Big question

How do we bridge the gap, lead, and manage across workforce generations?

Overview

✓ Generations in the workforce
  • Veterans or Traditionalists as bonus
  • Baby Boomers
  • Gen X
  • Gen Y or Millennials
✓ Reality check per basic demographics
✓ The bottom line

I am who I am

✓ Born in the late 60s
✓ Educated and employed
✓ Product of working class parents
✓ I am a wife of Baby Boomer and mother of a millennial
✓ Bold and adventurous; Deeply believe in fairness and equality
✓ Passionate about life -- work and play -- also, giving back
Veterans or Traditionalists

- Born between 1922 and 1945
- Ages 93 to 70
- Retired by now
- Lived through WW II
- Were raised with strict regimen that taught them to value quality, respect and authority

Veterans or Traditionalists

- Grew up during wartime
- Grew up w/ shortages and sense of lack
- Physical or manual labor
- Abide by the rules
- Respect authority
- Duty before fun

Veterans or Traditionalists

- Conservative with dressing and language; As with money
- Hoard things in case they become useful someday
- Believe in logic, not magic
- Believe in division of labor
- Radio as popular technology

Veterans or Traditionalists

- Seniority and age correlate
- Work and family are separated
- Clear distinction between boss and worker
- Move up ladder by hard work and perseverance
- Tend to stay a long time in one workplace
Veterans or Traditionalists

✓ The Advisers
✓ Please stand and be recognised

Baby Boomers

✓ Born between 1946 and 1964
✓ Ages 69 to 51
✓ Children of cold war and nuclear age
✓ Value sacrifice to get ahead
✓ Job status and symbols are important
✓ “Live to work” attitude thus workaholic
✓ Very loyal to their employers and colleagues

Baby Boomers

✓ Open minded
✓ Always learning
✓ Team oriented and like relationships in the workplace
✓ Interested in health and wellness
✓ Television as new technology
✓ Always have been and will always be cool (think Woodstock and 60s counter – culture movement)

Baby Boomers

✓ Strong work ethic, good communication skills, and emotional maturity
✓ Plan to revolutionize retirement
✓ Others will reinvent themselves by pursuing jobs in other industries, find satisfying work in public and not-for-profit sectors, working for themselves, or starting new businesses
Baby Boomers
✓ The incumbent Leaders
✓ Please stand and be recognised

Gen X
✓ Born between 1965 and 1979
✓ Ages 50 to 36
✓ Unsupervised children who watch their parents forge a new work environment
✓ First generation to grow up with computer technology and personal computers
✓ Care more about productivity than the number of hours spent on the job

Gen X
✓ Self-reliant
✓ Enjoy variety
✓ Skeptical and cautious (from recession, inflation to divorce)
✓ “Work to live” attitude
✓ Balance in work and family
✓ Like to have fun at work
✓ Approach authority casually
✓ Technologically savvy

Gen X
✓ Minimal supervision
✓ Prefer flexible work hours and informal work environment
✓ Changing the way work will be done forever
✓ Started 80% of new businesses in the last 3 years
✓ Focus on relationships, outcomes, their rights and skills
Gen X
- Easy to recruit, **hard to retain**
- **Aren't afraid** to ask questions (even of authority)
- Don't do **workplace politics**
- Respond better to **open ended** questions
- Communicate with **cell phone** but rather be called at **work** than at home

Gen X
- The immediate **Successors** and **next generation leaders**
- **Please stand and be recognised**

Gen Y or Millennials
- Born between **1980 and 2000**
- Ages **35 and 15**
- Entrenched in **technology**
- **Internet** generation
- Maximize and leverage **new** technology better than any generation before them
- Most **technologically and globally aware generation**

Gen Y or Millennials
- **Optimistic and over confident**
- **Sociable, diverse and political**
- Natural **multi-taskers**
- **Impatient and bore easily**
- Entitled — know what they want and are **used to getting it**
- **Community-oriented** and are graduates of required community service hours
Gen Y or Millennials

✓ Search for co-worker/s with the same high ideals they have
✓ Think DIFFERENTLY than any other member of the workforce -- global, connected and 24/7
✓ Have a difficult time with Xers
✓ Resonate most with the Baby Boom and World War II generations

Gen Y or Millennials

✓ Goal setting is a priority
✓ Value a balanced life style
✓ Expect high salary right out of college
✓ Can-do attitude of Traditionalists
✓ Teamwork ethic of Boomers
✓ Technological savvy of Gen Xers
✓ The “Me, Me, Me” or “selfie” generation

Gen Y or Millennials

✓ The future Leaders
✓ Please stand and be recognised

World demographics

Source: http://www.i-pri.org/oncology2013/Estimates of global population by gender and age, 2000 and 2030
PH 2014 demographics

- Veterans: 4.5% (4,876,735; 2014 est.)
- 55-64 years: 5.8% (6,255,204)
- 25-54 years: 37% (39,828,183)
- 15-24 years: 19% (20,461,082)
- 0-14 years: 33.7% (36,247,027)

Source: http://www.indexmundi.com/philippines/age_structure.html/ Philippines Age structure

The SHIFT in workforce generations is HERE and NOW

Gen X and Y are the inevitable major sources of current and future workforce

Critical to understand SELF vis-à-vis other generations

Recognise the profiles of relevant workforce to address and enhance organizational and team effectiveness and productivity

How to bridge the gap, LEAD and MANAGE?

- Per workforce generation
How to LEAD and MANAGE Veterans or Traditionalists?

- Be **directive** and identify a clear direction
- Set **long-term** goals
- Take a **logical** approach
- Be **fair** and **consistent**
- Spell out **clear job expectations**
- Be **respectful**

How to LEAD and MANAGE Veterans or Traditionalists?

- Use a **personal touch** and arrange **face-to-face** meetings
- Be mindful of **age and experience** – Show that their experience is viewed as an asset rather than a liability
- Consider **mentoring** relationships that match senior employees with younger ones

How to LEAD and MANAGE Veterans or Traditionalists?

- **Formal** rather than informal
- Don't **rush**
- Avoid **stereo-typing**
- Explain **logic** of actions
- Appreciate company **history** -- “**We used to**…”

How to LEAD and MANAGE Veterans or Traditionalists?

- Rewards should be **tangible symbols** of loyalty, commitment, and service including plaques, photos and certificates
- Promote preferred methods of communication -- **Memos, letters, personal notes, rotary phones, one-on-one**, **not** text or email
How to LEAD and MANAGE Veterans or Traditionalists?

✓ “Remember they were the leaders of many of the things we now take for granted”
✓ Messages -- “Your experience is respected here” and “Loyalty is valued and will be rewarded”

How to LEAD and MANAGE Baby Boomers?

✓ Espouse value of “inclusive” leadership
✓ Take a democratic approach
✓ Be consensual and treat them as equals
✓ Work with the group to define a mission
✓ State objectives and desired results expected of the team
✓ Show steps toward defined goals

How to LEAD and MANAGE Baby Boomers?

✓ Focus on process and output, not implications and outcomes in workplace
✓ Like to be asked questions as a way to get to the issue
✓ Solicit their input and experience
✓ Like to be coached for improved performance

How to LEAD and MANAGE Baby Boomers?

✓ Like knowing their manager knows and cares for them personally
✓ Show warmth and caring
✓ Get them involved and show them how they can make a difference
✓ Assure them they are making a difference
How to LEAD and MANAGE Baby Boomers?

- Provide challenging work opportunities, horizontal movement, learning opportunities
- Love pep talks
- Recognition through wide public profile (e.g., company newsletters)
- Reward them via personal appreciation, promotion, and recognition

How to LEAD and MANAGE Gen Xers?

- Be competent, direct and straightforward; Genuine; Informal; Flexible
- Effective leadership via regular honest feedback and mentoring
- Result-oriented
- Allow them to work autonomously -- to get the job done on their own (what might seem unorthodox) schedule
How to LEAD and MANAGE Gen Xers?

- Tell them what needs to be done, but not how
- Give them multiple tasks, but allow them to set priorities
- Tap into their adaptability -- Gen Xers are typically flexible, and many are independent operators
- Show them lots of options for their workplace schedule

- Give FAST (Frequent, Accurate, Specific, Timely) feedback in order for them to build their skills and improve their resumes
- Be supportive of training and growth opportunities
- Messages that motivate “Do it your way,” “There aren’t a lot of rules here,” “We’ve got the newest hardware and software,” “We’re not very corporate here”

How to LEAD and MANAGE Millennials?

- Reward them through free time, upgraded resources, opportunities for development, bottom line results, certifications to add to their resumes
- Provide informal recognition, such as day off
- Communicate via voice mail and email

- Know their goals, explain how they fit into the “big picture,” and help develop strategies to achieve them
- Connect actions to their personal and career goals
- Be more a coach, less a boss
- Be achievement-oriented and motivational
How to LEAD and MANAGE Millennials?

✓ They prefer to work for managers who are educational and know their personal goals.
✓ Be positive, comfortable coaching, and supportive; Collaborative, organized and create a reasonable structure.
✓ Provide opportunities for continuous learning and building skills.

How to LEAD and MANAGE Millennials?

✓ Use their capability to access and share information quickly.
✓ Pair them up with older mentors or more seasoned professionals, such as Traditionalists.
✓ Help them learn interpersonal skills for the workplace; May need to be rescued from difficult situations while they develop these skills.

How to LEAD and MANAGE Millennials?

✓ To recruit and retain, tap an outstanding employee from the Millennial Generation to talk to the candidate about the company.
✓ Create a clear picture of the work environment.
✓ Provide flexibility to allow them to pursue their many outside interests.

How to LEAD and MANAGE Millennials?

✓ Reward through awards, certificates, tangible evidence of credibility.
✓ Get them involved in meaningful volunteer efforts.
✓ Messages that motivate “You will be working with other bright, creative people,” “You and your co-workers can help turn this company around,” and “You can be a hero here.”
How to LEAD and MANAGE Millennials?

- Communicate via instant messages, blogs, text messages, email; Also, through internet, Messenger, Facebook, Twitter, Instagram

The bottom line

- Gen X and Y are the inevitable sources of workforce now and in the future
- Different generations are working side by side per the era that shaped them
- Understanding “self” as a leader and manager is critical vis-à-vis profiles of related workforce -- perspectives, motivations, work ethics, and communication styles -- for increased organisational and team effectiveness and productivity

In a nutshell

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The bottom line

- Managing workforce generations effectively is imperative
- It is time to FLEX

Your refreshed leadership journey starts now!
Sources

- http://time.com/247/millennials-the-me-me-me-generation/

Open Forum

- Traditionalist (Mr. Joaquin Tolentino)
- Baby Boomer (Ms. Teresita Dimaculangan)
- Gen Xer (Ms. Lalaine Rodriguez-Valdes)
- Millennial (Mr. Emmanuel Dumayas)