GENERATIONS AT WORK

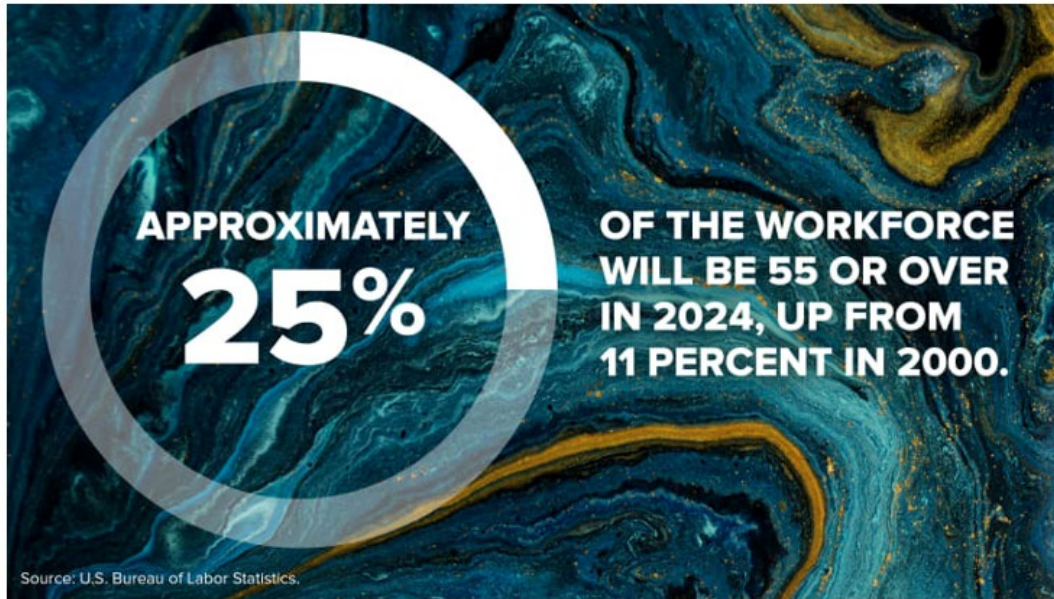## APPA Institute for Facilities Management – September 2019

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RETIREMENT WAVE IS LOOMING

APPROXIMATELY 25% OF THE WORKFORCE WILL BE 55 OR OVER IN 2024, UP FROM 11 PERCENT IN 2000.

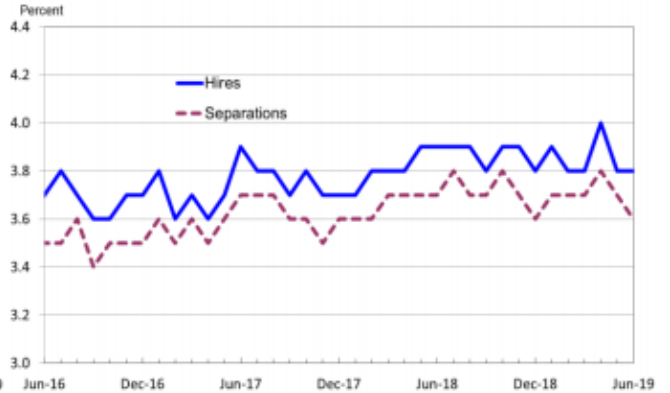Source: U.S. Bureau of Labor Statistics.

UNEMPLOYMENT AT ALL TIME LOW

Chart 1. Job openings rate, seasonally adjusted, June 2016 - June 2019

Chart 2. Hires and total separations rates, seasonally adjusted, June 2016 - June 2019

AS OF JUNE 30TH: JOB OPENINGS WERE AT 4.6% AND HIRE RATES WERE AT 3.8%

WHAT CHALLENGES ARE YOU EXPERIENCING WITH THIS RIGHT NOW?

WHAT IS A GENERATION?

Generation: A group of generally contemporaneous (originating, existing, or happening at the same period of time) individuals regarded as having common cultural or social characteristics and attitudes.

The Generations…Who is Involved

"…unless we accept the fact that we are making decisions every day about people we may not understand – people who may not share our basic assumptions about the world, people whose life experience has been very different from our own – unless we understand that, we risk making mistakes that can cost us dearly."

– Karen Ritchie, Marketing to Generation X

| Generation	Birth Years	Age in 2019	Population
Traditional/Silent	1927-1945	74-92	39.9 million
Baby Boomers	1946-1964	55-73	75.4 million
Generation X	1965-1976	43-54	54 million
Millennials	1977-1997	22-42	83.1 million
Generation Z	1998-2009	10-21	61.7 million

WHAT DOES YOUR CURRENT WORKPLACE LOOK LIKE?

HOW DO THE DIFFERENT GENERATIONS IMPACT YOUR ABILITY TO GET WORK DONE?

Numbers to Consider In the US

More than a third of the workforce are Millennials

% of the U.S. labor force

| 1994	2017	
	2	Silent/Greatest
21	25	Boomers
50	33	Gen Xers
29	35	Millennials
	5	Post-Millennials
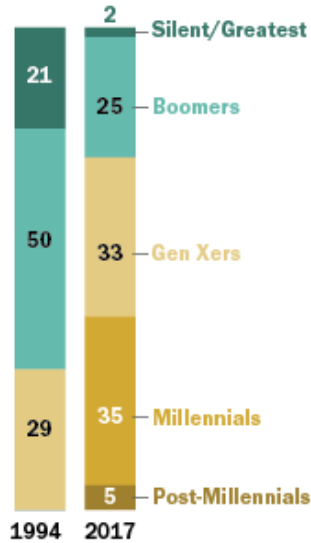
Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown. Source: Pew Research Center analysis of monthly 1994 and 2017 Current Population Survey (IPUMS).

PEW RESEARCH CENTER

Younger generations see increased diversity as good for society

% saying increasing racial and ethnic diversity is a good thing for our society

Gen Z	62
Millennial	61
Gen X	52
Boomer	48
Silent	42
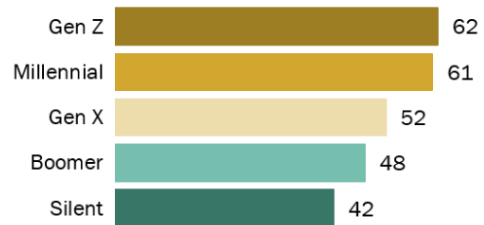
Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.
"Generation Z Looks a Lot Like Millennials on Key Social and Political Issues"

PEW RESEARCH CENTER

Greatest Gen: 1.2%
Silent Gen: 8.9%
Gen-Z: 21.5%
Baby Boomers: 23.5%
Millenials: 24.7%
Gen-X: 20.3%
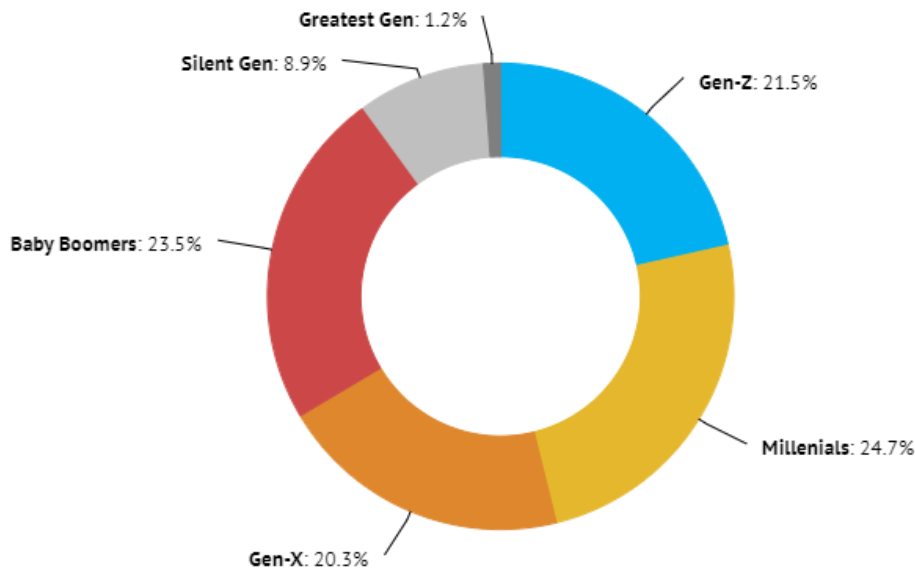
Total US Population by Generation July 2018

Let's talk about Generational Values

According to Morris Massey, differences in what the different generations' value is based upon how values were developed (programmed). He determined that values are generally programmed around the age of 10. Because people within the same age range tend to experience the same political, social, economic times, people tend to develop similar characteristics and values.

What was happening in the world when each generation was around 10?

Traditional/Silent (Age Now: 74-92) 10 Between 1937 and 1955	
Experiences	**Values**

Baby Boomers
(Age Now: 55-73)
10 Between 1956 and 1974

Experiences	Values

Generation X
(Age Now: 43-54)
10 Between 1975 and 1986

Experiences	Values

Millennial - Gen Y
(Age Now: 22-42)
10 Between 1987 and 2007

Experiences	Values

Gen Z
(Age Now: 10-21)
10 Between 2009 and 2019

Experiences	Values

Examples of Generational Considerations

TRADITIONAL/SILENT

- Directive leadership style which was standard operating procedure. Were expected to take charge, delegate, and make the bulk of decisions themselves.
- Make strong team members as they grew up in the WWII aftermath and saw the power of labor unions and collective action in the workplace.
- Work best in structured teams that have strong direction on "the how and when to do things."
- Can challenge younger managers by holding onto the "we have never done it this way" mentality.
- Technology can be intimidating – did not grow up with it.

- Several themes of the Traditionals are: strict adherence to rules and directives, respect for the role of authority, loyalty to organization, belief in seniority and time served.

BABY BOOMERS

- The "Baby Boom" was the great expansion and push toward individualism over team work in the workplace. Loyal to career first, employer second.
- Seen as the generation of achievement, concerned with raising fortunes and finding ways to achieve status, prestige, and power. Think 50-60 hour standard work week.
- Large push towards self-actualization in this generation. Shifted away from values of conformity and loyalty in previous generation to a means of self-expression and self-actualization. Think civil rights activism, Vietnam War and inflation.
- Most educated compared to other generations.
- Willing to challenge the status quo and with strong ability to handle a crisis.

- Several themes of the Baby Boomers are: value hard work demonstrated by long hours on the job, value education and high quality work products, emphasis on teamwork with regular face-to-face meetings.

GENERATION X

- Living in the shadow of the Boomers, this generation has passively resisted anything the older generation stood for.
- Learned that work offers no permanent guarantee for employment. Corporations can terminate you without warning, apologies, or logic.
- Prevailing attitude of "it's just a job". While this attitude is unlikely to change drastically, can be motivated to do a good job if presented with flexibility, technology, multitasking, feedback, and evenly disseminated recognition.
- This generation doesn't automatically respect people because they are older. They feel that people must prove that they are worthy of respect.
- Generation X grew up with information technology. They are comfortable with sound-bites, close-up cameras, and quick changing, sharp images. They like advertising that has attitude. They like to read copy that uses short, snappy phrases, charts, diagrams, and cartoons. They want their information concrete, concise, and to the point.
- Gen Xers watched their grandparents work long hours only to receive a gold watch and pension upon retirement. Then their parents' dedication to the company was repaid with downsizing and layoffs.

- Several themes of the Gen X's are: independent, resourceful, self-sufficient, value freedom and responsibility in the workplace, can display casual disdain for authority and structured work hours, demand high productivity and prefer to get tasks done quickly, embrace a hands-off management philosophy.

MILLENNIALS

- Grew up with parents that paid close attention to every facet of child rearing in an all-out pursuit of bringing up well-educated, well-adjusted children…think "helicopter parents".
- Grew up in an era of drastic technology change…think corded house phone to smartphone.
- Early Millennials are likely to subscribe to a stricter moral code as their parents have been vigilant in insisting that they use "please", "thank you", "sir", and "ma'am".
- The everyone wins…Trophy Generation.

- Several themes of the Millennials are: tech-savvy, family-centric, team-oriented and want to be included, require attention and feedback, achievement oriented, free expression and aren't afraid to question authority, strong views, innovation, civic minded and critical thinkers.

GENERATION Z

- Gen Z does not know a time without technology; they are "digitally entrenched". Spend 6 to 9 hours a day absorbing media; 92% are online daily.
  - 85% of Gen Z watched at least one online video in the past week to learn a new skill.
- Do not rely on their parents as much as previous teen generations. Earning their own spending money through freelance work, a part time job, or earned allowance.
- Most excited to apply for jobs with a: 1) fun work environment (47%) and 2) flexible work schedule (44%).
- The pendulum is swinging back from the Millennials' "college debt is a part of life" mentality. Over 1 in 5 members of Gen Z say that personal debt should be avoided at all costs.
  - Want to learn now and work now, delaying work for four years is less than ideal.
  - Apprenticeships are becoming the labor of choice as getting paid to learn is a viable offer.

- Several themes of the Gen Z's are: being independent, self-confident and autonomous, very environmentally aware, short attention span and need visual stimulation though are able to multitask given their ability to process and absorb information so quickly.

Gen Z will move faster and with even fewer ties to the way things were in the past because they simply do not remember a time before blazing-fast Internet speed, an African-American president, and being able to have anything you could possibly want delivered to your door with a single click (or not even having to click—just ask Alexa)." (The State of Gen Z 2017 White Paper. 2017. The Center for Generational Kinetics, p25)

Understanding the Field of Play

	Traditionals	Boomers	Gen Xers	Millennials	Gen Z
Defining Values	Loyalty	Optimism	Skepticism	Realism	Optimism, Pragmatism
Communication Style	Discrete	Diplomatic -- In-person	Blunt and Direct	Polite but Direct	Collaborative
Relation to Authority	Respectful	Antagonistic	Love/hate	Relaxed	Trustful…to an extent
Career Goals	*"Build a legacy"*	*"Build a stellar career"*	*"Build a portable career"*	*"Build parallel careers"*	*"Build a better tomorrow"*
View of Technology	Adapted	Acquired	Assimilated	Integral	Native
Dislikes at Work	Change -- Ambiguity	Lack of diversity	Micro management	High risk situations	Distance -- Structure
Viewpoint on Rewards	*"The satisfaction of a job well done"*	*"Money, title, recognition, the corner office"*	*"Freedom is the ultimate reward"*	*"Work that has meaning for me"*	*"Work that improves the world"*
Viewpoint on Balance	*"Work and home are separate"*	*"Live to work"*	*"Work to Live" Give me time now, not when I'm 65*	*"Work isn't everything, I need flexibility so I can balance all my activities"*	*"Make it flexible and fun, and group oriented. It has to have purpose"*

Coaching the Generations

	Feedback	Training/Learning
Traditionals	No news is good news	- I learned the hard way, you can too!
Baby Boomers	Annual review is when expect to get feedback If not in alignment, be sure to have lots of documentation.	- Formal, structured learning but expect interaction
Generation X	Sorry to interrupt, but how am I doing? Quarterly feedback is fine	- The more they learn, the more they stay - Self-directed learning
Millennials – Gen Y	Crave frequent feedback Prefer with regularity (weekly/monthly)	- Continual learners, innovative and collaborative - Expect to be included in decision-making - Sense of schedule
Generation Z	Coach me continuously "Bites" of Feedback at all times	- Learning is constant and digital and can be found anywhere

To Get the Most from Millennials (and Everyone Else):

- Foster a culture of innovation

- Correlate coaching to career advancement

- Embrace technology strategically

- Be socially responsible

Aligning Across Generations – Where are the Fault Lines?

"By 2020, 13 million more Boomers will have retired, Millennials will dominate the workplace in terms of sheer numbers, Gen X will own the C-suite, and 30 million Gen Zs will have come to work. We are watching the workplace and the work ethic shaped by Boomer values dissolve rapidly as Millennial values take hold." (3 New Generational Realities, Amy Lynch)

Get out of your Comfort Zone

Recognize that the advice you give almost always reflects YOUR generation…

Traditionals / Baby Boomers	Gen Xers / Millennials / Gen Z
Use leisurely, even pace	Pick up the **pace**
Using telling, text-oriented methods	Increase **interaction**
Focus on the content	Link to the **learner**
Take a linear approach	Offer **options**
Employ a prudent amount of fun	Make learning **fun**

As a manager in a facilities environment, what can you do to make learning fun?

Aligning Across Generations – What Works Where

	Communication/ Professionalism	Work/Life
Traditionals	Formal communication: memos, formal tone, good grammar & diction, no profanity	♦ Duty Before Pleasure
Baby Boomers	Semi-formal communication: face-to-face, phone call	♦ Live to Work ♦ Work is done in the office
Generation X	Direct and immediate communication: Email and text	♦ Work to Live ♦ Led the charge to work from home, though as Managers still expect face time
Generation Y/ Millennials	Relaxed communication: text, social media not focused on grammar, relaxed, informal, emojis – don't forget the hashtag!	♦ Blended approach to work and life ♦ Work from anywhere
Generation Z	Return to face to face communication but with hand held devices- Facetime, Lync, Skype, GIF's	♦ Work from anywhere ♦ Entrepreneurial

Out of the Comfort Zone

Have the conversation to remove the likelihood for misunderstanding and misinterpretation

- Why do we do things the way we do them?

- What is professionalism is to you? Consider the why?

Having people who were born between the 1920s and the 1990s work together creates the potential for creativity and innovation, but also for conflict and misunderstanding.

You can avoid pitfalls and ensure inclusivity by:

- Staying respectful, flexible and understanding.

- Avoiding stereotypes.

- Being open to learning from others, and helping them to learn from you.

- Adapting your communication style.

- Focusing on similarities between individuals, rather than on generational differences.

Aligning Across Generations – Where Perspectives Align

Flexible Schedules

- 74% of millennials report they want flexible work schedules.
- 94% of baby boomers also say they would like a special work arrangement such as flexible hours or telecommuting.
- Everyone is interested in creating a work arrangement that aligns well with other life priorities.
- Shift from work-life balance to work-life integration

HOW CAN YOU SUPPORT FLEXIBILITY IN A FACILITIES ENVIRONMENT??

Making an Impact

- The IBM Institute for Business Value reports that a top career goal of millennials, gen X, and baby boomers alike is "making an impact."
- Everyone is interested in making a difference for their organization. Empower your employees of all ages to do so.

HOW DOES YOUR STAFF KNOW THEY ARE HAVING AN IMPACT ON CAMPUS?

Motivation

- Employees of all generations, not just Millennials, report that the best way to motivate them is to recognize them sincerely for a job well done. This creates an emotional connection between employer & employee.
- **A simple, genuine thank you is the best motivator of all.**

RESOURCES

- Clash of the Generations- Managing the New Workplace Reality, 2017 Valerie Grub

- TedxHouston Talk by Jason Dorsey, What do we know about the generation after millennials? https://youtu.be/4f16o9Q0XGE

- The State of Gen Z 2017 White Paper. 2017. The Center for Generational Kinetics: http://genhq.com/gen-z-2017-research-white-paper/

- How to get along with Boomers, GenXers and Millennials | Mary Donohue | TEDxToronto https://www.youtube.com/watch?v=RtDxPcQ8GJg

- 38 Killer Strategies You Can Use to Crush Generational Conflict Now! – eBook - http://www.generationaledge.com/alert

- 2016 Deloitte Millennial Survey: https://www2.deloitte.com/content/dam/Deloitte/at/Documents/human-capital/millennial-innovation-survey-2016.pdf

- Luke Wilson on Conan O'Brien, September 20, 2017 – Millennials in Airports: https://www.youtube.com/watch?v=pkoMfqJnLBA&sns=em

- Generation Z: 12 Important Things Companies Need To Understand, March 2017: https://www.forbes.com/sites/forbescoachescouncil/2017/03/03/generation-z-12-important-things-companies-need-to-understand/#60bcfb4f1fe3

- Managing Across Generations, May 2017 Carolyn Goerner, PHD https://iu.mediaspace.kaltura.com/media/Managing+Across+Generations/1_o8vz39v3/63189421

- Where Perspectives Align: https://www.forbes.com/sites/davidsturt/2016/08/16/generational-differences-when-they-matter-and-when-they-dont/2/#69a4c54e64df

- Employee Motivation 2019: https://www.snacknation.com/blog/how-to-motivate-employees/

- From Catalyst: http://www.catalyst.org/knowledge/generations-demographic-trends-population-and-workforce

- From: https://www.census.gov/newsroom/press-releases/2018/cb18-41-population-projections.html

- From: Pew Research Center: http://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/

- From: http://genhq.com/gen-z-2017-research-white-paper/