OBJECTIVES

- **Discuss** ways in which the work environment can be impacted by intergenerational issues
- **Identify** how the new generation of students is impacting the workplace
- **Recognize** how perception impacts attitudes and behaviors
- **Identify** techniques to support teamwork and productivity in the multigenerational workplace
Navigating the Generations

BACKGROUND

- Current workforce is comprised of four distinct generations.
- The 55+ age group is growing and working beyond traditional retirement years.
- Organizations need to prepare for shifts in workforce demographics.
- Organizations need to anticipate the fifth generation entering the workforce.

MULTIPLE GENERATIONS @ WORK

TRADITIONALISTS
Born 1900-1945

BOOMERS
Born 1946-1964

GEN X
Born 1965-1976

MILLENIAL
Born 1977-1997
**Chart 1: An overview of the working generations**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage in US Workforce</td>
<td>3%</td>
<td>31%</td>
<td>31%</td>
<td>35%</td>
<td>Currently employed in either part-time jobs or new apprenticeships</td>
</tr>
<tr>
<td>Aspiration</td>
<td>Home ownership</td>
<td>Job security</td>
<td>Work-life balance</td>
<td>Freedom and flexibility</td>
<td>Security and stability</td>
</tr>
<tr>
<td>Attitude toward technology</td>
<td>Largely disengaged</td>
<td>Early information technology (IT) adopters</td>
<td>Digital immigrants</td>
<td>&quot;Technological&quot; - entirely dependent on IT-related group of alternatives</td>
<td></td>
</tr>
<tr>
<td>Attitude toward career</td>
<td>Jobs are for life</td>
<td>Organizational - careers are defined by employers</td>
<td>Early &quot;portfolio&quot; careers - loyalty to profession, not necessarily to employer</td>
<td>Digital entrepreneurs - &quot;work with&quot; organisations not &quot;for&quot;</td>
<td></td>
</tr>
<tr>
<td>Signature product</td>
<td>Automobile</td>
<td>Telephone</td>
<td>Personal Computer</td>
<td>Tablet/Smart Phone</td>
<td>Google glass, graphene, nano-computing, 3-D printing, driverless cars</td>
</tr>
<tr>
<td>Communication media</td>
<td>Formal letter</td>
<td>Telephone</td>
<td>Email and text message</td>
<td>Text or social media</td>
<td>Hand held or integrated into clothing / communication devices</td>
</tr>
<tr>
<td>Communication preference</td>
<td>Face-to-face</td>
<td>Face-to-face, but telephone or email required</td>
<td>Text messaging or e-mail</td>
<td>Voice and mobile (text messaging)</td>
<td>Facetime</td>
</tr>
<tr>
<td>Preference when making financial decisions</td>
<td>Face-to-face meetings</td>
<td>Face-to-face, but increasingly will go online</td>
<td>Online – will follow face-to-face if time permitting</td>
<td>Face-to-face</td>
<td>Solutions will be rapidly sourced</td>
</tr>
</tbody>
</table>

*Percentages are approximate at the time of publication.*

**DO YOU EVER HEAR THESE STATEMENTS?**

- "They just don’t get it!"
- “For the first year, my supervisor never asked my opinion on how to make any improvements to the team’s processes!”
- “Her desk never has any paper on it – how is she ever going to analyze and document the problem?”
- “Just do your job!”
- “He hardly knows how to turn a computer on!”
- “They have it so much easier today”
- “I remember when...”
WORKPLACE TRENDS

- People are living longer
- Technology is pervasive
- People are working longer
- Couples have dual careers
- Women dominate the workforce
- Single parents are in the workplace
- Workforce is more educated
- Younger people are in positions of authority
- Workers have multi-careers

WHAT IS A GENERATION?

- People with similar attitudes ideas, problems and perspectives based on growing up during a specific period of time.
- Exposed to similar cultural events and social factors.
- Can help us to understand behaviors and attitudes.
- Should not be stereotyped or limited by these generalizations.
Navigating the Generations

TRADITIONALISTS

- Born 1900 to 1945
- 49 million people
- Grew up with many rules and pressure to conform
- Increased prosperity over their lifetime; however, they remember the Depression
- “Work First!”
- Children should be seen and not heard
- Expected lifetime career with one employer
- Prefer communication in writing
- Desire to leave a lasting legacy

COMMON VALUES

Traditionalists

- Hard work
- Dedication and sacrifice
- Respect for rules
- Duty before pleasure
- Honor
- Conformity
- Loyalty
- Frugality
**BABY BOOMERS**

- Born 1946 to 1964
- 79 million
- Grew up with fewer rules and a more nurturing environment
- Lived in generally prosperous times, but experienced layoffs
- Women entered workforce in record numbers
- “Live to Work!”
- Spend “quality time” with children
- Excelling in their career is important
- Prefer telephone or face-to-face communication
- Desire challenge and opportunity

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**COMMON VALUES**

*Baby Boomers*

- Optimism
- Team orientation
- Personal gratification
- Involvement
- Personal growth
- Workaholics
- Competitors
GENERATION X

- Born 1965 to 1976
- 49 million
- Grew up as latchkey or day care children
- Turbulent economic times – downturn in 80s, upswing in 90s
- “Work to Live!”
- Friends with their child, want to spend quantity time
- Expect their career to keep moving forward or they will leave
- Prefer electronic communications
- Change from job security to career security

COMMON VALUES

Generation X

- Diversity
- Techno-literacy
- Fun and informality
- Self-reliance
- Pragmatism – realists
- Results oriented
- Individualism
- Challenge the system
**MILLENNIALS**

- Born 1977 to 1997
- 75 million
- Attended day care, very involved “helicopter” parents
- Prosperity has increased over their lifetime
- “Live, then Work!”
- Achievement oriented
- Prefer instant or text messaging
- Want to build parallel careers – experts in multitasking

**COMMON VALUES**

*Millennials*

- Optimistic
- Civic duty
- Confident
- Achievement oriented
- Respect for diversity
- Informal
- Tenacious
- Social consciousness
Navigating the Generations

YOU CANNOT
EXPECT TO
UNDERSTAND
SOMEBODY
YOU’VE
ALREADY PUT
IN A BOX.

PERCEPTION

• experiences
• background
• beliefs
• values
• education
• upbringing
• culture
• religion
• language
• race
• personality
• physical
  (abilities/disabilities)
• Psychological
  (abilities/disabilities)
• lifestyle
• sexual orientation
• age
• gender
• ethnicity
• socio-economic status
• geographical location
• media
What are some generational issues that surface in your organization?

- Poor communication
- Decreased productivity, quality and innovation
- Misunderstood attitudes, relationships and working environments
- Less engaged volunteers and coworkers
- Lack of motivation, initiative and teamwork
### ON-THE-JOB STRENGTHS

<table>
<thead>
<tr>
<th></th>
<th>Trads</th>
<th>Boomers</th>
<th>Xers</th>
<th>Millennial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Strength</strong></td>
<td>Stable</td>
<td>Service Oriented/Team Players</td>
<td>Adaptable/ Techno-Literate</td>
<td>Multitaskers/ Techno-Savvy</td>
</tr>
<tr>
<td><strong>Outlook</strong></td>
<td>Practical</td>
<td>Optimistic</td>
<td>Skeptical</td>
<td>Hopeful</td>
</tr>
<tr>
<td><strong>View of Authority</strong></td>
<td>Respectful</td>
<td>Love/Hate</td>
<td>Unimpressed/ Unintimidated</td>
<td>Polite</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>By Hierarchy</td>
<td>By Consensus</td>
<td>By Competence</td>
<td>By Pulling Together</td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td>Personal Sacrifice</td>
<td>Personal Gratification</td>
<td>Reluctant to Commit</td>
<td>Inclusive</td>
</tr>
<tr>
<td><strong>Time on the job</strong></td>
<td>Punched the clock</td>
<td>Viability is key “Face Time”</td>
<td>As long as I get the job done, who cares</td>
<td>It’s quitting time – I have a real life to live</td>
</tr>
<tr>
<td><strong>Diversity</strong></td>
<td>Ethnically segregated</td>
<td>Integration began</td>
<td>Integrated</td>
<td>No majority race</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>No news is good news</td>
<td>Once a year with documentation</td>
<td>Interrupts and asks how they are doing</td>
<td>Wants feedback at the push of a button</td>
</tr>
<tr>
<td><strong>Work/Life Balance</strong></td>
<td>Needs help shifting</td>
<td>Balances everyone else and themselves</td>
<td>Wants balance now</td>
<td>Need flexibility to balance activities</td>
</tr>
</tbody>
</table>

### BENEFITS OF MULTI-GENERATIONAL TEAM

- The team can attract and retain talented people of all ages.
- The team is more flexible.
- The team can be more productive because its members reflect multi-generational problem solving.
- Decisions are stronger because they’re broad-based.
- The team is more innovative.
- The team can meet the needs of a diverse public.
Navigating the Generations

Survey Says: Multiple Generations Reveal Their Workplace Preferences*

5 generations
For the first time, employers are managing up to 5 generations in the workforce.

3 most prevalent generations in the workplace today
- Millennials
- Baby Boomers
- Generation X

Finding inspiration
Millennials are more inspired at home, while Gen Xers and Baby Boomers find inspiration at the office.

Lighting up
HR professionals see
millenials as
the future

43% of Gen Xers and 48% of Millennials prioritize fitness when it comes to wellness.

48% of Baby Boomers look for ergonomic furniture as part of a wellness program.

38% of Gen Xers and 39% of Millennials rank salary as their #1 motivator at work.

Work with purpose
Baby Boomers and Gen Xers are more motivated by having a sense of purpose than Millennials.

Beware of burnout
3 of 5 generations felt overworked and burned out.

Traditionalists
Traditionalists are motivated by money, but also want to be respected.
Preferred recognition style: subtle, personalized recognition and feedback.
Welcomed benefits: long-term care insurance, catch-up retirement funding.

Baby Boomers
Baby Boomers prefer monetary rewards, but also value flexible retirement planning and peer recognition.
Preferred recognition style: acknowledgment of their input and expertise; prestigious job titles, parking places and office size are measures of success.
Welcomed benefits: 401(k), matching funds, stock options, catch-up retirement funding.

Generation X
Generation X values bonuses and stock as monetary rewards and workplace flexibility as a non-monetary reward.
Preferred recognition style: informal, rapid and publicly communicated.
Welcomed benefits: telecommuting and tuition reimbursement.

Generation Y
Generation Y wants stock options as a monetary reward and values feedback as a non-monetary reward.
Preferred recognition style: regular, informal communication through company chat or social networks.
Welcomed benefits: flexible schedules, continued learning.

Generation Z
Generation Z is more interested in social rewards (mentorship and constant feedback) than money, but also is motivated by meaningful work and being given responsibility.
Preferred recognition style: regular in-person public praise.
Welcomed benefits: online training and certification programs.

* The Deloitte Human Capital 2018 Workplace Survey: Reveal Generational Preferences in the Office
GOOD TEAM MANAGEMENT

- Slow down - pay attention
- Act from a position of authority not power
- Be enthusiastic, positive and patient with your team
- Be an effective communicator - focus on listening
- Respond more - React less
- Be clear with procedures, policies and expectations
- Forgive, apologize, be generous with compliments
- Respectfully require accountability
- Model desired behaviors
- Maintain a sense of humor
- Seek feedback regarding your performance
- Be flexible

SUMMARY

- Generations are just one lens for looking at cultural differences
- Working from assumptions and stereotypes about a group of people is one of the root causes of conflict, discrimination and bias
- Each generation views the world from a unique perspective
- By respecting and valuing each other's differences, we can develop a basis for dialogue and learning
THANK YOU!

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