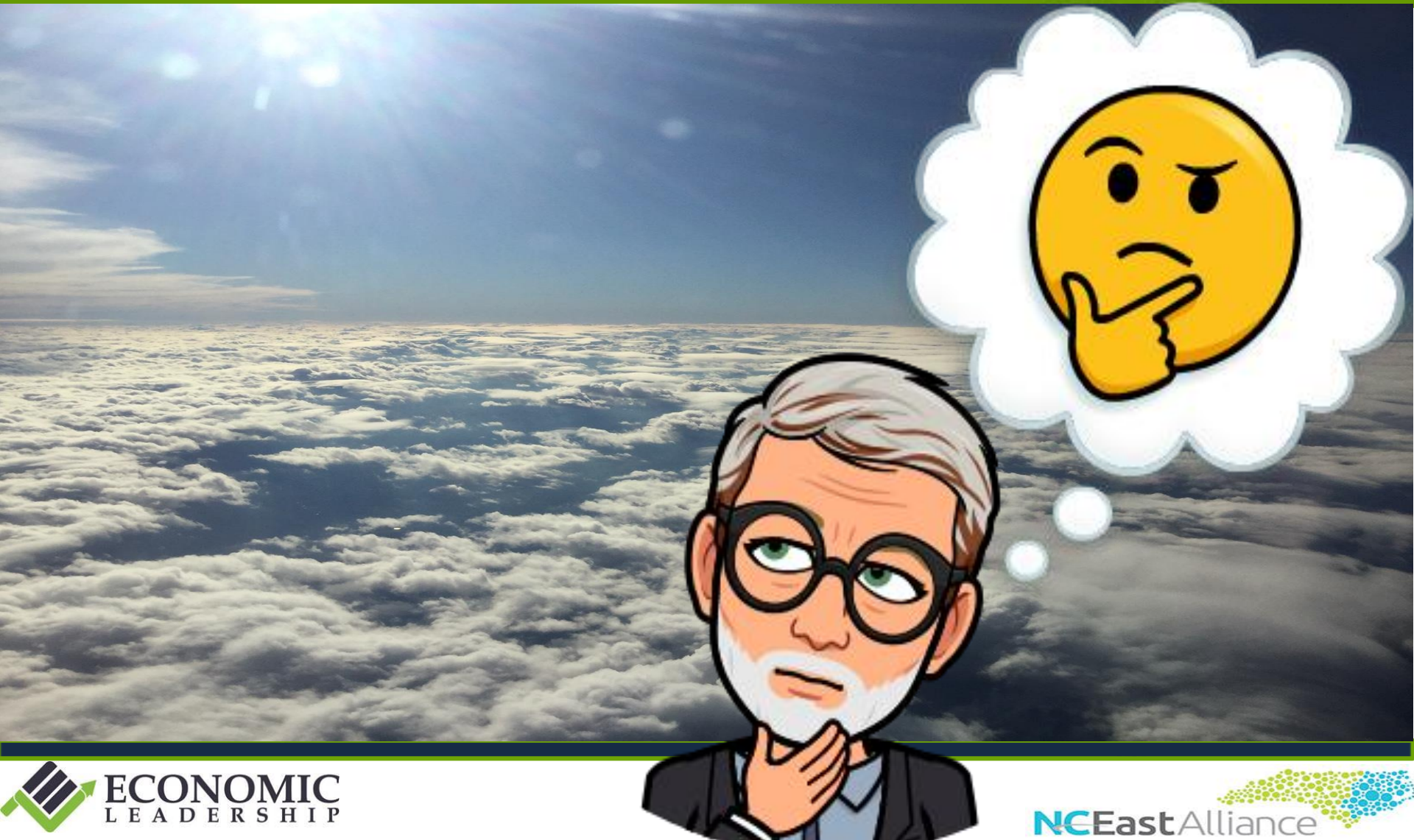


Workforce: Throttle on Economic Growth



Place Comparisons Data Analytics



Trendspotting



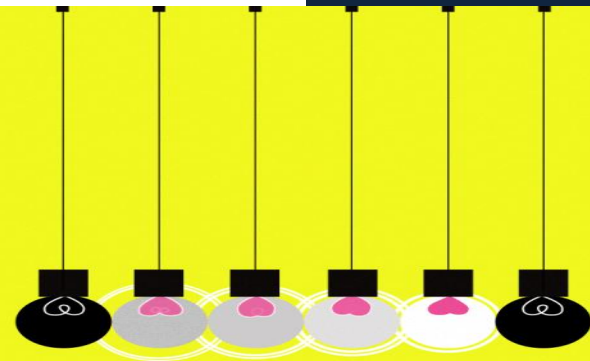
Best Practices



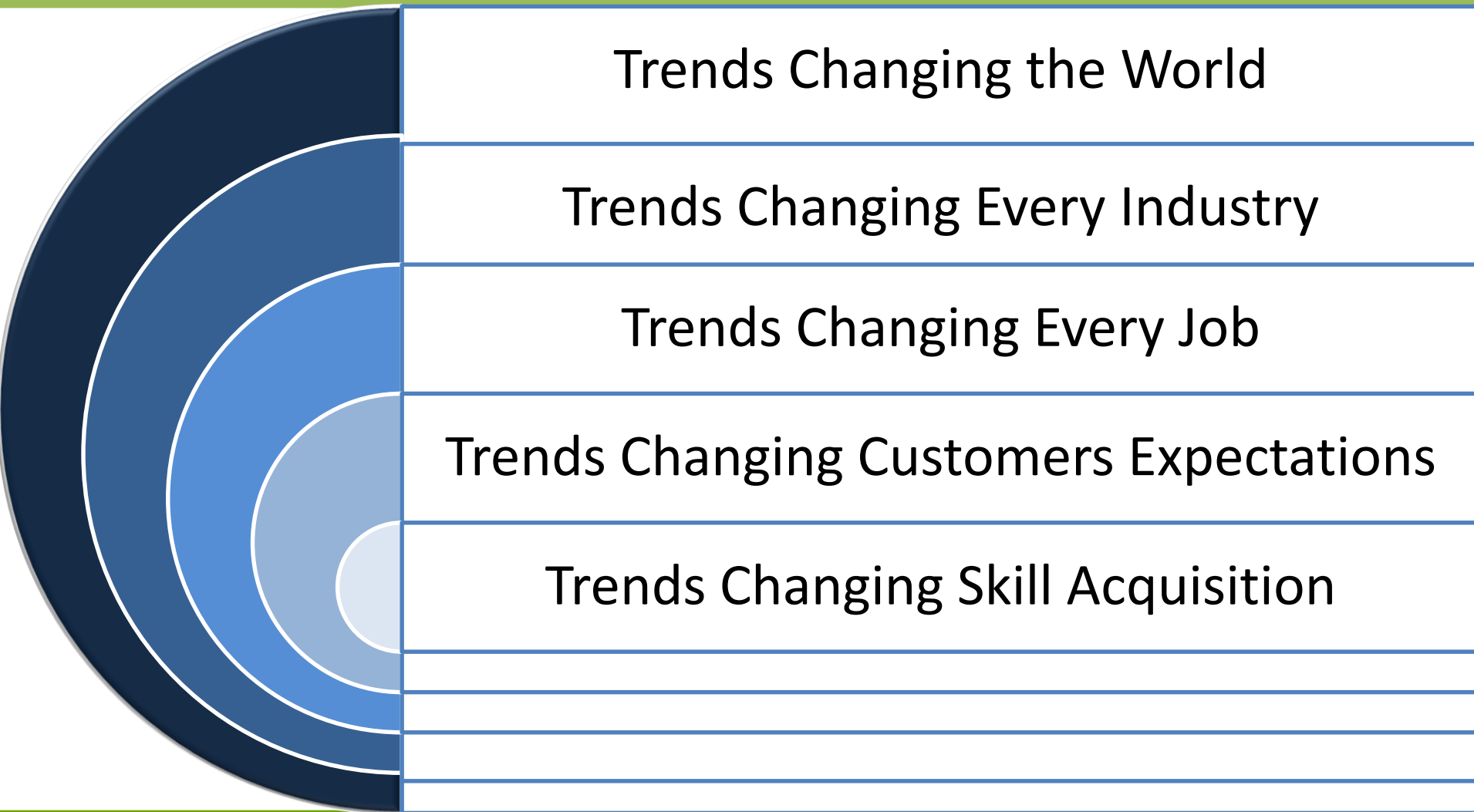
Collaborative (Group) Leadership



- ✓ Intentional
- ✓ Specific
- ✓ Measurable Actions



The Impact of the Future (Trends/Tangents)



In 1999, Bill Gates wrote a book titled *Business @ the Speed of Thought*

Gates' prediction: "People will carry around small devices that allow them to constantly stay in touch and do electronic business

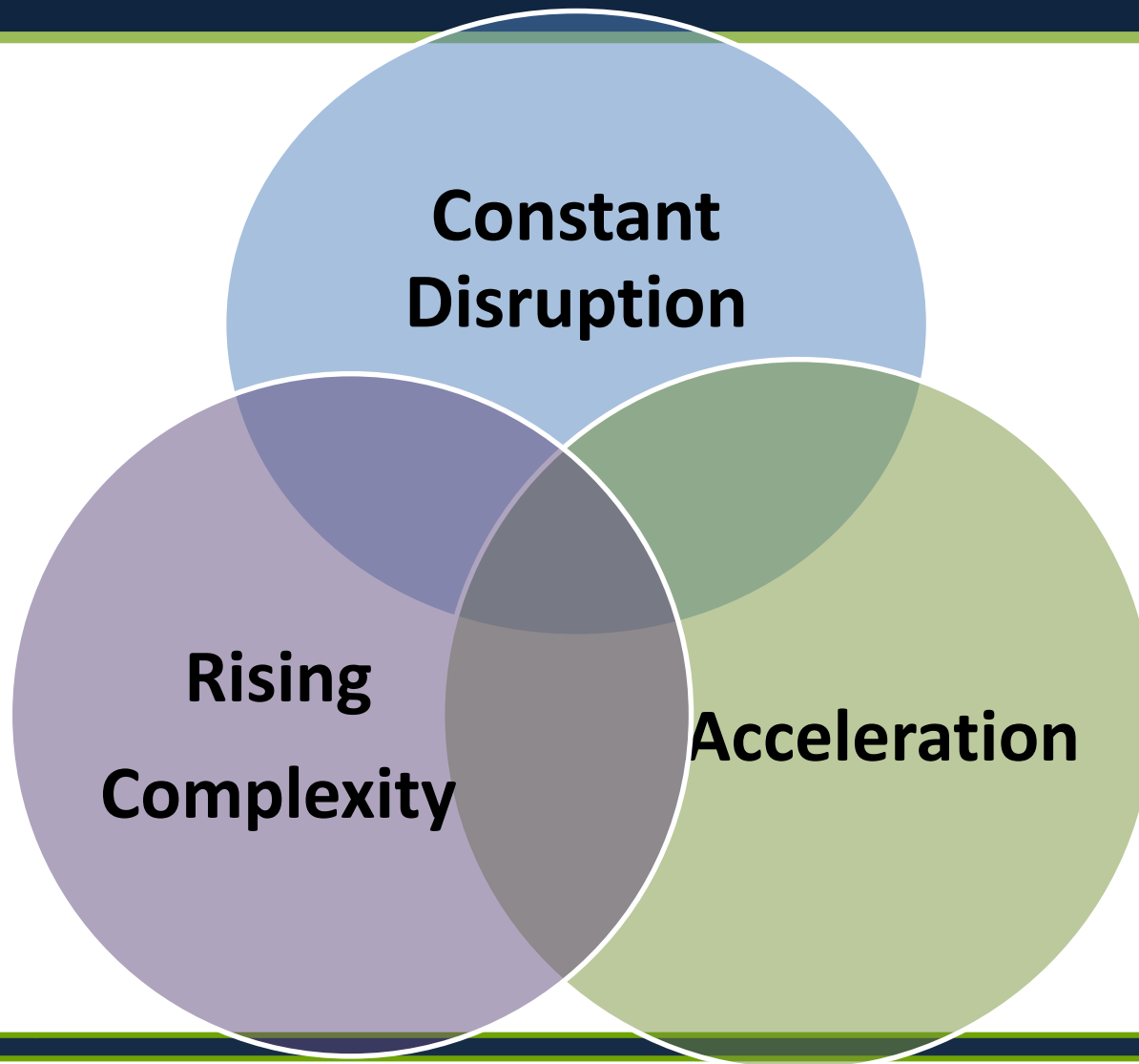
Gates' prediction: "Private websites for your friends and family will be common, allowing you to chat and plan for events."

Gates' prediction: "People looking for work will be able to find employment opportunities online by declaring their interest, needs, and specialized skills."

Gates' prediction: "'Personal companions' will be developed. They will connect and sync all your devices in a smart way, and allow them to exchange data. The device will check your email or notifications, and present the information that you need."



The 3 Overarching Trends



Acceleration

- Response speed
- Speed to market
- Adaption speed
- Preference changes
- Expectation increases



Is there anyone here today that believes the pace of change will slow over the next 10 years?

Disruption

10 Years Ago There Was No...



The Future Of Travel & Tourism

Alexa where should I eat...



Hey Siri...

Plan my family a quick, 3 day vacation, take care of all of the logistics and load it in my calendar.

Rising Complexity



Collective
Intelligence

Collective
Imagination

Collaborative
Leadership

Collective
Impact

Talent Wars Will Intensify



THE HEADWINDS

For Workforce Solutions

Economics

Techno/Skill Shifts

Demographics

Politics/Policies

The Workforce Supply-Demand Balance

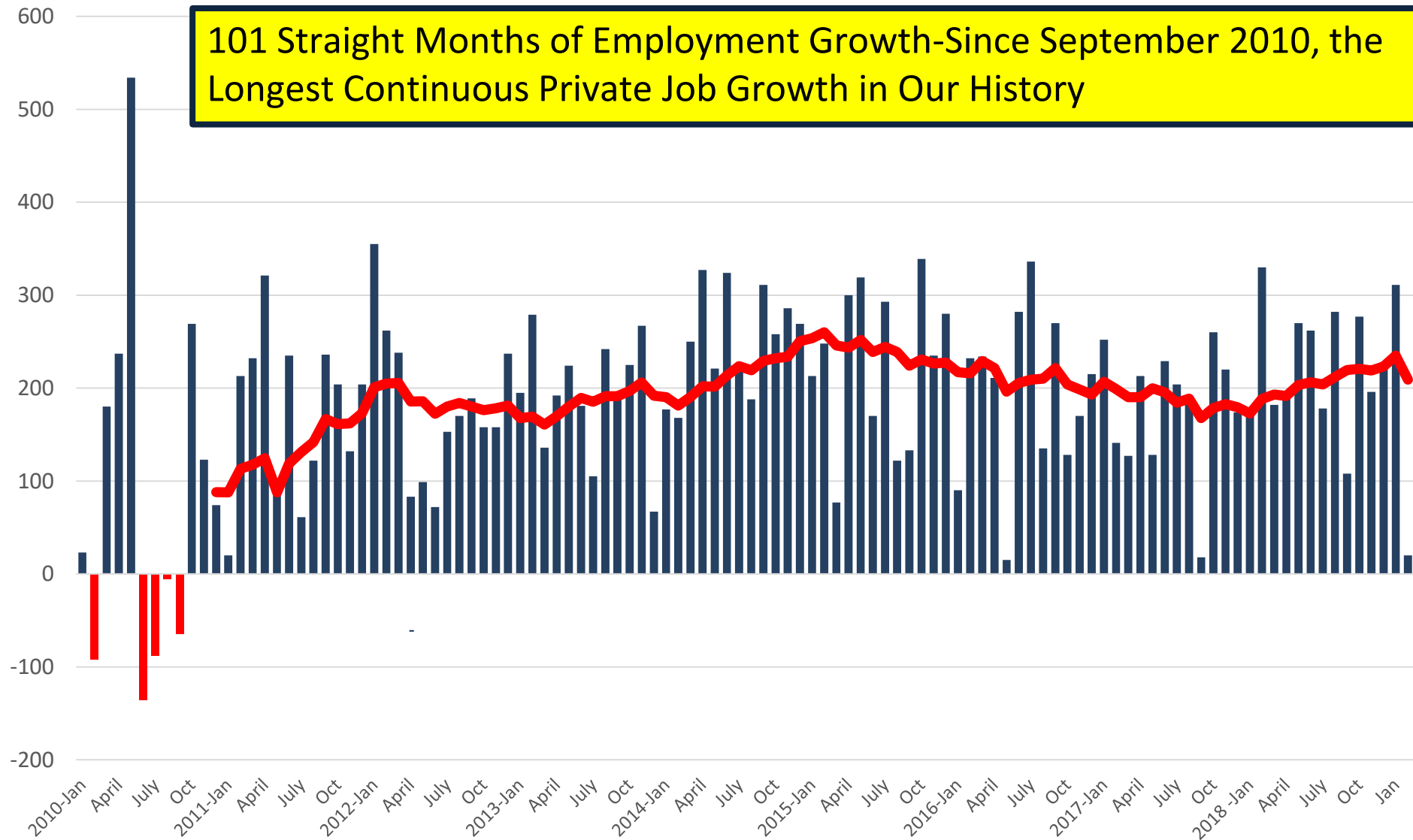
Automation, robotics
and the possible loss of
jobs and need for labor

Slowing birthrates,
aging baby boomers,
declining participation
rates, immigration
debates

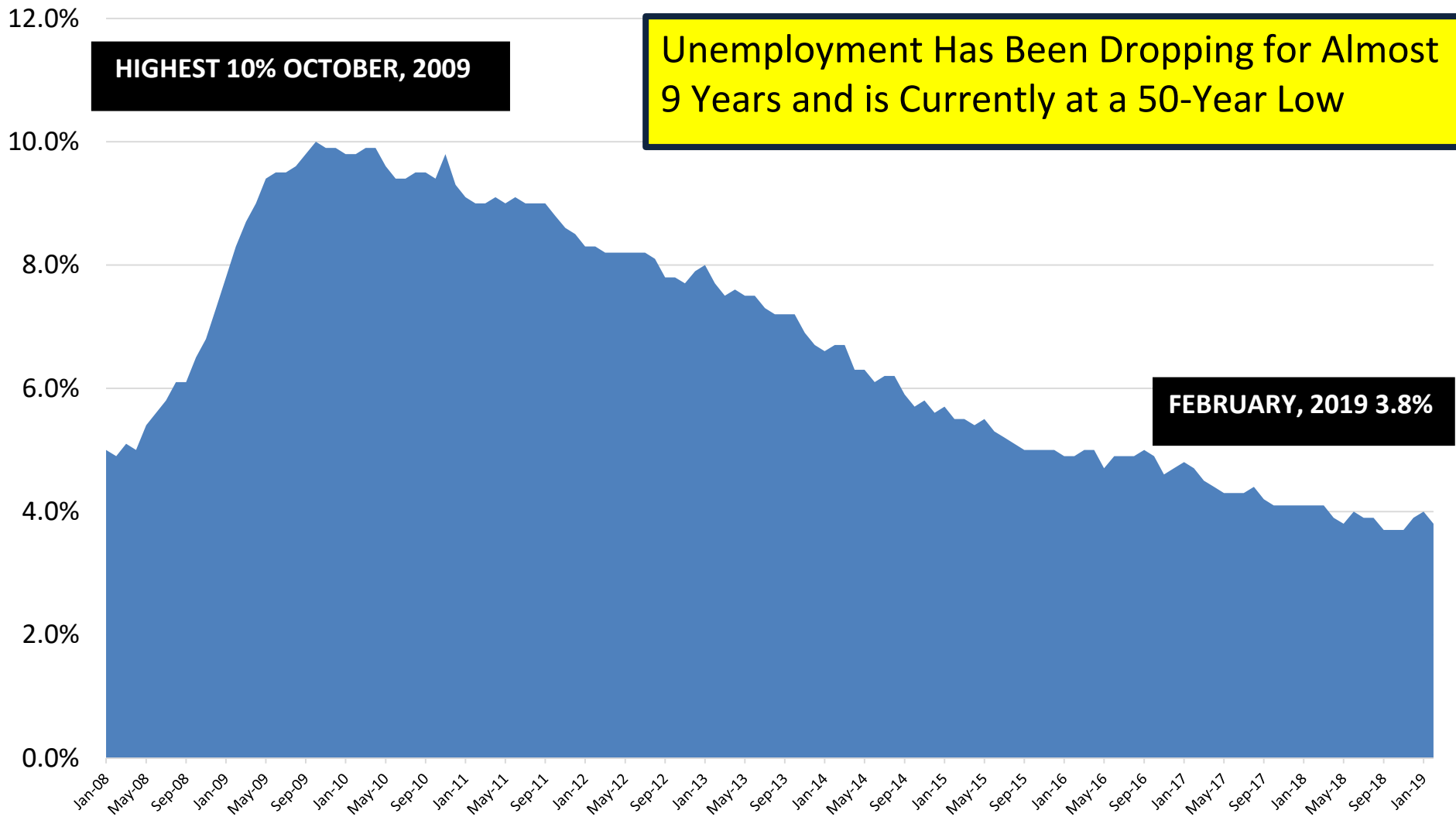


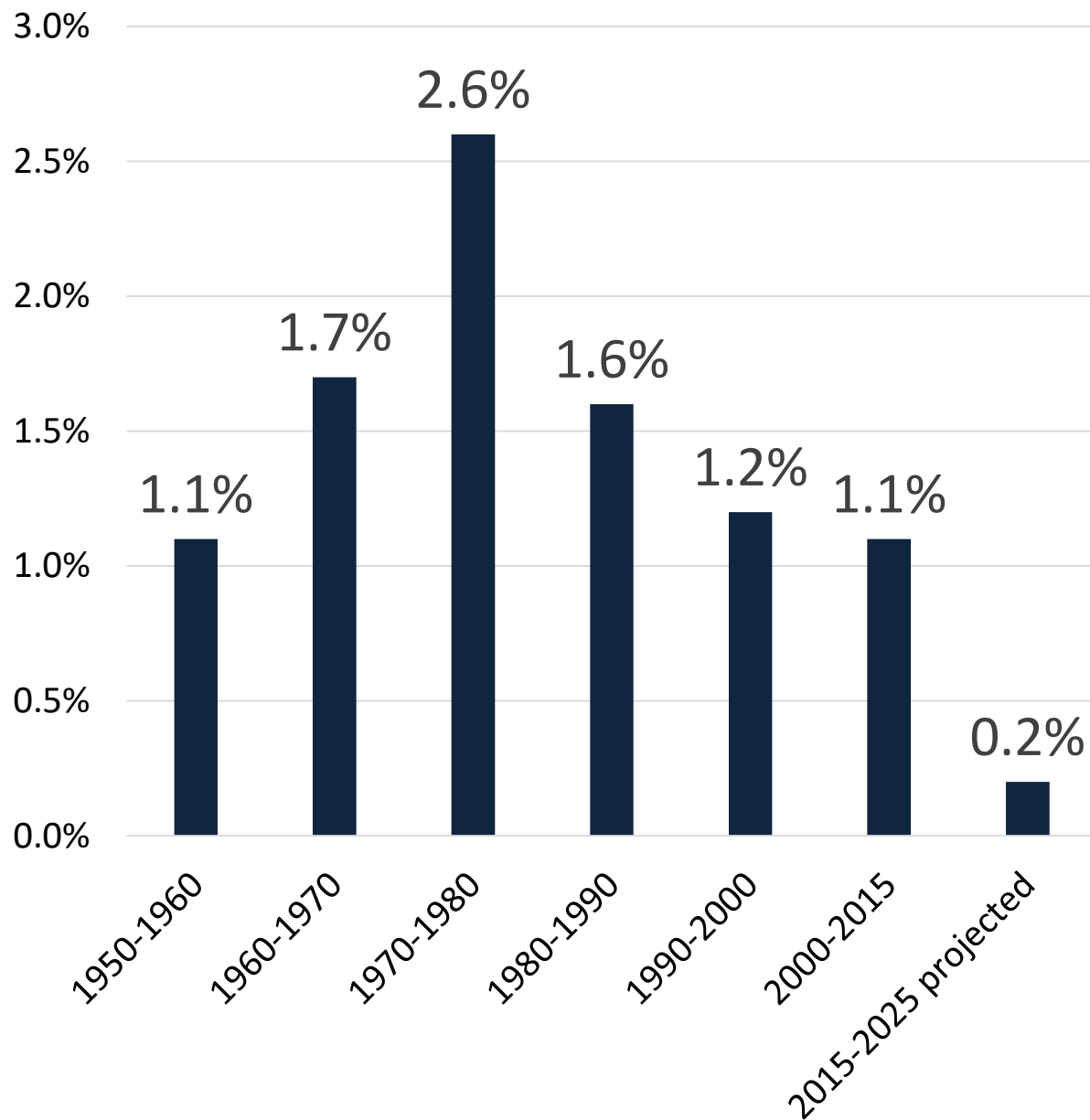
USA Nonfarm Payroll Employment

101 Straight Months of Employment Growth-Since September 2010, the Longest Continuous Private Job Growth in Our History



U.S. Unemployment Rate





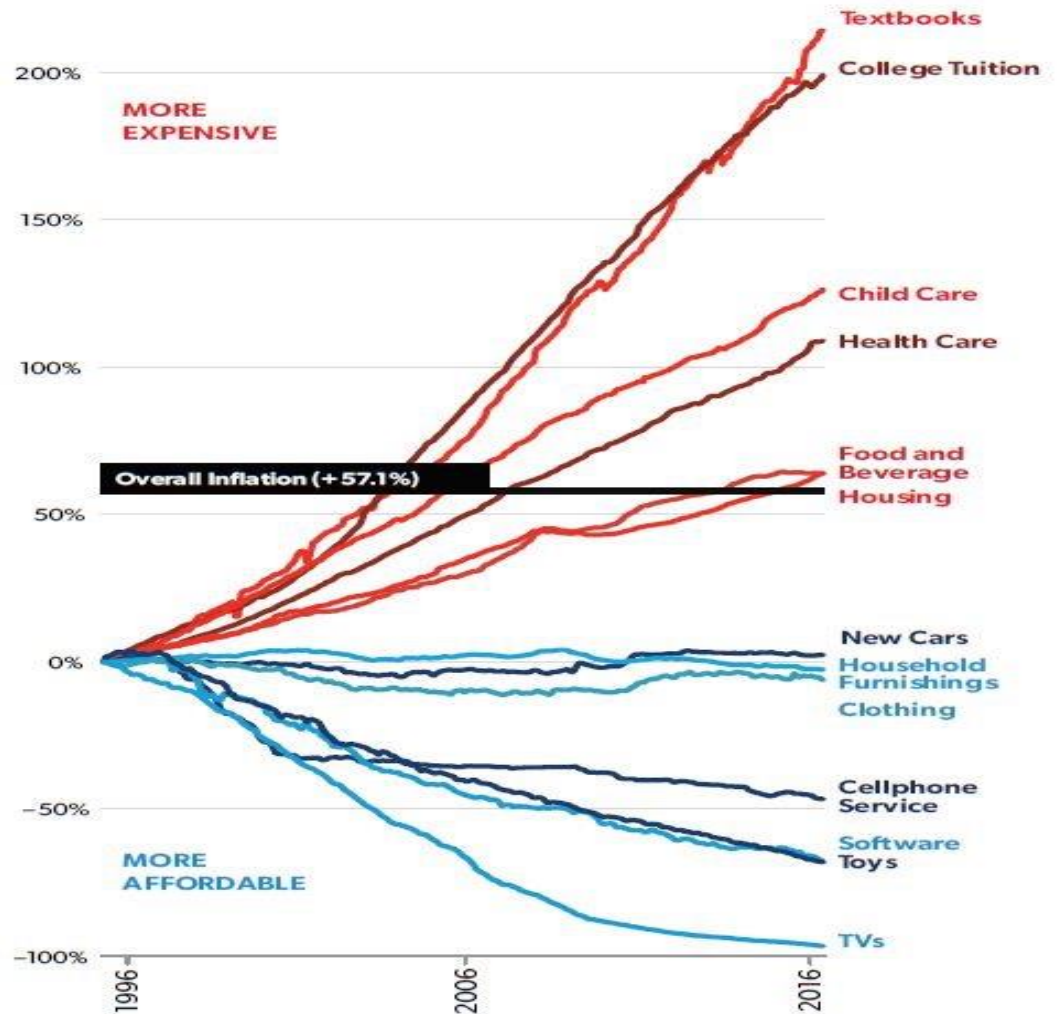
U.S. Annual Rates of Labor Force Growth

Millennials Are Not Having Children?



Price Changes (Jan. 1996–Dec. 2016)

Selected Consumer Goods and Services



Source: Bureau of Labor Statistics.

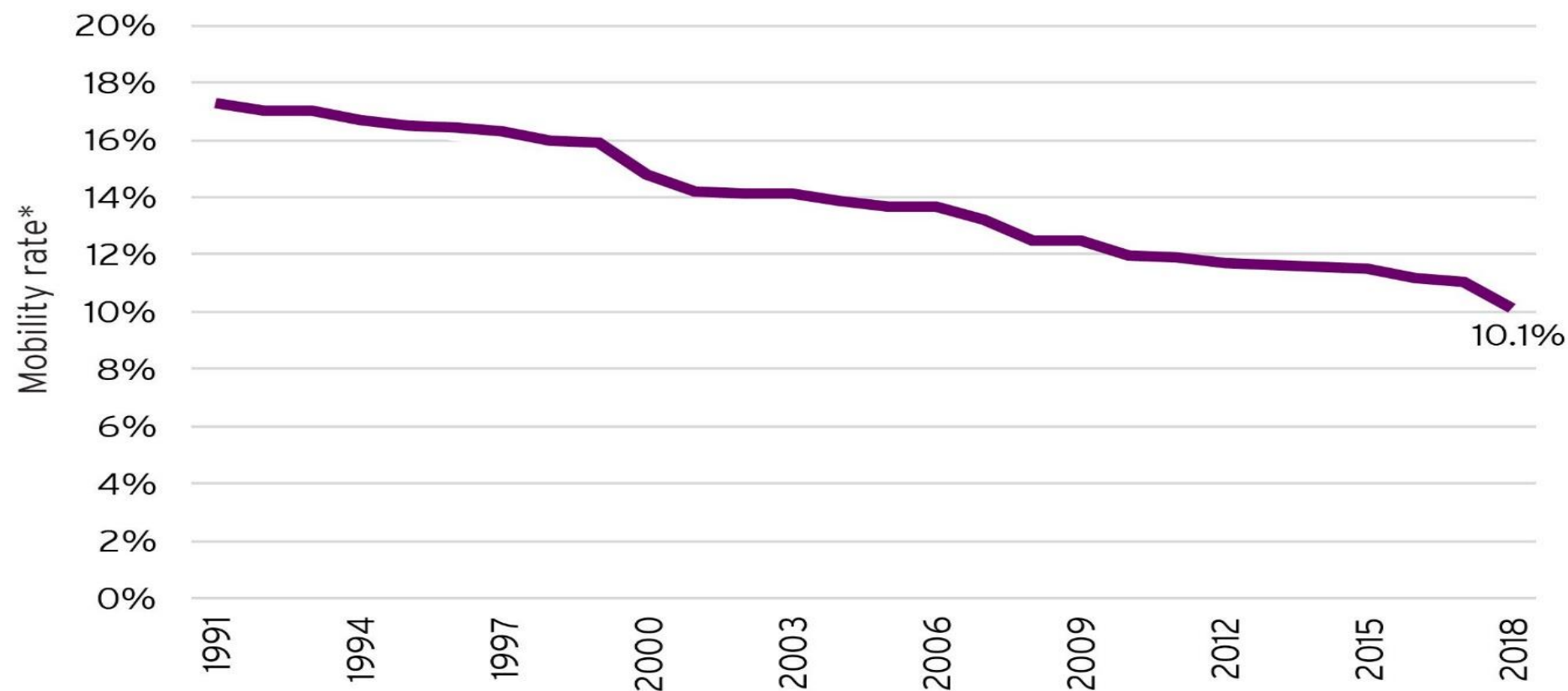
Millennials Are Not Having Children?



FIGURE 3

Annual rate of geographic mobility

1990-2018



*Mobility rate is defined as the percent of the population changing residences over the 12 month period ending in March of the year shown.

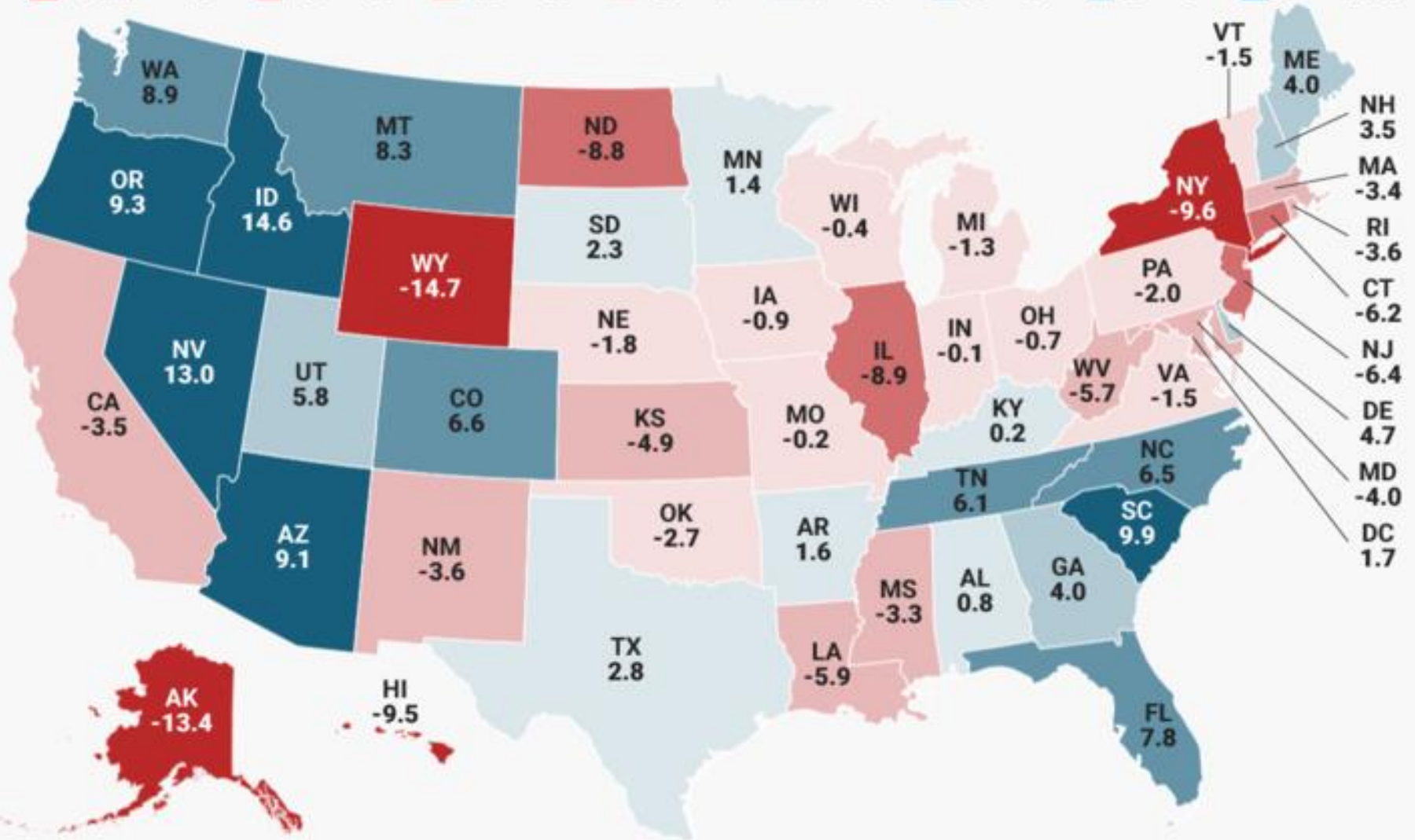
Source: William H. Frey analysis of U.S. Census Bureau Current Population ASEC Supplement released November 27, 2018

B | Metropolitan Policy Program
at BROOKINGS

NET DOMESTIC MIGRATION

NET DOMESTIC MIGRATION PER 1,000 RESIDENTS, JULY 1, 2016 – JULY 1, 2017

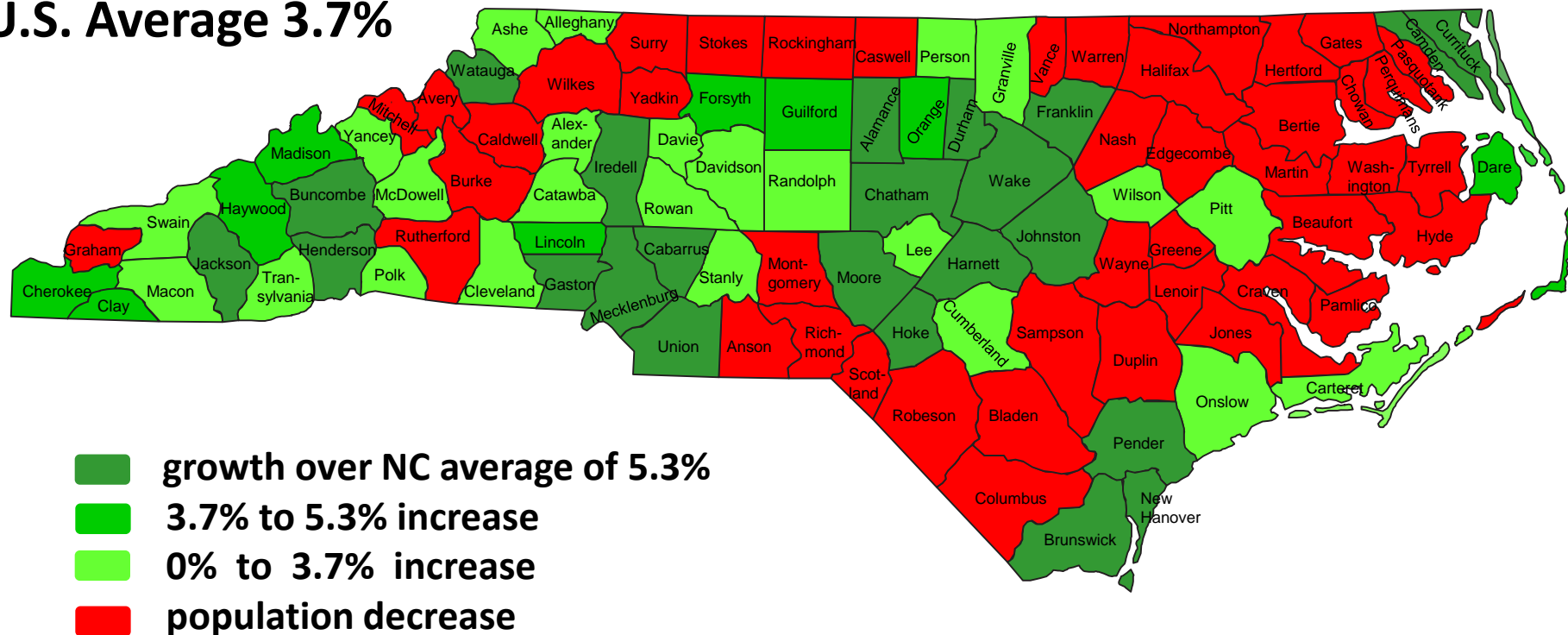
■ -14.7 – -9 ■ -9 – -6 ■ -6 – -3 ■ -3 – 0 ■ 0 – 3 ■ 3 – 6 ■ 6 – 9 ■ 9 – 14.6



Population Growth More Concentrated 5 Year Percentage Change 2012 - 2017

North Carolina Average 5.3%

U.S. Average 3.7%



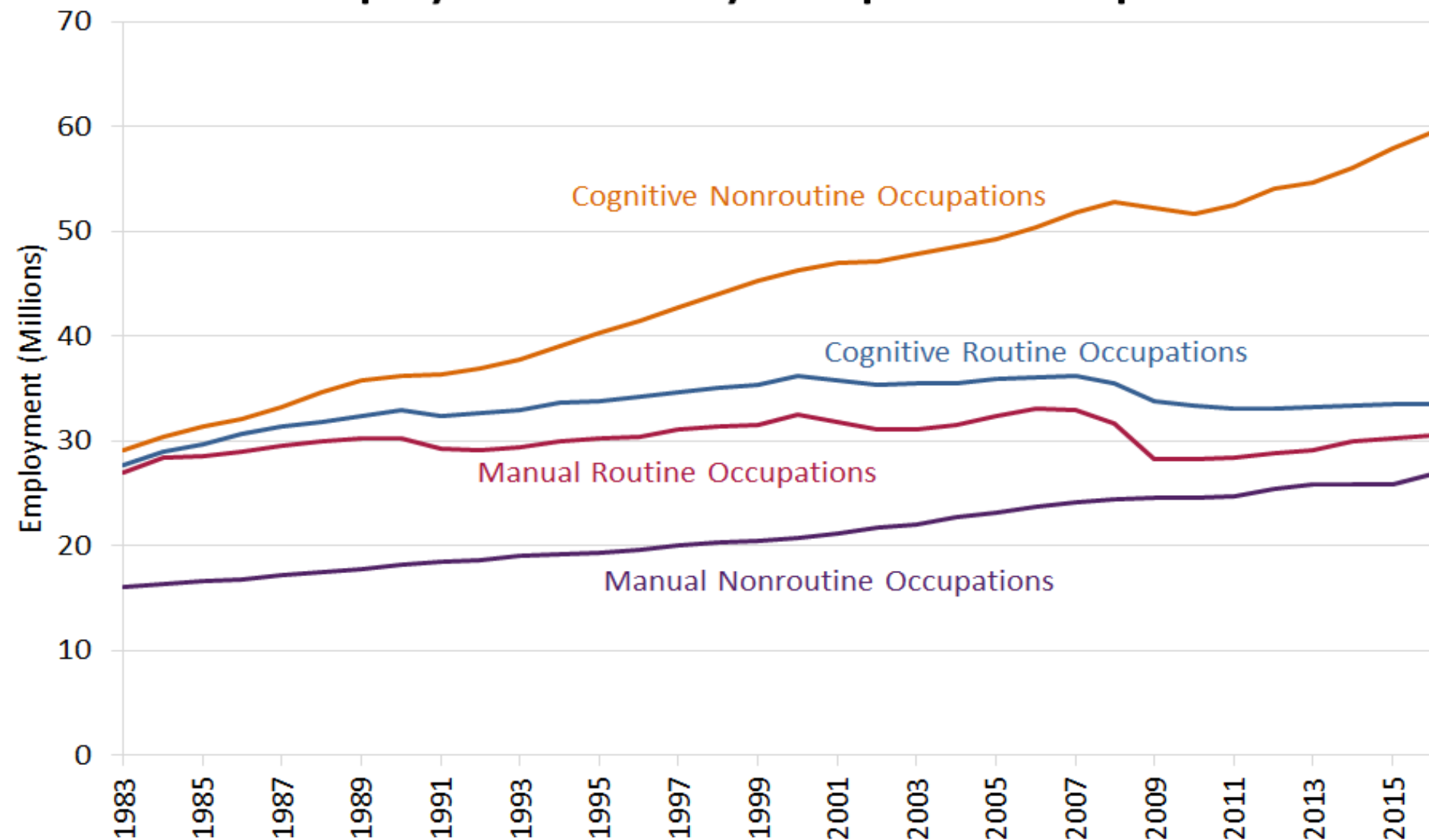
The Rising Skills and Education Balance

Employers Demand Higher Skills But Are Not Finding Them

More People Go To College, But We Seem to Have a Mismatch



Employment Level by Occupation Groups



SOURCES: Bureau of Labor Statistics and authors' calculations.

FEDERAL RESERVE BANK of ST. LOUIS

A Focus on Valuable Skills 2019 - LinkedIn

The “Soft” Skills

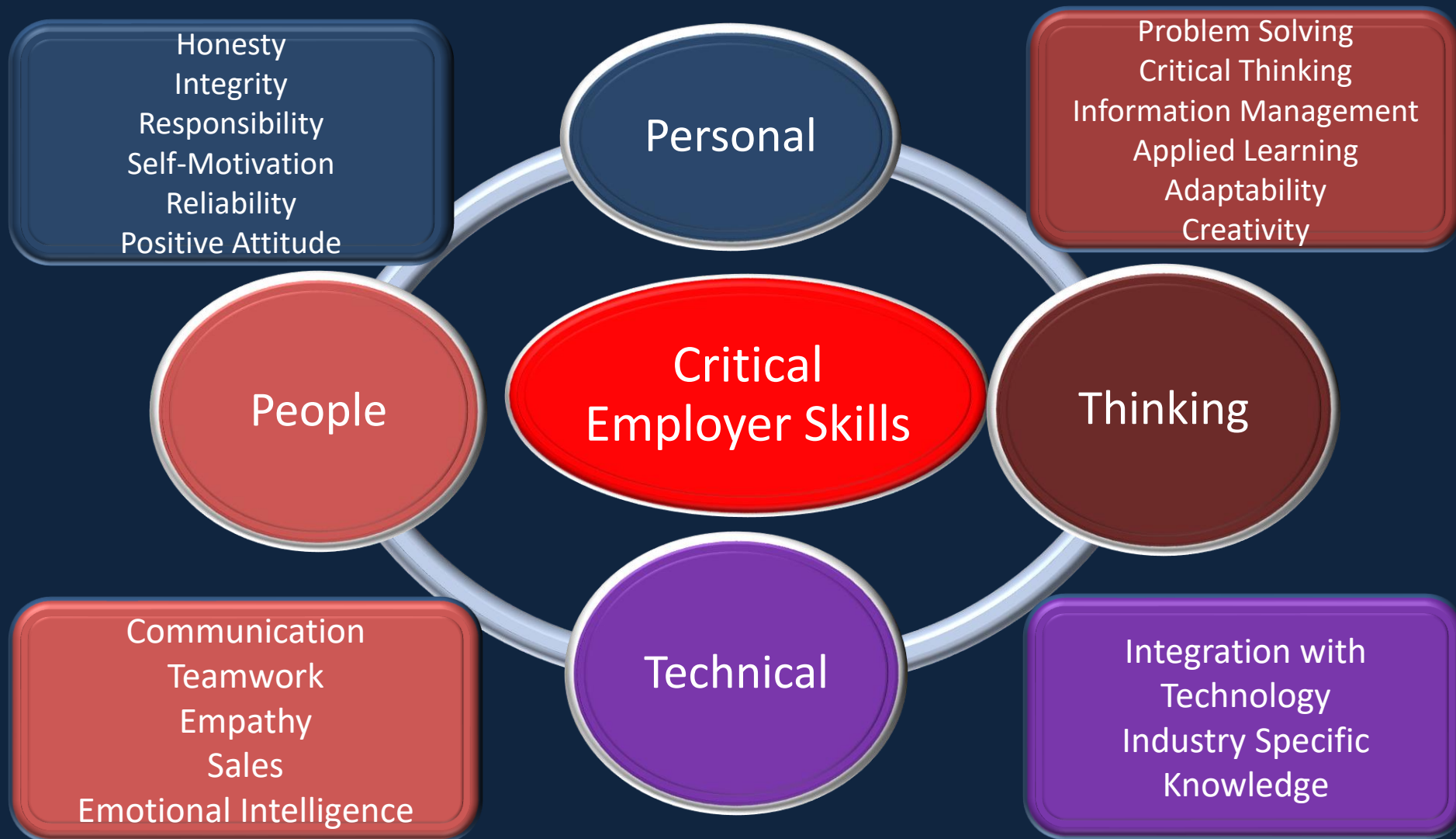
- Creativity
- Persuasion
- Collaboration
- Adaptability
- Time Management

The “Hard” Skills

1. Cloud Computing
2. Artificial Intelligence
3. Analytical Reasoning
4. People Management
5. UX Design
6. Mobile Application Development
7. Video Production
8. Sales Leadership
9. Translation
10. Audio Production
11. Natural Language Processing
12. Scientific Computing
13. Game Development
14. Social Media Marketing
15. Animation



A Focus on Valuable Skills



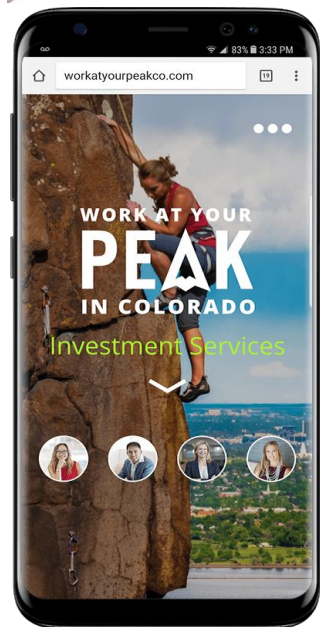
Talent Attraction Through Placemaking- Focus on the Basics



A PLACE FOR PLACEMAKING IN SAN DIEGO



TALENT retention & attraction in MISSISSIPPI



Incentives for Talent

- An estimated 95% of states and localities in the United States use some kind of business incentives.



Talent Incentive Programs

Most Common

- Teachers – especially at disadvantaged, hard-to-serve schools.
- Healthcare Professionals – doctors, nurses, PAs, particularly in rural America.

Innovative State Program

- Oklahoma's Aerospace Industry Engineer Workforce Tax Credit:
 - Income tax credit for up to 5 years for both the hiring firm & the employee.
 - Since 2009, affected 4,200 hires at average wage of approx. \$80,000.
 - Aerospace engineer employment up 16.7% since then vs. 2.6% for all other engineers.

Other Talent Incentive Ideas

- Numerous rural regions and small towns offering cash incentives, tax credits, or student loan repayments.
- Downtowns – cities and employers subsidizing downtown housing to attract young professionals.
- Welcoming immigrants
- The integration of economic development-workforce development-placemaking and CVBs

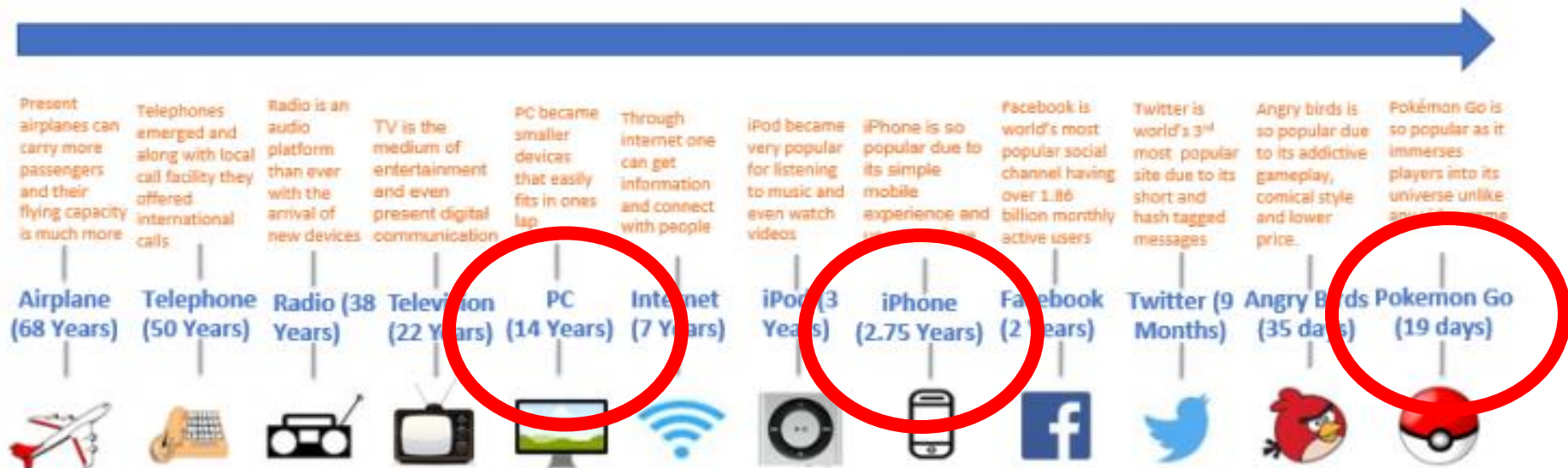
The Age of Tech Acceleration



The Age of Tech Acceleration

TECHNOLOGY: TIME TO REACH MASS ADOPTION

Defined as a 25% of market access



LSA STEVE ANDERSON.com

The Next Big Things

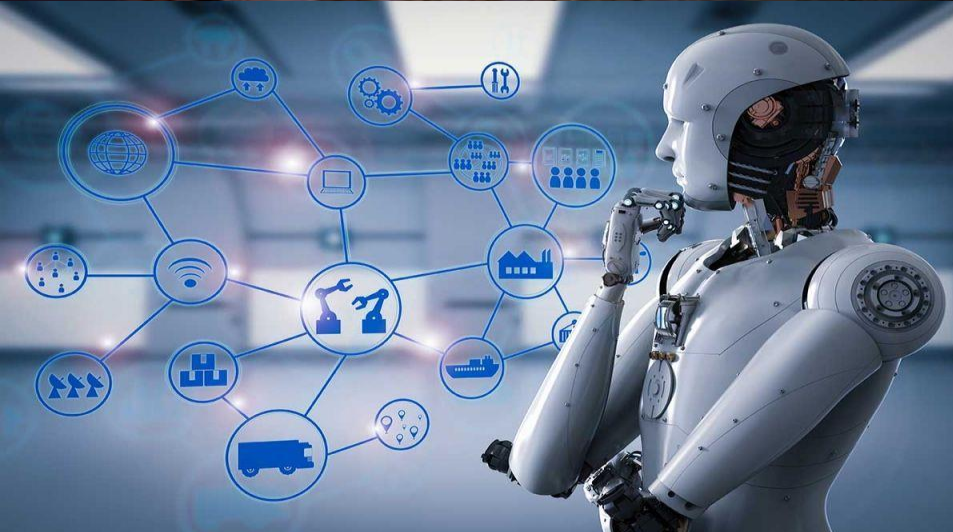
Personal-Augmented Reality-AI-Drones



The Intersection of Trends is Where the Future is Reimagined

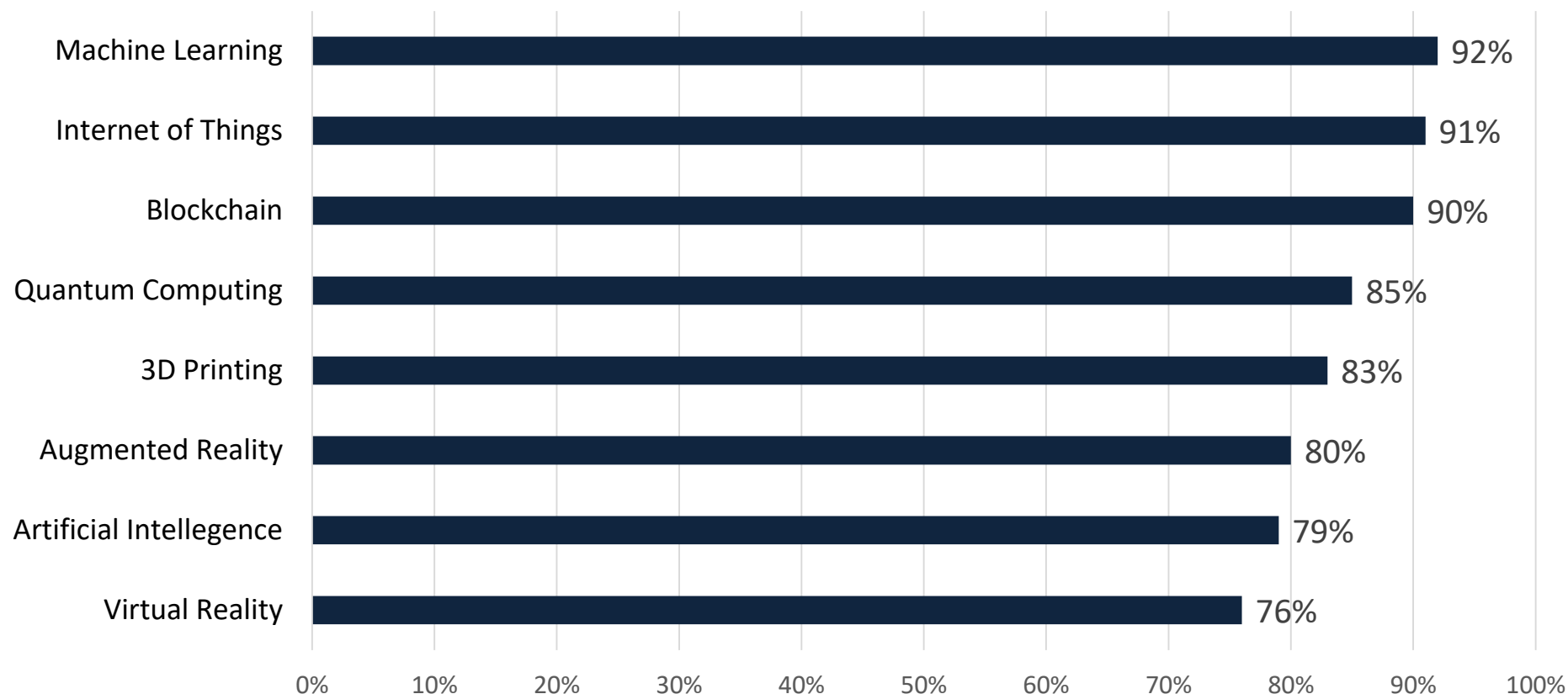


MACHINE
LEARNING



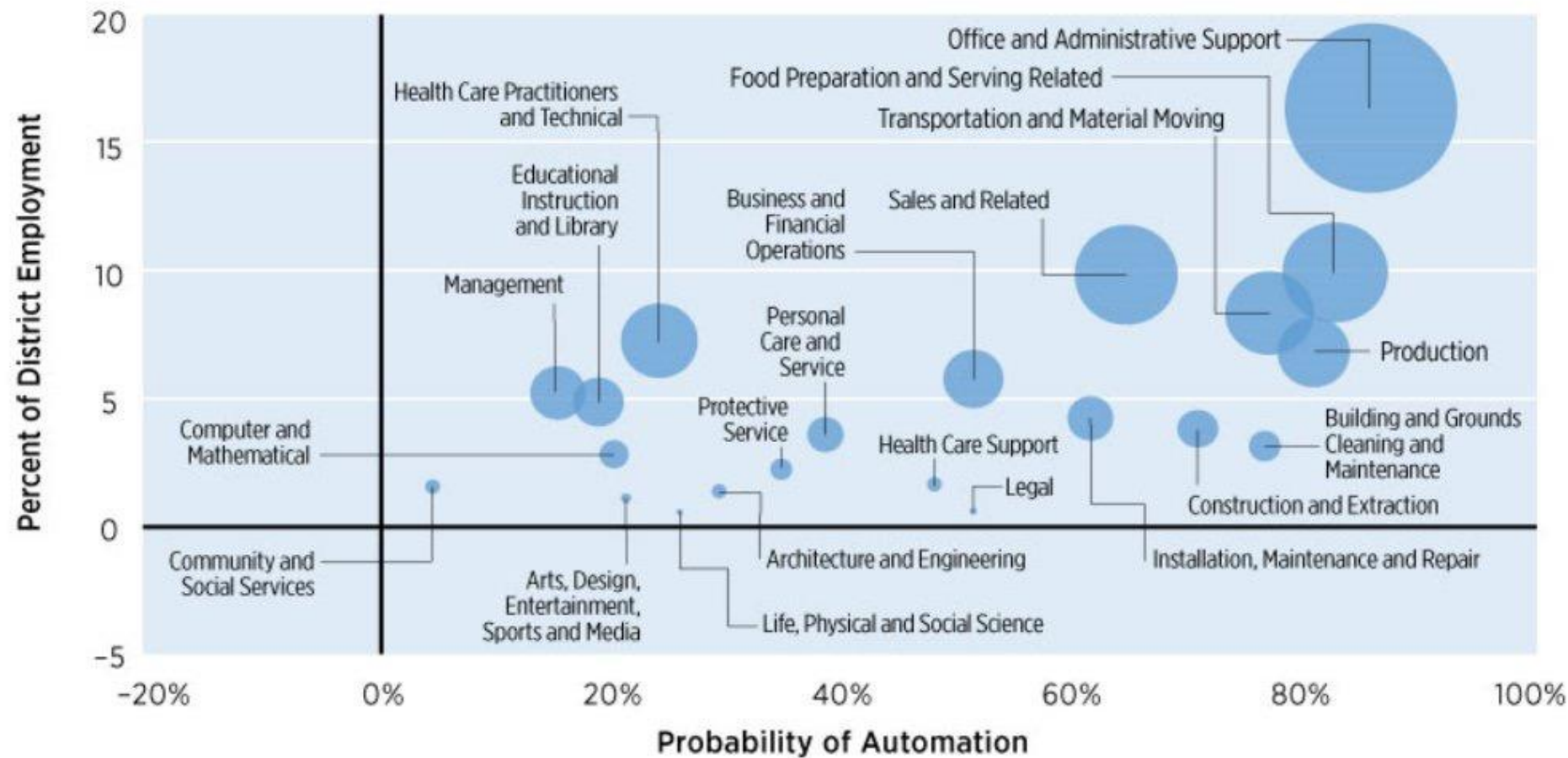
Technologies That Will Change Us Over the Next 10 Years - The Science of Certainty

Emerging Industries Will Have an Impact in the Next 4 Years



1,000 Business Tech Decision Makers, CompTIA, 2018

Which Jobs Are Most at Risk of Being Automated?

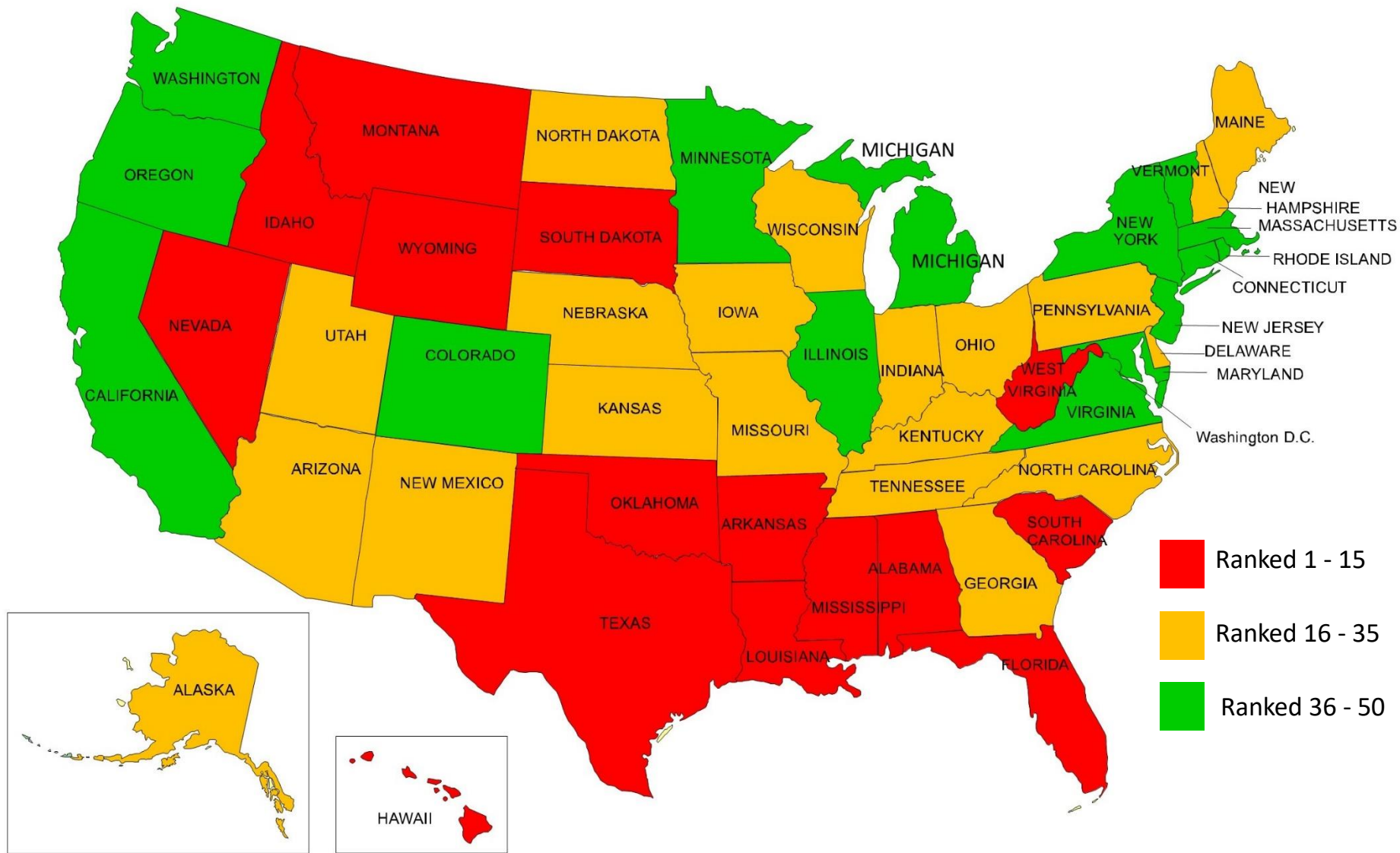


SOURCES: Census Bureau's Occupational Employment Statistics, Frey and Osborne, authors' calculations.

NOTE: The figure shows a positive correlation between probability of automation and percentage of employment for occupations in the Eighth District. Probability of automation is on the horizontal axis, while percentage of employment is on the vertical axis. The size of the bubbles represents the number of jobs in each occupation.

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States Where Jobs are Most Vulnerable to Automation

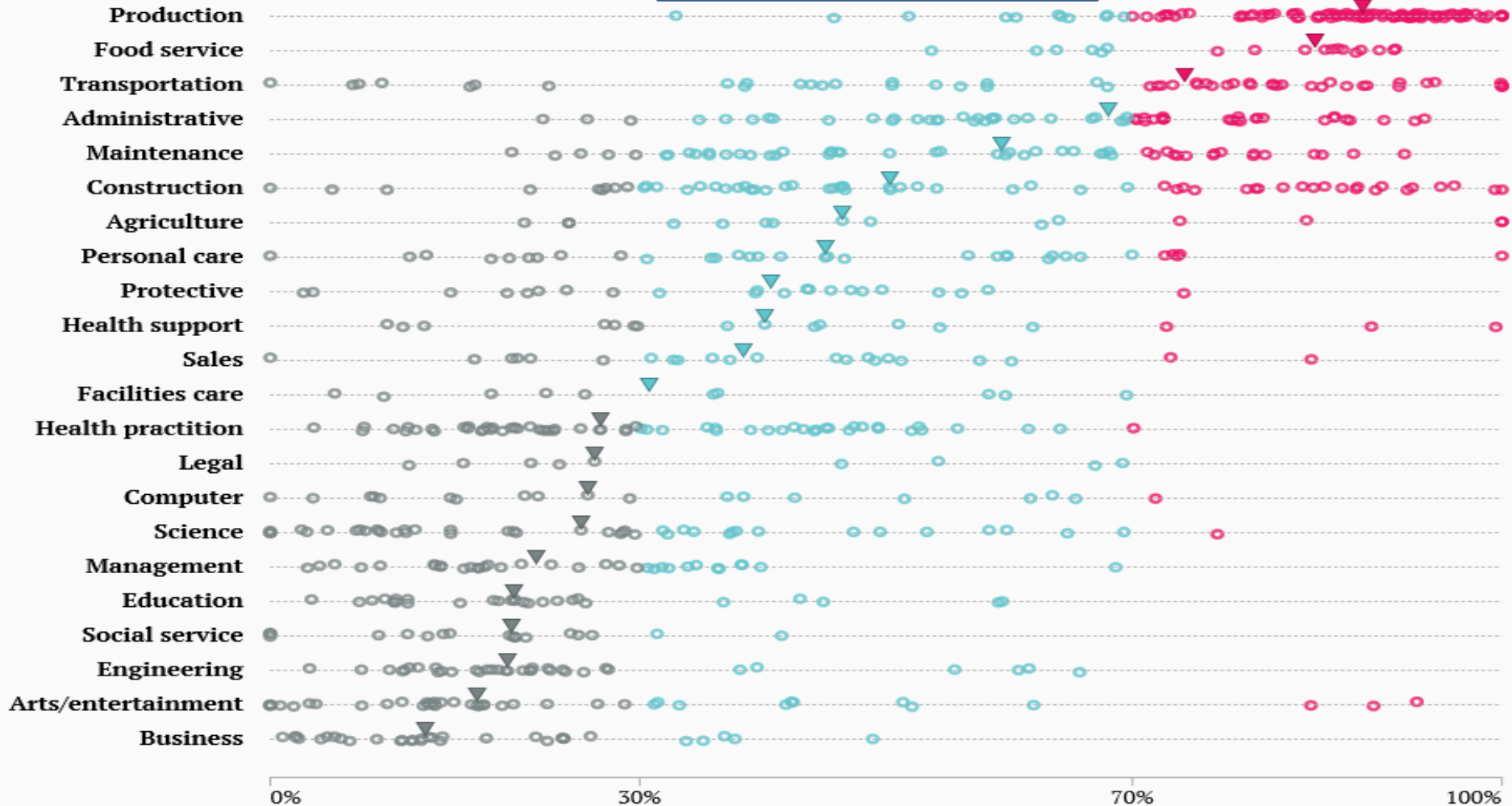


Share of Tasks That are Susceptible to Automation

Low Risk-0% to 30%

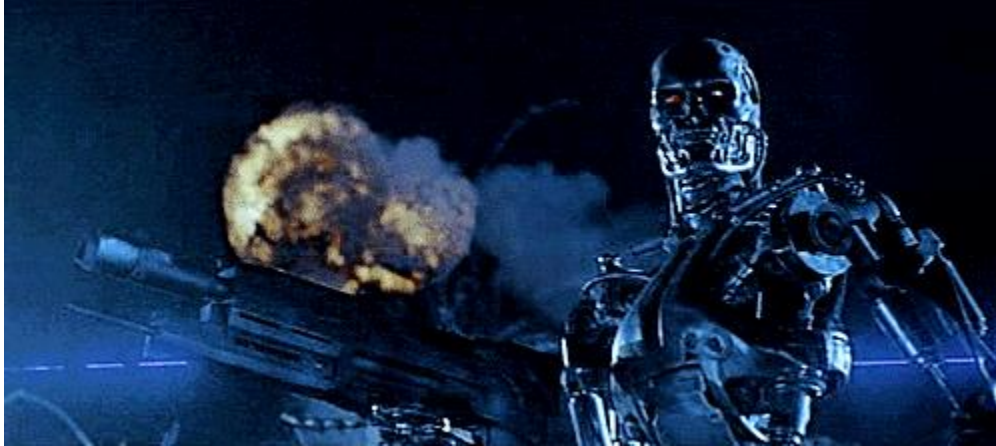
Medium Risk 30% to 70%

High Risk 70% to 100%



Automation and Artificial Intelligence

Neither Apocalypse or Utopia



Very Likely to Be True

- ☐ Job losses and gains
- ☐ Workforce transitions
- ☐ Workers will need different skills
- ☐ Human-Machine interfaces everywhere

Automation and Artificial Intelligence

Neither Apocalypse or Utopia

So What!

- ☐ Invest in Human Capital
- ☐ Education and Training
- ☐ Labor Market Dynamism
- ☐ Invest in the future

The Age of Tech Acceleration

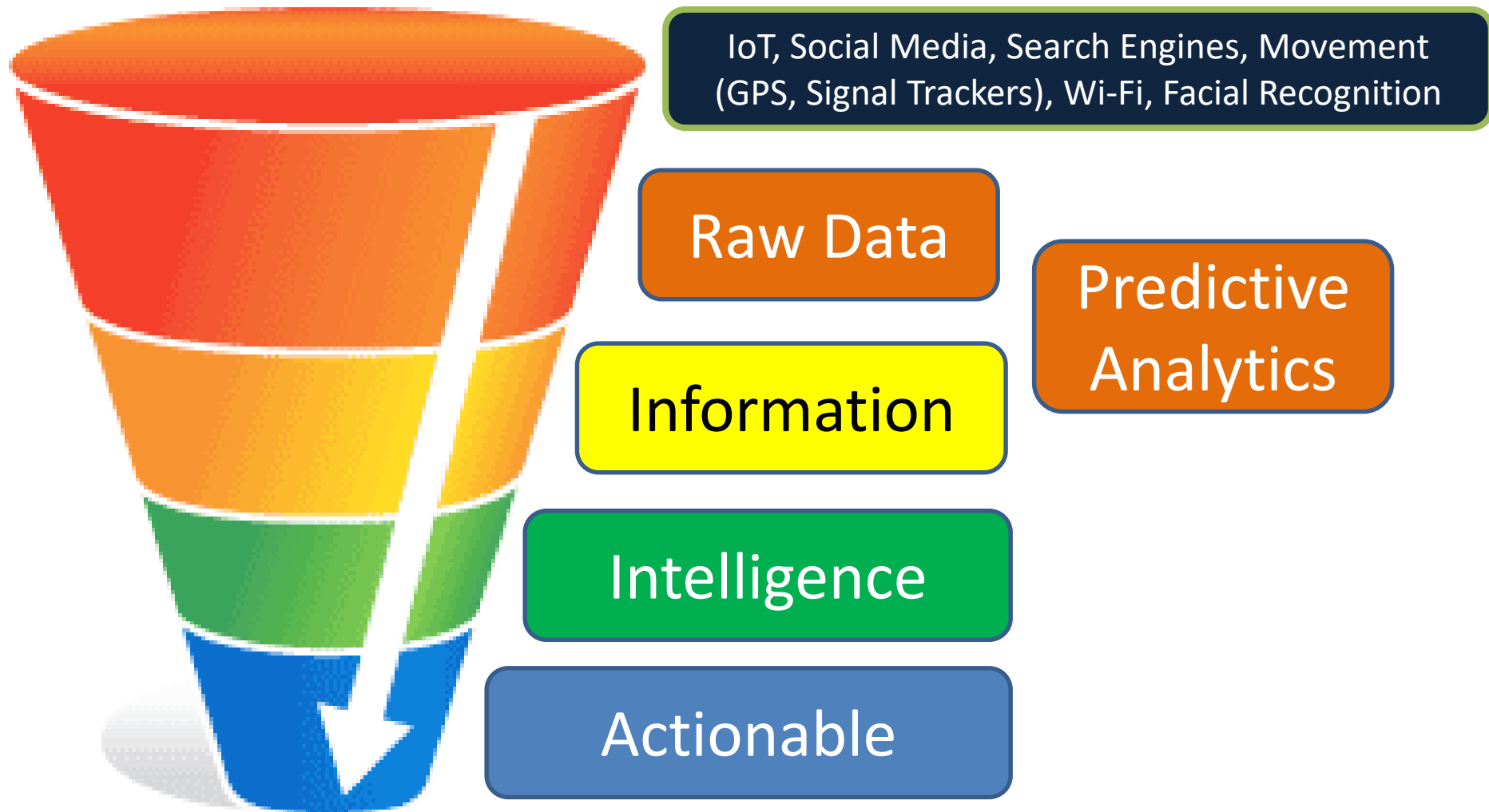
Successful Adaptation by:

- Learning how to feel comfortable in a world that is constantly accelerating
- Accepting the reality of lifelong learning
- Adjusting to mass collaboration
- Adopting a process for continuous innovation that scales
- Eyes forward

The Data Deluge

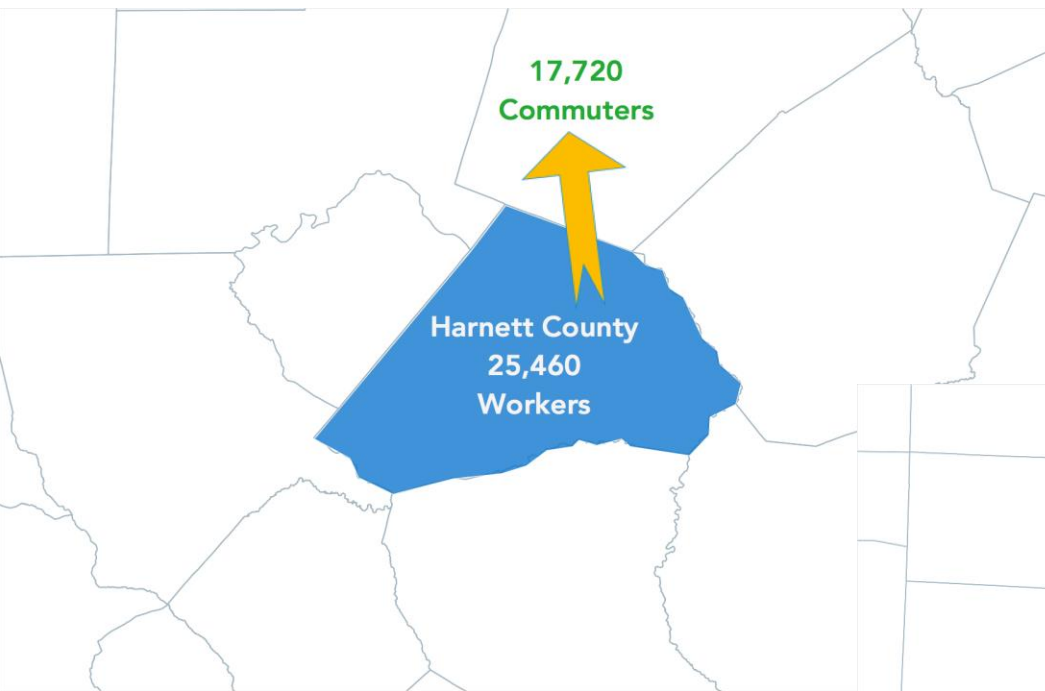


Knowledge Enablers- Big Data

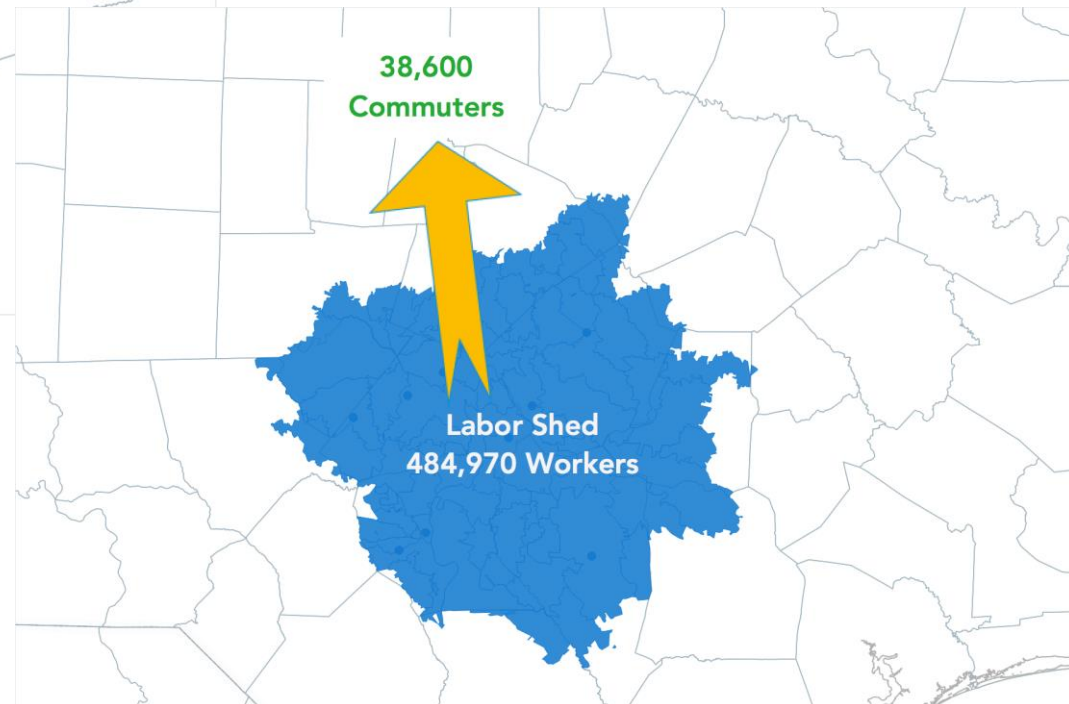


Labor Shed Analysis

1st Step: Set the Region



Expanded worker pool to zip codes within 30 mile radius



Elements of Labor Supply

Labor Supply

```
graph TD; LS[Labor Supply] --- RW[Resident Workers]; LS --- C[Commuters]; LS --- UW[Unemployed Workers]; LS --- LG[Local Graduates]; LS --- NM[New Migrants];
```

Resident
Workers

Commuters

Unemployed
Workers

Local
Graduates

New
Migrants

Labor Market Data

Education and Census Data

Elements of Labor Supply

Diesel Mechanics

Resident
Workers

Commuters

Unemployed
Workers

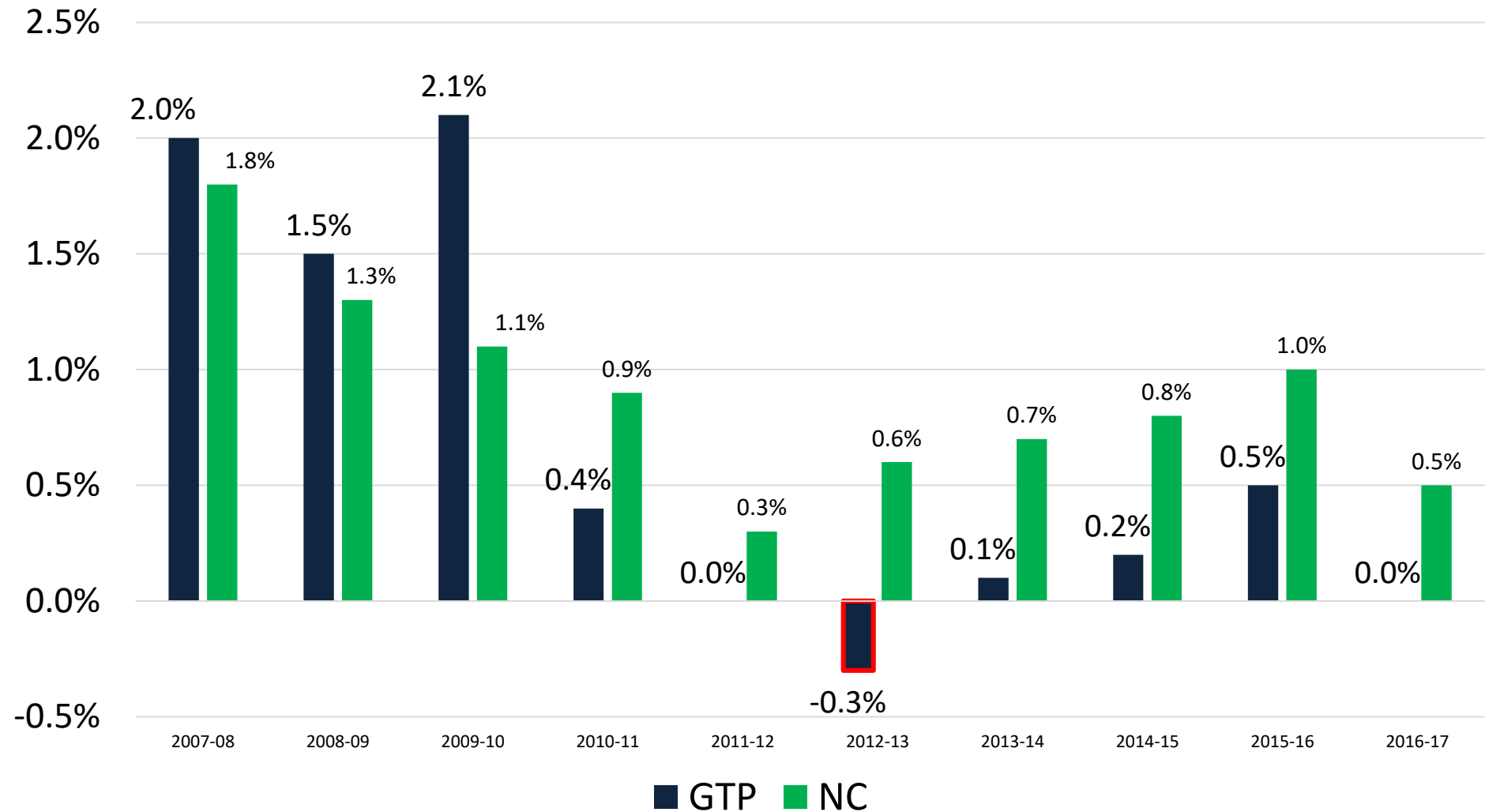
Local
Graduates

New
Migrants

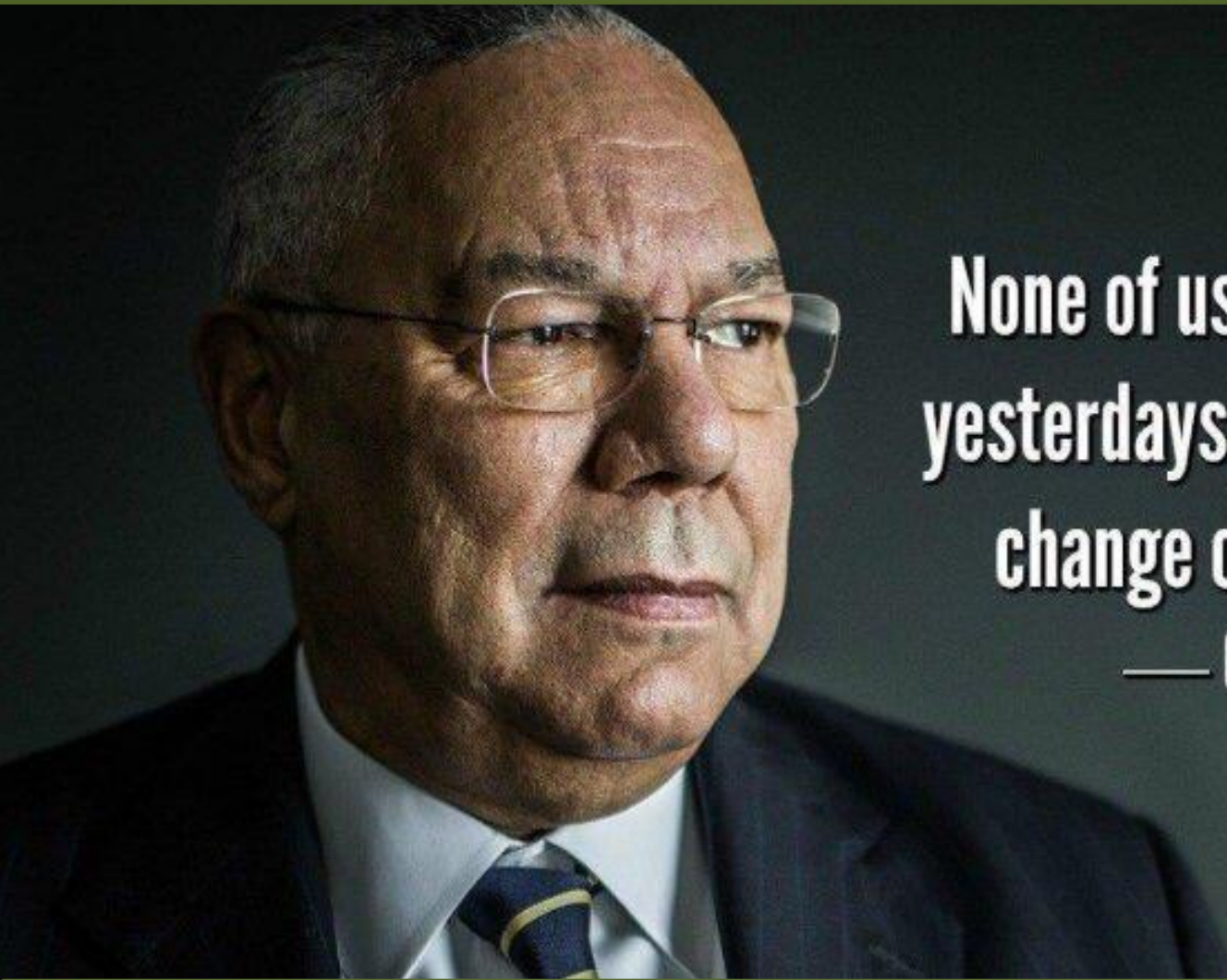
Labor Market Data

Education and Census Data

Working Age (25 -64 years) Growth 2007-2017 (60-minute drive time of GTP)



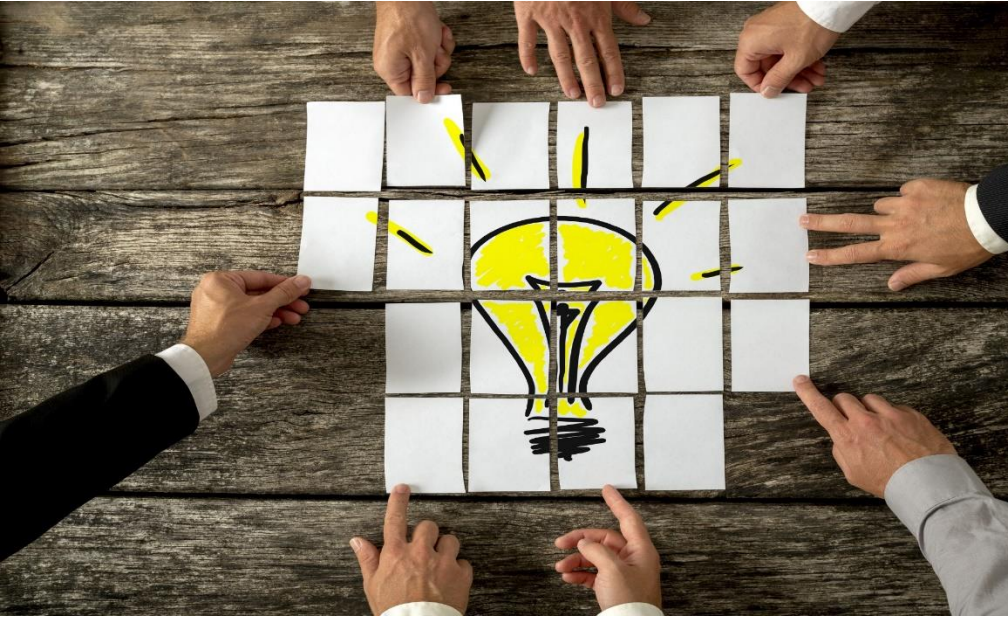
The Collective Impact Advantage



**None of us can change our
yesterdays, but all of us can
change our tomorrows.**

— Colin Powell

Collective Intelligence & Collaborative Leadership



Group leadership is not natural, but it can be nurtured and it can be the most effective leadership model where there are multiple stakeholders

Rising Complexity



Collective
Intelligence

Collective
Imagination

Collaborative
Leadership

Collective
Impact

Collaboration Continuum

Collective Impact

Coordinated Impact

Individual Impact

Nobody Does Anything

Cross Purposes

Destructive Impact

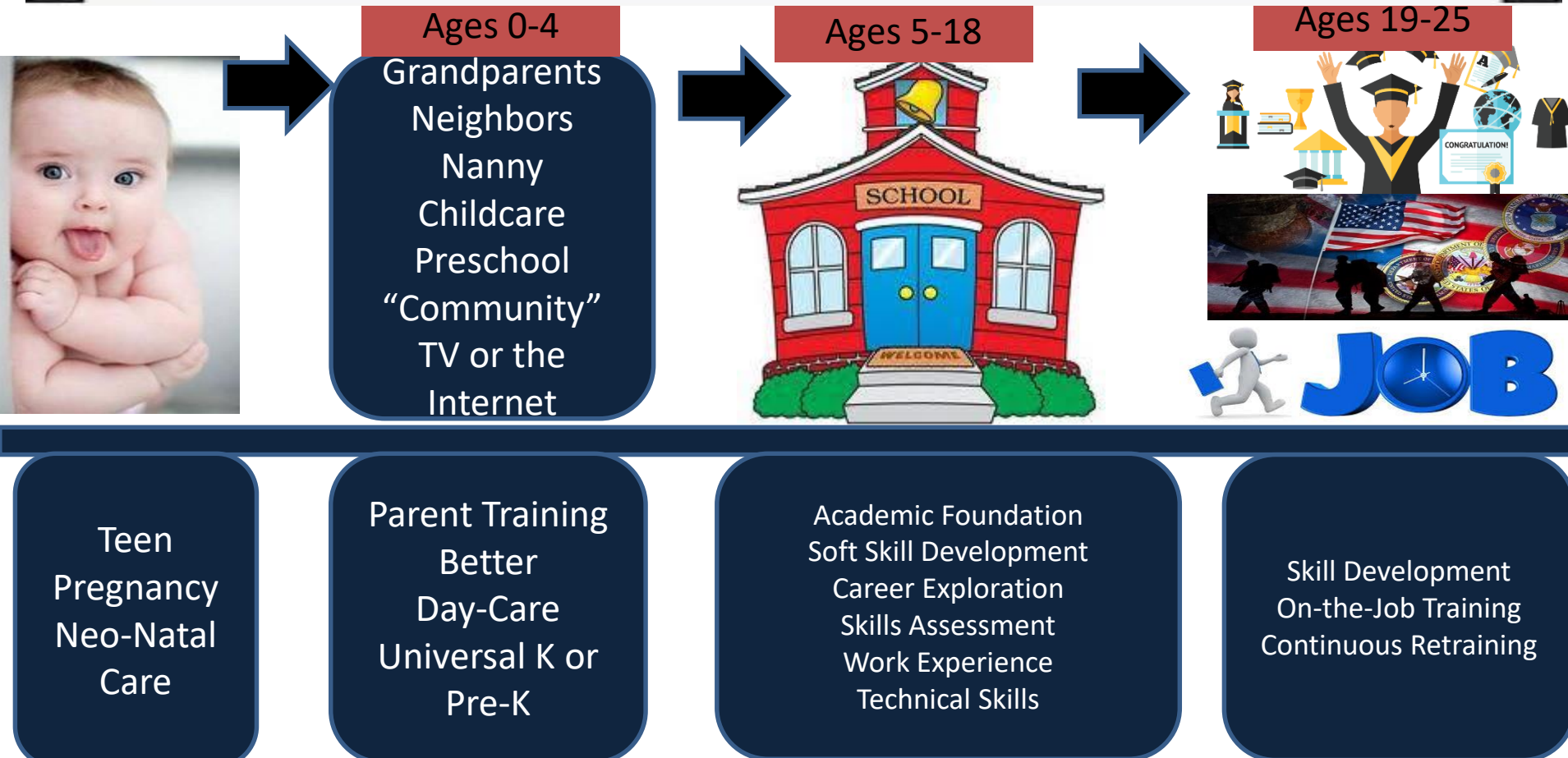
Destroying Impact

The Collective Impact Advantage



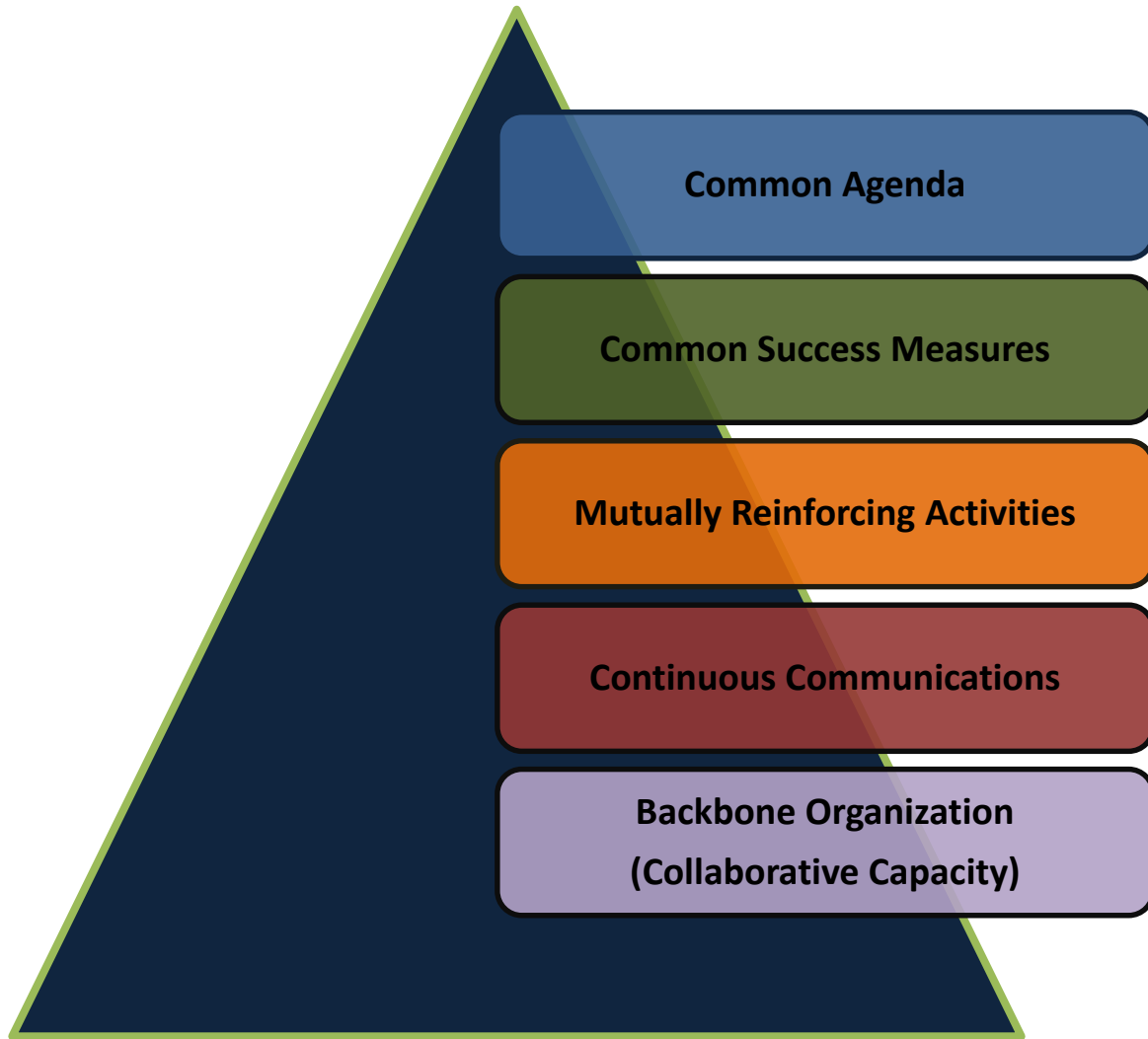
What is a Workforce or Talent Pipeline?

The cumulative influence of family, community, educational and skill training organizations, and of employers on the skill development of citizens to meet both their needs for livelihood and local employer's need for appropriately skilled workers.



Collective Impact

How to build a
an organization
or community
approach where
the whole is
greater than the
sum of the
parts!



Strategic Perspective
✓ Focusing on Priorities

Group
Leadership

Innovation Mindset
✓ Creating new & different

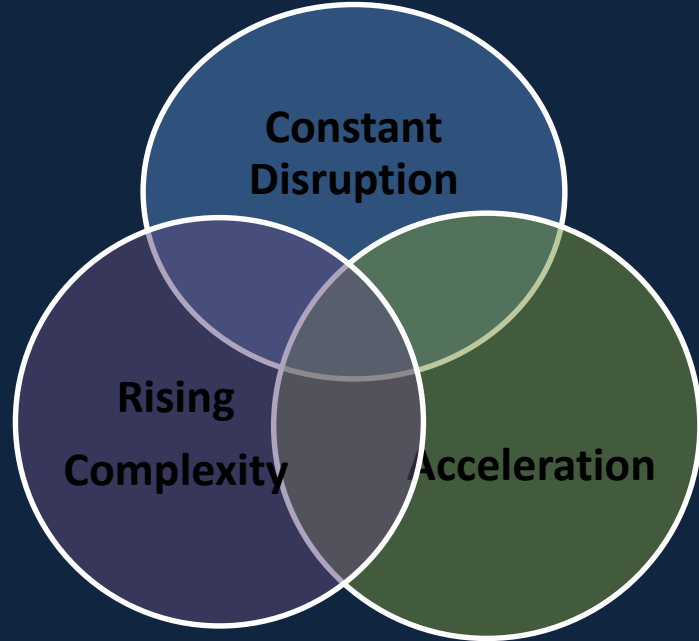


4 Dimensions of Group Leadership Success

Working Together
✓ Managing conflict

Getting Things Done
✓ Managing information
✓ Making timely decision
✓ Measuring progress

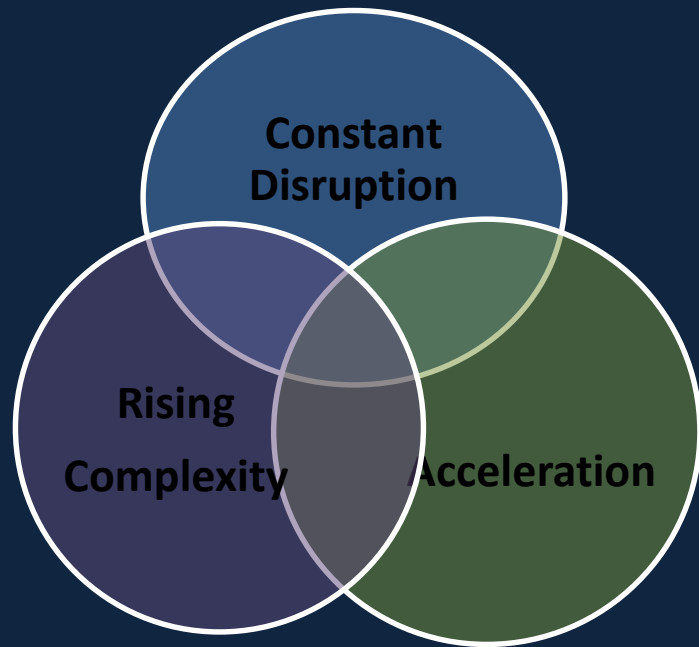
Perfect Cannot Be the Enemy of Progress



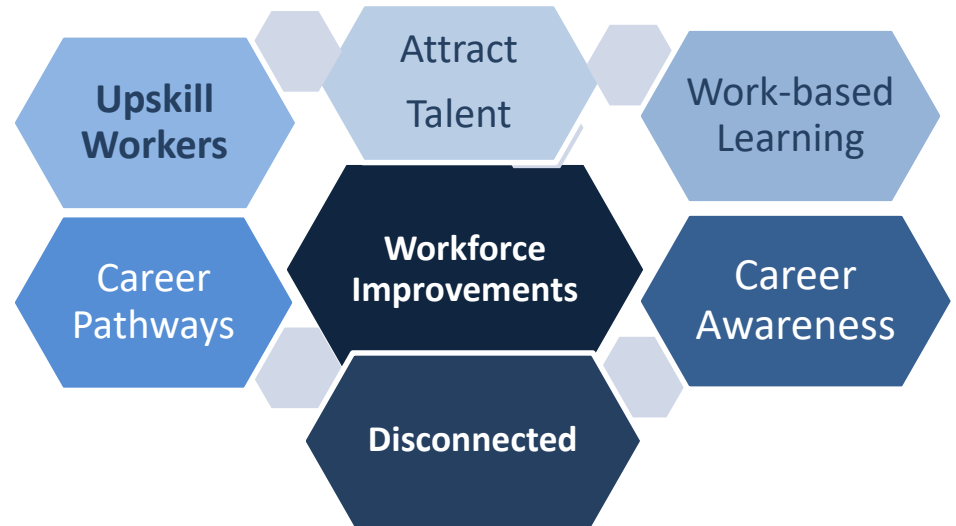
Talent Rules!



Perfect Cannot Be the Enemy of Progress



Talent Rules!



1. Attract and Retain Talent
2. Upskill Existing Workers
3. Improve Career Pathways
4. Promote Apprenticeships, Youth Apprenticeships, Internships and Other Work-Based Learning for Students
5. Promote Career Awareness
6. Reach Disconnected Groups





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