

Generations in the Workplace

Lonn Boyer, M.B.A. S.P.H.R.

Madera County
Director of Human Resources

Objectives

- Define the generations and their workplace characteristics
- Identify common motivators and values of each generation and how they affect behavior in the workplace
- Describe how each generation defines success its affect on relationships in the workplace
- Discuss approaches to managing and leading employees of different generations
- Appreciate and gain respect for what is important to each generation

Generations

- A society-wide peer ground, born over approximately 20 years, who collectively possess a common persona.
- Events and conditions experienced during our formative years help define how we view the world.

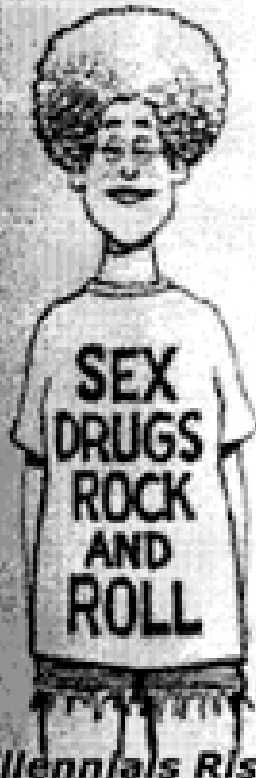
Generations

- Generations are shaped by history and events, technological advances, social changes, economic conditions, popular culture, etc

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60's



80's



00's



Millennials Rising: R.J. Matson, Cartoonist

UC

Leadership Institute

Investigating UC's Strategic Course for Administration

Matures

- Born before 1945
- Influenced by the Military
- About 8% of current workforce
- 35 million people today

Mature Events

- Franklin Roosevelt (New Deal)
- World War II
- Many are Veterans
- Commercial Air Travel
- Big Band Era, Jazz

Mature Generation

Characteristics

- Hard Worker
- Savers
- Patriotic
- Loyal to Institution
- Dependable

Values

- Dedication
- Conformity
- Respect for Authority
- Rules
- Duty before pleasure

Boomers

- Born 1945-1964
- Most influential people today
- Largest percentage of population and of workforce
- 80 million people

Boomer Events

- Civil Rights Movements
- Birth Control
- Moon Landing
- Inflation
- Woodstock
- Watergate
- Vietnam

Boomers

Characteristics

- Educated
- Desire Quality
- Longs Hours at job (time at work)
- Fitness Conscious
- Question Authority

Value

- Hard work
- Personal Gratification (Status)
- Team orientation
- Involvement

Generation X

- Born 1964-1980
- Prove it to me
- Skeptical
- Smallest group between 2 large generations
- Only 16% of population

Generation X Events

- Challenger Disaster
- Berlin Wall
- Desert Storm
- Latch Key Kids
- Skyrocketing Divorce Rate
- Scandals
- Mass Media

Generation X

Characteristics

- Self Reliant
- Stressed Out
- Productive
- Demands Work/life Balance
- Cynical and Skeptical

Value

- Diversity
- Personal loyalty to a few, not institutional
- Technology
- Fun, Informality & Practicality
- Seize the moment

Millennials (Gen Y)

- Born after 1980
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- 75 million people
- Technology/Computer age
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"YES MOTHER, I TOLD YOU I'M DOING FINE ON MY OWN AT COLLEGE... HEY, COULD YOU LOG ON AND FIND MY SCHEDULE, ORDER MY BOOKS AND CALL ME WHEN IT'S TIME FOR CLASS?"

Millennial (Gen Y) Events

- Oklahoma City Bombing
- Columbine High School
- Rise and Fall of DOT.com
- Desert Storm
- 9/11 Terrorism
- Reality TV
- Computer/net/cell - instant information
- Lowest Parent/Child ratio in U.S. History

Generation Y (Millennials)

Characteristics

- Optimistic
- Confidence
- Education minded
- Separate work/life
- Extreme fun
- Multi-task
- Short Attention Span

Value

- Diversity
- Constant Communication
- Instant information
- Quick Decisions
- Relationship with mature generation

Generation Statements

- *You pay your dues. You make the sacrifices necessary to make things work. People today ask too many questions. They expect too much too soon. Just do what you're told, get the job done. You'll get what you deserve in time. Your company puts a roof over your head and food on your table. You have an obligation.*

Generation Statements

- *Mature – Loyalty and duty are important to this generation. They put faith in staying the course and exercising patience.*

Generation Statements

I get tired of hearing the word loyalty. I think people who have a lot of power like to throw that word down on the people who don't. Look at the record. Look at all the people who were supposed to have long careers and big pensions and got unemployment and social security instead.

Generation Statements

Gen X er – Grew up witnessing may of the disappointments of parents, and others who lost jobs/pensions. Many are not receptive to feeling loyal to an employer.

Generation Statements

Everybody talks about TV this and TV that; this show, that show. I really don't need it that much, there are plenty of other things to do.

Generation Statements

Millennial (some mature)

Millennial are just as happy with video games, computers and other activities.

Not as devoted to TV as Boomers and Xers. Matures did not grow up with so can also ignore and do other things.

Generation Statements

I'll tell you about crowded, the schools in my neighborhood sometimes had 60 in a class! It made everything very competitive. The good thing is we had to learn to get along and team up with others.

Generation Statements

Boomer – the population swell in the 50's and 60's overwhelmed schools and colleges.

Generation Statements

I think there is a good reason why you don't hear much "Oh he/she's my hero" these days. I don't think there are many heroes. There are people who are rich, famous, whatever, but not too many heroes.

Generation Statements

Xer – Xers tend to be skeptical and cynical. They are the only generation that indicate they have no shared heroes.

Generation Statements

You may not believe this, but sometimes I borrow my mother's CD's. We don't exactly have the same tastes in music, but we like some of the same stuff.

Generation Statements

Millennial - Example of parent as a friend and other changes in generational relationships.

Managing Different Generations

- Consideration of work traits need to be given when working with each generation

Workplace Traits Mature/Boomers

- Plan to stay long time (Loyal)
- Respectful of Hierarchy
- Like Structure
- Accepting of authority in workplace, but may resent younger supervisors
- Give maximum effort

Workplace Traits Generation X/Y

- Technologically savvy
- Like informality
- Learn/adapt quickly
- Embrace diversity
- Seek work/life balance (what is done rather amount of time at work)

Generational Tendency

- X&Y act first, evaluate later, may not listen and miss valuable information
- X&Y Thrive in speed/multi-task, short term
- Mature & Boomers, paid dues, see X&Y as too impatient and quick to throw out old

Generational Tendency

- Mature see Boomers as self absorbed
- Boomers see Mature as dictatorial/rigid
- Y views X and cynical and negative
- X views Y as spoiled and self absorbed

Coaching and Managing Different Generations

- How do the conflicting definitions of success affect how we motivate, coach and encourage in the workplace?”

Managing Matures

- *Use testimonials from the nation's institutions (government, business, or people)*
- *Emphasize that you've seen a particular approach work in the past, don't highlight uniqueness*

Managing Boomers

- *Show them how you can help them use time wisely.*
- *Demonstrate the importance of a strong team, but emphasize that their decision is a good one and a “victory” for them—they’re competitive and want to win*

Managing Boomers

- *Emphasize they are valuable and worthy and their contribution is important to organizations success*
- *Follow up and ask how the individual is doing on a regular basis*

Managing Xers

- *Put all the options on the table*
- *Be prepared to answer “why”*
- *Explore options outside “the box”*

Managing Xers

- *Follow up and meet your commitments. They're eager to improve and expect you to follow through.*
- *Use their peers as testimonials when possible*

Managing Millennials

- *Offer customization and support flexibility*
- *Offer peer-level examples*
- *Spend time providing information and guidance*
- *Show that you are impressed with their decisions*

Desired Commonality

- Timely Constructive Feedback
- Sense of community with others
- Effective projects & meetings
- Use of talent and enhance skills

Summary

- *Acknowledge your employees expectations, and recognize the generational tendency lead to differences*
- *Different generations care about different approaches to the same problem*