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 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
<table>
<thead>
<tr>
<th>Generational Characteristics</th>
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<tr>
<td><strong>MATURES</strong></td>
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<tr>
<td>- Effects of Depression</td>
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<td>- Dedicated</td>
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<td>- Great team players</td>
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<td>- Carry their weight</td>
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<td>- Don’t let others down</td>
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<td>- Value hard work</td>
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<td><strong>GENERATION X</strong></td>
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<tr>
<td>- Effects of corporate down-sizing</td>
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<td>- Flexibility</td>
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<td>- Autonomy on the job</td>
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<td>- Fun, informal environment</td>
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<td>- Learning opportunities</td>
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<td>- Techno savvy</td>
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<tr>
<td><strong>BOOMERS</strong></td>
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<tr>
<td>- Effects of 60’s &amp; 70’s</td>
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<tr>
<td>- Optimistic</td>
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<tr>
<td>- Idealistic</td>
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<tr>
<td>- Good team players</td>
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<tr>
<td>- Driven, love challenge</td>
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<tr>
<td>- Highly competitive</td>
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<tr>
<td><strong>GENERATION Y</strong></td>
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<tr>
<td>- Effects of Technology &amp; Convenience</td>
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<tr>
<td>- Well-organized</td>
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<tr>
<td>- Excellent team players</td>
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<tr>
<td>- Resilient</td>
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<td>- Achievement oriented</td>
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<td>- Value respect of differences</td>
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<td>- Respect authority / older employees</td>
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Generational Characteristics

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

- **GENERATION X**
  - Skeptical
  - Risk-taking
  - Balances work and personal life
  - Self-reliant

- **BOOMERS**
  - Ambitious
  - Workaholic
  - Teamwork
  - Cooperation

- **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

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

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

- **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*
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?

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One Workplace...
The First Time EVER!

YES!
It’s Question Time
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.