

Local Government Management Association Conference

Kathi Irvine
June 22, 2016
Nanaimo, BC



Millennials are just like every generation before them. The only difference is they are one rung up on the evolutionary ladder.

Rick VanSickle, Wines in Niagara, Baby Boomer



Objectives This Afternoon

- Explore the characteristics and communication styles of each generation
- Learn how to create a successful working relationship between generational cohorts
- Discover actions to take which support recruitment, retention and engagement of all three generations



Why are we talking about generations in the workplace?...

- organizations continue to flatten their structure...
- there's an abundance of accessible information ...
- people are working much longer...
- organizations are facing challenges to attract and retain explicitly different needs and wants...
- people believe there are generational differences



Generational Diversity

- Generational terms are labels that may be indicative of general patterns.
- While each generation does develop a kind of collective identity, generational stereotypes must be seen for what they are: oversimplified labels.
- It's much more helpful to view all generations as complex groups made up of people with all kinds of values, goals, and points of view.
- Knowing each generation's characteristics helps immensely in attracting, engaging, retaining, and developing its members.

watershed

Generational Diversity

- It's no surprise that the experiences of Baby Boomers, GenXers, and Millennials have shaped their identities and expectations differently and that the workplace has become a venue where these differences may surface.
- Differences may cause:
 - both misunderstandings... and ...
 - opportunities for mutual growth and shared understanding.
- People can learn to understand and respect generational differences, just as they can learn to build on the similarities that bind generations together.

watershed

What is a Generation?

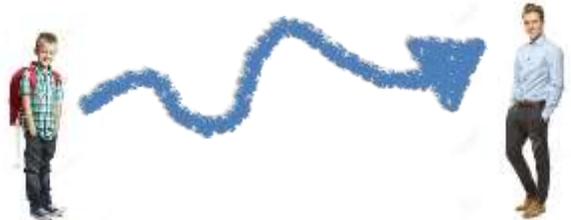


A society-wide peer group, born over approximately 20 years, who communally possess common qualities

watershed

How We Are Shaped....

1. Our formative years (between 8 & 13)
2. Our coming of age years (between 17 & 23)



Others Things Impact Us

- Culture
- Birth order
- Individual personality
- Personal life events

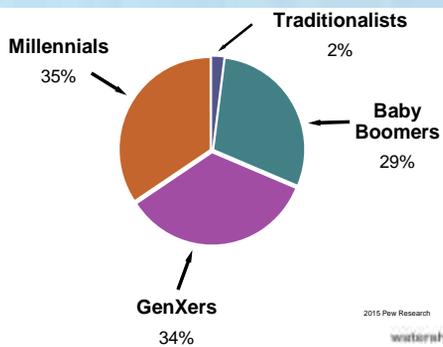


Our Generations

	Born	Age Today
Millennials	1978 – 1994	22 - 38
Gen X	1965 - 1977	39 - 51
Baby Boomers	1946 – 1964	52 - 70
Traditionalists	1923 – 1945	71 - 93



North American Workforce 2015



One Generation at a Time...

BABY BOOMERS 1946 - 1964

Individuality • Tolerance • Self-Absorbed

watershed

Characteristics

- Optimism and expansion
- Drive to succeed, competitive
- Personal growth & gratification
- Distrust authority
- Involvement
- Eager to make a difference



Boomers Coping with a Younger Boss



1. Inventory your boss's strengths and weaknesses.
2. Treat your boss as a learning opportunity for growth.
3. Be proud of your talents.
4. Don't lose sight of your career objectives.
5. Work on your physical and mental capacities.

watershed

GENERATION X 1965 -1978

Diversity • Savvy • Pragmatic

watershed

The Words of a Gen X Manager

- We grew up in the tough economic times of the 1970s and early 80s.
- We are the children of the 50 percent divorce rate, the Challenger explosion, and missing children displayed on our milk cartons.
- We came up the ranks in a baby boomer dominated workplace and are now facing a new era of millennial dominance.



Lindsey Pollak

watershed

Confessions of a Gen X Manager

1. We can feel sandwiched
2. We can lean toward micromanaging
3. We love our solitude
4. We like to communicate in a certain way
5. We love deadlines



watershed

MILLENNIALS 1979- 1998

Authenticity • Authorship • Autonomy

watershed

Characteristics

- Confident & optimistic
- Used to getting their way
- Global perspective
- Anything is possible
- Strong sense of morality
- Equality for everyone
- Strong bonds with peers
- Techno-savvy
- Hyper collaborative



watershed

Millennials' Ideal Boss

- **Mentor** 51%
 - **Leader** 40%
 - **Advisor** 34%
 - **Confidante** 30%
 - **Friend** 16%
 - **Director** 10%
1. **Time away from the hot seat**
 2. **Money not the only reward**
 3. **Don't just want to do "their" job**
 4. **Leadership that coaches and not dictates**



How This All Shows up...

Baby Boomers	Generation X	Millennials
<ul style="list-style-type: none"> • Visionary • Know how to drive change • Want to bring everyone along • Want input from everyone • Still enthusiastic leaders • Want to try to keep up with useful technology 	<ul style="list-style-type: none"> • Pragmatic application • Project excellence • Creativity • Action orientation • Great with virtual teams • Focus on results • Highly capable of working on their own • Sense of urgency 	<ul style="list-style-type: none"> • Confidence and enthusiasm • High level of involvement • Willingness to learn everything • Quick to learn new technology • Global perspective • Always connected • Boundless energy



The Way We See The World

Agree / Disagree?

	Baby Boomers	Generation X	Millennials
Outlook	Optimistic	Sceptical	Hopeful
Work Ethic	Driven	Balanced	Determined
View of Authority	Love / Hate	Unimpressed	Polite
Leadership by	Consensus	Competence	Pulling Together
Relationships	Personal Gratification	Reluctant to Commit	Inclusive
Turnoffs	Political Incorrectness	Cliché, Hype	Promiscuity

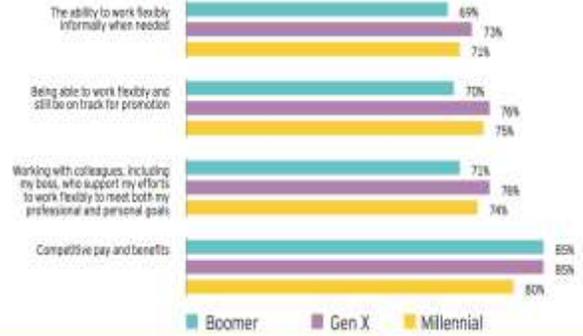


Employee Engagement 2015

Baby Boomers	Generation X	Millennials
1. Confidence in Future of Company	1. Confidence in Future of Company	1. Confidence in Future of Company
2. Can Grow and Develop	2. Can Grow and Develop	2. Can Grow and Develop
3. Company Treats Employees Well	3. Sr. Mgmt. Interested in Well-Being	3. Values Guide How People Behave
4. Feeling of Personal Accomplishment	4. Feeling of Personal Accomplishment	4. Company Treats Employees Well
5. Company Headed in Right Direction	5. Company Treats Employees Well	5. Use Customer Feedback to Make Improvements
6. Values Guide How People Behave	6. Total Compensation is competitive	6. Employees Participate in Decisions

watershed

What do Workers Want in a Job?



	Baby Boomer	Generation X	Millennials
Communication	<ul style="list-style-type: none"> Body language is important Open, but not controlling Answer questions thoroughly and expect to be pressed for details Present options 	<ul style="list-style-type: none"> Use email Short sound bites Ask for feedback and provide them with same Keep them in the loop Informal style 	<ul style="list-style-type: none"> Action words & challenge them Don't talk down to them Text messaging Seek their feedback Use humour and fun Encourage them to take risks & do AAR
Learning & Development	<ul style="list-style-type: none"> Facilitators, trainers & instructors stand at the front Not necessarily based on employee needs or desires Expect trainers & facilitators to be experts who 'teach' relevant content 	<ul style="list-style-type: none"> Committed to owning their own growth and development Look for org. that actively develop skills employees are interested in 	<ul style="list-style-type: none"> Expect it to be frequent, early in their careers, & focused on their learning interests. Include skill sets outside of their current role. Expect the org. to provide the learning

More Millennials Move into Management



Mentoring, mentoring, mentoring

Make mentoring a constant

- The more structure the better.
 1. determine younger employees' goals & developmental needs,
 2. Pair them with older, more experienced employees
- Consider various models
 - one-on-one sessions,
 - group programs,
 - senior leadership discussion panels,
 - speed mentoring



The How-tos of Mentoring for both Mentor and Mentee

- Remain open to new ideas and provide constant feedback,
- Avoid projecting our own expectations about work
- Remain open to different perspectives based on generational attitudes.
- Embrace diversity among generations regardless of age.
- Train yourself and your managers to develop strong interpersonal skills to foster relationships with employees and each other.

watershed

Why Millennials Quit

1. Minimal wage growth
2. Lack of opportunity to advance
3. Excessive overtime hours
4. A work environment that doesn't encourage teamwork
5. A boss that doesn't allow flexibility

Most important flexibility issues:

- A boss that does not allow flexibility
- Flexibility stigma (perception that people who work flex hours or take leave are penalized with lack of pay/promotional opportunities)
- No options, including to telecommute



watershed

QUESTIONS TO ASK YOUR LEADERS ABOUT THE MULTI-GENERATIONAL WORKFORCE

1. Do you understand the different values and motivations in our multi-generational workforce
2. What are the leadership implications in this multi-generational workplace?
3. What kinds of learning and development solutions do you have in place to support people's development?

watershed

A Shift has Occurred

**Talk about what
you heard today
with someone
in your
office tomorrow**

Tapscott, D

watershed



watershed