

Digital Natives' impact on our working life

Scrum Day 2011

Darmstadt, 28.09.2011

*With technology moving so fast it is hard
for digital immigrants to keep up*

Agenda

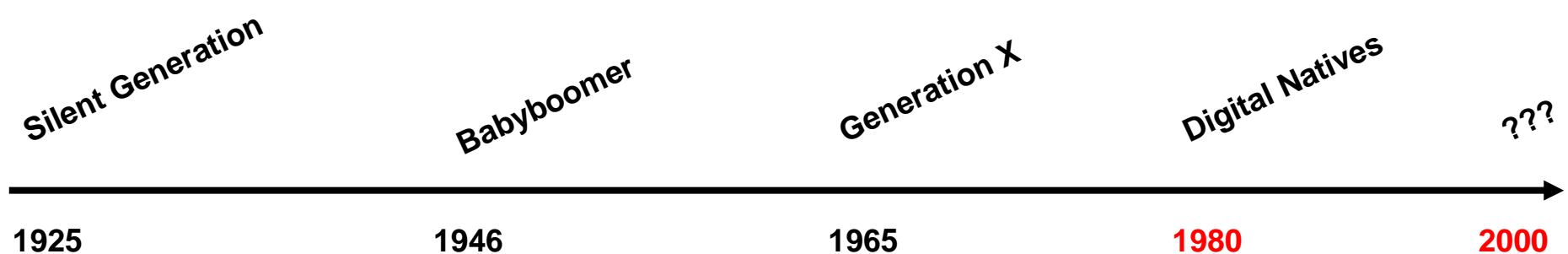
1. Who or what are “Digital Natives”?
2. Self-test: Are you a Digital Native?
3. Special characteristics of true Digital Natives
4. Special demands on working lives
5. How Scrum can help

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Who or what are “Digital Natives”?

- Mark Prinsky invented the phrase in 2001
- Synonyms are “Millenials”, “Generation Internet”, “Generation C64” and “Generation Y”
- People born directly into the digital age after 1980
- Not everybody born in that timeframe is a “Digital Native” in terms of technological adeptness
- “Digital Immigrants” were not born into the digital age but learned the skills later on



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Who or what are “Digital Natives”?

- Digital Natives represent the second largest group of people in paid work today, worldwide.
- In 2020 they will account for half of all employees
- They grow up in a globalized, highly competitive world
- Well educated (university degrees up from 9.1% in 1975 up to 18.6% in 2004; A-levels up from 17.4% in 1975 to 28.4% in 2004)

Jahr ¹⁾	Kindergärten ²⁾		Allgemein bildende Schulen				Berufliche Schulen		Hochschulen	
	Anzahl	Quote ³⁾ in %	Insgesamt		darunter Sekundarbereich II		Anzahl	Quote ⁴⁾ in %	Anzahl	Quote ⁵⁾ in %
Früheres Bundesgebiet										
1975	1.609.000	59,4	10.128.258	79,6	476.140	17,4	2.180.465	27,9	836.002	9,1
1976	1.502.000	60,7	10.137.209	80,2	466.107	16,5	2.147.583	27,0	872.125	9,3
1977	1.491.000	65,1	10.011.484	80,0	476.860	16,3	2.209.809	27,1	905.897	9,5
1978	1.423.000	66,2	9.776.457	79,5	506.829	16,9	2.349.801	28,0	938.752	9,7
1979	1.424.000	67,9	9.489.497	79,0	582.283	18,8	2.492.450	28,8	97.2.068	9,9
1980	1.426.000	68,8	9.186.427	78,5	641.689	20,1	2.576.244	28,7	1.036.303	10,3
1981	1.473.000	71,7	8.865.531	78,4	679.223	21,0	2.598.246	28,3	1.121.434	10,9
1982	.	.	8.472.132	78,3	694.288	21,6	2.601.247	28,0	1.198.330	11,4
1983	.	.	8.042.612	78,3	694.971	22,2	2.616.767	28,0	1.267.263	11,8
1984	1.424.000	68,6	7.590.386	78,0	682.363	22,4	2.657.778	28,4	1.311.699	12,0
1985	1.555.000	73,4	7.212.581	77,9	663.289	22,8	2.668.513	28,7	1.336.674	12,0
1986	1.546.000	72,7	6.954.724	78,2	634.289	23,4	2.600.822	28,5	1.366.057	12,0
1987	1.532.000	73,2	6.777.778	79,5	606.408	24,0	2.508.515	28,3	1.409.042	12,4
1988	1.597.000	76,0	6.707.376	80,6	578.814	25,0	2.401.090	28,0	1.464.994	12,8
1989	1.628.000	74,4	6.734.495	81,2	550.602	25,6	2.256.951	27,2	1.504.563	12,9
Deutschland										
1992	2.396.000	74,3	9.344.364	83,5	634.255	25,7	2.473.329	27,1	1.834.341	13,3
1993	2.401.000	73,4	9.557.729	84,0	662.826	26,5	2.453.398	28,0	1.867.264	14,0
1994	2.212.000	69,1	9.759.711	84,1	692.176	27,1	2.434.593	28,9	1.872.490	14,6
1995	2.314.000	74,6	9.931.111	84,3	705.733	27,1	2.445.925	29,7	1.857.906	15,1
1996	2.333.000	78,2	10.070.211	84,3	721.117	26,8	2.490.246	30,6	1.838.099	15,5
1997	2.290.000	80,1	10.146.472	84,8	741.710	27,0	2.549.897	31,5	1.824.107	16,0
1998	2.264.000	81,5	10.107.641	84,7	761.163	27,2	2.600.918	31,8	1.801.233	16,4
1999	2.230.000	80,7	10.048.395	84,8	765.822	27,5	2.656.450	32,2	1.773.956	16,6
2000	2.334.000	84,0	9.960.447	85,0	752.902	27,3	2.681.837	32,1	1.799.338	17,1
2001	2.387.000	85,3	9.870.445	85,0	759.427	27,7	2.694.175	31,9	1.868.666	17,9
2002	2.383.000	85,3	9.780.277	84,8	766.982	27,6	2.699.669	31,6	1.939.233	18,5
2003	2.269.000	82,3	9.727.034	84,9	789.700	27,9	2.725.523	31,5	2.019.831	19,2
2004	.	.	9.624.854	84,8	825.209	28,4	2.762.608	31,7	1.963.598	18,6

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Self-test: Are you a digital native?

- | | true | false |
|---|--------------------------|--------------------------|
| ▪ Did you acquire at least five of your friends over the internet? | <input type="checkbox"/> | <input type="checkbox"/> |
| ▪ Is checking your email the first thing you are doing in the morning? | <input type="checkbox"/> | <input type="checkbox"/> |
| ▪ Do you buy and download music routinely? | <input type="checkbox"/> | <input type="checkbox"/> |
| ▪ Do you read at least five different blogs regularly? | <input type="checkbox"/> | <input type="checkbox"/> |
| ▪ Are you regularly chatting with your friends via instant messaging? | <input type="checkbox"/> | <input type="checkbox"/> |
| ▪ Do you use your mobile phone more often for sending SMS than for talking? | <input type="checkbox"/> | <input type="checkbox"/> |

“Digital Native Level Check” of the Japanese television

Self-test: Are you a digital native? - Dominik Maximini

- | | true | false |
|---|-------------------------------------|-------------------------------------|
| ▪ Did you acquire at least five of your friends over the internet? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| ▪ Is checking your email the first thing you are doing in the morning? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| ▪ Do you buy and download music routinely? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| ▪ Do you read at least five different blogs regularly? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
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Special characteristics of true Digital Natives

- Seamless use of all digital media (mobile phones, internet, computers, all kinds of software, etc.)
- They still know what it was like without this media
- Constantly refining their CV
 - Lifelong learning
 - Many internships
 - Choosy regarding jobs
 - Establishing and using their networks
 - Work is central area of life and not separated from it
 - CVs are for eternity
- They do not make a distinction between “online” and “offline” – it’s just their life in the modern world
- The digital world does not know any border. So don’t Digital Natives.

Special characteristics of true Digital Natives

- Through work, they want to meet new friends, learn new skills and serve a higher purpose
- The purpose of their work decides how satisfied they are with it
- They have a “now and swift” attitude (“internet time”)
- High level of creativity (youtube, blogs, websites, digital imaging, ...)
- They want to actively participate instead of just consume
- Digital Natives ignore traditional hierarchies and accept their toppling down. What counts are contribution and skill, not position. This is valid for both politics and companies.
- Trend towards multi-tasking
- Capable of working in a cooperative manner
- When a Digital Native becomes 20, he/she will have actively spend more than 10.000 hours on the internet. This amount of time equates to what a musician needs to spend on his piano to become a professional pianist.

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Special demands on working lives - Millennial hit list

- My boss
 - ...helps me find my professional path
 - ...gives me honest feedback
 - ...is mentor and coach for me
 - ...recommends me for official personnel development programs
 - ...approves flexible time management
- My company
 - ...teaches me skills for the future
 - ...has strong values
 - ... offers flexible compensation models
 - ...allows me to integrate work and private life
 - ...offers clear development potentialities
- Training encourages me through
 - ...knowledge in my professional area
 - ...self-management and productivity-skills
 - ...leadership skills
 - ...branch- and function-focused knowledge
 - ...creative and innovative ideas

Special demands on working lives

- Need for purposeful work – overall goals make the difference
- They hunger for feedback - Encourage and challenge them
- Now and swift mentality – short feedback cycles needed
- Ignorance of hierarchies – flat hierarchies and tolerance help
- Strong networks – fear and cherish them
- Need for contribution – let them participate and listen
- Work with your friends – create a casual working environment
- Borderless working – valid for them and the companies
- New ways of working (e.g. home office) – comfort them

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Digital Natives...

- Need purposeful work

So the companies...

- Must provide higher goals

Scrum helps by...

- Demanding a Release goal
- Demanding a Sprint goal
- Providing values
 - Transparency
 - Courage
 - Trust
 - Focus

Digital Natives...

- Hunger for feedback

Scrum helps by...

- Resting on the pillars of “inspect & adapt”
- Providing chances for inspection every day
- Providing fixed timeboxes for continuous feedback

So the companies...

- Must provide feedback in short iterations on all aspects of the working relationship



Digital Natives...

- Have a “now and swift” mentality

Scrum helps by...

- Having short iterations (no longer than 4 weeks)

So the companies...

- Need to accelerate
- Change their processes to have shorter feedback cycles

But...

- Scrum won't be enough here

Digital Natives...

- Ignore hierarchies

Scrum helps by...

- Utilizing self-managing teams
- Having clear responsibilities
- Protecting the Development Team with a Scrum Master
- Providing a moderator who might be able to help taking the edge out in discussions

So the companies...

- Must deal with mutiny
- Must provide opportunities for participation based on skill and not on position

Digital Natives' impact on our working life

Digital Natives...

- Have strong networks
- Create new networks

Scrum helps by...

- Trying to create TEAMS
- Facilitating networks to improve teamwork

So the companies...

- Must value networking
- Have to expect digital natives to create new networks, bypassing hierarchies

Digital Natives...

- Have a deep need for contribution

Scrum helps by...

- Asking everybody to actively participate in achieving the common goal
- Providing a facilitator who makes contribution possible

So the companies...

- Must allow digital natives to participate on every level in an appropriate manner

Digital Natives...

- Want to work with their friends

Scrum helps by...

- Creating visible and quick success – and common success helps create close relationships
- Forming high performing teams

So the companies...

- Must provide an environment, in which friendships are possible
- Must value close working-relationships

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Digital Natives...

- Work borderless

Scrum helps by...

- Not prohibiting distributed teams

So the companies...

- Must expect digital natives to look for opportunities all around the world
- Might want to attract foreign experts



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Digital Natives...

- Have new ways of working

Scrum helps by...

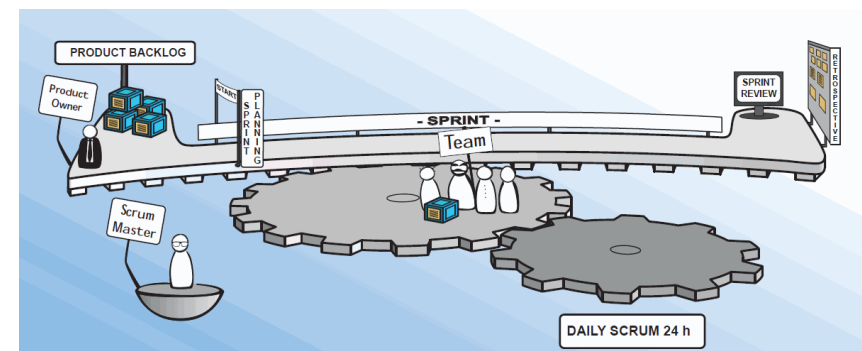
- Not defining how a team solves it's tasks

So the companies...

- Must cope with those new ways
- Might have to provide home offices etc.

How Scrum can help

- Scrum helps you to make problems transparent. It does not solve any problems for you.
- Scrum perfectly suits Digital Natives. Are you self-confident enough to accept their difference?
- Just because something is possible, it doesn't mean you have to do it.
- Coaching includes pointing out bad habits.



**Thank you
for your
attention!**

Questions?

Sources

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4. Bildungsbericht der Bundesregierung, 2004
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