

MANAGING THE GENERATIONS OF THE WORKPLACE

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- ★ Identify the generations in your workplace
- ★ Understand their characteristics, with special attention paid to the **Millennials** so that you can
- ★ Develop strategies to effectively manage, retain and develop each generation.



THE GENERATIONS OF OUR WORKPLACE

- In 1930's and 40's schools prepared the **Silent Generation** to be book-smart corporate careerists. Loyal to company and placed duty before pleasure.
- In 1950's and 60's schools prepared **Boomers** to be inner-driven, ideal-cultivating individualists. They are known for being workaholics, for maintaining a love-hate relationship with authority, idealistic.
- In 1970's and '80's schools prepared **Gen Xers** to be street-smart free-agent entrepreneurs. They demonstrate independence, are results oriented and are known for their skepticism.
- In the 1990's and 2K's, schools prepared **Millennials** to be outer-driven, ideal-following team players
- Coming soon: Gen Z, born 1995-2014





MATCHING THE GENERATIONS

(WHICH ONE ARE YOU?)

- In 1950's and 60's schools prepared _____ to be inner-driven, ideal-cultivating individualists. They are known for being workaholics, for maintaining a love-hate relationship with authority, idealistic.
- In 1930's and 40's schools prepared the _____ to be book-smart corporate careerists. Loyal to company and placed duty before pleasure.
- In the 1990's and 2K's schools prepared to be outer-driven, ideal-following team players _____
- In 1970's and '80's schools prepared _____ to be street-smart free-agent entrepreneurs. They demonstrate independence, are results oriented and are known for their skepticism.

- Boomers

- Silent Generation

- Millennials

- Gen Xers

WHO ARE THE MILLENNIALS?

- Born in or after 1982 (30 and younger)
- Also known as Gen Y, Echo Boomers,
- The “Babies on Board” of the early Reagan years
- The “Have you hugged your child today?” sixth graders of the early Clinton Years
- The teens of Columbine



WHAT SHAPED THE MILLENNIALS?

- In 1981 a floodtide of thirtysomethings chose to become parents. The era of the '**wanted** child' had begun
- 1982 cyanide-tainted Tylenol, panic over trick or treating, hotlines, advisories, statutes & public outrage (bike helmets, BB guns), front page adult convictions of sexual abuse of toddlers. The era of the '**protected** child' had begun
- Early 80's high water mark for divorce, violent crime, alcohol consumption, drug abuse led to national debate over family issues from welfare to latchkey kids. The era of the '**worthy** child' had begun'



- **Fertility technology** became one of hottest medical frontiers making millennials the most 'wanted' children ever, and fertility rate of women 45-49 rose by 88%. No generation has been tended with such care through pregnancy. Survival rate for newborns has increased, so has infant death prevention.
- **Vaccinations** are up; routine medical care is better, eyes and teeth are healthier, emotional health better, however 3 child afflictions have increased: Asthma, obesity, ADD.
- **Older parents, smaller families**, more firstborns, more parental education. Moms are best educated moms in U.S. history.
- 14 million millennials are **children of immigrants**. Millennials are the most racially and ethnically diverse generation in U.S. history (35% non-white)
- 1990's first decade since 1920's when **federal spending on kids** rose faster than spending on working-age adults or elders
- **Child focus**: workplaces and stores. Child safety: Cars, bikes, air travel, schools, before and after school programs, (most day-cared generation) internet, pop-culture (vchips, ratings)

A GENERATION CAN BE DEFINED AS A SOCIETY-WIDE PEER GROUP, BORN OVER A PERIOD ROUGHLY THE SAME LENGTH AS PASSAGE FROM YOUTH TO ADULTHOOD (20 YRS) WHO COLLECTIVELY POSSESS A COMMON PERSONA

- Special - collectively vital to the nation and to their parents' sense of purpose
- Sheltered - focus of most sweeping youth safety movement in American history
- Confident - with high levels of trust and optimism
- Team oriented - from soccer to classroom emphasis on group learning
- Achieving- best educated, best behaved (so the books say - what do you think?)
- Pressured - pushed to study hard, avoid personal risks, trophy-kid pressure to excel
- Conventional - more comfortable with parents' values than any other generation, support idea that social rules can help



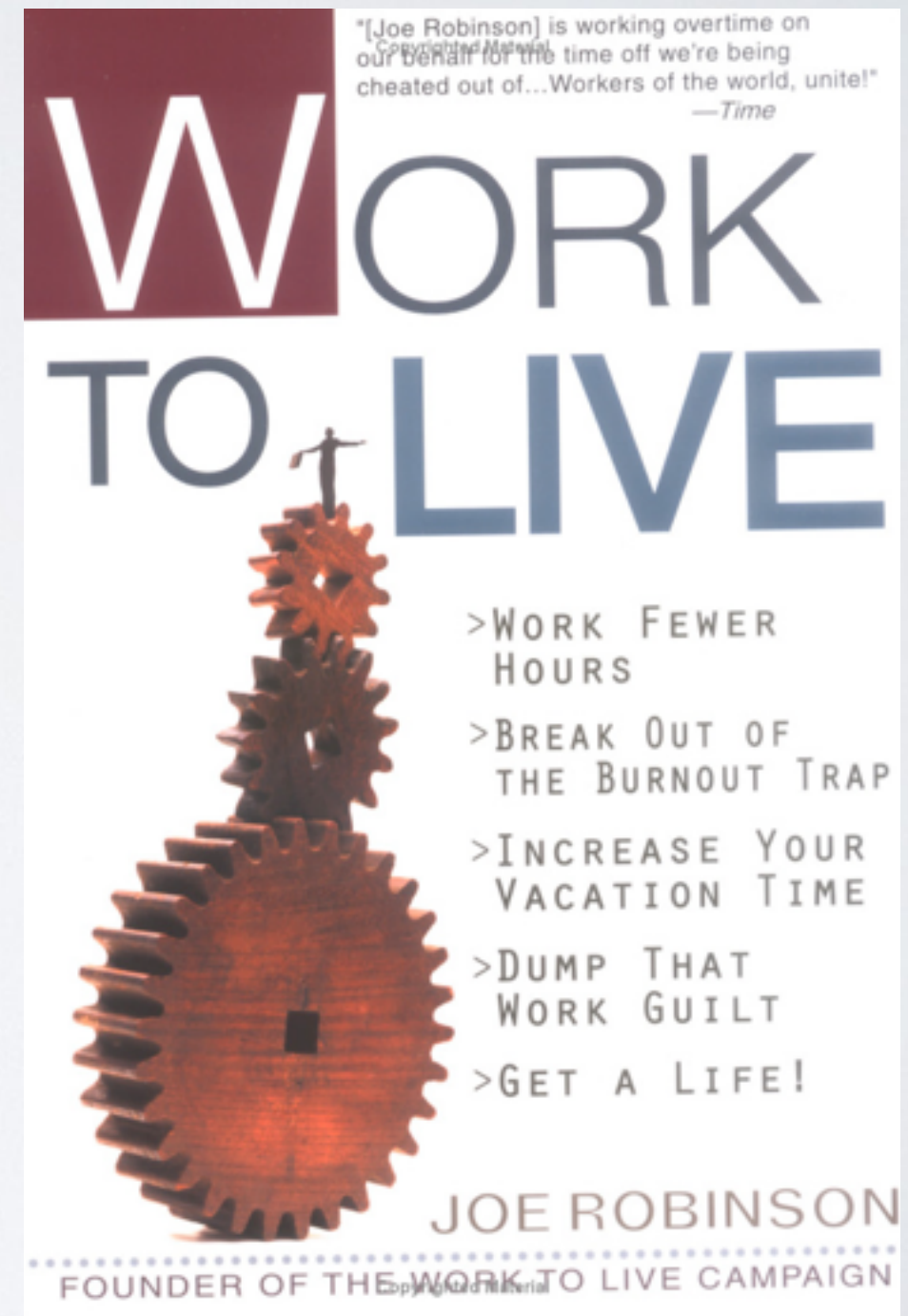
TURN AND TALK

Special - Sheltered - Confident - Team Oriented
Achieving - Pressured - Conventional

Do you see these characteristics in the Millennials
you employ in your district? In what ways?

MILLENNIALS WORK TO LIVE RATHER THAN LIVE TO WORK

- Due to work, many boomer parents missed sporting events, recitals, family dinners.
- Millennials have transposed this mourning into a passionate embrace of work-life balance.
- They seek a multidimensional life by satisfying themselves through work and personal life
- They're responsible and dedicated, but expect flexible work schedules that will enable them to lead fulfilling lives





- Boomer parents have made up for this through massive levels of nurturing, pampering, mentoring and coaching, all to make their children the best in whatever they choose to do.
- Millennials bought into this gospel of being the best but they've grown up relying heavily on their parents for guidance and help in reaching decisions.
- Millennials are more likely to consult a parent before making an employment decision than any previous generation.

- First generation to be raised with technology
- Grew up playing computer games
- Relate technology primarily to feelings of pleasure
- Employers must take technology seriously - and it must remain state-of-the-art, as the millennials' own technology will be.
- Be careful of policies that place restrictions on technology
- Remember that millennials are masterful multitaskers who really can conduct business while simultaneously surfing the net, or instant messaging a friend.

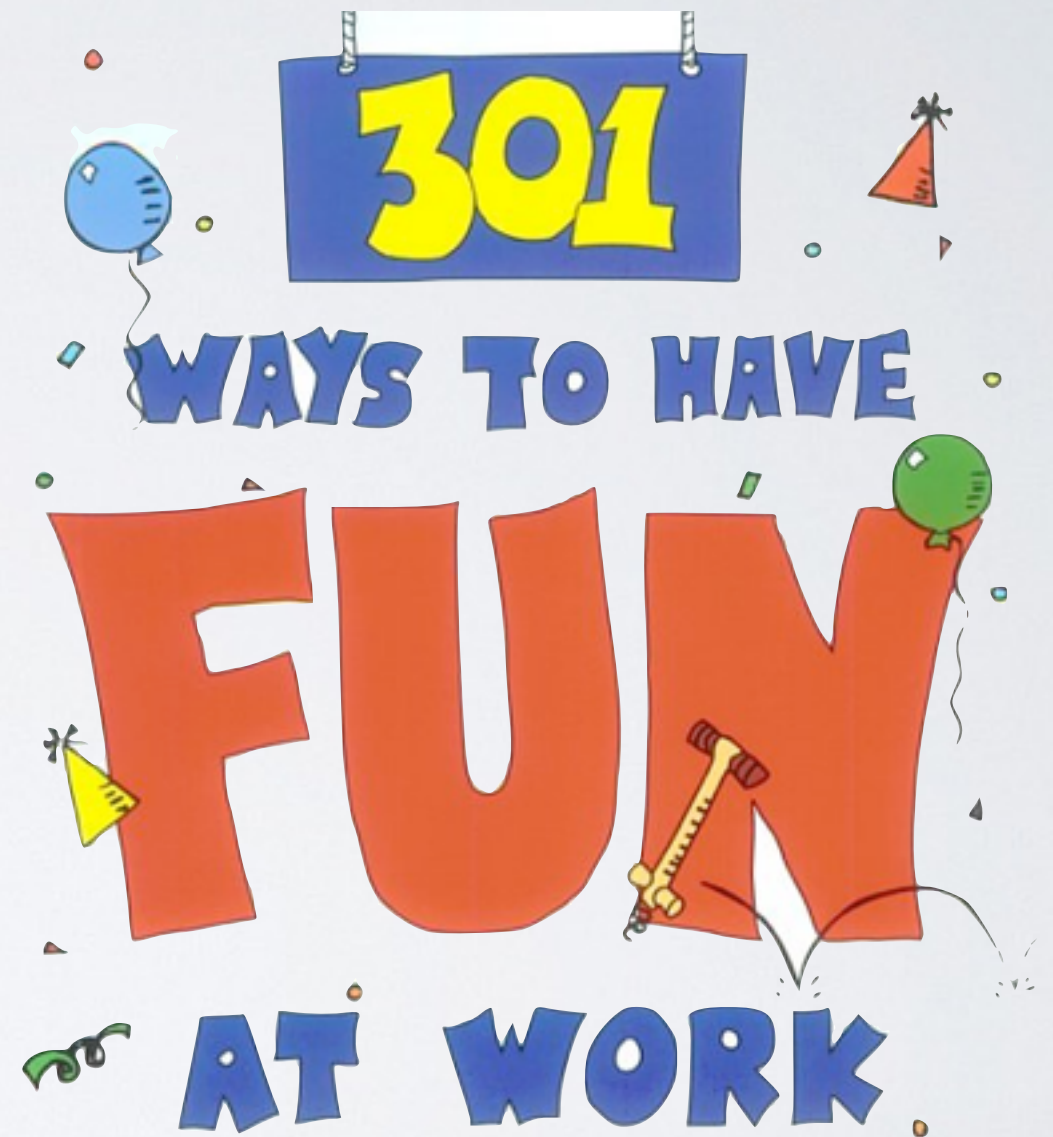


WHAT DO YOU DO TO ENGAGE MILLENNIALS?

Identify 2 things you currently do or would like to do to help Millennials become a contributing part of your school district.

WORK AND FUN

- Work Hard, Play Hard
- Many organizations are taking steps to create a high energy, social work climate
 - Ice-cream socials, happy hours, employee trips, bowling, paintball contests and the infamous Google Napping Pods
 - Muzak is replaced with television and TV's are placed everywhere just like a sports bar
 - They have rarely done anything in their lives without background chatter of TV's or music..



COMMUNICATION

- Millennials prefer real-time communication (texts, Facetime vs. email)
- They dislike leaving messages (you'll see their name on caller ID and know they called)
- They'll be comfortable with video-conferencing and remote interviews
- The weekly or monthly staff meeting won't do it for them. They expect more immediate communication with the least amount of inconvenience (and boredom) possible.
- Positive word of mouth is the best way to get a message out. (have you seen that video on YouTube?)



EFFECTIVELY MANAGING THE MILLENNIALS

- Millennials expect to be **fully involved** with their managers (unlike Boomers who were satisfied with annual performance reviews)
- They expect **frequent contact** with their boss which includes lots of praise and an open exchange of ideas.
- They expect to be **listened to** and that their feedback will be considered and followed up on.
- Important message: You matter to us; your well-being, comfort, and enthusiasm are important to our success.

CREATING A MILLENNIAL FRIENDLY CULTURE

- Let them know if you consider them to be 'keepers'
- Challenge them to take on more, or different responsibilities (they're used to juggling many things)
- Goals must be clear and importance of project to the future of the organization must be highlighted
- Make sure they have continual learning and development opportunities
- Create a constant feedback loop.
- Create a culture that truly supports fresh ideas and new thinking
- Determine whether your workplace rules - written or unspoken - need to be reexamined, changed or enforced as they are.
 - Do we have work rules that are outdated? Are there characteristics of our culture that preclude fresh thinking? Are we open to suggestion or are we more set in our ways?
- Check out [this article](#) for a more in-depth strategy.

TEACH THEM HOW TO MANAGE THEMSELVES

- Teach them to make the most of their time - use it efficiently
- Help them set priorities and communicate them relentlessly
- Do they need help fitting everything into a day? Help them with a schedule, both in and out of work; they need enough sleep, down-time, eating, exercise time
- Teach them to make notes and use checklists - text them, email them

WHAT DO MOST
MILLENNIALS NEED TO LEARN
ABOUT WORKING IN A
SCHOOL SYSTEM?

TEACH THEM HOW TO BE MANAGED BY YOU

- Don't assume they know
- Tell them who you are. Explain hierarchical structure
- What your role is; what is important to you
- What you expect from them how decisions are made
- How to work for you
- Set clear expectations: Time to be in by, good attendance, no personal cell phone calls during the day...
- Attire, conduct, attitude, personal issues, professional responsibilities...
- Regularly scheduled check-in meetings (10-15) w/fast, tidy agenda - gives familiar, comfortable structure in a focused routine. No need for chit-chat - just keep to the agenda. Be direct.



TEACH THEM THE VALUES OF GOOD WORKPLACE CITIZENSHIP

- Define what it means to be a good citizen in your school and our district
- You can't teach good judgment, but you can teach the habits of critical thinking (use case studies as part of mentoring to analyze real situations, teach them to think ahead and play out a likely sequence of moves before making their move)
- Teach them to stop and reflect after making decisions and taking actions. Teach them to stop and reflect on outcomes and consequences.
- Teach them to make a commitment to constant, rigorous self-evaluation; to assess their use of time, the quality of their work and their behavior. Then teach them to really use what they learn.

PERFORMANCE MANAGEMENT

- Be systematic, honest and positive
- Don't ignore problems, don't tell them they're doing better than they are.
- Focus on one little problem after another, but never treat it like a problem; "Lets talk about next steps"
- Continuous improvement - one next step after another and the problem goes away and never comes back.
- Keep asking "exactly what concrete actions - next steps- are you going to take next? What can you do to improve? What do you need to revise and adjust?"

CHECK IN REGULARLY WITH

- Ask: What's working well for you?
- Where are your current challenges?
- Of what recent accomplishments are you most proud?
- What would you like to learn or do next?
- How can I best support you?
- This generation is more powered by a pat on the back than a kick in the butt!
- Take the time to educate employee on how their behavior positively impacts the organization
- Say “thank-you”
- Always **CELEBRATE SUCCESSES!** Remember success breeds success. Don't forget - millennials' parents celebrated everything- starting with graduation from kindergarten...



SIMILARITIES BETWEEN GENERATIONS

- All want to feel valued, empowered and engaged at work.
- all would like to be able to customize their jobs to their lives (although the Boomers hesitate to say it out loud)
- All want to be trusted at work. They want their boss to believe that they will perform their job as productively and efficiently as possible. (including access to the latest technology - don't block access. retention)

PUTTING IT INTO PRACTICE:

WE MUST UNDERSTAND THE NEEDS, EXPECTATIONS
AND VALUES OF ALL THE GENERATIONS

- changes in how jobs, careers and learning programs are designed
- changes in benefits - what do your employees value? paid community service time, credits to buy a hybrid car or solar panels, \$ towards a charity? - think outside the box!
- Changes in the way we communicate with our employees (phone, email, texts...)
- mentor and induct employees in generationally sensitive ways ([see article here](#))



- ★ Identify the generations in your workplace
- ★ Understand their characteristics, with special attention paid to the **Millennials** so that you can
- ★ Develop strategies to effectively manage, retain and develop each generation.





GENERATION X

- Grew up in a far more challenging environment than the Boomers or Millennials
- Born between 1965 and 1979, formative teenage years from 1975 to 1985, entered workforce late 80's and early 90's
- Divorce rate doubled in U.S. between 1963 and 1974
- Corresponding rise in number of women entering the workforce - led to **first latchkey kids**
- Massive shifts in economy (oil embargo '73-74, hyperinflation in early 70's, world began to flatten.
- Gave Gen Xers no confidence that they would be able to enjoy a steady career and a comfortable retirement.
- Faced with **fewer job prospects, declining salaries, rising prices and uncertain security** led to a cynical generation.
- Rap and punk music, Star Wars, personal computers, first cell phones, Atari video games, VCR's, Walkman, CD's - more **new technologies** than ever before

GENERATION Z

Other characteristics of Generation Z as a cohort within the U.S., in contrast with earlier generations:

- More racial diversity.
- Less traditional (nuclear) family backgrounds, more single-parent and same-sex parent families.
- More likely to have friends from various ethnic, religious and racial groups.
- More risk-adverse.
- Less confident in the current economic system.
- More inclined to entrepreneurialism.
- More religious
- Spend more time online.

Millennials	Generation Z
Don't just work for a paycheck, they want a purpose.	Money and job security are their top motivators. They want to make a difference but surviving and thriving are more important.
They aren't pursuing job satisfaction, they are pursuing their own development.	They want to accumulate rewarding experiences. Gen Z tend towards being impatient and often experience FOMO (Fear Of Missing Out), so instant feedback and satisfaction are key.
They don't want bosses, they want coaches.	They want to be mentored in an environment where they can advance quickly. They want to look their leader in the eye and experience honesty and transparency.
They don't want annual reviews, they want ongoing conversations.	They don't want an annual work assessment, they want to be mentored and given feedback on an ongoing frequent (daily) basis.
They don't want to fix their weaknesses, they want to develop their strengths.	They were raised during the Great Recession and believe that there are winners and losers--and more people fall into the losing category. They want to have the tools to win, either through developing weaknesses or strengths.
They have a collaborative mentality where everyone pitches in and works together.	They are competitive. 72% of Gen Z said they are competitive with doing the same job. They are independent and want to be judged on their own merits and showcase their individual talents.
It's not just their job, it's their life.	Salary and benefits and how they can advance are pivotal. They are a DIY generation and they feel that other generations have overcomplicated the workplace.

MOTIVATING GENERATION X

- Provide fulfilling work and challenging assignments
- Build individual relationships and effective teams
- Recognize individual accomplishments
- Provide plenty of feedback

WHAT ABOUT WORK?

- Ask a *Silent Generation* about work: They'll say they're lucky to have a job
- Ask a *Boomer*: They'll say "Get something with a future". They wanted to earn, achieve and stand out from the crowd.
- Ask a *Gen X*: They'll say "Create a career where you can land on your feet". Survive first then thrive. They lived through the dot.com boom then bust and watched their parents give their lives to their jobs only to end up downsized or divorced.
- Ask a *Millennial*: They have choices. Parents have told them to work hard at something they care about. They've been told they're special; they can accomplish anything they want in life so... they have this inflated sense of importance.

COMMUNICATION PREFERENCES	Traditionalists	Baby Boomers	Generation X	Millennials
Style	formal	Semiformal	Not so serious irreverent	eye-catching; fun
content	Detail; prose-style writing	Chunk it down buy give me everything	Get to the point - what do i need to know?	If and when I need it, I'll find it online
context	Relevance to my security; historical perspective	Relevance to the bottom line and my rewards	Relevance to what matters to me	Relevance to now, today and my role
attitude	Accepting and trusting of authority and heirarchy	accept the "rules" as created by the Traditionalists	Openly question authority; often branded as cynics and skeptics	OK with authority that earns their respect

	Traditionalists	Baby Boomers	Generation X	Millennials
Tactics	Print; conversational mail; face-to-face dialogue, or by phone; some online info/interaction	Print; conversational mail; face-to-face dialogue; online tools and resources	Online; some face-to-face meetings (if really needed); technological interaction	Online; wired; seamlessly connected through technology
speed	Attainable within reasonable time frame	available; handy	Immediate; when i need it	Five minutes ago
frequency	In digestible amounts	as needed	Whenever	Constant

THE WORKPLACE OF THE FUTURE WILL FEATURE:

- Collaboration - both internal and external
- authenticity - transparency - real core values (realistic job previews help retention)
- Personalization - meet needs of every generation at each life stage.
- Innovation- organizations that innovate continue to compete in the marketplace
- social connection- no more heroic individualism - small work groups, lots of experimentation, vigorous feedback loops and freedom to pursue new initiatives.

MOST IMPORTANT EMPLOYMENT CONSIDERATIONS

- In a 2008 survey conducted by KEYGroup, 1,020 Millennial respondents listed health benefits as the most important determinant of an attractive workplace
- This was followed by work-life balance, promotional opportunities and then salary.
- Companies also offer flextime, reduced work schedules, part-time schedules, job sharing, telecommuting, pet insurance and financial help for child-care or onsite child-care and onsite wellness programs and fitness centers.



- No, Millennials don't have the same work ethic as the Boomers
- They don't see the point in just putting in time
- They want flexibility and control over time on the job and time outside work.
- They will respect deadlines when they are made clear and they have a role in negotiating them.
- They are far more results-oriented than time-oriented
- Employers that set measurable, outcome-based goals will most likely find higher-performing, more satisfied employees and bottom-line gains
- Make sure they understand different assignments and career path alternatives available to them
- They see special assignments and membership on special teams as recognition of their abilities and accomplishments

- Watched Boomer parents get no reward for loyalty to a corporation (cutbacks, pension losses)
- Millennials consider themselves to be free agents
- They expect their talents and skills will carry them far. (Their confidence is usually justified)



- Will jump ship the minute they feel their needs are not being met

WHY SHOULD WE CARE ABOUT THE MILLENNIALS?

- We must position ourselves to be an attractive employer so we can hire and retain the best candidates.
- Is all that we're touting regarding being a safe, supportive, progressive workplace actually true?
- How do we retain and develop the teachers we hire?
- In order to do that, we must understand them.