THE FIVE GENERATION WORKPLACE

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Objectives

• Define the five generations
• Discuss how these generations impact our workforce
• Leverage the generations in the workplace
Five Generations

- **Prior to 1945**: Traditionalists
- **1946 - 1964**: Baby Boomers
- **1965 - 1980**: Gen “X”
- **1981 - 2001**: Gen “Y” Millennials
- **Post 2001**: Gen “Z”
Current Population by Generation
(U.S. Census Bureau)*

United States Total Labor Force Participation by Generation, 2010*


*Note: Total number does not add up to 100%; while there might be members of other generations in this workforce, this Quick Take is focusing on these four dominant generations in the workforce.
Traditionalists

VALUES
- Loyalty
- Respect for authority
- Clear sense of right and wrong
- Financial security

WORK CHARACTERISTICS
- Disciplined and detail-oriented
- Avoid conflict
- Hierarchical structure
- Tenure
Baby Boomers

VALUES

• Sense of fairness
• Involvement
• Prosperity
• Health and wellness

WORK CHARACTERISTICS

• Goal-oriented
• Process-centered
• Collaborative
• Measure success by hours worked and team commitment
Generation X: Digital Natives

VALUES

• Self-reliance
• Feedback and recognition
• Informal/business casual
• Work/life balance

WORK CHARACTERISTICS

• Work independently
• Seek people with whom they can invest loyalty
• Work smarter not harder
• Rules must make sense
Generation Y Millenniums

VALUES
- Self-expressive, personal fulfillment
- Optimism
- Informality
- Impatient; want it now

WORK CHARACTERISTICS
- Want open, constant communication
- Positive reinforcement
- Crave challenge and productivity over procedures and process
- Want relaxed work setting
## Generation Z

### VALUES
- Cautious; security-minded
- Desire to improve the world
- Resilient and pragmatic
- Debt avoidance

### WORK CHARACTERISTICS
- Inquisitive; globally aware
- Demonstrate preparedness
- Process more information at lightning speed
- More educated than any generation in U.S. history
BTW…

• Every minute, **13 hours** of video is uploaded to YouTube.

• More video has been uploaded to YouTube in the last **2 months** than all the footage aired by ABC, CBS and NBC since 1948.

• It would take **412 years** to view every video on YouTube.

• There are **13 million articles** available on Wikipedia in more than 200 languages.

• The average teenager sends **2,272 text messages** monthly.

• More than **1 billion pieces of content** (web links, news, blog posts) are shared each week on Facebook.

Source: Brand Infiltration and Did You Know 4.0.
Generational Challenges*

- Communication
- Decision Making
- Feedback
- Loyalty
- Policies
- Respect
- Work Ethic

*Shaw, Haydn, STICKING POINTS, HOW TO GET 4 GENERATIONS WORKING TOGETHER IN THE 12 PLACES THEY COME APART, Tyndale House Publishers, Inc. 2013.
Generational Challenge – Communication*

- Traditionalists
  - Write memos; send letters; listen to a lecture; call meetings; print and radio

- Baby Boomers
  - Write memos; phone; meet; TV; email

- Gen Xers
  - What are memos? e-mails; IM's; search online; meet virtually; cell phone

- Millennials
  - Text; IM's; social networking; voicemails are antiquated; smart phones

Generational Challenge – Decision Making*

- Traditionalists
  Boss makes decision

- Baby Boomers
  Decision-making processes with boss making final decision

- Gen Xers
  Most Knowledgeable makes decision

- Millennials
  Collaborate; if needed boss decides

Generational Challenge – Feedback*

- Traditionalists
  - Boss lets you know when you’ve done wrong
- Baby Boomers
  - Performance appraisals; meetings; let employees know where they stand
- Gen Xers
  - Respect in lieu of performance appraisals; say what you think
- Millennials
  - Instant feedback is best; quick and responsive like video game

Generational Challenge – Loyalty

- Traditionalists
  - Job hopping is political suicide

- Baby Boomers
  - Leaving isn’t great but may be necessary

- Gen Xers
  - Leaving is often necessary

- Millennials
  - Change careers until you find the right one

Generational Challenge – Policies*

- Traditionalists: Do What you are told
- Baby Boomers: Let’s create a policy for fairness
- Gen Xers: Rules are made to be broken
- Millennials: If it doesn’t make sense, it’s a guideline

Generational Challenge – Respect*

I will find my spot in the hierarchy

I’m working my way up the hierarchy

Prove to me you deserve my respect

Respect by others is earned by taking me seriously

• Traditionalists

• Baby Boomers

• Gen Xers

• Millennials

Generational Challenge – Work Ethic*

- Traditionalists
  Hours are 8 to 5 with overtime
  All done at work and home as needed

- Baby Boomers
  Hours are 8 to 6 and more at home
  Head home at 5; log on later at night

- Gen Xers

- Millennials

What does all this mean for our Workforce?

• For the employee and business in the future?
  • Technology will drive employee and business success.
  • Social media will play a larger role in recruiting efforts.
  • Employees will ask, “How have you helped me learn lately”? 
What does this mean for our businesses?

• **Successful leaders focus on the following:**
  • Awareness of different generations in the workplace
  • Collaborative mind-set with decisions made
  • Digital confidence
  • People development
  • Respect diversity of thought and practice
  • Anticipate and build for the future
What does this mean for our Workforce?

- **Employees want their managers to:**
  - Communicate in diverse and meaningful ways
  - Help employees identify career paths
  - Give employees honest feedback
  - Mentor and coach
  - Sponsor new learning and development opportunities
  - Have confidence in new technology
  - Define non-traditional work ethic
Key Survey Findings*

• Traditionalists and Boomers are as likely to be web contributors as Millennials

• Boomers and Gen Xers look for a work life/home life balance, while Millennials see work as “part of life”

• Millennials and Gen Xers place a high importance on working for companies that develop both their career and life skills

“The Generations @ Work” survey, Future Workplace.
Key Survey Findings*

• Millennials are likely to select employers based on the ability to access the latest tools and technologies at work

• Both Traditionalists and Boomers place high importance on managers who understand age diversity in the workplace

“The Generations @ Work” survey, Future Workplace.
Other Things Companies are Doing to Manage Generational Differences at Work?

- Training:
  - New and diverse approaches to learning

- Performance:
  - Rethinking performance appraisal processes

- Compensation and Benefits:
  - Redesigning reward structures and benefit packages

- Talent:
  - Redesigning talent-acquisition programs

- Workforce Planning:
  - Focusing on succession/workforce planning and leadership
Thank U

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BW!