



Welcome to Today's  
PaperClip Communications  
Webinar



www.paper-clip.com

---

---

---

---

---

---

---

---



# Today's Multi-Generational Workforce: *How to Successfully Work Together*

Thursday, September 15, 2011  
2:00 – 3:30 PM EST

This presentation is copyrighted and licensed by PaperClip Communications 2011.  
This presentation may not be reproduced without permission from PaperClip Communications and  
presenters. Any alterations made to the presentation are the sole responsibility of the user. PaperClip  
Communications is not responsible for any revisions made to this PowerPoint file.

www.paper-clip.com

---

---

---

---

---

---

---

---



## Panelist

### Patti Arnold Rensel

- Human Resources Consultant
- Burlington County College
- Email: [prensel1@comcast.net](mailto:prensel1@comcast.net)



www.paper-clip.com

---

---

---

---

---

---

---

---

## Multi-generational Workforce- How to work Successfully Side-by-Side

Welcome to the session on the Multi-  
generational workforce.

Let's get started.....

---

---

---

---

---

---

---

---

## Multi Generational Workplace

- To work together, side-by-side, requires a complete understanding of the characteristics of each generation
- Some generations have distinct similarities
- And yet, there are differences between the work styles of each generation that make working together very challenging

---

---

---

---

---

---

---

---

## Understanding Multi-Generations

- Working Age Americans now fall into 4 main generations
- Generations are based upon:
  - Birth years
  - Age
  - Significant life events at critical stages

---

---

---

---

---

---

---

---

### Why are the Generations similar? Or Different?

*Shared Events  
of each generation  
mold the characteristics of the  
generation*

---

---

---

---

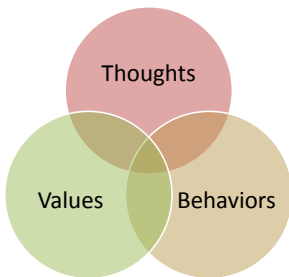
---

---

---

---

### Shared events mold Generational.....



---

---

---

---

---

---

---

---

### What we'll cover

1. Describe the four generations of American workers
2. Identify generational differences and similarities
3. Discuss implications for employers
4. Learn tactics to work side-by-side

---

---

---

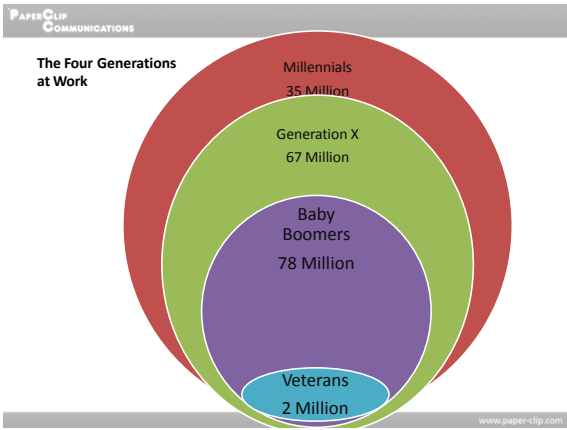
---

---

---

---

---




---

---

---

---

---

---

---

---

**The Four Generations at Work**

- While we discuss the Four Generations at work, take notes on the similarities and differences.

---

---

---

---

---

---

---

---

**The Veterans**

- includes individuals born between 1925 and 1945
- also called the Silent generation because they were described as: "withdrawn, cautious, unimaginative, indifferent, unadventurous and silent"
- the oldest generation in the workplace, although most are now retired

---

---

---

---

---

---

---

---

PAPERCLIP

## Veterans were influenced by...

- The great depression
- World War II

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

## Veterans described as...

- conservative
- disciplined
- as having a sense of obligation
- as observing fiscal restraint

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

## Veterans Work Style

- Like formality and a top down chain of command
- Respectful
- Past-oriented
- Show consistency and uniformity
- Seek out technological advancements
- Leadership reminiscent of military operations
- Prefer hierarchical organizational structures

www.paper-clip.com

---

---

---

---

---

---

---

---

## Characteristics of Veterans

- believe in paying their dues
- their word is their bond
- prefer formality
- have a great deal of respect for authority
- like social order
- loyal workers, highly dedicated
- averse to risk
- strongly committed toward teamwork and collaboration

---

---

---

---

---

---

---

---

## Other Characteristics of Veterans

- weak in ambiguity and change
- reluctant to buck the system
- uncomfortable with conflict
- reticent and quiet when they disagree

---

---

---

---

---

---

---

---

## The Baby Boomers

- This generation is described by most sources as people born between 1943 and 1965 (some say 1946-1964).
- This generation is referred to as the Baby Boomers because of the extra seventeen million babies born during that period relative to previous census figures
- It has had the largest impact on American society due to its size — roughly 78 million

---

---

---

---

---

---

---

---

PAPERCLIP

### Baby Boomers were influenced by...

- the political and social turmoil of their time
- the Vietnam War,
- the civil rights riots
- the Kennedy and King assassinations
- Watergate
- Woodstock

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

### ...and Further influenced by....

- Protesting against power characterized the formative years of many of the individuals now in leadership positions in numerous organizations.

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

### Boomers Don't trust....

- boomers were raised to respect authority figures
- but as they witnessed their foibles, learned not to "trust anyone over 30"

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

## Characteristics of Baby Boomers

- believe that hard work and sacrifice are the price to pay for success.
- grew up in an era of “prosperity and optimism”
- the sense that they are a special generation capable of changing the world
- equated work with self-worth, contribution and personal fulfillment

www.paper-clip.com

---



---



---



---



---



---



---

PAPERCLIP

## Boomers at work

- hard workers (coined phrase: “workaholics”)
- paying their dues
- step-by-step promotion
- teamwork
- collaboration
- group decision-making
- loyalty toward their employer

www.paper-clip.com

---



---



---



---



---



---



---

PAPERCLIP

## Generation X

- Defined as consisting of individuals born between 1968 and 1979
- But in some cases has been defined from 1963 to 1982
- The term Generation X became popular following the publication of Douglas Coupland’s book about a generation of individuals who would come of age at the end of the 20<sup>th</sup> century

www.paper-clip.com

---



---



---



---



---



---



---



## Generation X growing up....

- Growing up in a period of financial, familial and societal insecurity.
- Witnessing their parents get laid off and the decline of the American global power.
- Growing up in homes where both parents worked, or in single parent household because of high divorce rates, becoming the first generation of latchkey kids forced to fend for themselves (Karp et al., 2002).

[www.paper-clip.com](http://www.paper-clip.com)

---

---

---

---

---

---

---

---

## Gen Xer's were influenced by

- MTV
- AIDS
- War on Drugs, Space Shuttle Challenger disaster, Iran hostage crisis
- introduction of the internet and worldwide competition
- becoming accustomed to receiving instant feedback
- playing computer and video game

[www.paper-clip.com](http://www.paper-clip.com)

---

---

---

---

---

---

---

---

## Describing Gen X'ers....

- They grew up with a stagnant job market, corporate downsizing, and limited wage mobility, and are the first individuals predicted to earn less than their parents did.

[www.paper-clip.com](http://www.paper-clip.com)

---

---

---

---

---

---

---

---

PAPERCLIP

## Characteristics of Gen X

- aspire more than previous generations to achieve a balance between work and life
- more independent, autonomous and self-reliant than previous generations having grown up as latchkey kids
- not overly loyal to their employer although they have strong feelings of loyalty towards their family and friends

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

## Gen Xer's at work

- value continuous learning and skill development
- strong technical skills
- results focused
- are "ruled by a sense of accomplishment and not the clock"
- question authority figures and are not intimidated by them

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

## More about Gen X at work....

- money does not necessarily motivate members of this generation, but the absence of money might lead them to lose motivation
- like to receive feedback
- adaptable to change
- prefer flexible schedules
- tolerate work as long as it is fun
- individualistic, but like teamwork

www.paper-clip.com

---

---

---

---

---

---

---

---

## The great news about Gen Xer's.....

- Entrepreneurial
  - Energetic
  - Pragmatic
  - Creative
  - Technical

❖ These are things that other generations might lack!

---

---

---

---

---

---

---

---

## Millennials (also called Generation Y)

### Individuals born between 1978-2002

- Many labels exist:
  - Millennials
  - Nexters
  - Generation www,
  - Digital generation
  - Generation E
  - Echo Boomers
  - N-Gens
  - Net Generation

---

---

---

---

---

---

---

---

## Millennials were influenced by

- Parental excesses
- Computers
- Dramatic technological advances.

---

---

---

---

---

---

---

---

## Characteristics of Millennials

- comfort with technology
- value team work and collective action
- embrace diversity
- optimistic
- adaptable to change
- demanding
- confident

---

---

---

---

---

---

---

---

## Millennials share characteristics of Gen Xer's

- Entrepreneurial
  - Energetic
  - Technical

---

---

---

---

---

---

---

---

## Millennials at work

- seek flexibility
  - are independent
  - desire a more balanced life
  - are multi-taskers
  - value training
- ✓ Come into the workplace as the most highly educated generation

---

---

---

---

---

---

---

---

## Similarities and Differences

- What are some of the similarities between the generations?
- What are some of the differences?

---

---

---

---

---

---

---

---

## Generational Differences at Work

1. Attitudes toward Work
2. Loyalty
3. Attitudes about respect and authority
4. Training Styles and Needs
5. Desire for work life balance
6. Attitudes toward supervision

---

---

---

---

---

---

---

---

### Generational Differences at Work- 1. Attitudes toward Work

- perceived decline in work ethic is perhaps one of the major contributors of generational conflicts
- the prevailing stereotype is that younger workers do not work as hard as older workers do
- current battles occur between the "workaholic" Boomers and the "Slacker" X'ers
- and the veterans are seen as the hardest working generation of all

---

---

---

---

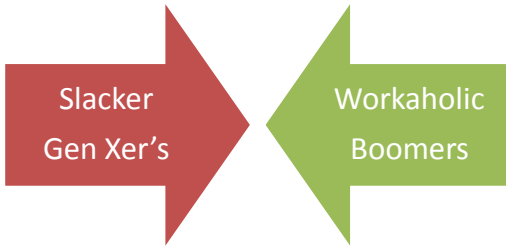
---

---

---

---

1. Attitudes toward work, con't.




---

---

---

---

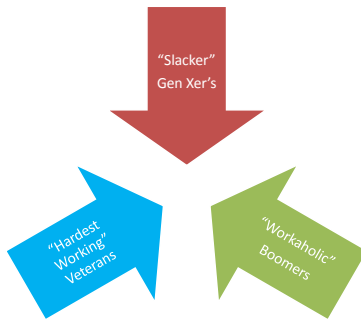
---

---

---

---

1. Attitudes toward work, con't.




---

---

---

---

---

---

---

---

### Research about Attitudes toward Work

- Survey of employees from age 27-65 indicate
- that all ages show a decline in the importance of pride in one's work from
  - were less likely to believe that work should be an important part of life or working hard made one a better person
  - as age increased, reported work ethic decreased

---

---

---

---

---

---

---

---

### Numerous factors affect Work Ethic




---

---

---

---

---

---

---

---

### Research about Attitudes toward Work

- Is there a decline in work ethics among younger generations?
- Or is it just the approach that's different?

---

---

---

---

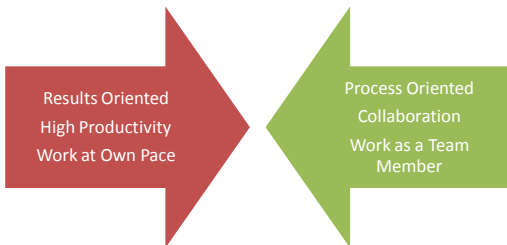
---

---

---

---

### Is it just the approach that's different?




---

---

---

---

---

---

---

---

## 2. Loyalty toward the Employer

- Veterans and Boomers are seen as very loyal employees
- Gen X'ers and Millennials are seen as lacking loyalty
- X'ers more so than Boomers have been found to report that remaining loyal to an employer was outdated and were significantly less likely to report being loyal to their employer

[www.paper-clip.com](http://www.paper-clip.com)

---

---

---

---

---

---

---

---

## Younger Employees tend to feel..

- less loyal to their company and more 'me' oriented
- they should be promoted more quickly than older workers
- feel that work should not be an important part of their life
- more likely to quit their job if they won a large amount of money

[www.paper-clip.com](http://www.paper-clip.com)

---

---

---

---

---

---

---

---

## Perception on loyalty might not be reality

- Research shows that Gen X'ers and Millennials do not change jobs more frequently than older employees did when they were younger
- Employees tend to change jobs when the economy is good and opportunities are numerous
- Younger employees tend to hold numerous jobs in their early years of employment
- Loyalty tends to be more a matter of age

[www.paper-clip.com](http://www.paper-clip.com)

---

---

---

---

---

---

---

---



### 3. Attitudes about respect and authority

- younger workers complain that there is a lack of respect towards them in the workplace
- older workers share similar complaints especially regarding the attitudes of younger and newer employees toward management
- all research shows that all generations value authority, they just demonstrate different patterns of behavior toward them

www.paper-clip.com

---

---

---

---

---

---

---

---

#### Younger Employees

- Comfortable with authority figures
- Not impressed with titles or intimidated by them
- Find it natural to interact with their superiors and ask questions
- Questioning does not equate with disrespect
- Respect must be earned and do not believe in unquestionable respect

#### Older Employees

- Older workers want their opinions to be given more weight because of their experience
- Want people to do what they are told
- Want to be treated with more respect than one would show someone at a lower level in the hierarchy or with less experience

www.paper-clip.com

---

---

---

---

---

---

---

---

### 3. Attitudes about respect and authority

- Older workers want their opinions to be given more weight because of their experience and for people to do what they are told, while younger workers want to be listened to and have people pay attention to what they have to say
- Meeting the expectations of respect that individuals hold may be a genuine challenge in the workplace.

www.paper-clip.com

---

---

---

---

---

---

---

---

### 4. Training Styles and Needs

- Generations have different preferred learning styles:
  - Majority of X'ers and Millennials prefer to learn both hard skills and soft skills on the job, while the majority Veterans and Boomers, prefer to learn soft skills on the job, and learn hard skills through classroom instruction.
  - Older generations may be somewhat sensitive to feedback, younger generations desire it.

www.paper-clip.com

---

---

---

---

---

---

---

---

### What about Training Needs?

- Veterans: in their areas of expertise, computer training
- Boomers: in their areas of expertise, computer training and leadership
- Gen Xer's: leadership
- Millennials: leadership

www.paper-clip.com

---

---

---

---

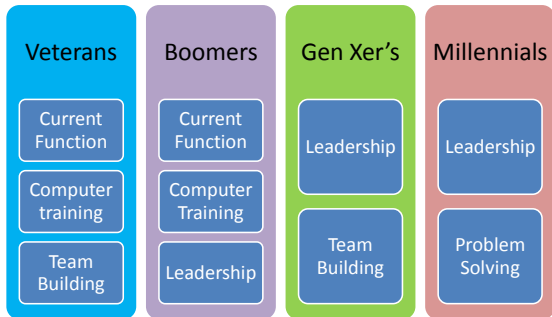
---

---

---

---

### Expressed Training Needs



www.paper-clip.com

---

---

---

---

---

---

---

---

### 5. Desire for Work Life Balance

- One characteristic often attributed to younger workers, perhaps more so to X'ers, is their desire for balance between work and life
- As children, X'ers reportedly saw their parents lose their jobs, despite making sacrifices for their careers, and grew up to value a balance between work and life

www.paper-clip.com

---

---

---

---

---

---

---

---

### Employees were surveyed about work and balance.

- 54% of all workers at every age reported doing the best work they could even if it interfered with the rest of their lives
  - But when just Gen Xer's were examined, 67% of the younger members of Generation X disagreed!
- Confirming that younger workers were attempting not to let work interfere with the rest of their lives

www.paper-clip.com

---

---

---

---

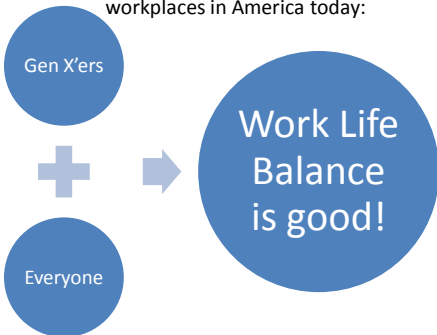
---

---

---

---

Gen Xer's are responsible for a valuable concept for workplaces in America today:



www.paper-clip.com

---

---

---

---

---

---

---

---

## 6. Attitudes toward supervision

- Younger workers dislike micromanagement but want strong leadership and clear instructions.
- Feedback:
  - Younger workers prefer feedback
  - Older workers can be insulted by it

---

---

---

---

---

---

---

---

### How will you handle these Generational Differences at Work?

Jot down some ideas about what you will do.

1. Attitudes toward work
2. Loyalty
3. Attitudes about respect and authority
4. Training styles and needs
5. Desire for work life balance
6. Attitudes toward supervision

---

---

---

---

---

---

---

---

## So, how do we work side-by-side?

- Continuity in management and supervisory practice are important for success in supporting multiple generation
- There are similarities as well as differences among the different generations.
- Furthermore, many of those differences are not ingrained within individuals, but are context dependent

---

---

---

---

---

---

---

---

## Tools to work Side by Side:

1. Accommodate the Differences
2. Communication and Respect
3. Training & Learning
4. Retention

---

---

---

---

---

---

---

---

## A. Accommodate the Differences

### All employees:

- must abide by company policies and job expectations
- deserve to know what is expected
- should be given feedback

- Some management practices need to accommodate the unique differences of individuals and generations
- Employees have different work and communications styles
- Employers respect and work with the differences

---

---

---

---

---

---

---

---

## A. Accommodating the differences, more.....

- learning about their unique needs and serving them accordingly
- creating workplace choices such as allowing the workplace to shape itself around the work being done or decreasing bureaucracy
- operating from a sophisticated management style which would involve adapting leadership style

---

---

---

---

---

---

---

---

### A. Accommodating the differences, and even more....

- Respecting competence
- Allowing for initiative
- Examining retention
- Offering lots of training, which are unique to individual preferences and have varied formats (i.e., interactive computer-based training vs. classroom courses)
- One-on-one coaching opportunities

---

---

---

---

---

---

---

---

### B. Communication and Respect

- "Over-communicate"
- Aggressive communication required to preempt and uncover generational conflicts and other potential conflicts

---

---

---

---

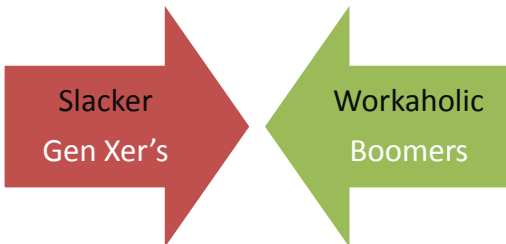
---

---

---

---

Without open communication employees turn on each other!




---

---

---

---

---

---

---

---

### With Open Communication Energy is Redirected



---

---

---

---

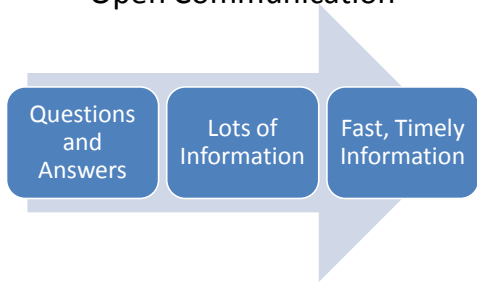
---

---

---

---

### Components of Open Communication



---

---

---

---

---

---

---

---

### C. Training and Learning

- Offer multiple modes of teaching to address the needs of most workers
- Classroom, web-based, interactive and independent learning are needed
- Soft skills require different types of learning environments: Younger workers want assessments and feedback
- Training needs are different for each generation: Offer a cafeteria plan of training

---

---

---

---

---

---

---

---

PAPERCLIP

## D. Retention

- Employees need to be treated as valued members of the organization in which they work, and not as disposable assets
- Showing their commitment towards their employees to change the attitudes of their employees
- Most employees stay where they are “happy”
- Organizations in which workers feel valued, recognized, appreciated, and supported may have higher retention rates

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

## D. Retention-Best Practices

- Making prospective and new employees aware of the realities of the job through job previews
- Referral bonus for employees involved in realistic job previews
- Standardized interviewing questions derived from job analyses and based upon how to succeed at the job

www.paper-clip.com

---

---

---

---

---

---

---

---

PAPERCLIP

## D. Retention-Best Practices, con't.

- Support: Peer support, management support and training
- New Employee Assimilation Programs
- Mentoring Programs
- Competency Based Training
- Company wide programs: wage and salary competitiveness, benefits and credentialing programs

www.paper-clip.com

---

---

---

---

---

---

---

---



### D. Retention-Best Practices, con't

- Create a sense of belonging among employees with practices that encourage professional identity and identify career path
- Acknowledge talents of each generation
- Balance work and personal goals
- Offer benefits that are updated and current like quality of life programs, day care and elder care

---

---

---

---

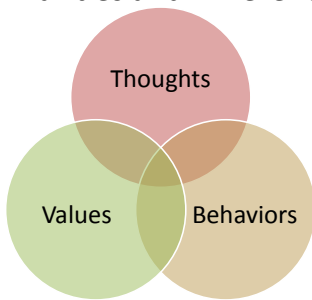
---

---

---

---

### Multi-Generation Workforce-Similarities and Differences




---

---

---

---

---

---

---

---

### How can you work with the Multi-generational workforce?

- Write down a few ideas you have on how you can work together.

---

---

---

---

---

---

---

---

## How to Successfully Work Side-by-Side

- ✓ Capitalize on the strengths of each generation
- ✓ Recognize the needs of each generation
- ✓ Understand the differences
- ✓ Recognize the similarities
- ✓ Over - communicate

www.paper-clip.com

---

---

---

---

---

---

---

---

## Q/A

### *How Do I Call-in with a Question?*

If you would like to ask a question of our panelist(s) please press **\*1** and you will be put in a call queue until it is your turn to ask your question.

**OR**

You can write in a question or comment anytime during the event by clicking on the "Chat" Bubble in the left hand corner of your screen.

### *For Questions that Arise After the Conference*

If you have a question that you were unable to ask of our presenter(s), please feel free to email us at:

[Info@paper-clip.com](mailto:Info@paper-clip.com)

...and we will be happy to forward it to our panelists!

www.paper-clip.com

---

---

---

---

---

---

---

---

## Feedback

*We want your feedback on today's event!*

If you would like to provide suggestions for improvement and/or ideas for future event topics, please email Tamie Klumpyan at:

[tamie@paper-clip.com](mailto:tamie@paper-clip.com)

and she will send you the link to our brief online survey.

Thank you for your participation,  
*PaperClip Communications*

www.paper-clip.com

---

---

---

---

---

---

---

---

## PaperClip Resources

### FREE Weekly Newswires

Sign up for any of the FREE weekly electronic newswires we offer. To register go to [www.paperclip.com](http://www.paperclip.com) and sign-up by clicking on link at the bottom of our homepage titled "Join Our Community!"

### Upcoming Webinar Conferences:

- *Basic Training for Dealing with a Student in Crisis – September 20, 2011*
- *Liability and Risk Management in Student Affairs – September 22, 2011*
- *Study Abroad Crisis Intervention – October 4, 2011*
- *10 Compliance Mistakes – October 5, 2011*
- *Test Anxiety Reduction – October 11, 2011*
- *Adult Learners – October 12, 2011*
- *Hazing Prevention – October 13, 2011*
- *Civility on Campus – October 19, 2011*
- *Find more fall webinars at [www.paper-clip.com](http://www.paper-clip.com)*

---

---

---

---

---

---

---

---

---

---