



# GENERATIONAL DIVERSITY

*...the new frontier...*

vision vision

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Four Generations...  
One Workplace...  
The First Time EVER!

Can it really work?



# A different kind of diversity...

- Each generation has a distinct set of...
  - Values
  - Attitudes
  - Behaviors
  - Habits
  - Motivational buttons
- Each generational era profoundly influences:
  - Communication styles
  - Viewpoints on how to approach work
  - Contributions in team settings





QUESTION??

**What is the greatest generational challenge facing the nation in the next decade?**

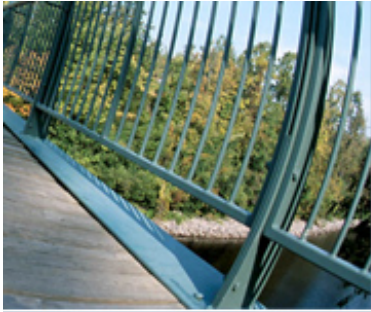
ANSWER:

**Looking creatively at how work can get done differently!**



# Needs & Values

- ***Generational differences determine employee values & needs.***
- ***A lack of understanding can have detrimental effects on communication and working relationships and undermine services.***



# PREPARE FOR LEARNING

- A Definition of Generation
- Generational Differences
  - What are they
  - How to handle
  - How to manage conflict

***Open the lines of communication and resist the urge to judge people on age***



# A Definition of Generation

*A generation is a group of people defined by age boundaries who were born during a certain era and share similar experiences and social dynamics when growing up.*



# UNCOVER THE CIRCUMSTANCES

- What are Generational Differences?
- How are we impacted?
- What do we need to know?

*Developing a pool of shared meaning is essential...Connect before you correct!*



# LEARN: THE GENERATIONAL MIX

- Who are they?
  - **Traditionalists** (Matures): 61+ (born before '46)  
10% of today's workforce, 27 million
  - **Baby Boomers**: 43-61 (born '46-'64)  
46% of today's workforce, 76 million
  - **Generation X**: 29-42 (born '65-78)  
29% of today's workforce, 60 million
  - **Generation Y** (Millennials): 20-28 (born "79-97)  
15% of today's workforce, 74 million



# Where's the RUB?

- Differences in perception about...
  - Authority & Hierarchy
  - Money & Advancement
  - Technology
  - Work / life balance
  - Employee loyalty
  - Communications Styles



# Generational Characteristics

## ■ MATURES

- Effects of Depression
- Dedicated
- Great team players
- Carry their weight
- Don't let others down
- Value hard work

## ■ BOOMERS

- Effects of 60's & 70's
- Optimistic
- Idealistic
- Good team players
- Driven, love challenge
- Highly competitive

## ■ GENERATION X

- Effects of corporate down-sizing
- Flexibility
- Autonomy on the job
- Fun, informal environment
- Learning opportunities
- Techno savvy

## ■ GENERATION Y

- Effects of Technology & Convenience
- Well-organized
- Excellent team players
- Resilient
- Achievement oriented
- Value respect of differences
- Respect authority / older employees



# Generational Characteristics

## ■ MATURES

- Practical
- Rule followers
- Respectful of authority
- Patient, loyal & hardworking

## ■ BOOMERS

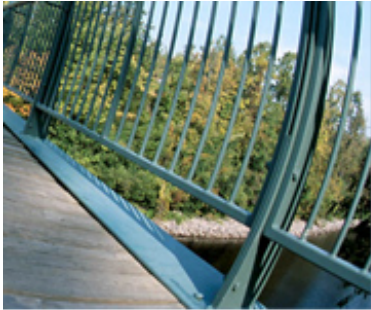
- Ambitious
- Workaholic
- Teamwork
- Cooperation

## ■ GENERATION X

- Skeptical
- Risk-taking
- Balances work and personal life
- Self-reliant

## ■ GENERATION Y

- Hopeful
- Meaningful work
- Techno-savvy
- Diversity & change valued



# Conflict Dynamics: Preferred Work Environments

## ■ **Matures**

- Conservative, hierarchal, clear chain of command, top-down management

## ■ **Boomers**

- “Flat” organizational hierarchy, democratic, humane, equal opportunity, warm, friendly environment

## ■ **Generation X**

- Functional, efficient, fast-paced, informal, access to leadership, access to information, positive, fun, flexibility

## ■ **Generation Y**

- Collaborative, achievement-oriented, highly creative, positive, diverse, fun, flexibility



# Conflict Styles –

- Managing “generational diversity” is only partly about knowledge...
- It is mostly about communication!



# POTENTIAL HOT BUTTONS

## ■ **Matures**

- Recognition of & respect for their experience
- Value placed on history & tradition
- Job security & stability
- Clearly defined rules & policies

## ■ **Boomers**

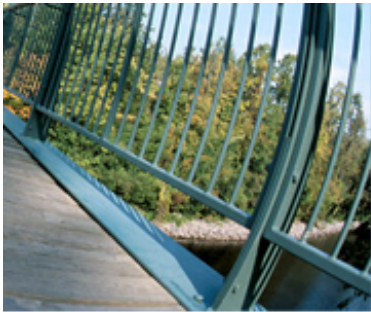
- Ability to “shine” & “be a star”
- Make a contribution
- Fit in with company vision & mission
- Team approach

## ■ **Generation X**

- Dynamic young leaders
- Cutting edge systems & technology
- Forward-thinking company
- Flexibility in scheduling
- Input valued on merit, not age or seniority

## ■ **Generation Y**

- Want to be challenged
- Strong, ethical leaders & mentors
- Treated with respect in spite of their age
- Social network



- In organizations, real power and energy is generated through relationships.
- The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions.

- Margaret Wheatley

*Leadership and the New Science*



# WHAT TO DO....

At the beginning of any group dynamic, an effective mediator should consider spending time learning how team members wish to communicate.



# Go to the BEACH...

## EXPLORE IN DIALOGUE

- **B**eliefs
- **E**xpectations
- **A**ssumptions
- **C**oncerns
- **H**opes



*Your guide to dialogue*



# What is Lacking for People

## ***The Need for...***

### ■ **Power**

*...interests around control and influence over others, for social status created by power differences*

### ■ **Identity**

*...interests around autonomy, self-esteem, positive self-image, self-determination and affirmation of personal values*

### ■ **Justice**

*...interests around equal and equitable treatment*

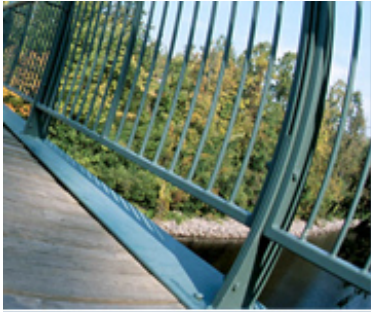
### ■ **Inclusion**

*...the need for acceptance into social groups*

### ■ **Approval**

*...the need for affection...to be liked*





# How do we make a difference?

- Allow choices
- Openly explore ideas
- Raise others' awareness of generational diversity
- Choose language that recognizes unique perspectives
- Balance between
  - traditional procedures
  - Supporting flexibility & creativity



# WORKING THROUGH DIFFERENCES...

## The **POWER** of open-ended questions:

### A "Generations" Interview

- What generation do you generally consider yourself to be a member of?
- What do you like about your generation?
- What do you wish other generations knew or understood about your generation?
- Do you feel all your work-related talents and skills are used on the job?
- What challenges do you face at work that may have to do with your generation?



# SO, WHAT'S NEEDED...

- Responding to generational differences and conflicts requires the same skills needed to deal with other diversity issues:
  - Awareness
  - Communication
  - Ability to manage conflict productively



# Examples of Language

## *... The Art of Appreciative Inquiry...*

### ■ **Matures**

- Your experience is respected
- It is valuable to hear what has worked in the past

### ■ **Boomers**

- You are valuable, worthy
- Your contribution is unique and important

### ■ **Gen Xers**

- Let's explore some options outside of the box
- Your technical expertise is a big asset

### ■ **Millennials**

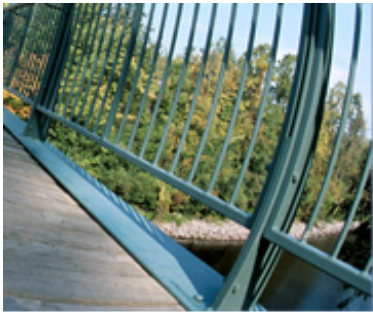
- You will be collaborating with other bright, creative people
- You have really rescued this situation with your commitment



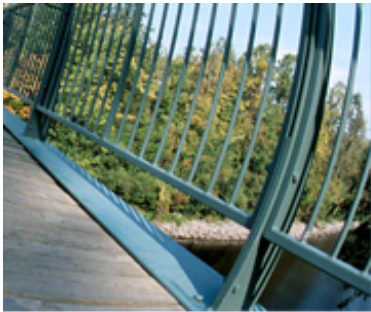
# *Can it really work?*

Four Generations...  
One Workplace...  
The First Time EVER!

# YES!



It's Question  
Time



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Your Presenter



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- **DEBRA DUPREE**, founder of [RELATIONSHIPS THAT MATTER](#), also established [Vitali WORCS - Workplace Solutions](#) in 1986, demonstrating early leadership in the application of conflict resolution strategies to workplace issues.
- Debra thrives as a catalyst for communication, leadership, and problem-solving. She actively demonstrates collaboration through her work with numerous organizations.
- She demonstrates over 25 years of proven leadership and success in employee relations, team building, leadership development and organizational change. She is a Certified Master Trainer for the Conflict Dynamics Profile and EDGE Systems certified leadership coach.
- Debra possesses a Master's degree in Education - Counseling Psychology, University of California, Santa Barbara and Pre-doctoral training in Organizational Development & Disability Management, San Diego State University. Debra's commitment focuses on relationships in all walks of life...the workplace, families and divorce, and business partnerships...seeking healthy alternatives to breakdowns in communication.