Leading and Managing in an Era of Disruptive Demographics & Certain-Uncertainty

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Overview

- A "New" Normal
- Six Disruptive Demographics that Will Change the U.S. & N.C. Forever
- An Alert: Buckle Up for Gale Force Demographic Wind Gusts
- The Leadership Tool Kit
- The BIG Question: Does Your Community Have Reputational Equity?
- Key Takeaways

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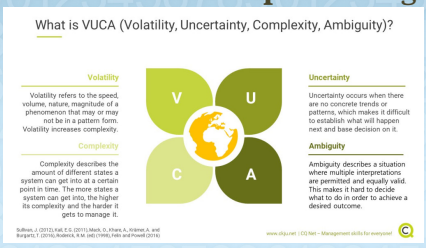
We live in a world that is VUCA!
Volatile Uncertain Complex Ambiguous



"I hope someday you'll join us. And the world will be as one"
"Imagine" John Lennon 1971

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Key Drivers

Growing inability to collaborate in a globally interconnected world.

Political gridlock & a demonstrated inability or unwillingness to compromise for the greater good of society.

Declining faith & trust in democratic institutions & structures.

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Key Drivers Cont'd

Increased use of technology & automation to do both good and evil.

Expanding income & wealth inequality creating a backlash against economic globalization.

Nationalism and populist movements erecting barriers to international migration and creating the potential for a race war in America.

Politicization of science & rejection of scientific evidence.

Increasing frequency & overlapping nature of crises.

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Recent Examples of Turbulence Summarized

Coronavirus Pandemic/The Politics of Masks	Black Lives Matter Protest Movement	Atlantic Hurricane Season & Threat of Adverse Weather Events	Wildfires on the West Coast
Conspiracy Theories and "Fake News"	Defund the Police	2020 Election & Refusal to Accept the Results	The Insurrection
Worsening Covid-19 Crisis	Energy crisis crippling power grids in TX and other states	Asian and Asian American Hate Crimes	Mass Shootings—42 in less than a month
George Floyd murder verdict	More police involved shootings of African Americans	Vaccine hesitancy	Colonial Pipeline Hack
	Failure to create Bipartisan Jan. 6 Commission	What next?	

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The New Reality

"It is nearly impossible to go through one day without hearing alarming information on the news about national security concerns, terrorism, or disaster…The population is on alert, feeling unsafe, overwhelmed, and helpless when facing ongoing unpredictability."

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The New Reality II

"Everything feels so precarious in America right now. Buildings are collapsing. Heat waves are breaking records in unlikely places, even as climate change proposals are written out of a potential infrastructure deal. White nationalist rhetoric on TV is finding an appreciative audience, voting rights are increasingly in jeopardy, and the delta variant keeps threatening to erase much of our hard-earned progress against COVID-19. It's easy to look at all that we're up against and feel hope fizzle out like a dud bottle rocket…*But only if you let it" (Berkowitz, July 4, 2021).*

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The New Reality III

And then there is you and I, as well as our businesses and communities! Trying to survive, thrive, and prosper amid the turbulence.

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"Certain-Uncertainty" is the New Normal in a VUCA World

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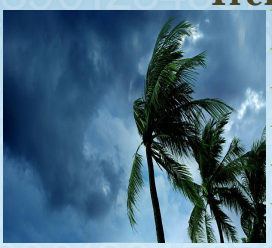
Six Disruptive Demographic Trends



- 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!

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People on the Move

The South Rises—Again!

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

Years	South's Share	U.S. Absolute Population Change
1910-1930	27%	30,974,129
1930-1950	33%	28,123,138
1950-1970	30%	51,886,128
1970-1990	50%	45,497,947
1990-2010	49%	60,035,665
2010-2017	55%	16,668,362

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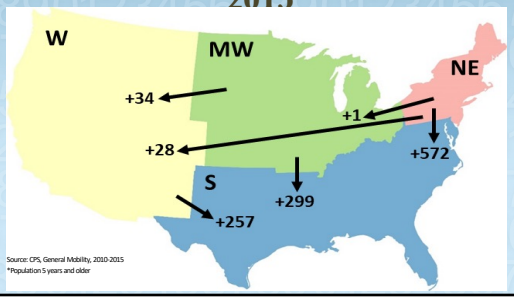
Net Regional Migration Flows, 2010-2015



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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

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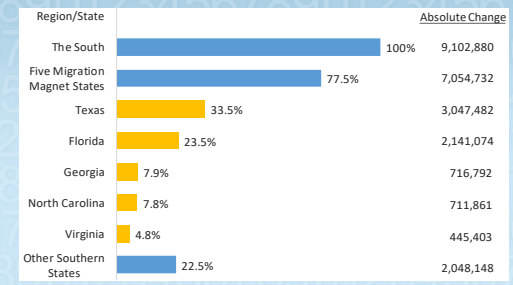
State Shares of South's Net Growth, 2010-2017



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Absolute & Percent Population Change, 2010-2020

Area	2020 Population	Absolute Population Change, 2010-2020	Percent Population Change, 2010-2020
United States	329,484,123	20,738,585	6.7
Northeast	55,849,8869	-467,371	-0.8
Midwest	68,316,44	1,389,743	2.1
South	126,662,754	12,107,010	10.6
West	78,654,756	6,709,203	9.3
North Carolina	10,600,823	1,014,840	10.6

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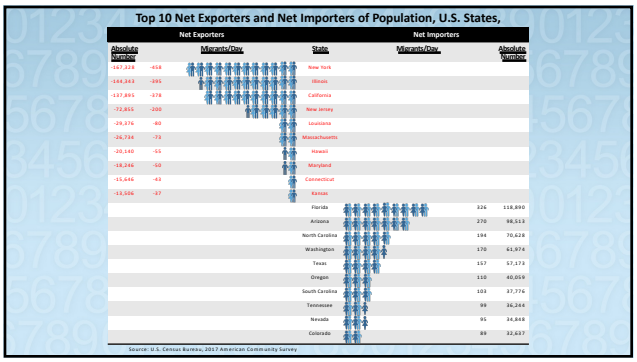
Top 10 Net Exporters and Net Importers of Population, U.S. States,
Net Exporters
Net Importers
Absolute Number
Migrants/Day
State
Migrants/Day
Absolute Number
-167,328 -458 New York
-144,343 -395 Illinois
-137,895 -378 California
-72,855 -200 New Jersey
-29,376 -80 Louisiana
-26,734 -73 Massachusetts
-20,140 -55 Hawaii
-18,246 -50 Maryland
-15,646 -43 Connecticut
-13,506 -37 Kansas
Florida 326 118,890
Arizona 270 98,513
North Carolina 194 70,628
Washington 170 61,974
Texas 157 57,173
Oregon 110 40,059
South Carolina 103 37,776
Tennessee 99 36,244
Nevada 95 34,848
Colorado 89 32,637
Source: U.S. Census Bureau, 2017 American Community Survey

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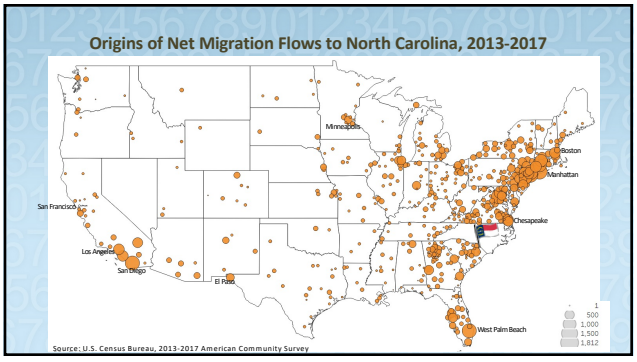
Origins of Net Migration Flows to North Carolina, 2013-2017
Minneapolis
Boston
Manhattan
San Francisco
Chesapeake
Los Angeles
San Diego
El Paso
West Palm Beach
1
500
1,000
1,500
1,812
Source: U.S. Census Bureau, 2013-2017 American Community Survey

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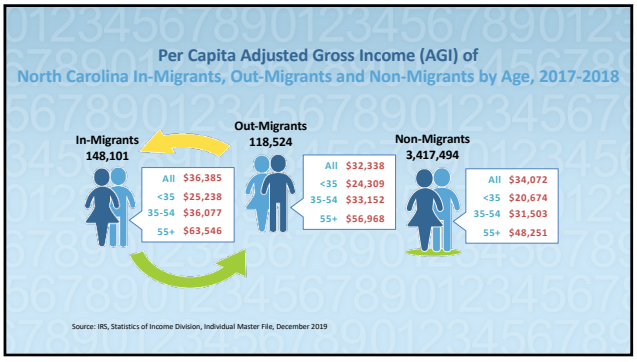
Per Capita Adjusted Gross Income (AGI) of
North Carolina In-Migrants, Out-Migrants and Non-Migrants by Age, 2017-2018
In-Migrants
148,101
All $36,385
<35 $25,238
35-54 $36,077
55+ $63,546
Out-Migrants
118,524
All $32,338
<35 $24,309
35-54 $33,152
55+ $56,968
Non-Migrants
3,417,494
All $34,072
<35 $20,674
35-54 $31,503
55+ $48,251
Source: IRS, Statistics of Income Division, Individual Master File, December 2019

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North Carolina's Growth Magnets, 2010-2019

County		Percent of Growth (Net Growth: 952,333)
Wake	210,709	42%
Mecklenburg	190,692	
Durham	51,487	
Guilford	48,720	
Johnston	40,461	75%
Union	38,332	
Cabarrus	38,332	
Brunswick	35,391	
New Hanover	31,790	
Forsyth	31,657	
Buncombe	22,861	
Iredell	22,342	95%
Harnett	21,285	
Onslow	20,137	
Gaston	18,431	
Alamance	18,354	
Cumberland	16,078	
Orange	14,783	
Moore	12,630	
Pitt	12,566	
Chatham	10,985	
Pender	10,864	
Henderson	10,698	

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Two 'colorful' Demographic Processes are Drivers of Change

Browning and Graying of America

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The "Browning" of America

Immigration-Driven Population Change

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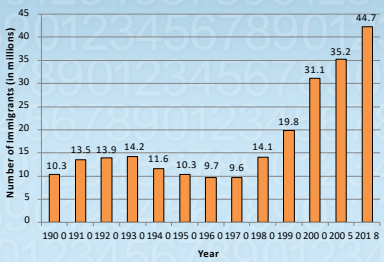
U.S. Immigrant Population, 1900-2018



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

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

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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%

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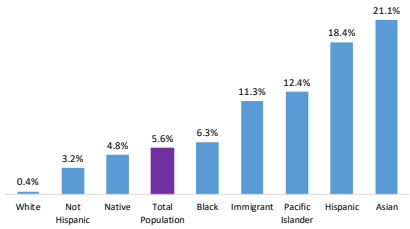
U.S. Population Growth by Nativity, Race, and Ethnicity, 2010-2017



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

Area	Non-White Share	Absolute Population Change	Hispanic Share	Area
U.S.	90.9	16,668,362	49.6	U.S.
South	82.8	9,102,880	41.7	South
TX	85.4	3,047,482	53.5	TX
FL	81.4	2,141,074	52.0	FL
GA	90.9	716,792	20.4	GA
NC	66.5	711,861	22.8	NC
VA	92.3	445,403	34.5	VA

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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

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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).

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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.

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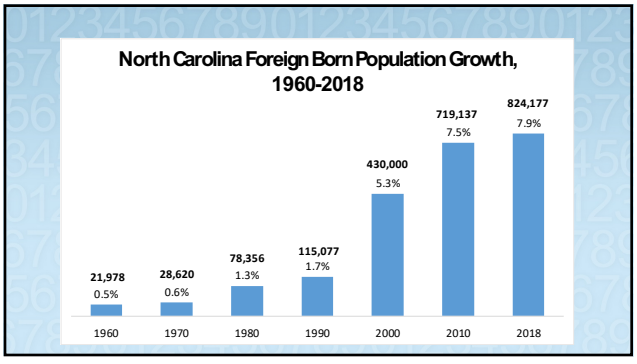

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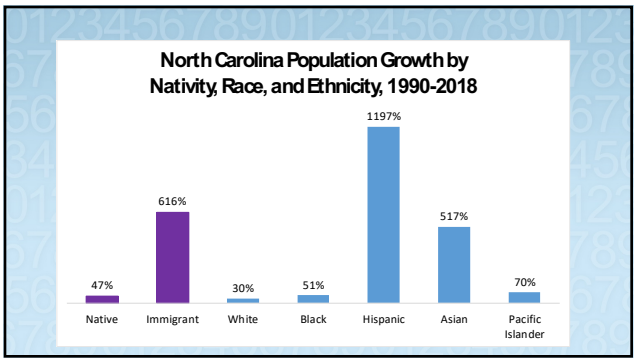
North Carolina Population Growth by Nativity, Race, and Ethnicity, 1990-2018
47%
616%
30%
51%
1197%
517%
70%
Native
Immigrant
White
Black
Hispanic
Asian
Pacific Islander

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Marrying Out
is "In"
September 2020
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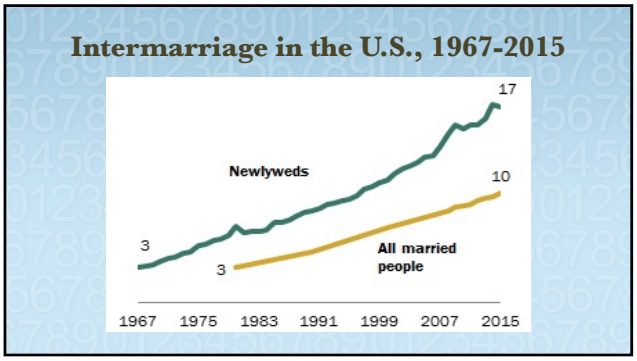
Intermarriage in the U.S., 1967-2015
17
10
3
3
Newlyweds
All married people
1967
1975
1983
1991
1999
2007
2015

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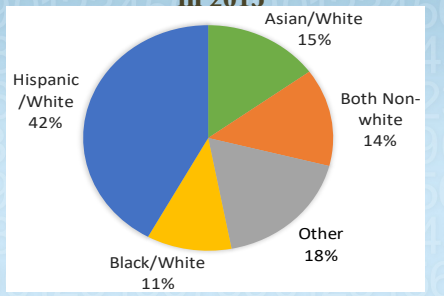
Intermarriage Types – Newly Married Couples in 2015



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The "Graying" of America

The Silver Tsunami is about to Hit

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Key Drivers

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

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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

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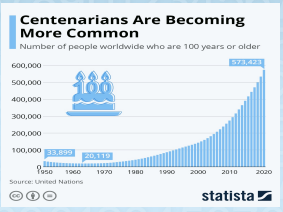
Centenarians in the U.S. & Worldwide

Year	Number
1950	2,300
2010	79,000
2016	82,000
2060	589,000



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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

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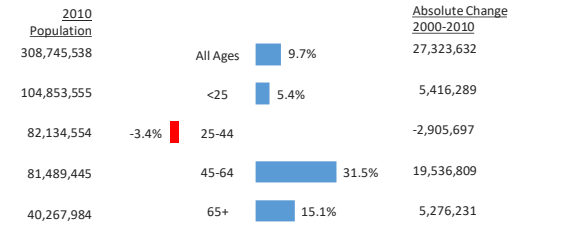
U.S. Population Change by Age, 2000-2010



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The Multigenerational Workforce

Source:https://www.carolinacountry.com/images/coops/brunswick/2020/02-February/multi-generational.jpgFooter (Arial, 12 point font, blue text)

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Multigenerational Diversity

Generation	Birth Years	Current Ages	Percent of U.S. Workforce in 2017
Silent Generation (Pre-Boomers)	1922-1945	74-99	2% (3m)
Baby Boomers (Boomers)	1946-1964	57-75	25% (41m)
Generation X (Baby Busters)	1965-1980	41-56	33% (53m)
Generation Y (Millennials)	1981-1995	26-40	35% (56m)
Generation Z (Gen Next)	1996-2017	4-25	5% (9m)

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Succession Planning and Accommodations for Elder Care

Organizational Game Changers!

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Cooling Water from Grandma's Well…and Grandpa's …Too!

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Cooling Waters from Grandma's Well Cont'd

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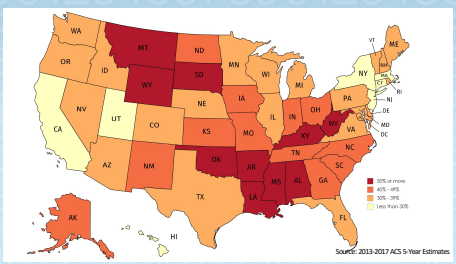
Percent of Grandparents Responsible for Raising their Grandchildren, 2017



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

Age of Grandparent: 30-59	Race/Ethnicity	Age of Grandparent: 60+	Absolute Number
60%	All Races	40%	2,580,891
57%	White	43%	1,362,511
62%	Black	38%	530,991
68%	Hispanic	32%	514,718
40%	Asian	60%	86,681
62%	AI/AN	38%	53,944
60%	NH/PI	40%	8,482
70%	Some other race	30%	147,594
63%	Two or more races	37%	53,443

Source: 2012-2017 ACS 5-Year Estimates

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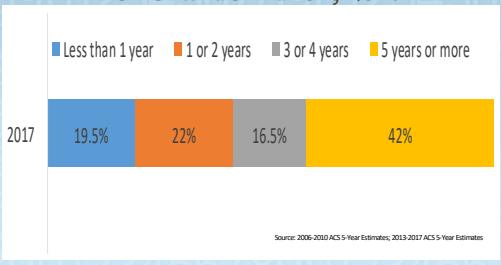
Length of Time Grandparents Responsible for Grandchildren, 2017



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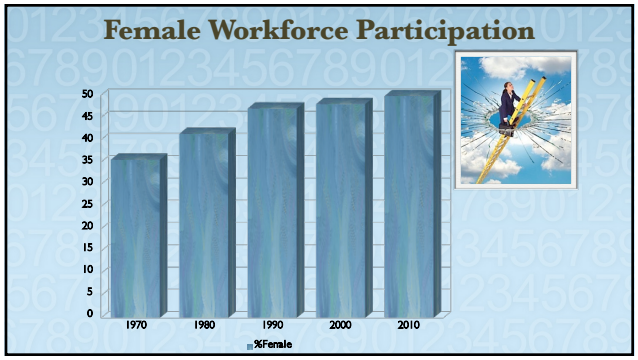

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The Plight of Men

- 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.

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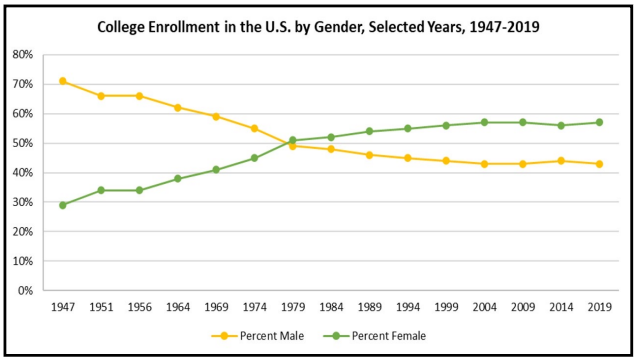

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Number of Students Enrolled in Post-Secondary Institutions by Region and Gender, 2018-2019

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

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

Type of Institution	Percent Male	Total Enrollment
UNC System	42.5%	228,936
PWIs	44.5%	143,508
MSIs	35.3%	39,663
HBCUs	34.8%	32,084

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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

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Demographic Weather Alert!

Current worker shortages as the nation and NC attempt to rebound from the pandemic-induced economic recession merely represents the eye of the impending demographic storm.

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U.S. Gale Force Demographic Wind Gusts

- Slowing Total, White, and Foreign-born population growth
- Below Replacement Level fertility
- Deaths of Despair & Declining life expectancy
- Involuntary Retirements of 55 and older population
- Declining female labor force participation.

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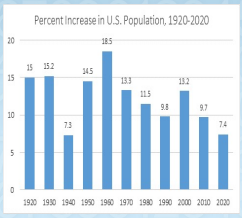
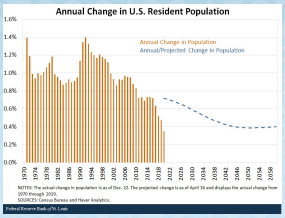
Slowing U.S. Population Growth





Source: (Bahrampour, Stevens, Blanco, and Mellnik (2021).

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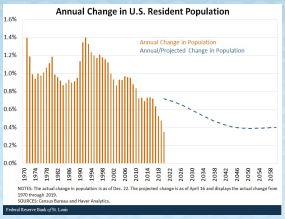
Slowing U.S. Population Growth

Census Period	Absolute Change	Percent Change
1990-2000	32,712,033	13.2
2000-2010	27,323,632	9.7
2010-2020	20,738,585	6.7



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Absolute & Percent Change in U.S. Non-Hispanic White Population, 1990-2020

Slowing White Growth

Decade	Absolute Change	Percent Change
1990-2000	6,424,478	3.4
2000-2010	2,264,778	1.2
2010-2020	1,202,405	0.6

63

Non-Hispanic White Shares of Net Population Growth, 1990-2020

Declining Shares of Net Growth

Decade	Share of Net Growth
1990-2000	19.6
2000-2010	8.2
2010-2020	5.8

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Absolute & Percent Change in Foreign Born Population, 1990-2019

Slowing Foreign Born Population Growth

Years	Absolute Change	Percent Change
1990-2000	11,340,573	57.4
2000-2010	7,567,123	24.3
2010-2019	5,336,858	13.7
2016-2019 (Trump Years)	1,817,516	4.3

65

South & NC Shares of Net Growth

Census Period	South's Share of U.S. Net Growth	NC's Share of South Net Growth
1990-2000	45	9.6
2000-2010	52	10.4
2010-2020	58	8.4

66

North Carolina Population Change, 1990-2020

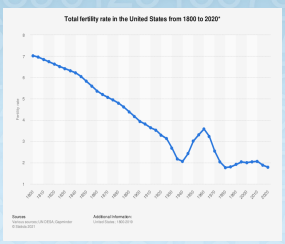
Slowing NC Population Growth

Census Period	Absolute Change	Percent Change
1990-2000	1,420,676	21.4
2000-2010	1,486,170	18.5
2010-2020	1,014,840	10.6
1990-2020	3,943,836	59.2

67

Total Fertility Rate in the United States in 2019, by Ethnicity of Mother

Race/Ethnicity	Total Fertility Rate
All	1.7
Native Hawaiian/Other Pacific Islander	2.2
Hispanic	1.9
Black (non-Hispanic)	1.8
American Indian/Alaska Native	1.6
White (non-Hispanic)	1.6
Asian	1.5



68

Impact of Shifts in Fertility Behavior of Women

- Deaths exceed births among whites nationally for the first time in U.S. history in 2016.
- Deaths outnumbered births among whites in more than half of the nation's fifty states in 2018.
- Women of color's below replacement level fertility contributes to slowing of total population growth.

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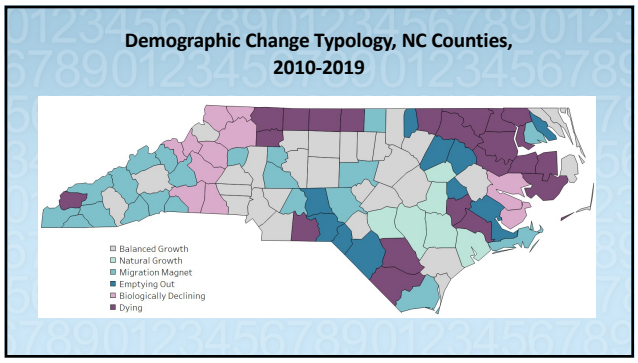
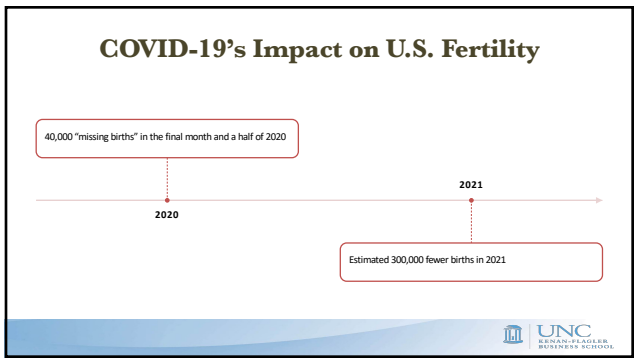

Demographic Change Typology, NC Counties, 2010-2019
Balanced Growth
Natural Growth
Migration Magnet
Emptying Out
Biologically Declining
Dying

70


COVID-19's Impact on U.S. Fertility
40,000 "missing births" in the final month and a half of 2020
2020
2021
Estimated 300,000 fewer births in 2021
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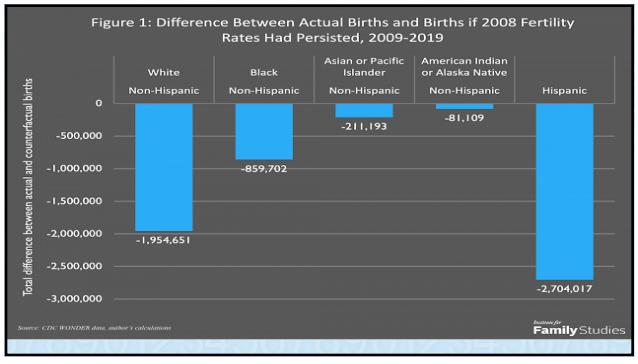
Figure 1: Difference Between Actual Births and Births if 2008 Fertility Rates Had Persisted, 2009-2019
Total difference between actual and counterfactual births
White Non-Hispanic
Black Non-Hispanic
Asian or Pacific Islander Non-Hispanic
American Indian or Alaska Native Non-Hispanic
Hispanic
0
-500,000
-1,000,000
-1,500,000
-2,000,000
-2,500,000
-3,000,000
-1,954,651
-859,702
-211,193
-81,109
-2,704,017
Source: CDC WONDER data, author's calculations
Institute for Family Studies

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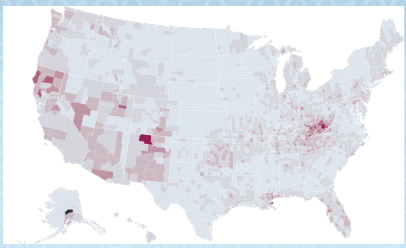
Deaths of Despair & Declining Life Expectancy

- *Suicide, alcohol, drug, and coronavirus-related deaths creating a demographic depression*

73

The Drug Overdose Crisis in 1999



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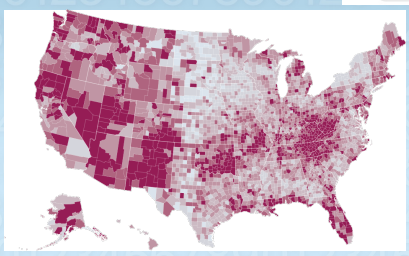
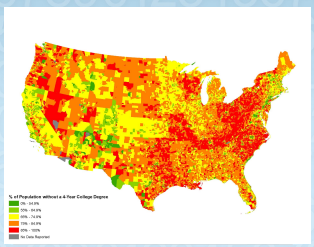
The Drug Overdose Crisis in 2014



75

Population Experiencing a Demographic Depression



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).

76

Less Than College Education 25-44 Year Old Population in North Carolina, 2018

Race/Ethnicity	Percent Male		Total Population
All Races		58%	921,949
White		60%	636,818
Black		55%	209,744
American Indian/Alaskan Native		77%	39,584
Asian		24%	20,877
Native Hawaiian/Pacific Islander		0%	7,484
Two or more Races		59%	7,443

Source: Current Population Survey, Annual Social and Economic Supplement, 2018

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North Carolina Opioid Statistics, 2018

Pills Dispensed	Overdose Deaths	Hospital Emergency Department Visits	Naloxone Reversals
445,002,000 Average: 43/person	1,718 Average: 5/day	6,764 Average: 18/day	3,723 Average: 10/day

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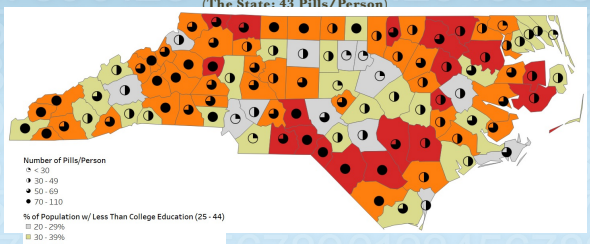
Opioid Pills Dispensed Per Capita by County, 2018

(The State: 43 Pills/Person)



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Complicating Matters

Coronavirus Pandemic

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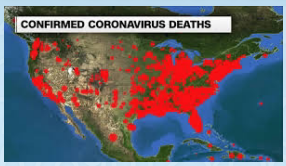
Reduced Life Expectancy Due to Covid-19 Pandemic



Group	Years Shortened	Life Expectancy at Birth
All Races	1.13 years	77.48
Blacks	2.10 years	72.78
Latinos	3.05 years	78.77
Whites	0.68 years	77.84

Andrasfay and Goldman (2021)

81

Drug Overdose Deaths Soar During the Pandemic

CDC data indicate there were 90,000 drug overdose deaths in 2020, representing a 21,000 or 30% increase over the 2019 death toll.

Commenting on these recently released statistics, a Stanford University expert on addiction and drug policy is quoted as saying,

- *It's terrifying. It's the biggest increase in overdose deaths in the history of the United States, it's the worst overdose crisis in the history of the United States, and we're not making progress. It's really overwhelming.*

For far too many individuals struggling with drug addiction, the pandemic-induced forced isolation combined with the shutdown of in-person drug treatment and counseling services proved to be deadly.

According to the CDC the 2020 causalities brings the total to more than 900,000 overdose deaths since the U.S. drug epidemic began in the late 1990s.

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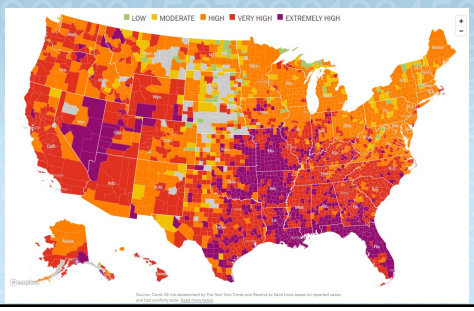
Covid-19 risk for unvaccinated people



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North Carolina Vaccinations as of July 31, 2021

Age	At Least One Dose	Fully Vaccinated
All Ages	51%	44%
18 and Up	62%	53%
65 and UP	84%	77%

Source: New York Times

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Involuntary Retirements & Declining Female Labor Force Participation

COVID-19 reportedly has forced 1.7 million workers 55 and older into involuntary retirement and more than 2 million women out of the workplace. Faced with a dwindling supply of accessible and affordable childcare, working others have been forced, as schools transitioned to online learning, to stay home and take care of their children.

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The Leadership Tool Kit

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

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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.

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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.

88

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.

89

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.

90

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.

91

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.

92

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).

93

The Big Question

Does Your Organization/Firm Have Reputational Equity?

94

What is Reputational Equity?

Demonstrated commitment to dismantling all forms of "Isms" and "Phobias" that manifest at multiple levels in society—intrapersonal/interpersonal, institutional, structural, and systemic—by embracing the social determinants of health and the triple bottom line principles of sustainability to ensure organizational & community viability, cohesiveness, prosperity, and resiliency.

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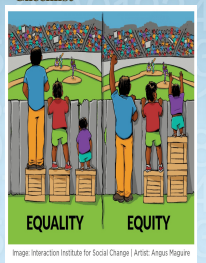
The Reputational Equity Checklist



- Leader Behaviors/Demonstrated Commitment
- Workplace Culture & Climate
- Talent Recruitment, Development, & Retention
- Community Engagement & Support

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Leader Behavior/Demonstrated Commitment

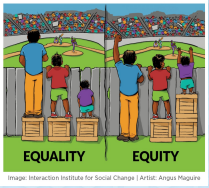

Image: Interaction Institute for Social Change | Artist: Angus Maguire

- Stand against systemic racism & other "isms"—workplace & society more generally
- Diversity Audit
- Incorporate D&I into long term business strategy
- Living wage for all employees
- Executive compensation tied to meeting diversity targets
- Supplier diversity in procurement & contracting
- Engages in courageous listening
- Transparency in Reporting (Equity Scorecard)
- Maintains commitment to equity in times crisis

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Workplace Culture & Climate

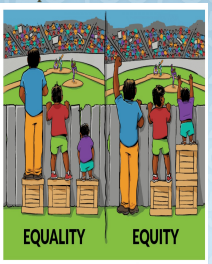

Image: Interaction Institute for Social Change | Artist: Angus Maguire

- Candid dialogue & courageous conversations—ethos of openness & candor
- Zero tolerance for discrimination
- Acknowledge & work to combat racial & gender stereotypes—angry, aggressive & dangerous
- Foster inclusive spaces for people of color & other diverse groups—ERGs
- Protect worker health & safety
- Educate workers about microaggressions

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Talent Recruitment, Development & Retention

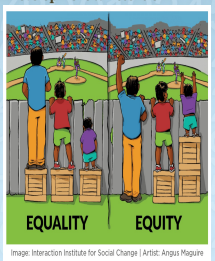

Image: Interaction Institute for Social Change | Artist: Angus Maguire

- Strives to expand the talent base by avoiding the "just like me syndrome"
- Bias & discrimination free resume screening techniques
- Second chance employment programs
- Alliances with HBCUs & other MSIs to diversify talent pipeline (scholarships & internships)
- Mentorship & sponsorship programs to advance diverse employees

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Community Engagement & Support

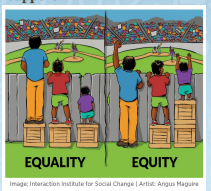

Image: Interaction Institute for Social Change | Artist: Angus Maguire

- #MeTooMovement
- Affirm Black Lives Matter
- Stand Against Asian & Asian American Hate
- LGBTQ
- DACA & Open Door Immigration Policy
- Stand up against police brutality
- Discretionary marketing spend aligned with social causes championed
- Charitable giving, volunteering, & employee gift matching to support causes

100

Enhancing Business Competitiveness Moving Forward

- Reform immigration laws in ways that reflect the critical role that immigrants must play in our economy moving forward.
- Seed the nation's childcare deserts with accessible, high quality, and affordable day care and equip facility owners and operators with strong business acumen.
- Direct resources to address social determinants of health that serve as root causes of deaths of despair and racially disparate impacts of the COVID-19 pandemic.
- Create encore entrepreneurship and encore career training programs that provide pathways of re-entry into the post-pandemic economy for the 55+ population of involuntary retirees.
- Implement family-friendly business policies that support women having children and allow them the flexibility to provide and care for their offspring.

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THE END

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