EI & Generational Difference in the Workplace

Presented by

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What is Emotional Intelligence and How Does It Apply to Managing Generational Diversity in the Workplace
Emotional Intelligence
Is....

The ability to use your emotions in a positive and constructive way in relationships with others.
Past Events

Thoughts justifying emotions, Worrying, Remembering the emotions...

Emotions

Cycle of emotions and thoughts
Why is Understanding the Four Different Generations Important?
What are the 3 Ways Each Generation Differs?
To be Successful We Have to Understand Each Other
Main Differences:

• Perspective on Work
• Communication
• Attitude
• Work Ethic
• Values
• Technology
• Entitlement
• Perspective on the Future
4 Generations in the Workplace

- Traditionalists
- Baby Boomers
- Generation X
- Millennials
He wants feedback? Do your job!

Get a Life!

You didn’t have the internet?

I’ll be with you after I get off my cell!

They have no work ethic!

It’s 5… I’m out of here!
6 Living Generations in the US

- **2001-Present** - New Silent Generation or Generation Z
- **1980-2000** - Millennials or Generation Y
- **1965-1979** - Generation X
- **1946-1964** - Baby Boomers
- **1925-1945** - Silent Generation
- **1900-1924** - G.I. Generation
Four generations NOW present in the workplace:

<table>
<thead>
<tr>
<th>Traditionalists (pre-1946)</th>
<th>Baby Boomers (1946-1964)</th>
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</table>
U.S. Workforce
BLS – 13% of American workers are over 55, and that number will increase by 20% by 2015.
Percentage of workers aged 25-35 continues to decline.
60% of Boomers say they expect never to retire completely.
76% cited flexible work schedules as “absolutely essential”
Group Activity

• List Personal Characteristics for your generation
  • Values, family, education, communication, money, etc.

• List Workplace Characteristics for your generation
  • (Work ethic, work is..., leadership style, motto, interaction style, rewards, feedback system, motivational message, work and family life)
The Traditionalists: Who Are They?

- Born pre-1946
- 52 million people
- 5% of the workforce
- Three-fourths of nation’s financial assets
- Mix of GIs and “the Silents”
The Traditionalists: Personality

- Disciplined
- Dutiful
- Conformist
- Loyal
- Conservative
- Patriotic
The Traditionalists: Values and The Workplace

- Mission
- Structure and consistency
- Strong work ethic
- Loyalty
- Patience
- Respect
The Traditionalists: Strengths and Challenges

- Disciplined
- Experienced
- Committed
- Change
- Meritocracy
- Technology
The Baby Boomers: Who Are They?

- Born 1946-1964
- 76 million people
- 45% of the workforce
- A new 50 year old every seven seconds
The Boomers: Personality

- Optimistic
- Achievement-oriented
- Self importance
- Individuality
- Consumption
- Cool
The Boomers: Values and The Workplace

• Hard work
  – More recent issues of balance
• Rewards and recognition
• Individual growth
• Teams
• Politics
The Boomers: Strengths and Challenges

- Residual Idealism
- “Can Do” Attitude
- Seek to please
- Judgmental
- Self-centered
- Control/competition
Generation X: Who Are They?

• Born 1964-1979
• 40% of the workforce
• 51 million strong
• 13th Generation, Baby Busters, Tuned out generation, Doofus generation, slacker generation, generation without a soul
Generation X: Personality

- Independent
- Skeptical
- “Disloyal”
- Technologically savvy
- Survivors
- Institutional malaise
Generation X: Values and The Workplace

- Autonomy
- Diversity
- Informality (fun)
- Competence
- Technology
- Ongoing learning and development
- Feedback
- Balance
Generation X: Strengths and Challenges

- Independent
- Results-oriented
- Creative and adaptable
- People and political savvy
- Impatient
- Cynical
The Millennials: Who Are They?

- Born 1980 or after
- 75 million people
- 10% of the workforce
- Echo boomers, Internet generation, Netsters, Generation Y
The Millennials: Personality

- Optimistic
- Ordered
- Respectful
- Open-minded; nonjudgmental
- Technologically supreme
The Millennials: Values and The Workplace

- Achievement
- Structure
- Collaboration
- Mission
- New “Platinum” Rule
  - Treating *others* like the others would like to be treated
- Respect
The Millennials: Strengths and Challenges

• Multi-taskers
• Globalized
• Commitment to mission
• Team players

• Lofty expectations
  – 90% anticipate staying with first employer five years or less
• Technologically demanding
## The Way Each See the World

<table>
<thead>
<tr>
<th></th>
<th>Traditionals</th>
<th>Boomers</th>
<th>Xers</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outlook</strong></td>
<td>Practical</td>
<td>Optimistic</td>
<td>Skeptical</td>
<td>Hopeful</td>
</tr>
<tr>
<td><strong>Work ethic</strong></td>
<td>Dedicated</td>
<td>Driven</td>
<td>Balanced</td>
<td>Determined</td>
</tr>
<tr>
<td><strong>View of authority</strong></td>
<td>Respectful</td>
<td>Love/hate</td>
<td>Unimpressed</td>
<td>Polite</td>
</tr>
<tr>
<td><strong>Leadership by</strong></td>
<td>Hierarchy</td>
<td>Consensus</td>
<td>Competence</td>
<td>Pulling together</td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td>Personal Sacrifice</td>
<td>Personal Gratification</td>
<td>Reluctant to Commit</td>
<td>Inclusive</td>
</tr>
<tr>
<td><strong>Turnoffs</strong></td>
<td>Vulgarity</td>
<td>Political Incorrectness</td>
<td>Cliché’, Hype</td>
<td>Promiscuity</td>
</tr>
</tbody>
</table>
The Generations Differ: Values and Beliefs

**Traditionalists**
- Loyalty
- Make Do
- Pay Dues
- "Accept"

**Baby Boomers**
- Aspire
- Change
- Whatever It Takes
- "Frame"

**Generation X**
- Abandonment
- Video & Computer Games
- Independence
- Personal Competence
- "Just Say It"

**Millennials**
- Multitask; Immediacy
- Social Networking
- Diversity?
- Structure
- Voice vs. Vote
- Checklist
- "Now"
Rebellion

• List How Your Generation Rebelled (cite examples)
Education and Sharing Can Bring Us Together

• List Defining Moments from Your Generation:
  • News Events
  • Music
  • National Catastrophes
  • Heroes
  • TV Shows
  • Cartoon Characters
Now That We Understand Each Other ~ Let’s see What Each Generation Wants
What do Traditionalists Want?
Working with Traditionalists:

- Appreciate and respect their experience
- Use them as mentors
- Provide flexible work options to retain them
- Provide them continuing opportunities to learn and develop
- Structure technology training carefully
- Human interface
- Tokens that indicate their experience (status) and/or affiliation
What do Boomers want?
Working with Boomers:

• Recognition/Rewards/Credit
• Opportunity to work in teams
• Work to build consensus; gather their input
• Opportunities for personal and professional development
• Capture their experience
• “Soft” benefits
What do Xers want?
Working with Xers:

- Allow autonomy
- FAST Feedback
  (Frequent, accurate, specific, timely)
- Opportunities for continued learning and development
- Notion of non-linear retention (also for Millennials)
- Open communication, information
- Flexibility: soft benefits
- Access to info and decision-makers
- Challenge, fun and excitement
What do Millennials want?
Working with Millennials:
- Provide structure and guidance
- Ask for their input (they may give it anyway)
- Team orientation
- Maintain technology
- Manage projects, not time
- Challenge and increasing responsibility
- Stress mission and values
To Work Together, We Must Find Common Ground
Group Activity

• Grab one or more members of each generation to accomplish a mix of the 4 generations in the workplace:

• Identify 10 things ALL have in common (no body parts allowed or clothing items)
## 12 Main Delineators

<table>
<thead>
<tr>
<th>Perspective on Work</th>
<th>XERS</th>
<th>BOOMERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Blunt</td>
<td>Diplomatic</td>
</tr>
<tr>
<td>Authority</td>
<td>Unfazed</td>
<td>Impressed</td>
</tr>
<tr>
<td>Approval</td>
<td>Indifferent</td>
<td>Seeks Validation</td>
</tr>
<tr>
<td>Resources</td>
<td>Scarce</td>
<td>Abundant</td>
</tr>
<tr>
<td>Policies &amp; Procedures</td>
<td>Mistrustful</td>
<td>Protective</td>
</tr>
<tr>
<td>Reliance</td>
<td>Self-Reliant</td>
<td>Team Oriented</td>
</tr>
<tr>
<td>Work Ethic</td>
<td>Balanced</td>
<td>Driven</td>
</tr>
<tr>
<td>Focus</td>
<td>Task &amp; Results</td>
<td>Relationship &amp; Results</td>
</tr>
<tr>
<td>Technology</td>
<td>Assimilated</td>
<td>Acquired</td>
</tr>
<tr>
<td>Entitlement</td>
<td>Merit</td>
<td>Experience</td>
</tr>
<tr>
<td>Perspective on the Future</td>
<td>Survival</td>
<td>A Better World</td>
</tr>
</tbody>
</table>
What are YOUR perceptions?

**Boomers (1946-64)**

What do you expect to be the key challenges in managing a workforce of Gen-Xers?

**Xers (1964-1979)**

What do you expect to be the key challenges in working for and/or with Baby Boomers?
PERCEPTIONS!

The Kids Won’t Work, and The “Old Timers” Won’t Change!

• Are based on limited information.
• Are rarely checked – or changed!
• Drive our behavior.
• Can be - WRONG!
Consider the Implications

1. Boomers expect to be respected because they are the boss. Xers will not give respect for position alone.

2. Boomers put work first; long hours and time away from family. Xers put family first, and friends; will change jobs to get more leisure time if necessary.

3. Boomers followed their parents’ cradle to grave approach to work. Xers begin to panic after three years in a company.

4. Boomers want Xers to pay their dues. Xers want to be rewarded for their capabilities – NOW!

5. Boomers want to work forever. Xers want to work only whatever time is necessary to get the job done, to their own standards.
New Question?

What kind of organizational structure can support the needs of these two very different groups of employees? How do we ensure a winning team?
Sports Analogy

**Boomers**

**NFL**
- Players almost anonymous, dressed alike, wearing masks
- Each knows his role
- Sacrifice for the good of the team
- Collaboration = Scoring

**Xers**

**NBA**
- Spirit of rebelliousness
  - Dennis Rodman
- Supports its superstars
- Self-sacrifice not a norm
- Recognizes and celebrates individual contributions
- Do what it takes to win
RETAINING GENERATION X
(Factors supported by teams)

- Collaborative work environment.
- **Interesting work content.**
- Opportunities to develop skills.
- **Compensation and rewards based on effort.**
- Egalitarian organizational culture.
- **Positive working relationships with managers and co-workers.**
Motivational Needs

McClelland

Power
- Influence/ Control

Achievement
- Establish and meet standards

Affiliation
- Help and Interact with others
Generational Differences to Learning on the Job
The Generations Differ

Traditionalists

Baby Boomers

Generation X

Millennials
Generational Differences
Around Learning

• Traditionalists - Learn by doing
• Boomers - Mentor and mentee
• Gen Xers - Learn to stay marketable
• Millennials - Lifetime learners
Learning on the Job - Traditionalists

• I learned the hard way, you can too
• Setting needs to be comfortable – chairs, good lighting, bigger print on materials
• Food helps the brain
• No games, don’t want to look stupid
• Essential to get them involved early
Learning on the Job - Boomers

- Old: Train ‘em too much and they’ll leave
- New: Education as a retention tool
- Make it politically safe to disagree
- Look good in front of boss
- Have them share success stories
- Need life skills training
  - time management, care giving, financial planning, investments
Learning on the Job - Gen Xers

- The more I learn, the longer I’ll stay
- Want to remain valuable/cutting edge
- Likes interaction, games, exercises
- Learn anytime, anywhere
- Need management training
  - how to manage Boomers and Millennials
- Life skills training
  - stress, balance, parenthood
Generation X
Cynical; Focused on life control

• Maintain short attention span

• Appear sensitive to design and graphics

• Want to build personal competence

• Prefer to self-direct learning

• Expect experts and authorities to prove themselves
Learning on the Job - Millennials

- Learning is a way of life
- Skills needed for next phase of career, linked to career goals
- Fast paced
- Want fun included
Millennials

Wary of ambiguity and undefined promises
Fond of immediate payoff

Expect ongoing feedback

Respond well to learning that offers activities that are:

- Experiential
- Simulations
- Collaborative (teams)
- Interactive (online interaction with feedback)
- Structured
List 5 ways your group will go back and apply some of our discussion today.
Tomorrow...

You have the choice to make a difference with yourself and others…

The choice is yours…

For the presentation email:

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