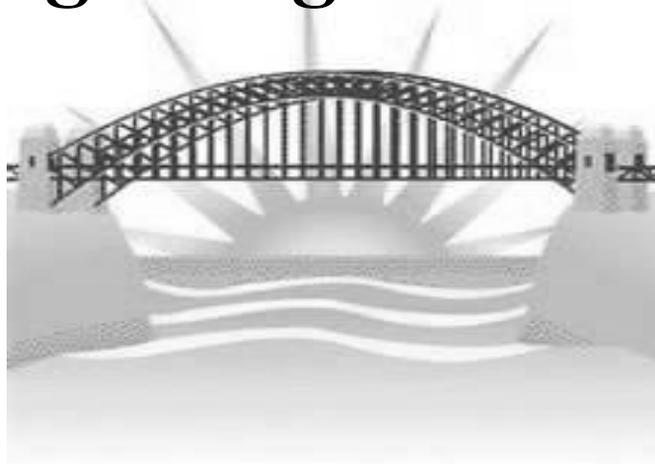


**EXCEL Conference 2012**  
**Cultural Competency**

***Building Bridges....Not Walls***



***in a Generationally Diverse  
Workplace***

**A presentation on the influences and impacts of today's  
multi-generational workforce**



**Lu-Ann Glaser, Acting Director ADR Services**  
**Rozmyn Miller, ADR Program Coordinator**  
Federal Mediation & Conciliation

# **Cultural Competency - Generational Diversity in Today's Workplace**

*by*

**Lu-Ann Glaser, Acting Director ADR Services**  
Federal Mediation and Conciliation Service  
and  
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**Clashes between the generations can be viewed by workers as discrimination based on Age; or the conflicts can be misinterpreted as being based on other purviews of discrimination. Understanding the perspectives and the basis for those beliefs as well as associated behaviors is a critical skill set for today's EEO and ADR professionals. Today's workshop will focus on introducing and explaining the social and family constructs that shape and define the multi-generational nature of today's workforce.**

Researchers have been fascinated for decades about generational differences; and many have even explored the implications of such differences on the workplace, beginning with the entrance of the Baby Boomers in the 1960. As a new, substantially large, cohort group – the Millennials – enters the workforce and joins with Generation X, their dominance will no doubt ensure that their values about work and life will shape the workplace of tomorrow. Following the Millennials, are a new cohort group, the Alphas, who may share many of the work perspectives of their older siblings; but will also carry with them the impact of a lifetime of economic stress. Are we ready for young workers poised to enter our workplaces in earnest over the next decade, or are we woefully unprepared to handle the generational tidal wave heading our way?

*Just for Fun...*

**YOU MIGHT BE A “TRADITIONALIST” IF YOU CAN ANSWER THE FOLLOWING QUESTIONS: (Answers can be found at the back of this booklet.)**

**1. In the 1940's, where were automobile headlight high beam switches located?**

- a. On the floor shift knob
- b. On the floor board, to the left of the clutch
- c. Next to the horn

**2. The bottle top of a Royal Crown Cola bottle had holes in it. For what was it used?**

- a. Capture lightning bugs
- b. To sprinkle clothes before ironing
- c. Large salt shaker

**3. Why was having milk delivered a problem in northern winters?**

- a. Cows got cold and wouldn't produce milk
- b. Ice on highways forced delivery by dog sled
- c. Milkmen left deliveries outside of front doors and milk would freeze, expanding and pushing up the cardboard bottle top.

**4. What was the popular chewing gum named for a game of chance?**

- a. Blackjack
- b. Gin
- c. Craps!

**5. What method did women use to look as if they were wearing stockings when none were available due to rationing during W.W.II**

- a. Suntan
- b. Leg painting
- c. Wearing slacks

**6. What postwar car turned automotive design on its ear when you couldn't tell whether it was coming or going?**

- a. Studebaker
- b. Nash Metro
- c. Tucker

**7. Which was a popular candy when you were a kid?**

- a. Strips of dried peanut butter
- b. Chocolate licorice bars
- c. Wax coke-shaped bottles with colored sugar water inside

**8. How was Butch wax used?**

- a. To stiffen a flat-top haircut so it stood up
- b. To make floors shiny and prevent scuffing
- c. On the wheels of roller skates to prevent rust

**9. Before in-line skates, how did you keep your roller skates attached to your shoes?**

- a. With clamps, tightened by a skate key
- b. Woven straps that crossed the foot
- c. Long pieces of twine

**10. As a kid, what was considered the best way to reach a decision?**

- a. Consider all the facts
- b. Ask Mom
- c. Eeny-meeny-miney-mo

**11. What was the most dreaded disease in the 1940's-50's.**

- a. Smallpox
- b. AIDS
- c. Polio

**12. "I'll be down to get you in a \_\_\_\_\_, Honey"**

- a. SUV
- b. Taxi
- c. Streetcar

**13. What was the name of Caroline Kennedy's pet pony?**

- a. Old Blue
- b. Paint
- c. Macaroni

**14. What was a Duck-and-Cover Drill?**

- a. Part of the game of hide and seek
- b. What you did when your Mom called you in to do chores
- c. Hiding under your desk, and covering your head with your arms in an A-bomb drill.

**15. What was the name of the Indian Princess on the Howdy Doody show?**

- a. Princess Summerfallwinterspring
- b. Princess Sacajawea
- c. Princess Moonshadow

**16. What did all the really savvy students do when mimeographed tests were handed out in school?**

- a. Immediately sniffed the purple ink, as this was believed to get you high
- b. Made paper airplanes to see who could sail theirs out the window
- c. Wrote another pupil's name on the top, to avoid their failure

**17. Why did your Mom shop in stores that gave Green Stamps with purchases?**

- a. To keep you out of mischief by licking the backs, which tasted like bubble gum
- b. They could be put in special books and redeemed for various household items
- c. They were given to the kids to be used as stick-on tattoos

**18. Praise the Lord, and pass the \_\_\_\_\_?**

- a. Meatballs
- b. Dames
- c. Ammunition

**19. What was the name of the singing group that made the song "Cabdriver" a hit?**

- a. The Ink Spots
- b. The Supremes
- c. The Esquires

**20. Who left his heart in San Francisco?**

- a. Tony Bennett
- b. Xavier Cugat
- c. George Gershwin

## **TO ALL THE KIDS WHO SURVIVED THE 1940's, 50's, 60's and 70's!! Proud Baby Boomers!**

- ✚ First, we survived being born to mothers who smoked and/or drank while they were pregnant. They took aspirin, ate blue cheese dressing, tuna from a can and didn't get tested for diabetes.
- ✚ Then after that trauma, we were put to sleep on our tummies in baby cribs covered with bright colored lead-base paints.
- ✚ We had no childproof lids on medicine bottles, locks on doors or cabinets and when we rode our bikes, we had baseball caps not helmets on our heads.
- ✚ As infants & children, we would ride in cars with no car seats, no booster seats, no seat belts, no air bags, bald tires and sometimes no brakes.
- ✚ Riding in the back of a pick-up truck on a warm day was always a special treat.
- ✚ We drank water from the garden hose and not from a bottle.
- ✚ We shared one soft drink with four friends, from one bottle and no one actually died from this.
- ✚ We ate cupcakes, white bread, real butter and bacon. We drank Kool-Aid made with real white sugar. And, we weren't overweight. WHY? Because we were always outside playing...that's why!
- ✚ We would leave home in the morning and play all day, As long as we were back when the streetlights came on. No one was able to reach us all day. And, we were O.K.
- ✚ We would spend hours building our go-carts out of scraps and then ride them down the hill, only to find out we forgot the brakes. After running into the bushes a few times, we learned to solve the problem.
- ✚ We did not have Playstations, Nintendo's and X-boxes. There were no video games, no 150 channels on cable, no video movies or DVD's, no surround-sound or CD's, no cell phones, no personal computers, no internet and no chat rooms. WE HAD FRIENDS and we went outside and found them!
- ✚ We fell out of trees, got cut, broke bones and teeth and there were no lawsuits from these accidents.
- ✚ We ate worms and mud pies made from dirt, and the worms did not live in us forever.

- ✚ We were given BB guns for our 10th birthdays, made up games with sticks and tennis balls and, although we were told it would happen, we did not put out very many eyes.
- ✚ We rode bikes or walked to a friend's house and knocked on the door or rang the bell, or just walked in and talked to them.
- ✚ Little League had tryouts and not everyone made the team. Those who didn't had to learn to deal with disappointment. Imagine that!!
- ✚ The idea of a parent bailing us out if we broke the law was unheard of. They actually sided with the law!
- ✚ These generations have produced some of the best risk-takers, problem solvers and inventors ever.
- ✚ The past 50 years have been an explosion of innovation and new ideas. We had freedom, failure, success and responsibility, and we learned how to deal with it all.

If YOU are one of them? ***CONGRATULATIONS!***

***Source: SODAHEAD blog. To Those of Us Born between 1930 and 1979.***

***<http://www.sodahead.com/living/to-those-of-us-born-1930---1979/blog-104018/?page=3>***

## GENERATION X GETS NOSTALGIC

- Back in my day, music came in cassette tapes — now it flows through the air via wifi.
- Back in my day, one of the best video games was a ping-pong ball eating up small balls while being chased by ghosts — and we loved it, damnit.
- Back in my day, we had only a handful of TV channels — and played movies on 2 competing platforms: VHS and Beta.
- Back in my day, we could roam around the house with a cordless phone and that was a big deal — and there were no roaming charges.
- Back in my day, only the digital elite could go online through mainframe supercomputers, now two-year-olds surf the \_net
- Back in my day, cars had not yet become computers with pistons and wheels.
- Back in my day, Casey Casum told everybody what the biggest hits were. Now nobody has a clue.

**Source:** Joe Moody. “Gen X Remembers „Back in My Day.””

<http://www.joemoody.com/columns-by-joe-moody/aging-gen-x-now-has-its-own-back-in-my-days/>

### What do these Gen X terms mean?

- (1) Ego Surfing
- (2) Stress Puppy
- (3) Idea hamsters
- (4) SITCOM
- (5) An —Elvis Year
- (6) a Xerox subsidy
- (7) a McJob
- (8) 101-ism
- (9) —option paralysis||

***Answers can be found at the back of this booklet.***

*Building Bridges....Not Walls,  
in a Generationally Diverse  
Workplace*

## **Building Bridges....Not Walls, in a Generationally Diverse Workplace**

*Lu-Ann Glaser*

Recruiting and retaining young workers is a challenge in today's workplace. Traditional cultures often fail to resonate with the hyper-connected, global Millennial and the self-reliant, entrepreneurial Generation Xr. Thinking that these young workers will eventually "come around" to the Baby Boomer or Traditionalist way of thinking is very likely an exercise in futility.

The experiences of our youth leave indelible marks on our worldview and 'work'-view perspectives. Most Traditionalists remain/ed thrifty throughout their lives because of the impact of living through depression of the 20s and 30s, even though they also experienced the economic prosperity of the post-war period. Baby Boomers and Millennials came of age in periods of economic bounty, and thus often persist in seeing this prosperity as their birthright. Gen-Xrs spent their youth watching social institutions crumble, thus eroding a social contract of organizational loyalty that previously existed. The newest generation, the Alphas, are experiencing a situation similar to the economic stress of the Traditionalists childhood, thus their given title reflects a return to the previous.

When contemplating strategies for successfully recruiting, integrating, and retaining young workers into today's organizations, it helps to understand the influences that shape each generation's world and their view of work. Consider first how the heroes and icons of the Baby Boomers and their Traditionalist parents differ from today's young workers. For Boomers or Traditionalists, heroes and cultural icons were mysterious, transcendent, larger-than-life, and mostly inaccessible – portrayed as living perfect lives. Their privacy was guarded by media and their faults hidden. Boomers and Traditionalists had Elvis, the Beatles, Marilyn Monroe, Michael Jackson, etc - all 'icons' who were physically and emotionally inaccessible. Their distance made them mysterious and above us in a transcendent way. Now, look at the Alphas, Millennials, and Generation Xers. Their heroes and icons are accessible and real to them. They can communicate directly with them through technology like Twitter and Facebook or blogs (imagine in our day having a real-time 'twitter' conversation with John Lennon! - it would not even be thought possible!). There are no boundaries to their world – their 'friends' are global and diverse. Celebrity reputations are no longer protected by the media, they are often exposed for their humanity and their mistakes are splashed across the TV and internet.

Family dynamic is another major influence factor for cohort groups. Boomer childhood with their '*Father Knows Best*' dinner table family dynamic made paternalistic behavior (so often associated with the Taylor Principles of Scientific Management and seniority) a cultural design that made sense to us. With a strong influence of military associations, there were hierarchies and leaders who were to be followed simply because they were titled as 'leaders'. Boomers and Traditionalists are used to, and often prefer, the paternalistic practices that provide stability and reduce uncertainty. They were deferential to the authority of their father and accepted the notion of waiting one's turn. These preferences are reflected in existing work practices guiding pay, scheduling, job assignments, time off, and promotions. Organizational leaders were often just as distant and paternalistic. Many remain so today, wearing suits and ties, carrying briefcases while their employees and members wear jeans or chinos and flannel shirts or t-shirts.

However, the family dynamics of the Millennials and younger Generation Xrs were *not* paternalistic. There was and still is a sense of equality and collegiality between parents and children. Their parents often resided in separate homes, competing for their children's love and approval (the opposite of a Boomer child who were the seekers of paternalistic approval). They expect access to others, even if through technology – and often on their terms, not yours. Because of this, leaders must shed their desire to be transcendent and paternalistic and make themselves accessible (even if through technology), using transformational leadership styles, if they want to connect with young workers.

Change is another area where generational differences can be found. Change is often difficult for Boomers and Traditionalists. They have built workplaces that promote stability and consistency. For Millennials and Generation X, change is the way they fend off boredom and disinterest. Their world is flexible and change is the only constant they know. Because of this they often have difficulty comprehending or accepting rigid and immutable rules. They are not afraid to ask why or express their discontent and ideas for change as opposed to Boomer children who were constantly reminded to be “seen and not heard.”

Millennials connect more readily with people as opposed to institutions making transformational leadership principles a must if you want to motivate this generation. For young workers, friends, family, and social life are their priority. Those with children are more apt to put family before work, unlike the Boomers who were incredibly career or work-driven. Fathers in the

Boomer and Traditionalist households were often ‘absent’ due to work, with the mother tending to the brunt of the childcare duties. As women’s rights activism prospered in the 1960s, Generation X children were shuffled off to day care or given a key to come home to an empty house after school, earning them the moniker of “latch key kids.”

Young workers seeking more personal time often clash with older workers who continue to view working long hours and earning overtime pay, as the pathway to economic prosperity. High turnover due to attendance related issues is chronic in many of today’s workplaces as these young workers, seeking more time off or less rigidity in their schedules, create their own schedules through absenteeism. Additionally, the fact that young workers are unaccustomed to criticism – rewarded as children for merely showing up—often collides with strict attendance disciplinary policies.

Organizations and leaders are finding that the key to attracting these young workers is creating a workplace that recognizes their preferences for flexibility, personal growth, and “fun” They gravitate towards organizations that are 'cool,' with good branding, offer a variety of tasks to perform (grind a widget for 8 hours a day/7 days a week? Not for a Millennial or Generation Xer!), and are acceptable for posting about on their Facebook page. They were raised to be competitive (extracurricular activities galore) and remain competitive with their Facebook world friends. It's where they report to the world -and their global friends - how they are faring and succeeding. Millennials also expect constant feedback. It’s been a part of their lives since their earliest moments of recollection. Parents of Millennials were doting and praise-happy; and so were the institutions of influence such as schools and sports teams. Technology provides them instant feedback to questions and these gadgets are part of their every waking moment. They look for similar feedback from those they interact with on a daily basis.

For young workers to be attracted to any *organization* for the *long-term*, the cultural paradigms about how "it" should be for things like organizational culture, rituals, and practices must be shifted towards the real (as opposed to larger than life), accessible, equal, exciting, and fun, while incorporating friends, social lives, and technology into the equation. Hours of long-winded speeches at meetings by Baby Boomer and Traditionalist leaders, can be frustrating to those in the generation of instant gratification and constant entertainment. The use of real-time webcasts or podcasts accessible on their smartphones, Skype™, with Twitter™ questions, and Four Square™ badges are more their speed; and if you’re not familiar with any of these, consider this to be a fundamental flaw

in your ability to connect with these young workers. Organizational work tasks should be varied; and policies, practices, and leadership hierarchies should be accessible using social media, and making sure 'there's an app for that.' There are so many possibilities once you look at who they are and how they work within *their* world. They expect to interact without boundaries. They want to be heard and their views respected without being stymied by obstacles. ***They are individually unique and each group can only find answers about what change is needed by engaging their workers.***

All generations have their strong points, each a fabulous and talented generation; but ***expectations*** are often different leading to generational conflicts. However, all of the generations share the human drive to actualize. Harnessing and maximizing the limitless capabilities of a multi-generational workforce in a way that motivates this drive is the challenge today.

## **How Can FMCS Help You Tackle these Generational Issues in Your Workplace?**

The pathway to understanding your multi-generational workforce is through proactive engagement and problem-solving discussions with and about them and their view of work. Building bridges, not walls, by raising awareness about the factors that influence generational perspectives and opening up communication channels is an important component of any diversity strategy. Additionally, the task of facilitating the transfer of institutional knowledge of the Baby Boomers and Traditionalists has become a significant concern. Many organizations are establishing targeted initiatives, including mentoring and flexible retirement options to capture and transfer this important knowledge. If we allow our retirement eligible workers to walk out the door and take that knowledge with them, our organizations will lose a valuable resource of sustainability.

To help you, FMCS can...

- Educate the leadership and workforce about the implications of generational diversity.
- Provide training and facilitation for in the areas of communication, conflict management, and problem-solving.

For more information on the services provided by FMCS, please visit our website at [www.fmcs.gov](http://www.fmcs.gov).

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**ANSWERS: You Might Be a Traditionalist....**

1. b) On the floor, to the left of the clutch. Hand controls, popular in Europe, took till the late '60's to catch on.
2. b) To sprinkle clothes before ironing. Who had a steam iron?
3. c) Cold weather caused the milk to freeze and expand, popping the bottle top.
4. a) Blackjack Gum.
5. b) Special makeup was applied, followed by drawing a seam down the back of the leg with eyebrow pencil.
6. a) 1946 Studebaker.
7. c) Wax coke bottles containing super-sweet colored water.
- 8 a) Wax for your flat top (butch) haircut.
9. a) With clamps , tightened by a skate key, which you wore on a shoestring around your neck.
10. c) Eeny-meeny-miney-mo.
11. c) Polio. In beginning of August, swimming pools were closed, movies and other public gathering places were closed to try to prevent spread of the disease.
12. b) Taxi. Better be ready by half-past eight!
13. c) Macaroni.
14. c) Hiding under your desk, and covering your head with your arms in an A-bomb drill.
15. a) Princess Summerfallwinterspring. She was another puppet.
16. a) Immediately sniffed the purple ink to get a high.
17. b) Put in a special stamp book, they could be traded for household items at the Green Stamp store.
18. c) Ammunition, and we'll all be free.
19. a) The widely famous 50's group: The Inkspots.
20. a) Tony Bennett, and he sounds just as good today..

**SCORING** 17- 20 correct: You are a traditionalist! -- Definitely someone who should share your wisdom! 12 -16 correct: Not quite a traditionalist, but pretty close. (unless you cheated! – see below) 0 -11 correct: You apparently didn't google the answers on your smartphone!

### **What do these Gen X terms mean?**

- (1) Googling your own name.
- (2) Someone who enjoys stressful situations but manages to whine about them anyway.
- (3) Someone with unbridled creativity.
- (4) Single Income Two Children Oppressive Mortgage.
- (5) The peak year for any product that experiences a buying frenzy (i.e. Cabbage Patch dolls, Tickle Me Elmos, etc.).
- (6) Making personal copies at work.
- (7) The term for the cynical view of a GenXr's job prospects.
- (8) The tendency to pick apart all aspects of life using barely understood pop psychology as a tool.
- (9) Having many options and taking none.

# Generational Diversity in the workplace: Building Bridges, not Walls



A Presentation on the Differences and  
Related Impacts of a  
Multi-Generational Workforce  
For  
2012 EXCEL Conference  
August 1, 2012



by  
Lu-Ann Glaser, Acting Director ADR Services  
and  
Rozmyn Miller, ADR Program Coordinator  
Federal Mediation & Conciliation

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## Federal Mediation & Conciliation Service



- ▶ About FMCS
  - *Mission and Purpose*
  - *Structure and Services*

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## Today's Program Will Look At...

- The ~~four~~ five generations in today's work force
- The social conditions and factors that influence perceptions
- The data on generational diversity in the workplace
- Commonalities and differences
- Trends and best practices related to generational shifts.

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## Why Learn About the Generations?

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If a workplace demographic profile changed from 25% women to 60% women in a single decade, do you think the workplace dynamic would change **simply because of this demographic shift**?

*Why or why not?*



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## Ambitious Zoë

A Workplace Dilemma

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### Caveat...

- The generational characteristics that will be discussed in the presentation are not meant to create or confirm stereotypes.
- Every individual is unique in their experiences. Generational influences are only one part of the tapestry of culture. There are some very strong associations that many in a generational cohort will share however...

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### Activity: Your Generational Influences



1. What are some of the formative events and conditions that shaped who you are today?
2. If you had to pick one symbol of your formative years, what would it be (TV program, song, image, slogan, toy, symbol)?

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### A word about “Influences” and Perceptions

- The part of our brain that controls perception and behavior is guided by our stored memories.



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### It's a First!

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



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### The Generations

#### Four Generations – One Workplace

Traditionalists	Baby Boomers	Gen Xrs	Millennials
1922-1943	1944-1960	1961-1980	1981-2000

**What about "Cuspers?"** (*More a 'feel' than an age*)

- Born on the cusp (5 yrs) between two generations .
- Identify strongly with one or the other generation.
- May find they share characteristics with both.

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## One Labor Force\* – Five Generations

Generation	Birth Years
Traditionalists	70+
Baby Boomers	50s/60s
Generation X	35-50
Millennials	20's – Early 30s
Generation "I" / Alpha	Teens

\*Labor Force as defined by the Department of Labor begins at age 16

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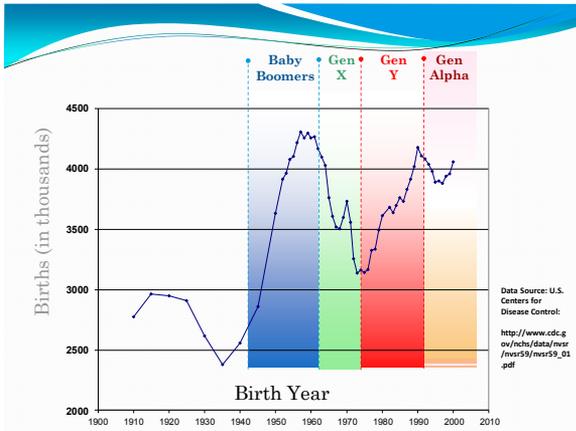
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## Age Effect v. Cohort Effect

- Age Effect
- Life Stages Effect
- Cohort Effect




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# Does Generational Diversity Matter in the Workplace?



## Let's Meet the Generations

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## The Traditionalists



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## The Traditionalists



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## Traditionalists (1922 – 1943)

### • Social Norms and Conditions

- Great Depression and prolonged economic agony
- Industrial Revolution and Military Actions
- Taylor Scientific Principles of work
- Social and political debates over labor unionism.
- The New Deal
- World War II
- The GI Bill
- The Cold War
- Korean War



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## Traditionalists (1922 – 1943)

### Family Dynamics

- Vertical, patriarchal, paternalistic
- Believed children should be “seen and not heard.”

### Identified Characteristics

- Thrifty, Patriotic, Loyal to and Faith in Institutions.

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## Traditionalists (1922 – 1943)

### View of Work

- Work is an obligation of adulthood, not career fulfillment
- The object of work is to provide for one’s family
- Rules and structure are a part of work
- You work your way up by waiting your turn and ‘paying your dues.’

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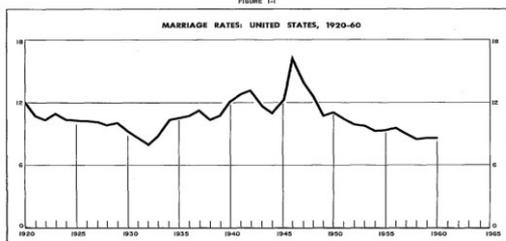
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# The Post-War [everything] Boom

SECTION 1 - MARRIAGES AND DIVORCES

17



Marriage Rates per 1000 population 1920 to 1960

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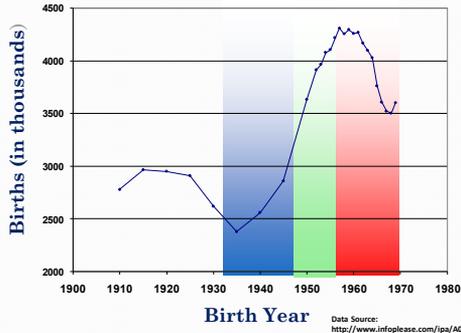
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# Baby Boomers



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# Baby Boomers



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## Baby Boomers (1944 – 1960)

### • Social Norms and Conditions

- The post-war economic boom
- Credit
- **Television**
- Assassinations
- Vietnam & the Draft
- Civil Rights, Women's Issues, the Space Race
- Woodstock, Earth Day

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## Baby Boomers (1944 – 1960)

### • Family Dynamics

- "Father Knows Best" vertical, hierarchal, and paternalistic
- Push-pull relationship with father (approval and rebellion)

### • Identified Characteristics

- Competitive, activists/crusaders, questioning of authority, *first mass consumers and accumulators of debt.*



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## Baby Boomers (1944 – 1960)

### • View of Work

- Wanted personal fulfillment – a 'career'
- Pursuit of economic prosperity (the American Dream)
- Blue collar overtime was one path to economic prosperity
- The 'workaholics'



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## A shift begins for Boomers...

- Women's Rights efforts
- FDA approval for 'the pill'
- More women in the workforce
- More women delaying childbirth
- Birth rates drop dramatically



- Those born during this period were often in the care of others during the day or left alone after school at younger ages. Enter their first born children....

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## Generation X (and "Jones")



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## Generation X



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### Generation X (1961 – 1980)

- **Social Norms and Conditions**
  - Crumbling Institutional Stability and Loyalty
    - Work
    - Marriage and Family
    - Economic
    - Political
    - Social Crises
  - Individual Focus
  - Rise of the Personal Computer and other technologies

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### Generation X (1961 – 1980)

- **Family Dynamics**
  - More women working, childbirth avoided or delayed.
  - High Divorce Rate and Single Parent Homes
  - Day Care
  - “Latch Key” Kids
- **Identified Characteristics**
  - Self-reliant, resourceful, entrepreneurial, young innovators, cynical/skeptical of institutions, greater focus on self and family than parents (why sacrifice? No payoff for parents)

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## Generation X (1961 – 1980)

### View of Work:

- A “contract”: I’ll deliver results for \$\$
- Don’t micromanage me!
- Watched workaholic parents be ‘downsized’ – eroded idea of institutional loyalty.
- Work ‘smarter’ not longer

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## Generation “Jones” (1954 – 1965)

- Doesn’t quite ‘fit’ the Boomer or Gen X mold of activism or angst.
- High Expectations of the 50s and 60s followed by economic disappointment of the 70s and 80s.
- Driven to “keep up with the Joneses” – bigger houses, fancy cars, gadgets etc.

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**After seeing their sacrifices fail to pan out, Boomers shift their focus to a new generation of offspring:**

- Enter the younger siblings of the Gen Xers...



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## The Millennials



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## The Millennials



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*Parents often talk about the younger generation as if they didn't have anything to do with it"*

– Haim Ginott, noted child psychologist (1922-1973)

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## Millennials (1981 – 2005)

### • The “Echo Boomers”

- The most watched over, planned for, guarded, protected, busy, educated, applauded, pushed, and entertained generation to date.
  - Helmets, Seat belts, Car seats, “leashes”
  - Video games, cable TV, the internet, DVDs, iPods
  - Multiple extra-curricular activities and the “pressure to perform” theory

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## Millennials/Gen Y (1981 – 2005)

### • Social Norms and Conditions

- Economic expansion in the 1990s.
- Corporal punishment in (most) schools banned.
- Focus on child psychology and self-esteem.
- Praise and recognition (all carrot, no stick)
- Media saturation of “danger” (Domestic Terrorism, 9-11, Columbine, child abductions)

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## Millennials/Gen Y (1981 – 2005)

### • Social Norms and Conditions

- The rise of reality TV, YouTube, and other paths to instant stardom.
- Explosion of technology as versatile tools of productivity – computers in the schools.
- Team-based learning models.
- Global connections to the world on the internet.
- College education perceived as a right not a privilege.

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## Millennials/Gen Y (1981 – 2005)

### • Identified Characteristics:

- Pragmatic
- Preference for team approaches (horizontal)
- Globally Concerned
- Technologically Supreme
- Environmentally Conscious
- Multi-Taskers
- Easily bored
- Family/Friend centric

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## Millennials (1981 – 2005)

### • Their worldview and *workview* is strongly impacted by their family dynamic:

- Collegial / Friends vs. ‘Father Knows Best’
- Significant oversight and guidance by parents (known as “Helicopter Parents”)
- Constant praise and rewards
- Valued Input *versus* “Seen and not heard” motto.

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## Millennials (1981 – 2005)

### • View of Work/Expectations

- A stepping stone; FUN and challenging.
- What’s in it for me?
- Team-based learning and horizontal structures
- Input into decision-making
- Immediate, responsive, personal feedback
- Job tasks and design should provide options, variety, and hi-tech, immediate feedback.

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## Millennials (1981 – 2005)

### • Expectations

- Often expect same income as parents (collegial/equality) – *can clash with principles of seniority!*
- Because of these factors they expect **guidance**, **feedback**, and **input** in the workplace. They also hate to be bored and expect to succeed.

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These kids today think they know everything!

That's because we told them they did.



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## Who's Next?



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## Generation "I" / "Alpha"



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## Generation "I" & the Alpha Generation

- **Social Norms and Conditions:**
  - *The Global Economic Crises of 2001 and 2008*
  - Ubiquitous Technology – digital and virtual
  - Inclusiveness, Equity, Diversity, and Tolerance
  - Peers achieving super-stardom through technology
  - Physical boundaries are blurred – everything is global, everyone accessible.

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## Generation "I" & the Alpha Generation

- **Family Dynamics**
  - High levels of praise, coddling, and equality persist.
  - Extended families in single homes.
- **Economic and work views** *(a story still being written)*
  - Most have only known economic stressful times
  - A world of contradictions.
  - They see what's possible ... but obstacles abound
  - College education assumed...yet unaffordable for many.
  - Team dynamics taught at an early age
  - Motivated by incentives. (the more I work the more I make)

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## Ambitious Zoë

A Workplace Dilemma: **A New Perspective?**

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## Statistics on Generations in the Workplace

Data Source: CEPR (Center for Economic and Policy Research) *The Changing Face of Labor 1983-2008*, Nov. 2009

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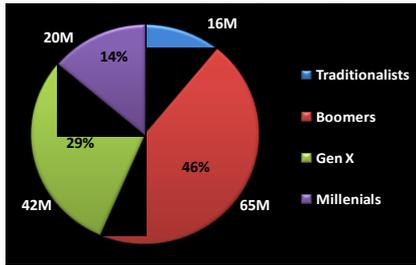
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## GENERATIONAL DIVERSITY US Workforce Demographics, 2002



Source: Managing the Generation Mix, 2002 (Martin & Tulgan)

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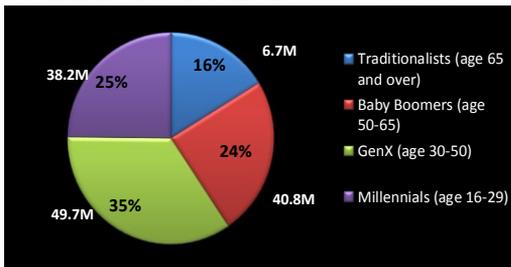
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## Total Labor Force 2010



SOURCE: Bureau of Labor Statistics (www.bls.gov) © 2010 US Workforce Demographics [Civilian, Non-Institutional Population]

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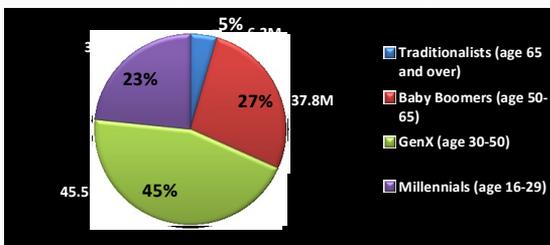
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## Employed in the Labor Force 2010



SOURCE: Bureau of Labor Statistics (www.bls.gov) © 2010 US Workforce Demographics [Civilian, Non-Institutional Population]

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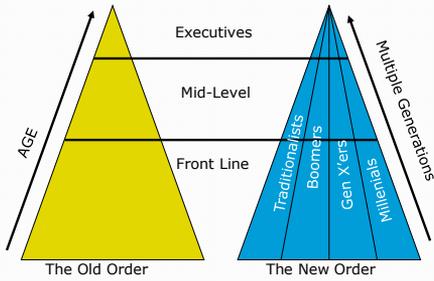
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## The New Order

Where the younger workers are showing up now



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## The Impact of the Global Recession



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## The Impact of the Global Economic Crisis

- Boomers working longer
- Delayed entry into the permanent workforce for many Millennials
- Young workers living at home; gives them more options to stay or go.
- Delayed educational goals for Millennials and GenXrs – they are looking to renew those goals
- **\*\***Brief window of opportunity for knowledge and skills transfer efforts



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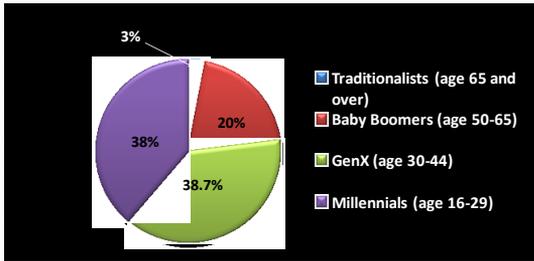
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## Generational Unemployment 2010



SOURCE: Bureau of Labor Statistics (www.bls.gov) © 2010 US Workforce Demographics [Civilian, Non-institutional Population]

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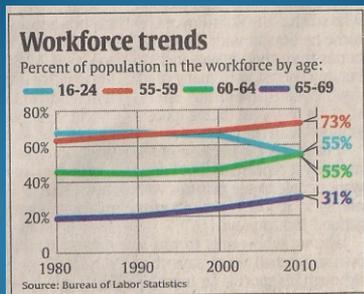
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## Younger Workers Are Being Crowded Out by Older Workers



Source: Bureau of Labor Statistics  
By Julie Snider, USA TODAY

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## 2010: A "tipping point" for diversity

- In 1990, minorities made up 37 percent of U.S. children born.
- In 2008, they made up 48 percent.
- In 2010, demographers predicted that more babies would be born to minority groups than to whites. [1]

[1]Source: CBS News - Whites in U.S. Edge Toward Minority Status  
<http://www.cbsnews.com/stories/2010/03/10/national/main6284387.shtml?tag=stack>  
[2] Source: Bureau of Labor Statistics. <http://www.bls.gov/web/empst/cpseed1.pdf>

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**\*Historical High\***

**Breaking News: Minority birth population at 50.4% - of all births in the U.S.A.**



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### The Impact of Women in the Workforce of Tomorrow

- In the 1<sup>st</sup> Quarter 2010, women were the majority in the workforce. [1] (Recent public sector impacts have shift these statistics however.)
- Of the top 15 work classifications projected for growth in the future, women dominate all but 2. [2]



[1] Source: Bureau of Labor Statistics. <http://www.bls.gov/web/empopl/cpsued1.pdf>.  
[2] Source: Bureau of Labor Statistics, National Employment Matrix. <http://data.bls.gov/8080/cep/nloem/emplohm.jsp>

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### Changing Demographics of the Tomorrow's Workforce Pool

- Based on current data and predictions, tomorrow's workforce pool will be
  - Younger
  - More Female
  - More Diverse
  - More Educated
- *Takeaway: What will change?; and what will stay the same?*



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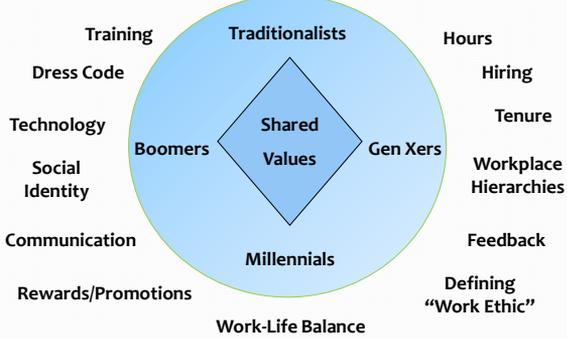
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## Balancing Generational Interests




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## Technology: Communication and Productivity

Is there a generational divide?




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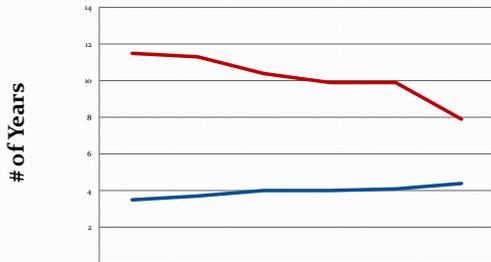
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## Average years of Retention



	2000	2002	2004	2006	2008	2010
All Occupations	3.5	3.7	4	4	4.1	4.4
Federal Sector	11.5	11.3	10.4	9.9	9.9	7.9

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## The Generational Lens



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Follow-up contact information:

- Lu-Ann Glaser, Acting Director ADR Services; and
- Rozmyn Miller, ADR Program Coordinator

Federal Mediation & Conciliation Service  
2100 K ST NW  
Washington DC 20427  
202-606-2222  
lglaser@fmcs.gov

*Questions?*



*Thank You!*

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**A list of source and additional reference materials available upon request.**



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