



## **BCS 114**

# **Understanding and Communicating with Today's Leaders**

## Course Objectives



At the end of this training a commissioner will be able to:

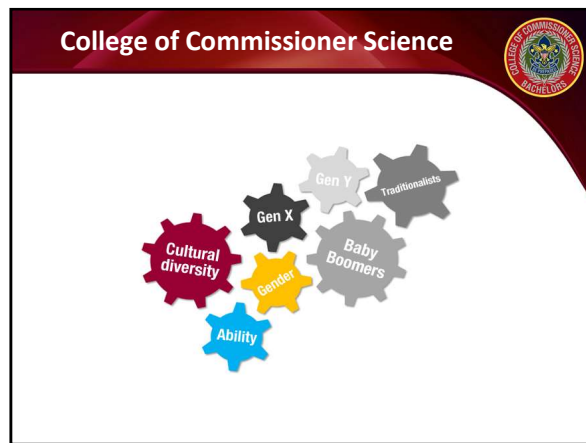
- Identify the characteristics of generations within scouting's leaders.
- Understand the differences in relating to Generations involved in Scouting
- Embrace the differences and similarities to make the scouting program stronger.

### Course Objectives

**Identify** the characteristics of generations within scouting's leaders.


**Understand** the differences in relating to Generations involved in scouting

**Embrace** the differences and similarities to make the scouting program stronger.



We need to understand the differences in relating to Generations involved in scouting and inclusiveness. As commissioners we can embrace the differences and similarities to make the scouting program stronger.

## The Generations



- **The Greatest Generation: born pre-1925**
- **The Silent Generation: born 1925-1945**
- **The Baby Boomers: born 1946-1964**
- **Generation X: born 1965-1980**
- **The Millennials: born after 1980**
- **Gen 2020 (Next Gen): born after 2001**

\*Pew Research Center

### **A brief look at the current generations (based on 2010 statistics) -**

Looking at historical events, and social and demographic changes, the generations are usually defined by these ages – give or take a year or so.

→ The Greatest Generation (those born before 1925) – “saved the world” - fought and won WWII

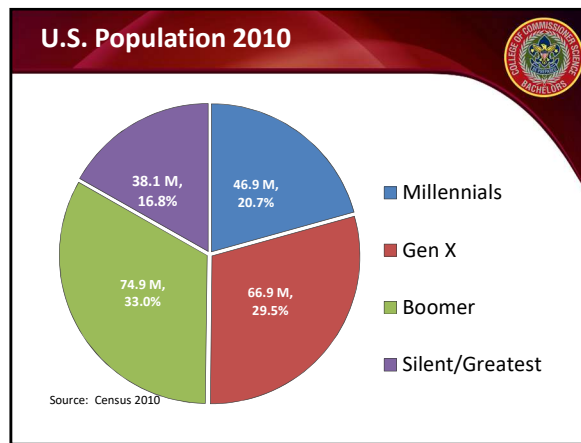
→ The Silent Generation (born 1925-1945) - children of the great depression and WWII – Silent refers to their conformist and civic instincts – and the contrast with the noisy Boomers

→ The Baby Boomer (born 1946-1964) - their name refers to the spike in fertility that began in 1946 – right after WWII – ended abruptly in 1964 – around the time the birth control pill went on the market. ***Gen Xers and Millennials are mostly the children of baby boomers***

→ Generation Xers (born 1965-1980) - are often depicted as savvy, entrepreneurial loners

→ The Millennials (born after 1980) - the generation to come of age in the new Millennium. They are very different from the Gen Xers. In fact, many researchers say they are most like the Silent Generation and they have an affinity with the Silents.

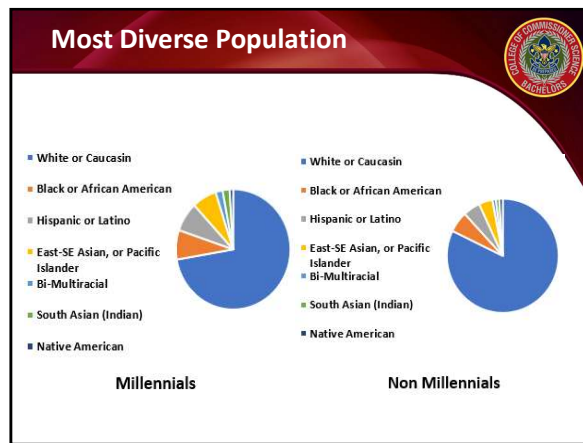
\*The Millennial research cited in this presentation is from surveying and interviewing only those 18 and over.



Slides 6-11 are informational graphs – go thru quickly

U.S. Population 2010 - Looking at the generations today:

29.5% are Gen Xers and 20.7% are Millennials. That's one half of our population!!!



One important characteristic of this new generation – they are more diverse. You can see that this younger generation has a growing representation in cultures that are not traditionally BSA members. This trend will continue. The percentage of the white/European heritage population is shrinking, caused by new immigrants and a higher fertility rate of other cultures.



This class is centered mostly around Generation X and Millennials. Millennials were born after 1980; Gen Xers after 1965. They are beginning to have an effect throughout our society and they are (or soon will be) the parents of our new cub scouts and our new volunteers.

As Commissioners we need to look at the characteristics of the Gen Xers and Millennials, how we can understand the environment they were raised in and the challenges they are facing today. This will help us when communicating with the leaders in our units and also recruiting for our new and younger commissioner staff.

Understanding is the key here. We can foster a consensus model in which all players work in concert with each other for the common goals of scouting or foster the conflict model in which we work against other components which is of course counter productive. In essence, it is either a "we-they" or an "us gratification" . Exclusive vs. inclusive? The choice is apparent for the success of Scouting.

-Both want their children involved in extra-curricular/after school programs and want to be involved themselves.

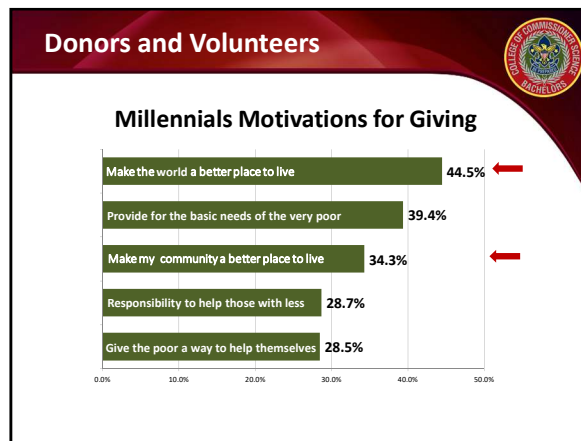
-These two generational groups and beyond represent our multicultural diversity target for recruitment into Scouting.

(BSA Study, 2006-2010)

In this presentation we are going to focus on how these new generations will be affecting the BSA and how the BSA can target the Gen Xers and Millennials.

- ➔ As the parents of our new cub scouts and
- ➔ As our new volunteers

All generations need to learn how to best approach and appeal to these new generations.

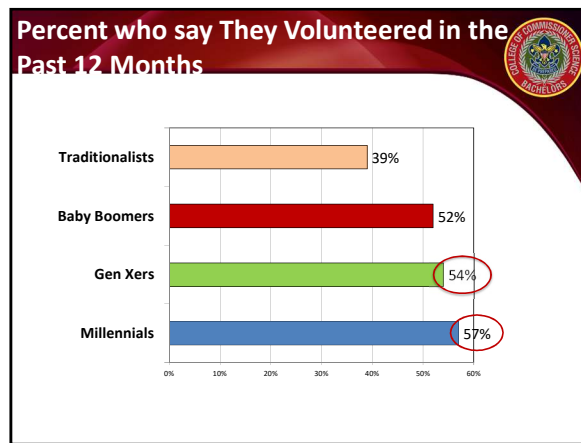


**When asked to choose their top three motivations for giving, more than 40% of Millennials selected “to make the world a better place to live” and one-third selected “to make my community a better place to live.”**

BSA fulfills these 2 motivations and they are obviously strong motivators for giving to local councils.

Source: *Generational Differences In Charitable Giving and in Motivations for Giving*, The Center for Philanthropy at Indiana University, May 2008





Gen Xers and Millennials don't necessarily have money to spend – but they will spend their time. And BSA needs their time!

→ **57% Millennials say they volunteered in the past 12 months**

→ **54% Gen Xers say they volunteered in the past 12 months**

These generations were raised with an expectation of volunteerism – community service was even required in some schools – and it weighs heavily on college applications.

Footnote from Pew Research: Volunteering is a difficult civic engagement activity to measure because measurement depends on survey question framing and context.

According to an analysis of the Census Bureau's Current Population Survey September supplement, the Corporation for National and Community Service reports a much lower volunteering rate than the current survey (52%). In 2008, 26.4% of Americans say they had volunteered for an organization in the year prior to the survey (Corporation for National and Community Service, 2009). Source: *Millennials, A Portrait of Generation Next*, 2010, Pew Research Center



**When choosing an organization to support**

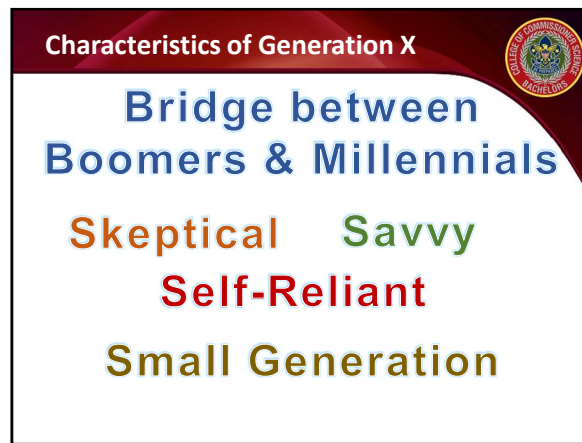
- 58% consider the organization's cause
- 38% consider its mission
- 3% consider the history of the organization

**Clearly, Millennials don't care if the BSA has been around 100 years (they will grow to care after they join)**

The BSA is more of a mission-driven organization than a cause. One challenge will be to get the parents to see Scouting as a **cause** to build their child into a competent, contributing member of society. (Examples of causes: donating/helping people after a natural disaster or participating in a 10K run or other event to raise money for research for a cure.)

By the way - This will be a challenge inside the BSA, too - as the percentage of our Millennial employees grows. Older generations have had a loyalty and commitment to the mission of their employers, that Millennials do not have.

Source: Volunteerism and Charitable Giving among the Millennial Generation, Kennesaw State University



Let's look at the characteristics of Generation X. This overlooked generation spans only 16 years which may be one reason they're so often missing from stories about demographic, social and political change. They're smack in the middle innings of life, which tend to be short on drama and scant of theme.

But there are other explanations that have nothing to do with their stage of the life cycle.

Gen Xers are bookended by two much larger generations – the Baby Boomers ahead and the Millennials behind – that are strikingly different from one another. And in most of the ways we take stock of generations – their racial and ethnic makeup; their political, social and religious values; their economic and educational circumstances; their technology usage – Gen Xers are a low-slung, straight-line bridge between two noisy behemoths.

Gen Xers have also gotten the short end of basic generational arithmetic. Due partly to their parents' relatively low fertility rates, there are fewer of them (65 million) than Boomers (77 million) or Millennials (an estimated 83 million assuming a roughly 20-year age span and including those who have yet to reach adulthood).

But there's another reason that Xers are a small generation: Most generations are credited with lasting for about 20 years. How come? No one really knows. Generational boundaries are fuzzy, arbitrary and culture-driven. Once fixed by the mysterious forces of the zeitgeist, they tend to firm up over time.

For Xers, there's one silver lining in all this. From everything we know about them, they're savvy, skeptical and self-reliant; they're not into preening or pampering, and they just might not give much of a hoot what others think of them. Or whether others think of them at all.

## Life has not Been Stable



**Gen Xers were the children of divorce and dual incomes, and were latchkey kids who grew up by themselves.**



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We need to convince them that our organization is reliable and will simplify rather than complicate their lives.

## Gen Xers as Volunteers



**Types of organizations Gen Xers volunteered for include:**

- Education or youth service
- Religious
- Social or community service



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BSA is all of the above. We need to let them know that!

## Gen Xers as Volunteers



### Types of volunteer work most commonly performed by Gen Xers:

- Fund-raising or selling something to raise money
- Collecting, preparing, or serving food
- Tutoring or teaching
- Transportation/general labor
- Mentoring youth



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BSA includes all of these volunteering opportunities. We need to let them know that.



## Gen Xers as Volunteers



### The “soccer mom” is history

Moms have a high level of education,  
marry later, and have children later.  
They are very diverse in their wants and  
needs.



**The “soccer mom” is history. Moms have a high level of education, marry later, and have children later. They are very diverse in their wants and needs.**

We need to show the variety of moms in our advertising. If we are only one-dimensional, we are dead.

## What's in it for Me?



**Because of the way this generation has been raised and its job patterns, Gen Xers look for what is in it for them. They want to see a direct return on their investment of time and money.**



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And that's ok...BSA just needs to let them know what the Gen Xers direct return is...an investment in their child's future.

## Characteristics of Millennials



Conventional  
Achieving Confident  
Special  
Sheltered Pressured  
Team-oriented

Let's look at the characteristics of Millennials. Of course, everyone is an individual and many, many elements affect "who" each person becomes as an adult. And - I'm sure you see that characteristics cross generations.

That said, the research often narrows down to seven characteristics that differentiate the Millennials from previous generations.

→ **Special** – You may be old enough to remember all the hype in 1982 – when the class of 2000 was born - older generations have instilled in Millennials the sense that they are, individually and collectively, vital to both the nation and their families – the 1980's brought a new emphasis on family values – general image of childhood became more positive in their culture. With all this, they are also respectful of elders.

→ **Sheltered** – child protection became a social priority, bullying became an issue, school shootings. Millennials are not necessarily risk-takers, they have been coddled by parents. Their helicopter parents hover over them into college and into the corporate world. Slower to adulthood.

→ **Confident** – personally happy and excited about their future / have faith that their generation can make the world a better place. Empowered by digital technology. They are confident in their economic futures despite coming of age in bad times.

→ **Team-oriented** – strong team instincts, tight peer bonds, upswings in community service, student juries, 24/7 peer-to-peer contact.

→ **Conventional** – creativity and originality are less important to them than prior generations – how many pop-song, movies, even TV show remakes produced lately.

→ **Achieving** – standardized testing with increasingly higher standards – good or bad - competitiveness – is a factor in this element. Adverse to conflict.

→ **Pressured** – this special "Trophy kid" is pressure to excel – expectation of higher academic achievements, with specialization of athletics, club teams to keep up for the next season, required private music lessons to stay in the orchestra – Grew up with little unstructured time.

**Be sure to be open and honest** – don't bait and switch - promising an easy job that turns out to take much more time or effort than they expected. Be realistic when discussing time commitment. The "it's only one hour a week" comment does not work and develops mistrust from the onset.

## Millennial Parents



- One of the largest and most diverse generations in history
- Single Parents
- Very tech-savvy
- Lack of values gap



### Millennial Parents

- One of the largest and most diverse generations in history
- Single parents – 26% are married versus their Baby Boomer parents at 48%
- Very tech-savvy
- There is no values gap between Millennials and their children. You will find them:
  - Buying same clothes
  - Sharing iTunes and Spotify playlists
  - Watching the same movies

## Parents of New Cub Scouts



Where do we find these  
new parents and volunteers?

Traditional chartering organizations for  
BSA units:

Public Schools  
Civic Organizations  
Faith-based organizations

So, where can we find these parents, volunteers, and new Cub Scouts that the BSA needs in this 2<sup>nd</sup> century of Scouting?

In the past, most of our chartering orgs fall into three categories:

- Public schools – we know this access is challenging for many councils
- Civic organizations
- Faith-base organizations

But this is not where we will find Millennials.



Most civic organizations are not growing. In fact, most no longer post their membership numbers publicly.

Just ten organizations (in no particular order) chartered the largest number of BSA youth members in previous years.

Of those ten...only two have shown growth in their own membership in the past few years: YMCA and Boys and Girls Clubs. These two organizations should be targets for new chartering organizations.



And there are the ten faith-based organizations (in no particular order) that chartered the largest number of BSA youth members in previous years. Of these ten...

Only two have shown growth in their own membership in the past few years: the Catholic and LDS churches.

The Catholic church should be targeted for new chartering organizations, particularly churches with a higher Latino population. 45% of all Catholics ages 18-29 are Hispanic/Latinos.

The decline in membership of the faith-based organizations are not surprising considering that overall, today, among adults ages 25-35

- 25% have no religious affiliation
- 22% identify with non-denominational churches
- 8% identify as other religions
- 55% of Millennials are not in our largest traditional markets

This doesn't mean they don't believe – 64% of Millennials - Say they have an “Absolutely certain belief in God” (compares to 73% of those over 35) and they pray about as often as their elders did in their own youth.

## Parents of New Cub Scouts



Where can we find these parents?



### Involved

- Community activities
- Service projects
- Causes

### Communicate

- Social networks
- Texting
- Smart phones

So, if they aren't in our traditional markets - Where **can** we find these parents?

➔ On their social networks

They don't need to join organizations, their social life is at their finger tips (or thumb tips) but they do get

➔ involved in their communities often through service projects – and supporting causes

Millennials say their main sources for news are from television (65%) and the Internet (59%)

➔ They communicate through technology –

Facebook, LinkedIn, Instagram, texting, or tweeting – they are **never** without their smart phones -

To keep up – to even be noticed by this new generation – councils and districts will need to become **more involved in their communities** – and will **have** to learn to communicate through technology



Don't Forget...



Grand

v

Appealing to the parents and new Cub Scouts:



So, we want to appeal to the parents and to the boys – But - Don't forget the grandparents –

These are the parents who raised this Millennial generation – and they don't stop parenting when their kids become adults. And these grandparents are still involved with our traditional chartering orgs. They are more likely to have been Scouts than their Millennial children. And they have more time to get involved in their grandkids' lives.

Connecting with the grandparents of Cub Scout-age youth can help councils in their efforts to recruit youth and volunteers.

## Grandparents of New Cub Scouts



### Millennials

- Get along well with their parents
- Boomeranged back home

These are the parents of Millennials – they are the “helicopter parents” we hear so much about.

Have you noticed the commercials lately, even the military recruiting ads appeal to both the Millennials and their parents?

Employers see parents getting involved in the interviewing process when Millennials are applying for jobs.

Well-known companies are even creating “Parent Days” where job candidates can bring their parents to tour the company’s work environment, meet their potential managers, etc.

➔ And, unlike the previous generations, they get along well with their parents. They respect and seek their parent’s opinions.

➔ And now, hard times have kept a significant portion of adult Millennials and their parents under the same roof. About one-in-eight Millennials over 22 years old say they’ve “boomeranged” back into a parent’s home because of the recession.

## Parents of New Cub Scouts



Do they want their kids in Scouting?

**Yes!**

But they might not know it.

**CONFIDENT,  
CONNECTED,  
OPEN TO CHANGE**

**"How does Scouting fit into  
the broader architecture of my life?"**



So – does this new generation **want** their kids involved in Scouting? Yes – But they might not know it.

Our research shows that Scouting provides what kids want and what parents want for their kids– across cultures and generations

And our Strategic Plan Research report identifies which values most appeal to the youth and parents of diverse cultures

*This study is one of the best BSA publications.*

Recognizing the recent years of declining BSA membership, we know that fewer of the Millennials were in Scouting as kids.

We also know that Scouting hasn't been a tradition across all cultures in the US.

But, a pivotal study by Pew Research in 2010 identifies Millennials as confident, connected, and open to change.

We need to show these parents why their child should be in Scouting. They want to be good parents and we need to be ready to answer their question, "How does Scouting fit into the broader architecture of my life?"

## Course Summary



- **There are several generations active as leaders in scouting.**
- **Gen Xers and Millennials are the parents of Cub Scouts and it is important to understand their generations**
- **Embracing the differences and similarities make the scouting program stronger.**

SUMMARY



### Course Summary

There are several generations active as leaders in Scouting.

All in all – it's important to know, understand and embrace the differences in each generation. Each generation has value that can help grow our program in this second century of Scouting. It is also essential to understand how our communities are changing and include as many youth and parents in as many markets as possible.

Scouting in the 21<sup>st</sup> century must be inclusive and must reflect the demographics of our communities.



# Questions or Comments

