

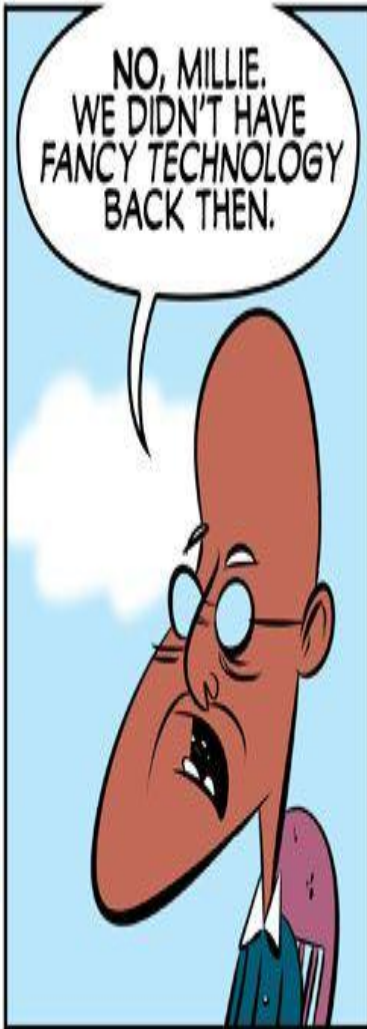
Leading Up, Down & Sideways

Navigating Generational Differences

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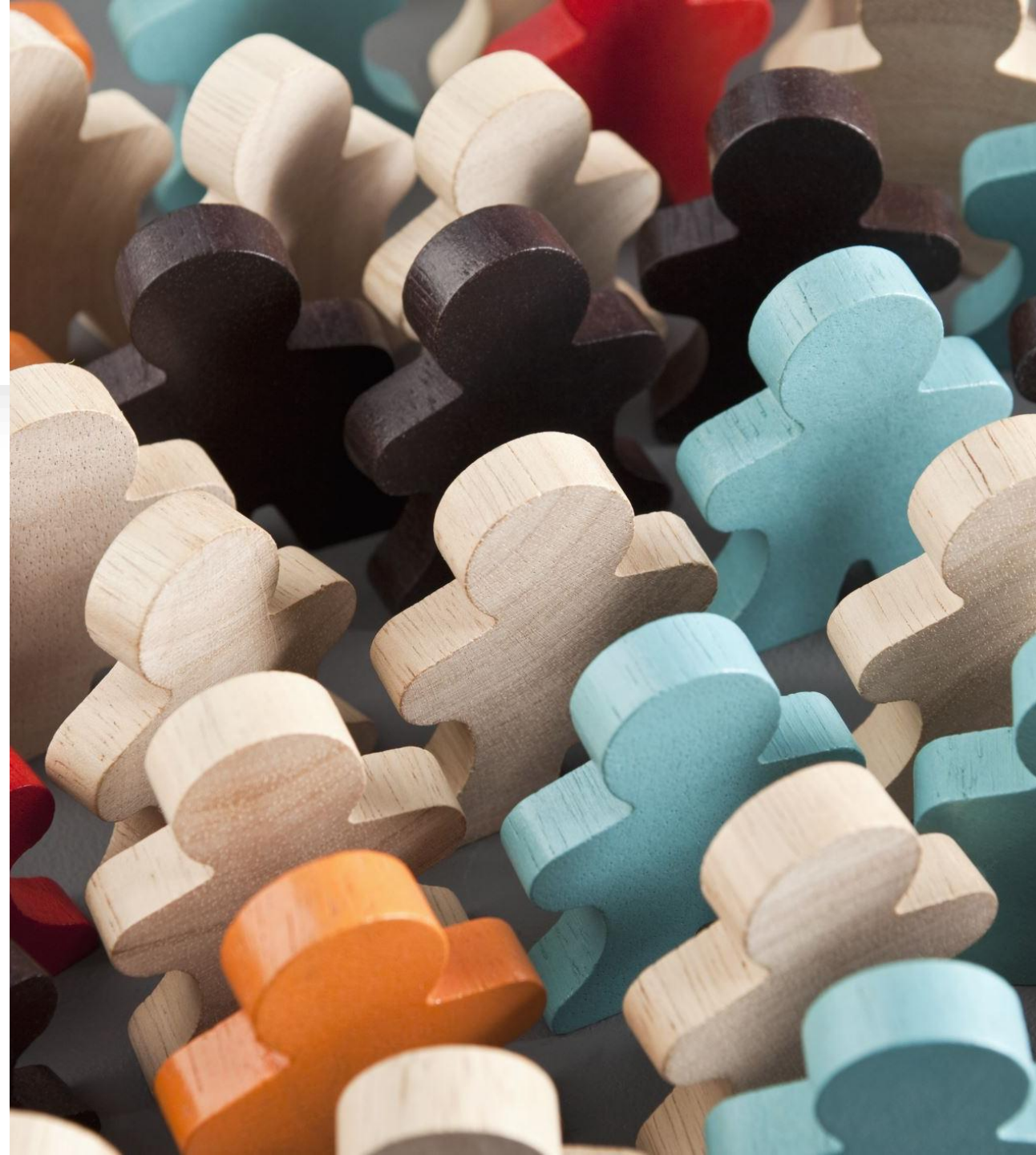


Objectives

- Identify the generations in today's workforce
- Understand bias & how it impacts work effectiveness
- Explore the similarities and differences between these generations
- Enhance ability to work effectively as a team

What is a generation?

- “A generation is defined as a group of individuals born [in a specific range of time] who share common knowledge and experiences that affect their thoughts, attitudes, values, beliefs and behaviors.” (Clark, 2017, p. 379)



Generation Definitions

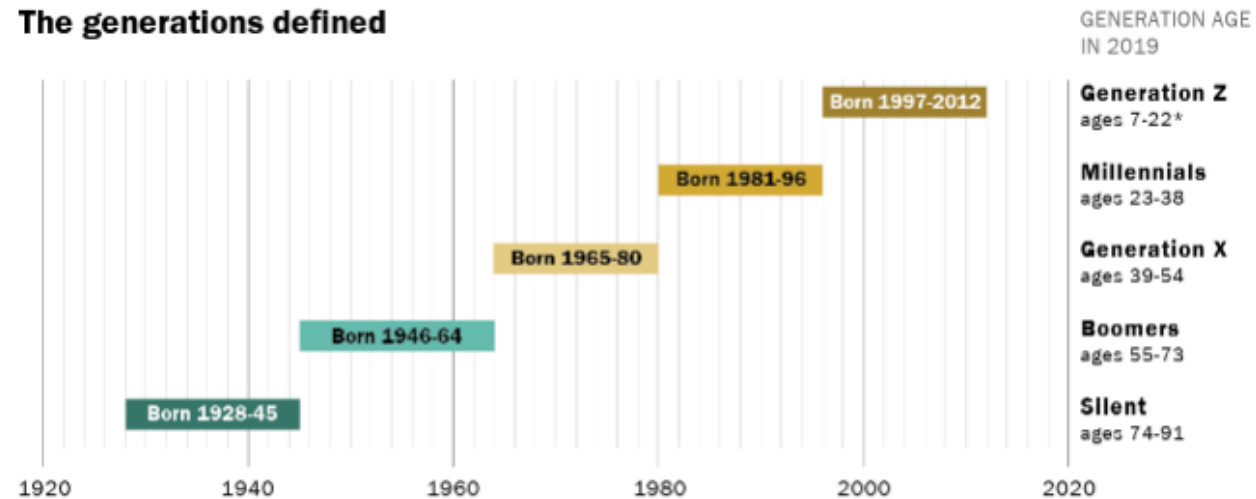
Which Generation are You?

Generation Name	Births Start	Births End	Youngest Age Today*	Oldest Age Today*
The Lost Generation The Generation of 1914	1890	1915	109	134
The Interbellum Generation	1901	1913	111	123
The Greatest Generation	1910	1924	100	114
The Silent Generation	1925	1945	79	99
Baby Boomer Generation	1946	1964	60	78
Generation X (Baby Bust)	1965	1979	45	59
Xennials	1975	1985	39	49
Millennials Generation Y, Gen Next	1980	1994	30	44
iGen / Gen Z	1995	2012	12	29
Gen Alpha	2013	2025	1	11

(*age if still alive today)

Generations	Born	Current Ages
Gen Z	1997 – 2012	12 – 27
Millennials	1981 – 1996	28 – 43
Gen X	1965 – 1980	44 – 59
Boomers II (a/k/a Generation Jones)*	1955 – 1964	60 – 69
Boomers I*	1946 – 1954	70 – 78
Post War	1928 – 1945	79 – 96
WWII	1922 – 1927	97 – 102

The generations defined



*No chronological endpoint has been set for this group. For this analysis, Generation Z is defined as those ages 7 to 22 in 2019.

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Generation Definitions – for today

Traditionalists (74+)

- Great Depression
- WWII
- Rise of radio & early TV

Generation X (45-54)

- Cold War
- Rise of personal computers
- MTV & cable TV

Generation Z (18-24)

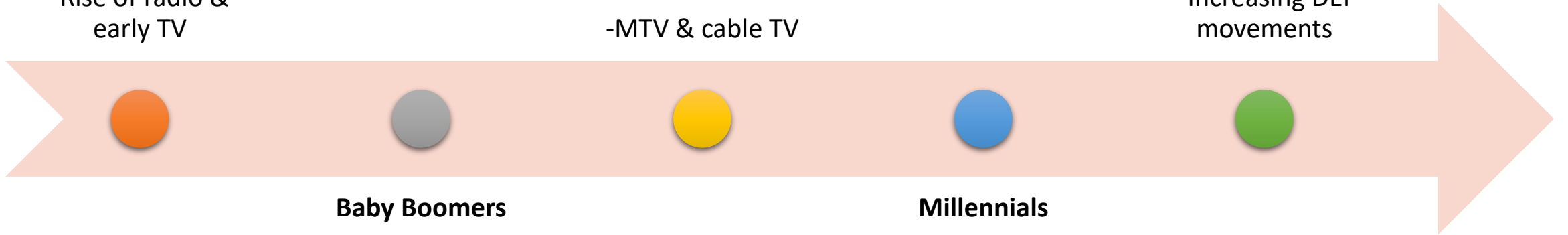
- Climate Change
- Digital Nativism
- Increasing DEI movements

Baby Boomers (55-73)

- Civil Rights Movement
- Vietnam War
- Expansion of suburbs

Millennials (25-44)

- 9/11
- Rise of Social Media
- Great Recession



Implicit Bias

- Scan the QR code or go to the website:
<https://implicit.harvard.edu/implicit/takeatest.html>
- Scroll down, click >> “I wish to proceed.”
- Choose “Age IAT”

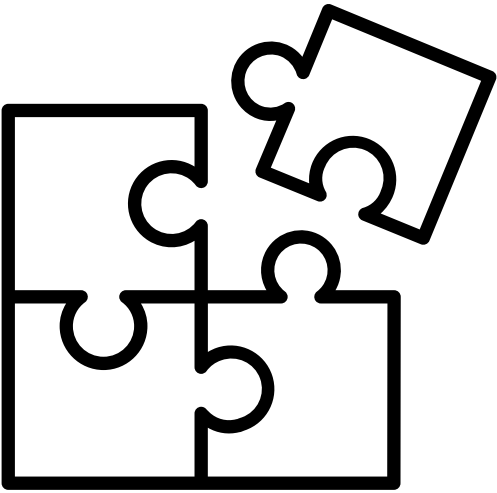


Results

DO NOT SHARE YOUR RESULTS

- Were you surprised by your result?
- Why do we need to know where bias does/does not exist?
- How does this bias impact our working relationships?

Generations Explained



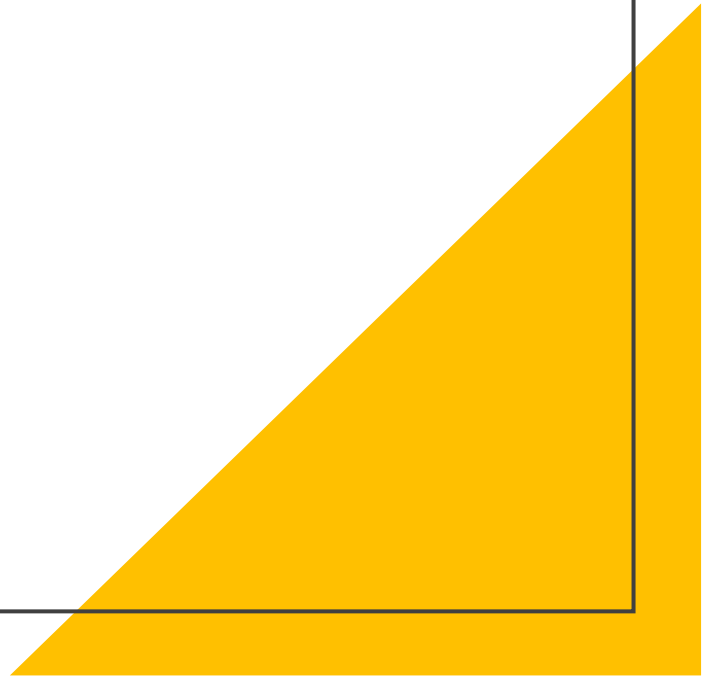
- What two words would you use to describe your generation at work?
- What two-three things are most important to you at work?
- How do you prefer to communicate? (phone, text/IM, email)
- What type of feedback do you value (frequency, type)?

Generational Shift

- COVID-19
- Millennials in leadership roles
- Gen-Z population will triple by 2030

Why does all of this matter?

- Retention
 - Recruiting, hiring, training is expensive
- Satisfaction & Engagement
 - Without empathy, collaboration, and understanding between generations – conflict will impact work



Traditionalists: 74+

Value	Privacy, hard work, trust, sacrifice, patriotism
Work	Obligation
Leadership Style	Command and Control
Communication	Memo
Feedback	“No News is Good News”
Motivation	Power & Prestige
Major Events	Great Depression, New Deal, WW II, Korean War, Atomic Bomb
Retain	Mentor

Baby Boomers: 55-73

Value	Teamwork, competition, body language, optimistic
Work	Exciting Adventure
Leadership Style	Consensual
Communication	In Person: Face to face
Feedback	“Once a year and lots of documentation”
Motivation	Reward & Recognition
Major Events	Civil rights, space travel, cold war, Vietnam war
Retain	Etiquette, Flex work

Generation X: 45-54

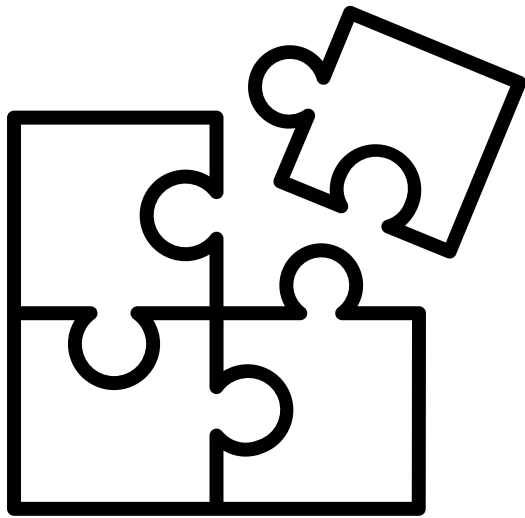
Value	Information, creativity, independence, entrepreneurs
Work	A contract; work life balance
Leadership Style	Everyone is the same
Communication	Phone & Email
Feedback	“Sorry to interrupt, but how am I doing?”
Motivation	Collaborations & Connections
Major Events	Fall of Berlin Wall, Watergate, Latchkey kids, Challenger
Retain	Current tech, multi-task, freedom, career path

Millennials: 25-44

Value	Technology, diversity, autonomy, internet
Work	Fulfillment
Leadership Style	Teamwork
Communication	Email; Social Networking
Feedback	“Whenever I want it, at the push of a button.”
Motivation	Change & Challenge
Major Events	Columbine, VA Tech, 9/11, Technology, Y2K
Retain	Giving back, mentor

Gen Z: 18-24

Value	Diversity, Inclusion, Stability, technology
Work	Meaningful, aligned with their beliefs
Leadership Style	Authentic
Communication	Instant messaging, video conferences, collaboration tools
Feedback	“Instant”
Motivation	Purpose & passion
Major Events	COVID-19, global financial crisis
Retain	Career development, prioritize well-being



Intersectionality

- **Identity groups:** where a particular group of people from a specific culture or community share a sense of belonging given their backgrounds, beliefs, experiences, or a combination of these things.
- All of us have multiple identities, and often belong to a number of different identity groups

Are you an effective team member?

Take a few minutes to complete the self-assessment. Scan the QR code, or enter the website address:


<https://www.surveymonkey.com/r/SHLCLSL>



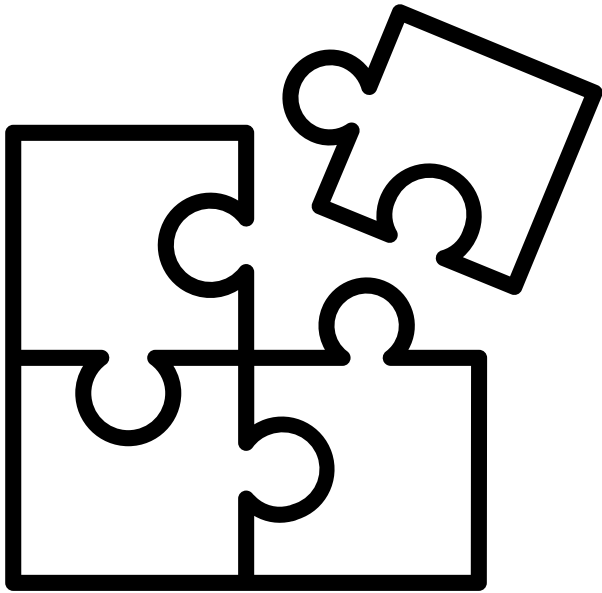
Bridging Generations through Effective Teams



Being an effective team member

- Be aware of bias
 - Don't blame others for group problems
 - Encourage the process of goal, role and task clarification
 - Encourage open communication in which all member input and feedback are heard
 - Avoid interpersonal conflict and embrace task conflict
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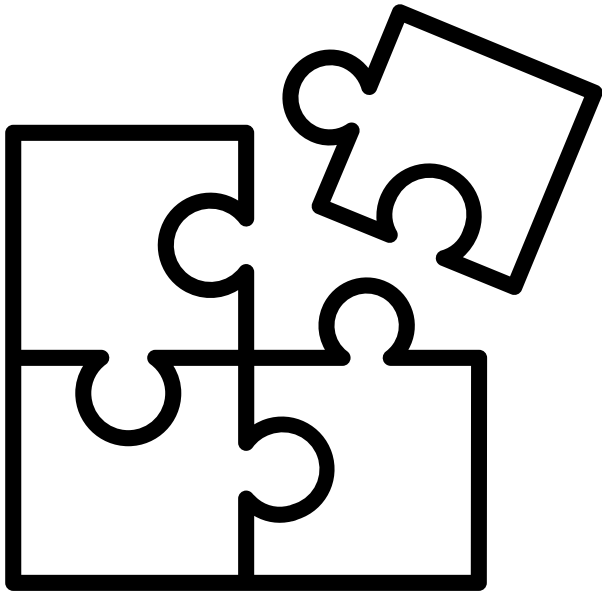
Reflect



Bring to mind a work situation in which you felt you were ***tolerated***.

- What was it like to feel merely tolerated?
- How did feeling tolerated affect your relationships with co-workers?


Reflect



Think about a work situation in which you felt you were actually ***appreciated***.

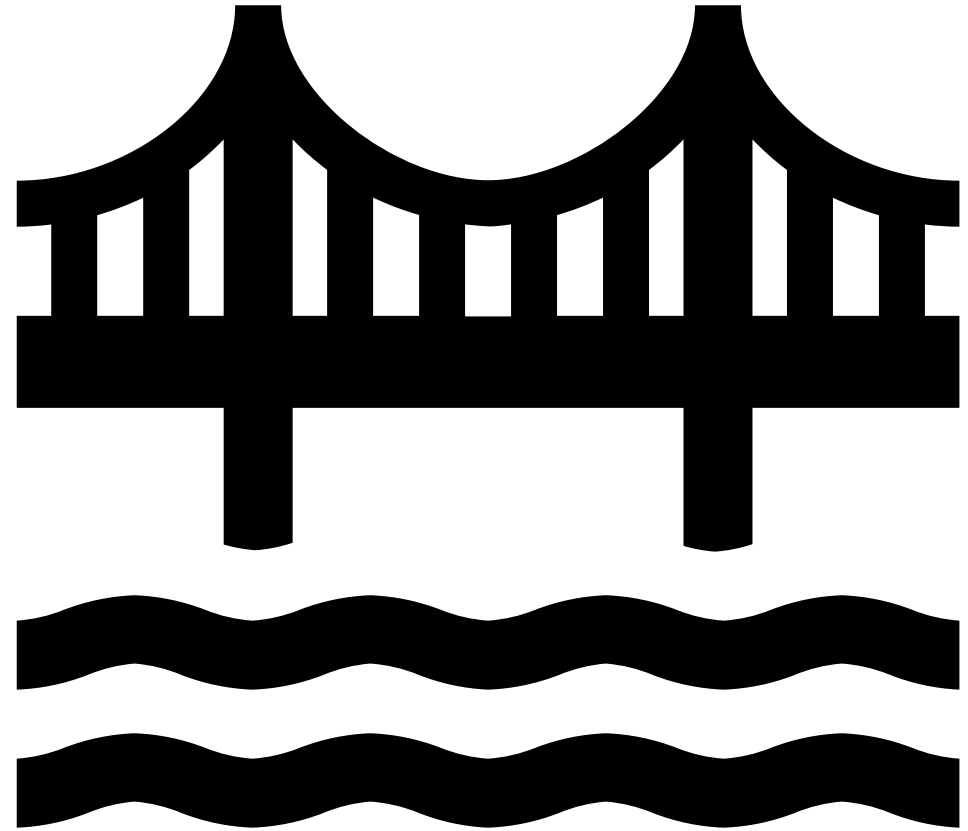
- What was the experience like?
- Were more of your skills and talents tapped?
- How did feeling appreciated affect your relationship with your co-workers?

Bringing the generations together

- Use team building as a bridge between generations
 - Foster an environment that respects and values differences
 - Help the team identify similarities
 - Recognize and reward people appropriately
 - Create programs that encourage generations to work together and to share knowledge
 - Minimize criticism of other generations
 - Abide by the Platinum rule
- 

My Commitment

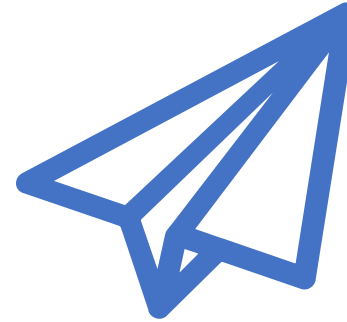
- One action I will take to strengthen collaboration across generations is...
- One team skill I will practice more intentionally is...



Thank you

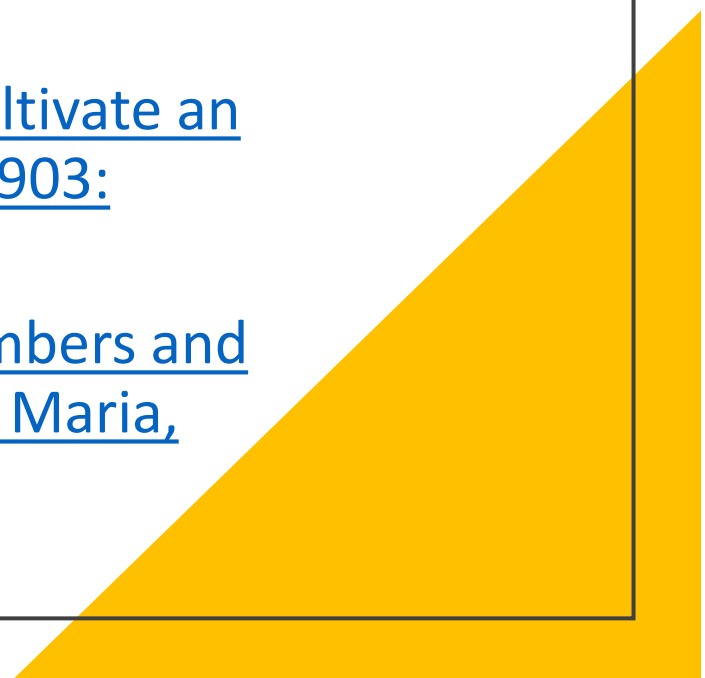


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References

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 - [Generational Differences in the Workplace \[Infographic\] \(purdueglobal.edu\)](#)
 - [Belonging At Work: Everyday Actions You Can Take to Cultivate an Inclusive Organization: Perry MPA, Rhodes: 9781732441903: Amazon.com: Books](#)
 - [Amazon.com: Creating Effective Teams: A Guide for Members and Leaders: 9781544332970: Wheelan, Susan A., Åkerlund, Maria, Jacobsson, Christian: Books](#)
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