

Generations in the Workforce

An IACP Leading by Legacy Webinar



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Quiz

- ❖ **Select the generation that best describes each statement**
 - ❖ **Veterans (Born before 1943)**
 - ❖ **Baby Boomers (Born 1943-1964)**
 - ❖ **Xer (Born 1964-1980)**
 - ❖ **Millennial (Born 1981-2000)**
- 1. **The “Found” generation, they are confident and hopeful.**
- 2. **This generation has redefined loyalty. Instead of being loyal to a company, they are loyal to their work, team, and boss.**
- 3. **They question authority. Every question can have a range of answers.**
- 4. **Self-reliance is a hallmark of this generation.**
- 5. **They have a definitive sense of right & wrong. Respectful of authority.**

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Webinar Panelist

Chief Jo Vitek
Watertown, SD
Police Department



Objectives

- Identify the multi-generations in your agency.
- Learn the differences in values, perspectives and behaviors of Veterans, Baby Boomers, Generation X and Y.
- Move from judging to understanding generational differences.
- Learn to appreciate and leverage differences.
- Gain ideas on how to work with differences that have previously puzzled you.

Caution

- Don't stereotype
- Persons of each generation have unique traits and characteristics
- Cultural and regional differences
- No absolutes

The Silent Generation

- Also known as Veterans & Traditionalists
- Born between 1928-1945
- They turned 21 years old between 1949-1966
- Their current age group is between 66-83
- 81% of Americans age 65 and older have
conservative views about government and society

The Silent Generation

- Uncomfortable with social changes
- Make up 17% of registered voters
- 79% are non-Hispanic

Pew Research Center 2011

Baby Boomer Generation

- Also known as Boomers
- Born between 1946 to 1964
- They turned 21 years old between 1967 - 1985
- Their current age group is between 47-65
- Largest generation group

Baby Boomer Generation

- **Frustrated with government and worried about finances**
- **Many plan to delay retirement and believe life in U.S. has declined since 1960s**
- **Make up 37% of registered voters**

Pew Research Center 2011

Generation X

- Also known as Xers and Gen Xers
- Born between 1965-1980
- They turned 21 years old between 1986-2001
- Their current age group is between 32-47
- More critical of the government over the last decade
- Similar to Millennials on social issues
- Make up 26% of registered voters

Generation Y

- Also known as Millennials
- Born between 1981-1993
- They turned 21 years old between 2002-2014
- Their current age group is between 18-30
- More critical of the government over the last decade
- Consistently liberal views on government and social issues
- Make up 17% of registered voters
- High rates of unemployment but remain upbeat
- The most diverse group—41% are Hispanic are non-white

Pew Research Center 2011

Core Values

VETERANS

- Direct
- Take charge – command & control
- Delegate and look for results
- Decision-makers
- Wary of technology
- Comfortable in bureaucracy
- Work hard and expect others to do the same

BOOMERS

- Keep proving themselves
- Live to work; workaholics and expect others to be
- Work ethic = worth ethic
- Consensus and harmony
- Teamwork
- Level playing field

Core Values

GENERATION X

- Balance work/personal life
- Paycheck is a means to an end
- Informality at work, humor, humanity
- Get bored easily
- Asks “why” a lot
- Value competency
- Straightforward, avoids office politics

MILLENNIAL

- Multi-taskers
- Bored with repetitive tasks
- Achievement oriented
- Value inclusion and multi-culturalism
- Open minded, not set in their ways
- Parents are their heroes

Baby Boomers Characteristics

About Money...

- Their parents were frugal
- Spend now, pay later
- Have plastic and don't leave home without it

About Authority

- Raised to respect authority, but...
- Boomers Question it
- Learned "Don't trust anyone over 30"

About Their Work Ethic

- Live to work
- You are what you do
- Work ethic = worth ethic

About Self

- Generation of soul searchers
- Self gratification important
- Not good at commitment
- Generation of self-help, Yoga, Meditation

80% plan to keep working, even if part-time

Generation X Characteristics

About Independence...

- They were latchkey kids, the children of workaholic Baby Boomers
- Had to become self-reliant, independent

About Family...

- Grew up with parents that believed in “quality time” but found the concept meaningless
- Many came from homes of divorced parents and two working parents

About Work Ethic...

- Work to live
- Believe in balance between family and work
- Don't believe you CAN have it all

About Authority...

- Unimpressed by authority
- Not against it, just indifferent
- Saw too many “role models” fall off the pedestal

Millennial Characteristics

About Family...

- Had over-involved parents
- Were the “babies on board”

About Life...

- Confident and hopeful
- A new demographic: Baby Gap, Pottery Barn-Kids
- Busy kids, highly scheduled (soccer, T-ball, karate)

About Technology

- The digital generation
- Plugged in, logged on, wirelessly connected
- Cyber pen-pals all over the world

About Their Values...

- Closest to those of Veterans
- Accountable
- Least promiscuous of the four generations
- Embrace diversity and community service

Defining Moments

Boomers

Assassinations of JFK,
MLK, RFK

Vietnam War

Civil rights movement
1968

Democratic National
Convention

Kent State

Forced integration at the
University of Alabama

Women in the workplace

Minorities in the
workplace

Xers

The Challenger Explosion

Watergate

Gulf War I

War on Drugs

President Reagan is shot

Anwar Sadat is assassinated

**The U.S. boycotts the
Olympics in Russia**

Hostages held in Iran

Millenials

Oklahoma City
Bombing

Shootings at Columbine
High School

9/11

The Clinton/Lewinsky
Scandal

Afghanistan

Iraq

Education

Veterans

- 10% college graduates
- 6.8% post graduate degrees

Baby Boomers

- 17.5% college degrees
- 10.7% post graduate degrees

Gen X'ers

- 21.3% college degrees
- 7.3% post graduate degrees

Millennials

- 28% college degrees
- Less than 1% post graduate degrees

Agency Loyalty

- **Veterans** are in the job for the long haul.
- The sacrifices their employers make are equal to their own.
- They put their loyalty to their company above themselves.

- **Gen X'ers** will stay only so long as they are learning something.
- They are about self-preservation. If you don't hold several jobs early in your career, you're not competitive.
- Loyalty to self comes first.

- **Boomers** believe loyalty to the company is critical.
- Loyalty to the job often comes to the detriment of their personal lives.

- **Millennials** are most like Gen X on this issue.
- Believe they must constantly improve and expand skills to advance career.
- See themselves as short-term workers offering services for a limited period.

Chain of Command

- **Veterans** are not only comfortable with hierarchy, chain of command, they prefer it.
- They respect authority and clear lines between bosses and subordinates.
- **Generation X** is indifferent to chain of command.
- Hierarchy is a meaningless concept to them.
- **Baby Boomers** have a love/hate relationship with hierarchy.
- On the one hand, they believe in “paying your dues.”
- On the other hand, they believe in “questioning authority.”
- **Millennials** like Generation X, are unimpressed by rank, age or tenure.
- They don’t respect bosses who think they know everything.
- Show a Millennial knowledge and expertise, and they will show you respect.

Work Ethic

- **Veterans** are dedicated and dependable.
- They tend to “not rock the boat.”
- **Generation X** are task oriented.
- They want balance in their life.
- They believe in “eight and the gate.”
- **Baby Boomers** are driven, workaholics.
- It is not unusual for them to work 50 – 60 hours a week.
- **Millennials** are determined.
- They will work diligently if they can have a say in how the work is done and if opportunities exist for innovation and creativity.

***TIPS* When Leading**

Veterans

Keep it

PERSONAL

Boomers

Seek

CONSENSUS

Gen Xers

Cultivate

INDEPENDENCE

Millenials

Allow

INPUT

Gen X - Motivators

- Individuals are valued
 - Not managed as part of a group
 - Personal relationships
- Freedom to manage time/work
 - Good at their own time management
- Feedback and recognition
 - Meet the boss
- Informed, included, recognized
- Casual work environment
- Leaders have to walk the talk

De-Motivators for Gen Xers

- “It’s our mission!”
- Long hours/dead end jobs
- Meetings, meetings, meetings
- Talk, talk, talk
- Repetitive tasks
- “Over the shoulder” bosses

Motivating Millennials

- Leadership
- Co-workers = friends
- Respect me
- Learn from them?
 - Listen to them
- Team work
- Multi-tasking
- Employee-centered workplace

De-motivating Millenials

- Pay your dues!
- “What do you know, kid?”
- Lack of leadership
- Ignoring them
- Failing to respect them for who they are
- Negative work place
- Lack of structure

Why Employees Stay

- Exciting work and challenge
- Career growth, learning, & development
- Working with great people
- Fair pay
- Supportive management/good boss
- Being recognized, valued and respected
- Benefits
- Meaningful work – making a difference
- Pride in the organization, its mission
- Great work environment and culture

Why Employees Leave

- 88% say they leave for reasons other than \$\$
- Job place unexpected
- Job/person mismatch
- Little coaching or feedback
- Few opportunities for growth/development
- Don't feel valued; or devalued
- Overwork stress/life-imbalance
- Lack of trust/confidence in leaders

The Titanium Rule:

In order to make the multi-generational workforce function, remember the Titanium Rule: “Do unto others, keeping their preferences in mind.”

In other words, understand why co-workers work the way they do, what they believe in and what motivates them.

Answers

1. Millennials
2. Xers
3. Baby Boomers
4. Xers
5. Veterans

Questions?

Contact Information

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