THE FIVE GENERATION WORKPLACE

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Course Description

Right now there are five generations in the workplace, each with a different set of values and communication styles. At a time where the nation is facing a talent shortage, particularly in areas of skilled trades, how do facility organizations successfully assimilate each generation in order to increase employee engagement and retention.

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Learning Outcomes

Learning Objective 1:
Learn who the five generations in the workplace are.

Learning Objective 2:
Learn how to deal with the talent shortage on campuses.

Learning Objective 3:
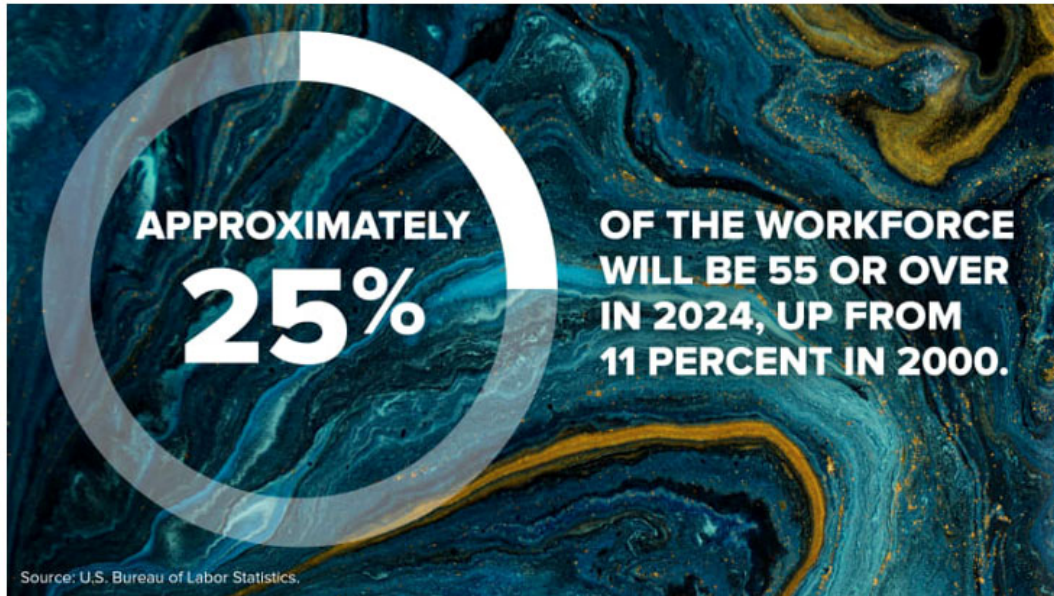Learn how facility organizations successfully assimilate each generation.

Learning Objective 4:
Learn how each generation differs in employee engagement and retention.

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Future Snapshot of the United States

RETIREMENT WAVE IS LOOMING

APPROXIMATELY 25% OF THE WORKFORCE WILL BE 55 OR OVER IN 2024, UP FROM 11 PERCENT IN 2000.
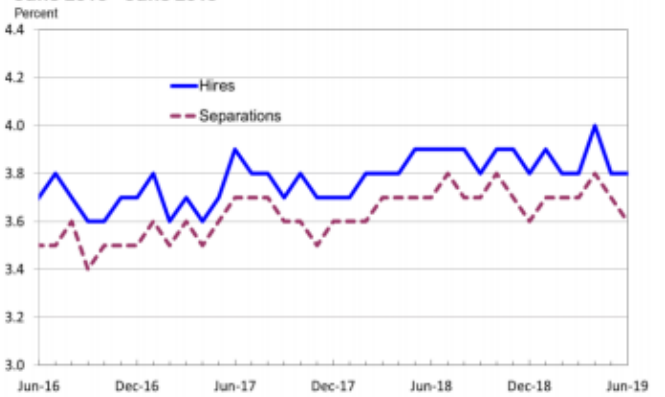
Source: U.S. Bureau of Labor Statistics.

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."

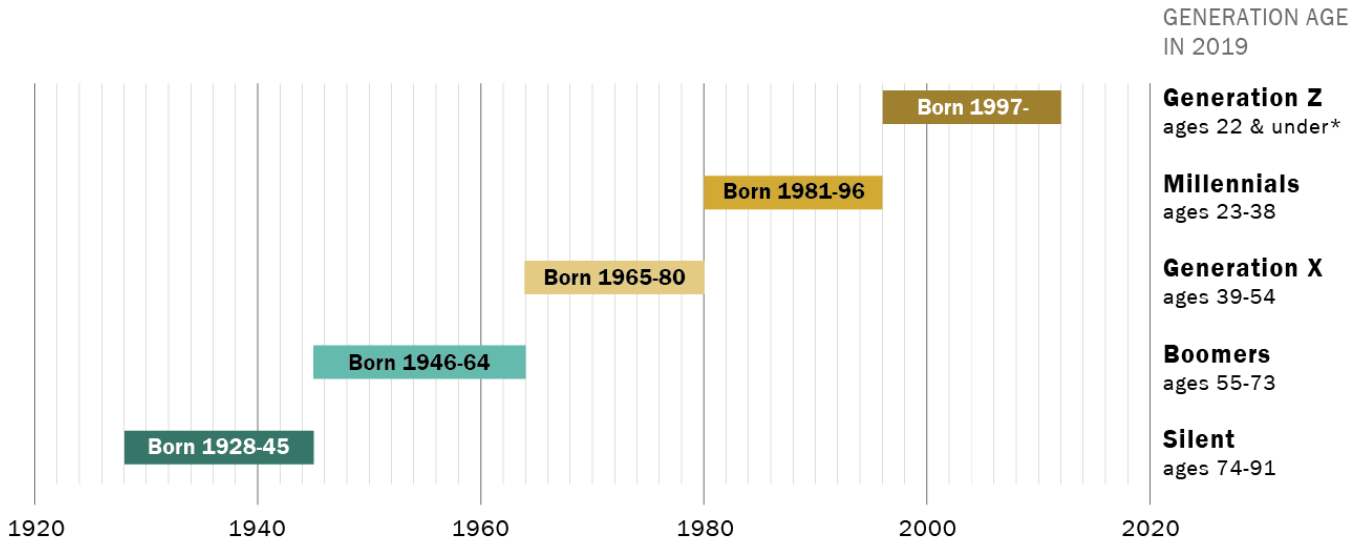*– Karen Ritchie, Marketing to Generation X*

Generation	Birth Years	Age in 2020	Population
Traditional/Silent	1927 - 1945	75+	39.9 million
Baby Boomers	1946 - 1964	56 - 74	75.4 million
Generation X	1965 - 1976	44 - 55	54 million
Millennials/Gen Y	1977 - 1997	23 - 43	83.1 million
Generation Z	1998 - 2010	10 - 22	61.7 million

WHAT DOES YOUR CURRENT WORKPLACE LOOK LIKE?

HOW WILL THOSE DEMOGRAPHICS IMPACT YOUR ABILITY TO GET WORK DONE?

Numbers to Consider In the US

GENERATION AGE
IN 2019

Generation Z
ages 22 & under*

Millennials
ages 23-38

Generation X
ages 39-54

Boomers
ages 55-73

Silent
ages 74-91

Born 1997-

Born 1981-96

Born 1965-80

Born 1946-64

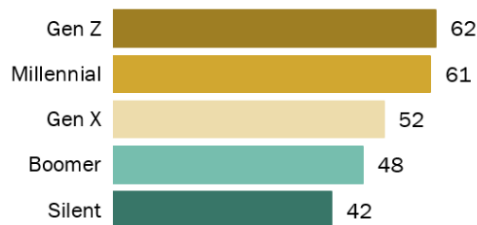Born 1928-45

1920   1940   1960   1980   2000   2020

*No chronological endpoint has been set for this group. Generation Z age ranges vary by analysis.

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

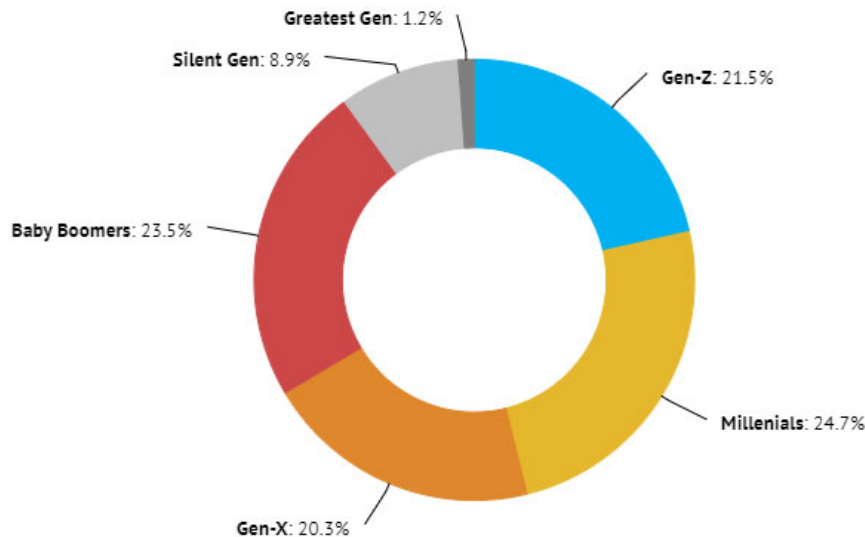| Generation	%
Gen Z	62
Millennial	61
Gen X	52
Boomer	48
Silent	42

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

Total US Population in July 2018

Greatest Gen: 1.2%
Silent Gen: 8.9%
Gen-Z: 21.5%
Baby Boomers: 23.5%
Millenials: 24.7%
Gen-X: 20.3%

- Millennials are increasingly likely to be born with a first language other than English.

- Gen Z is the most diverse generation in US history. So diverse in fact that its members often only recognize diversity in its absence!

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?

Traditionals
(Age Now: 75+)
10 Between 1937 and 1955

Experiences	Values

Baby Boomers
(Age Now: 56-74)
10 Between 1956 and 1974

Experiences	Values

Generation X
(Age Now: 44-55)
10 Between 1975 and 1986

Experiences	Values

Millennial - Gen Y
(Age Now: 23-43)
10 Between 1987 and 2007

Experiences	Values

Gen Z
(Age Now: 10-20)
10 Between 2008 to date

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 – GEN Y

- 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 hrs 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.
- Technology has taught them to be super multi-taskers. Need constant stimulation to stay engaged.
- 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	Authenticity
Communication Style	Discrete	Diplomatic -- In-person	Blunt and Direct	Polite but Direct	Collaborative
Communication Method	Write a Memo	Call Anytime	Call only while at Work	Email or Text Anytime	Social Media 24/7
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** Think party lines and radios	**Acquired** Think TV growth	**Assimilated** Think computer revolution	**Integral** Think Internet explosion	**Native** Think A.I. Siri & Alexa
Dislikes at Work	Change -- Ambiguity	Lack of diversity	Micro management	Menial Work	Distance -- Structure
Viewpoint on Rewards	Satisfied with a job well done	Money, title & recognition	Freedom in work is the ultimate reward	Meaningful work with recognition for input	Reward me by growing me
Viewpoint on Work/Life Balance	**Work Hard** Work and home are separate things	**Live to Work** Hesitant to take time off	**Work to Live** Clearer focus on taking time off	**Work isn't Everything** Flexibility to balance all activities	**Work is Fun** Flexible, fun, and group oriented…

	Attributes	Challenges
Baby Boomers	Ambitious, Driven, Optimistic, Responsible, Socially Aware	Typically take a top down approach to leadership, similar to military hierarchy of chain of command.
Generation X	Adaptable, Confident, Independent, Pragmatic, Self Sufficient	Do not automatically respect authority or individuals in roles of authority, expect individuals to prove they are worthy of respect before giving it.
Millennials – Gen Y	Collaborative, Inclusive, Open-Minded, Persistent, Tech-Savvy	Require attention and continuous feedback though supervisors must be careful to balance constructive feedback with compliments. Tend to respond poorly to those who act in authoritarian manner and expect to be respected by rank alone.
Generation Z	Collaborative, Digital Native, Entrepreneurial, Optimistic, Pragmatic	Need help building interpersonal relationship and in-person communication skills.

What Do I Do Now?

Look at your workplace today and see where generations are working well together, and where they are not.

- On strong teams, the managers have an inherent understanding of the needs and motivators for each generation, thus allowing creativity and innovation to surge into new opportunities for growth.

  o What you as a leader can do right now is become mindfully aware of each individual team member's strengths. Then use these strengths to find the right way to create appropriate pathways to increase engagement and avoid conflict and misunderstanding.

- On challenged teams, managers tend to have a mindset of getting the job done no matter what. This approach tends to brush aside the importance of understanding individual differences in the work environment.
  o What you can do to avoid the conflict that is inherent in this environment is to take a moment and pause to think about if you are adapting your style to individual preferences appropriately. Taking this quick break can help managers avoid costly mistakes and ensure inclusivity on the team by not falling into stereotypical thinking.

When leadership actively understands the values that shape each team member, each individual can find ways to respectfully shape a work environment that is built for success.

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This concludes The American Institute of Architects Continuing Education Systems Course.

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/