

Facing the Challenges of the Generations at Work
Audio Teleconference/Webcast
Recorded December 6, 2005
Participant Handout

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Facing the Challenges of the
Generations at Work

American Probation and Parole Association

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On Today's Agenda:

- Why is this issue important?
 - What are the symptoms of intergenerational conflict?
- Who is in the workplace?
- How do colleagues from each generation show up at work?
- How **I** can make it better -- evolving a great workplace.



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Symptoms of Conflict:

- "Values" not shared
- "Work ethic" not shared
- "Loyalty to organization" not valued
- "Commitment" lacking
- "Getting ahead" not valued
- "Hierarchy" not respected
- "Engagement" - not there



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The Generations



Veterans: Born Before 1943



Baby Boomers: 1943-1964



Generation X: 1965-1980



Millennials: 1980-2000

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Who's Who?



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Quiz

1. Definitive sense of right and wrong and of good and bad. Respectful of authority.
2. Believe in balance and work to live (not the other way around).
3. Question authority. Every question can have a field of correct answers.
4. "Found Generation", they are confident and hopeful.

V = Veterans: Born Before 1943
BB = Baby Boomers: Born 1943 - 1964
Xer = Generation X: Born 1964 - 1980
M = Millennials: Born 1980 - 2000

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5. Statistically, they are less promiscuous than other generations.
6. They think of themselves as "the stars of the show".
7. Self-reliance is a hallmark of this generation.
8. A patriotic generation, influenced by violence.

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9. Buy now and pay later.
10. Approach to authority is casual.
11. Conformers.
12. Value honesty and integrity.
13. Motto regarding performance appraisals could be *"feedback whenever I want it at the push of a button."*

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14. The women in this generation aren't enamored with the idea of long work hours, or less time with their family and friends.
15. Nontraditional relationship to time and space and value informality.
16. Known as the "invisible generation", they are dark, edgy and skeptical.

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17. Live to work.
18. Thinks of the world of work as a “job”; not a “career.”
19. Demands direct involvement, wants to be treated as peers with access to information, and seeks mentors.
20. Strong sense of civic duty and volunteerism.

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Caveats When Thinking About Your Workplace



- Don't stereotype
- Persons of each generation have unique traits and characteristics
- Cultural, ethnic, gender and regional differences
- Use this information as you think about your organization
- These are not absolutes

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Who's at Work?

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Veterans . . .



...And Money

- Save, save, save
- Buy a first home
- Pay in cash
- Join the Christmas Club
- Use lay-away

...On Authority

- Embraces it
- Likes law and order
- Functions best in structure


..Their Work Ethic

- Work and sacrifice
- Pride and dedication
- Job for life
- Believe in "face time"


...About Self

- Family-oriented; remained married for the sake of kids
- Support the personal touch
- Conservative
- Prepare for unknown

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Veterans



- Defining Moments
 - TV
 - Korean War
 - I Like Ike!
 - End of the Depression
 - WWII
 - Home ownership
 - Truman fires MacArthur
- Popular Culture
 - TV
 - Ozzie and Harriet
 - Your Show of Shows
 - Poodle skirts
 - Personal cars
 - Communists in Hollywood
 - Drive In Movies
 - Hoola Hoops


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Baby Boomers...




- ...And Money
 - Reacted to frugal parents
 - Spend now, pay later
 - Have plastic and don't leave home without it
- ...On Authority
 - Question it
 - "Don't trust anyone over 30"
- ...Their Work Ethic
 - Live to work
 - You are what you do
 - Work ethic = worth ethic
- ...About Self
 - Generation of soul searchers
 - Self gratification important
 - Not good at commitment
 - Generation of self-help, Yoga, Meditation

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Baby Boomers




- **Defining Moments**
 - Assassinations of JFK, MLK, RFK
 - Vietnam War
 - Civil rights movement 1968
 - Democratic National Convention
 - Kent State
 - Forced integration at the University of Alabama
 - Women in the workplace
 - Minorities in the workplace
- **Popular Culture**
 - The Beatles
 - Motown
 - Captain Kangaroo
 - Laugh In
 - Catch 22
 - Psychedelic age
 - Folk music
 - Nehru jackets

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Generation X...



- ...And Independence
 - Were latchkey kids, the children of workaholic Baby Boomers
 - Had to become self-reliant, independent
- ...On Family
 - Grew up with parents that believed in "quality time" but found the concept meaningless
 - Many came from homes of divorced parents and two working parents
- ...About Work
 - Work to live
 - Believe in balance between family and work
 - Don't believe you CAN have it all
- ...About Authority
 - Unimpressed by it
 - Not against it, just indifferent
 - Saw too many "role models" fall off the pedestal



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Generation X

- Defining Moments
 - The Challenger Explosion
 - Watergate
 - Gulf War I
 - War on Drugs
 - President Reagan is shot
 - Anwar Sadat is assassinated
 - The U.S. boycotts the Olympics in Russia
 - Hostages held in Iran
- Popular Culture
 - Sesame Street
 - Muppets
 - Michael Jackson
 - Star Wars Trilogy
 - E.T.
 - Slackers
 - Dukes of Hazzard

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Millennials...

- ...And Family
 - Had over-involved parents
 - Were the "babies on board"
- ...Their Values
 - Closest to those of Veterans
 - Accountability
 - Least promiscuous of the four generations
 - Embrace diversity and community service
- ...On Life
 - Confident and hopeful
 - A new demographic: Baby Gap, Pottery Barn-Kids
 - Busy kids, highly scheduled (soccer, T-ball, karate)
- ...With Technology
 - The digital generation
 - Plugged in, logged on, wirelessly connected
 - Cyber pen-pals all over the world

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Millennials

- Defining Moments
 - Oklahoma City Bombing
 - Shootings at Columbine High School
 - 9/11
 - The Clinton/Lewinsky Scandal
 - Afghanistan
 - Iraq
 - OJ Trial
- Popular Culture
 - Barney
 - Harry Potter
 - Rap
 - Brittany Spears
 - Reality Television
 - Spice Girls
 - Email
 - Technology

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Education

Veterans


- 10% college graduates
- 6.8% post graduate degrees

Gen Xers

- 21.3% college degrees
- 7.3% post graduate degrees

Baby Boomers

- 17.5% college degrees
- 10.7% post graduate degrees



Millennials (so far . . .)

- 10.2% college degrees
- Less than 1% post graduate degrees

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Agency Loyalty

- **Veterans** are in the job for the long haul.
- The sacrifices their employers make are equal to their own.
- They put their loyalty to their company above themselves.



- **Gen Xers** will stay only so long as they are learning something.
- They are about self-preservation. If you don't hold several jobs early in your career, you're not competitive.
- Loyalty to self comes first.

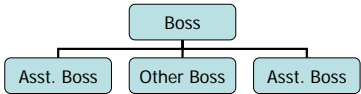
- **Boomers** believe loyalty to the company is critical.
- Loyalty to the job often comes to the detriment of their personal lives.

- **Millennials** are most like Gen X on this issue.
- Believe they must constantly improve and expand skills to advance career.
- See themselves as short-term workers offering services for a limited period.

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Chain of Command

- **Veterans** are not only comfortable with hierarchy, chain of command, they prefer it.
- They respect authority and clear lines between bosses and subordinates.



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graph TD; Boss[Boss] --> Asst1[Asst. Boss]; Boss --> OtherBoss[Other Boss]; Boss --> Asst2[Asst. Boss];
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- **Gen Xers** is indifferent to chain of command.
- Hierarchy is a meaningless concept to them.

- **Baby Boomers** have a love/hate relationship with hierarchy.
- On the one hand, they believe in "paying your dues."
- On the other hand, they believe in "questioning authority."

- **Millennials**, like Generation X, are unimpressed by rank, age or tenure.
- They don't respect bosses who think they know everything.
- Show a Millennial knowledge and expertise, and they will show you respect.

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Work Ethic

- **Veterans** are dedicated and dependable.
- They tend to “not rock the boat.”
- **Gen Xers** are task oriented.
- They want balance in their life.
- They believe in “eight and the gate.”
- Anticipate multiple jobs and “careers”
- **Baby Boomers** are driven, workaholics.
- It is not unusual for them to work 50 – 60 hours a week.
- **Millennials** are determined.
- They will work diligently if they can have a say in how the work is done and if opportunities exist for innovation and creativity.



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Diversity

- **Veterans** grew up in a largely segregated and sexist society.
- Diversity was a new concept in their workplace.
- **Gen Xers** grew up with great awareness and tolerance.
- Women in traditionally male jobs raises few eyebrows with this generation.
- **Baby Boomers** were influenced by the civil rights and women's movement. As consensus builders, they seek equality and fairness.
- The generation that had first women and African Americans on the job.
- **Millennials** appear the most “color blind” of the four generations.
- Grew up with friends who had two mommies, were adopted, and came from all ethnic groups.



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Generation Shapers

Veterans	Boomers	Gen Xers	Millennials
WWII	Vietnam	Desert Storm	Afghanistan/Iraq
Mickey Mouse	Capt. Kangaroo	Sesame St.	Barney
War on Poverty	War on Crime	War on Drugs	War on Terrorism
The Depression	JFK's assassination	Challenger	Oklahoma City

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How our colleagues show up at work.



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Core Values and Beliefs in the Workplace

Veterans

- Direct
- Take charge – command & control
- Delegate and look for results
- Decision-makers
- Wary of technology
- Comfortable in bureaucracy
- Work hard and expect others to do the same
- Keepers of the agency history, culture, etc.



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Baby Boomers

- Keep proving themselves
- Live to work; workaholics and expect others to be
- Work ethic = worth ethic
- Consensus and harmony
- Teamwork
- Level playing field



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Gen Xers

- Balance work/personal life
- Paycheck is a means to an end
- Informality at work, humor, humanity
- Get bored easily
- Asks “why” a lot
- Value competency
- Straightforward, avoids office politics



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Millennials

- Multi-taskers
- Bored with repetitive tasks
- Achievement oriented
- Value inclusion and multi-culturalism
- Open minded, not set in their ways



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Gender Issues – The New Female Gen X Worker

- Don't value job status and prestige at work like their Mom;
- Aren't pulled between career and family
- Needs a different workplace – one that is personally supportive and recognizes their need for balance.
- Want jobs that are:
 - FUN, interesting, challenging
 - bosses who give feedback and have open communication
 - participation in the decision-making
 - opportunities for learning
 - Flexibility
 - positive work experiences.

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Employees of Color – Gen Xers

- Importance on:
 - Opportunities for advancement
 - Learning new skills
 - Education and training benefits
 - Benefits that impact total family
 - Being part of a diverse workforce
- More dual-centric – job and life outside work equally important
- Interest in entrepreneurship

The New Workforce Reality: Insights for Today, Implications for Tomorrow, Simmons University, 2005

Why Employees Stay

- Exciting work and challenge
- Career growth, learning, & development
- Working with great people
- Fair pay
- Supportive management/good boss
- Being recognized, valued and respected
- Benefits
- Meaningful work – making a difference
- Pride in the organization, its mission
- Great work environment and culture

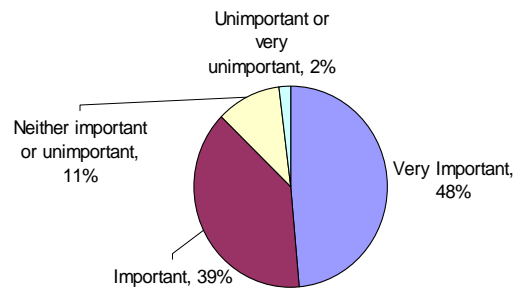
Why Employees Leave

- 88% say they leave for reasons other than \$\$
- Job place unexpected
- Job/person mismatch
- Little coaching or feedback
- Few opportunities for growth/development
- Don't feel valued; or devalued
- Overwork stress/life-imbalance
- Lack of trust/confidence in leaders

What makes a good workplace?

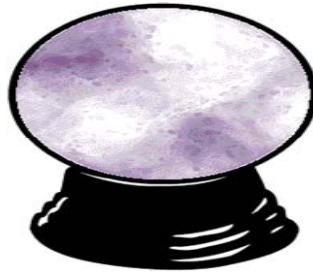
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Relationship with Immediate Supervisor



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The Workplace Crystal Ball



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Hiring

- Hire based on *FUTURE* core competencies
- Be real; adjust expectations
- Hire para-professionals
- Involve current employees in recruiting
- Find unconventional sources of recruits
- Focus on improving the workplace

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Hiring Innovation

- Sign-on bonus
- Referral bonus
- Internships
- Loan forgiveness
- Home loans
- Traineeships
- Moving expenses
- Easing application paperwork
- Mentoring
- Flextime
- College recruitment
- Casual day
- Telecommuting

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Retention

- Retraining
- Retention bonus
- Child care stipend
- Child care centers/emergency child care
- Voluntary reduction in days
- Spot bonuses
- Cafeteria benefit plan
- On-site fitness center
- Employee attitude surveys
- Deferred Retirement Option Plans (DROP)
- Job rotation
- Professional development
- Leave for school conferences
- Recognitions/awards
- Educational leave
- Domestic violence leave
- Bringing children to work
- Career ladder
- Exit interviews
- Concierge
- Part-time work
- Mentoring new staff by pending retirees
- Housing assistance

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Retention, continued:

- Participation [meaningful] in agency's management, direction, policy-making, setting mission, decision-making
- Quality supervision and management
- Visibility and approachability of leadership

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Getting Along at Work:



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Veterans:
With this generation, keep it **PERSONAL**


P	Personal
E	Experience
R	Roles
S	Stability
O	Order
N	Novices
A	Acknowledge
L	Lose



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Baby Boomers:
To work with Boomers, seek: **CONSENSUS**

C	Correctness
O	One-on-one
N	Notice
S	Support
E	Engage
N	Negativity
S	Strategic
U	Use
S	Show




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Generation X

To work with Gen Xers, cultivate **INDEPENDENCE**

I	Incorporate
N	Neutral
D	Downplay
E	Evaluate
P	Put
E	Equate
N	Newest
D	Do
E	Entrust
N	Nurture
C	Constructive
E	Environment




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Millennials

These newest members of the workforce are: **HOPEFUL**

H	Highlight
O	Offer
P	Pairing
E	Enable
F	Focus
U	Use
L	Lead



Culture at Work: A Brief Word

- “Culture” guides the good, bad, etc.
 - Changing culture is a longer term effort
 - How people are treated is related to culture – what is valued by the organization:
 - Formal and informal
- New workplace:
 - Informal
 - Flexible
 - Fun

FUN????? The dilemma of “lightening-up” in a serious business:

- Work environment
- Regular fun
- Staff meeting fun
- Training session fun
- Special day and activities
- Work day socializing



FUN??? Beware:

- Clash of generational attitudes and beliefs
- Good taste; boundaries; frivolous
- Knowing when
- Knowing how
- Gauging impact

*Cuidado
Al
Pisar!*

Summary:



- Learn about each generation
- Identify and explore shared values and experiences
- Manage up the chain of command
- Evolve the NEW workplace

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Resources



- “*Effectively Managing a Multi-Generational Workforce in Corrections*”
 - 16 hour program; 2 hour transportable module<http://nicic.org/Library/019950>
- Annotated bibliography (in Additional Materials that accompany this presentation)
- “Who’s Who?” quiz and key (in Additional Materials that accompany this presentation)
- Coming soon: *FutureForce: A Guide to Building the 21st Century Community Corrections Workplace*

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