

# Association Loyalty – A Global Perspective

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Workforce is  
changing in every  
way...

Internal:

Staffing/employees

External: Family

Physicians and medical  
students & associations  
in general



“What if we don’t change at all ...  
and something magical just happens?”

**Young Millennials & Gen Z:**

**1989-2001**

**Older Millennials: 1980-1988**

**Gen X: 1965-1979**

**Baby Boomers: 1946-1964**

1. The organization cares about employees' wellbeing.

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1. The organization's leadership is ethical.

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2. The organization cares about employees' wellbeing.

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3. The organization is diverse and inclusive of all people.

3. The organization's leadership is open and transparent.

3. The organization's financial stability.

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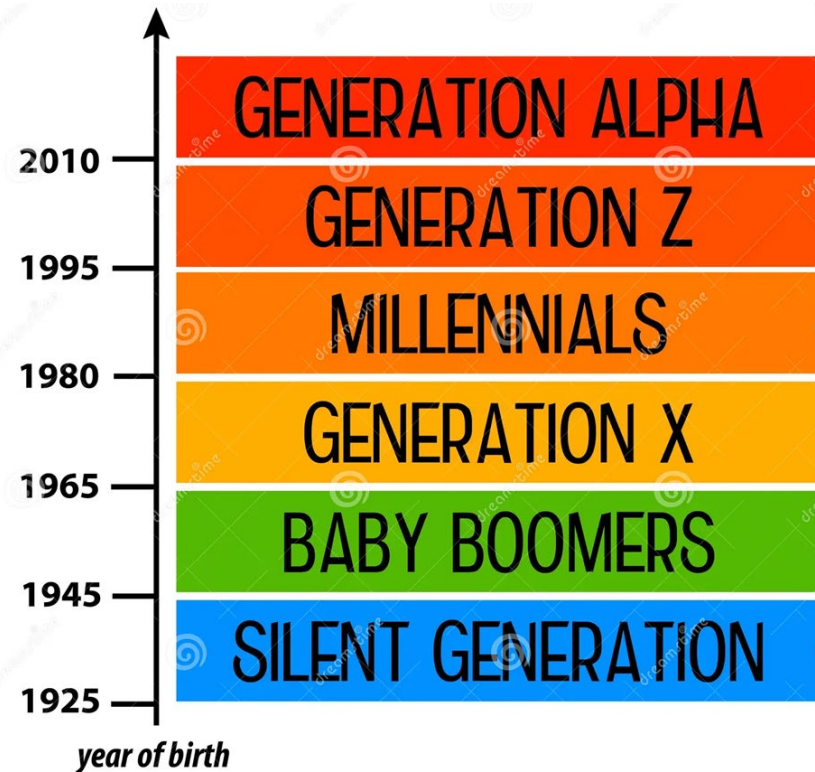
GALLUP

What employees look for in their employers, by generation

# Interesting Data...

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- ❖ In 2016, Millennials overtook Baby Boomers to become the largest generation in the workforce.
- ❖ According to Gallup, as of 2021, 46% of all employees within the workforce are millennial or Generation Z.
- ❖ On average, 71% of an association's member base is comprised of members over the age of 40.



# What staffing challenges are you dealing with?

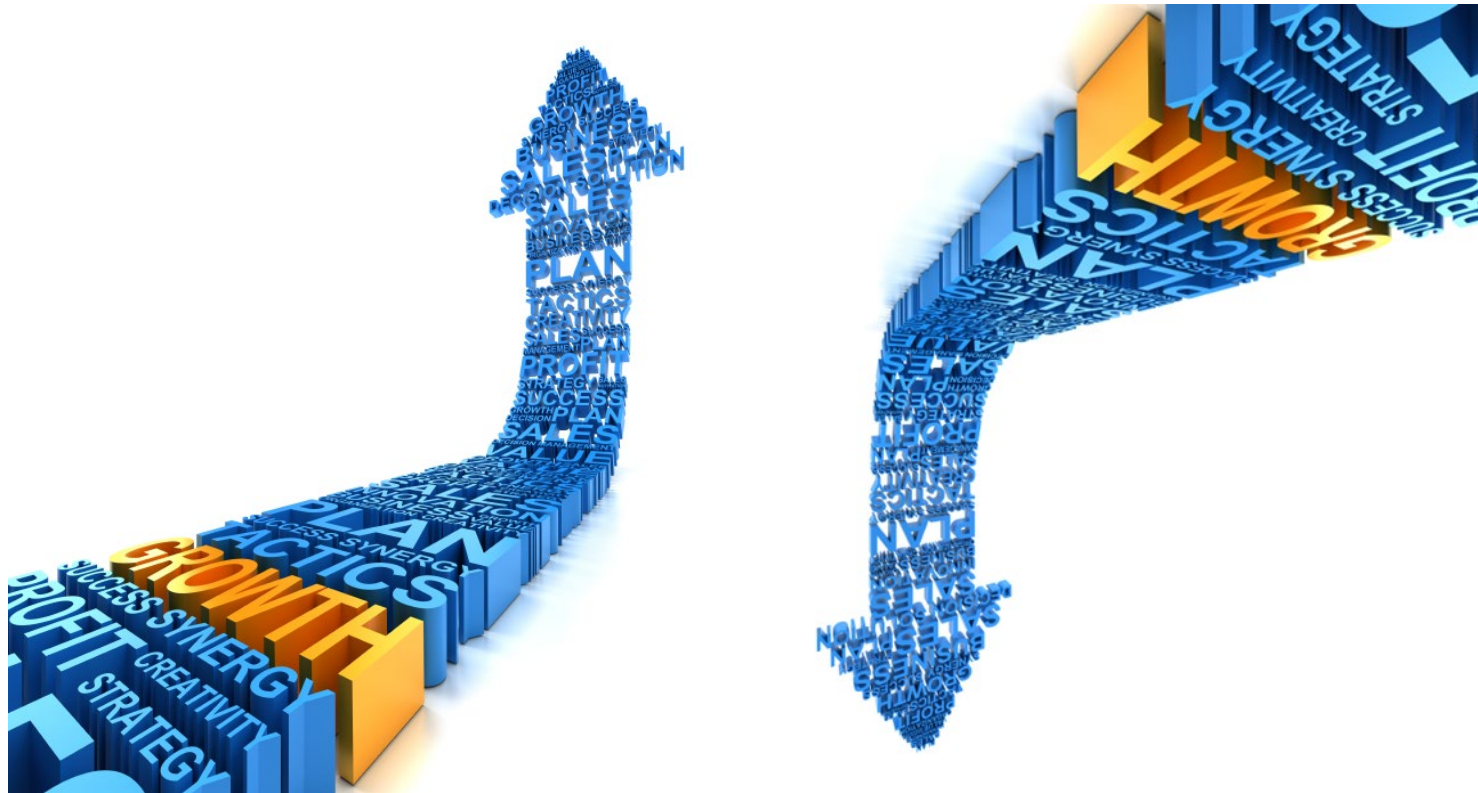
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- ❖ Unrealistic compensation and benefit expectations
- ❖ Work-Life balance beyond reason
- ❖ Disinterest in the type of work, don't enjoy the association routine – burnout?!?
- ❖ What others: \_\_\_\_\_?

What are you doing to address these dynamics in your workplace?

So, are membership associations growing or contracting?

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# Association Membership Trends

While the pandemic had an obvious impact on membership, what are the current driving forces influencing individuals or trade organizations in membership recruitment and retention?

IMO: Individual Membership Organization



## ? HOW HAS YOUR MEMBERSHIP CHANGED IN THE PAST ONE YEAR PERIOD?

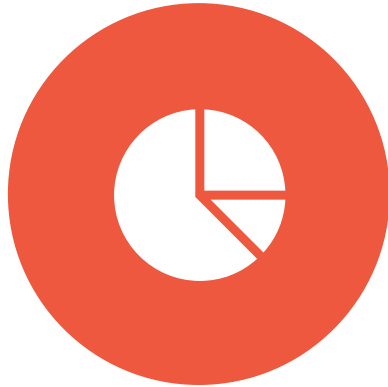
MEMBERSHIP CHANGE IN PAST YEAR (TREND)				
	Increased	Decreased	Remained the same	Not sure
2024	47%	21%	31%	2%
2023	49%	22%	29%	1%
2022	38%	33%	29%	1%
2021	26%	47%	26%	1%
2020	42%	27%	30%	2%
2019	45%	26%	28%	1%
2018	48%	25%	26%	2%
2017	46%	25%	28%	1%
2016	49%	22%	27%	1%
2015	46%	24%	28%	2%
2014	53%	27%	16%	4%
2013	52%	31%	16%	1%
2012	52%	29%	16%	3%
2011	49%	34%	16%	2%
2010	36%	48%	14%	3%
2009	45%	35%	16%	5%

CHANGE IN MEMBERSHIP OVER PAST FIVE YEARS				
	Total (n = 636)	IMO (n = 278)	Trade (n = 220)	Combination (n = 138)
+ Increased	49%	48%	46%	55%
- Decreased	29%	30%	29%	27%
= Remained the same	19%	17%	24%	16%
? Not sure	3%	5%	1%	2%

# Top 3 Reasons Members Join IMO's

*(how are we/your chapter doing in these areas?)*

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NETWORKING WITH PEERS  
(67%)



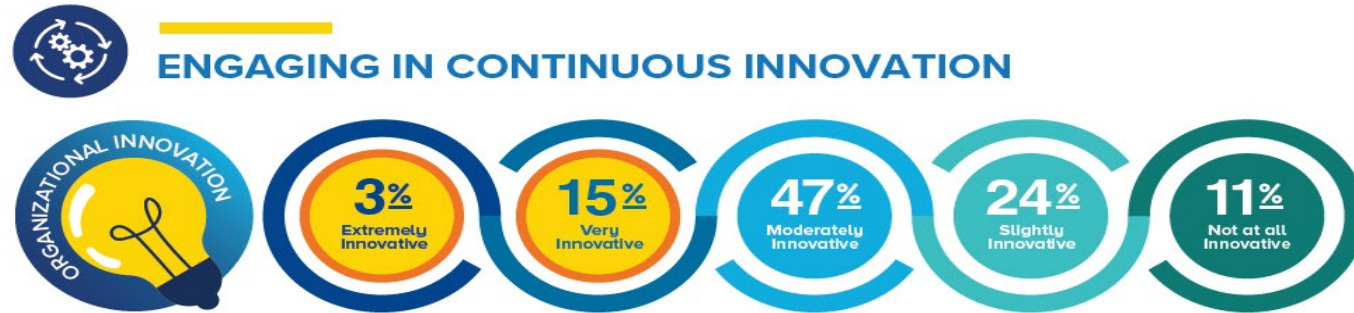
CONTINUING EDUCATION (42%)



ACCESSING SPECIALIZED &  
CURRENT INFORMATION (32%)



# Associations that consider their organization innovative are more likely to report membership growth



While only 11% of associations are currently using AI in membership marketing, 25% are moving toward using it, and another 43% are open to considering using it.



# Are we evolving and responding to the new generations?

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 PLEASE INDICATE WHAT PERCENTAGE OF YOUR MEMBERSHIP BELONGS TO EACH OF THE FOLLOWING GENERATION GROUPS.



**Generation Z**  
(born 1996 or later)



**Millennial**  
(born 1980 to 1995)



**Generation X**  
(born 1965 to 1979)



**Baby Boomers**  
(born 1946 to 1964)



**Born 1945  
or earlier**

(n = 226) / IMO Only

# Why Associations Can't Recruit and Retain Millennials & Gen Z?

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1. You're not meeting them where they are
2. You aren't supporting their nuanced career trajectories
3. You're not creating the experiences they want
4. You haven't proven the value matches the price point
5. Your communications aren't personalized



# Things to consider...

- ❖ In your state, how is membership within county medical societies, state specialty societies, and state medical association: growing, declining, about the same?
- ❖ Is your chapter distinguishing itself between these organizations effectively?
- ❖ Is it important to inform our leadership of state and national membership trends?
- ❖ Are the AAFP member strategies making a difference? →
- ❖ Where do you think FM chapters and AAFP will be membership-wise in 3-5-10 years?

### Generational Trends for Young Professionals (YPs)

Career Paradigm				
Builders	Boomers	Gen X	Gen Y/Millennials	Gen Z
Be grateful you have a job	I deserve better	Keep it real	Life is a cafeteria, mix and match	Coping and hoping
Attitude Towards Authority				
Builders	Boomers	Gen X	Gen Y/Millennials	Gen Z
Respect Them	Replace them	Endure them	Choose them	Not sure I need them
Market Expectations				
Builders	Boomers	Gen X	Gen Y/Millennials	Gen Z
Goods	Services	Experiences	Transformation	Consume & Create

Young Professionals Are...

- Distrustful
- Overwhelmed
- Entrepreneurial
- Independent
- Isolated
- Equity & Justice

And this means that....

- They often demonstrate a preference to create something rather than join something.
- They do not seek mentors as often as previous generations.
- They have a dose of impatience.
- They are quick to criticize institutions or individuals where they perceive inequity or injustice.
- They often judge institutions as self-serving.
- They have a desire for community and to give back, but they don't know if they want to do that with organized institutions.
- They prefer near peer "young geniuses" to older mentors.
- They often have a desire for genuine community but are unsure of how.
- They relate digitally - and not face to face - and it's much more common.
- They often see posting on social media as a contribution.

Notable Shifts

From	To
Clear Commitments	Clear Boundaries
Feeling Special	Feeling Savvy
A single career path	Multiple career paths
Spending Money	Saving Money (except for experiences)

These charts show how overwhelmed YPs are and how this has led to increased anxiety and mental illness.

Source: Jean Twenge: <https://www.jeantwenge.com/>  
Jonathan Haidt: After Babel substack - <https://www.afterbabel.com/>