

Looking Beyond Age: Managing Across Generational Differences



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University of Florida
June 25, 2018 (11:00 am – 12:00 pm)

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Agenda

Generational Data

Stereotype Much?

Practical HR Advice

Scenarios

Discussion/Questions



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Food for Thought

“Just as effective use of gender and ethnic diversity initiatives can boost the productivity and effectiveness of an organization, preparing employees to appreciate generational differences can benefit workplace teams.”

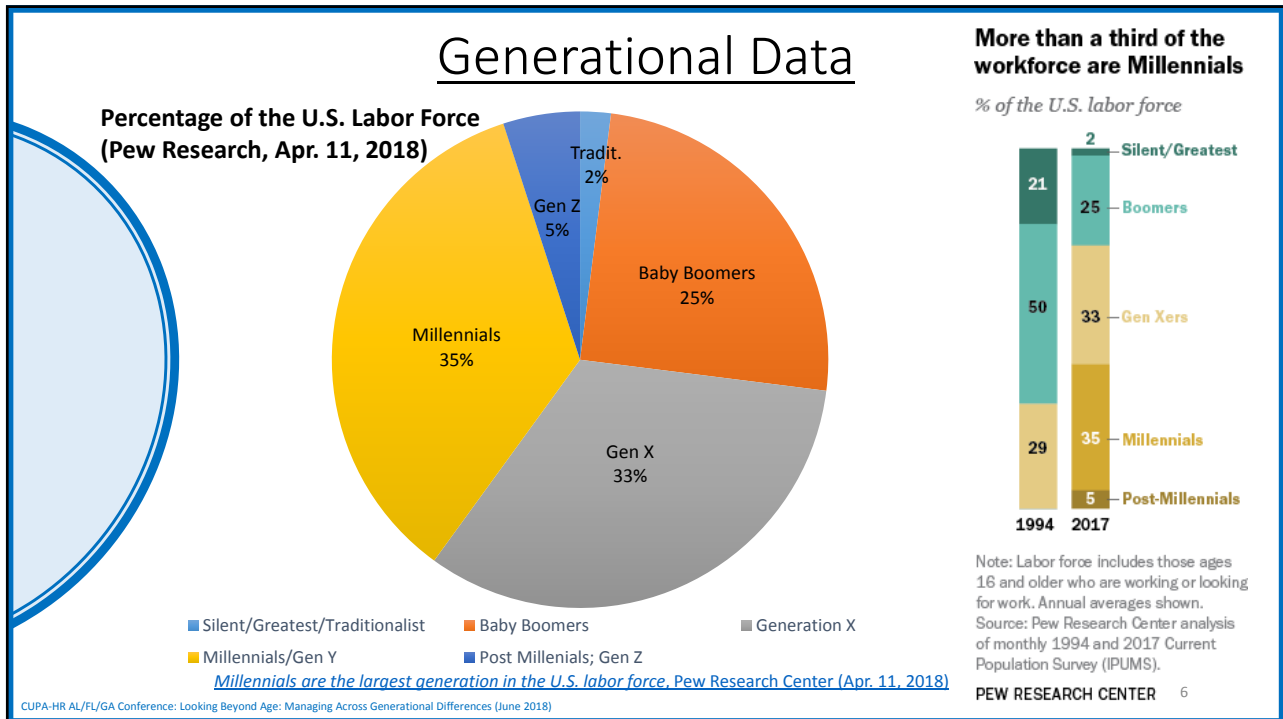
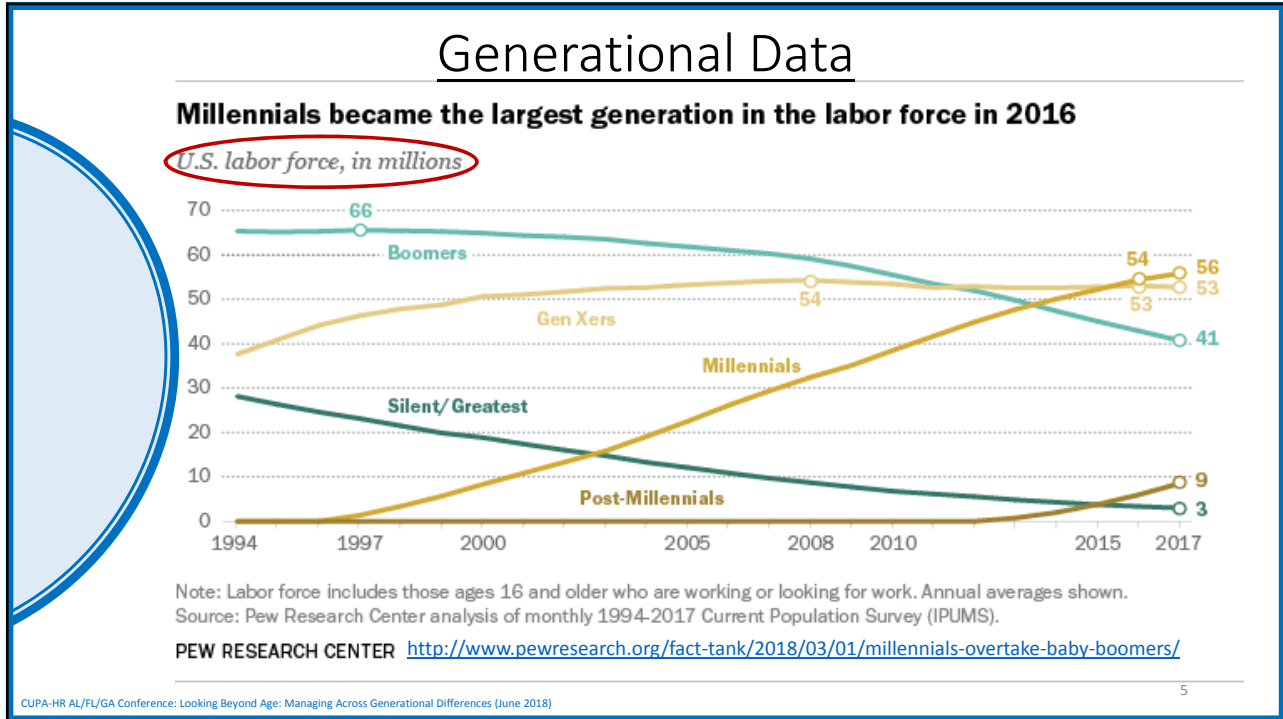
-How Generational Differences Impact Organizations & Teams, Birkman eBook



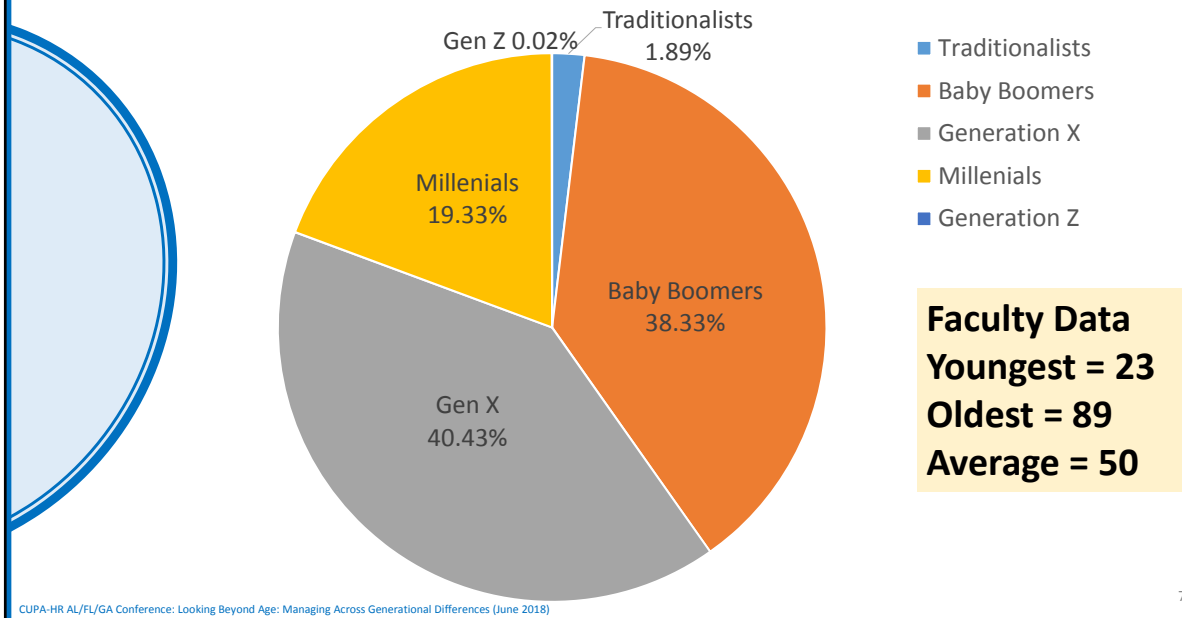
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Generation	Birth Range	Key Characteristics	Did You Know? Statistic
TRADITIONALIST	Born 1928-1944	Never missed a Presidential Address LOYAL TO INSTITUTIONS Korean War vet Family affected by The Great Depression FISCALLY CONSERVATIVE	2% Traditionalists make up just 2% of the workforce today.
BABY BOOMER	Born 1945-1964	Saw the first man land on the moon OPTIMISTIC & IDEALISTIC Protested the Vietnam War QUESTIONS AUTHORITY Has money saved and considering a second career REDEFINING RETIREMENT	65% 65% of Baby Boomers plan to work past age 65 or do not plan to retire at all.
GENERATION XER	Born 1965-1979	Watched the collapse of Enron SKEPTICAL Full-time career, full-time mom WORK-LIFE BALANCE Grew up as a latchkey kid INDEPENDENT	40% Nearly 40% of Gen Xers were latchkey kids.
MILLENNIAL	Born @1980-1994	Crowdsources to make decisions, big and small COLLABORATIVE Took lesser paying job for more meaningful work PASSION OVER PAYCHECK Has Facebook friends from 17 countries GLOBALLY CONNECTED	95% 95% of Millennials own a smartphone.
GENERATION EDGER	Born @1995-2012	Thinks in 140 characters DIGITALLY INNATE Started first company at age 14 ENTREPRENEURIAL SPIRIT Cautious about student loan debt REALISTIC	57% 57% of Edgers say they'd rather save money than spend it.

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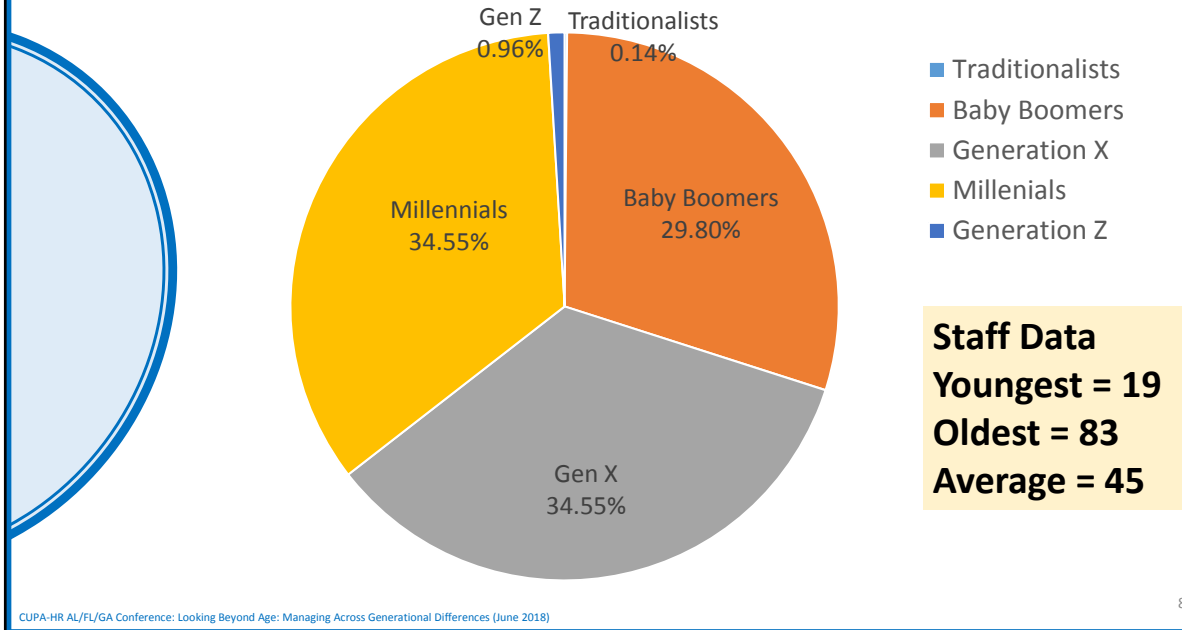


Generational Data: University of Florida - Faculty



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Generational Data: University of Florida - Staff



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Basic HR Guidance

Consider possible generational differences in:

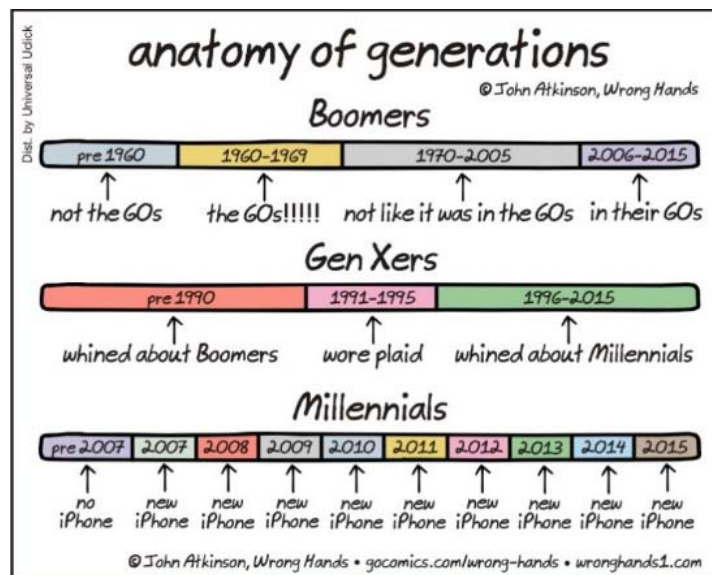
- Displaying work ethic and role of work in life
- Notions of loyalty toward employer vs profession
- Learning and communication preferences
- Forms of feedback and supervision that engage
- Working independently or with collaborative team
- Attitudes toward technology and change
- Thinking *status quo* is good and/or bad
- Why people stay with an employer
- What perks and benefits matter



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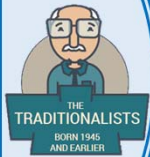
Stereotype Much?



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Stereotype Much? Traditionalists



Attributes

Strong values of honor, hard work, **very loyal**, independent, self-sacrifice, respect for authority, command and control

Do

Be respectful, punctual, honor the chain of command, **communicate face-to-face**, be accountable and honorable

Don't

Don't be late or change appointment or meeting times, don't be informal, use slang, or be vulgar (no emojis 😊)

Likes

Favor **top-down management and stability**, formality, detail-oriented processes, community involvement, feeling respected

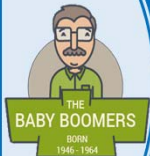
Dislikes

Uncomfortable with change and conflict, informality, waste of time or resources, laziness, excuses, technology

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Stereotype Much? Baby Boomers



Attributes

“Me Generation.” Optimistic, social reformers, **workaholics**, believe in working long hours—expect the same from others

Do

Value their experiences & accomplishments, let them mentor, give them credit & offer perks, help them with technology

Don't

Don't ignore their contributions or neglect to give them credit, don't tell them instead of ask, don't be politically incorrect

Likes

Responsibility, acknowledgement, career advancement, competition, teamwork, a serious work ethic, **“can do” attitude**

Dislikes

Laziness (“work from home” is a joke), improper business etiquette, conflict, sharing credit, **honest performance reviews**

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Stereotype Much? Gen X



Attributes

“**Latchkey kids,**” independent, skeptical, and creative, self-command style, value work-life balance, tech-savvy

Do

Help with social skills, **give regular & timely feedback**, allow to multi-task, challenge them, encourage and allow for creativity

Don't

Don't micromanage or treat them like slackers, don't presume loyalty, don't talk too much (bite-size), waste time pontificating

Likes

Freedom and flexibility in schedule and managing work, Technology, working autonomously, learning and training

Dislikes

Micro-managing, expectation of being at their desks from 9-5, red tape, **“This is the way we've always done it”**

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Stereotype Much? Millennials



Attributes

Ease-to-Communicate-with generation, **thrives on change**, the Internet Generation, determined, optimistic, tenacious

Do

Provide orientation and social interaction, **allow multi-taking**, give them mentors and buddies, collaborate and engage

Don't

Don't treat them like children, let them get bored, make them do the same thing over & over, give them **outdated technology**

Likes

Open communication, **feedback, collaboration**, learning and training asking questions, the latest technology, rewards,

Dislikes

Negativity, **focus on tenure over competence**, monotony focus on process over outcomes, anything slow or outdated

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Stereotype Much? Gen Z



Attributes

Collaborative and team players, but also entrepreneurial, multi-taskers, innovative, passionate, will change the world

Do

Talk to them as adults, **give them recognition and feedback**, have colleagues & leaders collaborate, challenge them!

Don't

Don't give too much information at once, don't be impersonal don't be inflexible, don't assume they know how they are doing

Likes

Opportunities to learn, volunteer, grow, experience new things, feedback, the latest technology, "bite-sized" information

Dislikes

Micro-managing, talk too much, **using formal communication** (don't letters sent to their home), lack of or dated technology

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Stereotype Much? Common Ground



- Working with people who are nice
- Feeling the job is rewarding and the work is important
- Recognition (private vs public) for ideas, time, effort, sacrifice, success
- Work environment where it's okay to ask questions, make suggestions
- Work environment free of nepotism, cronyism, favoritism
- A work environment free of bullying, fear of retaliation
- Having an ethical/honorable employer
- Being allowed to make mistakes and be human
- Working with people who are smart and capable
- Culture of accountability & fairness
- Sense of community
- Opportunities to grow & learn
- Competent and kind leadership
- Being heard and feeling valued



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Scenario #1

Robert is a baby boomer manager and leading a multi-generational team meeting...

What should Robert do?

How might he most effectively address Jose and Jenna's conduct?

What could have prevented this scenario?

And are these really generational issues...?



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More Food for Thought

“Organizations that understand how to successfully address generational conflict and leverage each generation’s strengths will be better able to keep employees motivated and productive amidst the social and economical changes that continue to face our nation.”

-How Generational Differences Impact Organizations & Teams, Birkman eBook



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Practical HR Advice



“I’m prepared to offer you a great job that will allow you to achieve everything you want in life. All I ask in return is that you stop saying I look like an older version of your dad.”

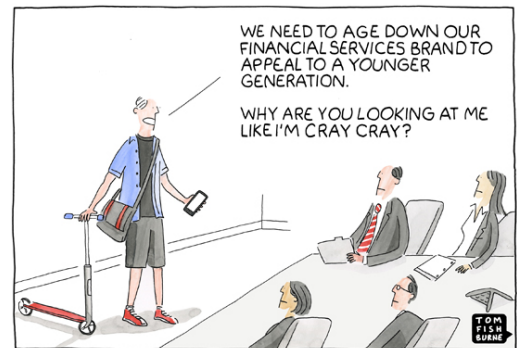
Recruitment & Hiring:

- ✓ Branding matters
- ✓ Tailor perks to age-diverse workforce
- ✓ Include diverse groups during interview and on-boarding activities
- ✓ Diverse approaches to on-boarding (*e.g.*, not a 4-hour orientation)

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Practical HR Advice

- ✓ Mix and Match Project Teams
 - Crease groups with complementary skills & diverse perspectives
 - Encourage employees with varied backgrounds to bond
- ✓ Learn From One Another



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- Each generation has knowledge, experience, & different perspectives to share
- Successful multi-generational teams identify, value, & build on one another’s skills and experiences

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Practical HR Advice

- ✓ Champion a culture of camaraderie and respect
- ✓ Manage change management
- ✓ Emergency and crisis management
 - Not everyone wants to talk about their feelings
 - First rodeos (hurricanes, controversial speakers, ...)



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Practical HR Advice

- ✓ Use Varying Communication Styles and Mediums
 - “How do you like to receive information?” (ASK!)
 - Use different methods to keep employees informed
- ✓ Loosen Up!
 - Are you *really* still bothered by pink hair and tattoos?
 - Remote work arrangements
 - Flexible schedules



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Practical HR Advice

- ✓ Use quantitative data to understand your employees
 - Candidate pools
 - Retention rates
 - Performance evals
 - Exit interviews
 - Climate surveys...
- ✓ Avoid a one-size-fits all management style
- ✓ Ditto for perf evals
- ✓ Develop a formal and informal mentoring, reverse mentoring, and buddy programs (especially for new and advancing employees)

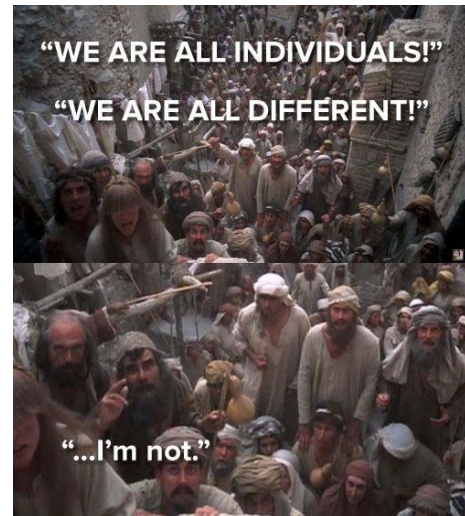


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Practical HR Advice

- ✓ Lastly...avoid stereotyping!
- ✓ Treat employees as individuals
- ✓ Supervisors need to get to know their employees (irrespective of age!):
 - *What makes them tick?*
 - *What interests/motivates them?*
 - *What are their career goals?*
 - *What's the best way to deliver feedback?*
 - *How do they most effectively work with others?*



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Scenario #2

Monika is new to a supervisory role. She's 32 but has people reporting to her from all different backgrounds and ages...

What suggestions or "food for thought" might you offer Monika?

What ideas do you think are good and not so good?

How could she find out what would work with her team?



Closing Thoughts

- ✓ Think of age as a facet of diversity
 - Create diverse teams & work groups
 - Promote culture where people learn skills and experience from each other
 - "Buddy" for new employee
 - Mentor for rising stars
- ✓ Strive for inclusivity (note merely "tolerance")
- ✓ Variety is the spice of life, esp re engagement, communication
- ✓ Remember we are shaped by our experiences and respond differently

Resources

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June 25, 2018

The "Must Reads"

[Lexico, Alaina G. *From Selfies to Selfies: Managing Multigenerational Teams*. SCIENCE MAG. \(Sep. 14, 2017\) \(focus on science, but applicable higher educ. context\)](#)

[Navigating the Multigenerational Workplace. HRDIVE \(Apr. 7, 2018\) \(series of articles available\)](#)

Online Resources

[Employers Struggle to Accommodate Millennials In a Business Imperative. SHRM \(Apr. 26, 2018\)](#)

[Kline, Missy. *The Faculty Workplace Is Aging – Is the Pipeline More Diverse?*. CUPA-HR \(Apr. 11, 2018\)](#)

[Fry, Richard. *Millennials are the largest generation in the U.S. labor force*. Pew Research Center \(Apr. 11, 2014\)](#)

[Fox, Richard. *Millennials projected to overtake Baby Boomers as America's largest generation*. Pew Research Center \(Mar. 1, 2018\)](#)

[Gray, Wes. *Why a Multigenerational Workplace Is a Competitive Advantage*. FORBES.COM \(Oct. 20, 2017\)](#)

[Schwantes, Marcel. *1.5-Year Study Reveals the Truth About What Each Generation Wants in the Workplace \(Or Not What You Think, Inc.com\)* \(Aug. 17, 2017\)](#)

[DePontis, Robert. *4 Touch Points to Retiree Engage a Multigenerational Workplace*. ENR94928283.COM \(July 24, 2017\)](#)

[Rack, Austin. *Motivate a Multigenerational Workplace at Chair Store*. Bridgeswks \(July 27, 2017\)](#)

- See more blogs about generations & generational differences: <http://www.generations.com>

[Grosspohl, Shannon. *Tackling 4 Key Challenges of the Multigenerational Workplace*. BUS.DAILYNEWS \(Dec. 5, 2016\)](#)

[Bismeyer-Hanson, Benjamin & Babes, Boris. *Generational Differences in Work Ethic: Fact or Fiction, J. of Bus. & Psych* \(Oct. 2016\)](#)

[Gilburg, Deborah. *Empowering Multigenerational Collaboration in the Workplace*. SYSTEMS THINKER \(Sept. 29, 2016\)](#)

[Your Guide to Engaging a Multigenerational Workplace: From Generation Z to the Traditionalists. Here's How to Thrive with a Modern Workplace. Cornerstone \(July 1, 2016\)](#)

[The Secrets to Hiring and Managing Gen Z. Robert Half \(June 4, 2016\) \(pdf is downloadable\)](#)

[How Generational Differences Impact Organizations & Teams. Birkman eBook \(2016\)](#)

[Higginbottom, Karen. *The Challenges Of Managing A Multi-Generational Workplace*. FORBES.COM \(May 17, 2016\)](#)

[Knight, Rebekah. *Managing People from 2 Generations*. HARVARD BUS. REV. \(Sept. 25, 2014\)](#)

[7 Training Must Haves for a Multi-Generational Workplace. AssnEd \(May 7, 2014\) \(download presentation\)](#)

[How to Thrive in a Multi-Generational Workplace: Avoiding Conflict and Creating Opportunities. MindTools.com](#)

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Questions / Discussion

Thank You!



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