Managing Age Diversity in the Workplace

Public Library Association

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President

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Innovative Volunteer Strategies
Agenda

Engaging Generations

Generational Characteristics

Generational Strategies

Bringing them Together
Engaging Generations

Which generations are represented?

Which generations are not represented?

Why actively engage and support multiple generations?
The term generation gap was used mostly to describe conflicts between parents and children. Today, the "gap" has more of a presence in the workplace, where employees from different generations are finding it difficult to work side by side because their experiences, goals, and expectations are different.

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
The New Generation Gap

He has a poor work ethic!

She does not follow directions!

I can’t believe the way he dresses!

What do you mean I can’t work from home on Fridays?

But, I always bring my dog to the office!

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
Workplace Hurdles

- We don’t have any challenges
- Addressing this is more trouble than it’s worth
- No time to be proactive about generational engagement
- It’s not my job to address this
- Not a strategic priority
- Just haven’t thought about it
Abundance is not something we acquire. It is something we tune into.

- Wayne Dyer
Generational Characteristics
Four Generations in the Workplace
<table>
<thead>
<tr>
<th>Generation</th>
<th>Years</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (Greatest &amp; Silent Generation)</td>
<td>1901 – 1945</td>
<td>75 Million</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1946 – 1964</td>
<td>80 Million</td>
</tr>
<tr>
<td>Generation X</td>
<td>1965 – 1980</td>
<td>45 Million</td>
</tr>
<tr>
<td>Millennials (Generation Y)</td>
<td>1981 – 1999</td>
<td>76 Million</td>
</tr>
</tbody>
</table>
Traditionalists

- Majority (95%) have retired
- Possess intellectual capital and institutional knowledge
- Have strong work values and ethic
- See themselves as vigorous, contributing members
- Silent stoicism (not much feedback given or expected)

Engaging the Traditionalists Generation

- Offer opportunities for them to mentor
- Show them that you value their expertise and contributions

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
Baby Boomers

- The “Me” generation
- More hours equals better performance; now regret
- They are the managers that are running our organizations today
- Career oriented
- “Love the good life”
- Expect job performance feedback

Source: *Managing Intergenerational Conflict in the Workplace*, Susan Heywood
Characteristics of Boomers

- High functioning teams
- Collaborative
- Ambitious
- Goal oriented
- Workaholic – “Thank God It’s Monday”
- Impact is important

Managing Intergenerational Conflict in the Workplace, Susan Heywood
## Tips for Engaging Boomers

### Recruiting
- Emphasize organization’s values, people focus, and impact on the community
- Communicate how their skills will be utilized
- Provide positions with opportunities for impact and results

### Recognition
- Status
- Professional development
- Public
- Personalized
- Increasing levels of responsibility
- Participation in creating initiatives and program development

### Retention
- Show they are making significant contributions
- Provide challenging work
- Publicly recognize their accomplishments
- Invite them to do training and/or presentations to the board or community
- Develop career ladders

*When Generations Collide*, Lancaster & Stillman
Generation X

- The next generation of leaders
- The most well educated generation
- Goal oriented
- Free Agents vs. Company Loyalist
- Thrive on independence
- Want to be challenged
- Led dot-com boom

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
Characteristics of Gen X

In the Workplace
- Show no fear
- Technology reigns
- Collaboration comes first

In their Careers
- It’s all about connections
- Information matters
- Value mentorship

In the Community
- See volunteer opportunities
- Live locally
- Expect an impact
- Use social networking for engagement for the greater good

When Generations Collide, Lancaster & Stillman
Tips for Engaging Gen X

**Recruiting**
- Talk about the creative environment
- Offer diverse work experiences
- Emphasize future plans and how they can contribute to them

**Recognition**
- Freedom is the ultimate reward

**Retention**
- Do not micromanage
- Give candid, timely feedback
- Encourage informal, open communication
- Use technology to communicate
- Provide learning opportunities

*When Generations Collide*, Lancaster & Stillman
Millennials

- Value independence but need supervision
- Look for new challenges
- Challenge the status quo
- “We’re all in this together”
- Want the opportunity to make an impact
- Fear boredom more than anything else

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
Characteristics of Millennials

- Hopeful
- Optimistic
- Unwillingness to commit
- Meaningful work
- Moral mindset
- Social activism
- Subjective view of reality
- Value diversity
- Globally connected
- Tech-savvy

*When Generations Collide*, Lancaster & Stillman
## Tips for Engaging Millennials

<table>
<thead>
<tr>
<th>Recruiting</th>
<th>Recognition</th>
<th>Retention</th>
</tr>
</thead>
</table>
| • Provide opportunities to learn new things  
• Provide diverse work experiences  
• Mentor them | • Provide work that has meaning for them  
• Measure and share impact of their efforts | • Provide good support and structure  
• Communicate clear objectives  
• Emphasize their ability to make a difference  
• Use technology to deliver information  
• Provide interesting, meaningful work |

*When Generations Collide*, Lancaster & Stillman
## Summary of Characteristics

<table>
<thead>
<tr>
<th>Traditionalists</th>
<th>Boomers</th>
<th>Gen Xers</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Practical</td>
<td>- Teamwork and cooperation</td>
<td>- Skeptical</td>
<td>- Hopeful</td>
</tr>
<tr>
<td>- Always at work</td>
<td>- Don’t always accept change</td>
<td>- Confident</td>
<td>- Optimistic</td>
</tr>
<tr>
<td>- Patient, loyal, hardworking</td>
<td>- Objective sense of right and wrong</td>
<td>- Independent</td>
<td>- Different terms of commitment</td>
</tr>
<tr>
<td>- Have difficulty with change</td>
<td>- Ambitious</td>
<td>- Self reliant</td>
<td>- Meaningful work</td>
</tr>
<tr>
<td>- Respectful of authority</td>
<td>- Goal oriented</td>
<td>- Techno-literate</td>
<td>- Moral mindset</td>
</tr>
<tr>
<td>- Rule followers</td>
<td>- Workaholic—“Thank God It’s Monday”</td>
<td>- Adaptable to change</td>
<td>- Social activism</td>
</tr>
<tr>
<td>- Rewards later</td>
<td></td>
<td>- Want immediate gratification</td>
<td>- Subjective view of reality</td>
</tr>
<tr>
<td>- Prefer structure</td>
<td></td>
<td>- Risk-taking</td>
<td>- Value diversity</td>
</tr>
</tbody>
</table>

Source: *Managing Intergenerational Conflict in the Workplace*, Susan Heywood
Volunteering in America

During 2013:

- 62.6 million Americans volunteered
- 7.7 billion volunteer hours
- 32.1 volunteer hours per resident
- $173 billion of service contributed
- 62.5% do favors for their neighbors

VolunteeringInAmerica.gov
Volunteering in America 2014
Corporation for National & Community Service
### Generational Patterns in Volunteering

<table>
<thead>
<tr>
<th>Generation</th>
<th>Percentage that Volunteered</th>
<th>Number that Volunteered</th>
<th>Hours of Volunteer Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials</td>
<td>22.0%</td>
<td>14 Million</td>
<td>1.4 Billion</td>
</tr>
<tr>
<td>Generation X</td>
<td>30.1%</td>
<td>20.5 Million</td>
<td>2.2 Billion</td>
</tr>
<tr>
<td>Boomers</td>
<td>28.9%</td>
<td>21.6 Million</td>
<td>2.8 Billion</td>
</tr>
<tr>
<td>Older Adults</td>
<td>24.4%</td>
<td>10.3 Million</td>
<td>1.8 Billion</td>
</tr>
</tbody>
</table>
Generational Motivations

- Artistic
- Attitude
- Career
- Education
- Family
- Public Service
- Pleasure
- Physical
- Financial
Career Goals

- Traditionalists
  - Build a legacy

- Baby Boomers
  - Build a stellar career

- Gen Xers
  - Build a portable career

- Millennials
  - Build parallel careers

Source: *When Generations Collide*, Lancaster & Stillman
## Balance

<table>
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<th>Millennials</th>
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<tbody>
<tr>
<td>• Support me in shifting the balance</td>
<td>• Help me balance everyone else and find meaning myself</td>
<td>• Give me balance now, not when I’m 65</td>
<td>• Work isn’t everything, I need flexibility so I can balance all my activities</td>
</tr>
</tbody>
</table>

Source: *When Generations Collide*, Lancaster & Stillman
## Recruiting

<table>
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<th>Gen Xers</th>
<th>Millennials</th>
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</thead>
</table>
| • Talk about history and the future  
• Tell them how they can help your clients | • Emphasize organization’s values and people focus  
• Communicate how they can contribute to service  
• Provide positions with status | • Talk about creative environment  
• Offer diverse work experiences  
• Emphasize future plans and how they can contribute to them | • Provide opportunities to learn new things  
• Provide diverse work experiences  
• Mentor them |

Source: *When Generations Collide*, Lancaster & Stillman
Rewards

Traditionalists
• The satisfaction of a job well done

Baby Boomers
• Money, title, recognition, the corner office

Gen Xers
• Freedom is the ultimate reward

Millennials
• Work that has meaning for me

Source: When Generations Collide, Lancaster & Stillman
Retention

### Traditionalists
- Tend to be loyal but will leave if unhappy
- Let them mentor others

### Baby Boomers
- Show they are making significant contributions
- Provide challenging work
- Publicly recognize their accomplishments

### Gen Xers
- Do not micromanage
- Give candid, timely feedback
- Encourage informal, open communication
- Use technology to communicate
- Provide learning opportunities

### Millennials
- Provide good support and structure
- Communicate clear objectives
- Emphasize their ability to make a difference
- Use technology to deliver information
- Provide interesting, meaningful work

Source: When Generations Collide, Lancaster & Stillman
For all their differences, the four generations have some important things in common:

- Desire flexible schedules
- Provide no long-term commitment
- Expect their organizations to meet their needs
- Value trust and want respect

Source: *When Generations Collide*, Lancaster & Stillman
Bringing the generations together takes a savvy management and leadership team; one capable of walking the talk and following through to allow the differences and similarities of each generation to shine.
3 Huge Benefits of Multigenerational Teams

1. Active engagement
2. Increased innovation and creativity
3. Built-in mentoring

Source: Team Building Across Generations, Rinker & Associates
How to Build Multigenerational Teams

Know **people** in terms of:

- Acceptance/resistance to hierarchies
- Dealing with change
- Technology and communication preferences
- Feedback
- Work ethic

Source: *Team Building Across Generations*, Rinker & Associates
How to Build Multigenerational Teams

Begin with a culture of inclusion!

Competencies that support inclusion:

- Ongoing renewal and self awareness
- Demonstrated respect and recognition
- Candid communication and dialogue
- Participative decision making and problem solving
- Consultative leadership style and advanced moral reasoning

Source: Team Building Across Generations, Rinker & Associates
Coming together is a beginning. Keeping together is progress. Working together is success.

- Henry Ford
Resources from JFFixler Group

Free Webinars
www.jffixler.com/free-jffixler-group-webinars

- Leveraging Volunteer Talent for Organizational Change
  April 22, 2015

- Leveraging Social Media for Volunteer Engagement
  May 13, 2015

All webinars presented from 11am Pacific/2pm Eastern

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www.JFFixler.com/Blog

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