

The Multi-Generational Workplace

Quick Reference Guide



Generational Icons	Generations at a Glance
<ul style="list-style-type: none"> ❖ Event that Shaped the Time ❖ Sign/Invention of the Time ❖ Sound of the Time ❖ Economic Time <p>Veterans (1930-1945)</p> <ul style="list-style-type: none"> ❖ End of WWII ❖ Atomic Bomb ❖ Rat Pack/Big Band ❖ The Great Depression <p>Baby Boomers (1946-1964)</p> <ul style="list-style-type: none"> ❖ JFK's Assassination & Vietnam ❖ Television ❖ British Invasion/Motown ❖ Recession of the '70s <p>Generation X (1965-1980)</p> <ul style="list-style-type: none"> ❖ Fall of the Berlin Wall ❖ Computer ❖ Classic/Hard Rock ❖ '80s Wall Street Boom <p>Gen Y/Millennials (1981-2000)</p> <ul style="list-style-type: none"> ❖ 9/11 Terrorist Attacks ❖ Cell Phone ❖ Alt. Rock/Grunge/Hip Hop ❖ Corporate/Finance Scandals 	<p>The Veterans/Baby Boomers</p> <ul style="list-style-type: none"> ✓ Wealth of experience ✓ Educated (mostly Boomers) ✓ Strong work ethic; "workaholics" ✓ Identity = career, title & paycheck ✓ Familiar with technology, but learned it ✓ Very capable in-person communicators ✓ Patient; loyal to company; leave their legacy ✓ Financially secure ✓ Difficulty in accepting Change <p>Generation X</p> <ul style="list-style-type: none"> ✓ First "latch-key" generation; dual income households emerge ✓ Technically savvy, but less people-skilled/more electronic communicators ✓ Easily bored; thrive on Change ✓ First job hoppers; loyal to self vs. company ✓ Versatile; risk-oriented ✓ Work/Life balance view is more important than Boomers' <p>Gen Y/Millennials</p> <ul style="list-style-type: none"> ✓ Most schooling, yet not smartest ✓ Entrepreneurial out of necessity (degrees ≠ jobs) ✓ Work/Life balance is the priority ✓ "Special Snowflake" parenting by Boomers ✓ Technology has propelled their lives ✓ ↑ Volunteerism; changing the world ✓ Excellent multi-taskers; hate boredom <p>Coming to a workplace near you... Generation Z (2001-?)</p> <ul style="list-style-type: none"> ✓ Well integrated with digital technology ✓ Critical Thinking takes back seat to easily researched ✓ Heavily influenced by global crises (terrorism, climate, etc.) ✓ Raised by skeptical Gen X parents ✓ Socializing/Sourcing = Social Media (app for everything) ✓ Want no part of student debt and educational "promise" ✓ Least interested in the American Dream

Generational Needs at Work

Baby Boomers	Gen X	Millennials
<ul style="list-style-type: none"> • Respect • Recognition of Experience/Time • Mentoring Opp'tys • Inclusion • Communication 	<ul style="list-style-type: none"> • Project leaders • Change agents • Micromanaged • Periodic praise; not too much • Task/project variety 	<ul style="list-style-type: none"> • Regular/balanced feedback • Skills & networking • Clear progression • Flexible work space • Open fun culture

Communication & Coaching

BABY BOOMERS

- Acknowledge tenure
- Provide detail w/assigned tasks
- Ask for their input
- Don't assume technical proficiency... ASK
- Note achievements & experience

GENERATION X

- High-level overviews
- Explain importance of menial tasks
- Assign, then step back
- Encourage input
- Variety of tasks/projects
- Earned praise

MILLENNIALS

- Focus on work habits
- Promote technology use when possible
- Team/group projects
- Consistent, realistic balanced feedback
- Patience

How can you prepare for the "Silver Tsunami?"

- ✓ Management Training for Millennials
- ✓ Reverse Mentoring programs
- ✓ Junior/Senior Intern programs
- ✓ Senior Transition positions
- ✓ Retirement Exit Plan
- ✓ Employee Engagement Surveys
- ✓ Age-diverse work groups
- ✓ Recruitment, Engagement & Learning

Generational Sources of Conflict

- ✓ **Work Habits:** # of hours vs. quality of work
- ✓ **Abilities:** Experience vs. Education
- ✓ **Communication:** Face-to-face vs. Electronic
- ✓ **Technology:** Tool vs. Necessity
- ✓ **Organizational Hierarchy:** Earning respect by title vs. earning respect by actions
- ✓ **Change:** Resistance vs. Requirement

Notes

Generational Scenarios – CPA of NYS

Scenario 1 – Ryan & Doris

Ryan, a 27-year old Skills Specialist, hopes to move his way up into a management role in the Day Hab Program that he has been in for the past two years. He'd like to learn everything he can and also has some ideas of his own regarding community integration that he'd like to see implemented. He has met with some resistance from Doris, another Skills Specialist. Doris is a 62-year old woman who is the "go to" person in their program, having spent the last 20 years filling every role that has existed there. During staff meetings, Doris takes an active role in shooting down Ryan's ideas, and recently he overheard her telling another co-worker that he's all about promoting himself but lacks the substance to be taken seriously, especially since he's only been with the Day Hab Program for 2 years.

Scenario 2 – Karen & Emily

Karen is a 50-year old HR Associate, who has worked at the Center for almost 25 years in different departments and roles. She's seen all the changes, survived all the re-orgs, partnerships, new lines of service, and worked under all styles of management. Recently, however, a new HR Senior Generalist, Emily, was hired straight out of a graduate business program with her Master's in HR Operations. With no previous supervisory experience to her credit, Emily is a bit nervous about her first real supervisory role. On her first day, as you introduce her to staff, you see Karen's reaction to Emily – her arms are folded, she keeps staring at Emily's legs (Emily is wearing leggings with a professional blouse) and as you move on to the next cubicle to introduce her to the next person, you both overhear Karen say, "That one won't last long... and what's with the leggings?... you're not in school anymore."

Scenario 3 – Sara & Jason

Jason, a Baby Boomer and Resident Counselor, is walking by a resident's room and sees Sara, a young Resident Counselor, helping an individual get dressed while texting on her phone. Jason sticks his head in the room to remind Sara, "Hey, put the phone down please while you're working with Henry... focus on him, not your friends." Sara is annoyed because she was texting another Resident Counselor to tell him that he forgot to sign off on his documentation this morning, and replies, "Jason, mind your own business... I'm using it for work reasons, so just keep walking." Jason knows that regardless of what the text was for, it wasn't the appropriate time to be using it, and escalates his concern to the Program Manager.