Managing Generational Diversity

2018 WGFOA Fall Conference

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Steven Baue - President / CEO of ERC: Counselors & Consultants, spent 25 years in organizational development and corporate Human Resources, both domestically and internationally, for some of Wisconsin’s largest manufacturers.
More workers are now absent from work because of stress and anxiety than because of physical illness or injury.
Why Care?

- Full employment: 2.9% (last time: yr. 1999)
- Movement: 10, 7, 5, 3 yrs.
- Engagement: 30% (team of 10)
- Generational mismatch: 75MM, 50, 75, 72+
- Population loss: -1.5%

Your next employee already has a job! aka learn to color with the crayons you have...
Why we do what we do...

- Results
- Behaviors
- Attitudes & Feelings
- Experiences & Insights
Paper Exercise
Waterline?

Marilyn Loden and Judy Rosener, Workforce America! (Business One Irwin, 1991)
Generations

- Silent (Veteran): 75-98 yrs. old
- Baby Boomers: 56-74 yrs. old
- Gen X: 40-55 yrs. old
- Millennials: 23-39 yrs. old
- Gen Z: 7-22 yrs. old

Note: Millennials refers to the population ages 18 to 34 as of 2015. Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014.
What Influences Children?

- Parents / Caregivers – how I was raised
- Education approach – how I was taught

How I prefer to be led
How I prefer to be shown / developed
Baby Boomers

- Currently 75 million born between 1943-1961
- Now 56-74 yrs. old

- Civil Rights Movement
- Television – Gunsmoke, Gilligan’s Island, Dallas
- Beatles Invasion
- Vietnam War
- Woodstock
- Moon landing
- TV dinners
Boomers

• Expect the world to accommodate them (it always has)
  — "You will be better than us!"
• Raised to question authority, stand up for themselves, and voice their opinions; and they do
• First grade inflation (high grades) = achievement-oriented adults
• Classroom: internally focused yet extrinsically motivated. They expect to easily achieve mastery
• Huge pressure for success = long hours = a badge of honor
• Prefer to experiment with new skills independently can be sensitive to criticism
• Prefer democratically run teams / enjoy working collectively
  — AS LONG AS there is an achievable mission and a spirit of cooperation
• You’ll tell me if something is wrong

*https://www.td.org/Publications/Newsletters/Links/2015/02/Generational-Differences-in-the-Classroom
Gen X

• Currently 50+ million born between 1962 – 1977
• Now 40-55 yrs. old

• Star Wars / Jaws
• MTV
• Latchkey Kids
• AIDS Epidemic
• Berlin Wall / End of Cold War
• Sesame Street
• VHS Cassette Recorders
• First computers
Gen X

• Born into the anti-child era = a busy world with little time for them
• Less time in social settings / more watching television: where they learned to add, spell, and tie their shoes
• Latchkey generation: children of dual-income parents, divorced parents and/or hardworking single parents
  – Got their own after-school snacks / did homework by themselves
  – Independent and self-reliant
• Classroom: intrinsic learners - learning is independent and self-directed as long as its relevant
• Only generation where less went to college than their parents
• Introduced work-life balance and fun (workaholic parents)
• Can be impulsive and impatient in groups and prefer lots of discretion
• Crave lots of individual attention and feedback
Millennials

• Currently 76 million born between 1978-1995
• Now 22-39 yrs. old

• Sept 11
• Columbine shooting
• Space shuttle Challenger explodes
• Obama election
• Full House / Buffy / Friends
• Computers / Technology / Social Media
• Globalization
• Recession
Millennials

- Baby Boomer parents who delayed childrearing until financially secure.
- They were wanted, planned for, cherished, and very protected
  - They have the lowest parent-to-child ratio in U.S. history
- Many parents put their careers on hold, worked alternative schedules, or worked from home in order to be with their children
  - Homeschooling grew exponentially for this generation
  - They are the most educated generation in history
- Classroom: bar was set very high = overachieving parents, global competition and initiatives to improve standardized test scores
- Structure & structure = they are extremely achievement oriented
- Prefer participatory, activity-based group work, but accustomed to being evaluated / graded as an individual
  - Used technology their entire lives = expect to use it everywhere
- Constant feedback (good and less than good)
Generation Z

• Currently 72 million born between 1995 to 2010ish
• Now 7-22 yrs. old

• A life of caution and turmoil: War on Terror, Great Recession
• Most ethnically diverse generation in US history
• Spend / care less about material items: experiences
• Fluid personal identities / multiple online personas
• More risk-averse, sensible with money, competitive AND they multi-task more
• True digital natives
Marilyn Loden and Judy Rosener, Workforce America! (Business One Irwin, 1991)
Maslow's Hierarchy of Needs Applied to Employee Engagement

HIGHLY ENGAGED
I am aligned with my company's mission and inspire others to take action and build company culture & success.

ENGAGED
I know what is expected of me and have the support I need to do my job well.

ALMOST ENGAGED
I am good at my job but don't understand how I impact greater company goals.

NOT ENGAGED
I do what is expected of me but nothing more because I don't feel supported and recognized.

DISENGAGED
I feel isolated and I'm not happy with my job or the work that I do.
What do we all want?

1. Belonging
2. Importance
3. Self-Actualization

- Respect
- Individualization
- Connection
- Development
- Good Feedback

Steve Baue’s 10 Guaranteed Tips for Engagement, Retention, and Love!
Respect (Tip 1)

• Defined: a feeling or understanding that someone is **important, good, valuable** and should be treated in an appropriately corresponding way
  – Think of 2 people you interacted with today...
  – Build up ONE person everyday
    • Service Anniversary and Birthday via Outlook
    • What makes them important, good, valuable – specifically?

“Do you know what I like about you?”
Belief: complete trust, faith, or confidence in something

Conclusion: a judgment or decision is reached

Meaning: infer something that is not directly expressed
Individualization (Tip 3)

• Fair does not mean equal
• Have, ask, and show curiosity for their views
• Quit calling them Millennials
  – Who are YOUR employees?
  – Pick someone: write down 3 things you know about that person
    • Do this for as many employees as you can
    • Steve’s Little Plant Book
Individualization (Tip 4)

• Skill and Will per task
  – How well can they do the task?
  – How much do they want to do the task?

• Pick 2 employees and a task they do
  – How well do they each do it?
  – How much do they each want to do it?
Development (Tip 5)

• Knowing where every person is and encouraging them to continue expanding their skill sets
  – Does not mean up the org. chart = B, F, and S

• Focus on Skill and Will

• Individual Development Plan
  – 70 / 20 / 10
  – Daily behaviors
Connection (Tips 6 & 7)

• Create opportunities to connect
  – Embrace (create) rituals / traditions - quirky is ok
  – The “Good Job Beef Stick”
  – Swellness Committee

• 3 magic questions:
  – How do you think you are doing?
  – How do you think we are doing?
  – What can I do to help?
Mission

• Mission: a declaration of the organization’s purpose

• What's in the box vs. outside the box

• Answers the question of Why and What?
What do we do?

• International Red Cross: To provide relief to victims of disaster and help people prevent, prepare for, and respond to emergencies.

• Starbucks: To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.
What does ERC do?

• To provide the best in mental wellness services to our clients, customers, and communities so they may manage their everyday stresses, work productively, and realize their potential, both professionally and personally.
Vision

• What we will look like X years from now
• An articulated “future” = focal point on the horizon
• Inspiration and aspirational!

• Answers the question of Where?
Where are we going?

- Susan G Komen for the Cure: A world without breast cancer.
- Amazon: To be the earth’s most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.
Where is ERC going?

• To be **THE trusted partner for true mental health benefits.**
Pick one employee:
  – Why does their job matter?
  – Why does this task matter?
    ...like you need to describe it to their spouse
Feedback

• Everyone wants it!
  – Does not have to be sunshine and rainbows!
  – Does need to be respectful
  – Timely – in the moment – IMPACT!
  – Frequent

Boomer  \[\rightarrow\]  Millennial
Good Feedback (Tip 9)

1. State the constructive purpose of your feedback
2. Describe specifically what you have observed
3. Describe the impact / reactions
4. Give the other person an opportunity to respond
5. Ask for and Offer specific suggestions
   – If applicable, discuss consequences
6. Summarize, next steps, express your support

- Jane, that was pretty good – can I give you some feedback?
- I noticed you interrupted the client a couple of times.
- Sometimes our clients need to think out loud, sort their thoughts as they speak. We also don’t want to give the impression we’re in a hurry with them.
- What do you think? Were you aware you were doing that?
- What do you think you could do to avoid interrupting? Here are some things I do...
- Okay, the next time you’re going to do XY and Z. I know you’ll do great!
Good Feedback Worksheet

1. State the constructive purpose of your feedback

2. Describe specifically what you have observed

3. Describe the impact / reactions

4. Give the other person an opportunity to respond

5. Ask for and Offer specific suggestions / If applicable, discuss consequences

6. Summarize, next steps, express your support
1. Belonging
2. Importance
3. Self-Actualization

- Respect
- Individualization
- Connection
- Development
- Good Feedback

**Wait?!?! What happened to #10?**
Commitment (Tip 10)

• You have a goal: 10% Success
• You consciously decide you will do it: 25%
• You plan how you will do it: 50%
• You commit to someone you will do it: 65%
• You have a specific accountability appointment with the person you’ve committed to: 95% Success
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