

TOWN HALL SERIES | SEPT 2020 - JAN 2021

# *Leaning In to 2021:* More **Equitable**, More **Resilient**



Featuring:  
Prof. Jim Johnson, UNC  
Prof. Jeanne Milliken Bonds, UNC

A Virtual Town Hall Series  
for Local Government Leaders in the DMV

# Today's Agenda

## Welcome

Chuck Bean, COG Executive Director

Derrick Davis, Chair of the COG Board

Kelly Russell, Chair of the Transportation Planning Board (TPB)

## Introduction to the Town Hall Series (Content and Logistics)

Dr. Jim Johnson, Kenan-Flagler Business School

Jeanne Milliken Bonds Kenan-Flagler Business School

## Closing

Chuck Bean

Derrick Davis

Kelly Russell

Out of Crisis into Crisis – Understanding the Impact of Emerging  
Trends, Current Events on Planning  
(September and October Series on Leading and Managing in an Era of  
Disruptive Demographics and “Certain-Uncertainty”)



James H. Johnson, Jr.  
Frank Hawkins Kenan Institute of Private Enterprise  
Kenan-Flagler Business School  
University of North Carolina at Chapel Hill

September 18, 2020

# Overview

- **The “New” Normal**
- **Disruptive Demographics**
- **Tools Required to Manage “Certain-Uncertainty”**
- **Key Takeaways**

# Quick Poll

# We live in a world that is VUCA!

## Volatile Uncertain Complex Ambiguous

What is VUCA (Volatility, Uncertainty, Complexity, Ambiguity)?

### Volatility

Volatility refers to the speed, volume, nature, magnitude of a phenomenon that may or may not be in a pattern form. Volatility increases complexity.

### Complexity

Complexity describes the amount of different states a system can get into at a certain point in time. The more states a system can get into, the higher its complexity and the harder it gets to manage it.



### Uncertainty

Uncertainty occurs when there are no concrete trends or patterns, which makes it difficult to establish what will happen next and base decision on it.

### Ambiguity

Ambiguity describes a situation where multiple interpretations are permitted and equally valid. This makes it hard to decide what to do in order to achieve a desired outcome.

Sullivan, J. (2012), Kail, E.G. (2011), Mack, O., Khare, A., Krämer, A. and Burgartz, T. (2016), Roderick, R.M. (ed) (1998), Felin and Powell (2016)

www.ckju.net | CQ Net – Management skills for everyone!



*“I hope someday you’ll join us. And the world will be as one”*

*“Imagine” John Lennon 1971*

# Turbulence

- **Coronavirus Pandemic/The Politics of Masks**
- **Black Lives Matter Protest Movement**
- **Atlantic Hurricane Season and the Threat of Adverse Weather Events**
- **Wild Fires on the West Coast**
- **Conspiracy Theories**
- **Social Media and “Fake News”**
- **Deep Fakes and Social Media Identity Theft**
- **Artificial Intelligence and Sexist, Racist, and Homophobic Data**
- **Defund the Police**
- **2020 Election – Biden vs Trump, Potential Interference, Voter Suppression, and The Politics of Everything**

# Six Disruptive Trends

- **The South Rises – Again**
- **The Browning of America**
- **Marrying Out is “In”**
- **The Silver Tsunami is About to Hit**
- **The End of Men?**
- **Cooling Water from Grandma’s Well... and Grandpa’s Too!**



# People on the Move

**The South Rises—Again!**

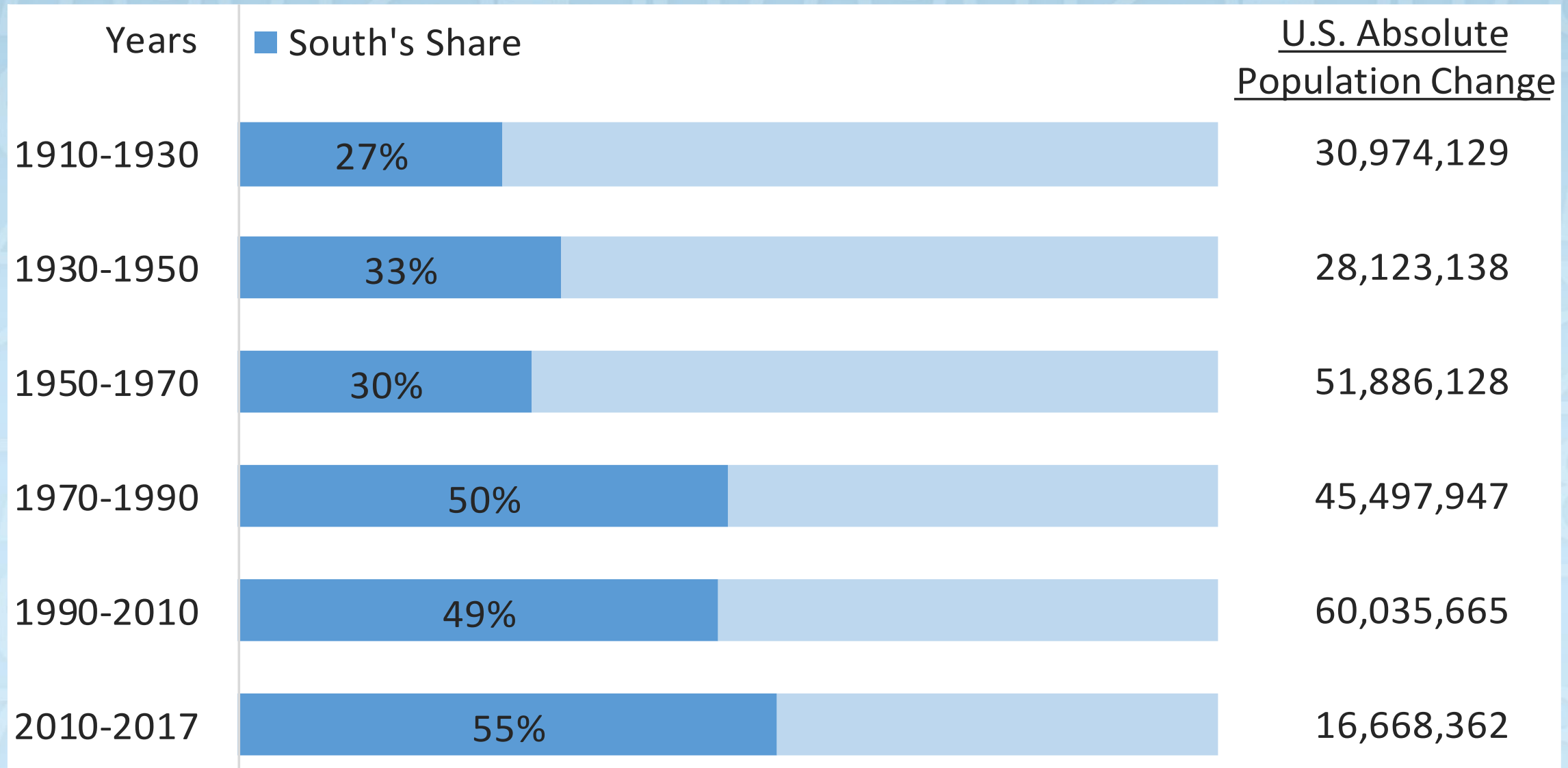
A map of the United States where the Southern region is highlighted in a solid red color. The rest of the country is shown in a light gray color. The red area includes Texas, Oklahoma, Arkansas, Louisiana, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, and Virginia. The text "The South" is written in a large, bold, red serif font, and "Continues To Rise" is written in a smaller, bold, black serif font below it.

# The South

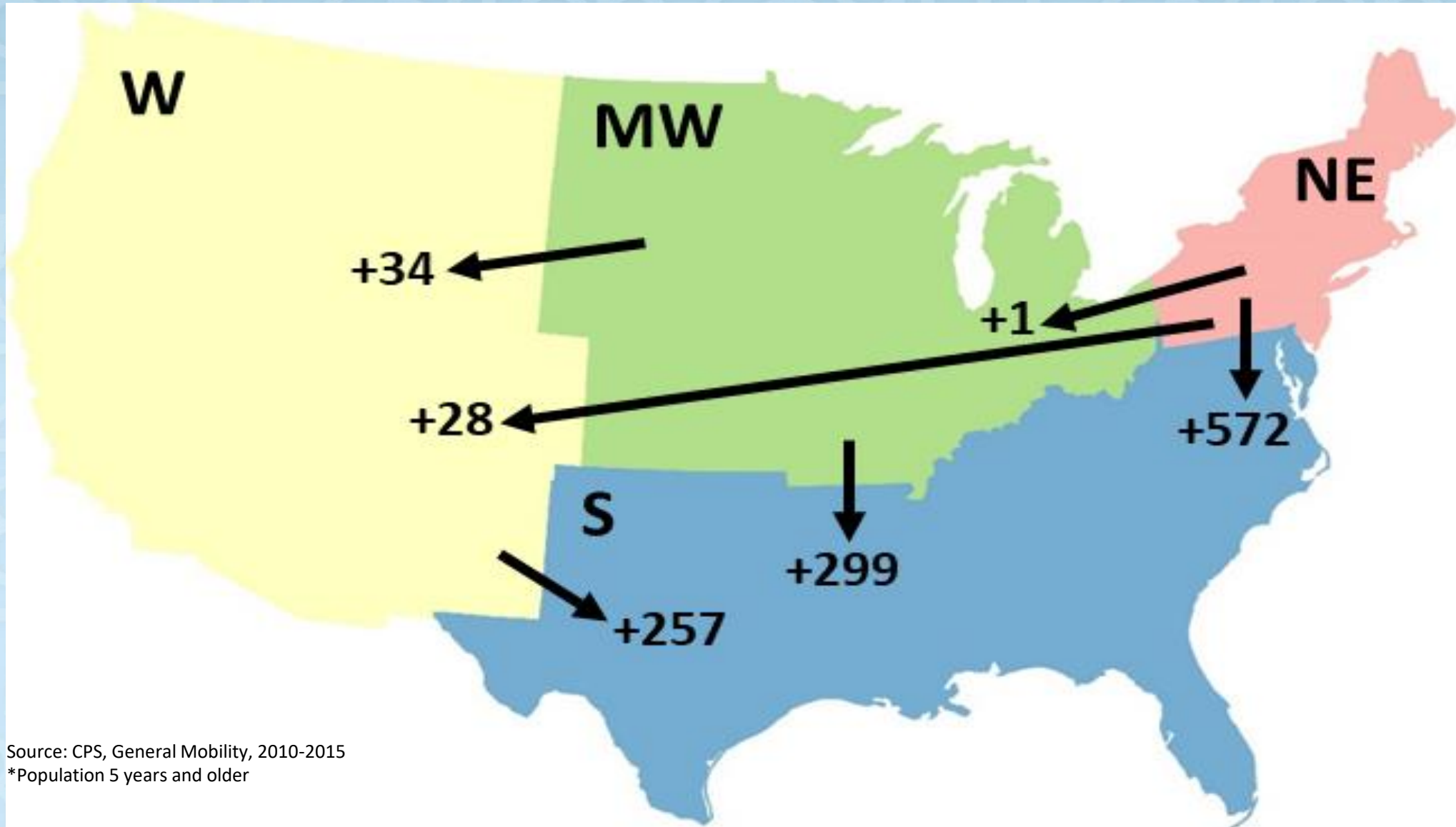
**Continues To Rise**

**...Again!**

# The South's Share of U.S. Net Population Growth 1910-2017



# Net Regional Migration Flows, 2010-2015




Source: CPS, General Mobility, 2010-2015

\*Population 5 years and older

# Net Migration Trends by Region and Major Demographic Group, 2010-2015

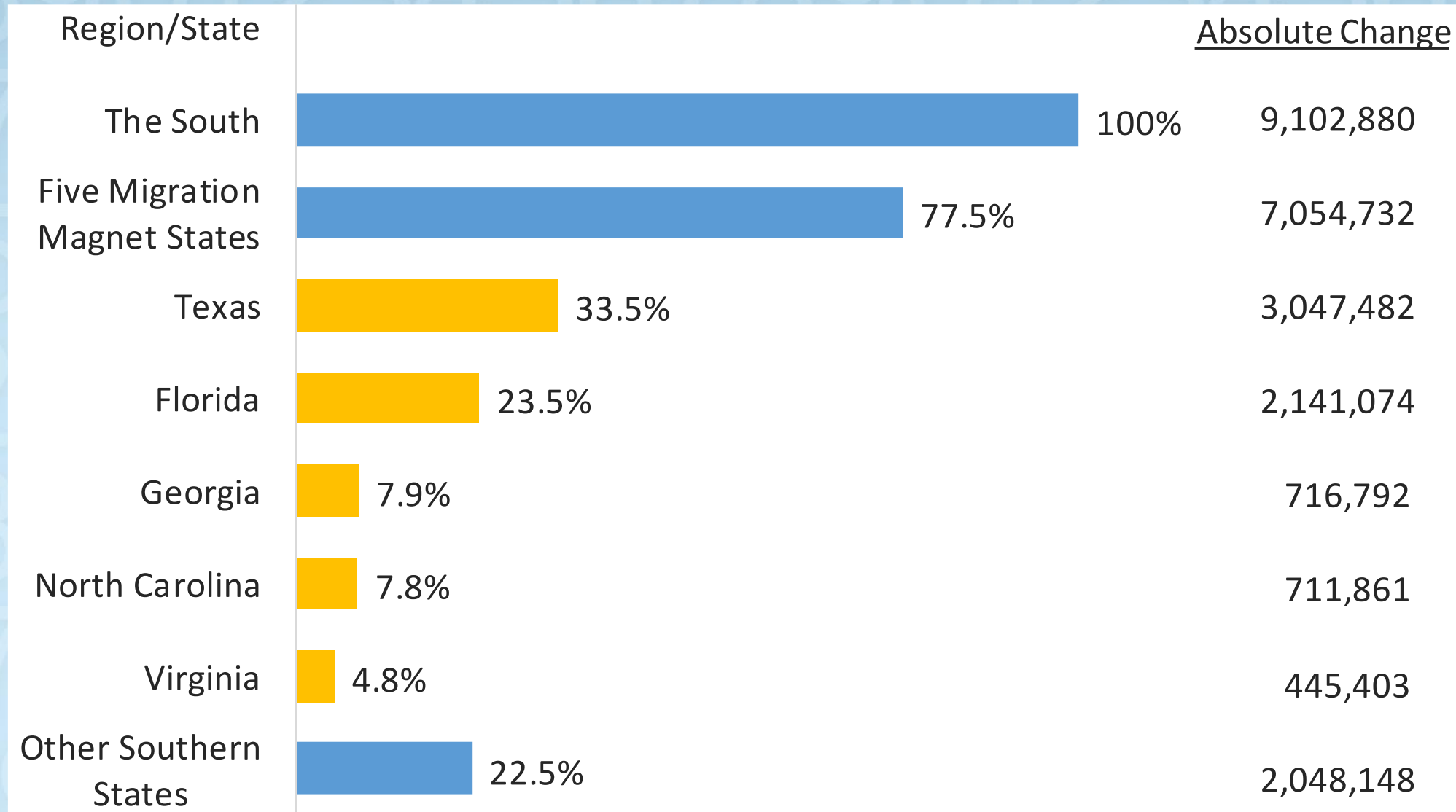
	Northeast	Midwest	South	West
Total	-622	-331	+1,147	-193
White	-402	-267	+733	-64
Black	-89	-69	+220	-62
Asian	-58	-23	+58	+23
Hispanic	-51	+13	+122	-84
Elderly	-43	-72	+124	-9
Native born	-528	-304	+994	-161
Foreign born	-94	-27	+153	-32

(numbers in thousands)

 = Net Import

 = Net Export

# State Shares of South's Net Growth, 2010-2017



**Two 'colorful' Demographic Processes  
are Drivers of Change**

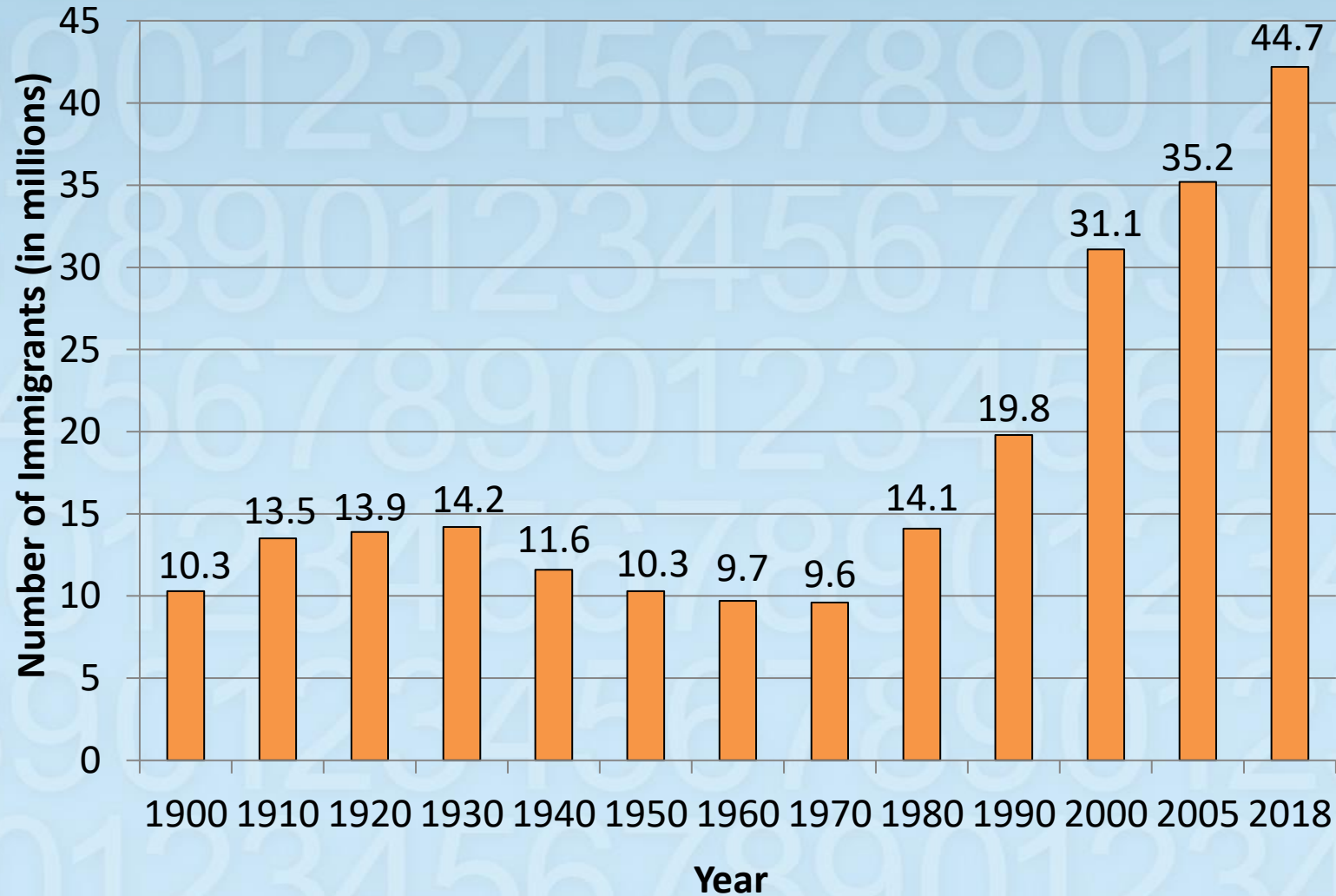
**Browning and Graying of America**

# The “Browning” of America

**Immigration-Driven Population Change**



# U.S. Immigrant Population, 1900-2018



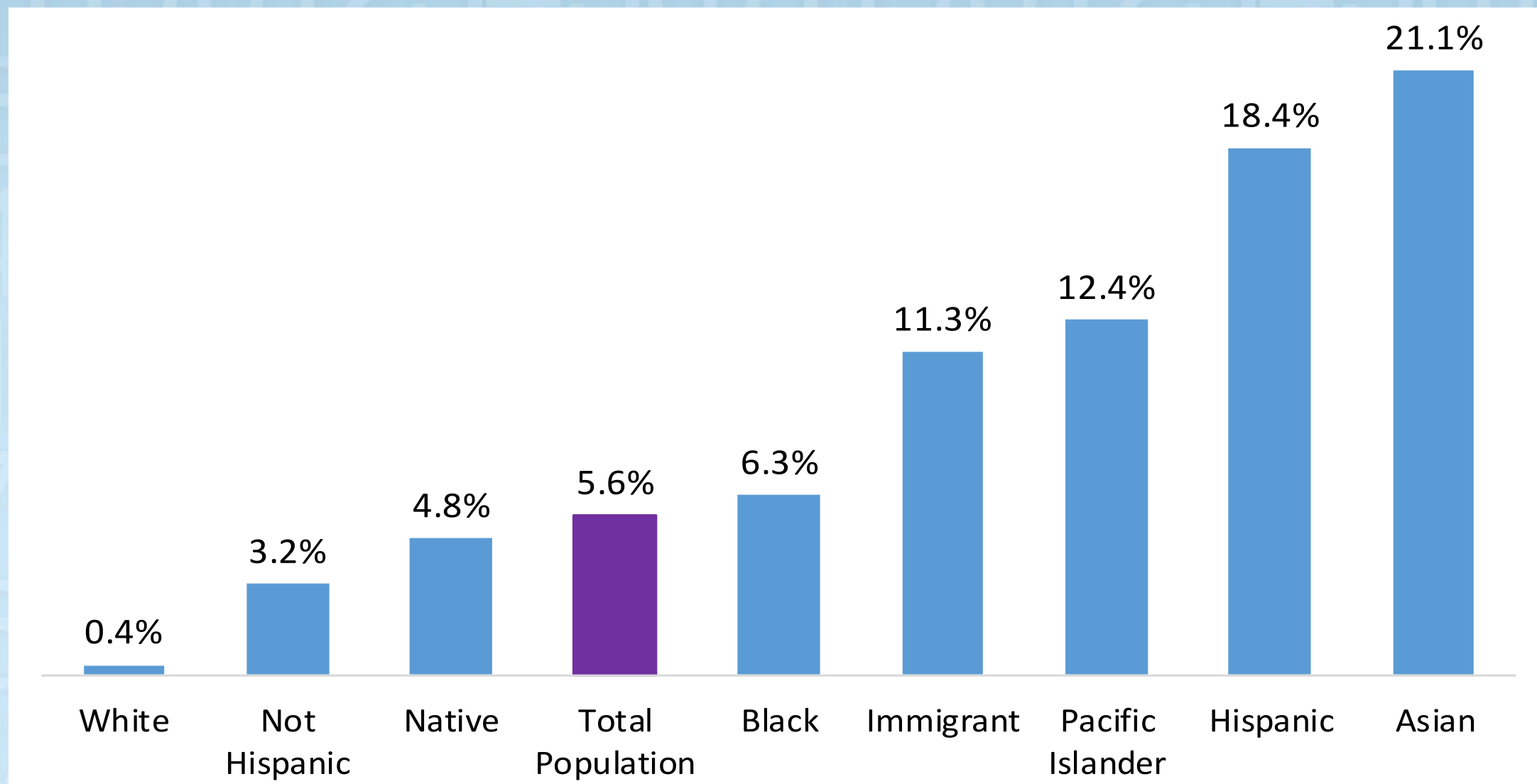
# U.S. Foreign Born Population by Race/Ethnicity, 2018

Race/Ethnicity	Foreign Population	Share of Total (%)
<b>Total</b>	<b>44,728,721</b>	<b>100.0</b>
<b>Hispanic</b>	<b>19,814,823</b>	<b>44.3</b>
<b>White Alone, not Hispanic</b>	<b>7,916,984</b>	<b>17.7</b>
<b>Black Alone, not Hispanic</b>	<b>4,249,228</b>	<b>9.5</b>
<b>Asian Alone, not Hispanic</b>	<b>12,121,483</b>	<b>27.1</b>
<b>Other Alone, not Hispanic</b>	<b>626,203</b>	<b>1.4</b>

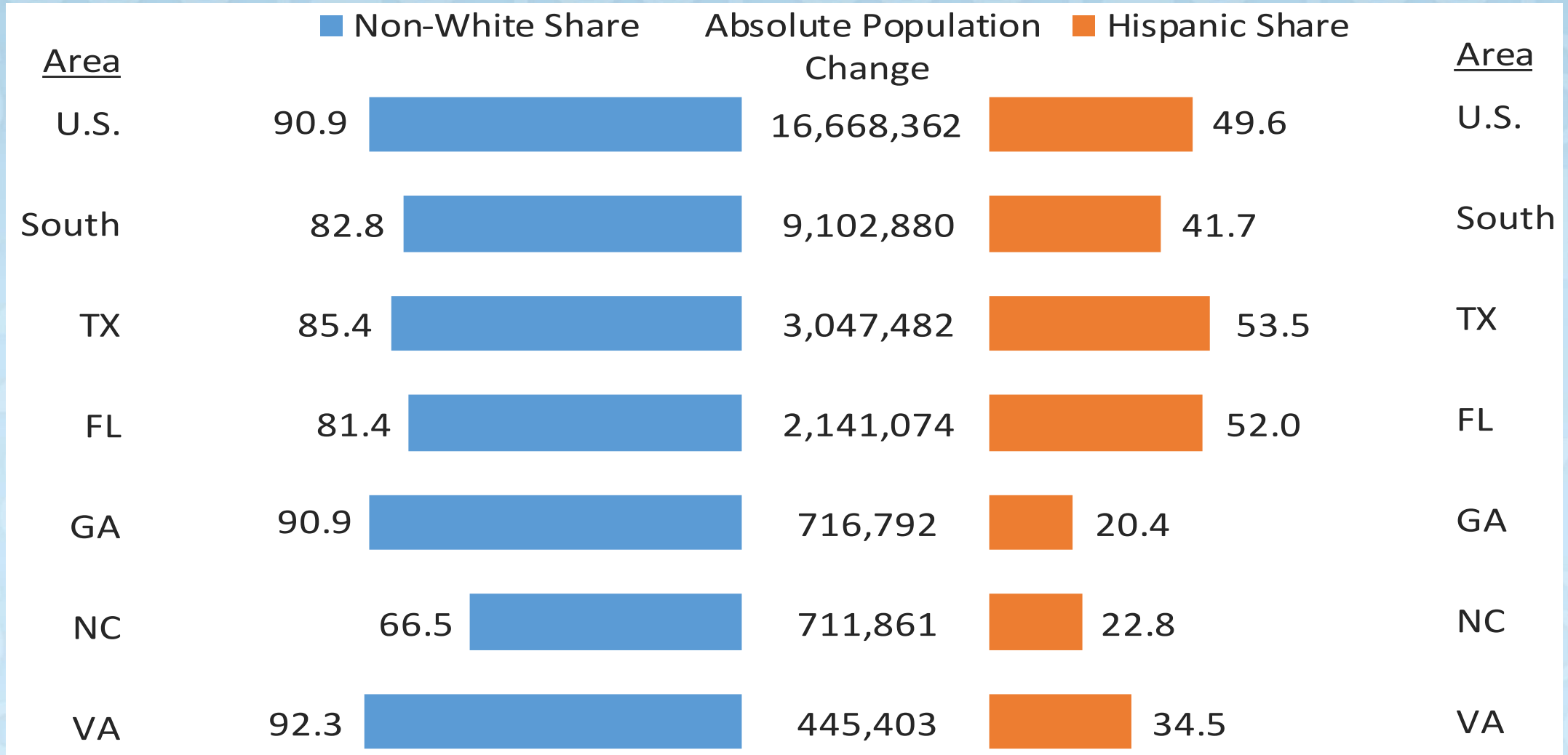
# U.S. Population Change by Race and Ethnicity, 2000-2010

Race	2010 Population	Absolute Change 2000 – 2010	Percentage Change 2000 - 2010
Total	308,745,538	27,323,632	9.7%
Non-Hispanic	258,267,944	12,151,856	4.9%
White	196,817,552	2,264,778	1.2%
Black	37,685,848	3,738,011	11.0%
AI/AN	2,247,098	178,215	8.6%
Asian	14,465,124	4,341,955	42.9%
NH/PI	481,576	128,067	36.2%
2 or More Races	5,966,481	1,364,335	29.6%
Hispanic	50,477,594	15,171,776	43.0%

# U.S. Population Growth by Nativity, Race, and Ethnicity, 2010-2017



# Non-White and Hispanic Shares of Population Growth, 2010-2017



# Median Age of U.S. Population by Race, Hispanic Origin and Gender, 2017

Race	Total	Male	Female
United States	38.1	36.8	39.4
White Alone	40.7	39.4	42.1
White, Non-Hispanic	43.5	42.0	45.0
Black Alone	34.2	32.3	35.9
AI/AN Alone	33.5	34.5	35.5
Asian Alone	37.1	35.6	38.3
NH/PI Alone	32.2	31.5	33.1
Two or More Races	20.2	19.6	20.7
Hispanic	29.2	28.7	29.8

# Relative Distribution of U.S. Births by Race, Ethnicity

Race/Ethnicity	1990	2008	2011
White	66%	50%	49.6%
Black	17%	16%	15.0%
Hispanic	15%	26%	26.0%
Other	2%	8%	9.4%

Source: Johnson and Lichter (2010); Tavernise (2011).

# Relative Distribution of U.S. Population by Race, Ethnicity

Race/Ethnicity	2005	2050
White	67%	47%
Black	12.8%	13%
Hispanic	14%	29%
Asian	5%	9%

Source: Pew Research Center, 2008 \*projected.

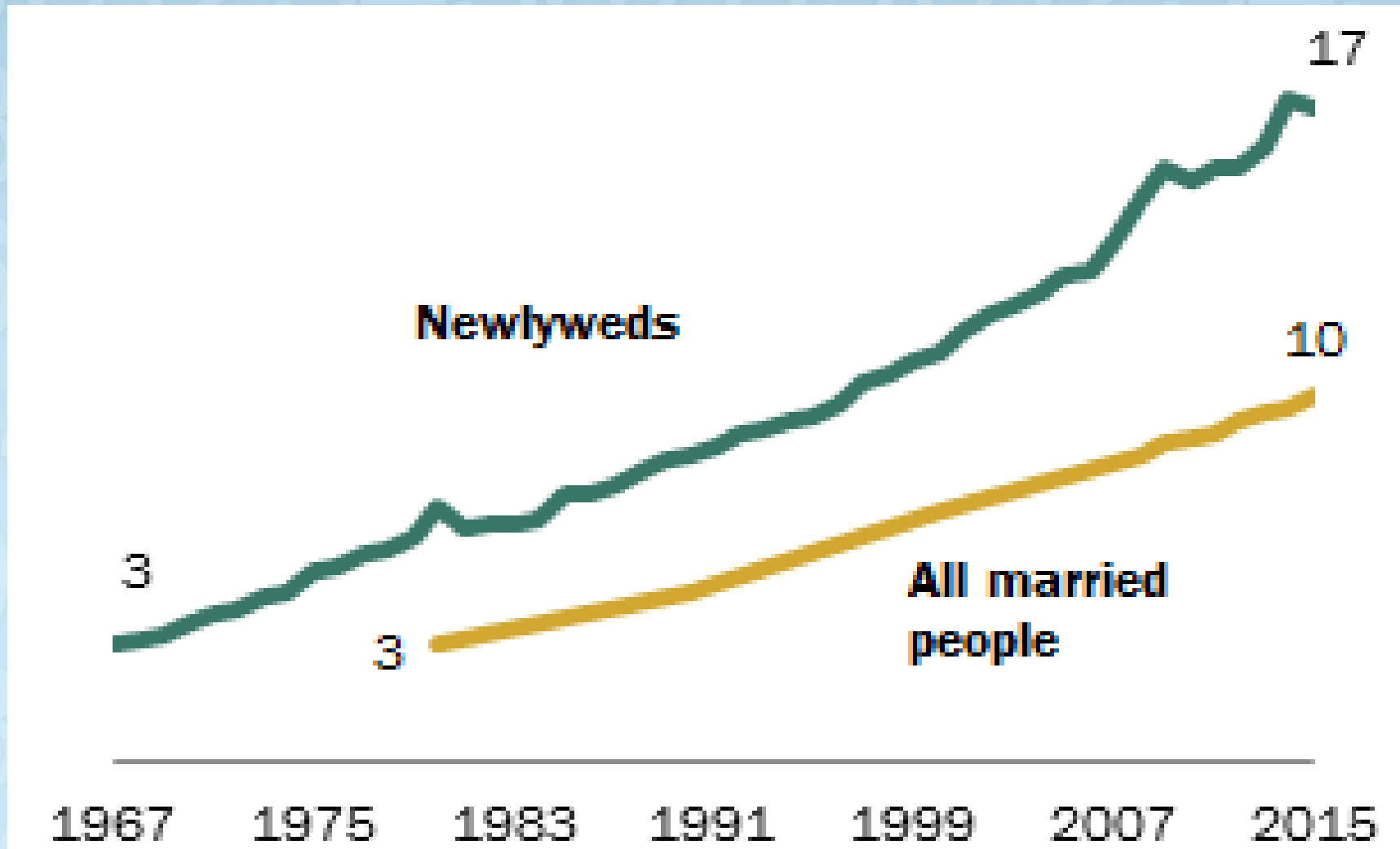


# Marrying Out

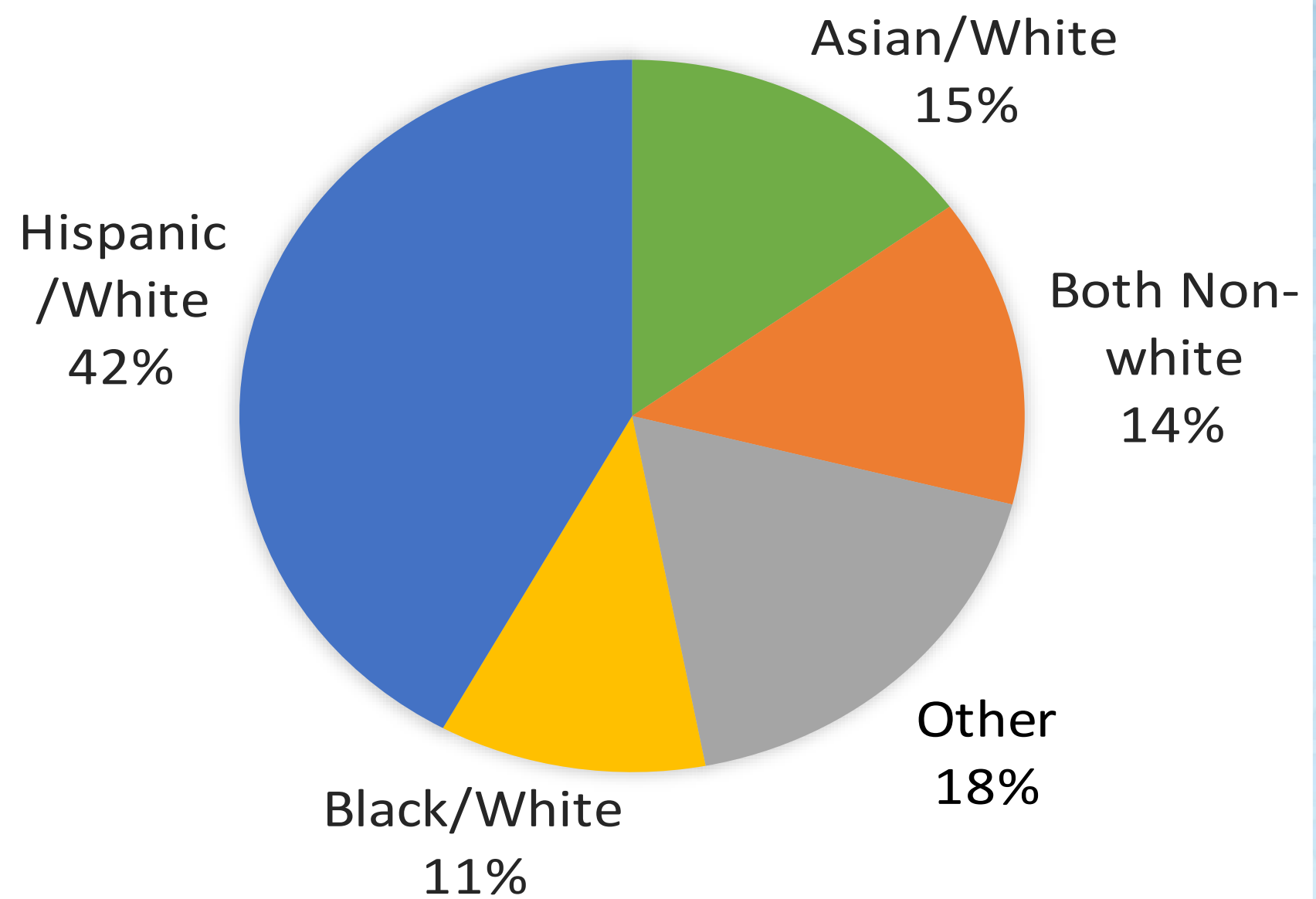


is “In”

# Intermarriage in the U.S., 1967-2015



# Intermarriage Types - Newly Married Couples in 2015



# The “Graying” of America

**The Silver Tsunami is about to Hit**

# Key Drivers

- **Changes in Longevity**
- **Declining Fertility**
- **Aging of Boomer Cohort**

# U.S. Life Expectancy at Birth

YEAR	AGE
1900	47.3
1930	59.7
1960	69.7
1997	76.5
2007	77.9
2010	78.3
2030	101.0

# Centenarians in the U.S.

Year

Number

**1950**

**2,300**

**2010**

**79,000**

**2050**

**601,000**

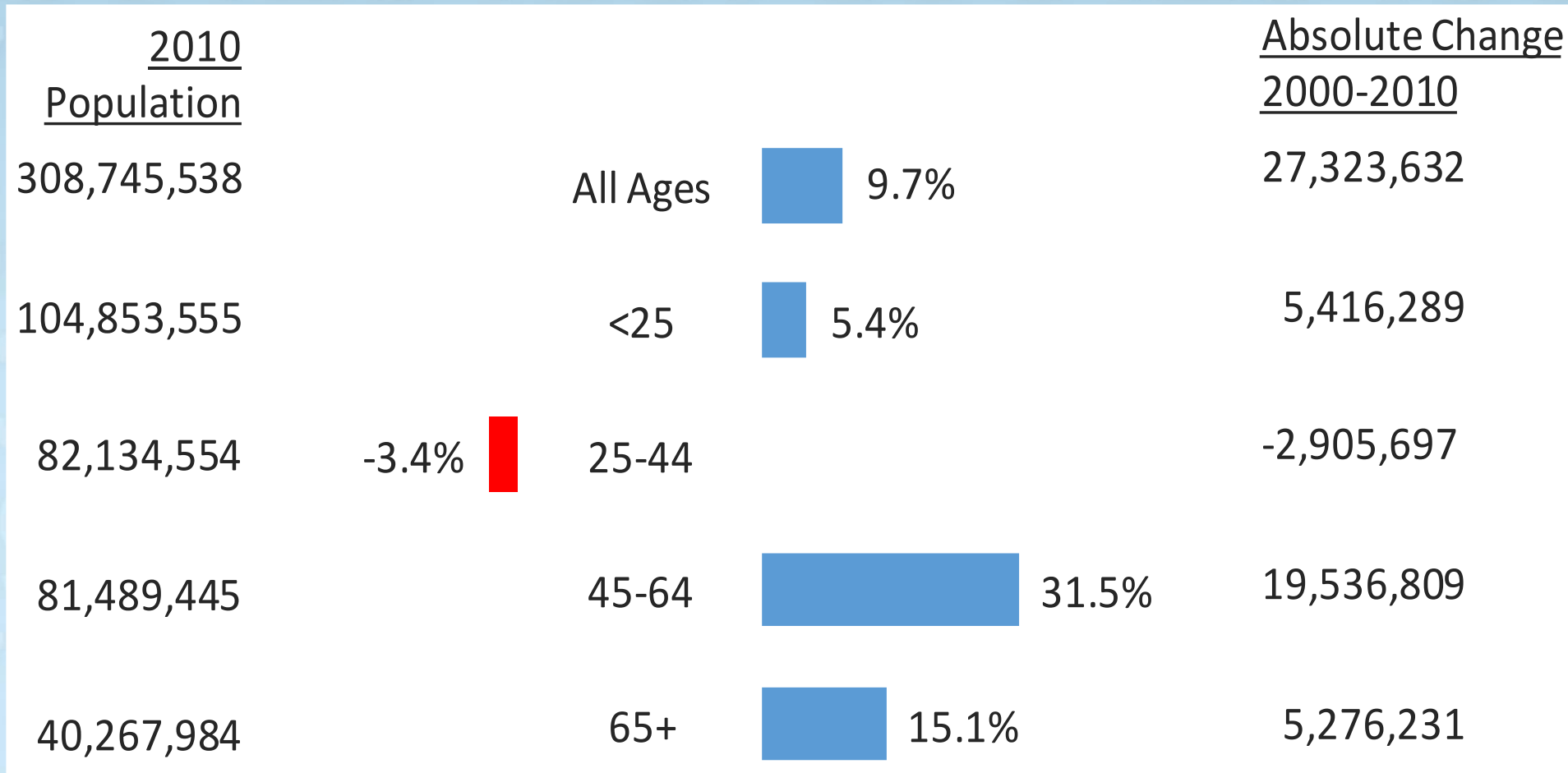
<b>1950</b>	<b>2,300</b>
<b>2010</b>	<b>79,000</b>
<b>2050</b>	<b>601,000</b>

# Total Fertility Rates for U.S. Women by Race, Ethnicity, 2016

Race/Ethnicity	Total Fertility Rate
All Races	1.8
Hispanic	2.1
Non-Hispanic White	1.7
Black	1.8
Asian	1.7
Native American	1.8



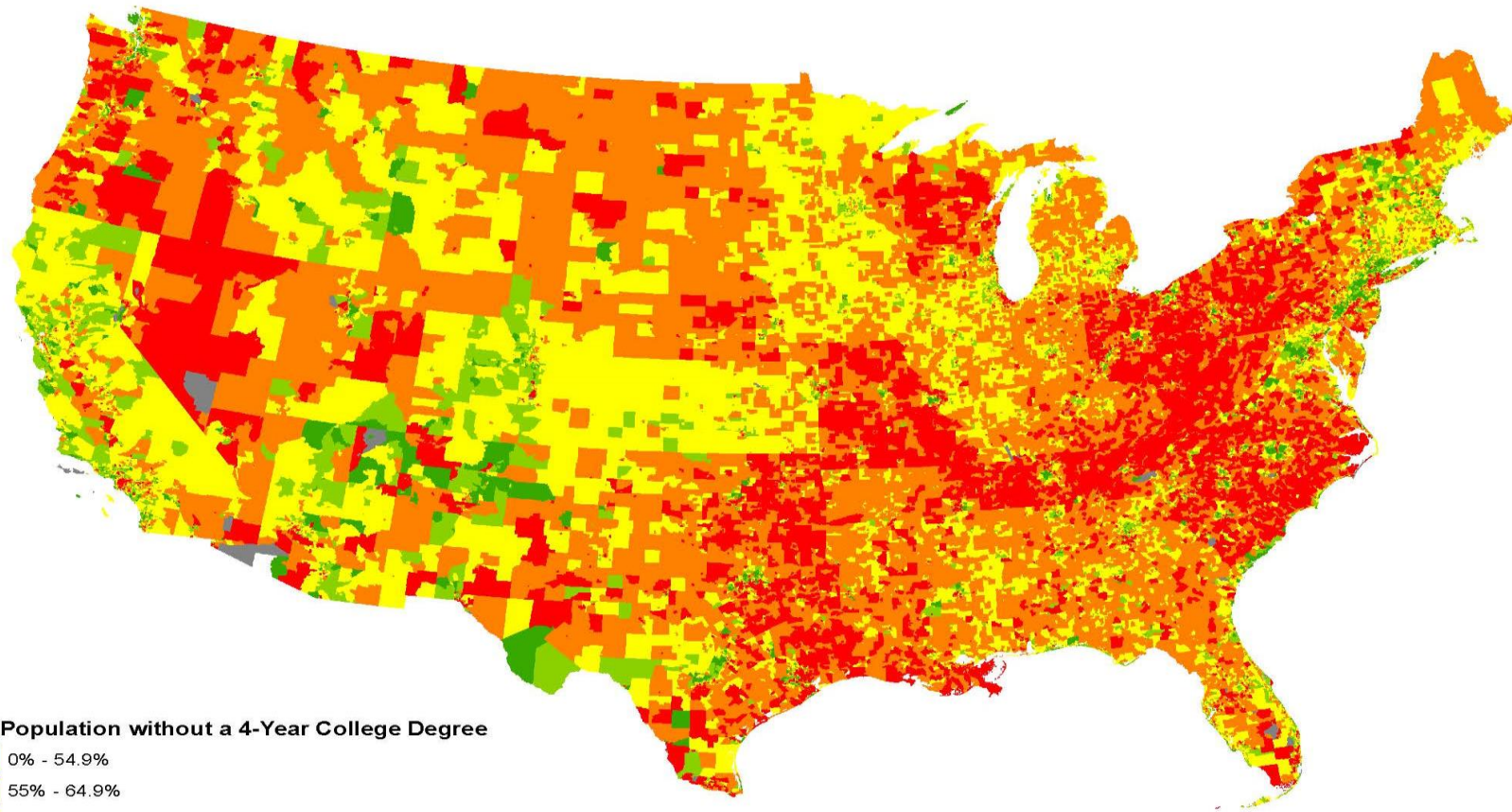
# U.S. Population Change by Age, 2000-2010



# Deaths of Despair

**Suicides, alcohol- and drug-related Deaths**

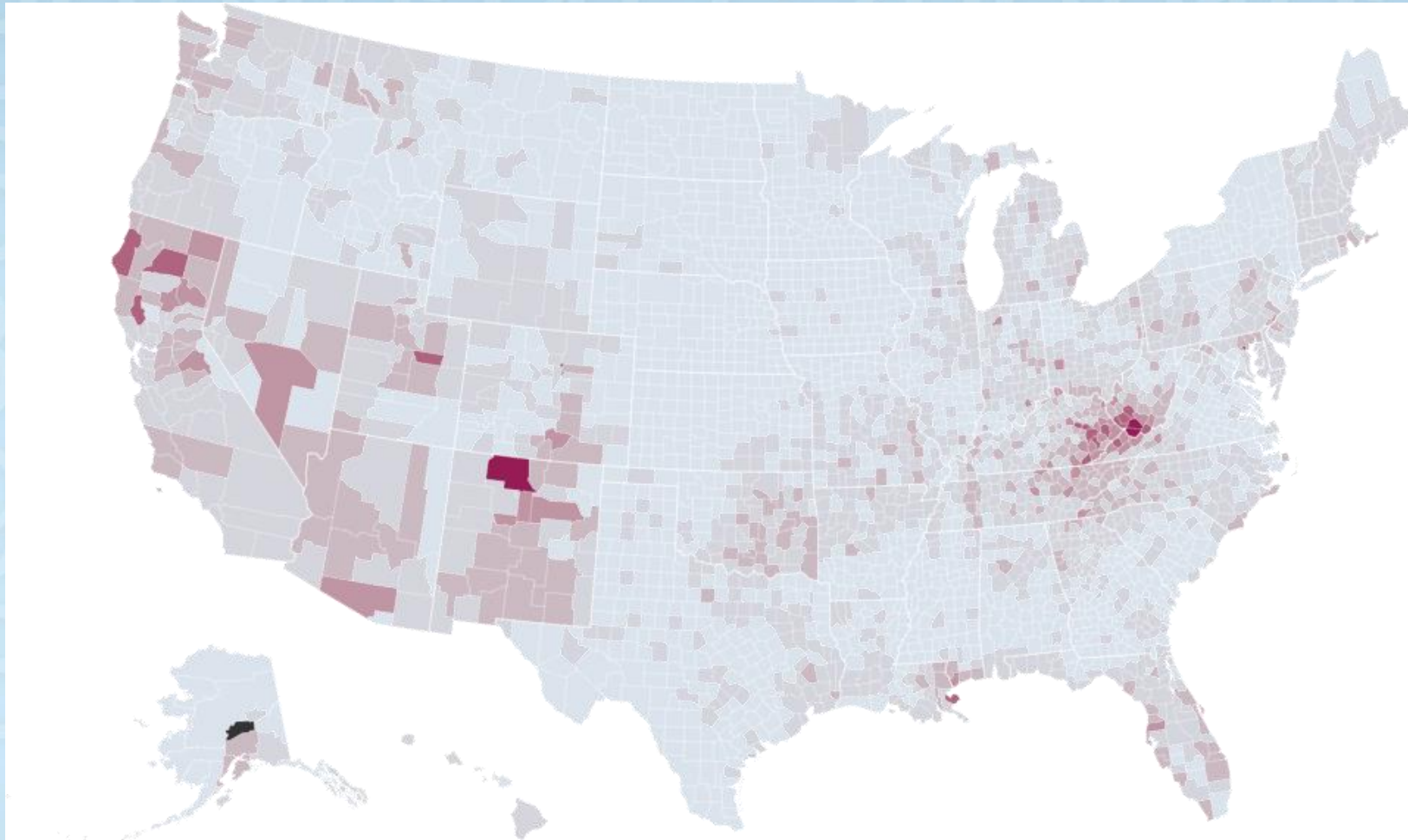
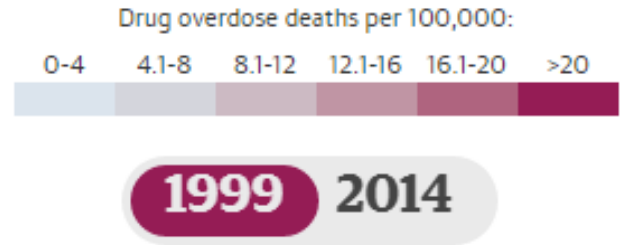
# Population Without a Four-Year College Degree



**% of Population without a 4-Year College Degree**

- 0% - 54.9%
- 55% - 64.9%
- 65% - 74.9%
- 75% - 84.9%
- 85% - 100%
- No Data Reported

# The Drug Overdose Crisis in 1999



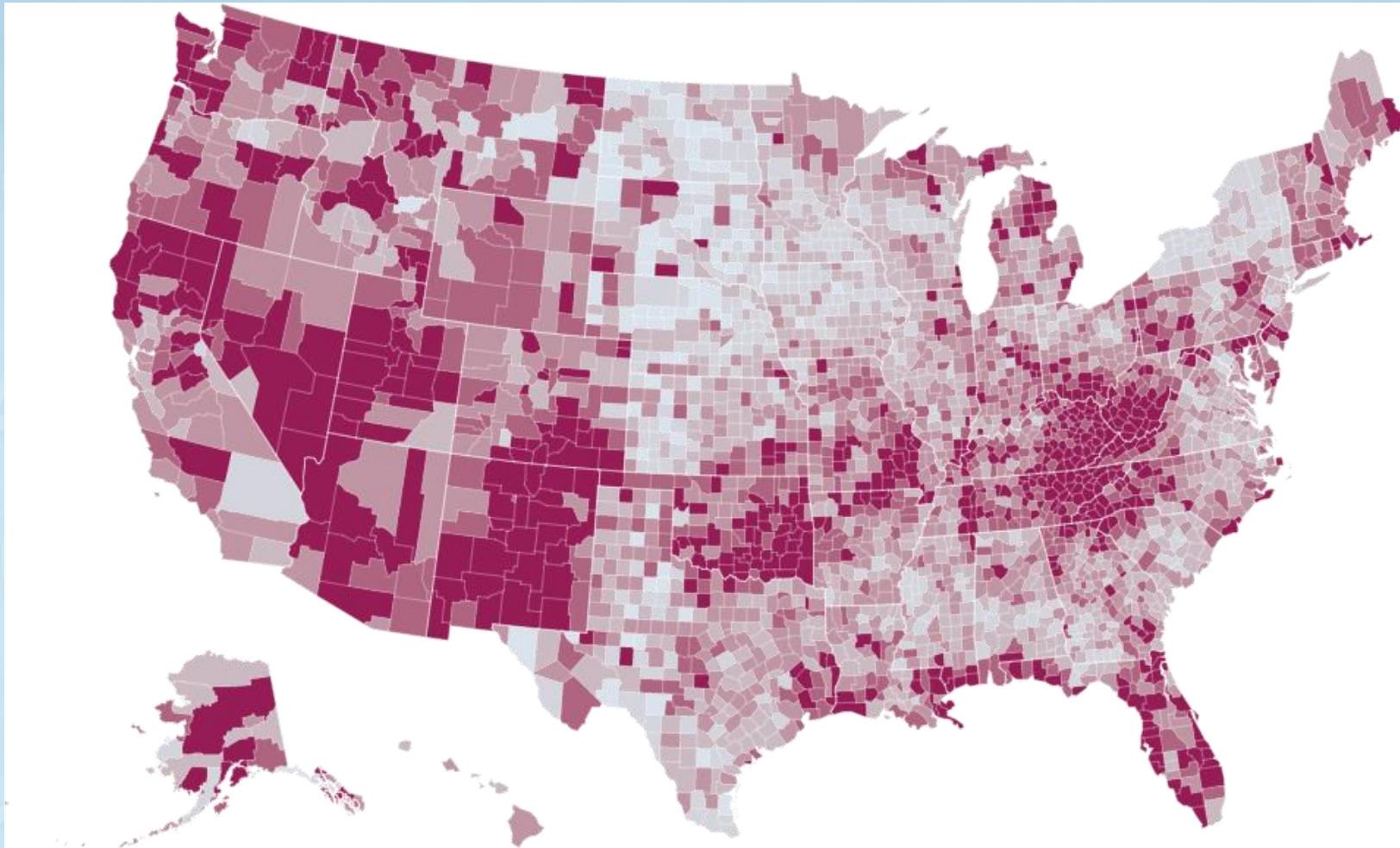
# The Drug Overdose Crisis in 2014

Drug overdose deaths per 100,000:

0-4    4.1-8    8.1-12    12.1-16    16.1-20    >20

1999

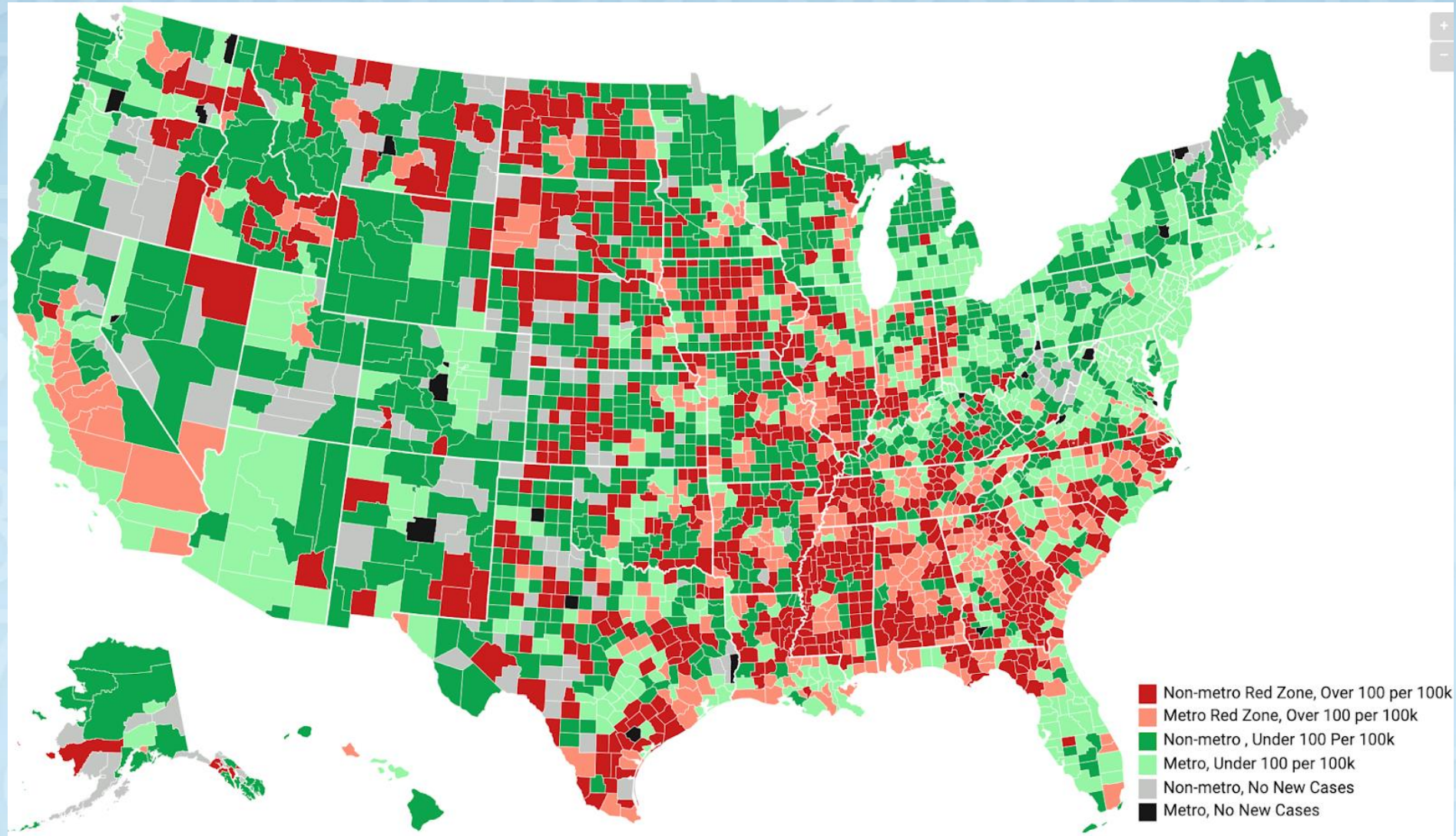
2014



# Deaths of Despair

**In 2017 alone, there were 158,000 deaths of despair in the U.S., the equivalent of three fully loaded Boeing 737 MAX jets falling out of the sky every day for a year (Karma, 2020).**

# New Coronavirus Infections by County, August 23-29, 2020



# **The Multigenerational Workforce**



# Multigenerational Diversity

Generation	Birth Years	Current Ages	Percent of U.S. Workforce in 2017
<b>Silent Generation (Pre-Boomers)</b>	<b>1922-1945</b>	<b>72-95</b>	<b>2% (3m)</b>
<b>Baby Boomers (Boomers)</b>	<b>1946-1964</b>	<b>53-71</b>	<b>25% (41m)</b>
<b>Generation X (Baby Busters)</b>	<b>1965-1980</b>	<b>37-52</b>	<b>33% (53m)</b>
<b>Generation Y (Millennials)</b>	<b>1981-1995</b>	<b>22-36</b>	<b>35% (56m)</b>
<b>Generation Z (Gen Next)</b>	<b>1996-2017</b>	<b>1-21</b>	<b>5% (9m)</b>

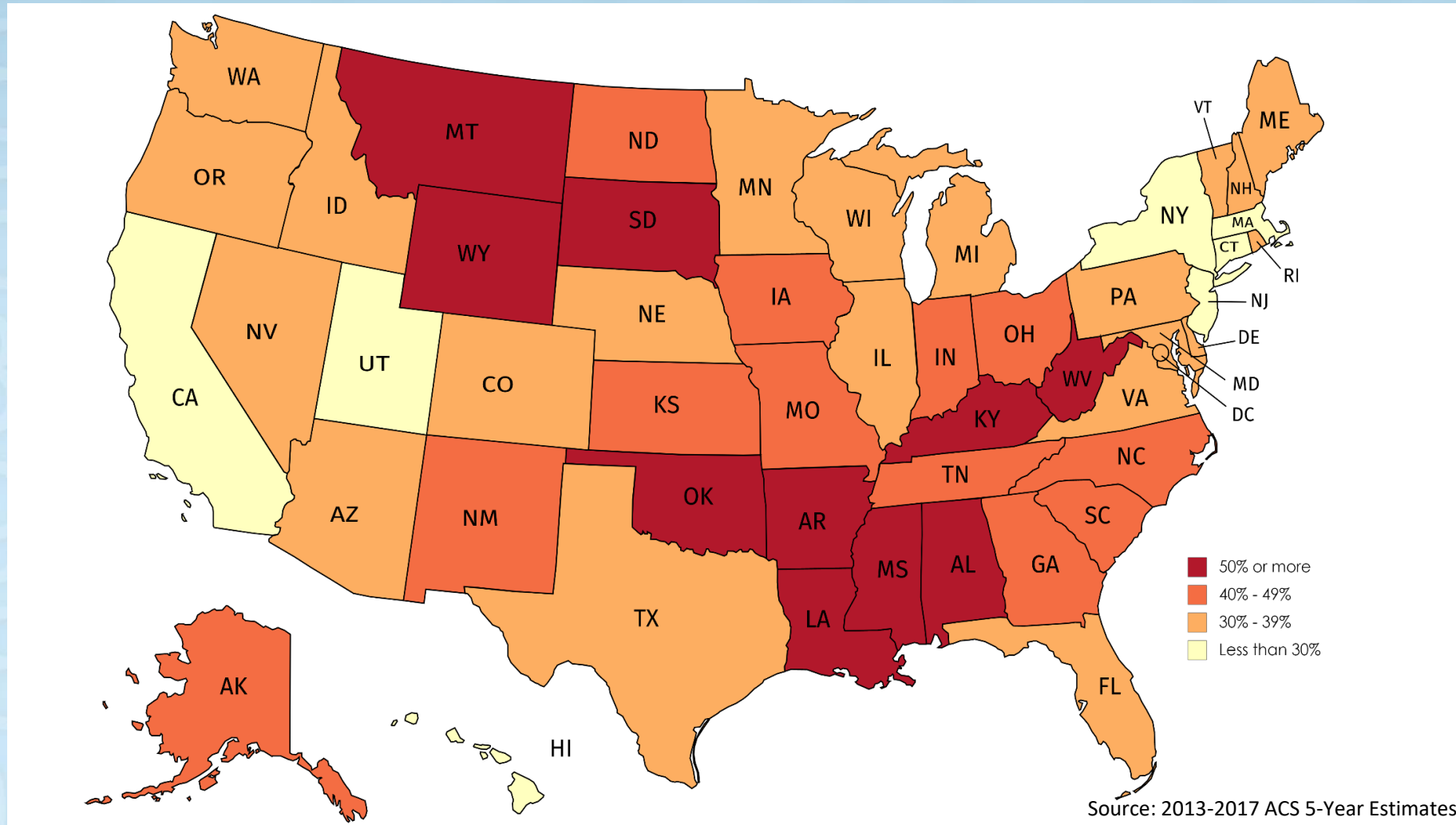
**Succession Planning and Accommodations  
for Elder Care**

**Organizational Game Changers!**

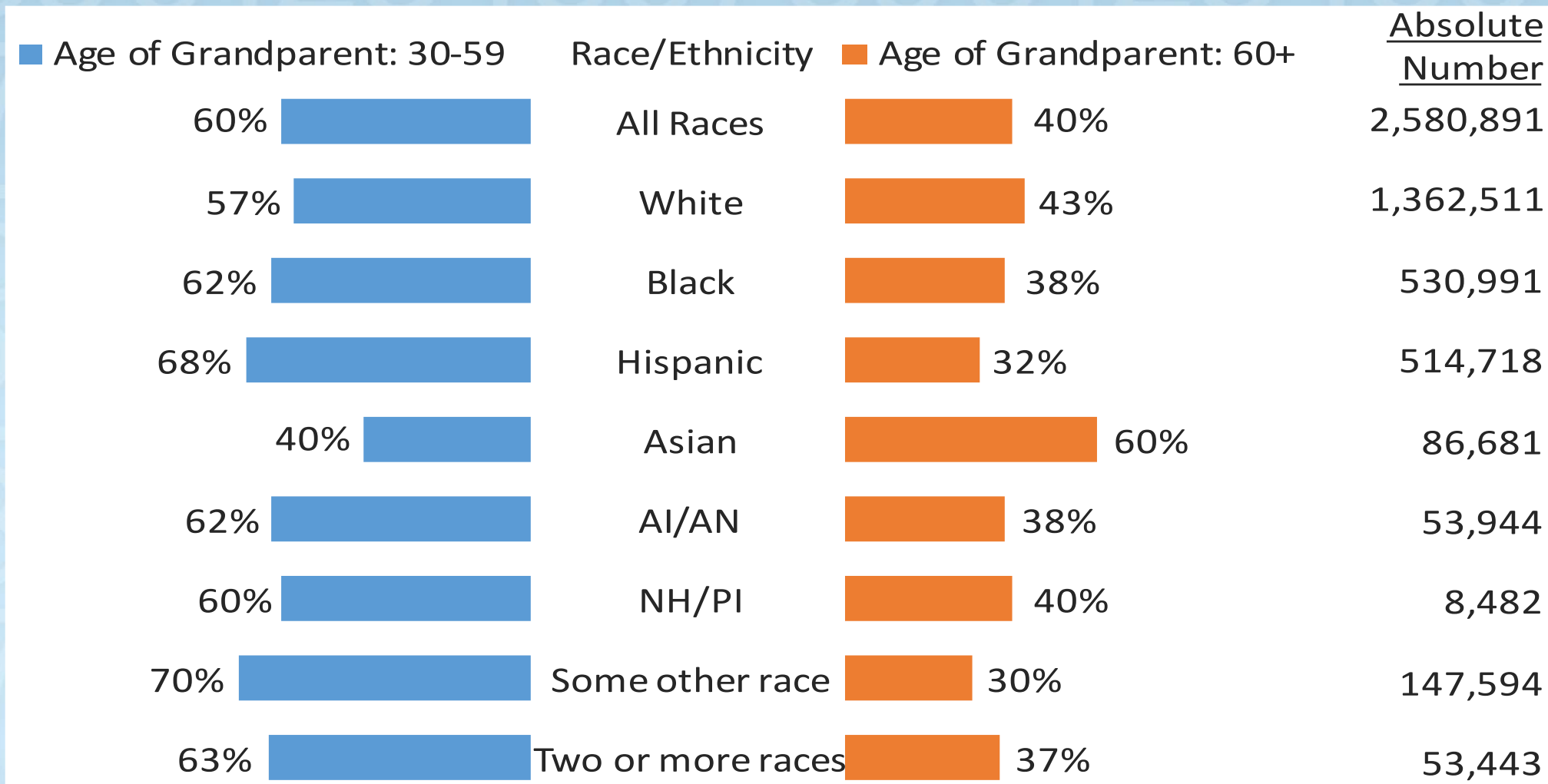
**Cooling Waters from Grandma's Well**

**And Grandpa's Too!**

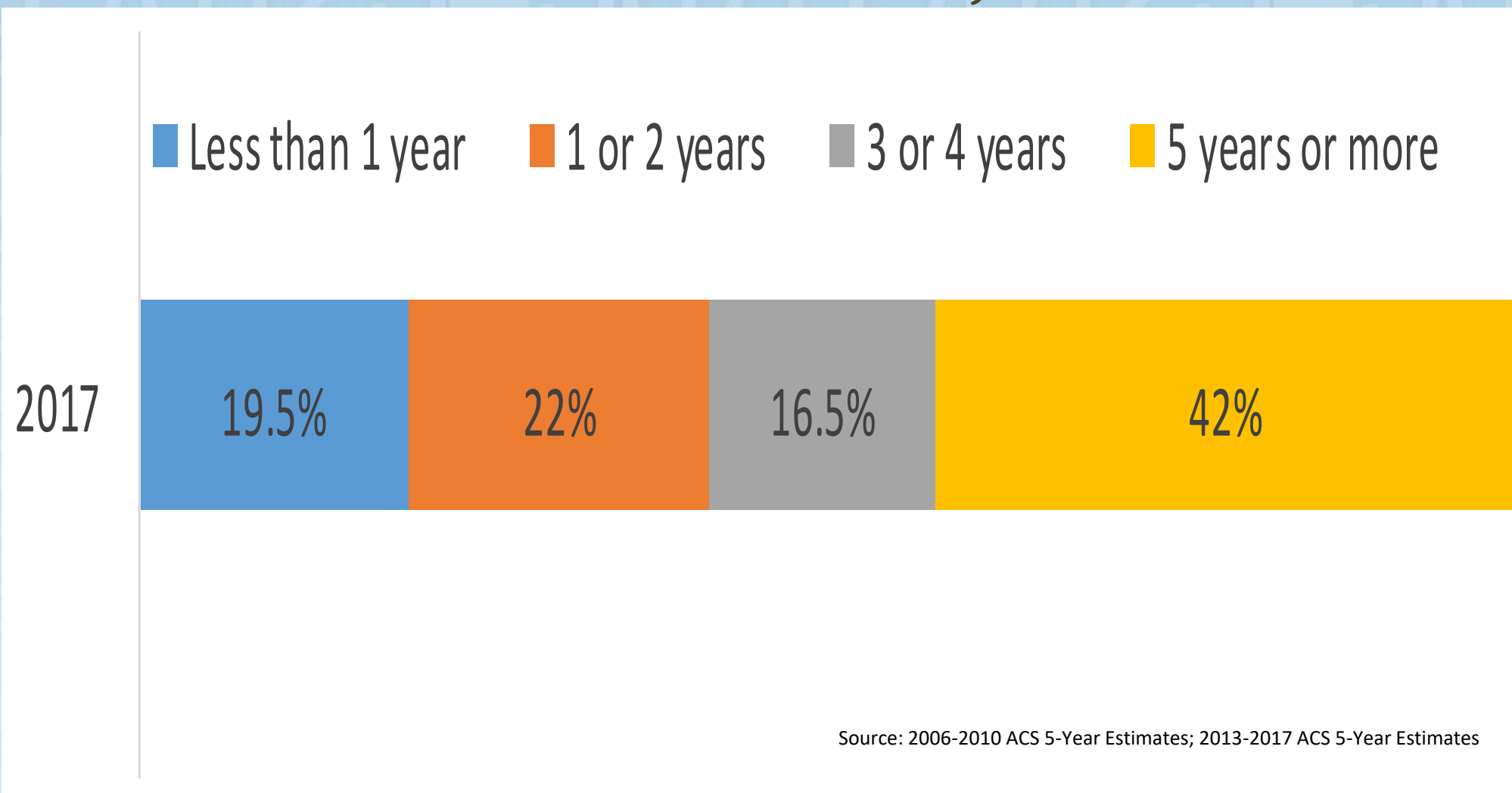
# Percent of Grandparents Responsible for Raising their Grandchildren, 2017



# Grandparents Raising Grandchildren, by Race and Age of Grandparent, 2017



# Length of Time Grandparents Responsible for Grandchildren, 2017

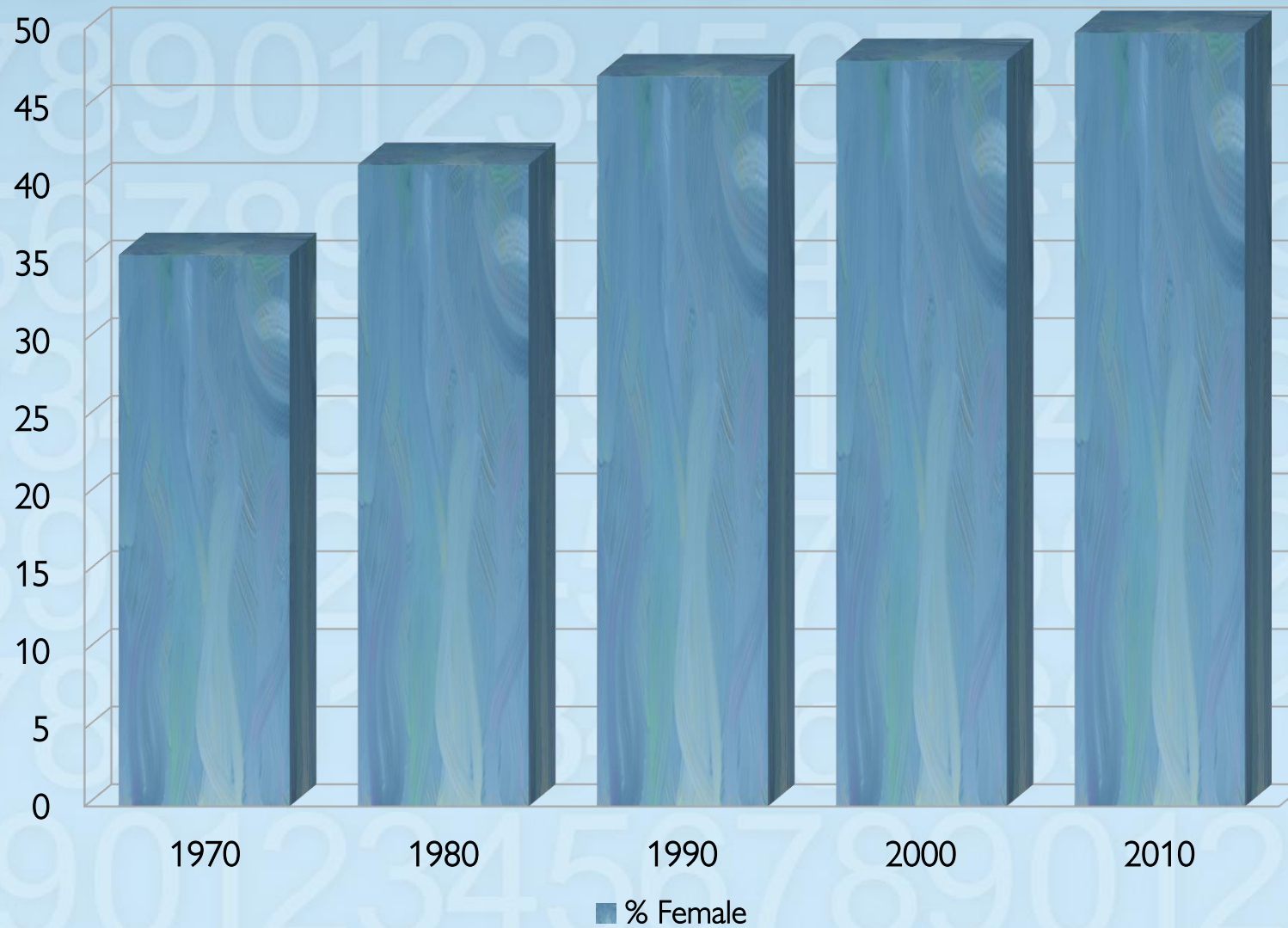


Source: 2006-2010 ACS 5-Year Estimates; 2013-2017 ACS 5-Year Estimates



**The End of Men?**

# Female Workforce Participation

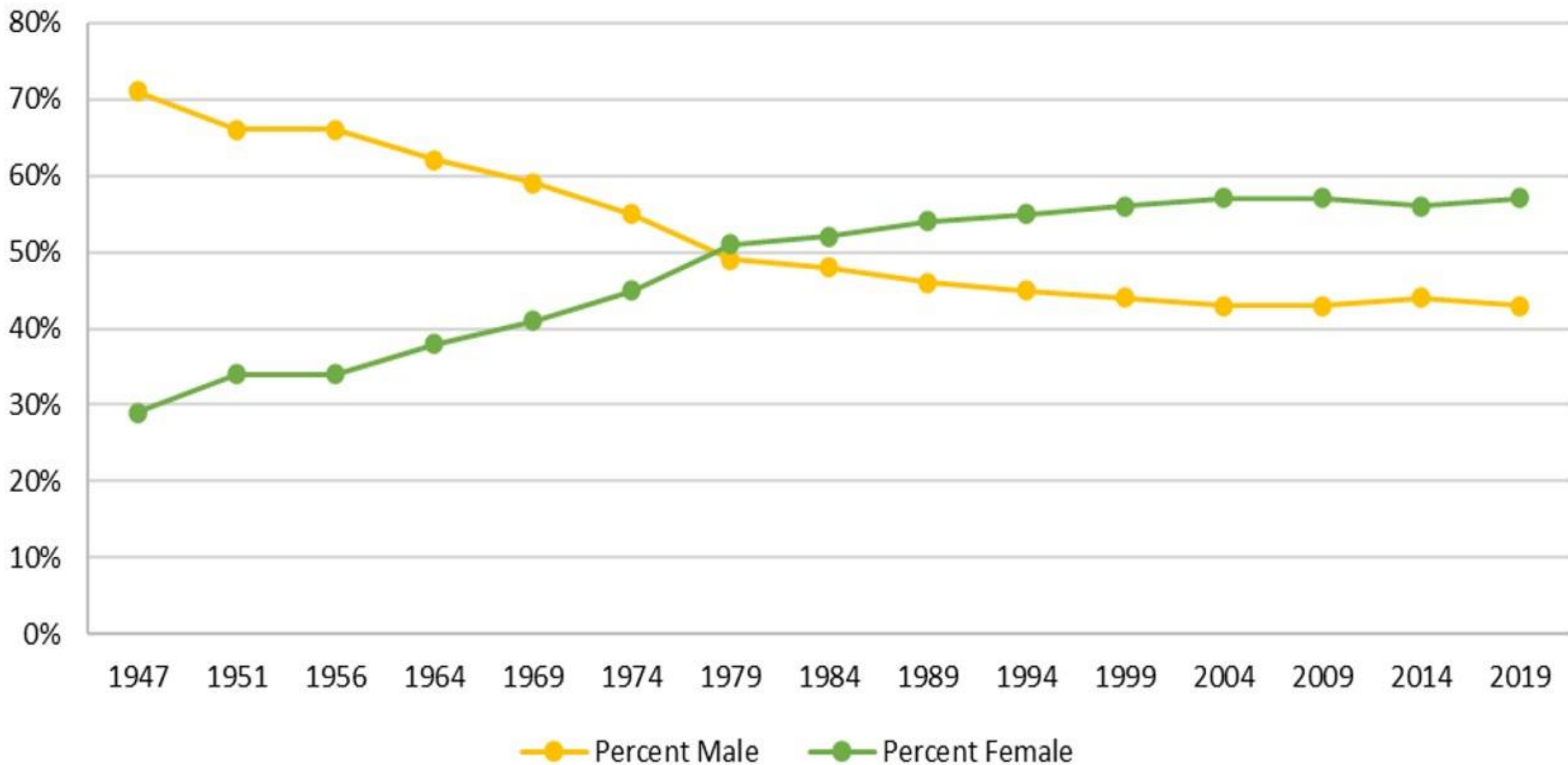




# The Plight of Men

- Today, three times as many men of working age do not work at all compared to 1969.
- Selective male withdrawal from labor market—rising non-employment due largely to skills mismatches, disabilities and incarceration.
- The percentage of prime-aged men receiving disability insurance doubled between 1970 (2.4 percent) and 2009 (4.8 percent).
- Since 1969, median wage of the American male has declined by almost \$13,000 after accounting for inflation.
- After peaking in 1977, male college completion rates have barely changed over the past 35 years.





# College Enrollment in the U.S. by Gender, Selected Years, 1947-2019



# Number of Students Enrolled in Post-Secondary Institutions by Region and Gender, 2018-2019

Region	Total Enrollment	Male Enrollment	Percent Male
All Regions	26,321,518	11,191,430	43
New England	1,369,170	566,697	41
Mid-East	3,685,029	1,586,569	43
Great Lakes	3,622,549	1,567,727	43
Plains	1,916,908	801,441	42
Southeast	6,007,419	2,495,832	42
Southwest	3,541,772	1,463,214	41
Rocky Mountains	1,293,206	551,285	43
Far West	4,869,888	2,146,888	44
North Carolina	709,602	290,021	41

# Example: UNC System Total Enrollment by Type of Institution and Gender, 2019

Type of Institution	Percent Male	Total Enrollment
UNC System	 <span data-bbox="1982 668 2127 715">42.5%</span>	228,936
PWIs	 <span data-bbox="1982 853 2127 901">44.5%</span>	143,508
MSIs	 <span data-bbox="1982 1039 2127 1086">35.3%</span>	39,663
HBCUs	 <span data-bbox="1982 1225 2127 1272">34.8%</span>	32,084

# Example: Degrees Awarded by Gender, UNC System, 2014-2019

Year	Male	Female	Difference
2018-19	24,167	34,245	10,078
2017-18	23,513	32,797	9,284
2016-17	22,940	32,362	9,422
2015-16	22,682	30,979	8,297
2014-15	22,025	30,204	8,179
5-Year Total	115,327	160,587	45,260

# Navigating “*Certain-Uncertainty*”

**A New Tool Kit**

# The Competitive Tool Kit

- **Analytical Reasoning Skills**
- **Entrepreneurial Mindset**
- **Contextual Intelligence**
- **Cultural Elasticity**
- **Knowledge Networks**
- **Effective Listening & Communications**
- **Agility and Flexibility**

# Analytical Reasoning

**The ability to leverage big data analytics and GIS mapping in strategy development, especially in all phases of crisis management. It is, however, imperative that there are no inherent racial, ethnic, or gender biases in the analytical tools used to drive strategy.**



# Entrepreneurial Mindset

**A demonstrated ability and willingness to deal with ambiguity, take incalculable risks, and manifest tenacity and decisiveness in responding sensitively, nimbly, and quickly to unanticipated crises and opportunities that arise.**

# Contextual Intelligence

- **An acute sensitivity to the social, political, technological, economic and demographic drivers of change that will likely define the future.**
- **Effective leaders master context; Ineffective leaders surrender to context.**

# Cultural Elasticity

**The ability to change behavioral norms to align with ever changing situational contexts and environmental milieus in an increasing diverse and VUCA world— also know as the ability to codeswitch.**

# Knowledge Networks

- **Diverse ties and connections that span the political and ideological spectrum are the key to effective leadership in an era of “certain-uncertainty.”**
- **Effective leaders welcome unwelcome ideas.**

# Effective Listening and Communications

**Weathering “certain-uncertainty” requires a growth mindset—moving behind expertise acquired through formal education and training to enthusiastically embracing new learning—with a keen willingness to engage in *courageous listening*—not to refute, but to understand and appreciate alternative viewpoints and perspectives.**

# Agility and Flexibility

**The ability to respond unhesitatingly to unanticipated crises by reinventing the way business is done (private sector) and services are delivered (public sector).**

# Key Takeaways

- **Change is the only constant**
- **Manage transition from the “graying” to the “browning” of America**
- **Embrace immigrants**
- **Address the “wayward sons” problem**
- **Champion the Iceberg Model of Diversity**

# Iceberg Model of Diversity

## Visible Diversity Traits

**Race/Skin Color**

**Gender**

**Visible Disability**

**Age Group**

**Ethnicity**

**Physical Attributes**

*If all I know  
about you  
is what I  
can see...*



## Invisible Diversity Traits

**Level in Organization** **Culture** **Marital Status** **Values** **Education** **MBTI**  
**Religion/Religious Experiences** **International Cultural Immersion**  
**Communication Style** **Conflict Style** **Beliefs** **Teaching Style** **Recreational Habits**  
**IQ** **Learning Styles** **Academic Discipline** **Literacy** **Sexual Orientation**  
**Personality Style** **Orientation to Time** **Family Relationships** **Orientation to Tasks**  
**Physical Abilities/Qualities** **EQ** **Military Experience** **Socioeconomic Status**  
**Geographic Background** **Work Background** **Smoker/Non-Smoker**  
**Parental Status** **Native Born/Non-Native Born** **Political Ideology** **Thinking Style**



# Questions ?



# Quick Poll