratitude Can Bring Joy and Meaning in a Disconnected World*, TarcherPerigee, 2021
- Howe, Neil, *The Fourth Turning is Here: What the Seasons of History Tell Us about How and When This Crisis Will End*, Simon & Schuster, 2023
- Mallick, Mita, *Reimagine Inclusion: Debunking 13 Myths to Transform Your Workplace*, John Wiley & Sons, 2023
- Strauss, William and Howe, Neil: *Generations: The History of America's Future, 1584 to 2069*, William Morrow & Co, 1991
- Turchin, Peter, *Ages of Discord: A Structural-Demographic Analysis of American History*, Beresta Books, 2016
- Turchin, Peter, *End Times: Elites, Counter-Elites, and the Path of Political Disintegration*, Penguin Press, 2023
- Ury, William, *Possible: How We Survive (and Thrive) in an Age of Conflict*, HarperCollins Publishers, 2024

MISSION LEADERSHIP ACADEMY

Q & A

Mary Anne Graf

Nancy Jordan

Seattle, WA

Eureka, CA

Sonoma, CA

Orange Buds, CA

Missoula, MT



MISSION LEADERSHIP ACADEMY

Sense Experience

Julie Dir-Muñoz





"Vulnerability is the birthplace of love, belonging, joy, courage, empathy, and creativity. It is the source of hope, empathy, accountability, and authenticity. If we want greater clarity in our purpose or deeper and more meaningful spiritual lives, vulnerability is the path."

BRENÉ BROWN