

Successfully Navigating the Multi-Generational Workplace



The Challenge



“Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don’t like ambivalence. Your move.”

Source: Harvard Business School Newsletter, April 2006



Objectives

- Identifying Multi-Generational Cohorts
- Recognizing generational characteristics
- Understanding the values of each generation
- Evaluating communication styles
- Managing conflict within generations
- Benefiting from differences





Identifying Multi-Generational Cohorts

Multi-Generational Cohorts

Multi-Generational Cohorts defined...

“An indefinable group that shares the same birth years, age location, and significant life events at critical developmental stages of their lives.”

Source: Kupperschmidt, 2000



Generation Types

Traditionalists
(before 1946)

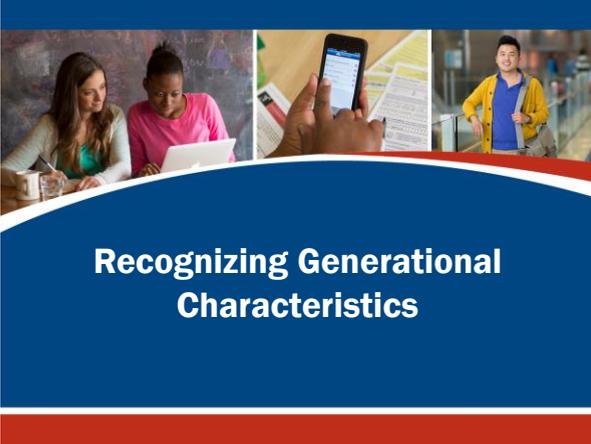
Baby Boomers
(1946 - 1964)

Generation X
(late 1960's - late 1970's)

Millennials
(1980's - 1990's)

GENERATIONS





Recognizing Generational Characteristics

Traditionalists (before 1946)



- Disciplined
- Dislikes conflict
- Detail oriented
- View history as a way to plan for the future



Baby Boomers (1946 - 1964)



- Adaptive
- Goal-oriented
- Focuses on individual choices and freedom
- Adaptive to a diverse workplace
- Positive attitudes



Generation X (late 1960's – late 1970's)



- Adaptability
- Independence
- Self-reliant
- Family oriented



Millennials (1980's – 1990's)



- Craves change and challenges
- Creative
- Exceptionally resilient
- Committed and loyal
- Accepts diverse backgrounds easily



Meet Herb...



- Herb has been working in the leather tannery business for 23 years. He originally started out as a hide dyer but due to his strong work ethic he was promoted to his current role as a plant supervisor. His wife often complains about him not spending enough time around the house due to his loyalty to the job.



Meet Herb...



What generation is Herb?

- A. Traditionalist
- B. Baby Boomer!!**
- C. Generation X
- D. Millennial



What is a value?

According to Merriam Webster...

*“a relative worth, utility,
or importance”*





Understanding Generational Values and Work styles

The 10 Truths...

1. All generations have similar values
2. Everyone wants respect
3. Trust matters
4. Everyone wants credible, trustworthy leaders
5. Office politics is an issue

Source: <http://dimage.com/bridging-multi-generational-gaps-sharing-common-values/>



The 10 Truths...

6. No one really likes change
7. Loyalty depends on context
8. Retention is about doing the right things, not age
9. Everyone wants to learn
10. Almost everyone wants a coach



Traditionalists

- Believe in conformity, authority and rules
- Logic
- Defined sense of right and wrong
- Loyalty and respect for authority



Baby Boomers

- Individual choice
- Community involvement
- Ownership
- Prosperity
- Health and wellness



Generation X

- Contribution
- Feedback and recognition
- Autonomy
- Time with manager



Millennials

- Self-expression vs. self-control
- Marketing and branding
- Acceptance of violence
- Lifestyle enjoyment
- Earning respect



Myths and Reality



Baby Boomers are workaholics...



Generation X'ers aren't willing to work hard...



Millennials are only in it for themselves...

MYTH



Variations of Work Styles

“Each generation has unique characteristics, influences, work ethics, core values, and respect and tolerance for others that affect how its members interact, communicate and learn in the workplace.”

Source: T. Cekata, 2012



Today's Demographics



12%

28 million people in U.S.

30%



74.9 million people in U.S.

243
MILLION



27%

66 million people in U.S.

31%



75.4 million people in U.S.

Source: Pew Research Center , 2016



Variations of Work Styles

Traditionalists

- Seek consistency and uniformity
- Past-oriented
- Prefer organizational structure
- Like command-and-control leadership



Variations of Work Styles

Baby Boomers

- Confidence in tasks
- Emphasize in team-building
- Avoid conflict
- Seek collaborative, group decision making



Variations of Work Styles

Generation X

- Productivity
- Work/life balance
- Technologically competent
- Ethnic diversity
- Free agents



Variations of Work Styles

Millennials

- Likes to know the big picture perspective
- Flexibility (work/dress)
- Views work as self-expression
- Feeling of entitlement
- Instant gratification



Ricky and Tammy



Ricky has just been hired as a pharmaceutical representative in his hometown. His supervisor Tammy, 46, is having a hard time adjusting to Ricky's work style versus the older employees she supervises. He comes in exactly at the start of his scheduled time (while the others come in 30 minutes prior) and is occasionally found surfing the internet. She thinks he's lazy!



Ricky and Tammy



Is Tammy's opinion of Ricky's work ethic accurate?

- A. Yes
- B. No**





Evaluating Communication Styles

How do we communicate?

- Facial expressions
- Gestures
- Pointing/Using hands
- Writing
- Drawing
- Touch
- Eye contact
- Using equipment (text/computer)



Communication Rules

Golden Rule

Do unto others as you would have them do unto you

Titanium Rule

Do unto others, keeping their preferences in mind



Four Types of Communication Behaviors

- #1 Passive
- #2 Aggressive
- #3 Passive - Aggressive
- #4 Assertive

Source: serenityonlinetherapy.com



Passive Communicators



A. Fail to assert for themselves ...



B. Allow others to deliberately or inadvertently infringe on their rights ...



C. Tend to be very impulsive ...

C

Source: serenityonlinetherapy.com



Aggressive Communicators



A. Interrupt frequently ...



B. Use facial expressions that don't match how they feel (such as smile when angry)...



C. Use humiliation to control others ...

B

Source: serenityonlinetherapy.com



Passive-Aggressive Communicators



A. Tend to speak softly or apologetically ...



B. Appear cooperative while purposely doing things to annoy and disrupt ...



C. Deny there is a problem ...

A

Source: serenityonlinetherapy.com



Assertive Communicators



A. Feel in control of self ...



B. Will not allow others to abuse or manipulate them ...



C. Use subtle sabotage to get even...

C

Source: serenityonlinetherapy.com



Communicating within Generations

Communication Preferences	
Traditionalists	Baby Boomers
Written	Auditory
	Face-to-face



Differences within Generations

Communication Preferences	
Generation X	Millennials
Email	Email
Face-to-face	Text messaging
	Prefer written instructions
	Blogging



Meet Jessica



Jessica is a new employee at Badger Enterprises. Her supervisor Jack developed a policy indicating that staff must call him if they cannot come to work. However, Jessica prefers to email or text him and has verbally indicated that she believes her method is more efficient and he should consider a policy revision.



Meet Jessica



Based off of Jessica's communication preference, what generation is she?

- A. Traditionalist
- B. Baby Boomer
- C. Generation X
- D. Millennial**





Managing Conflict within Generations

Six Management Principles

1. Initiate conversations about generations
2. Identify needs and preferences
3. Offer options
4. Personalize management styles
5. Build on strengths
6. Pursue different perspectives



Six Management Principles

- 1. Initiate conversations about generations**
 - Minimizes judgments
 - Eliminates communication barriers
- 2. Identify needs and preferences**
 - Establishes relationship
 - Creates a platform for success



Six Management Principles

3. Offer options

- Creates opportunity for flexibility
- Establishes boundaries/expectations

4. Personalize management styles

- Makes yourself relatable
- Culture of interest



Six Management Principles

5. Build on strengths

- Diversifies your team
- Highlights accomplishments

6. Pursue different perspectives

- Encourages support and opportunity





Benefiting from Differences

Benefits

- Attract and retain talented people
- Flexible teams
- Greater marketing ability
- Broad-based perspectives
- More innovative and creative
- Meet the diverse needs of the public



“The rich diversity of generational perspectives, when valued, nurtured, and integrated, can lead to a more robust and adaptable work environment as well as spur teams to new heights of productivity.”

Source: kellyservices.com



Thanks for Attending



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