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# ***Effective Communication in an Ever-Changing World***

***Changing of the Workforce...  
Reinvention of Retirement***

*created by*

***Impact Presentations Group***

# *Changing of the Workforce...* *Reinvention of Retirement*

*presented by:*

Mark Goldstein

Impact Presentations Group

*presented for:*

National Pension Education Association

October 18, 2010

Lake Tahoe

Staying on Top;  
Responding to an  
Ever Changing  
World

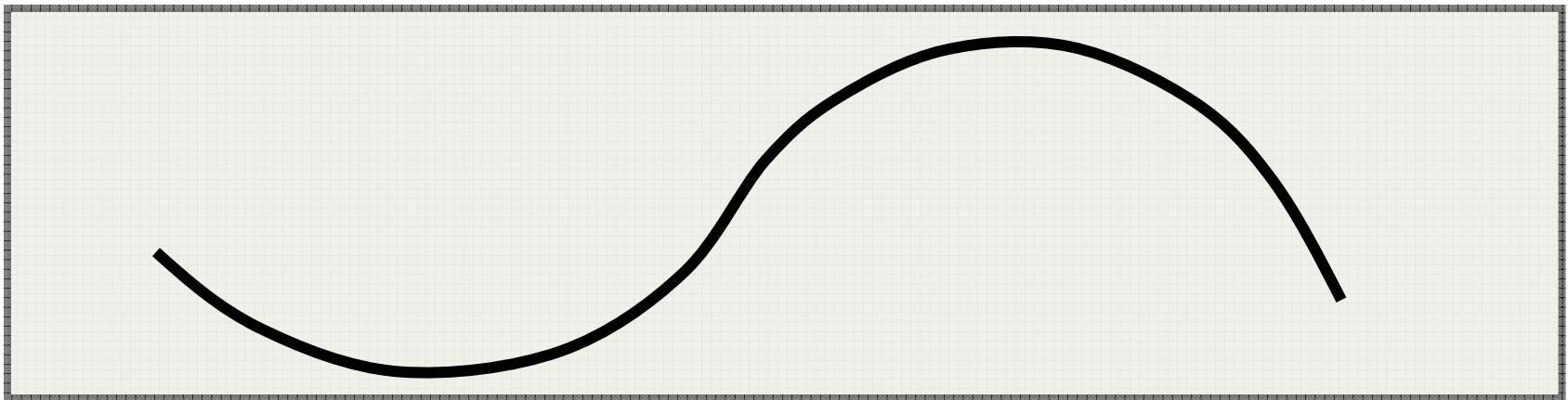
# The Solution:

*Understanding and Aligning  
with Key Trends  
Impacting the Workforce  
and Retirement*

# Key Trend

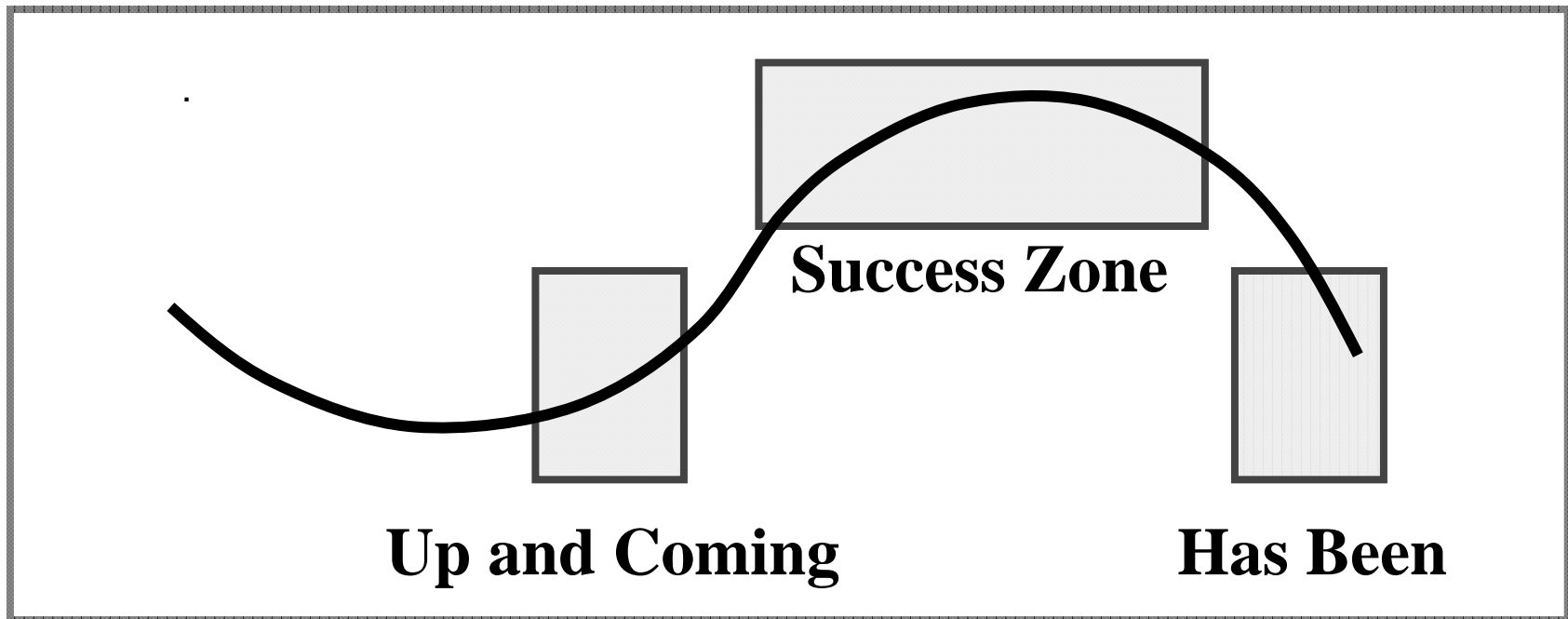
## *Acceleration of the Sigmoid Curve*

- Accelerating
- Applies everywhere
- Most “re-inventions” start too late



# Maximize the Opportunity

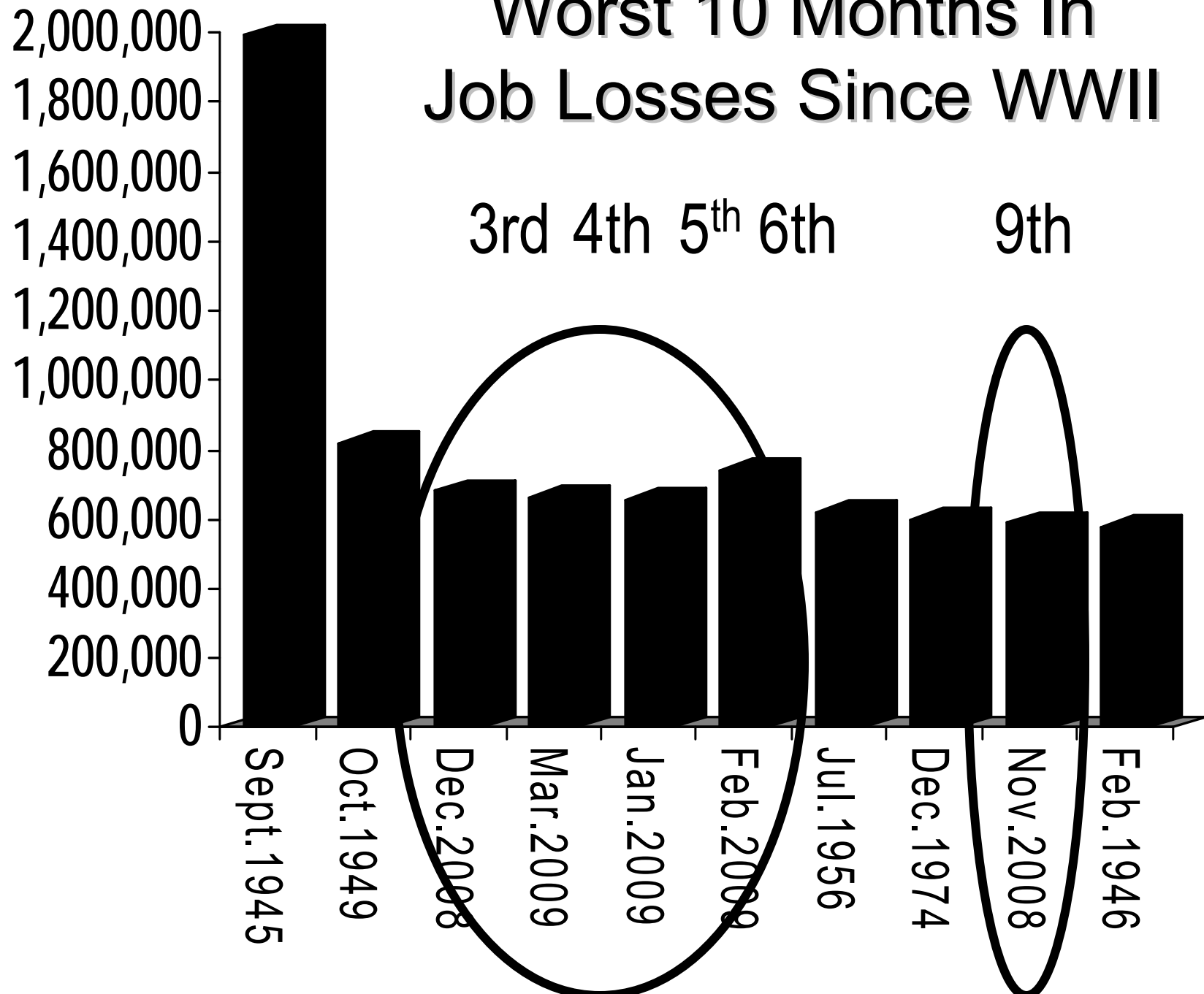
*Re-invention is best during  
the “Success Zone”*



# Current Perspective of US Workforce



# Worst 10 Months In Job Losses Since WWII



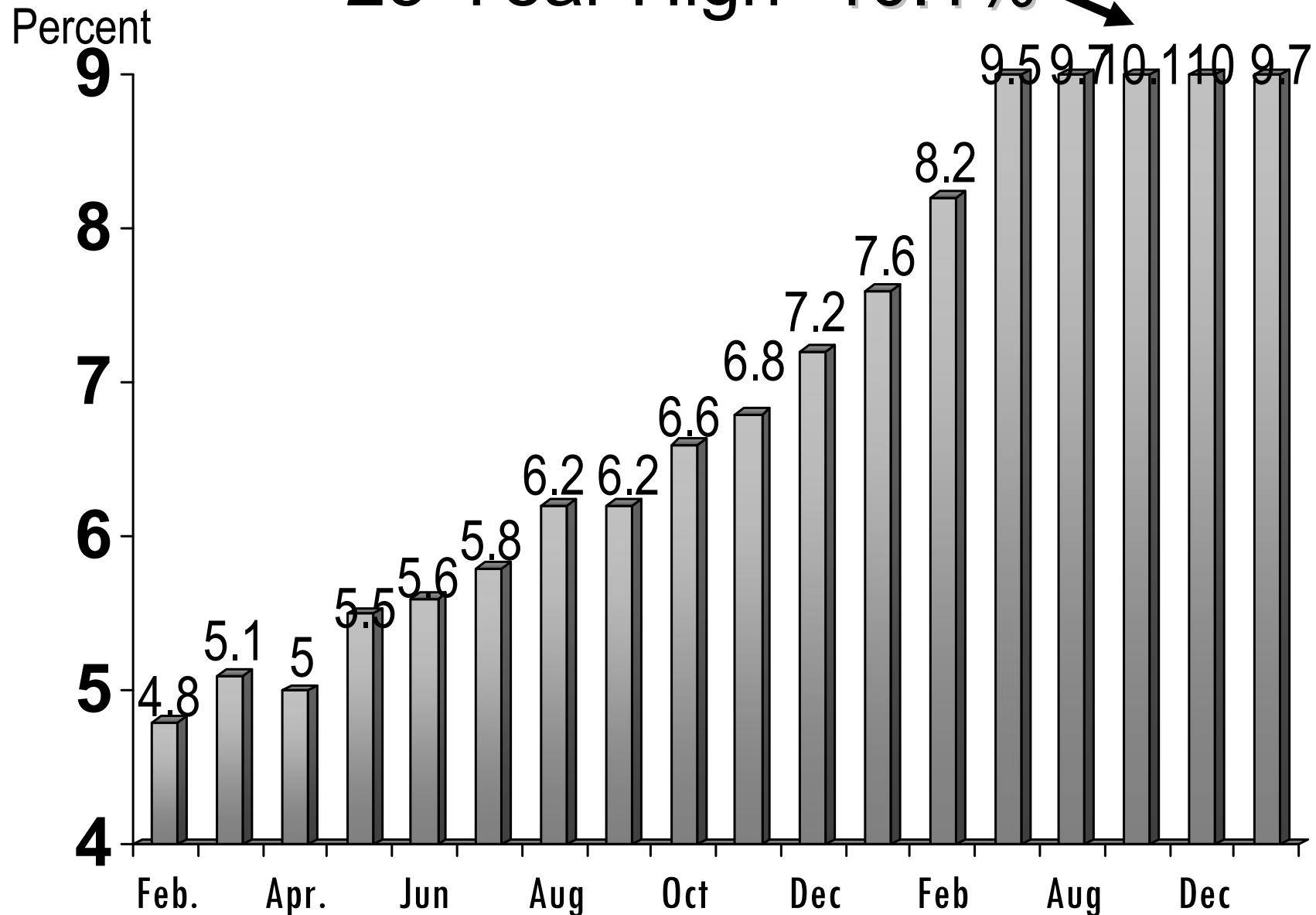
Bureau of Labor Statistics Commissioner  
Keith Hall said...

*“We’ve never had  
four straight months  
of job losses in  
excess of 600,000”*

We have now just had five...

# Unemployment Rate Feb. 08 to Mar. 2010

25-Year High 10.1% →



# Net Job Loss During the Recession

**8,400,000  
Jobs Lost**

*Since the recession began in December 2007*

# **Feds Warn: Massive Layoffs**

***Of Teachers, Police,  
And Firefighters...***

***As many as 900,000***



**Forecast:  
600,000 Education Workers to get  
Pink Slips in Academic Year 2010-2011**

*At least half of them Teachers*

*Education Secretary, Arne Duncan, asks for  
a \$100 billion emergency injection for schools*

# **Top Two Focuses of US Workforce**

August 2008 to January 2009

## **Long Term Job Security:**

- **46% to 59%**

## **Adequate Benefit Protection :**

- **37% to 56%**

65% US Employees becoming  
more stressed...

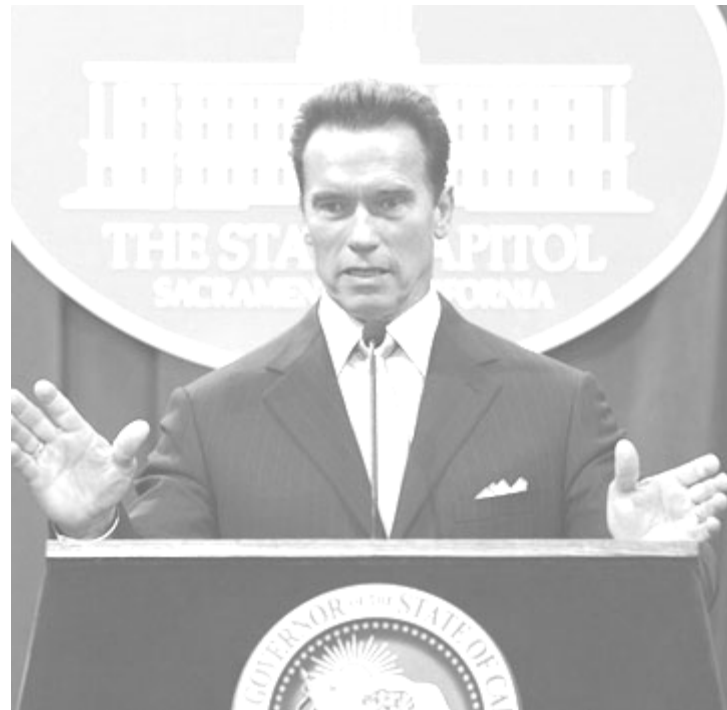
**...over the risk that they  
will not be able to  
retire on schedule.**



# ***Insights from Towers Watson's 2010 Global Workforce Study...***

***“The desire for security  
trumps everything”***

“No single issue threatens the fiscal health of California more than Public Pension Obligations”



California Governor Arnold Schwarzenegger

\$19.1 Billion short for Fiscal Year July 1

# Half of Californians Believe that their State Budget Could be cut by 20% with No Impact...

20% equals:

No Prison System

No Welfare Programs

No Transportation Spending



**Pew Center on the States 2010**

# Current Plan that Values State Pensions is Under Fire...

“Government officials have granted pensions to public workers for years without reflecting the true cost, analysts say.”

*Now the bills are coming due...*

# **Underfunded State Retirement Systems**

By an Estimated...

**\$452 Billion**

# **Underfunded State Retirement Systems**

Using methods that are required by the Private Sector the underfunded liability

Rises to an Estimated...

**\$3 Trillion**

National Bureau of Economic Research, 2010

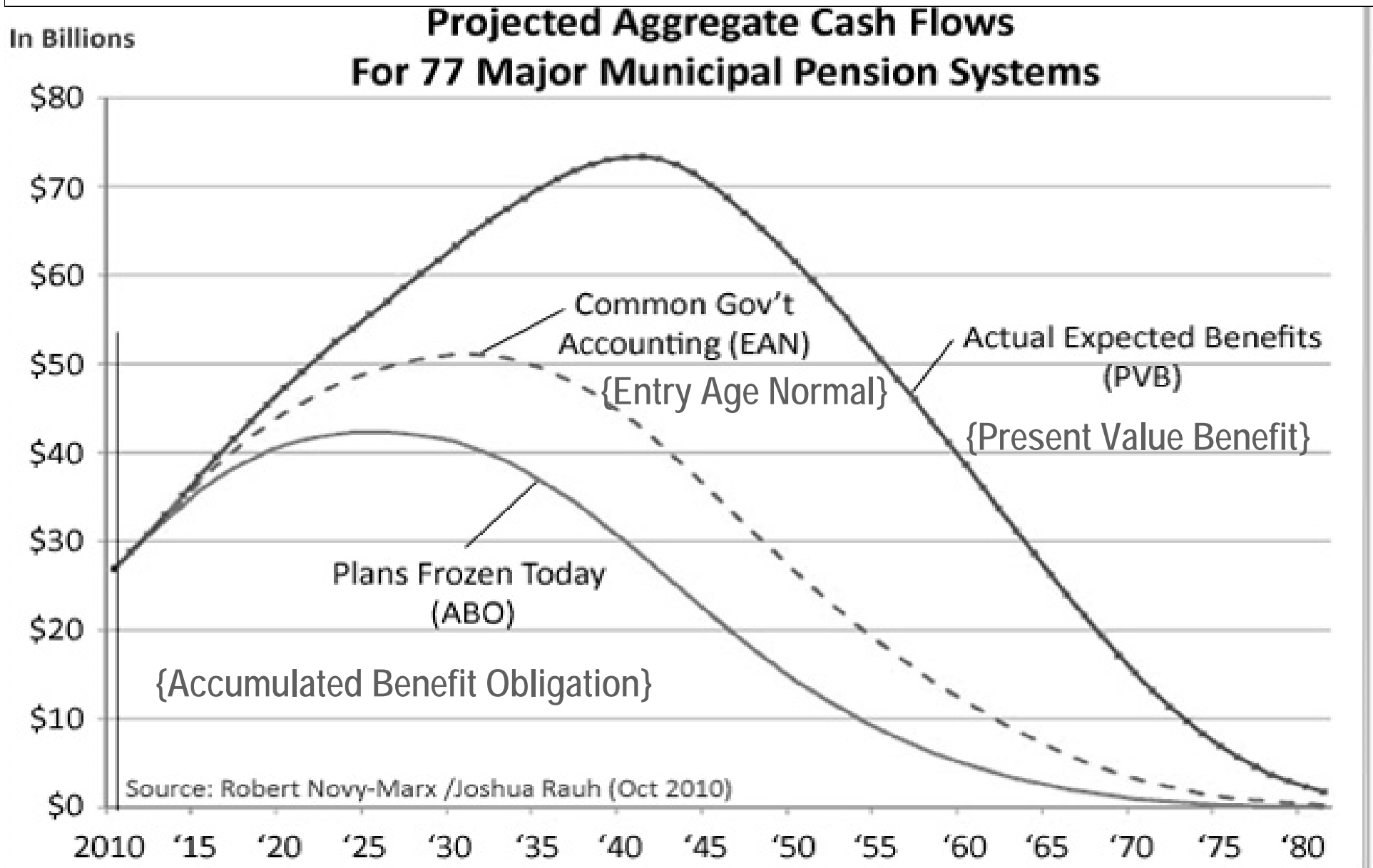
**Robert Novy – Marx, University of Chicago**

**Joshua D. Rauh, Northwestern University**

Most cities use Entry Age Normal accounting, which assumes employees will retire at a normal age and not receive any increase in benefits.

A more accurate system is Present Value of Benefits accounting, which assumes employees will retire at a normal age *after receiving typical salary and benefit increases*.

# Entry Age Normal vs. Present Value of Benefits Accounting





If the opposite of “pro” is... “con”

Then the opposite of “Progress”

...is “Congress”

James A. Klein  
American Benefits Council

Corporate America Moving from Defined  
Benefit to...

Defined  
Contribution  
Pensions

*Who does this benefit...*

# Private Employees Losing Defined-Benefit US Workers with Defined-Benefit

1992  
83%

2010  
Only 20%

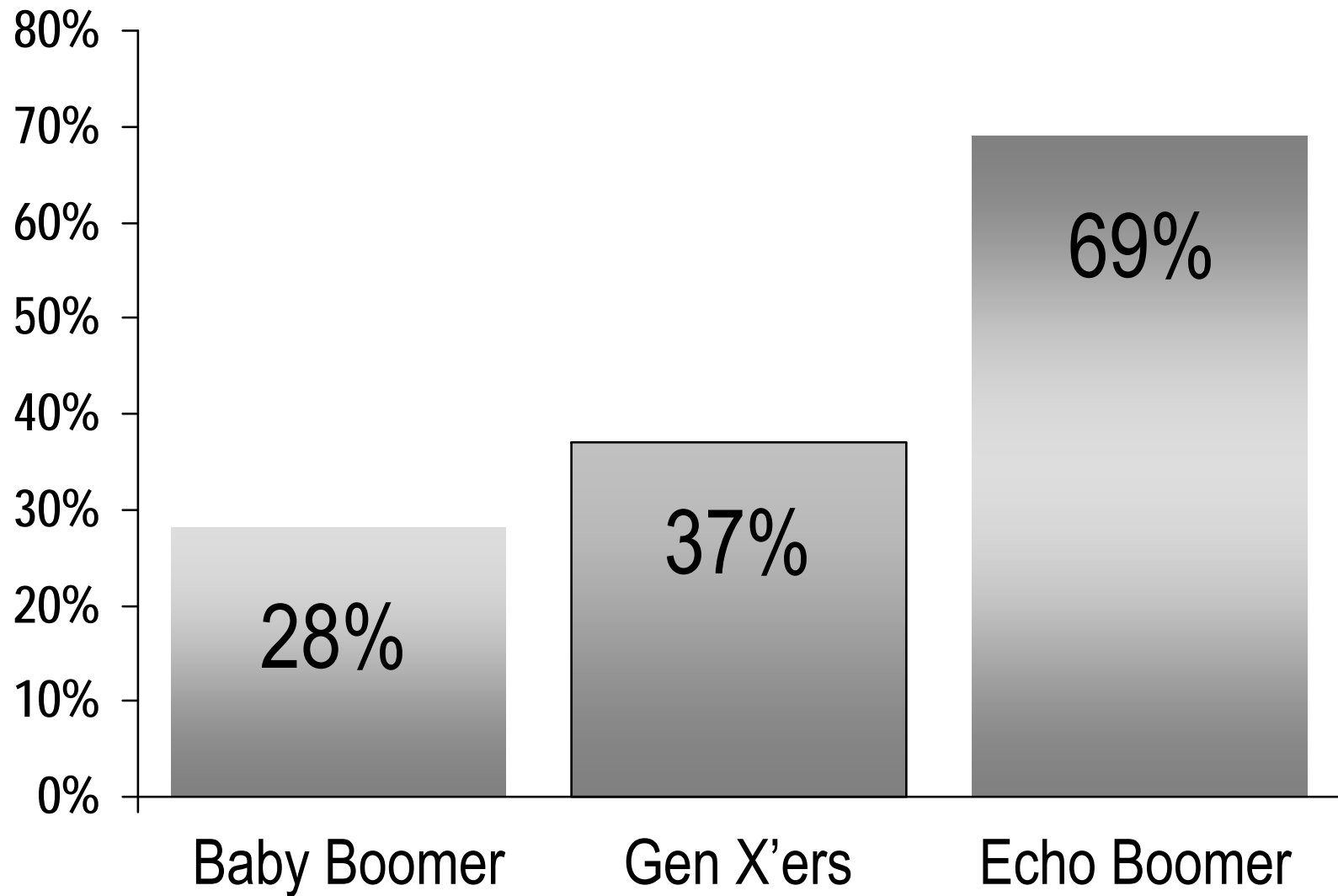
*80% of Public Employees have Defined-Benefit*

# 2009 Studies indicate that...

**...29% of employers intend to reduce or eliminate contributions to "defined-contribution retirement plans" in the next 12 months.**

Spectrem Group 2009

# Percentage of Employees who Fail to Enroll in 401k Plans:



# Younger Workers...

Get their Financial Advice from:

- Parents --- 70%
- Internet --- 69%
- Employer - 53%

The key decisive factor on whose  
advice is followed...

## Truth & Trust

*More than ever  
It is a time for  
Straight Talk...*



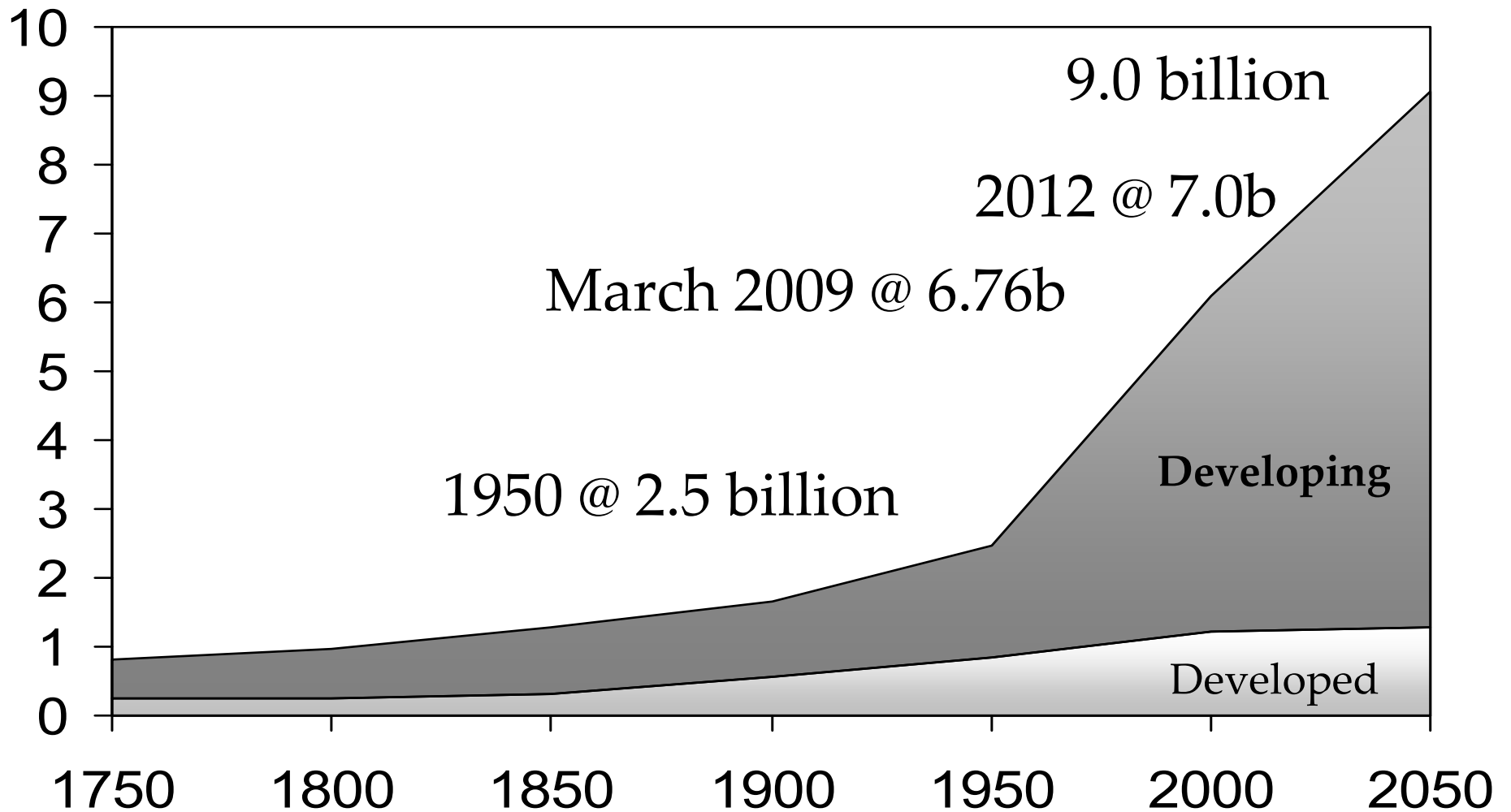
Key Trends Impacting the...

# Future Perspective of the Us Workforce



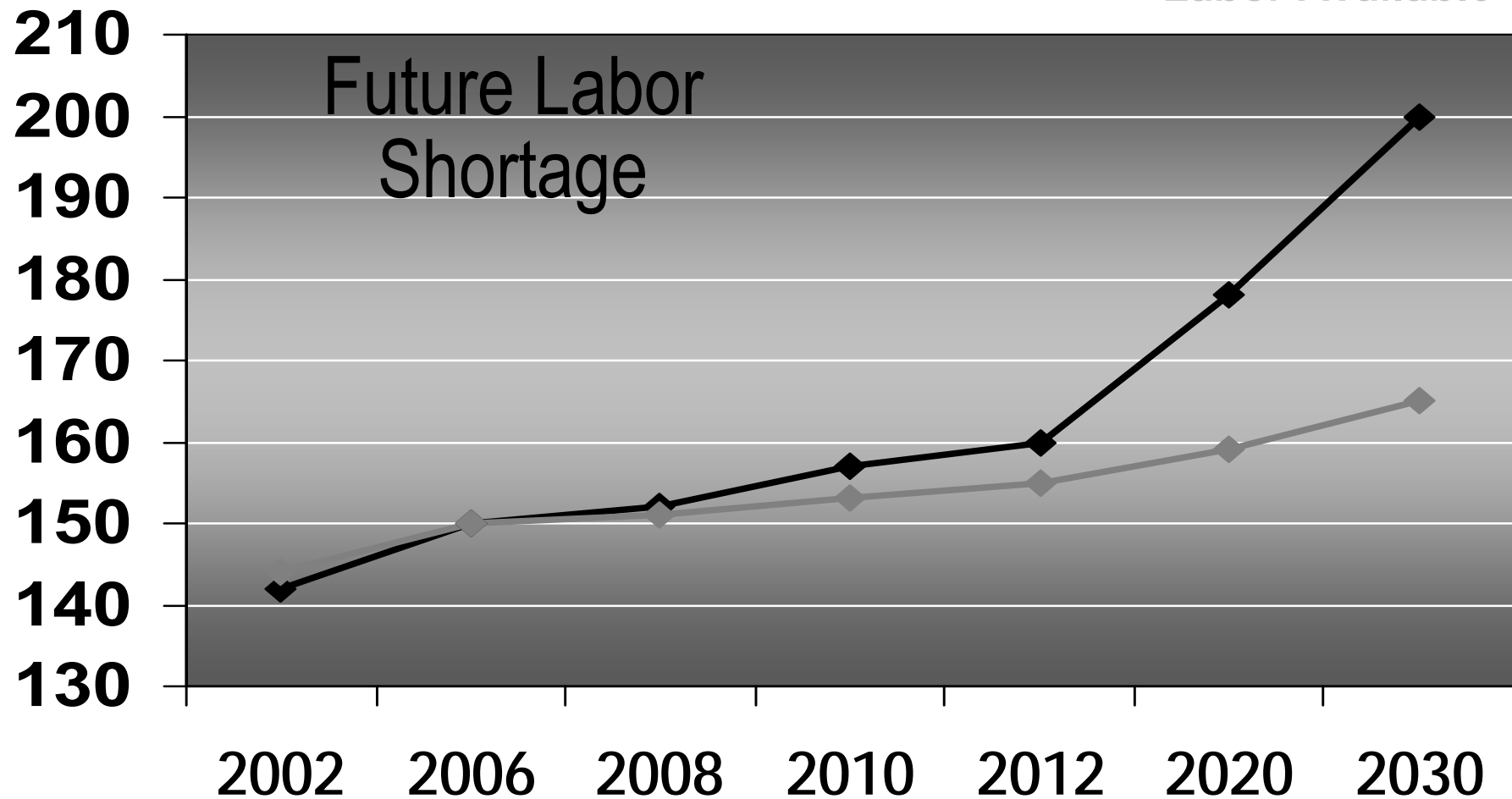
# World Population Growth Developed vs. Developing

Billions



# Labor Force Needed vs. Available to Maintain Economic Growth

■ Labor Needed  
■ Labor Available



# Employment Policy Foundation

Estimates that 80% of the  
Labor Shortage will be about...

**Skills**  
*not the number  
of available*  
**Workers**

# Labor Force Needed vs. Productivity to Maintain Economic Growth

Since World War II the US Economy has grown by 800%

While the Workforce has grown by 200%

Conclusion: Today's employee is able to be 4 times more productive

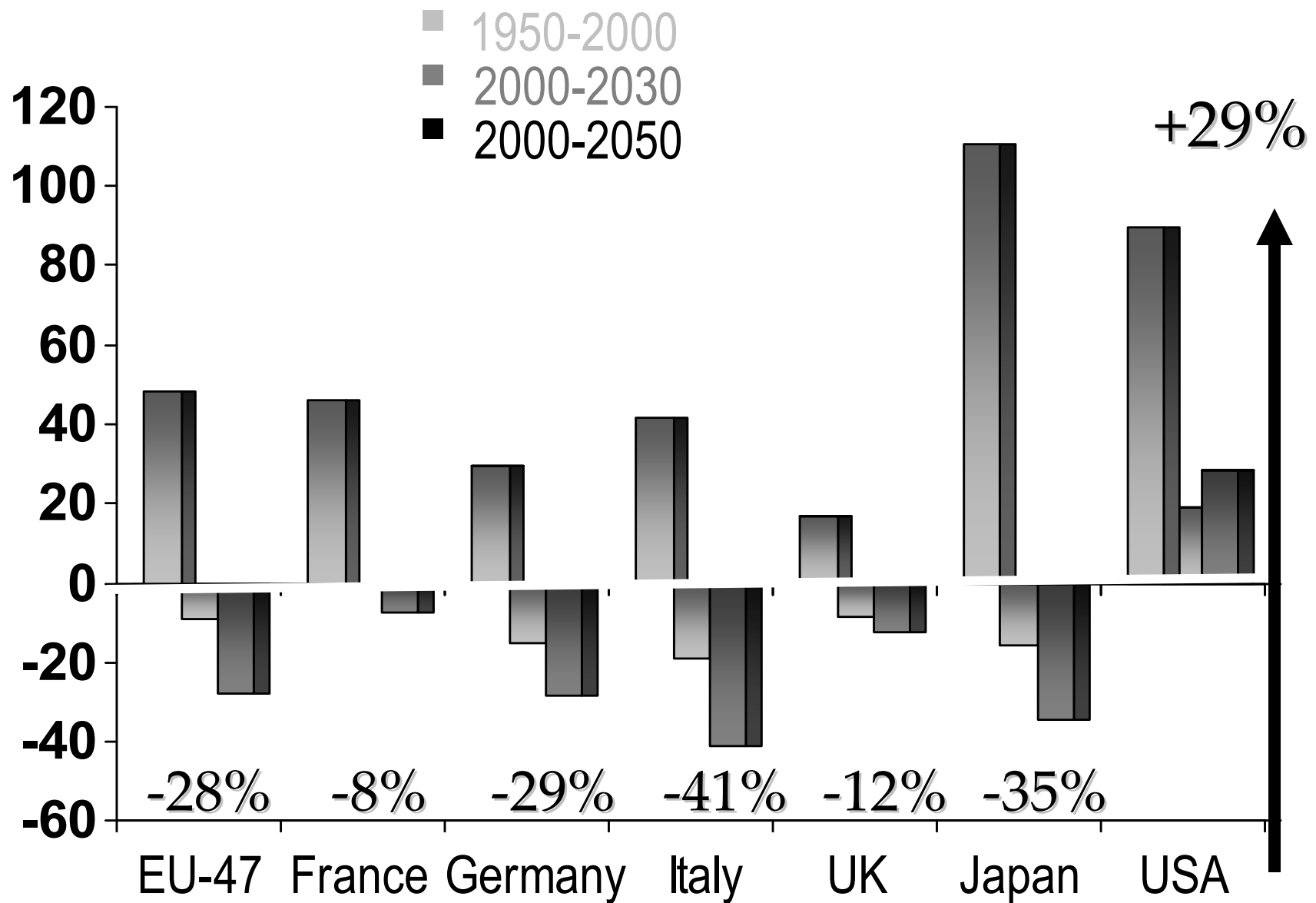
# **Benefits Linked to Job Satisfaction**

**Employee Benefits  
are the second most  
important job satisfaction  
factor for employees,  
after job security**

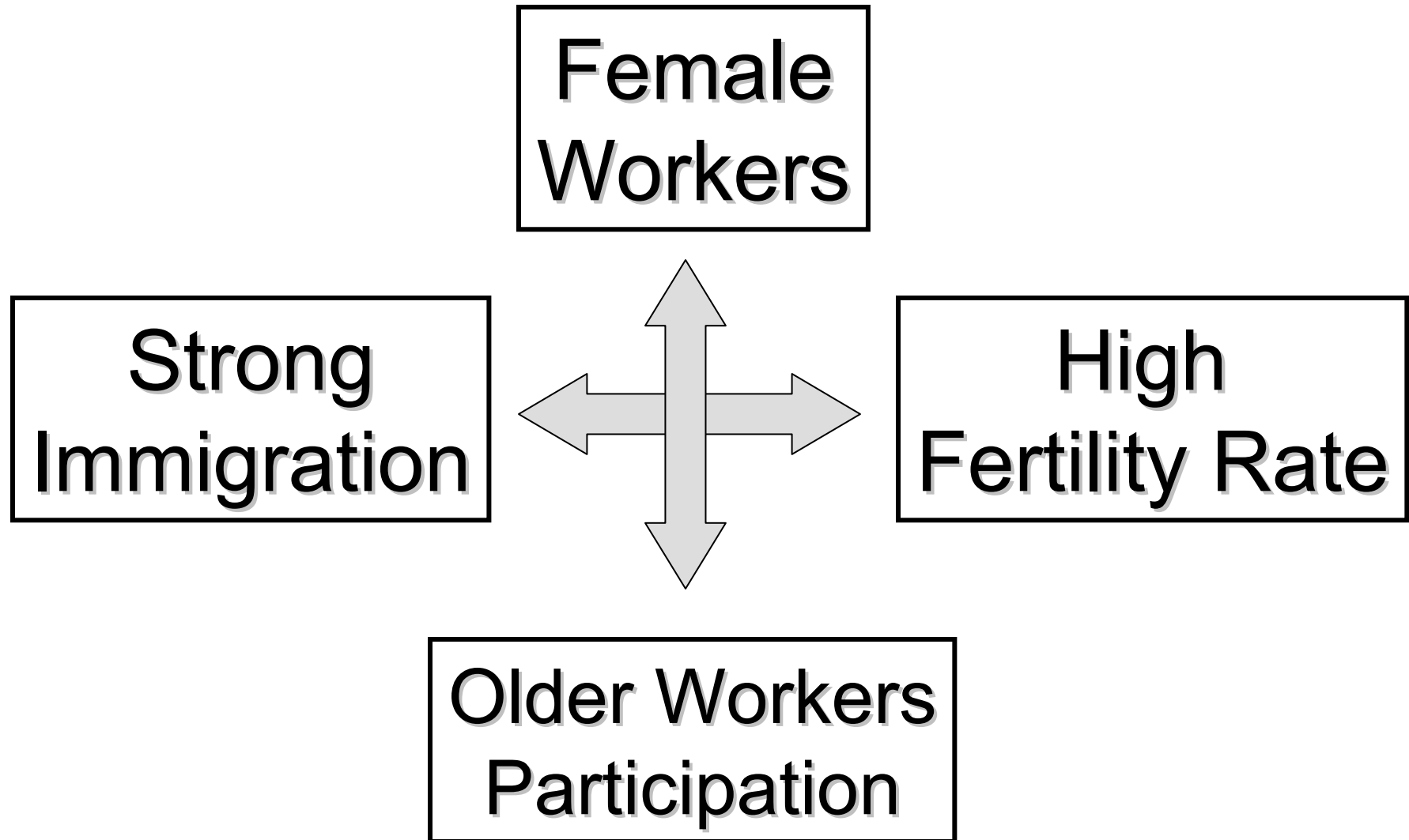
Society for Human Resource Management  
Job Satisfaction Survey



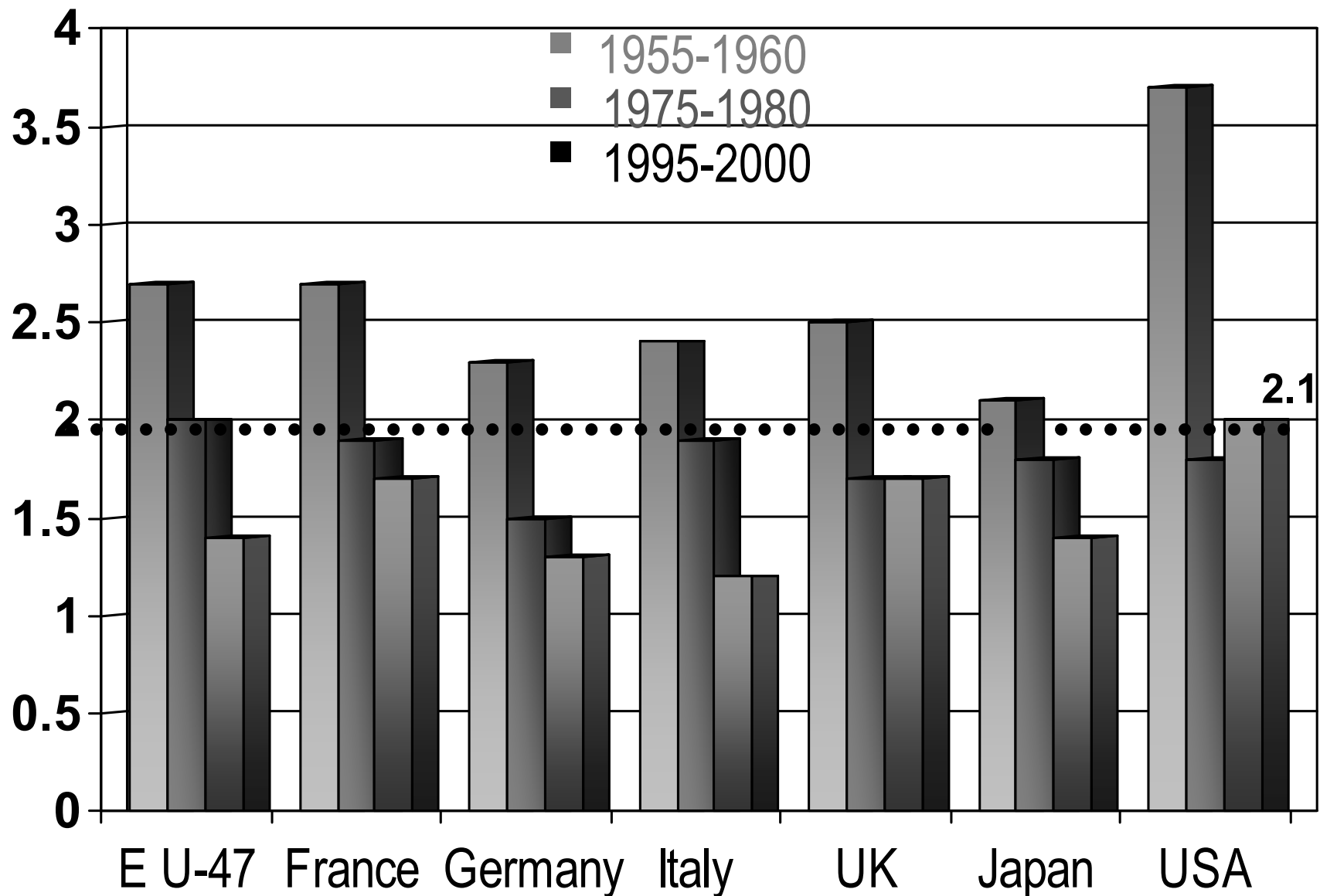
# Percent of Workforce Change Age 25-64



# US Workforce Growing due to...



# Fertility Rate 1955-2000





# Key Communication Trend...

## Diversity in The Workplace

**Strong  
Immigration**

The Workforce is becoming increasingly...

## Multicultural

1/3 of US Population is made up of

**Ethnic &  
Racial  
Minorities**

*Projected to hit 50% by  
the Mid-Century*

# Multiculturalism...

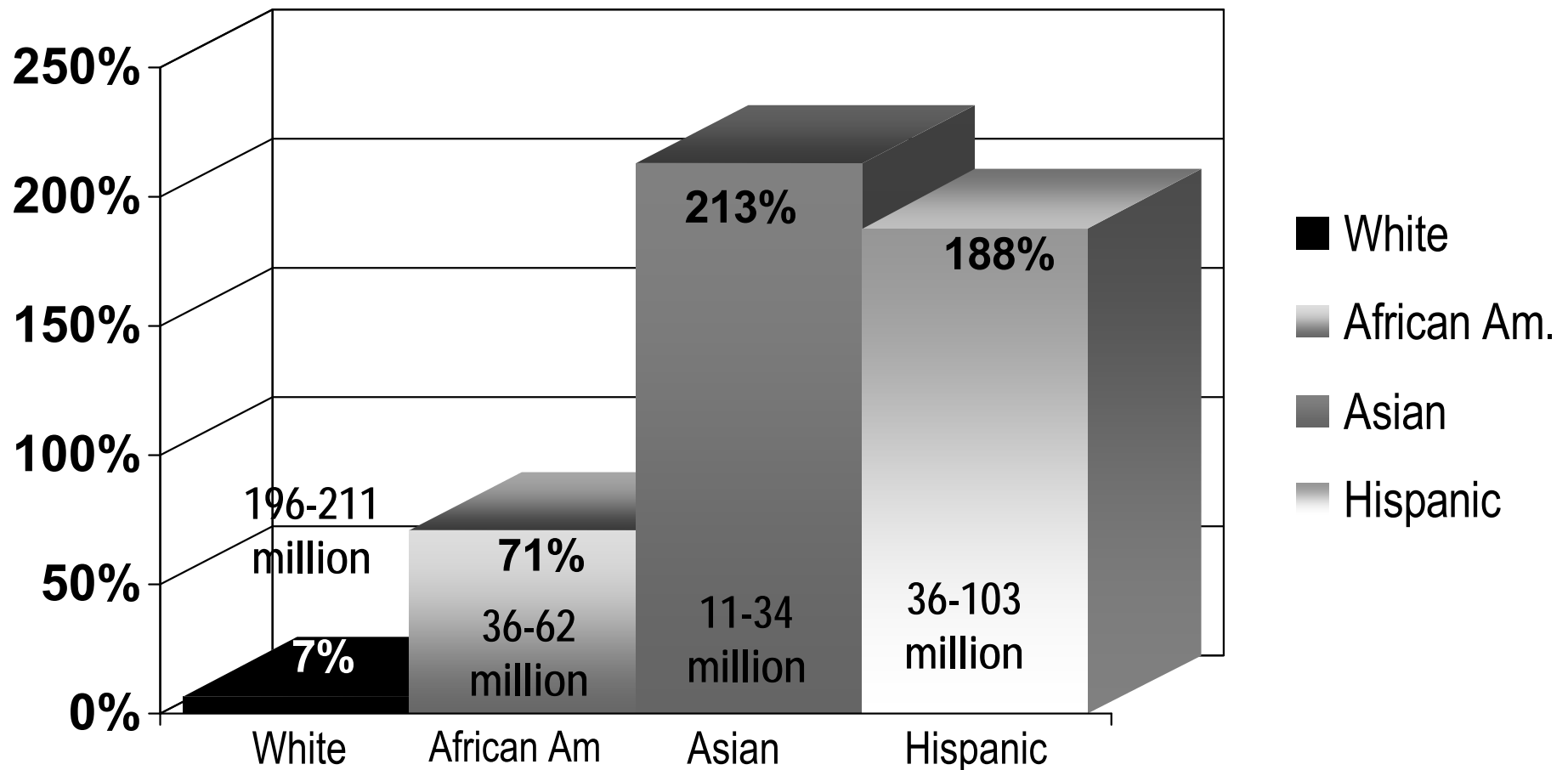
U.S. population may surpass  
400 million in 2039

At that time the  
so called Minorities  
will constitute a  
Majority of working  
age Americans



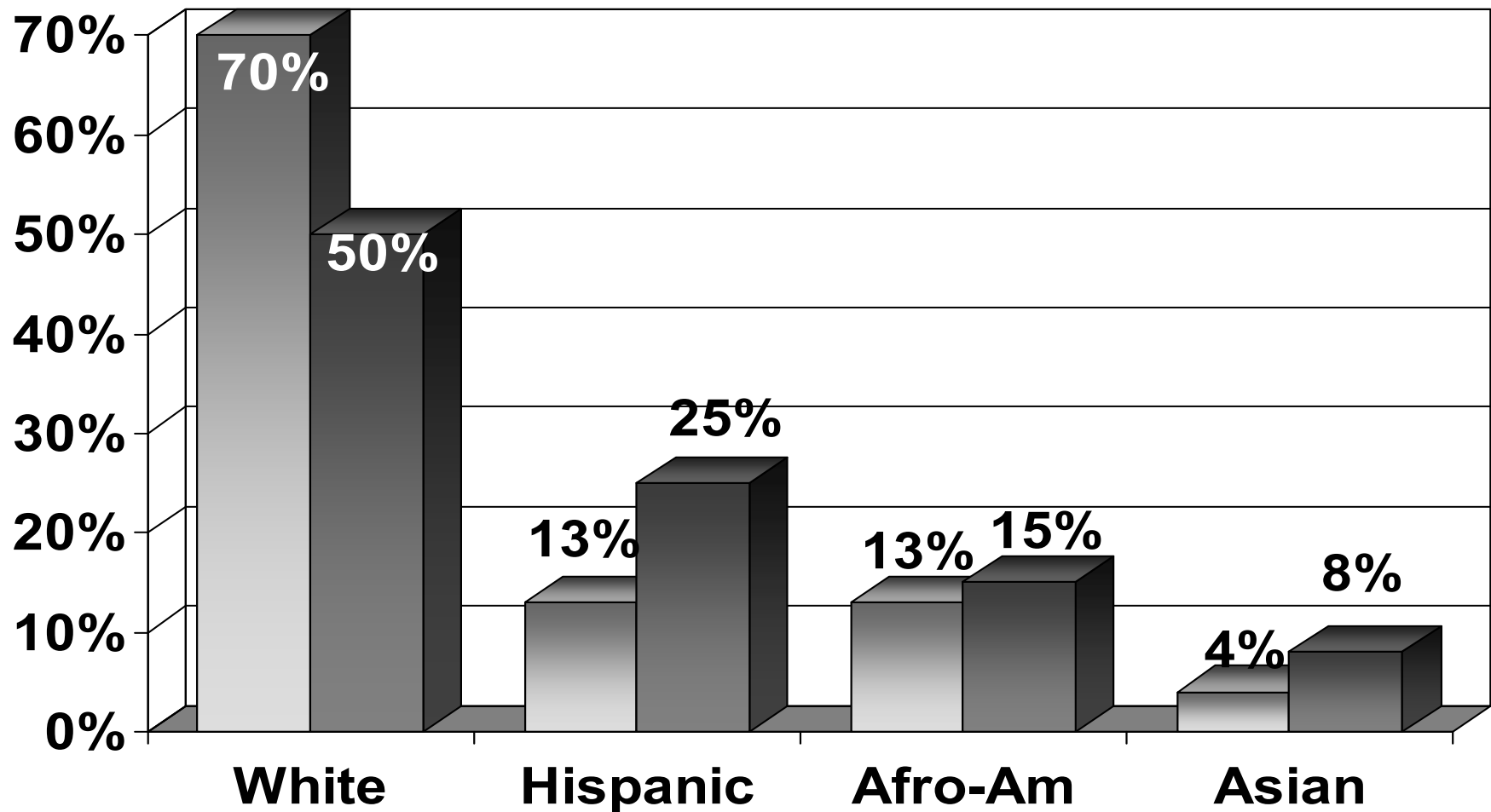
# Population Growth by Ethnicity 2000-2050

Percent of Increase



# Percent of Total Population by Ethnicity

## 2000-2050



Diversity cannot be added to the Mix

Diversity must  
Be the Mix

Take your Organization...

**Beyond  
Diversity**



**Aspire to  
Inclusion**

You are not adding something to  
what already exists, rather...

**You are Creating  
Something New**

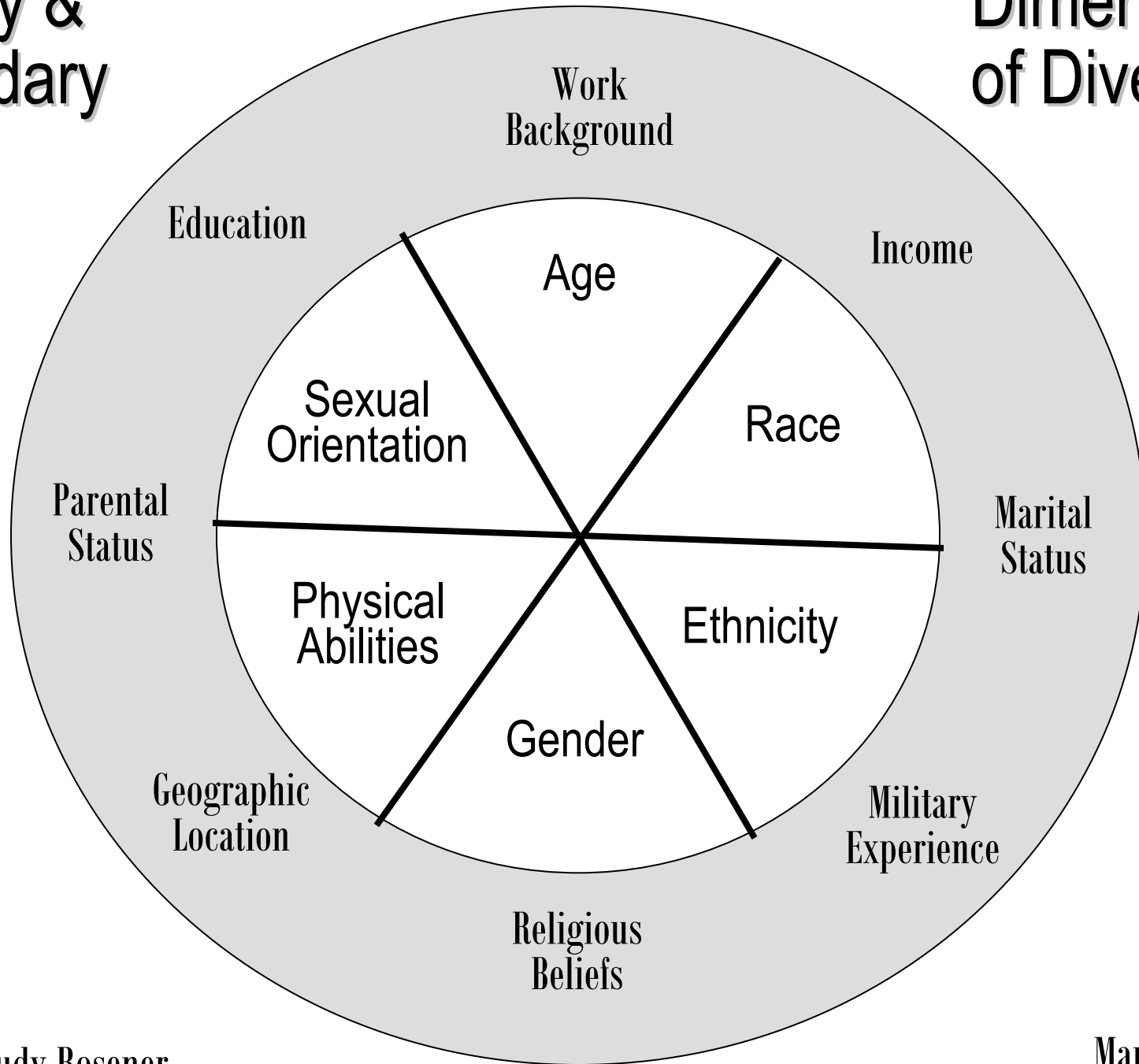


The Key to Diversity Communication...

**Broaden our  
Interpretation**

**Primary &  
Secondary**

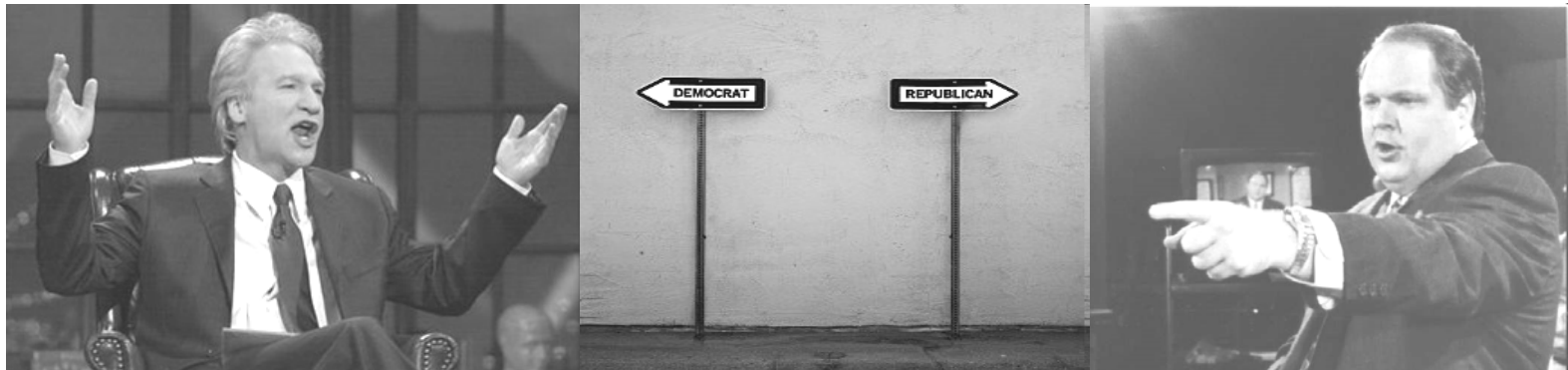
**Dimensions  
of Diversity**



Source: Dr. Judy Rosener

Marilyn Loden

# Currently, even Political Posture...



# ...Constitutes the New Diversity

# Multiculturalism...

*“...emphasizes the ways  
we are unique and  
different and the ways we  
are the same and share  
parts of our identity.”*

*Both are important and  
must be embraced*

# Key Communication Trend...

Responding to the...

## *Evolutionary Role of Women in the Workforce*

# Evolutionary Role of Women

Make up  
**51%**  
of Population

Make up  
**49.83%**  
of Workforce

Source: Bureau of Labor Statistics

# **Evolutionary Role of Women**

***71% Of Teachers  
Are Women***

Today, women hold  
**12%**  
of law enforcement jobs

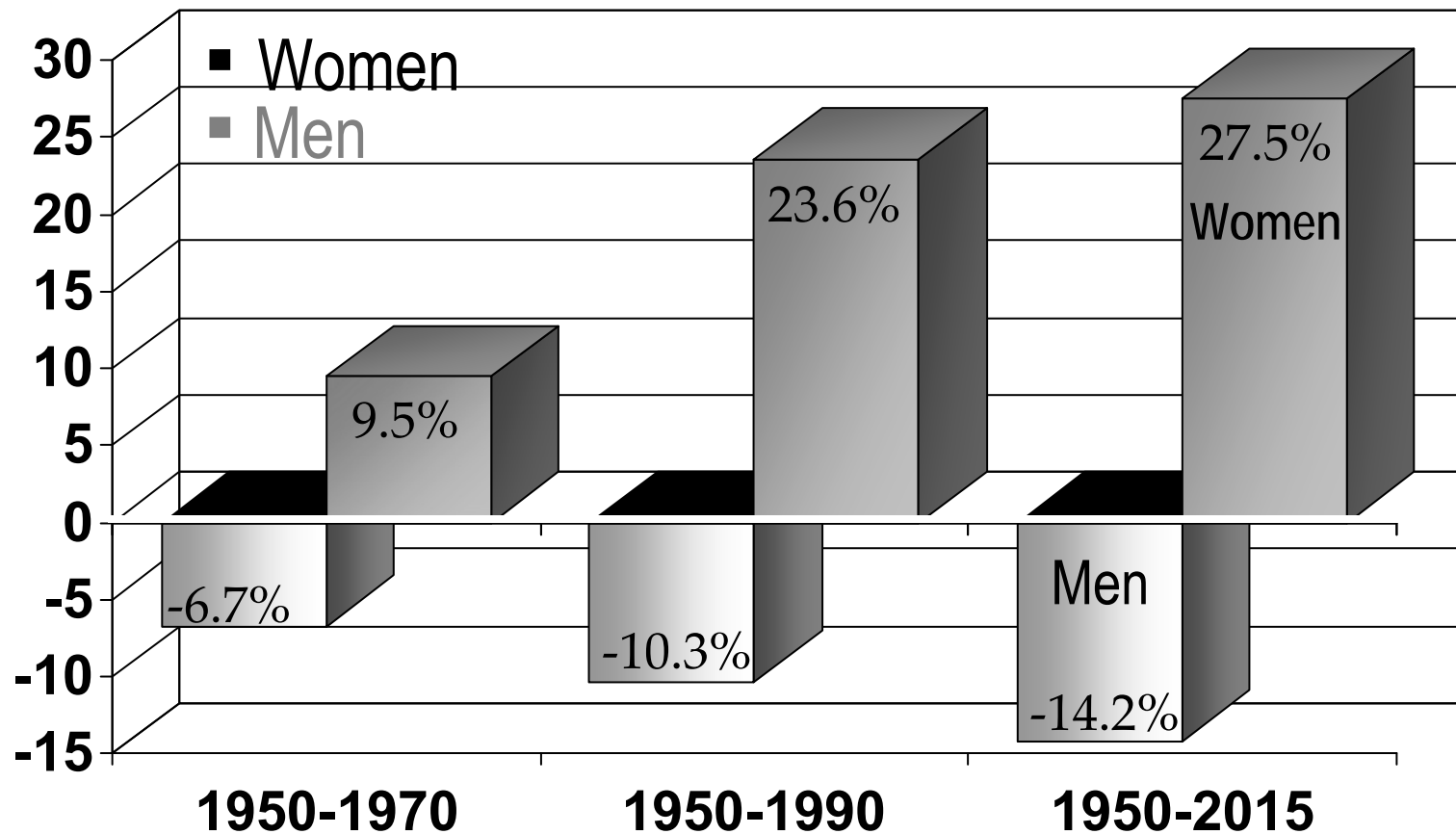
# Evolutionary Role of Women

Between  
1980 and 2000, the  
Number of  
Households Headed  
by Unmarried Women  
Increased by  
Almost 10 Million





# Percentage of Men & Women Entering the U.S. Labor Force

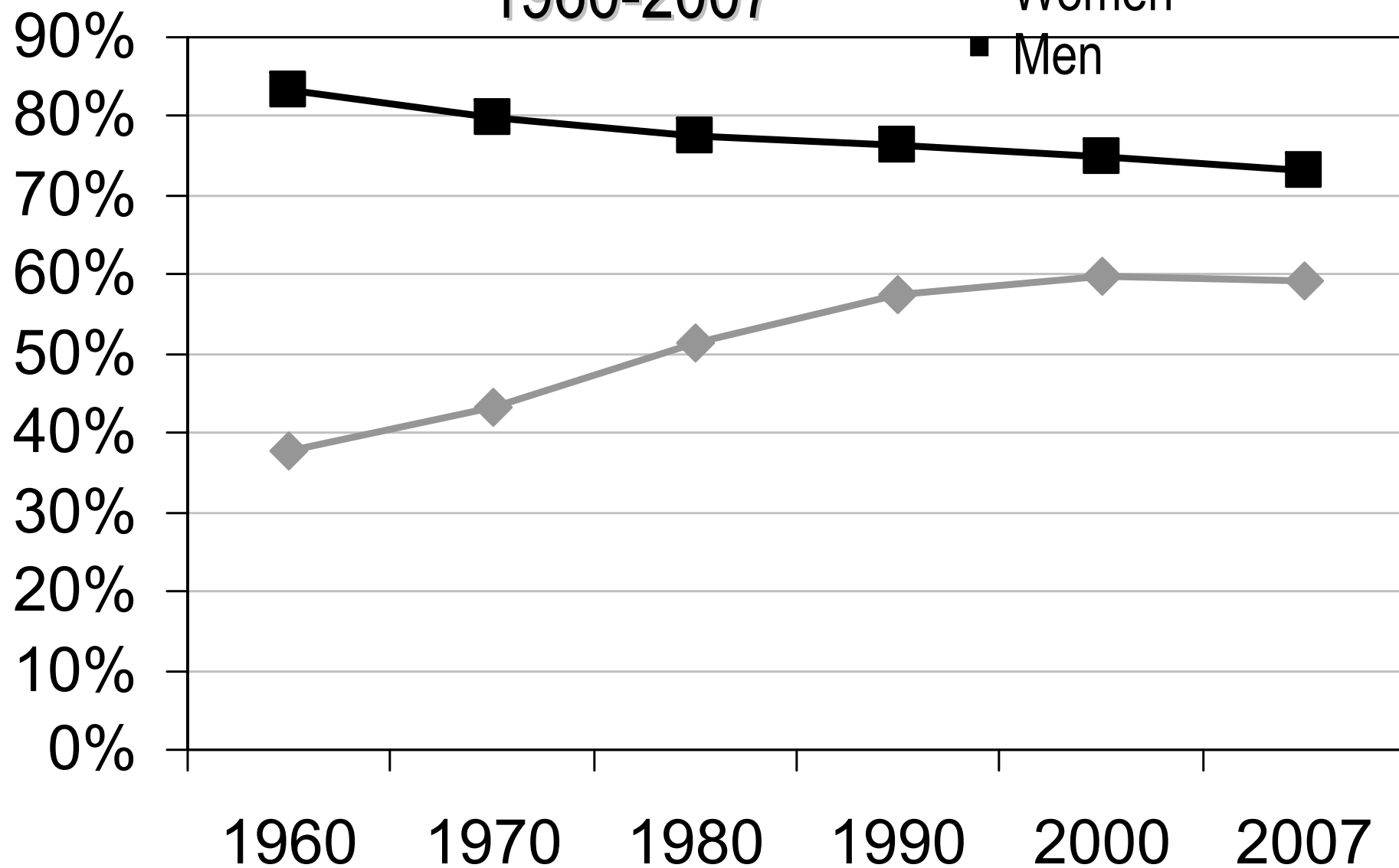


# Percent of Workforce Participation by Gender

1960-2007

■ Women

■ Men



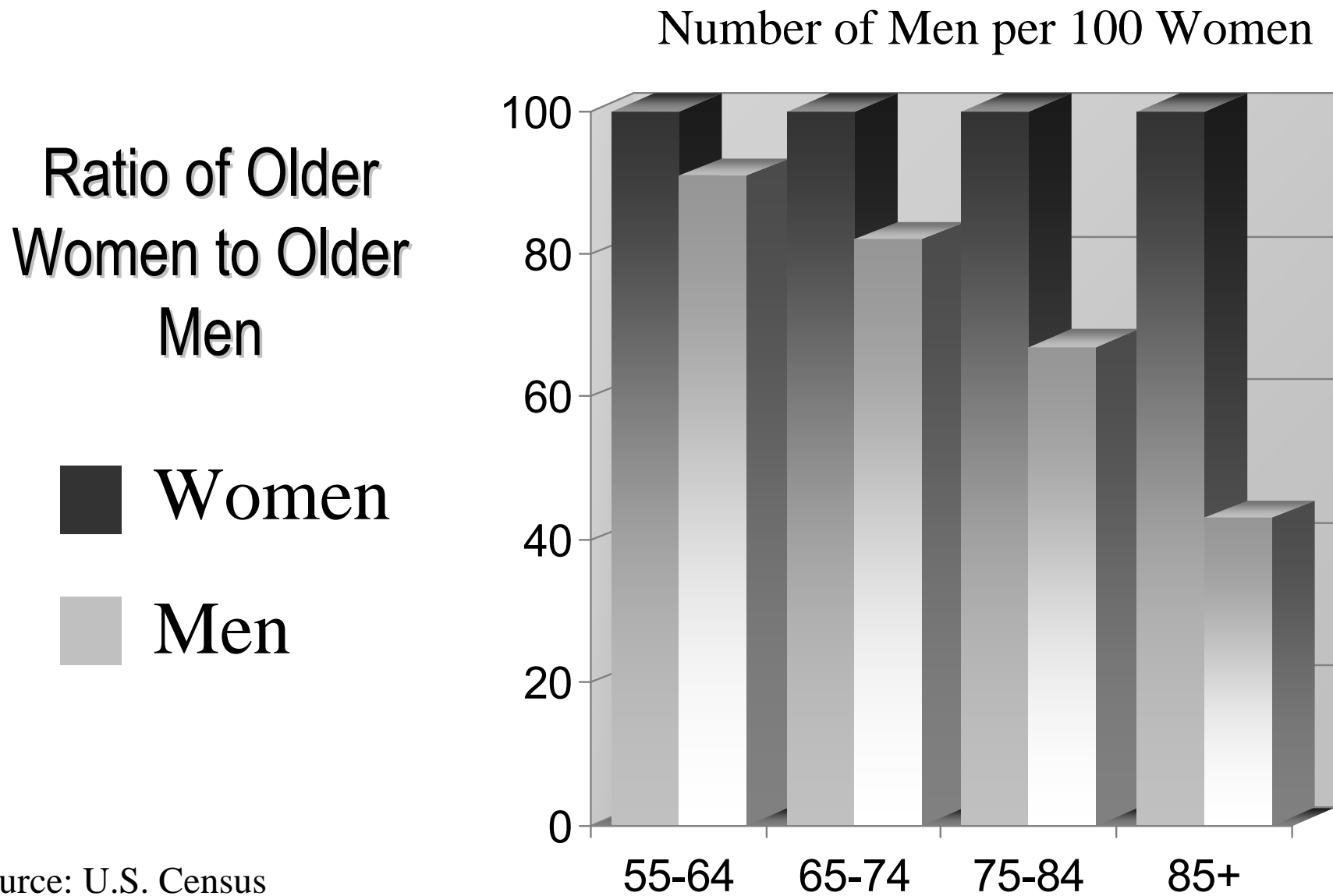
# Evolutionary Role of Women

## Female *Workforce Issues*:

- Non-flexible work schedule
- Feeling underappreciated
- Punished for gaps in resume
- Male culture
- Glass ceiling
- Pay gaps\* with males

*\*Women continue to be  
at 77% of male pay*

## *...Increasingly Female*



Source: U.S. Census

Key Communication Trend...

Aging  
of the  
Workforce

**Our Society is an Ageist Culture...**

...where Older People  
are Bombarded daily  
with Ageist Comments

# Biases

**It is very common for us to have  
a bias towards youth given that  
we have been raised in a  
youth focused culture**

*Being young is hot; being old is not*

# The Middle Aging of the Work Force:

Percentage of Workforce 36-55:

1980—35%

2001—51%

Source: BLS, Monthly Labor Review



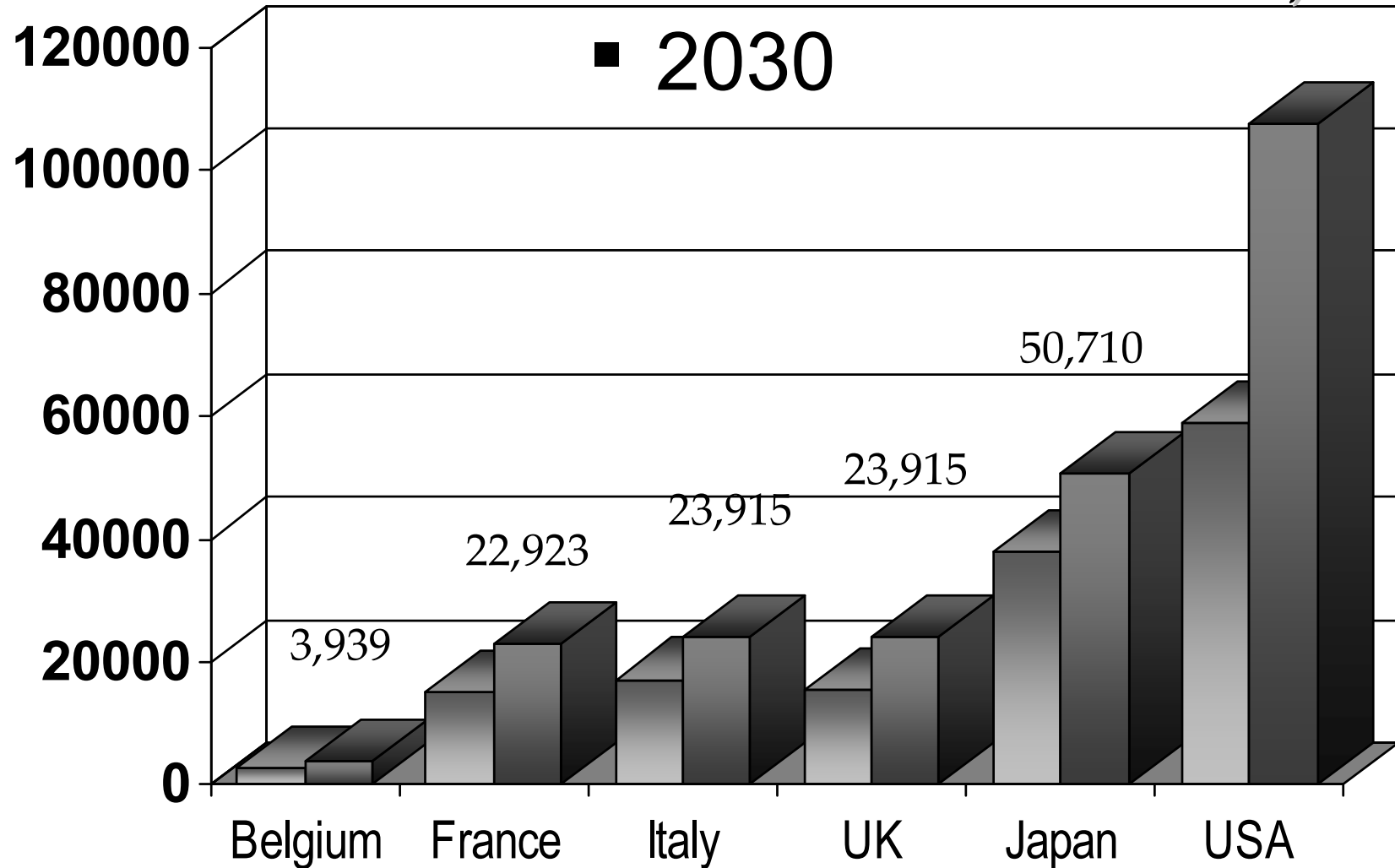
# Growth of 55+ Segment

In Thousands

■ 2000

■ 2030

107,625



**Senior Population**

**Up 15%**

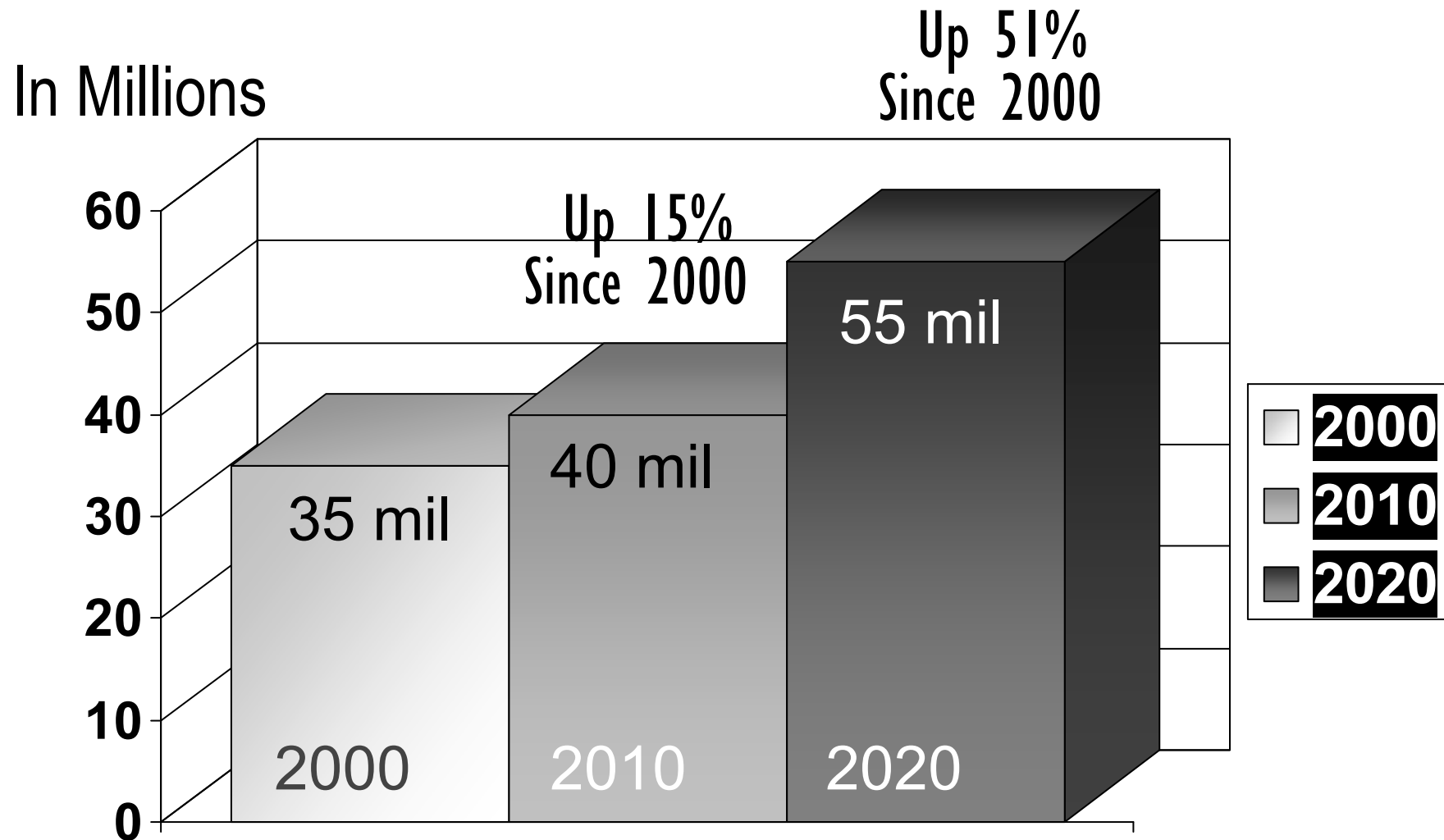
**this decade**

**&**

**Up 36%**

**during the next**

# Senior Population Growth 65+



The Number of  
Seniors in the  
US Population will  
increase 100%  
by 2030

The Workforce is:

# Multigenerational

- Requiring us to be...

# Multigenerational Communicators

# Our Six Living Generations

- Echo Boomers: 1977 to Date
- Generation X: 1965 to 1976
- Baby Boomers: 1946 to 1964
- Ike Generation: 1932 to 1945
- World War II: 1917 to 1931
- Great Depression: 1901 to 1916

Danger of the Multigenerational Workforce

Trans-Generational Communication

Breakdown

The Problem is:

*“Generational Myopia”*

*Causing one Generation to  
Perceive & Judge  
Another Through Their Own  
Generation's Values*



The Solution is:

***Turning  
Generational Myopia  
To Empathy***



*Empathy Begins with:*

***Recognizing  
Life Experiences  
Of Others***

Values are shaped by:

***Generational Life  
Experiences  
Called “Markers”***

# Generational Markers

*Shape the values of a generation*

- **Events**
- **Culture**
- **Politics**
- **Economy**
- **Technology**
- **Personalities**

# Youth Values

*Echo Boomers & Generation X*

- Pragmatic/Practical
- Not trusting in Future
- Value Skills Over Education
- Diversity is Key
- Defy Pigeonholing
- Skilled at Living with Uncertainty
- Fun-loving

# Mid-Life Values

*Baby Boomers*

- Idealistic
- Rule-Breakers
- Anti-Authority
- Seek Experiences
- Self-Improvement
- Special/Privileged
- Value Education
- Self-Reliant

# Mature Values

*Ikes, WWII, Depression*

- Traditional Family Values
- Security Seekers
- Believe in Teamwork
- Sacrifice
- Patriotic
- Conformity
- Conservative
- Trust in Authority

**Attitudinal**

**Shifts in American  
Mindset  
Due to  
Critical Mass**



# Attitudinal

Shifts in American Focus Due to  
Critical Mass:

- Peace Movement
- Women's Movement
- Civil Rights Movement

# Attitudinal

The Single Greatest  
Generational Marker:

September 11, 2001

*Already creating a Redefinition of  
Retirement...*

# Attitudinal

## Retirement Redefined:

- Leisure to Legacy
- Recreation to Contribution
- Entitlement to Patriotism

Over Forty Years Ago JFK Proposed a  
Non-Entitlement Focus to America;  
Today America Seems More Ready

*"Ask Not What  
Your Country can  
do for you..."*

# Key Communication Trend

*Reinvention of  
Retirement*

# **Retirement Changing Six Areas:**

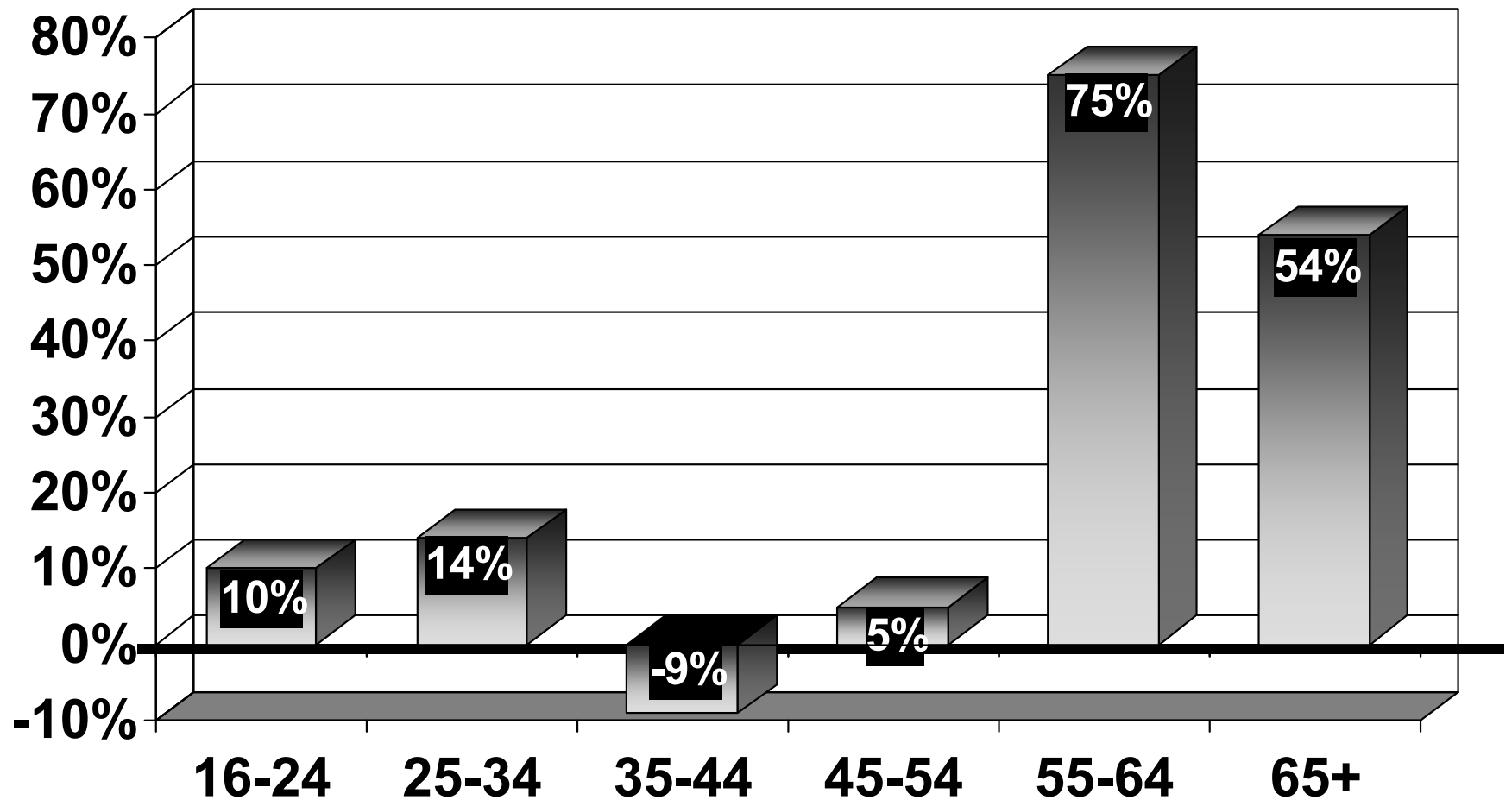
- Demographic
- Longevity
- Lifestyle
- Generational
- Attitudinal
- Financial

# Reinvention of Retirement

## Key Areas of Change:

- **Demographic**

# US Population Demographic Shifts 2000 to 2020



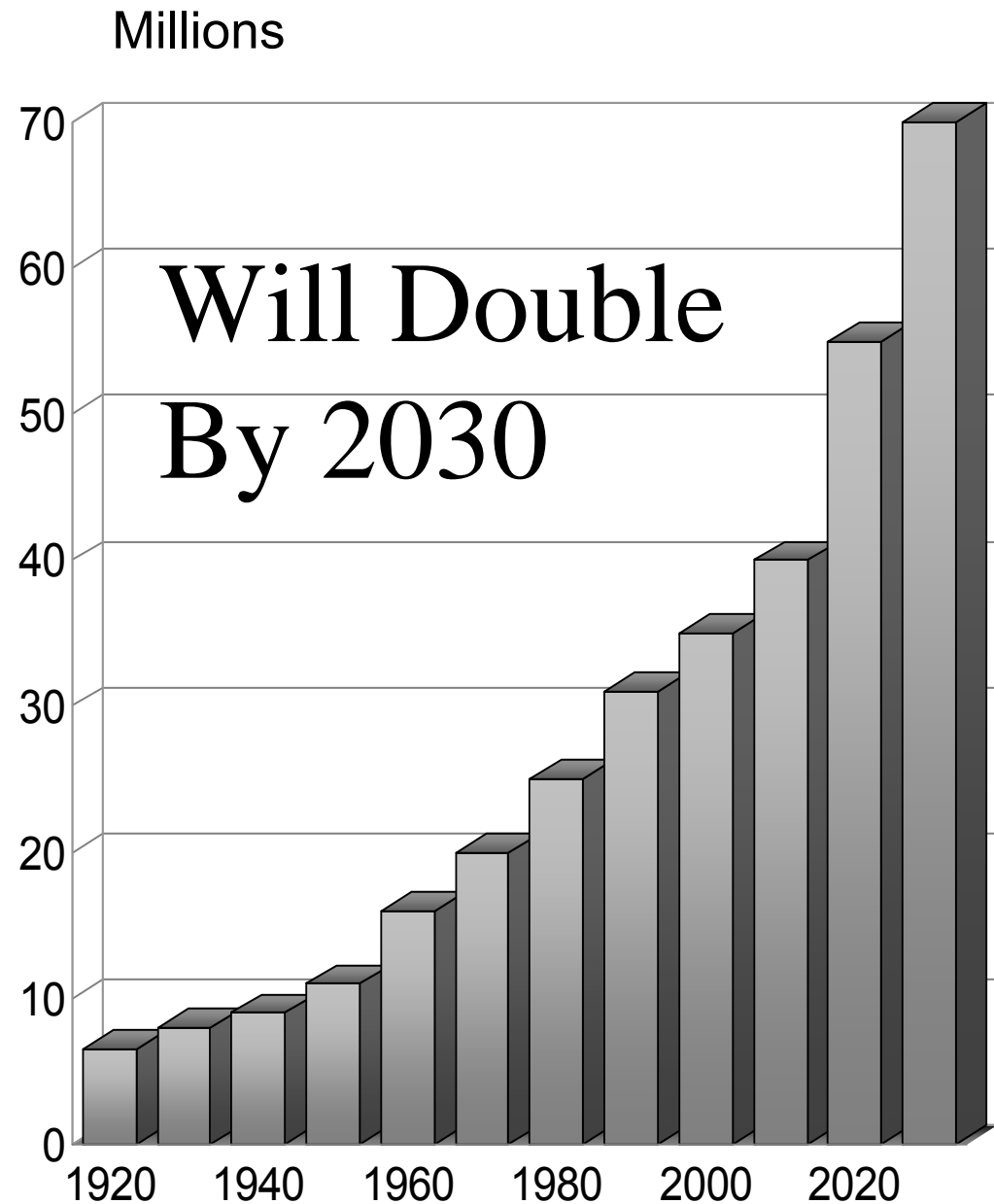


## Reinvention of Retirement

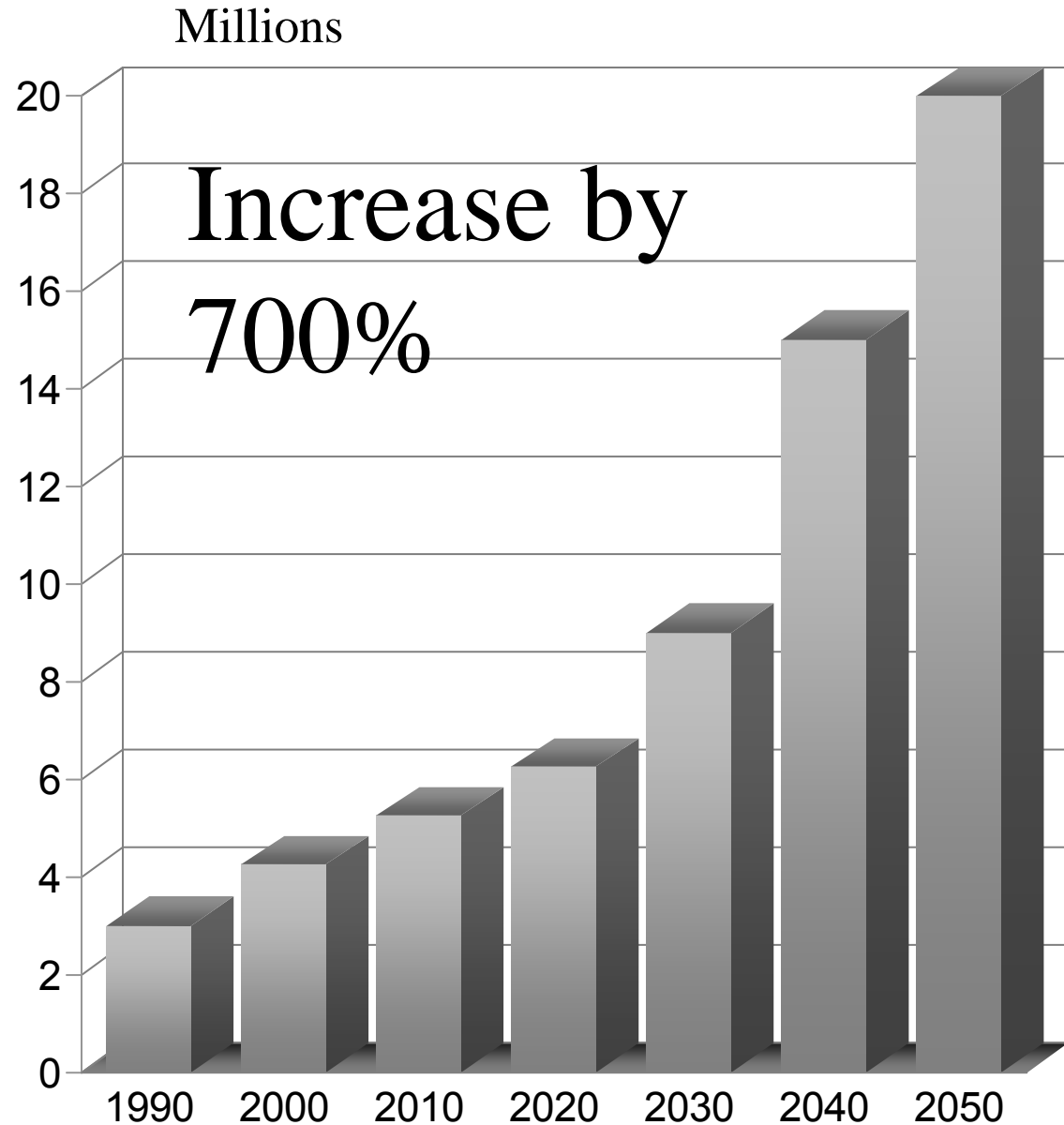
2/3 of all the 65+  
that Have Ever Lived  
are Alive Currently

# Growth of the 65+ Population 1900-2030

Source: U.S. Bureau of Census



# Growth of the 85+ Population 1990-2050



Source: U.S. Bureau of Census

# Reinvention of Retirement

## Key Areas of Change:

- **Longevity**

# Years Spent in Retirement

2000+	-----	20 TO 25
1990	-----	19.4 YEARS
1940	-----	13.6 YEARS
1900	-----	1.2 YEARS

*Some people will live one third of their life beyond their retirement...*

# Looking Ahead: Golden Years?

*"What Do You Fear  
Most in Retirement?"*

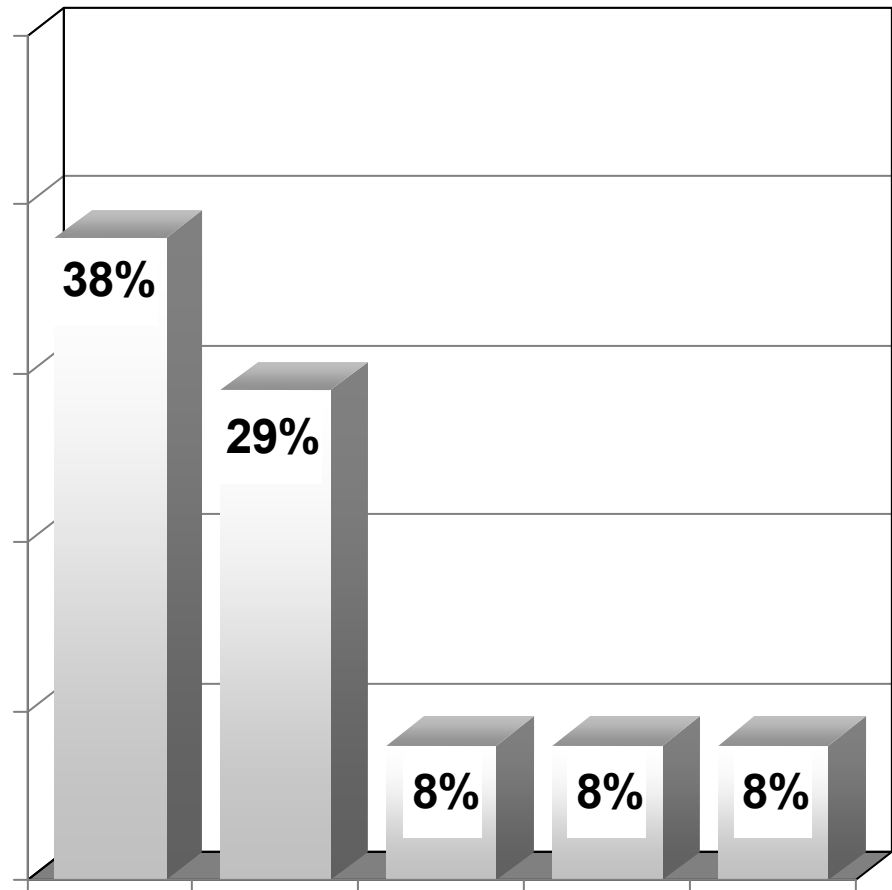
*38%--Financial*

*29%--Health*

*8%--Premature Death*

*8%--Death of Spouse*

*8%--Boredom*



Source: Yankelovich

# Reinvention of Retirement

## Key Areas of Change:

- **Financial**

# First Boomer Opts for Early Retirement

Casey-Kirschling  
Born 1/1/1946 12:01AM

Retired Seventh-Grade  
Teacher and  
Nutrition Consultant

*80 million more to follow over the next 22 years*



# Baby Boomer Retirement...

“...is the single greatest economic challenge of our era.”

**Heritage Foundation**

# By the Year 2030...

- Social Security's caseload will be 84 million people, up from 50 million today
- Medicare will go to 79 million from 44 million

*That will leave barely more  
than two workers paying  
payroll taxes for every retiree*



**Boomer Retirements have Demographers,  
Actuaries and Economists Worried...**

...as they prepare for an estimated...

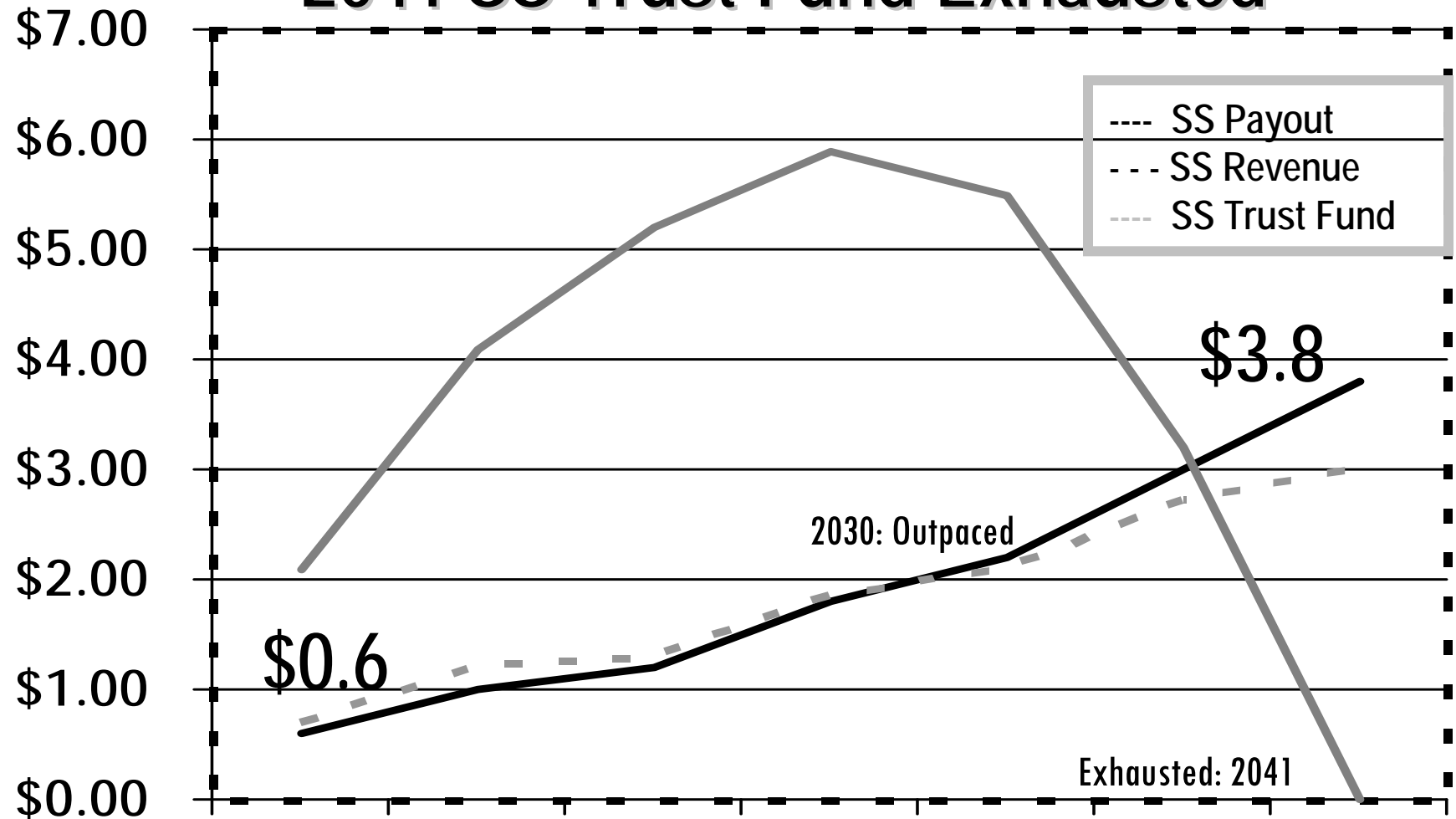
**\$50 Trillion**

in future obligations  
over the next 75 years

# 2030 Social Security Cost Outpaces Income

## 2041 SS Trust Fund Exhausted

In Trillions



# The Coming Financial Implosion that Washington hasn't the Will to Confront

Fixing Social Security solely with Higher Taxes  
or Cuts in Spending would mean...

- 16% increase in Payroll Tax, or
- 13% cut in Benefits

# The Coming Financial Implosion that Washington hasn't the Will to Confront

Medicare's needs would be far greater...

- 122% payroll tax hike or a
- 51% reduction in spending

*Just for hospital care*

# Workers Having less than \$10,000 Savings

- 39% in 2009
- 43% in 2010

# Workers Having less than \$1,000 Savings

- 20% in 2009
- 27% in 2010



# **Less than Half of US Workers have tried...**

*...to calculate what they need for a comfortable standard of living in their golden years*

**Only  
46%**

Retirement Planning

Requires more than

Education,

it Requires

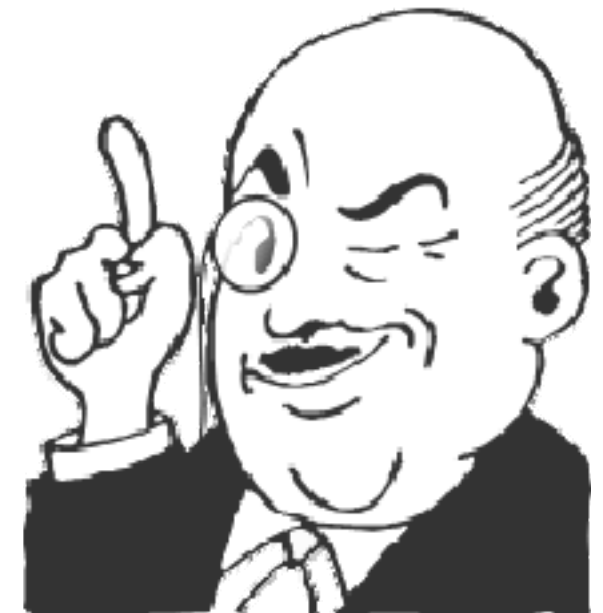
Motivation as well.

# Employee Benefits Communication

“Study shows employees give higher marks to employers who provided less benefits but explained them well than those with richer benefits that were not understood.”

Simply put:

“The effectiveness of benefits communication and education determines value, more so than the depth and breadth of the benefits package itself.”



Colonial Life, SHRM National Survey 2008

# Employee Benefits Communication

90% of Employers stated that it is critical to their business that employees Understand & Appreciate the Value of their Benefits

Yet, only 21% say that their Employees have a Good Understanding of their benefits

*5% Have No Understanding of Benefits*

A Bad Economy is a Driver Compelling  
Companies to...

**Improve their  
Benefits  
Communication  
and  
Education**

*\*51% of Employees do not know  
what their healthcare covers*

\*Harris Interactive Survey 2008

Understanding the Basics of...

# Effective Employee Benefit Communication



# Younger Employees often prefer...

- Internet
- Social Media
- Blogs
- Forums
- Video
- Podcasts



Although Hi-Tech Communication is  
Convenient & Efficient...

**It lacks the  
Critical Factor of  
The Human Touch  
for  
Providing Sound  
Advice**

# Hi-Tech Communication is Highly Ineffective when it comes to Tone

Study: Found that people understand the tone that they are imparting in only half of their emails—  
*not much better than chance...*

\*Journal of Personality and Social Psychology 2010

# Top Two Methods of Effective Employee Benefits Communication

- 91% say One-on-One Meetings improve Employee Comprehension
- 80% use Group Meetings to explain Employee Benefits

# Use Informative Communication Style:

- Informative Communication:

**sharing knowledge in  
Objective Messages  
that present a  
Truthful and Unbiased  
view of the topic**

# Use Imaginative & Narrative Communication Style:

- Imaginative Communication

The process through  
which Stories  
are Shared;

Creativity Unleashed into  
Jokes, Stories, Metaphors,  
Speculations, Dreams, etc.

# Use Informative Communication Style:

- Use Persuasive Communication Sparingly

The Process through  
which People Attempt  
to **Influence** the **Beliefs**  
and **Behavior** of others

*Use Seller Restraint...*

# The Three Key Elements of Communication

1.

**Transmitting**  
Speaking/Writing



2.

Message

3.

**Receiving**  
Listening/Reading



# First Model of Communication

Aristotle: 384-322 BC  
Linear/Transmission

Speaker

Speech

Audience



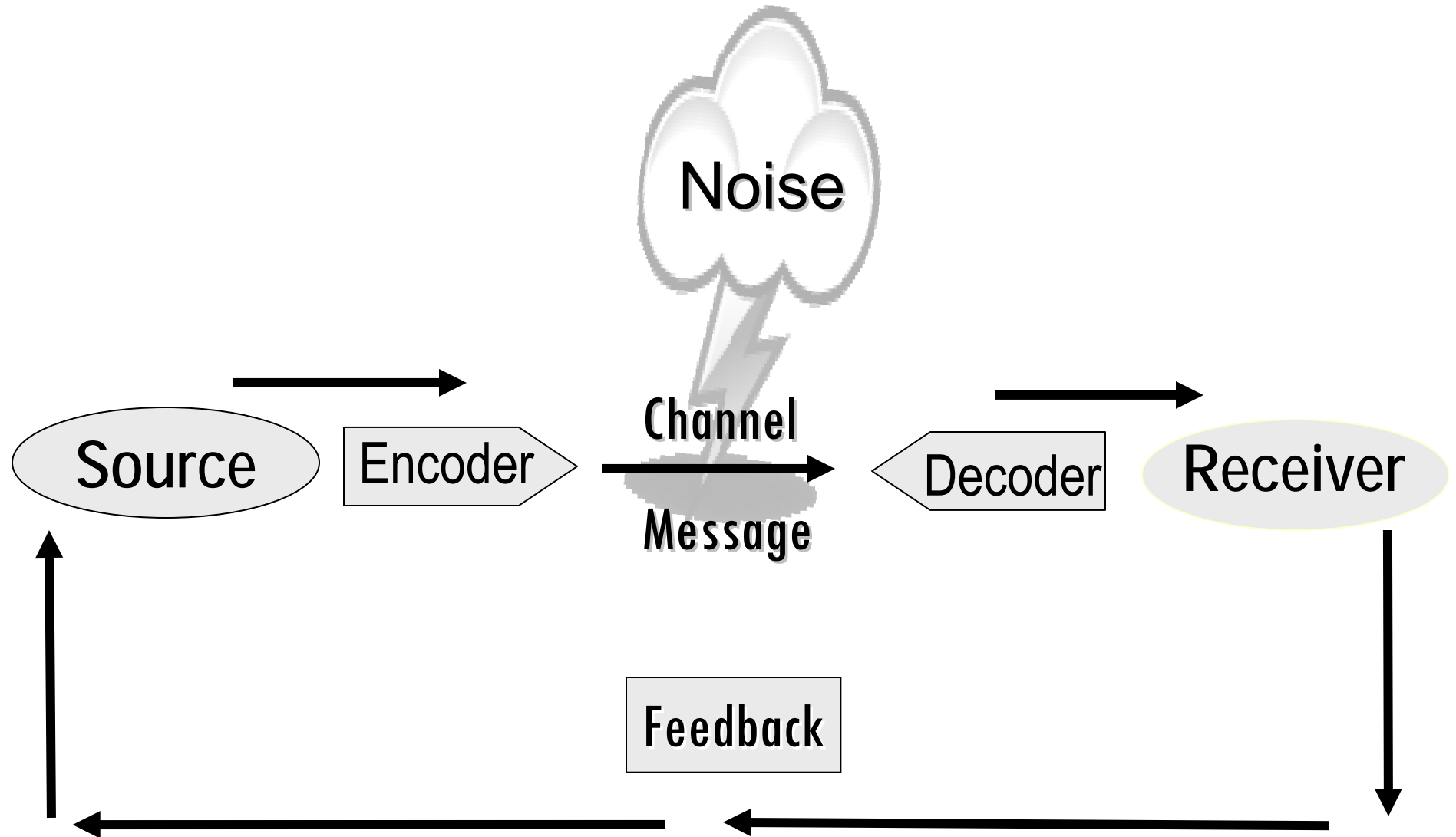


# The American Educational System

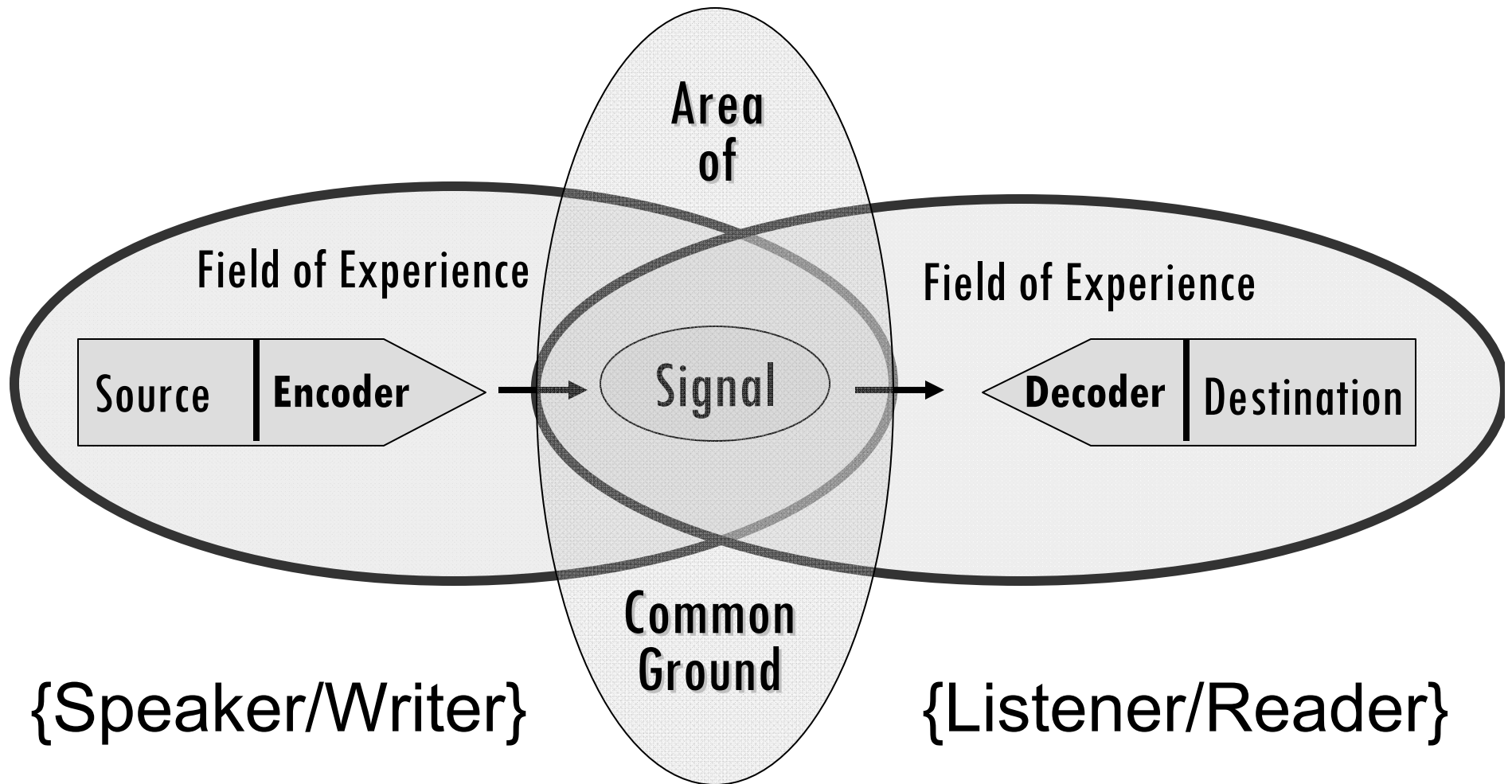
## **The Elementary and Secondary Education Act of 1978**

The Government added Speaking and Listening to Reading, Writing, and Arithmetic as measures of literacy, and as basic needed competencies.

# Shannon-Weaver Model of Communication 1949



**Field of Experience** share a “common ground” where the circles overlap



Successful communication targets the **Area of Common Ground**

# Effective Employee Communication...

...has a Balance of  
Known & Unknown  
Information within  
the Message

*Take your message recipient from the  
Known to the Unknown*

# Communication Breakthrough or Breakdown

*Your communication will breakdown if you cannot breakthrough...*

Getting from Hearing you  
to  
Listening to you

# Structure of Communication: Attention

“One of our major findings, thanks to neuroimaging, is that there is not one single "attention", but three separate functions of attention with three separate underlying brain networks...”

Dr. Michael Posner  
Professor, Department of Psychology,  
Institute of Cognitive and Decision Sciences

# Structure of Communication

## Gaining & Maintaining Attention

### *Three Stages of Attention:*

- **Alert**
- **Orienting**
- **Executive**



Dr. Michael Posner  
Professor, Department of Psychology,  
Institute of Cognitive and Decision Sciences

# Structure of Communication

## Gaining & Maintaining Attention

*Three Stages of Attention:*

- **Alert Stage**
- **Orienting**
- **Executive**

*Initially grabs the Attention and is a part of short term Memory; this stage Is very brief*

Dr. Michael Posner  
Professor, Department of Psychology,  
Institute of Cognitive and Decision Sciences



# Structure of Communication

## Gaining & Maintaining Attention

### *Three Stages of Attention:*

- Alert
- **Orienting**
- Executive

Focuses our senses  
On the information we  
Want; how does this  
Relate to me;  
Move to long  
Term memory

Dr. Michael Posner  
Professor, Department of Psychology,  
Institute of Cognitive and Decision Sciences

# Structure of Communication

## Gaining & Maintaining Attention

### *Three Stages of Attention:*

- Alert
- Orienting
- **Executive**

Attention begins  
A process of  
connecting to  
Goals and  
Objectives; long  
range planning  
comes into play

Dr. Michael Posner  
Professor, Department of Psychology,  
Institute of Cognitive and Decision Sciences

# Structure of Communication

- Adding New Information to an

Organized Mind  
Enhances  
Understanding

# Structure of Communication

- Adding New Information to an

Disorganized Mind  
Expands  
Confusion

Never Assume that what you say...

... is what they hear



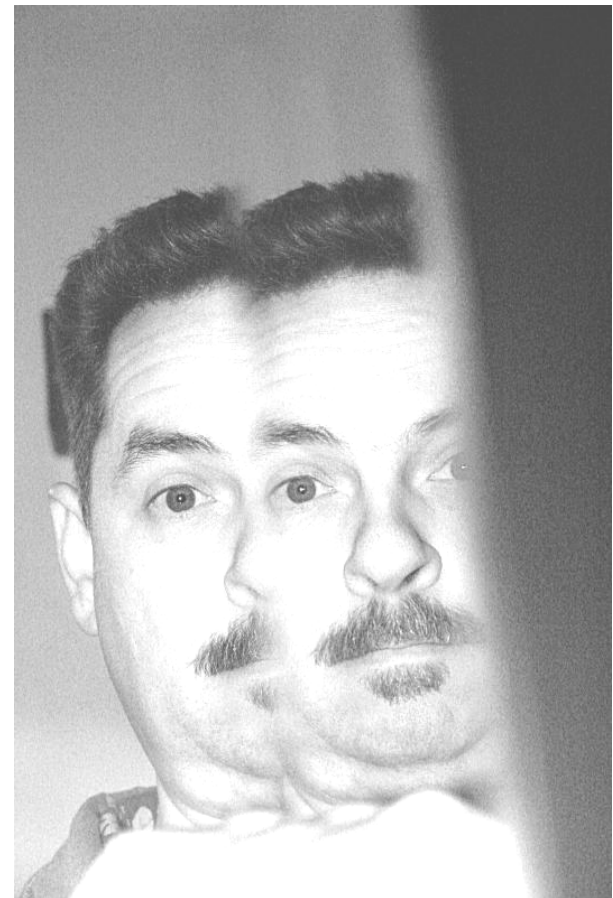
Sending  
&  
Receiving  
the  
Message

# Recent Advances in Neuroimaging show...

Listeners are like  
two separate  
people in one

Having separate  
functions and  
needs

*Meaning...*



# Effective Communication

## *Hemispheric Asymmetrical*

The Right and Left  
Hemispheres of the  
Human Brain function  
and respond differently

# Effective Communication

## *Right & Left Brain Hemispheres*

are Activated and Resonate  
with Different Stimuli

Left:  
Words & Logic

Right:  
Imagery & Feelings



# Effective Communication

Goes beyond Text to include  
Context

*“You are sending a  
Left-Brain message to  
a Right-Brain listener”*

Includes both Left  
and Right Brain  
Communication

# Effective Communication

*Left Brain is Activated and Resonates with...*

**TEXT**

- |           |            |
|-----------|------------|
| •Logic    | •Practical |
| •Detail   | •Safe      |
| •Facts    | •Knowing   |
| •Words    | •Reality   |
| •Language | •Linear    |
| •Math     | •Temporal  |
| •Science  | •Objective |
| •Order    | •Explicit  |

# Effective Communication

*Right Brain is Activated and Resonates with...*

**CONTEXT**

- |              |                |
|--------------|----------------|
| •Feelings    | •Function      |
| •Big Picture | •Fantasy       |
| •Imagination | •Possibilities |
| •Symbols     | •Impetuous     |
| •Images      | •Risk          |
| •Philosophy  | •Tacit         |
| •Religion    | •Subjective    |
| •Spatial     | •Faith         |

# Experiential Communication

*Left Brain is Activated and Resonates with...*

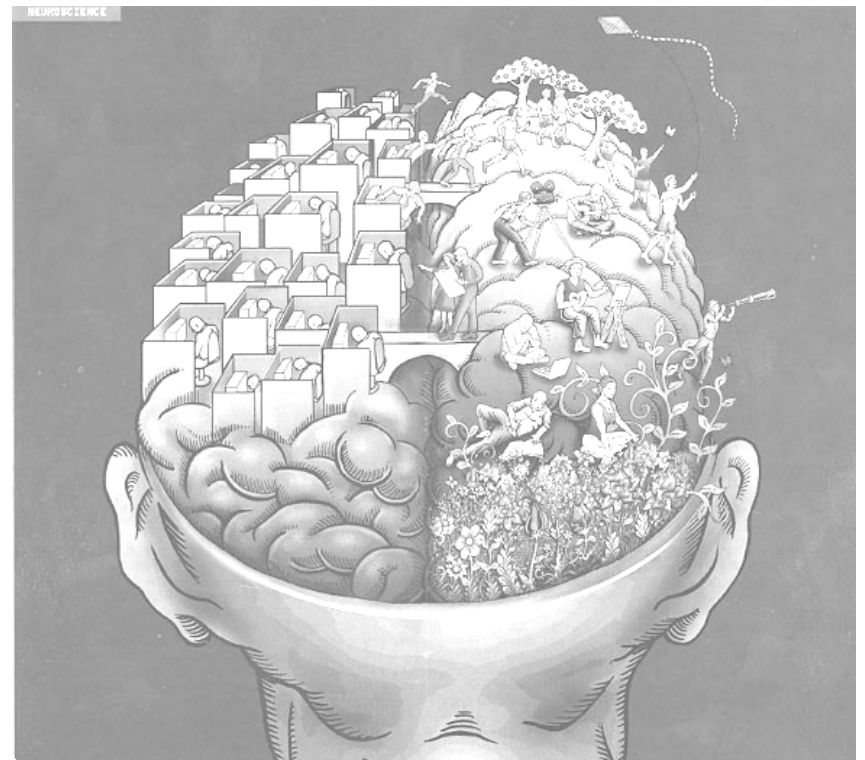
**Present**  
Into the  
**Past**

**Present**  
Into the  
**Future**

*Right Brain is Activated and Resonates with...*

# Experiential Communication

Whole Brain  
Communication  
Targets and  
Activates a  
Balance between  
Both Hemispheres



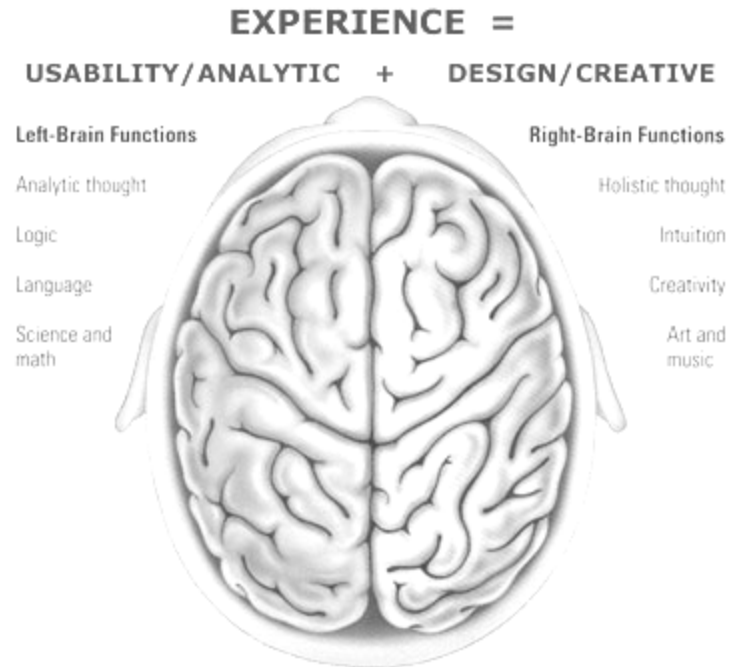
# Effective Employee Communication

Lack of Context is  
often the reason why  
sound conclusions are  
not arrived at when a  
logical case has been made

# Effective Employee Communication

Targets and  
Activates  
a Balance between  
both Hemispheres

Text & Context  
Logic & Feelings  
Words & Images

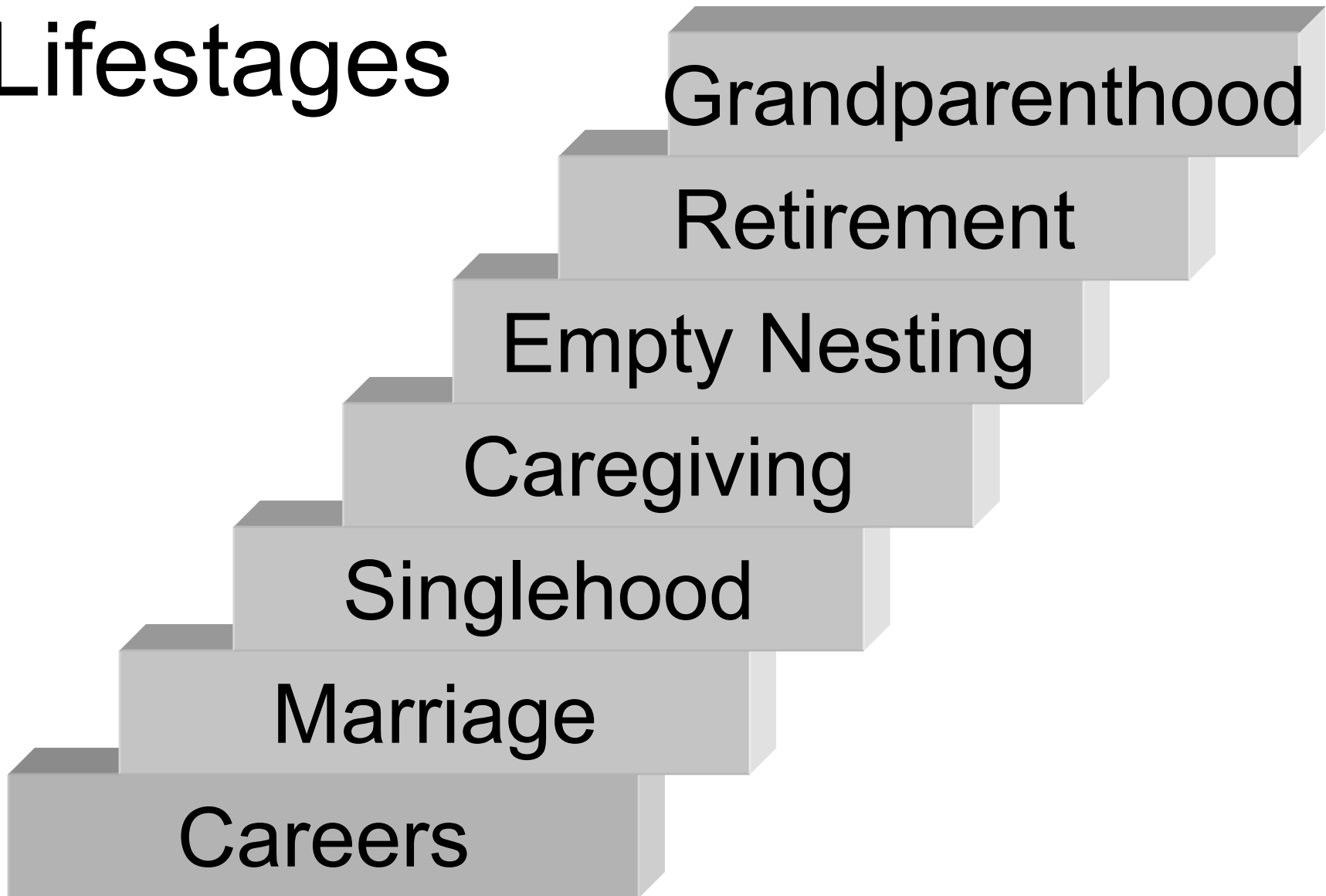


# Effective Employee Communication

People are more  
Defined by  
Their Lifestage  
Than by their Age



# Adult Lifestages



# Reinvention of Retirement

## Key Areas of Change:

- **Lifestyle**

# Key Trend

*Redefinition  
Of the Third  
Stage of Life*

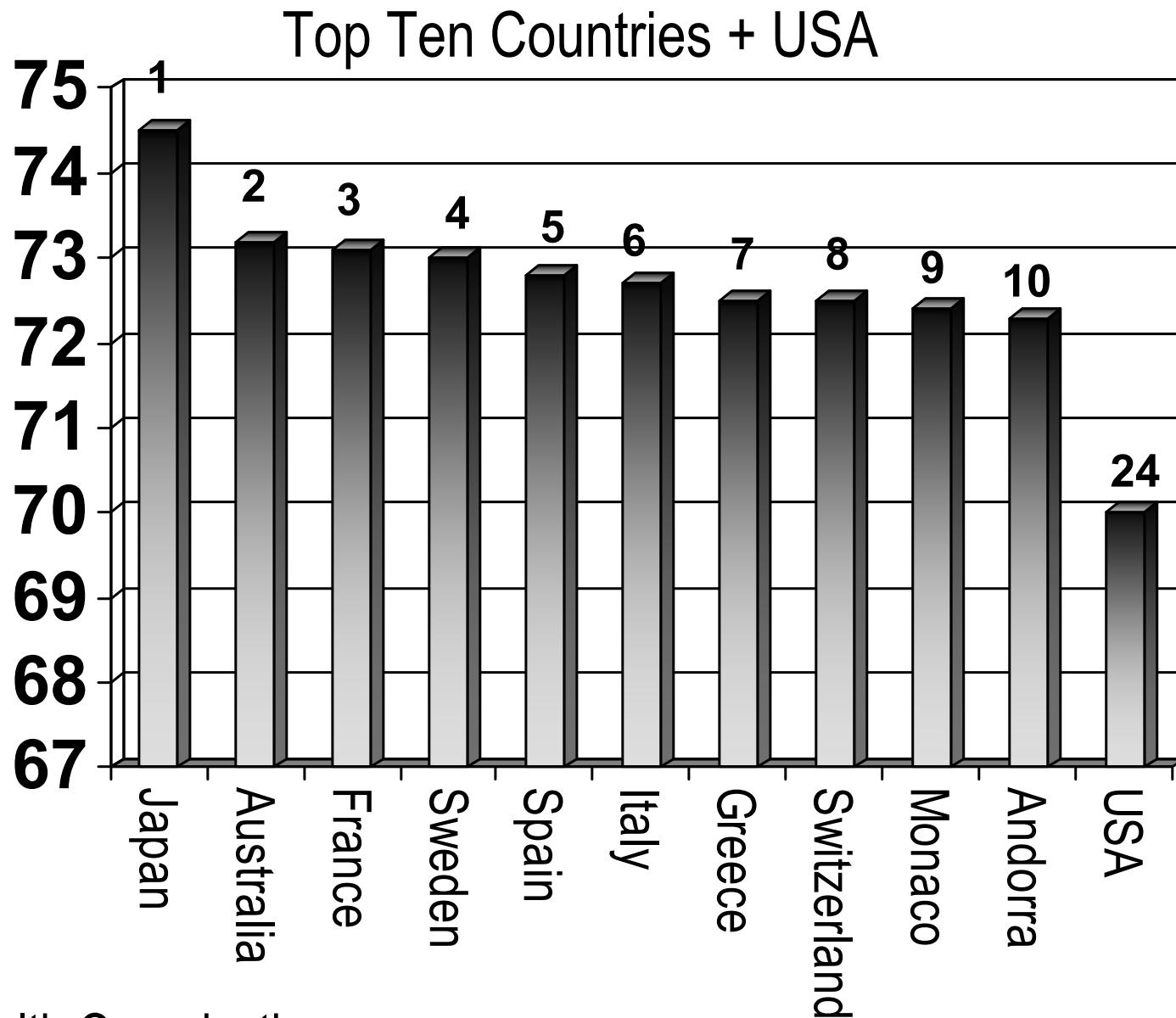
# Life Expectancy

1000 to 2050

2050	-----	90+
2000	-----	77
1900	-----	47
1600	-----	38
1400	-----	36
1200	-----	35
1000	-----	25

Source: Census Bureau, 2000

# Disability-Adjusted Life Expectancy: DALE



World Health Organization

Lifestyle

# *Extended Longevity*

*A Blessing or a Curse???*

Lifestyle

Retirement Planning  
Is More Than  
Financial Planning;  
It Includes  
Life Planning

# Lifestyle

A sound Financial Plan must include:

**The promotion of  
Good Health**

**You may live  
to be 100 years old**



# Lifestyle

*More than 165 million Americans have at least one chronic condition like diabetes, cancer, heart disease, or glaucoma.*

*Sixty million Americans have more than one condition.*



# America's Health

*The age of the “chronically ill” is declining*

- About half are under age 45
- 15 percent of that number are children



## Lifestyle: Quote

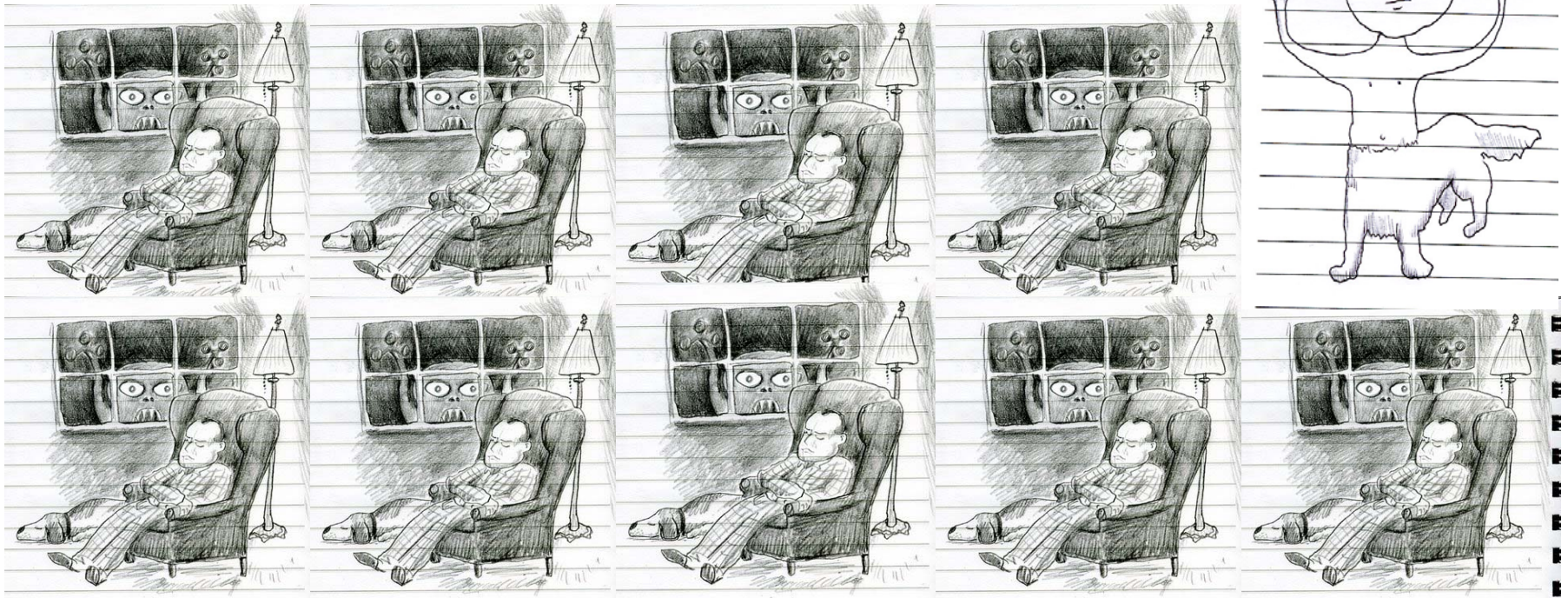
*"By the time you reach fifty, your lifestyle dictates 80% of how you are; the rest is controlled by inherited genetics."*

Dr. Mehmet Oz

Dr. Michael Roizen

# America's Health

*"Only about 10% of Americans eat the foods that would enable them to be free of chronic disease and premature death."*



*Sketches by McGlinch*

Lifestyle

# Maximizing the Opportunity of Extended Longevity

...with Compressed Morbidity

People will routinely  
live one-third of their  
lives beyond their  
Retirement

- 1<sup>st</sup> Third: Growth & Education
- 2<sup>nd</sup> Third: Family & Career
- 3<sup>rd</sup> Third: Undefined

Currently, this Period of Life  
is being Redefined in Terms of  
Youth, Vitality & a New Sense  
of Purpose.



# The Big Opportunity

Our Challenge is more than

*Providing:* Financial Planning

It Includes: Life Planning

# For Effective Communication Training Info:

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