

Dealing with Generational Differences in the Workplace



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Supervision in the 21st Century

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Dealing with Generational Difference: Supervision in the 21st Century

Walk into almost any business today and one thing will become immediately apparent ... the great diversity of today’s workforce. One aspect of this diversity is the generational differences among today’s workers.

“Management is at once the most challenging of vocations and the most rewarding. The principle challenge for most of us is not managing technology, systems, operations, finances, or other resources ... but managing of people.”

Terry Bacon

Factors Influencing Work Behavior

List as many factors as you can think of which might influence an individual’s behavior or work style:



Four Distinct Generations

➤ **Traditionalist (62+)**

- Born 1925 – 1945
- Between 5 – 10% of current workforce



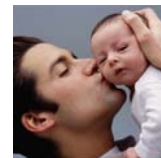
➤ **Baby Boomers (45 – 62)**

- Born 1945 – 1962
- Between 40 – 45% of current workforce



➤ **Generation X (25 – 45)**

- Born 1962 – 1982
- Between 40 – 45% of current workforce



➤ **Generation Why (Under 25)**

- Born 1982 – 2000
- Between 5 – 10% of current workforce



PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION

	Veterans (1922–1945)	Baby Boomers (1946–1964)	Generation X (1965–1980)	Generation Y (1981–2000)
Core Values	Respect for authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend

Greg Hammill is currently Director, Intern and Student Programs, at FDU's Silberman College of Business.

Historical Context

Think back ... What are the earliest memories you have personally of major historic events:

Traditionalists at Work

- Tendency not to challenge authority or status quo.
- “No news is good news.”
- Do not necessarily seek applause, but appreciate a subtle acknowledgement.
- Believe there should be a direct correlation between age and seniority/authority.
- Respond well to directive leadership/supervision

Baby Boomers at Work

- Prefer to receive feedback once or twice a year – needs lots of documentation.
- Like to give feedback to others.
- Can be overly sensitive to criticism.
- Can be judgmental of those who see things differently.
- Although they respond well to directive supervision, tend to prefer a more supportive/collaborative approach.

Generation X at Work

- Need positive feedback to let them know they are on the right track.
- Will ask for positive feedback when feeling insecure.
- Have difficult time with negative/constructive feedback.
- Tend to see work as “just a job.”
- Have a value for autonomy.
- Seek reward, recognition and appreciation.

Generation Why at Work

- May fail to actively listen to older workers/supervisors.
- Feedback whenever at the push of a button.
- May mistake silence for disapproval.
- Love a challenge.
- Need to know what they are doing right and what they are doing wrong.
- Function well in teams.



The Secret

Research over the past 20 years on employee engagement clearly shows, to get the most from the people you supervise, you have to treat them the way they want to be treated!!

The Disconnect

It seems that no matter what business you go to, you hear the same story: The leadership appears to be on a path to success, assuming that the employees are following along. They think that the employees are moving their business forward with great excitement and enthusiasm. On the other hand, employees are showing up to work every day wondering where their leaders are taking them and wondering if leadership has any idea what is really happening.

- 89% of managers believe employees leave for more money, while 88% of employees actually leave for reasons having to do with the job, the culture, the manager or the work environment. (“The 7 Hidden Reasons Employees Leave”)
- 43% of workers report that they do not feel valued by their employers. (CareerBuilder.com)
- 71% of workers in the United States rate themselves as Not Engaged or Actively Disengaged. (The Gallup Organization)
- 66% of workers do not identify with or feel motivated to drive their employer’s business goals and objectives. (Taylor Nelson Sofres - TNS)

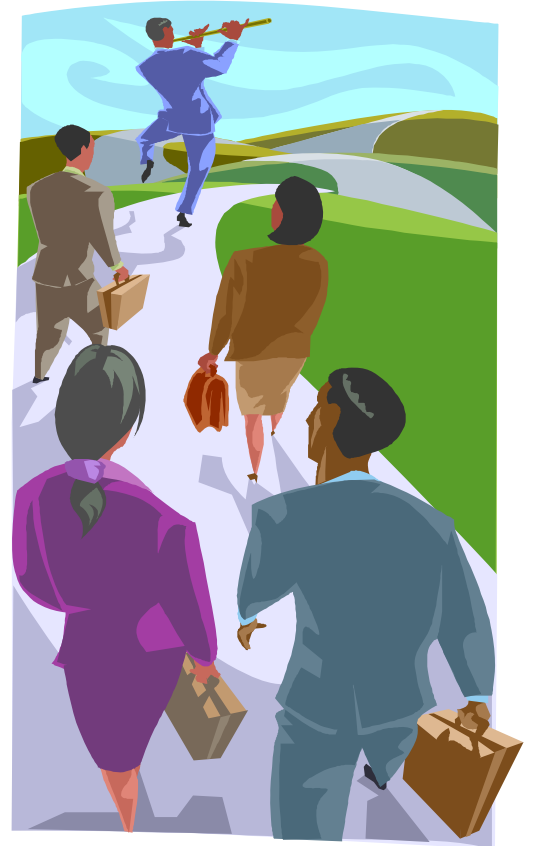
The Supervision Impact

Research is clear that employee engagement is a significant issue and that leadership is the most critical part of the problem.

- 70% of the reason employees leave their jobs are related to factors that are controllable by the direct supervisor. (“The 7 Hidden Reasons Employees Leave”)
- The #1 reason employees leave jobs is a poor relationship with their immediate supervisor. (The Gallup Organization)

The 10 Keys to Effective Supervision™

- S**upport Growth
- U**nite Your Team
- P**raise Others
- E**xpect Excellence
- R**equire Accountability
- V**alue What You Believe
- I**nstall Independence
- S**hare Continuously
- O**ptimize Ownership
- R**ealign Your Efforts



Next Steps

List at 2 -3 strategies you will implement based on today's seminar within the next week to 10 days:

Opportunities

- **Web site**

www.RisingSunConsultants.com

- **Book Reviews**

- **White Papers**

- **Blog**

www.RisingSunConsultants.blogspot.com

- **Friday Forums**

Leaders and owners of local businesses masterminding and supporting each other through every day business issues

Rising Sun Consultants

As we enter the 21st century, a new breed of leaders are coming to the conclusion that *how* outcomes are achieved is as important to the health of their organization as *what* outcomes are achieved. One of the most critical, yet under rated skill of leadership is the gift of *valuing others*. Businesses and organizations need to spend more time, attention, and resources on valuing their employees. It is no longer good enough to demand more from staff and simply offer them financial rewards or benefits. Employees today are less willing to tolerate and deal with being ignored. By learning to value others, organizational leaders will experience the benefits of greater loyalty from their workforce, greater commitment to the organization, and ultimately, a greater return on their investment.

Using a unique questioning style, Rising Sun Consultants helps their clients to balance their emphasis on both people and productivity and to develop various ways to bring their values to life. Working for private, public, for-profit and non-profit organizations, Rising Sun Consultants uses the principles of servant leadership to assist executives, managers and workgroups to motivate and get the most out of their work force.

Rising Sun Consultants is comprised of two senior consultants and a team of associates with over 100 years of combined executive and consultation experience. We believe that people are not only the *most important* resource an organization has, but are truly the *only* resource – without people, organizations can not function or exist. Therefore, we believe that it is essential for any organization's success for them to focus on the growth and development of their people. It is our goal to serve organizations in creating, developing and maintaining a culture which inspires and motivates people to reach new horizons – both personally and professionally.

Rising Sun Consultants views all consulting opportunities from a holistic/systems approach. Using a deductive process, Rising Sun Consultants helps their clients work through a series of design phases in order to better understand and develop their overall system. Focusing on our commitment to servant leadership, Rising Sun Consultants places strong emphasis on appropriate stakeholder involvement from the very first step.

James S. Rowell, M.S.Ed.
Co-Founder & President
Rising Sun Consultants



Mr. Rowell holds a Bachelor of Arts degree in Secondary Education and Mathematics from Potsdam State College in New York. He received his Masters of Science degree in Education, with a focus in Instructional Technology and Media Management also from Potsdam State College. Jim has had extensive experience as a professional trainer and supervisor and most recently served as the Director of Learning and Performance for a large organization where he had oversight responsibility for all of the learning opportunities for approximately 1,300 employees.

Throughout his 20 years of professional experience, Jim has provided hundreds of hours of training and consulting. Jim has personally designed and conducted numerous seminars, workshops and training experiences in such diverse areas as human growth and development, relationship enhancement and development, values clarification, crime prevention, time management, program design, crisis management, standards development, conflict resolution, team building, management and supervision, and leadership development.

Jim currently holds membership status in the American Society for Training and Development (ASTD), Institute of Management Consultants USA (ICM) and Association for Supervision and Curriculum Development (ASCD). He also maintains certifications as a Venture for Excellence Interviewer (Vic Cotrell), and 7 Habits of Highly Effective Families Trainer (Stephen Covey).