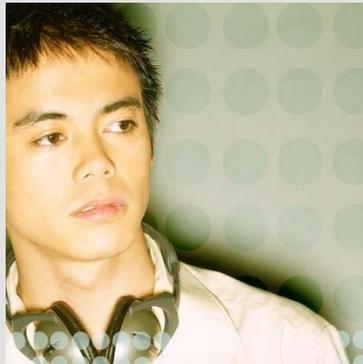


# SUPERVISING AND WORKING WITH GENERATIONAL DIFFERENCES

Presented by Mary M. Tiernan,  
EEOC Program Analyst, Philadelphia District Office

# IT'S A FIRST!

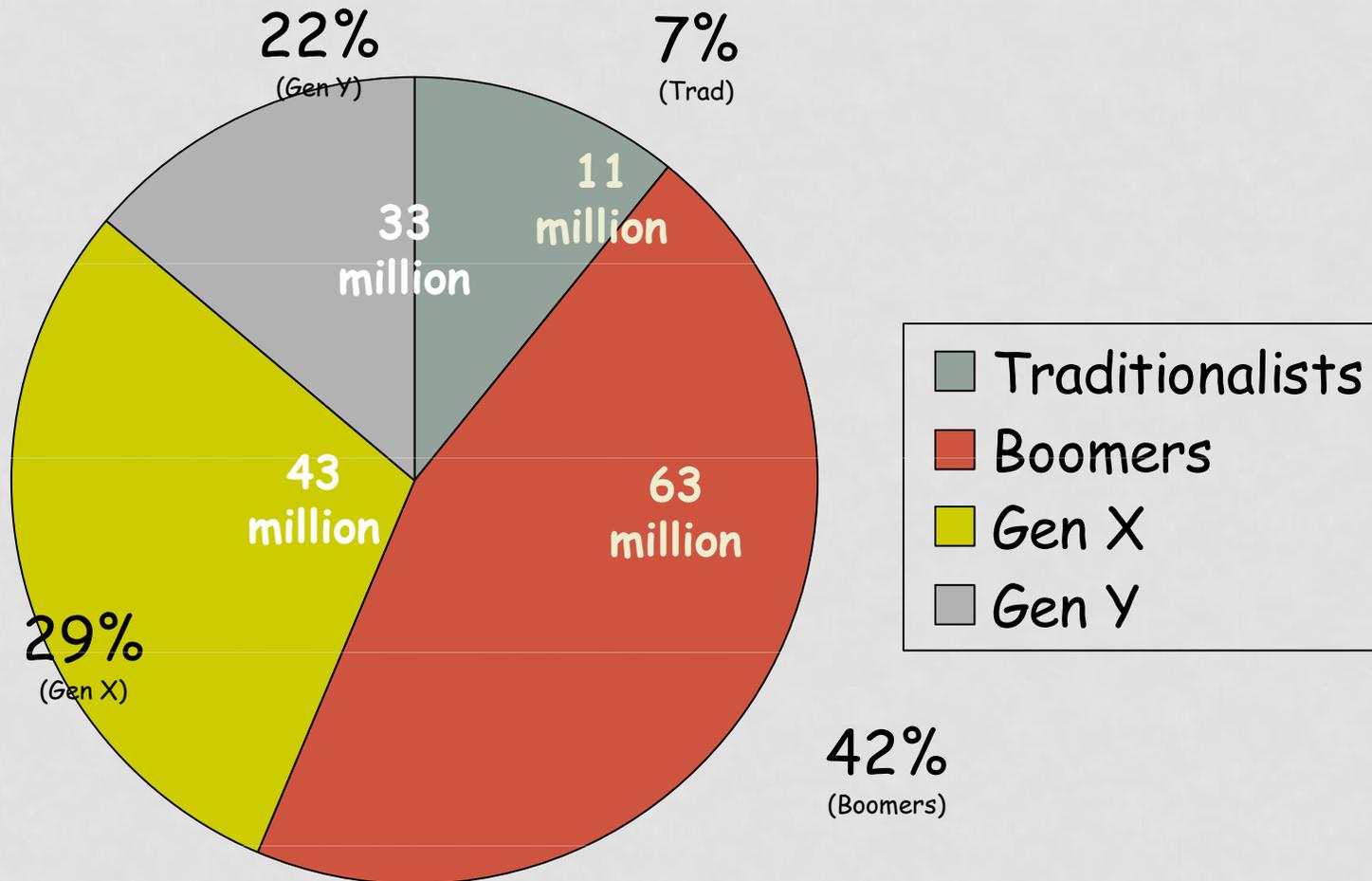
For the first time in history, we have four different generations working side-by-side in the workplace.



# GENERATIONAL GROUPS

Traditionalists	(prior 1945)
Baby Boomers	(1946-1963)
Generation X	(1964-1980)
Generation Y	(1981-2000)

# US WORKFORCE DEMOGRAPHICS



Total Workforce: 150,000,000

## SEMINAL EVENTS FOR TRADITIONALISTS

- 1937 Hindenburg tragedy
- 1937 Disney's first animated feature (Snow White)
- 1941 Hitler invades Russia
- 1941 Pearl Harbor; U.S. enters World War II
- 1945 World War II ends in Europe and Japan
- 1947 Jackie Robinson joins major league baseball
- 1947 HUAC investigates film industry
- 1950 Korean War begins

Source: Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org) , The primary content of the publication was prepared by Susan A. Murphy, PhD, Claire Raines Associates.

## SEMINAL EVENTS FOR BOOMERS

- 1954 First transistor radio
- 1960 Birth control pills introduced
- 1962 John Glenn circles the earth
- 1963 Martin Luther King, Jr. leads march on Washington
- 1963 President Kennedy assassinated
- 1965 U.S. sends troops to Vietnam
- 1967 World's first heart transplant
- 1969 U.S. moon landing
- 1969 Woodstock
- 1970 Women's liberation demonstrations

Source: Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org)

# SEMINAL EVENTS FOR GENERATION X

- 1973 Global energy crisis
- 1976 Tandy and Apple market PCs
- 1978 Mass suicide in Jonestown
- 1979 Three Mile Island accident
- 1979 Margaret Thatcher-first female British Prime Minister
- 1979 Massive corporate layoffs
- 1980 John Lennon killed
- 1981 AIDS identified
- 1986 Chernobyl disaster
- 1986 Challenger disaster
- 1987 Stock market plummets
- 1989 Exxon Valdez oil spill
- 1989 Berlin Wall falls
- 1989 Tiananmen Square uprisings
- Source: Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org)

# SEMINAL EVENTS FOR GENERATION Y

- 1990 Nelson Mandela released
- 1993 Apartheid ends
- 1995 Bombing of Federal building in Oklahoma City
- 1997 Princess Diana dies
- 1999 Columbine High School shootings
- 2001 World Trade Center attacks
- 2002 Enron, WorldCom and corporate scandal
- 2003 War begins in Iraq
- 2004 Tsunami in the Asian Ocean
- 2005 Hurricane Katrina
- Source: Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org)

## TALKING POINTS

- What are the characteristics of Traditionalists? Boomers? Gen X? Gen Y?
- What are sources of conflicts between the generations?
- What do they want in a workplace?
- What do they want in managers?

# MINDSET LIST CLASS OF 2010 BELOIT COLLEGE

- They grew up with and have outgrown faxing as a means of communication.
- "Google" has always been a verb.
- Text messaging is their email.
- They have no idea why we needed to ask "...can we all get along?"
- The Soviet Union has never existed and therefore is about as scary as the student union.

# MINDSET LIST CLASS OF 2016

## BELOIT COLLEGE

- They have come to political consciousness during a time of increasing doubts about America's future.
- They have always lived in cyberspace, addicted to a new generation of "electronic narcotics."
- Probably the most tribal generation in history, they despise being separated from contact with their similar-aged friends.
- The Biblical sources of terms such as "Forbidden Fruit," "The writing on the wall," "Good Samaritan," and "The Promised Land" are unknown to most of them.

# WHICH GENERATION

## Likes Managers Who

- Are consensual and treat them as equals
- Take a democratic approach
- Work with the group to define a mission
- Show warmth and caring
- Assure them they are making a difference

## Dislikes Managers Who

- Aren't open to input
- Are bureaucratic
- Send a "my-way-or-the-highway" message
- Are brusque
- Don't show interest
- Practice one-upmanship
- Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org)

# WHICH GENERATION

## Likes Managers Who Are

- Competent, direct and straightforward
- Genuine
- Informal
- Supportive of training and growth opportunities
- Flexible
- Results-oriented

## Dislikes Managers Who

- Micro-manage
- Don't walk the talk
- Spend too much time on process and too little on results
- Are flashy
- Are bureaucratic
- Schmooze
- Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org)

# WHICH GENERATION

## Likes Managers Who

- Are directive and identify a clear direction
- Take a logical approach
- Set long-term goals;
- Are fair and consistent
- Spell out clear job expectations
- Are respectful

## Dislikes Managers Who

- Seem too touchy-feely
- Are indecisive
- Worry about making unpopular decision
- Use profanity and slang
- Use experimental, trendy management style
- Are disorganized
- Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org)

# WHICH GENERATION

## Likes Managers Who

- Educational and know their personal goals
- Positive
- Coaching and support
- Collaborative
- Organized and create a reasonable structure
- Achievement-oriented
- Motivational

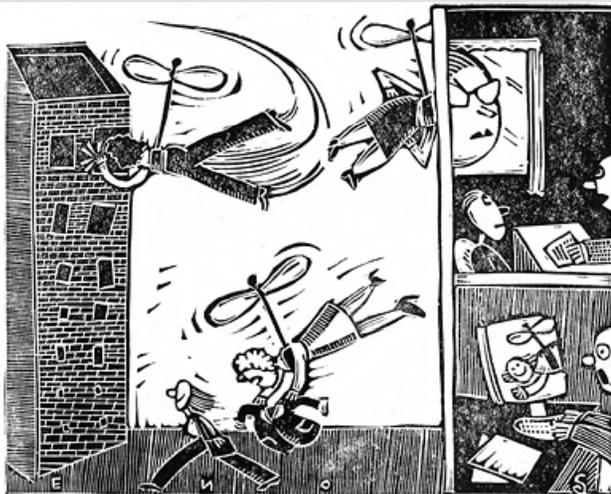
## Dislikes Managers Who

- Are cynical and sarcastic
- Treat them as if they are too young to be valuable
- Are threatened by their technical savvy
- Are condescending
- Leading a Multigenerational Workforce, [www.aarp.org](http://www.aarp.org)

# GETTING THE JOB

Parents at the Interview?  
Informational Package for Parents?  
Take Your Parents To Work Day?

NPR article February 6, 2012



# EVERYBODY GETS A TROPHY ....OR A TIARA



How To Communicate In The New Multigenerational Office,  
Jenna Goudreau, Forbes, 2/14/2013

# LOYALTY AND CAREER EXPECTATIONS

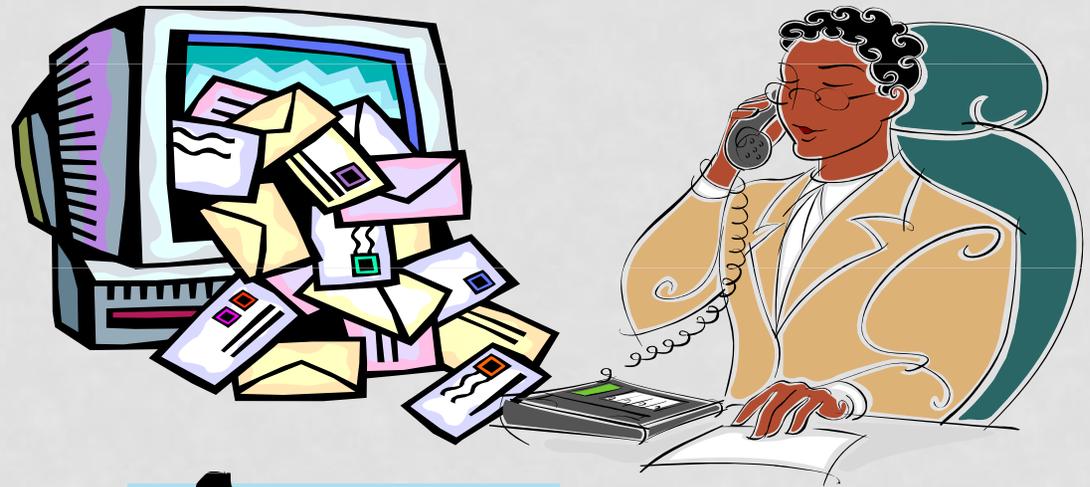


- Lucky to have a job. Work hard, do what needs to be done and the company will take care of you
- Don't stay with one company too long. Improve your marketability and salary by moving to new jobs and get more on the open market.

How To Communicate In The New Multigenerational Office, Jenna Goudreau, Forbes, 2/14/2013

# PREFERRED COMMUNICATION STYLES AMONG GENERATIONS?

- Text?
- Email?
- Memo?
- In person?
- Phone call?
- Voice mail?



- How To Communicate In The New Multigenerational Office, Jenna Goudreau, Forbes, 2/14/2013

## “EMAIL LIKE A BRO?”

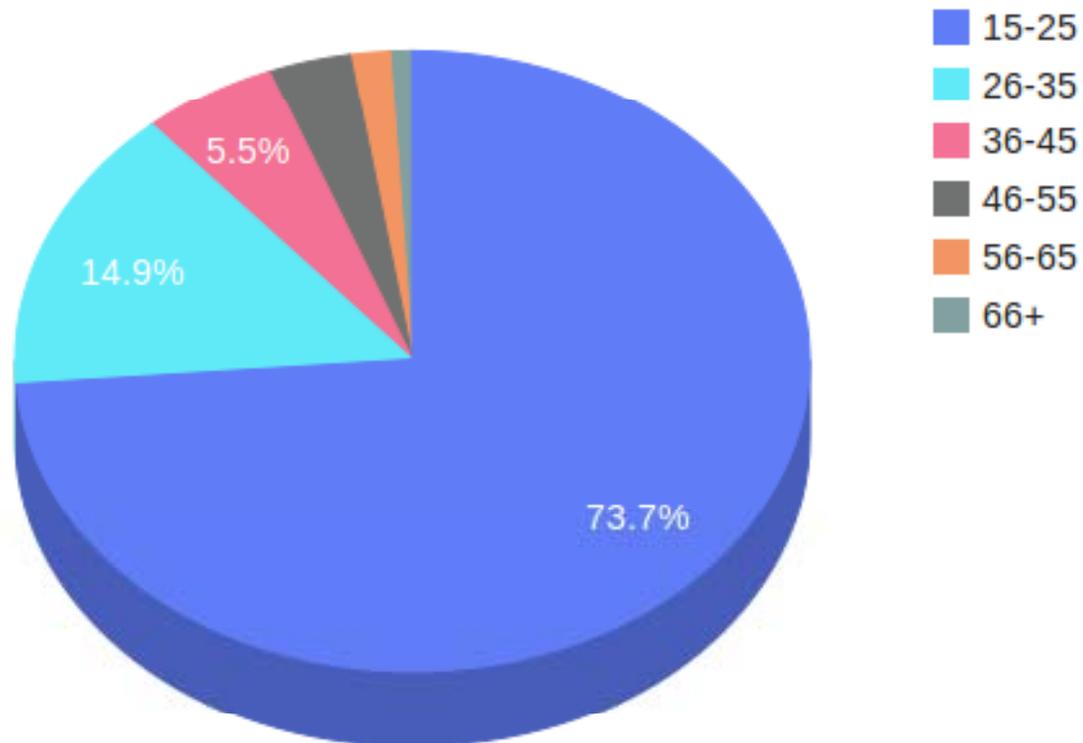
- “Hey – you going to be at the brand summit next wk? – Sent from my iPhone.”
- *Suggestion in guest post “How I Use My Youth To Win Big Business” in Forbes 6/25/2012 by Nina Beckhardt, 26, founder and president of The Naming Group, LLC*

# COMMON GROUND

- Values
- Respect
- Trustworthy leaders
- Reaction to change
- Loyalty-context
- Learning and development
- Feedback
- [www.amanet.org/training/articles/The-Myth-of-Generational-Differences-in-the-Workplace](http://www.amanet.org/training/articles/The-Myth-of-Generational-Differences-in-the-Workplace) citing *Retiring the Generation Gap: How Employees Young & Old Can Find Common Ground*, Jennifer J. Deal, (Jossey-Bass).

# SOCIAL MEDIA

**Self Disclosed Age Distribution on Twitter**



Source: [www.beevolve.com](http://www.beevolve.com)

bee evolve

# SOCIAL MEDIA POLICIES

- **Social Media as the new water cooler**
- If an overly broad policy discourages workers from exercising their right to communicate with one another with the aim of improving wages, benefits or working conditions that can raise NLRA issues.

[www.nlr.gov](http://www.nlr.gov)

- Wage and Hour issues

[www.dol.gov](http://www.dol.gov)



# DRESS CODES



# DRESS CODES?



# DRESS CODES

- Generally, may have dress code that applies to all employees or employees within certain job categories.
- Can't prohibit certain types of ethnic dress if otherwise permit casual dress
- Reasonable accommodations-- religious beliefs or disability
- Disparate Impact-"no beard" policies

# BLURRED LINES?



# AVOID HARASSMENT PROBLEMS AND COMPLAINTS

- Establish and distribute a clear, written anti-harassment policy and procedures that covers all forms of unlawful harassment (race, color, sex-based and sexual, religion, national origin, age, disability, genetic information, protected activity) and explains the conduct that is prohibited

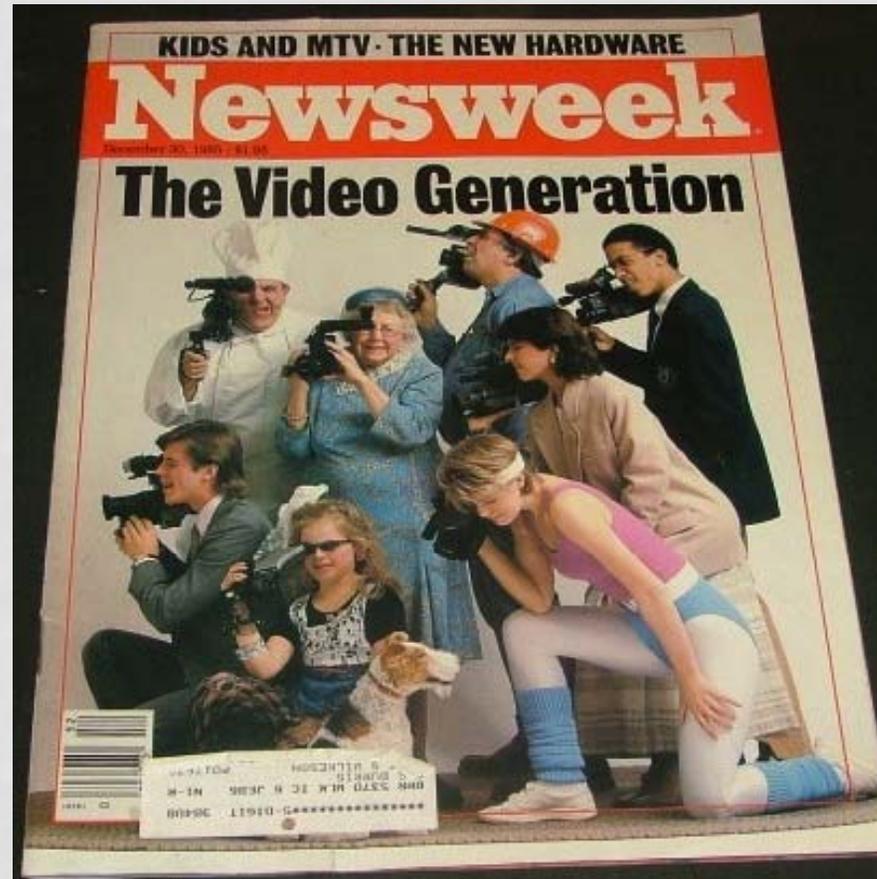
# PREVENTATIVE AND CORRECTIVE ACTIONS FOR EMPLOYERS

## **Establishing Effective Anti-Harassment Policy**

- Provide for prompt investigations of complaints
- Set time frames in which the company will act
- Ensure that immediate and appropriate corrective action, including discipline, will be taken
- Ensure confidentiality to the extent possible

**Newsweek,**  
**December 30,**  
**1985: "The Video  
Generation."**

There they are,  
those preening  
narcissists who  
have to document  
every banal  
moment with their  
cutting-edge  
communications  
technology.

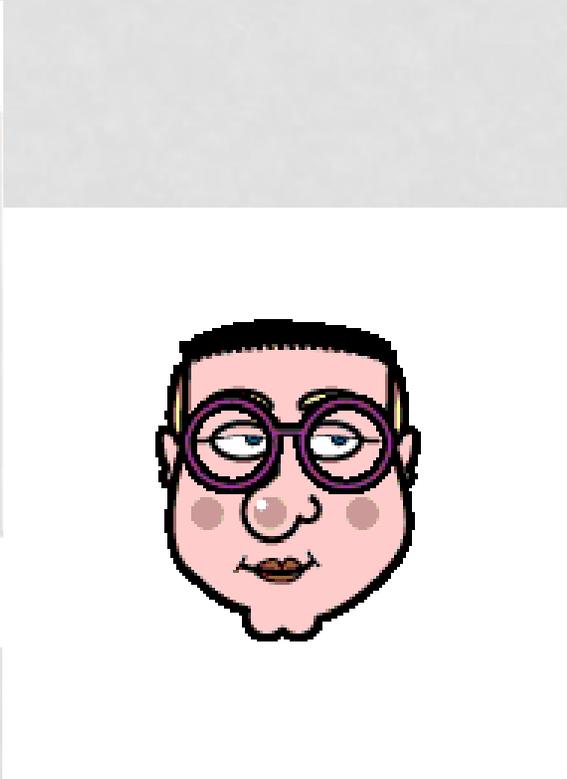


Source: "Every Every Every Generation  
Has Been the Me Me Me  
Generation,"Theatlanticwire.com 5/19/13

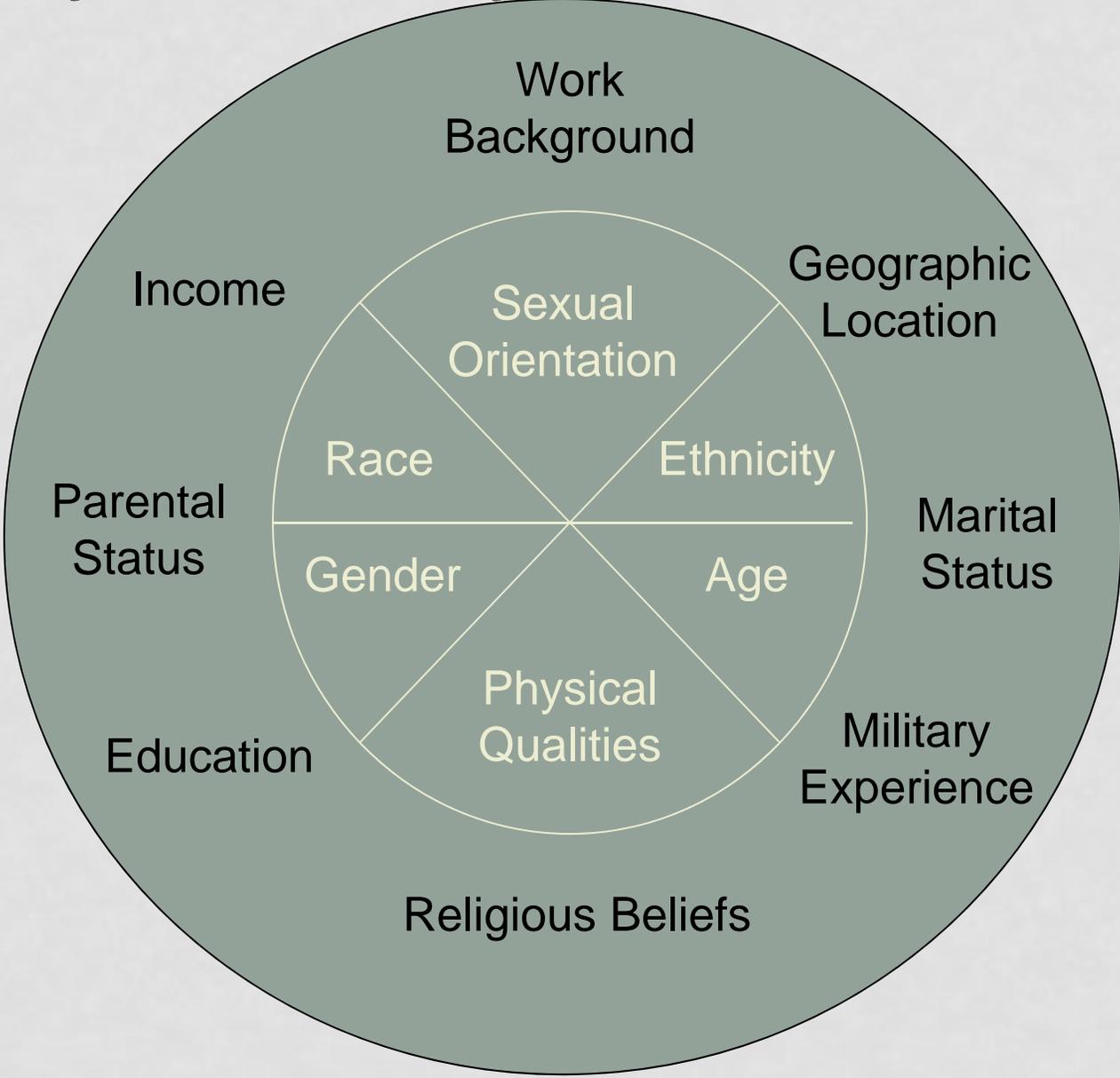


- There is no “I” in team but there are lots of “I”s in “Generational Differences.”

# PERCEPTION IS IN THE EYE OF THE BEHOLDER



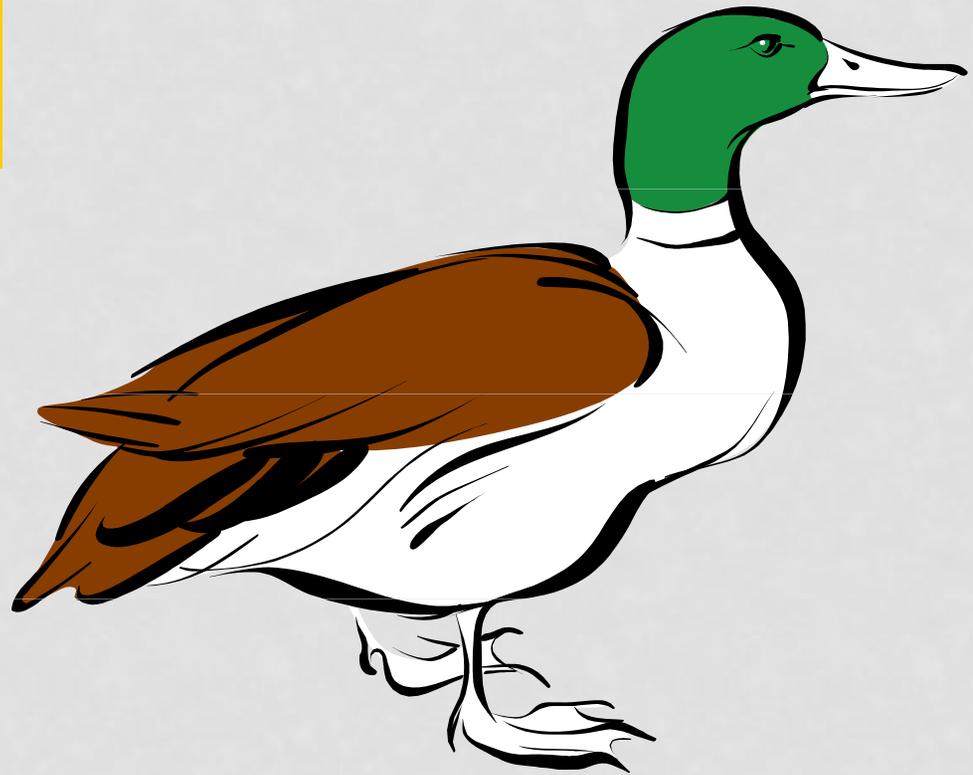
# Primary & Secondary Dimensions of Diversity



Loden and Rosener

WHAT DO THESE HAVE IN COMMON?

SOURCE: THE LOUDEST DUCK BY LAURA LISWOOD



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# THANK YOU!!

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