



MANAGING GENERATIONAL DIFFERENCES IN THE WORKPLACE

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The Current American Workforce

2%



25%



33%



35%



5%

Traditionalists

1925-1945

Baby Boomers

1946-1964

Generation X

1965-1980

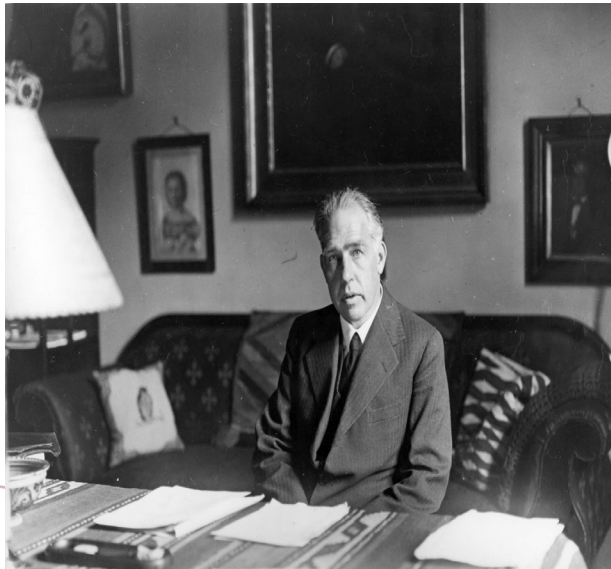
Millennials

1981-2000

Generation Z

2000-2020

Traditionalists: Born Between 1922-45



SHAPED BY WWII AND THE DEPRESSION, FDR

BUSINESS FOCUS: QUALITY – RULE FOLLOWER, THEIR WORD IS THEIR BOND

WORK ETHIC/VALUES: HONOR, SACRIFICE, HARD WORK, ATTENDANCE, LOYALTY, HISTORY, TRADITION

DEFINED BY: ‘SACRIFICE’ – RAISED BY PARENTS THAT JUST SURVIVED THE DEPRESSION

WORK ASSETS: DEPENDABLE, HARDWORKING, THOROUGH

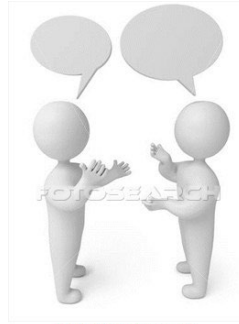
INTERACTIVE STYLE: INDIVIDUAL

FEEDBACK/REWARDS: NO NEWS IS GOOD NEWS, SUBTLE, PRIVATE RECOGNITION ON INDIVIDUAL LEVEL WITHOUT FANFARE

RETIREMENT: PUT IN 30 YEARS, RETIRE AND LIVE OFF OF PENSION/SAVINGS

WORK ENVIRONMENT: CLEAR CHAIN OF COMMAND, CONSERVATIVE, NEEDS CLEARLY DEFINED RULES/POLICIES

KEY WORDS: RELIABLE, RESPONSIBILITY/DUTY, VALUE



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Technology. Hoover Dam

Communications. Rotary phones, one-on-one, write a memo

Work Liabilities. Don't adapt well to change, right or wrong, military style chain of command

FAMOUS TRADITIONALISTS



- Betty White
- Clint Eastwood
- Sean Connery
- Chuck Norris
- Raquel Welch



BABY BOOMERS: BORN BETWEEN 1946-64

MAJOR EVENTS/CONCEPTS: ASSASSINATION OF JFK, MLK, RFK, VIETNAM WAR: ANYTHING'S POSSIBLE
GENERATION – MAN ON THE MOON, CHANGE THE WORLD WITH COLLABORATION

FREE LOVE: THE PILL, EXPLORED THEMSELVES AND THE WORLD: DOMINANT FORCE IN THE TRAVEL
INDUSTRY.

MAJORITY WENT TO COLLEGE, CLIMBED UP THE CORPORATE LADDER, STRESSED – 60 HR. WORK WEEK,
IDEALIST, POLITICALLY CORRECT, CONSENSUS-DRIVEN, CAUSE DRIVEN

WORK ETHIC/VALUES: CHALLENGE AUTHORITY, DISLIKES RULES, LOYAL TO THE TEAM, VALUES EQUALITY,
COLLABORATION, PERSONAL GROWTH, TEAMWORK

WORK ENVIRONMENT: DEMOCRATIC, HUMANE, EQUAL OPPORTUNITY, WARM, FRIENDLY ENVIRONMENT

WORK ASSETS: TEAM PLAYERS, SEES THE BIG PICTURE – CAN BREAK IT DOWN CREATIVELY INTO
ASSIGNMENTS, MISSION ORIENTED, CHALLENGES THE STATUS QUO

INTERACTIVE STYLE: TEAM PLAYER, LOVES TO HAVE MEETINGS

FEEDBACK/REWARDS: FEELS REWARDED BY MONEY, DISPLAYS ALL AWARDS, LIKES PRAISE, ENJOYS
PUBLIC RECOGNITION, TITLE RECOGNITION

RETIREMENT: IF I RETIRE, WHO AM I? I HAVEN'T SAVED SO I NEED TO WORK, AT LEAST PART TIME. BEEN
DOWNSIZED SO I NEED TO WORK AT LEAST PART TIME.

KEY WORDS: MAKE A DIFFERENCE, 'IMAGINE IF...' SAVE TIME, FEATURES AND BENEFITS





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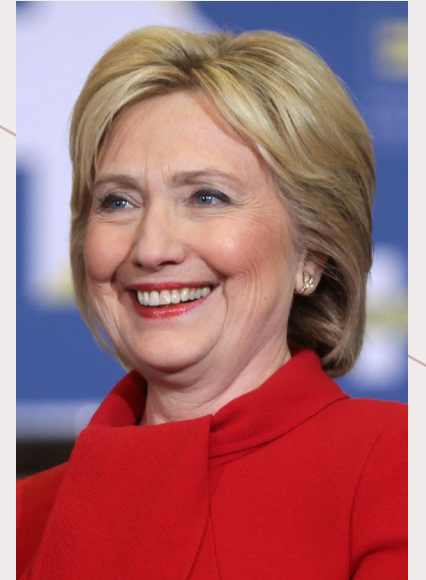
TECHNOLOGY: THE MICROWAVE

COMMUNICATION/MEDIA: TOUCH-TONE PHONES, CALL ME ANYTIME

*WORK LIABILITIES: SELF-CENTERED, EXPECT ALL TO BE
WORKAHOLICS, CHALLENGES AUTHORITY OF TRADITIONALISTS,*

FAMOUS BABY BOOMERS

- Ellen DeGeneres
 - Steve Jobs
 - Madonna
 - Johnny Depp
- Hilary Rodham Clinton
 - Ron Howard
 - Kirstie Alley





GENERATION X: BORN BETWEEN 1965-80

Watergate, Gulf War, Generation of latchkey kids, Y2K, Energy crisis, mom's work

Can't trust their government to look after them, job losses: career stability gone, tend to be self-sufficient

Received MBA degrees in droves so they could be 'safe' from workplace changes,

Work ethic/values: Prefers diversity, technology, informality and fun, likes a casual work environment, work/life balance

Work environment: Fast paced/flexible, efficient, functional, positive and fun

Work assets: Adapts well to change, consumer mentality, direct communicators, eager to learn, determined, technologically savvy

Interactive style: Entrepreneur

Feedback/rewards: Freedom is best reward, no public recognition

Retirement: I may retire early – saved money, may take sabbatical to develop self, may want different experiences and may change careers

Key words: Best, finest, world-class, 'you will benefit by... ' this is in your best interest...'



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TECHNOLOGY: WHAT YOU CAN HOLD IN YOUR HAND, CELL, PDA

COMMUNICATION: BLUNT/DIRECT, IMMEDIATE, TALK IN SHORT SOUND BYTES, SHARE INFO IMMEDIATELY AND OFTEN

WORK LIABILITIES: CYNICAL – SKEPTICAL, DISLIKES AUTHORITY, IMPATIENT, NO LONG-TERM OUTLOOK, LACK PEOPLE SKILLS

FAMOUS GEN X'RS

- Leonardo DiCaprio
- Cameron Diaz
- Tiger Woods
- Beyonce
- Ashton Kutcher
- Jennifer Aniston
- Tony Hawk



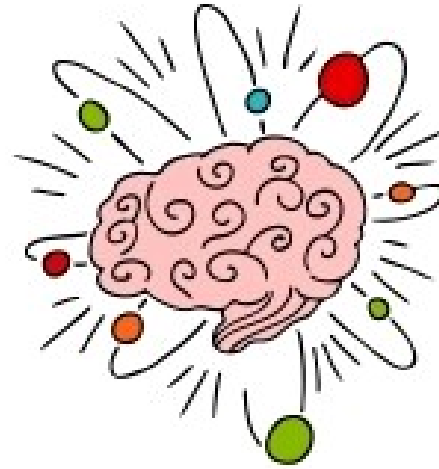
GENERATION Y: BORN BETWEEN 1981-2001

- AKA Millennial's, called Digital Natives, born w/mouse in hand so process info differently; expect everything to be downloaded immediately, 911: saw it instantly, safety laws enforced: bike helmets, seat belts, DUI, sent message that 'you are special, we value you', first generation of children with schedules
- Believe in instant gratification: download a song, book, video so why can't everything come instantaneously? 10 yr. old Gen Y same maturity level as 16 yr old Boomer due to globalization, instant streamed news.
- Work ethic/values: looking for careers and stability, collaboration, training, expect to influence the terms and conditions of job, mentoring is important
- Work environment: Collaborative, highly creative, achievement- oriented
- Work assets: Consumer mentality, highly educated, optimistic, goal oriented, tenacious
- Interactive style: Participative
- Communication: use language to portray visual pictures, don't talk down to them, in person if message is important otherwise electronic keep it motivational
- Feedback/rewards: Loves feedback – often, meaningful work, recognition for heroes
- Retirement: Jury is still out but will probably be similar to Gen Xers
- Key words: Global citizen, balance, diversity, connections and community





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TECHNOLOGY: ETHEREAL – INTANGIBLE

COMMUNICATIONS/MEDIA: INTERNET, PICTURE PHONE, E-MAIL

WORK LIABILITIES: INEXPERIENCED, NEED SUPERVISION, LACK DISCIPLINE, HIGH EXPECTATIONS, LACK SKILLS IN DEALING WITH DIFFICULT PEOPLE, DISTASTE FOR MENIAL WORK (BRAIN SMART), TECH DEPENDENT – NOT TECH SAVVY



FAMOUS GEN Y'RS

- Justin Bieber
- Jennifer Lawrence
- Mark Zuckerberg
- Kristen Stewart
- Miley Cyrus
- Kendall Jenner

GEN Z'ERS – WHO'S COMING

- **Gen Z in the workplace** is characterized by the following trends and priorities:
- **Redefining the digital frontier:** Gen Z'ers, having grown up in a technology-dominated world, bring a unique perspective.
- **Embracing diversity and inclusivity:** Gen Z is the most ethnically and racially diverse generation in history.
- **Prioritizing work-life balance and mental health.**
- **Challenging conventions.**
- **Championing sustainability and corporate responsibility.**
- **Embracing transformation for future success**



	Trads	Boomers	Xers	Millenial
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 Concensus	By Competence	By Pulling together
Relationship	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive

ON THE JOB STRENGTHS

	Trads	Boomers	Xers	Millenial
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

ON THE JOB STRENGTHS

DISCUSSION ACTIVITY



Select a partner, preferably from a different generation



Discuss a need you have from your generational perspective that the employer could meet better



Discuss a way you might improve your management style to meet another generations needs

COACHING AND MENTORING BOOMERS:



Love face to face interactions: grew up with large groups before the internet. Mass protest, rock concerts so increase face to face time with them.



Demonstrated the power of the group to make a difference: protested the lack of women's rights, finesse policy and legislation to pass laws.



They are masters of delegation, competed from an early age as there were so many of them, learned art of time management and delegation so ask for their expertise on these



Can see both the vision and the details and the prioritize – the only macro-micro cohort

COACHING AND MANAGING X'ERS:



Perfected the art of delegation because they had to be laser focused between stagflation, high divorce rates, humiliation of Contra crisis and the Challenger explosion, they learned to be resourceful and pragmatic



Formative years: age of TQM, Japanese management models, organizational re-engineering



Sandwiched between two generations that are team-oriented and consensus driven

COACHING AND MANAGING GEN Y'ERS:

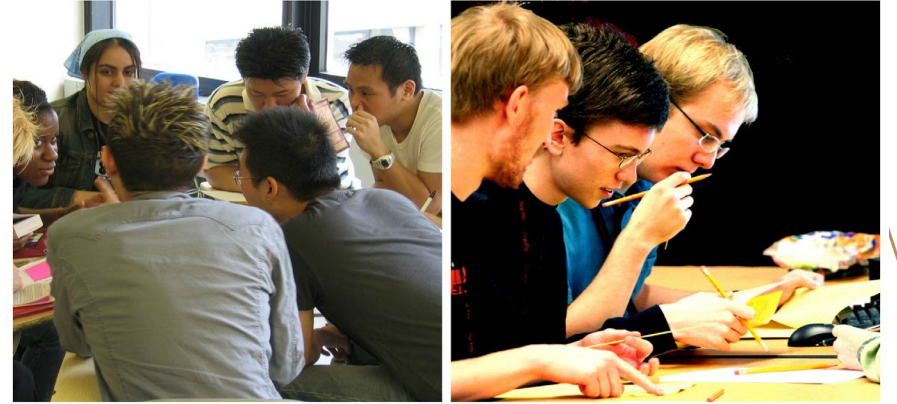
Tend to be big picture thinkers. They've seen globalization, diversity and technology in ways that no generation has.

They understood the current and future use of emerging technology

Before delegate, ask them for their ideas by giving them the big picture first. They're used to having a voice (family meetings) and will improve the buy-in

Will go online and find a best practice in China and figure out how to make your idea even better. Delegate 'with' them, not 'to' them.

- Remember that all generations want:
 - To be treated fairly
 - Work that provides personal satisfaction
 - Employers who understand personal lives are important
 - Work that is valued by employers and constituents
 - A clear sense of purpose from employers



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THANK YOU

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