

## 1 **Managing a Younger Generation**

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## 2 **Take Away's**

- Why is this relevant today?
- What are the different generations in the workforce?
- What are the traits of each generation?
- Best practices for dealing with a different generation

## 3 **What's the big deal?**

- 1994: workforce consisted of 29% Gen Xers (1965-1980), 50% Boomers (1946-1964), and 21% Silent/Greatest (1945 or earlier)
- 2017: 2% Silent/Greatest, 25% Boomers, 33 % Gen Xers, 35% Millennials, 5% Post-Millennials
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## 4 **Trends**

- U.S. Average between 1985-2015 average age of workers increased by 4.9 years
- Construction workers between 1985-2015 increased 6.5 years
- Since recession, pace of aging in the construction industry has exceeded all other industries combined
- What is the cause for the rapid pace of aging in our industry?

## 5 **Population change in 2019**

## 6 **So where do you fit?**

## 7 **Influencers: Baby Boomers**

- Civil Rights
- Vietnam War
- Sexual Revolution
- Cold War/Russia
- Space Travel
- Highest Divorce Rate and 2<sup>nd</sup> marriages in history
- Post war babies who grew up to be radicals of the 70's and yuppies of the 80's
- "The American Dream" was promised to them and they pursue it

## 8 **Influencers: Generation X**

- Watergate
- Energy Crisis
- Dual Income Families and single parents
- First gen of Latchkey kids
- Y2K
- Activism
- End of Cold War
- Mom's Work
- Increase divorce rate

- Take care of themselves early, lying politicians, parents getting laid off
- Came of age when USA was losing its status
- Generation not to do as well financially as parents

#### 9 **Influencers: Millennials**

- Digital Media
- Child Focused World
- School Shootings
- Terrorist Attacks
- AIDS
- 9/11
- Grew up as children of divorce
- Hope to be the next great generation
- Fighters against the wrong of the world
- Grew up sheltered
- Came of age in economic expansion
- Kept busy as kids
- First generation of kids with schedules
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#### 10 **Core Values: Baby Boomers**

- Anti-War
- Anti-Government
- Anything is possible
- Equal rights
- Equal opportunities
- Extremely loyal to their children
- Optimism
- Personal growth/gratification
- Question everything
- Team oriented
- Transformational
- Work
- Want to "make a difference"

#### 11 **Core Values: Generation X**

- Balance
- Entrepreneurial
- Highly Educated
- High Job Expectations
- Independent
- Lack of organizational Loyalty
- Seek life balance
- Self-reliance
- Skepticism/cynical
- Suspicious of Boomer Values

Techno literacy

12  **Core Values: Millennials**

Achievement

Civic Duty

Confidence

High Morals

Highly Tolerant

Hotly Competitive

Like personal Attention

Self Confident

Most Educated generation

Extremely techno savvy

Now!

Optimism

Realism

Street Smarts

13  **Attributes Comparison**

14  **Family Experience Comparison**

15  **Work Ethic: Baby Boomers**

Dedicated

Pay your dues

Work Hard

Respect Authority

Hard Work

Age equals Seniority

Company first

16  **Work Ethic: Generation X**

Balance

Work smarter and with greater output

No long hours

Eliminate the task

Self-reliant

Want structure & direction

Skeptical

17  **Work Ethic: Millennials**

Ambitious

Multitasking

Tenacity

Entrepreneurial

Efficiency

18  **Workplace View: Respect for Authority**

- Baby Boomers:
  - Authority is based on seniority and tenure
- Generation X:
  - Originally skeptical but time equals authority
- Millennials:
  - Will test authority but often seek authority figures for guidance

19  **Work/Life Balance**

- Boomers: were hesitant with time off in fear of falling from the corporate ladder-Workaholics
- GenX: focus on work/life balance due to parents. Prefer time off vs advancing
- Millennials: balance of work, life, community involvement, and self development

20  **Business focus to each generation**

- Baby Boomers: Long Hours
- Generation X: Productivity
- Millennials: Contribution

21  **How Generational Values relate to Work Ethic**

22  **Preferred Work Environment**

23  **What are they looking for: Baby Boomers**

- Ability to Shine
- Ability to contribute
- Company represents a good cause
- Fit with company vision/mission
- Team approach
- Clear job description

24  **What are they looking for: Generation X**

- Dynamic young leaders
- Cutting edge systems/tech
- Forward thinking companies
- Flexibility in schedules
- Input evaluated on merit, not age/seniority
- Engagement – will seek other position

25  **What are they looking for: Millennials**

- Challenge
- Positive people
- Company that can fulfill dreams
- Treated with respect in spite of age
- Social network
- Expectation to learn
- Less hierarchical organizations
- Expect to be well paid
- Ability to make a difference

Options

26  **Keys to working with: Baby Boomers**

- Want to hear their ideas matter
- Since they were valued growing up they expect to be valued in the workplace
- Their careers define them
- Silly routines become frustrating
- Expect the work to matter
- Before they do anything they need to know why it matters and the bigger picture
- Don't take well to criticism
- Less likely to offer recognition

27  **Keys to working with: Generation X**

- Want independence in the workplace and informality
- Give them time to pursue other interests
- Allow them to have fun at work-Culture
- Give them the latest technology

28  **Keys to working with: Millennials**

- Team work environments
- Take time to learn their personal goals
- Treat with respect
- Want to work with friends
- Provide engaging experiences
- Provide rationale for work being asked to perform
- Variety
- Innovative solutions
- Pay close attention to helping them navigate work and family issues
- Personalize work
- Interactive work environments

29  **Baby Boomer work Assets**

30  **Baby Boomers Work Liabilities**

31  **Generation X Work Assets**

32  **Generation X Work Liabilities**

33  **Millennials work Assets**

34  **Millennials Work Liabilities**

35  **Communication tips for Baby Boomers**

- Diplomatic
- In person
- Use of body language
- Present options to allow for them to choose
- Answer questions thoroughly
- Personal touch from managers

- Include them in decisions
- Use of first names
- Emphasize company vision

36  **Communication tips for GenXers**

- Be blunt and direct
- Immediately bring items to their attention
- Present facts
- Use email as #1 tool
- Informal communication
- Talk in short time frames
- Can aid in bridging age gaps between older and younger workforce
- Tie your message to results
- Avoid buzz words and company jargon

37  **Communication tips for Millennials**

- Be polite and positive
- Use positive, respectful, motivational, electronic communication style
- Communicate in person if important
- Use email and voicemail first
- Don't talk down
- Use action verbs
- Use language to portray visual pictures
- Tie message to their goals and aspirations
- Come from a mentoring perspective
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38  **Feedback and Rewards: Baby Boomers**

- Boomers feel rewarded by money and will often display all awards like certificates and letters of appreciation for public view
- Likes to hear praise
- Job titles give them the recognition that they are looking for
- Somewhat more interested in soft benefits than younger generations
- Enjoy public recognition
- Appreciate awards for their work and long hours

39  **Feedback and Rewards: Generation X**

- Not enamored by public recognition
- Want to be rewarded with time off
- Freedom is the best reward
- Prefer regular feedback on their work
- More interested in benefits
- Need constructive feedback to be more effective
- Are self-sufficient, give them structure, some coaching, but implement a hands off type of supervisory style

40  **Feedback and Rewards for Millennials**

- Like to be given feedback often and they will ask for it often
- Meaningful work
- Be clear about goals and expectations
- Communicate frequently
- Provide supervision and structure
- Want recognition for their heroes; bosses and grandparents. Managers who balance these frames of reference in rewarding workers create a more valuable experience for both the employee

#### 41 **Career Development**

- Baby Boomers: Develop their careers through opportunities within one organization or industry
- Generation X: Take a pro-active approach through degrees and experiences both within and without organization.
- Millennials: Will enter the workforce with more experiences than any other generation. They will seek this out through requests for more experiences and opportunities. If vision does not align with company than they will seek to find it elsewhere

#### 42 **Building a Culture of Success**

#### 43 **Building Positive Project Cultures Faster**

- Culture is everything when it comes to addressing the current workforce shortage of skilled labor
- The rush of technology and current workforce trends make it so that any changes we make need to be made quickly

#### 44 **Cultural Pyramid Model**

#### 45 **7 Steps to highly successful Organizations**

- Structure your team for success
- Shared vision
- Trusting relationships
- Commitment to the goals & the process
- Consistency in team meetings and processes
- Opportunities
- Break through-growth for all levels

#### 46 **Structure**

- Foundation is key
- People support what they help create
- Communicate purpose to the team
- Designate a leader with a vision
- Ask and answer questions
  - What is your purpose in business?
  - What services do you provide?
  - How do you consistently provide the highest level of service?

#### 47 **Shared Vision**

- Produce more in a shorter period time with shared vision within the organizations
- Define roles and responsibilities creating a sense of purpose for younger generations
- Clarify expectations

48  **Trust**

- Promote trust in all levels of an organization from the employees to vendors to clients
- Develop methods of empathy for customers and/or employees
- Continuous processes promoting trust
  - Staff meeting questions
  - Surveys

49  **Commitment**

- Internal vs external commitment
- Set up processes to set, review, and rate goals
  - ARCH – Accountability
- Use start, stop, continue methods for evaluating

50  **Consistency**

- Consistency builds collaboration
- Consistent meetings are key but more importantly they should be direct and effective to the purpose
- Higher Collaboration equals Higher productivity
- Give opportunity for feedback in every meeting

51  **Opportunities**

- Expect problems and present them as opportunities for growth within the organization
- Establish a plan for conflict resolution
  - Mitigation should be the quickest way to get back to normal standards
- Create a plan for taking advantage of all opportunities
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52  **Break Through's**

- Challenge the norm to create breakthroughs to drive growth
- Foundation is strong and fully supports growth which creates break throughs
- Are things that used to be extra enhancements now considered expectations?
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53  **Questions???**54  **Contact information**

- For any help creating a positive company environment and one that will help bridge any generational age gaps please feel free to contact me:

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