

Generational Differences

Overview



- Generations – Who, What and Why
- Generations at Work
- Managing and Motivating
- Generations Working Together
- A look ahead.



- Values that we develop when we are young influence what we believe as adults.
- Values develop when:
 - Observing
 - Modeling
 - Socializing
 - Significant Events

Significance of Generations

| Traditionalists -Silents | Baby Boomers | Generation X -Gen X -X'ers | Generation Y -Millennial -Echo Boomers |
|-------------------------------------|---------------------|---|---|
| 1922-1945 | 1946-1964 | 1965-1980 | 1981-2000 |

Working Generations

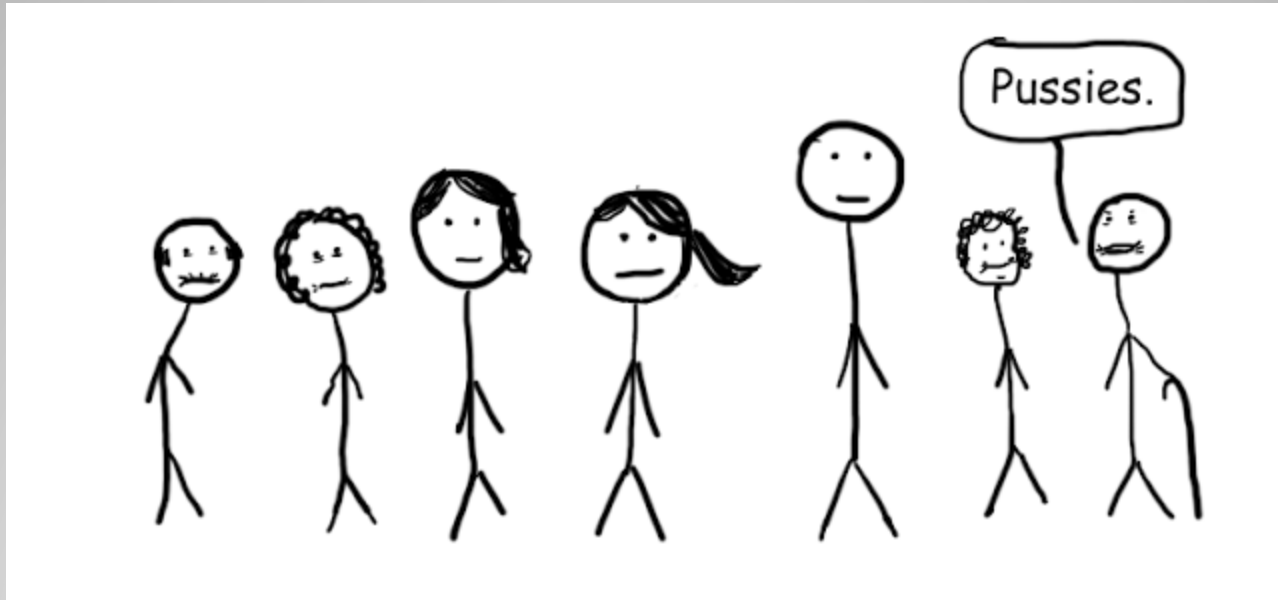
**World War 2
"The Greatest Generation"**

1901 - 1922

**Generation Z
FaceBook Generation
Nexters
newMillenials**

2001 to Present

Non-Working Generations



WW2 -The Greatest Generation

THE REVOLUTIONARY CYCLE

| <u>Generation Name</u> | <u>Birth Years</u> |
|------------------------|--------------------|
| Awakening | 1701-1723 |
| Liberty | 1724-1741 |
| Republican | 1742-1766 |
| Compromise | 1767-1791 |

THE CIVIL WAR CYCLE

| <u>Generation Name</u> | <u>Birth Years</u> |
|------------------------|--------------------|
| Transcendental | 1792-1821 |
| Gilded | 1822-1842 |
| Progressive | 1843-1859 |

THE GREAT POWER CYCLE

| <u>Generation Name</u> | <u>Birth Years</u> |
|------------------------|--------------------|
| Missionary | 1860-1882 |
| Lost | 1883-1900 |
| G.I. | 1901-1924 |
| Silent | 1925-1942 |

THE REVOLUTIONARY CYCLE

Generation Name

Type

Awakening (1701-1723)

Idealist

Liberty (1724-1741)

Reactive

Republican (1742-1766)

Civic

Compromise (1767-1791)

Adaptive

THE CIVIL WAR CYCLE

Generation Name

Type

Transcendental (1792-1821)

Idealist

Gilded (1822-1842)

Reactive

Progressive (1843-1859)

Adaptive

THE GREAT POWER CYCLE

Generation Name

Type

Missionary (1860-1882)

Idealist

Lost (1883-1900)

Reactive

G.I. (1901-1924)

Civic

Silent (1925-1942)

Adaptive

THE MILLENNIAL CYCLE

Generation Name

Type

Baby Boomer (1943-1960)

Idealist

X (1961-1981)

Reactive

Millennial (1982-200?)

Civic

15th (200?-20??)

Adaptive

The Four Generations

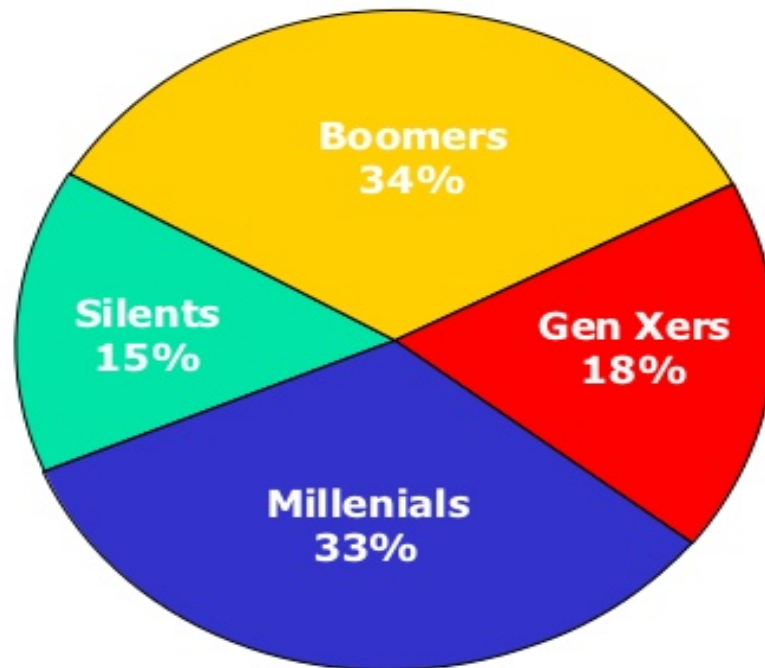


Silents (1933-1945)

Gen X (1965-1976)

Boomers (1946-1964)

Millennials (1977-1998)





Traditionalists

Traditionalists Childhood

- Raised by the G.I. Generation (WW2)
- Large families (3-5 children)
- Strong sense of extended family (same town/home)
- Grandparents in the home
- Average 10 year-old spend 4-6 hours daily with significant adult role model
- Apprenticeship businesses and farming
- Perception of the world as "safe"

Traditionalists

Important Events

- Stock Market Crash
- The Great Depression
- Lindbergh Transatlantic Flight
- The New Deal
- Social Security
- Pear Harbor
- End of WWII
- FDR dies
- Korean War

Traditionalists

http://www.youtube.com/watch?v=Na9YtFlvr_M

- TEAM PLAYERS
- INDIRECT IN COMMUNICATING
- LOYAL TO THE ORGANIZATION
- RESPECT THE AUTHORITY
- DEDICATION AND SACRIFICE
- DUTY BEFORE PLEASURE
- OBEDIENCE
- RESPOND WELL TO DIRECTIVE
- LEADERSHIP
- SENIORITY AND AGE
- CORRELATED
- ADHERENCE TO RULES

Traditionalists

- Values
 - Hard Work
 - Organization
 - Hierarchy
 - Tradition
 - Logic
 - Family
 - Honor
 - Respect for Authority
 - Consistency/Uniformity
 - Discipline

Traditionalist

Heroes

- Superman, FDR, Eisenhower, Patton, Churchill, Babe Ruth, Joe DiMaggio

Cultural Icons

Mickey Mouse, Flash Gordon, Jukeboxes,
Fashion

Conservative coats and ties, nylons,
neatly trimmed hair

Silent Generation

- <http://www.youtube.com/watch?v=QXhBJycQ7y0>



Boomers

Important Events

- First Nuclear Power Plant
- Cuban Missile Crisis
- Kent State Massacre
- John Glenn orbits the earth
- Martin Luther King Jr.
- The Civil Rights Act
- JFK Assassination
- Rosa Parks
- Watergate
- Vietnam War
- Women's Liberation
- Sexual Revolution
- Era of Cultural Revolution

Baby Boomers

<http://www.youtube.com/watch?v=j7OHG7tHrNM>

Baby Boomer Childhood

- Divorce reached a low in 1960 of 9%
- Families moved due to GI Bill, GI Housing and industrialization
- Family size smaller (2-3 children)
- Few grandparents in the home
- Mom stayed home and Dads carpooled
- First generation to live miles from extended family
- Children spent significant time with adult role model
- Perception of the world as "safe"

Baby Boomers

- BIG PICTURE/SYSTEMS IN PLACE
- BRING FRESH PERSPECTIVE
- DO NOT RESPECT THE TITLES
- DISAPPROVE ABSOLUTES AND STRUCTURE
- OPTIMISM
- TEAM ORIENTATION
- UNCOMFORTABLE WITH CONFLICT
- PERSONAL GROWTH
- SENSITIVE TO FEEDBACK
- HEALTH AND WELLNESS
- PERSONAL GRATIFICATION

Baby Boomers

- Values

- Fairness
- Optimism
- Team Orientation
- Personal Growth
- Personal Gratification
- Service
- Family
- Personal Approach
- Work Ethic
- Involvement
- Consensual Leadership
- Recognition of Achievement

Boomers

Heroes

- Gandhi, MLK, JFK and Jackie, John Glenn

Cultural Icons

Ed Sullivan, Poodle skirts, slinkies, TV dinners, Peace sign

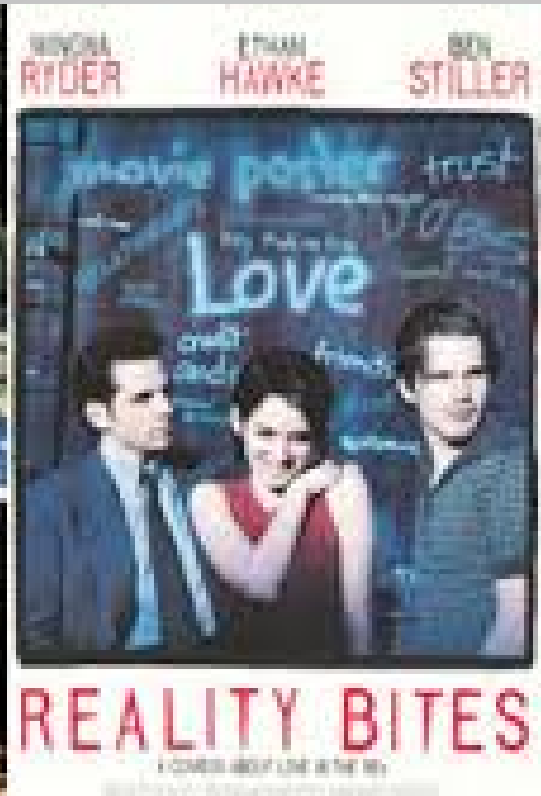
Fashion

Designer glasses, designer suits, vintage wines, cell phones

Boomers



<http://www.youtube.com/watch?v=R706isyDrqI>



Gen X'ers

Watergate, Nixon resigns

Latchkey kids

Stagflation

Single-parent homes

MTV

AIDS

Computers

Challenger disaster

Fall of Berlin Wall

WII Street frenzy

Persian Gulf Glasnost, Perestroika

Generation X

- Social movements continue – Sexual Revolution, consciousness movement, women's movement, gay rights movement.
- High Divorce Rate – Latchkey kids
- Witnessed corporate downsizing and demise of lifetime employment contract.
- Technology revolution emerges

Generation X

- POSITIVE ATTITUDE
- IMPATIENCE
- GOAL ORIENTATED
- MULTI-TASKING
- THINKING GLOBALLY
- SELF-RELIANCE
- FLEXIBLE HOURSE,
- INFORMAL WORK
- ENVIRONMENT
- JUST A JOB
- TECHNO-LITERAL
- INFORMAL - BALANCE
- GIVE THEM A LOT TO DO
- AND FREEDOM TO DO
- THEIR WAY
- QUESTION THE AUTHORITY

Generation X

- Values
- Diversity
- Self-reliance
- Questioning Authority
- Thinking Globally
- Balance
- Techno-literacy
- Fun
- Informality
- Pragmatism
- Family
- Entrepreneurial Spirit

Gen X'ers

- Heroes

None

- Cultural Icons:

ET, Cabbage Patch Dolls, The Simpsons, Dungeons and Dragons, Nintendo

Fashion

Body Piercings, Tattoos, Functional Clothing

Gen X'ers



Generation Y – Millenials

<http://www.youtube.com/watch?v=tIiPxSBI3ow>

- Childhood events
- 9-11
- Columbine
- Oklahoma City bombing
- Princess Di's death
- Clinton Impeachment Trial
- OJ Simpson trial

Gen Y'ers

- Live at home longer
- Strong relationship with parents
- Will have smaller families and start having children later
- More parental education than before
- Kids born in the late 90's are the first in American history whose mothers are better educated than their fathers by a small margin.

Generation Y/Millennials

- CONFIDENCE
- SOCIABILITY
- MORALITY
- STREET SMARTS
- DIVERSITY
- COLLECTIVE ACTION
- HEROIC SPIRIT
- TENACITY
- TECHNOLOGICAL SAVVY
- LACK OF SKILLS FOR DEALING
- WITH DIFFICULT PEOPLE
- MULTITASKING
- NEED FLEXIBILITY

Generation Y

- Civic minded much like WW2 generation
- Collectively optimistic, long-term planners, high achievers with lower rates of violent crime, teen pregnancy, smoking and alcohol use than ever before.
- This generation believes that they have the potential to be great.
- We are looking to them to provide us with a new definition of citizenship.

Generation Y/Millennials

- Two Perspectives
- “The Generation Y/Millennials are spoiled rotten brats who’s parents have given them everything.”
- “This generation is extremely talented and will bring technology and teamwork skills to the workforce.”

Gen Y'ers

- Generation Y/Millennials have become the most racially and ethnically diverse generation in US history.
- Nearly 35% of this generation are nonwhite or Latino.
- 21% of this generation has at least one parent who is an immigrant.

Generation Y/Millennials

- Result-

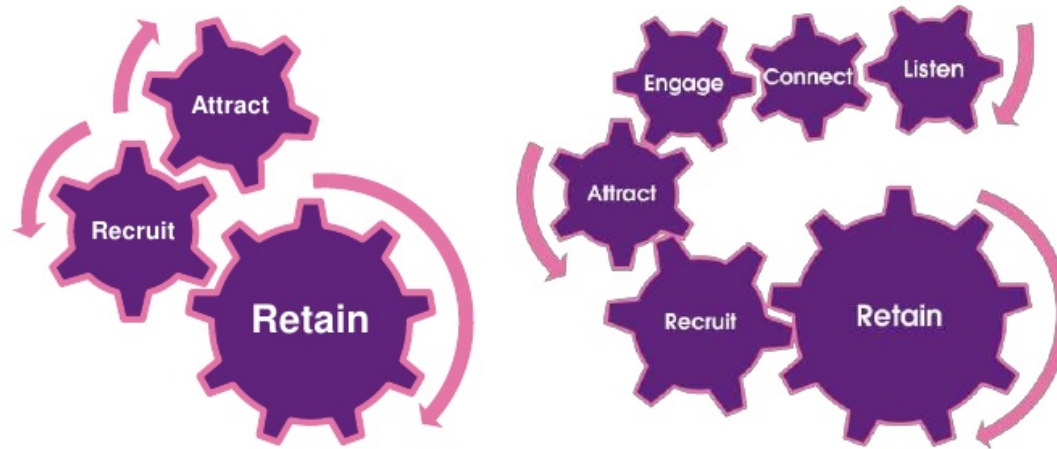
- Gen Y have become strong negotiators who are capable of rational thought and decision making skills at a young age.
- They will negotiate with anyone including their teachers; some call this arguing.
- They require "Trust" – Competence and common understandings are important to building and maintaining trust.

Generation Y/Millennials

- You have some challenges ahead!
 - They have been brought up to expect everything....and settle for nothing.
 - They have no fear. They have been told since birth that they can do what they want...even change the world.
 - Don't take it personally, they won't accept your rules and they will look for the shorter route.
 - They can multi-task like never before!
 - Instant rewards needed – that is what they are used to.
 - Connected 24 hours a day....don't even think of depriving them!

Generation Y/Millennials

Recruitment Mentality Needs to Change



Recruiting is changing

THE FOUR GENERATIONS



traditionalists
65-88 years old

baby boomers
46-64 years old

gen Xers
30-45 years old

gen Ys
10-29 years old

Working with Different Generations.



Working with a Boomer

Work Environment:

- Dress for the occasion

Work Content

- Money is the scoreboard

Compensation

- They want to be rewarded individually

Organization Culture

- They tend to mold to the culture of the company

Working Relationships

- It's not about making friends, it's about getting the job done

Working with a Gen X'er

Work Environment:

- Casual Attire and personalization of work space

Work Content

- Money means less if the work is fun, challenging and interesting

Compensation

- They want to be rewarded individually and as a team.
Prefer “life” bonuses over cash bonuses

Organization Culture

- The culture of their office has to reflect their values

Working Relationships

- Freedom is important but mentoring and connectivity are still key

Working with a Millennial



Work Environment:

- Structured, supportive work environment

Work Content

- Money matters, path matters the most

Compensation

- They want to be rewarded individually high demand a path

Organization Culture

- The culture of their office has to reflect their values and have a philanthropic focus

Working Relationships

- Friends are family, no patience for “the norm” or “sacred cows”

| | Traditionalists | Boomers | Xers | Yers |
|-----------------------------------|-----------------------|---|--------------------------------|------------------|
| Birth period:>> | 1922-1944 | 1945-1964 | 1965-1980 | 1980-2000 |
| Outlook | Practical | Optimistic | Skeptical | Hopeful |
| Work Ethic | Dedicated | Driven | Balanced | Determined |
| View of Authority | Respectful | Love/hate | Unimpressed | Polite |
| Leadership bycommunity | Hierarchy | Consensus | Competence | Pulling together |
| Relationships | Personal sacrifice | Personal gratification | Reluctant to commit | Inclusive |
| Turnoffs | Vulgarity | Political incorrectnes s | Cliché, hype | Promiscuity |

Generations at Work

- **Traditionalists in the Workplace**
Value Duty, Tradition, and Loyalty
- Disciplined and committed
- Civic Minded
- Willing to reinvent themselves
- Demand Courtesy

- **Boomers in the Workplace**
Value Individuality and Tolerance
- Change agents
- Drive to compete and excel
- Relationship oriented
- Hard work = Badge of Honor
- Searching their souls

- **X'ers in the Workplace**
Value Pragmatism, Being Savvy
- Independent
- Entrepreneurial
- Flexible and adaptable
- Outcome oriented
- I'm having a life – right now!

- **Gen Yers in the Workplace**
Value Authenticity and Autonomy
- Digital natives
- Multi-taskers
- Collectivism is power
- Fewer gender or ethnicity issues
- Well educated

| | Traditionalist | Boomer | Gen X | Gen Yers |
|-----------------------------|-----------------------|-------------------------|---------------------------|------------------------------|
| Training | The hard way | Too much and I'll leave | Required to keep me | Continuous and expected |
| Learning style | Classroom | Facilitated | Independent | Collaborative & networked |
| Communications style | Top down | Guarded | Hub & Spoke | Collaborative |
| Problem-solving | Hierarchical | Horizontal | Independent | Collaborative |
| Decision-making | Seeks approval | Team informed | Team included | Team decided |
| Leadership style | Command & control | Get out of the way | Coach | Partner |
| Feedback | No news is good news | Once per year | Weekly/Daily | On demand |
| Technology use | Uncomfortable | Unsure | Unable to work without it | Unfathomable if not provided |
| Job changing | Sets me back | Sets me back | Necessary | Part of my daily routine |

Generational Styles

Work Styles

| Traditionalist | Boomers | Gen Xers | Gen Ys |
|------------------------------|-------------------------|----------------------------------|------------------------|
| ⊗ Linear work style | ⊗ Structured work style | ⊗ Informal work style | ⊗ Fluid work style |
| ⊗ Change = Something's wrong | ⊗ Change = caution | ⊗ Change = potential opportunity | ⊗ Change = Improvement |

Clashpoints around Careers

Traditionalists: Build a legacy
 Boomers: Build a stellar career
 Xers: Build a portable career
 Yers: Build parallel careers

Source: n-gen People Performance Inc. www.ngenperformance.com

- Respecting Each Other
- Recognizing generational differences when communicating with a co-worker
- Communicate Expectations
- Appreciate each other's perspectives.
- Finding common ground.

Working Together Effectively

Traditionalists

Superb interpersonal skills
Good work ethic

Boomers

Driven Service Oriented
Good Team Players

Gen X'ers

Open to receiving feedback
Good at Networking

Gen Y'ers

Good at Multi-tasking
Appreciate Diversity

What they bring to the table.

- Traditionalists

- May struggle with diversity of the workforce
- May struggle with technology

Boomers

Dealing with conflict

Self-Promoting

Gen X'ers

Nomadic

Parallel Processing

Gen Y'ers

Strong at parental attachment

Need more recognition

Areas of Conflict when working together

Silent Generation



Ways to communicate:

- ❖ Formal writing
- ❖ Letters writing
- ❖ Face-to-face
- ❖ phone



Ways to Communicate

Baby Boomers

Ways to communicate:

- ❖ in person using body language
- ❖ direct style
- ❖ Phone
- ❖ Formal Memos



Ways to Communicate

Gen X

The best way to communicate is:

- ❖ E-mail
- ❖ Phone
- ❖ One-on-one

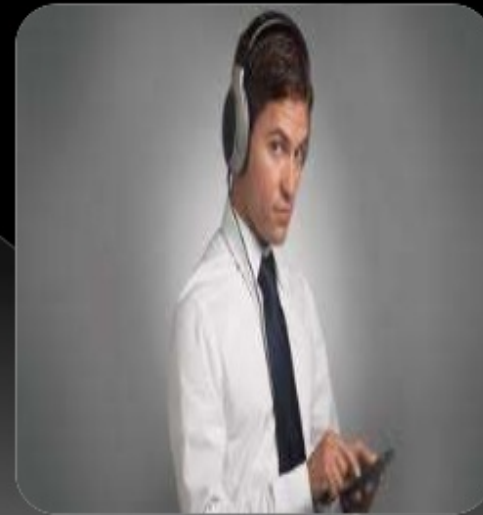


Ways to Communicate

Millennials

Ways to communicate:

- ❖ E-mail
- ❖ Text
- ❖ Internet/ social media
- ❖ Phone calls



Ways to Communicate

| Traditionalist | Boomers | Gen Xers | Gen Ys |
|---|---|--|--|
| <ul style="list-style-type: none"> ⊗ Respect for authority and hierarchical system | <ul style="list-style-type: none"> ⊗ Challenge authority | <ul style="list-style-type: none"> ⊗ Unimpressed by authority | <ul style="list-style-type: none"> ⊗ Respect for authority who demonstrate competence |
| <ul style="list-style-type: none"> ⊗ Seniority and job titles are respected | <ul style="list-style-type: none"> ⊗ Desire flat organizations that are democratic | <ul style="list-style-type: none"> ⊗ Competence and skills are respected over seniority | <ul style="list-style-type: none"> ⊗ Flip traditional roles by teaching superiors how to use technology |

Relationship with Authority

| | |
|------------------------|---|
| Traditionalists | The satisfaction of a job well done Motivate: Honor their hard work with plaques and other symbolic records of achievement. |
| Boomers | Money, title, recognition, corner office Motivate: Assist them in gaining name recognition throughout the company |
| Gen X'ers | Freedom is the ultimate reward Motivate: Give them lots of projects. Let them take control of prioritizing and juggling |
| Gen Y'ers | Work that has meaning for me. Motivate: Open avenues for education and skill-building. |

Reward Differently

Leads by example

Is accessible

**Helps others see how their roles
contribute to the organization**

Acts as coach and mentor

**Challenges others and holds others
accountable**

Strategies for Leadership

Managing all Generations effectively

To work on challenging projects

Competitive compensation

**Opportunities for advancement, and
chances to learn and grow in their jobs**

To be treated fairly

Work-life balance

All Generations Expect

Managing all Generations effectively

Trust is developed when others believe the leader is looking out for their interests and the collective interests before their own interests.

Trust is Critical

Managing all Generations effectively

Develop an organization culture that encourages employee decision making.

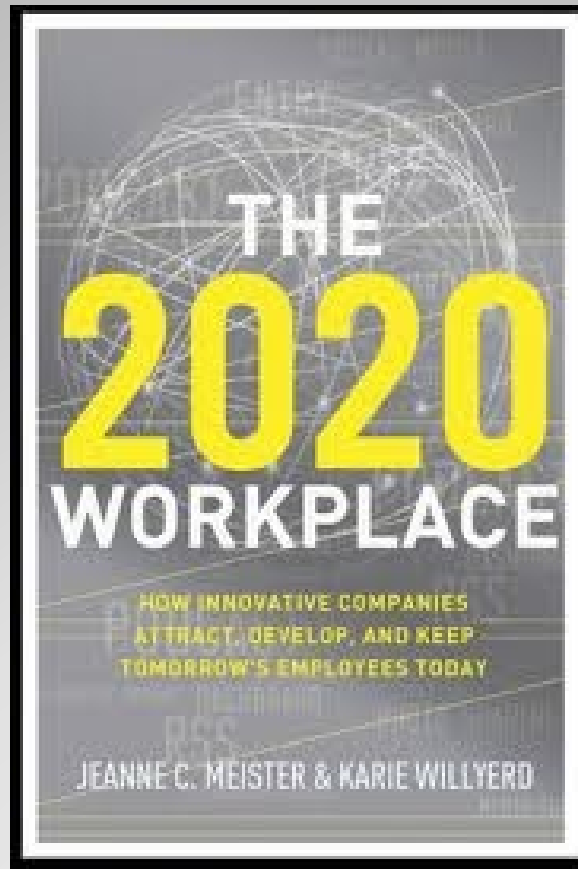
Offer employees learning and development opportunities that will allow them to succeed in their jobs.

Implement coaching and mentoring programs

Create a culture of transparency

Culture for All Generations

Managing all Generations effectively



What's next?



Our objective today was to give you a better understanding of the diversity of our workforce.

Hopefully you've gained knowledge that will help you appreciate and value the generational differences.

Thank You!