



Managing in the 21st Century

Understanding the Generations, Their Motivators,
and How to Manage Across the Generations

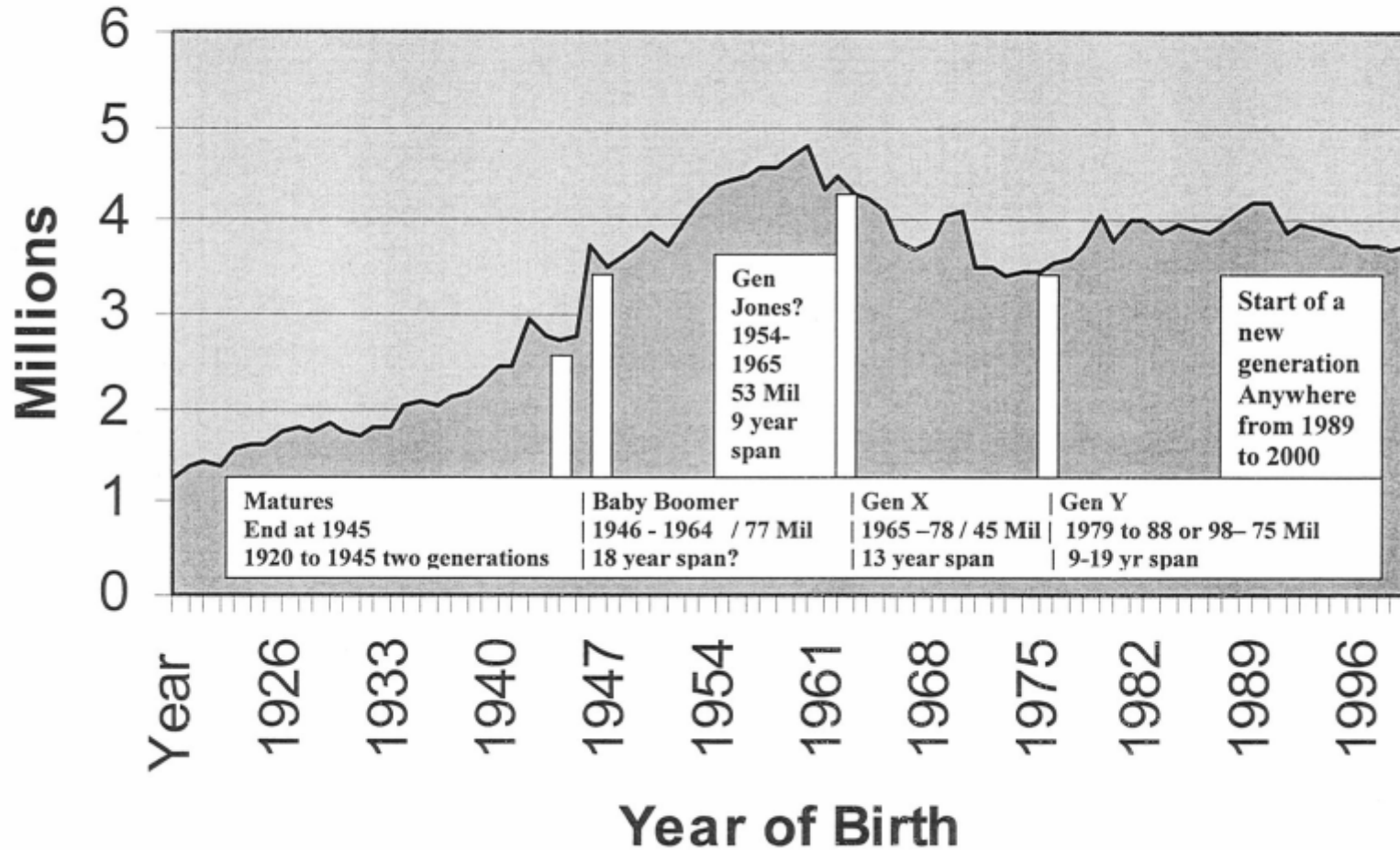
- **Theory Behind Defining the Generations**
- **Who are the Matures, Boomers, Gen Jones, Gen X, Gen Yown, and Gen Y**
- **The Newest Generation – Gen Z**
 - Parents & Kids both Tech savvy and use it together
 - Environmentally aware
 - Children of the X's
 - They are about 10 to 15 and younger
- **Motivators for the Generations**
- **Shift in Cultural Norms**
- **Managing Across the Generations**



Theory Behind Defining the Generations

- **Who named the generations?**
- **How did the dates for each generation get set?**
 - Subsets of a generation, Jones?, Yawns?
- **Why is having four generations in the workforce different today than yesterday?**
- **Traits common to each generation have been researched, but all traits may not apply to all people in the generation**
 - only applies if you lived in the US between ages 12 to 25
 - Generation Y: 1st generation to have common characteristics with most 1st world countries

US Population

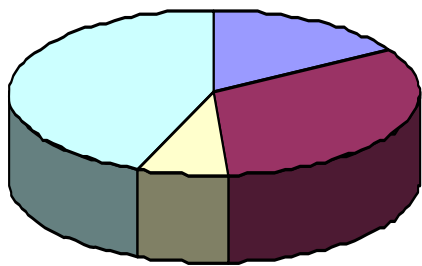




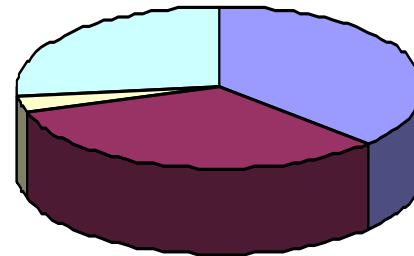
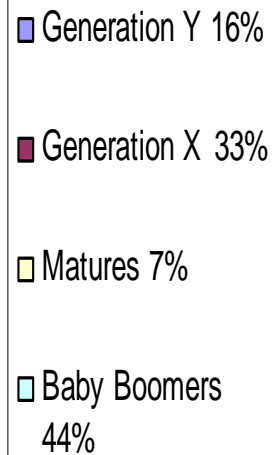
US Population Chart

- **Demographic of each group**
 - Gen X started turning 44 this year
 - Gen Y started turning 30 this year
 - Gen Z started turning 10-15 this year
- **2011 is the first official year of retirement for the Baby Boomers (first wave turns 65)**
 - 20% of the population will be over 65 in 2011
- **Boomers staying longer in the work force**
 - Only 25% of the population plans to retire at 65
 - 16% from 66 to 75
 - 34% say never
- **Some Matures returning to work**
- **Baby Boomers may not retire fast enough**
 - Gen X's may not get a chance to hold a huge number of leadership roles
 - Gen Y's most likely to become our future leaders
- **By 2010 there will be more Gen Y in the workforce than Gen X**

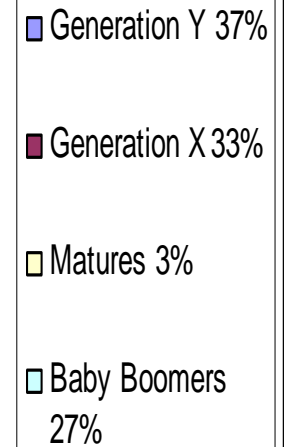
Labor's Generational Shift



2004



2012



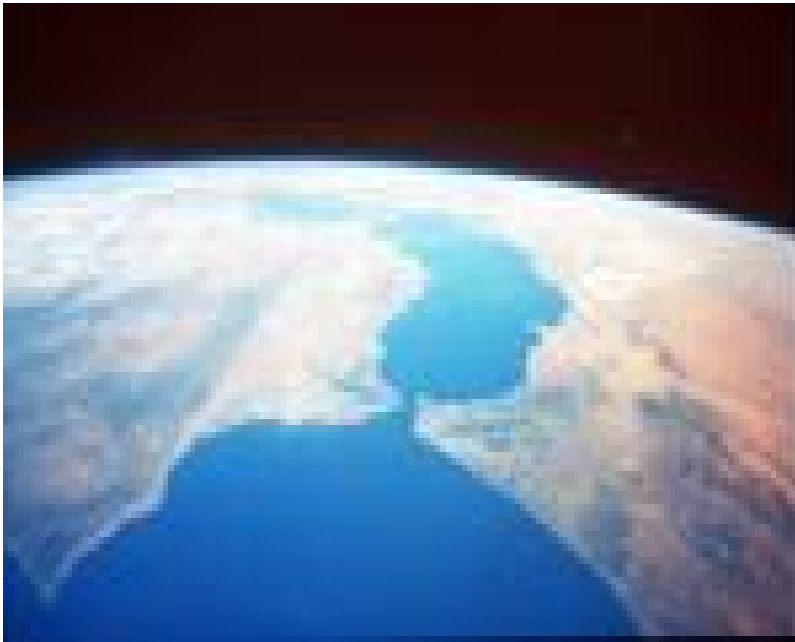
Generations are bound together by shared experiences

Recent Shared Experiences

- **President Obama**
- Sully and his miraculous landing
- Pirates no longer just high seas adventure movies/books
- **Recession**

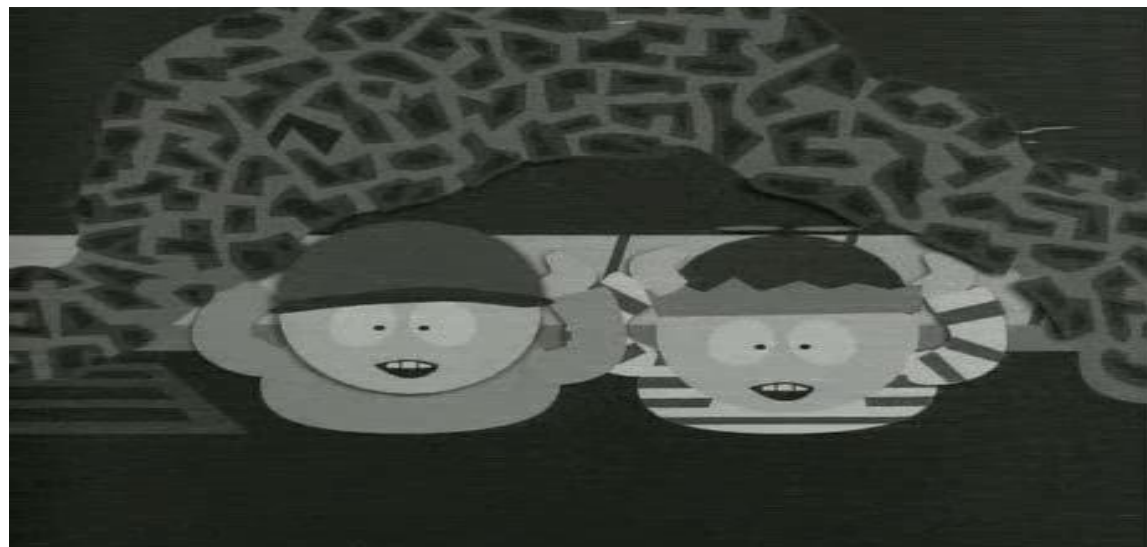


Late 60's Early 70's Shared Experience



Shared Experience

Understanding Morphs





Activity

- **Two Shared Experiences**

- How the experience effected your generation's reality

- **Group 1: Matures – Before 1946 & 1st half Boomers – 1946 to 1955**
- **Group 2: 2nd half Boomers – 1956 to 1965**
- **Group 3: Gen X – 1965 to 1978**
- **Group 4: Gen Y – Starts at 1979**

Generation Misconceptions

- Every generation believes the next generation wants and values what they have
- Each generation believes that the next generation should pay their dues the same way they had to pay theirs
- Each generation thinks the following generation has had it much easier



Exercise

- Who are your Heroes?



Who Are Your Heroes

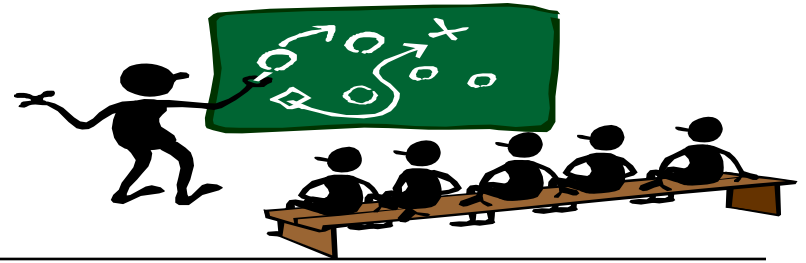


- **Matures and Boomers very similar, only the names have changed**
 - Political figures, world leaders, famous scientists, famous people
 - Larger than life, distant, admired, and in most cases the admirer never met or personally knew their hero
 - Even if the admired person was not your personal top hero they were still admired by you and the entire generation
 - **Matures:**
 - Babe Ruth, Einstein, Roosevelt, Truman, Patton
 - **Boomers:**
 - Kennedy, Armstrong, Martin Luther King



Kennedy

Who Are Your Heroes

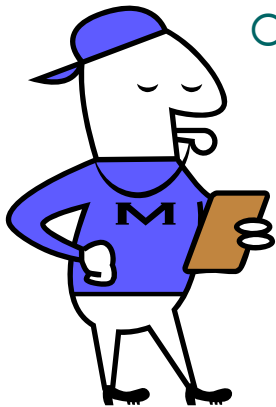


○ Generation X:

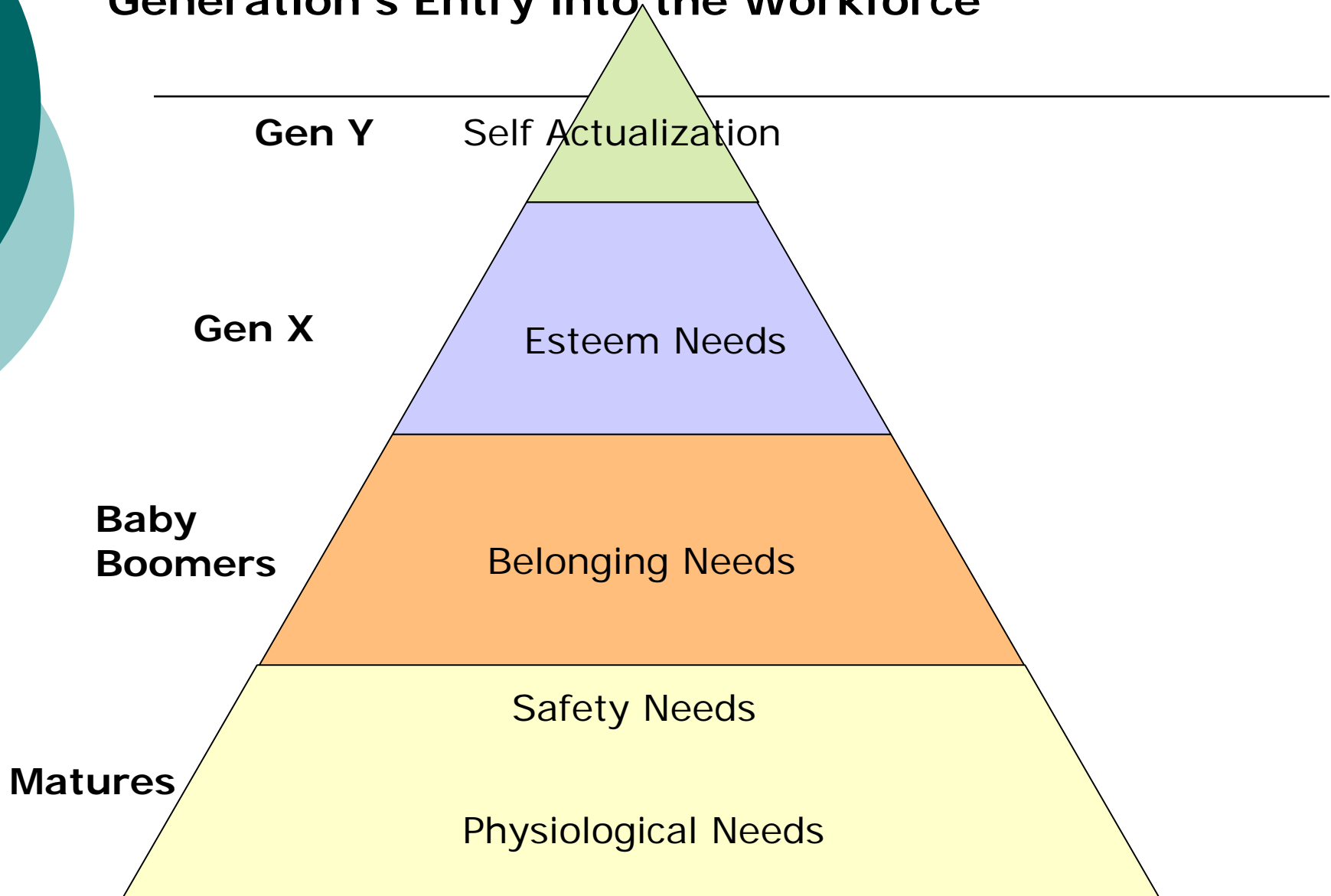
- Have no common heroes
- Skeptical of people held up to admire
- Most likely to have tangible heroes
 - People they can know well and they can watch to make sure they live up to the hero status
- Examples are teachers, coaches, managers, peers grandparents...

○ Generation Y:

- Tests, but is searching for heroes
- Are always questioning are you who you say you are
- Most likely their hero will be their parents or grandparents



Maslow's Hierarchy of Needs Applied to each Generation's Entry into the Workforce



The Matures

- Duty, honor, country (There is no I in teamwork)
- Dedication, sacrifice
- Conformity, blending, unity
- Patience
- Hard times than prosperity (ration coupons, no place to spend money, then spend)
- Credit
- National pride
- Doing a good job was most important
- Frugal



The Baby Boomers

- Work ethic = Worth ethic squared
- **Workaholic; competitive**
- **Success is largely visible – trophies, plaques, lifestyle elements (houses, cars...)**
- **World was never quiet ready for the numbers of Boomers from birth to retirement**
- **Optimistic**
- **Consumers**
- **Defined by their job – I am what I do**
- **Likes the younger generations, but wants someone else to work with them**



Baby Boomers – On the Job

Assets

- Service Oriented
- Driven
- Willing to “go the extra mile”
- Good at relationship
- Want to please
- Good team players



Liabilities

- Not naturally “budget minded”
- Uncomfortable with conflict
- Reluctant to go against peers
- May put process ahead of result
- Overly sensitive to feedback
- Judgmental of those who see things differently
- Self-centered

Generation Jones?



- **Why Generation Jones?** Because they are largely an anonymous group
- **1954 to 1965 – 53 million people constitutes 1 out of 4 adults today**
- **Don't feel they are a Boomer or an X**
- **Jonesen for what they were promised:**
 - Told if they worked hard, got good grades, got a degree that the world would be theirs – this never happened
- **Lived in the shadow of the Boomers all their lives**
 - **Old enough to remember the late 60's early 70's**
 - **But not old enough to participate**
- **Most likely to buy high end, long lasting, low maintenance items**
- **Emphasis on family values and work life balance**
 - leave work at work – have interests outside of work

Generation X



- **Came of age when the pillars of society shifted:** Poor economy, Vietnam, Watergate, Japanese domination of US industry
- **“This company never promised you anything”**
- **Distaste of the Boomers, but like the Matures**
- **Raises as their parent’s “friends”**
- **Had to learn to fend for themselves:** Very self-reliant (first latch key generation)
- **Hierarchy and chain of command --** doesn’t make sense to them when they need info, resources, or answers fast
- **Cynical, skeptical, and pessimistic**
- **If we are going to do it lets enjoy doing it, like fun and informality at work**
- **Define success by control of their time**
- **Know that time is money and is willing to sacrifice time for money to some extent**

Generation X – On the Job

Assets

- Adaptable
- Techno-literate
- Independent
- Unintimidated by Authority
- Creative
- Excellent individual contributors

Liabilities

- Impatient
- Poor people skills
- Cynical
- Don't like lots of rules



YOWNS – Young Wealthy but Normal

- Don't believe if you have money you have to flaunt it
- Don't live life beyond your means
- Stuff doesn't define self-worth
- Give back, donate time and money to things they believe in.



Generation Y



- **Optimistic**
- **Individualistic yet group oriented** (There is no I in teamwork, but there is one in wIn)
- **Always doing something, going somewhere**
- **Eager for feedback, but unaccustomed to criticism**
- **Raised as their parent's friends like Gen X**
- **Like the Matures and their parents (Baby Boomers)**
- **50% of them move back home after college:**
They delay adulthood, marriage, getting a mortgage, and having children, till their 30's in many cases

Generation Y Wants to Increase Productivity at Work



- Hold only productive meetings
- Shorten the work day or week
- Bring back the Admin Assist
- Redefine retirement
- Find real mentors
- Restore respect to the HR Dept
- Promote people based on emotional intelligence
- Re-invent the performance review
- Want to revisit the Mission/Vision and make it relevant to now

Technology

Motivators

- **Matures** – Unconsciously Incompetent
- **Boomers** - Consciously Incompetent
- **Gen X** – Consciously Competent
- **Gen Y** – Unconsciously Competent



- **Matures** – Financial rewards and security
- **Boomers** – Change the world and competition
- **Gen X** – Independence, control over their time, technology
- **Gen Y** – Career development and growth opportunities



X & Y Retention, Motivation, & Loyalty



- **More loyal to their profession than a manager or company**
 - SHRM 2006 retention study 52% of non-management employees motivated by career development, 56% say it is effective in retaining them
- **More loyal to people (manager) than companies or organizations**
- **They quit their boss, rarely their job or company**
- **The boss is the company...**
 - They believe, accurate or not, their boss is who allows them to learn, manage their time, stimulate them, develop a relationship, not the organization
- **Need to look at your managers and determine if they can motivate and develop their loyalty**



X & Y Retention, Motivation, & Loyalty

- **If a well liked boss quits --**
 - Watch out for mass exodus
 - May follow their old boss
 - May move on if not connected
- **Average Gen X & Y stay in their 1st job 1.1 years, the moment their seat is in the chair of their new job they are looking for the next opportunity.**
 - 2006 SHRM retention survey 71% of non-management employees said they will most likely voluntarily resign
- **If you can keep them for 3 years they will most likely stay for 5 and possibly 10 years**

X & Y Retention, Motivation, & Loyalty

- **Job is what they are doing now, not a lifelong calling**
 - SHRM 2006 retention study 27% of non-management employees left because they were ready for a new experience
- **Control of their time and their relationship with their boss are no. 1 & 2**
 - Money does not replace or makeup for these two items
- **Perks won't necessarily motivate the Gen X**
 - But can de-motivate them if they see them being used unfairly



Shift in Norms

- **Respect for Authority**
 - **Matures** – Based largely on seniority and tenure
 - **Boomers** – Similar to Matures.
 - They've earned it through time and commitment to the org.
 - **Gen X** – Authority figures deserve skepticism & testing
 - not so much against authority as they are unimpressed
 - **Gen Y** – Need to earn it
 - it's not bestowed automatically
 - What have you done to deserve my respect



Shift in Norms

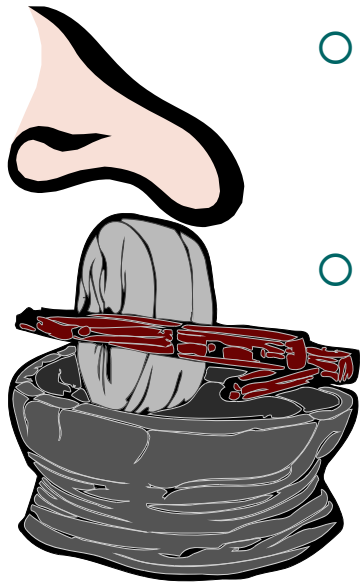
○ Changing Attitudes Towards Work/Life Balance

- **Matures** – very interested in flexible hours
- **Boomers** – reassessing their workaholic lifestyle, are the rewards worth the costs? Will they be able to retire, or do they even want to
- **Gen X** – willing to sacrifice their personal time for work occasionally
- **Gen Y** – Personal Life more important than promotions



Shift in Norms

- **Generation X and Y Attitude:** Becoming the mainstream mindset
- **Old mindset:** Work hard, do what you are told, keep your nose to the grindstone, and the company will keep you around
- **New mindset:** Emerged About 15 years ago, more short term transactional attitude – what's in it for me
- **Loyalty is DEAD** – With the onset of globalization, end of life employment, and layoffs to improve profitability of the company. (large bonuses for executives, while laying off 100's of employees)





Shift in Norms

- **Gen X & Y have seen that loyalty to a company gets you laid off, so they are not so willing to take management roles**
- **Gen X & Y know in the new economy organization's must to be lean and flexible, to stay in business**
 - The more you squeeze the new generation of employee the less likely they are to make sacrifices on the long-term basis because they know they could be gone tomorrow

Managing in The New Millennium

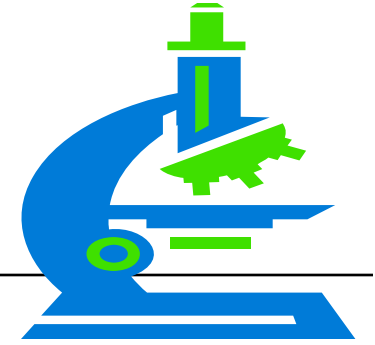


○ Managing Boomers

- Competition – do not share well sometimes
- Never were managed
- We are number one
- Belonging to a work group
- Awards
- Co-opting the values the X's and Y's have brought to the work place.
- Want to own the project and lead it on their own
- Will put in vast sums of hours on a project
- Technology challenged
- Have difficulty training others
- Have difficulty delegating things they like to do, perceive as important, or of high visibility to others

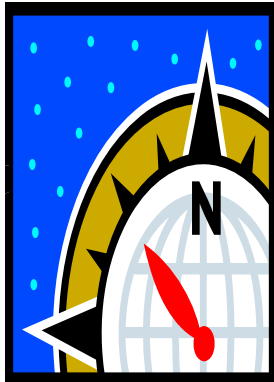


Managing in The New Millennium



○ Don't Micromanage Gen X & Gen Y

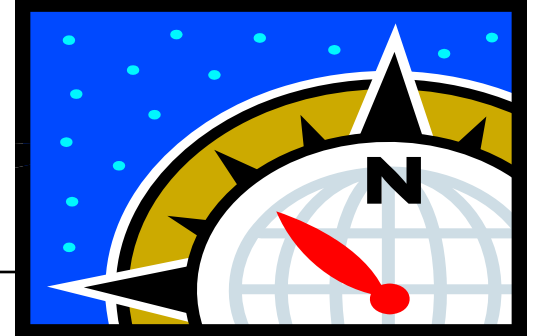
- By second guessing their every move
- By giving the employee the project and telling them to run with. When the project is completed, tell them that it is all wrong and you will have to do it yourself
 - This creates general distrust of the manager, employee believes manager not only bad, but is stealing their ideas



○ Gen X & Y Employees Want Clear Direction

- Set check in dates and deadlines
- When you want what done and why

Managing in The New Millennium



- **Remember X's and Y's** are well versed in the art of negotiation.
 - Came from how they were raised
 - The law of supply and demand -- Boomers lots of employees and not enough jobs, X's and Y's lots of jobs with a shortage of employees
- **Gen X the phrase "Hands Off Supervision"** resonates with them
- **Gen Y** you have to spell out your expectation before your hire them, the day they start and everyday after that.



Managing in The New Millennium

- **Bruce Tulgen – H.O.T. Management – Hand-On Transactional**
- **What Does it Mean to Be “Hands-On**
 - Being highly knowledgeable about the tasks and responsibilities of your direct reports
 - Spending time with every direct report in daily coaching sessions
 - Using your coaching time with direct reports to talk about the work they are doing
 - Providing direction, guidance, and support on a regular basis
 - Monitoring and measuring performances in writing, so that you can reward success and address failure



Managing in the New Millennium

○ What Does it Mean to be “Transactional”?

- Understanding, accepting, and even embracing management as a day-today negotiation
- Embracing the fact that everything that is not a deal-breaker is open for negotiations
- Tying financial rewards and detriments only to measurable instances of employee performance
- Also tying non-financial rewards and detriments to employee performance
- Using each employee’s unique needs and wants to make custom deals
- Having the discipline and guts to enforce every deal that you make



Managing in the New Millennium

- **Marcus Buckingham -- What Great Managers Do – make sure employees have the following needs met:**
 - Do I know what is expected of me at work?
 - Do I have the materials and equipment I need to do my work right?
 - At work, do I have the opportunity to do what I do best every day?
 - In the last seven days, have I received recognition or praise for doing good work?
 - Does my supervisor, or someone at work, seem to care about me as a person?
 - Is there someone at work who encourages by development.



Managing in the New Millennium

○ **Great Managers Know**

- People don't change that much:
 - They don't waste time trying to put in what was left out, they try to draw out what was left in.
- Select new employees for talent, after defining the right outcomes
 - Focus on the persons strengths, & find the right fit.
- Manage by Exception
 - Know that everyone is slightly different and has different internal motivators.
- Motivate employees by focusing on their strengths and managing around their weaknesses
 - Steer employee toward roles that fit, rather than simply promoting them up the corporate ladder.



Resources

- Motivating the “What’s in it for Me?” Workforce, Cam Marston
- Managing the Generation Mix, Carolyn Martin, Ph.D. and Bruce Tugan
- It’s Ok to be the Boss, Bruce Tugan
- Johnathan Pontell’s Website: jonathanpontell.com
- The New Workforce, by Harriet Hankin
- Millennials Rising, Neil Howe and Williams Strauss
- Generations At Work, Ron Zemke, Clair Raines, Bob Filipczak
- Boomers, Xers, and Other Strangers, Rick and Kathy Hicks
- Hot Management, Bruce Tugan
- The One Think You Need to Know, Marcus Buckingham
- First Break all the Rules, Marcus Buckingham
- Blink and The Tipping Point, Malcolm Gladwell
- The World is Flat, Thomas L. Friedman
- SHRM 2006 US Job Retention Poll Findings, Jessica Frincke
- Kelly Service White Paper on Gen X and Y; smartmanger.com

Work Ethic

- **Matures** – Work ethic defined by the amount of time they spent at work
- **Boomers** – Visibility is the key-- Workaholics, tried to be the first one in and the last one out
- **Gen X** -- About the outcome of the work produced not the amount of time at work
- **Gen Y's** – For some “It’s five o’clock – I have another life, job, passion, responsibility to get to.” Job is the vehicle to have a their real life

