

**Hiring and Building Relationships in Today's Multi-Generational Workforce**



**Kathy Espinoza, MBA, MS, CPE, CIE**  
Keenan & Associates

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**How many you know?**

- TMI
- IDK
- TBH
- BRB
- BTW
- BFF
- LOL
- TTYL
- LMAO
- ROTFL
- BYOB
- BYOD
- BM&Y
- IMHO




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**Outline:**

- Generations within the workforce
- What they value
- How they learn
- How they gather information
- Tools to Communicate and Engage all Generations

Disclaimer:

- DON'T KILL THE MESSENGER!
- Stats/Trends are from a variety of Human Resources studies.

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## Generations

- A group of people born about the same time, who share the same historical experiences, beliefs and attitudes.
  - The key is not to figure how OLD people are, but *what was happening* when they were YOUNG?
    - Affects values, attitudes, choices & actions

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## Events that Shape Us

- **Silent Generation**
  - Great depression, New Deal
  - WW II, Korean War, heroes



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## Events that Shape Us

- **Boomers**
  - TV, Vietnam, MLK, JFK
  - Women's and Human Rights



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**Events that Shape Us**

- **Gen X**
  - Fall of Berlin Wall & Soviet Union
  - Challenger explosion
  - Divorce, Latchkey kids, AIDS
  - PC, Cable TV, Cell phones

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**Events that Shape Us**

- **Gen Y**
  - Oklahoma city bombing
  - Columbine massacre
  - Death of Princess Diana
  - Death of Mother Theresa
  - Lewinsky scandal
  - Internet, iPods, PDAs
  - Messaging, Texting, Sexting

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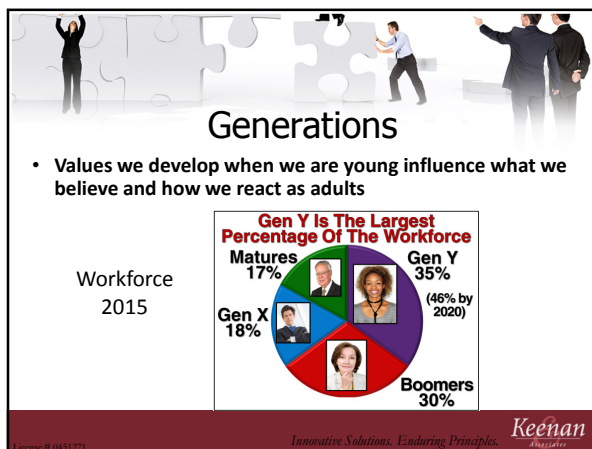
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**Generations**

- Values we develop when we are young influence what we believe and how we react as adults

Workforce 2015

**Gen Y Is The Largest Percentage Of The Workforce**

Gen Y	35%	(46% by 2020)
Boomers	30%	
Gen X	18%	
Matures	17%	

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**One BIG reason for the Gap?**

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**Generations At A Glance**

- **Silent Generation/Greatest Generation**
  - Traditionalists
  - Builder Generation
  - Veterans
- **You might be a veteran if...**
  - You have the ability to entertain yourself without a TV, in fact you remember the days before TV!

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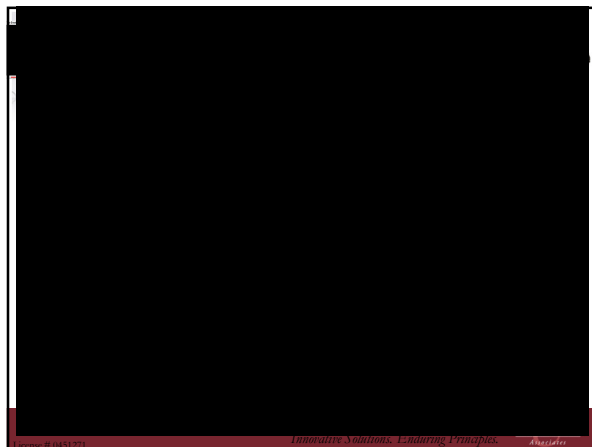
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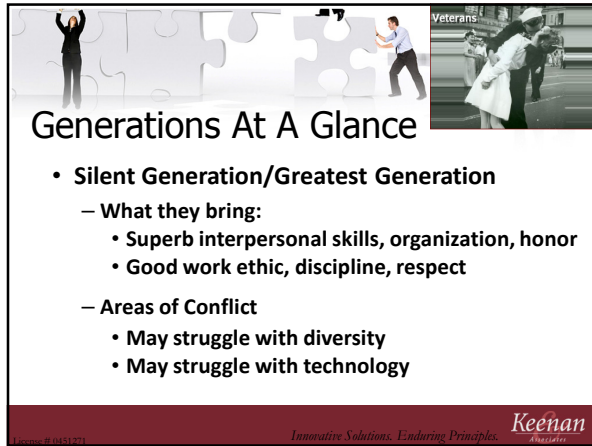
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**Generations At A Glance**

- **Silent Generation/Greatest Generation**
  - What they bring:
    - Superb interpersonal skills, organization, honor
    - Good work ethic, discipline, respect
  - Areas of Conflict
    - May struggle with diversity
    - May struggle with technology

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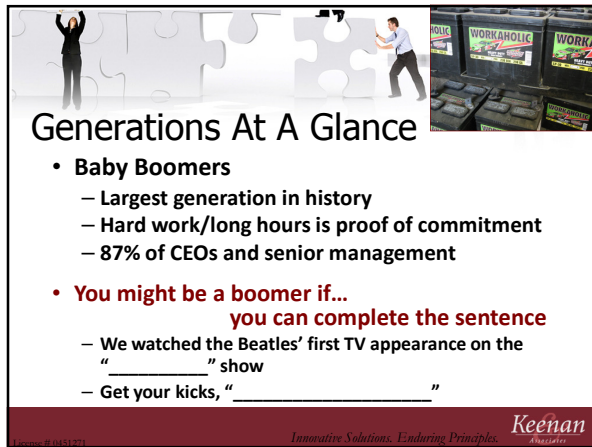
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**Generations At A Glance**

- **Baby Boomers**
  - Largest generation in history
  - Hard work/long hours is proof of commitment
  - 87% of CEOs and senior management
- **You might be a boomer if...**

**you can complete the sentence**

  - We watched the Beatles' first TV appearance on the " \_\_\_\_\_ " show
  - Get your kicks, " \_\_\_\_\_ "

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*The Baby Boom Generation Grows Up*

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**Generations At A Glance**

- **Baby Boomers:**
  - What they bring:
    - Driven and service oriented
    - Good 'team players'
  - Areas of Conflict
    - Dealing with conflict
    - May struggle with technology

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**Generations At A Glance**

- **Generation X**
  - Baby Busters, Post Boomers, Lost Generation
  - Diversity, self-reliance, question authority
  - Largest group now in the workforce
  - Loyal to profession, not employer
- **You might be a Xer if...**
  - You wanted cable so you could 'have your MTV'
  - You watched Sesame Street (Pre-Elmo) and sang 'Conjunction Junction- what's your function?'

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Generation Presentation  
(c) Deskey 2007

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**Generations At A Glance**

- **Gen X:**
  - What they bring:
    - Open to receiving feedback
    - Good at networking
    - Fun, like to socialize
  - Areas of Conflict
    - Job movers

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**Generations At A Glance**

- **Generation Y**
  - Millennials, Nintendo Generation, Nexters
  - Connected 24/7, 'Digital Natives'
  - Want immediate feedback, informal workplace
  - Civic minded, want a sense of 'purpose'
- **You might be a Millennial if...**
  - You blog, Facebook, text, Link in, and check your emails before leaving to go to work in the morning

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## Generations At A Glance

- Gen Y:
  - What they bring:
    - Good at multi-tasking
    - Appreciate diversity
    - Very 'tech' savvy
  - Areas of Conflict
    - Strong parental attachment
    - Need more recognition

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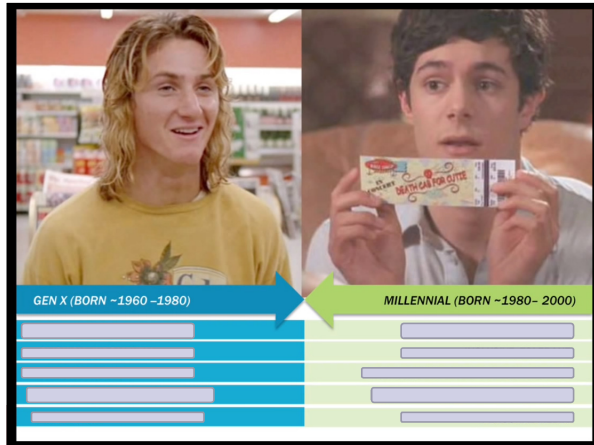
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**GEN X (BORN ~1960 -1980)**      **MILLENNIAL (BORN ~1980 - 2000)**


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The New York Times

### What Is It About 20-Somethings?

	Completing school		Leaving home	
		Becoming financially independent		Marrying
			Having a child	

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## The Calm After

### Relationships Through Collaboration

- Just as with cultural differences (i.e. Diversity training), and personality type differences (e.g. Myers Briggs), **knowing and understanding the differences in generational backgrounds can foster better collaboration.**

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### Our four generation workforce provides challenges



Seniors b. 1920-1945	Baby Boomers b. 1946-1965	Gen Xers b. 1966-1979	Gen Yers b. 1980-2000
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### The Perfect Storm...

	Silent Generation	Boomer	Gen X	Gen Yers
Training	The hard way	Too much and I'll leave	Required to keep me	Continuous and expected
Learning style	Classroom	Facilitated	Independent	Collaborative & networked
Family	Traditional	Disintegrating	Latch-key kids	Merged
Education	A Dream	A Birthright	A way to get there	An incredible expense
Communication style	Top down	Guarded	Hub & Spoke	Collaborative
Communication media	Rotary phone In person	Touch tone phone Memo	Cell phones	Internet Email
Leadership style	Command & control	Get out of the way	Coach	Partner
Feedback	No news is good news	Once per year	Weekly/Daily	On demand
Technology use	Uncomfortable	Unsure	Can't work without it	UNFATHONABLE if not provided
Job changing	Carries a Stigma	Sets me back	Necessary	Part of my daily routine
Money Mgmt	Put it away Pay cash	Buy Now Pay Later	Conservative Save, save, save	Earn to spend

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**Building Relationships**  
**Generational CLASH point:**

- **Working with and motivating others:**
  - It's hard to motivate, coach and work with someone you:
    - **don't** understand,
    - don't **think** you understand or
    - **haven't taken the time** to understand.

\*Source: "How Veterans, Baby Boomers, Generation Xers and Generation Nexters Can All Get Along in The Workplace"  
<http://www.commitment.com/getalong.html>

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**Who doesn't understand whom?**

**Two-Way Street**

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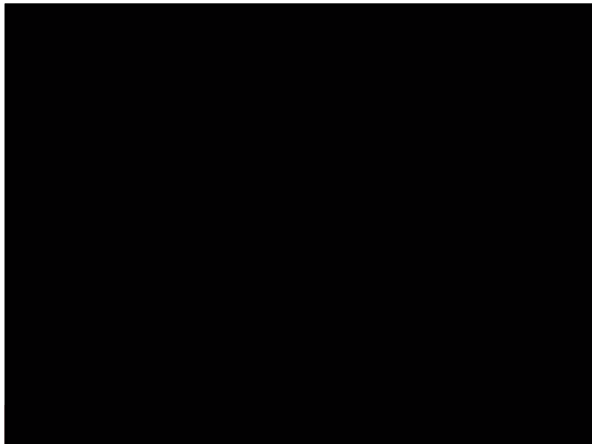
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**Building Relationships**  
**Generational CLASH point**

- **Boomers and Micro-managing**
  - Boomers, by and large, talk the talk but don't walk the walk
    - **In their mind:** They have a more hands-off, participative, management style than they actually practice.
    - **Reality:** They don't mean to be controlling, but they have a vision of how things *ought* to look and or feel or be, that they want to bring about - so they tend to insist things be done a certain way.

\*Source: "How Veterans, Baby Boomers, Generation Xers and Generation Nexters Can All Get Along in The Workplace"  
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**Building Relationships**  
**Generational CLASH point**

- **Boomers and Micro-managing**
  - Gen Xers like to have a spelled-out goal, some resources, and the **freedom** to decide on how they are going to get things done.
    - **Reality:** They hate Boomer micro-management
    - **Reality:** Xers don't buy into work and projects, for work's sake. To do a task with no meaning is unbearable and beneath them.

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**Building Relationships**  
**Generational CLASH point**

- **View of Authority**
  - **Silent Generation:**
    - Respect for authority
    - Seniority and job titles are respected
  - **Boomers**
    - Challenge authority
  - **Gen X**
    - Unimpressed by authority.
    - Respect competence and skills over seniority
  - **Gen Y**
    - Respect authority who demonstrate competence

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**Building Relationships**

**Generational CLASH point**

- **Feedback**
  - **Reality:** Gen X and Gen Yers need more hand holding or face time with management than baby boomers or those over age 60.
  - 25% of Gen X and Gen Yers want feedback from you at least **once a week**
  - One in ten of those over age 60, want this frequent feedback

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**Building Relationships**

**Generational CLASH point**

- **Face Time**
  - **Socializing:** Younger workers are also more likely to want a connection to the top brass and to socialize with those in charge.

\*Source: "How Veterans, Baby Boomers, Generation Xers and Generation Nexters Can All Get Along in The Workplace" <http://www.commitment.com/getalong.html>

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**Generational Clash Point:**

**Rewards/Recognition in Workplace**

<b>Silent Generation</b>	<b>Reward:</b> The satisfaction of a job well done <b>Motivate:</b> Honor their hard work with plaques, trophies, photos and other symbolic records of achievement.
<b>Boomers</b>	
<b>Gen Xers</b>	
<b>Gen Yers</b>	

\*Source: "How Veterans, Baby Boomers, Generation Xers and Generation Nexters Can All Get Along in The Workplace" <http://www.commitment.com/getalong.html>

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<b>Boomers</b>	<b>Reward:</b> Money, title, recognition, corner office <b>Motivate:</b> Assist them in gaining name recognition throughout the organization, parking perks, status symbols.
<b>Gen Xers</b>	
<b>Gen Yers</b>	

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<b>Gen Xers</b>	<b>Reward:</b> Freedom is the ultimate reward <b>Motivate:</b> Give them lots of projects. Let them take control of prioritizing and juggling, time off in exchange for overtime.
<b>Gen Yers</b>	

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<b>Gen Yers</b>	<b>Reward:</b> Work that has meaning for me. <b>Motivate:</b> Open avenues for education and skill-building.

\*Source: "How Veterans, Baby Boomers, Generation Xers and Generation Nexters Can All Get Along in The Workplace" <http://www.commitment.com/getalong.html>

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