

Welcome!

Working With Other Generations

OTEC Session - October 20, 2010
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Session Agenda

10:30 a.m. - 12:00 p.m.

- Introduction
- Classroom Exercise #1
- Generations in the Workforce:
 - Traditionalists
 - Baby Boomers
 - Generation X
 - Generation Y
- Effective Communication
 - Classroom Exercise #2
- Summary & Questions

As We Get Started ...

- A quick generational survey of our audience here today.

Generational Communication

*“I HAD the information and she just shut me down. I’m not some punk kid; I’ve been doing this for **five** years.”*



Generational Communication

“Nobody wants to hear from the old guy. When they’re not thinking I’ve lost it, they’re planning my retirement party.”



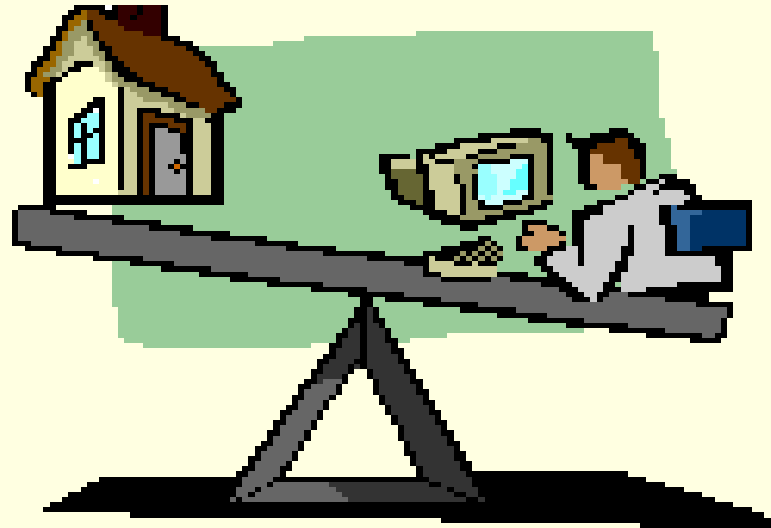
Generational Communication

“I’ve been called a ‘workaholic,’ and I guess sometimes I expect the same from others.”



Generational Communication

“She lives her life to work; I work to have a life.”



Generational Communication

*“They **NEED** technology and we **KNOW** technology. But it’s hard to make the trip when the **dinosaurs** won’t come along for the ride!”*



Who In This Class...

- Remembers life without a cell phone...
- Remembers getting off the couch to change the channel on the TV...
- Remembers black & white TV...
- Has ever owned a “vinyl record”...
- Has ever owned an “8 track tape”...



Generational Communication Objectives

- Define the four generations currently in the workforce
- Understand and define generational differences in key workplace dimensions
- Explain the communication process
- Prepare yourself to communicate with a representative of any generation at your workplace

Introduction

- We are encountering “generational diversity” in the workplace
- Each generation tends to be shaped or influenced by its environment and experiences
 - May have different meanings for the word “employment”
 - May have different communication styles
- It is important to narrow any “generation gaps” in order to work well with others:
 - Co-workers
 - Customers

Definition of Generation

- Group defined by common values, attitudes, ambitions and experiences
- Group “programmed” at the same time by shared experiences
- Group whose values, beliefs and work ethics are formed by the same political, social, and economic realities

Additional Considerations ...

- We're not defined solely by our generational background/experiences
- These factors represent just one possible "piece of the puzzle"
- Can be helpful to better understand ourselves and others
- *Each of us is a unique individual*

Lesson One



The “Who, What
& Why” for Each
Generation

Exercise #1

- Decades: 1930s, 40s, 50s, 60s, 70s, 80s, 90s
- Write down for the decades assigned to you:
 - Historical Events, Famous People, Movies, TV Shows, Music, Influences (U.S. / Global)

The 4 Generations – Born Between ...

Traditionalists 1925 – 1945

Baby Boomers (*post WW II*) 1946 – 1964

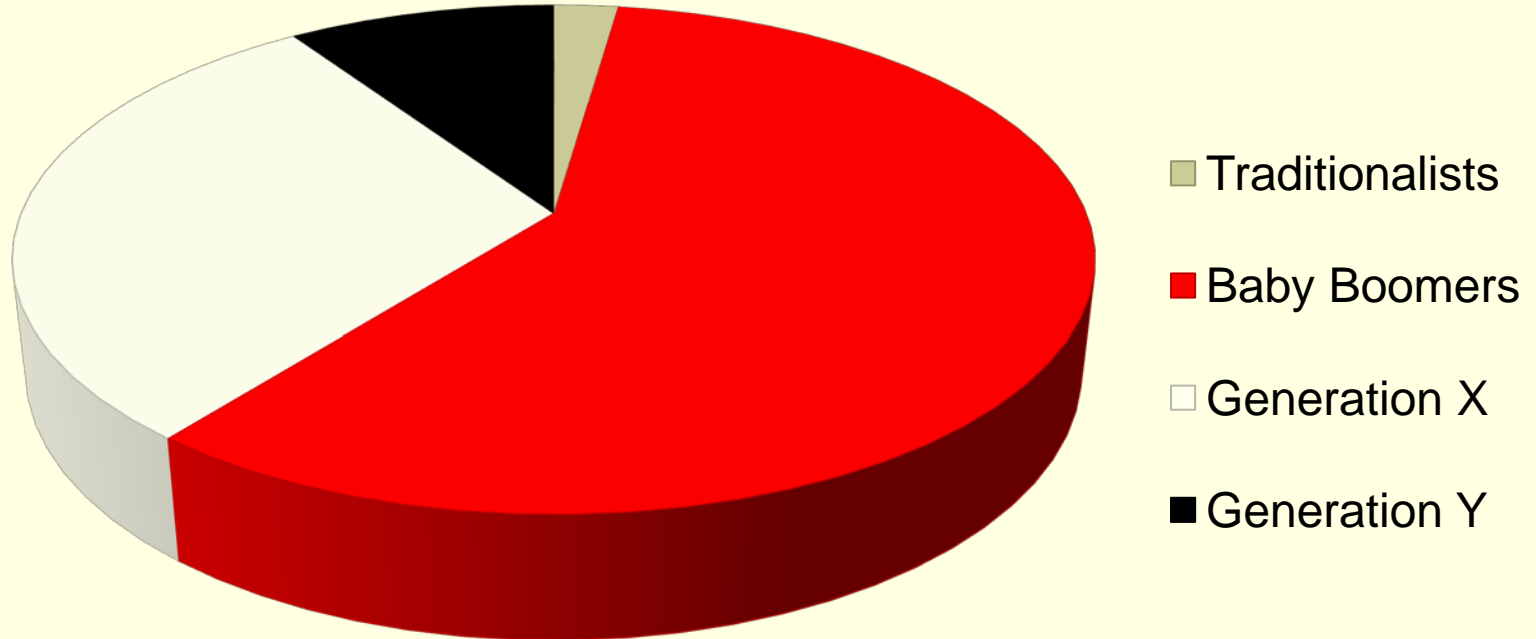
Generation X 1965 – 1981

Generation Y 1982 - 2003

Q: What Will Be the Next Generation?

- 'Generation Z', or 'Millennials'
- Born between 2004 and - ?

Generational Breakdown at ODOT

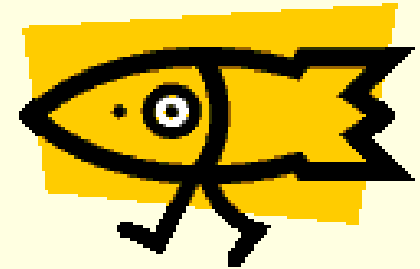


As of 2/1/09

Traditionalists (b. 1925-45)

Trends That Shaped

- The Great Depression
- The rise of Adolph Hitler
- Attack on Pearl Harbor
- Atomic bombs
- The New Deal
- The Korean Conflict



Traditionalists

Characteristics

- Older in age, but more knowledge
- Dedicated/loyal
- Respectful of rules
- Frugal
- Polite
- Reserved
- Usually won't speak their minds, question instructions or abuse privileges

Traditionalists

Work Ethic

- Conformers – work is an obligation
- Hard working, stable, loyal
- Avoids conflict
- Dislikes change
- Enjoys one-on-one communication
 - Technology is cold and impersonal, confusing
- Feels “no news is good news”

Traditionalists Leadership Style

- Command and control
- Military oriented
- Hierarchical
- Dictatorial and rigid



Traditionalists

Motivation

- Respect for their experience
- Perseverance is valued and rewarded
- Personal satisfaction for a job well done
- Perks, promotions, working your way up the ladder



Baby Boomers (b. 1946-64)

Trends That Shaped

- Civil Rights Act
- Martin Luther King Jr. march
- John F. Kennedy assassination
- Vietnam War
- Moon landing
- Woodstock
- Watergate



Baby Boomers

Characteristics

- Optimism and involvement
- Respect for power and accomplishment
- Team orientation
- Personal development and self-gratification
- Equality
- Serious about work; serious about play
- 'We can change the world'

Baby Boomers

Work Ethic

- Competitors – success through hard work
- Driven
- Workaholic
- Work is a source of personal identity
- Rewarded with “tangibles”
- Live to work – career first
- Must develop technological skills before they can progress

Baby Boomers Leadership Style

- Consensus-building approaches
- Passionate
- People oriented

Baby Boomers Motivation

- “You are valued, worthy and needed”
- “I approve of you”
- Enjoy and need human interaction

Generation X (b. 1965-81)

Trends That Shaped

- Challenger explosion
- Fall of the Berlin Wall
- Working mothers – 2 incomes
- Video games & MTV
- Personal computers and e-mail
 - Electronic babysitters
- Corporate downsizing

Generation X Characteristics

- Independent and resourceful
- Accepting of change
- Comfortable with diversity
- Expect a balanced lifestyle
- Dedicated to people, ideas, and tasks
- Self reliant and individual

Generation X

Work Ethic

- Not looking for longevity or lifetime employment
- “I want it now” attitude
- Technologically literate – immediate
- Flexibility – work whenever, just get it done
- Want to be developed, engaged, and appreciated
- Looking for fun
- Multi-tasker
- Little regard for rank/authority, big regard for shared knowledge
- Challenger

Generation X Leadership Style

- Limit bureaucracy
- Brutally honest
- Frequent feedback
- Change direction quickly

Generation X Motivation

- Cutting edge technology
- Continuing education and development
- Attracted to risk
- Individual physical challenge
- Immediate satisfaction

Generation Y (b. 1982-2003)

Trends That Shaped

- Star Wars
- CNN
- September 11
- Oklahoma City bombing
- Columbine
- Global warming debate
- Hurricane Katrina



Generation Y Characteristics

- E-learners
- Used to instant communication, impatient
- Optimistic, confident in self
- Sense of civic responsibility
- Achiever
- Family centered
- Strict moral code
- Concerned for environment
- Spoiled
- Most educated, most diverse, most tolerant
- Want balance of family, hobbies and work

Generation Y

Work Ethic

- Technocrats
- Work is a way to fill time between weekends
- Not likely to seek out additional responsibilities
- Difficulty understanding and accepting rules and protocols
- “I’ll do the job you hired me to do, that’s all”
- Goal/achievement oriented
- Need mentorship

Generation Y Leadership Style

- Honesty
- Integrity
- Team oriented
- Collaborative



Generation Y Motivation

- Grow and develop through education
- Life is about abundance
 - Exposed to more, accomplish more
- Expect to be given more
- “Be all that you can be”
- Cram as much as you can into life

| | Traditionalists | Baby Boomers | Gen X | Gen Y |
|--------------------------|------------------------|---|----------------------|--------------|
| Outlook | Practical | Optimistic | Skeptical | Cautious |
| Work Ethic | Dedicated | Driven | Free Agent | ? |
| View of Authority | Respectful | Challenge | Unimpressed | ? |
| Relationships | Self-sacrifice | Personal gratification | Reluctance to commit | Inclusive |
| Work/Life Balance | Don't get it | Responsible for balancing everyone else | Want it now | Flexibility |
| Turn-Offs | Vulgarity | Political Incorrectness | Cliché Hype | Promiscuity |

Lesson Two



Understanding
the Generations

| | Traditionalists | Baby Boomers | Gen X | Gen Y |
|-----------------------------|--|---|---|--|
| Famous Members | Jimmy Carter John Glenn Lee Iacocca Gloria Steinman | The Clintons Oprah Winfrey Elvis Costello Bill Gates | Brad Pitt Matt Groenig Jewel/Alanis Barack Obama | Chelsea Clinton Mark Zuckerberg Daniel Radcliffe LeBron James |
| Music | Glenn Miller Frank Sinatra Kate Smith | Beatles Elvis Presley Big Hair Bands | Disco Hip Hop Nirvana Guns n Roses | Rap <u>Gansta</u> |
| Cultural Memorabilia | Mickey Mouse Juke Boxes Radio | Fallout shelters Peace sign TV | Pet Rocks ET Computers | X-Games Barney WW Web |
| Heroes | WW2 Generals Joe DiMaggio | Gandhi ML King | Other Gen <u>X'ers</u> | Princess Diana Tiger Woods |

| | Traditionalists | Baby Boomers | Gen X | Gen Y |
|--------------|---|--|---|--|
| Myths | <p>Have more accidents</p> <p>Get sick more often</p> <p>Can't learn technology</p> <p>Not as productive as younger emps.</p> | <p>Always had it easy</p> <p>Going to retire comfortable</p> <p>Workaholics</p> <p>On their way out of the workplace</p> | <p>Materialistic</p> <p>Whiners</p> <p>"You owe me" attitude</p> <p>Not willing to work hard to achieve</p> | <p>Going to hell in a hand-basket</p> <p>Kids need to spend more time reading</p> <p>Need more exercise/less videos</p> <p>Getting a great education</p> |

| | Traditionalists | Baby Boomers | Gen X | Gen Y |
|-------------------------------|---|--|--|--|
| Messages that Motivate | <p>Your experience is respected here</p> <p>Tell us what worked and didn't work in the past</p> <p>Hard work is valued and will be rewarded</p> | <p>You're valued here</p> <p>You're important to our success</p> <p>You're worthy</p> <p>Your contribution is unique and important</p> | <p>Do it your way</p> <p>There aren't a lot of rules here...</p> <p>We've got the latest hardware and software</p> <p>We're not very corporate</p> | <p>You'll be working with other bright people</p> <p>You and your team can help turn around the company</p> <p>You can be a hero here</p> <p>All for one and one for all</p> |

| | Traditionalists | Baby Boomers | Gen X | Gen Y |
|--------------------|---|--|--|---|
| Assets | <p>Stable</p> <p>Detail Oriented</p> <p>Thorough</p> <p>Loyal</p> <p>Hard-Working</p> | <p>Service Oriented</p> <p>Driven</p> <p>Willing to go the extra mile</p> <p>Good at relationships</p> <p>Wants to please</p> <p>Good team players</p> | <p>Adaptable</p> <p>Techno-literate</p> <p>Independent</p> <p>Not intimidated by authority</p> <p>Creative</p> | <p>Collective action</p> <p>Optimism</p> <p>Heroic spirit</p> <p>Multi-tasking</p> <p>Technologically savvy</p> |
| Liabilities | <p>Inept with change</p> <p>Reluctant to buck the system</p> <p>Uncomfortable with conflict</p> | <p>Not budget-minded</p> <p>Reluctant to go against peers</p> <p>Sensitive to feedback</p> <p>Judgmental</p> <p>Self-centered</p> | <p>Impatient</p> <p>Poor people skills</p> <p>Inexperienced</p> <p>Cynical</p> <p>Skeptical</p> | <p>Need for supervision and structure</p> <p>Inexperience, particularly with handling of difficult people</p> |

Commonalities for ALL Generations

- Everyone is comfort seeking
- Most people resist change, but don't like status quo either
- Everyone wants information, to be kept "in the loop"
- Everyone likes some level of control

Lesson Three



**Generational
Differences in Key
Workplace
Dimensions**

Workplace Differences Reminders

- Don't label or stereotype
- How do you want to be perceived by others?
- You're a co-worker, not a parent
- Focus on job performance
- Praise in public, punish in private
- Send this message:

***We are good for each other,
Let's challenge each other,
Let's communicate with each other!***

To Maximize the Strengths of Each Generation....

- Traditionalists
 - Respect and acknowledge their expertise
 - Follow the chain of command
- Baby Boomers
 - Offer praise and recognition
 - Conduct face to face interaction
- Generation X
 - Resist micromanaging
 - Communicate through technology
- Generation Y
 - Ask their opinion
 - Offer challenges

| | Traditionalists | Baby Boomers | Gen X | Gen Y |
|-------------------------------|--|--|---|--|
| Work Style | By the book, "how" is as important as what gets done | Get it done, whatever it takes including nights and weekends | Take fastest route to results, protocol is secondary | Work to deadlines and goals, not schedules |
| Authority / Leadership | Command and control, rarely question authority | Respect for power and accomplishment | Egalitarian, rules are flexible, collaboration is important | Value freedom and autonomy, less inclined to pursue leadership positions |
| Communication | Formal yet personal, through proper channels | Somewhat formal through structured network, mix of electronic and face to face | Casual, direct, and electronic. Sometimes skeptical | Fast, casual, direct, high tech. Eager to please |
| Recognition / Reward | Personal acknowledgment for work done well | Public acknowledgment and career advancement | Balance of fair compensation and ample time off | Individual and public praise, opportunity to broaden skills |
| Work / Family | Work and family should be kept separate | Work comes first | Value a work/life balance | Value blending personal life into work |
| Loyalty | To the ORGANIZATION | To the importance and meaning of work | To individual career goals | To the people involved with the project |
| Technology | Complex and challenging, "if it ain't broke, don't fix it" | Necessary for progress and achievement | Practical tools for getting things done | What else is there? |

Potential “Clash” Points

- Agency loyalty
 - From organizational to individual
- Chain of command
 - From rigid to freedom
- Work ethic
 - From corporate to individual
- Workplace diversity
 - Gen Y is colorblind
- Feedback and mentoring
 - Differences in communication styles

Minimizing Friction

- Know who you're working with
- Create a climate for and of RESPECT
- Communicate openly and honestly



Lesson Four



**Narrowing the
Generation
Gaps**

To Narrow the Gap, Use the A-List

- **Accept** your “mutual rightness”
- **Acknowledge** your interdependency on each other generation
- **Appreciate** what you have in common
- **Assume** responsibility for making your relationships better
- **Adopt** the “Platinum Rule”

What is the “Platinum Rule?”

- The “Golden Rule” (in modern terms) – treat others the way ‘you’ want to be treated.
- The “Platinum Rule” – treat others the way they want to be treated.

Use Vocabulary to Narrow the Gap

10 key words to 1 key word

10 - We have a lot more in common than I thought

9 - How can we help each other be more successful?

8 - I'd like to share my ideas with you

7 - Neither of us can do it alone

6 - Please tell me what you're feeling

Use Vocabulary to Narrow the Gap

10 key words to 1 key word

5 – Let's learn from each other

4 – What do you think?

3 – We're both right

2 – Thank you

1 - We

Lesson Five



The Communication Process

Relationship-Building Approach to Communication

- Truthful
- Fundamental
- Relevant
- Clear
- Timely
- Consistent
- Accessible
- Receptive to feedback
- Caring

Don't Forget Listening Skills

- Good listening can be developed in five areas:
 - Appreciative
 - Empathetic
 - Comprehensive
 - Discerning
 - Evaluative



Skills of Effective Communication

- Listen carefully to what people say
- Compose your own messages carefully
- Stand by your info., but admit mistakes
- An emotionally charged atmosphere is detrimental
- The past is the past
- Use good verbal skills



Exercise #2 – Listening

- Listen to the 12 words spoken
- At “go”, write down as many words as you can remember

Exercise #2 – Listening

- Awake
- Bed
- Dream
- Tired
- Night
- Slumber
- Snore
- Relax
- Silence
- Wake
- Stretch
- Pillow

Characteristics of Effective Communication

- Focus on the issue, not the person
- Be descriptive
- Avoid accusations
- Suggest an acceptable alternative
- Be specific
- Give feedback to support, not hurt
- Direct feedback toward behavior controlled by the receiver
- Share info. rather than give advice
- Check to make sure communication is clear
- Pay attention to consequences of the feedback

Lesson Six



Communicating
Effectively with
Each Generation

DOs for EVERY Generation

- Accept that your generation type may influence your ideas and behaviors
- Know that everyone wants to be treated with respect
- Give everyone the same “benefit of the doubt” that you want
- Accept that you can learn from others
- Focus on others’ similarities
- Be flexible with your preferences

DOs for EVERY Generation (continued)

- Be open and honest about your own “hot buttons”
- Challenge your beliefs and opinions about others
- Remember that each person brings something to the table
- Focus on what really matters
- Accept the fact that you choose how to treat and deal with others

DON'Ts for EVERY Generation

- Stereotype
- Ridicule others
- Assume that all members of any generation think the same
- Be arrogant enough to think YOUR WAY is the best way
- Presume your time and goals are more important than others'
- Think it's OK to succeed at others' expense

Communicating with Traditionalists

- Acknowledge their experience and dedication
- Use the “chain of command”
- Speak positively of the organization
- Show interest in the work being done
- Appreciate their insights
- Be patient of their approach to technology
- Don't refer to their age

Communicating with Baby Boomers

- Acknowledge their experience and dedication
- Seek them out as mentors
- Find a balance between face-to-face and technological communication
- Use them as “sounding boards”
- Focus on relationships as well as results
- Show them you can carry your share of the load

Communicating with Gen X

- Acknowledge their talents and expertise
 - Let them know you can learn from them
- Be clear and specific, get to the point
- Rely on technology for communicating
- Place a high premium on efficiency
 - Don't waste their time
- Provide them freedom with fences
- Understand their need for balance
- Encourage a friendly and informal work environment

Communicating with Gen Y

- Acknowledge their talents and fresh perspectives
- Be open to new and different ways to work
- Encourage and embrace technology
- Involve them in projects of significance
- Show them respect as team members
- Offer to be a mentor
- Be clear, direct and specific
- Build a fun, challenging and fast-paced work environment

Conclusion

- Generational communication requires the same skills as dealing with other diversity issues
- Think of generational communication as a puzzle
- Our success as individuals depends on our collective ability to complete the puzzle
- Ultimately it's a matter of ...

**Generations communicating and
working together**

Questions

