

LEADING A MULTI-GENERATIONAL WORKFORCE



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MME 2019 Winter Institute – Battle Creek, Michigan
Strategic Government Resources

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Strategic Government Resources (SGR) Background

- SGR exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative Authentic Leaders.
- Founded in 1999 with the mission to facilitate innovative leadership in local government. In today's world of limited resources, local governments must innovate to survive, and SGR has been and continues to be a leader in spurring innovation in local government.
- Our Core Values are Integrity, Philanthropy, Continuous Improvement, Flexibility, The Golden Rule, Collaboration, and Protecting Relationships.
- We are a **full-service firm**, specializing in executive recruitment, live training, online training, leadership development, interim management, assessments, strategic visioning, management consulting, and other services designed to promote innovation in local governments.



INTRODUCTION

TO THE GENERATIONS

Let's Find Out Who We Are

- ◆ By raising your hand, please identify your generational group:

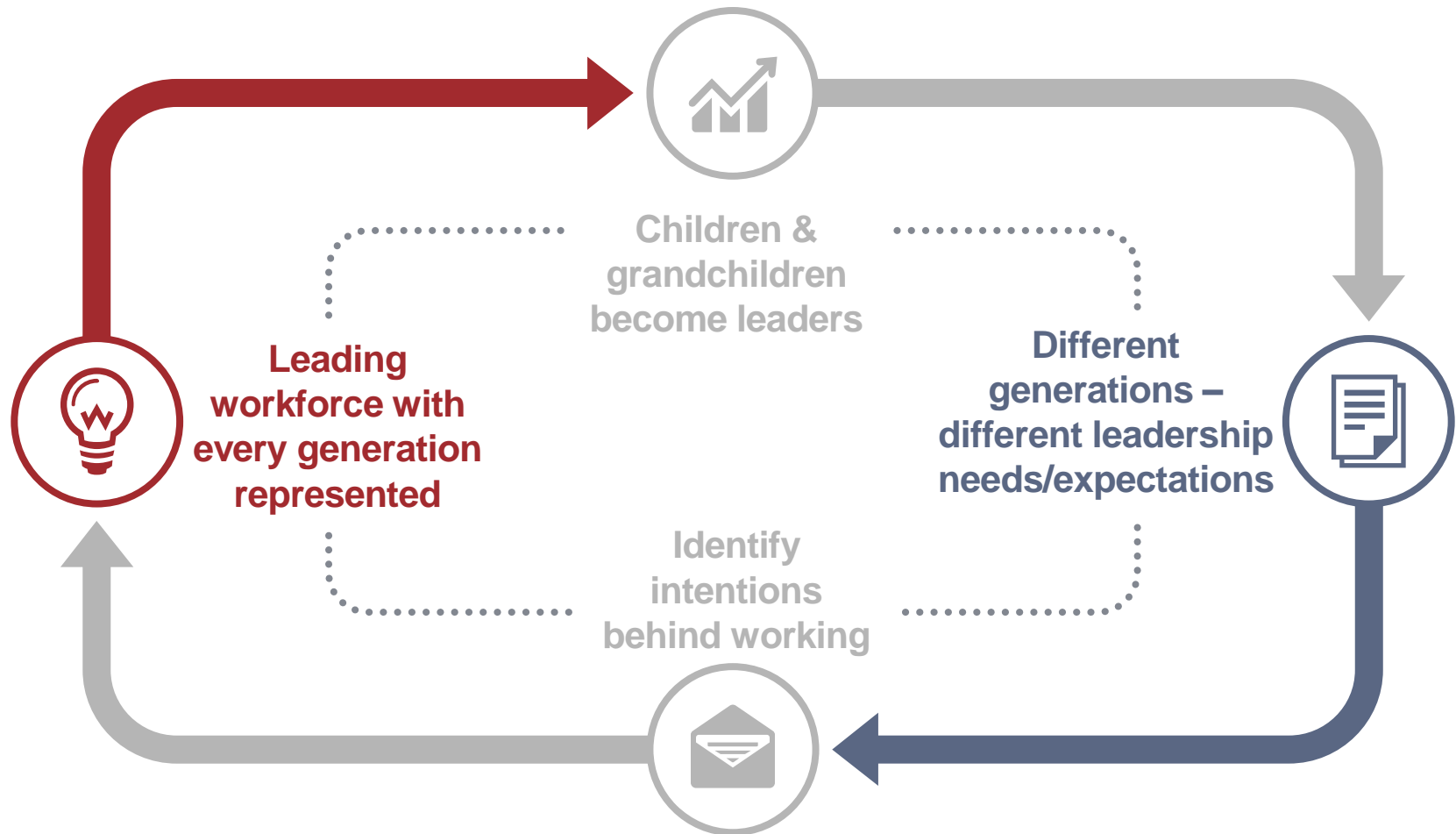
Silents: 1925 – 1942

Boomers: 1943 – 1960

Generation X: 1961 – 1981

Millennials: 1982 – 2004

Challenges



GENERATIONS QUIZ

7

Silents:

1925 – 1942

Boomers:

1943 – 1960

Gen. X:

1961 – 1981

Millennials:

1982 – 2004

- ◆ Generations Quiz
- ◆ Which generation best fits each image?

1.

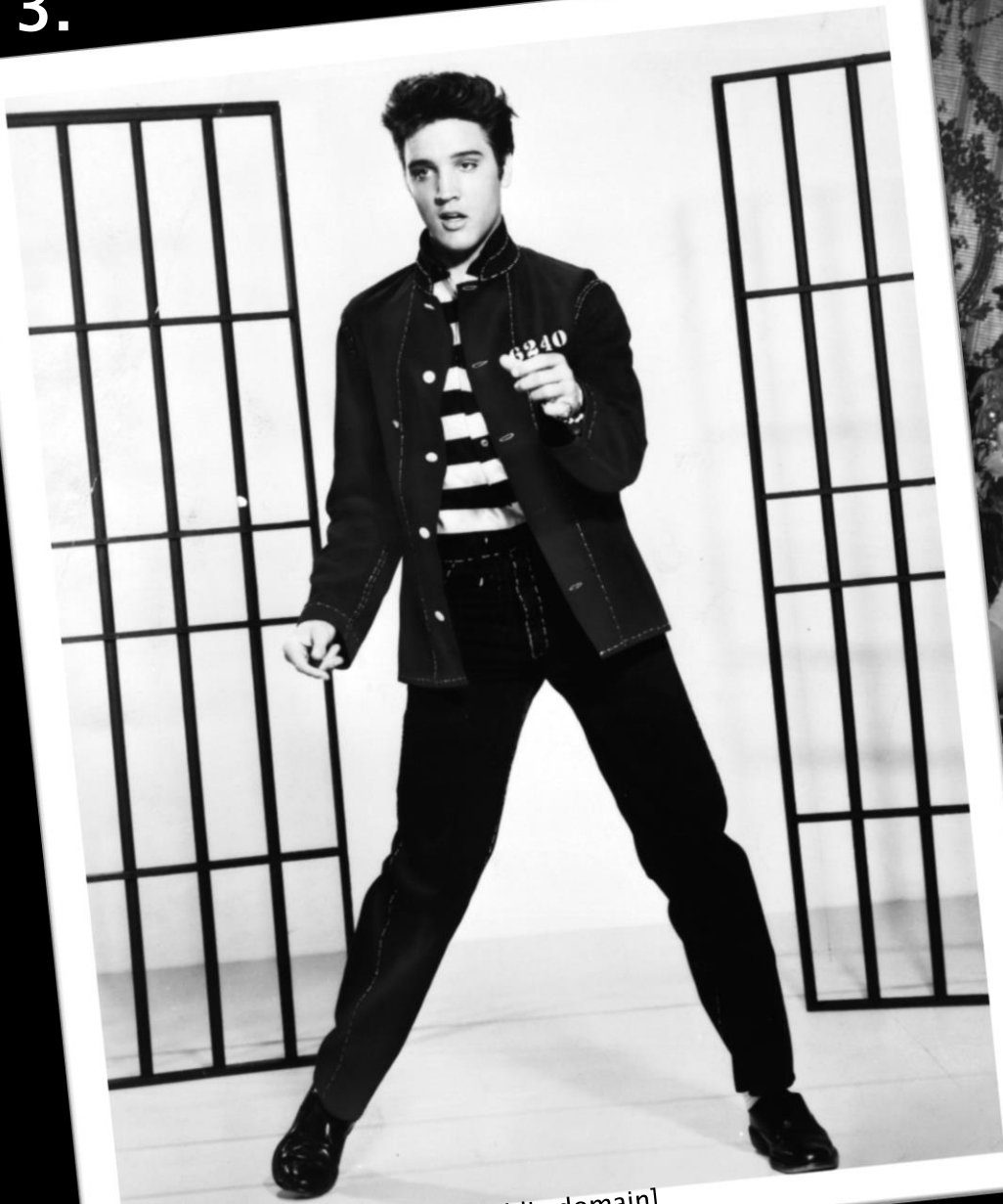


By Derek Redmond and Paul Campbell), CC-BY-SA-3.0

2.



3.



By Metro-Goldwyn-Mayer, [Public domain]



By Milton H. Greene [Public domain]

4.



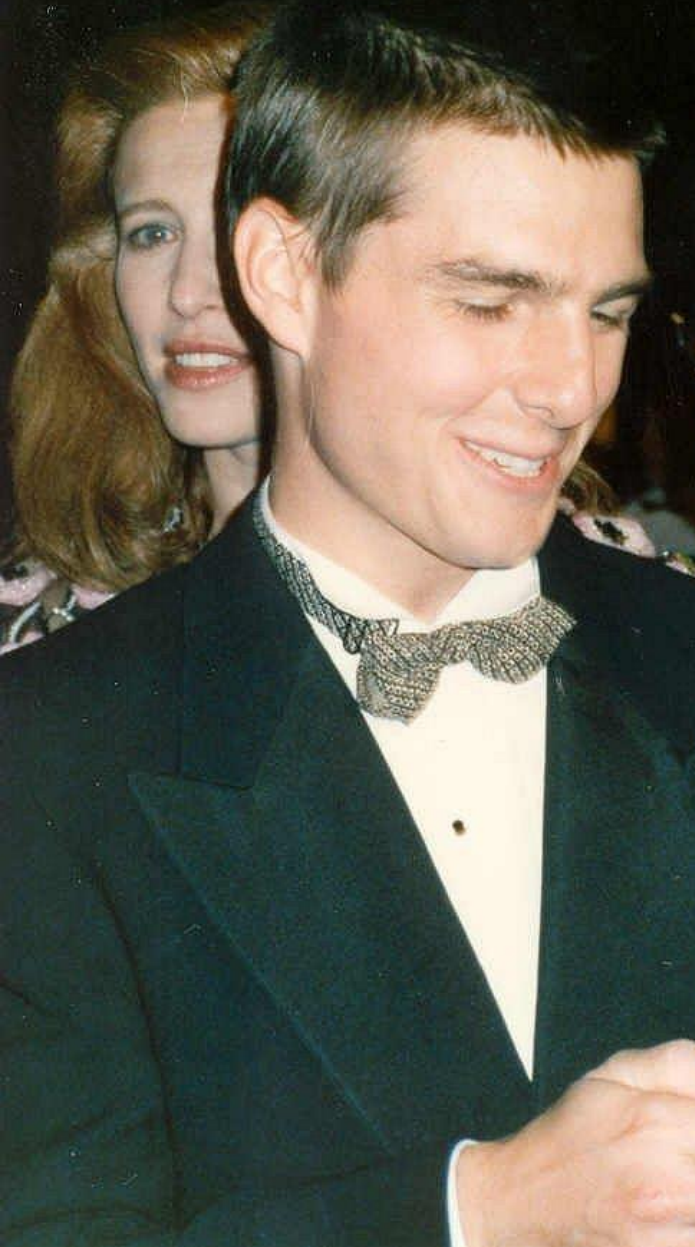
By Vinu raj at Malayalam Wikipedia (Own work) [Public domain]

5.

Highly-educated critical thinkers



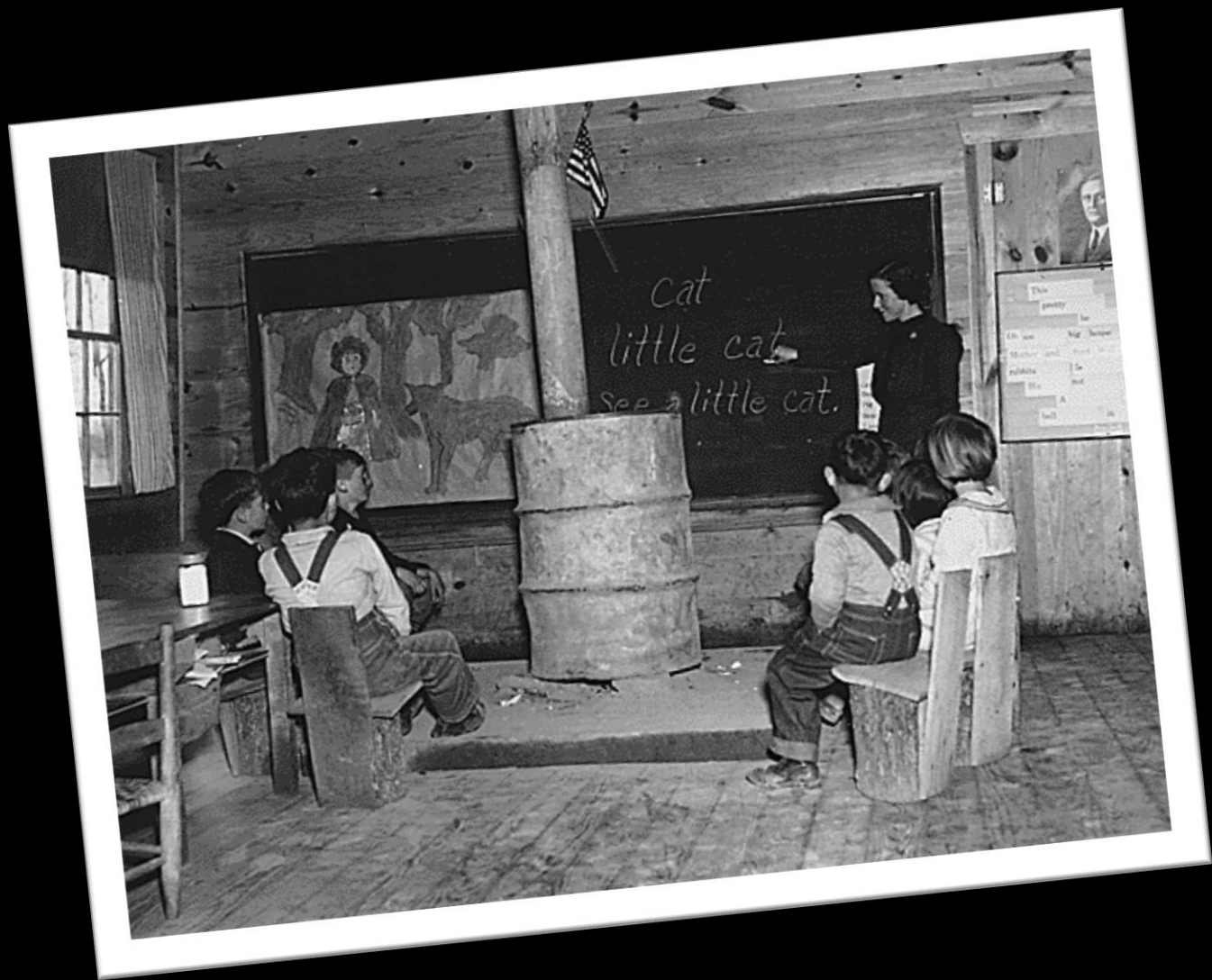
6.



By Ilan Costica (Own work) [CC-BY-SA-3.0]

By Franz Richter (User:FRZ) (own work) [CC-BY-SA-2.5-2.0-1.0]

7.



8.



Most-coached Generation

9.



The 13th American Generation

11.

YUPPIES



12.



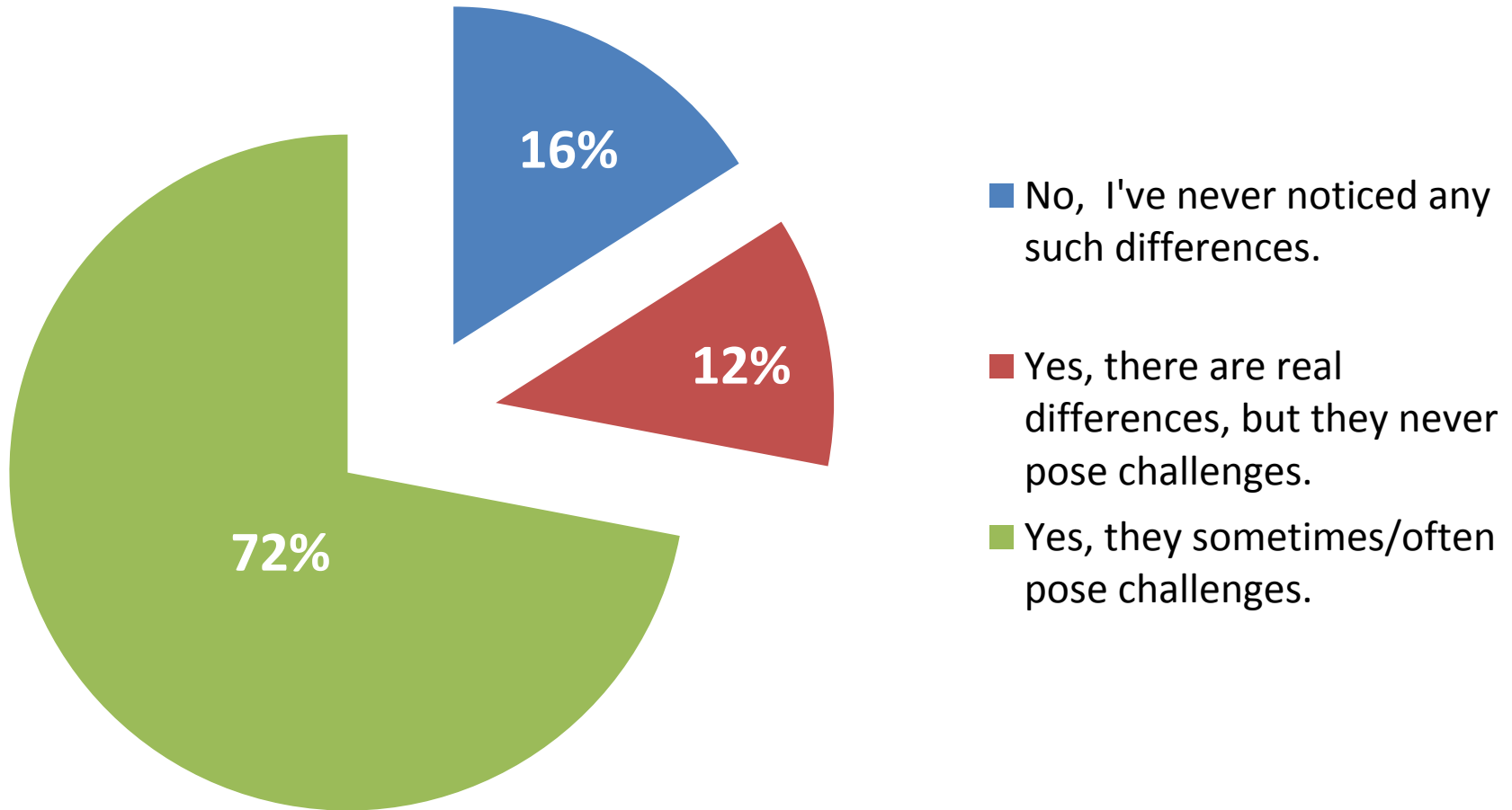
RICIVITTORE GENERAL-ELETTIC
ANNO COSTRUZIONE 1940
NOTA INGLESE
COLLEZIONE UGHETTO

WHAT DO YOU THINK?

In my organization, there are real differences between older and younger generations and how they approach work.

- A. No, I've never noticed any such differences.
- B. Yes, there are real differences, but they never pose challenges.
- C. Yes, they sometimes / often pose challenges.

In my organization, there are real differences between older and younger generations and how they approach work.



OBJECTIVES

- ◆ Identify characteristics and experiences of various generations
- ◆ Identify paradigms and expectations of various generations

Apply learning to workplace challenges.

THINGS TO REMEMBER

- ◆ Information is generally true, not absolutely true
- ◆ The jury is still out on the Millennials
- ◆ We are *all* learners *and* teachers, so please share helpful information.

Experience is
powerful!

Please share a historic
moment that is burned
in your memory



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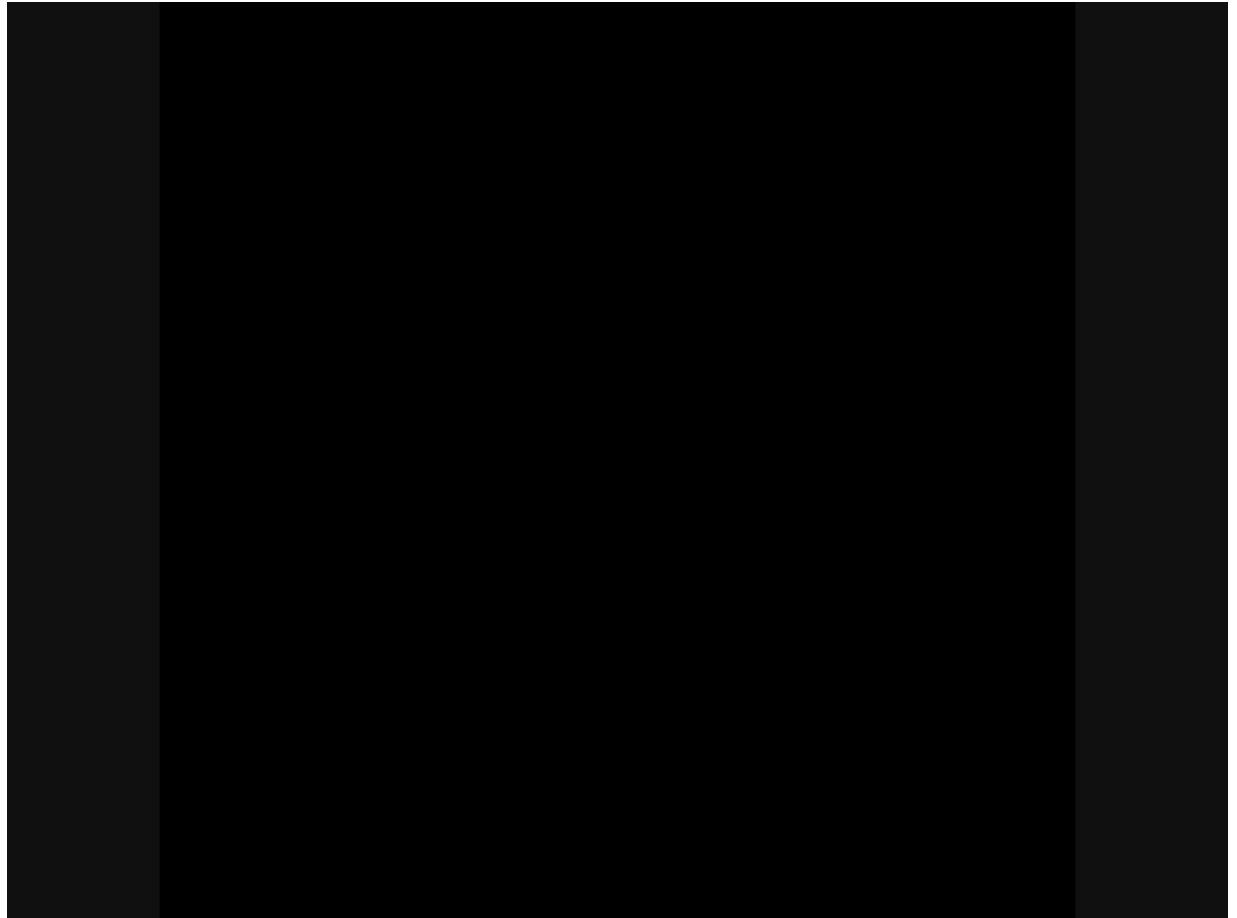
THE SILENTS

1925-1942

WATCH AND DISCUSS

Does their experience match your experience and/or the stories you have heard?

What else have you seen and heard?



CHARACTERISTICS



- ◆ Communicators
- ◆ Concerned with human rights
- ◆ Mentors
- ◆ Value the Arts
- ◆ Feel Invisible

EXPERIENCES





OWI-16549-C



**WE WANT WHITE
TENANTS IN OUR
WHITE COMMUNITY**

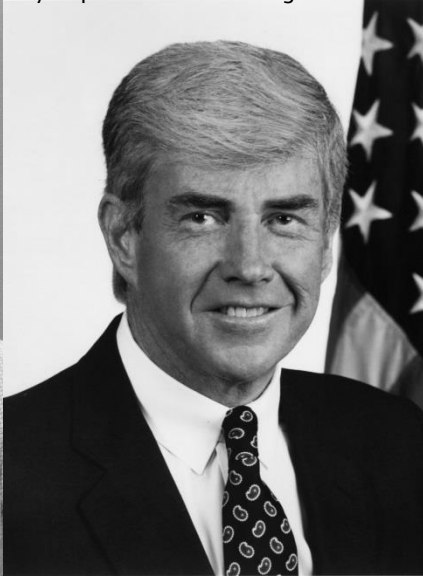


By Taken by Lewis Hine, edited by Durova [Public domain]

By U.S. Government [Public domain]



By Department of Housing and Urban Development [Public domain or Public domain]



By O'Halloran, Thomas J., photographer [Public domain]

Leffler, Warren K. derivative work: User:Chick Bowen [Public domain]

Silent Presidential Candidates



Silent Presidents

MAKING CONNECTIONS



Characteristics

- ◆ Communicators
- ◆ Concerned with human rights
- ◆ Mentors
- ◆ Value the Arts
- ◆ Feel Invisible

Experiences

- ◆ Growing up on the sideline
- ◆ Korean Conflict
- ◆ Racism
- ◆ Poor workplace conditions
- ◆ Functioning behind the scenes

Based on the work of Robert W. Wendover, CSP, and Director of The Center for Generational Studies which has been assisting organizations with their workforce talent transitions for more than 20 years. For more information go to

www.generationaldiversity.com.



THE SILENT MIND

HOME, WORK, VOLUNTEERING, LEISURE



Uncertain about roles and responsibilities.



We can do better than this...

Safe practices and improved work environments



WE MARCH FOR JOBS FOR ALL NOW!

WE DEMAND VOTING RIGHTS NOW!

WE DEMAND AN END TO SEGREGATED RULES IN PUBLIC SCHOOLS

WE MARCH FOR INTEGRATED SCHOOLS NOW!

WE DEMAND AN END TO SEGREGATED RULES IN PUBLIC SCHOOLS

WE MARCH FOR JOBS FOR ALL A DECENT PAY NOW!

WE MARCH FOR JOBS FOR ALL NOW!

WE DEMAND EQUAL RIGHTS NOW!

WE MARCH FOR INTEGRATED SCHOOLS NOW!

Human rights, mentoring, politics



Relationships and Introspective art

QUICK REVIEW

- ◆ Experience is powerful.
- ◆ The Silent Generation was born during the years 1925–1942.
- ◆ The Silents are great Communicators/mentors who tend to function behind the scenes.

SILENT EXPECTATIONS

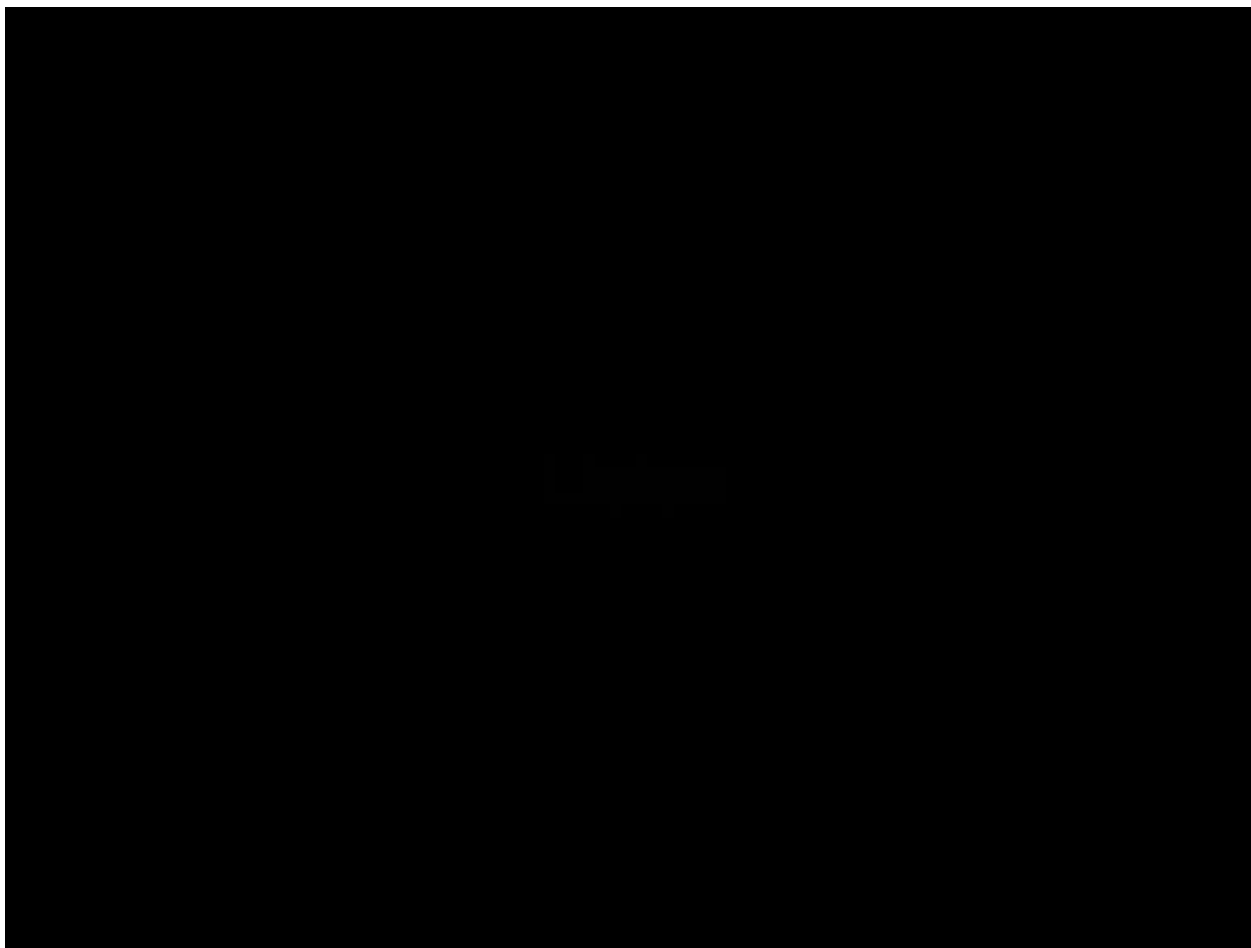


- ◆ Commitment
- ◆ Trustworthy
- ◆ Responsibility
- ◆ Value
- ◆ Reliability
- ◆ Loyalty

Forming Connections

- ◆ Encourage Silents to make their own decisions after spending the time to study and choose a correct course of action
- ◆ Give them the opportunity to share their knowledge gained from past experience and how it may apply to a current challenge
- ◆ Respect the fact that they want to feel valued, and acknowledge their contributions and feedback to make improvements to the work they do

WHAT GENERATION?



WHAT GENERATION?

The counts of the indictment are luxury, bad manners, contempt for authority, disrespect to elders, and a love for chatter in place of exercise...

Children began to be the tyrants, not the slaves, of their households...



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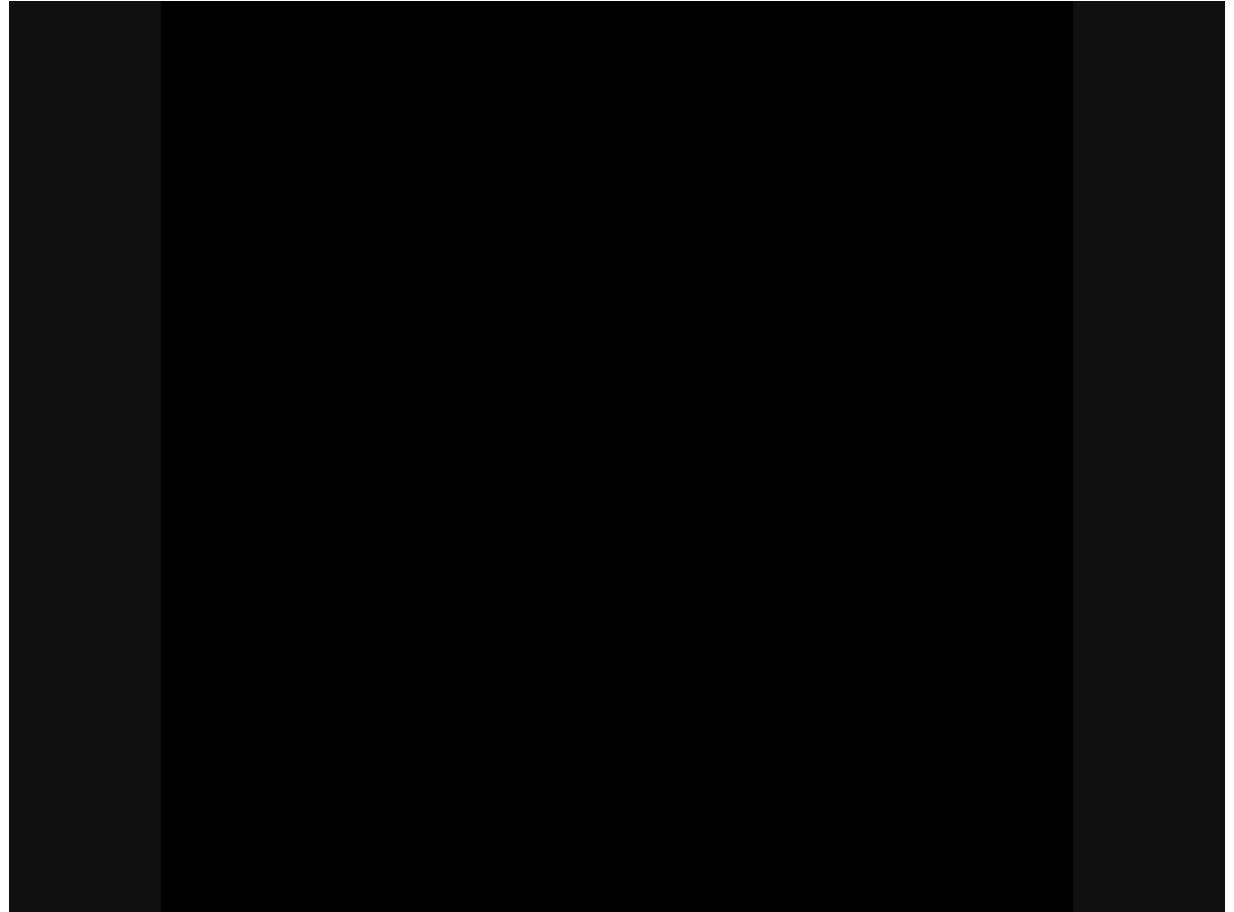
THE BOOMERS

1943–1960

WATCH AND DISCUSS

Does their experience match your experience and/or the stories you have heard?

What else have you seen and heard?



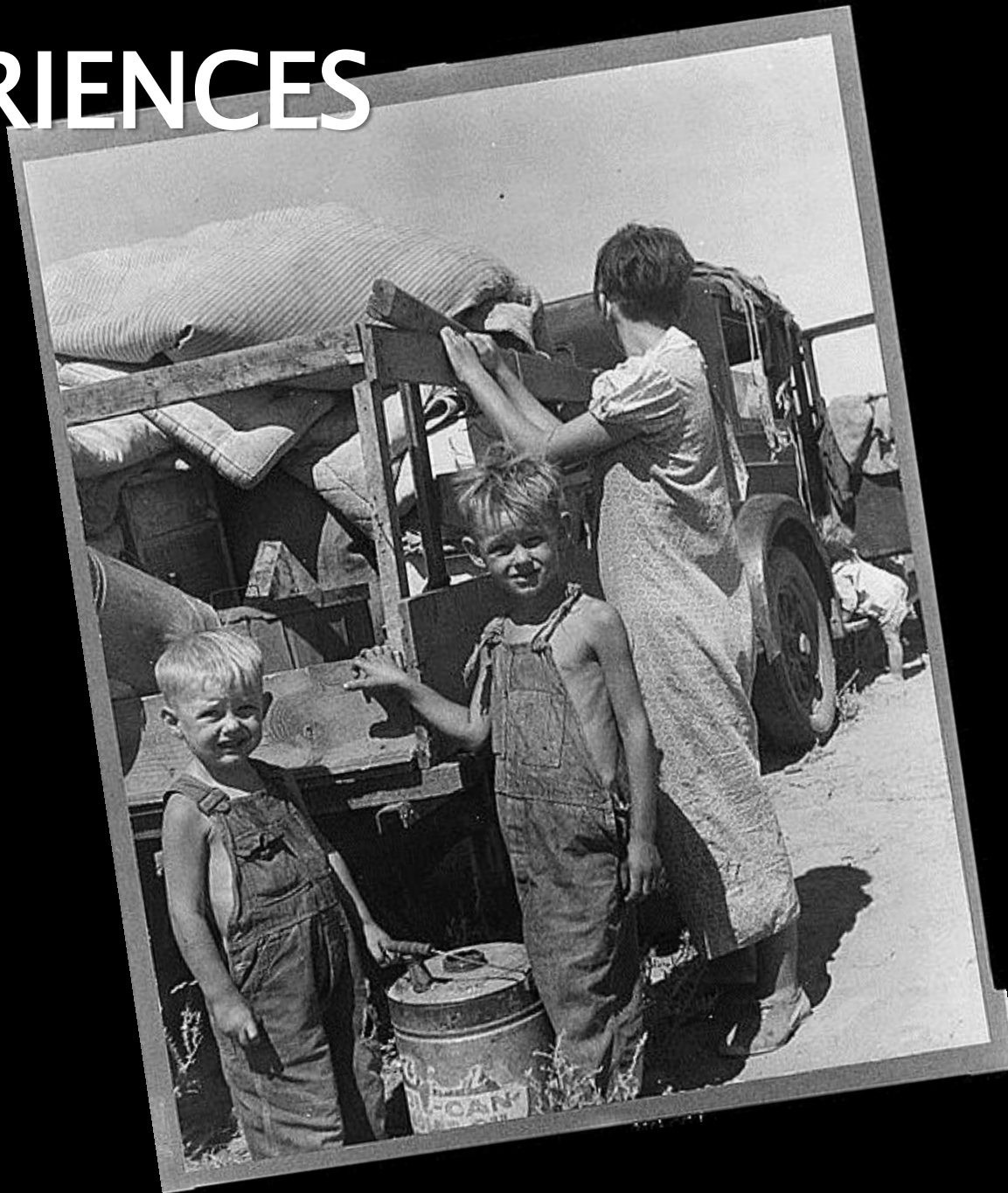
CHARACTERISTICS



- ◆ Experience Oriented
- ◆ Value Education – Love of Learning
- ◆ Critical Thinkers
- ◆ Self–Absorbed
- ◆ Buy Now, Pay Later
- ◆ Work/Life Balance

Based on the work of Robert W. Wendover, CSP, and Director of The Center for Generational Studies which has been assisting organizations with their workforce talent transitions for more than 20 years. For more information go to www.generationaldiversity.com.

EXPERIENCES







Dallas, TX



MAKING CONNECTIONS



Characteristics

- ◆ Experience–Oriented
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- ◆ Work/Life Balance

Experiences

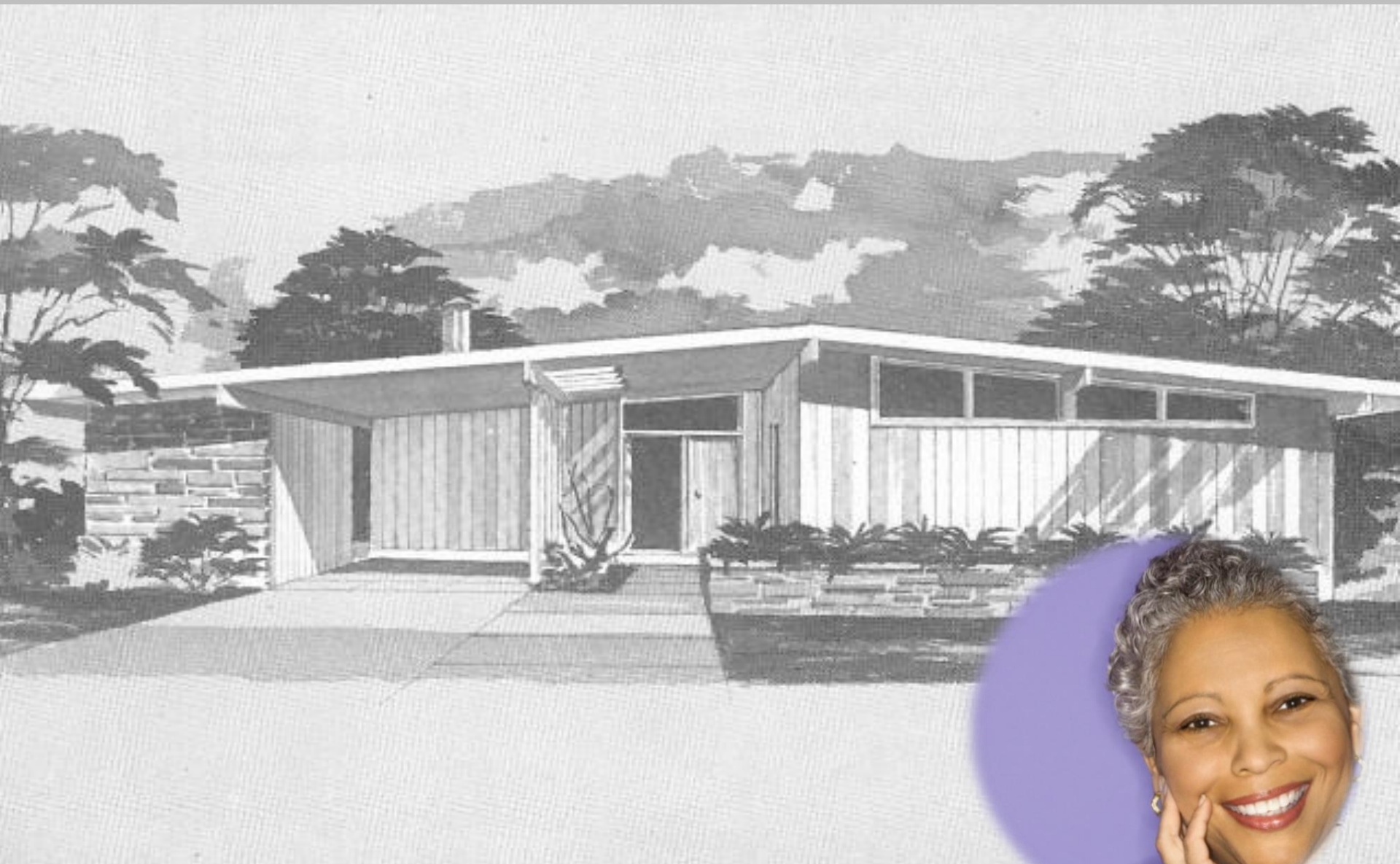
- ◆ Depression–era parents
- ◆ Advent of mass marketing
- ◆ Vietnam
- ◆ JFK & MLK Assassinations
- ◆ Having Xer & Millennial kids

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THE BOOMER MIND

HOME, WORK, VOLUNTEERING, LEISURE



Disconnected to connected

<http://antiquealterego.com/2013/03/11/vintage-house-plans-1960s-mid-century-modern-homes/>



Best practices, continual improvement



Building quality of life, beauty, community

By English: Senior Airman Jonathan Snyder [Public domain]



Materialistic, experiential

By 1ericmiller1 (Own work) [CC-BY-3.0 (<http://creativecommons.org/licenses/by/3.0/>)],

Boomer Expectations

- ◆ Make a difference
- ◆ Collaboration
- ◆ Idealistic
- ◆ Benefits
- ◆ Save Time
- ◆ Win-Win
- ◆ Imagine if....

Forming Connections

- ◆ Somewhat skeptical of using digital platforms—when promoting solutions to challenges, avoid promotion of technology-based solution to every problem
- ◆ Prefer Face-to-Face (F2F) meetings
- ◆ Can provide constructive feedback, but look for opportunities to provide recognition

Forming Connections

- ◆ Look to implement their good ideas, and understand if you listen to them, they will listen to you
- ◆ They pay attention to details, data or evidence, so be prepared with that type of information to make your case
- ◆ Boomers love to be heard and respected, and displaying a willingness to learn from them will go a long way towards gaining their respect
- ◆ Will resist change if they don't believe it will make a substantial improvement



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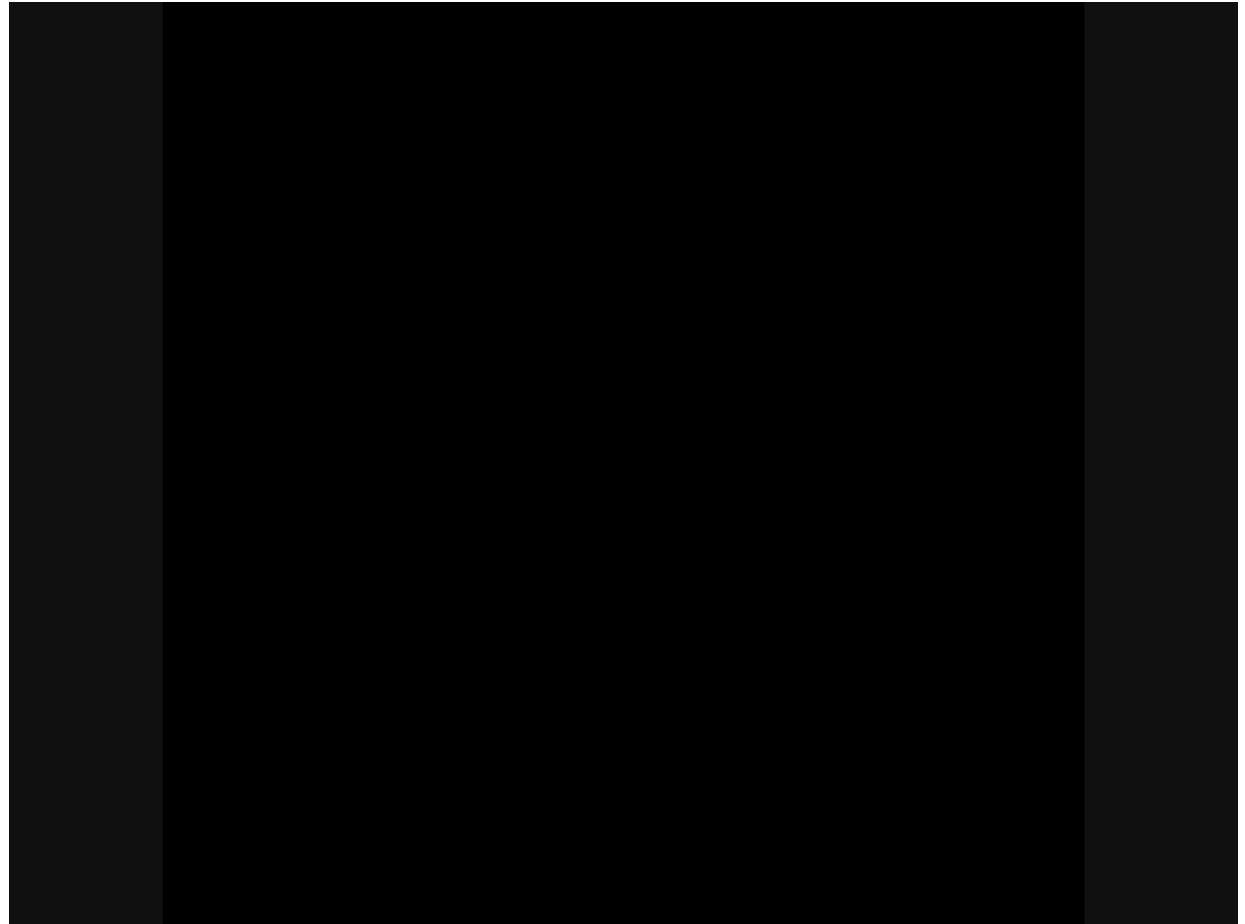
GENERATION X

1961-1981

WATCH AND DISCUSS

Does their experience match your experience and/or the stories you have heard?

What else have you seen and heard?



CHARACTERISTICS



- ◆ Pragmatic – Does it work?
- ◆ Resourceful – “MacGyver” resourcefulness
- ◆ Skeptical – Don’t buy the “party line”
- ◆ Contractually Oriented – Boundaries
- ◆ Action Oriented – Act and deal with problems as they arise as opposed to plan ahead
- ◆ Family Focus

Based on the work of Robert W. Wendover, CSP, and Director of The Center for Generational Studies which has been assisting organizations with their workforce talent transitions for more than 20 years. For more information go to www.generationaldiversity.com.

EXPERIENCES



Low expectations.

All the News
That's Fit to Print

The New York Times

LATE CITY EDITION

THE 1974

NEW YORK, THURSDAY, AUGUST 9, 1974

REGISTRATION NO. 22

11 CENTS

NIXON RESIGNS

HE URGES A TIME OF 'HEALING'; FORD WILL TAKE OFFICE TODAY

'Sacrifice' Is Praised; Kissinger to Remain

WASHINGTON, Aug. 9 (AP)—President Richard M. Nixon today announced his resignation, effective at noon today, and urged a time of national healing. Vice President Gerald R. Ford will take office today.

Nixon said he was resigning because he believed the American people would not support his continued stay in office. He said he was proud to have served his country and that he would continue to work for the peace in Vietnam.

He also said he would remain in the White House until noon today to help with the transition of power to Mr. Ford. He said he would continue to work for the peace in Vietnam and for the well-being of the American people.

SPECULATION RISES OF THE PRESIDENT

Speculation about the future of the president's office has risen since the announcement of his resignation. Some believe that the president will continue to work for the peace in Vietnam and for the well-being of the American people.



The 37th President Is First to Quit Post

WASHINGTON, Aug. 9 (AP)—President Richard M. Nixon today announced his resignation, effective at noon today, and urged a time of national healing. Vice President Gerald R. Ford will take office today.

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APPROXIMATELY EARLY AFTERNOON

Approximately 100,000 people are expected to gather in front of the White House today to witness the transition of power from President Nixon to Vice President Ford.

POLITICAL SCENE *Rise and Fall* JOURNALISTS
EARLY AFTERNOON Appraisal of Nixon Career **NOEL WURDE**



MAKING CONNECTIONS



Characteristics

- ◆ Pragmatic
- ◆ Resourceful
- ◆ Skeptical
- ◆ Contractually Oriented
- ◆ Action Oriented
- ◆ Family Focus

Experiences

- ◆ Latch–Key Experience
- ◆ Low Expectations (for & from them)
- ◆ Watergate
- ◆ Survival

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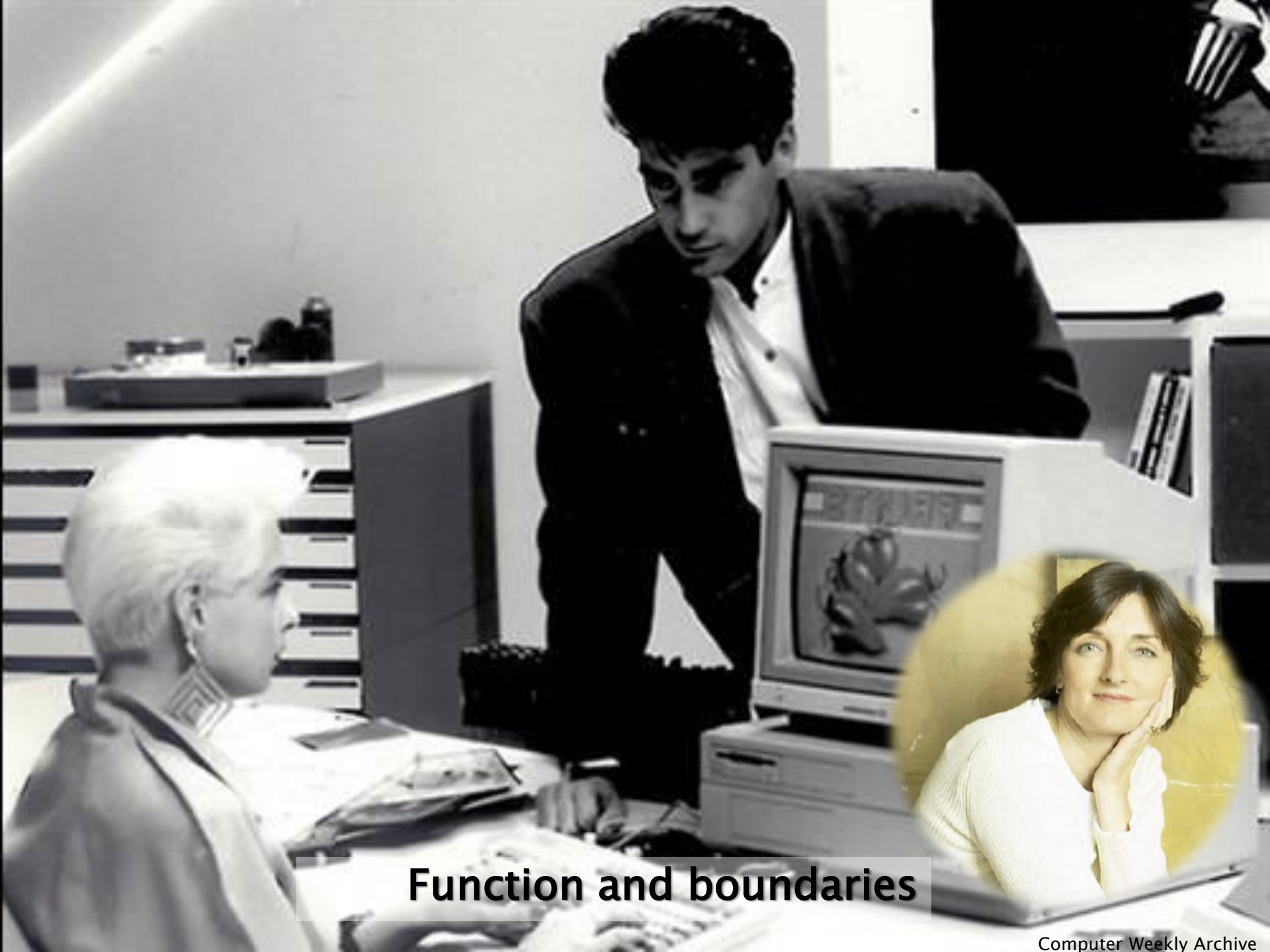


THE Xer MIND

HOME, WORK, VOLUNTEERING, LEISURE



Stability



Function and boundaries



Simplicity, meaning, pragmatism



Family involvement

By vastateparksstaff (Summer Camping Trip Uploaded by AlbertHerring) [CC-BY-2.0]

QUICK REVIEW

- ◆ The Boomers are well-educated critical thinkers.
- ◆ The Xers are more likely to be skeptical of institutions.
- ◆ Who is more likely to skip a meeting because they think it is a waste of time—a Boomer or an Xer? Xer

Xer Expectations

- ◆ Opportunity to learn
- ◆ You will benefit from....
- ◆ Flexibility & Freedom
- ◆ Family Time
- ◆ Work Smarter
- ◆ Improvements
- ◆ Strong Work Ethic

Forming Connections

- ◆ Like to work alone or in small groups of 1–2 other people
- ◆ Dislike meetings & making numerous consensus decisions
- ◆ Tell them what to do with specific guidelines, expectations & clearly defined outcomes
- ◆ Generally like training & projects that require them to learn
- ◆ Use of technology to make things easier, save time, etc.



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THE MILLENNIALS

1982–2004

WATCH AND DISCUSS

Does this match your experience and/or the stories you have heard?

What else have you seen and heard?

Have things changed?



READ AND DISCUSS

Does this match your experience and/or the stories you have heard?

What else have you seen and heard?

Have things changed?

“My [Millennial] generation seems oblivious. Everything is handed to us. We don’t feel like we have to work for anything. We feel this tremendous pressure to succeed, but we are not left alone to fail. We are coasting. We need to be challenged not protected.”

Millennial College Graduate, 2008

CHARACTERISTICS



- ◆ Convenience
- ◆ Impatience
- ◆ Constant Fun
- ◆ Expressionist
- ◆ Teamwork
- ◆ Menu-Driven
- ◆ Multi-taskers
- ◆ Questioning
- ◆ Smart

Based on the work of Robert W. Wendover, CSP, and Director of The Center for Generational Studies which has been assisting organizations with their workforce talent transitions for more than 20 years. For more information go to www.generationdiversity.com.

EXPERIENCES



Challenger Disaster

EXPERIENCES

Terrorism

Technology





**Invested
parents**



**BIGGER THAN
BOOMERS!**

Education Systems





**Influence
spending**

MAKING CONNECTIONS



Characteristics

- ◆ Convenience
- ◆ Impatience
- ◆ Constant Fun
- ◆ Expressionist
- ◆ Teamwork
- ◆ Menu-Driven
- ◆ Multi-taskers
- ◆ Questioning
- ◆ Smart

Experiences

- ◆ Terrorism
- ◆ Technology
- ◆ Invested Parenting
- ◆ Bigger than Boomers
- ◆ Education System
- ◆ Influence Spending

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THE MILLENNIAL MIND

HOME, WORK, VOLUNTEERING, LEISURE



Love of parents, multigenerational homes



Lifestyle support and Relationships



Service, involvement, global

By U.S. Navy photo by Mass Communication Specialist Seaman Shannon K. Cassidy [Public domain]



Quantity, relational

QUICK REVIEW

- ◆ What experiences could lead to a seeming impatience among Millennials?
Terrorism, technology, influence of spending, etc.
- ◆ Millennials prefer team work much while Xers prefer individual work.
- ◆ The Millennial mind at work focuses on lifestyle support and relationships.

Millennial Expectations

- ◆ Promotion & Career Growth
- ◆ Purpose/Vision
- ◆ Fairness & Equity
- ◆ Teamwork/Community
- ◆ Commitment
- ◆ Inclusion

Forming Connections

- ◆ Direct & concise communication & preferably through electronic means
- ◆ Can be direct & frank sometimes perceived as disrespectful – take seriously, but not personally
- ◆ Want to be included, so don't discount them if you don't believe they have the knowledge or experience
- ◆ Look for positive reinforcement when they have done well & welcome constructive feedback to improve performance

Forming Connections



- ◆ Help them grow and develop
- ◆ Want to hear about your challenges, your learnings and what you do to improve



GENERATIONS QUIZ

Answers to the opening quiz

1.



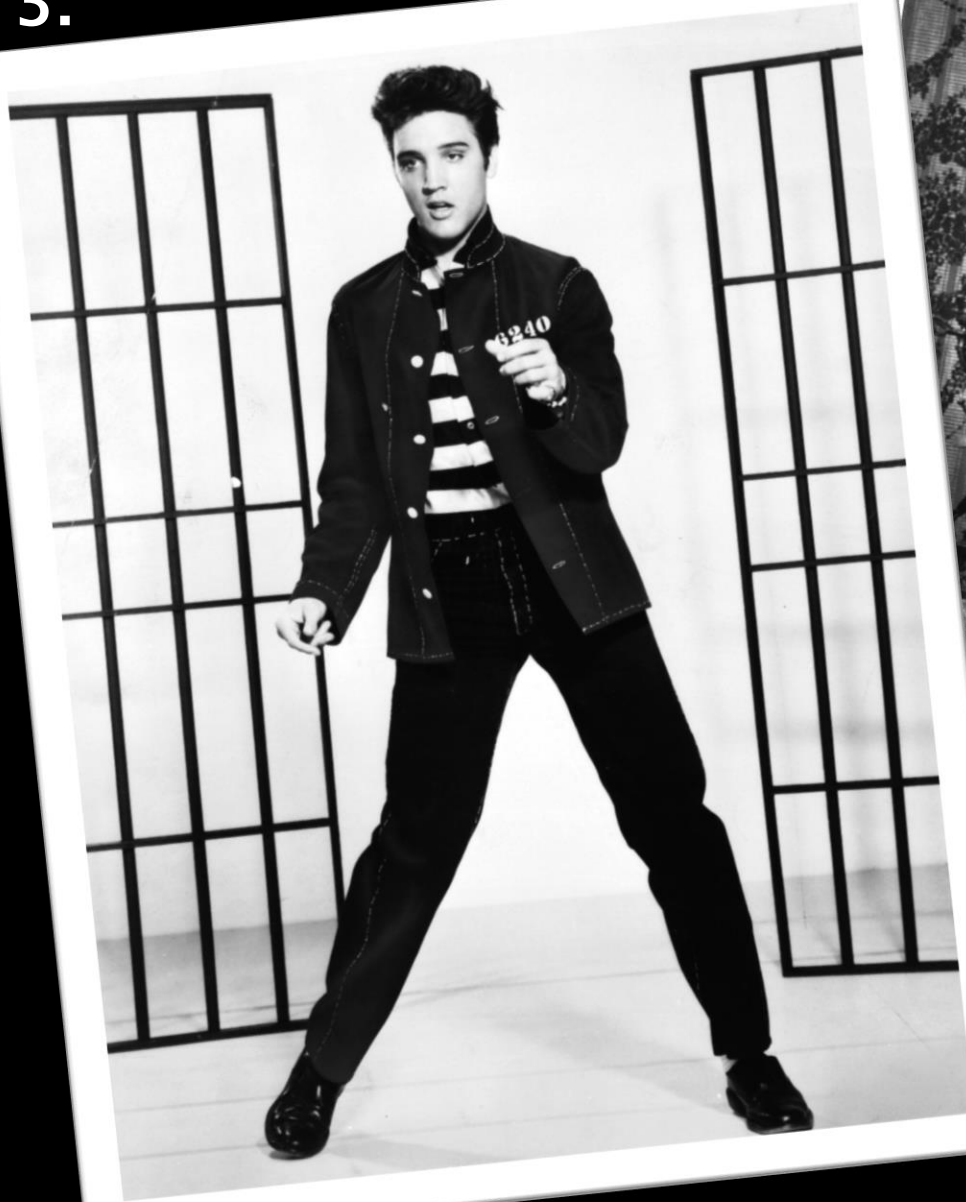
Boomers

2.



Boomer influencing Xers

3.



Silents influencing Boomers

4.



Boomers protecting Millennials

5.

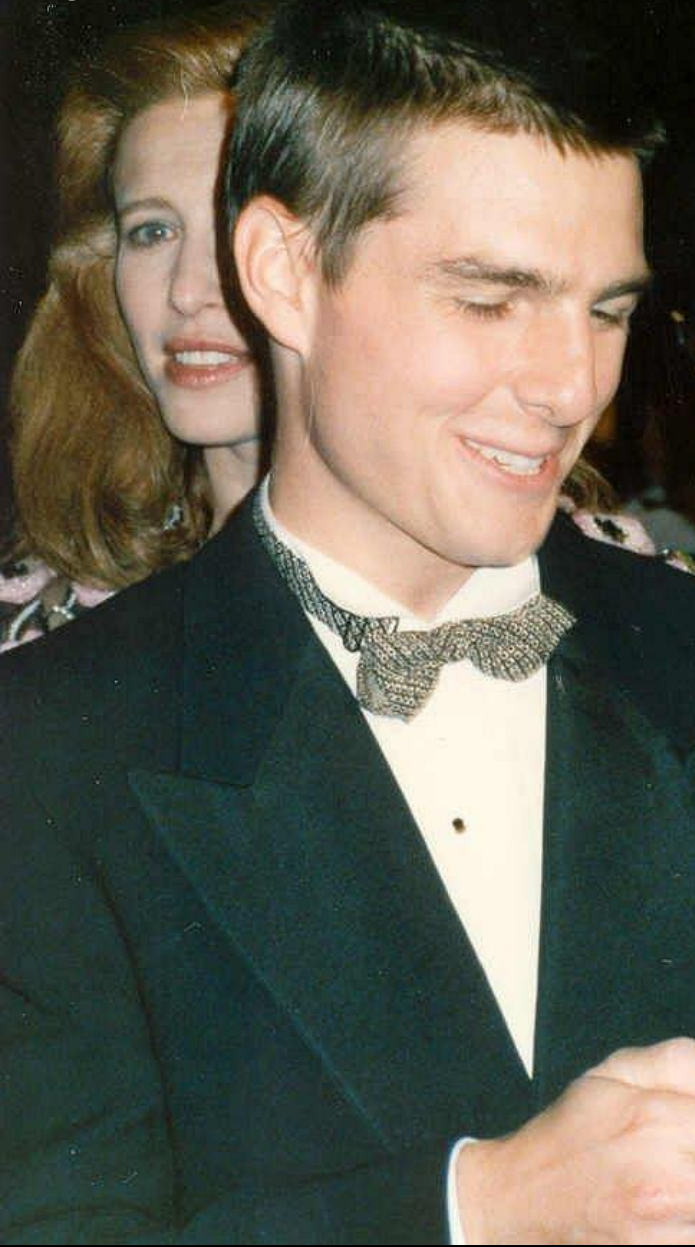
Highly-educated critical thinkers

Boomers

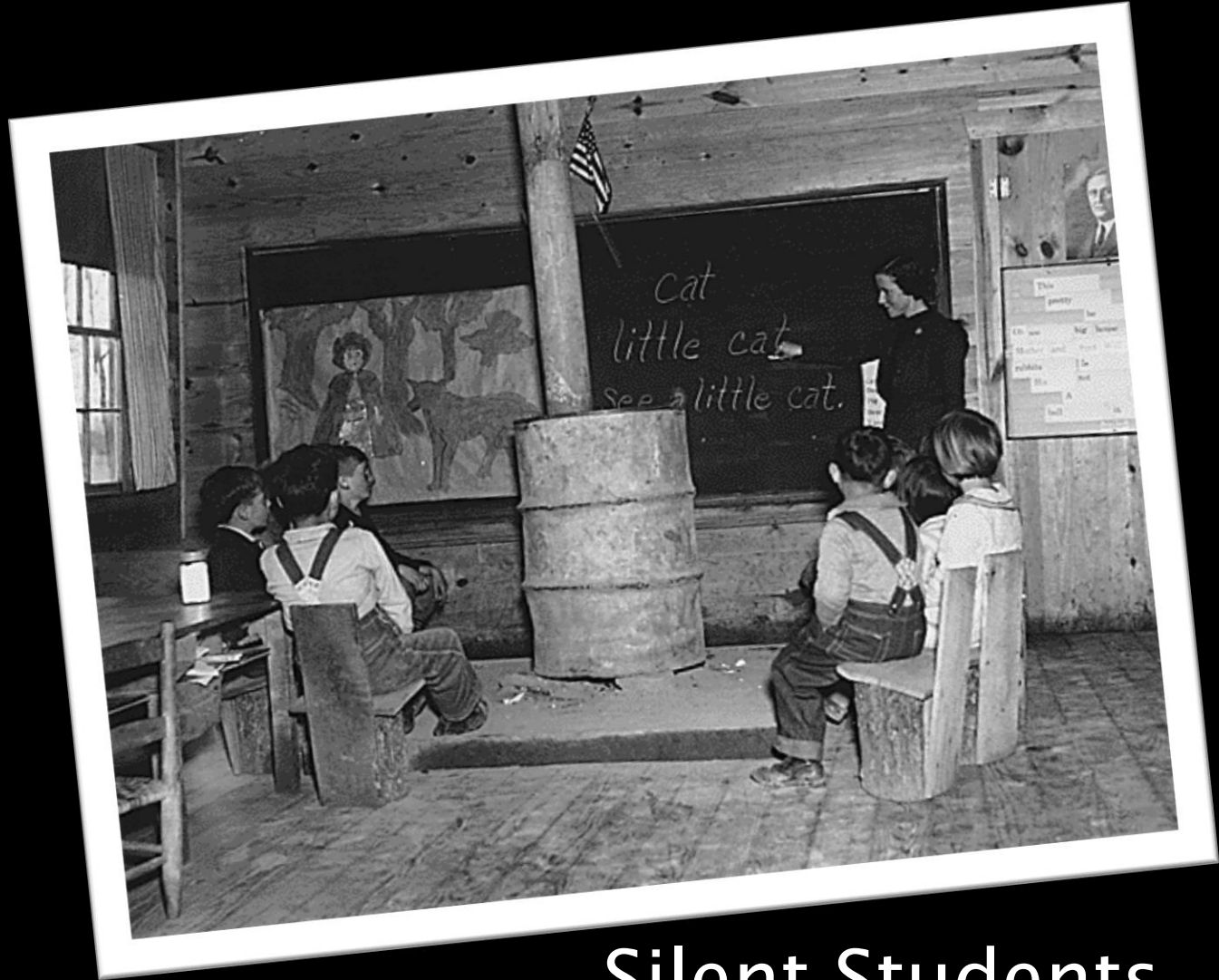


Xers influencing Xers

6.



7.



Silent Students

8.

Boomers and Xers influencing Millennials



Most-coached Generation

9.



Xers

The 13th American Generation

AMERICAN GENERATIONS

1. Awakening Generation (1701–1723)
2. Liberty Generation (1724–1741)
3. Republican Generation (1742–1766)
4. Compromise Generation (1767–1791)
5. Transcendental Generation (1792–1821)
6. Gilded Generation (1822–1842)
7. Progressive Generation (1843–1859)
8. Missionary Generation (1860–1882)
9. Lost Generation (1883–1900)
10. G.I. Generation (1901–1924)
11. Silent Generation (1925–1942)
12. Baby Boom Generation (1943–1960)
13. **Generation X (1961–1981)**

2moro – Tomorrow, 2nite – Tonight, BRB – Be Right Back, BTW – By The Way, B4N – Bye For Now, BCNU – Be Seeing You, BFF – Best Friends Forever, DBEYR – Don't Believe Everything You Read, FUD – Fear, Uncertainty, and Disinformation, FWIW – For What It's Worth – or– Forgot Where I Was, GR8 – Great, ILY – I Love You, IMHO – In My Humble Opinion, IRL – In Real Life, ISO – In Search Of, J/K – Just Kidding, L8R –

10.



Millennials

OL – Laughing Out Loud, LYL – Love You Like A Sister – My Hat's Off To You, NIMBY – Not In My Backyard – or– Nosy Parents, NUB – New person – Oh My God, Between The A** Off, RT – Read The Manual, Thanks, SH – Sent) With Out of Luck, A Kiss, TFH – Thread From Hell, RTM or RTM – Read The Manual, TLC – Tender Loving Care, TMI – Too Much Information, TTYL – Talk To You Later, TYVM – Thank You Very Much, VBG – Very Big Grin, WEG – Wicked Evil Grin, WTF – What The F***, WYWH – Wish You Were Here, XOXO – Hugs and Kisses, OT – Off Topic, POV – Point Of View, LYLAS – Love You Like A Sister, NUB – New person

11.

YUPPIES



Boomers

12.



RICIVITORE GENERAL-ELETTIC
ANNO COSTRUZIONE 1940
NOTA INGLESE
COLLEZIONE UGHETTO

Silents

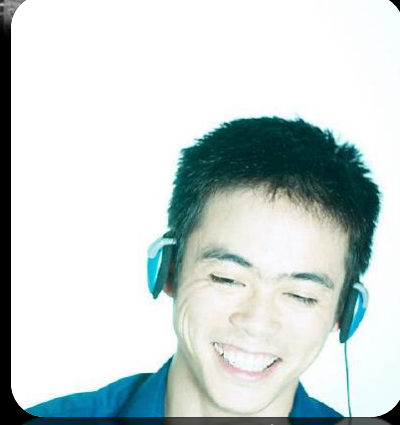
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 - (863) 860-9314
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LEARNING THE LANGUAGE

of Multiple Generations



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