Facing the Challenges of the Generations at Work
Audio Teleconference/Webcast
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Participant Handout

Facing the Challenges of the Generations at Work

American Probation and Parole Association
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.

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
The Generations

Veterans: Born Before 1943

Baby Boomers: 1943-1964

Generation X: 1965-1980


Who's Who?
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.

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.
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.”

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.
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.

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
Who’s at Work?

Veterans . . .

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

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

...On Authority
- Embraces it
- Likes law and order
- Functions best in structure

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

Baby Boomers...

...And Money
- Reacted to frugal parents
- Spend now, pay later
- Have plastic and don’t leave home without it

...Their Work Ethic
- Live to work
- You are what you do
- Work ethic = worth ethic

...On Authority
- Question it
- “Don’t trust anyone over 30”

...AboutSelf
- Generation of soul searchers
- Self gratification important
- Not good at commitment
- Generation of self-help, Yoga, Meditation
Baby Boomers

- Defining Moments
  - Assassinations of JFK, MLK, RFK
  - Vietnam War
  - Civil rights movement
  - 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

Generation X...

...And Independence
- Were latchkey kids, the children of workaholic Baby Boomers
- Had to become self-reliant, independent

...About Work
- Work to live
- Believe in balance between family and work
- Don't believe you CAN have it all

...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 Authority
- Unimpressed by it
- Not against it, just indifferent
- Saw too many “role models” fall off the pedestal
### 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”

...On Life
- Confident and hopeful
- A new demographic: Baby Gap, Pottery Barn-Kids
- Busy kids, highly scheduled (soccer, T-ball, karate)

...Their Values
- Closest to those of Veterans
- Accountability
- Least promiscuous of the four generations
- Embrace diversity and community service

...With Technology
- The digital generation
- Plugged in, logged on, wirelessly connected
- Cyber pen-pals all over the world
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
  - Britney Spears
  - Reality Television
  - Spice Girls
  - Email
  - Technology

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
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.

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.

- 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."

- **Baby Boomers** are driven, workaholics.
  - It is not unusual for them to work 50 – 60 hours a week.

- **Gen Xers** are task oriented.
  - They want balance in their life.
  - They believe in "eight and the gate."
  - Anticipate multiple jobs and "careers."

- **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.

- **Baby Boomers** were influenced by the civil rights and women movement. As consensus builders, they seek equality and fairness.
  - The generation that had first women and African Americans on the job.

- **Gen Xers** grew up with great awareness and tolerance.
  - Women in traditionally male jobs raises few eyebrows with this generation.

- **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.
Generation Shapers

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

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
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

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

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
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?

- 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

Relationship with Immediate Supervisor

- Very Important, 48%
- Important, 39%
- Neither important or unimportant, 11%
- Unimportant or very unimportant, 2%
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
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

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
Retention, continued:

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

Getting Along at Work:
Veterans:
With this generation, keep it **PERSONAL**

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

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
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

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

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

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