

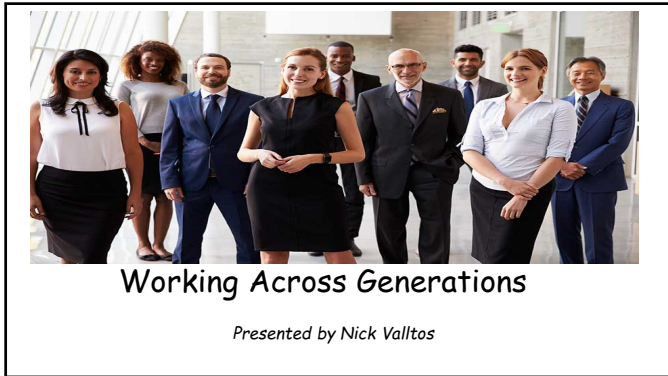
Working Across Generations

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Things to Remember Before Beginning

- This information contains generalizations only and are not meant to be stereotypes.
- Individuals vary widely in their personal preferences and experiences, especially those who fall on the cusp of two generations.
- Even experts don't always agree on the defining line (or year) of generations.
- The true key to understanding the generations in your workplace is through **COMMUNICATION!**

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Objectives & Outcomes

Course Objectives:

1. To identify behaviors that characterize the four major generations
2. To understand the societal forces that contribute to the generational personality of each generation
3. To create a better understanding of and tolerance for generational differences
4. To minimize conflict and miscommunication across generations

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Objectives & Outcomes

Course Outcomes

1. Understand the forces that shaped these generations
2. Be able to recognize generational behaviors and interpret their meanings correctly
3. Understand the work ethic that drives generations
4. Be able to adjust your own communication style to be more acceptable to all generations

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Synopsis

For the first time, there are four generations working together in the workplace. People are facing co-workers and bosses half their age or old enough to be their grandparents.

The next several slides will highlight where each of the four generations are coming from, describe some of the conflicts between generations, and suggest how to overcome these generational differences.

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Generational Outlook

The amount of adversity each generation experiences in its formative years determines, more than any other factor, it's general outlook on life

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Each Generation.....

-Consists of approximately a 20-year span (not all demographers and generation researchers agree on the exact start/stop dates)
-Has a unique set of values
-Reacts to the generation before them
-Looks at their generation as the standard of comparison
-Looks at the next generation skeptically "these kids today"
-Those born on the "cusp" may have a blended set of characteristics
- is either idealistic, reactive, civic or adaptive

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Generational Age Demographics

Greatest = Born prior to 1946 / 96 - 74 / 25 million

Boomers = 1946 to 1964 / 74 - 56 / 68 million

Gen X = 1965 to 1980 / 55 - 40 / 65 million

Millennials = 1981 to 1999 / 40 - 21 / 82 million

***Gen Z = 2000 to now / 0 - 21* / 86 million**

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Audience Poll

What generations are represented in the audience today?

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Generational Key Moments

The Greatest Generation - Silent
The Great Depression, World War II, The Atomic Bomb, Korean War

The Baby Boomers
JFK Assassination, Vietnam, Civil Rights Movement, Sexual Revolution

Generation X
Watergate, Energy Crisis, Berlin Wall Falling, Latch Key Kids

Generation Z - The Millennial
Digital Media, 911 Terrorist Attacks, Obama Elected, AIDS

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Generational Themes

Greatest	Baby Boomers	Generation X	Millennials y
Hard Work	Personal Fulfillment	Uncertainty	"What's Next"
Duty	Optimism	Personal Focus	Just Show Up
Sacrifice	Crusading Causes	Live for Today	On My Terms
Thriftiness	Buy Now/ Pay Later	Save, Save Save	Earn to Spend
Work Fast	Work Efficiently	Eliminate the Task	Do Exactly What's Asked

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WORKPLACE CHARACTERISTICS				
	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Work Ethic and Values	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
Work is ...	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Leadership Style	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	*TBD
Interactive Style	Individual	Team player Loves to have meetings	Entrepreneur	Participative
Communications	Formal Memo	In person	Direct Immediate	E-mail Voice mail
Feedback and Rewards	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Messages That Motivate	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	You will work with other bright, creative people
Work and Family Life	Ne'er the twain shall meet	No balance Work to live	Balance	Balance

*As this group has not spent much time in the workforce, this characteristic has yet to be determined

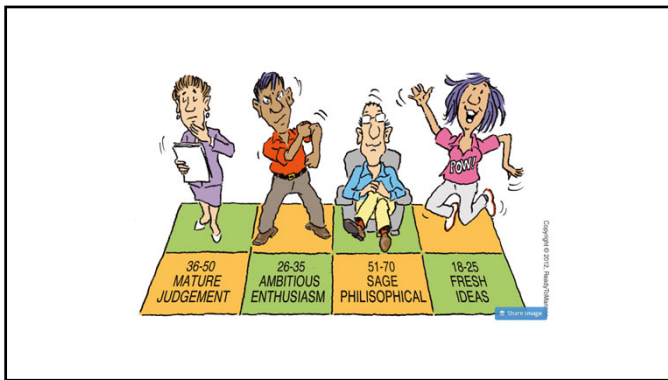
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What Each Generation Brings

Based on the experience of life-defining events, each generation develops attitudes and values that influence its identity and mindset. These attitudes and values impact workplace performance by influencing motivation, loyalty and team work. "Coming of age during key socio-historical event still influences how each generation reacts".

As each generation enters the workforce, its attitudes and values are transformed into characteristics and skills that impact workplace performance.

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On-the-Job Strengths

	Greatest	Boomers	Xers	Millennial
Job Strength	Stable	Service Oriented/Team Players	Adaptable and Techno-Literate	Multitaskers and Techno-Savvy
Outlook	Practical	Optimistic	Skeptical	Hopeful
View of Authority	Respectful	Love/Hate	Unimpressed and Unintimidated	Polite
Leadership	By Hierarchy	By Consensus	By Competence	By Pulling Together
Relationships	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive

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On-the-Job Strengths

	Greatest	Boomers	Xers	Millennial
Time on the job	Punched the clock	Visibility is key "Face Time"	As long as I get the job done, who cares	It's quitting time - I have a real life to live
Diversity	Ethnically segregated	Integration began	Integrated	No majority race
Feedback	No news is good news	Once a year with documentation	Interrupts and asks how they are doing	Wants feedback at the push of a button
Work/Life Balance	Needs help shifting	Balances everyone else and themselves	Wants balance now	Need flexibility to balance activities

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Generational Norming

Each generation has the ability to contribute and add value to business performance by maximize its skills, managing its weaknesses, and creating opportunities to collaborate across generational lines.

To be most successful at creating a complementary workplace, it is important to understand where similarities and differences exist between and across generations. It is only through a deeper understanding of generational identities and mindsets that organizations, managers, and employees can create more productive, result-driven teams.

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On-the-Job Challenges

- **Xers and Millennials**
 - Prefer electronic communication.
 - Do not like meetings.
 - Many have not developed listening skills.
- **Traditionalists and Boomers**
 - Prefer face-to-face communication.
 - Boomer bosses like to have at least one meeting each week with employees.

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The Challenge

With four generations in the workplace, organizations are faced with four different, and often conflicting, approaches to work. Since generations have individual / unique identities and mindsets, "generational baggage" travels with them into the workplace, impacting workplace performance.

When generational approaches to work clash, the results are loss of productivity, increased turnover, reduced employee motivation, and diminished business results. And workplace distractions.....

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Communication

*Miscommunication:
is reported to be the #1 cause
of workplace conflict,
low morale and poor teamwork.*

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Issue: Communication

How to engage and develop?

- Image
- Recruitment
- Orientation
- Daily
- Listen to Gen Y
- Sharing of information
- Training
- Tap into their network of friends

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**Generational Challenges
We Face in the Workplace**

- Poor communication
- Decreased productivity, quality, & innovation
- Misunderstood attitudes, relationships & working environments
- Less engaged volunteers & coworkers
- Lack of motivation, initiative, and team work

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Ways To Support GEN's

- Gives respect
 - value diversity, gender, sexual orientation, age, race, physical abilities, culture
- Communicates effectively
 - two way conversation get people to open up, it's not just what you say, it's how you say it
- Leads by example
 - change agent, practice what you preach
- Constant feedback and recognition
 - supportive and corrective feedback, ask: "What drives you crazy about the way I manage you?"

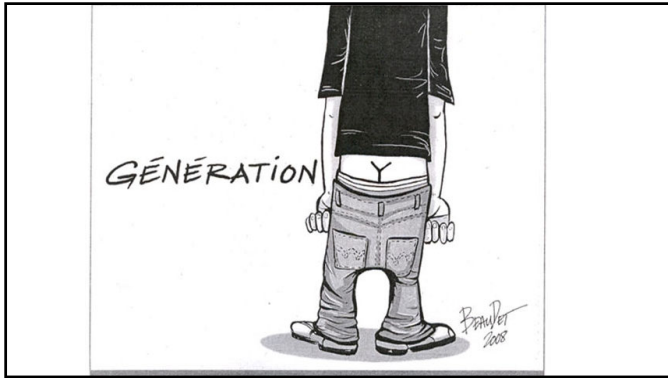
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Where We Are

Managing the generational mix has become a critical business skill for organizations striving to improve business results. Given a multi-generational workforce, it is reasonable to expect challenges in managing and leading a diverse group of employees.

It is imperative that different generations communicate to understand their similarities and find ways to resolve differences, so that team, the division and organization, can meet their goals.

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Gen Y is all about Technology

- 97% have a computer
- 94% own a cell phone
- 78% use Instant Messaging.
- 75% of students have a Face book account
- 60% own some type of expensive portable music and/or video device such as an iPod.
- 49% download music using peer-to-peer file sharing
- 33% use websites as their primary source of news
- 28% have a blog and 44% read blogs
- 15% of IM users are logged on 24 hours a day/7 days a week
- Internet 24/7 is expectation

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Strength: Technology
How to engage and develop

- Work environment
- Cell phones
- PDA's/Laptops
- Instant Messaging
- Corporate Intranet
- Telecommuting

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Social Networking Sites

- Facebook 350. m
- MySpace (14 & up) 135. m
- Twitter 45. m
- Classmates 51. m
- Flickr 32. m
- YouTube 300. m
- Nexopia 2. m
- LinkedIn 53. m

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Focus On This Generation

Generation Y 1981 - 1999 (12 - 30) **20%** workforce

- Echo Generation:

The largest generation of young people since the '60s is beginning to come of age. They're called "echo boomers" because they're the genetic offspring and demographic echo of their parents, the baby boomers. ... And as the population ages, they will become the next dominant generation of Americans.

Time Magazine:

- "What's-in-it-for-me generation."
- "Never-ending adolescence generation."
- "Y the generation that won't grow up." 9

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Why Employees Leave

Prior to Hiring Winners, Understand:

- People leave bosses, not jobs
- 22% are planning to leave
 - 1/3 changed jobs to escape co-workers
- Less than 20% consider fully engaged
 - 63% plan to stay with employer

The #1 Reason Employees Leave

A recent poll of the 1000 largest North American companies showed that lack of *recognition and praise* is the Number One reason employees leave an organization.

- Robert Half International

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Commonalities of the Generations

1. Everyone wants to succeed
2. Everyone wants to feel valued
3. No one likes conflict
4. Everyone wants clearly defined goals/objectives
5. Everyone needs clear communication
6. Everyone likes to have fun and enjoy their work

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Bridging the Generation Gaps

For all employees

- Appreciate differences
- Acknowledge your interdependency
- Appreciate what you have in common

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Bridging the Generation Gaps

For all employees

- Accept and appreciate another's perspective
- Take responsibility for making your relationships better

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Bridging the Generation Gaps

For Managers

- Focus on goals
- Make everyone feel included
- Break the bonds of tradition
- Show employees the future
- Encourage balance

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Knowing The Generations

Understanding is not what makes the difference.

You need to act on the information.

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Call to Action!

What You Can Start Doing Right Away:

- Build good working relationships
- Implement best practices
- Understand the workforce
- Be open to other opinions

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5 Points to Navigating the Multigenerational Workforce

1. Remember commonalities amongst the groups:
 - 3 R's -- Respected, Remembered and Recognized
 - 3 C's - Coached, Consulted and Connected
2. Avoid stereotypes
3. Communicate strategically (in multiple formats)
4. Encourage collaboration (mentoring)
5. Capitalize on the diversity of thought

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Conclusion

Everyone, regardless of generation, must become flexible, entrepreneurial, techno-savvy knowledge workers, focused on getting great work done - or we risk becoming obsolete.

Each generation must play an active role in building bridges between generations, to ensure increased communication, collaboration and productivity.

Organizations that don't address the generational chasm, and the consequent gaps in performance, will risk losing loyalty, competitive advantage and overall stakeholder value.

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Questions

1. What are the implications for working with our current staff?
2. What type of leadership/supervision are they looking for?
3. What types of things are they most likely to challenge? To support?
4. How can you be most successful as a leader/supervisor based on diverse generational characteristics?
5. How do you best prepare for the transition between Gen Xers and the Millennials?

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