

Generational Differences in the Workplace: Let's Work Together

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How Old Are You

<29

29-35

35-42

42-50

50-58

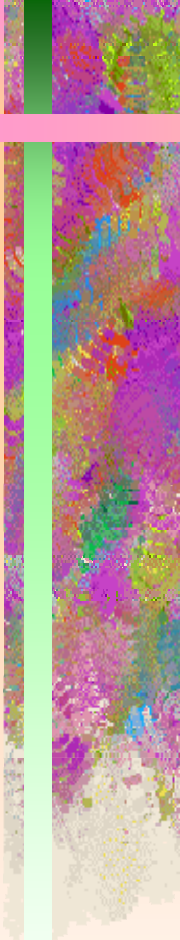
58-62

>62

Don't Trust Anyone Over 30



**Bob Dylan
1960s
(now 68)**



The Kids Today Don't Have
the Same Work Ethic You
Had When You Were Their
Age

1975

My Major Prof,
moments before I
taught my first
class at age 25

The Generational Reason that contributed to Custer's defeat in 1876

Benteen "disobeyed" orders; he hated Custer:

young and impetuous

arrogant and egotistical


Last in Class

Reckless/Foolhardy

Court Martialed

Drunk Conviction





Tell the new MBAs that they cannot take over their new company immediately: they have to wait and pay their dues

1980

HR Professionals
To Cabelly,
Bemoaning the
Younger Generation

The Generational Reason
that led to Teddy Roosevelt
becoming the youngest
President of the US in 1901



As (boy) governor of NY,
he would not bow down to
party leader control, so
they made him VP where
he could "do no harm"



"The New Lifestyle Worker"

**My first presentation on the
topic**

**~1984, with Jay Shimada and
Ken Jenkins**

★ MAIN EVENT ★

BATTLE OF THE GENERATIONS

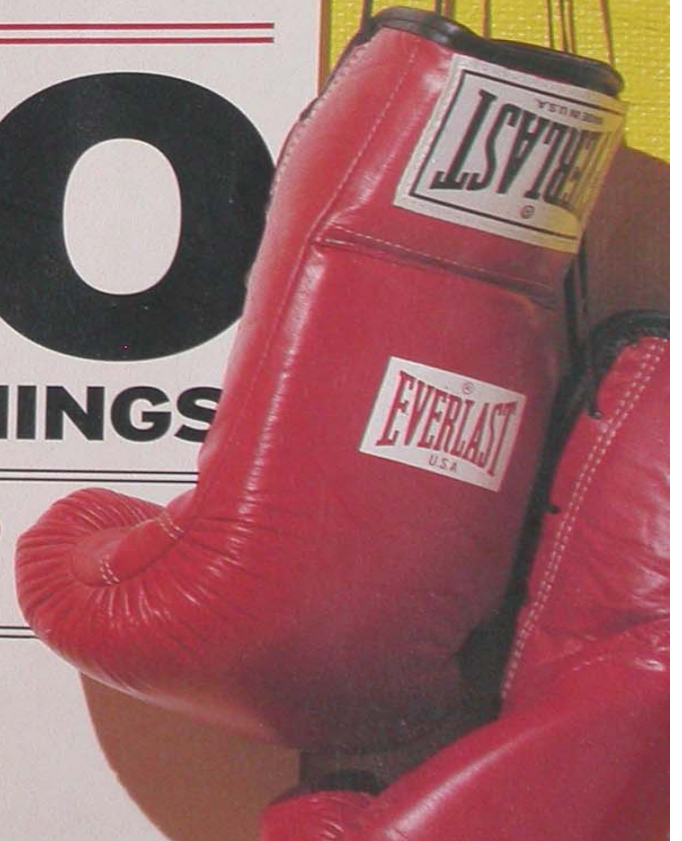
20 | VS | 40
SOMETHINGS | SOMETHINGS

CAN THIS FIGHT BE STOPPED?

1998

★★★ UNDERCARD ★★★

PERFORMANCE REVIEWS
HOW TO GIVE GOOD FEEDBACK



Today's Goals

- ◆ Understand who the different generations are
 - Focus on Gen X
 - Focus on Millennials
- ◆ Feel what their differences mean
- ◆ Provide tools and answers to increase our effectiveness
- ◆ Enjoy the time

The Heart of the Issue

Power and Control

Who sets the rules and how?

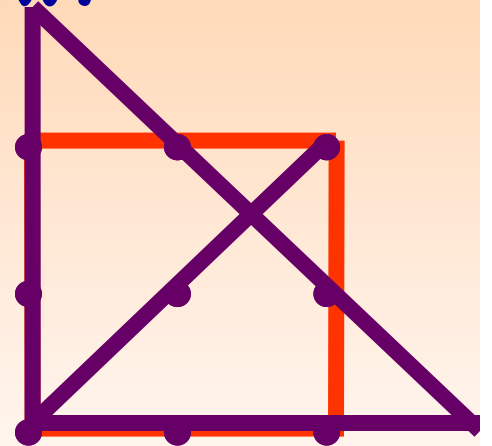
Rapidity of Change

What's in the box?

What may lie outside it?

Sense of Self/

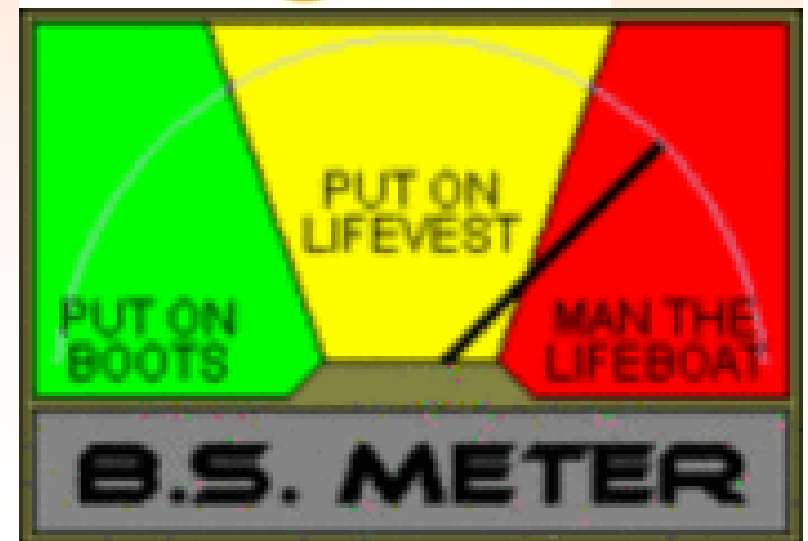
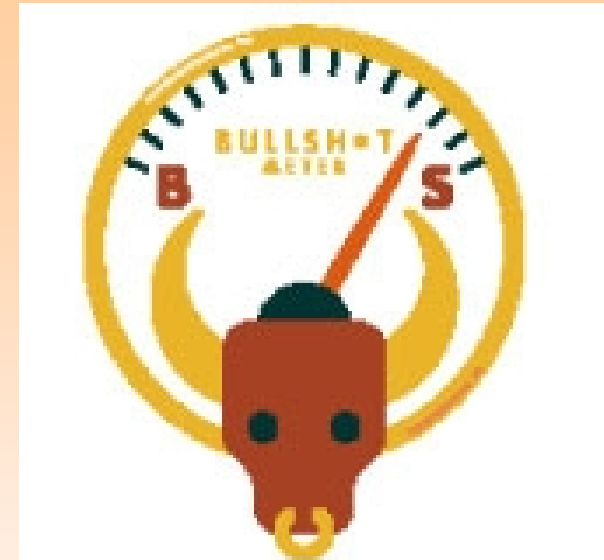
Personal Growth



Stereotypes

- ◆ Understand them
- ◆ Understand the reasons behind them
- ◆ Listen to what you hear today
- ◆ Break them

BS Meter



Names, Titles, Years: "Generally Accepted"

Gen X

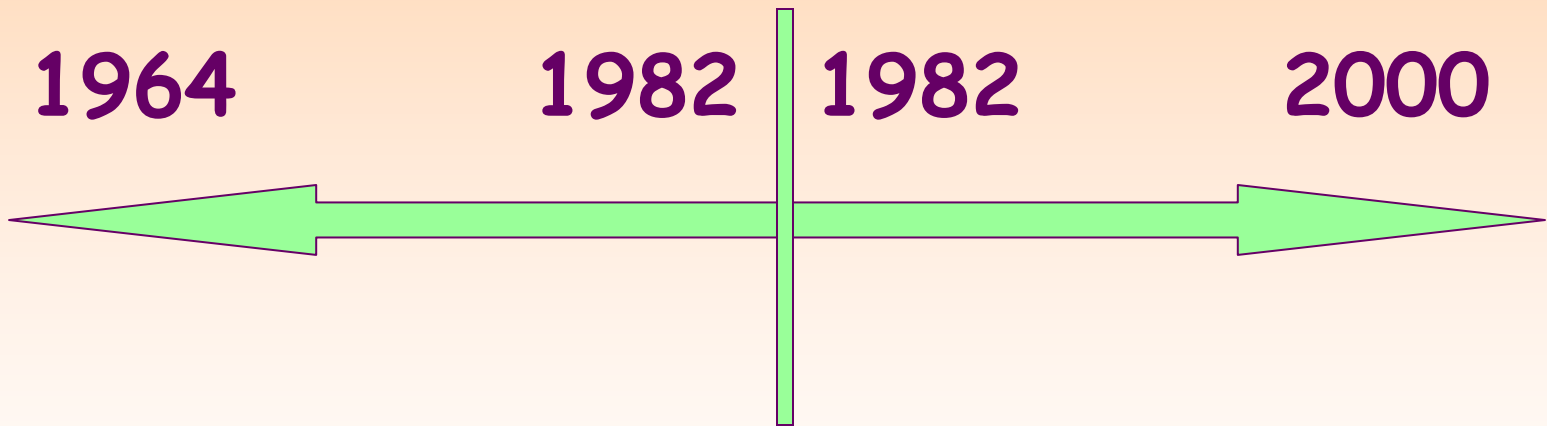
Millennials

1964

1982

1982

2000



Names, Titles, Years: "Generally Accepted"

Gen X

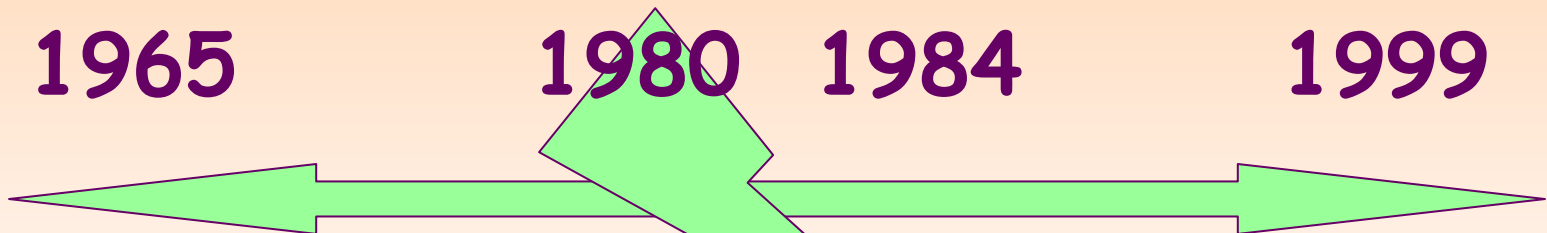
Millennials

1965

1980

1984

1999



JAGGED, FUZZY LINE



Who Are They

◆ GI JOES

→ Traditionalists

→ Pre 1946

Clothing

Hair



Who Are They

- ◆ **BABY BOOMERS**
 - Workaholics
 - 1946-1964

Clothing
Hair



Who Are They

◆ GENERATION X

→ Rebellious Youth

→ 1964-1982

Clothing

Hair



Who Are They

◆ MILLENNIALS

→ Controlled
and Indulged

→ 1982-2000

Clothing

Hair



Group work

- ◆ Divide into age groups.
- ◆ Give 3 defining characteristics of your group
- ◆ How do other groups annoy you?
- ◆ What do you need from them?



Remember Their Parents

◆ Boomers' Parents

→ Roaring '20s, Great Depression, WW II

◆ Gen Xers' Parents

→ The Boring '50s (Father Knows Best), the Tumultuous '60s

◆ Millennials' Parents

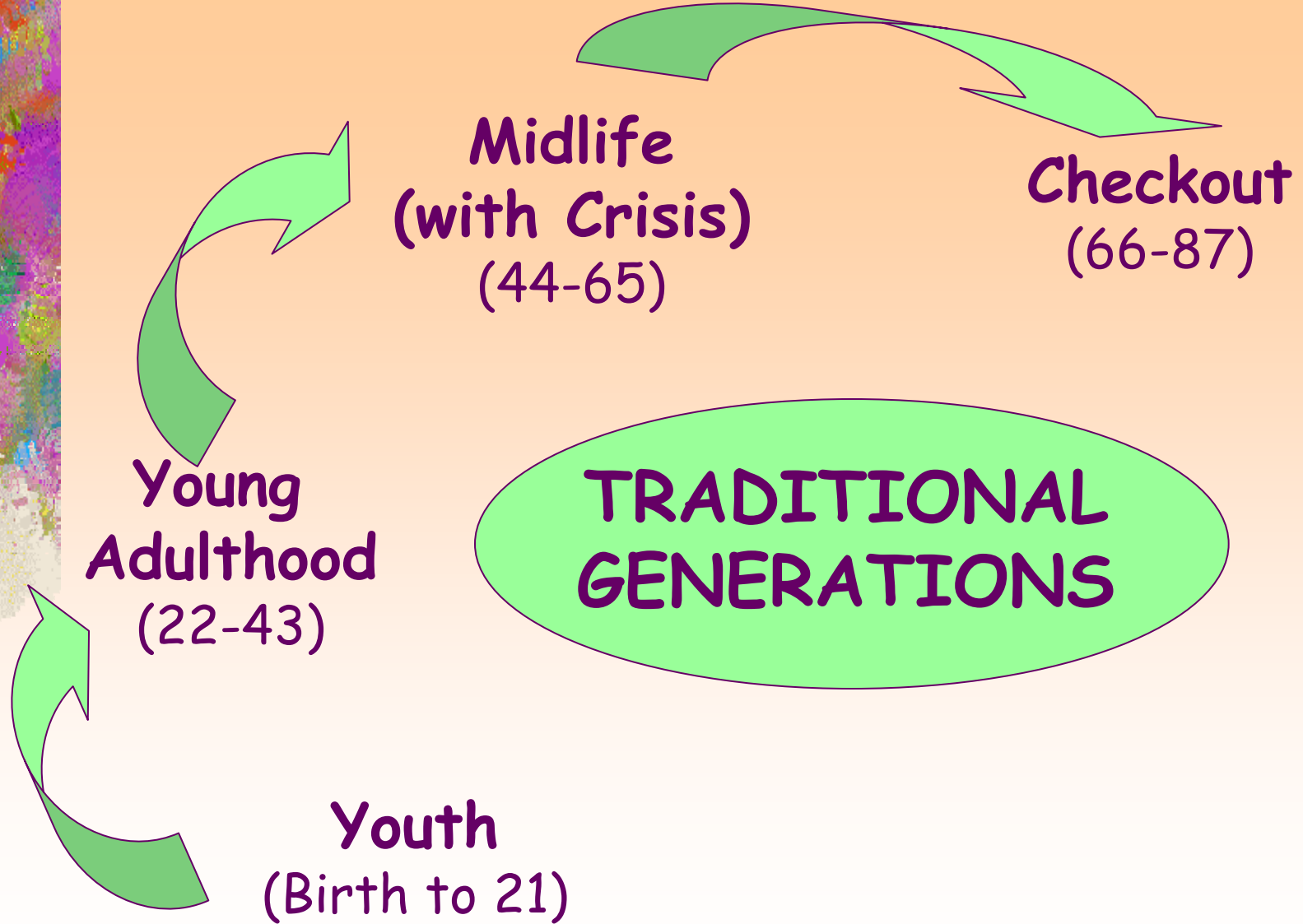
→ Learned in the Quieter '70s and '80s

Life Changing Events

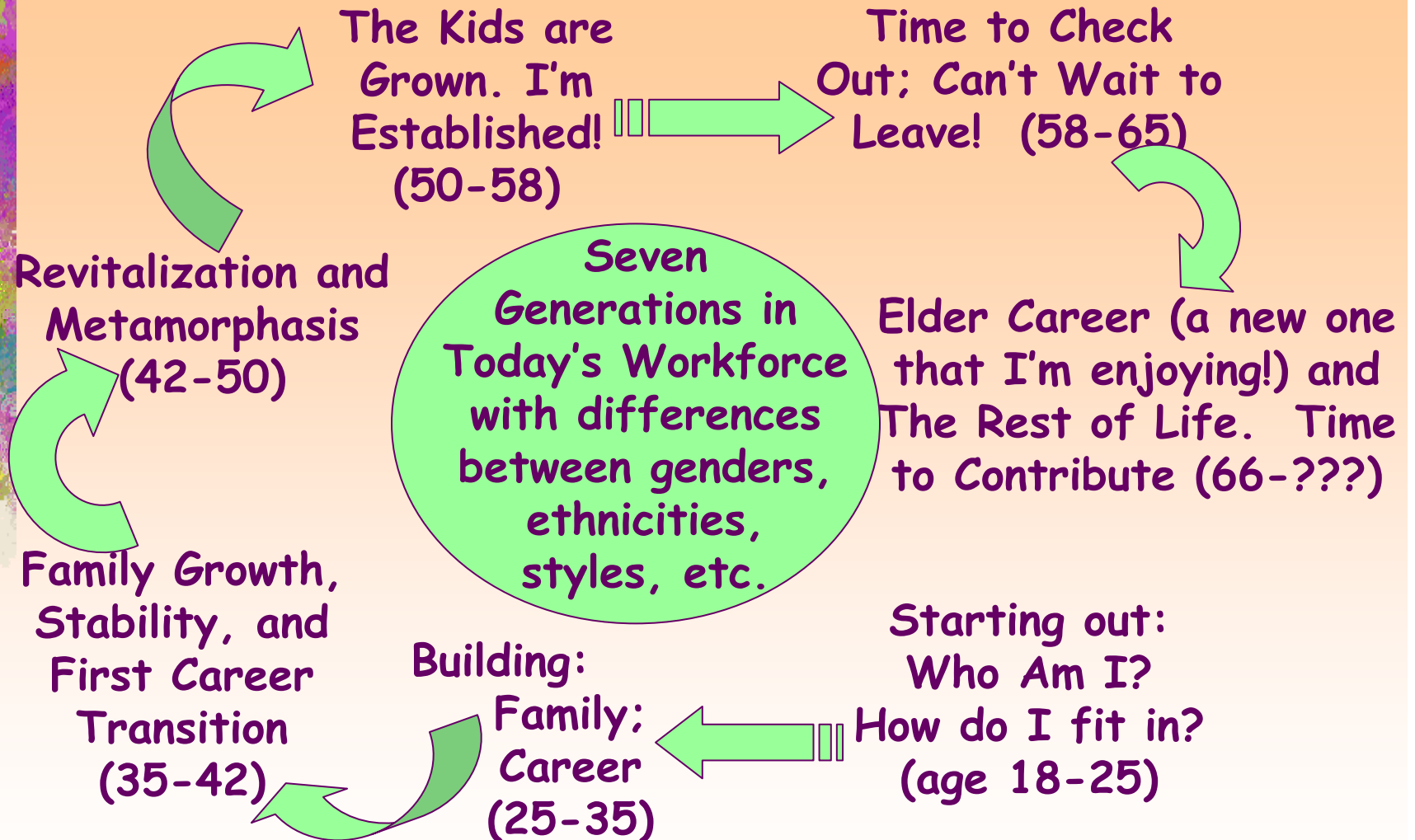
- ◆ **GI Joes** *CONSERVATIVE and LOYAL*
 - Television and Radio, War and Cold War, Great Depression
- ◆ **Boomers** *RADICAL and INVOLVED*
 - Civil Rights, Cuba, JFK, Viet Nam, Woodstock
- ◆ **Gen X** *SELF RELIANT and SKEPTICAL*
 - Aids, Challenger, Latchkeys, PCs, Tech Bust
- ◆ **Millennials** *OPTIMISTIC but SCARED*
 - 9/11, School Violence, Y2K, Reality TV



Generations

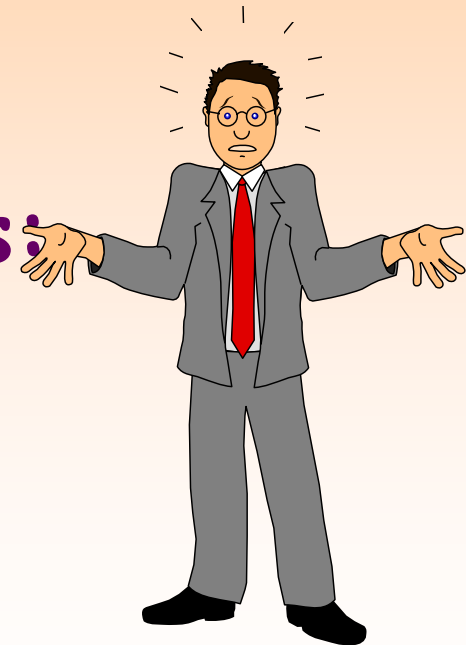



Today's Generations



Your Challenge: the Splitting of the Workplace

- ◆ Seven Sub Generations in Today's Workplace (18-??)
- ◆ Two Sexes
- ◆ Behavioral Differences:
DiSC[®], MBTI
- ◆ Ethnic and Cultural Diversity
- ◆ Language Diversity





The Problems: What do the Younger Generations Do to "You?"

- ◆ Turnover
- ◆ They Don't Care
- ◆ Language (written and verbal)
- ◆ Others

Turnover and the Employment Contract

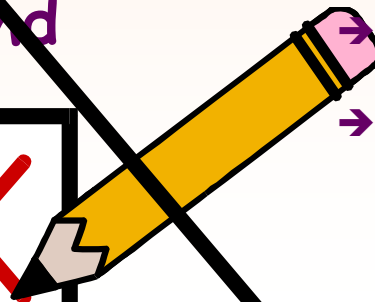
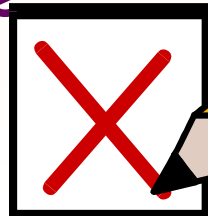
- ◆ The Old Employment Contract:

- Pensions: Fixed Benefits
- Health Insurance: Fully Paid
- Layoffs: Minimal

- ◆ In return, employees remained loyal and did not leave

- ◆ Today's Contract:

- Quality Driven, Person Driven, Egalitarian, Two Way, Flexible
- Creative Tasks and Schedules
- Problem Solving
- Diversity
- Contribution to Society



They Don't Care

- ◆ They Just Care Differently
- ◆ Boomers and GI Joes committed to:
- ◆ Xers and Millennials committed to:



Work Ethic

- ◆ Boomers and GI Joes

Work First
Live Second

- ◆ Xers and Millennials

Live First
Work Second

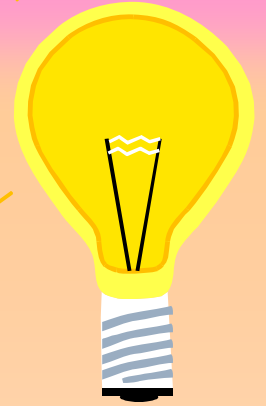


Language

- ◆ What is appropriate?
- ◆ What is not?
- ◆ What did Clark Gable say in 1939?
- ◆ How do they fit?



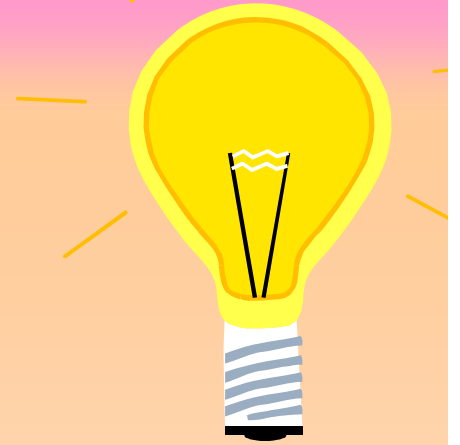
what to do with
Generation X



- ◆ *Get off My Back!*
- ◆ *Respect and Value My Contributions*
- ◆ *See Me for Who I Am*
- ◆ *Allow Me to Learn; Boomers Taught Me*

- ◆ *Generation X Is a Completely New Generation, Never Before Seen. Growing up in the '80s and '90s, The World Has Changed.*

what to do with **Millennials**



- ◆ Challenge Me
 - ◆ Give Me Personal Attention
 - ◆ Allow Me to Work in Groups
 - ◆ Improve the Technology
- ◆ The Millennials Form a Completely New Generation, Never Before Seen. Growing up in the 21st Century,
The World Has Changed.

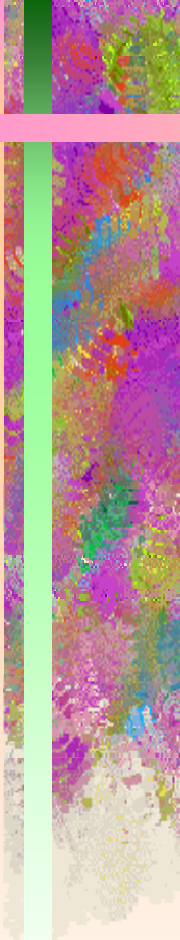
Common Themes

- ◆ **Belonging:** Need to Make a Meaningful Contribution
- ◆ **Learning:** Access to Info
- ◆ **Intreprenurship:** Freedom to Define Problems, Develop Solutions, and Produce Results
- ◆ **Security:** FEEDBACK FEEDBACK FEEDBACK! (not static performance appraisal)
- ◆ **WORLD CHANGE:** Adjust Within Greater Economic Chaos



And Now, the Prescriptions: *Give them Your Time and Energy*

- ◆ The Knowledge Generation:
everyone a knowledge/info worker
- ◆ Develop an interpersonal contract
with clear expectations
- ◆ MentorCoachMentorCoachMentor
- ◆ Regular meeting times
- ◆ Get them excited



And Now, the Prescriptions: *Structures*

- ◆ Guide their writing
- ◆ Give them more rope, not rules; identify boundaries and responsibilities
- ◆ Identify the invisible barriers to success
- ◆ Give them access to decision makers



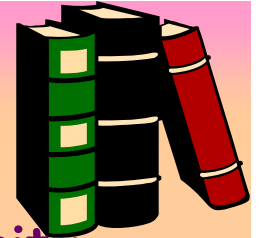
And Now, the Prescriptions: *Details*

- ◆ Keep score; give them credit for their successes
- ◆ Negotiate rewards in small increments
- ◆ Allow them flexibility of schedules and locations
- ◆ Allow them to develop marketable skills


Final Comments

- ◆ in 50 years: from
The Life of Riley
to Archie Bunker
to The Office and Dirty Jobs
- ◆ Management Changes with the World
- ◆ No "Cookie Cutters"
- ◆ It's Your Responsibility
- ◆ Understand and Value the Individual
- ◆ Discuss/Value Workplace Differences
- ◆ LISTEN

RESOURCES



- ◆ *The Millennial Presentations*, Central Piedmont Community College, 2004,
http://inside.cpcc.cc.nc.us/planning/studies_reports/millennial_presentations.htm
- ◆ *Not Everyone Gets a Trophy*, Bruce Tulgan, Jossey Bass, 2009
- ◆ *The New Workforce*, Harriet Hankin, Amacom, 2005
- ◆ *Millennials Rising: The Next Great Generation*. Howe, Neil and William Strauss. Vintage Books, 2000
- ◆ *Manager of Choice*, Nancy Ahlrichs, SHRM, 2002
- ◆ *Management Challenges for the 21st Century*, Peter Drucker, Harper Business, 1999
- ◆ "Stop the Fight," Kruger & Mieszkowski, *Fast Company*, Sept. 1998
- ◆ *The Manager's Pocket Guide to Generation X*, Bruce Tulgan, HRD Press, 1997
- ◆ *Twenty-Something: Managing & Motivating Today's New Workforce*, Bradford and Raines, Merrill-Alexander, 1992



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- ♦ Authentic Leadership in the 21st Century
- ♦ Negotiation Strategies and Conflict Resolution
- ♦ Workplace Balance and Your “Juggling Act”

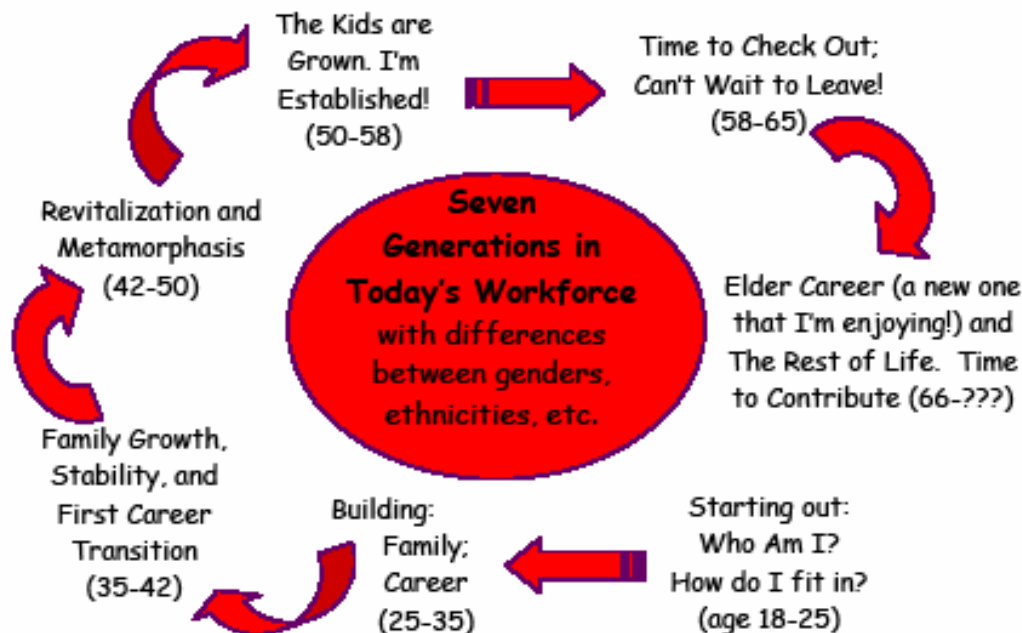
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Generational Groups, by year of birth

Name Birth Date	Life Changing Events for the Generation	Loyalty to the	Response to Authority	Career means	Themes	What they say to the "Other" Generations
GI Joe 1929-1946	Great Depression, Flappers, Bread Lines, Dust Bowl, Radio and Early TV, War and Cold War, FDR, Ike	Organization	Respect	Opportunity	Stability, Simplicity, Loyalty	Slow down. Rome wasn't built in a day. Respect your elders. Work is hard; get your hands dirty!
Boomer 1946-1966	Viet Nam, Civil Rights, Cuba, JFK, Berlin Wall built, Assassinations, Woodstock, Watergate, Green (\$)	Team	Challenge	Self Worth	Hard Work, Abundance, Consumption	Stop texting and pay attention. I'll show you the right way. Pay your dues like I did.
Gen X 1960-1984	Aids, PCs, Challenger, Iran Hostage Crisis, Oil Dependence, Tech Bust, Berlin Wall falls, Reagan, Clinton	Manager	Unimpressed	Just one part of me	Individuality, High Tech, Balance	Relax, take a break, don't stress. Let the technology help you. Turnover's OK.
Millennial 1980-2000	9/11, School Violence, Reality TV, Y2K, Instant Communications, Iraq, Bush, Green (Sustainability), Obama	Colleagues	Respect if competent	Add Value, Contribute	Friendship, Networked, Global	There's an easier way; I'll show you. Texting is efficient and it's not rude. I'm not ignoring you when I multiprocess.

Generational Groups, by age



The two generation models combine to present a more complete picture of any person than one model would. For example, 28 year old Boomers in 1978, 28 year old Gen Xers in 1988, and 28 year old Millennials in 2008 all seek to establish themselves in their careers. Yet while the Boomer focused on individual self worth and hard work, the Gen Xer needed balance, and the Millennial seeks friendship. Thus, each needs to be managed differently.

Notes

- These are all generalizations and stereotypes, based on research and anecdotal evidence.
- There is significant overlap in the beginning and ending dates for each generation
- Many individuals take on the characteristics of generations close to their own.
- No generation is inherently "better" than any other.
- The "older" generation typically questions the work ethic and attitude of the "younger" generation.
- The "younger" generation typically believes that it can solve the company's problems, but that the "older" generation resists change and stifles creativity.

