



# **BUILDERS, BOOMERS, XERS & NEXTERS...**

**Working with Generational Diversity**

**By Marianne “Molly” Kaufmann, M.A., SPHR**

# ABOUT ME

- Mountain climber
- Hike leader for the Bellingham Mountaineers
- Pet mommy to 3 cats and 1 dog
- Leader Whisperer
- Educator, facilitator, team developer
- Change agent
- Passionate about animal welfare, Human Resources, & helping Leaders and their Teams achieve audacious goals



# SOME DEFINITIONS

## ○ Client

Anyone you work with. As strategic HR pros, we must see everyone as a client. Leaders, directors, supervisors, employees, external & internal HR consultants, and even our peers.

## ○ System

In the context of this workshop, it is any organizational group you work with.



# SCOPE OF THIS TRAINING

Increase Awareness  
of SELF as  
generationally  
diverse

Increased ability to  
heighten client's  
awareness of  
generational diversity



## SCOPE, CON'T

More effective  
& productive  
SYSTEM

A better  
bottom line!

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WE WILL WORK HERE TODAY

Increased awareness of **SELF**  
as generationally diverse

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# WHY IS GENERATIONAL DIVERSITY IMPORTANT?

- In a competitive & global economy, an age-diverse workforce is both inevitable and needed.
- Four generations are currently in the labor force today and this is unlikely to change with people staying in the market well beyond the typical retirement age.
- By increasing our understanding of generational diversity & generational blending, as strategic HR practitioners we can propel organizations toward greater health, creativity, and productivity.



# AGENDA

- Objectives
- Generational diversity
  - What forms a generation?
  - Generations in the room
  - Core values at work
- Generational diversity in your organization
- How can you use this information?
- Evaluation



# OBJECTIVES

- **Performance Objective**

Using your knowledge of generational diversity, you will:

- become a more valuable asset to your clients through heightening their awareness of this type of diversity in their systems

- **Learning Objectives**

In this training you will:

- learn the 4 generations at work in organizations today
- learn values and characteristics associated with each



# PERSONAL OBJECTIVE

- **Personal Objective**

During this training, I want to be able to:

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# WHAT ARE THE GENERATIONS IN THE WORKFORCE TODAY?

<b>Builders</b> (aka: Veterans, Traditionalists)	<b>Baby Boomers</b>	<b>Gen Xers</b>	<b>Nexters</b> (aka: Net Gen, Millennials, Gen Y)
Born 1927 – 1946	Born 1947 - 1964	Born 1965 – 1977	Born 1978 - 2000

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# HOW GENERATIONS FORM

	Builders	Boomers	Gen Xers	Nexters
Significant Emotional Events	Depression WWII Korean War	Kennedy & MLK assassinations Vietnam	Tragedy: Challenger, death of Diana, Desert Storm, AIDS Rodney King	Terrorism: 9/11 War on Iraq Columbine Oklahoma City bombing
Office	Manual typewriters Slide rules Mainframes	Electric typewriters, Early word processors, Calculators Faxes	PC's, Laptops Bundled productivity software, E-mail	Netbooks iPhones wireless, cell phones, Open Office products, etc



# GENERATIONAL ICONS, HEROES & HEROINES

	<b>Builders</b>	<b>Boomers</b>	<b>Gen Xers</b>	<b>Nexters</b>
<b>Icons</b>	Annette Funicello Clint Eastwood Marilyn Monroe Buddy Holly James Dean	Meryl Streep Oprah Steven Spielberg Obama Donald Trump “Sully” Sullenberger	Adrien Brody Brad Pitt Leonardo DiCaprio Omarosa	Miley Cyrus Beyonce Britney Spears
<b>Heroes &amp; Heroines</b>	Roosevelt Churchill John Wayne Bette Davis Shirley Temple	Kennedy MLK Betty Friedan Superwoman Wonder Woman	Terminator Xena Ferris Bueller	Batman Spiderman Harry Potter Obama



# CORE VALUES - DIVERSITY

Builders	Boomers	Gen Xers	Nexters
Uncomfortable	Try to be sensitive, but prefer to be separate	Politically correct  Enjoy exploring relationships	Hardly notice the difference



# CORE VALUES – WORK-LIFE PRIORITY

Builders	Boomers	Gen Xers	Nexters
Self-sacrifice  Loyalty to the company	Individualism – do it my way  Loyal to my own needs	Fulfill the basic requirements of the job, then surf the web  Loyalty to my family's and my own personal needs	Networking  Work in cooperation with others  Loyal to my personal needs to enjoy work and for growth



# CORE VALUES - MOTIVATION

Builders	Boomers	Gen Xers	Nexters
Monetary rewards, Pension plans, Retiree healthcare benefits, Gov't help (Social Security, Medicare)	Self-fulfillment and meaning to life and work, Promotions, 401(k) and pension plans, Bonuses, \$5 - 10 copays, Retiree healthcare benefits	Work-life balance, Free sodas, Flextime, 401(k), FSA, (don't rely on Social Security)	Having fun while doing meaningful work, Social networking & building relationships, \$30 - \$50 copays, socialized medicine in their lifetime – (maybe)



# CORE VALUES – RESPONSE TO RULES

Builders	Boomers	Gen Xers	Nexters
Should be followed	Challenge the rules-not all of them apply to me	Give me the rationale and I will decide if they are valid	I choose my rules and you choose yours



# CORE VALUES – PREFERRED LEADERSHIP STYLE

Builders	Boomers	Gen Xers	Nexters
Simple, clear directive style	Collegial style	Fair, competent and straight-forward	Polite relationship with authority
Well defined lines of authority	Respect for autonomy	Egalitarian relationships	Collective action
Hierarchy	Humanistic	Low respect for authority	Want leaders to pull people together
Formal relationships	Despise traditional hierarchy	Brutal honesty	



# CORE VALUES – AT WORK

Builders	Boomers	Gen Xers	Nexters
Dedication & sacrifice, Hard work, Conformity, Law & order, Respect for authority, Patience, Delayed reward, Business before pleasure, Don't break the rules, Duty, honor, country, Unionize	Have it your way, Work smart & hard, Optimism, Team orientation, Group involvement, Dessert first, Health & wellness, Personal growth, self actualization, Anti-fat creams	Be all that you can be, Work smart, not hard, Seek balance, Think globally, Technoliteracy, Fun & informality Self-reliant, Pragmatism	Super size me, Optimism, Confidence, Technoachievement, Achievement orientation, Networking, Free refills, Forget the anti-fat creams



# WHY IS GENERATIONAL DIVERSITY IMPORTANT AT WORK?

- Unionization – has dropped with the Boomer generation
- Marketing Edge – Reach the generations
- Mentoring and Succession Planning
- Recruitment and Retention



# KEY LEARNINGS

- Explored our own sense of generational diversity
- Covered the various generations and values common to each



## NOW, HOW CAN YOU APPLY THIS?

- What generations are present in your organization?
- What knowledge about generations are you taking back to work with you?
- What new conversations will you have?



# THE END

- Thank you for your participation in this class!
  - Please fill out a review form before you leave.
- Molly, Generation X

