

Powering Inclusive Cultures



**BRIDGING GENERATIONS:
DEVELOPING A CROSS-GENERATIONAL SKILLSET**

*Presented by Jonamay Lambert
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Welcome

- 🌍 Pioneer in the Diversity, Equity & Inclusion space
- 🌍 Author – 13 Diversity & Trainer's Guides
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Focus for Today

- 🌐 Why is this topic **important**?
 - Common characteristics and needs
- 🌐 What causes **conflict between generations**?
- 🌐 What skills are needed **to manage and engage employees with generational differences**?





Why is this topic important?

- 🌍 Top three issues driving action in the workplace are:
 - Diversity (42%)
 - Pay equity (42%) and
 - Gender equality (31%)
- 🌍 Employers surveyed **link D&I directly** to improvements on **culture, work environment, brand reputation and productivity.**

Source: Greenhouse Workplace Intelligence Report 2019



Generation Defined

- 🌐 A "cohort group" born over a span of years and shares characteristics, including:
 - Some shared childhood and coming-of-age experiences
 - Set of common behavioral and attitudinal traits
 - A sense of common identity



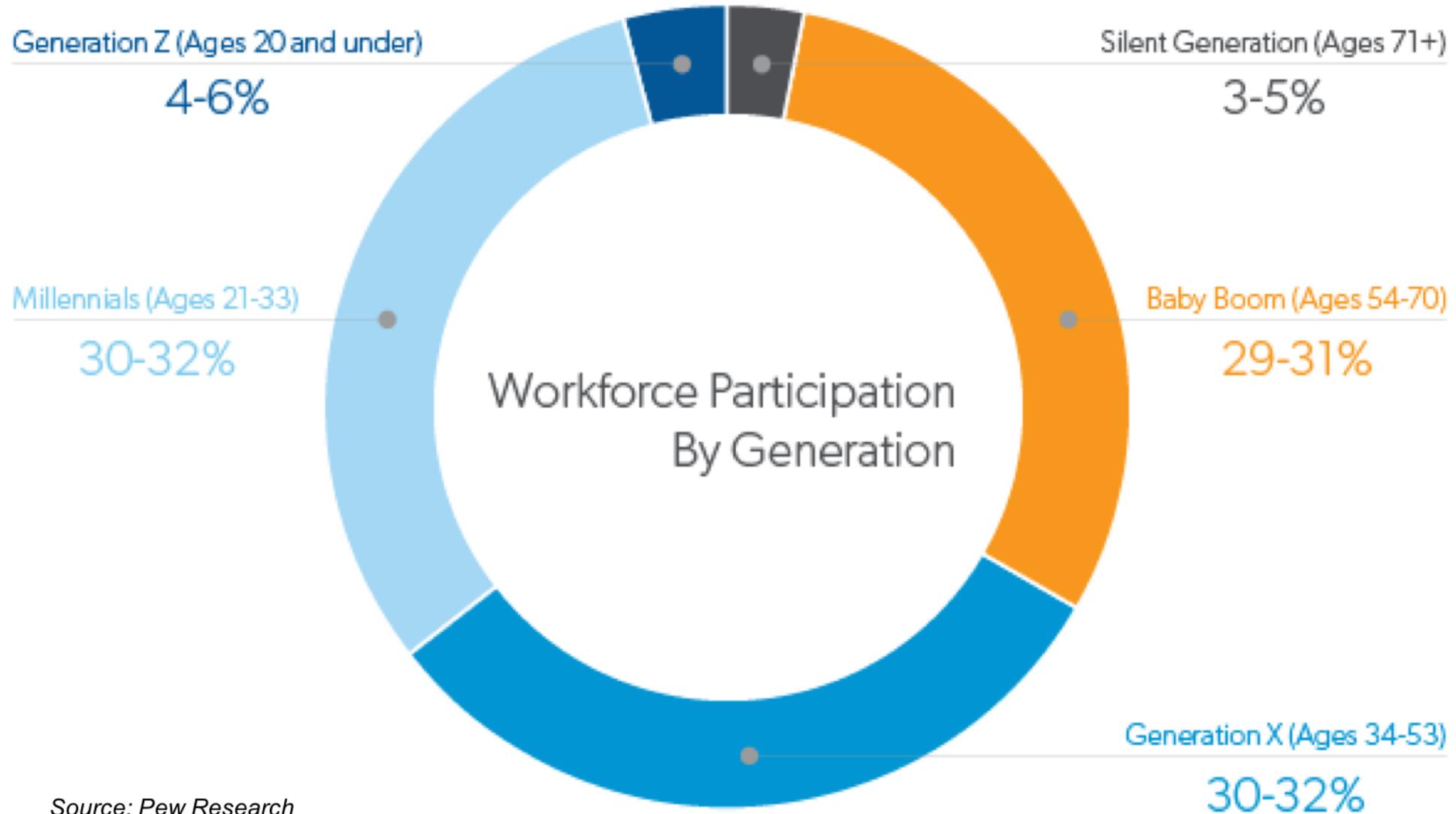
Biological Theory vs Generational Theory:

What happened to your generation is what makes you different.

- Tens of millions of people (in a given generation), are fundamentally different from people of other age groups but are similar to each other in meaningful ways.
- Research shows that the year you were born has as much influence on your thinking as the household in which you were born.

Source: Chronicle of Higher Education by Eric Hoover

Today's Generational Workforce



Source: Pew Research



What Causes Generational Conflict?

- 🌐 Stereotypes, assumptions and biases
- 🌐 Choosing where, when and how to work
- 🌐 Communication styles
- 🌐 Technology

Commonalities & Differences Activity



Myth or Fact #1



*Organizations need to use different approaches to retain the younger generations. Younger generations are less loyal and work-life balance is **more important** than career progression.*

Myth

-  According to report, "**All generations** cite the same attribute as the primary reason for staying at their company: **having exciting and challenging work.**"
-  The second and third most important reasons they stay with their companies are "**opportunities to advance**" and "**autonomy/ freedom.**"

Myth or Fact #2



*Each generation needs to be managed differently in order to keep them engaged and motivated. Leaders should adopt **different leadership skills for different generations.***

Myth

-  When it comes to what people are looking for from their actual leaders (future wants and desires), there are **very few differences across generations.**
-  Rather than developing "**generation specific**" skills, and defining people's needs at work by gender, age, or cultural background, today's leaders should "**be able to flex and adapt leadership styles to the needs of each individual,**" states the report.

Which Generation do these values represent?

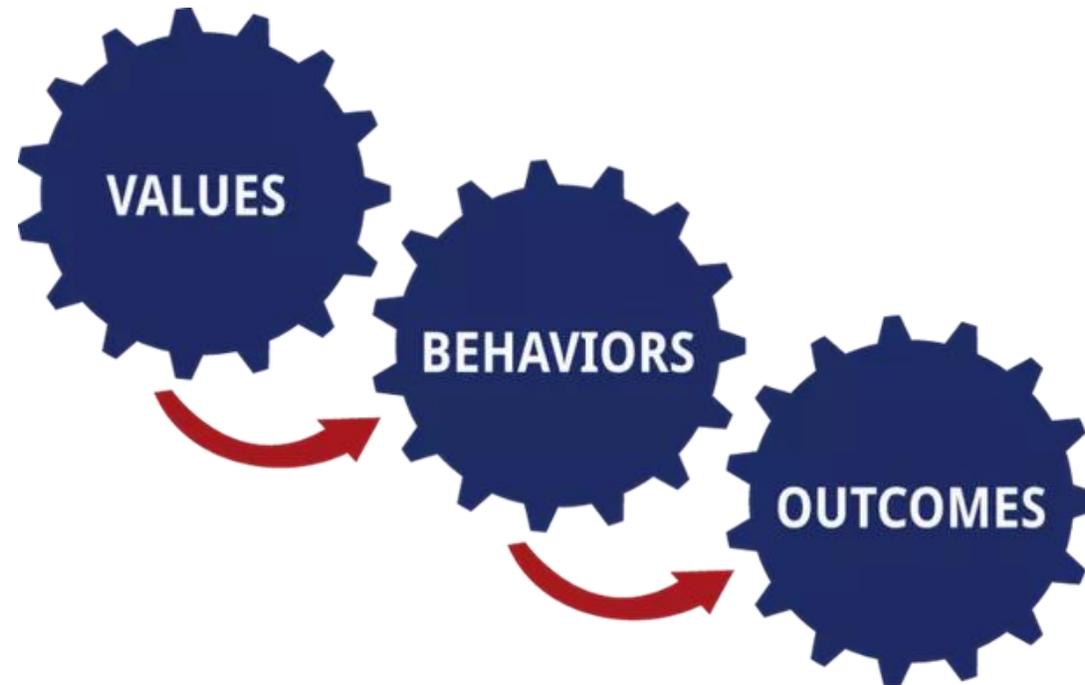
	Traditionalist Before 1946	Baby Boomer 1946-64	Gen X 1965-1976	Gen Y 1977-1995	Gen Z 1996 -
Importance of family					
Work/life balance					
Desire for effective leadership					
A voice and involvement					
Financial reward for a job done well					
A sense of purpose in their work					
Hates stereotypes and labels placed on their generation					



ALL OF THEM!



Similar Values – *Different* Behaviors



Views of Work

Traditionalists
"I am my job"



Boomers
"Work is my life"



Gen X
"Work gives me a life"



Millennials
"I am more than my job"





Similar Values = Different Behaviors

Boomers

- View work as location
- Education is individual – not sharing data
- See, use and accept technology, but may hate it (love/hate)
- Communication – prefer face-to-face

Gen X, Y and Z

- View work as an activity
- Education is collaborative, in groups and employees share data
- Technology is like the air we breathe: It's everywhere.
- Communication is immediate

Cultural Competence



STAR: SENSITIVITY, TRUST, APPRECIATION AND RESPECT



The Path to Cultural Competence

1. **It's All About Me** – An understanding of **ourselves** and how **our own worldview** shapes our beliefs and behaviors
2. **It's All About Them** – An understanding of the **worldviews of others** and what has shaped their beliefs and behaviors
3. **It's All About Us** – An understanding of how to work efficiently across differences to **enhance** the work we do



Generational Differences Matter

Generation influences:

Relationship to work

Loyalty

Values

Norms

Implications to:

Motivation

Retention Strategies

Compensation Model

Communication Methods

Strategies for Working Cross-Generations

	Boomers	Gen X	Millennials
Communication	<ul style="list-style-type: none">▪ Show respect▪ Choose face-to-face	<ul style="list-style-type: none">▪ Get to the point▪ Use email but face-to-face for issues	<ul style="list-style-type: none">▪ Orient them quickly▪ Email and IM are preferred



Strategies for Working Cross-Generations

	Boomers	Gen X	Millennials
Retention	<ul style="list-style-type: none">▪ Develop solutions to stave off retirement▪ Highlight value and contributions to the company▪ Solutions to stave off retirement▪ Highlight value and contributions to the company	<ul style="list-style-type: none">▪ Get over the notion of dues paying▪ Provide flexible work solutions▪ Set out clear steps to advance	<ul style="list-style-type: none">▪ Find them a mentor▪ Allow them to Find them a mentor▪ Allow them to contribute to the community – CSR▪ Introduce new opportunities frequently



Establish Common Ground

SEASONED PROFESSIONALS	COMMON GROUND	YOUNG PROFESSIONALS
Pay Your Dues	Building credibility / create a path	Wanting it all
Making them just do the work	Creating a learning relationship	What can the company do for me?
Make them appreciate what has come before them	Creating and focusing on a common vision	Bucking the system
Be at work when you are needed	Company/individual mission and vision alignment / Accountability for results	Freedom and flexibility in my schedule
Adhere to the rules	Create a common strategy to reach the vision / Acceptable risk	I can do it faster and better and I have fresh ideas

Source: From Boomers to Bloggers by Misti Burmeister



STAR Inclusion Skills to Bridge Generations

- 🌍 **Sensitivity** – **Adapt behavior** to individual needs
– remember each generation has different wants/needs
- 🌍 **Trust** – Ability and willingness to **have open, and honest conversations** about diversity and inclusion with transparency and compassion
- 🌍 **Appreciation** – Recognize, acknowledge and reward employees **based on what that means** to each person
- 🌍 **Respect** – Assume positive intent, suspend judgements and negative stereotypes. **Get to know each other!**



“Half the secret of getting along with people is consideration of their values; the other half is tolerance in one’s own views”

— *Daniel Frohman*



SpectraDIVERSITY

Open Minds ~ Transform Organizations

Thank You

For more information visit:
www.SpectraDiversity.com