Working with a Multi-Generational Workforce

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Course Number: CM3108
Class summary

- Today workplaces have a mix of workers who come from several generations that often represent 50-year differences in experience and background. Millennials mix with Boomers. Digital Natives rub elbows with Gen X.

- Combine this with a wave of technology advances that make CAD talents obsolete and you have a difficult time managing staff and tech tools. In this class, you learn how to interact with each career stage and the technology advancements that trouble them all.
Key learning objectives

At the end of this class, you will be able to:

- Learn how to work with 3 generations of workers - soon to be four or even five
- Span technology understanding gaps with communication and special training
- Learn how to build strong teams that can maximize today's technology tools
- Understanding what motivates each generation of worker to excellence
Working with a Multi-Generational Workforce
Four generations in the workplace
– soon to be five

Image from Experian
Working with a Multi-Generational Workforce

Some Definitions

- **Traditionalists (WW2 Generation)** include the 40 million people born before 1946. (67 and older)

- **Baby Boomers** include the 77 million people born between 1946 and 1964. (48-67)

- **Generation X** includes the 49 million people born between 1965 and 1976. (36-48)

- **Millennials (Gen Y)** includes the 76 million people born between 1977 and 1994. (19-36)

- **HomeLanders (Gen Z, Digital Natives)** include the 72 million people born after 1994. (19 and younger)
Approximate U.S. Labor Force Participation as of December 2012

(Source: BLS)

- 5% Matures / World War II 7,878,000
- 39% Baby Boomers 59,820,000
- 32% Generation X 49,675,000
- 24% Generation Y 37,532,000
The Big Disclaimer

- Most research data is focused on the USA
- The data paints a broad brush
- Generational blend happens at the beginning and end of each generation
- Many people fit better with other generations than their own
- Differing county and cultural backgrounds can blur definitions
10 Forces that are Changing the Workforce

http://genyusatwork.com/

1. Shifting workforce demographics
2. The knowledge economy
3. Globalization
4. The digital workplace
5. The ubiquity of mobile technology
6. A culture of connectivity
7. The participation society
8. Social learning
9. Corporate social responsibility
10. Millennials in the workplace
Appreciating A MULTIGENERATIONAL WORKFORCE

People At Work

For the first time in history, we have four generations in the workforce.

- Traditionalists: 5%
- Baby Boomers: 38%
- Generation X: 32%
- Generation Y: 25%

154,316,000 people in the workforce

By 2015, Gen Y workers will outnumber Gen X & Boomers

Managing Different Generations of Workers (Infographic) - http://gggrit.com
Each generation has different cultural backgrounds, goals, life influences and behaviors.

**TRADITIONALISTS**
- 1922-1945
- Grew up in a “do-without” era
- Believes in hard work and sacrifice
- Uncomfortable with change
- Dedicated

**BABY BOOMERS**
- 1946-1964
- Grew up in a healthy economic era
- Tend to be optimistic
- Often defined by job
- Team-Oriented

**GENERATION X**
- 1965-1978
- Grew up in an era of distrust for national institutions
- Tend to be cynical, pessimistic
- Comfortable with change
- Self-Reliant

**GENERATION Y**
- 1979-1997
- Grew up in an era of financial boom
- Used to instant gratification
- Comfortable with multitasking
- Tech-Savvy
Motivators

We can better appreciate our employees when we understand the factors that drive them.

Want their actions to connect with the good of the company.

Need to see how their actions make a difference.

Connect responsibility with personal goals.

Need flexibility to get job done on their schedule.

Sense of achievement
 Increased salary
 Build a perfect career

Sense of self-worth
 Good of the company
 Build a perfect personal legacy

Sense of security
 Work to live
 Build a transferable career

Sense of greater good
 Personal relationships
 Build parallel careers

TRADITIONALISTS 1922–1945
 BABY BOOMERS 1946–1964
 GENERATION X 1965–1978
 GENERATION Y 1979–1997
Recognition

Each generation speaks their own language when it comes to appreciation.

**TRADITIONALISTS**

“Your experience is respected.”

“We admire your perseverance.”

“Your knowledge and perspective is important.”

Reward service & loyalty with plaques

**BABY BOOMERS**

“Your opinion is valued.”

“Your contribution is recognized.”

“We need your leadership.”

Rewards to promote & recognize performance

**GENERATION X**

“We provide you new technology.”

“We’ll invest in your training.”

“We trust you to choose how you handle this project.”

Rewards to recognize personal needs & goals

**GENERATION Y**

“You can save this project.”

“You made a difference today.”

“Let us know what you need to feel challenged.”

Rewards equal tangible evidence of credibility
<table>
<thead>
<tr>
<th>PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION</th>
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</thead>
<tbody>
<tr>
<td>Core Values</td>
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<tr>
<td>Family</td>
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<td>Education</td>
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<td>Communication Media</td>
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<tr>
<td>Dealing with Money</td>
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<td>Generational Perspectives</td>
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<td>---------------------------</td>
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<tr>
<td><strong>Traditional</strong></td>
</tr>
<tr>
<td>• Believe in conformity, authority and rules</td>
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<tr>
<td>• Believe in logic</td>
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<tr>
<td>• Very defined sense of right and wrong</td>
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<tr>
<td>• Loyalty and respect for authority</td>
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<tr>
<td>• Disciplined</td>
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<td>• View an understanding of history as a way to plan for the future</td>
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<tr>
<td>• Dislike conflict</td>
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<tr>
<td>• Detail oriented</td>
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<tr>
<td>• Work defines Life</td>
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<tr>
<td></td>
</tr>
<tr>
<td>Traditional</td>
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<tr>
<td>-------------</td>
</tr>
<tr>
<td>• Hard Working with Consistency and uniformity</td>
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<tr>
<td>• Respect Authority</td>
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<tr>
<td>• Duty before Fun</td>
</tr>
<tr>
<td>• Play by the Rules</td>
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<tr>
<td>• Work is a Duty and Obligation</td>
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<tr>
<td>• Communicates via formal memo</td>
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<tr>
<td>• No news is good news</td>
</tr>
<tr>
<td>• Work and Family are separate and never intertwined</td>
</tr>
<tr>
<td>• Past-oriented</td>
</tr>
<tr>
<td>• Prefer hierarchical organizational structures</td>
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<tr>
<td>• Leadership Style: Command and Control</td>
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Generational Work Styles
<table>
<thead>
<tr>
<th>Traditional</th>
<th>Boomers</th>
<th>Gen X</th>
<th>Gen Y</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Money</td>
<td>• Money</td>
<td>• Freedom</td>
<td>• Self-expression</td>
<td>• Flexibility and custom built solutions</td>
</tr>
<tr>
<td>• Public recognition</td>
<td>• Title</td>
<td>• Bonuses</td>
<td>• Immediate and frequent feedback</td>
<td>• One on one attention</td>
</tr>
<tr>
<td>• Leadership Roles</td>
<td>• Formal Recognition</td>
<td>• Stock Options</td>
<td>• Instant Gratification</td>
<td>• Crowd sourcing solutions</td>
</tr>
<tr>
<td>• Organizational Loyalty</td>
<td>• Corner Office</td>
<td>• Training and Career Development</td>
<td>• Focused Time Off</td>
<td>• Instant everything</td>
</tr>
<tr>
<td>• Responsibility</td>
<td>• Promotion</td>
<td>• Mentoring</td>
<td>• Want Feedback constantly</td>
<td>• Bite size chunks of information</td>
</tr>
<tr>
<td>• Feeling of Accomplishment</td>
<td>• Peer Recognition</td>
<td>• Contribution</td>
<td>• Meaningful &amp; Challenging work</td>
<td>• Ability to work, learn and interact at any time and any place</td>
</tr>
<tr>
<td>• Control</td>
<td>• Subordinates</td>
<td>• Autonomy</td>
<td>• Recognition by Supervisor</td>
<td>• Multiple jumps in employment</td>
</tr>
</tbody>
</table>
What is happening now?

Gen Y - Millennials (age 19-36) are taking on Management Roles

A Survey by Ernst and Young released in Sept. 2013 revealed that management is evolving quickly:

Between 2008 and 2013 alone, those that took on a management role were:

- 87% of Gen Y
- 38% of Gen X
- 19% of Baby Boomer

By comparison, from 2003 to 2008,

- 12% Gen Y
- 30% Gen X
- 23% of Boomers
Generation gap

US respondents who agree each generation displays the following characteristics
June 2013, % (born from)

- Baby boomers (1946 to mid 1960s)
- Generation X (mid 1960s to early 1980s)
- Generation Y (early 1980s to mid-1990s)

Cost-effective
Difficult to work with
Hardworking
Team player
Problem-solving
Entrepreneurial

Source: Ernst & Young
<table>
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<tr>
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<th>Gen X</th>
<th>Gen Y</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Your experience is respected</td>
<td>• You are valued and needed</td>
<td>• You can do it your own way. Just get it done (no rules)</td>
<td>• You will be working with the best and brightest</td>
<td>• Let’s meet one on one</td>
</tr>
<tr>
<td>• Hard work will be recognized and respected</td>
<td>• The company will appreciate your efforts and reward you (as long as they really will)</td>
<td>• Tasks and duties will be defined and rewards outlined</td>
<td>• There are many more projects that need your help when this one is done</td>
<td>• Can you find a solution to this that others are doing?</td>
</tr>
<tr>
<td>• Authority lines will be clearly defined</td>
<td>• We all strive for quality</td>
<td>• Everyone’s opinion matters</td>
<td>• Let’s get this thing done</td>
<td>• You are really good at this</td>
</tr>
<tr>
<td>• We will play by the rules</td>
<td>• Your talent, wisdom, knowledge speaks for itself</td>
<td>• Promotions are available and career paths are defined</td>
<td>• Asking them what their personal goals and ambitions are</td>
<td>• I think you can figure this out</td>
</tr>
<tr>
<td>• Family time will be respected and protected</td>
<td>• I will communicate with you on this</td>
<td>• Put them in charge of something meaningful</td>
<td>• Allow them to communicate in differing manners</td>
<td></td>
</tr>
<tr>
<td>• Working part time is okay</td>
<td>• Reward with titles, money and tangible items</td>
<td>• We will respect and protect your free time</td>
<td>• •</td>
<td></td>
</tr>
<tr>
<td>Traditional</td>
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</tr>
<tr>
<td>• Not giving them proper respect</td>
<td>• Having an unbalanced workload between workers</td>
<td>• Asking them to give up something just for the company</td>
<td>• Not knowing what their next project will be</td>
<td>• Not recognizing their contributions</td>
</tr>
<tr>
<td>• Not recognizing their efforts at all</td>
<td>• Being teamed with those that are not pulling their weight</td>
<td>• Not answering their questions about structure and authority</td>
<td>• Not giving them the big picture</td>
<td>• Limiting their use of communication tools at work</td>
</tr>
<tr>
<td>• Going over their heads or not checking with them</td>
<td>• Putting authority over them without definition</td>
<td>• Not asking or listening to their opinions</td>
<td>• Not allowing them to explore new tech</td>
<td>• Telling them that they are not that good at something</td>
</tr>
<tr>
<td>• Changing the rules in mid stream</td>
<td>• Not valuing their ideas, work or contributions</td>
<td>• Not allowing for upward mobility</td>
<td>• Not celebrating their achievements</td>
<td>• Giving them “one size fits all” tasks and feedback</td>
</tr>
<tr>
<td>• Not formally defining roles, scope, rules, goals, structure, etc.</td>
<td>• Not being a team player</td>
<td>• Overly demanding process restrictions</td>
<td>• Limiting access to resources</td>
<td>• Not providing project based efforts</td>
</tr>
<tr>
<td></td>
<td>• Refusing or delaying titles, money or tangible rewards</td>
<td>• Delayed promotions</td>
<td>• Excluding them from effort they feel they can contribute to</td>
<td>• Not rewarding them for their efforts</td>
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<td></td>
<td></td>
<td>• Restricting their scope or authority needlessly</td>
<td>• Restricting their use of social media at work</td>
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</tbody>
</table>
Best practices for managing an intergenerational workforce:
1. Become educated about generational issues.
2. Avoid age stereotypes.
3. Manage to the unique strengths and needs of each generation.
4. Support learning and career development across all age groups.
5. Don't assume that conflict at work is due to generational issues.
6. Build a strong multigenerational work group.

(from Ceridian HCM - HR Firm)
Impact of Technology

- Penetration Rate – Years to reach 50 Million users
  - Radio took 38 years
  - Telephone took 20 years
  - Television took 13 years
  - Cell Phones took 12 years
  - WWW took 4 years
  - iPods took 3 years
  - Bloggers took 3 years
  - MySpace took 2.5 years
  - Facebook took 2 years
  - YouTube took 1 year

Angry Birds took 35 days
Impact of Technology

- Early career expertise is defined by the technology
- Technology savvy can overshadow true business/trade savvy (which is needed)
- A Hands off situation soon causes lapse in understanding by Managers
Impact of Technology

- Transition points cause stress
  - Moving from the Drafting board to CAD
  - Moving from 2D to 3D
  - Moving from CAD to BIM
  - Moving from BIM to ????
Impact of Technology

- Technology advancement never stops
  - Retraining is a requirement that never stops
  - Technology advances reduce available workforce
  - Past experience is soon outdated
- Change is a constant
  - Later Career workers see the impact of change as negative
  - Early Career workers will be shocked when they are outpaced by even younger staff
Older and Younger

- You work for a Younger Boss
  - Don’t try to be their parents
  - Listen to them – really listen
  - Expect more informal leadership
  - Don’t contact them after hours
  - Don’t expect them to be at the office early
  - Prove what you can do now – not what you did in the past
  - Seek to understand their world
Older and Younger

- You work for an Older Boss
  - Make the right impression – respect
  - Don’t try to make them think the way you do
  - Listen to their advice – they will give it
  - Don’t expect instant respect
  - Don’t assume they don’t understand technology
  - Respect differences in communication styles
Older and Younger

- You manage an Older Worker
  - Make the right impression – respect
  - Don’t try to make them think the way you do
  - Listen to their advice
  - Don’t adjust expectations or requirements
  - Don’t assume they cannot do something – especially technology
  - Respect differences in communication styles
Older and Younger

- You manage a Younger Worker
  - Don’t try to make them think the way you do
  - Don’t give unwanted advice
  - Adjust expectations concerning what is important
  - Don’t assume they are seeking the same things you are
  - Respect differences in communication styles
  - Be willing to deal with their expectations
Are we really that different?

- Research by Jean Twenge, PhD shows that the differences between the generations are not that big.
  - What is being seen is people - at different stages of life.
  - Some traits are more exaggerated in some generations, but they appear in every generation at specific ages/stages.
- Jennifer Deal (Retiring the Generation Gap) - “All generations have similar values; they just express them differently.”
Are we really that different?

- Is it getting better?
  - The generational length is getting shorter
    - Gen Y is splintering:
    - Gen Z (Net Gen) – 1980-1989 (24-33) Think Email and IM
    - iGen – 1990 – 1999 (14-23) – think iPhone, iPad, texting
    - Gen C (connected) – 2000 - ??? (13-?) never unplugged
Reaching multiple Generations

Key #1 – one size does not fit all

- Tailor your management style to each generation
- One person at a time
- Understand who you are from their perspective
Reaching multiple Generations

Key #2 – Leverage the Skills and Experiences of all Career Stages

- Everyone brings value
- Don’t disrespect what each generation brings
- Good teams are made from diverse membership
Reaching multiple Generations

Key #3 – Embrace Diversity

- Multiple generations make you smarter
- Multiple generations make you more flexible
- Multiple generations enable better decision-making
Reaching multiple Generations

Key #4 – Embrace What Each Generation Brings

- **Boomers bring expertise and mentorship**
  - Been there, done that, and I can help you what I learned
  - Calm under pressure
- **Gen X bring entrepreneurial spirit**
  - Creative innovation
  - No fear of failure
- **Gen Y brings technology**
  - Never off the grid
  - BYOD
  - Communication tech and Social Media
Reaching multiple Generations

Key #5 - Don’t underestimate shared values

- Look for common ground
- Look for shared interests
- Talk different languages to reach for consensus
Pass it On…

Tell others what you have learned

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Please fill out the class survey