


**Supervision Across
Generations:
Intergenerationally
Understanding &
Effectively
Supervising
Multiple
Generations**



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Educational Objectives

1. Identify traits typical of different age groups of workers
2. Identify effective supervisory interactions for each age group
3. Practice identifying strategies for effective supervision in scenarios

Identify Traits Typical of different age groups of workers

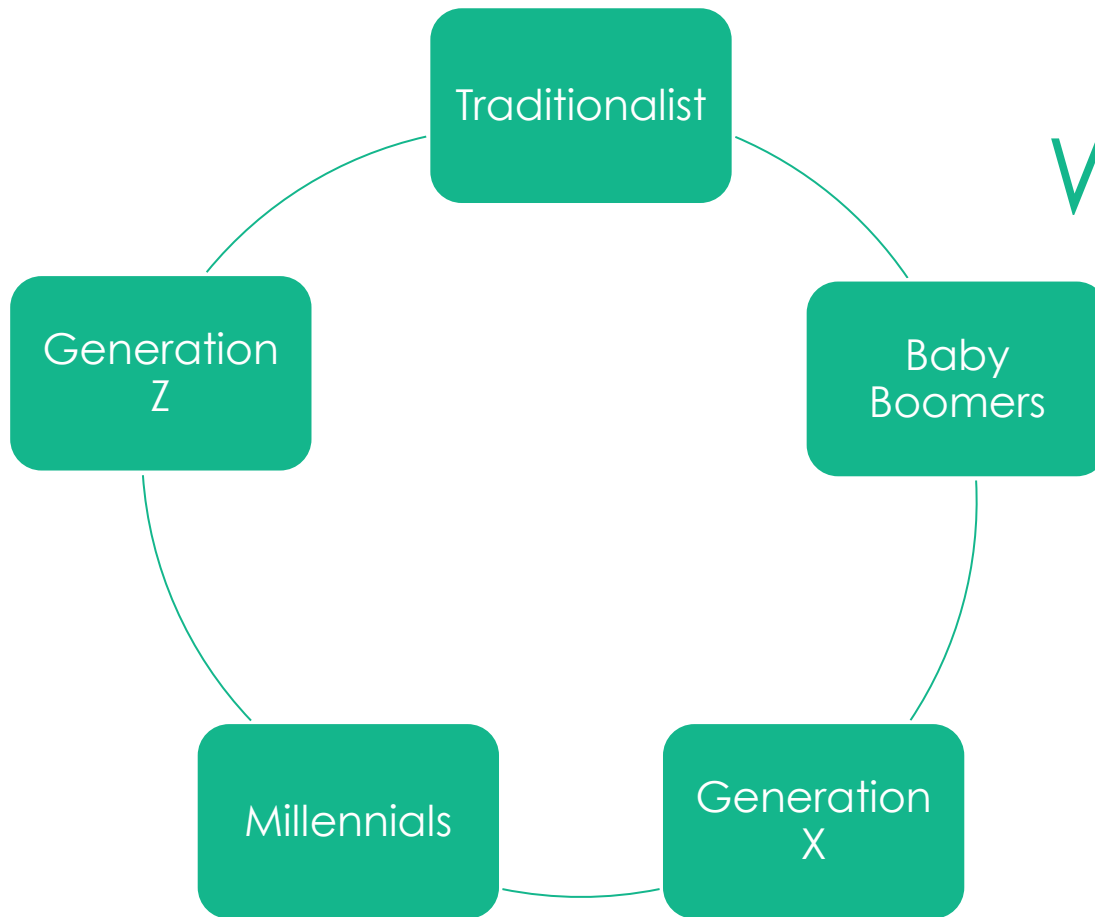
Objective 1

Generations

- Defined by year born
- Impacted by similar experiences
 - Going on in the world
 - Culturally within the US
 - Technological advancements
 - Media
 - Initially parents' generation
- Are not absolutes

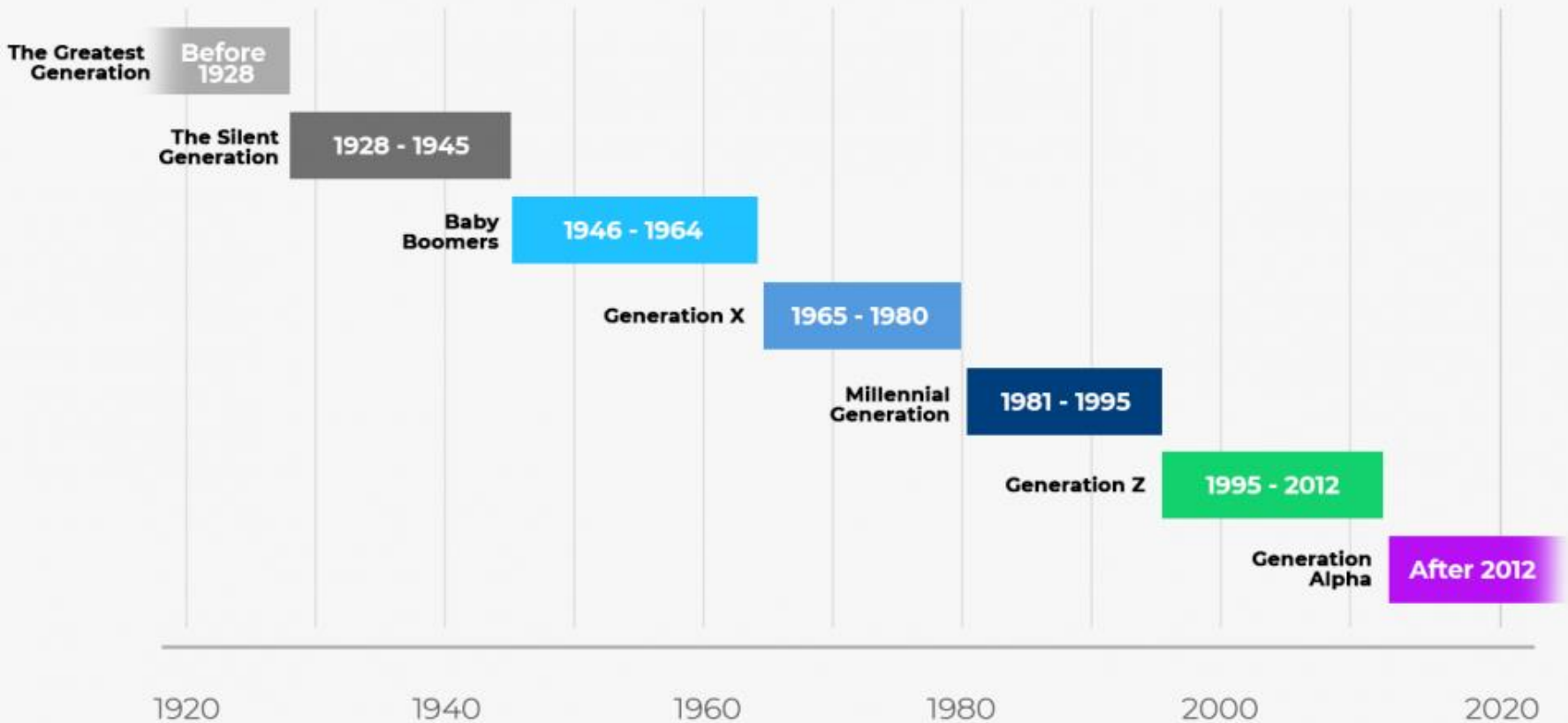


Generations in the Workforce





The Generations Roughly Defined



Sources: Pew Research Foundation and other sources. Note that the date range for these cohorts are defined differently by different researchers.

Generational Breakdowns

Source	1st Generation	2nd Generation	3rd Generation	4th Generation	5th Generation
AASPA	Traditionalist before 1945	Baby Boomers 1946-1964	Generation X 1965-1979	Generation Y 1979-1995	Generation Z 1996-2012
Grensing-Pophal	Traditionalist before 1946	Baby Boomers 1946-1964	Generation X 1965-1976	Generation Y or Millennial 1977-1997	Generation Z after 1997
Moss	Silent Generation 1928-1946	Baby Boomers 1947-1963	Generation X 1964-1983	Generation Y or Millennial 1983-1997	Generation Z after 1997
Pay Scale		Baby Boomers 1946-1964	Generation X 1965-1979	Millennial 1979-1995	Generation Z after 1996
Weinstien	Traditionalist before 1945	Baby Boomers 1946-1964	Generation X 1965-1980	Generation Y 1981-1995	Linksters after 1996

Most Common Breakdown

Traditionalist
before 1945
> 76 years old

Baby Boomers
1946-1964
58-76 years old

Generation X
1965-1979
43-57 years old

Millennials
1980-1995
27-42 years old

Generation Z
after 1997
< 26 years old



Five Generations of 2020



- Gen Z
- Millennials
- Gen X
- Baby Boomers
- Traditionalists

Bureau of Labor Statistics Employment Projections

You Might be a _____ (generation) if...

- You owned 8 track tapes
- You know who Rick Springfield is
- You used a party line
- You wished you had an “Uncle Jesse” & an “Uncle Joey”
- “Don’t trust anyone over 30.”
- “M I C”
- You used a jukebox regularly
- You know who shot JR Ewing
- You read Goosebumps
- You don’t know any of these references, but can find them quickly

Telling Experiences & Knowledge

- Radio only, 8 track, cassette, CD, IPOD
- No phone, rotary dial, touch tone, bag phone, cordless, cellular, smart
- What type of drills did you have a school?
- What is the first war you remember our country fighting in?
- The Man in the Moon, the Space Race, the Challenger tragedy, the Mars Rover
- How was the first President you voted for treated by the media?
- John Cougar or John Mellencamp or John who?
- Snapchat, TikTok, Tumblr, Instagram, Twitter, or ?

Generational Influences & Traits

	Traditionalist	Baby Boomers	Generation X	Generation Y	Linksters
Nickname	Depression Babies	Woodstock Generation	Latchkey Generation	Entitled Generation	Facebook Crowd
Influencers	Great Depression & WWII	Vietnam War, the '60s, & postwar social change	Products of divorced parents	Technology & doting parents	Media-saturated world
Traits	Loyal, respectful of authority, stubbornly independent, excellent work ethic, dependable, advanced communication & interpersonal skills	Well educated, question authority, excellent teamwork skills, & thrive on adrenaline-charged assignments	Independent, family-focused, intolerant of bureaucracy, critical, hardworking, & socially responsible	Highly socialized, loyal, technologically savvy, socially responsible, & require work-life balance	Technologically dependent, closely tied to parents, tolerant of alternative lifestyles, & involved in green causes & social activism

Generational Influences, Impacts, & Style

	Baby Boomers	Generation X	Millennials	Generation Z
Cultural Influences	Moon landing; civil rights; Kennedy's assassination, Vietnam, Woodstock; women's liberation	Energy crisis; Watergate; Three Mile Island; AIDS epidemic; Chernobyl; fall of Berlin Wall	9/11; Hurricane Katrina; digital technology; social media; YouTube	Great Recession; costly education; social media;
Manager Preference & Work Style	Consensus seekers. Uncomfortable with conflict; put process ahead of results	Straight forward. Results-oriented; desire flexibility	Constant feedback. Goal & achievement oriented; flexible hours; frequent job changes	TBD. Having an impact on the world important; technological connectivity
How Shape Workforce	"Brain drain"	Led the dot-com boom &	Redefining diversity in the workplace	72% want to start their own business

Generational Workforce Demographics

	Baby Boomers	Generation X	Millennials	Generation Z
Average Tenure	15 years	5 years	18-24 months	TBD
Focused on	Retirement	Management	Advancement	Learning with a purpose
Career Mindset	Loyal Self-driven High work ethic	Pessimistic Self-reliant Work/life balance	Idealistic Fairness & flexibility Work/life integration	Realistic Multicultural fluency Technology native

SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:



TRADS
1928 – 1944

TRADITIONALISTS:

Value authority and a top-down management approach; hard working; 'make do or do without'.



BOOMERS
1945 – 1964

BABY BOOMERS:

Expect some degree of deference to their opinions; workaholics



GEN X
1965 – 1979

GENERATION X:

Comfortable with authority; will work as hard as is needed; importance of work life balance.



GEN Y
1980 – 1994

GENERATION Y:

Respect must be earned. Technologically savvy; goal and achievement oriented.



GEN Z
1995+

GENERATION Z:

Many traits still to emerge. Digital natives, fast decision makers, highly connected.

The 5 Generations



The banner features the text "The 5 Generations" in a blue, sans-serif font. The number "5" is large and multi-colored, with segments in teal, orange, green, and purple. Below the text are five stylized human icons, each in a different colored square: a man in a light blue shirt on a blue background, a woman in a black top on an orange background, a man in a white shirt and blue tie on a green background, a woman in a yellow top on a teal background, and a man with glasses in a blue shirt on a pink background.

Traditionalist

Born before 1946



Traditionalist in the Work Force

1% of workforce

“Command & control”

Prefer face to face interaction

Prefer formal communication

Strong emphasis on rules

Traditionalist General Descriptors

Dependable

Patriotic

Organizationally
loyal

Strong work ethic

Independent

Believe in
hierarchical
management

Traditionalist Characteristics

Dedicated & hard worker

Respectful of
authority

Patient

Sacrifices &
conforms

Duty first

Adheres to
rules

Martin Luther King Jr.

Jan. 15, 1929 – April 4, 1968



Baby Boomers

Born 1946-1964



Baby Boomers in the Work Force

27% of workforce

10,000 retiring per day

Likely to seek contact after retire

Tend to be workaholics who get personal fulfillment from retirement

Baby Boomers General Descriptors

Hard-working
& loyal

Well
educated

Value
equality

Value cooperation & face
to face communication

Extremely loyal to
children

Work status
equals self-worth

Baby Boomer Generation Trends

View themselves & career as one

Build career over the long term

“Hang tough”

Enjoy finding solutions to problems & being in charge

Are drawn to & show respect to authority

Baby Boomer Generation Characteristics

Optimistic

Team
oriented

Like to be
involved

Strives for personal
gratification

Personal
growth

Spend time & money to
appear youthful



Generation X

Born 1965-1979



Generation X in the Work Force

35% of
workforce

Seek work &
family
balance

Prefer
independence &
fewer rules

Want to communicate
directly with leaders

Generation X General Descriptors

Independent

Skeptical

Think globally,
value diversity

Technology
literate

Critical
thinkers

Seek life
balance

Not
organizationally
loyal

Generation X Characteristics

Appreciate
diversity

Think
globally

Informal

Try to make work place
fun

Pragmatic

Self-reliant



Millennials

Born 1979-1995



Millennials in the Work Force

37% of
workforce

Entrepreneurial
approach

Prefer direct
communication &
feedback

Want a social, friendly, work
environment

Millennial General Descriptors

Not fond of
hierarchy

No
organization
loyalty

Impatient

Steady
work ethic

Family
focused

Highly socialized,
needs constant
feedback

Millennial Characteristics

Optimistic

Moral
stands

Confident

Take pride in civic
activities

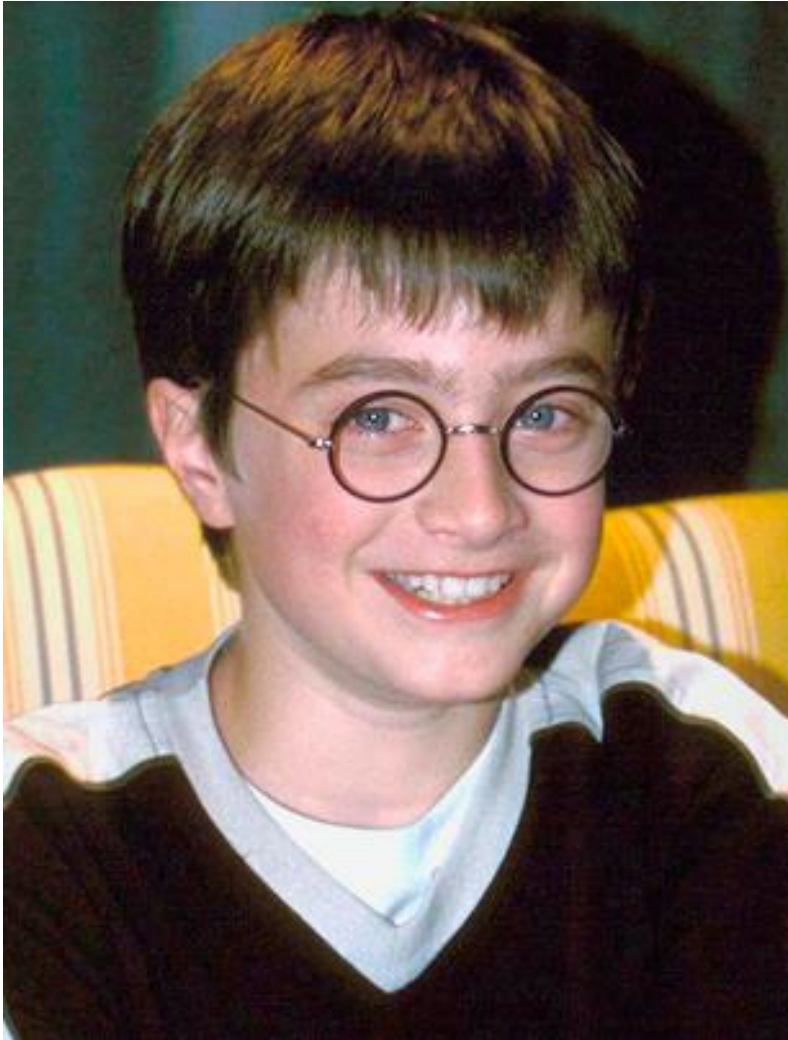
Embraces
diversity

Values achievement

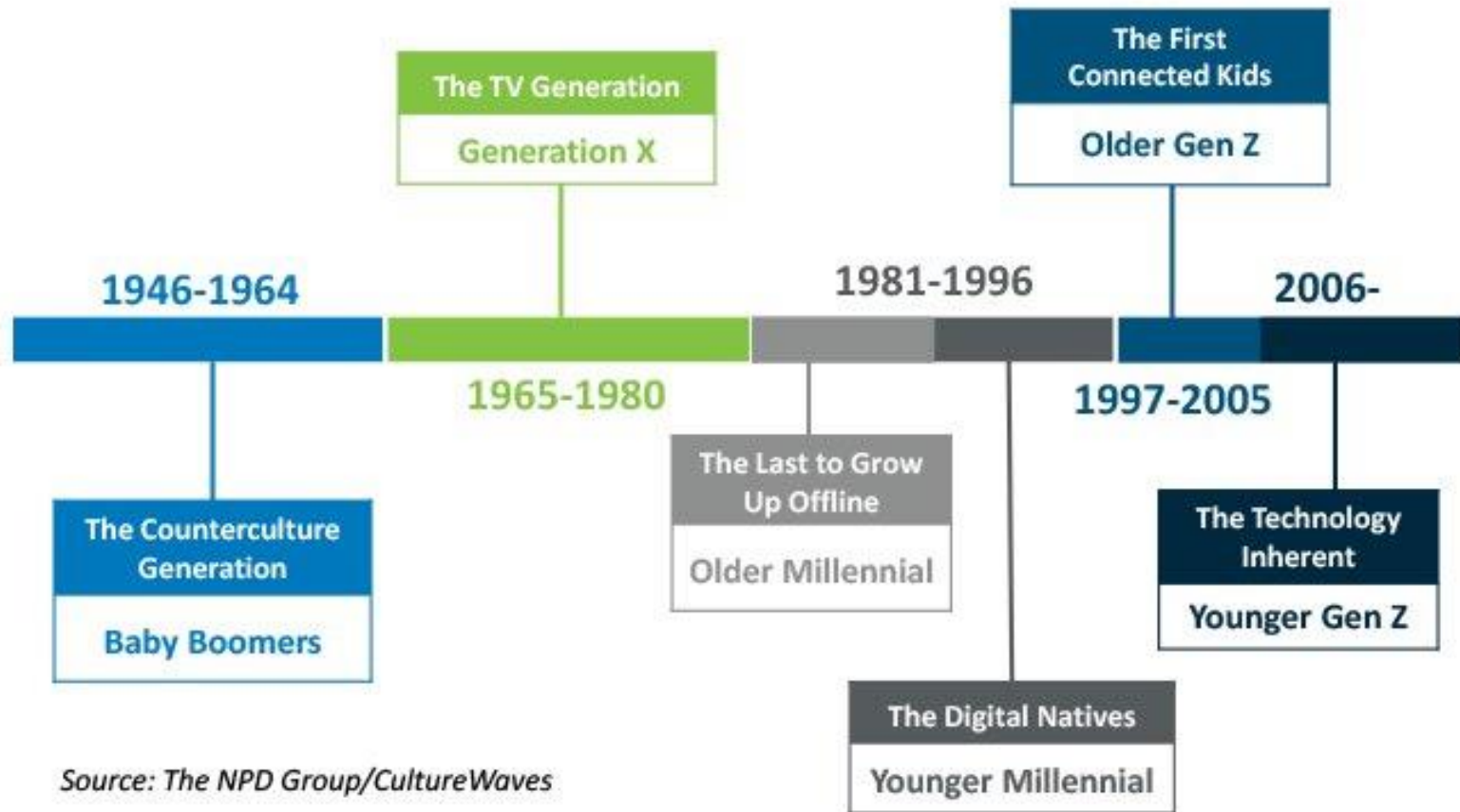
Millennial Myths Challenged

Myth: Millennials want constant acclaim & think everyone should get a trophy

Myth: Millennials are most likely to jump ship if a job doesn't fulfill their passions



Generations



Source: The NPD Group/CultureWaves

DON'T MISTAKE THEM FOR MILLENNIALS

GENERATION Z

5 SCREENS
COMMUNICATE WITH IMAGES
CREATE THINGS
FUTURE-FOCUSED
REALISTS
WANT TO WORK FOR SUCCESS

VS

MILLENNIAL

2 SCREENS
COMMUNICATE WITH TEXT
SHARE THINGS
FOCUSED ON THE PRESENT
OPTIMISTS
WANT TO BE DISCOVERED

Generation Z

Born after 1995



Generation Z Names

Post-
Millennials

Linksters

Plurals

Founders

iGeneration

Homeland
Generation

Generation Z in the Work Force

12% of
workforce

Use twitter
to find jobs

Communicate best
by electronic devices

Have large networks, but
not much job experience

Generation Z General Descriptors

Global

Individuality

Multi-taskers

Less-focused

Little loyalty

Technologically integrated

Generation Z

1/3 of
population

Prefer to
work in
office

Likes face to face
communication

Most diverse generation in
our history

Generation Z

Keepers of
their brand

Entrepreneurial

Highly self-
directed

Millennials complain about
Zs, much like older
generations complained
about millennials

Generation Z Thought to Ponder

Global citizens

Pragmatic

Value diversity

Value experience over things

Independent learners

Seeks mentorship & coaching

Generation Z Differs from Millennials

Less focused, but process information faster

Have higher expectations

Better multi-taskers

Early starters

More entrepreneurial

More global

Pew Research Center Findings

COVID an Impact

50% had someone in
home lose job or
decrease in pay

More From Pew Research Center

More diverse

Will be well
educated

Less employed
as teens

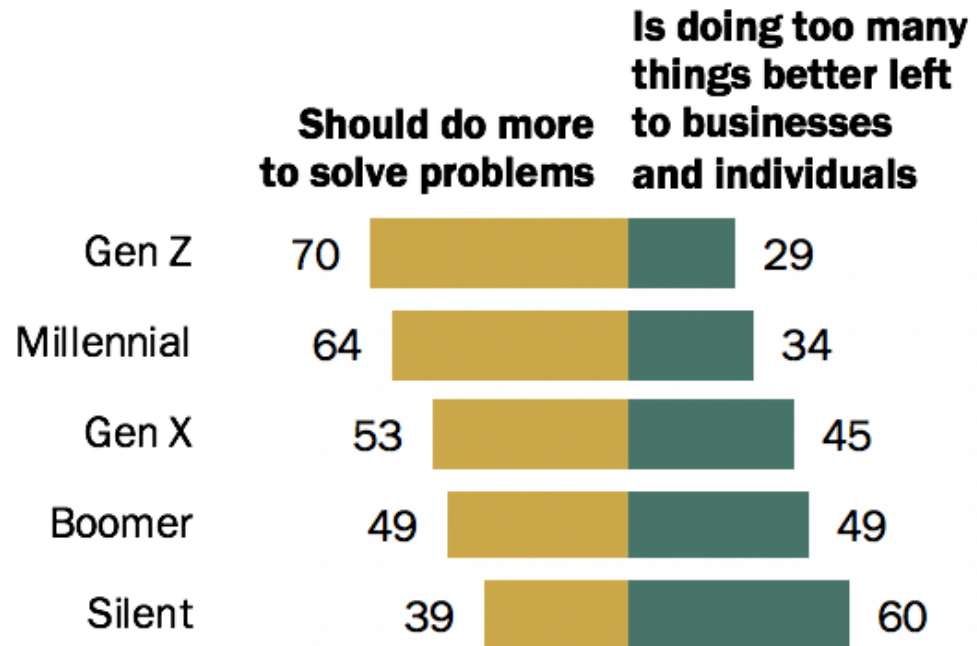
Mirror Millennials
in many ways

Family &
societal change
is good

Gen Z more likely than other generations to want an activist government

% saying government ...

This is a shift we have seen with each younger or new generation.



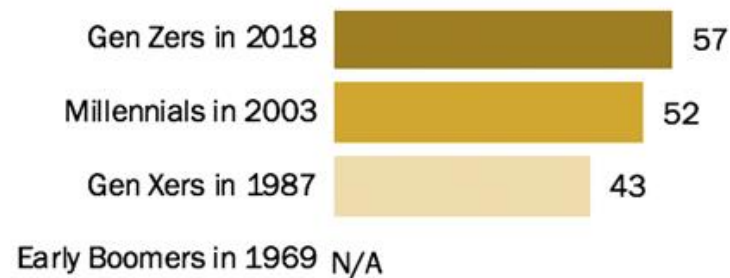
Note: Share of respondents who didn't offer an answer not shown.
Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.

"On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far"

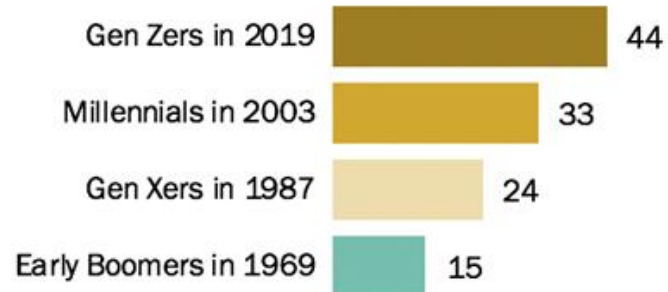
PEW RESEARCH CENTER

Gen Zers more likely to be enrolled in college and to have a college-educated parent than Millennials, Gen Xers at a comparable age

Among 18- to 21-year-olds no longer in high school, % enrolled in college



% of 7- to 17-year-olds living with a parent who has at least a bachelor's degree



Note: Share living with a parent who has at least a bachelor's degree is limited to 7- to 17-year-olds living with at least one parent. Those without a parent in the household are excluded.

Source: Pew Research Center analysis of 1987, 2003 and 2018 Current Population Survey October supplement and 1969, 1987, 2003 and 2019 Current Population Survey Annual Social and Economic Supplement (IPUMS).

"On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far"

PEW RESEARCH CENTER





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"Have you noticed how attendance has picked up since we've started posting meeting times on YouTube?"

EMAIL

boomers

Hi Alan,

How are you?

I just wanted to get in touch. Please let me know when a good time to meet would be. Feel free to let me know at your convenience, or if you'd just like me to set something up on your calendar.

Best,
Joe

millennials

hey,
hi when can we meet?



100

joe





Identify effective supervisory
interactions for each age group

Objective 2

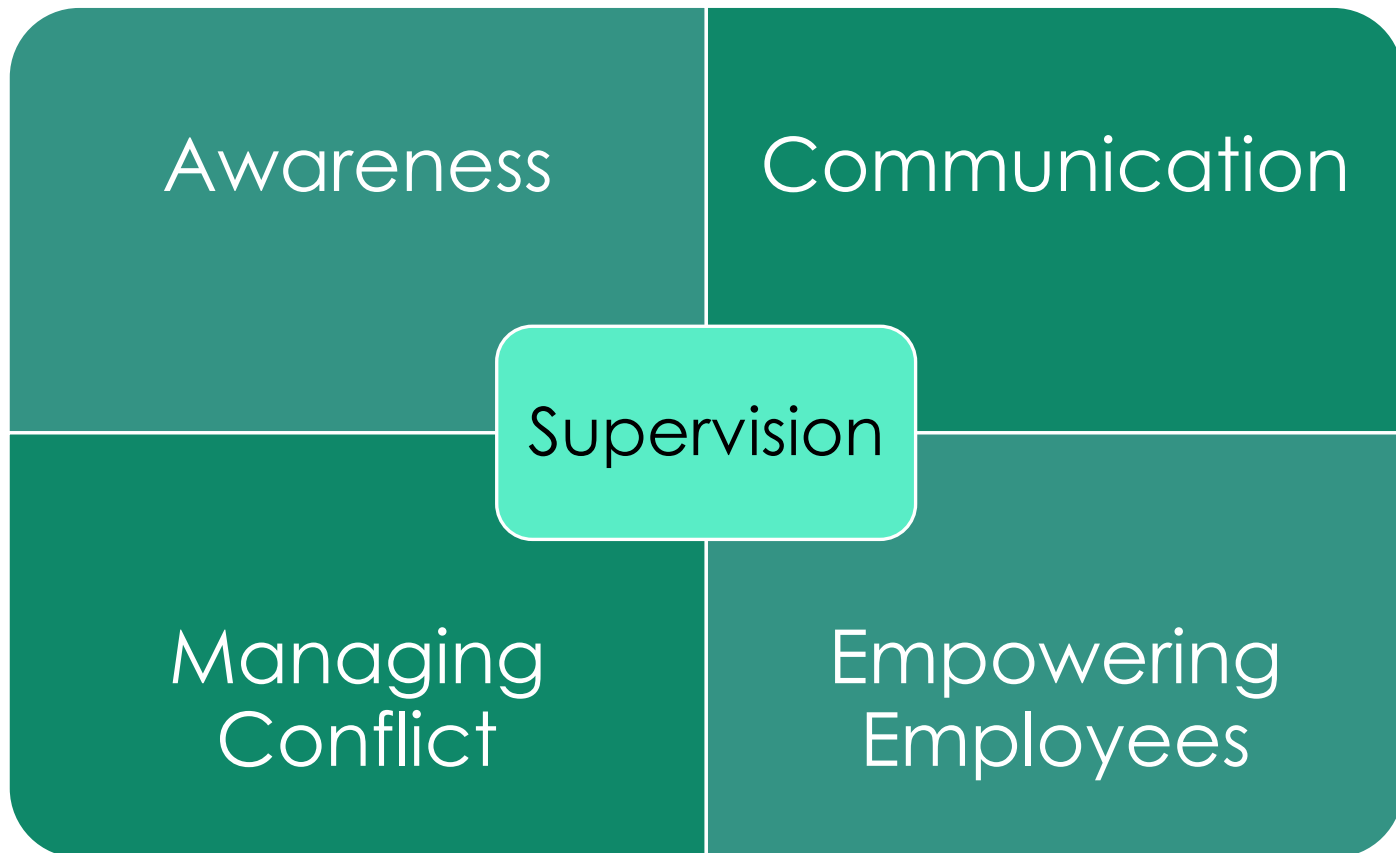
Recruiting Messages & Methods

	Traditionalist	Baby Boomers	Generation X	Millennials	Gen Z
Targeted Message	Stability & benefits	Stability, benefits, & salary	Career opportunities, pay for performance, work/life balance	Unique benefits, skill development, team collaboration, fun environment, flexibility	Meaningful work & ability to make an impact
Communication Channels	Professional networking & referrals	Professional networking, referrals, & niche job boards	Professional networking, niche job boards, transparent social media	Interactive social media & career website apps	Career fairs, interactive social media, apps, YouTube; Ads should be creative

Communication & Engagement

	Traditionalist	Baby Boomers	Generation X	Millennials
Communication Type & Frequency	Linear; in digestible amounts	Semi-formal; as needed	Irreverent; whenever	Real-time; constant
Triggers for Engagement	Recognition & acknowledgment; work its own reward; leave a legacy	Comparison to others; visible rewards; time-saving rewards	Work/life balance; portable rewards-retirement plans	Opportunity for resume building; altruistic value; collaboration with others
Barriers to Engagement	Forced to rely on technology; surrounded automated, fast-paced culture	Oppression by authority; forced to fit the status quo, with little opportunity to change	Not enough feedback; lack of freedom in work environment or scheduling	Not enough feedback or factual knowledge; lack of skills dealing with difficult people

Supervising Generational Dynamics



Managing Different Generations

Be flexible

Emphasize respect

Have clear goals

Retain talent



Managing Different Generations cont.

Avoid
stereotypes

Build
relationships

Create
opportunities

Study
employees

Consider
life paths

Managing Different Generations cont.

Give
feedback

Show
respect

Provide
training

Foster
diversity



Managing Different Generations cont.

Understand
work styles

Share
perceptions

Consider
values

Find
commonality

Learn from
each other

Managing Different Generations cont.

Throw out
stereotypes

Find common
ground

Play to
strengths

Don't
assume on
the same
page

Retaining Baby Boomers

Value their
experience

Be flexible

Incentivize
them to
share

Keep them as long as you
can

Retaining Generation X

Start developing
leaders

Offer
autonomy

Support flexible
work culture

Retaining Millennials

Think
progress
before pay

Mentoring
matters

Make it
meaningful

Leverage
technical
abilities

Engage
social
media

Retaining Generation Z

Go mobile

Consider work
experience
over education

Appeal to
commitment to
make a
difference

Ageless Values

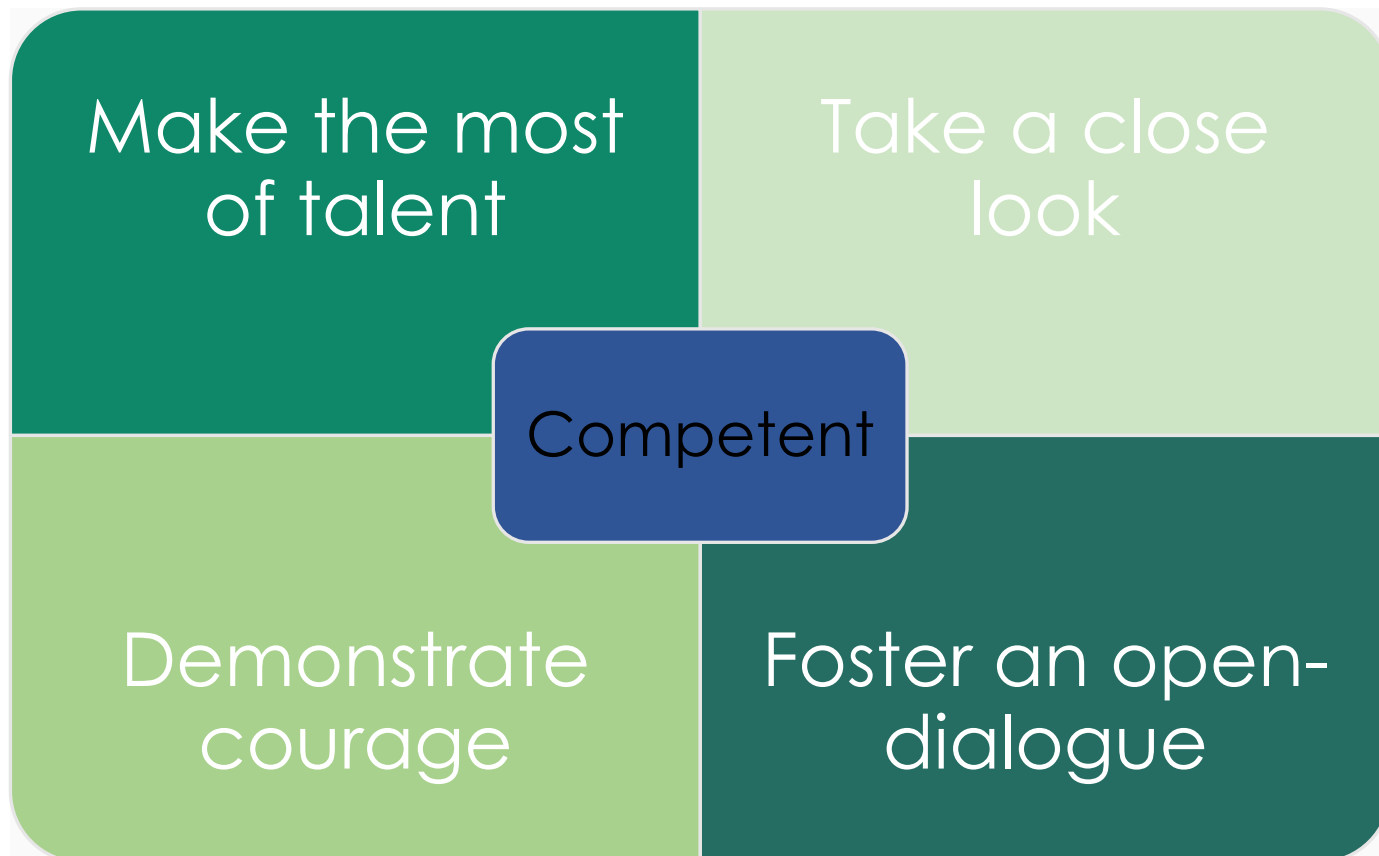
- Feeling respected
- Being listened to
- Having opportunities for mentoring
- Understanding the big picture
- Receiving effective communication
- Receiving positive feedback
- Experiencing an exchange of ideas

Appreciating Generational Diversity

Generational differences may *influence* behavior; however, this does not mean that generational difference get to *determine* how people interact with each other.

Generational difference represent only on factor in how people are influenced by culture.

Becoming Generationally Competent



Generational Supervision

Performance Expectations

Standard
expectations

Integrity &
effectiveness

Policies &
procedures

Ageless Values

- Feeling respected
- Being listened to
- Having opportunities for mentoring
- Understanding the big picture
- Receiving effective communication
- Receiving positive feedback
- Experiencing an exchange of ideas



Practice applying strategies for effective supervision effective supervisory

Objective 3

Feedback Exercise/Discussion

- You are supervising a social worker for licensure. What is your plan/outline for supervision meetings
 - When you first begin supervision
 - After a year of supervision
 - After two years of supervision

Feedback Exercise/Discussion cont

- Now consider the same question and time frames for each generation
 - Baby Boomer
 - Generation X
 - Millennium
 - iGen or Generation Z

Scenarios Situation

A university department of communication sciences and disorders (CSD) is chaired by a 45-year-old member of generation X; a 60-year-old baby boomer clinical educator supervises a 27-year-old millennial graduate student who, in turn, is treating a 80-year-old traditionalist. The CSD administrative office staff include a 67-year-old, baby boomer, a 48-year-old member of generation X, and two work-study students, Generation Z in their early 20s.

Scenario # 1

The 60-year-old workaholic baby boomer, supervising the 27-year-old millennial graduate student, is upset that the student has missed two scheduled treatment sessions because of attendance at a family wedding. The student, on the other hand, who values a work-life balance, plans to make up the missed sessions and wonders why her supervisor seems distant.

Scenario #2

When observing a session with the same graduate student and her 70-year-old Traditionalist client, the supervisor hears an overly loud and condescending tone in the student's voice as she gives instructions to the client. The client's wife remarks to the supervisor that the student seems to be interacting with her husband as if he were a child who couldn't hear. The supervisor comments on her written feedback sheet that the student is using "elderspeak" and adds that she will explain more in person. By the time of the supervisory conference the next day, the student had gone online and thoroughly researched the term and even found an article on over-accommodating interactions. Rather than praising the student for her research, the supervisor feels inadequate, having lost the opportunity to demonstrate her expertise to her student.

Scenario #3

In this same CSD department tensions exist among the administrative office staff. The staff members from the traditionalist and baby boomer generations resent the new ideas for time management coming from their younger generation X office manager, who does not feel respected by these older staff members. They complain to the department head, also a member of generation X, who has difficulty understanding the expressed resentment.

Ellen Degeneres

- Baby Boomer vs. Millennial: Analog vs. Digital
- Baby Boomers vs. Millennials

Ted Talk

- Mary Donohue
 - How to get along with Boomers, Generation X, & Millennials

Generations Shenerations

Don't let focusing on generational issues keep you from seeing the individuals and their uniqueness and individual differences.



Questions & Comments

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