

Generational Forces in the Workplace and Meet Generation Z – the Centennials

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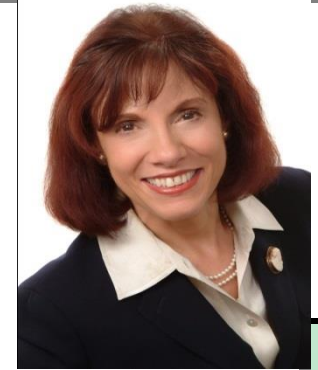
Consults with companies:

- Business and strategy plans
- Competitive pricing strategies
- Executive presence and visibility
- Generations in workplace

Adjunct Professor, University of Dallas, Graduate Business Sch,
Economics & Finance

20+ years of corporate leadership experience:

- Strategic planning
- Global sales
- Product management
- Market and customer research and customer segmentation
- Regulatory affairs



Generational School Approach

- Events that affect a generation's collective identity in order to define a generational cohort.
- Values are imprinted for life by defining historical events that occur as people mature into adulthood
- Power of influence of shared events – unique set of beliefs and attitudes to guide its members' behaviors
- Economic expectations of financial wealth, job prospects, career, etc.
- Intersection of technology

It is Not About One Generation It is About Interaction

It is not about one Generation; it is about the interaction of the generations in the workplace

Workplace performance can be directly tied to:
generational attitudes and values which in turn impacts a person's collaboration, team work, motivation and leadership style.

A culture of a company can be based on the "Executive" leader and their Generational perspective

Information Sources and References

- Harvard Business Review
- PEW Institute
- Wall Street Journal --New York Times - Dallas Morning News

- Texas CEO Magazine -- Dallas Business Journal – Dallas Morning News
- US Business Chamber
- Forbes

- Generations Collide, by Lynne C. Lancaster and David Stillman, 2003
- The Road to Performance Success: Understanding and Managing the Generational Divide by n-gen People Performance Inc. Authors: Adwoa K. Buahene and Giselle Kovary, 2003
- The Gen Z Effect: The Six Forces Shaping the Future of Business, by Thomas Koulopoulos and Dan Keldsen, 2014

- Antidotal stories

Percent of the Workforce: 2011

- Traditionalists: 4%
- Boomers: 36%
- Gen X: 34%
- Millennials: 26%

*U.S. Bureau of Labor Statistics , 2011 2 Generations in the Workplace in the United States & Canada, May 2012, Catalyst

Percent in the Workforce: 2015

Traditionalists	2%
Boomers	29%
Gen X	34%
Millennials	34%
Gen Z: Centennials--about	1%

Pew Research: Millennials have surpassed Gen X in the number in workforce, Expect the Gen X, Millennial and Centennial generations to grow as “immigration” increases to U.S. These will be the people looking to join the U.S. workforce

Shared Events Generational Groups

<p>Traditionalist 1925 -1942 91 – 74</p> <p>75 million</p>	<p>Boomers Woodstock 1943 -1953 73 – 63</p> <p>40 million</p>	<p>Young Boomers 1954 -1964 62 – 52</p> <p>40 million</p>
<p>Generation X 1965 -1977 51- 39</p> <p>52 - 60 million</p>	<p>Millennials 1978 -1996 38 – 20 <u>Graduated College</u> 2000-2007 2008-2011 2012-2018 76 - 80 million</p>	<p>Generation Z Centennials 1997 – 2010- 2021 19 – 6</p> <p>Size? million</p>

People in the News

Traditionalist

1925-1942

Sandra Day O'Conner
Warren Buffet
Mickey Mantle

Woodstock Boomers

1943-1953

Hillary Clinton
George W. Bush
John Roberts

Young Boomers

1954-1964

Barak Obama
Bill Gates
Steve Jobs

Generation X: 1965-1977

Google: Larry Page &
Sergey Brin

Twitter: Evan Williams,
Noah Glass, Jack
Dorsey, Biz Stone

Amazon: Jeff Brazos

Dell: Michael Dell

Millennials

1978-1996

Mark Zuckerman
Elizabeth Holmes
Brian Chesky
Jessica Alba

Generation Z

1997 – 2010-2021

Why Examine Generations?

1. Leaders and companies

- understand how work is done differently by different generations?
- understand how to motivate and lead multi-generational workplace
- understand “generational interactions” and how to leverage

2. Leaders and companies

- understand the products and services that consumers and businesses want to purchase
- understand how to interact and connect with their customers --- customer experience

Differences: Career, Work, and Dress

"I want to support you. I really do," said the senior leader to his 28 year-old high tech protégé."

"You can go a lot of places in this organization, but not if you show up to **senior level strategy sessions in jeans and a polo shirt.**

We're a coat and tie crowd. That's our way of doing things."



Generational Shifts Attitude

Loyal to Organization—Team--Manager—Group/Family-Peers--Tribe

Leadership-----Matrix-DuJour-----Leader-----Transparency

Once a Year Feedback -----Anytime

Centralized -----Decentralized-Virtual

Company Career----Careers -----Careers----- My Careers

Work separate from personal -----Personal/Work

Doesn't matter if I like you -----Like

Work clothes -----Comfortable clothes

Technology:

Radio & TV--Cell Phones--Computers--Personal devices—My Device

Traditionalists: 1925-1942

- Korean War is their war (Great Depression, New Deal)
- Born too late for WWII and too early to be “flower children”
- Tom Brokaw: The Greatest Generation – Great Helpers
- Strong sense of patriotism: value honor and loyalty
- Lowest divorce rate of any generation
- All-American family owning its own home
- Rebuilt the American economy in the 1950s
- Set the stage for future generations – companies, highways, houses, suburbia, schools, etc.

Traditionalists

- Loyalty to the company – we can get it done
- Command and control - hierarchical organization
- Approach to feedback: “No news is good news.”
- By the rules: principles, process, and procedures, templates

- Life-time employment in a solid organization
- Conformers who view work as an obligation of adulthood rather than source of fulfillment or self-realization
- In-person --- do not like emails

Boomer Cohorts: 1943 -1964

Two “cohorts” in one

- 1943-1953 – Woodstockers: idealism, optimism
- 1954-1964 - Young Boomers: pragmatic, distrustful

Spans 19 years -Trend setters

- The Cold War - Cuban Missile Crisis
- Vietnam War - Woodstock
- Focus on individuality and youth - trendy
- Expansion of suburbia: building of new hospitals and schools
- Economic expansion continues
- Child centered upbringing by WWII veterans
- Civil Rights Movement: Assassinations JFK, RFK & MLK
- Neil Armstrong landing on the moon
- Television becomes dominant media

Baby Boomers

- Loyal to team concept and consensus
- Matrix management, leadership models, etc.
- Positive feedback
- In-person meetings -- collaborate and cooperate with their peers
- Conference calls
- Redefine retirement: will not stop working - part-time, flex-time, temp
- Self improvement a way of life
- Symbol of value and worth: work longer work weeks workaholics – competition
- Cell phones and desk top computers

Young Boomers: 1954 - 1964

- Too young to participate Woodstock, social rebellion of the 60's, and for Vietnam
- Too old for Desert Storm
- Experienced the 70's: Watergate, gas lines, Iranian hostage crisis, and faltering economy
- Nurtured by the high expectations of the Traditionalists parents and older "Boomer" siblings
- By late 1990's and early 2000's they start to sound like Gen X
- 1973: 9 years after the Civil Rights Act- Supreme Court rules it is illegal to divide "Help Wanted" ads "Male" and "Female"

Young Boomers

- Loyalty moves from “team” to several employers
- Matrix management - politely political
- Careers – several career and different types of jobs
- Started to adopt the free agent, self-loyalty, and self responsibility -- more pragmatic and political
- Embrace flexibility and techno-literacy
- Start the transition into new global workplace

Young Boomers



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Generation X: 1965 - 1977

- Smaller cohort with only 52 million people
- Baby Busters: X has been labeled the “lost” generation.
- Grew up in one of the most anti-child decades
- High divorce rates and dual income families resulted in latchkey kids

- Munich Olympics, Tylenol scare, Three mile Island, Desert Storm
- Values and Attitudes: independence, self-reliance, pragmatism and skepticism
- Parents suffered with downsizings so they want balance
- Layoffs of the '70s, '80s and '90s and distrust big institutions
- Two career incomes

Different Communication Styles

- Traditionalists and Boomers may not question or challenge authority or the status quo
- Gen X and Millennials speak up



Generation X

- Job security is a myth – loyal to themselves and family
- Challengers – honest answers - fast, direct
- Feedback : recognize, reward, financial rewards
- Job hopping: rebel against dues paying, ladder climbing paradigm – every job is temporary
- Leverage time, talents, skills, energy - give me the bottom line
- Want relaxed rules, casual dress codes,
- Avoid long hours and keep their work and personal lives separate.
- Techno savvy; rise of personal computer
- Prefer e-mail to long meetings

Generation X



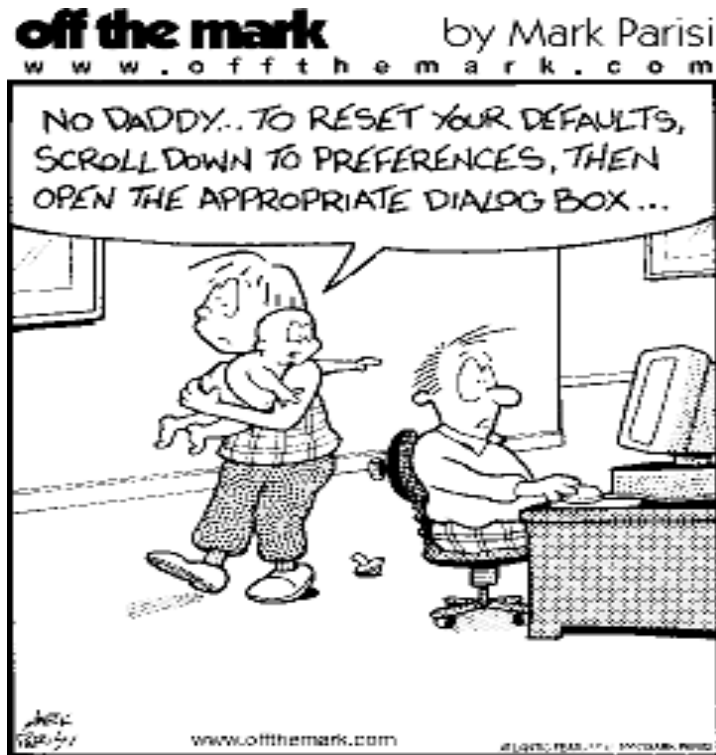
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Relationship with Technology

No Daddy...to reset your defaults scroll down to preferences, then open the appropriate dialog box



Millennials: 1978 - 1996

- Grow up in economic growth of 1990's; large in numbers - compete for jobs.
- Protective parents; most-supervised generation, positive reinforcement
- High expectations; challenging career opportunities
- Children molded by self esteem and parents that planned for them
- Optimistic about the future and realistic about the present
- Motivated by money – have expensive tastes especially for technology
- 9/11 and Oklahoma City bombing; school violence (Columbine massacre), kidnapping, War on Terror

Millennials

- Loyalty to their peers and communities
- Transparency in leadership – don't talk down
- Feedback – send a smiley face or frown; use “emoji” (emogee) (Japanese)
- Digital age (internet, instant messaging, wireless technology)
- Selfie: self expression both at the office and at home
- Closer work-life integration
- Postpone marriage and family



Recession Impact – there was none in the 90's

- Graduated college – some experienced “Great Recession”
- No jobs – back to school – Student Debt -- boomerang back to living with their parents

Millennials

- Combine the teamwork ethic of the Boomers with the can-do attitude of the Traditionalists and the technological savvy of the Gen X
- Global citizens, technology has empowered them to maintain close relationships through virtual communities regardless of ethnicity or cultural background.
- Children of interracial, multicultural relationships, more open-minded and tolerant of differences in race, religion, culture, sexual orientation or economic status

Millennials



2016 and Forward Business Culture

Facebook culture

- Use Facebook to collaborate and communicate with each other about work at work
- Builds communities around common interests and shares information about personal lives

For companies to become more competitive, agile connected businesses, they need to embrace:

- Social collaboration tools --- helping people collaborate
- Social learning --- what is learned from other employees

Generation Z-Centennials: 1997 -2021

- Do not remember 9/11 and children of the “Great Recession”
- Children of Gen X: soccer moms and helicopter parents
- Heard about cyber attacks, cyber bullying, virus attacks, terrorists attacks
- Technologically savvy – connect with people around the globe
- Pragmatic; career focused; global; diverse; highly educated
- More cautious and more conservative
- Not team players –more self reliant—loyalty to career and company du jour

Centennials

- All ready thinking about how to obtain relevant professional experience before college.
- Many intend to go to traditional college, but after that, their lives and careers are likely to be anything but traditional.
- Prefer in-person to online interaction - emotional intelligence from a young age.
- Friends all over the world, so they are well prepared for a global business environment.
- Mix of Ethnicities - Diverse: e.g., a quarter Hispanic, a quarter African-American, a quarter Taiwanese, and a quarter white

Millennials and Centennials

- Solve 21st century problems and develop a new understanding and approach to the global society: global warming, pollution, income inequality.
- Iraq war aftermath and increase in world secularism
- Global challenges - climate control, terrorism, energy, etc.
- Social issues and challenges

Think Future and Forward

The Gen Z Effect: The Six Forces Shaping the Future of Business by Thomas Koulopoulos and Dan Keldsen, 2014

1. Breaking Generations into different groups
2. Hyper Connectivity: among people, machines, computers, and objects
3. Slingshotting: exploit disruptive advances in user experience and affordability allows adopters to catch up to the early adopters
4. Shifting from Affluence to Influence: leverage the influence across demographic boundaries without a lot of money
5. Adopt the World as My Classroom: availability and affordability of education
6. Life hacking: outsmart the system focus on outcomes that than processes making meaning and purpose the center of our personal and professional experience

Future Generational Workplace

It is a Journey not a Destination

- Mix of all the Generations- in various groups and cells
- Flexibility to adapt and contribute to the company success
- Honest feedback how they are performing
- Career development and learning opportunities
- Communication and feedback from leader
- Feel they belong and are connected

Workplace

- Embrace different generations
- Embrace the value of disruption and uncertainty
- Thrive in a world of accelerating change

Questions

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