Managing Generations
Learning Objectives

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

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

- Communication
- Technology
- Recruiting
- Training
- Work-Style
- Motivation and Retention
Generational Demographics
Generations in Workforce

- Mature/WWII Generation: 4.7%
- Baby Boomers: 38.6%
- Generation X: 32.1%
- Generation Y/Millennials: 24.7%
Why are generational differences a workplace issue?

- 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.
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.
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
Event and Date
Song Title, Artist and Date
Generation Labels and Symbols

- 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

- Born between 1925 and 1944
- Silent Generation, WW II generation, Mature Generation
- Artist/Adaptive (Howe and Strauss)
- 20 million people
Personality
Song Title, Artist and Date
Baby Boomers

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

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

- Prosperity
- Long Hard Hours
- Suburban Living
- Activism
- Optimism
- Team Oriented
- Involvement
- Family Independence
Event and Date
Song Title, Artist and Date
Generation X

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

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

- 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
Song Title, Artist and Date
Millennials

- 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

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

- 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)

- 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?

- 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

<table>
<thead>
<tr>
<th></th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core values</strong></td>
<td>Respect for Authority Conformers</td>
<td>Optimism Involvement</td>
<td>Skepticism</td>
<td>Realism Confidence Extreme fun</td>
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<td></td>
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<td></td>
<td>Fun Informality</td>
<td>Social</td>
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<td><strong>Family</strong></td>
<td>Traditional Nuclear</td>
<td>Disintegrating Latch-key kids</td>
<td>Merged families</td>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>A dream</td>
<td>A birthright</td>
<td>A way to get there</td>
<td>An incredible expense</td>
</tr>
<tr>
<td><strong>Communication media</strong></td>
<td>Rotary phones One-on-one Write a memo</td>
<td>Touch-tone phones Call me any-time</td>
<td>Cell phones Call me only at work</td>
<td>Internet Picture phones E-mail</td>
</tr>
<tr>
<td><strong>Dealing w/ money</strong></td>
<td>Put it away Pay cash</td>
<td>Buy now, pay later</td>
<td>Cautious Conservative Save, save, save</td>
<td>Earn to spend</td>
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</table>
What are the workplace values of the different generations?
<table>
<thead>
<tr>
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<th>Generation X</th>
<th>Millennial</th>
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<tbody>
<tr>
<td>Hard work</td>
<td>Workaholics</td>
<td>Eliminate the task</td>
<td>What’s next</td>
</tr>
<tr>
<td>Respect authority</td>
<td>Question authority</td>
<td>Self-reliance</td>
<td>Multi-tasking</td>
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<td></td>
<td></td>
<td>Ask why</td>
<td></td>
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<td>Work is an obligation</td>
<td>Work is an exciting</td>
<td>Work is a contract</td>
<td>Work is an end</td>
</tr>
<tr>
<td></td>
<td>adventure</td>
<td></td>
<td>to fulfillment</td>
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<tr>
<td>Individual</td>
<td>Team player</td>
<td>Entrepreneur</td>
<td>Participative</td>
</tr>
<tr>
<td>contributor</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Rewards-no news is</td>
<td>Money and title</td>
<td>How am I doing?</td>
<td>Instant gratification</td>
</tr>
<tr>
<td>good news</td>
<td></td>
<td>Want freedom</td>
<td>Meaningful work</td>
</tr>
<tr>
<td>Motivated by respect</td>
<td>Motivated by being valued and needed</td>
<td>Motivated by doing it their way-no rules</td>
<td>Motivated by work with bright, creative folks</td>
</tr>
</tbody>
</table>
How do generational values impact the workplace?

Let’s look at some examples...
Technology

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

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.
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
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
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”

Sophie@ucdenver

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

- 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 Kinetics 2015
Generational Differences: Workplace Example

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 tattoos on his arms. Given his lunch time discussions, some of the tattoos may be viewed as distasteful by customers.
Generational Differences: Workplace Example

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

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?

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

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

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.
- 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.

Generational Kinetics 2015
Strategies

- 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
Personality
Song Title, Artist and Date
Demographics

- 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

- “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

- 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.

US Census Bureau
Educational Attainment Over 18

- **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
Event and Date
Personality
Song Title, Artist and Date
All About Millennials

- 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

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

- 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
Personality
Generation Trivia Answers
Altamont Riot - December 6, 1969
Sowing the Seeds of Love, Tears for Fears, 1989
Jayne Mansfield – 1933-1967
Help, The Beatles, 1965
Flag Raising at Iwo Jima – February 23, 1945
Frank Sinatra, I Get a Kick Out of You, 1953
Raven-Symoné – Actress born December 10, 1985
Danny’s Song, Loggins and Messina, 1972
Oil Crisis - 1973
Christa McAuliffe – Teacher/Civilian Astronaut 1948-January 28, 1986
Where is the Love, Black Eyed Peas, 2003
Montgomery Bus Boycott/Rosa Parks Arrested – December 2, 1955
Boy George – Culture Club singer born June 14, 1961
When Doves Cry, Prince and the Revolution, 1984
Fall of the Berlin Wall – November 9, 1989
Cesar Chavez – United Farm Workers leader/social activist March 31, 1927-April 23, 1993
THANK YOU!