



**PT WORK Force<sup>®</sup>**

Recruitment and Retention Tools Committee

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# MANAGING MULTIPLE GENERATIONS AT WORK

LINDSEY POLLAK | SEPTEMBER 13, 2019

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02.07.19 | WORLD CHANGING IDEAS

## There are now 5 generations in the workforce—can they work together?

How to get your boomers and your gen-Zers (and everyone in between) on the same page, despite very different styles.



[Photo: Hero Images/Getty Images]

- *Fast Company* 3

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APRIL 25, 2016



## Millennials overtake Baby Boomers as America's largest generation

- *Pew Research Center* 4

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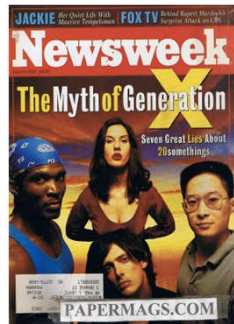
# GENERATIONAL COMPARISON



1968



1985



1994



2013



2016

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“I see no hope for the future of our people if they are dependent on the frivolous youth of today.”

- Hesiod, 8th Century B.C.

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Generational change is not a problem to be solved;  
It is an opportunity to be optimized.

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## GENERATIONS IN THE U.S.

<b>GENERATION</b>	<b>BORN</b>	<b>ENTERED THE WORKPLACE</b>	<b>U.S. BIRTHS</b>
TRADITIONALIST/SILENT	1928 – 1945	1950s – 1960s	47 MILLION
BABY BOOMERS	1946 – 1964	1960s – 1980s	76 MILLION
GENERATION X	1965 – 1980	1980s – 2000s	55 MILLION
MILLENNIALS/GENERATION Y	1981 – 1996	2000s – 2010s	62 MILLION
GENERATION Z	1997 –	2010s – 2030s	

*Sources: Pew Research Institute, U.S. Census Bureau* 8

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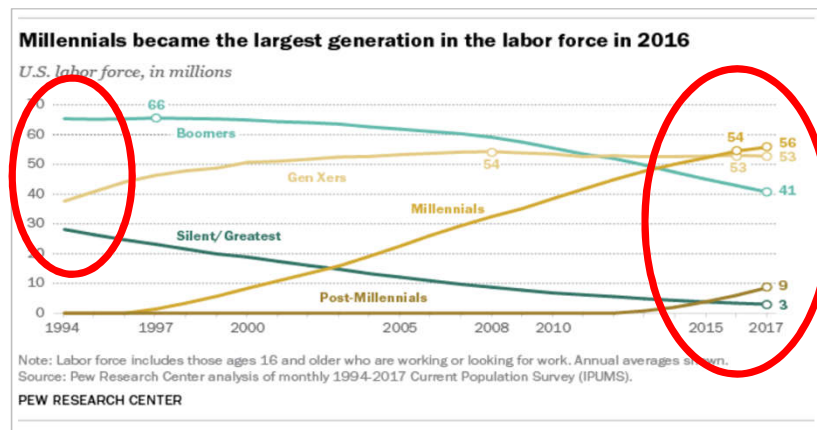
## GENERATIONS AMONG PTDA MEMBERS

GENERATION	BORN	PTDA MEMBERS
OVER AGE 60	1959 AND EARLIER	15%
AGE 46-60	1959-1973	43%
AGE 30-45	1989-1974	30%
UNDER 30	1989 AND LATER	14%

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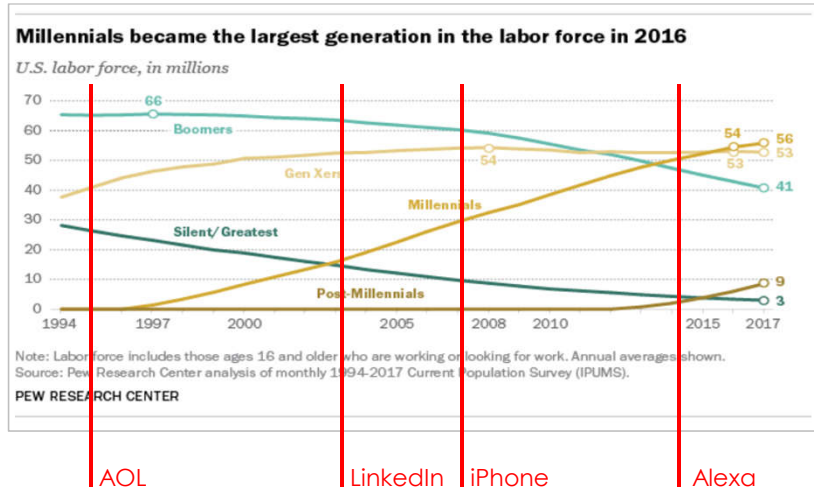
## FROM 3 GENERATIONS TO 5 GENERATIONS



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# RISE OF THE DIGITAL ECONOMY



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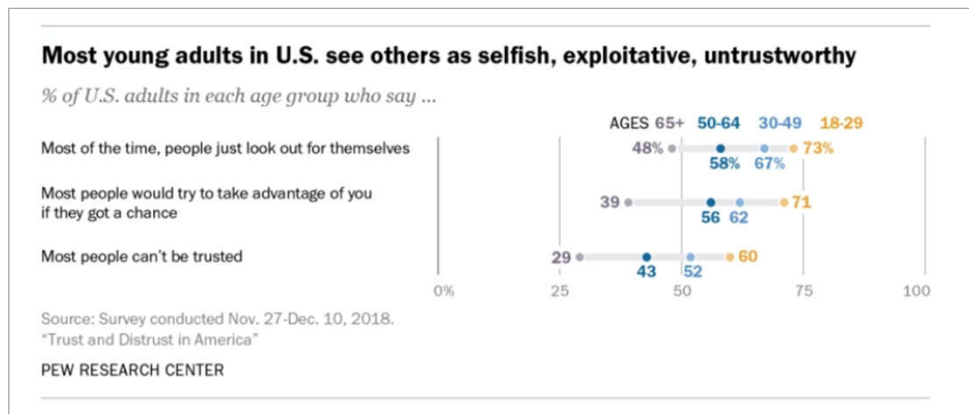
## DIFFERENT EXPERIENCES & EXPECTATIONS

- In fall 2019, children from racial and ethnic minority groups are projected to make up 52.9% of public K-12 students, compared to making up 35.2% of students in 1995.
- In 1978, 60% of teens had paid summer jobs. In 2016, just 35% did.
- For the first time in more than 130 years, Americans ages 18-34 are more likely to live with their parents than in any other situation.
- There has been a sharp decline in teenagers' dating, drinking and getting driver's licenses over the last 10 years.
- Over the past decade, the number of college students visiting counseling centers surged by about 30%.

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## TRUST IS DECLINING



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## 3 KEYS TO MULTIGENERATIONAL SUCCESS

### 1. EMPATHIZE

Learn about the experiences of other generations to better understand their values, priorities and preferences.

### 2. FLEX

Avoid a zero-sum mentality. Members of all generations adapt and embrace what is best for the client and/or firm.

### 3. ASSUME THE BEST INTENTIONS

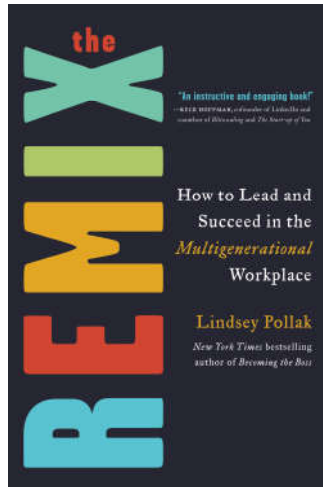
Remember that "Common sense is not so common" and we are more alike than different.

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## BE A REMIXER



Combine the best of each generation's practices – the classic and the new – to create a more successful and inclusive workplace for all.

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## REMIX EXAMPLE: DIVERSIFY BENEFIT CHOICES



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## REMIX EXAMPLE: ENGAGE A REVERSE MENTOR



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## HOW CAN YOU BE A REMIXER?

### **1. PEOPLE MANAGEMENT**

THEN: COMMAND-AND-CONTROL

NOW: COACHING

### **2. CAREER PATHING**

THEN: UNIFORMITY

NOW: OPTIONS & FLEXIBILITY

### **3. COMMUNICATION**

THEN: NEED-TO-KNOW BASIS

NOW: MORE TRANSPARENCY

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Then: Do As You Are Told

Now: Express Yourself



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## THE PEOPLE MANAGEMENT REMIX

# COACHING

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## WHAT MAKES AN EFFECTIVE PEOPLE MANAGER?

According to Google's Project Oxygen study of 10,000 managers, **employees of all generations** most want bosses who:

- 1) make time for one-on-one meetings
- 2) help employees solve problems
- 3) take an interest in their lives and careers

- LASZLO BOCK, FORMER SVP OF PEOPLE OPERATIONS, GOOGLE

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## FEEDBACK

72% 60%

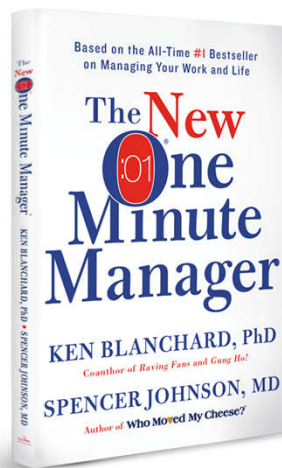
of employees **under the age of 30** desire feedback on a daily or weekly basis.

of employees **over the age of 30** desire feedback on a daily or weekly basis.

- *PwC Millennials at Work Study* 25

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## EVERYTHING OLD IS NEW AGAIN



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## TRY THIS: COACHING

- ✓ Prioritize consistent one-on-ones with all of your stakeholders.
- ✓ Remember that common sense is not so common:
  - Clarify expectations and boundaries (communication, scheduling, face-time, dress, document presentation, etc.)
  - Provide and request examples: "This is what excellence looks like..."
- ✓ When giving an assignment, opinion or feedback, explain the why.

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Then: Any Color...  
As Long As It's Black



Now: Have It Your Way



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THE CAREER PATHING REMIX

OPTIONS & FLEXIBILITY

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# ONE SIZE FITS NONE

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# THE RECRUITING REMIX

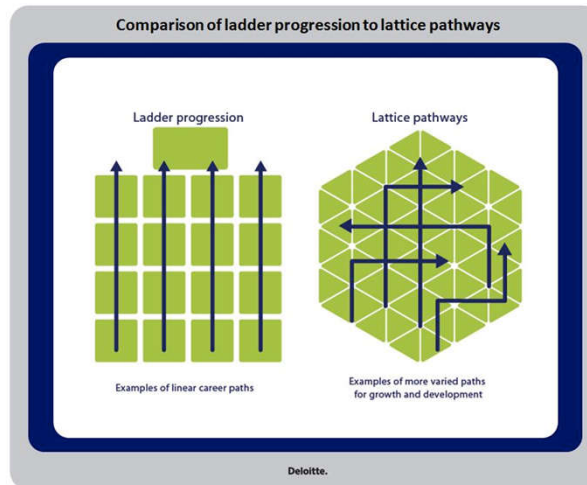


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## FROM LADDERS TO LATTICES: CAREER PATHING OPTIONS



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## TRY THIS: CAREER PATHING

- ✓ Have more transparent conversations about flexibility and mobility – do not assume what people want.
- ✓ Conduct “stay conversations”: “What mile am I on?”
- ✓ Think in baby steps, pilot programs and 5% increments – small choices make big impressions.
- ✓ Engage all generations in recruitment and retention efforts.

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Then: "And That's The Way It Is"



Now: "It's Complicated"



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THE COMMUNICATION REMIX

MORE  
TRANSPARENCY

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UNPRECEDENTED ACCESS TO INFORMATION,  
LEADERSHIP & POWER

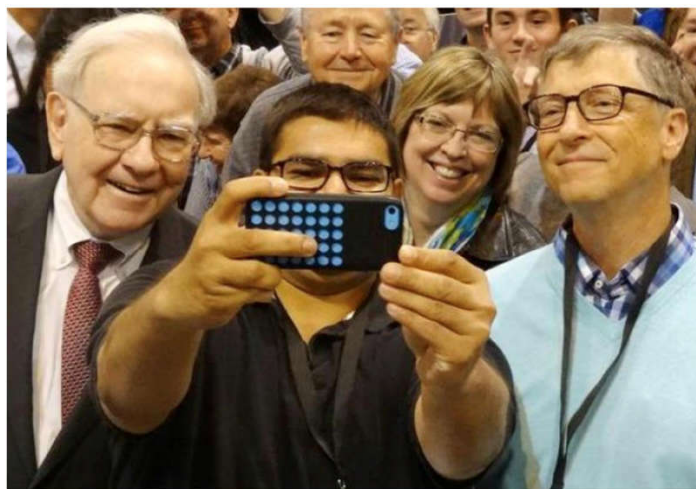


Image: NBC 38

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70%

OF EMPLOYEES SAID THEY ARE MOST ENGAGED WHEN THEIR LEADERS CONTINUALLY COMMUNICATE COMPANY STRATEGY.

- *Harvard Business Review* 39

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THE PROBLEM:  
COMMUNICATION IS MORE COMPLICATED THAN EVER



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## THE SOLUTION: BE A COMMUNICATION CHAMELEON

*“Good communication is not about how **you** want to deliver a message. It is about adapting to how **your audience** will best receive and understand the message.”*

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## HAVE THE “STYLE CONVERSATION”



Be more transparent in asking and offering guidance about:

- Preferred contact method(s)
- Level of formality
- Meeting preferences
- Feedback style
- Pet peeves

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## TRY THIS: COMMUNICATION

- ✓ With any important team or group communication, offer more than one communication option.
- ✓ Next time you have a success, share the outcome with every person who contributed to it.
- ✓ At any event/conference/meeting/volunteer activity, consciously partner or sit next to someone from another generation – and show genuine curiosity about their interests.

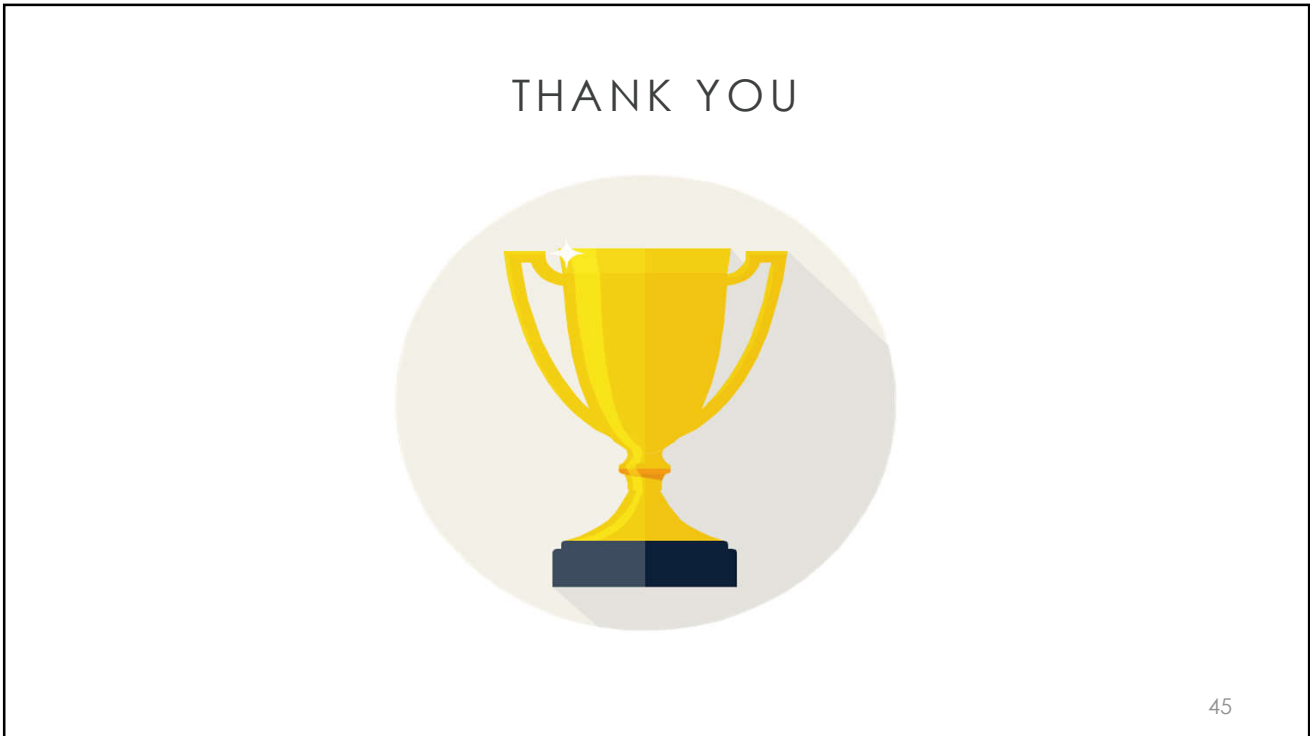
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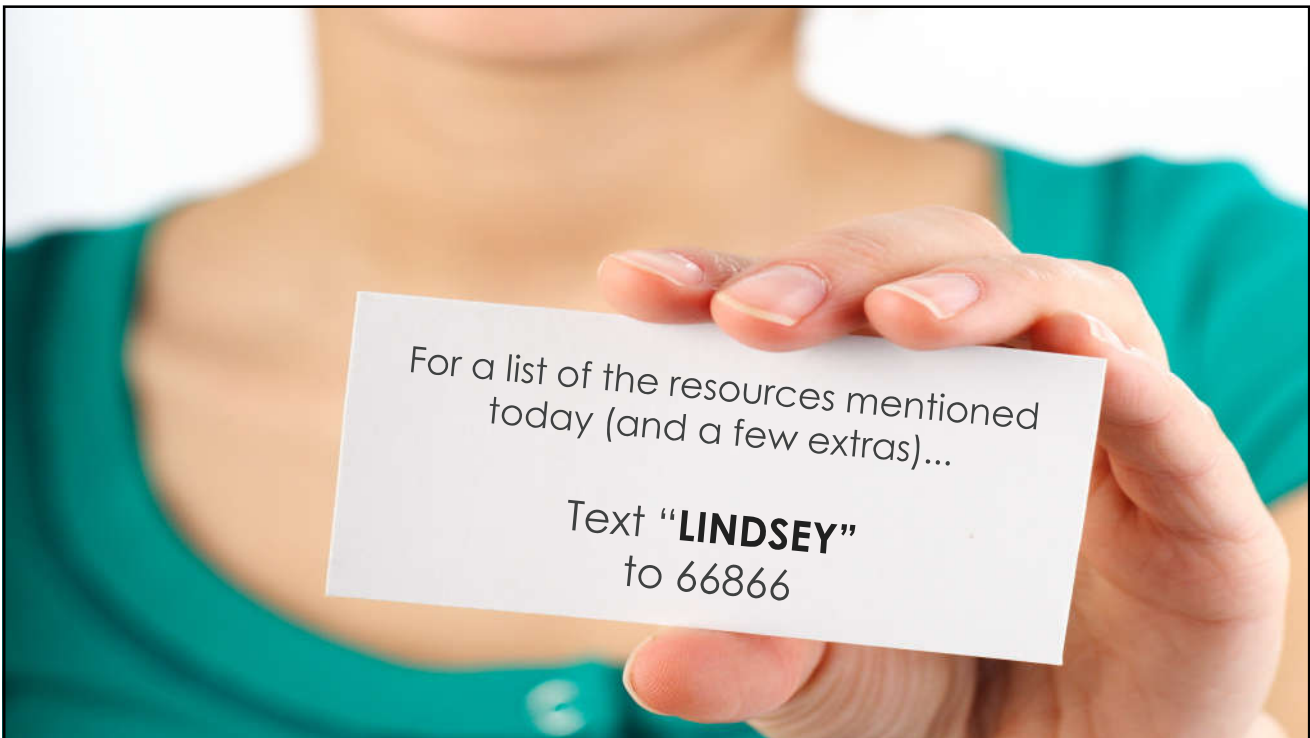
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**Thank you for your participation.**

**Evaluation and links to webinar and  
slides will be sent on Monday.**

**Copies of Lindsey's book, *The Remix*  
Will be sent to those in attendance  
next week.**

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