



## Conversation 1: Engaging Multiple Generations

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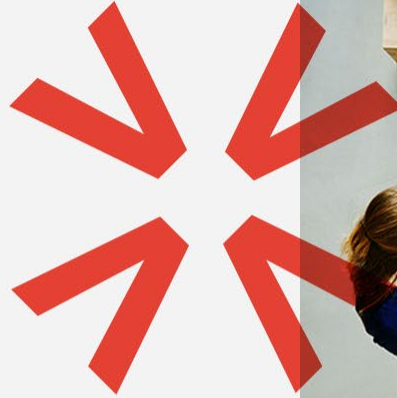


Scott Cornelius, Assoc AIA  
*Torti Gallas + Partners*

# LEARNING OBJECTIVES:

- Share experiences and ways to embrace differences.
- Discuss obstacles to success in multi-generational working environments.
- Examine effective strategies and best practices for multi-generational communication.
- Define employee value propositions and drivers that have significant impact on engagement.

# DISCLAIMER



*ONE SIZE DOES NOT FIT ALL!*

*This presentation reflects research into generalized generational characteristics and experiences and does not replace understanding individuals' motivations and needs. Be kind!*



# GENERATIONAL EXPERIENCES

## BOOMER

**58-76 years old**  
Post WWII prosperity  
Civil Rights Movement  
Space Race

## GEN X

**42-57 years old**  
First PC, cell phone, MTV  
Latchkey kids  
Gulf Wars

## GEN Y (MILLENNIALS)

**26-41 years old**  
Internet  
Video Games  
9/11 Terrorist Attacks

## GEN Z

**25 years old and under**  
Social Media native  
COVID Pandemic  
Climate Change

**Backbone of the workforce, experienced...**

**New employees**

**Principal/Partner**  
*22% of workforce*

**Architects, Proj Mgrs, Designers**  
*48% of workforce*

**Emerg Prof, Interns!**  
*29%+ of workforce*

# GENERATIONAL CHARACTERISTICS

## BOOMER

**58-76 years old**

Take pride in Career  
Company Loyal  
Tech Adapted (or not)  
Hierarchy Expected  
Not ready to retire!

## GEN X

**42-57 years old**

Independent  
Person to person impt.  
Brand Loyal  
Struggle with Balance  
Skeptical

## GEN Y

**(MILLENNIALS)**

**26-41 years old**

Collaborative  
Multiple medias in use  
Tech fluent  
On demand is important  
Risk averse

## GEN Z

**25 years old and under**

Value Individualism  
Socially aware  
Seeking stability & flexibility  
Collaborative w/o Hierarchy  
Resourceful

### Resource-Driven

- Encouraged by Competition
- Task/object Oriented
- Excellence Driven

### Experience-Driven

- Results-Oriented
- Competition Appreciated
- Quality understood

### Purpose-Driven

- Willing to experiment
- Social Relevance Necessary
- Feedback Desired

# FRUSTRATION? JOY?

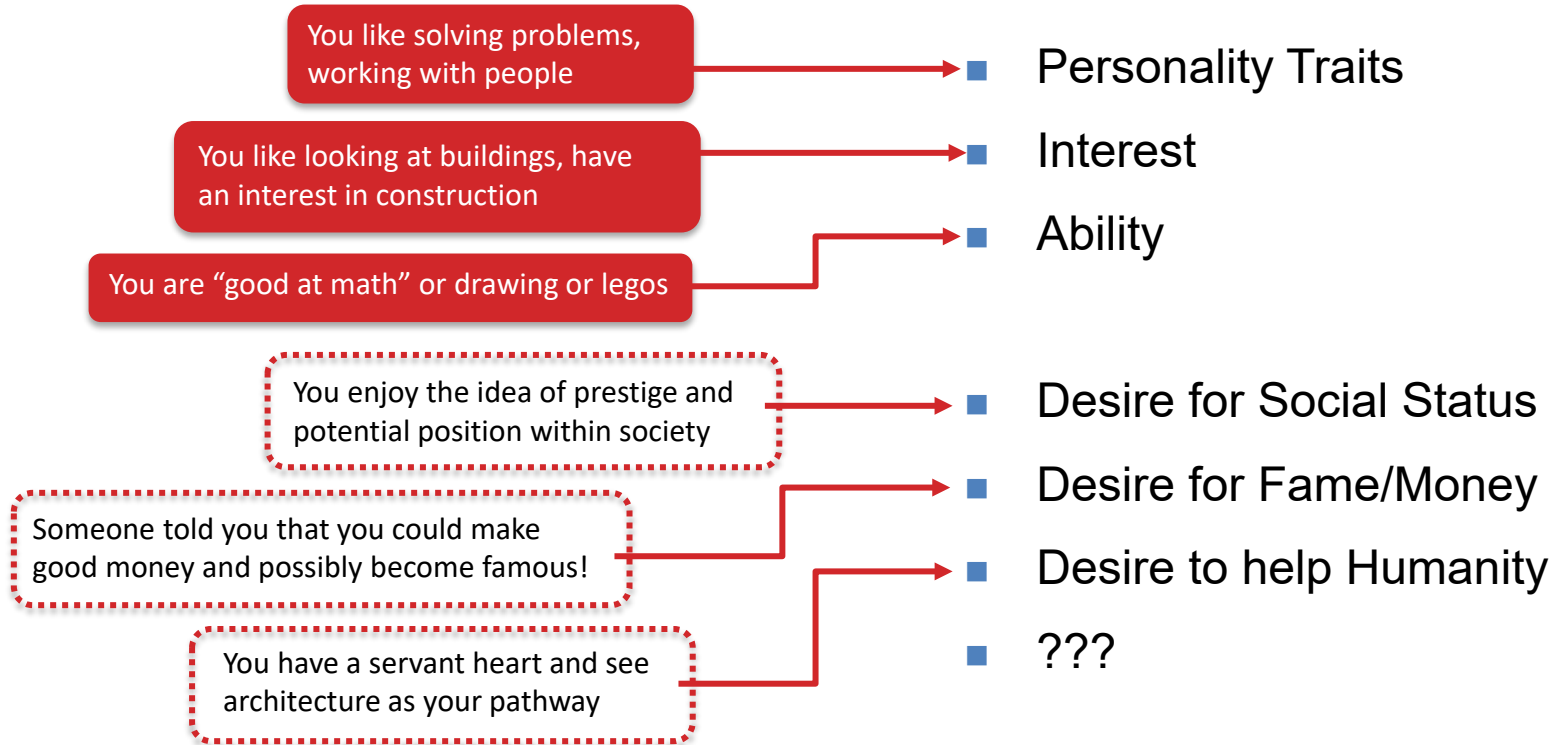
*Describe one frustration you find in the workplace while working with multi-generations, and one unexpected joy.*

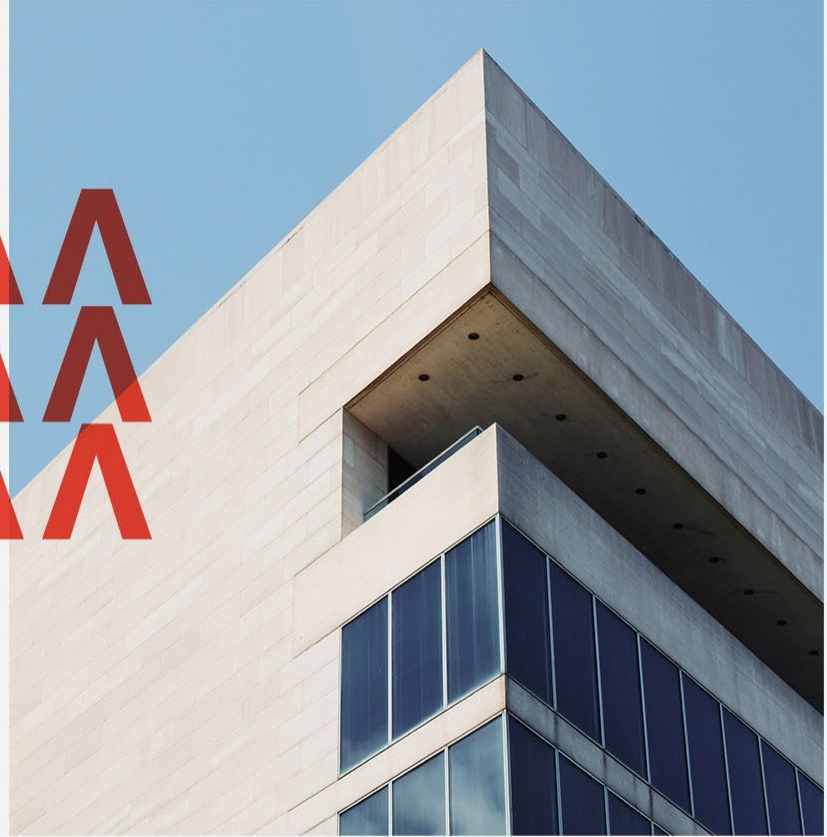


*Note which Generation YOU are!*

**BOOMER** = 58-76 years old   **GEN X** = 42-57 years old   **MILLENNIAL** = 26-41 years old   **GEN Z** = 25 years old

# WHY BECOME AN ARCHITECT?





# ***Why did YOU become an Architect?***

*Note which Generation YOU are!*

**BOOMER** = 58-76 years old   **GEN X** = 42-57 years old   **MILLENNIAL** = 26-41 years old   **GEN Z** = 25 years old



# DEMOGRAPHICS OF ARCHITECTURE SCHOOL

Within US Architecture Schools: 27,917 students in 2021

Freshman Population: 8,240 students in 2021

- 49% male / 51% female

Graduated Architecture Students: 6,275 graduated in 2021 w/an accredited degree

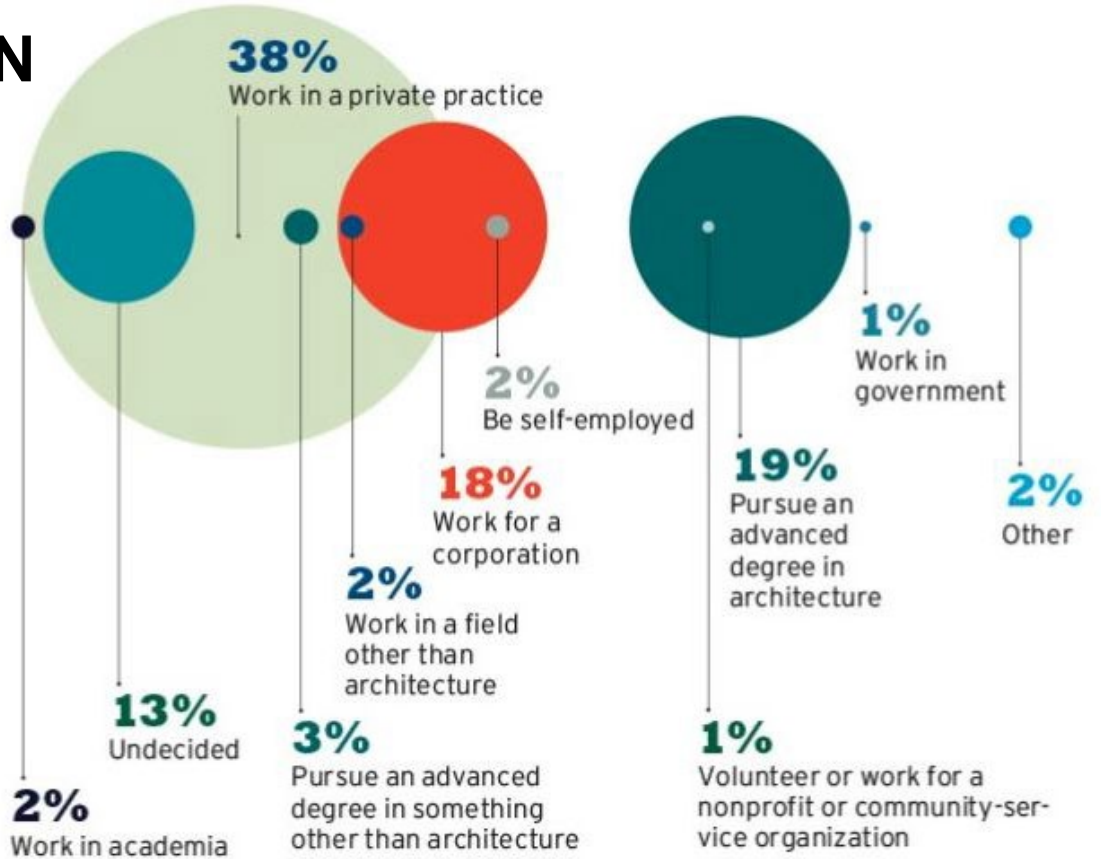
- 49% male / 51% female

Licensure Rate in US: 3,418 in 2021

- 86% from B Arch; 41% women; 29% non-white
- NAAB accredited degree holders have a 56% ARE pass rate
- Women reach licensure 6 months sooner than Men

# AFTER GRADUATION

**GEN Z Concerns:**  
No Rush to Work  
Will Explore Fields  
*May Pursue Adv. Ed*



# AFTER GRADUATION

## BOOMER

**58-76 years old**

Find a good employer:

Careers are defined by the firm and it's reputation

## GEN X

**42-57 years old**

Gain relevant experience:

Loyal to profession, not necessarily to employer

## GEN Y

**(MILLENNIALS)**

**26-41 years old**

Seek a positive work/life balance:

Work "with" organizations, not "for" them

## GEN Z

**25 years old and under**

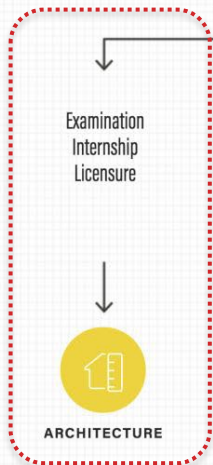
Find or create a purposeful career:

Will move seamlessly between organizations, businesses, and side hustles

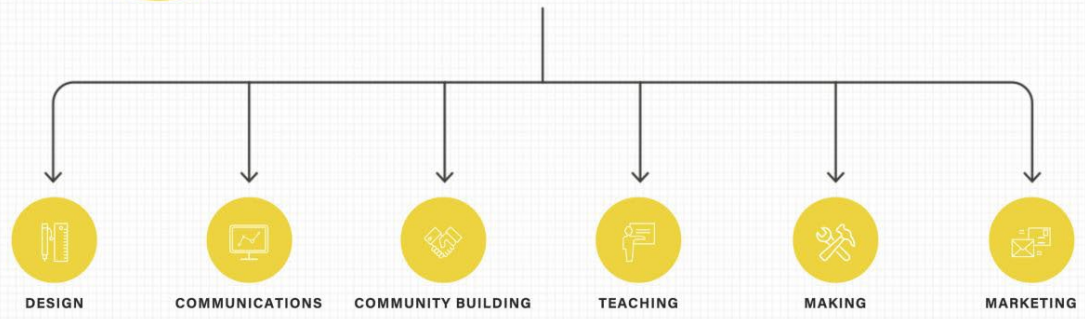
# AFTER GRADUATION

- 1 Get Inspired
- 2 Research
- 3 Go to School

**4** *START YOUR CAREER*  
Studying architecture opens many doors. You can become a licensed architect, or pursue a broad and exciting array of career paths. From art and history to technology and community development, your options are nearly limitless. Once you understand the built world, you'll be better equipped to find your place within it.



POST-PROFESSIONAL STUDIES



## GEN Z

**25 years old and under**  
Find or create a purposeful career:

Will move seamlessly between organizations, businesses, and side hustles

# WHY BECOME AN ARCHITECT?

**BOOMERS:** Results?

**GEN X:** Results?

**MILLENNIALS:**  
Results?

**GEN Z:** May have  
other motivations! Ask!

- Personality Traits
- Interest
- Ability
  
- Desire for Social Status
- Desire for Fame/Money
- Desire to help Humanity
- ???

# ARCHITECTS & THE ECONOMY

**The US Construction Industry = \$806 Billion!**

*Not including \$784 Billion in US residential construction*

ARCHITECT'S CLIENTS ARE:

- Education, Healthcare, Institutional, currently the top markets at 38%
- Multi-family and single-family housing, strong at 28%
- Office, Retail, Hospitality is a waning market, down to 16%
- Other, Infrastructure, non-construction, at 12%

## **GEN Z Concerns:**

Type of Work  
Quality of Work  
Social Dimension  
Community-building

# OFFICE SIZE & BILLINGS

## Within the work environment of the profession:

- 6% of firms have 50+ employees
- 19% of firms employ 10 to 49 people
- 75% of firms employ 1 to 9 people

Firms of 50+ employees account for 59% of the total US billings for architectural services!

Firms of 50+ employees account for 57% of architecture staff employment

### GEN Z Concerns:

Firm Culture/Atmosphere  
Office workspace conditions  
Dress Code  
Is Mentoring Available?

# DEMOGRAPHICS IN THE PROFESSION

## Intern Population:

- 54% male / 46% female
- 49% non-white

## Architecture Staff:

- 64% male / 36% female
- 31% non-white

## Architecture Leadership:

- 77% male / 23% female
- 18% non-white

**121,603 Licensed Architects in the USA**

1 Architect/2700 people

## GEN Z Qualities:

More or Less Resilient?  
Solve Problems w/ YouTube  
Prefer Digital Communication  
Empathetic / Accepting



# ARCHITECTS ACROSS THE USA

## Architecture is Urban!

- 24% of licensed architects live in CA or NY  
31% of licensed architects live in TX, FL, IL, MA, PA, WA, OH, or MI
- 60% of firms are located in an urban area, 35% in suburbs
- 46% of firms founded since 2000! (smaller firms)
- 20% are sole practitioners working from home/office
- 12% of firms have contract architectural staff
- 5% are fully remote offices

### NAAB accredited programs; graduates:

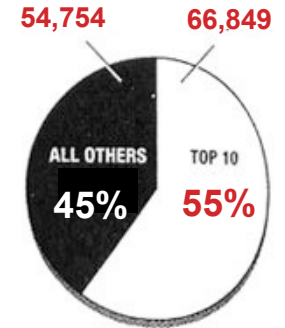
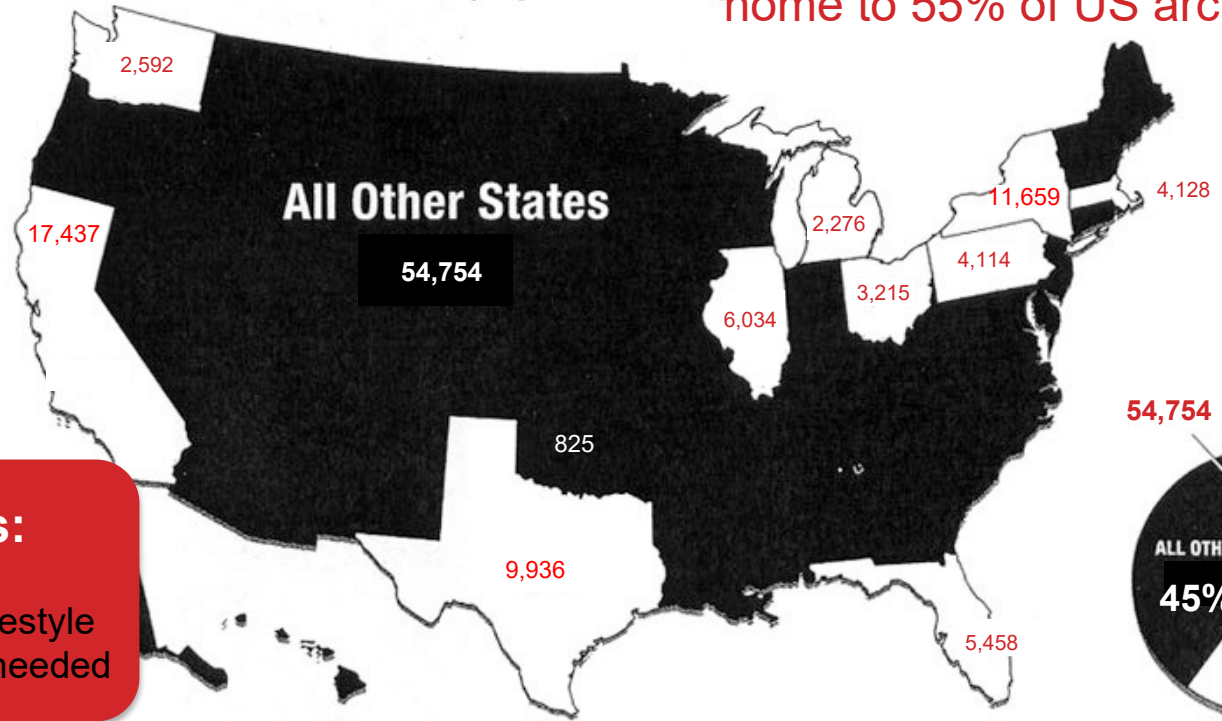
- 62 B.Arch programs; approx. 3,890 graduates
- 114 M.Arch programs; approx. 2,384 graduates

### GEN Z Concerns:

Have choices available  
May have advanced degree  
Will take their time...  
during the job search

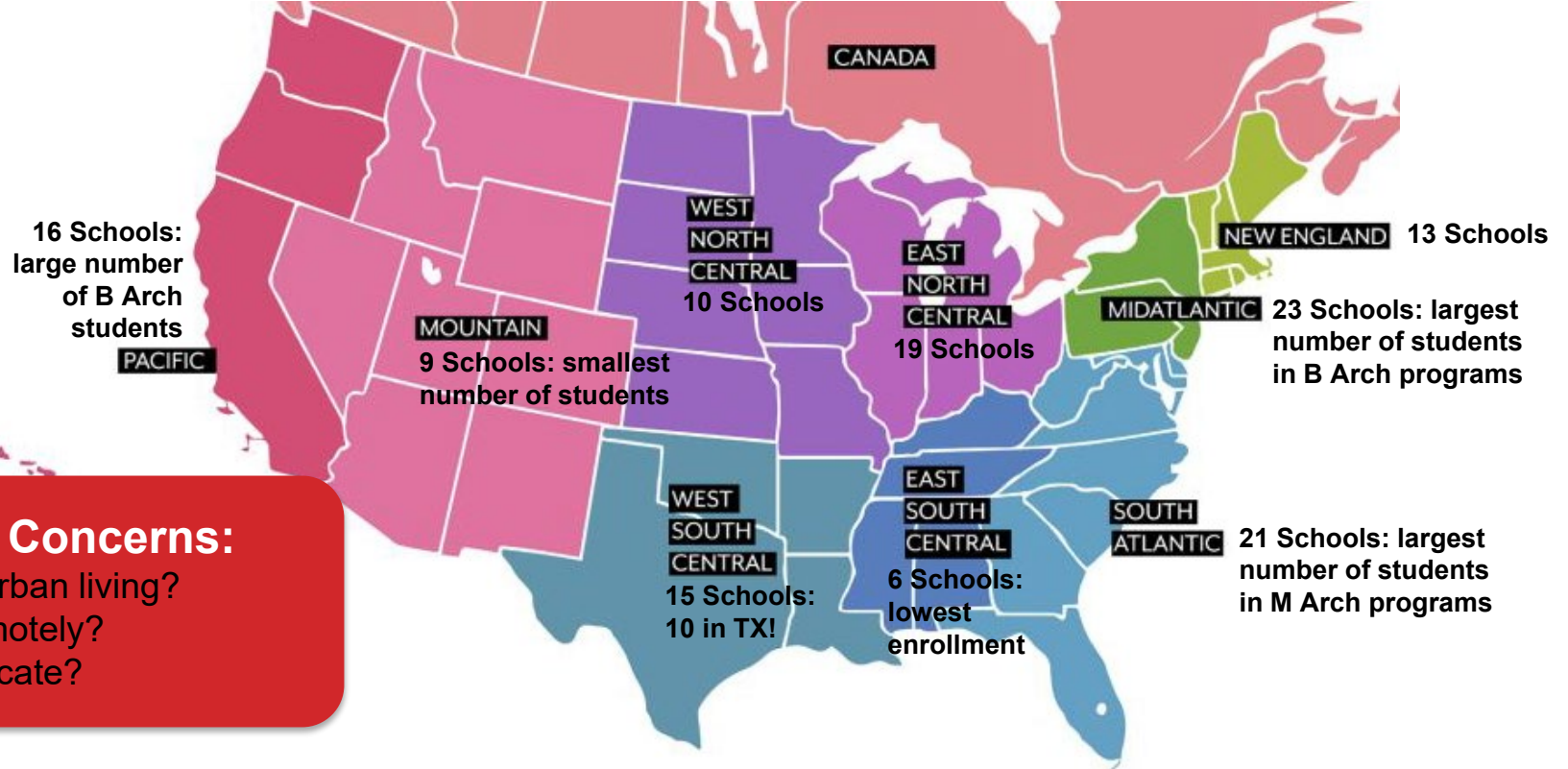
# ARCHITECTS ACROSS THE USA

Top Ten States: CA, NY, TX, IL, FL, MA, PA, OH, MI, & WA are home to 55% of US architects!



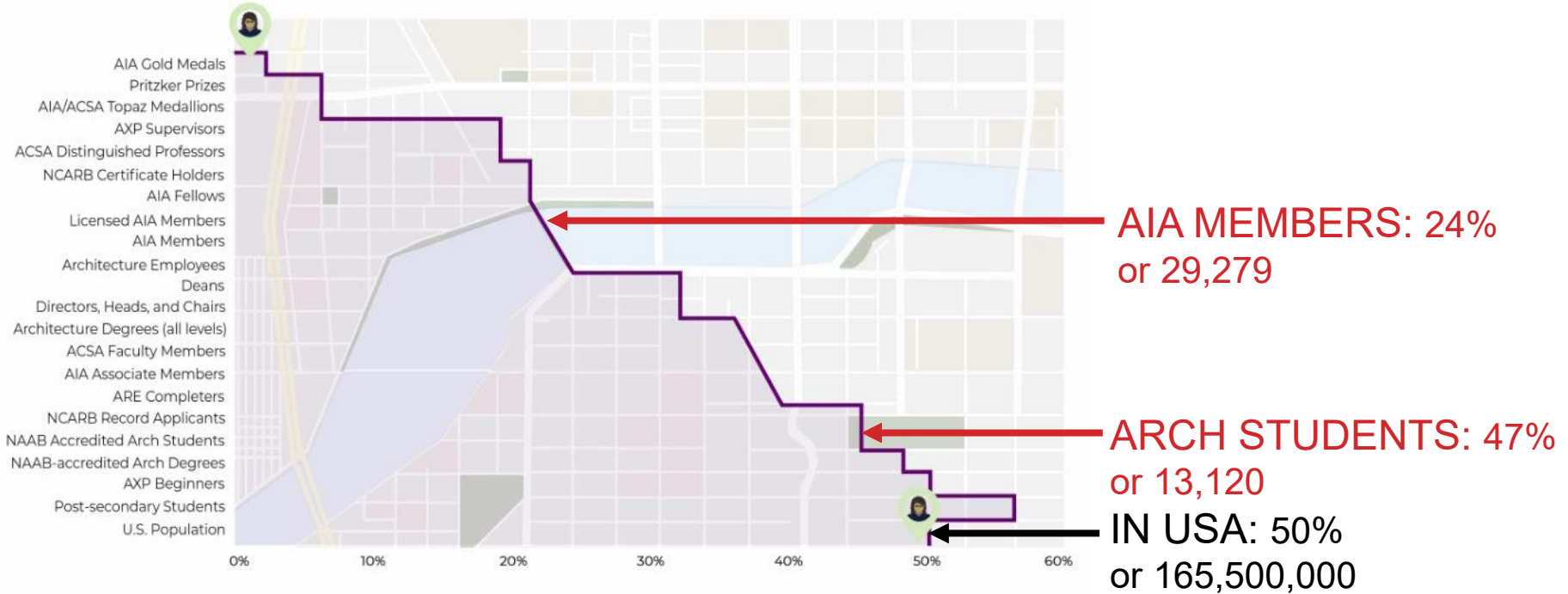
**GEN Z Concerns:**  
Family in Proximity  
Preserve status quo lifestyle  
Comfort & Familiarity needed

# ARCHITECTURE STUDENTS ACROSS THE USA



**GEN Z Concerns:**  
Cost of urban living?  
Work remotely?  
Why relocate?

# WOMEN IN ARCHITECTURE



ASSOCIATION OF COLLEGIATE SCHOOLS OF ARCHITECTURE

SOURCES: ACSA, US CENSUS, NCES, NAAB, AIA, NCARB, BLS, PRITZKER  
January 2020



AIA  
Leadership Summit

Source: ACSA 2020 "Where are the Women?" Report

# PERSONS OF COLOR IN ARCHITECTURE

**% HISPANIC PEOPLE  
IN ARCHITECTURE**



19.5%



19.5%



18.5%



17.6%



17.2%



8.7%



8.5%



6.7%



5.9%

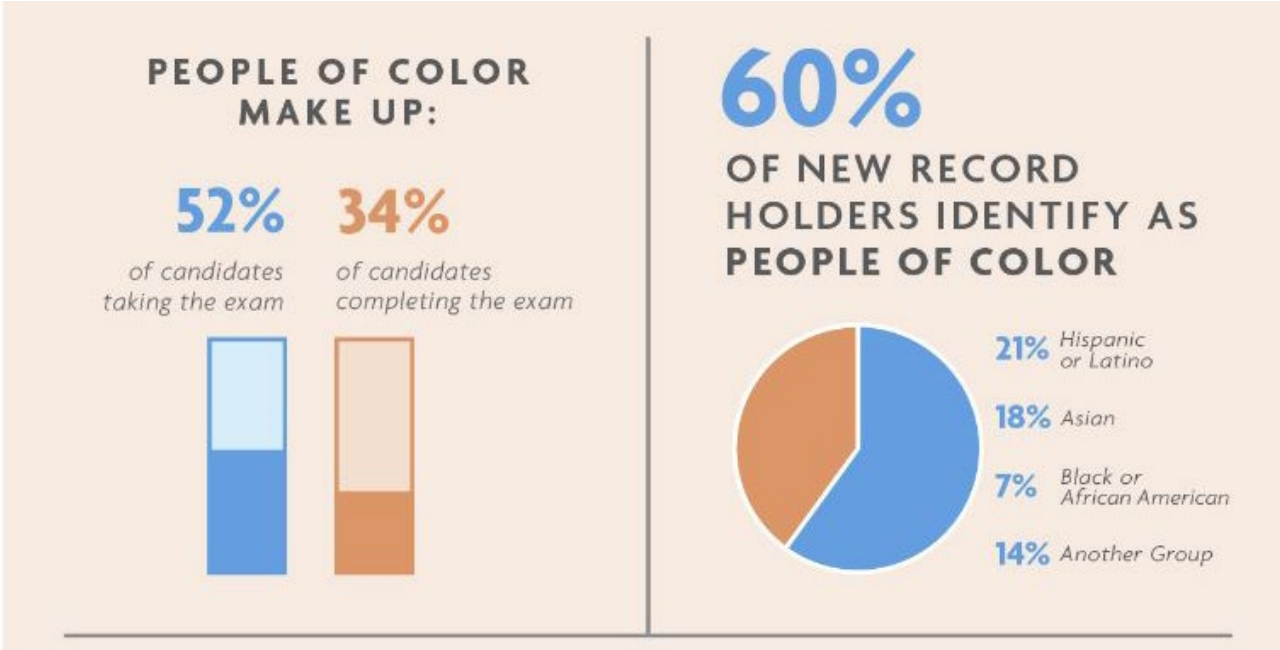
**Native = 1%?**



SOURCES: Bureau of Justice Statistics, NCES BLS, NAAB, US Census, AIA, ACSA

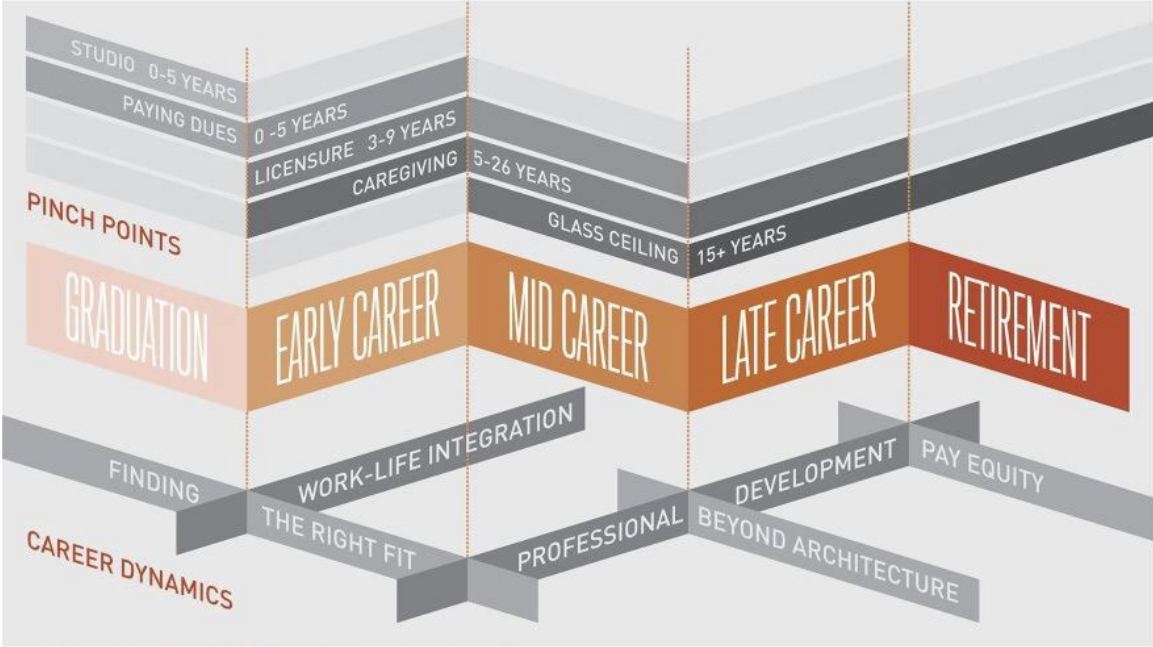
}
 Black = 6.3%  
 Hispanic = 8.5%  
 Asian = 8.8%
 }
**24%**

# PERSONS OF COLOR IN ARCHITECTURE



*2/3 of large firms have developed recruitment and retention strategies to develop a more inclusive workforce*

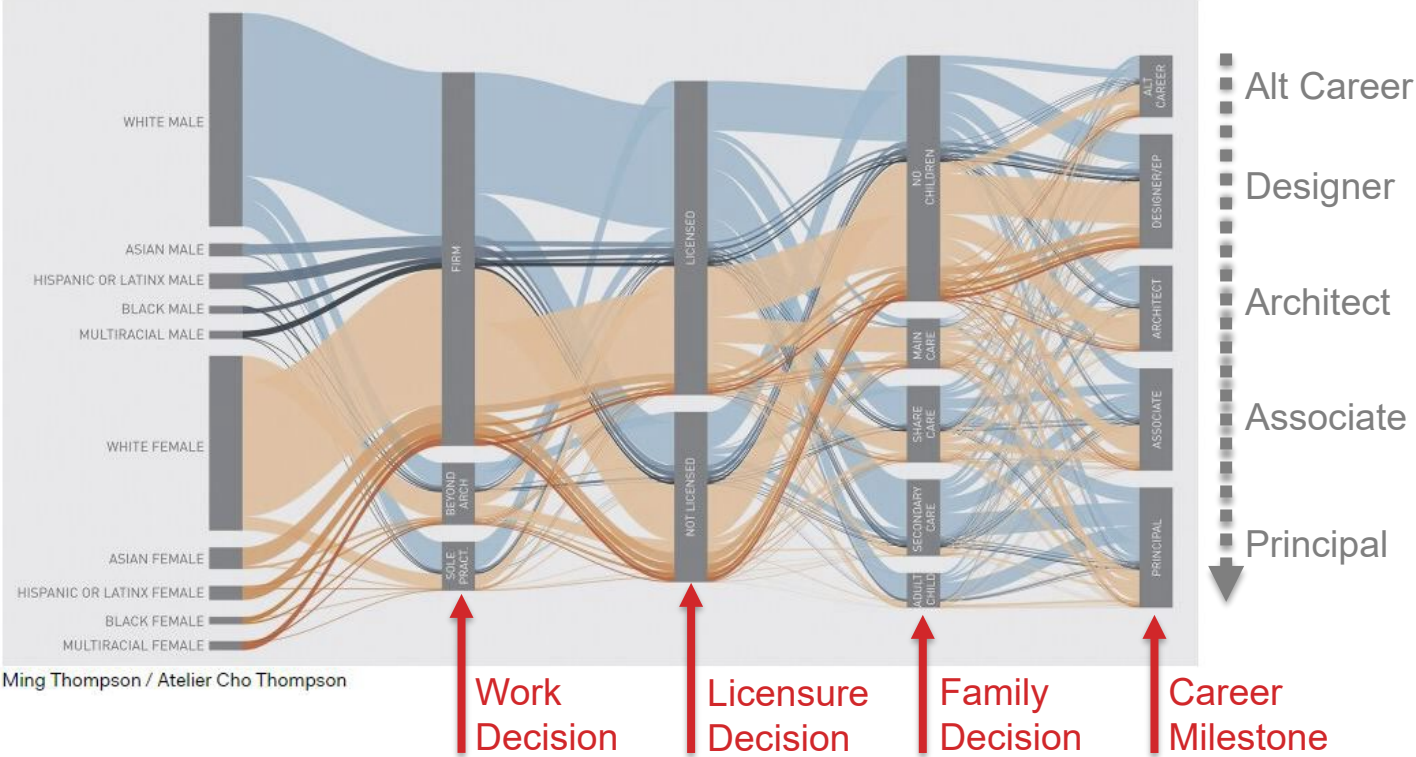
# CAREER STAGES IN ARCHITECTURE



*How can firm leadership assist with Career Pinchpoints?*

Atelier Cho Thompson courtesy AIA San Francisco Equity by Design

# MAPPING PATHS OF GENDER & RACE



Ming Thompson / Atelier Cho Thompson

Work Decision

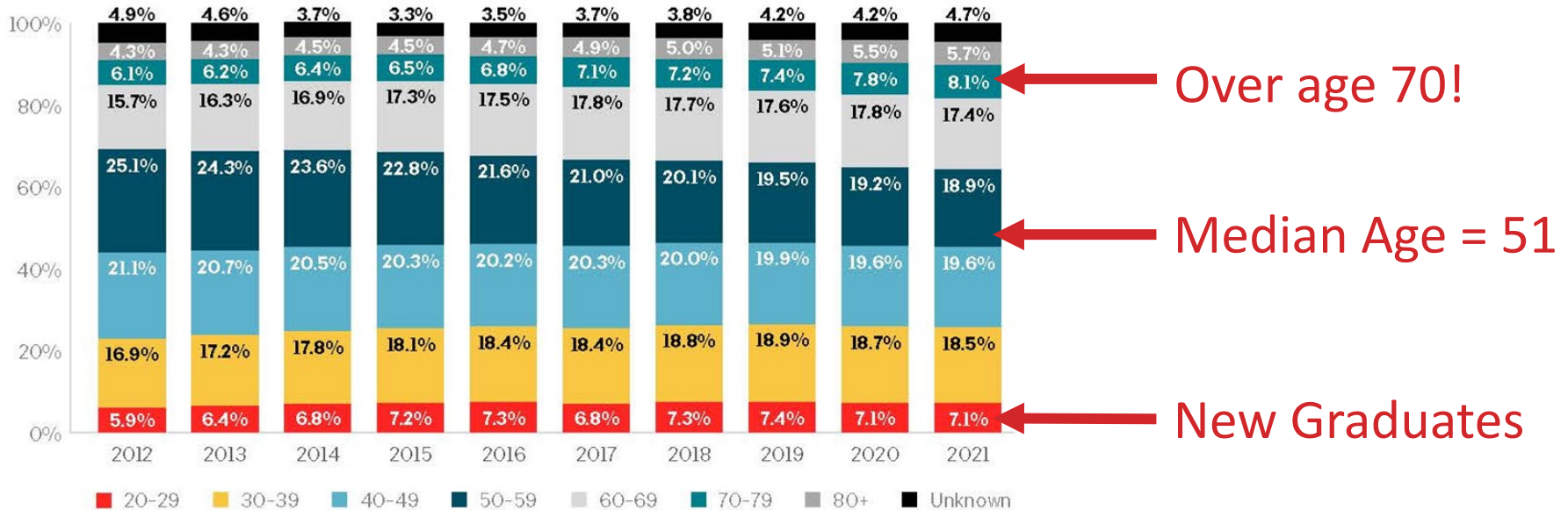
Licensure Decision

Family Decision

Career Milestone



# AGE RANGE IN THE PROFESSION



*ARCHITECTURAL PRACTICE IS MULTI-GENERATIONAL!*

# REWARDS OF THE PROFESSION

## Architects report:

1. A very high job satisfaction rate.
2. A position of authority and responsibility within their community.
3. A comfortable living.

## And about Compensation...

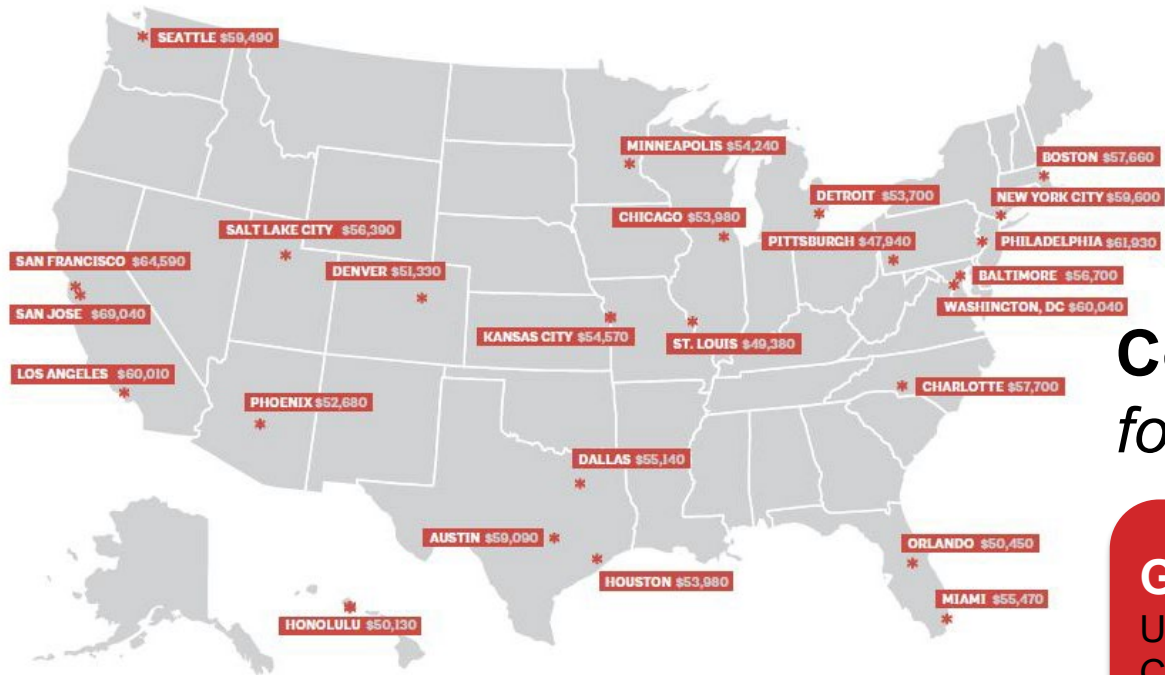
- \$56k avg. starting salary for Arch Interns (w/ bonus, etc.) - \$48k to \$64k range
- Avg Salary potential of \$262k for CEO level - \$158k to \$664k range

### GEN Z Concerns:

Is that all?

Money is not the driver  
Authenticity is important

# REWARDS OF THE PROFESSION



**Compensation...**  
*for new Arch graduates*

## GEN Z Concerns:

Unafraid to have a side hustle  
Climb the corporate ladder?  
Will pursue other fields

# REASONS TO GET LICENSED

- **Prestige** – professionals are held in higher regard by the public
- **Career Development** – licensure shows commitment to your profession, and demonstrates heightened leadership abilities, ability to influence their firm
- **Authority** – only a licensed professional can seal drawings, or assume a leadership position within a firm
- **Flexibility** – a license offers greater career possibilities
- **Money** – licensed professionals earn more \$!

## **GEN Z Concerns:**

*Is any of this important to the newest grads?*

**ASK!**

# FRUSTRATION? JOY?



*Describe one frustration you find in the workplace while working with multi-generations, and one unexpected joy.*



*Note which Generation YOU are!*

**BOOMER** = 58-76 years old   **GEN X** = 42-57 years old   **MILLENNIAL** = 26-41 years old   **GEN Z** = 25 years old

# EMPLOYEE VALUE PROPOSITION

## What is an Employee Value Proposition?

- The EVP is the value proposition that employers make to employees; in other words, what does the company provide in return for the skills and experience the employee brings to the job?

### Compensation

Salary  
Incentives  
Promotions  
Fairness

### Benefits

PTO  
Insurance  
Flexibility  
Family Care

### Career

Advancement  
Security  
Feedback  
Educ./Training

### Work Climate

Appreciation  
Independence  
Trust  
Respect

### Firm Culture

Team Spirit  
Social Respons.  
Goals of the Firm  
Leadership of Firm

*Define your ecosystem of support, recognition and values to gain the highest potential from each employee!*

# HOW TO INCREASE THE EVP

## EMPLOYEE VALUE PROPOSITION FOR BOOMERS

### UNDERSTAND BOOMER VALUES:

- Hierarchy within the team is unquestioned
- High quality work expected
- Focus is on bottom line
- Built the Company

### UNDERSTAND BOOMER COMMUNICATION:

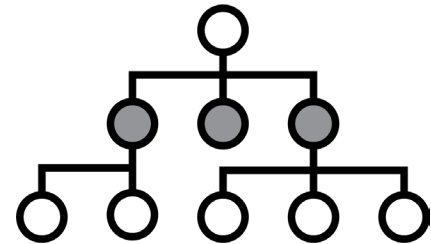
- Illustrating the benefit to the company is key
- Conversations/email/memos preferred
- Media fluency may vary
- No interaction probably means everything is ok

### Compensation

Salary  
Incentives  
Promotions  
Fairness

### Benefits

PTO  
Insurance  
Flexibility  
Family Care



# HOW TO INCREASE THE EVP

## EMPLOYEE VALUE PROPOSITION FOR GEN X

### UNDERSTAND GEN X VALUES:

- Appreciate team hierarchy
- Ready to get the job done efficiently
- Looking for leadership opportunities
- Trying to balance work/family demands

### UNDERSTAND GEN X COMMUNICATION:

- Demand efficient and direct communication
- Savvy with multiple media types
- Concerned about the details of the work
- Comfortable interacting with all age groups

### Benefits

PTO  
Insurance  
Flexibility  
Flexibility

### Career

Advancement  
Security  
Feedback  
Educ./Training





# HOW TO INCREASE THE EVP

## EMPLOYEE VALUE PROPOSITION FOR GEN Y (MILLENNIALS)

### UNDERSTAND MILLENNIAL VALUES:

- Self-expression, networking important
- Enjoy collaborative teamwork
- Take pride in meaningful work
- Job security important, but open to opportunity

### UNDERSTAND MILLENNIAL COMMUNICATION:

- Desire “Buy-In” for the solution
- Back and forth discussions common
- Need feedback from leaders
- Digital natives

### Career

Advancement  
Security  
Feedback  
Educ./Training

### Work Climate

Appreciation  
Independence  
Trust  
Respect



# HOW TO INCREASE THE EVP

## EMPLOYEE VALUE PROPOSITION FOR GEN Z

### UNDERSTAND GEN Z VALUES:

- Enjoy instant information delivery
- Ready to experiment
- Need to know the “Why” & to be relevant
- Personal time is very important

### COMMUNICATION STRATEGIES FOR GEN Z:

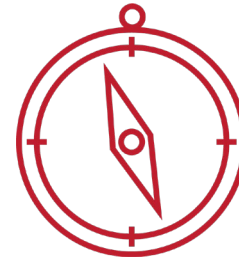
- Get to the point quickly
- Use media they enjoy
- Emphasize the big picture, but... limit distractions
- Transparency/Public Visibility is important

### Firm Culture

Team Spirit  
Social Respons.  
Goals of the Firm  
Leadership of Firm

### Work Climate

Appreciation  
Independence  
Trust  
Respect



# KEY TAKEAWAYS:

*Understand differences in VALUES  
and communication styles;*

*Personalize your approach to  
each team member (EVP);*

*Ask, don't assume;*

*Be willing to teach and be taught.*

*AIA 'Best Practices' notes that "the reason employees stay or decide to leave most often depends on their relationship with their direct supervisor."*



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