



# GENERATIONAL DIVERSITY



# [ Objectives ]

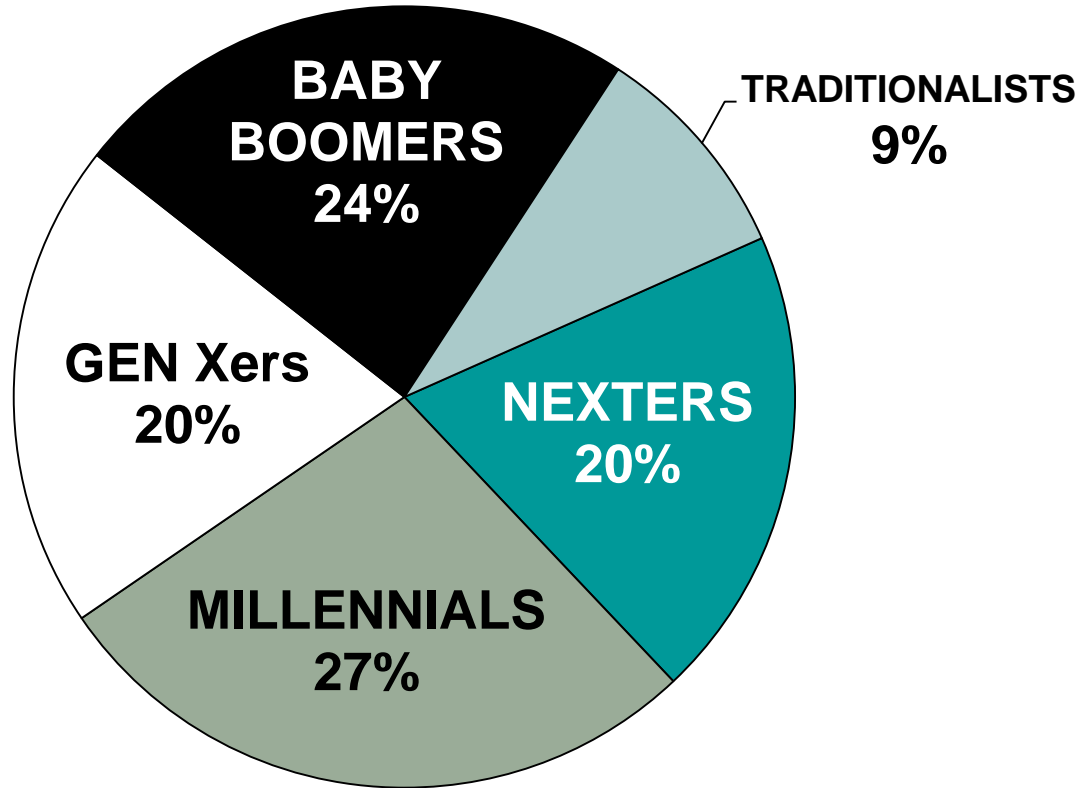
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- Identify characteristics and gain a better understanding of the four generations
- Improve communications and team work
- Accept personal responsibility in working together
- Provide tips and suggestions for overcoming generational differences

# Generations

- Traditionalists/Silent Generation/Matures
  - 1925 – 1945 (89 – 69 years of age)
- Baby Boomers
  - 1946 – 1964 (68 – 50 years of age)
- Generation X/Baby Busters/13<sup>th</sup> Generation
  - 1965 – 1981 (49 – 33 years of age)
- Millennials/Generation Y
  - 1982 – 2000 (32 – 14 years of age)
- Nexters?
  - 2001 – present (13 – 0 years of age)

# U.S. Population



316,200,000 in 2013

# Generations

**EACH GENERATION CONTRIBUTES**



**POSITIVE TRAITS**

**CHALLENGES**

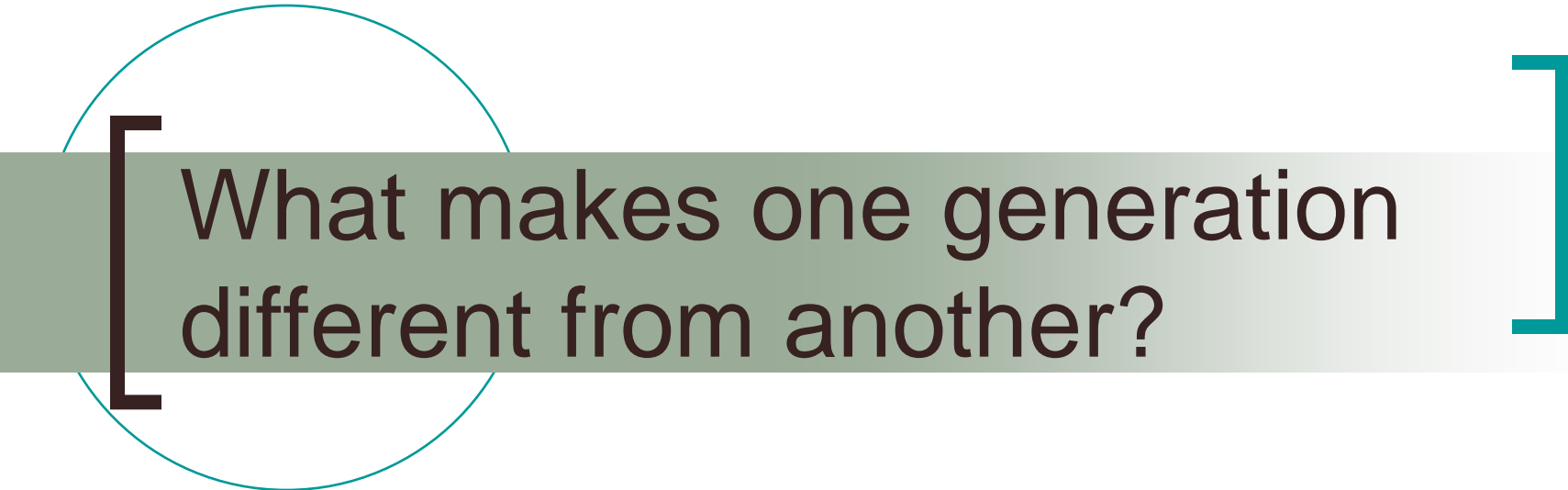


**TRADITIONALISTS**

**BABY BOOMERS**

**GEN Xers**

**MILLENNIALS**



What makes one generation  
different from another?

**Shared life experiences**

# Events and Experiences that Shaped Generations

## ■ Traditionalists

- Great Depression
- New Deal
- Attack on Pearl Harbor
- World War II
- Korean War
- Radio
- Telephone

## ■ Baby Boomers

- Civil rights
- Feminism
- Vietnam
- Cold war
- Space travel
- Assassinations
- Scientific advances
- Credit cards
- Television

# Events and Experiences that Shaped Generations

## ■ Generation X

- Fall of the Berlin Wall
- Challenger disaster
- Desert Storm
- Personal computers
- Working mothers
- MTV
- Divorce
- Energy crisis

## ■ Millennials

- Child-focused world
- School shootings
- 9/11
- Boston Marathon
- Internet
- Social networking
- Continual feedback
- Enron/WorldCom
- Iraq/Afghanistan



# Traditionalists



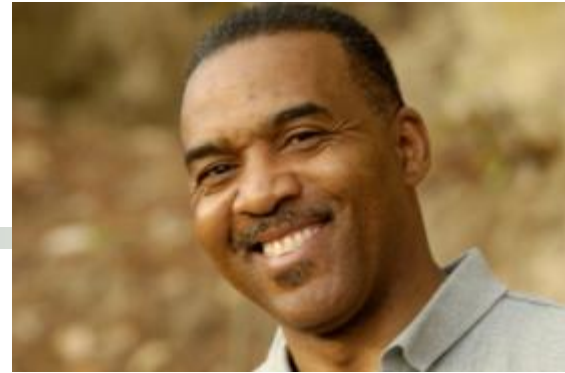
- Born 1925 to 1945
- 49 million people
- Grew up with many rules and pressure to conform
- Increased prosperity over their lifetime; however, they remember the Depression
- “Work First!”
- Children should be seen and not heard
- Expected lifetime career with one employer
- Prefer communication in writing
- Desire to leave a lasting legacy

# Common Values



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

# [ 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

# [ Common Values ]



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

# Generation X



- Born 1965 to 1981
- 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

# [ Common Values ]



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

# Millennials



- Born 1982 to 2000
- 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

# [ Common Values ]



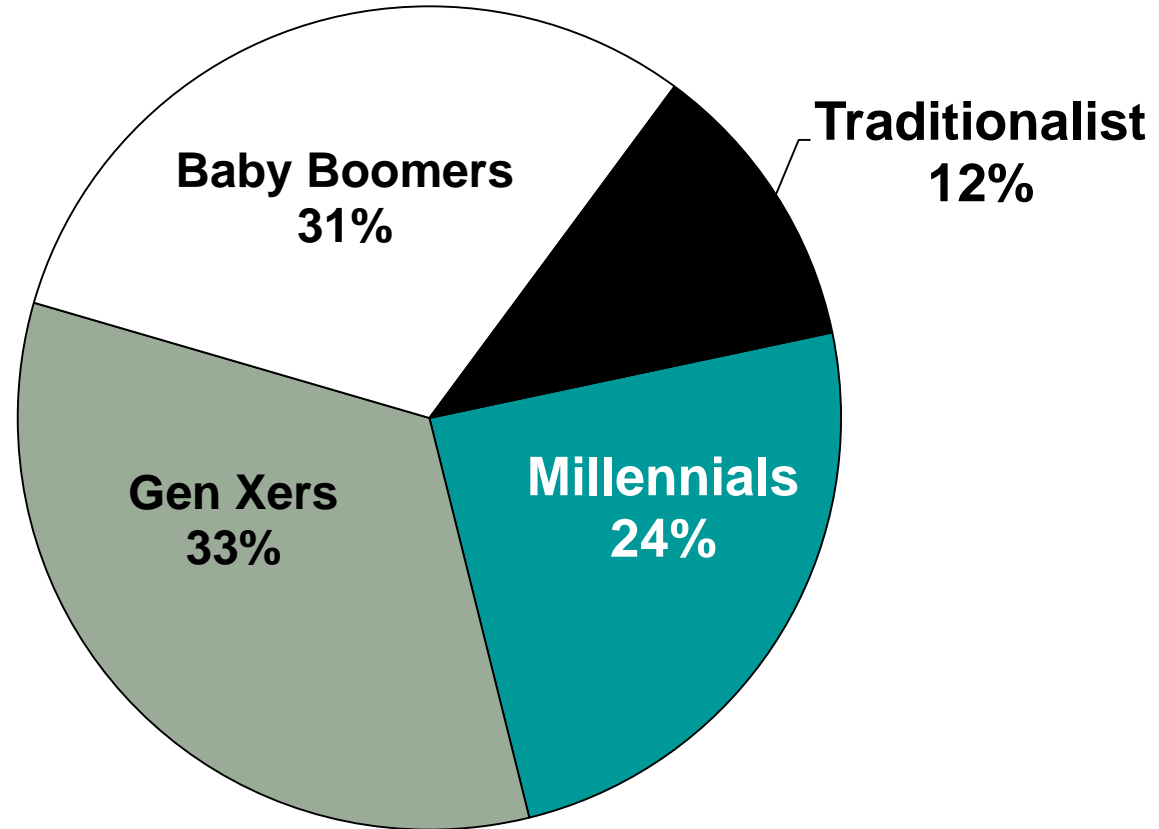
- Millennials
  - Optimistic
  - Civic duty
  - Confident
  - Achievement oriented
  - Respect for diversity
  - Informal
  - Tenacious
  - Social consciousness





# GENERATIONS IN THE WORKPLACE

# Generations in the Workplace



154,975,000 in 2012

# Traditionalists in the Workplace



- Polite
- Respectful
- Reserved
- Obedient
- Conformers

# Boomers in the Workplace



- Uncomfortable with conflict
- Consensus building leadership style
- Formal
- Follow protocol
- Social
- Politically sensitive
- Idealistic

# Gen Xers in the Workplace



- Fast-paced
- Independent
- Confident
- Value personal time
- Challenge the status quo
- Loyal to staff leader

# Millennials in the Workplace

- Task oriented
- Want options & choices
- Expect attention
- Expect feedback
- Multitask through multimedia
- Think “digital”
- Work toward weekend or closing time
- They are impatient
- Want to be led



# [ On-the-Job Strengths ]

	Trads	Boomers	Xers	Millennial
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 Consensus	By Competence	By Pulling Together
Relationships	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive

# On-the-Job Strengths

	Trads	Boomers	Xers	Millennial
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



# Generational Challenges We Face in the Workplace

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

# On-the-Job Challenges

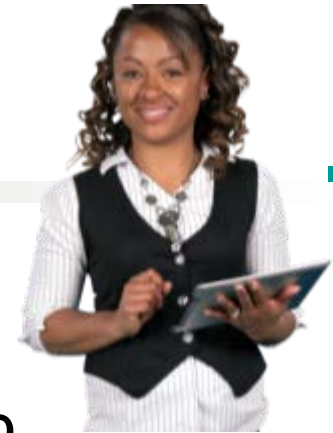


***Traditionalists  
and Boomers***  
generally do not  
question or  
challenge authority.



***Xers and  
Millennials*** have  
been taught to  
speak up.

# On-the-Job Challenges



## ■ *Xers and Millennials*

- Prefer electronic communication.
- Do not like meetings.
- Many have not developed listening skills.

## ■ *Traditionalists and Boomers*

- Prefer face-to-face communication.
- Boomer bosses like to have at least one meeting each week with employees.

# Bridging the Generation Gaps

**“We have absolutely nothing in common!”**

**What bugs you?  
Drives you crazy?**



# [ Bridging the Generation Gaps ]

- For all employees
  - Appreciate differences
  - Acknowledge your interdependency
  - Appreciate what you have in common

# [ Bridging the Generation Gaps ]

- For all employees

- Accept and appreciate another's perspective
- Take responsibility for making your relationships better

# [ Bridging the Generation Gaps ]

## ■ For all employees

- Discuss expectations
- Inquire about immediate tasks
- Look for ways to cut bureaucracy and red tape
- Keep up with technology

# [ Bridging the Generation Gaps ]

## ■ For Managers

- Focus on goals
- Make everyone feel included
- Break the bonds of tradition
- Show employees the future
- Encourage balance



# Bridging the Generation Gaps

## ■ Getting along with *Traditionalists*

- Honor the chain of command
- Value the legacy they have built
- Value their experience
- Appreciate their dedication
- Communicate one-on-one
- Learn the corporate history

# Bridging the Generation Gaps



## Getting along with *Boomers*

- Show respect
- Choose face-to-face conversations
- Give people your full attention
- Learn the corporate history

# [ Bridging the Generation Gaps ]

## ■ Getting along with *Xers*

- Get to the point
- Use email
- Give them space
- Get over the notion of dues paying
- Lighten up



# Bridging the Generation Gaps

## ■ Getting along with *Millennials*

- Challenge them
- Ask them their opinion/collaborate
- Encourage finding a mentor
- Provide timely feedback
- Lighten up



# Recruiting and Managing Young Professionals

- Are you mission driven?
- Are you a coach to them?
- Do you involve them in decision making?
- Do you practice diversity?
- Are you using the community service requirements?



# Recruiting and Managing Retiring Professionals

- Do you have a cause?
- Provide opportunities?
- Keep the standard high?
- Highlight the payoffs?
- Provide flexibility?



# [ Bridging the Generation Gaps ]

- 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 customers
  - A clear sense of purpose from employers

# Identify Non-Negotiables

- Certain job functions can not be altered:
  - Health and safety
  - Customer service
  - Quality work product



# How to handle conflict

## ■ Documentation

- We still have expectations of our employees
- Reluctance is acceptable—refusal is not
- Approach with understanding
- Consistent and clear requirements
- Don't be held hostage

# Action Plan

- What changes will you make based upon what you have learned today?
  - Relationships
  - Work environment
  - Rules