Leading and Working with a Multigenerational Workforce

December 1, 2016
Setting the stage ...

- Definition
- Values
- Motivation
- Professionalism
- Loyalty & Engagement
- Perspectives
STEREOTYPES AHEAD!
Events that shaped generations

<table>
<thead>
<tr>
<th>Other names for generation.</th>
<th>Veterans</th>
<th>Boomers</th>
<th>Baby Busters</th>
<th>Generation Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent Generation</td>
<td>“Me” Generation</td>
<td>“Me” Generation</td>
<td>Slacker</td>
<td>Echo Boomers</td>
</tr>
<tr>
<td>Generation X’ers, Gen X</td>
<td>Baby Busters</td>
<td>Baby Busters</td>
<td>Generation Next</td>
<td></td>
</tr>
</tbody>
</table>

Significant world events and cultural trends shaping their worldview:

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<thead>
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<th>Veterans</th>
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</thead>
<tbody>
<tr>
<td>Great Depression</td>
<td>Born after end of World War II</td>
<td>Raised in Two-earner households with latchkey kids</td>
<td>Grew up with email, Internet, cell phones, and immediate access to information</td>
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<tr>
<td>World War II</td>
<td>Raised in era of economic prosperity</td>
<td>Rise in divorce rates</td>
<td>Violence and terrorism in US: Oklahoma City bombing, Columbine High School, Sept. 11th</td>
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<td>Bombing of Pearl Harbor</td>
<td>Assassinations of RFK, JFK, and MLK, Jr.</td>
<td>Widespread use of personal computers</td>
<td>Globalization</td>
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<td></td>
<td>Civil Rights Movement</td>
<td>Raised in era of economic uncertainty (recession, layoffs, etc.)</td>
<td>Most scheduled childhoods in US history</td>
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<td>Vietnam War</td>
<td>Challenger disaster</td>
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<td></td>
<td>Sexual Revolution</td>
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</tr>
</tbody>
</table>

“Millennials Work Ethic Is In The Eyes of the Beholders” - Bentley University Study
Core Values – Baby Boomers
Core Values – Generation X
Core Values – Millennials

Nothing stays. Nothing is permanent. Feelings, people, circumstances. They all change. That's not being negative, that's being realistic.
THE GENERATIONS IN THE WORKPLACE

BASED ON A SURVEY OF 1,200 WORKERS ACROSS DIFFERENT GENERATIONS MEASURING THEIR STRENGTHS & WEAKNESSES

EXECUTIVE PRESENCE
- Baby Boomers: 28%
- Generation X: 32%
- Millennials: 66%

TECH SAVVINESS
- Baby Boomers: 4%
- Generation X: 18%
- Millennials: 78%

GENERATING REVENUE
- Baby Boomers: 11%
- Generation X: 57%
- Millennials: 32%

RELATIONSHIP BUILDING
- Baby Boomers: 13%
- Generation X: 53%
- Millennials: 34%

ADAPTABILITY
- Baby Boomers: 10%
- Generation X: 49%
- Millennials: 7%

PROBLEM SOLVING
- Baby Boomers: 26%
- Generation X: 57%
- Millennials: 17%

COST-EFFECTIVENESS
- Baby Boomers: 34%
- Generation X: 41%
- Millennials: 59%

COLLABORATION
- Baby Boomers: 20%
- Generation X: 53%
- Millennials: 27%

http://www.commsaxis.com/workplace-generations-infographic/
Understanding generational goals

![Graph showing generational goals comparison]

- **Self**: Focuses on personal fulfillment and satisfaction.
- **Family**: Emphasizes relationships and security.
- **Work-Life Balance**: Balances work responsibilities with personal life.
- **Friends**: Prioritizes social connections and camaraderie.

The graph illustrates how different generations prioritize various aspects, with **Before Traditionalists** focusing heavily on self-fulfillment and feeling good about what they do, while **Generation Y/Millenials** place a strong emphasis on gaining recognition and benefits.
Generational strategies for reaching career goals

Survey Analysis: Employee Motivation by Generation Factors” - By Seleste Lunsford, Achieve Global
What/how to motivate the generations

**Baby Boomers**
- Meet by phone or face-to-face
- Personal appreciation
- Identify process improvements
- Treat as equals
- Inclusion
- Collaboration
- Leverage their knowledge
- Value teamwork

**Gen X**
- Do it your way
- Technology
- Professional development opportunities
- There aren’t a lot of rules here
- We’re not very corporate/rigid
- Define employee value proposition
- Help hire new talent
- Participate in cross functional task forces or teams

**Millennials**
- Access to the Internet
- Ability to work from home; flex schedules
- Develop personalized learning paths with leaders
- Meaningful work
- Promotional opportunities
What do you do to inspire loyalty & engagement?

- Trust
- Transparency
- Connectedness
- Motivation
- Recognition
Universal Professionalism

Dedication & Delivery
Customer Service Focus
Expertise & Competency

Professional, engaged employees
Generational Differences on Professionalism

- **Baby Boomers**
  - Dedication: Dedicated to Employer
  - Competence: Value experience over education
  - Delivery:

- **Generation X**
  - Dedication: Willing to work for the top
  - Competence: Education + Experience
  - Delivery:

- **Millennials**
  - Dedication: Job Jumper
  - Competence: Value Education over Experience
  - Delivery:
More Generational Differences on Professionalism

Appearance

View of Hierarchy

Work Environment
Perspective is Everything
Sharing Perspectives & Finding Common Ground

• Strong leadership
• Build understanding of differing points-of-view
• Regular dialogue
• Team mediation sessions
• Peer mentoring
Today’s speakers

Kris Rietmann
WSDOT Gen Xer

Roger Millar (a.m. session)
WSDOT Baby Boomer

Keith Metcalf (p.m. session)
WSDOT Baby Boomer

Amber Erdahl
WSDOT Gen Xer

Lauren Behm
Pierce County Public Works Millennial
Panel Question #1

How has communication evolved during your career and how does it impact how you communicate in the workplace today?
Panel Question #2

How are you motivated and how do you motivate your staff?
Panel Question #3

How has the definition of work environment changed over time? What are the pros and cons?
Questions?!