

Wednesday, March 18, 2015

1:30pm – 3:00pm & 3:15pm – 5:00pm

Working Together in a Multi-Generational
Environment

Drew Sanders, University of Utah Professional
Education

“Working Together in a Multi-Generational Environment”



“What is happening to our young people?”

“They disrespect their elders, they disobey their parents. They ignore the law. They riot in the streets enflamed with wild notions. Their morals are decaying. What is to become of them?”

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From a generational perspective,
what do people want?

No matter your generation...Most people
still want the same things from their jobs
and leaders.

Source - Jennifer Deal
*Center for Creative Leadership
(CCL)*

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You are who you are, because of where
you were when...

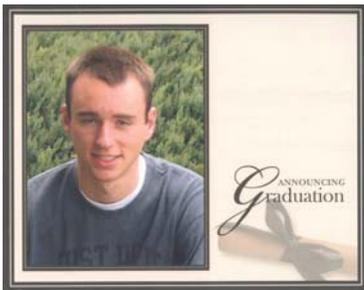
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Recent HS Graduate



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•Icons – people, places or things that become reference points for a generation

•Conditions – are the forces at work in the environment as each generation comes of age

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A photograph of a space shuttle launch, showing a large, billowing plume of white smoke and fire against a black background. The plume is shaped like a large, stylized letter 'U'. The NASA logo is visible in the bottom right corner of the image.

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A security camera still image showing two men in a hallway. One man is holding a handgun. A timestamp at the bottom of the image reads "L 11:57:20-63 AM".

Generational Assumptions:

- Each generation assumes the following generations will want what they have and will share their same definition of "success"
- Each generation then believes the following generations should "pay their dues" the same way to earn that success
- With a few exceptions, each generation thinks the following generation has had it much easier



Today's Population by Birth Years

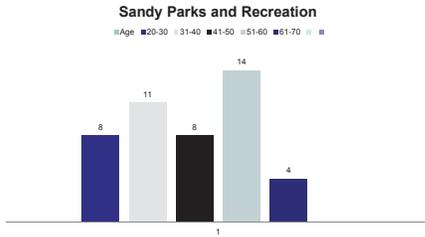


What are the Generations?

- Matures (Traditionalist) : 1920-1945
69-94 years old
- Baby Boomers: 1946-1964
50-68 years old
(*1960-1965 A LOST Generation?)
- Generation X: 1965-1979
35-49 years old
- Gen Y (Millennial): 1980-probably 2003
34 and younger



Sandy P&R by Age



Each Generation

Major Influences

Characteristics

Matures: Characteristics

- Duty, honor, country, patriotism
- Dedication, sacrifice
- Conformity, unity – “We First”
- Patience
- Hard, hard times, then prosperity
- Doing a good job is most important
- Age = Seniority
- Faithful & believing in large institutions
- Fiscally conservative

Baby Boomers: Characteristics

- Work ethic = Worth ethic²
- Competitive
- Defined by their job
- Success is largely visible – trophies, plaques, lifestyle elements
- Optimistic, Politically Adept
- Consumers, Liberal Spenders
- Personal Development

Generation X: Characteristics

- National institutions came into question
- “This company never promised you anything.”
Layoffs – end of lifelong employment
- No common heroes
- Suspicious of Boomers values
- Raised as their parent’s “friends”
- Had to learn to fend for themselves
- Very self-reliant & resourceful
- Cynical, skeptical and pessimistic
- Fiscally conservative

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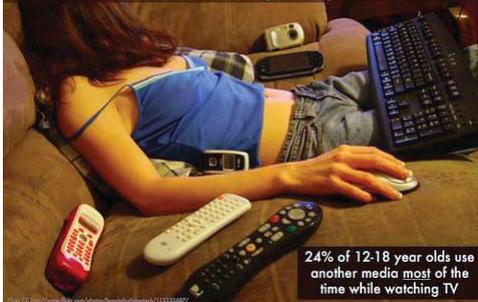
Gen Y: Characteristics

- Optimistic, Confident, "Big Thinkers"
- Individualistic yet group oriented
- Difficulty focusing on "non-stimulating stuff"
- Fearless & civic minded
- Busy, multi-taskers, fast thinking & talking
- Like "X," raised as their parent's friends
- Acknowledge and admire *select* authorities
- Think Matures are cool! Parents, too
- Ambitious, yet may appear aimless
- Desire to be like peers, but with a unique twist

Some Facts about Gen Y

- 9 out of 10 are satisfied with their relationship with their parents (Parental advocacy continues into adulthood)
- 3 times more likely to text than call
- About 36% have tattoos and 30% have body piercing
- Consume 31 hours of media within a 24 hour period
- 10,000+ hours gaming by age 19

8-18 year olds in the US spend one quarter of their media time using multiple media



24% of 12-18 year olds use another media most of the time while watching TV

What Gen Y Brings To...

Attitudes and Ambitions that Characterize Gen Y

Work Ethic
Technology
Lifetime Priorities

Work Ethic

- Matures – defined by the punch time clock; respect authority, hard work
- Boomers – workaholics; work ethic and worth ethic - same thing
- Gen X – get it done move on; “ what does it matter when I work, as long as I get it done.” Self-reliant, want structure and direction

Gen Y Work Ethic -no longer defined by 50+ hour workweek

- Not interested in overtime or concerned with face time
- Productive by nature of their skills: energetic, enthusiastic and tech savvy
- Work is a gig. Finish up and go to the next gig
- Can become dissatisfied when caught in slow moving bureaucracy or hierarchy
- Seek balance – it’s not all about the promotion

Technology

- Matures – Hoover Dam
- Boomers – Microwave: things that make life easier
- Gen X – Cell phones, Palm

Gen Y and Technology

- Easy competence in using technologies and mastering new ones
- Never not had technology
- Part of life – ethereal
- Part of who they are
- Use technology to connect with others (unlike Gen X)
- Grew up gaming



Lifetime Priorities...Work is

- Matures – an obligation; keep work and life separate
- Boomers – who they are; no balance “live to work”
- Gen X – defined contract; “work to live”



Gen Y - Priorities

- Work is a means to an end
- But while I do it I need to change the world *and* be CEO by Friday
- Need to be engaged – constantly
- Need to be learning – constantly
- Leads to loyalty



Viewing Authority

- Matures – Based largely on seniority and tenure
- Boomers – Similar values to the *Matures*; They've earned it
- Gen X – Authority figures deserve skepticism & testing
- Gen Y – Test, but search & seek out



Skill Building

- Matures: Training happens on the job. New skills benefit the company
- Boomers: An ingredient to being successful, but not as important as work ethic



Skill Building

- Gen X: My next job will come from my amassed skills; work ethic important, but not as much as my skills
- Gen Y: Training and new skills are important, and I want them through mentoring



Time on the Job

- Traditionalist – Work ethic defined by the punch time clock
- Boomers - Visibility was/is the key. Workaholics
- Gen X - “What does it matter when I work, as long as I get the job done”
- Millennial – “It is five o’clock – I have another life to get to” Job = gig



Rewards/Recognition

- Matures: subtle, private recognition
- Boomers: attention, money, promotion & public recognition
- Gen X: time off
- Gen Y: recognition from their heroes

Dislikes of Gen Y

- Monotony
- Strict or "By the book" leaders
- Leaders I don't respect...
 - "You have to respect the stripes, but I really only respect the individual"
 - "Camaraderie and personal relationships go a long way"
 - "I want leaders who are in the field. They must have been a good cop to get where they are, but I have never saw that"

Communication

- What are people saying?
- What are people hearing?

* Studies indicate that between 40% and 80% of all communication is misinterpreted.



“Work Smarter, not Harder”

- Traditionalist = “How can we improve teamwork, teamwork is always smarter.”
- Boomer = “Work Harder, because harder is always smarter!”
- Gen Xer = “If I finish my work by three, let me go home at three, now that’s smart.”
- Millennial = “Thank God, we can finally do it my way because I’m smarter!”



“Work-Life Balance”

- Traditionalist = “Let me tell you what I gave up, why it was good and how it worked out. Choices are good, but you must choose.
- Boomer = “Making the most of your time away from work.” Quality time, planning, being present, work hard and play hard. (triggers guilt, shame, resentment or competition)



“Work-Life Balance”

- Gen Xer = “Duuuh!?! If my work is done at three let me go home at three.” (triggers resentment, management never means what they say...)
- Millennial = “Isn’t everyone already doing this?” Just watch me.



“Big Picture”

- Traditionalist= “They’re talking about the future. I’ll be gone by then...we already tried that back in ‘77.”
- Boomer= “Big Picture equals bottom-line, long term profitability and increased productivity.” (internal, growth focused)



“Big Picture”

- Gen Xer = “Great, we’re going under! *They* always talk big picture just before lay offs and downsizing. What am I doing wrong? Get to the point, I’ve gotta get out of here by three.”
- Millennial = Big Picture equals customer satisfaction. Do we (our company) have the right appeal? (external, people focused)



“The Annual Recognition & Wellness Day is June 4th”

- Traditionalist= “It’s nice to bring everyone together. (I hope the lunch isn’t too spicy) I expect a serious, respectful event and to hear from the Director on the agency successes.
- Boomer= “Can you win two years in a row? When are nominations due? Money is great, but it should come with a nice plaque.” *I expect the awards portion to be long.*



“The Annual Recognition & Wellness Day is June 4th”

- Gen Xer= “I never win anything...If they really wanted to recognize us they’d let us go home at three.” *I expect to be annoyed.*
- Millennial= “Is it a party or like a work thing? Can you nominate yourself?” *I expect it to be fun.*

The Generation Gap” isn’t as large as people think...



Summation of a 7 year study by CCL

“Fundamentally, people want the same things, no matter what generation they are from. The so called generation gap is, in large part, the result of miscommunication and misunderstanding, fueled by common insecurities and a desire for clout. While there are always going to be conflicts, the generation gap isn’t as large as people think it is...

Results of a 7 year study by CCL

...you're going to see younger and older people disagreeing, but conflicts at work that arise from generational differences are dwarfed by conflict that stems from other sources.

Jennifer Deal
(CCL)

<u>AT A GLANCE</u>	Traditional	Boomers	Gen Xers	Millennial
Outlook	Practical	Optimistic	Skeptical	Hopeful
Work Ethic	Dedicated	Driven	Balanced	Determined
View of Authority	Respectful	Love/Hate	Unimpressed	Polite
Leadership By	Hierarchy	Consensus	Competence	Pulling Together
Relationships	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive
Turnoffs	Vulgarity	Political Correctness	Cliché/hype	Promiscuity

QUESTIONS?

Contact Information

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Dr. Charles Sykes, author of DUMBING DOWN OUR KIDS, speaks at high school and college graduations sharing a list of things the graduates did not learn in school. In his book, he talks about how the ongoing feel good, politically correct atmosphere has created a generation of kids with no concept of reality and set them up for failure in the real world.

Rule 1: Life is not fair, get used to it.

Rule 2: The world won't care about your self-esteem. The world will expect you to accomplish something before you feel good about yourself.

Rule 3: You will not make 40 thousand dollars a year right out of high school. You won't be a vice president with a car phone until you earn both.

Rule 4: If you think your teacher is tough, wait till you get a boss. He doesn't have tenure.

Rule 5: Flipping burgers is not beneath your dignity. Your grandparents had a different word for burger flipping; they called it opportunity.

Rule 6: If you screw up, it's not your parents' fault so don't whine about your mistakes. Learn from them.

Rule 7: Before you were born your parents weren't as boring as they are now. They got that way paying bills, cleaning your room, and listening to you tell them how idealistic you are. So before you save the rain forest from the blood-sucking parasites of your parents' generation, try delousing the closet in your own room.

Rule 8: Your school may have done away with winners and losers but life has not. In some schools they have abolished failing grades, they'll give you as many times as you want to get the right answer. This, of course, bears not the slightest resemblance to anything in real life.

Rule 9: Life is not divided into semesters. You don't get summers off, and very few employers are interested in helping you find yourself. Do that on your own time.

Rule 10: Television is not real life. In real life people actually have to leave the coffee shop and go to jobs.

Rule 11: Be nice to nerds. Chances are you'll end up working for one...