



University of Pittsburgh

SCHOOL OF
Social Work

*Empower People
Lead Organizations
Grow Communities*

PA Child Welfare Resource Center

108: Multi-Generational Differences in the Workplace





Learning Objectives

Participants will:

- Identify the values, cultural influences and career expectations that influence the work styles of each of the four generations
- Recognize the myth from reality related to the values and ethics each generation brings to the work environment
- Outline a plan designed to create and support productive multi-generational teams in their agency



AGENDA

Section I: Welcome and Introductions

Section II: Facts, Figures, and Data

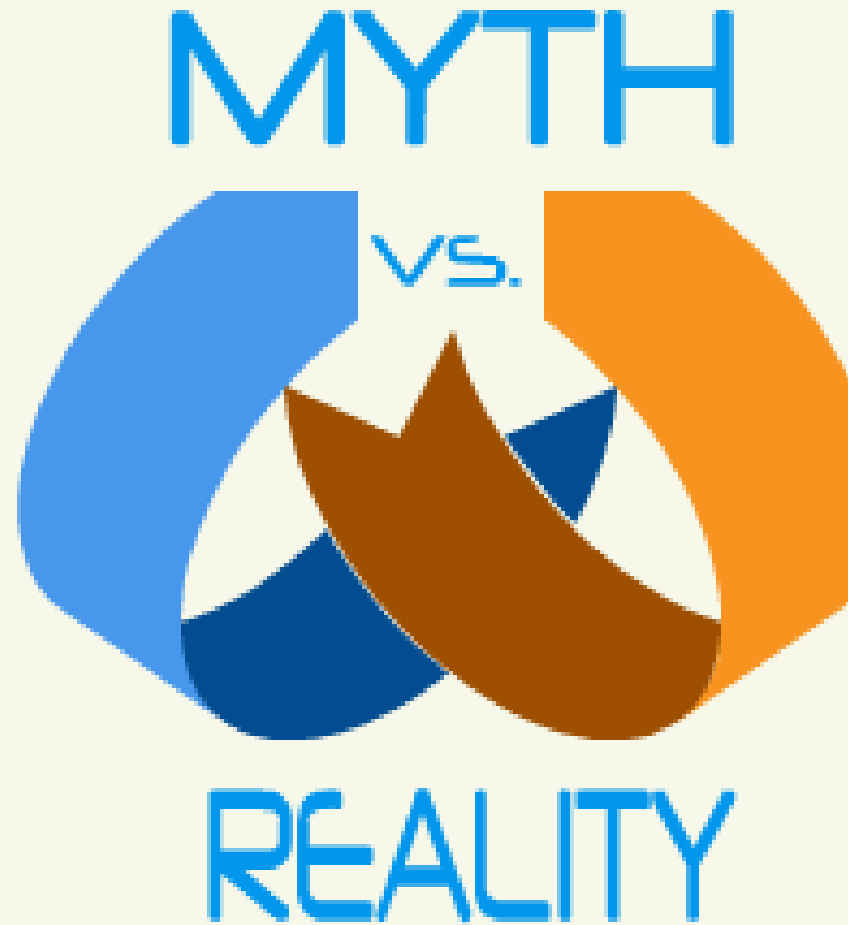
Section IV: How Generational Differences Relate to
Everyday Issues

Section V: Conclusion



WHAT'S IN IT FOR CHILDREN AND FAMILY?

What is one way learning about multigenerational differences in the workplace can support children and families?





Generational Breakdown

- **Baby Boomers** – Born between 1946 and 1963
- **Generation X** – Born between 1963 and 1981
- **Generation Y** – (Millennials, Echo Boomers, Nexters, Nesters) – born between 1981 and 1996
- **Generation Z** - (Centennials, iGeneration, Digital Natives, Zoomers) - born between 1996 and 2012



Baby Boomers

- Born between 1946 and 1964
- Approximately 80 million of the nation's employees
- Respond to symbols of recognition – titles, money, special perks, status symbols or peer recognition
- Optimistic and idealistic
- Competitive (because of their large numbers, had to be)



Generation X

- Born between 1965 and 1980
- Approximately 46 million of the nation's employees
- Typically, little trust in the system
- Freedom seen as ultimate corporate reward
- Want to enhance their skills
- Portable benefits – 401Ks – that can be taken anywhere
- Skeptical



Generation Y

(Millennials, Echo Boomers, Nexters, Nesters)

- Born between 1981 and 1995
- Perceived as wanting to make a difference and know their work has value
- Question authority for the right reasons
- Characteristics include sociability, civic duty, morality

The Diversity Manager's toolkit



Generation Z

(Centennials, iGeneration, Digital Natives)

- Born between 1996-2012
- Perceived as wanting to make a difference and know their work has value
- Question authority for the right reasons
- Characteristics include sociability, civic duty, morality

The Diversity Manager's toolkit



Statistics

- According to catalyst.org, in 2016, Millennials became the largest generation in the US workforce.
- According to Gallup poll, Gen Z and millennials combined represent 46% of the full-time US workforce.



Historical Influences

	Baby Boomers	Generation X	Millennials (Generation Y)	Centennials (Generation Z, iGeneration or Digital Natives)
Timeline	1946-1964	1965-1980	1981-1995	1996-2012
Historical Events	Civil Rights Movement Sexual Revolution/ Rock and Roll Cold War Space Travel Assassinations	Watergate Women's Liberation Energy Crisis Space Shuttle Challenger Explodes Desert Storm	Oklahoma City Bombing Columbine School Shootings Technology Child Focused World Clinton/ Lewinsky 9/11	Obama Election Wars in Afghanistan and Iraq



Core Values

	Baby Boomers	Gen Xers	Millennials	Centennials
Outlook	Optimism, Involvement	Skepticism, Informality, Fun	Realism, Confidence, Social, Extreme Fun	Volunteering, Community, non-profits, sharing experiences, actions over words
Family	Disintegrating	Latch-Key Kids	Merged families	Most ethnically diverse generation
Education	A birthright	A way to get there	An incredible expense	Most trained and well-educated generation in history



Core Values

	Baby Boomers	Gen Xers	Millennials	Centennials
Communication	Touch-tone phones, Call me anytime	Cell phones, if it is about work, only call me at work	Internet, E-mail, Picture phones, I-pods	Constant access to technology – send texts, tweets, and instant messages Use abbreviations, informal language and colloquialism
Money	Buy now, pay later	Cautious, Conservative, Save	Earn to spend	Value financial security above all
Work Ethic	Workaholic, Live to work, Long hours to establish self-worth, Identity and fulfillment	Work smarter not longer, Work to live, Want structure and direction, Skeptical	Hard workers, but like to have fun, Multi-tasking, Entrepreneurial, Tolerant	Self-sufficient Interest not solely in going to work to work, but also to learn Value an inclusive workplace Want to participate in decision making and have their ideas valued



Core Values

	Baby Boomers	Gen Xers	Millennials	Centennials
Work/ Life Balance	Were hesitant of taking too much time off from work for fear of losing their place on the corporate team. As a result, there is an imbalance between work and family.	Have a clearer balance between work and family, Do not worry about losing their place in the corporate team if they take time off	Not only balance work and life, but balance work, life and community involvement and self-development. Flex time, job sharing, and sabbaticals will be requested more by this generation.	Focus on flexibility and a culture of “unplugging” with high respect for personal time

Source: Megan Martin's "Generational Differences in the Workplace"



Core Values

	Baby Boomers	Gen Xers	Millennials	Centennials
Career Development	Focus on developing their careers through opportunities within one organization or at least one industry, Moved up based on seniority not always based on skill or expertise	Pro-active approach to career development, through more degrees and experiences both within the organization and without. This is often seen as dis-loyal to the company, but Gen X-ers see it as being loyal to themselves	More experience entering work force, Want more experience and opportunities, If they don't get it at work, they will seek it elsewhere	Role hoppers No interest in titles Interest in learning different tasks or taking projects outside of their designated role Entrepreneurial



Core Values

	Baby Boomers	Gen Xers	Millennials	Centennials
Job Expectations	Need clear and concise job expectations. Like to achieve work through teams	Need reason for task, May question, Need to be engaged or may seek engagement in another position	Don't want boring jobs; they want to make a difference. Because of being a product of the "drop down and click menu," they may need to be given a list of options.	Embrace diversity and inclusion Focus on generate a positive impact in the world
Training and Development	Training is a contribution to the organization's goals, but is also a path to promotion and compensation	Enhances versatility in marketplace and investment in future. Not necessarily loyal to the company that trained them	Willing and eager to take risks, Don't mind making mistakes – consider this a learning opportunity	Robust training and leadership programs, with a real and tangible focus on diversity Do not go to work just to work, but also to learn



Core Values

	Baby Boomers	Gen Xers	Millennials	Centennials
Rewards and Compensation	Take pride in a lot of work being achieved; like to be recognized for those achievements.	Fair compensation, Earn extra for doing extra, Value time off, Seek an enjoyable atmosphere	Seek opportunities to take on and be a part of projects. They need to have fun, and have a sense of control over their environment	Flexibility Need independence Health Insurance is a must-have
Providing Feedback	Official feedback once a year. Job coaching began with the Baby Boomers.	Self-sufficient, so give them structure, Coach but implement hands-off supervision	Teamwork, Like feedback and will ask for it often	Need feedback regularly



Core Values

	Baby Boomers	Gen Xers	Millennials	Centennials
Retirement	If I retire, who am I? I haven't saved any money, so I need to work, at least part-time. I've been downsized so I need to work, at least part-time.	I may retire early; I've saved my money. I may want different experiences and may change careers. I may want to take a sabbatical to develop myself	Jury is still out, but will probably be similar to the Gen Xers	1 in 5 members of this generation expect to retire around 50

Adapted from Martin, M. (2005). Generational Differences in the Workplace



Tips for Working Across Generational Divides

- Important to understand the other person's point of view – relationships, relationships, relationships
- Don't assume traditional behaviors – break down of the charts
- Keep an open mind
- WANT to learn new things and look at things differently



Tips for Working Across Generational Divides

- Listen
- Earn respect and be respectful
- Spend time with co-workers – one-on-one
- Communicate
- Be an employee who doesn't have to be “managed”



Small Group Activity

Breakout Rooms

Consider a current or pending organizational issue that may be impacted by generational issues and identify the following:

1. What are the strengths and weaknesses of individuals involved?
2. What other things need to be considered beyond the generational differences?
3. What system/structures/processes impact this issue?
4. What are some quick wins that we can identify to try to rectify this issue?
5. What are the roles and responsibilities of those that are involved?
6. Complete an action plan to figure out who will do what by when.