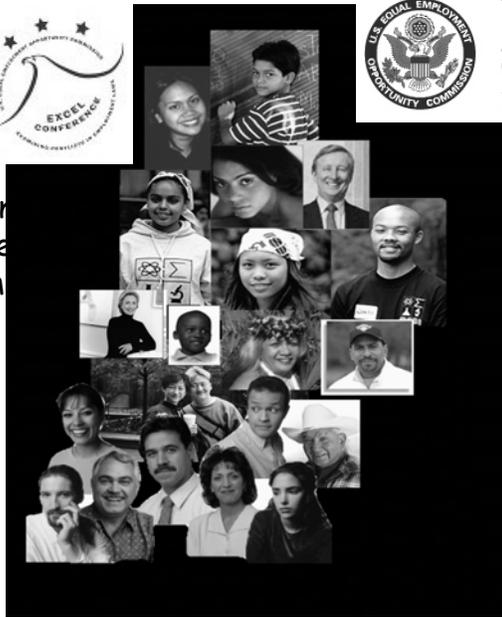




**EEOC**  
 Training Institute  
*...Learn from the Experts*

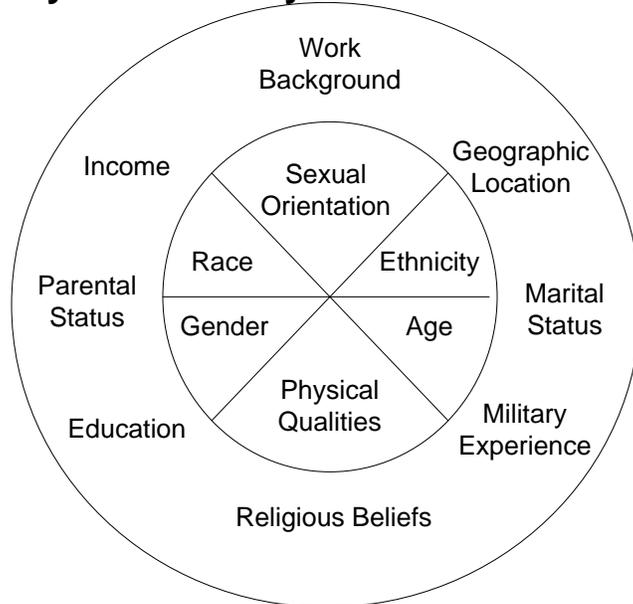
working  
 people  
 like m



**New Math  
 Generational  
 Differences  
 @ Work**

Joe Bontke  
 713 209 3436  
 joe.bontke@eeoc.gov

**Primary & Secondary Dimensions of Diversity**



Loden and  
 Rosener

## What's in your "backpack"

- It's what we "bring" to work
- It's who I am
- It's my "stuff"



## It's all about risk management

Here is a good example:

For the last company picnic, management decided that due to liability issues they could provide alcohol, but only one (1) drink per person.

I was fired for ordering the cups!



Social Networking &  
Employment Law

*The oil and water of todays  
workplace*

*Can I Google applicants?*

*My employee blogs about me*

*her email signature has a fish in it*

*Inappropriate email address on a resume*

*My Face ... My space and Face book*

*It is all discoverable*



## When an Employee Has a Problem

*Who they going to call?*

- Let them know they can discuss it with you (from the get-go)
- Define the problem
- Identify the motivation
- Suggest solutions
- Resolve the issue
- Follow up



***Keep it in your house!***

***Not Mine (EEOC)***



## Counseling The Employee

Document, Document, Document

Whether it's a note to yourself, a formal document, an email or a post-it in your day timer

Date, time and location of incidents

Negative performance or behavior

Consequences of the employees action



## Sex Harassment Training 101

Don't get your "Honey"  
where you get your money

*If you haven't done training, email me and  
I'll send you a lesson plan.*

## Importance of Generations

- There are a variety of things that help shape our values ( it's a backpack issue) and who we are including parents, neighborhood, friends,.....
- Historical events impact individuals and generations
- Differences in generations can create conflicts inside the home as well as at work

Eddie Haskell, the Beaver & Wally



## Introduction

All organizations experience conflict. Most of this tension results from differences that exist because of contrasting values. We make choices and decisions based on our value system, and differing values often lead to misunderstandings and misinterpretation. This, in turn, hampers our relationships and lessens the effectiveness of our work together

## The Generations



There can currently be 4 defined generations observed in modern society



- The Builders
- The Boomers
- The X-ers
- The N-Gen



## The Builders



- Born before 1946
- Experienced the Great Depression and World War II
- Valued financial security, teamwork, sacrifice, delayed gratification, and the government which got them through these ordeals
- Their values more closely resembled biblical values; extended families were close, and marriages lasted a lifetime



## The Builders

### HEROES:

- Superman, FDR, Eisenhower, Patton, Churchill, Babe Ruth, Joe DiMaggio

### CULTURAL ICONS::

- Mickey Mouse, Flash Gordon, Jukeboxes, Kewpie Dolls

### FASHION:

- conservative coats & ties, nylons, neatly trimmed hair

## The Builders

### • **Values**

- Hard work
- Organization
- Hierarchy
- Tradition
- Logic
- Family
- Honor
- Respect for authority
- Consistency, uniformity
- Discipline



## the Baby Boomers

- Born from 1946-1964
- Arrived to postwar affluence and the indulgence of parents who wanted them to have a better life than theirs
- More aware of political and social issues and became more and more disillusioned with government, big business, traditional religion, and parents
- Other issues affecting their values were the increasing divorce rate, working mothers, and the sexual revolution
- Values included self-fulfillment, individualism, and material wealth



## Boomers

- Values
  - Fairness
  - Optimism
  - Team orientation
  - Personal Growth
  - Personal Gratification
  - Service
  - Family
  - Personal Approach
  - Youth
  - Work Ethic
  - Involvement
  - Consensual Leadership
  - Recognition of Achievement

## Boomers

### HEROES:

- Gandhi, MLK, JFK & Jackie, John Glenn

### CULTURE ICONS:

- Ed Sullivan, poodle skirts, Slinkies, TV dinners, peace sign

### FASHION:

- designer glasses, designer suits, vintage wines, cell phones

## The X Generation

- Born form 1965-1976
- Grew up in a difficult time financially and socially
- The struggling economy, increase in single-parent households, created many "latch-key kids"
- While parents were striving for self-fulfillment and monetary success, their children were feeling abandoned
- Became skeptical of big organizations, through things like Watergate and environmental pollution
- AIDS, threatened shortages of natural resources, and a lack of good jobs influenced their worldview



## Gen X'ers

- **Values**

- Diversity
- Self-reliance
- Questioning Authority
- Thinking Globally
- Balance
- Techno-literacy
- Fun
- Informality
- Pragmatism
- Family
- Entrepreneurial Spirit

## Gen X'er's

HEROES:

- None

CULTURAL ICONS:

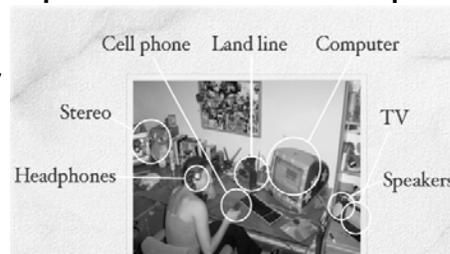
- ET, Cabbage Patch dolls, The Brady Bunch, The Simpsons

FASHION:

- Body piercings, tattoos, functional clothing

## The Net Generation

- Born from 1977 to 1997
- Growing up with the Internet, incredible skills in accessing & applying information, giving them a sense of competence and optimism about their future
- Growing up with more positive relationships with their parents
- Just starting to enter the workforce



## Nexters' Generation

- Nexters (AKA Net Generation, Millennials, Generation Y, Nintendo Generation)

- Born between 1977-2000



## Clash In Values

VALUES IN...	BUILDERS	BOOMERS	XERS	N-GEN
<b>MOTHER</b>	Homemaker	Working Mother	Single Mother	Single Mother/ Father
<b>FAMILY</b>	Close Family	Dispersed Family	Latchkey Kids	Looser Family Structure
<b>MARRIAGE</b>	Married Once	Divorced/ Remarried	Single Parent	Undetermined
<b>HAIR</b>	Short Hair	Long Hair	Any Style Hair	Bleached/ Spiked
<b>CLOTHES</b>	Formal	Casual	Bizarre	Anything Goes
<b>MUSIC</b>	Big Band/ Swing	Rock 'n' Roll	Alternative, Rap	Very Diverse
<b>MONEY</b>	Save It Now	Buy It Now	Want It Now	Get It Now (online)
<b>PURCHASING</b>	Purchase w/ Cash	Purchase w/ credit card	Struggling to Purchase	Purchase Online
<b>MARKETING</b>	Ford Marketing Concept	GE Marketing Concept	Ignored Market	Interactive Global Market
<b>HIGH-TECH</b>	Slide Rule	Calculator	Computer	Internet
<b>WORK STYLE</b>	Team Work	Personal Fulfillment	Tentative/ Divided Loyalty	Networking
<b>WAR</b>	Win a War	Why a War?	Watch A War	Winless War
<b>MORALS</b>	Puritan Ethics	Sensual	Cautious	Tolerant

## Mothers and Families

**Builders-** stay at home mothers contributed to close families

**Boomers-** working mothers and higher divorce rate led to more dispersed families

**Xers-** single and working mothers lead to 'latchkey kids' who raise themselves

**N-Gen -** growing in and witnessing diverse family situations (single father/mother, joint custody, etc.) open to a looser family structure

## Marriage Patterns

Builders- married only once

Boomers- fast paced self-serving values led to divorce becoming a solution to difficult relationships

Xers- level of divorce in boomers leads to Xers being more conservative and waiting longer or living together before getting married

N-Gen - no established marriage pattern yet

## Hair, Clothes, and Music

Builders- short hair (based of military style of WWII), formal clothing, big band and swing

Boomers- long hair (rock influence), casual clothing ( rejection of parents clothing), rock 'n' roll

Xers- short and long hair combined, baggy clothes, chains, leather (reaction to boomers dress), alternative and rap

N-Gen - different colors, diverse clothing, diverse music

## Money

- Builders- save money because they experienced the Great Depression
- Boomers- spend money because they were raised in a time of economic prosperity
- Xers- raised in difficult financial times but have all the desires the boomers have, Boomers control the share of the job market which has kept Xers from receiving jobs they feel they deserve
- N-Gen - grew up in economic prosperity with a new tool of the internet for even more immediate gratification

## High Tech

- Builders- lived without or saw the birth of many technical innovations seen as necessities today
- Boomers- calculators, black and white TV, first computer, space program
- Xers- computers become affordable enough that they begin to be found in the home, Xers often possess many computers skills used in businesses
- N-Gen - born into a 'golden age' of technology, this makes the N-Generation particularly savvy with technology as well as making it particularly easy for them to learn with new technologies, rely heavily on computers to do work

## Work Style

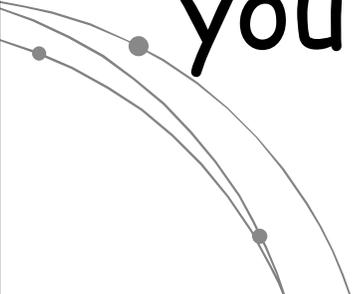
Builders- work in teams, committed to fulfilling the task at hand

Boomers- look for personal fulfillment in work, workaholics, as Boomers have matured and risen to senior leadership positions they have taken on more Builder like work values

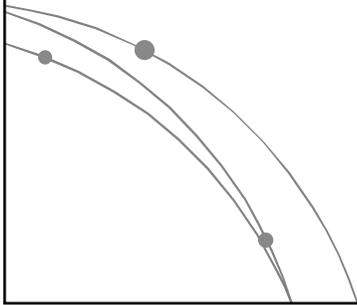
Xers- in response to Boomers Xers place much more value in family then work, also bitter that boomers control much of the job market not allowing Xers upward mobility

N-Gen – definite trends have yet to develop but N-Geners don't seem to care a great deal for authority of bureaucracy, the N-Gen respects competency not position

What does all  
this mean for  
you @ work?



What is Truth?



Finished files are the result of years of scientific study combined with the experinece of many years of experts.



Finished files are the result of years of scientific study combined with the experience of many years of experts.

Is your perception .... Sometimes your truth?

- *Sometimes we have to take another look at what we think we know*



## Resolving Differences

Generational clashes due to value differences can be minimized through **understanding**, **acceptance**, and **forgiveness**.



## Understanding

Understanding other points of view and allowing for differences helps people communicate and get along. If a Boomer leader understands that his X-er coworker values relationships more highly than organizational goals, he'll understand why the X-er doesn't want to put in long hours or work overtime to accomplish those goals. It's not because he's lazy or doesn't care, which might be the Boomer's natural assumption. It's because he puts family relationships first and doesn't want to compromise.

## Acceptance

Acceptance is crucial to every relationship, and a basic need for healthy self-esteem. Acceptance of someone doesn't mean we have to approve of what he believes or does. We can accept someone as having worth, even if we can't always agree. Sometimes acceptance involves trust and even some risk.

## Forgiveness

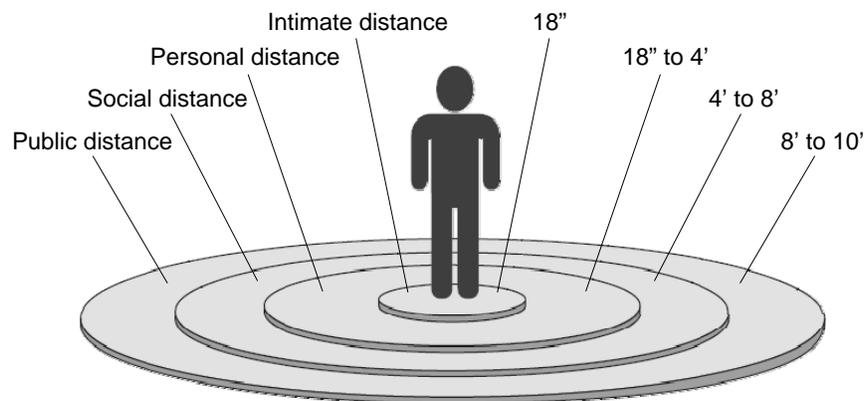
Forgiveness provides great freedom, both for the forgiver and the forgiven. Many times, value differences lead to conflicts that damage relationships. To keep communication open, and relationships healthy, we need to be able to forgive. As we work toward resolving differences that divide us, it may be the most important of these three key elements, but comes more easily when it follows the other two.

## Become groups of two

- One becomes person A
- The other person B



## Personal Space in the U.S.



Adapted from Personal Space Categories for Those in the United States

**Do you ever  
feel like this  
guy?**



*"All the other women in the office are suing you for sexual harassment. Since you haven't sexually harassed me, I'm suing you for discrimination."*

## **Hostile Work Environment Harassment**

***Definition:***

**Unwelcome comments or conduct based on an individual's protected basis (e.g., sex, race, etc.) that has the purpose or effect of unreasonably interfering with an individual's work performance or causing an intimidating, hostile or offensive atmosphere.**

## Sexual Harassment

- **Anyone can commit this type of harassment—supervisor, co-worker or non-employee**
- **Involves unwelcome conduct of a sexual nature**
- **Does not result in a tangible employment action**
- **Unreasonably interferes with an employee's work performance**
- **Creates an intimidating, hostile or offensive work environment**
- **Key issues are frequency & severity**

## Making this work for your organization

### Important Steps!

- **Understand and respect individual differences:**
  - Keep an open mind toward others who are different from you. Remember that not everyone sees things the same way you do.



## Somewhere in America...

- **Every hour**  
someone commits a hate crime.
- **Every day**  
at least eight blacks, three whites, three gays,  
three Jews and one Latino become hate crime  
victims.
- **Every week**  
a cross is burned.

**Thirty percent of workers say they've heard colleagues use racial or ethnic slurs in the last 12 months. The same number report hearing sexist comments.**





**Adolph Hitler**  
IVAN THE TERRIBLE

**Adolph Eichmann**

Pol Pot

*Mao Tse-tung*

**Idi Amin**

Joseph Stalin

Genghis Khan

**Buddha,** Rosa Parks, Dalai Lama  
Jesus Christ, *MOSES,* Susan B. Anthony  
**Abraham Lincoln,** Martin Luther King  
Joan Ganz Cooney, **Mohandas Gandhi**  
Amelia Earhart, Muhammad,  
**Dorothy Day,** Bono

A teacher you remember



## Conclusion

The workplace will be more harmonious when we strive to understand each other's frame of reference and values. When we recognize that many issues are matters of preference, not morals, we'll avoid critical attitudes. By being open to trying new things, or doing them differently, we may discover more effective ways to manage and co-exist in the workplace. Each generation has strengths to offer, building on them and being quick to forgive their weaknesses will help to make a happy healthy work environment.

any questions, comments,  
concerns or complaints

- Joe Bontke
- EEOC
- Outreach Manager and Ombudsman
- 713 209 3436 office
- 713 907 2855 cell
- [joe.bontke@eeoc.gov](mailto:joe.bontke@eeoc.gov)

**EEOC**  
Training Institute  
*...Learn from the Experts*