A Presentation by
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The Mulling Companies

Corporate Climate – Today

Survey Results
- 10 to 12 jobs in a career
- 3 to 4 different careers
- Average tenure for professional less than 3 years
Corporate Climate – Today

- X Generation 1966 - 1981
- Babyboomers 1946 - 1955

Corporate Climate – Today

X Generation Trends
- Postpone first career job one year
- Average tenure of first job one year
- “Out of here” if dissatisfied
Corporate Climate – Today

The Gun-shy Babyboomers
• Mid-life change to smaller companies
  or
• Entrepreneurship

Wanting less from employer vs. Giving loyalty to employer.

Corporate Climate – Tomorrow
• Increased technology specialists
• Short-term employment
• Contract employment (33% vs. 12%)
• Smaller employer workforce (90% vs. 80%)
• Continued mergers and acquisitions
The Employees

Old Employee
Long-term career goals
Traditional management
Less technology

New Employee
Short-term career goals
Participatory management
Newest technology

The Employees – What They Need

Old Employee
I am an employee
Guaranteed employment
Maintain because of stability
Development training

New Employee
I am a person
Guaranteed growth
Implement because of change
Career building opportunities
The Employees – What They Get

Old Employee
Controlled change
One boss every 3-4 years
Company loyalty
Long-term contract

New Employee
Enforced change
One boss every year
No perceived company loyalty
Short-term or no contract

Three Aspects of Your Job

• The Work
• The Boss
• The Work Environment
Three Aspects of Your Job

- The Work: 5%
- The Boss: 65%
- The Work Environment: 30%

The Mulling Factor Chart 1

<table>
<thead>
<tr>
<th>You: Conformer</th>
<th>Your Best Boss: Controller</th>
<th>Your Best Environment: Barbecue</th>
</tr>
</thead>
<tbody>
<tr>
<td>consistent</td>
<td>hands on</td>
<td>n/t</td>
</tr>
<tr>
<td>dependable</td>
<td>looks over shoulder</td>
<td>uniform</td>
</tr>
<tr>
<td>cautious</td>
<td>checks work</td>
<td>established</td>
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<tr>
<td>orderly</td>
<td>monitors set procedures</td>
<td>requires permission to act</td>
</tr>
<tr>
<td>compliant</td>
<td>expects no input from you</td>
<td>slow to change</td>
</tr>
<tr>
<td>loyal</td>
<td>firm</td>
<td>clear chain of command</td>
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<tr>
<td>precise</td>
<td>fair</td>
<td></td>
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