PT WORK Force
Recruitment and Retention Tools Committee

MANAGING MULTIPLE GENERATIONS AT WORK

LINDSEY POLLAK | SEPTEMBER 13, 2019
02.07.19 | WORLD CHANGING IDEAS

There are now 5 generations in the workforce—can they work together?

How to get your boomers and your gen-Zers (and everyone in between) on the same page, despite very different styles.

- Fast Company

APRIL 25, 2016

Millennials overtake Baby Boomers as America’s largest generation

- Pew Research Center
"I see no hope for the future of our people if they are dependent on the frivolous youth of today."

- Hesiod, 8th Century B.C.
Generational change is not a problem to be solved;  
It is an opportunity to be optimized.

### Generations in the U.S.

<table>
<thead>
<tr>
<th>Generation</th>
<th>Born</th>
<th>Entered the Workplace</th>
<th>U.S. Births</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalist/Silent</td>
<td>1928–1945</td>
<td>1950s – 1960s</td>
<td>47 Million</td>
</tr>
<tr>
<td>Generation Z</td>
<td>1997–</td>
<td>2010s – 2030s</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Pew Research Institute, U.S. Census Bureau
GENERATIONS AMONG PTDA MEMBERS

<table>
<thead>
<tr>
<th>GENERATION</th>
<th>BORN</th>
<th>PTDA MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVER AGE 60</td>
<td>1959 AND EARLIER</td>
<td>15%</td>
</tr>
<tr>
<td>AGE 46-60</td>
<td>1959-1973</td>
<td>43%</td>
</tr>
<tr>
<td>AGE 30-45</td>
<td>1989-1974</td>
<td>30%</td>
</tr>
<tr>
<td>UNDER 30</td>
<td>1989 AND LATER</td>
<td>14%</td>
</tr>
</tbody>
</table>

FROM 3 GENERATIONS TO 5 GENERATIONS

(Chart showing changes in workforce demographics from 1904 to 2017, indicating the shift from 3 generations to 5 generations.)
RISE OF THE DIGITAL ECONOMY

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions


PEW RESEARCH CENTER

AOL LinkedIn iPhone Alexa

ARE THE YOUNGER GENERATIONS THAT DIFFERENT?
DIFFERENT EXPERIENCES & EXPECTATIONS

• In fall 2019, children from racial and ethnic minority groups are projected to make up 52.9% of public K-12 students, compared to making up 35.2% of students in 1995.

• In 1978, 60% of teens had paid summer jobs. In 2016, just 35% did.

• For the first time in more than 130 years, Americans ages 18-34 are more likely to live with their parents than in any other situation.

• There has been a sharp decline in teenagers’ dating, drinking and getting driver’s licenses over the last 10 years.

• Over the past decade, the number of college students visiting counseling centers surged by about 30%.

TRUST IS DECLINING

Most young adults in U.S. see others as selfish, exploitative, untrustworthy

% of U.S. adults in each age group who say ...

Most of the time, people just look out for themselves

Most people would try to take advantage of you if they got a chance

Most people can’t be trusted

Source: Survey conducted Nov. 27-Dec. 10, 2018.
“Trust and Distrust in America”
PEW RESEARCH CENTER
3 KEYS TO MULTIGENERATIONAL SUCCESS

1. EMPATHIZE
Learn about the experiences of other generations to better understand their values, priorities and preferences.

2. FLEX
Avoid a zero-sum mentality. Members of all generations adapt and embrace what is best for the client and/or firm.

3. ASSUME THE BEST INTENTIONS
Remember that “Common sense is not so common” and we are more alike than different.
BE A REMIXER

Combine the best of each generation’s practices – the classic and the new – to create a more successful and inclusive workplace for all.

REMX EXAMPLE: DIVERSIFY BENEFIT CHOICES
REMIX EXAMPLE: ENGAGE A REVERSE MENTOR

HOW CAN YOU BE A REMIXER?

1. PEOPLE MANAGEMENT
   THEN: COMMAND-AND-CONTROL
   NOW: COACHING

2. CAREER PATHING
   THEN: UNIFORMITY
   NOW: OPTIONS & FLEXIBILITY

3. COMMUNICATION
   THEN: NEED-TO-KNOW BASIS
   NOW: MORE TRANSPARENCY
1. People Management
From Command & Control to Coaching

Then: Do As You Are Told

Now: Express Yourself
WHAT MAKES AN EFFECTIVE PEOPLE MANAGER?

According to Google’s Project Oxygen study of 10,000 managers, employees of all generations most want bosses who:

1) make time for one-on-one meetings
2) help employees solve problems
3) take an interest in their lives and careers

- LASZLO BOCK, FORMER SVP OF PEOPLE OPERATIONS, GOOGLE
FEEDBACK

72% of employees **under the age of 30** desire feedback on a daily or weekly basis.

60% of employees **over the age of 30** desire feedback on a daily or weekly basis.

- PwC Millennials at Work Study

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EVERYTHING OLD IS NEW AGAIN

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The New One Minute Manager

Based on the All-Time #1 Bestseller on Managing Your Work and Life

KEN BLANCHARD, PhD

Consultant and former CEO and Chairman

SPENCER JOHNSON, MD

Author of Who Moved My Cheese?
TRY THIS: COACHING

✔ Prioritize consistent one-on-ones with all of your stakeholders.
✔ Remember that common sense is not so common:
  • Clarify expectations and boundaries (communication, scheduling, face-time, dress, document presentation, etc.)
  • Provide and request examples: “This is what excellence looks like…”
✔ When giving an assignment, opinion or feedback, explain the why.
Then: Any Color...  
As Long As It’s Black

Now: Have It Your Way

THE CAREER PATHING REMIX

OPTIONS & FLEXIBILITY
ONE SIZE FITS NONE

THE RECRUITING REMIX
FROM LADDER TO LATTICE: CAREER PATHING OPTIONS

TRY THIS: CAREER PATHING

- Have more transparent conversations about flexibility and mobility – do not assume what people want.
- Conduct “stay conversations”: “What mile am I on?”
- Think in baby steps, pilot programs and 5% increments – small choices make big impressions.
- Engage all generations in recruitment and retention efforts.
Then: “And That's The Way It Is”

Now: “It's Complicated"
THE COMMUNICATION REMIX

MORE TRANSPARENCY

UNPRECEDEDNTED ACCESS TO INFORMATION, LEADERSHIP & POWER

Image: NBC
70% of employees said they are most engaged when their leaders continually communicate company strategy.

- Harvard Business Review

The problem: communication is more complicated than ever.
THE SOLUTION:
BE A COMMUNICATION CHAMELEON

“Good communication is not about how you want to deliver a message. It is about adapting to how your audience will best receive and understand the message.”

HAVE THE “STYLE CONVERSATION”

Be more transparent in asking and offering guidance about:
- Preferred contact method(s)
- Level of formality
- Meeting preferences
- Feedback style
- Pet peeves
TRY THIS: COMMUNICATION

- With any important team or group communication, offer more than one communication option.
- Next time you have a success, share the outcome with every person who contributed to it.
- At any event/conference/meeting/volunteer activity, consciously partner or sit next to someone from another generation – and show genuine curiosity about their interests.

Generational change is not a problem to be solved; It is an opportunity to be optimized.
THANK YOU

For a list of the resources mentioned today (and a few extras)...

Text “LINDSEY”
to 66866
Thank you for your participation.

Evaluation and links to webinar and slides will be sent on Monday.

Copies of Lindsey’s book, *The Remix* Will be sent to those in attendance next week.

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