Millennials

Who are they and how can we make this all work at “Work?”
Multi-Generational Strengths & Challenges

In your Organization/Team:
Name one strength
Name one challenge
Current Environment

- Now more people in the workforce than at any other time in history due to living longer and economic conditions

- Organizations are tasked with understanding how to manage and motivate several age cohorts that look at the world differently from one another

- As organizations struggle for competitive talent, they can no longer expect the younger members of the workforce to assimilate to the values of older cohorts

- Due to perceived differences, organizations struggle to find opportunities to motivate a majority of their workforce

- Opportunity lies in understanding what individual’s need in respect of value set and organizational support
Three generations currently dominate the landscape of organizations:

- Baby Boomers (1946-1964)
- Gen X (1965-1979)

What is the makeup of your Organization or Team? How does that effect your Organization or Team?

- Older Silents/Traditionalists still represent a portion of the workforce but are decreasing in numbers
Born between 1922 - 1945

– Sometimes called “Mature” or “Traditionalists” or “Silent” Generation
– Brought up in Great Depression and WW II
– Use “Command and Control” leadership style
– Set “THE” rules of the American workplace- What are these rules?
– Tend to: Not like change, be risk adverse, respect for authority and hard work
– Characteristics include: Hard working, financially conservative, cautious and organizationally loyal
Baby Boomer Generation Defined

Born between 1946 – 1964

- 75 Million strong and moving toward retirement
- Brought up in an abundant, post-war economy
- Work defined both their self-worth and view of others
- Tend to live to work! “Balance?! What is it? Why is it so hard? Expectations of others on your Team?
- Others should have same work hours & work ethic
- Earlier followed rules of “Veterans” & latter bent rules of Veteran Generation
- Characteristics include: Egocentric, grew up in nuclear families, positive, tension with Generation X
Born between 1965 – 1980

- First generation to be called “latchkey” Effects?
- Brought up in era where divorce became common
- “Work to live” vs. “Live to work” of Baby Boomers
- Witnesses parents sacrifice for work only to be dismissed – unwilling to do the same – Why?
- Grew up amongst civil unrest and political scandal
- Not intimidated by authority – Why?
- **Behaviors include:** Independence, resilience and adaptability, creativity, cynicism and distrust
Born between 1980 – 2002

- Heralded as the “Next Big” or “Digital” generation
- Known as “Millennials” due to birth years
- Brought up during “Empowerment Years”
- View work as a “team concept” where all is friendly, flexible, challenging and 24/7 connected – How does this effect work? Projects?
- Parents nurtured and structured their lives. Effects?
- Grew up amongst: Multiculturalism, Terrorism and Heroism, Globalism and Patriotism
- Characteristics include: High expectations, family focused, hopeful, confident, civic minded, inclusive, sociable, multi-taskers, collaborative, educated
Similarities & Differences Across Generations
The basis for all successful relationships is communication and trust – this is also true for those across generations.

To understand how the groups interact, it is important to note differences in the socialization process.

Environments have gone from the hierarchical structures of the industry age to the flatter structures seen in today’s service based economy.

Examples in Organization or Team?

Technology and the flattening of organizations have changed communication norms and how others build trust – Examples?
A Changing Environment

- Older generations had fewer resources and then trust was built over time – Examples?

- Younger generations have many more resources where trust is built through consistency of information – Examples?

- Technology is driving this change and increasing the gaps between generations – Examples?

- If technology continues to evolve at a rapid rate, the gap between generations will continue to widen
Research has shown that each generation has similar values (Jennifer Deal, 2007 – Center for Creative Leadership)

- Family and Love
- Self Respect and Integrity
- Wisdom and Achievement
- Balance and Happiness
- Responsibility and Competence

There is strong agreement among many about which specific values are most important – Family, Integrity, and Competence
Generational Values

Individual’s will express those values differently due to a variety of reasons:

- Behavior is influenced by developmental life stage – Examples?
- Cultural events and contexts will influence how values are framed as seen in the interests and organizational focus
- Cultural events and available resources during formative years influence current perspective (i.e. technology) – Examples?
Generational Differences

- Based on the trends seen and what is understood regarding the younger generations and youth in general, it appears that developmental stages are more delayed – **What does that look/feel like?**

- The consistency of the sociability across age cohorts supports that it develops early in the developmental cycle.

- Emotional stability, which is the last to stabilize, shows the greatest difference between age cohorts.

- Boomers married younger, started families earlier, stabilized earlier under the umbrella of command and control authority-rational thought ruled the day!
Generational Differences

- The Millennials have been supported longer under a protective umbrella allowing imagination and creativity to thrive influencing the workplace – Examples? Why is this helpful?

- These shifts are also supported in their Work Motivation, Corporate Adaptability, and Social Adaptability differences

- Younger workers are more committed to other individuals and need to understand the value of their contribution – Why is this helpful to your Organization or Team?
Millennials Specifically
What is Important in Millennial World?

- Family
- Friends
- Being “connected” 24/7
- Sustainability and Environment
- Being a Global Citizen
- Collaboration
- Being valued and respected
- Entertainment, excitement and enthusiasm
- Valuing ideas and high expectations
Millennial’s Life Events

What Life Events have shaped their “World View” and **Why**?

- Technological Advancements
- Return to focus on Family
- September 11th
- Columbine High School Tragedy
- Virginia Tech Shootings

......... And what others?
Millennial Messages

What were the consistent and compelling Messages that molded this Generation?

- Be Smart-----You are Special
- Leave No One Behind
- Connect 24/7
- Achieve NOW!
- Serve Your Community

.......... And what others?
What Millennials Are Saying

• You be the Leader
• Challenge Me
• Let Me Work with Friends
• Let’s Have Fun
• Respect Me
• Be Flexible
• Encourage Me
• Learn From Me
• Judge work on Merit
And can you predict what could happen within the workplace?

Examples?
- Related to work ethic?
- Related to communication?
- Related to attitudes and assumptions?
Integrating a Multi-Generational Workforce
Integrating today’s multigenerational workforce begins with understanding the similarities and differences between age cohorts

People of all generations say they want the same things from organizations:
- Opportunities to advance within their organization
- Learning and development
- Respect and recognition
- Better quality of life
- Better compensation

The challenge is to identify the mix of opportunities and benefits to meet expectations at the Team level and the individual level

Examples with your Organization or Team?
integrating generations in the workforce

- Leaders have to focus on the strengths Millennials bring and not judge on perceived deficiencies or expect assimilation – Why is this hard to do?

- Increasing the soft skill set of leaders help leaders “walk the talk” - Examples?

- To meet the desires of all generations, companies should also have a clear plan in place to help individuals understand how they advance within an organization – Why is this so important?

- Organizations should also have a feedback plan in place to increase development within specific position – Is this done in your Organization or Team?
Integrating Generations in the Workforce

- Organizations should also review its compensation policy
  - PTO (Paid time off)
  - Benefits
  - Flexibility
  - Services

- Organizations should also make an effort to recognize the good work each employee does through examination of reward systems - both for groups and individuals – Is this done?

- The first step to integration involve self understanding and the diverse needs and styles of other groups
What can be done to Integrate Generations in the Workforce?

- Use the generalized knowledge of generational differences to formulate larger macro-based solutions involving reward structures, compensation packages, and development and career opportunities – Examples?

- The organization can use the common link between generations (behaviors) as a way to facilitate working together using coaching and teambuilding efforts

- Identification of needs at a micro level allow both the individual and organization to accept responsibility to create an environment that is supportive and provides constant feedback

- Key aspect is to address generational differences at the individual level using broad solutions
GROUP EXERCISE

• Team: 5 Baby Boomers, 2 Generation X and 3 Generation Y members
  - Design Structure or Team
  - Incentive Plan
  - Mentoring Plan
  - Advancement Plan
  - Plan to increase Soft Skills
QUESTIONS?

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Emotional Intelligence

Why is it important for success at work?
EQ vs. IQ

We have been conditioned to believe that IQ is the best measure of human potential.

In the past 10 years, however, researchers have found that this isn't necessarily the case -- that in actuality, your emotional intelligence quotient (EQ) might be a greater predictor of success.
Good News

Emotional Intelligence can be nurtured, developed and augmented. It isn’t a trait that you either have or don’t have. You can increase your emotional intelligence by learning and practicing the skills and capabilities that make up emotional intelligence.
Four Pillars

Self Awareness

Managing of Emotions/Self Control

Social Awareness

Relationship Management
Self - Awareness

High self-awareness enables you to monitor yourself, to observe yourself in action.

Given that you are at the center of your universe, you must first understand what it is that makes YOU do what you do before you can begin to alter your actions for better results.
Self - Awareness

Developing high self awareness requires practice and courage. In the process, you learn to step back and observe yourself in action and evaluate the course you are navigating.

**The real question - Is this something that you are willing to do?**
Managing Your Emotions and Self Control

Managing your emotions does not mean stifling your emotions!

It means understanding them and then using that understanding to turn situations to your benefit.
Filtering Your Stress Behaviors

Think stress behaviors through in this way…..

- What are your thoughts or cognitive filters as you go into stress?
- What are your physical reactions?
- What are your behaviors or action tendencies?
Social Awareness

An awareness that your behavior has an effect (positive or negative) on others

Discerning when you need to alter your own behavior to benefit others

Recognizing and responding to the emotions and feelings of others, guiding those emotions toward productive resolution of a situation, and using those emotions to help others help themselves.
Social Awareness

Fully comprehend the meaning of all Stress Behaviors and the Needs associated with those behaviors

Seek to listen better and watch more

Willingness to alter your behavior if appropriate
Relationships

The ability to form and maintain good working relationships is considered a key competency required of Leaders.

Regardless of intellect or skill sets, if you can’t prove you can do this, your may not get the job!
Relationships

Bottom line?

A good working relationship requires……..

- Meeting each other’s needs
- Relating to each other over time
- Exchanging information about one’s feelings, thoughts and ideas
Relationships

Identifying Needs

Easy??? No!

Strategies:

- Know the Stress Behaviors and the associate needs
- Learn to LISTEN AND WATCH
- ASK, ASK, and then ASK
Relationships

Good Relationships need two things!

1. Continuity
   Seeing the other person in different situations and under different circumstances

2. Over time
   Opportunity to learn from each encounter of a relationship and use the knowledge gained to make a subsequent exchange more fruitful
QUESTIONS?

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The ADVANTAGE
Patrick Lencioni

Why Organizational Health Trumps Everything Else In Business
The Four Disciplines

- Build a Cohesive Leadership Team
- Create Clarity
- Over communicate Clarity
- Reinforce Clarity
Introduction Exercise

“Vulnerability-Based Trust” - Completely transparent, abandon pride and sacrifice Ego

1. Name, Title and Organization
2. Where were you were born?
3. How many siblings do you have in your family?
4. What is your birth Order?
5. Something that we wouldn’t know from looking at you?
6. What was your biggest challenge as a kid?
Discipline #1

Build a Cohesive Leadership Team
Behavior #1 – Build Trust

“Fundamental Attribution Errors:
Tendency to attribute the negative action of others to the intent or personality while attributing one’s own to the environment or situation...”
Behavior #2 – Mastery Of Conflict

“Where there is trust, conflict becomes the pursuit of the truth to find the best possible answer....”
Behavior #3 – Achieving Commitment

“Disagree and commit…. And mining for conflict”
Behavior #4 – Accountability

“Leaders must be willing to confront, and as Leaders, you risk having them blame you….”
Behavior #5 – Focus On Results

“Goals should be shared across the Team, knowing that Needs are higher than your department, and with everyone focused on the same Priorities…”
Discipline #2

Create Clarity
Six Critical Questions

Why do we exist?
How do we behave?
What do we do?
How will we succeed?
What is the most important right now?
Who must do what?
Discipline #3

Over-communicate

Clarity
Cascading Communication & Top Down Communication

“The best way to make ensure that a message gets communicated throughout an Organization is to spread rumors about it, then Leaders simply out to go out and tell true rumors.....”
Discipline #4

Reinforce
Clarity
Performance Management & Compensation and Rewards

“Human systems give an Organization a structure for tying its operations, culture and management together even when Leaders aren’t around to remind people....”
The Centrality of Great Meetings

“If someone were to offer me one single piece of evidence to evaluate the health of an organization, I would want to observe the leadership team during a meeting…”
Action Plan

- Commit to completing an Action Plan for yourself and your Team
- Commit to focus on priorities and results
- Commit to being held accountable
- Commit to mastering and mining for conflict without fear or guilt
- Commit to being vulnerable with other
- Commit to communicating and reinforcing clarity
- Commit to building trust daily