Millennial Madness and the Fabrication Workforce: There Is a Cure!

William Ikerd
IKERD Consulting

Michael Perdue
IKERD Consulting

Learning Objectives

- ID and understand the 5 generations
- Communication and team work improvement
- Know you are responsible for communication
- Tips and Techniques
- Utilizing OK Corral and DISC Index as communication tools

Description

Imagine! You have youthful 20-somethings working with a 60-year-old team member on the same project. These team members work for the same employer but have very different expectations of and perspectives on the company. Many companies are facing the challenge of employing a range of 4 (soon to be 5) generations. These include The Greatest (born before 1945), baby boomers (‘46-’64), Gen Xers (’65-’80), Millennials (’81-’01), and soon Generation Z (2001 onward). Millennials are emerging as the largest population in the workforce, and this has left some of the other generations wondering if we are entering "Millennial Madness" with a dysfunctional workforce. For engineering and fabrication companies, what are the challenges to overcome, strengths to capitalize on, and paths forward for success? This presentation will present sound research, solid solutions, and a cure for Millennial Madness!
Speakers

WILL IKERD
Principal
IKERD Consulting
Will Ikerd—PE, CM-BIM, LEED AP—is principal at IKERD Consulting, an internationally recognized consulting group in buildings, civil, and industrial construction markets specializing in using Building Information Modeling (BIM)-enabled Virtual Design and Construction (VDC). He serves as an expert consultant in design and construction cases involving BIM and VDC processes. Currently, he is on the board of directors of the national BIM Forum, and he was past chair of the Structural Engineering Institute’s national BIM Committee. He has won the Best Speaker award twice from the International Structures conference, and he was named Structural Engineering magazine’s “Top 10 Leaders in Structural Engineering,” Glass Magazine’s “Top 30 under 40,” and Building Design & Construction magazine’s “Top 40 Under 40.” He has served as PCI’s BIM consultant in that industry’s innovation initiatives.

MICHAEL PERDUE
Project Manager
IKERD Consulting
Michael Perdue is Project Manager over Technology Initiatives at IKERD Consulting, an internationally recognized consulting group in buildings, civil, and industrial construction markets specializing in using Building Information Modeling (BIM)-enabled Virtual Design and Construction (VDC). During his time at IKERD, he has been involved in a wide variety of software development, reality capture, engineering, modeling, and coordination projects. He has leveraged his experiences from these projects to lead in the design, development, and implementation of plugins and applications which add clarity to the construction process. Many of the plugins that he and his team have produced have been created for use in and with Autodesk products, including, but not limited to, Revit, Dynamo, Navisworks, and Advance Steel.
Why It Matters

Communication is key to success with safety, quality, schedule and budgets.
Understanding generational differences is a critical subset of communications. Generations share differences in many ways depending on life events and experiences that occur in each timeframe. These experiences shaped each generation and changed the way people perceive and react to different situations, especially in a workplace. In order to bridge the generation-gap it is important that each team member can appreciate each other’s differences, learn each other’s way of communication, and acknowledge what each other have in common.

What are we dealing with
1. 4 generations in the workplace, soon to be 5
2. What is gen-next, Z-gen?
3. Different generation communication styles

How To improve:
1) DISC
2) TA & PA
3) Face Reading
4) Awareness of the 4 generations
5) Understanding OK Corral
“Sticking Points” by Haydn Shaw

In “Sticking Points”, generational expert Haydn Shaw explains the twelve main reasons generations clash and how to get them to start working together by understanding each other's generational backgrounds. As this is the first time in American history that four generations are in the same workplace, he finds it important that everyone needs to ‘stick’ together in order to be successful and begin to learn each other's way of communication. Throughout this read he explains generational differences and reasons why they clash, including different perceptions and beliefs people have based on how they were raised in different generations, life events, etc. These all can lead to miscommunication, stereotyping and misunderstanding that could cause a team in a workplace to fail. Shaw uses humor and examples to apply the five-step process to the twelve sticking points. This gives the readers a perspective on the different conflicts that could arise with generational differences and how to cope with it in a positive way in the workforce.

The Five Generations

Traditionalist – 1925-1945
Grew up with many rules and pressure to conform. The depression was a huge turning point for the traditionalist and shaped this generation to be hard working and very loyal. Can offer their vast experience and knowledge in the workforce.

Events & Experiences: Great Depression, New Deal, Attack on Pearl Harbor, World War II, Korean War, Radio, Telephone

Baby Boomers – 1946-1964
Grew up with fewer rules and a more nurturing environment. They had the drive to excel in their careers and were always looking for career opportunities and growth. Prefer telephone over face to face communication.

Events & Experiences: Civil rights, Feminism, Vietnam, Cold War, Space Travel, Assassinations, Scientific Advances, Credit Cards, Television

Generation X – 1965-1981
During this generation there were turbulent economic times and a “Work to Live!” attitude. This generation expects their career to grow and move forward or they will seek better opportunities. Prefer electronic communication.

Events & Experiences: Fall of Berlin Wall, Challenger Disaster, Desert Storm, Personal Computers, Working Mothers, MTV, Divorce, Energy Crisis
Millennials – 1982-2000
Very nurtured and sheltered individuals, that also have the “Live, then Work!” attitude. Most are very achievement oriented that strive on feedback and guidance from their leaders. Most prefer text/instant messaging as a form of communication. There is a huge difference in the importance of loyalty in the workforce compared to other generations. Can offer knowledge in technology trends and demographics.

Events & Experiences: Child-Focused World, School Shootings, 9/11, Boston Marathon, Internet, Social Networking, Continual Feedback, Enron/WorldCom, Iraq/Afghanistan

Generation Z – 2001-Present
Tech Savvy
Entrepreneurial
Prefer Visual/Displays
Justice-Minded “Want to change the world”

https://www.visioncritical.com/generation-z-infographics/

Conflict between Generations:

https://www.forbes.com/sites/jennagoudreau/2013/02/14/how-to-communicate-in-the-new-multigenerational-office/#5d12d65b4a6b
The DISC Index

General Purpose:
To give an understanding of the DISC index profiles and how it measures a person’s natural and adaptive behavior styles

Outcomes:
- Recognize personality conflict
- Better Communication
- Enhance company’s growth
- Stronger relationships
- Understanding D.I.S.C

Overview
The DISC Index Profile is a key tool in the work force to help you understand your employee’s and team members better, by assessing them on their personality traits in an adaptive and natural style. It can also be used in a variety of different situations such as the hiring process, team development, client relationships etc. This assessment will change the way you perceive your peer’s personalities that relate to their actions and how they react to situations in a work place and day to day life. This can open doors for better communication and work relationships that can enhance the company’s growth and performance.

In a workplace, opposite personalities can destruct the company's dynamic. Using this tool is an added advantage that will help you as a leader understand the different personalities and behavioral dimensions to create a solid team foundation. Throughout this paper we will discuss the different DISC profiles and what each personality trait means and how it can promote efficient workstyles and relationships.

While there are many different personalities, DISC helps break them down into four components and ranks an individual on each one by how they answer a set of skill and behavioral related questions. No high score means good, and no low score means bad as this is just a viewpoint of your different behavioral traits. Below are examples of the different personality traits based on the D.I.S.C.
Adaptive Styles

**DECISIVE:**

High D (10%) –
Tend to be go getters, gets the job done, and task oriented. This individual tends to be impulsive and first looks to problems. When working with this personality it is important to understand that the communication is fast paced and straight to the point. If you are a leader who is a high D a key point to being successful is to slow down for other’s who do not have the same traits.

High D Traits:
Driving, forceful, daring, determined

Low D –
Tend to be more responsible and conservative while working with problems. They like to make calculated answers before they approach a new project so that it is accurate and orderly. Most likely if you are a low D you carry the traits of a high S or C which would approach problems milder and observantly.

Low D Traits:
Responsible, inquisitive, conservative, mild, agreeable

Decisive Graphed Results
INTERACTIVE:

High I (25%) —
Tend to be people oriented and talkative but also gets the jobs done. These personalities seek comfort from coworkers/leaders and are the “life of the party”. Sometimes this could cause impulsiveness and overlooking of details, but it is usually unintentional. Leaders that are a low I would need to understand these traits by communicating effectively with this individual and create a workplace that involves team meeting/huddles. High I’s add value to the company by creating a positive work environment and keeps in tune with their coworkers and leaders.

High I traits:
Persuasive, inspiring, enthusiastic, sociable, poised

Low I —
Tend to be less talkative and more withdrawn. Being a Low I is not a bad personality trait it just means that that individual is more reserved and prefers to meet new people in a controlled environment.

Low I Traits:
Convincing, reflective, withdrawn, aloof, matter-of-fact

Interactive Graphed Results

Natural 60 / Adaptive 39
**STABILIZING:**

High S (40%) –
Tend to be unconfontational and avoids conflict. This individual is usually team oriented and sets a good pace. They tend to overthink situations and resist to change unless there is a viable explanation on how it would benefit the company and/or customer. A leader with a low S personality would need to stay in touch with this individual and ensure that they give all the details when promoting change so that they can be right on board. This personality would be an asset for the team because they focus on accuracy and consistent results.

High S Traits:
Predictable, passive, complacent, stable, consistent

Low S –
A low S would have a more outgoing attitude that is more adaptive to change in the work environment. They seek new opportunities and tend to get bored working on the same task. A leader with a high S would need to ensure that they give this individual plenty of work to do and be ready to give new opportunities and area for growth.

Low S Traits:
Outgoing, active, spontaneous, impetuous

![Stabilizing Graphed Results](chart)

Natural 77 / Adaptive 63
CAUTIOUS

High C (25%) –  
Tends to rely on analytical and factual procedures, is detail oriented and always knows the answer. This individual would always adhere to rules and be a very reliable asset to the team. A high C would also be reluctant to change but would accept change if there is reliable and fact-based information. This person would most likely be systematic and careful with work procedures and takes their time during projects. A leader who is a low C would need to work with this person using correct information and guidelines.

High C Traits:  
Cautious, perfectionist, systematic, careful, analytical

Low C –  
Tends to work more independently and likes to do things more effortlessly by developing a variety of situations. This individual has a more rebellious attitude that prefers little to no management.

Low C Traits:  
Rebellious, Careless, Independent, Defiant

Cautious Graphed Results
The DISC Index | Executive Summary

Natural and Adaptive Styles Comparison

**Natural Style:** The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

**Adaptive Style:** The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.
<table>
<thead>
<tr>
<th><strong>Decisive</strong></th>
<th><strong>Interactive</strong></th>
<th><strong>Stabilizing</strong></th>
<th><strong>Cautious</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Problems:</strong></td>
<td><strong>People:</strong></td>
<td><strong>Pace:</strong></td>
<td><strong>Procedures:</strong></td>
</tr>
<tr>
<td>How you tend to approach problems and make decisions</td>
<td>How you tend to interact with others and share opinions</td>
<td>How you tend to pace things in your environment</td>
<td>Your preference for established protocol/standards</td>
</tr>
<tr>
<td><strong>High D</strong></td>
<td><strong>High I</strong></td>
<td><strong>High S</strong></td>
<td><strong>High C</strong></td>
</tr>
<tr>
<td>Demanding</td>
<td>Gregarious</td>
<td>Patient</td>
<td>Cautious</td>
</tr>
<tr>
<td>Driving</td>
<td>Persuasive</td>
<td>Predictable</td>
<td>Perfectionist</td>
</tr>
<tr>
<td>Forceful</td>
<td>Inspiring</td>
<td>Passive</td>
<td>Systematic</td>
</tr>
<tr>
<td>Daring</td>
<td>Enthusiastic</td>
<td>Compliant</td>
<td>Careful</td>
</tr>
<tr>
<td>Determined</td>
<td>Sociable</td>
<td>Stable</td>
<td>Analytical</td>
</tr>
<tr>
<td>Competitive</td>
<td>Poised</td>
<td>Consistent</td>
<td>Orderly</td>
</tr>
<tr>
<td>Responsible</td>
<td>Charming</td>
<td>Steady</td>
<td>Neat</td>
</tr>
<tr>
<td>Inquisitive</td>
<td>Convincing</td>
<td>Outgoing</td>
<td>Balanced</td>
</tr>
<tr>
<td>Conservative</td>
<td>Reflective</td>
<td>Restless</td>
<td>Independent</td>
</tr>
<tr>
<td>Mild</td>
<td>Matter-of-fact</td>
<td>Active</td>
<td>Rebellious</td>
</tr>
<tr>
<td>Agreeable</td>
<td>Withdrawn</td>
<td>Spontaneous</td>
<td>Careless</td>
</tr>
<tr>
<td>Unobtrusive</td>
<td>Aloof</td>
<td>Impetuous</td>
<td>Defiant</td>
</tr>
</tbody>
</table>
OK Corral: Grid for What’s Happening

Get-On-With (GOW) – Social encounter that ends with I-Am-OK and You-Are-OK
Get-Rid-Of (GRO) – Social encounter that ends with I-Am-OK and Your-Are-Not-OK
Get-Away-From (GAF) – Social encounter that ends with I-Am-Not-OK and You-Are-OK
Get-Nowhere-With (GNW) – Social encounter that ends with I-Am-Not-OK and You-Are-Not-OK

Source: http://ernstokcorral.com/Publications/OK%20CORRAL%20monograph.pdf
“OK Corral: Grid for What’s Happening”

Figure No.1

Source: http://ernstokcorral.com/Publications/OK%20CORRAL%20monograph.pdf
Traditionalists

Baby Boomers

Generation X - Early (Old)

Generation X - Late (Young)

Millennials

Generation Z