

Working with a Multi-Generational Workforce

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Class summary

- Today workplaces have a mix of workers who come from several generations that often represent 50-year differences in experience and background. Millennials mix with Boomers. Digital Natives rub elbows with Gen X.
- Combine this with a wave of technology advances that make CAD talents obsolete and you have a difficult time managing staff and tech tools. In this class, you learn how to interact with each career stage and the technology advancements that trouble them all.

Key learning objectives

At the end of this class, you will be able to:

- Learn how to work with 3 generations of workers - soon to be four or even five
- Span technology understanding gaps with communication and special training
- Learn how to build strong teams that can maximize today's technology tools
- Understanding what motivates each generation of worker to excellence

Working with a Multi-Generational Workforce



Four generations in the workplace

– soon to be five



Working with a Multi-Generational Workforce

Some Definitions

- **Traditionalists** (*WW2 Generation*) include the 40 million people born before 1946. (67 and older)
- **Baby Boomers** include the 77 million people born between 1946 and 1964. (48-67)
- **Generation X** includes the 49 million people born between 1965 and 1976. (36-48)
- **Millennials (Gen Y)** includes the 76 million people born between 1977 and 1994. (19-36)
- **HomeLanders (Gen Z, Digital Natives)** include the 72 million people born after 1994. (19 and younger)

Approximate U.S. Labor Force Participation as of December 2012

(Source: BLS)



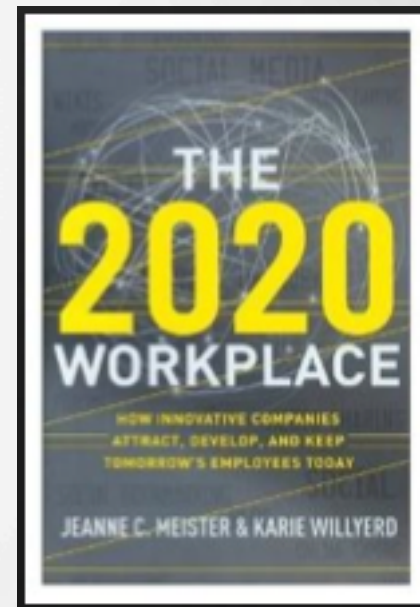
The Big Disclaimer

- Most research data is focused on the USA
- The data paints a broad brush
- Generational blend happens at the beginning and end of each generation
- Many people fit better with other generations than their own
- Differing county and cultural backgrounds can blur definitions

10 Forces that are Changing the Workforce

<http://genyusatwork.com/>

1. Shifting workforce demographics
2. The knowledge economy
3. Globalization
4. The digital workplace
5. The ubiquity of mobile technology
6. A culture of connectivity
7. The participation society
8. Social learning
9. Corporate social responsibility
10. Millennials in the workplace







Appreciating A MULTIGENERATIONAL WORKFORCE

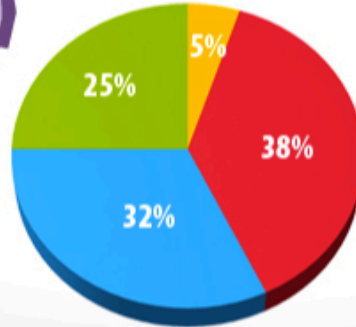
People At Work

**For the first time in history, we have
four generations in the workforce.**



154,316,000
people in the workforce

Traditionalists.....	5%	
Baby Boomers.....	38%	
Generation X.....	32%	
Generation Y.....	25%	



By 2015,
Gen Y workers
will outnumber
Gen X &
Boomers



Distinctly Different

Each generation has different cultural backgrounds, goals, life influences and behaviors.

TRADITIONALISTS



1922-1945

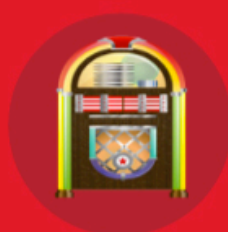
Grew up in a
“do-without” era

Believes in hard
work and sacrifice

Uncomfortable
with change

Dedicated

BABY BOOMERS



1946-1964

Grew up in
a healthy
economic era

Tend to
be optimistic

Often defined by job

Team-Oriented

GENERATION X



1965-1978

Grew up in an
era of distrust for
national institutions

Tend to be
cynical, pessimistic

Comfortable
with change

Self-Reliant

GENERATION Y



1979-1997

Grew up in an
era of
financial boom

Used to
instant gratification

Comfortable with
multitasking

Tech-Savvy

Motivators

We can better appreciate our employees when we understand the factors that drive them.

Want their actions to connect with the good of the company.



- Sense of self-worth
- Good of the company
- Build a perfect personal legacy

Need to see how their actions make a difference.



- Sense of achievement
- Increased salary
- Build a perfect career

Need flexibility to get job done on their schedule.



- Sense of security
- Work to live
- Build a transferable career

Connect responsibility with personal goals.



- Sense of greater good
- Personal relationships
- Build parallel careers

TRADITIONALISTS
1922-1945

BABY BOOMERS
1946-1964

GENERATION X
1965-1978

GENERATION Y
1979-1997



Recognition

Each generation speaks their own language when it comes to appreciation.

TRADITIONALISTS



"Your experience is respected."

"We admire your perseverance."

"Your knowledge and perspective is important."

Reward service & loyalty with plaques

BABY BOOMERS



"Your opinion is valued."

"Your contribution is recognized."

"We need your leadership."

Rewards to promote & recognize performance

GENERATION X



"We provide you new technology."

"We'll invest in your training."

"We trust you to choose how you handle this project."

Rewards to recognize personal needs & goals

GENERATION Y



"You can save this project."

"You made a difference today."

"Let us know what you need to feel challenged."

Rewards equal tangible evidence of credibility

PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION

	TRADITIONALISTS 1922-1945	BABY BOOMERS 1946-1964	GENERATION X 1965-1978	GENERATION Y 1979-1997
Core Values	Respect for authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Dealing with Money	Put it away Pay Cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend

Traditional	Boomers	Gen X	Gen Y	Gen Z
<ul style="list-style-type: none"> • Believe in conformity, authority and rules • Believe in logic • Very defined sense of right and wrong • Loyalty and respect for authority • Disciplined • View an understanding of history as a way to plan for the future • Dislike conflict • Detail oriented <p>• Work defines Life</p>	<ul style="list-style-type: none"> • Question authority • Communicates via face to face • Seek titles, money and tangible rewards • Work comes first – work to live and get what you want • Adaptive • Goal-oriented • Focus on individual choices and freedom • Adaptive to a diverse workplace • Positive attitude <p>• Work and Life are separate but balanced</p>	<ul style="list-style-type: none"> • Smallest group of workers in the workforce • Feel they owe the company nothing – job tenure or security. • Distrust Authority • Self-Reliant • Want structure and direction – but are skeptical • Work is a challenge • Feel trapped behind Boomers who are not advancing or retiring • Prefer direct instantaneous interaction • Desire feedback and Freedom - Want to be their own bosses <p>• Work frees me to live Life</p>	<ul style="list-style-type: none"> • Always asking “What’s next?” • Tech Savvy • Multitaskers • Goal oriented • Respect Authority • Adapt Rapidly • Loyal and devoted to idea/cause – not a company • Work is a means to an end – Fulfillment of personal pursuits • Participative – wants to be part of the movement/team • Communication: Email, Voice Mail, Texting <p>• Work and Life are blended</p>	<ul style="list-style-type: none"> • Just entering the workforce • Think that capability = respect • Idealistic – want to change the world • Civic Minded – desire service opportunities <p>• Work and Life happen at the same time</p>



Traditional	Boomers	Gen X	Gen Y	Gen Z
<ul style="list-style-type: none"> • Hard Working with Consistency and uniformity • Respect Authority • Duty before Fun • Play by the Rules • Work is a Duty and Obligation • Communicates via formal memo • No news is good news • Work and Family are separate and never intertwined • Past-oriented • Prefer hierarchical organizational structures <p>• Leadership Style: Command and Control</p>	<ul style="list-style-type: none"> • Loyal to company • Workaholics • Desire quality • Work is proof of talent and worth • Leadership Style: Team Player leading others in shared vision (loves meetings) • Confidence in tasks • Emphasize team-building • Seek collaborative, group decision making • Avoid conflict <p>• Leadership Style: Team Player - Collaborative</p>	<ul style="list-style-type: none"> • High-quality end results • Productivity • Balance between work and life—work to live not live to work • Flexible work hours/job sharing appealing • Free agents • See self as a marketable commodity • Comfortable with authority but not impressed with titles • Technically competent • Internal promotion • Ethnic diversity <p>• Leadership Style: Egalitarian – everyone has an equal say/weight</p>	<ul style="list-style-type: none"> • Want to know how what they do fits into the big picture • View their work as an expression of themselves; not as a definition of self • Exceptional multi-taskers • Seek flexibility in work hours • Expect corporate social responsibility • Seek to balance lifestyle and work, with more focus on lifestyle <p>• Leadership Style: Results driven; Project based</p>	<ul style="list-style-type: none"> • Just entering the workforce • Think that capability = respect • Idealistic – want to change the world • Civic Minded – desire service opportunities • 65% will work in jobs that do not exist today • Think that they can do anything • Data and Information should be available at all times to all people <p>• Leadership Style: TBD</p>

Generational Work Styles



Traditional	Boomers	Gen X	Gen Y	Gen Z
<ul style="list-style-type: none"> • Money • Public recognition • Leadership Roles • Organizational Loyalty • Responsibility • Feeling of Accomplishment • Control 	<ul style="list-style-type: none"> • Money • Title • Formal Recognition • Corner Office • Promotion • Peer Recognition • Subordinates 	<ul style="list-style-type: none"> • Freedom • Bonuses • Stock Options • Training and Career Development • Mentoring • Contribution • Autonomy • Recognition by Supervisor • Time with manager 	<ul style="list-style-type: none"> • Self-expression • Immediate and frequent feedback • Instant Gratification • Focused Time Off • Want Feedback constantly • Meaningful & Challenging work • Please their boss and do a good job • Respect must be earned; not based on age, authority or title 	<ul style="list-style-type: none"> • Flexibility and custom built solutions • One on one attention • Crowd sourcing solutions • Instant everything • Bite size chunks of information • Ability to work, learn and interact at any time and any place • Multiple jumps in employment

Generational Values



What is happening now?

Gen Y - Millennials (age 19-36) are taking on Management Roles

A Survey by Ernst and Young released in Sept. 2013 revealed that management is evolving quickly:

Between 2008 and 2013 alone, those that took on a management role were:

- 87% of Gen Y
- 38% of Gen X
- 19% of Baby Boomer

By comparison, from 2003 to 2008,

- 12% Gen Y
- 30% Gen X
- 23% of Boomers

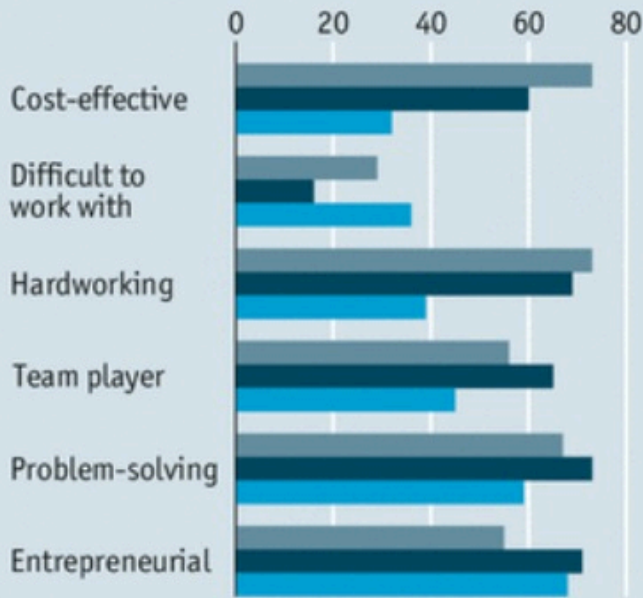


Generation gap

US respondents who agree each generation displays the following characteristics

June 2013, % (born from)

- Baby boomers (1946 to mid 1960s)
- Generation X (mid 1960s to early 1980s)
- Generation Y (early 1980s to mid-1990s)



Source: Ernst & Young

Traditional	Boomers	Gen X	Gen Y	Gen Z
<ul style="list-style-type: none"> • Your experience is respected • Hard work will be recognized and respected • Authority lines will be clearly defined • We will play by the rules • Family time will be respected and protected • Working part time is okay 	<ul style="list-style-type: none"> • You are valued and needed • The company will appreciate your efforts and reward you (as long as they really will) • We all strive for quality • Your talent, wisdom, knowledge speaks for itself • I will communicate with you on this • Reward with titles, money and tangible items 	<ul style="list-style-type: none"> • You can do it your own way. Just get it done (no rules) • Tasks and duties will be defined and rewards outlined • Everyone's opinion matters • Promotions are available and career paths are defined • Put them in charge of something meaningful • We will provide regular feedback and reports on progress • We will respect and protect your free time 	<ul style="list-style-type: none"> • You will be working with the best and brightest • There are many more projects that need your help when this one is done • Let's get this thing done • Asking them what their personal goals and ambitions are • Allow them to communicate in differing manners • Give Feedback constantly – positive and negative • Interact with them outside of work 	<ul style="list-style-type: none"> • Let's meet one on one • Can you find a solution to this that others are doing? • You are really good at this • I think you can figure this out

Messages that Motivate



Traditional	Boomers	Gen X	Gen Y	Gen Z
<ul style="list-style-type: none"> • Not giving them proper respect • Not recognizing their efforts at all • Going over their heads or not checking with them • Changing the rules in mid stream • Not formally defining roles, scope, rules, goals, structure, etc. 	<ul style="list-style-type: none"> • Having an unbalanced workload between workers • Being teamed with those that are not pulling their weight • Putting authority over them without definition • Not valuing their ideas, work or contributions • Not being a team player • Refusing or delaying titles, money or tangible rewards 	<ul style="list-style-type: none"> • Asking them to give up something just for the company • Not answering their questions about structure and authority • Not asking or listening to their opinions • Not allowing for upward mobility • Overly demanding process restrictions • Delayed promotions • Restricting their scope or authority needlessly • Not respecting the work/life balance 	<ul style="list-style-type: none"> • Not knowing what their next project will be • Not giving them the big picture • Not allowing them to explore new tech • Not celebrating their achievements • Limiting access to resources • Excluding them from effort they feel they can contribute to • Restricting their use of social media at work • Not using the talents they bring, no matter how small 	<ul style="list-style-type: none"> • Not recognizing their contributions • Limiting their use of communication tools at work • Telling them that they are not that good at something • Giving them “one size fits all” tasks and feedback • Not providing project based efforts • Not rewarding them for their efforts

Messages that De-Motivate



Best practices for managing an intergenerational workforce:

1. Become educated about generational issues.
2. Avoid age stereotypes.
3. Manage to the unique strengths and needs of each generation.
4. Support learning and career development across all age groups.
5. Don't assume that conflict at work is due to generational issues.
6. Build a strong multigenerational work group.

Impact of Technology

- Penetration Rate – Years to reach 50 Million users
 - Radio took 38 years
 - Telephone took 20 years
 - Television took 13 years
 - Cell Phones took 12 years
 - WWW took 4 years
 - iPods took 3 years
 - Bloggers took 3 years
 - MySpace took 2.5 years
 - Facebook took 2 years
 - YouTube took 1 year



Angry Birds took
35 days

Impact of Technology

- Early career expertise is defined by the technology
- Technology savvy can overshadow true business/trade savvy (which is needed)
- A Hands off situation soon causes lapse in understanding by Managers

Impact of Technology

- Transition points cause stress
 - Moving from the Drafting board to CAD
 - Moving from 2D to 3D
 - Moving from CAD to BIM
 - Moving from BIM to ???



Impact of Technology

- Technology advancement never stops
 - Retraining is a requirement that never stops
 - Technology advances reduce available workforce
 - Past experience is soon outdated
- Change is a constant
 - Later Career workers see the impact of change as negative
 - Early Career workers will be shocked when they are outpaced by even younger staff

Older and Younger

- You work for a Younger Boss
 - Don't try to be their parents
 - Listen to them – really listen
 - Expect more informal leadership
 - Don't contact them after hours
 - Don't expect them to be at the office early
 - Prove what you can do now – not what you did in the past
 - Seek to understand their world

Older and Younger

- You work for an Older Boss
 - Make the right impression – respect
 - Don't try to make them think the way you do
 - Listen to their advice – they will give it
 - Don't expect instant respect
 - Don't assume they don't understand technology
 - Respect differences in communication styles

Older and Younger

- You manage an Older Worker
 - Make the right impression – respect
 - Don't try to make them think the way you do
 - Listen to their advice
 - Don't adjust expectations or requirements
 - Don't assume they cannot do something – especially technology
 - Respect differences in communication styles

Older and Younger

- You manage a Younger Worker
 - Don't try to make them think the way you do
 - Don't give unwanted advice
 - Adjust expectations concerning what is important
 - Don't assume they are seeking the same things you are
 - Respect differences in communication styles
 - Be willing to deal with their expectations

Are we really that different?

- Research by Jean Twenge , PhD shows that the differences between the generations are not that big.
 - What is being seen is people - at different stages of life
 - Some traits are more exaggerated in some generations, but they appear in every generation at specific ages/stages
- Jennifer Deal (Retiring the Generation Gap) - *“All generations have similar values; they just express them differently.”*

Are we really that different?

- Is it getting better?
 - The generational length is getting shorter
 - Gen Y is splintering:
 - Gen Z (Net Gen) – 1980-1989 (24-33) Think Email and IM
 - iGen – 1990 – 1999 (14-23) – think iPhone, iPad, texting
 - Gen C (connected) – 2000 - ??? (13-?) never unplugged

Reaching multiple Generations

Key #1 – one size does not fit all

- Tailor your management style to each generation
- One person at a time
- Understand who you are from their perspective

Reaching multiple Generations

Key #2 – Leverage the Skills and Experiences of all Career Stages

- Everyone brings value
- Don't disrespect what each generation brings
- Good teams are made from diverse membership

Reaching multiple Generations

Key #3 – Embrace Diversity

- Multiple generations make you smarter
- Multiple generations make you more flexible
- Multiple generations enable better decision-making

Reaching multiple Generations

Key #4 – Embrace What Each Generation Brings

- Boomers bring expertise and mentorship
 - Been there, done that, and I can help you what I learned
 - Calm under pressure
- Gen X bring entrepreneurial spirit
 - Creative innovation
 - No fear of failure
- Gen Y brings technology
 - Never off the grid
 - BYOD
 - Communication tech and Social Media



Reaching multiple Generations

Key #5 - Don't underestimate shared values

- Look for common ground
- Look for shared interests
- Talk different languages to reach for consensus



Pass it On...

Tell others what you have learned

Mark Kiker

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Please fill out the class survey



