

When The Balls Drop- Resolving Generational Conflict



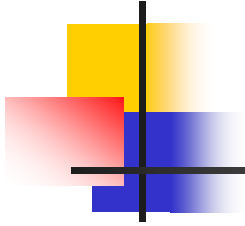
Carol Bowser

Conflict Management Strategies Inc



Objectives

- Learn Causes of Generational Conflict
- Prevent Conflict
- Manage Conflict
- Create an Action Plan
- Laugh



“HR leaders have the opportunity to create competitive success by strategically managing generational differences...”

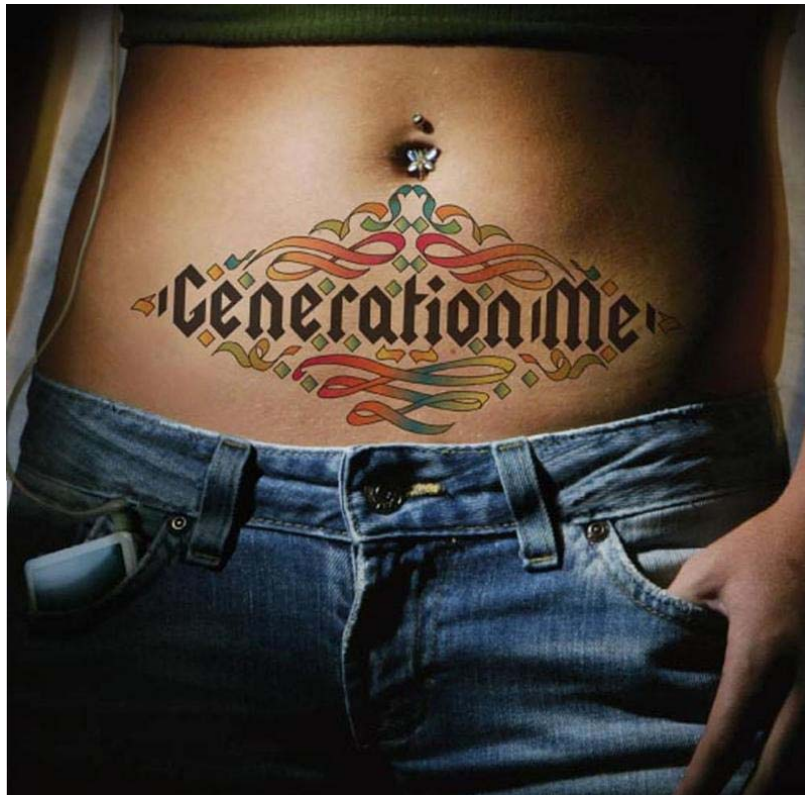
SHRM Research Qtrly

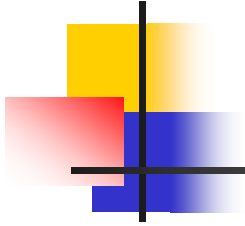
The Multigenerational Workforce Q1 2009

The Case of the "SNOT NOSED KID"



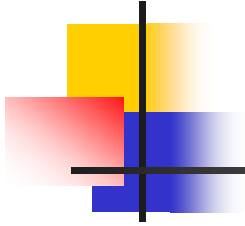
The Case of "The New Kid on the Block"





“Generalities about generations can provide insight on values and expectations in the workplace”

SHRM Research Qrtrly



“Each generation ranked *honesty*, *competence*, and *loyalty* among the top leadership qualities, with **honesty** being the most important.

SHRM Research Qrtly



Center for Creative Leadership

Top 3 Values Across Generations:

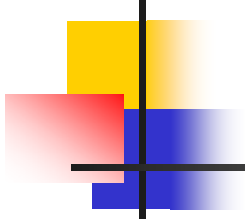
- Family
- Love
- Integrity

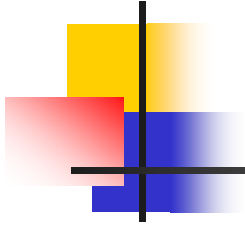
HOWEVER....



Center for Creative Leadership

Each generation *demonstrated* the shared values in *different* ways.





Different definitions = different
benchmarks = unmet
expectations =
CONFLICT

Conflict looks like...



Or this...





Or this



Or this...





Clashes of Values

- Definition of Team
- Qualities of Team Player
- Expectations of Leader
- Locations of Boundaries



Charting a Course

- Defining Team
- Setting Benchmarks
- Rules of Engagement
- Articulation of Values



Performance is the Great Equalizer

How is performance MEASURED?

TAKE AWAY:

Managers are people too

“New” requirements:

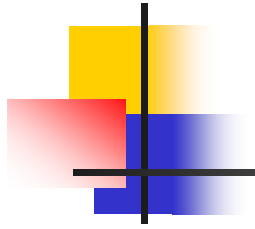
- Notice & Adapt



“Notice & Adapt”

Feels like:

- Change for the sake of Change
- Never Good Enough
- Never Rest
- Never Successful

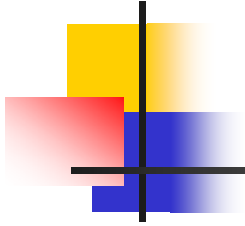




“Notice & Adapt”

Could be:

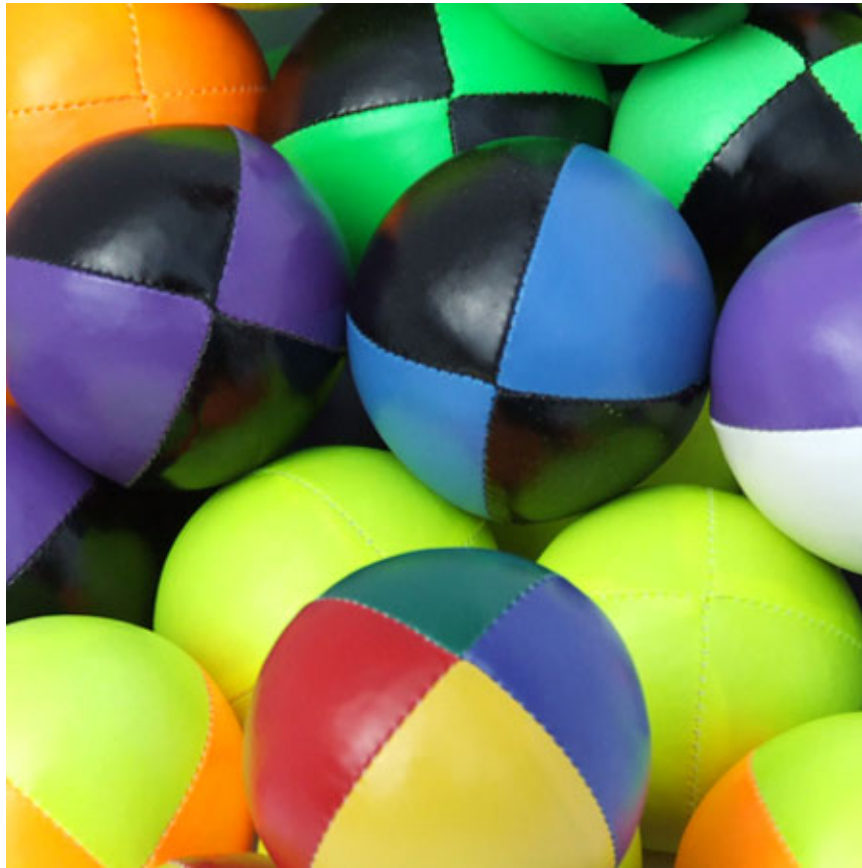
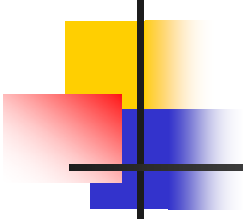
- Greater Self Knowledge
- Minimize Clashes
- Highlight Role models
- Articulate Objective Measurements
- Reaffirm Core Values





HR's Role???

- Evangelist
- Coach
- Resource
- Supporter
- Devil's Advocate
- Master Juggler





Juggling Time





Action Plan

- Educate
- Designate A Role Model
- Internal PR Campaign
- Performance Measurements



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Thank You!

For Additional Resources

www.ManagingConflict.com

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*When the Balls Drop:
Resolving Generational Conflict*

*Presented by: Carol Bowser, JD
President, Conflict Management Strategies, Inc.*

*NWHRMA Conference
October 1, 2009*

When the Balls Drop – Resolving Generational Conflict



Carol Bowser

**President,
Conflict Management Strategies Inc.**

- **Workplace Conflict Expert**

In 2002 Carol Bowser founded **Conflict Management Strategies, Inc.**, a company emphasizing training, mediation, and consulting on conflict resolution in the workplace.

As a close but independent advisor, Ms. Bowser assesses organizations interpersonal sources of conflict, perceived lack of respect, cultural differences, clashing values among employees and departments and works with her clients to create sustainable change and high functioning workplaces.

Ms. Bowser works with her clients to train personnel at all levels on skills to address and navigate through workplace conflict. Her style is highly interactive, facilitative, and designed so that participants can put the skills to immediate use.

Organizations hire Conflict Management Strategies to **increase productivity** by easing workplace conflict and tension, **to train employees** in conflict resolution skills, to evaluate internal **conflict** resolution processes, **and to facilitate tangible change** within the working environment.

Keynotes:

- **When The Balls Drop** - HR's Guide To Resolving Generational Conflict
- **How HR Torpedoes Itself During EEOC Mediations** - And What To Do About It
- **The 7 Deadly Sins That Prevent HR From Becoming A Strategic Partner** - And What To Do About It
- **Women are Icky and Men are Jerks** – Gender Issues in the Workplace and What to do About
- **Embarrassment, Entitlement & Power:** The 3 Trolls Under the Bridge in Workplace Disputes

Seminars:

- **The Roadmap To Resolution** HR's Guide to Effectively Resolving Workplace Conflict
- **Conflict Management Tools For The HR Professional** (Never Say "What I Hear You Saying" EVER Again)
- **The Magic of the Mediator** – Mediation Skills for the Human Resources Professional
- **Dealing with the Difficult, the Really Difficult and the Just Plain Ugly** – Tactics to De-escalate, Validate, Navigate and Problem Solve

Clients:

Microsoft, Boeing, Interstate Distributor Company, Department of the Navy, University of Washington Executive MBA and Technology Program, Northwest Human Resource Management Association, Equal Employment Opportunity Commission

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When the Balls Drop – Resolving Generational Conflict

“There is a problem in the workplace... It is a problem of values, ambitions, views, mind-sets, demographics, and generations in conflict.”

Generations at Work

Look to the Source: Clashing of Values!

Definition of Team

Qualities of Team Player

Expectations of Leader

Location of Boundaries

Activity: List three characteristics for each of the Generational Groups

Traditionalists (Born 1922-1945)

Baby Boomers (Born 1946- 1964)

Generation X (Born 1965-1980)

Millennials (Born 1981-2000)

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When the Balls Drop – Resolving Generational Conflict

Based on the Case Studies of “The Snot Nosed Kid” or “The New Kid on The Block”, identify possible generational clashes of values.

Charting the Course:

Defining Team

Setting Benchmarks

Articulating the Rules of Engagement

Articulating Behaviors that Exemplify Values

Managers (and HR) are people too!

Tool for Managers: NOTICE AND ADAPT

HR’s Role?????

Action Plan for HR ...

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Appendix

Generation Percentage of Workforce Assets in the Workplace Leadership Style Preferences

Traditionalists

- Born 1922–1945
- Ages 63–86
- 8% in Workforce
- Assets in the Workplace: Hard working, stable, loyal, thorough, detail oriented, focused, emotional maturity.
- Leadership Style Preferences: Fair, consistent, clear, direct, respectful.

Baby Boomers

- Born 1946–1964
- Ages 44–62
- 44% in Workforce
- Assets in the Workplace: Team perspective, dedicated, experienced, knowledgeable, service-oriented.
- Leadership Style Preferences: Treat as equals, warm and caring, mission defined, democratic approach.

Generation X

- Born 1965–1980
- Ages 28–43
- 34% in Workforce
- Assets in the Workplace: Independent, adaptable, creative, techno-literate, willing to challenge the status quo.
- Leadership Style Preferences: Direct, competent, genuine, informal, flexible, results-oriented, supportive of learning opportunities.

Millennials

- Born 1981–2000
- Ages 8–27
- 14% and increasing rapidly
- Assets in the Workplace: Optimistic, able to multitask, tenacious, technologically savvy, driven to learn and grow, team-oriented, socially responsible.
- Leadership Style Preferences: Motivational, collaborative, positive, educational, organized, achievement-oriented, able to coach.

Source: SHRM Quarterly Research Report The Multigenerational Workforce

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