Generational Differences

What do you mean you don’t think like me?
How Well Do You Know the Generations in the Workplace?

Take quiz
What is a Generation?

- A group of people defined by age boundaries (those who were born during a certain era),
- They share similar experiences growing up, and
- Their values and attitudes tend to be similar.
Quiz Review

Group discussion
# The Four Generations (Others names they have been called)

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<tbody>
<tr>
<td>Veterans</td>
<td>New Agers</td>
<td>Sandwich Generation</td>
<td>Gen Y</td>
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<td>Builders</td>
<td>Naggers</td>
<td>Slackers</td>
<td>Echo Boomers</td>
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<tr>
<td>Silents</td>
<td>“ME” Generation</td>
<td>Skeptics</td>
<td>Nexters</td>
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<tr>
<td>Matures</td>
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<td>Syn Tech Generation</td>
<td>New Millenials</td>
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Generational Gaps
Did you hear the one about Northwestern’s Women’s Lacrosse team?
A visit to the White House!
“Job Motivators in Flux”

“The Entitlement Generation: Are Young Workers Spoiled or Trying to Reshape Work Life?”

“Generations Collide in the Workplace”

“New Workers Looking for a Little Respect”

“Job-hopping Japanese Reshaping Work-driven Culture”
So Why Should I Care??

• Coming talent shortage in the workforce
  – 66 Million Baby Boomers, 43 Million Gen’Xers, 22 Million Y generation
  – 62% of college graduates are ???
  – 70% of Pharmacy graduates are ???
Additional Thoughts…. 

• Important to understand the mindset of Gen’Xers and the Y Generation so we can recruit and retain them

• Need to understand that is it not good enough to be just technically savvy
Statistics on Generations in the Workplace

% of U.S Workforce

# in U.S. Workforce

[Bar charts showing the distribution of generations in the U.S. workforce.]

Traditionalists
Baby Boomers
Gen X'ers
Millennials

Traditionalists
Baby Boomers
Gen X'ers
Millennials
THE KEYS TO OVERCOMING THE DIFFERENCES THAT DIVIDE US

- **Understanding** – the more we understand others’ point of view and allow for differences, the better we can communicate.

- **Acceptance** – We should try to accept someone as a person of worth, even if we can’t agree.

- **Forgiveness** – To keep the lines of communication open, it is imperative that we learn to forgive.
• What do you like about your generation?
• What do you wish other generations understood about your generation?
• What challenges do you face at work that may have to do with your generation?
Why are several Generations in the workplace beneficial?

• Requires a work culture that recognizes and appreciates a variety of perspectives, styles, and opinions.
• Differences in perspectives are sought out, valued, respected, and put to use.
• Management taps into the best (productivity and creativity) of everyone.
Benefits of a Multi-Generation Work team?

• The team is more flexible.
• Decisions are stronger because they are broad-based.
• The team is more innovative
• The team can meet the needs of a diverse work environment.
Today’s complex organizations made up of complex individuals

Many variables exist that shape each person

- Culture
- Corporate expectations
- Individual motivation styles
- Generational differences

As a manager you need to know what makes each person tick
Models of Motivation

• Frederick Taylor (early 1900’s)
  *The Scientific Approach*

• Elton Mayo (1920’s/30’s)
  *The Human-Relation Approach*

• Douglas McGregor (1950’s)
  *The Behavioral-Science Approach*

• Fred Emery, Eric Trist (1950’s/60’s/70’s)
  *The Sociotechnical-Systems Approach*
Another Layer:
Generations in the Workforce

• “They just don’t have the same work ethic!”

• “She wants to know her career path?! I’m not even sure what we’ll look like next year?”

• “If I hear ‘we tried that two years ago’ one more time, I’m going to throw something at him!”

• “He just finished training and he wants a promotion already!?”

• “I don’t attend meetings after 5:00.”

• “I can’t believe they didn’t wear a suit jacket!”
Inevitable Conflict

Differences in:

- Values and viewpoints
- Ways of working
- Ways of talking
- Ways of thinking

Sets people in opposition
Recognizing Generational Differences

• Mindsets and paradigms common to each generation may influence thinking, decision making and motivators

• Understanding that allows us to adapt our own thinking and better our interactions
TODAY’S GENERATIONAL WORKFORCE

• Veterans (Matures) – born from 1922 – 1945 (5% of the national workforce) (currently 60 – 83 y/o)

• Baby Boomers – born from 1946 – 1964 (45% of the national workforce) (currently 41 – 59 y/o)

• Generation X – born from 1965 – 1980 (40% of the national workforce) (currently 25 – 40 y/o)

• Generation Y – born from 1981 – 2000 (10% of the national workforce) (currently 5 – 24 y/o)
Generations

• Share a place in history
• Have events, images and defining moments in common
• Defined by common tastes, attitudes and experiences
Defining Moments

• Defining moments for the 4 generations

• What were the significant historical events of their formative years?

  **WWII/Veterans**  
  Born before 1945

  **Baby Boomers**  
  Born between 1946-1964

  **Generation X**  
  Born between 1964-1980

  **Post Boomers**  

  **Millennials/Nexters/Generation Y**  
  Born 1981 – current
Answer these questions within your Group

1. Defining moments in History
2. What do you believe are this Generations core Values?
3. Personality Traits
Veterans: Defining Moments

- First transatlantic flight (1927)
- Stock market crash (1929)
- FDR elected (1932)
- Social Security system established (1934)
- Hitler invades Austria (1937)
- US prepares for war (1940)
- Pearl Harbor (1941)
- D-day in Normandy (1944)
- Victory in Europe and Japan (1945)
- Korean War (1950)

Source: Generations at Work, Ron Zemke, Claire Raines, Bob Filipczak
Veterans: Core Values

- Dedication and sacrifice
- Hard work
- Conformity
- Law and order
- Respect for authority
- Duty before pleasure
- Honor
Most Influential Impact: Post war manufacturing

Personality:

- Like consistency and uniformity
- Like things on a grand scale
- Conformers
- Believe in logic
- Disciplined
- “SNAFU” is back drop, suffer in quiet
- Past oriented, history absorbed
Baby Boomers
Baby Boomers: Defining Moments

- Polio vaccine (1955)
- Rosa Parks refuses to move to back of the bus (1955)
- First nuclear power plant (1957)
- Civil Rights Act passes (1957)
- Birth control pills introduced (1960)
- Kennedy elected (1960)
- Kennedy establishes Peace Corps (1961)
- Cuban Missile Crisis (1962)
- Martin Luther King leads march on D.C. (1963)
- US troops enter Vietnam (1965)
- JFK assassinated (1963)
- King and Robert Kennedy assassinated (1968)
- Man walks on the moon (1969)
- Woodstock (1969)
- Kent State University shootings (1970)
Boomers: Core Values

- Optimism
- Team orientation
- Personal gratification
- Personal growth
- Health and wellness through attention to self
- Work
- Involvement
Boomers

Most Influential Impact: World economy in growth, recognition of this generation as a target market

Personality:
• Believe in growth and expansion
• Sees self as star of the show
• Team work oriented
• Pursues own gratification
• Soul searching generation
<table>
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<tr>
<th>Veterans</th>
<th>vs</th>
<th>Boomers</th>
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<tbody>
<tr>
<td>Traditional in gender role definition</td>
<td></td>
<td>Redefined roles between genders</td>
</tr>
<tr>
<td>Loyal to relationship and company</td>
<td></td>
<td>Leaves unfulfilling relationships</td>
</tr>
<tr>
<td>Willing to be disciplined and wait patiently for rewards</td>
<td></td>
<td>Seeks immediate gratification</td>
</tr>
<tr>
<td>Plays by the rules</td>
<td></td>
<td>Manipulates rules to meet own needs</td>
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Generation X: Defining Moments

- Women’s liberation movement (1970)
- Arab terrorists at Munich Olympics (1972)
- Watergate (1973)
- Energy crisis began (1973)
- Tandy and Apple market PC’s (1976)
- Three Mile Island nuclear reactor nears meltdown (1979)
- US corporations begin massive layoffs (1979)
- Iran holds 66 American hostages (1979)
- John Lennon killed (1980)
- Challenger disaster (1986)
- Terrorists bomb on Flight 103 over Lockerbie (1988)
- Fall of Berlin Wall (1989)
- Operation Desert Storm (1991)
- Rodney King beating videotaped, Los Angeles riots (1992)
Generation X: Core Values

- Diversity
- Thinking globally
- Techno literacy
- Fun
- Informality
- Self-reliance
- Cautious
Generation X

Most Influential Impact: Struggling economy, soaring divorce rates, a parent-free childhood

Personality:
• Self reliant
• Seeks sense of family
• Wants balance
• Non-traditional view of time and space
• Likes informality
• Approach to authority is casual
• Skeptical
• Attracted to the edge
• Tech savvy
<table>
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<tr>
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<th>vs</th>
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<tr>
<td>Fights authority</td>
<td></td>
<td>Goes around or persuades authority</td>
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<tr>
<td>Media darlings</td>
<td></td>
<td>Avoids the limelight</td>
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<tr>
<td>Workaholics</td>
<td></td>
<td>Get a life</td>
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<tr>
<td>Political</td>
<td></td>
<td>Politics never solves anything and usually makes it worse</td>
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Millennials: Defining Moments

- Child focused society
- Tylenol scare of 1982
- Oklahoma City Bombings
- Technology advances
- Clinton/Lewinsky
- Columbine high school massacre
- September 11
- Fall of Suddam Hussain
- War in Afghanistan and Iraq
Millennials: Current Core Values

- Optimism
- Civic duty
- Confidence
- Achievement
- Sociability
- Street smarts
- Diversity
So What?
How to Motivate Each

Veterans:
• Respect their experience
• Listen to what’s worked or not in the past
• Recognize & reward their perseverance
• Use a personal touch allowing for social skills in the workplace
• Provide traditional perks such as photos with key individuals

Boomer:
• Acknowledge how they are important
• Acknowledge their contribution
• Let them know they are needed
• Provide public recognition & help them gain that recognition
• Involve them
• Acknowledge their hard work ethic
How to Motivate Each

Gen X’er:
• Let them do it their way
• Provide them the technology needed
• Remove unnecessary rules
• Highlight anything “un-corporate”
• Give them control of their work
• Provide more frequent feedback
• Give time to have fun at work
• Remove anything that looks like “old boy network”

Millennials:
• Team them up with others like them
• Be open, fair and honest
• Teach them what they need to know
• Take the time to orient them
• Help them deal with difficult people
• Provide on-going development
• Provide a mentor from the most seasoned group
Employer of Choice will……

- Require a work culture that recognizes and appreciates a variety of perspectives, styles, and opinions.
- Differences in perspectives are sought out, valued, respected, and put to use.
- Management taps into the best (productivity and creativity) of everyone.
What will you do differently within your work group?

Will you approach your manager, employee or child differently?

How does this help you when working with co-workers and customers?

What were your Ah—Ahhs??
People often say motivation doesn't last. Well, neither does bathing — that's why we need it daily.

- Zig Ziglar, Writer, Speaker
Now Go Motivate and establish Collaborative Teams
Generational Gap

• A generation gap describes a vast difference in cultural norms between a younger generation and their elders.

• The gap occurs when older and younger people do not understand each other because of their different values, attitudes, experiences, opinions, habits, behavior, interests, and communication styles.
Group discussion

• What generation group are you in or consider yourself to be a member?
• What do you like about your generation?
• What do you wish other generations understood about your generation?
• What challenges do you face at work that may have to do with your generation?
Purpose our hour together----Notes

1. To better understand the values, motivators and mindset of the four generations in the workplace that will effect you in some way or another.

2. To heighten awareness and understanding of the generalized differences among generations, in order to decrease misunderstandings, conflicts, stress, discomfort, frustration, and miscommunication. And, to increase effectiveness in the workplace without reinforcing stereotypes.

3. Hopefully the information that we share with you will also be of use in your personal life.
Generational Diversity

- Dealing with diversity in the workplace means understanding and relating effectively with people who are different from you.
- Another slice of diversity that is not always included in typical diversity training is generational diversity.
- In any large organization, you are bound to find divisions or work teams where at least four distinct generations are working side by side.
Valuing Generational Diversity

Each of us has our own unique characteristics. But, it is our differences that make our lives together interesting and rewarding. Everyone has something to contribute. We all need to remember to accept others for who they are and look for the best that they have to offer. That is what valuing diversity is all about!
The Four Generations...

- This is the first time in American history that we have had four different generations working side-by-side in the workplace.
- Each generation has distinct attitudes, behaviors, expectations, habits, and motivational buttons.
- These four generations often collide, as their paths cross.
- They have different values, different ideas, different ways of getting things done, and different ways to communicating in the workplace.
EXAMPLE # 1

- Scenario: At appraisal time, a manager from the Veterans Generation gives a nice bonus to a Generation X employee. The Generation X employee is ungrateful and says, “Why didn’t I get this six months ago when the project was completed?”

- Solution: Explore reward plans geared to the different generations and giving monetary rewards and recognition at the time when it is earned. Generation Xers want instant gratification, but Veterans are happy to get money or recognition at anytime.
Baby Boomers often consider Generation Xers as being disrespectful, scornful, wanting instant gratification, and lacking employer loyalty.

In other words, “Xers couldn’t care less! (negative generational stereotype).
EXAMPLE # 2

• Scenario: A Generation X manager tells a Boomer that he has been working too hard and should take a vacation. Instead of saying thanks, the Boomer replies, “I work to get ahead, to get a promotion, not for a vacation.”

Solution: The next time that this situation comes up, the Generation X manager might elect to give the Boomer a bonus, rather than suggest that he take a vacation.
Each of us has our own unique characteristics. But, it is our differences that make our lives together interesting and rewarding. Everyone has something to contribute. We all need to remember to accept others for who they are and look for the best that they have to offer. That is what valuing diversity is all about!
Your time is limited,
so don’t waste it living someone else’s Life.