Leading Across the Generations

"Times are bad. Children no longer obey their parents, and everyone is writing a book."

Marcus Tullius Cicero, (106-43 B.C.)

Written
by
Bill Osborne

Leading Across the Generations

Practice positive interactions with other generations

1 out of 5 HR professionals report that they frequently hear employees state that coworkers of different generations do not respect them

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Leadership Fundamentals

B - BASICS
E - ENGAGEMENT
A - ATTENTION
R - RECOGNITION

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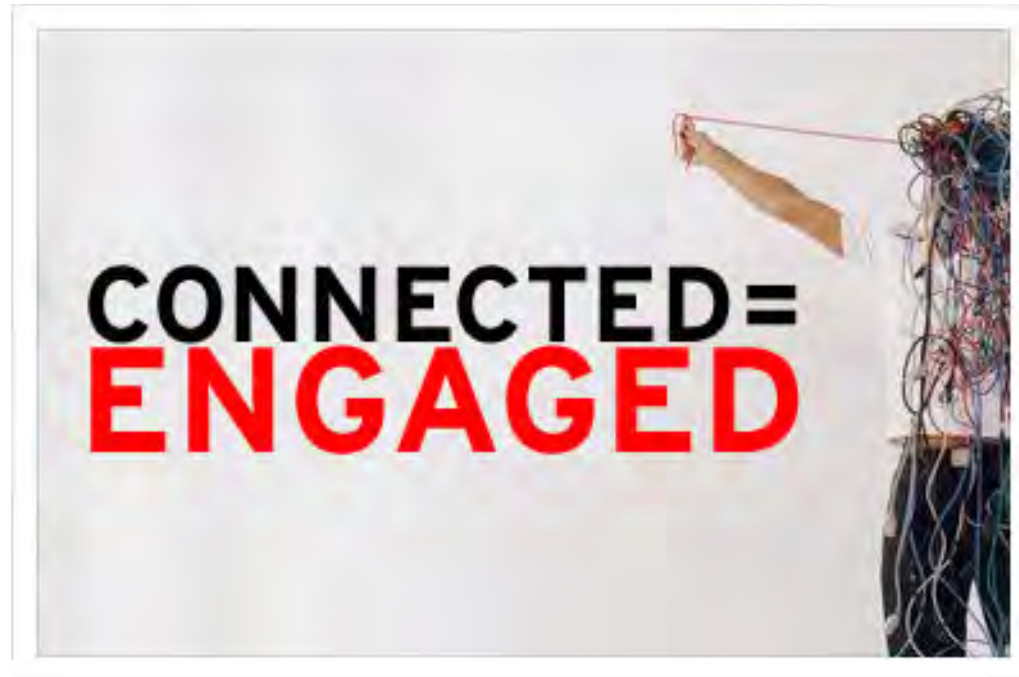
BEAR – Leaders practice **B**asics

- Help their people grow
- Lead by example
- Serve their team
- Stretch their people
- Use their strengths
- Outsource their weaknesses

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BEAR – Engage others

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BE**A**R – **A**ttention, give it to them
- Ask more questions
- Use open-ended questions
- Try listening   TTF
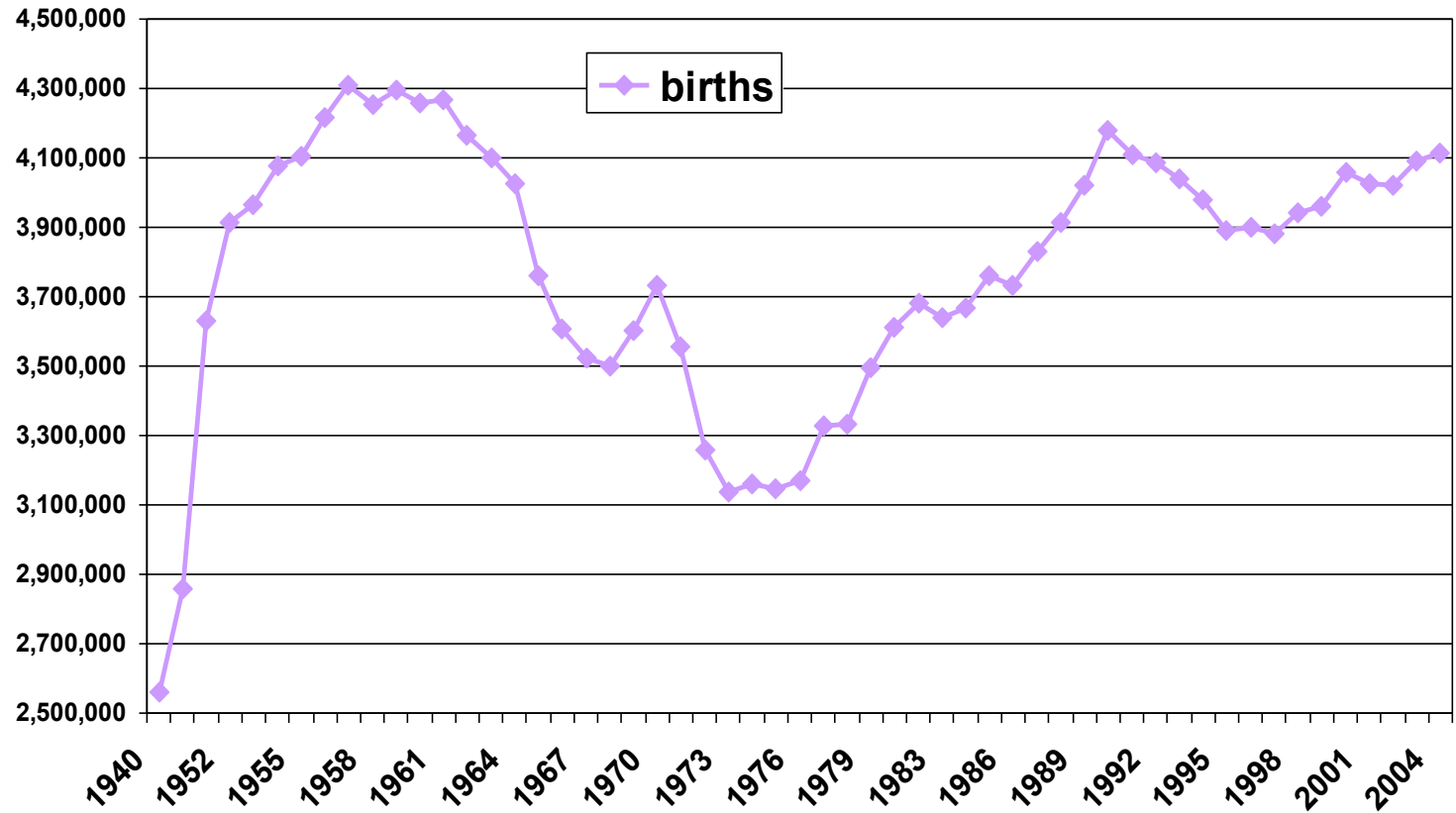- Let them respond

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BEA**R** – **R**ecognize, reward them
- Check level of motivation
- Find out if they "believe"
- Find out if they "trust"
- Find out what they want and need

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How is communicating with someone from another generations different from communicating with someone from your generation?

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Who are the heroes from each
generation ?

What do their heroes say about their
value systems?

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What happens when generations define success differently?

How do different definitions of success affect how we motivate, coach, and encourage in he workplace?

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Leading Across the Generations

Why Invest the Time?

At the end of the day, your success depends on people.

✓ Hard to attract and retain skilled employees.

✓ Goal – people functioning at highest levels.

✓ Not much time or resources to invest.

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Four Generations in the Workplace

Each one has uniquely different:
- ✓ Lifestyle
- ✓ Motivational needs
- ✓ Communication Styles
- ✓ Goals

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Four Generations in the Workplace

- ✓ Boomers
- ✓ Generation X
- ✓ Generation Y
- ✓ Millennials

- ✓ Future Gen Next

Baby Boomer Generation 1943 - 1960

- Grew up with full bellies, homes with consumer goods, and spending money
- Telephones, television and jet planes shrunk their world
- Live to work
- Follow directions
- Confidence in tasks
- Emphasize team-building
- Seek collaborative, group decision making
- Avoid conflict

Baby Boomer Generation 1943 - 1960

- Goal-oriented
- Focus on individual choices and freedom
- Adaptive to a diverse workplace
- Positive attitude
- Community involvement
- Prosperity
- Ownership
- Self-actualizing
- Health and wellness

Baby Boomer Generation 1943 - 1960

- Hold senior positions or positions of seniority
- Ready to retire or maybe not
- Sixty-year-olds are working beside 20-year-olds
- 70% of older team members are dismissive of younger team members

Baby Boomer Generation 1943 - 1960

EXPERIENCES
- Rosa Parks
- First Nuclear Power Plant
- The Civil Rights Act
- Cuban Missile Crisis
- John Glen Orbits the Earth
- Martin Luther King Leads March on Washington, D.C.
- John F. Kennedy Assassination
- Martin Luther King Assassination
- Robert F. Kennedy Assassination
- National Organization for Women Founded
- Watergate
- Kent State Massacre
- Vietnam War
- Woodstock

Baby Boomer Generation 1943 - 1960

Core Values

Optimism, Involvement, Team Work, Personal Growth

In Their Professions

Assets

Team Players, Willing to do What's Necessary to get the Job
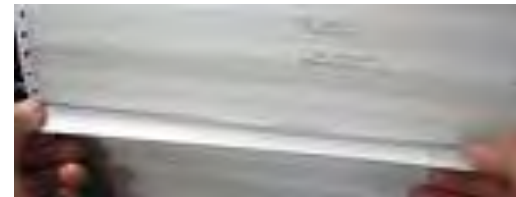Done, Relationship Builders

Liabilities

Spenders, Less Comfortable Going Against Peers, or
Dealing with Conflict, Less Willing to Give Feedback

Baby Boomer Generation 1943 - 1960

Boomer's First Computer

Baby Boomer Generation 1943 - 1960

Generational Mission

Build the Economy and Work Hard

Generation X   1961 - 1980

- 'Latch Key" kids
- Saw parents laid-off
- Grown up questioning parents, and now questioning employers
- Question authority
- Positive relationships with colleagues
- Interesting work
- Continuous learning opportunities
- Goals must be seen as attainable

Generation X   1961 - 1980

- Require timely feedback
- Salary ranks third from the bottom of most surveys
- Recognition scores low
- Power and prestige rank last
- 77% would take a new job if it offered "increased intellectual stimulation"
- 51% would move on for the opportunity to telecommute
- Satisfaction tied to egalitarian work culture and learning environment

Generation X   1961 - 1980

GEN X

EXPERIENCES
- Women's Liberation Protests
- Watergate Scandal
- Energy Crisis begins
- Tandy and Apple Market PCs
- Three Mile Island
- US Corporations begin Massive Layoffs
- Iran Hostage Crisis
- John Lennon Shot and Killed
- Ronald Reagan Inaugurated
- Challenger Disaster
- Exxon Valdez Oil Tanker Spill
- HIV

Generation X   1961 - 1980

GEN X

Core Values
Diversity, Thinking Globally, Informality, Self-reliance,

In Their Profession
Assets
Adaptable, Techno-literate, Independent, Creative,
Not intimated by Authority,

Liabilities
Impatient, Caught in the Middle, Cynical

GEN X

Generation X   1961 - 1980

TECHNOLOGY

- Home Computer
- Video Games
- Dot-Com boom and bust

Generation X   1961 - 1980

Cultural Icons

The Brady Bunch
Pet Rocks
Platform Shoes
The Simpsons
Evening Soaps (Dallas and Dynasty)
ET
Cabbage Patch Dolls
Super-hero Cartoons on TV (He-man)

GEN X

Generation X   1961 - 1980

Generational Mission

Balance

Generation Y   1981 to 2000

- Pampered, nurtured and programmed with a slew of activities since toddlers
- Young, smart, brash
- May wear flip-flops to the office or listen to iPods at their desk
- They want to work, but they don't want work to be their life.
- High expectations of self and employers
- Value ongoing learning
  Want immediate responsibility
- Make an important impact on Day 1
- Goal-oriented: They want small goals with tight deadlines, ownership of tasks

Generation Y   1981 to 2000

- Talented, both high-performance and high-maintenance
- Increasingly multigenerational workplace
- Less likely to respond to traditional command-and-control
- They have financial smarts
- 37% saving for retirement before 25
- Conflict can also flare up over management style
- Tension between team members from different generations

GEN Y

Generation Y   1981 to 2000

Technology

GEN Y

Generation Y   1981 to 2000

Experiences

- Baby on Board (focus on family and children)
- Parent Advocacy
- Violence (Oklahoma City Bombing)
- Busy (Over planned lives)
- Multiculturalism Globalism
- Terrorism
- Clinton/Lewinsky
- Netflix's
- Online Bookstores
- Text Messaging
- ATM & Banking Online
- Online Take Out Groceries

GEN Y

Generation Y   1981 to 2000

Core Values
Self-expression is more important than self-control,
Marketing and branding self is important,
Violence is an acceptable means of communication
Fear living poorly

In Their Professions
Assets
Interested in big picture, want to effect change and make an
impact

Liabilities
Less likely to seek managerial or team leadership,
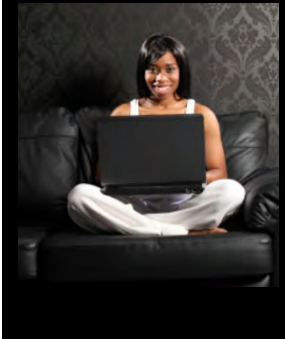Exceptional multi-taskers

GEN Y

Generation Y   1981 to 2000

GEN Y

Generational Mission

Creativity

Millennials   1981 to 2000

- Different from Gen Y,
- Super kids are getting better
- Generation of positive trends
- Girls rule! (boys are on the sidelines)
- Special, sheltered, confident
- Conventional, team-oriented and high achievers
- Very earnest, humorous and to the point
- Happiest and most confident in the future

Millennials   1981 to 2000

MILLENIALS

- Junior citizens of politics
- Conservative values
- Adore G.I.s,
- Increased interest in religious activities
- Desire to be around their parents - have strong friendship & family ties
- Very optimistic, this generation will SOLVE our problems
- Smartest group of Americans at this age of any generation

Millennials   1981 to 2000

EXPERIENCES Same as Gen Y plus

- *9/11 - World Trade Center attack*
- *Oklahoma bombings*
- *Kids shooting kids*
- *Corporate scandals*
- *George W. Bush*
- *Facebook*

Millennials   1981 to 2000

CORE VALUES

Crave change and challenge

Exceptionally resilient

Accept others of diverse backgrounds easily and openly

Global in perspective

In Their Professions

Assets

Seek active versus passive involvement, Seek continuing learning, problem solvers

Liabilities

React to negativity, Crave change to a fault

Millennials   1981 to 2000

Generational Mission

Solve Problems - Save the World

Drawing on Their Strengths

LEADING THEM

Leadership Tips

https://www.youtube.com/watch?v=nvAcQHhCunw

Advantages of Using Different Styles

Managers who learn different strategies for coaching, motivating and developing employees from different generations will be able to:

1. Bridge competing values
2. Demonstrate leadership by bringing generations together for a common purpose. 3. Prevent misunderstandings
4. Reduce turnover
5. Communicate effectively with different generations

Managing Generations

Focus on Behavior

	Silent	Baby Boomers	Gen X	Millennial
Work Ethic and Values	Hard work, respect authority, sacrifice, duty before fun, adhere to rules	Workaholics, work efficiently, crusading causes, personal fulfillment, desire quality, questions authority	Eliminate the task, self-reliance, want structures and direction, skeptical	What's next, multi-tasking, tenacity, entrepreneurial, tolerant, goal oriented
Work is...	An obligation	An exciting adventure	A difficult challenge, a contract	A means to an end, fulfillment
Leadership Style...	Directive, Command-and-control	Consensual Collegial	Everyone is the same, challenge others, ask why	tbd
Interactive Style...	Individual	Team Player, Loves to have meetings	Entrepreneur	Participative

Manny Rodriguez 2015

The Leadership Institute
Lighting the Way

Managing Generations

	Silent	Baby Boomers	Gen X	Millennial
Communications	Formal Memo	In Person	Direct Immediate	E-mail, voicemail
Feedback and Rewards	No news is good news, satisfaction = job well done	Don't appreciate it, money and title recognition	"How am I doing", freedom is the best reward	Whenever I want it, at the push of a button, meaningful work

Manny Rodriguez 2015

The Leadership Institute
Lighting the Way

Lead By Drawing on Their Strengths

- Adapt management behavior as needed

- Leading 4 different generations may require at least four different management styles

- Managers can't manage according to their own value system

- Must manage according to each employee's value system

Lead By Drawing on Their Strengths

Boomers
- Preferred leadership style is collegial and consensual
- Show appreciation for their energy and hard work
- Approach them with respect for their achievements
- Show up on time, no complaining

Lead By Drawing on Their Strengths

Boomers

- Check their comfort level with technology
- Involve them
- Challenge them to contribute as part of a team to solve organizational problems
- Offer opportunities to serve as a coach or as part of the change process
- Support work/life balance

Lead By Drawing on Their Strengths

Generation X

- Respect experiences that shaped their beliefs
- Tell them the truth
- Clearly identify boundaries
- Honor sense of work/life balance
- Offer mentoring programs
- Tell them repetitive tasks and quality checks are part of the job
- Offer learning opportunities

Lead By Drawing on Their Strengths

Generation X

- Put all options on the table
- Present yourself as an information provider
- They are eager to succeed and expect you to follow through

Lead By Drawing on Their Strengths

Generation Y
- Provide state-of-the-art resources
- Selectively allow flexible hours
- Include them
- Supervisors should listen
- Provide a coaching style of management
- Enhance the manager-employee relationship
- Support retention of valued employees
- Provide structure and strong leadership

Lead By Drawing on Their Strengths

Generation Y
- Provide instant feedback
- Assure them that they play a valued role
- Involve them in important and exciting projects
- Avoid blocking Facebook and instant messenger programs

Lead By Drawing on Their Strengths

Millennials

- Take time to orient them to the organization's culture
- Provide structure and strong leadership
- Allow them to work in teams
- Be clear about expectations and long-term goals
- Offer mentoring programs
- Model an optimistic attitude toward change and the future

Lead By Drawing on Their Strengths

Millennials
- Provide opportunities for a more innovative workplace
- Offer customization – a plan specific to them
- Recognize them for the decisions and problem solving
- Break down the traditional "silos" that hamper an organization's agility

Leading Across the Generations

Can Generations Work Well Together?

A new understanding of loyalty and how to develop it (not through pay, promotions and benefits)

A new understanding of what employees want from their jobs, bosses and workplace experience

A new definition of self – young employees define themselves by what they do outside the job, not what they do for a living

Leading Across the Generations

Can Generations Work Well Together?

New behavior from leaders who realize younger workers enter the workforce seeking self-fulfillment and aren't interested in "paying their dues" for an unspecified amount of time for a vague reward

Younger people are doing everything later – staying in school, living at home, getting married, having kids – this impacts their commitment to work

Leading Across the Generations

Can Generations Work Well
Together?

*At the end of the day, your success depends
on people*

*Success also depends on how you interact
with people*

Leading Across the Generations

Ask *'What am I thinking'* instead of *'What are they thinking'*

Thank You

Questions & Discussion