

Managing the 21st Century Workforce

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Generations

Never before have there been
five generations
in the **workforce**.
How does that impact **YOU** as a
Project Manager?



Objectives

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

- **Describe the characteristics of each generation.**
- **Discuss how different generations impact the workforce.**
- **Discover strategies for effectively working with and managing each generation.**

Answer the following questions:

1. Growing up at home, what were some of your favorite TV or radio programs?
2. As a teenager, what were two of your favorite music groups/stars?
3. Who are two famous people who you admire?
4. What is an historic event that had a great impact on you?

Generation

A group of individuals born and living contemporaneously who are shaped by history, events, technological advances, social changes, economic conditions and popular culture



If you are thinking, I have no generational issues....

- You are a great project manager, so teach others
- There are issues, but you don't see them
- You don't have any issues....yet

***Some live to work, some work to live.
Our challenge is knowing how to create a
great organization with both.***

Veterans (Born 1922-1945) remember..

- Pearl Harbor
- World War II
- Mickey Mouse
- Flash Gordon
- Radio-no TV
- Wheaties
- Jukeboxes
- The Lone Ranger
- Franklin D. Roosevelt
- Joe DiMaggio
- Winston Churchill



Personal Lifestyle

- Grew up in large, nuclear families
- Viewed world as safe/stable
- Believed in institutions like school, government and faith
- Value self-sacrifice, dedication, hard work, duty before pleasure, loyalty and adherence to rules
- Believe it is best to put money away, pay with cash and be practical



Workplace Characteristics

- Work style is linear and a career is a legacy
- Consider work vital to “social identity” because it is an obligation
- Work hard, respect authority and believe in sacrifice
- Do not mix work and family life
- Doesn't believe that one has to like the boss
- Are loyal to their employer
- Like familiarity of work, routine, coworkers, belonging to organization and the status it brings
- Believe change means something is wrong
- Education is a dream

BOOMERS

Boomers (Born 1946-1954) remember..

- Cold War
- Sputnik
- Vietnam War
- Television
- Woodstock
- Metal ice trays
- Chatty Cathy doll
- 5 cent Coca-Cola
- John Glenn
- John F. Kennedy
- Howdy Doody
- Elvis Presley
- IBM



Personal Lifestyle

- Anti-establishment generation known for rebellion
- The nuclear family began to disintegrate
- Family size reduced because of endless work hours
- Believed if optimistic, set goals and worked hard, anything could be achieved
- Defined self by work
- Marked by war of Vietnam
- Known for being workaholics leading very unbalanced lives

Workplace Characteristics

- Work style is structured and career is stellar
- Coined term “workaholic” by inventing 60 hour work week and the “work-til-you-drop” plan
- Work efficiently, desire quality and believe that work is an exciting adventure
- Is a team player who loves to have meetings
- Work to live with little time for family
- Winner take all attitude
- Believe change should be approached with caution
- Education is a luxury

Gen Jones (Born 1955-1964)..

- Watergate
- Brady Bunch
- St.Elmo's Fire
- Pop Art
- Star Wars
- Woman's Rights
- Rock and Roll
- Mood rings
- Apple
- Ronald Reagan
- The Walton's
- Civil Rights
- Michael Jackson



Personal Lifestyle

- Born in the shadow of fallen heroes of the Vietnam War
- Younger siblings of those of the “Woodstock” generation
- Less optimistic and have a distrust of the institutions, such as government
- Came of age in the 1970s
- Seek opportunities for self-improvement and personal growth
- A very powerful group in determining the direction of American politics
- Barack Obama is the first president from this generation

Workplace Characteristics

- Work style is less structured and career is individualized
- Seeing the unbalance, Gen Jones began lobbying for a more family-friendly workplace and a better work/life balance
- Began the era of strategic planning
- Possess quiet confidence
- Desire open dialogue
- Known as the “early adapters,” the ones with the knowledge and the cash to jump on the latest tech trends, such as Bill Gates and Steve Jobs
- Believe change can be good or bad
- Education is important

Gen X (Born 1965-1980) remember..

- Challenger Disaster
- Persian Gulf War
- AIDS
- MTV
- Commodore computer
- Sesame Street
- Cosby Show
- Pet Rocks
- Dukes of Hazzard
- ET
- Cabbage Patch Kids
- Incredible Hulk
- Spiderman
- Microsoft



Personal Lifestyle

- Smallest generation since the Great Depression
- Most unsupervised generation known as “latchkey kids”
- 40% of this generation was from divorced parents
- Always had ATMs and personal computers
- Self-reliant and able to fend self
- Late to marry and quick to divorce
- Self absorbed and skeptical
- Desire to build lasting relationships with experienced mentors

Workplace Characteristics

- Work style is informal and career is portable
- After graduating from college, work world did not need them.
- Demand work/life balance
- Desire ways to achieve goals and outcomes rather than follow established procedures
- Coined phrase, “Work smarter, not harder”
- Seek flexible scheduling, work arrangements and locations
- Values leadership by competence, but doesn’t have to like leader
- Believe change means a potential opportunity
- Education is expected

Gen Y (Born 1981-2000) remember..

- September 11
- Columbine
- iPods
- Gameboys
- Wii
- MySpace
- Facebook
- Google
- Iraq War
- Princess Diana
- Bill Clinton



Personal Lifestyle

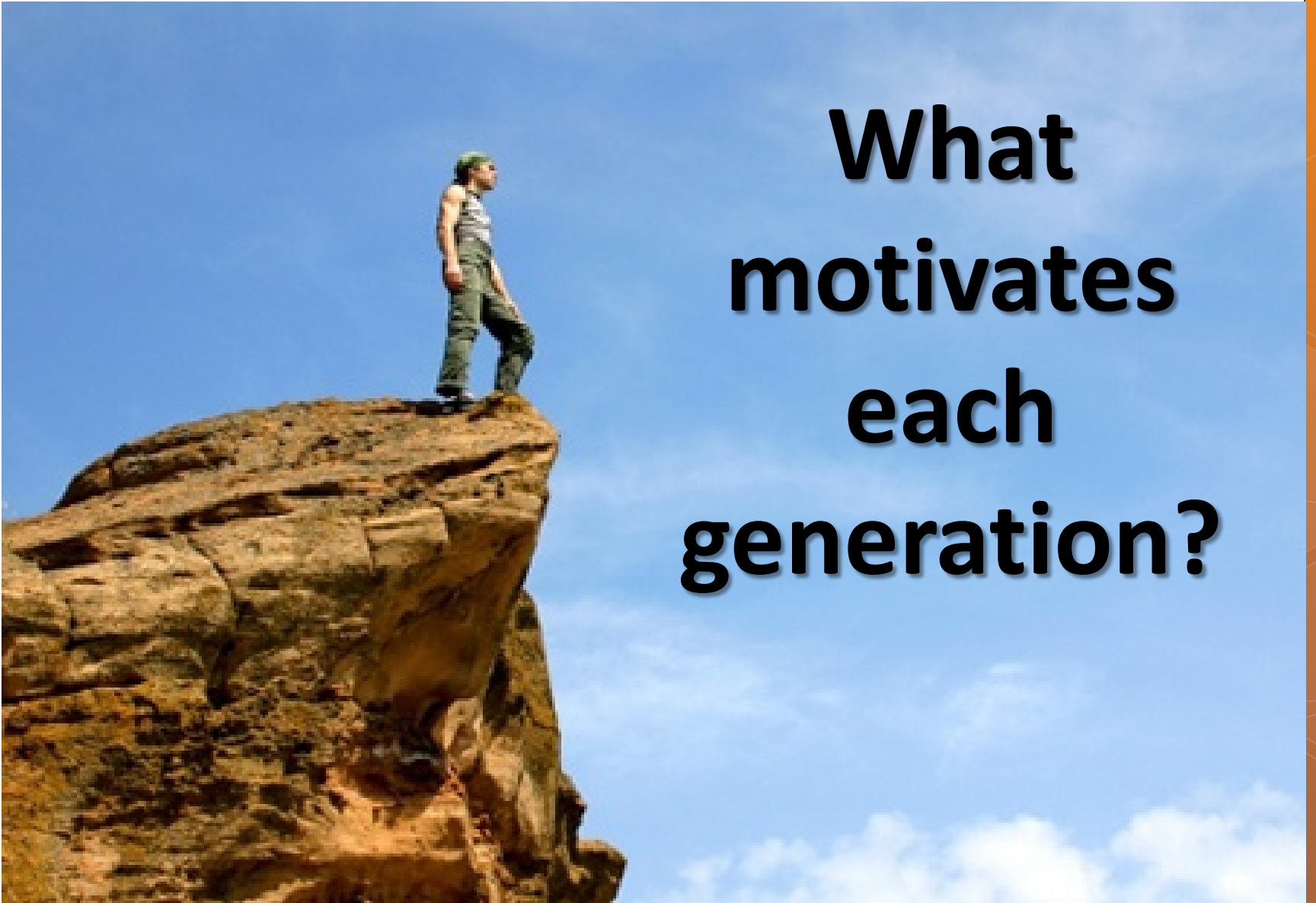
- Known as Millennials, Trophy Kids and Shoe Polish Kids
- Grew up with the greatest period of wealth in merged families
- Coddled and nurtured with strong sense of entitlement
- More self-centered than any other generation
- Believe everyone is a winner
- Use technology in every aspect of life
- Respect diversity
- Replaced spending time with friends with online games and social networking
- Confident, fun and social

Workplace Characteristics

- Work style is fluid and career is parallel
- Thrive on challenging work and creative expression
- Desire close, highly responsive relationship with supervisor
- Seek shortcuts and strive to get more done faster
- Believe work is to afford a lifestyle and should make them happy
- See work as a corporate lattice, not a ladder
- Excellent multi-tasking skills
- Believe change equals improvement
- Education is a right and is the key to success in the workplace

MOTIVATION

**What
motivates
each
generation?**



MOTIVATION

- Veterans are motivated by *accomplishment, control and responsibility.*
- Baby Boomers are motivated by *money, recognition, control, promotion and responsibility.*
- Gen Jones is motivated by *recognition, freedom, training and personal growth*
- Gen Xers are motivated by *freedom, recognition, meeting personal objectives, mentoring and training.*
- Gen Y is motivated by *mentoring, recognition, time off, training and meeting personal objectives.*

Messages the Motivate

**What to say and do
to motivate
each
generation
in the workplace**

VETERANS

- ❑ **Offer plenty of personal interaction-ask and listen. Convey that their experience is respected.**
- ❑ **Provide clear (written) goals and expectations.**
- ❑ **Communicate a value for their perseverance and experience logically without emotion.**
- ❑ **Use information that is organized, well-researched and supported by facts, figures, details and practical examples in the communication.**
- ❑ **Provide technology training.**
- ❑ **Give tangible symbols of loyalty, commitment and service, including plaques and certificates.**

BOOMERS

- ❑ **Value the Boomer's opinion.**
- ❑ **Give frequent recognition for contributions publicly.**
- ❑ **Promote and support lifelong learning.**
- ❑ **Offer training where Boomers can exert their expertise.**
- ❑ **Be honest, candid and direct. Always give the Boomer a chance to talk.**
- ❑ **Reward with personal appreciation and promotion.**

- Give the respect earned.**
- Communicate the importance and give opportunities for self-improvement and growth.**
- Allow an independent work environment.**
- Be available as needed to offer support and feedback.**
- Separate career and life.**

- Provide a fun workplace.**
- Use written goals and provide ongoing positive feedback.**
- Involve teams.**
- Be truthful, direct and specific.**
- Separate career and life.**
- Reward with opportunities for development, upgraded resources and free time.**

- ❑ **Give frequent and instant feedback.**
- ❑ **Keep the energy positive and communication specific.**
- ❑ **Communicate with graphics and bullet points when you can.**
- ❑ **Offer them multi-tasking projects with close supervision.**
- ❑ **Provide interpersonal skills training.**
- ❑ **Reward with awards, certificates and tangible evidence of credibility.**

**What do you think are
the most common
problems with managing
different generations in
the workplace?**



***Approaches for Managing a
Multigenerational Workplace***

MANAGING

Generation	Approaches for Managing
Veterans	•“No news is good news” works for managing performance
Boomers	•Once a year feedback is good when tied to salary increase or promotion
Gen Jones	•Use an “empowering” style of management and give regular feedback
Gen X	•Give ongoing feedback with “steering” style of management
Gen Y	•Give frequent and instantaneous feedback

The Effects of Managing the Generations...

- More effective communication
- Increased recruitment and employee retention
- Motivated employees
- Increased productivity and teamwork



SUMMARY

WORKPLACE CHARACTERISTICS

	VETERANS	BOOMERS	GEN JONES	GEN X	GEN Y
Work Ethic Values	Hard work Sacrifice Rules	Workaholic Work efficiently	Practical Work differently	Self-reliance Eliminate tasks Skeptical	What's next Multitasking Tenacity
Work is...	An obligation	An exciting adventure	An industrious project	A challenge A contract	A means to an end
Leadership Style	Directive	Consensual Collegial	Empowering	Everyone same Ask why	Collaborative
Interactive Style	Individual	Team player Loves meetings	Influential	Entrepreneur	Participative
Communication Preference	Formal Memo	In person	Quick, concise	Direct Immediate	Email Voice Mail
Feedback	No news is good	Don't appreciate it	Intermittently	How am I doing?	Whenever I want it
Rewards	Job satisfaction	Money	Recognition	Freedom	Meaningful work
Messages that Motivate	Your experience is respected	You are valued and needed	Use your energy and creativity to work differently	Do it your way Forget the rules	You will work with other bright people
Work and Family Life	Never to meet	No balance Work to live	Balance	Balance	Balance

Innovation is the creative side of
collaboration
Collaboration is built on trust
Trust is built on relationships
Relationships are built by getting to
know others
Relationships cross generations

What can you learn from and
what are you willing to teach other generations?