

Doe-Anderson: A Slice of American Pie Chapter 2



Building belief

Human Journey – Chapter 2

This is a discussion of the human journey in America. From beginning to end. A compilation of data points and cultural learnings that track our progression from one life stage to the next.

Much of the data presented herein presents the average or the median. In truth, there is no average and no true median for each of our individual paths. And while the information provided is linear, the path is far more circuitous for most of us. Chaotic, if you will.

The ever-evolving tapestry of America is the key storyline that this document highlights. **Multiculturalism is adding dimension to every element on our journey. What once was considered singular experience now takes on different forms within culturally diverse communities.** We will explore the most significant impact points throughout this document.

Our inspiration for this work comes from an unshakeable belief that understanding the human journey is critical to shaping a customer's path to purchase.

This isn't a document of marketing answers. Rather, the findings herein trigger questions we would ask were we to work together to solve a particular brand challenge.

If this document helps you rethink a longstanding marketing practice, it will have served its purpose.

Data and insights within this document are gathered from numerous sources, typically dated from 2017–2020. Through the data, the frailty of human experience is clearly displayed. **But so too is the resilience and hopefulness that mark much of American life.**

**We have become not a melting pot but a beautiful mosaic.
Different people, different beliefs, different yearnings, different hopes, different dreams.**

Jimmy Carter

APPLICATION

How to apply this data

We believe that empathy is the most powerful tool in marketing. As you consider the curated data, apply it to the empathy paradigm: I see you. I hear you. I'll be there for you. This document's purpose is to help you **see** the humans that you serve more completely.



01

I SEE YOU

People need to be recognized. To feel seen. To see themselves represented authentically.



02

I HEAR YOU

Our friends (and by extensions the brands we choose) “get” us. When we feel heard, we feel appreciated.



03

I'LL BE THERE FOR YOU

The assurance of friendship, of a lasting relationship, is the promise that cements lifetime partnerships.



Childhood

“You who are on the road must have a code that you can live by, and so become yourself because the past is just a good-bye. Teach your children well.”

Graham Nash

Increasingly we hear the phrase “two Americas.” The America for the haves and the America for the have-nots.

Some in this country grow up in a two-parent household. Some never miss a meal or never go to bed hungry. Some have parents who are wholly functional and emotionally secure and do not abuse them or substances. Some attend safe schools with caring teachers who can focus on lesson planning rather than dealing with behavioral issues. Some American children have the opportunity to express themselves through sports, through the arts and by participating in extracurricular activities that nurture their development.

On a more fundamental basis, some of us grow up on well-manicured streets surrounded by neighbors and friends who provide emotional support. Some find support in a family pet. Some find true love.

Some Americans have that good fortune. Others don't.

An unceasing drive to overcome all obstacles in our path is one of the most compelling features of our culture. Regardless of socio-economic circumstance, we are hardwired to fight for our own happiness and self-worth. The path is simply harder for some than for others.

One universal truth related to childhood: the lessons learned in youth actively guide us throughout our lives. Remember being told in school that every grade from first grade forward goes on our permanent record? Turns out it was true.

FOUNDATIONAL
Childhood

The number of kids in the United States in 2020 is 74,000,000. A 10-year projection forward estimates 75,700,000 kids under 17 in the U.S. by 2030.



24,500,000
0–5



24,300,000
6–11



25,200,000
12–17

CHILDHOOD

16 Key Indicators Of Child Well-Being

Economic

Children in poverty	18%
Children whose parents lack secure employment	27%
Children living in HHs with a high housing-cost burden	31%
Teens not in school and not working	7%

Education

Children ages 3 and 4 not in school	52%
Fourth-graders not proficient in reading	66%
Eighth-graders not proficient in math	67%
High school students not graduating on time	15%

Health

Low-birth-weight babies	8.3%
Children without health insurance	5.0%
Child and teen deaths per 100,000	25
Children and teens who are overweight or obese	31.0%

Family & Community

Children in single-parent families	35%
Children in families where the HH head lacks a high school diploma	13%
Children living in high-poverty areas	10%
Teen births per 1,000	17

While most metrics reported have improved over the past decade, African American, Native American and Latino communities lag significantly behind white and Asian children across all four dimensions of well-being.

MILESTONES

Toddlers

Little ones sleep – on average – 10–12 hours at night and 1–2 hours during the day. Kids develop at their own pace. These are four early-life-stage developmental skills. Eating (pretty important to learn) is fork and spoon optional until around 18 months old.



WALKING

Somewhere between 10 and 18 months, most kids start walking.



TALKING & LISTENING

By 18 months most toddlers will have around 15–20 words and by age 2 will be able to talk in four-word sentences.



LAUGHING

Giggles and smiles start early, but being in on the joke happens at around 14 months.



PLAYING

Around 18 months is when toddlers will begin playing with others. By the age of two, they will be able to play make believe.



CHILDHOOD

Life Skills Kids Typically Develop By The Age Of 10

Groom themselves

Understand stranger danger

Call 911

Choose their own clothes

Self-serve at the kitchen table

Obey traffic signs

Bathe alone

Brush and floss

Complete a chore list

Make simple meals

Make small purchases

Be careful with knives and fire

Get ready for bed



CHILDHOOD

Life Skills Teens Will Need To Develop

How to do the laundry

How to shop for groceries

How to cook

How to manage money

How to stay organized

How to manage time

How to communicate effectively

How to swim

How to find a job

How to navigate

How to be a self-starter

How to stand up for yourself

How to cope with failure

How to clean the house

How to drive safely

CHILDHOOD

Milestones

We grow up in very different familial and economic circumstances. But many of our “firsts” are shared experiences.

COMPETITION

Experts suggest kids begin playing competitive sports at eight years of age.

EXTRACURRICULAR

57% of children between 6 and 17 participate in at least one extracurricular activity (sports, arts, etc.)

FIRST FRIEND

We find our first true friend at age 4. On average, we have 3 friends for life (16 meaningful friendships in a lifetime).

FIRST TRUE LOVE

Magic strikes on average at age 17.

LOVE LOST

12–18 months later, first love fades away.

FIRST TASTE OF FREEDOM

We purchase our first car on average at age 18. Bye, Mom and Dad.

FIRST PAYCHECK

Allowance begins at 11.2. The real deal starts at 15.5 years old – most often at a retail store or restaurant.

LEAVE HOME

The median age for moving away from parent’s home is 19. 90% of kids have left home by age 27.



85,000,000 families own a pet.

GROWING UP

Outside The Classroom



1,050,000 children attend Head Start.



70% of 12-YOs have a smartphone.



2.7 million members in BSA/GSA.



4.3 million members in B&GC.



27% of tweens & 60% of teens use computer for homework daily.



45 million kids play youth sports. By age 15, 80% have quit.



56% of teens play video games on average 2.5 hours per day.



GROWING UP

Outside The Classroom



Average teenager reads 5–10 books a year (12 per year for the average adult).



Adolescents sleep 9 hours a day.



Teens exercise 43 minutes a day.



Teens groom for 45 minutes a day.



11 million attend camps annually – 7,000 overnight, 12,000 total camps.



Teenagers go to the movie theater 7.2x a year.



Teenagers spend 2.5 hours a day listening to music.

Over 60% of kids take some form of music lessons. Research shows these lessons encourage patience in problem solving, increase self awareness, teach time management, instill prioritization skills and build self motivation and confidence.

FOUNDATION FOR SUCCESS

Education

90% of children in the U.S. attended a public school in 2020: 56.4 million students are projected to attend elementary, middle and high schools. There are 130,930 public schools, 7,193 public charter schools and 32,461 private schools.



PRESCHOOL
Under 6

ELEMENTARY
7–12
87,498 public
elementary schools

SECONDARY SCHOOLS
13–17
26,727 public
secondary schools

COMBINED
7–17
15,804 combined public
schools K-12



INSIDE THE CLASSROOM

Outcomes

Private School

\$11,004	Average Annual Tuition
19	Average Class Size
12:1	Students: Teacher
36%	Teachers With Master's
99%	Graduation Rate
95%	Matriculate to College
23.8	ACT Mean Composite Score

Public School

\$0	Average Annual Tuition
25	Average Class Size
16:1	Students: Teacher
48%	Teachers With Master's
85%	Graduation Rate
70%	Matriculate to College
20.7	ACT Mean Composite Score

Will enrollment in private school produce better outcomes for a child? It depends on the individual child. It depends on factors both inside and outside the school. For some, the importance of religious affiliation is paramount.

“Education is the passport to the future, for tomorrow belongs to those who prepare for it today.”

Malcolm X



FOUNDATION FOR FUTURE SUCCESS

Graduation

Dropout Factors

- Failing too many classes
- Boredom
- Family caregiver
- School not relevant
- Getting held back a grade
- Using drugs
- Working to support family
- Becoming pregnant
- Joining a gang
- Poor attendance
- Couldn't keep up

Achievement Factors

- Set priorities
- Study anywhere – or everywhere
- Get organized
- Learn how to read (faster)
- Schedule your time
- Take good notes – and use them
- Turn in neat papers
- Ask when you don't know
- Study with others
- Test yourself
- Do more than asked

While graduation from high school is a key milestone for many, there are factors that often result in students not completing a traditional high school track.



TEACHERS

Our Children's Guides

DEMOGRAPHICS

76.5 %	Female
23.5%	Male
79.3%	White
9.3%	Hispanic
6.7%	Black
2.1%	Asian
42.4	Average Age
\$57,900	Median Income
\$98,300	Principals' Average Salary

3,200,000 FULL-TIME
EQUIVALENT TEACHERS

Qualifications

Earn a bachelor's degree and complete a teacher prep program

Fulfill the student teaching requirement

Earn a master's degree if it is required by specialization

Pass state-required exam for teachers

Apply for state teacher certification

National average starting teacher salary in 2017 was \$39,249

\$13,301

National Average Annual Per-Pupil Public School Spending

CHILDHOOD

College Scholarships

Scholarships and grants fund 25% of bachelor's degrees. 12.7% of students earn some form of scholarship with a value of more than \$7.4 billion. The odds of winning a scholarship are about 1 in 8 for a student in a bachelor's degree program. 97% of scholarship recipients receive \$2,500 or less.

NUMBER OF
SCHOLARSHIP RECIPIENTS

1.58 million

AVERAGE VALUE
OF SCHOLARSHIP

\$4,202

% OF SCHOLARSHIPS
EARNED BY FEMALES

59%

% OF SCHOLARSHIP
DOLLARS AWARDED
TO MINORITIES

38%

% OF HIGH SCHOOL
STUDENTS AWARDED
ATHLETIC SCHOLARSHIP

2%

AVERAGE VALUE
OF ATHELETIC
SCHOLARSHIP

\$17,412

% OF SCHOLARSHIPS
THAT COVER 100%
OF COSTS

1.5%



THE GREAT DIMINISHERS

Derailing Our Children's Future

HEALTH

Death

3,880 Children Ages 1–4

5,571 Children Ages 5–14

Disability

One in six kids has a developmental disability including autism, ADHD, behavioral or conduct problems, anxiety, depression and Tourette syndrome

Violence

20% of school-aged kids have been bullied

60% of children witnessed a violent act in the past year

6.1% of children were victimized sexually

7.4% of youth in grades 9–12 have made at least one suicide attempt

POVERTY

One in five children in America live in poverty.

Poverty negatively impacts how the body and mind develop.

Increased likelihood throughout adulthood of chronic disease.

Lag behind peers in reading ability, in self-monitoring skills and in school attendance.

Increased risk of both poor emotional and behavioral health. Lack food security and important nutrients.

Are exposed to violence and crime at early age.

Housing instability, overstressed parents and fewer enrichment opportunities derail education opportunities and create sense of hopelessness.



HEALTH

Youth

BIRTH DEFECTS IMPACT 3% OF ALL BABIES BORN IN THE U.S.

Brain/Spine	2,650
Eye	751
Heart	17,380
Mouth/Face	6,253
Stomach	2,706
Muscle/Bone	12,723
Chromosome	7,286

10 MOST COMMON CHILDHOOD DISEASES

- Common Cold
- RSV
- Roseola
- Gastroenteritis
- Hand-Foot-Mouth Disease
- Fifth Disease
- Strep Throat
- Influenza
- Pinkeye
- Pinworms

10 LEADING CAUSES OF CHILDHOOD DEATH

- Motor vehicle crash
- Firearms
- Cancer
- Suffocation
- Drowning
- Drug overdose
- Congenital anomalies
- Heart disease
- Fire or burns
- Respiratory disease

Researchers found that the mortality rate in the United States was about 75% higher for infants and about 50% higher for children ages 1 to 19 than the average rate calculated for other wealthy countries. There were no major differences between the U.S. and other countries in terms of infectious disease or cardiovascular disease. The main reason the U.S. is lagging behind other nations is perinatal mortality, including maternal conditions affecting a fetus or newborn, and injuries, mostly due to firearms.

BIRTH ORDER

Childhood

The order in which a child is born has significant impact on their personality traits and lifelong behaviors.



Firstborn

- Reliable
- Conscientious
- Structured
- Cautious
- Controlling
- Achievers



Middle Child

- People-pleasers
- Somewhat rebellious
- Thrives on friendships
- Has large social circle
- Peacemaker



Youngest Child

- Fun-loving
- Uncomplicated
- Manipulative
- Outgoing
- Attention-seeker
- Adventurous



Only Child

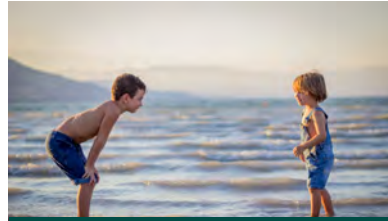
- Mature for their age
- Perfectionists
- Conscientious
- Diligent
- Leaders

Favorite Childhood Memories

CHILDHOOD



Christmas dinner



Going to the beach



Visiting grandparents



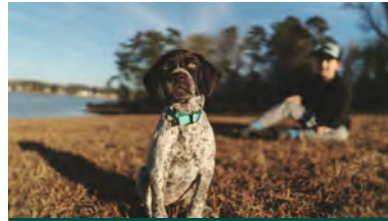
The ice cream truck



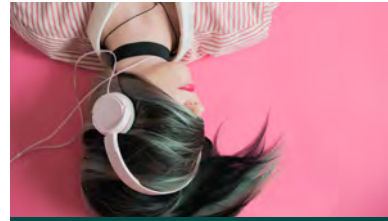
Playing in the park



Learning to ride a bike



Getting a pet



Buying your first album



Summer fun



Climbing a tree



School sports



First crush



Blowing out candles on cake



Going out with friends



Learning to read



Sleepovers with friends



Prom



Watching "adult" films



Bedtime stories



Winning an award

Considerations

GROWING INTO INFLUENCE

How much influence do kids have on the brand decision?

How are you appealing to an audience that is literally growing and evolving year upon year?

How do you find the sweet spot between a youthful desire and a parent's purchasing decision?

How important is it for a brand to appeal to this audience before it has gained its true buying power?

MULTISCREEN NATIVES

Are you integrating multiple screen experiences into your brand storytelling while being responsive to concerns about socialization and isolation?

FIRST EXPERIENCES

Does your brand have an opportunity to trigger nostalgic passion connected to youthful experiences?



Life Preparation

**“By failing to
prepare, you
are preparing
to fail.”**

Benjamin Franklin

Every ending brings a new beginning.

The years immediately after high school – and for many immediately after college – are marked by uncertainty. This is the period in the American Journey where it’s OK, even expected, to “find oneself.”

The fact that the possibilities are seemingly endless makes choosing the right path that much more challenging.

Opportunities come with expectations. And those expectations can be daunting. It’s not unusual to feel more lost than found post graduation.

The “Failure to Launch” syndrome describes the very real struggle of stepping into the workforce, stepping into independence and dealing with adversity and setbacks.

This section explores a range of career preparation paths, from military service to vocational training to graduate degrees. It provides an overview of the first steps we take toward a professional journey.

There is an oft-used sports cliché that well describes this portion of our life journey: you can’t win the title in the first week of the season, but you can lose it.

WHAT'S NEXT

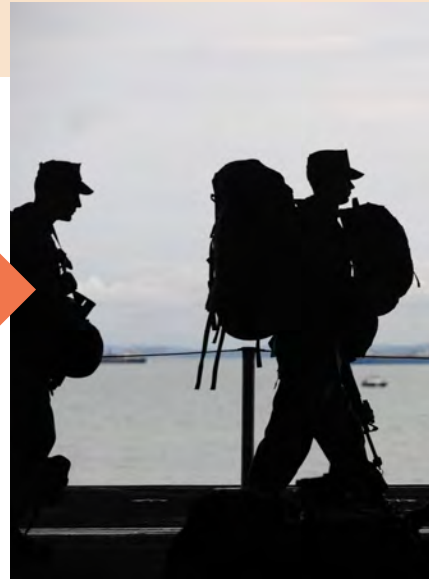
Graduation

Enrollment in 2-year and 4-year colleges continues to increase despite costs, as does growth in vocational school enrollment.



3,200,000

High School
Graduates



180,000

U.S. Military



2,100,000

College
Enrollees



30,000

Gap Year



890,000

Vocational
School/
Full-time Job



THE SPORTS AMBITION

An Athletic Dream

% of High School Athletes Who Compete Collegiately

Baseball	7.5%
Basketball	3.5%
Football	7.3%
Ice Hockey	12.3%
Soccer	5.6%
Women's Basketball	4.1%
Women's Soccer	7.2%

% of College Athletes Who Will Play Professionally

Baseball	9.9%
Basketball	1.2%
Football	1.6%
Ice Hockey	7.4%
Women's Basketball	0.8%



QUALIFICATIONS AND ASSESSMENTS

A Military Career

U.S. ARMY PREQUALIFICATIONS

1. Proof of U.S. Citizenship or Green Card
2. Between 17 and 34 years of age
3. No felony convictions or domestic abuse
4. GED or high school equivalent
5. Fair physical condition
6. No tattoos that are offensive or visible above the neckline or below the wrist line; no willful body mutilation
7. Not a single parent

BOOT CAMP: 10 WEEKS

1. Self-discipline
2. Teamwork
3. Combat skills
4. Night training
5. Hand-to-hand combat and weapons training
6. Basic rifle marksmanship
7. Physical fitness: Army PT Test
 - 42 push-ups
 - 53 sit-ups
 - Two-mile run in 15:54 or less

VOCATIONAL TRAINING

Trade Schools

Trade school programs are focused on the skills needed for a specific profession, typically lasting two years or less.

Benefits: less time in school, less debt.

Risks: less career flexibility and less upside earnings potential.

TRADE SCHOOL COST

Average Cost: \$33,000

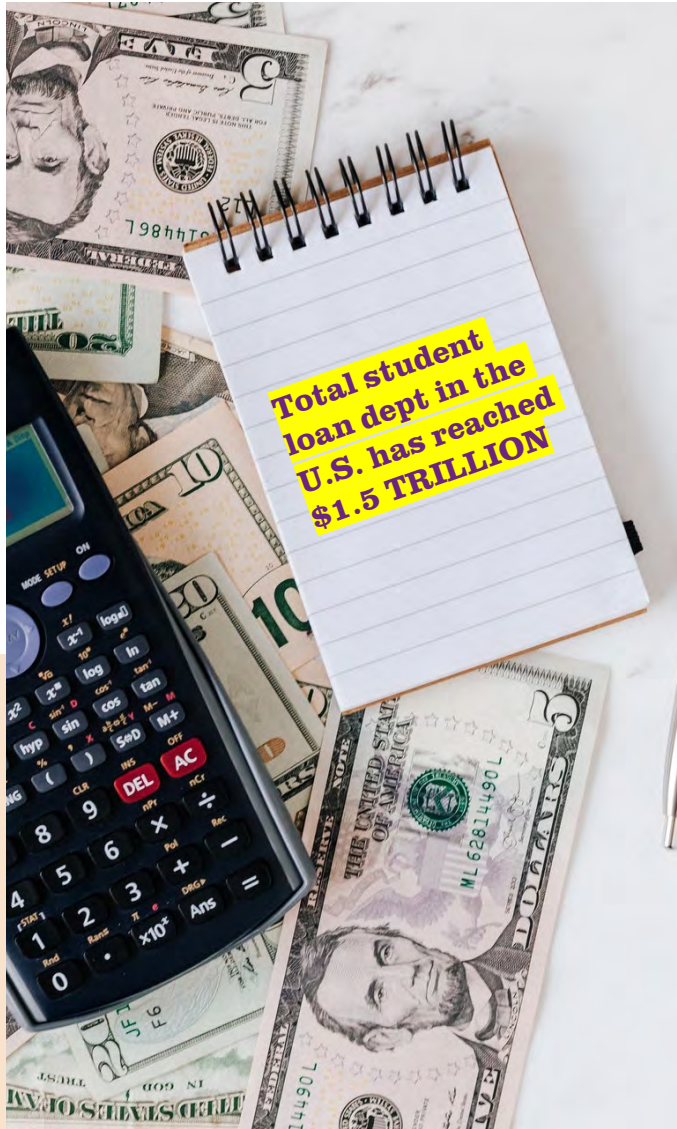
School tuition can cost as little as \$1,000 or over \$70,000.

Most trade schools are private businesses.

Programs are short and streamlined, some lasting no more than 6 months, most completed within 2 years.

HIGHEST-PAYING TRADE SCHOOL DEGREES AND JOBS

Air Traffic Controller	\$122,990	Diagnostic Sonographer	\$68,750
Construction Manager	\$95,260	Electrical Lineman	\$65,700
Radiation Therapist	\$85,560	Aircraft Mechanic	\$64,090
Elevator Mechanic	\$84,990	Boilermaker	\$63,100
Margin Department Sup.	\$76,720	Respiratory Therapist	\$61,300
Dental Hygienist	\$76,220	Home Inspector	\$60,710
Multimedia Artists	\$75,270	Radiologic Technologist	\$60,150
Logistics Manager	\$74,750	Court Reporter	\$60,130
Fashion Designer	\$73,990	Occupational Therapist	\$59,200
Web Developer	\$73,760	Funeral Service Worker	\$58,310



IS IT WORTH IT

College Education

GRADUATION RATE

The official four-year graduation rate for students attending public colleges is 33.3%.

At private colleges and universities, the four-year graduation rate is 52.8%, and 65.4% earn a degree in six years.

COST

Average cost to attend a four-year private college annually is \$50,900... \$203,600 if graduating in four years.

Average cost to attend four-year public college annually is \$25,290... \$101,160 if graduating in four years.

DEBT

Over 43 million Americans 18+ have college loan debt. On average, the outstanding debt an individual carries is \$32,731.

For today's college graduate, the average entry-level pay for an individual with a bachelor's degree is \$54,019.

It's estimated that foregoing college will have a \$1,000,000 impact over the course of a career.

HIGHEST-PAYING
ENTRY-LEVEL POSITIONS

Undergraduate Degrees

Prior to COVID-19, there was a 5.8% increase in hiring projected for the Class of 2020 over the Class of 2019. Degrees in greatest demand producing the highest-paying entry-level positions are listed below.

ENGINEERING

\$69,961

COMPUTER SCIENCE

\$67,411

COMMUNICATION

\$56,484

MATH & SCIENCES

\$62,488

HUMANITIES

\$53,617

BUSINESS

\$57,939

AG & NATURAL
RESOURCES

\$53,504

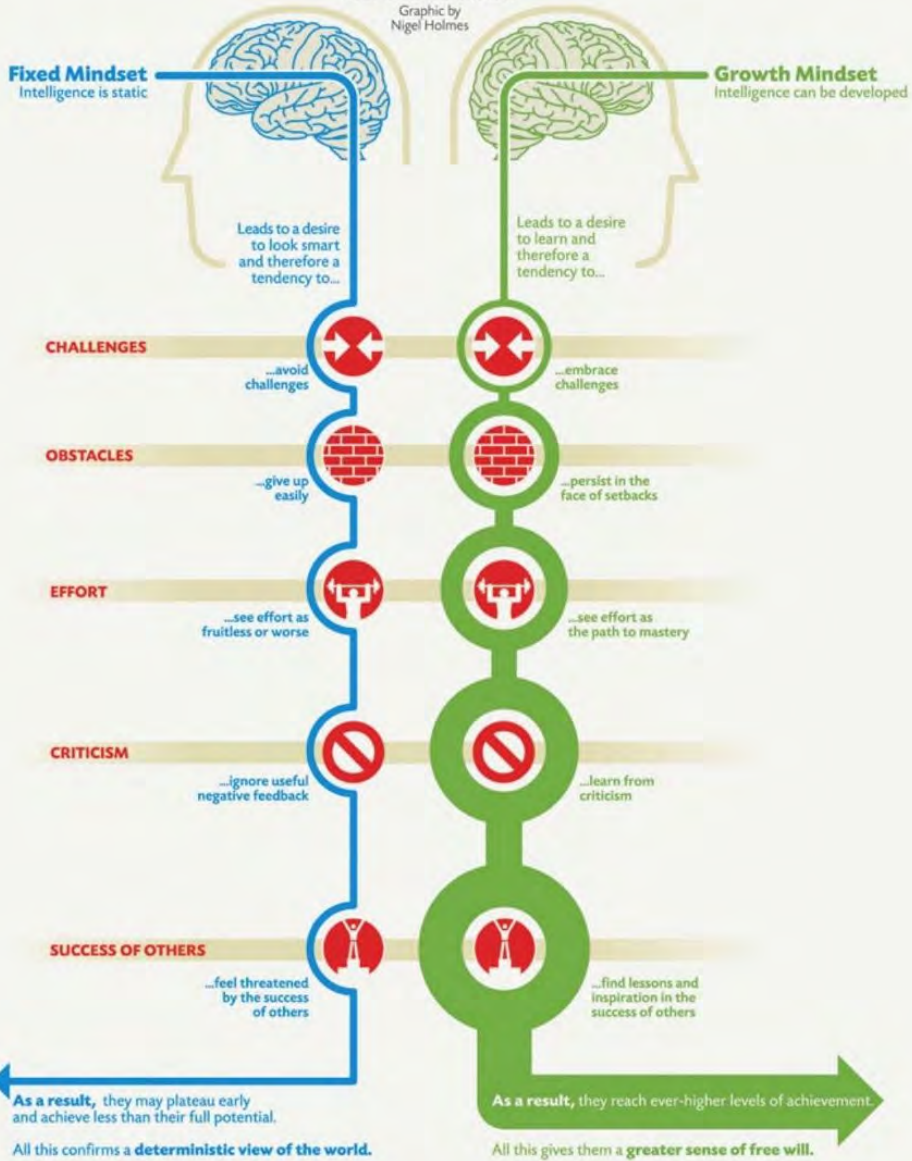
58.7%

of 2018 bachelor's degree
grads were employed full time within
six months of graduation.

TWO MINDSETS

CAROL S. DWECK, Ph.D.

Graphic by Nigel Holmes



BEYOND SCHOOL

Life Lessons Learned In College

A PRO PERSPECTIVE

Project Management Skills
 Personal Development
 Working in a Team Environment
 Creativity
 Productivity
 Civic Involvement
 Learning From Mistakes
 Communication Skills
 Networking Skills
 Leadership

A STUDENT'S PERSPECTIVE

Finding a balance
 Who I am
 Who I am not
 Accepting others
 Living solo
 Managing a budget
 Learning to say "no"
 The real world awaits
 Importance of family
 Putting yourself out there
 Mom and Dad are people, too
 Some friendships come and go
 Self-motivation
 A career path will emerge
 Work ethic
 Life skills enhance book skills
 Adversity happens

GRADUATE DEGREES

Professionals

The value of a graduate degree is significant. According to *U.S. News & World Report*, the overall average salary and bonus paid to 2019 graduates was \$106,757. Salaries for first-year law graduates range from \$65,000 to upwards of \$190,000. Average resident salaries are \$61,200, increasing to \$67,800 in final years of residency. Family physicians average more than \$231,000 in annual earnings. Invasive cardiologists can earn as much as \$650,000 annually.

MBA

Requirements

A bachelor's degree

Standardized tests such as GRE, GMAT and/or TOEFL

Attend an accredited institution

Study areas include: Science, Arts, Fine Arts, Social Work, Music, Business Administration and Education

Program length: 1–2 years

Cost: \$60,000–\$140,000

Student Debt: \$66,300

LAW DEGREE

Requirements

A bachelor's degree

Pass the LSAT (reading comprehension, information management, analysis and critical thinking, reasoning and argumentation)

Attend an ABA-accredited law school

Study areas include: Real Estate, Property, Criminal, Environmental, Tax or Family Law

Program length: 3 years

Pass the bar examination

Cost: \$112,500–\$188,500

Student Debt: \$145,000

DOCTOR OF MEDICINE

Requirements

A bachelor's degree

Pass the MCAT (biology, chemistry, organic chemistry, physics)

Attend an accredited medical school

Program length: 4 years

Complete a residency: 3–8 years

Obtain licensure

Earn certification in a specialty area

Cost: \$175,000–\$300,000

Student Debt: \$246,000

Risk Factors



According to the National Survey on Drug Use and Health (2017), 19.7 million Americans over 12 years of age have a substance abuse issue. 74% have an alcohol use disorder, while 38% battle with illicit drug abuse. 70% of those abusing illicit drugs in America are employed, and most of that population are binge drinkers.

SUBSTANCE ABUSE

11.8% of eighth-graders have smoked marijuana in the past year. By 10th grade that increases to 28.8%, and by senior year in high school it is 35.7%. 3.1 million teens (1 in 8) smoke pot.

Risk factors for experimentation turning into addiction include aggressive behavior in childhood, lack of parental supervision, low refusal skills, experimentation, availability of drugs at school and community poverty.

Factors that reduce risks include a propensity toward self-control, parental monitoring and support, positive relationships, good grades, school anti-drug policies and neighborhood resources.

21.6 people out of 100,000 die from overdoses annually.

65% of those incarcerated have an active substance abuse disorder, with another 20% having been under the influence of drugs at the time of their crimes.

LIFE OF CRIME

The average age for a young person to join a gang is 13 years of age.

The average life expectancy of active gang members is 20 years and 5 months.

The average age for common-crime first offense is 19 years old.

80% of incarcerated population dropped out of high school.

90% of incarcerated population raised in a single-parent household.

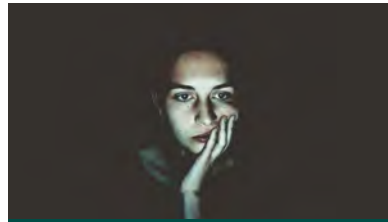
600,000 people are released from jail each year in the United States. Within three years of their releases, 66% are rearrested and 50% are incarcerated again.

Twenty Skills To Acquire

LIFE PREPARATION



How to be present



How to navigate uncertainty



How to be honest



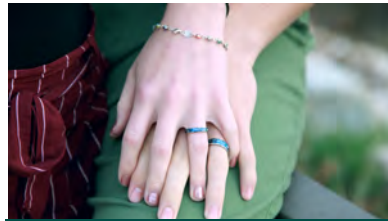
How to accept criticism



How to start a conversation



Learning how to ask



How to keep a promise



How to communicate



How to be empathetic



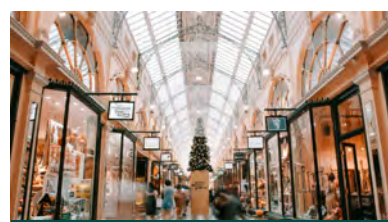
How to be quiet



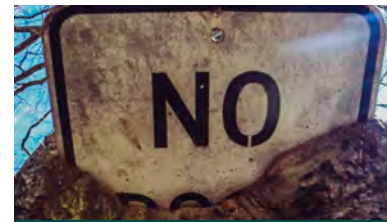
How to be resilient



Use of good table manners



How to live within your means



How to deal with rejection



How to learn without a book



How to be open to change



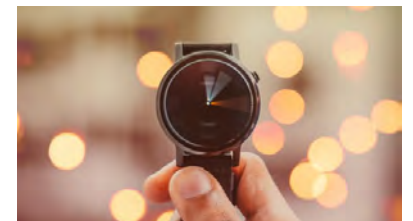
How to make a decision



How to negotiate



How to listen



How to be patient

Considerations

SORTING THROUGH COUNTLESS OPTIONS

Uncertainties abound, particularly in 2020. Can your brand provide leadership, guidance or comfort through the storm?

Who are the voices people turn to for advice and to help them to understand the world?

DIVERGENT PATHS

Can your brand lift itself from the competition by association with alternate career paths?

Is your messaging trapped in white-collar role identification?

ACCOUNTABILITY

How does a brand responsibly message indulgence while avoiding content that glamorizes potentially destructive behaviors?



Work

“How we spend our days is, of course, how we spend our lives.”

Annie Dillard

The average person will spend 90,000 hours at work over a lifetime. Roughly 1/3 of a life. We profess not to live to work, but 8.5-hour workdays Monday through Friday for those full-time employed are augmented by 5.4 hours of supplemental work on the weekend. **The American work ethic is legendary, and for good reason.**

For the poor and the middle class, a choice of work is often driven by availability and economic necessity. But for the college-educated, work has become a kind of religion, promising identity, transcendence, community, even meaning. An article in *The Atlantic* opined that for America’s wealthiest, work is their play. Or as Robert Frank wrote in *The Wall Street Journal*, “Building wealth is a creative process, the closest thing they have to fun.”

Work provides income. Does it provide meaning?

A *Harvard Business Review* survey found that only 1 in 20 people rate their current job as providing the most meaningful work they could imagine. BetterUp Labs survey found that 9 out of 10 career professionals said they would sacrifice 23% of their future earnings for a job that is always meaningful.

The Pew Research Center finds that among Adults 18–34, roughly 1/3 are wholly satisfied with their jobs. That’s not bad. But it suggests that **66% of us are only somewhat satisfied with the thing we spend most time doing.**

Economic necessity. Wealth. Creativity. Fun. Meaning. In this chapter we are following the money wherever it will take us.

	GENDER	AVG. # OF JOBS IN A LIFETIME	AVERAGE LIFETIME EARNINGS
	43.5% 56.5%	12-15	\$2,700,000
	(female) (male)		

MEN'S MEDIAN
EARNINGS
AT AGE 22

\$52,500

MEN'S PEAK
EARNING AGE

55

MEN'S PEAK
EARNINGS

\$101,200

MEN'S % EARNING
GROWTH FROM
AGE 22

93%

WOMEN'S MEDIAN
EARNINGS
AT AGE 22

\$40,400

WOMEN'S PEAK
EARNING AGE

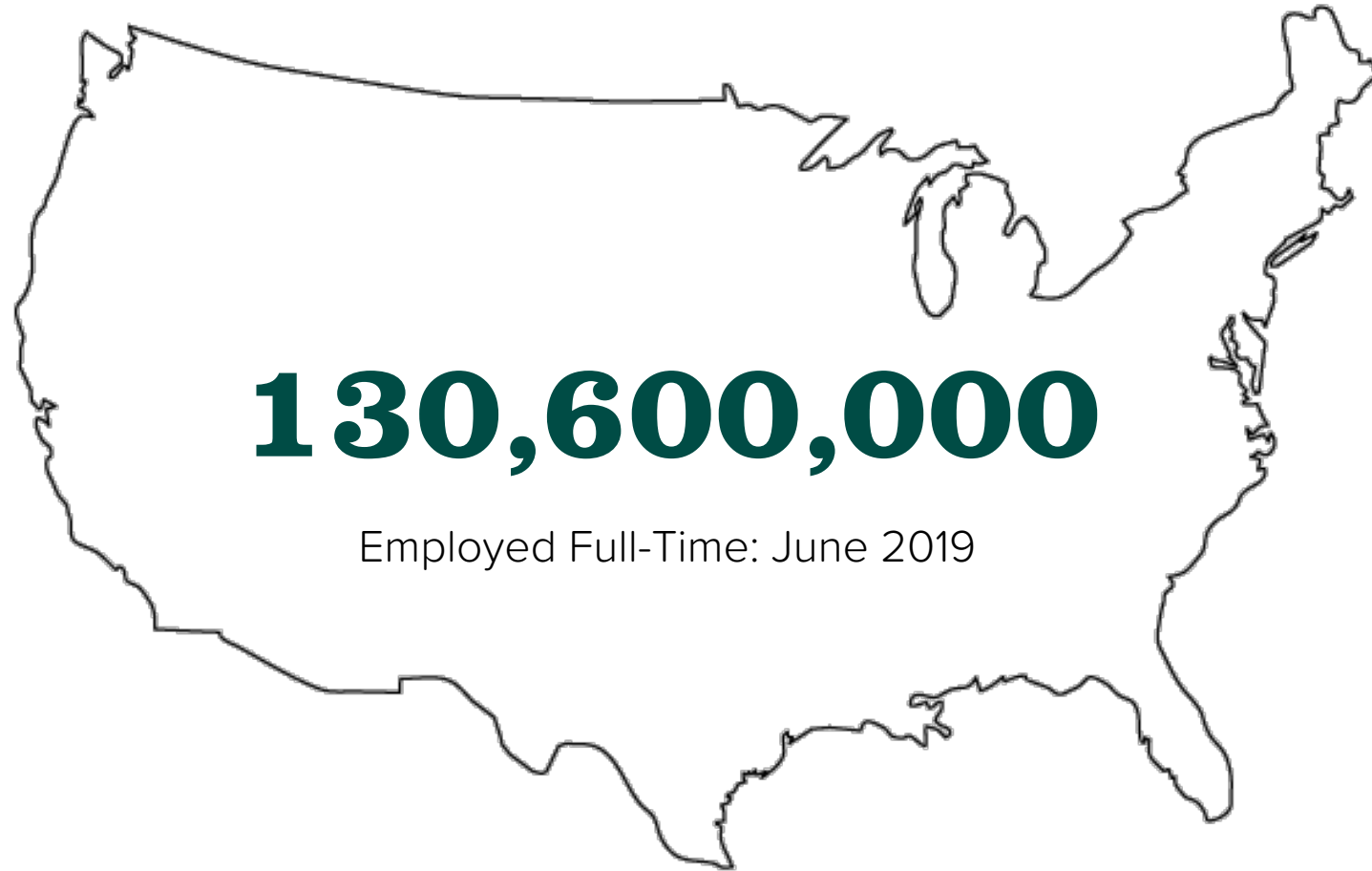
44

WOMEN'S PEAK
EARNINGS

\$66,700

WOMEN'S %
EARNING GROWTH
FROM AGE 22

65%



WORK

Time Commitment

PRIOR TO COVID

Americans work an average of 38.4 hours per week.

The average hours per week worked varies based on gender, marital status and race.

Men	41.0
Women	36.4
25–54	40.5
55+	38.0
White-American	38.9
African-American	38.7
Asian-American	38.9
Latino-American	38.2

Prior to COVID, 7% of workers did some of their work at home.

POST COVID

According to a survey by Vault studying work routines since the onset of COVID, working from home is making us busier, requiring us to work longer hours and making our schedules more chaotic:

5% more time is being spent in meetings

29% more time is being spent in team synch meetings

24% more time is being spent in one-on-ones

45% less time is being spent on out-of-office events

EDUCATION

Those with advanced degrees are more likely to work from home: 41.7% of employed people over 25 years old with an advanced degree did some work from home.

Only 11.9% of workers with a high school diploma did some work from home.

Workers with advanced degrees are more likely to work on a weekday (74.2%) than those with a high school diploma (64.9%).

Those with advanced degrees (bachelor's degree and higher) work fewer hours on average than those with less than a bachelor's degree. Those with a bachelor's degree or higher worked 8.0 hours per day, while those with a high school diploma worked the most on an average day: 8.2 hours.

WORK

Lifetime Earnings

Money doesn't indicate meaningfulness or even job satisfaction, but it is a driving factor in career choice. Zippia reports the average person will earn \$2.7 million over the course of their career.



\$1,317,350

SERVICE

Food prep and servers, farming, fishing, forestry, personal care and service, maintenance



\$2,046,511

BLUE COLLAR

Construction, administrative support and education



\$2,883,089

GREY COLLAR

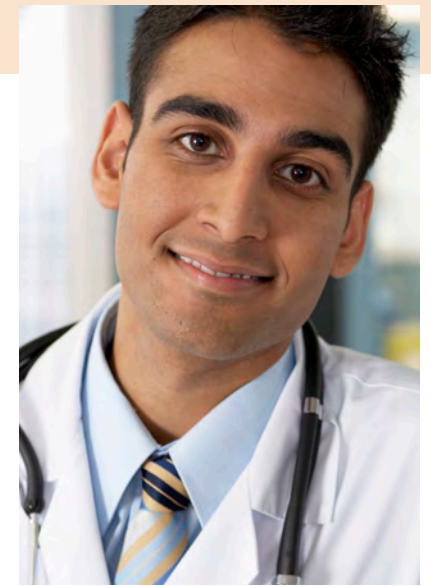
Sales, police officers, extraction workers



\$3,780,856

WHITE COLLAR

Business executives, scientists, finance, computer programmers



\$5,388,914

PROFESSIONAL

Lawyers, physicians

WORK

Climbing the Ladder

Advancement is a part of the work journey. The 1938 Fair Labor Standards Act established a minimum wage for hourly work – at that time 25¢. The last change to minimum wage was a hike to \$7.25 in 2009. According to SHRM, salary-increase budgets for 2020 across all industries were projected to rise by 3% prior to COVID.



\$89,240

SERVICE

Representative career path in the restaurant and foodservice category. Salary is average base pay per year. Low end is \$53,000. Top pay is \$156,000. Pay scale is U.S. average.

General Manager/Owner
Assistant General Manager
Bar or Service Manager
Host/Server



\$74,300

BLUE COLLAR

Representative career path is construction industry. Low-end pay for a Construction Manager is \$53,000. Top pay is \$107,000. Pay scale is U.S. average.

Construction Manager
Foreman
Master Craftsman
Journeyman
Apprentice



\$81,741

GREY COLLAR

Representative career path is the police force. Low-end pay for Police Chief is \$81,741. Top pay is \$183,000. Pay scale is U.S. average.

Police Chief Lieutenant
Deputy Chief Sergeant
Commander Detective
Captain Officer



\$156,065

WHITE COLLAR

Representative career path is investment banking. Low-end pay for Director/SVP is \$110,000. Top pay is \$202,000, excluding bonus and other compensation. Pay scale is U.S. average.

Director/SVP
Vice President
Associate
Analyst



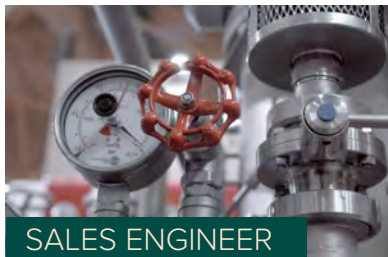
\$163,000

PROFESSIONAL

Representative career path is the legal profession. Low-end pay for Senior Partner is \$51,000. Top pay is \$361,000, excluding bonus and other compensation. Pay scale is U.S. average.

Senior Partner
Managing Partner
Partner
Associate

According to the Bureau of Labor Statistics, 13,715,050 Americans work in sales. Persuasion requires both science and art. Ninety-two percent of all customer interactions happen over the phone. On average, it takes eight cold-call attempts to reach a prospect. Eighty percent of sales require five follow-up calls. One in eight Americans work in sales, which makes the choice of what a person sells particularly important.



Median Pay: \$74,721
Top 10%: \$163,545+



Median Pay: \$64,486
Top 10%: \$123,911+



Median Pay: \$64,532
Top 10%: \$148,056+



Median Pay: \$81,613
Top 10%: \$183,591+



Median Pay: \$57,281
Top 10%: \$132,568+



Median Pay: \$65,048
Top 10%: \$158,989+



Median Pay: \$61,036
Top 10%: \$128,467+



Median Pay: \$64,198
Top 10%: \$138,491+



Median Pay: \$53,753
Top 10%: \$123,001+



Median Pay: \$58,550
Top 10%: \$138,034+

WORK

Pathway To Becoming CEO

3 PATHS

- 01 Start a company and make it grow.
- 02 Take a job at a large company and climb the ladder.
- 03 Successfully run a company and then be hired into a bigger fish.

TOP-SHELF DEGREES

MBA, JD

Ivy League degrees are nearly essential, both at undergraduate and graduate level. Harvard, Stanford, Penn, Columbia.

PUBLIC BOARDS

MBA, JD

Being known and knowing others are extraordinarily important.

FINANCE

Accounting

A fundamental understanding of how the business makes money, learned in early career roles and reinforced throughout professional journey.

TALENTS

Accounting

Leadership. Vision. Charisma. Poise. The list of practical skills varies by company and industry. But the top chair is one that looks forward, always searching for new advantages.

OPERATIONS

COO

Most CEOs (75%) come from an operations role. Typically a 10- to 15-year path to eventually rise to CEO.

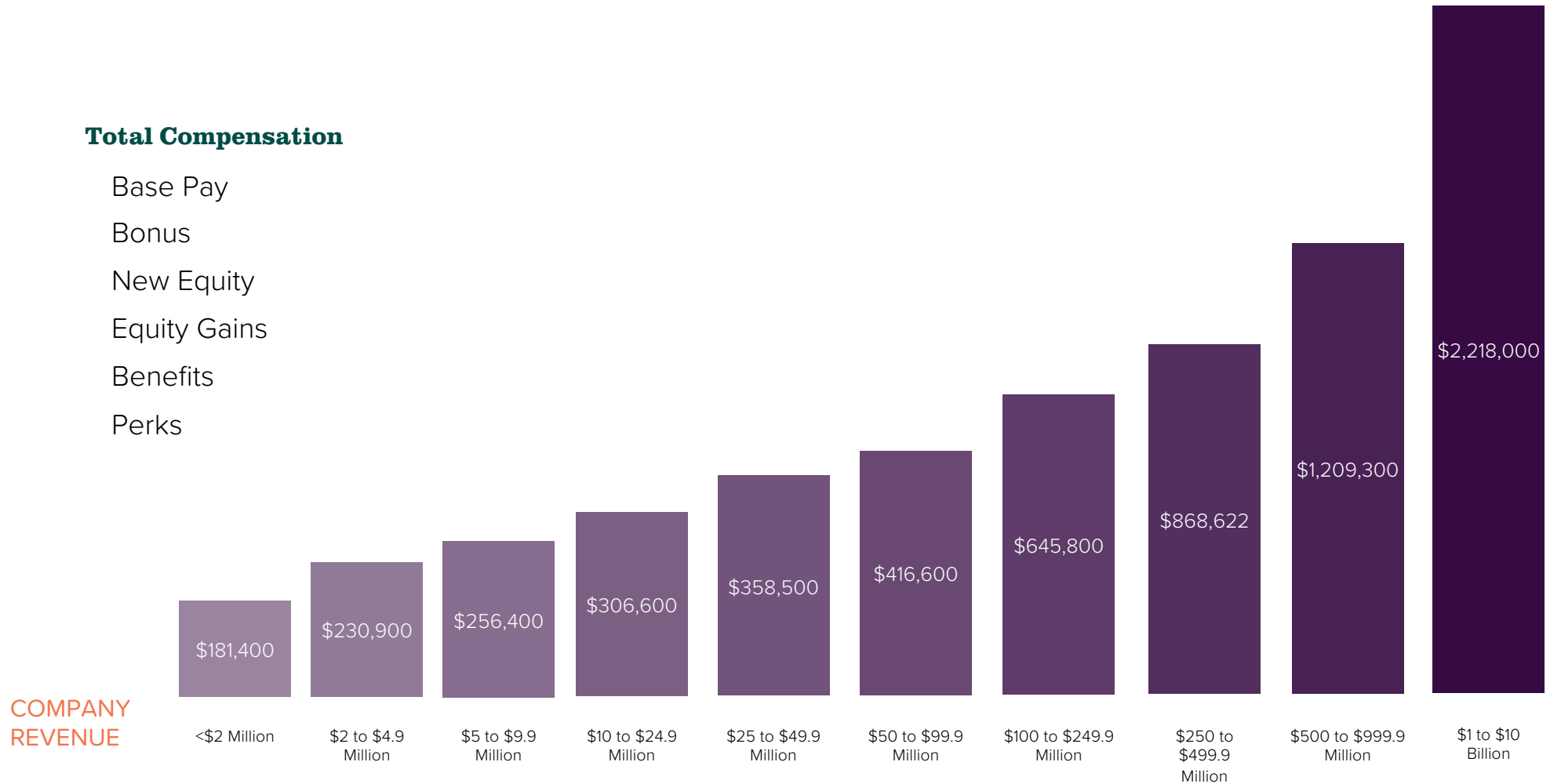
BIRTHRIGHT

Slowly Changing

Today the CEO space is largely held by white men from some affluence and often of greater than average height. Change is coming. Slowly.

MEDIAN CEO TOTAL COMPENSATION BY COMPANY REVENUE (2018)

Owning your own company is perhaps the most significant opportunity for wealth building – with company size increasing the complexity of the task and, consequently, the compensation.



WORK

CEO Compensation

Publicly Traded Companies

Chief Executive Officer compensation has grown 940% since 1978, according to EPI.org. In comparison, the federal minimum wage has increased from \$2.65 an hour to \$7.25 over the same period. Relative to the typical worker, CEO pay ratio is roughly 278-to-1. In contrast, the CEO-to-typical-worker compensation ratio (options realized) was 20-to-1 in 1965 and 58-to-1 in 1989.

CEOs are even making a lot more – about five times as much – as other earners in the top 0.1%. From 1978 to 2018, CEO compensation grew by 1,007.5% (940.3% under the options-realized measure), far outstripping S&P stock market growth (706.7%) and the wage growth of very high earners (339.2%). In contrast, wages for the typical worker grew by just 11.9%.



01
Avg. Annual Compensation
\$17.2 million

02
Average Tenure
10.2 years

03
Lost Job/Fired!
52%

04
Average Age
59

05
Average Workday
9.7 hours

06
Average Work Week
62.5 hours

CEO TASK MANAGEMENT

- 25% Managing People/Relationships
- 25% Functional and Business Unit Reviews
- 16% Organization & Culture
- 21% Strategy
- 3% Professional Development
- 1% Crisis Management
- 4% Mergers and Acquisitions
- 4% Operating Plans



WORK

How To Succeed In Business

TOP 10 CHARACTERISTICS OF HIGHLY ADMIRABLE PEOPLE

- 01 Humility
- 02 The Ability to Learn
- 03 Integrity
- 04 Responsibility
- 05 Resilience
- 06 Compassion for Others
- 07 Respect for Others
- 08 Big Vision
- 09 Inspiring Others
- 10 Reinventing Ourselves

TOP 6 CHARACTERISTICS OF AN EFFECTIVE LEADER

- 01 Ability to Influence Others
- 02 Transparency Within Limitations
- 03 Encouraging Risk Taking and Innovation
- 04 Valuing Ethics and Integrity
- 05 Acting Decisively
- 06 Balancing Hard Truths With Optimism

Today there are 32.5 million businesses operating in the United States. According to data from the U.S. Bureau of Labor Statistics, about 20% of U.S. small businesses fail within the first year. By the end of their fifth year, roughly 50% have faltered. This slide considers the leadership required to elevate a company to success.

Considerations

THE MEANINGFULNESS OF WORK

How does your brand add meaning to an individual's life beyond the intrinsic brand benefits?

How can we broaden our view of a person's work life as it helps to shape their full identity?

PURPOSE-BASED BRANDING

What does your brand stand for that will attract the best talent without necessarily paying top dollar to acquire?

MULTICULTURAL FUTURE

How is your brand working to attract and foster a diverse, talented team that will ultimately be more attentive and responsive to future generations' needs?

Questions?

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