

# Managing Generations

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# Learning Objectives

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This session will enhance awareness of generational differences and implications for leadership in a multigenerational work environment, including:

- perceptions, perspectives, motivations and other attributes of different generations in the workplace.
- recruitment, job satisfaction, productivity and retention.
- how managers respond to such issues when designing and communicating job assignments and performance expectations, developing the work environment and implementing work-life friendly practices.
- generational demographics and the improvement of competitive recruitment and retention strategies, including succession planning.



# Agenda

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- Generation Labels and Symbols
- Generational Values and Needs
- Managing Multiple Generations in the Workplace
- Generational Demographics
- Management Strategies and Succession Planning



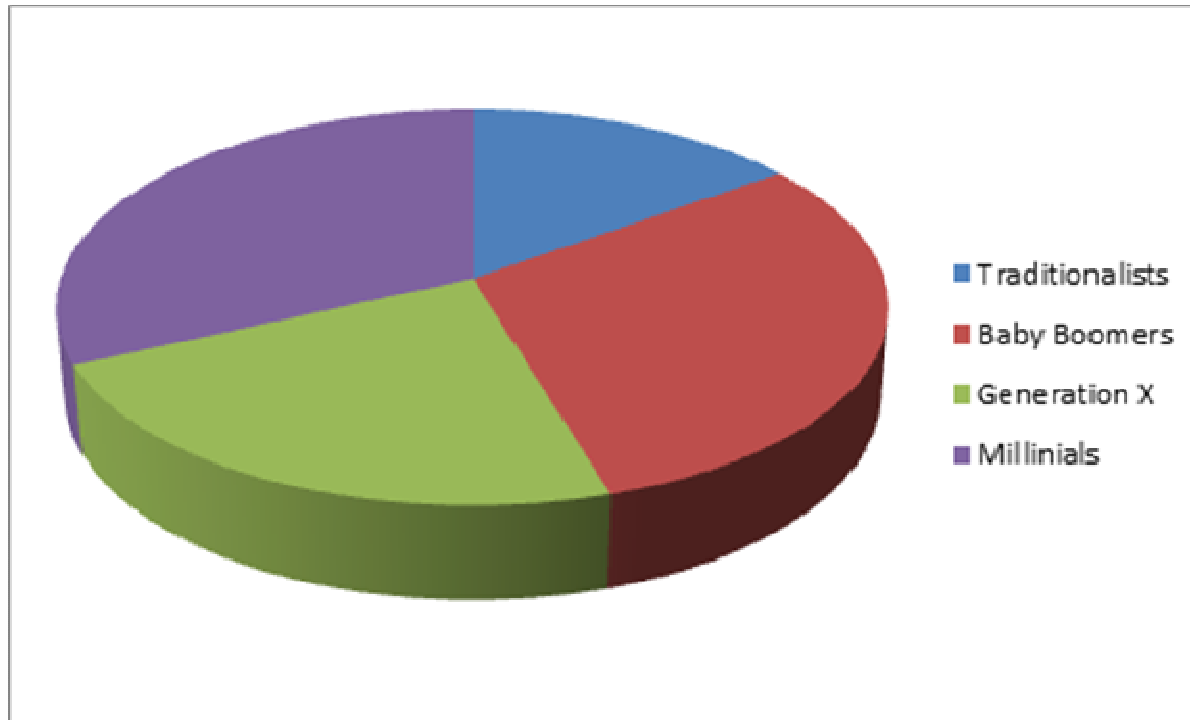
# Key Generational Issues

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- Communication
- Technology
- Recruiting
- Training
- Work-Style
- Motivation and Retention

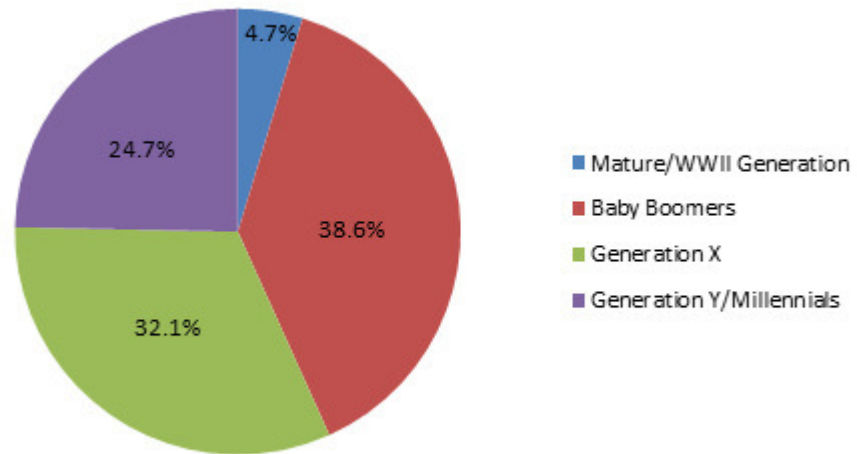
# Generational Demographics

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# Generations in Workforce

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## Why are generational differences a workplace issue?

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- Different values, ideas, communication formats colliding.
- Why now? First time in history that 4 distinct generations are in the workplace.
- Roles and rules are changing—impacts all aspects of work life.



## Pew Research Center 6/29/2009

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- Almost eight in 10 people believe there is a major difference in the point of view of younger people and older people today, according to the independent public opinion research group. That is the highest spread since 1969, when about 74 percent reported major differences in an era of generational conflicts over the Vietnam War and civil and women's rights. In contrast, just 60 percent in 1979 saw a generation gap.





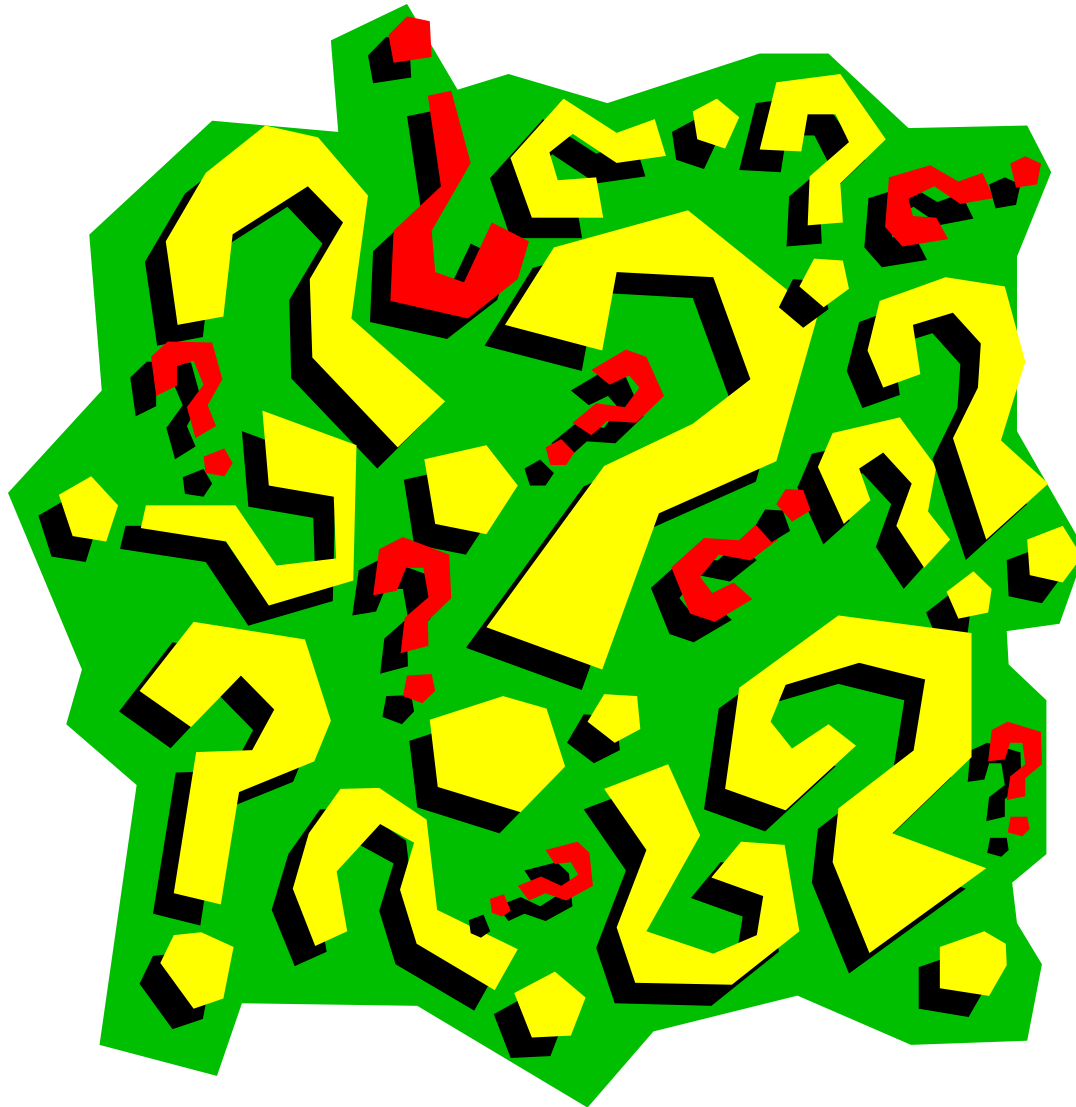
## Pew Research Center 6/29/2009

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- Around the notion of morality and work ethic, the differences in point of view are pretty much felt across the board.
- The generation gap in 2009 seems to be more tepid in nature than it was in the 1960s, when younger people built a defiant counterculture in opposing the Vietnam War and demanding equal rights for women and minorities

# Generation Trivia

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# Event and Date

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# Song Title, Artist and Date

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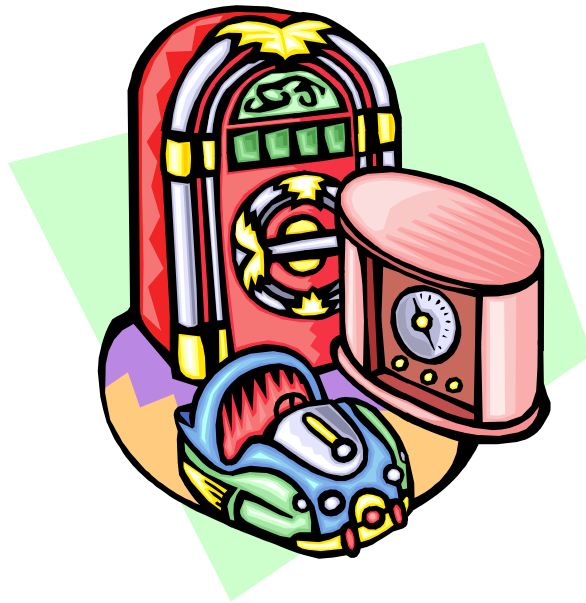
# Generation Labels and Symbols

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- General characteristics across a large population—doesn't fit everyone
- Important for shared history and values and technology shifting rapidly
- Shift in history: awakening and crisis (Howe and Strauss, *Generations*, 1991)
- The stereotypes may not apply
- Identity with generation can differ by:
  - gender, race/ethnicity
  - national origin
  - socio-economic background
  - culture, urban vs. rural setting
  - family structure (e.g., ages of parents)
  - Place in generation (begin or end might overlap with other generations)
- Think about how these characteristics impact the work environment

# Traditionalists

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- Born between 1925 and 1944
- Silent Generation, WW II generation, Mature Generation
- Artist/Adaptive (Howe and Strauss)
- 20 million people

# Personality

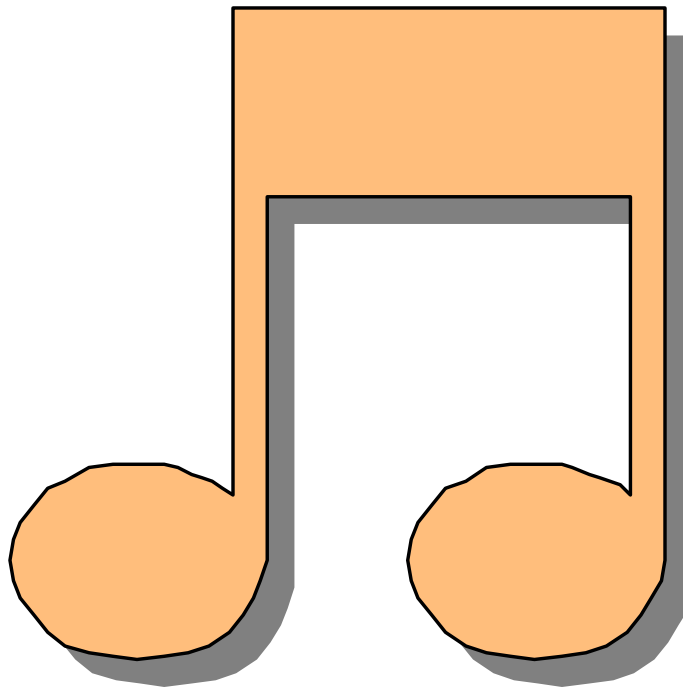
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# Song Title, Artist and Date

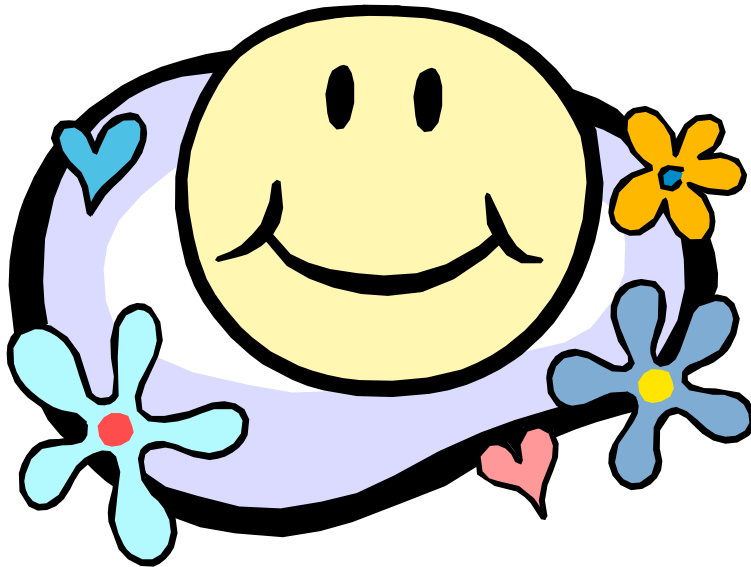
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# Baby Boomers

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- Born between 1945 and 1964
- Boomers or Sandwich Generation
- Prophet/Idealist
- 81.5 million people



# Baby Boomer Symbols

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- Vietnam War
- Women's Movement
- Peace Movement
- Civil Rights Movement
- Sex, Drugs and Rock n' Roll
- Recession
- Jaws
- Muhammad Ali



# Baby Boomer Values

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- Prosperity
- Long Hard Hours
- Suburban Living
- Activism
- Optimism
- Team Oriented
- Involvement
- Family Independence

# Event and Date

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# Song Title, Artist and Date

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# Generation X

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- Born between 1965 and 1980
- Gen X'ers, Baby Busters, 13<sup>th</sup> Generation
- Nomad/Reactive
- 61 million people
- Less spotlight on them



# Generation X Symbols

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- End of the Cold War
- AIDS
- Divorce
- Sesame Street
- Pac Man
- MTV
- Title IX



# Generation X Values

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- Diversity
- Quality Over Quantity
- Global Focus
- Informality and Fun
- Entrepreneurial
- Pragmatic
- Self Reliant/CONTROL
- Work-Life Balance
- Praise and Recognition
- Loyal to Purpose and Competence
- Most affected by savings crisis



# Personality

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# Song Title, Artist and Date

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# Millennials

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- Born between 1981 and 2000
- Generation Y, Generation Why, Generation Why Bother, Nexters, Echo Boomers, Nintendo Generation, Text Generation, Peter Pan Generation
- Hero/Civic
- 85 million people



# Millennial Symbols

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- The Simpsons
- 9/11
- MTV sans actual music
- Beavis and Butthead
- Computer/Video Games
- Hip Hop
- Columbine
- Low Financial Literacy



# Millennial Values

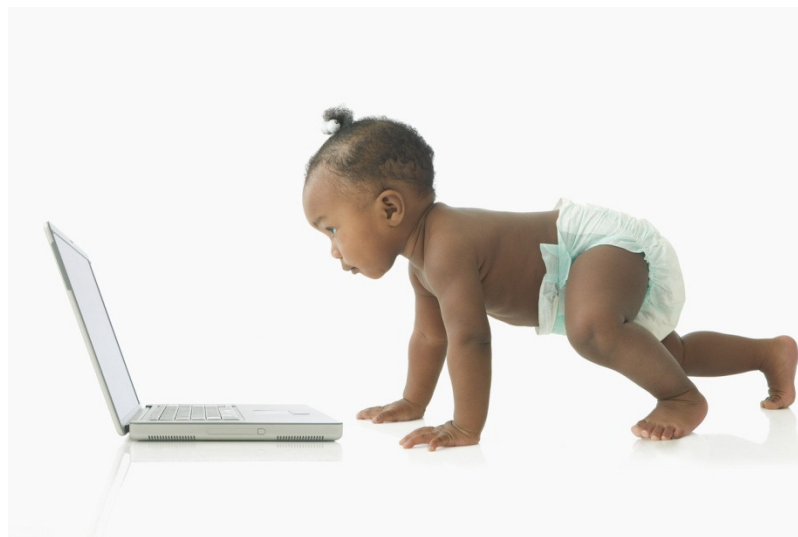
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- Tech Savvy/Tech Immersed
- Ask Why?
- Loyal to Understanding
- Multi-Tasking All the Time!
- Expression/Workplace Happiness
- Multiculturalism
- Moral/Civic Consciousness/Social Impact
- Skeptical
- Immediate  
Feedback/Rewards/Advancement

# New Silent Generation/ Generation Z/ Post Generation? (New Era)

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- 2001-present
- Change, Uncertainty, Transitional...
- Generation C: "click", "content", "connected", "computer", "community", "creative" and "celebrity"?
- Generation I, Generation AO (always on), Homeland Generation
- Artist/Adaptive





## Did you know?

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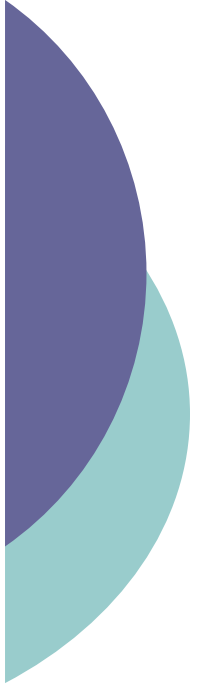
- A recent survey revealed that current college students call their parent(s) an average of 12 times a week.  
Compared to an average of once a week 20 years ago!
- 'Helicopter' parents are getting involved in all aspects of current college students' academic lives.
- Work lives?

# Personal and Lifestyle Characteristics

Greg Hammill, 2005

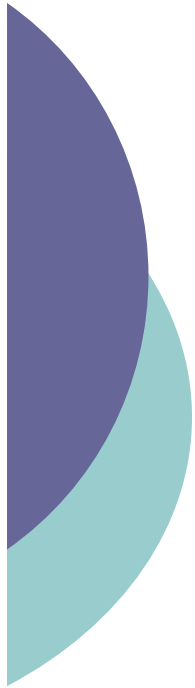
|                            | <b>Traditionalists</b>                      | <b>Baby Boomers</b>                   | <b>Generation X</b>                          | <b>Millennials</b>                             |
|----------------------------|---|---------------------------------------|--|--|
| <b>Core values</b>         | Respect for Authority<br>Conformers         | Optimism<br>Involvement               | Skepticism<br>Fun<br>Informality             | Realism<br>Confidence<br>Extreme fun<br>Social |
| <b>Family</b>              | Traditional<br>Nuclear                      | Disintegrating                        | Latch-key kids                               | Merged families                                |
| <b>Education</b>           | A dream                                     | A birthright                          | A way to get there                           | An incredible expense                          |
| <b>Communication media</b> | Rotary phones<br>One-on-one<br>Write a memo | Touch-tone phones<br>Call me any-time | Cell phones<br>Call me only at work          | Internet<br>Picture phones<br>E-mail           |
| <b>Dealing w/ money</b>    | Put it away<br>Pay cash                     | Buy now, pay later                    | Cautious<br>Conservative<br>Save, save, save | Earn to spend                                  |



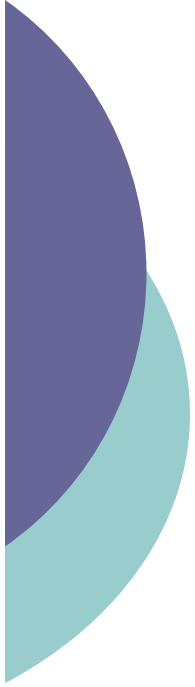


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**What are the workplace values  
of the different generations?**



| <b>Traditionalist</b>          | <b>Baby Boomer</b>                   | <b>Generation X</b>                            | <b>Millennial</b>                             |
|--------------------------------|--------------------------------------|--|---|
| Hard work<br>Respect authority | Workaholics<br>Question authority    | Eliminate the task<br>Self-reliance<br>Ask why | What's next<br>Multi-tasking                  |
| Work is an obligation          | Work is an exciting adventure        | Work is a contract                             | Work is an end to fulfillment                 |
| Individual contributor         | Team player                          | Entrepreneur                                   | Participative                                 |
| Rewards-no news is good news   | Money and title                      | How am I doing?<br>Want freedom                | Instant gratification<br>Meaningful work      |
| Motivated by respect           | Motivated by being valued and needed | Motivated by doing it their way-no rules       | Motivated by work with bright, creative folks |



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# **How do generational values impact the workplace?**

Let's look at some examples...



# Technology

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Younger people are more likely to embrace technology. About 75 percent of adults 18 to 30 went online daily, compared with 40 percent of those 65 to 74 and about 16 percent for people 75 and older. The age gap widened over cell phones and text messaging. About 6 percent of those 65 and older used a cell phone for most or all of their calls; 11 percent sent or received text messages. That's compared with 64 percent of adults under 30 for cell phone use and 87 percent for texting.

-Pew (2009)



# Generational Differences: Workplace Examples

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## Correspondence

- As a manager of a diverse (all 4 generations) workforce, you've recently noticed some tension among your otherwise well-functioning team. Having seen recent correspondence from co-workers and customers you suspect the issue is varying **communication styles.**



# Traditionalist Correspondence

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John Jones, Director  
Human Resources  
University of Colorado Health Sciences Center  
PO Box 173364  
Denver, CO 80217

Dear Mr. Jones:

I have been an employee with the University for more than 20 years. My current position is a General Professional II with the School of Medicine. I have received outstanding ratings on my performance evaluations for the past 15 years. This year, I received a "satisfactory" rating from my new supervisor. My supervisor has not been in the work force very long and during our performance rating meeting she indicated she saw no reason to give any employee an above satisfactory rating.

I am requesting to meet with you to discuss the procedure to dispute my performance rating. Please call me at your earliest convenience.

Sincerely,  
Ralph Emerson  
303-555-0000



# Baby Boomer Correspondence

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**From:** Smith, Jane

**Sent:** Wednesday, March 29, 2006 9:00 AM

**To:** Jones, John

**Cc:** Clark, Larry, White, Shirley

**Subject:** Task Force Meeting

John,

Just a follow-up to our conversation in the hall...I'd like to get together to discuss the development of a task force to review faculty salary data tracking. I think the task force should include about 10 staff members appointed by the Provost and should include faculty, exempt professionals and staff members. I have a list of suggested task force members. I'll stop by tomorrow to go over the details with you.

Thanks.

Jane



# Gen X Correspondence

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**From:** James, Christy

**Sent:** Wednesday, March 29, 2006 9:32 AM

**To:** Jones, John

**Subject:** Conference

I want to attend a conference on "Personal Growth in the Workplace", April 15 at the Colorado Convention Center (details attached). I think that the presenters and the topics would be beneficial to my personal and career goals. Since the conference is on a Saturday, how should I indicate this time on my work record? No rush since the conference is not until April.



# Millennial “Correspondence”

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**Sophie@ucdenver**

What do you think about using alternative ways 2 save **#Energy** in our office?



# Interviews

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- 33% of Millennials think it is okay to text during a job interview
- 30% of Millennials think it is okay to arrive for an interview five or more minutes late.



# Generational Differences: Workplace Example

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## **Dress Code**

**How would you explain a new 'casual Friday' dress code policy to the following work group?**

- John has always worn a traditional white shirt and tie and considers that his 'uniform'
- Sally was a hippie in the '60's and continues that same style today
- Ryan dresses in jeans with long sleeved shirts, even in summer. You suspect there are multiple tatoos on his arms. Given his lunch time discussions, some of the tatoos may be viewed as distasteful by customers.



## Generational Differences: Workplace Example

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### **Reward Structures**

It's annual appraisal time...

Traditionalist manager gives out nice bonus to Gen X'er for project well done. Gen X'er says "Why didn't I get this 6 months ago when the project was completed"?



# Generational Differences: Workplace Example

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## **Work Assignments**

'Baby Boomer' manager says "We need to get this report done".

Manager means NOW, but 'Xer' hears this as an observation, not a command, and may or may not do it immediately.



# What do the 'surveys' show?

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## **BridgeWorks' 2001 *Generations* survey results**

65% of respondents agreed that generation gaps make it hard to get things done at work.

24% of **Traditionalists**, 30% of **Baby Boomers** and over 60% of **Generation Xers** said they feel their generation is viewed negatively.

57% of respondents said their companies are "not creative enough" in recruiting new employees.



## More survey results

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43% of **Boomers** said they do not have good opportunities to be mentored where they work.

90% of **Generation Xers** said they want feedback immediately or within a few days. But 30% of Xers said they receive their phone bill more often than they get relevant feedback on the job!

Only 14% of survey respondents chose **Generation X** as the generation they felt most comfortable managing and this included the Xers themselves!

**Millennials** ranked "personal safety" as their #1 workplace issue.



## More survey results

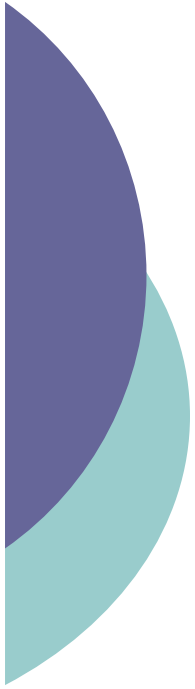
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To the statement "A person should build a lifetime career with one company," 29% of **Traditionalists** agreed, compared to 14% of **Boomers** and just 11% of **Xers**.

73% of **Traditionalists** plan to return to work in some capacity after they retire; 28% said they would "enter a new field of paid employment."

When asked who they were most loyal to at work, **Generation Xers** put co-workers first, their bosses or project second, and the company last.





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- 25 percent of Millennials think working somewhere for as little as 7 months shows that you are a loyal employee.
  - 14 percent of Baby Boomers said you need to work somewhere more than 5 years to be a loyal employee.



- 
- 45% of Millennials said they would quit a job if they didn't see a career path they wanted with their employer
  - 34% of all Millennials said they would quit their job on the spot if their employer asked them to delete their Facebook page.



# Strategies

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- Compensation must be fair
- Feedback, engagement and opportunity are key
- Job announcements and resumes both get an average of 1 minute's attention
- How do we measure successful retention?

# Event and Date

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# Personality

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# Song Title, Artist and Date

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# Demographics

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- What does the available workforce look like?
- What might the workforce look like in 10-20 years?
- How do these demographics affect our hiring and other employment practices?



# U.S. Demographics

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- “Majority minority” states up to
- Number of children living in mixed race families increased 10 fold (over 4 million) since 1970
- Higher educational attainment has shifted to women





# Population 65 and Over

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- 1960            19 million
- 1980            28 million
- 1990            31 million
- 2000            38 million
- 2010            40 million
- 2020            55 million
- 2030            70 million

***Overall workforce demands increased by 15% but workforce increased by only 12% through 2010.***

***Don't lose track of valuable, experienced retirees.***



# Educational Attainment Over 18

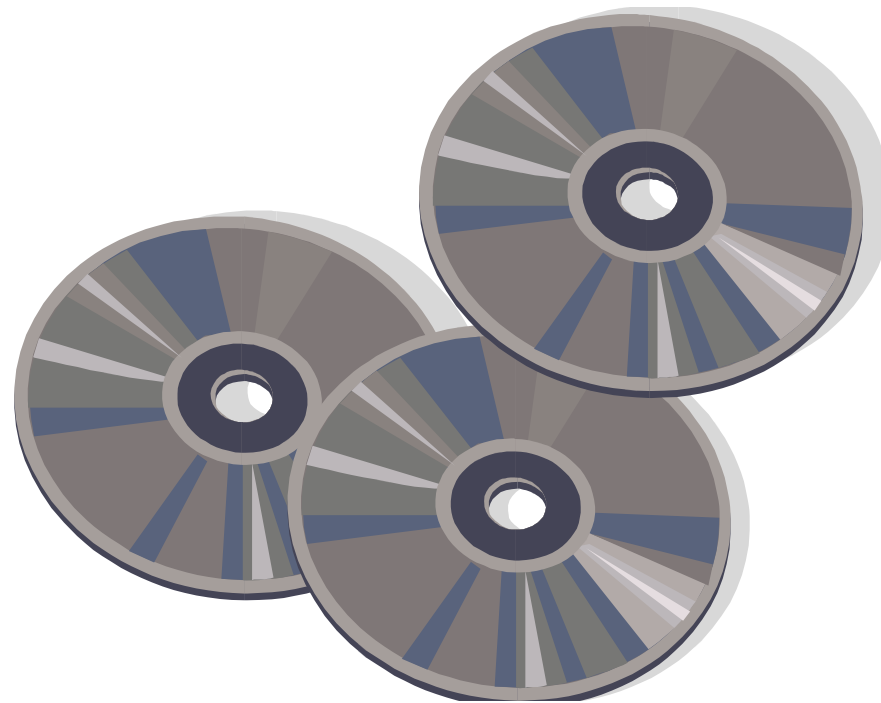
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- 1970
  - 14% of population with 4+ years college
- 2010
  - 28% of population with 4+ years college
- Still 40% not vocationally literate



# Song Title, Artist and Date

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# Event and Date

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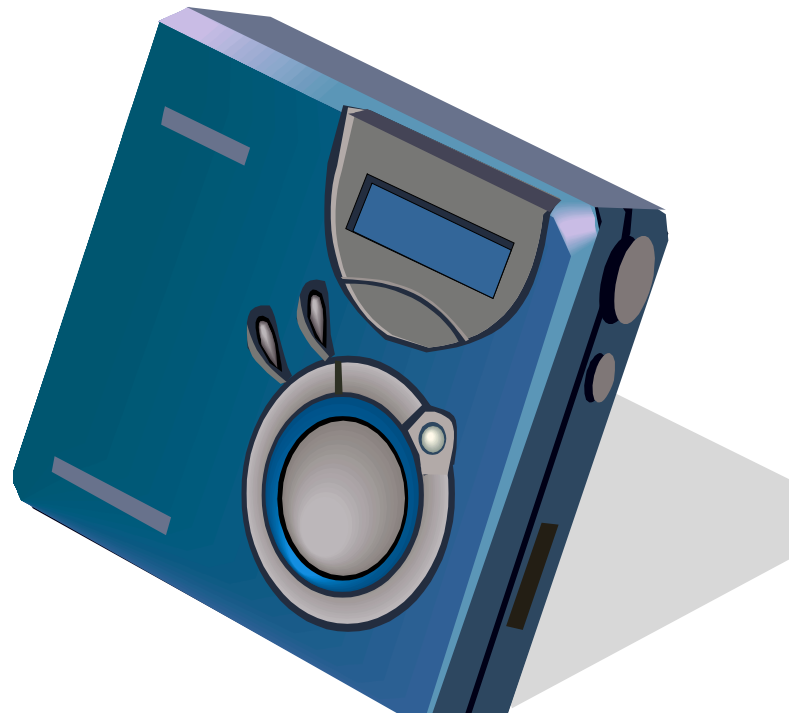
# Personality

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# Song Title, Artist and Date

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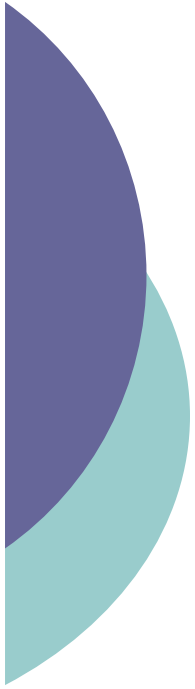


# All About Millennials

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- Outstanding Onboarding
- Leverage Desire for New Challenges
- Tap Social Passion
- Real Time Feedback and Rewards
- Work-Life Balance and Flexibility
- Enhanced Benefits

*Heathfield, Susan M., 2012, 11 Tips for Managing Millennials*



- 
- Accommodate differences
  - Improve communication and reward systems
  - Hire for potential
  - Provide a strong career lattice
  - Reassess organizational strategies more frequently
  - Need Apps for recruiting and weekly feedback





# Need for Succession Planning

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Over 40% boomers will be retirement eligible within 5 years. Xers close behind.

- Will they retire and to what extent?
- Who are they? Who are you?
- Who's left?
- How will they keep this place going?



# Doing Succession Planning

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- Avoid staying at the surface
- How deep to go?
- Recruitment
- Retention
- Compensation
- Recognition
- Work-Life
- Professional Development/Training
- Workplace environment (policies, practices)

# Event and Date

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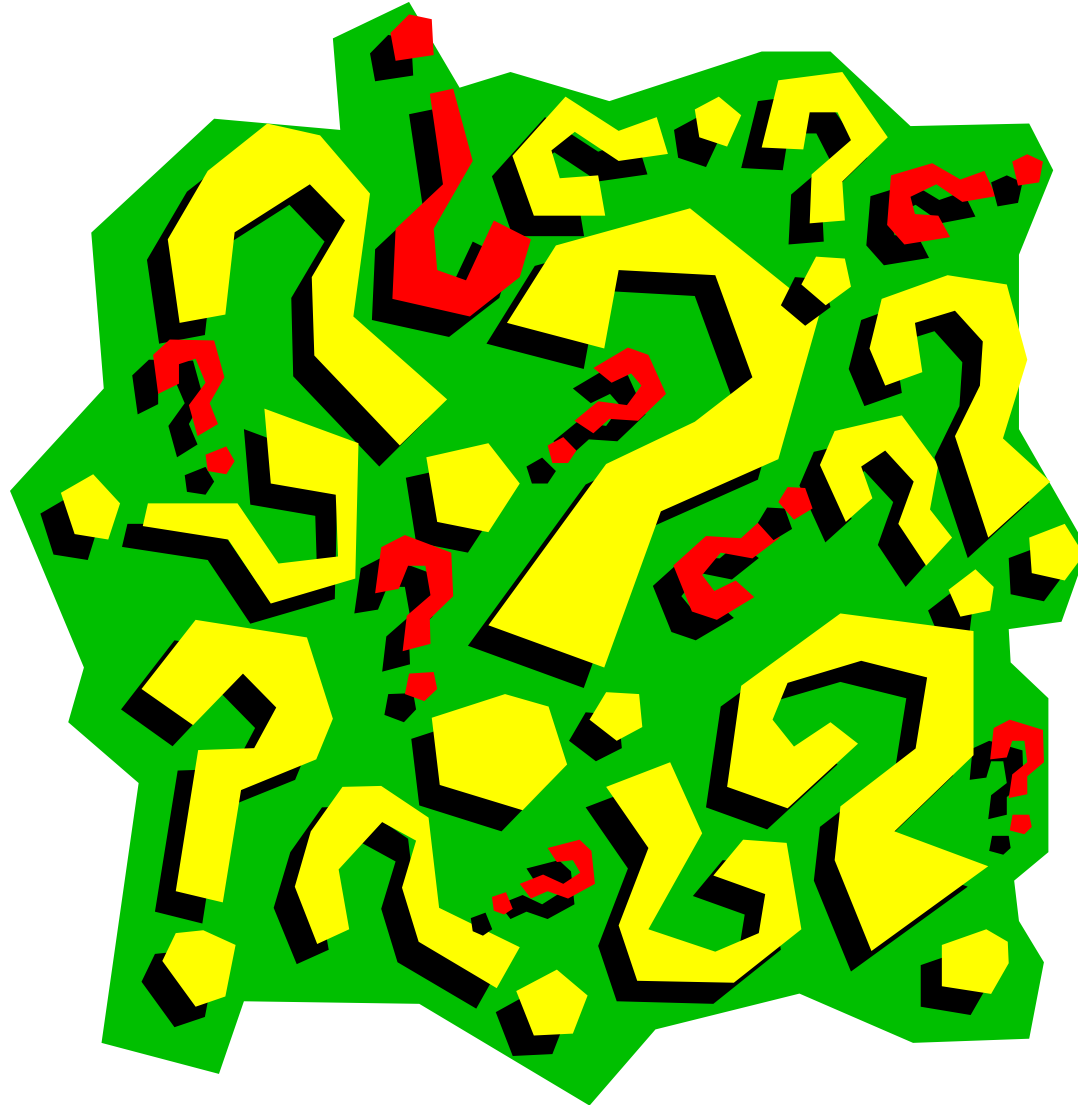
# Personality

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# Generation Trivia Answers

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# Altamont Riot - December 6, 1969

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# Sowing the Seeds of Love, Tears for Fears, 1989

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# Jayne Mansfield – 1933-1967

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# Help, The Beatles, 1965

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# Flag Raising at Iwo Jima – February 23, 1945

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Frank Sinatra, I Get a Kick Out of You,  
1953

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***Raven-Symoné*** –  
Actress born December 10, 1985

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# Danny's Song, Loggins and Messina, 1972

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# Oil Crisis - 1973

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# Christa McAuliffe – Teacher/Civilian Astronaut 1948-January 28, 1986

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# Where is the Love, Black Eyed Peas, 2003

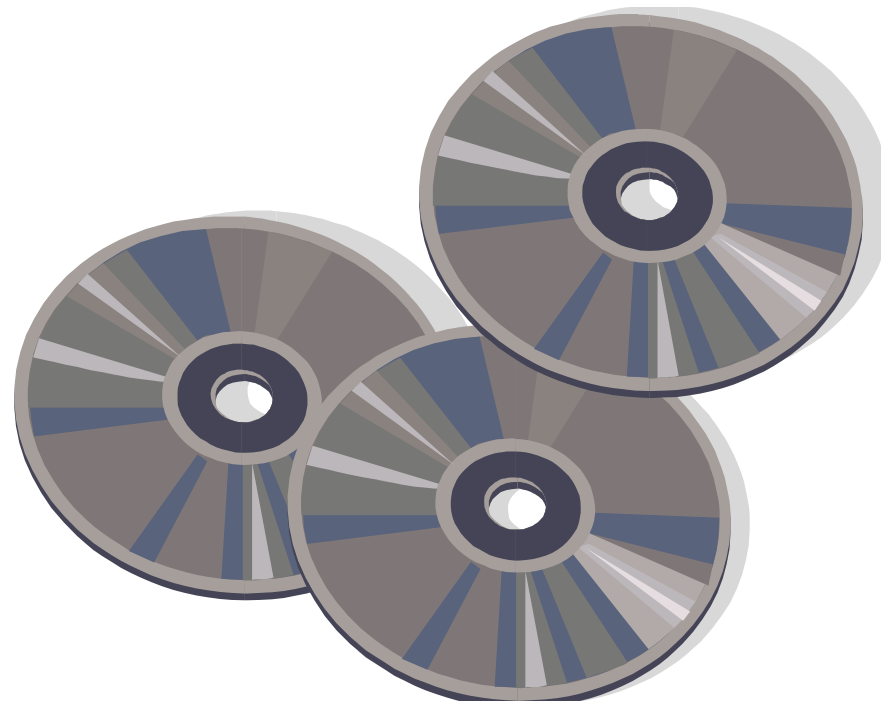
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# My Generation, The Who, 1965

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# Montgomery Bus Boycott/Rosa Parks Arrested – December 2, 1955

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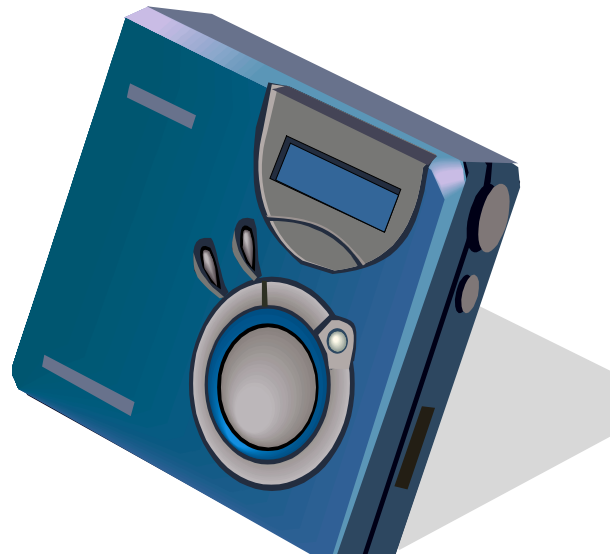
Boy George – Culture Club singer born  
June 14, 1961

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# When Doves Cry, Prince and the Revolution, 1984

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# Fall of the Berlin Wall – November 9, 1989

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Cesar Chavez – United Farm Workers  
leader/social activist March 31, 1927-  
April 23, 1993

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THANK YOU!

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