

Valley of the Sun  
United Way

**LIVE UNITED™** 

## Generations in the Workplace

Charlie Boyce  
Valley of the Sun United Way

## Generations in the Workplace

  
Valley of the Sun  
United Way



**LIVE UNITED™**

2

## What are we going to do?



- Discuss generations in the workplace
- Do an activity discussing traits and characteristics of different generations in the workplace
- Discuss tips and strategies for connecting in a multi-generational workplace

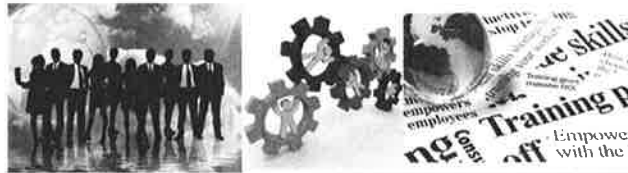
**LIVE UNITED™**

3

## But Now a Warning!



- This is just a starting point
- People are much more diverse and complex
- There are many other factors that contribute to an individual's characteristics, traits, values and worldview



**LIVE UNITED™**

4

## Why Does This Matter?



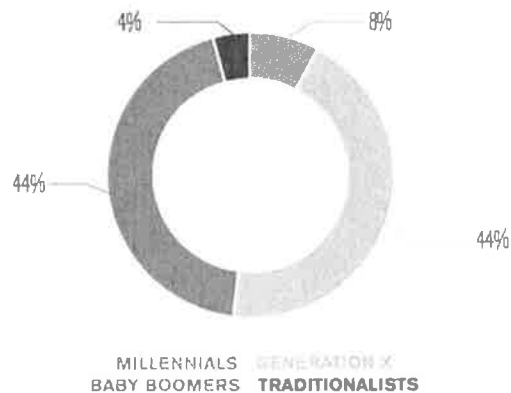
- Effective communication is crucial to workplace success
- We have a tendency to view issues and communication from the lens of our own generational experiences
- Different economies, socio-political landscapes, and historical occurrences impact one's generational perspective



**LIVE UNITED.**

5

## Generations in today's workforce [2013]



**LIVE UNITED.**

6

## Generational Types in the Workplace



- **Traditionalists:** Born 1927- 1945
  - Hardworking, loyal, desiring to leave a legacy, fiscally conservative, faith in institutions, respect authority
- **Baby Boomers:** Born 1946-1964
  - Competitive, questioners of authority, desiring to put their own stamp on institutions, sandwiched, optimistic
- **Generation Xers:** Born 1965 – 1980
  - Eclectic, resourceful, self-reliant, skeptical of institutions, highly adaptive, independent, creative risk takers
- **Millennials:** Born 1981-2000
  - Globally integrated, cyber-literate, multi-taskers, "can-do" attitude, collaborative, sense of entitlement

LIVE UNITED.

7

## Generational Differences



	Traditionalists	Boomers	Gen Xers	Millennials
<b>Current Age</b>	86-68	67-49	48-33	32 and younger
<b>Defining Events</b>	Great Depression, WWII, The New Deal	Vietnam War, Rejection of Traditional Values	Personal Computers, Cold War, Divorce	Internet, The Great Recession, War on Terror
<b>Family/Marriage</b>	Close Family, Married Once	Dispersed Family, Divorced, Remarried	Latch Key Kids, Single Parent, Blended Family	Looser Structure
<b>Major Influences</b>	Family & Church	Family & Education	Media	Friends, Media & Sport Stars

LIVE UNITED.

8

## Generational Differences



	Traditionalists	Boomers	Gen Xers	Millennials
<b>Communication</b>	In Person	Telephone	Cell Phones, Email	Text Message, IM
<b>Work Style</b>	Team Work, Commitment to Work	Personal Fulfillment, Traditional work schedule	Fluid Careers (lateral), Work/life Balance	Networking, Team Work, Flexible Scheduling
<b>Learning Style</b>	Informational, Lecture, Task Specific	Transformational, Participation, Reflection, Feedback	Self-Directed, Integration of Technology and Media	Informal, Webinars, E-Learning, Personalized
<b>Motivators</b>	Self-Worth, Build a Legacy	Salary, Build a Perfect Career	Security, Build a Transferable Career	Maintain Personal Life, Build Parallel Career
<b>Career Goals</b>	Build a legacy, a life-time career with one company	Build a perfect career, excel at it	Build a transferable career, variety of skills and experiences	Build several parallel careers, have several jobs simultaneously
<b>Ways of Giving</b>	Large Donations, Direct Mail, Religious Giving	By Check, Direct Mail/Online, Re-Careering	Online, Email Marketing, Word of Mouth	Crowdfunding, Social Giving, Volunteering, Mobile

**LIVE UNITED.**

9

## Generational Differences



Traditionalists 1909-1945	Boomers 1946-1964	Gen X'ers 1965-1978	Millennials 1979-2000
<p><b>Influences</b> Privation of WWs, Churchill, Roosevelt, De Gaulle, Military Service, Class system, train travel</p> <p><b>Characteristics</b> Dedication, sacrifice, conformity, respect, hierarchy, patience, duty before pleasure</p> <p><b>Pros</b> Stable, loyal, detail orientated, thorough, hard working</p> <p><b>Cons</b> Resistance to change, reluctant to rock the boat, shy from conflict, unexpressive and reserved</p> <p><b>Workplace style</b> Derive identity from place, space reflects accomplishment and position, hierarchy, boundaries</p>	<p><b>Influences</b> JFK, contraception, television, Beatles, Swinging 60's</p> <p><b>Characteristics</b> Optimistic, team orientated, personal gratification, health and wellbeing, personal growth, work involvement, forever young</p> <p><b>Pros</b> Driven, aggressive, aim to please, team players, relationship focused, service orientated</p> <p><b>Cons</b> Technologically challenged, reluctant to disagree with peers, process ahead of result, self-centered, not budget minded</p> <p><b>Workplace style</b> Importance of corporate culture, and feeling part of the whole; private office, break away private enclaves, collaboration spaces, centralized knowledge</p>	<p><b>Influences</b> The Cold War, Thatcher, Mitterrand, Kohl, Star Wars, Rock music, European Union, car travel</p> <p><b>Characteristics</b> Independent, diverse, global thinkers, technological, fun, informal, self reliant, pragmatic, detached, entrepreneurial</p> <p><b>Pros</b> Adaptable, techno literate, independent, unintimidated by authority, creative</p> <p><b>Cons</b> Impatient, different manners, skeptical, perceived as lazy, quick to criticize, lack of assertiveness, emphasize result over process</p> <p><b>Workplace style</b> Look and quality are important, enjoy the extras, support expression in individual space; personal, flexible mobile workstations; alternative officing; open accessible leadership team areas</p>	<p><b>Influences</b> Computers, Internet, mobile phones, instant messaging, gaming, global warming, Facebook, cheap air travel.</p> <p><b>Characteristics</b> Optimism, civic duty, confident, easily bored, sociable, moral, streetwise, environmental, nurtured.</p> <p><b>Pros</b> Meaningful work, tenacious, multi tasking, realistic, tech savvy, heroic spirit</p> <p><b>Cons</b> Need for structure and supervision, inexperienced, job hoppers, work isn't everything</p> <p><b>Workplace style</b> They can work anywhere, informal and fluid use of space, space for mentoring; fun open collaborative spaces, plug and play tech environment, no boundaries or hierarchy</p>

**LIVE UNITED.**

10

## Generational Types in the Workplace



### Traditionalists 1927-1945

- Show respect for the history and legacy of the organization.
- Make change about evolution, not revolution.
- Put them to work as teachers, coaches and mentors.
- Make sure they pass on what they know best.



**LIVE UNITED™**

11

## Generational Types in the Workplace



### Baby Boomers 1946-1964

- Appreciate where they have been and what they've accomplished.
- Remind them of the impact they are making.
- Beware of Boomer burnout.
- Continue to offer training and career-path opportunities.
- Allow time for critical reflection and feedback
- Encourage Boomers to delegate.

**LIVE UNITED™**

12

## Generational Types in the Workplace



### Generation Xers 1965-1980

- Focus on career security, not job security; talk about career paths.
- Keep them learning; ensure access to simple, logically organized knowledge databases.
- Provide a clear direction, and let them take ownership of the project.
- Create opportunities for work-life balance.
- Pick up the pace of change; allow them to run with new ideas.
- Allow them to ask questions and challenge concepts.

**LIVE UNITED.**

13

## Generational Types in the Workplace



### Millennials 1981-2000

- Help them visualize a future career path with your organization.
- Provide opportunities to volunteer & work directly with your mission.
- Encourage them to join teams and work collaboratively.
- Create flexible options for work styles and benefits.
- Focus on how they can make a difference from the get-go.
- Utilize their ability to connect through multiple outlets
- Provide instant feedback.
- Provide leadership and guidance.



**LIVE UNITED.**

14

## Successfully Managing Across Generations



- Discuss expectations and ask people about their needs and preferences.
- Offer options that suit their needs and preferences
- Personalize your style and be flexible
- Build on strengths of a diverse team
- Pursue different perspectives



**LIVE UNITED™**

15

Valley of the Sun  
United Way

**LIVE UNITED™** 

Generations Group Activity



## Sources



- Decoding Generational Differences
  - W. Stanton Smith
- Do Generational Differences Matter in Instructional Design?
  - Thomas C. Reeves
- Generational Differences
  - Dennis Gaylor
- Understanding the Millennial Generation and the Different Ways They Live and Learn
  - Winston B. Crisp
- What a Difference a Generation Makes!
  - Lynne Lancaster and David Stillman
- Charitable Giving by the Generations
  - Joanne Fritz, About.com Guide
- Overcoming Generational Gap in the Workplace
  - Talent Management Team – Executive Office - United Nations Joint Staff Pension Fund
- Ten Charts That Show We've All Got a Case of the Mondays
  - Gretchen Gavett, Harvard Business Review

**LIVE UNITED™**

17

Valley of the Sun  
United Way

**LIVE UNITED™** 

Thank you