NAVIGATING THE GENERATIONS

APPA
2018

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

APPA 2018

2

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.
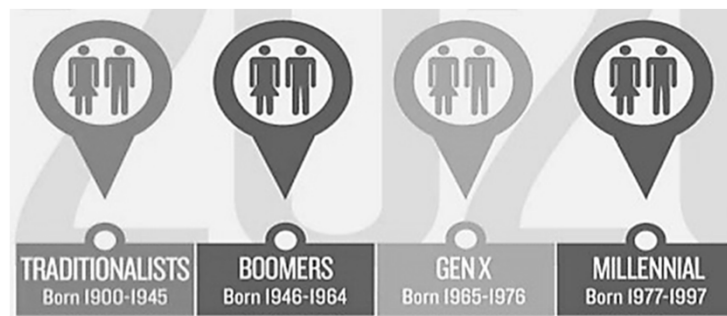
APPA 2018

③

MULTIPLE GENERATIONS @ WORK

TRADITIONALISTS	BOOMERS	GEN X	MILLENNIAL
Born 1900-1945	Born 1946-1964	Born 1965-1976	Born 1977-1997

APPA 2018

④

Chart 1: An overview of the working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War, Rationing, Fixed-gender roles, Rock 'n' Roll, Nuclear families, Defined gender roles — particularly for women	Cold War, Post-War boom, "Swinging Sixties", Apollo Moon landings, Youth culture, Woodstock, Family-orientated, Rise of the teenager	End of Cold War, Fall of Berlin Wall, Reagan / Gorbachev, Thatcherism, Live Aid, Introduction of first PC, Early mobile technology, Latch-key kids; rising levels of divorce	9/11 terrorist attacks, PlayStation, Social media, Invasion of Iraq, Reality TV, Google Earth, Glastonbury	Economic downturn, Global warming, Global focus, Mobile devices, Energy crisis, Arab Spring, Produce own media, Cloud computing, Wiki-leaks
Percentage in US Workforce	3%	31%	31%	35%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" – entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	Automobile	Television	Personal Computer	Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held (or integrated into clothing) communication devices
Communication preference	Face-to-face	Face-to-face ideally, but telephone or e-mail if required	Text messaging or e-mail	Online and mobile (text messaging)	Facetime
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally, but increasingly will go online	Online — would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

*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…"*

6

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

APPA 2018

7

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.

APPA 2018

8

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

APPA 2018

COMMON VALUES

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

APPA 2018

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

APPA 2018

COMMON VALUES

Baby Boomers
- Optimism
- Team orientation
- Personal gratification
- Involvement
- Personal growth
- Workaholics
- Competitors

APPA 2018

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

APPA
2018

COMMON VALUES

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

APPA
2018

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

APPA 2018

COMMON VALUES

Millennials
- Optimistic
- Civic duty
- Confident
- Achievement oriented
- Respect for diversity
- Informal
- Tenacious
- Social consciousness

APPA 2018

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

17

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

APPA 2018

18

HOW DO GENERATIONAL DIFFERENCES COME INTO PLAY IN YOUR WORK ENVIRONMENT?

What are some generational issues that surface in your organization?

APPA 2018

19

GENERATIONAL CHALLENGES

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

APPA 2018

ON-THE-JOB STRENGTHS

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

APPA
2018

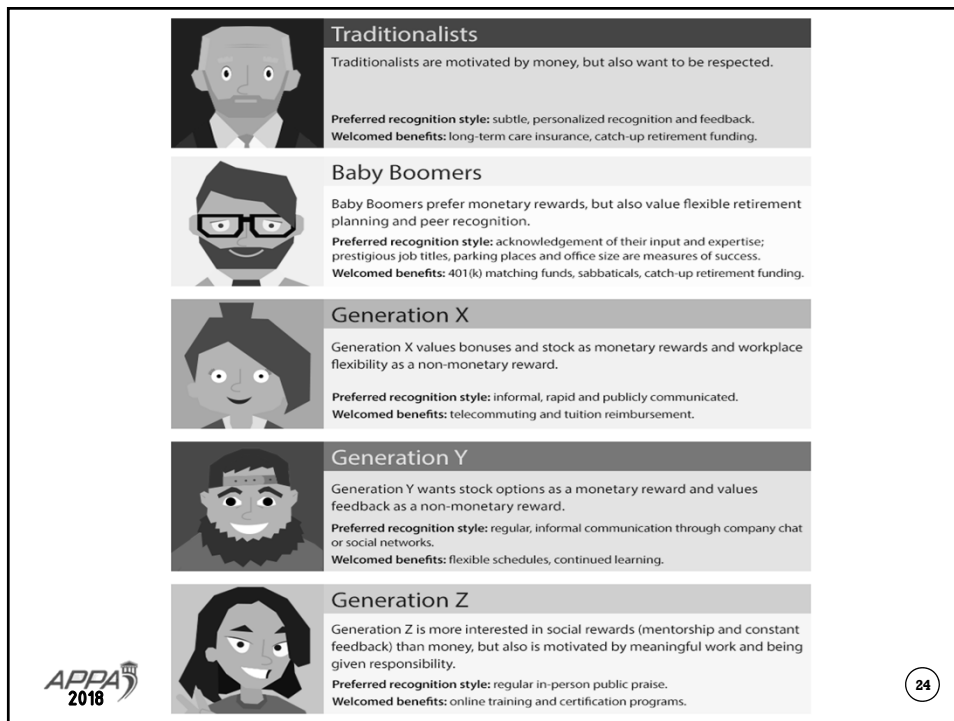# BENEFITS OF MULTI-GENERATIONAL TEAM

- The team can attract and retain talented people of all ages.
- The team is more flexible.
- The team can be more productive because it's 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.

APPA
2018

22
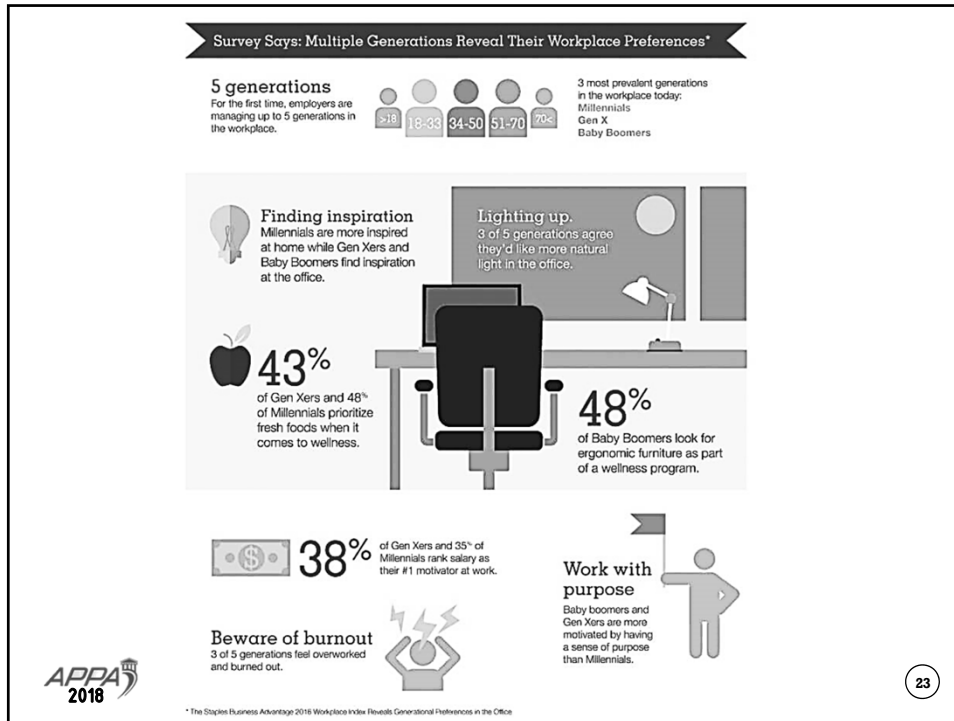
GOOD TEAM MANAGEMENT

- 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

APPA 2018

(25)

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

APPA 2018

(26)

THANK YOU!

Michelle Frederick
202-885-2689
mfrederi@American.edu