2005 Nevada Street & Highway Conference

THE NEW GENERATION EMPLOYEES

Ruth Hallenbeck

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"Nothing separates the generations more than music. By the time a child is 8 or 9, he has developed a passion for his own music that is even stronger than his passions for procrastinations and weird clothes."

Bill Cosby

Music Trivia

(Match the Song with the Artist)

- Hound Dog
- She Loves You
- Hotel California
- Material Girl
- End of the Road
- My Boo

- The Eagles 1977
- The Beatles 1963
- Elvis Presley 1956
- Usher 2004
- Madonna 1985
- Boyz II Men 1992

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Those Were The Days

- Heavens to Betsy
- The cat's meow
- Far out
- Swell
- Groovy
- Peachy-keen
- Cool
- Hot
- Bad

- "Watch the tube"
- Cut a rug
- Ice box
- Record player
- Rap
- IM
- Text message
- Hacker

An old proverb states that "people resemble their times more than they resemble their parents."

Generations in the Workplace

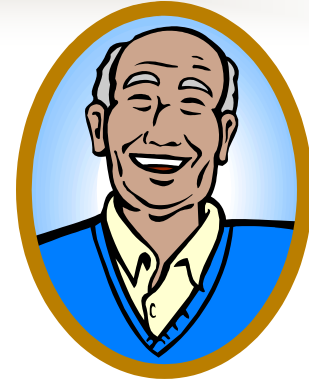| MATURES	BOOMERS
Prior to 1943	1943 - 1960
GEN XERS	**MILLENIALS**
1960 - 1980	1980- 2000

MATURES

Generational Personality

- ❖ Believe in nation's institutions
- ❖ Expect cradle to grave employment
- ❖ Practical, respectful, interpersonal
- ❖ Appreciate tradition and history
- ❖ Value hard work, saving money
- ❖ Respect for authority
- ❖ Buy American

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MATURES

Formative Events

- ❖ The Great Depression
- ❖ Pearl Harbor
- ❖ WWII
- ❖ Hiroshima

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MATURES

In the Workplace

- ❖ Loyal to employer and expect same in return
- ❖ Believe promotions, raises and recognition should come from job tenure
- ❖ Work first, pleasure later
- ❖ Work ethic is about productivity
- ❖ Willingly follow the rules

MATURES

Management Implications

- ❖ Publicly acknowledge their experience and contribution
- ❖ Privately seek their counsel and advice
- ❖ Reinforce organizational rules
- ❖ Provide proactive technology support services
- ❖ Use due process and explain the rationale behind decisions

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BOOMERS

Generational Personality

- ❖ Idealistic and optimistic
- ❖ "Rebels with a cause"
- ❖ Relationship focused; value teamwork
- ❖ Work hard, play hard, spend hard
- ❖ Careers first, family second; workaholics
- ❖ Competitive
- ❖ Value personal growth and involvement

BOOMERS

Formative Events

- ❖ Civil Rights movement
- ❖ Assassinations of JFK, RFK, MLK
- ❖ Vietnam War
- ❖ Woodstock
- ❖ Roe vs. Wade

BOOMERS

In the Workplace

- ❖ Want to make a contribution
- ❖ Need personal satisfaction
- ❖ Work ethic is measured in hours worked
- ❖ Sensitive to feedback on performance
- ❖ Believe teamwork is critical to success
- ❖ Believe technology brings with it as many problems as it provides solutions

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BOOMERS

Management Implications

- ❖ Provide praise and recognition
- ❖ Highlight personal fulfillment and meaningful work
- ❖ Seek consensus in decision-making
- ❖ Offer socialization opportunities
- ❖ Stress that "we need you"
- ❖ Talk about career paths

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GEN XERS

Generational Personality

- ❖ Skeptical
- ❖ Independent and self-reliant
- ❖ Carpe Diem
- ❖ Lifestyle balance is critical
- ❖ Work hard if it doesn't interfere
- ❖ Pragmatic
- ❖ Technologically savvy
- ❖ Friends are family

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GEN XERS

Formative Events

- ❖ The PC Boom
- ❖ The Gulf War
- ❖ Challenger explosion
- ❖ Watergate
- ❖ AIDS

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GEN XERS

In the Workplace

- ❖ Prefer to work independently
- ❖ Exhibit limited people skills
- ❖ Suspicious of management
- ❖ Value control of their time
- ❖ Embrace technology
- ❖ Respect production over tenure

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GEN XERS

Management Implications

- ❖ Do not micromanage
- ❖ Provide flexible work environment
- ❖ Provide mentors, opportunities to grow and learn, try new things
- ❖ Communicate frequently and truthfully about how the organization is performing
- ❖ Avoid frequent reference to "the rules"

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MILLENNIALS

Generational Personality

- ❖ Technologically sophisticated
- ❖ Positive expectations about work and life
- ❖ Comfortable with diversity
- ❖ Inclined to civic duty
- ❖ Educated
- ❖ Multi-generational

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MILLENNIALS

Formative Events

- ❖ Oklahoma City bombing
- ❖ Internet Boom
- ❖ 9/11 Terrorist Attack

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MILLENNIALS

In the Workplace

- ❖ Comfortable with multi-tasking
- ❖ Want a job that provides great personal fulfillment
- ❖ Search for the individual who will help them achieve their goals
- ❖ Opportunities to learn and move
- ❖ Accept older leadership and are at ease in teams
- ❖ Like a "you can be a hero" work environment

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MILLENNIALS

Management Implications

- ❖ Establish mentoring programs
- ❖ Be clear about goals and expectations
- ❖ Talk <u>with</u> not down to them
- ❖ Communicate frequently
- ❖ Create interactive, teamwork environment
- ❖ Personalize their work; one size doesn't fit all

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Tips for Managing Across Generations

- Value the differences

- Remember, no one has better values, they only have *different* values

- Recruit and manage with attitudes in mind

- Be flexible

- Motivate and develop the individual

- "Treat others as they would like to be treated".

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"We need to remember across generations that there is as much to learn as there is to teach."

Gloria Steinem