

Generational Differences in the workplace

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HOW TO WORK EFFECTIVELY IN A MULTI-GENERATIONAL ENVIRONMENT

For the first time ever, there are
5 generations in the workforce.
Are you ready?

Identifying the Challenges



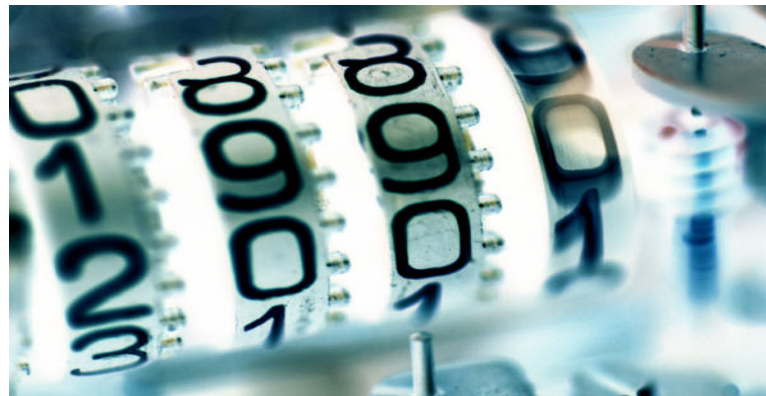
Working in partners or groups of 3, list the major challenges that you see stemming from generational differences in your work areas.



5 Generations at Work



- Veterans (also know as the Silent Generation): Born 1928-1945
- Baby Boomers: Born 1946-1964
- Generation X: Born 1965-1980
- Millennials (also known as Generation Y): Born 1981-1996
- Generation Z: Born after 1997



Veterans, 1928-1945



- Shaped by world wars and The Great Depression
- Value loyalty and chain of command
- Desire structured environment with rules and protocols
- Leadership style is “take-charge” decision making

Veterans, 1928-1945



- Prefer managers who
 - Are respectful
 - Set clear long-term goals
 - Are fair and consistent
 - Articulate clear job expectations
- To recruit and retain this generation:
 - Focus on personal contact and show respect for their age and experience
 - Offer flexibility in the number of hours worked per week

Baby Boomers, 1946-1964



- Raised in traditional nuclear family households
- Greater willingness to be “workaholics” (live to work mentality)
- High level of commitment to the organization
- Values promotions, titles, and recognition in the workplace
- View technology as a means to an end

Baby Boomers, 1946-1964



- Prefer managers who
 - Seek consensus and treat employees as equals
 - Take a democratic approach
- To recruit and retain this generation:
 - Offer flexible working arrangements
 - Offer phased retirement programs

Generation X, 1965-1980



- Half experienced 2-income household
- 40% had parents who divorced
- Watched parents get laid off and downsized
- Loyal to work experiences and managers, not to organizations
- Need for work/life balance (work to live mentality)
- Tend to view jobs as temporary
- Desire minimal supervision and prefer mentoring and coaching

Generation X, 1965-1980



- Prefer managers who:
 - Are straightforward and genuine
 - Have a “hands-off” management style
- To recruit and retain this generation:
 - Allow for autonomous work
 - Offer flexibility
 - Provide clear, measurable goals
 - Offer opportunities for skill development and experience

Millennials, 1981-2000



- View education and life-long learning as key to success
- Security is not about stability but about career satisfaction from mastery of new challenges
- Has the work emphasis of baby boomers but the technological savvy of Gen X
- Value collaboration
- Strive for work-life integration

Millennials, 1981-2000



- Prefer managers who:
 - Take an educational approach
 - Take time to understand their personal and professional goals
 - Coach them, are positive, motivational, collaborative and achievement oriented
- To recruit and retain this generation:
 - Invite millennials into the recruiting process
 - Offer opportunities for skill development and meaningful work
 - Offer opportunities for volunteer and/or philanthropic activities

Generation Z, after 1997



- Youngest group in the workplace
- Extremely tech-savvy
- Prefer online communication to face-to-face communication



MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020

TRADITIONALISTS Born 1900-1945	BOOMERS Born 1946-1964	GEN X Born 1965-1976	MILLENNIAL Born 1977-1997	GEN 2020 After 1997
Great Depression World War II Disciplined Workplace Loyalty Move to the 'Burbs Vaccines	Vietnam, Moon Landing Civil/Women's Rights Experimental Innovators Hard Working Personal Computer	Fall of Berlin Wall Gulf War Independent Free Agents Internet, MTV, AIDS Mobile Phone	9/11 Attacks Community Service Immediacy Confident, Diversity Social Everything Google, Facebook	Age 15 and Younger Optimistic High Expectations Apps Social Games Tablet Devices

Each generation brings its own view of the world, which creates both opportunities and threats to businesses. **This demands Generational Intelligence!**

Generations Tend to Differ on...



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- Approach to problem solving
- Communication style
- Career development objectives
- Learning style
- Preferred daily structure
- Preferred type of relationship with manager



The “Rub” for Baby Boomers



- Want to be respected for their seniority, experience, and wisdom
- Want to ensure that lessons from the past aren't forgotten and that previous mistakes aren't repeated
- May resent technology that slows down or interferes with work
- May interpret Gen X's and Y's desire for work/life balance as lack of commitment to the profession or the organization

The Plus for Baby Boomers



- Well positioned to mentor newcomers
- Can offer insight into historical justification for current state
- Desire for a long-term relationship with employer

The “Rub” for X and Millennials



- Resent time wasted on inefficient or redundant processes
- Want to be paid for the value they bring, not how long they have been around
- They do not consider changing jobs as disloyal...just practical

The “Rub” for X and Millenials



- They do not value the “boss” role in the way that Boomers do—tendency to challenge authority
- May be less likely to come in on their days off
- Little tolerance for micromanagers or any manager who they do not like or respect
- Expect immediate feedback

The Plus for X and Y



- Work well in teams
- Very autonomous and comfortable with minimal supervision
- Embrace change, especially technological change
- Keen eye for organizational inefficiencies, and eager to be part of the solution
- Large appetite for continuous education and capacity to absorb high quantity of information

Motivation is Key



Generation	How to motivate	Best Reward
Veterans	Emphasize that you value their experience and wisdom. Show how they fit into the grand scheme of things.	Traditional rewards, such as plaques or trophies
Boomers	Provide formal and public recognition for their accomplishments.	Corporate perks that give status
Gen X	Offer multiple opportunities for them to develop their areas of expertise.	Time off and opportunities to gain new skills
Millennials	Provide opportunities for them to make a positive impact on the work area or organization through their innovation and their technological skills.	Opportunities to network and gain new skills

Zemke, R., et al. Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace. New York: American Management Association. (2000): 118.

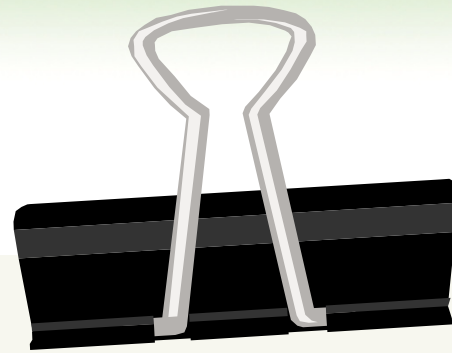
How to Sing *Kumbaya*



- Have an open dialogue with your department about generational differences at work in order to bridge gaps in understanding
 - Work to build collaborative relationships
- Hone your conflict-resolution skills
- Create mentoring and learning opportunities
- Tailor your management style to different generations.



Show off what's worked!



- In small groups, discuss how you or managers reporting to you have been successful in managing multi-generational workforces.



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Questions or Comments?

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