




Generations 2.0:
Rebooting Generations in the Workplace

*Mountain States Employers Council
Evan Abbott*

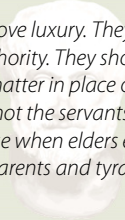
Guess When?

"Pupils entering school cannot write well. Their thoughts are immature, they are miserably expressed, and they do not know how to spell."



Guess Who?

"The children now love luxury. They have bad manners, contempt for authority. They show disrespect for elders and love chatter in place of exercise. Children are now tyrants, not the servants of their households. They no longer rise when elders enter the room. They contradict their parents and tyrannize their teachers."



Overview

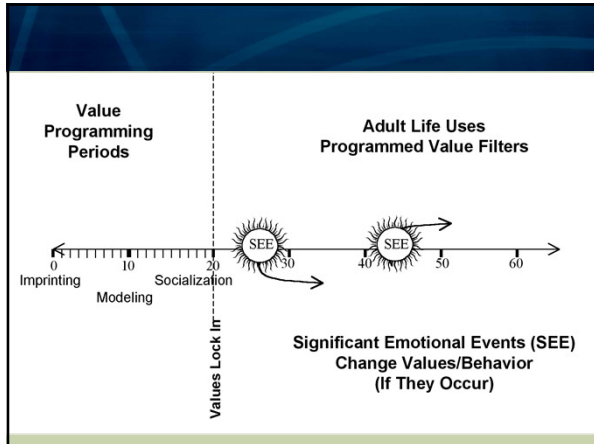
Generations 1.0	Generations 2.0	The Next Workforce	Applications
<ul style="list-style-type: none"> • Generations Construct • Key Concepts 	<ul style="list-style-type: none"> • Work Ethic and Commitment • Communication & Technology 	<ul style="list-style-type: none"> • Labor Market • Baby Boomers, Xers & Millennials 	<ul style="list-style-type: none"> • Workplace • Work practices

Gen 1.0: What Do You Know?

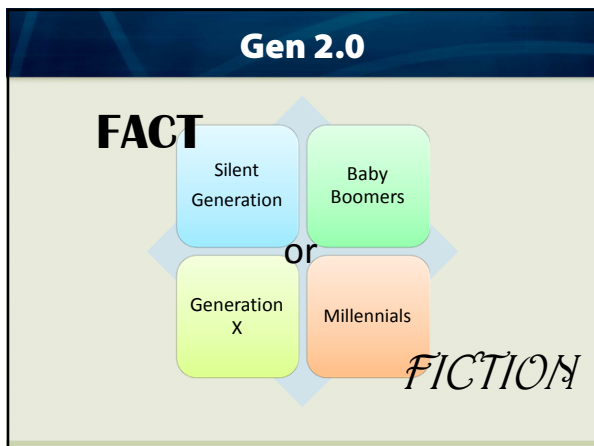
Generational Peer group = a group whose members share a common historical location and have similar experiences

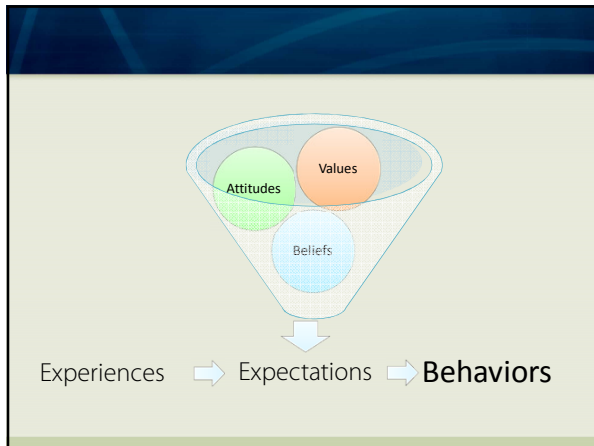
Generation	Born	Raised
Silent	1923-1946	30s, 40s, 50s
Baby Boomers	1946-1963	50s, 60s, 70s
Generation X	1963-1980	70s, 80s, 90s
Millennials	1980-2000	90s - today

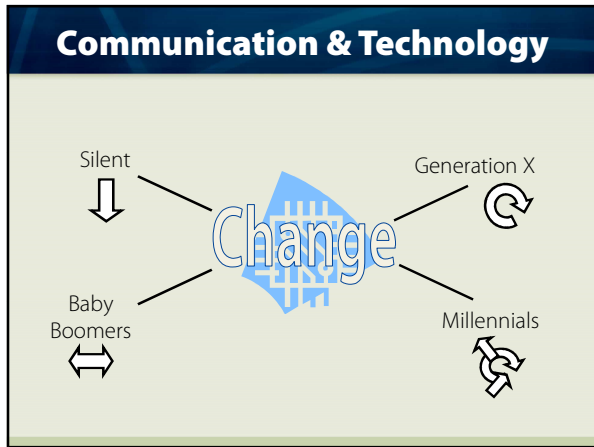
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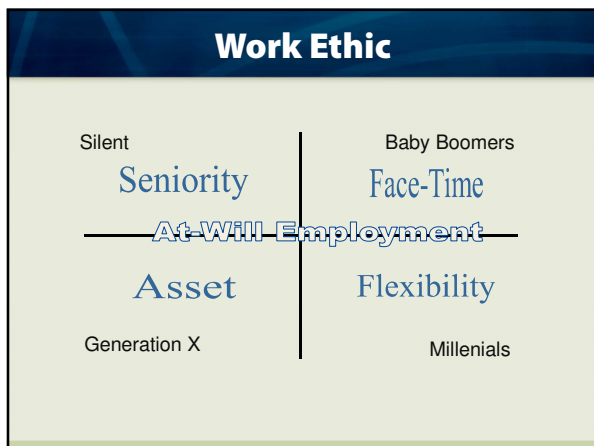


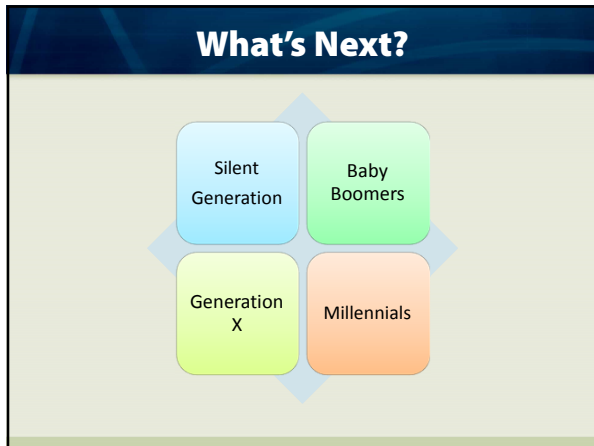


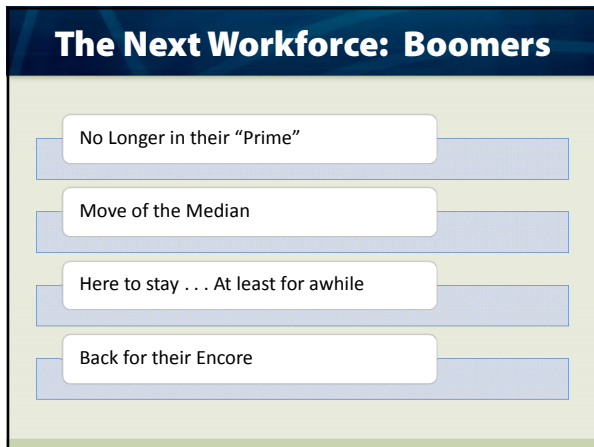














The Next Workforce: Millennials

13 – 33 years old	80 Million	More Ethnically and Racially Diverse
Most Educated Generation in History	2 out of 5 have a tattoo	1 out of 4 have a piercing . . .

So Who Are They?

Unique?

History's First "Always Connected" Generation

So Who Are They?

Key Characteristics

- Hopeful/Optimistic
- Civic Minded
- Achievement focused
- Technologically savvy
- Raised on "cooperation"
- No one left behind
- Learn through success
- Diversity in all things

So Who Are They . . . Post-Recession?

Some Significant Additions

- More Risk Adverse
- Hesitant to Invest
- Appreciate Job Security
- Still believe in the speed and efficiency of tech
- Still not a fan of titles and hierarchy
- Love teams . . . Hate conflict



The Millennials



Millennial's @ Work

What Do They Bring?

Toys with all the bells and whistles	➔	Mastery of Technology
Lack of appreciation for how we do things	➔	New Ideas
Their entire social life	➔	21 st Century
A lack of focus	➔	A Desire to Learn
A want for everything now	➔	Youthful Optimism

Millennial's @ Work

What Do They Want?

Hand-holding	→	Mentoring
Trophies	→	Acknowledgement
To run the show	→	Actively Contribute
To have a say	→	Inclusivity
Everything their way	→	Flexibility

Millennial's @ Work

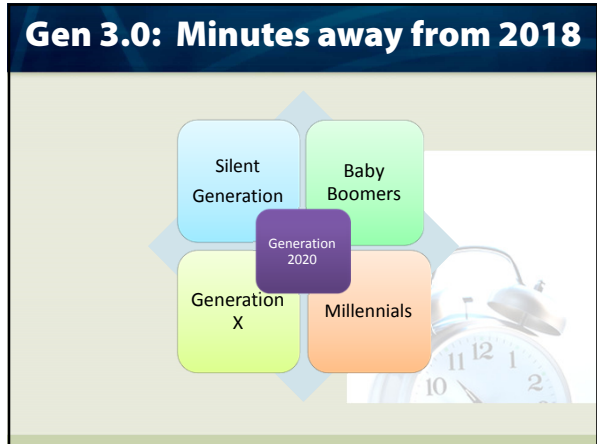
What Do They Need?

- Clear Expectations
- Coaches & Mentors
- Feedback
- Opportunities
- Options

Managing the Mix

- Plan for the 7 Cs
- Challenge
- Leverage
- Develop
- Follow the Rules
- ... A final note ...

- Collaboration
- Communication
- Critical Thinking
- Computing
- Career Self-Reliance
- Cross-Cultural Understanding



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“Children are now tyrants, not the servants of their households! They no longer rise when elders enter the room. They contradict their parents and tyrannize their teachers.” - Socrates, 5th Century B.C.

The topic of Generations in the Workplace is already familiar to most of us through articles, books or training sessions. But how much of what we use to know is still relevant today? We've all heard that the Boomers are getting older . . . But so are the rest of us. The oldest Xers turned 50 last year!

In 1965, *The Who* recorded “My Generation,” lamenting “People try to put us d-down, Just because we get around; Things they do look awful c-c-cold, I hope I die before I get old.” – harsh words. Sung by Boomers, written when Pete Townshend was 20 years old. This song vocalized the angst felt by young people was deemed the 11th greatest song of all time by Rolling Stone magazine in 2004. . . . In 1991 Green Day released a cover of the song . . . and Hillary Duff covered it again in 2004. Curious. This clash of older and younger is a clash that just won't go away.

The topic is nothing new. Socrates described “these kids today” as early as the 5th Century B.C. And any number of quotes exist describing the complaints and judgments one generation has of the next.

But who are these different generations? Well, “Generations 1.0” would describe each as the following:

- The Silent Generation (born: 1923 – 1946; raised in the 1930s, 1940s and early 1950s). This generation is famous for their reputation of sacrifice, work ethic, and thriftiness.
- The Baby Boom Generation (born 1946 – 1963; raised in the 1950s, 1960s, and 1970s). This generation defines teams as working collaboratively, likes discussing things, and was the first generation in history to be actively marketed to as a consumer group.
- Generation X (born 1963 – 1980; raised in the 1970s, 1980s, and 1990s). This generation of "latch key kids" are cynical, independent and hesitant to trust authority.
- The Millennials (born 1980 to 2000; raised in the 1990s, 2000s, and today). This generation credits their mastery with technology as a key differentiator of their generation and is often referred to as the second Baby Boom.

So, according research on moral and personality development, our value systems develop over the first 20 years of life. Things like the adversity we experience, what diversity looks like, how well the economy is doing, the technology of the day, how organizations are structured, as well as family dynamics and influences all begin to shape the construct of “How the World Was When I grew Up.”

So what does this mean for our beloved stereotypes of Gen 1.0 in the world of 2014? Are Boomers still out there sacrificing everything for social change? Are Xers still the lost cynics lamenting to Pearl Jam and Nirvana? Are Millennials still searching for their trophies from the scoreless soccer games? Let's see what you know:

Fact or Fiction?

- Of all four generations, the Millennials report feeling the least satisfied or recognized in today's workplace? This is a Fiction. According to a study of workplace attitudes, Millennials report more job satisfaction and satisfaction with recognition than those in the Silent, Boomer or X generations.
- Of the four generations, Baby Boomers report the most drive to "getting results" at work. Again, another Fiction. This is not a surprise, right? We all know the highest scores in this category came from the . . . Millennials! In a 2012 study, the Millennials, had the highest scores. Boomers had the lowest scores.
- Of the four generations, the importance of pay and benefits package was listed highest by the Baby Boomers. Fact. In A 2012 survey by health care recruiting firm Bernard Hodes, 40% of Boomers said a good benefits package made them stay with an employer, while only 22 percent of Millennials shared that view. This is no surprise right? As we get older, our health benefits become even more important. It's estimated that Workers over 50 make up more than half of the workforce and will make up 80% by 2018.
- Millennial's are more inclined to change jobs than any other generation? Let's call this one a Fac-tion – a bit of Fact and a bit of Fiction. Just a few years can change things, in 2010 study by Pew Research Center, 60% of Millennials say they are more inclined to change jobs. In a post-recession 2012 study, Millennials reported being more inclined to stay with employer.
- Most scientific research supports the notion that the four generations are significantly different from one another. This is a Fiction. The results of meta-analytic research generally do not support the notion that there are systematic, substantive differences among generations in work related outcomes. The majority of generational comparisons that were analyzed reported little variation.

So then why do we continue to discuss the topic? Why have Socrates, The Rolling Stones, Green Day, Hillary Duff and all the rest of us struggle understanding one generation to the next? One significant contributor to generation gap is lack of communication and understanding between generations within organizations. Information about what is important and discussions of not only values, but how those values look can help bridge this gap and find common ground. Finding ways to educate groups about the common values, but different expressions of these values seem to be where the "bump" truly lies. We commonly discuss the importance of "good communication" and "strong leadership." However, while these values are similar for every generation, what they look like in day to day behavior may be very different. The Top Down leadership style learned by many in the Silent Generation was not necessarily appreciated by Partnering-Discussion oriented Baby Boomers when they first

entered the workplace. And the current needs of Millennials to have Mentor/Coach leaders often tends to run against the grain of the Independent/Figure it out Yourself leadership style of Generation X.

There is speculation that the exit of older workers will create talent shortages and make succession planning increasingly difficult for organizations. The way to attract and increase the tenure of employees is by providing organizational environments that reinforce what is of importance to individuals and in alignment with organizational expectations. If organizations incorporate information about the work values of different cohorts of workers into their organizational culture, greater satisfaction and retention of workers is expected.

So What's Next? As the Boomers, Xers, and Millennials begin to prepare for the next 5 years, what is Gen 2.0 looking like?

The Next Workforce: Boomers

As this population of 72 Million continues to age, it will have significant impacts on the workforce. It is estimated that for the next 19 years, 10,000 people per day will turn 65 years old. This group's share of the labor force is expected to drop from 19.5% in 2010 to 25.2 percent in 2020. As millions of boomers leave the workforce, there are far fewer younger people to replace them. Generation X was one of the smallest generations in history with only 48 million. The majority of Millennials will not be entering the workforce for another 8 years. This has created a potential gap where one has not existed before.

While the labor force participation rate has fallen drastically in the last few years, the aging of Americans born from 1946 to 1964 has not actually had as big a drag on labor-force participation rates as demographers might have guessed a few decades ago. That's because it has become more common for people over 65 to continue working. Part of this is due to the economy, but a larger impact, as reported by many Baby Boomers is that they view the concept of retirement very differently. They are not a "sit on the front porch" crowd. Work often defines their self and values. We can expect to see many Baby Boomers pursue and "Encore Career" – a job at lower levels of the organization or jobs in service related roles that still allow them to contribute their knowledge and expertise, without the same levels of responsibility.

The Next Workforce: Generation X

Many report this is where we are seeing the newest Generation Gap. The Latchkey Kids who took care of themselves after school and pursued independent working environments have now become Latchkey Managers. They often expect their newest employers to learn the way they did – on their own, making mistakes, and growing their problems solving skills. However, this is not the style of leadership or support that Millennials have generally been raised. They tend to look for and thrive in environments that are rich with feedback, individual attention, praise, guidance, and a focus on outcomes over process. However, those Gen Xers are coming into their own as Collaborators. They are the dominant generation in the work market today report higher levels of organizational commitment and willingness to work on teams and

collaborate in groups. It is important to remember though, there are still not a lot of them. They were the smallest generation in history. As a result, it is critical to understand the generation coming in behind them.

The Next Workforce: The Millennials

So what do we know about this next workforce? Ask any Baby Boomer or Generation X manager about their Millennial employees and you might hear:

“I love how easily they work with technology, but do they have to act so superior around it?”

“Does EVERY waking moment have to revolve around friends, texting, or Facebook?”

“What is it with these kids today? They want their hand held around everything! When I was their age I had to figure it out myself!”

“They scare me. If I go on vacation they will have taken over my job by the time I get back.”

So who are the Millennials? Based on data collected by the Pew Research Center here are a few things we know:

- They are 13 – 34 years old
- There are over 80 Million of them
- They are more ethnically & racially diverse than any previous generation
- They will likely go down as “The Most Educated Generation in History”
- Two out of five have a tattoo
- And in case you were wondering, 1 out of 4 have a piercing . . . Other than an earlobe

By 2022 Millennials will be the majority demographic in the workplace. In 2012 they were 24 percent of the voting population. By 2020 they will be 36 percent. This year they account for nearly half the employees in the world. By 2015 the earliest of this generation will be in their mid-30s, holding roles in middle management, expertise leadership, or executives.

So what are some characteristics of this generation?

- Hopeful/Optimistic. Even with the challenging economy. Most of them still report they know they will have a meaningful career even though, 37% of 18-29 year olds are unemployed or out of the workforce, the highest share among this age group in more than three decades. Research shows that young people who graduate from college in a bad economy typically suffer long-term consequences with effects on their careers and earnings that linger as long as 15 years.
- Civic Minded. 80% of Millennials say that they want work that has a positive impact on society
- Technologically savvy. They are often referred to as Digital Natives. Any of them born in or after 1994 have only experienced a world where information is facilitated by your access and mastery of the internet.

- Raised on “cooperation” and no one left behind - , even though Millennials are often considered self-centered and hard to work with, according to research, in the category of collaboration and teamwork, they were at the 60th percentile, while the percentile scores were lower for each older generation

The Next Workforce: The New Silent Generation

Even though a little over half of the Millennials are currently in the workforce, people are already starting to wonder “who’s next?” After all, the first of this new generation very likely will be entering the workforce within the next three to eight years. Start planning now!

Who are they? Too early to tell. But odds are, the Millennials will have something to say about them. The name of this new generation (born somewhere between 2000 and 2020) is still up for debate: Generation Z, Digital Natives, the Net Generation, and Generation Flow are a few names that have emerged in the literature. Due to the cyclical nature of generational characteristics, “the New Silent Generation” may be the most descriptive name because they will mimic many of the traits of the Silent Generation. For several reasons, the New Silent Generation will value career stability, ecological responsibility, and social justice. Like their Silent forebears, they may tend toward a more conservative, risk-averse lifestyle, preferring to travel less and remain with employers for long periods.

By nature of growing up as digital natives, the New Silent Generation also will share traits with their predecessors, the Millennials. Specifically, the New Silents will blur the lines among races, ethnicities, and cultures, and thus be inclusive in the workplace. This need for inclusion is likely to lead to high expectations from employers to include them as key players in plans and decisions. In addition, as many of the proposed names imply, this will be a generation where technology comes as easy – and as necessary – as breathing. This generation will be raised on the fact that technology advances happen at an exponential pace. Upgrading to the newest technology will likely been seen as a necessity rather than a luxury. While already important, how well your organization manages its technology infrastructure will be critical for these entry level employees. Finally, as the economy continues to struggle, what lessons will this newest generation learn as they observe their parents make choices between “wants” and “needs?” Some marketing experts predict that this generation will embody many of the same values of their Silent Generation great grandparents of thrift, saving and economic frugality.

So there we have it. Silent Generation, Baby Boomers, Generation X, the Millennials and whoever this next Generation 3.0 shapes up to be. Sooner or later every generation comes . . . and every generation goes. By understanding the unique needs and gifts of every generation you will be setting your organization up to make full use of this engaging and energetic new wave of the workforce.