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Bringing Work to Life

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Welcome

Welcome to the latest quarterly issue of Bringing Work to Life. We are pleased that our most recent book, *How to Build a Nontraditional Career Path: Embracing Economic Disruption*, (Praeger, 2014) is being well received. Our book describes why, when, and how to create an inspiring and practical nontraditional career path from more than one source of income: <http://www.abc-clio.com/product.aspx?isbn=9781440831584>

It complements our three existing books:

Business Behaving Well: Social Responsibility, from Learning to Doing, (Potomac Books, Inc., 2013), which provides a rationale and roadmap for organizations to incorporate socially responsible practices, building on principles of social justice:

<http://www.nebraskapress.unl.edu/product/Business-Behaving-Well,676586.aspx>

Building Workforce Strength: Creating Value through Workforce and Career Development (Praeger, 2010), which describes the application of workforce and career development principles and practices to strengthen organizations:

<http://www.abc-clio.com/ABC-CLIOCorporate/product.aspx?pc=C3236C>

and *Affiliation in the Workplace: Value Creation in the New Organization* (Praeger, 2003), which describes leadership approaches to integrate individual needs with organizational needs for the benefit of both:

<http://www.abc-clio.com/product.aspx?isbn=9781567204360>

This newsletter contains two articles: *Affiliation and Workforce Strength*, and *Immigration*.

Affiliation and Workforce Strength



Ron Elsdon, Ph.D., is founder of *Elsdon Organizational Renewal*, which focuses on supporting organizations enhance effectiveness through revitalized workforce relationships and leadership practices. Prior to establishing his practice, Ron held senior leadership positions at diverse organizations. Ron is also co-founder of New Beginnings Career and College Guidance, which provides caring and personalized support to individuals in career guidance and coaching.

Ron is author of *How to Build a Nontraditional Career Path: Embracing Economic Disruption*, which describes why, when and how to create an inspiring and practical nontraditional career path from more than one source of income; editor of *Business Behaving Well: Social Responsibility, from Learning to Doing*, which provides a rationale and roadmap for organizations to incorporate socially

“Respect: we treat others as we would like to be treated ourselves. We do not tolerate abusive or disrespectful treatment.” This statement from an organization’s annual report sounds encouraging. Which organization is it? This statement is from Enron’s 2000 annual report. It is disingenuous as it was published before the organization’s collapse due to gross violations of business ethics and practice. Enron employees lost their jobs and their company stock. Is this typical organizational behavior? Unfortunately we could cite a litany of examples of questionable organizational practices by senior leaders, from Volkswagen in the world of automobiles, to FIFA in the world of soccer. Early stage companies are not immune. In 2015 a Silicon Valley start-up, Good Technology, a company comparatively recently valued at more than one billion dollars, was sold to BlackBerry at a reduced price as problems surfaced, known apparently only to a select few (Katie Benner, New York Times, December 23, 2015, When a Unicorn Start-Up Stumbles, Its Employees Get Hurt). The sale price rendered stock options virtually worthless for the approximately 800 employees, meanwhile venture investors’ with preferred stock prospered, as did the CEO.

With this sort of thing happening, and with the growing appeal of nontraditional career paths, it is not surprising that more people would prefer to be self-employed rather than an employee. However, for those charged with workforce responsibility in organizations an important question is “How can I create a strong sense of affiliation within the organization?” We explore that question here.

Let’s start by examining what people are seeking in their work and in their organizations. “I wanted to be a blessing to someone.” These moving words, spoken in one of our exit interviews by a person after leaving an organization, and referenced in *Business Behaving Well*, show the depth of connection people often seek. When we ask people what kind of relationship they would like with their work using Betsy Brewer’s descriptors, ranging from a job, which is only about material reward, to a vocation, which is about a calling in the service of a greater good, most say they would like to come closer to a sense of calling. We seek a sense of purpose in our work and will contribute much to that end.

Responses from different studies of employee needs show some commonalities. Here are reported results from a Randstad U.S. employer branding survey, published in 2015, of about 11,000 U.S. workers (the survey was conducted between September and December 2014):



responsible practices, building on real-world examples from contributing authors, and principles of social justice; editor of *Building Workforce Strength: Creating Value through Workforce and Career Development*, a book that describes the application of workforce and career development principles and practices to strengthen organizations; and author of *Affiliation in the Workplace: Value Creation in the New Organization*, a book describing leadership approaches to integrate the needs of the individual with the needs of the organization for the benefit of both. Ron holds a Ph.D. from Cambridge University in chemical engineering, an M.A. from John F. Kennedy University in career development and a first class honors degree from Leeds University in chemical engineering. With his co-author he was awarded the Walker Prize by the Human Resource Planning Society for the paper that best advances state-of-the-art thinking or practices in human resources.

what makes you stay with your current employer?



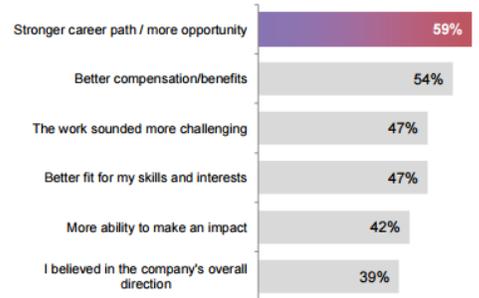
Here are results from a LinkedIn report published in 2015, Why and How People Change Jobs, based on surveys and analysis of several thousand LinkedIn members from late 2014/early 2015:

The #1 reason for changing jobs? Career opportunity

Why they left: Concern for career advancement
 Top reasons people left their old job (global average)



Why they joined: Hope for career opportunity
 Top reasons people joined their new job (global average)

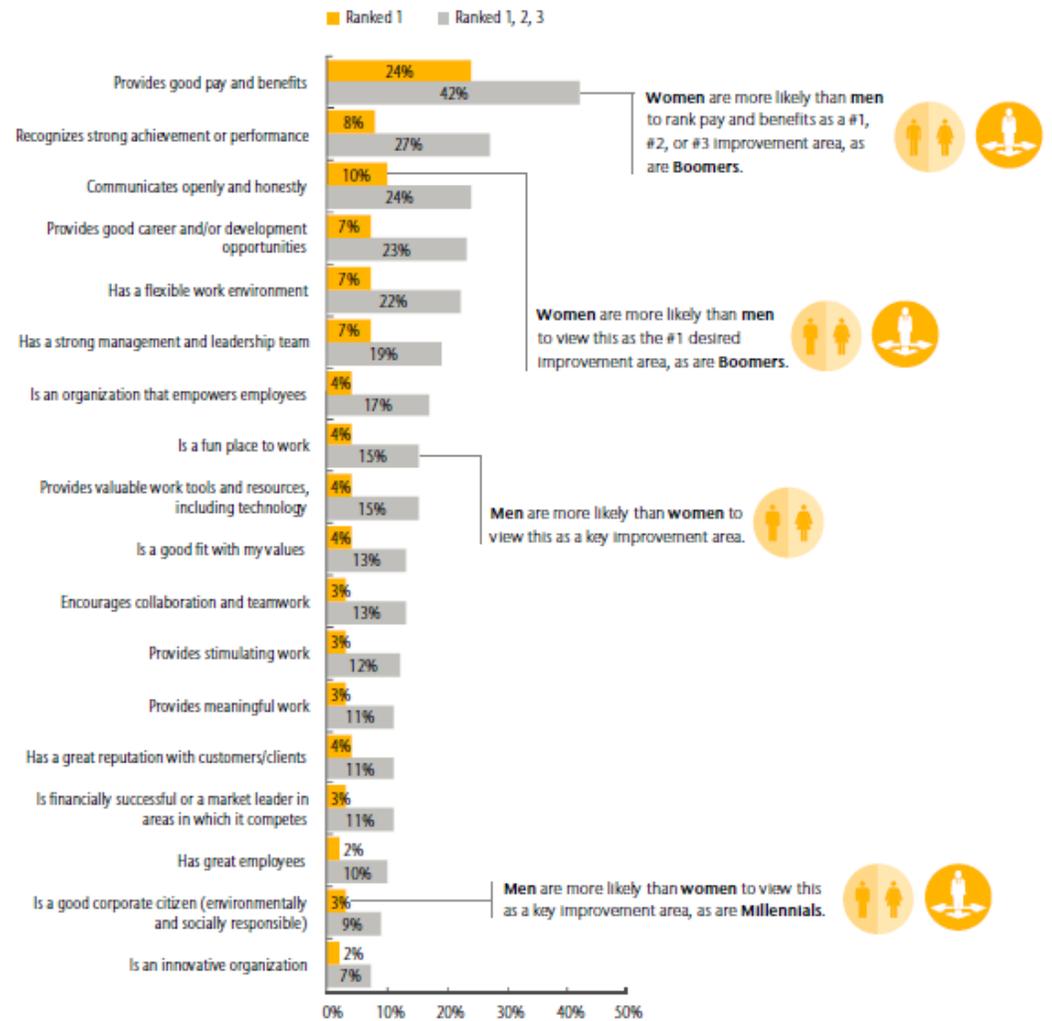


Source: LinkedIn survey, Why & How People Change Jobs, (Mar 2015). Showing global average. "Which of the following contributed to your decision to leave your previous employer?" and "Which of the following contributed to your decision to accept the job at your current company?"

Why & How People Change Jobs

And here are results from an Aon Hewitt study reported in 2015 based on a survey of 2,539 employees in companies of over 1,000 people in the United States in August 2014:

Qualities I'd most like to see improved to increase my overall engagement or satisfaction



Some common themes are the importance of career development (a focus of *Building Workforce Strength*), leadership (a focus of *Affiliation in the Workplace*) particularly communication and recognition, compensation, and flexibility. These items are intimately interwoven with organizational culture. While overall organizational culture can be deeply ingrained in organizational norms and is strongly influenced by behaviors of senior leaders, we can influence the culture of a workgroup from within that group. This may mitigate individual stress created in some competitive cultures (examples of personal challenges from workforce stress are described by Laurie Meyers, *Worrying for a Living*, January 2016, *Counseling Today*). Here are some aspects of organizational culture that are important (drawn from an exploration of partnering in *How to Build a Nontraditional Career Path*) and can be influenced:

- Support for development and learning
- Facilitating open communication
- Encouraging participative decision making
- Embodying generosity
- Embracing new ideas

- Emphasizing cooperation and collaboration
- Integrating support for individuals with task accomplishment
- Acknowledging multiple internal and external constituencies

Addressing these aspects of organizational culture means addressing the nature of workforce relationships. We can choose to encourage one or more of the following forms of relationship (as outlined in *Affiliation in the Workplace*), recognizing that leadership in this and other aspects is distributed throughout an organization:

- Cooperative
- Competitive
- Exploitive
- Divisive
- Regenerative
- Inclusive

These forms of relationship are not mutually exclusive; indeed some such as regenerative and inclusive are natural complements and others such as divisive and exploitive are natural consequences of each other.

A *cooperative* relationship is built on the premise that identifying and working jointly toward common interests will provide maximum benefit to each party. It is akin to the win/win concept of negotiating and it is based on open communication and the expectation that all parties are operating in good faith, respecting the needs of the other. To succeed it requires that the parties listen to each other, and that each be prepared to accommodate the needs of the other. The cooperative relationship is successful when the sum of the parts is greater than each individual component. Successful organizations remain together precisely because this is so.

A *competitive* relationship, on the other hand, is built on the premise that through competition individuals will exert maximum effort and make the greatest contribution. In this case the underlying assumption is that competition is needed to catalyze the effort needed to achieve excellence. Organizational structure and formation are needed only to the extent they foster an arena for competition. This represents a Darwinian approach to organizational development. It can be successful if individual initiative rather than cooperative endeavor is the primary engine driving organizational capability. Organizations practicing this approach need to provide regular, immediate rewards to their employees. Punishment for lack of success is likely quick and innovation will struggle in this culture that continually seeks a scapegoat.

An *exploitive* relationship can occur when the balance of power is far from equally distributed between the individual and the organization. Such an imbalance can lead to one party ignoring the needs of the other and exclusively pursuing its own interests. We saw examples at the beginning of this article. The exploitive form of relationship, aside from major ethical shortcomings, is inherently unstable and will ultimately dissolve.

A *divisive* relationship is rarely sought but sometimes created, for example as a consequence of an exploitive relationship. In highly political organizational cultures

where progress of one person comes at the expense of others, management approaches that emphasize division to limit power may flourish. Such approaches lead to information being closely held, or worse misrepresented. In this relationship the sum of the parts is less than the individual components. This is a recipe for long-term organizational extinction. This approach destroys the sense of affiliation.

The *regenerative* relationship is focused on a continuing cycle of renewal. In this case both the organization and the individual recognize the need to evolve. While the timing of the cycles for each may differ, typically being longer for the organization, the relationship recognizes the need for ongoing change and development of each party. An underlying premise of this relationship is that innovation and exploration are essential to maintaining vitality. This form of relationship requires deliberate, constant challenge to the current status quo. It has potential for great longevity, drawing as it does on an ever-renewing cycle of re-creation.

The *inclusive* relationship is one that values differences. It embraces varied perspectives, wide-ranging viewpoints and practices. On an individual level this means openness to new ideas, on an organizational level this means openness to people with different backgrounds and to a breadth of partnership and community relationships. The inclusive relationship is likely to ignite the spark of innovation, bringing, as it does, varied perspectives together. It is inherently regenerative due to the infusion of new ideas that are implicit in this approach. Clear purpose and vision are needed to unite wide-ranging viewpoints that are central to this relationship.

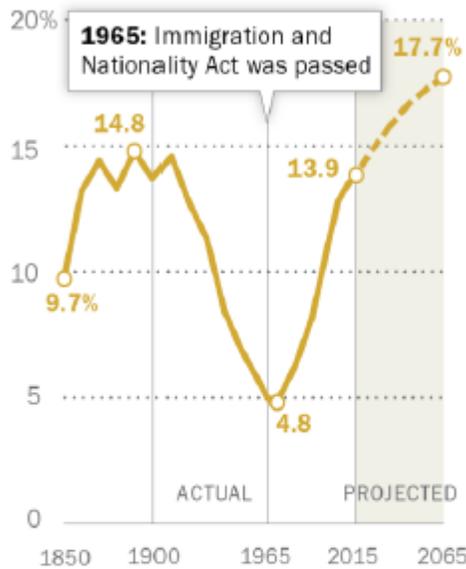
Building an organizational culture that values inclusion and regeneration is an important step in creating a strong sense of affiliation, which, in turn, leads to extended, productive and fulfilling workforce relationships. Addressing such fundamental aspects of workforce relationship and culture is central to creating an organization that is appealing to people and one where people choose to stay.

Parts of this article are drawn from the following four books written or edited by Ron Elsdon: *How to Build a Nontraditional Career Path*, *Business Behaving Well*, *Building Workforce Strength*, and *Affiliation in the Workplace*. There are links to these books in the introduction to this newsletter.

Immigration

It looked cold out there. After all, why wear face masks otherwise? This was our first taste of a Chicago winter, looking out of the plane window as it taxied across O'Hare International Airport. My wife and I had come from London one January day to live in Chicago in 1976. Airport staff were walking around outside the plane, wisely wearing face masks. And so began our immigration to the United States from England forty years ago as pointed out in *How to Build a Nontraditional Career Path*. How typical are we of immigrants to this country? The following figure shows that when we came it was close to the time that the foreign-born share of the U.S. population was at its lowest point. This share has greatly increased since then and is likely to increase further:

U.S. Foreign-Born Share Projected to Hit Record Milestone by 2065



Note: Data labels are for 1850, 1890, 1970, 2015 and 2065.

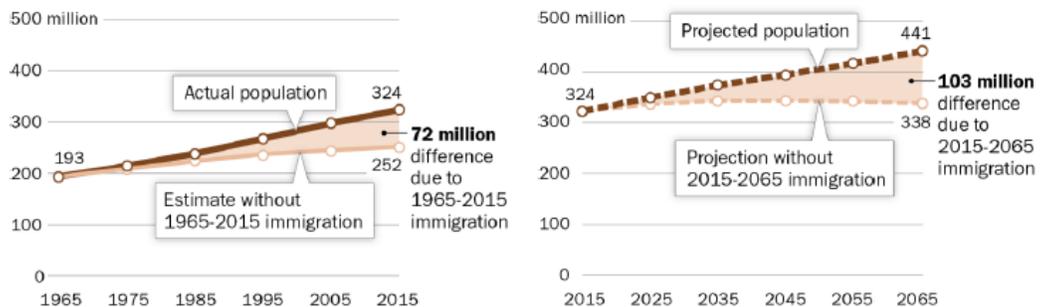
Source: Gibson and Jung (2006) for 1850 to 1890. Edmonston and Passel (1994) estimates for 1900-1955; Pew Research Center estimates for 1960-2015 based on adjusted census data; Pew Research Center projections for 2015-2065

PEW RESEARCH CENTER

Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

Immigrants and their descendants account for much of the population growth over a hundred year period from 1965 to 2065, recognizing the uncertainty of future projections:

Immigrants and Their Descendants Accounted for 72 Million in U.S. Population Growth from 1965 to 2015; Projected to Account for 103 Million More by 2065



Note: Difference due to immigration refers to immigrants arriving from 1965 to 2015, and from 2015 to 2065, and their descendants.

Source: Pew Research Center estimates for 1965-2015 based on adjusted census data; Pew Research Center projections for 2015-2065

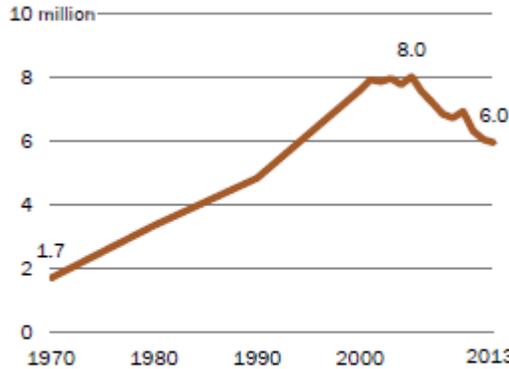
PEW RESEARCH CENTER

Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

The number of immigrants coming to the United States peaked in 2005:

The Number of Immigrants Coming to the U.S. Peaked in 2005

Immigrants arriving in the past 5 years



Note: Data labels are for 1970, 2005 and 2013. Figures for 2001 to 2005 are based on the household population and do not include arrivals residing in group quarters.

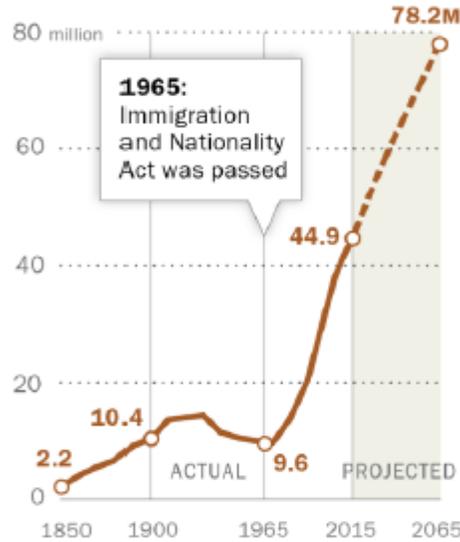
Source: Pew Research Center tabulations of U.S. decennial census data, 1970-2000, and 2001-2013 American Community Survey (IPUMS)

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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

Almost 45 million people today in the United States were foreign born:

U.S. Foreign-Born Population Reached 45 Million in 2015, Projected to Reach 78 Million by 2065



Note: Data labels are for 1850, 1900, 1965, 2015 and 2065.

Source: Gibson and Jung (2006) for 1850 to 1890. Edmonston and Passel (1994) estimates for 1900-1955; Pew Research Center estimates for 1960-2015 based on adjusted census data; Pew Research Center projections for 2015-2065

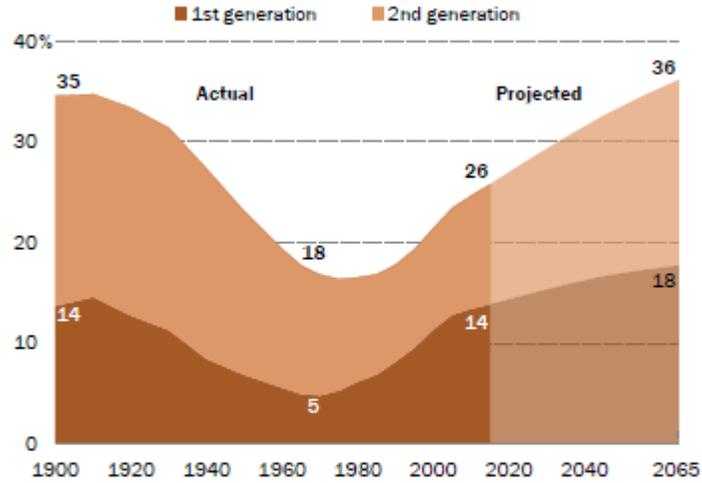
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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

Resulting in first (born outside the United States) and second generations (one immigrant parent) accounting for about a quarter of the U.S. population today:

First- and Second-Generation Share of the Population to Reach Record High in 2065

% of U.S. population who are ...



Note: Data labels are for 1900, 1965, 2015 and 2065. *First generation* is foreign born; *second generation* is people born in the U.S. with at least one foreign-born parent.

Source: Edmonston and Passel (1994) estimates for 1900-1955; Pew Research Center estimates for 1960-2015 based on adjusted census data; Pew Research Center projections for 2015-2065

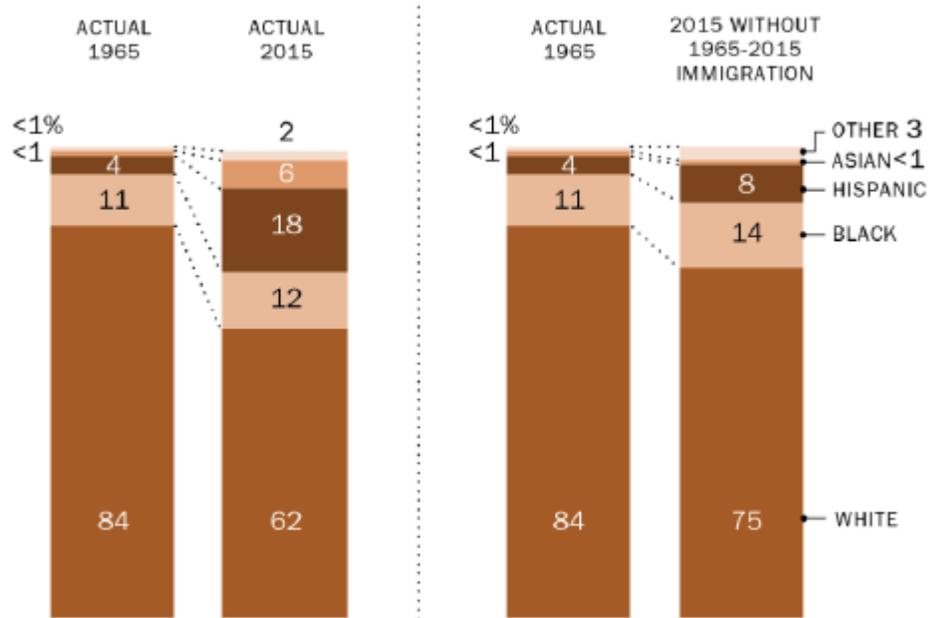
PEW RESEARCH CENTER

Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

Immigration is significantly changing the racial and ethnic make-up of our society:

Post-1965 Immigration Wave Reshapes America's Racial and Ethnic Population Makeup

% of U.S. population



Note: Whites, blacks and Asians include only single-race non-Hispanics. Asians include Pacific Islanders. Hispanics are of any race. Numbers for "2015 without 1965-2015 immigration" exclude immigrants arriving from 1965 to 2015 and their descendants.

Source: Pew Research Center estimates based on adjusted census data

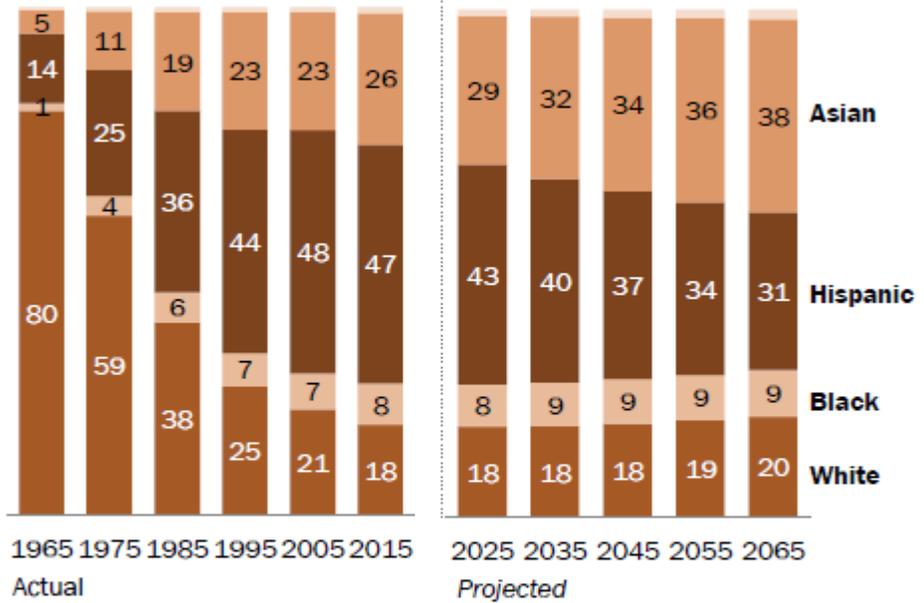
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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

With those of Asian background projected to become the largest immigrant group:

Asians Projected to Become the Largest Immigrant Group, Surpassing Hispanics

% of immigrant population



Note: Whites, blacks and Asians include only single-race non-Hispanics. Asians include Pacific Islanders. Hispanics are of any race. Other races shown but not labeled.

Source: Pew Research Center estimates for 1965-2015 based on adjusted census data; Pew Research Center projections for 2025-2065

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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

A more detailed breakdown by country is as follows:

Sources of Immigration to the U.S., by Era

Era and country	Total	%
Modern Era (1965-2015)	58,525,000	100
Mexico	16,275,000	28
China*	3,175,000	5
India	2,700,000	5
Philippines	2,350,000	4
Korea	1,725,000	3
Vietnam	1,500,000	3
Cuba	1,550,000	3
El Salvador	1,500,000	3
Former USSR	1,450,000	2
Dominican Republic	1,325,000	2
Latin America	29,750,000	51
South/East Asia	14,700,000	25
Europe, total	6,900,000	12
Africa/Middle East	4,550,000	8
Canada**	1,150,000	2
All other	1,450,000	2
Southern/Eastern Europe Wave (1890-1919)	18,244,000	100
Italy	3,784,000	21
Austria-Hungary	3,690,000	20
Russia & Poland	3,166,000	17
United Kingdom	1,170,000	6
Germany	1,082,000	6
Ireland***	917,000	5
Europe, total	16,134,000	88
North/West Europe	4,757,000	26
South/East Europe	11,377,000	62
Canada	835,000	5
Latin America	551,000	3
South/East Asia	315,000	2
Africa/Middle East	332,000	2
Other/Not specified	77,000	<0.5
Northern Europe Wave (1840-1889)	14,314,000	100
Germany	4,282,000	30
Ireland***	3,209,000	22
United Kingdom	2,586,000	18
Norway-Sweden	883,000	6
Europe, total	12,757,000	89
North/West Europe	11,700,000	82
South/East Europe	1,058,000	7
Canada	1,034,000	7
Latin America	101,000	1
South/East Asia	293,000	2
Africa/Middle East	5,000	<0.5
Other/Not specified	124,000	1

Note: Population figures rounded to the nearest 25,000 for 1965-2015; nearest thousand for earlier waves. Data for 1965-2015 include legal and unauthorized immigrants; for 1840-1919, only legal admissions are included. *Includes Hong Kong, Taiwan and Macao. **Includes other North America. ***Includes Northern Ireland. Persons from Puerto Rico not included.

Source: For 1965-2015, Pew Research Center estimates based on adjusted census data; for 1840-1919, Office of Immigration Statistics, *Yearbook of Immigration Statistics, 2008*, Table 2

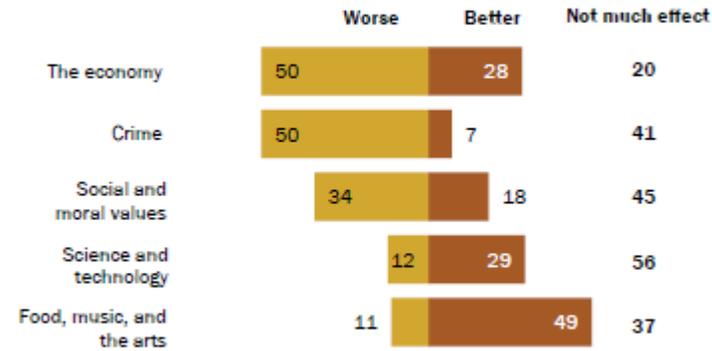
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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

What do people think of we immigrants. Here is a recent (2015) snapshot:

Half Say Immigrants in the U.S. Are Making Crime, the Economy Worse, but Food, Music and the Arts Are Better

% saying immigrants in the United States are making things ...



Note: Those who did not answer the question are not shown.

Source: Pew Research Center American Trends Panel survey conducted March 10-April 6, 2015 (N=3,147)

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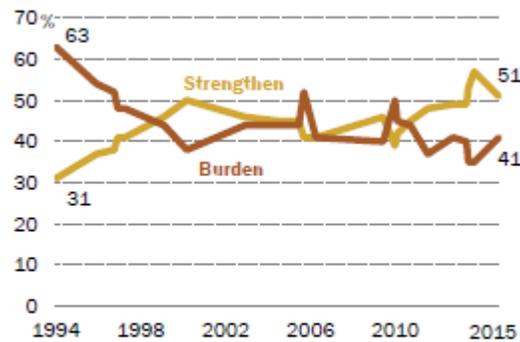
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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

The trend from 2010 to 2015 is more positive though this may have changed in the past year:

More Americans Today See Immigrants As a Strength than a Burden for the Nation

% saying immigrants ... our country



Note: Those who gave voluntary responses of "Both," "Neither" or "Don't know/Refused" are not shown. Question wording: Please tell me whether the FIRST statement or the SECOND statement comes closer to your own views—even if neither is exactly right: "Immigrants today strengthen our country because of their hard work and talents," OR "Immigrants today are a burden on our country because they take our jobs, housing and health care."

Source: Pew Research Center surveys

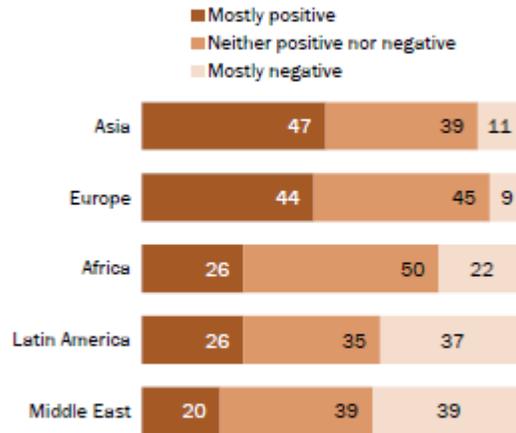
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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

Views about immigrants from different places vary greatly:

European and Asian Immigrants Viewed Most Positively

% saying that the impact of immigrants from each region on American society has been ...



Note: Those who did not answer the question are not shown.

Source: Pew Research Center American Trends Panel survey conducted March 10-April 8, 2015 (N=3,147)

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Source: Pew Research Center, Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065, September 28, 2015

And so we find ourselves in a country with many fellow immigrants. Living now on the West Coast near San Francisco, it is that diversity that I cherish. May it long continue for those who come in the future.

Quote

“There is nothing like returning to a place that remains unchanged to find the ways in which you yourself have altered.”

Nelson Mandela.