

GENERATIONAL DIVERSITY FTW!

Building Strong Families Through Innovation



OBJECTIVE / GOAL

- Broaden your perspective when dealing with generational differences
- Highlight how differences in generational cohorts can covert to career progression
- Evaluate the research and science involved
- Highlight how organizational leaders can increase engagement and retention
- Discuss how the concept of work is different, but the value of work is not





WHY CARE!?

(from a business perspective)

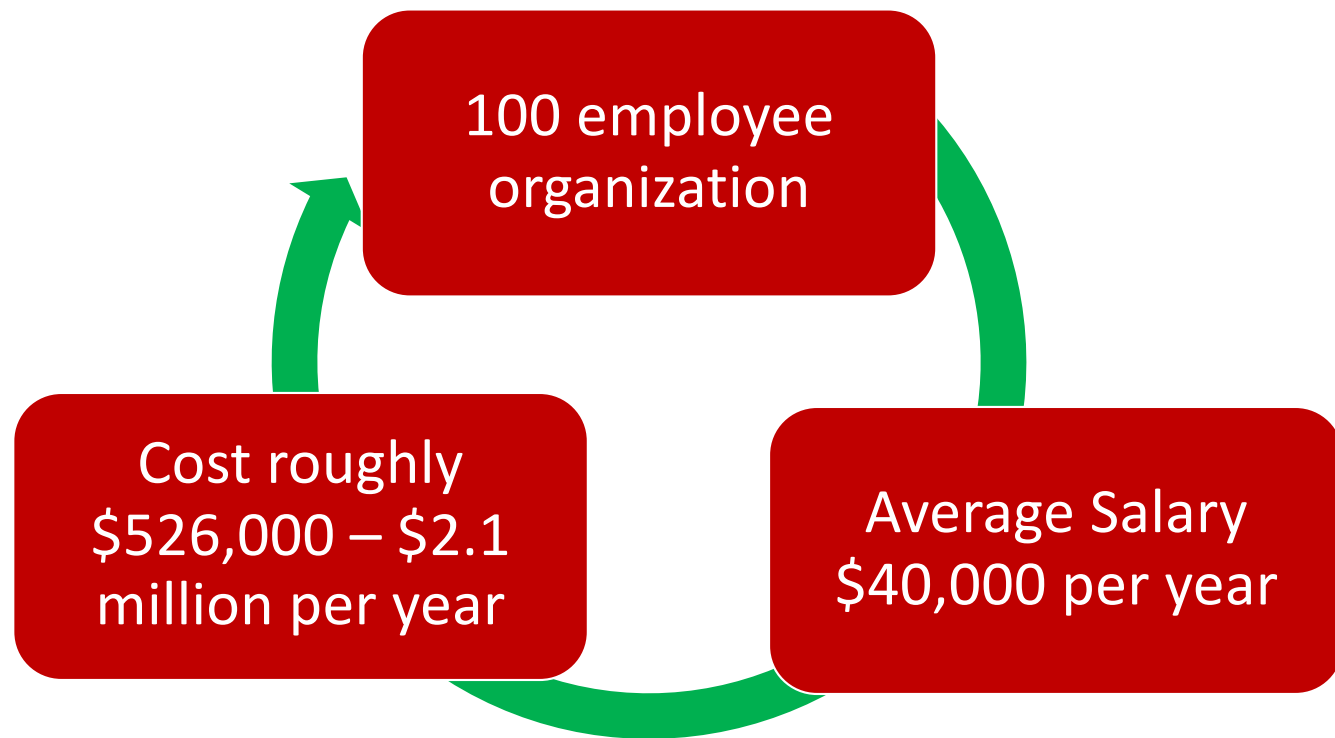
- Voluntary turnover cost U.S. businesses a **TRILLION DOLLARS** annually.
- In 2017, the U.S. turnover rate was 26.3% according to the Bureau of Labor Statistics.
- The average cost to replace an employee ranges from $\frac{1}{2}$ to 2 times the employee's annual salary (conservative projection)



McFeely, S, & Wigert B. (2019). This fixable problem costs U.S. businesses \$1 trillion. *Gallup*. Retrieved from <https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>



ESTIMATED FINANCIAL COST OF VOLUNTARY TURNOVER





PSYCHOLOGICAL IMPACT OF VOLUNTARY TURNER

- Loss of specialized knowledge
- Negatively impacts recruitment
- Hampers morale
- Creates an atmosphere of uncertainty
- Causes a ripple effect through comparison

**THE VAST MAJORITY OF
VOLUNTARY SEPARATIONS
ARE PREVENTABLE!**





MILLENNIALS IN THE WORKPLACE

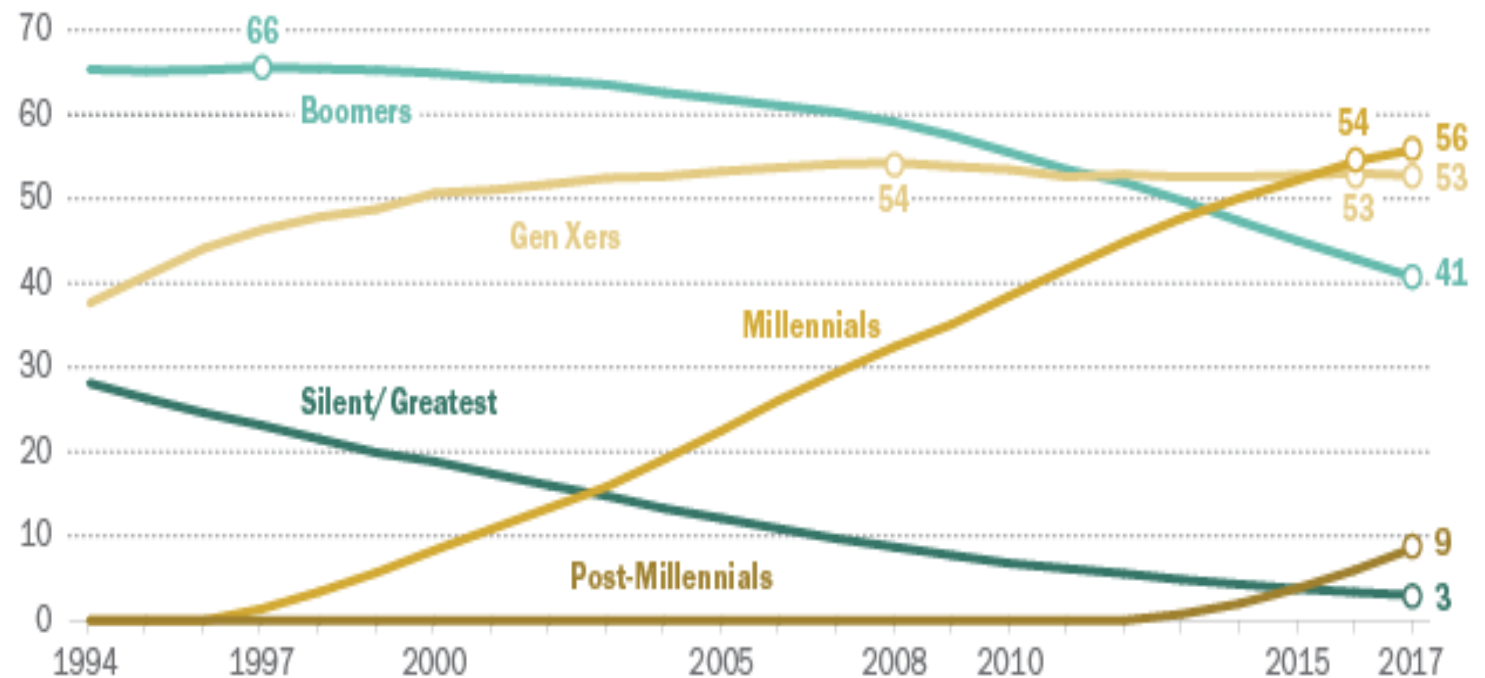
Gallup (2016)

- **60% of Millennials are open to new job opportunities**
- **36% will look for a new job in the next year**
- **21% of Millennials have changed jobs in the last year**
- **55% are not engaged at work / 16% are actively disengaged**

Adkins, A. (2016). Millennials: the job-hopping generation. *Gallup Business Journal*. Retrieved from <http://www.gallup.com/businessjournal/191459/millennials-job-hopping-generation.aspx>

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions

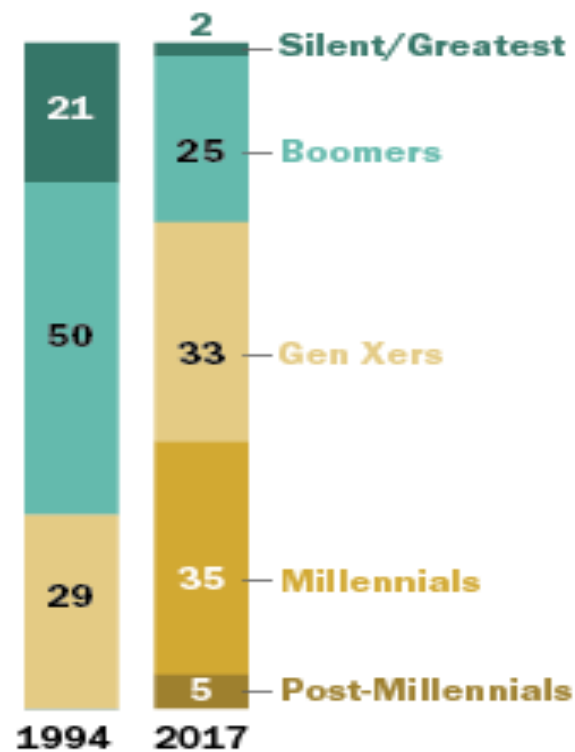


Fry, R. (2018). Millennials are the largest generation in the U.S. labor force. Retrieved from <https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>



More than a third of the workforce are Millennials

% of the U.S. labor force

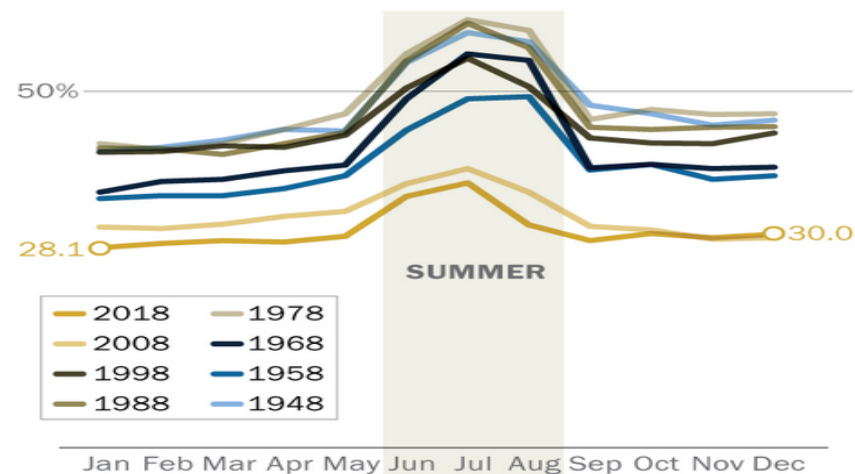


Fry, R. (2018). Millennials are the largest generation in the U.S. labor force. Retrieved from <https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>

DECLINE IN TEEN EXPOSURE TO WORK ENVIRONMENT

Share of working U.S. teens increases in summer, but less so than in past decades

% of 16- to 19-year-olds who are employed



Note: Data not seasonally adjusted.
Source: Pew Research Center analysis of U.S. Bureau of Labor Statistics data.

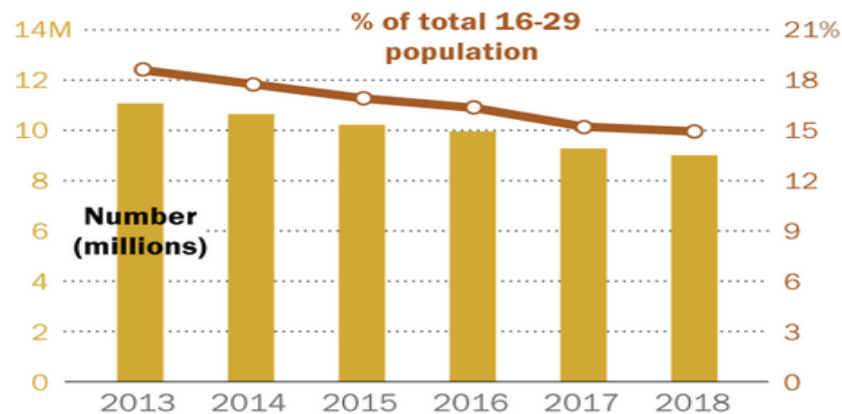
PEW RESEARCH CENTER



DECLINE IN TEEN EXPOSURE TO WORK ENVIRONMENT

Fewer 'NEET' youth in U.S. as economy recovers

Young people (ages 16-29) who are neither employed nor in education or training

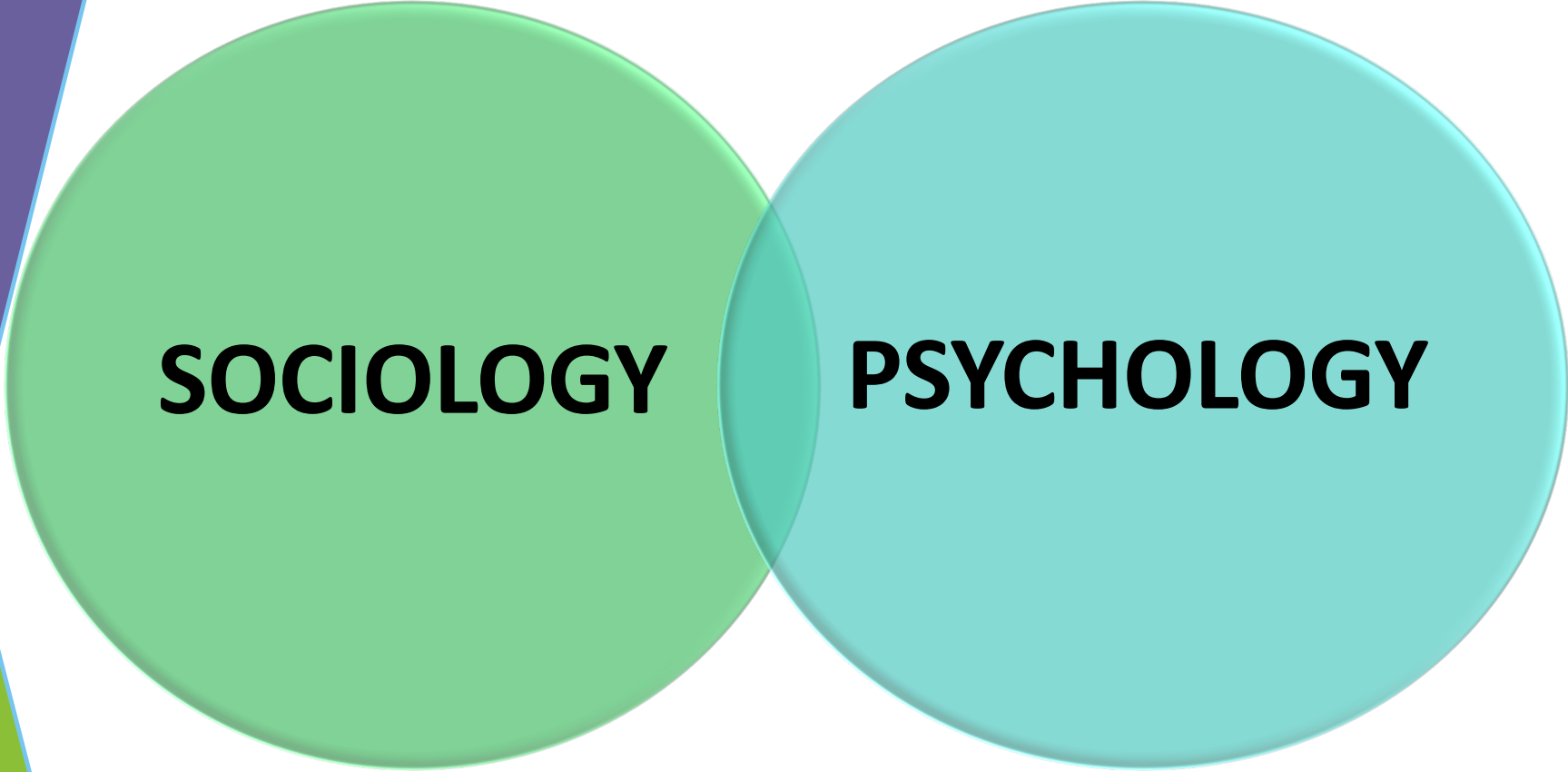


Source: Pew Research Center analysis of U.S. Bureau of Labor Statistics data.

PEW RESEARCH CENTER







SOCIOLOGY

PSYCHOLOGY



🔍 Baby Boomers are|

- 🔍 baby boomers are **selfish**
- 🔍 baby boomers are **entitled**
- 🔍 baby boomers are
- 🔍 baby boomers are **the problem**
- 🔍 baby boomers are **what years**
- 🔍 baby boomers are **an example of what type of trend**
- 🔍 baby boomers are **hypocrites**
- 🔍 baby boomers are **what age**
- 🔍 baby boomers are **evil**
- 🔍 baby boomers are **lazy**

Google Search

I'm Feeling Lucky

Report inappropriate predictions





Google

Generation X is|

- generation x is **what years**
- generation x is **what age group**
- generation x is **the best**
- generation x is **tired**
- generation x is **a mess**
- generation x is **known for which of the following characteristics**
- generation x is **what age**
- generation x **issue 1**
- generation x **issues**
- generation x is **known for**

Google Search

I'm Feeling Lucky

Report inappropriate predictions



🔍 Millennials are|

- 🔍 millennials are
- 🔍 millennials are **what age**
- 🔍 millennials are **killing the**
- 🔍 millennials are **killing the doorbell industry**
- 🔍 millennials are **lonely**
- 🔍 millennials are **killing beer**
- 🔍 millennials are **poor**
- 🔍 millennials are **depressed**
- 🔍 millennials are **worthless**
- 🔍 millennials are **the therapy generation**

Google Search

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Report inappropriate predictions





Generation Z is|

- generation z is **stressed depressed and exam-obsessed**
- generation z is **too young poem**
- generation z is **what years**
- generation z is
- generation z is **screwed**
- generation z is**ues**
- generation z is **too young**
- generation z is **what age group**
- generation z is **the best**
- generation z is **known for**

Google Search

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GENERATIONAL COHORT THEORY & CAREER DEVELOPMENT THEORIES





GENERATIONAL COHORTS

Karl Mannheim asserts that individuals born around the same time develop a “collective memory” because of social, economic, historical, and political events taking place. These collective memories, knowingly or unknowingly affects how we act and respond to the world around us.

Lyons, S. & Kuron, L. (2013). Generational differences in the workplace: a review of the evidence and directions for future research. *Journal of Organizational Behavior*, 35, S139-S157. DOI: 10.1002/job.1913



THE GENERATIONAL COHORTS (maybe...)

- **The Silent Generation – Born 1928 – 1945**
- **The Baby Boomer Generation – Born 1946 – 1964**
- **Generation X – Born 1965 – 1980**
- **The Millennial Generation – Born 1981 – 1997**
- **Generation Z – Born 1998 – 2010 (?)**



BABY BOOMERS (1946-1964)

CULTURAL IMPACTS/EVENTS

- Vietnam War
- Woodstock
- Civil Rights Movement
- John F. Kennedy and Martin Luther King Jr Assassinations
- Sexual Revolution
- Strong Economy

IDEOLOGICAL IMPACT

- Career/Work Centered
- Team Orientated
- Structured Upbringing/Military
- Hierarchical Minded
- Respect Authority
- Hard Work
- Career Builders
- Materialistic/Money
- Either refuse to retire or will retire and come back

Becton, J. B., Walker, H. J., & Jones-Farmer, A. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*, 44, 175-189. DOI: 10.1111/jasp.12208



GENERATION X (1965-1980)

CULTURAL IMPACTS/EVENTS

- Economic uncertainty/layoffs
- Energy Crisis
- High Divorce Rate
- “Latch-key” Kids
- Children of Compulsive Workers
- Technology Advancements
- Operation Desert Storm
- Watergate
- Rodney King
- Exxon Valdez
- Challenger disaster

IDEOLOGICAL IMPACT

- Individualist
- Willing to leave an organization, but will have another job first
- Task and List Orientated
- Rule Abiding
- Fair Play
- Less Respect for Hierarchy/Structure
- Rapid Promotion
- Pessimistic
- More Family Orientated
- Need to Prove Themselves

Bolser, K. & Gosciej, R. (2015). Millennials: multigenerational leaders staying connected. *Journal of Practical Consulting* (5)2, 1-9.



MILLENNIALS (1981-1997)

CULTURAL IMPACTS/EVENTS

- **Technology – Internet, Social Media, Cell Phones, Cable...**
- **Oklahoma City Bombing**
- **School Shootings**
- **Operation Desert Storm**
- **Globalization**
- **September 11th, 2001**
- **Societal Shift in Parenting and Child Rearing – Helicopter**

IDEOLOGICAL IMPACT

- **TECHNOLOGY**
- **Flexibility/Work-Life Balance**
- **Low Loyalty/Short Term**
- **Need to Make an IMPACT**
- **Big Picture**
- **Hierarchy?**
- **Diverse**
- **Weak or Few Non-Family Relationships**
- **Immediate Feedback/Information**

Bosco, S. M., & Harvey, D. M. (2013). Generational effects on recruitment and workplace productivity. *Northeast Business & Economics Association Proceedings*, 17-20.



GENERATION Z (1998-2011)

CULTURAL IMPACTS/EVENTS

- **TECHNOLOGY**
- **Iraq, Afghanistan, Syria**
- **Domestic and International Terrorism**
- **Social Media**
- **Interconnected/Globalized World**
- **Housing Market Collapse/Recession/Economic Shifts/No Entry Level Jobs**
- **September 11th, 2001**
- **School Lockdown Drills**

IDEOLOGICAL IMPACT

- **Instant information**
- **Pragmatic**
- **Realist**
- **More Diverse**
- **Live for the Present**
- **Low Commitment**
- **Teamwork on a Virtual Level**
- **Work-Life Balance**
- **Weak Cause and Effect Analysis**

Bencsik, A., Horvath-Csikos, G., & Jubasz, T. (2016). Y and Z generations at workplaces. *Journal of Competitiveness* 8(3), 90-106. DOI: 10.7441/joc2016.03.06

CAREER DEVELOPMENT THEORIES



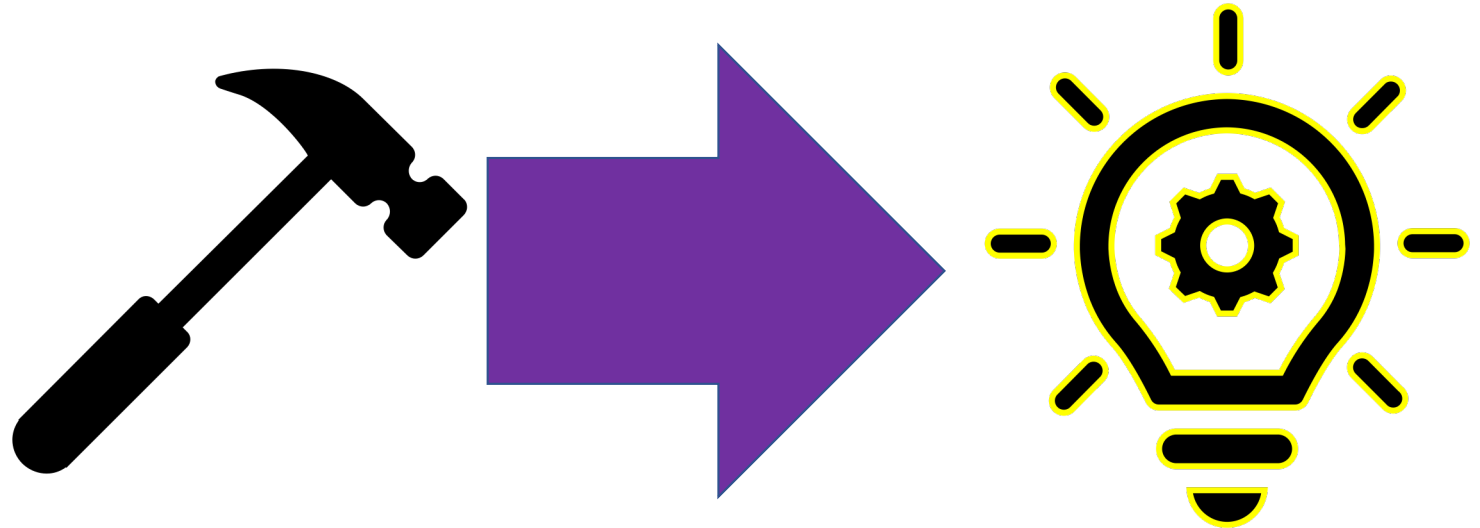
BRAIN PLASTICITY





BEHAVIORAL ECONOMICS

ECONOMIC SHIFT – NEW IDEA ECONOMY



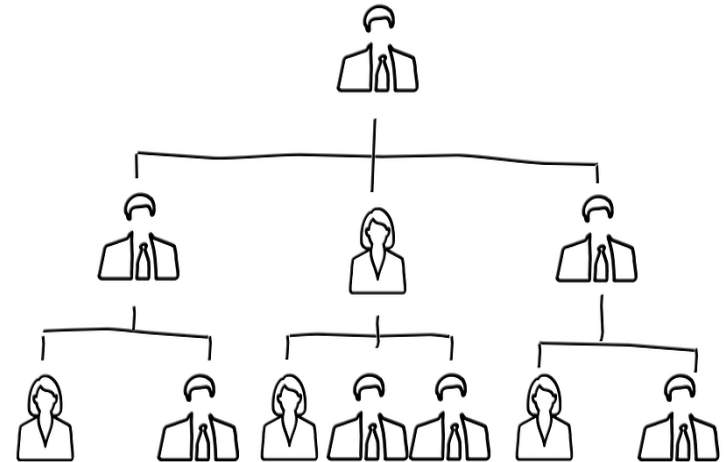


SO WHAT CAN WE DO?!?



ORGANIZATIONAL STRUCTURE

- **Authoritative/top down management does not work and will only foster disengagement and resentment. Need to foster the concepts of servant leadership or a leadership model based on building two-way relationships**



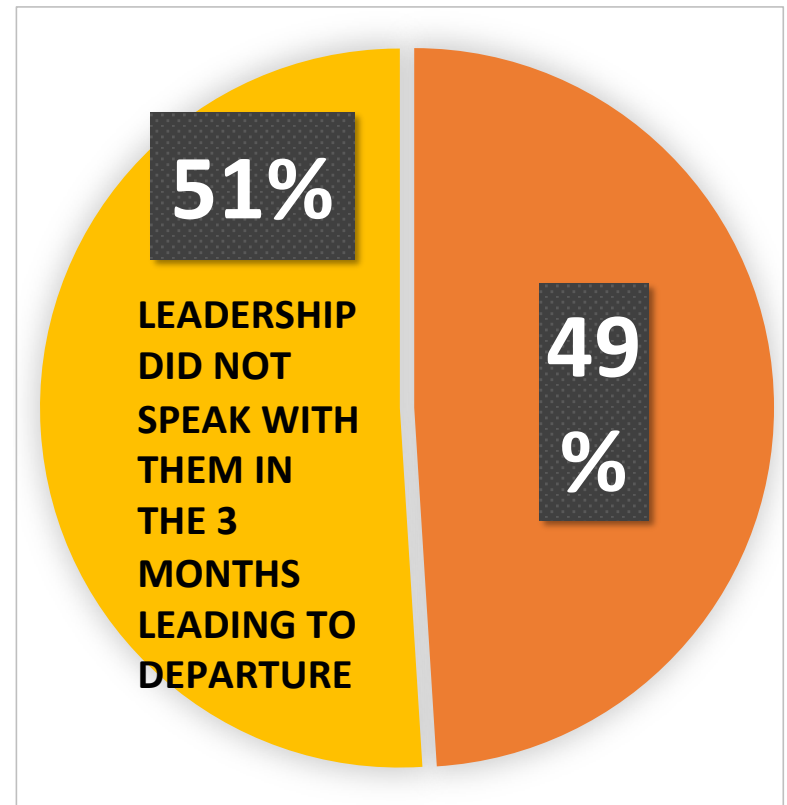
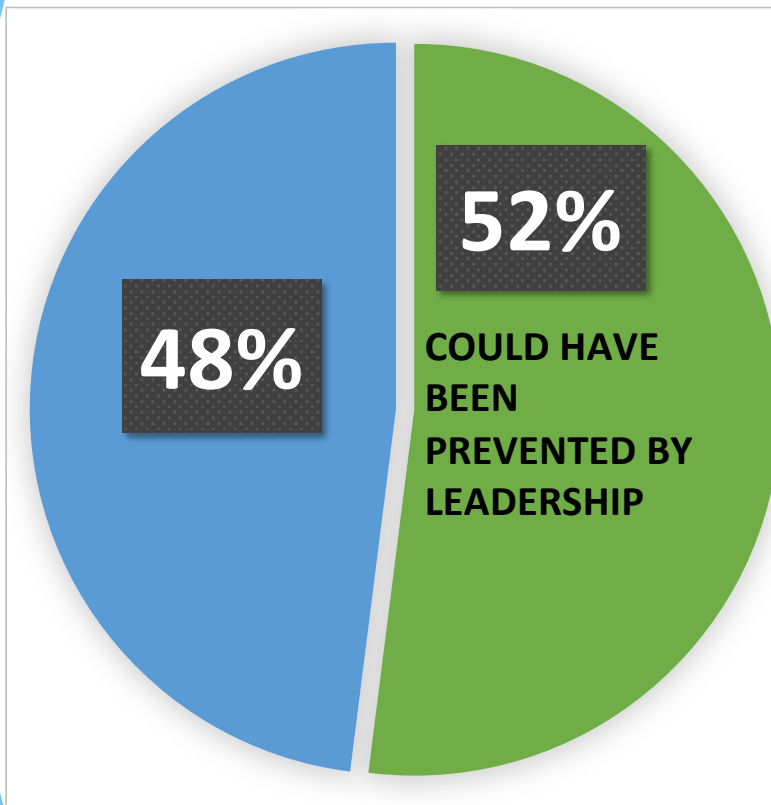
FEEDBACK

- **Monthly, quarterly, semi-annual feedback is not effective. Feedback needs to be more often and in person.**



IMPORTANCE OF FEEDBACK

PER GALLUP – VOLUNTARY SEPARATIONS



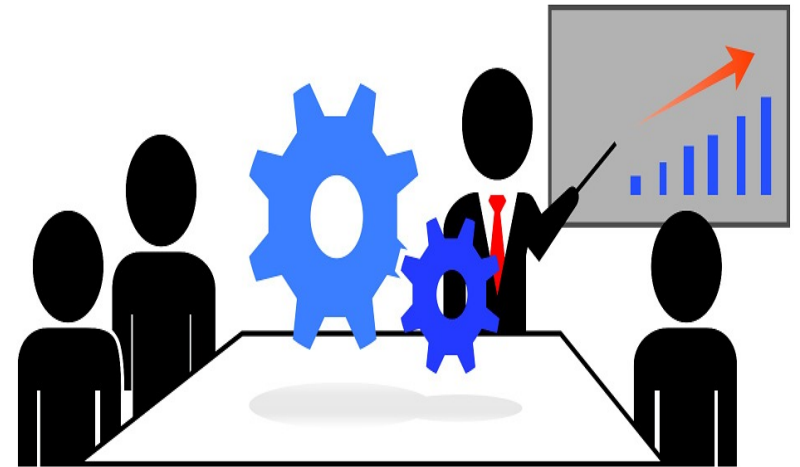
HOLISTIC UNDERSTANDING OF THE PROCESS



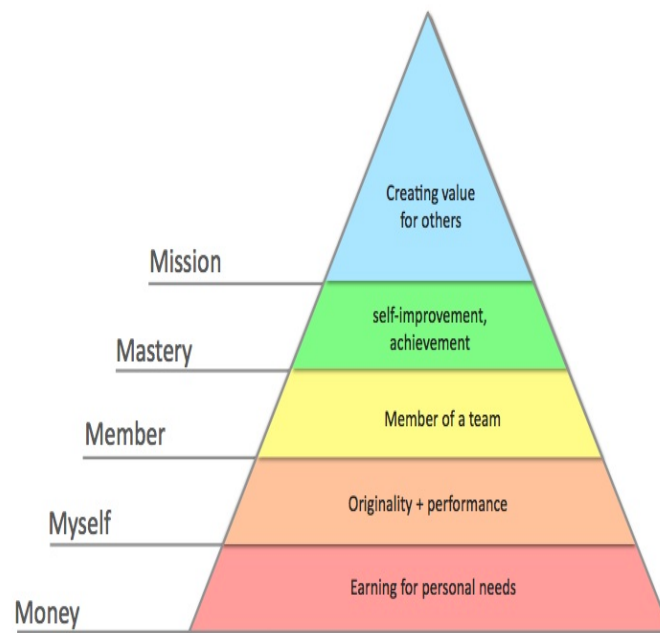
Millennials and Generation Z want to understand the process and continue expanding their understanding – so challenge them to learn other areas and take holistic approaches to case management.

DO NOT NEGLECT TRAINING AND DEVELOPMENT

- Onboarding and initial training not only provide the framework of the organizational culture, but also allow for employees to make connections.
- Training also shows the organizations commitment to developing the employee



INTRINSIC MOTIVATION



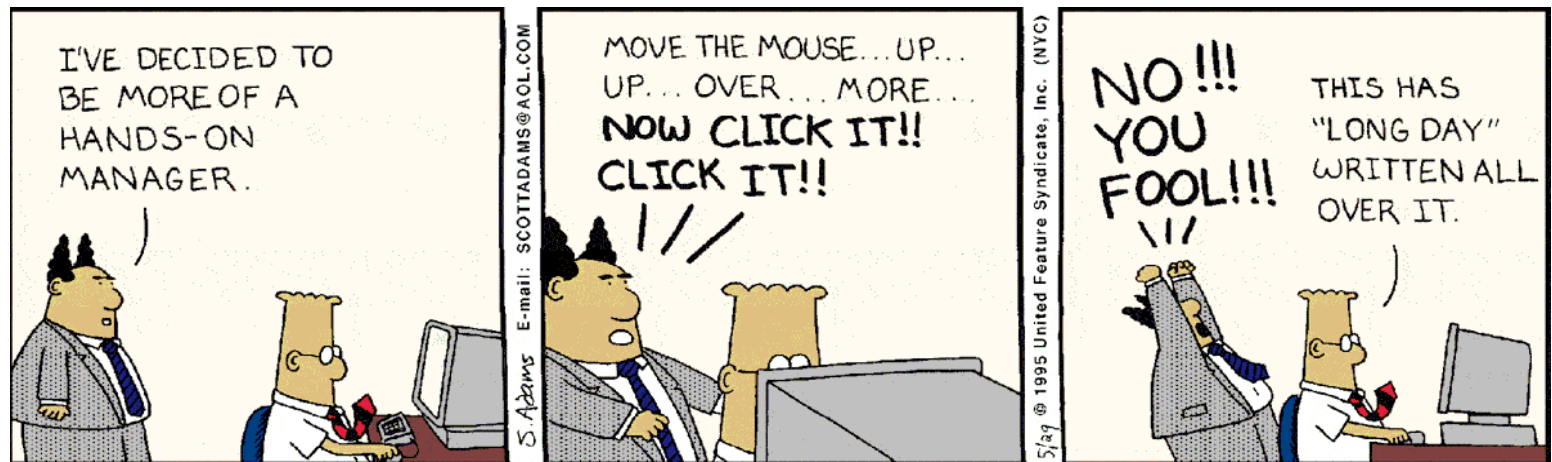
Work Motivation: M⁵-model

I. Kokcharov © 2015

There is a strong societal and community motivation (intrinsic motivation) among Millennials and Generation Z. So, stress how their daily tasks are affecting families, co-workers, and the community.

AUTONOMY (PROFESSIONAL OWNERSHIP)

Millennials and Generation Z want to be able to know the process, how to get the data, and have the trust of management to get it done.



REMINDERS...

- First 6 months are critical for engagement (90% will decide to stay or leave)
- Lead as you want to be led
- Look through different lens or perspectives



Maurer, R. (2015). Onboarding key to retaining, engaging talent. *Society for Human Resource Management*. Retrieved from <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/onboarding-key-retaining-engaging-talent.aspx>

QUESTIONS

