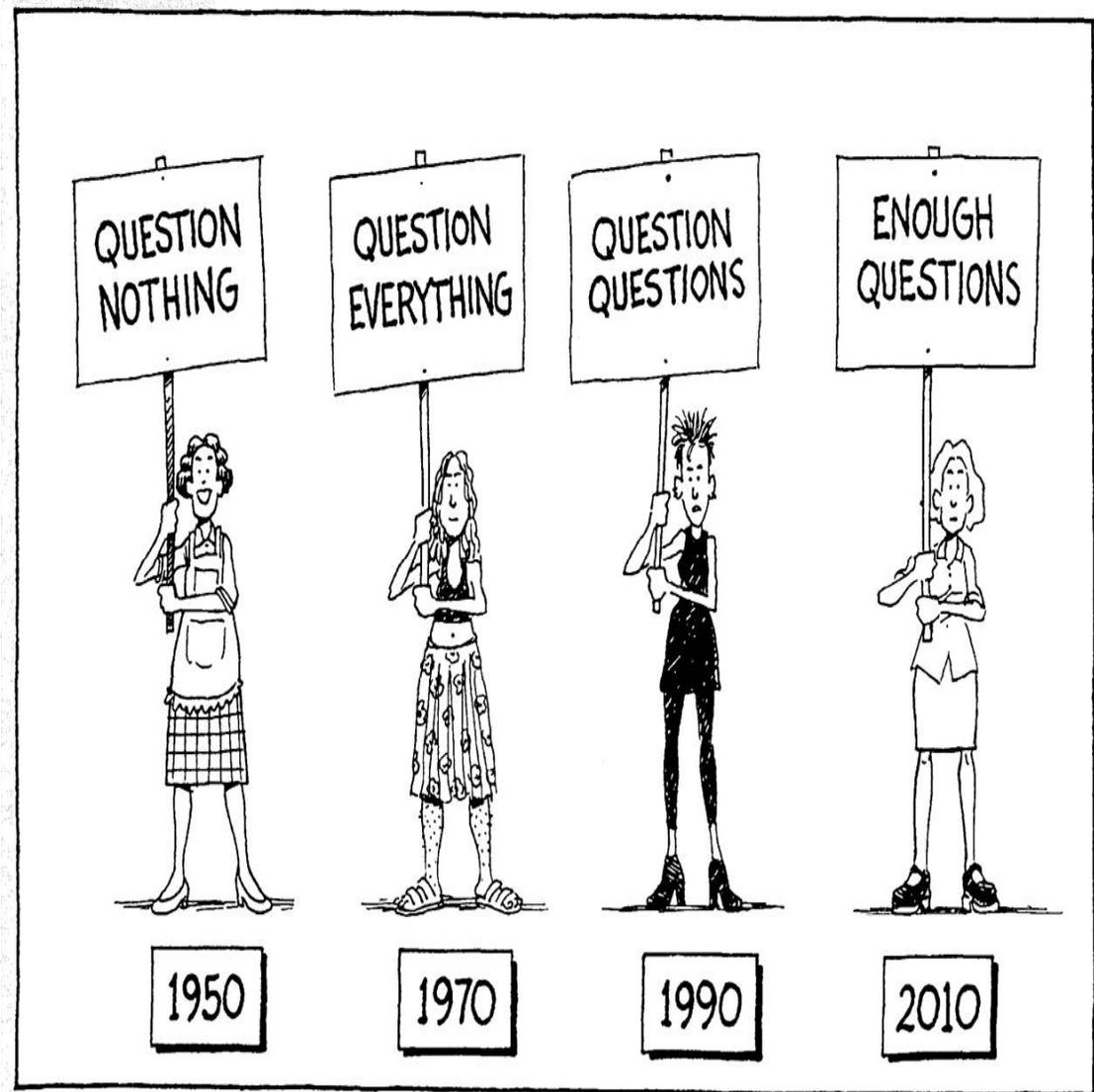


# WORKING IN A MULTI-GENERATIONAL WORKFORCE

Office of Training and Organizational Development  
September 28, 2016

# Agenda

- Introductions
- Who are Boomers, Generation X, and Millennials ?
- Generational Constellations and Peer Personalities
- Generational Approach to Work.
- Strategies in a Multi-Generation Workforce.



# Introductions

- Your Name
- Department at CSU
- Why did you choose to attend this workshop?
- What do you hope to learn?



## What You Will Learn:

- Learn the generational personalities for cohorts in today's workplace: Baby boomers, Generation X and Millennials.
- Explore the different workplace behaviors of the different generations in the workplace.
- Gain confidence from understanding generational differences and how to apply strategies to navigate different approaches to the workplace.



# Warm Up Exercises

At your table:

- What are the benefits of working in a multi-generational workforce?
- What are the challenges?



# GENERATIONAL THEORY

The History of the Future



# Our Life Cycle

- Youth coming of age (ages 0 to 21)
- Adults reaching midlife (ages 22 to 43)
- Midlife's reaching elder hood (ages 44 to 65)
- Elder hood passing on or reaching advanced old age (ages 66 and up)

# Generational Constellations

- Lineup of living generations, ordered by phase of life.
- Each constellation is shifting, moving through each phase of life.
- The move through a life cycle is approximately 22 years.

Strauss and Howe, 1991

# Key Concepts

- Think of generations as people moving through time.
- Generations are shaped by “age location” – your age during important and significant events.
- Events occurring during childhood and youth produces a “Peer Personality”.
- Peer Personality is defined as “set of collective behavioral traits and attitudes that later expresses itself throughout the generational lifecycle”.

Strauss and Howe, 1991

# EXPLORING THE GENERATIONS

Peer Personalities of Boomers, Generation X and Millennials



# Small Group Discussion

Generate a list of the following:

- Major news events;
- Pop Culture (movies, music, TV, trends)
- Influencers – political, sports, entertainment, etc.

Individuals Born:

- Group #1: 1946-1964
- Group #2: 1965-1980
- Group #3: 1981-1999

# Boomer's Key Event



# Boomer's Peer Personality

## Peer Personality Shaped By:

- Key events: Vietnam, space race, civil rights, Woodstock.
- Influencers: John F. Kennedy, Martin Luther King, Rosa Parks.
- Pop Culture: Slinkies, TV Diners, the peace sign, "The Mod Squad", "Laugh In".

## Peer Personality is:

- Optimistic
- Team Orientated
- Personal Gratification
- Health and Wellness
- Personal Growth
- Youth
- Work

## Boomers Workplace Characteristics

- Look for jobs with opportunity.
- Are competitive.
- Workaholics – but changing.
- Its not about “retirement” but “second act”
- Want to build relationships at work.
- Want to be recognized for experience.

# Generation X Key Event



# Generation X Peer Personality

## Peer Personality Shaped By:

- Key events: Watergate, energy crisis; Iran Hostage Crisis; Challenger explosion; massive lay offs.
- Influencers: Bill Clinton, Bill Gates, Madonna, Michael Jordan
- Pop Culture: Pet Rocks, Cabbage Patch dolls, “The Brady Bunch”, “The Simpsons”

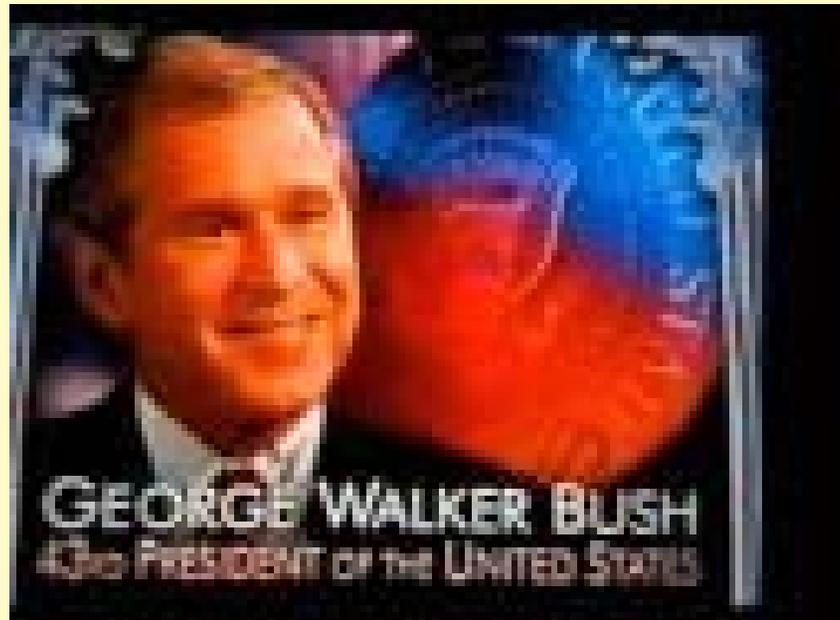
## Peer Personality:

- Pragmatism
- Self-reliance
- Informality
- Balance
- Diversity
- Think Globally

## Generation X Workplace Characteristics

- Offered a significant change concerning perception of work.
- Recognize companies are no longer loyal to workforce.
- Like flexible hours, informal work environment, the “right” amount of supervision.
- Parallel processes sing – able to handle a great deal of diverse information at the same time.
- Get things done and are out the door by 5:00 pm.

# Millennial's Key Event



# Millennial's Peer Personality

## Peer Personality Shaped By:

- Key events: Columbine; 9/11; Bush/Gore; technology.
- Influences: Michael Jordan, Tiger Woods, Mia Hamm, Mother Teresa, Bill Gates
- Pop Culture: Barney, Beanie Babies, Pogs, Teenage Mutant Ninja Turtles.

## Peer Personality:

- Optimistic
- Civic Duty
- Confidence
- Achievement
- Diversity

## Millennials Workplace Characteristics

- Enjoy working in teams.
- Believe hard work and goal setting are the tickets to their dreams.
- Share a confidence in the establishment.
- Believe in collective action, optimism about future, and trust in centralized authority.
- Create a demanding workforce: have a clear picture of the way work ought to be.

# MULTI-GENERATIONAL WORKFORCE

Strategies to Effectively Work Together



# Career Paths

- Organizations are more dynamic with changing economy.
- The workforce needs to take more responsibility for their career path.

Small Group Discussion:

From a generational perspective, how do Boomers, Generation X, and Millennials approach career paths?

# Career Paths

Boomers	Generation X	Millennials
“Build a stellar career”	“Build a portable career”	“Build a parallel career”
Reaching limited time left to excel at career.	Build skills and experience that can go with them.	Positions involve multi-tasking.
Less likely to job-hop	Fear being stagnant.	Interested in being cross trained.
May be burned out	Have a desire to build a resume.	May experience as many as 10 <i>career</i> changes in their lives.
Looking for challenging opportunities, not more work.	If believe being coached and trained and building a career portfolio, will stay.	Ready and willing to adapt to organizations evolving structure.
Increasing less emphasis on salary.	Need to be patient and become truly competent at what they do.	Take skills from role and move in a new direction. Could be within an organization.

# Balance in the Workplace

- Changes in the workforce spurred the conversation of balance.
- Women in the workforce; divorce; proximity of extended family created the need to look at work differently.

## Small Group Discussion:

From a generational perspective, how do Boomers, Generation X, and Millennials approach balance at work?

# Balance in the Workplace

Boomers	Generation X	Millennials
“Help me balance everyone else and find meaning myself”.	Give me balance now, now when I’m 65”.	“Work isn’t everything; I need flexibility so I can balance all my activities”.
Looking to employers to help make “having it all” easier to manage.	Brought balance to the forefront of the workplace.	Want to take advantage of all the activities and opportunities offered to them.
Balance includes the search for meaning.	Time put in does not matter as long as get work done.	Workplace is seen as one of their activities, not necessarily top priority.
Questioning both the meaning of live and value of work.	Workplace policies need to provide for lifestyle.	Flexible hours is one strategy Millennials use to achieve balance.

# Feedback in the Workplace

- Feedback is a key component to employee retention.
- Generations have differing styles and approaches in the area of feedback.
- Technology has spurred differences for timeline on feedback.

Small Group Discussion:

From a generational perspective, how do Boomers, Generation X, and Millennials want to receive feedback?

# Feedback at Work

Boomers	Generation X	Millennials
Feedback once a year.	Sorry to interrupt, but how am I doing?	Feedback whenever I want it at the push of a button.
Adapted the once a year performance evaluation.	Want immediate feedback.	Timeframe will be shorter for feedback due to use of technology.
Will wait for feedback until scheduled meeting.	Want feedback at least a few days after completing a project.	Appreciate a “coaching” approach to feedback.
Politically savvy with method of providing feedback.	Want more straight talk.	Set clear targets and provide structured feedback.

# COMMON GROUND

Ideas to Create a Cohesive Multi Generational Workplace



# Why is Fun Important at Work?

- Everyone needs to blow off steam.
- It is helpful for people to get to know each other in a different way.
- We need to celebrate together.
- Office traditions are important.

How Does Your Department Have  
Fun at Work?

# Employee Engagement

“A heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work”.

The Conference Board

# Employee Engagement

The Q 12 Engagement Tool:

- I know what is expected of me at work.
- I have the materials and equipment I need to do my work right.
- At work, I have the opportunity to do what I do best everyday.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor, or someone at work seems to care about me as a person.
- There is someone at work who encourages my development.
- At work, my opinions seem to count.
- The mission or purpose of my company me feel my job is important.
- My associates or fellow employees are committed to doing quality work.
- I have a best friend at work.
- In the last six months, someone at work has talked to me about my progress.
- This last year, I have opportunities at work to learn and grow.

# Gallup Research

Engaged

Millennials	Generation X	Baby Boomers
29%	32%	33%
Not Engaged		
55%	50%	48%
Actively Disengaged		
16%	18%	19%

How Millennials Want to Work and Live  
Gallup, 2016

What Does Your Department do to  
Engage Employees?

# Moving Forward

- Consider having a discussion with team/office/department about the multi-generation workforce.
- When possible, consider generational differences where there are differences (career paths, balance at work)
- Where's your common ground?
- Remember to have the conversation.

# Resources

- Gallup Organization. *How Millennials Want to Work and Live*. 2016
- Lancaster, L. and Stillman, D. *When Generations Collide*. New York, 2002.
- PWC. *Millennials at Work: Reshaping the Workplace*. 2011
- Strauss, W. and Howe, N. *Generations: The History of America's Future*. New York, 1991.
- Zemke, R., Raines, C., and Filipczak, B. *Generations at Work*. New York, 2000.

# Office of Training and Organizational Development

- Faculty and Staff Development- including individual, group and organizational consulting.
- Building Proctor and Campus Safety.
- Campus Financial Services, Human Resources, and Procurement.
- University Employee Orientation

# Upcoming Programs

- October 12- *The Essential Elements of Wellbeing*
- October 26 – *Crucial Conversations*
- December 2 – *Introduction to Strengths*
- December 7- *Celebrate What's Right*

*Look for our new Supervisor Development Program!*

For more information, visit our website:

[www.training.colostate.edu](http://www.training.colostate.edu)

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