

United Nations Joint Staff Pension Fund



Traditionalists, Baby Boomers, Generation X,
Generation Y (and Generation Z) Working Together

WHAT MATTERS AND HOW THEY LEARN?
how different are they? fact and fiction

Rational for Introducing the Generational Communication Gap into the Workplace

Casey Carlson & Deloitte & Touche Study

Fundamental Questions

Where does your personal view fall in the following generational change spectrum?

Level 5: “The generation of people in the top boxes is the only one that matters...the rest just need to grow up or shut up.”

Level 3: “The generational change is an emerging issue within our organization but we haven’t done much about it.”

Level 2: “We view generational change as an emerging opportunity.”

Level 1: “We’re actively changing the work culture to harness the power of generational change.”

Differences in Opinion and Attitude

“This generational stuff is just socially acceptable stereotyping...politically correct rationale offered for immature behavior”

“When is someone going to ask me what I need?”

“Doesn’t everyone want the same thing anyway?”

“Even if this generational stuff were true, this is still planet earth and we know how our business needs to be run for it to be a success”

“Can we go back to work now? These kids will either get with the program or they’ll leave just like they always have”

“I don’t get it! My managers are barely “technologically literate” yet they’re never open to suggestions on how to improve a process with technology. What’s up with this attitude ?

“Don’t they want the home at night ? They act as if I should want to work 60-70 hours a week year in and year out. I’m not afraid of hard work, but that’s not the only thing I want to do with my life.”

“I’m older, have more experience and stop asking so many questions.”

“You don’t answer my questions either because you don’t know the answer why or you wish you’d asked the same question when you were my age but didn’t have the nerve.”

The Common Trait

Exclusive attitudes and an atmosphere that does not take into consideration differences.

WHAT IS THE ORGANIZATIONAL GOAL?

Understanding strengths and differences of each generational group. Leveraging the strengths and creating the work environment that values differences.

WHAT REALITIES DO WE FACE?

The basic conflict arises from trying to fit an increasingly nontraditional workforce into a largely traditional workplace.

Shrinking talent pool.

WHOSE PROBLEM IS THIS?

All stakeholders.

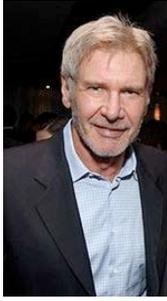
The Challenge

“Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don’t like ambivalence. Your move.”

Harvard Business School “Working Knowledge” Newsletter - April 17, 2006: “Can you manage different generations?”

The Four Generations

Understanding differences between the generations is fundamental in building successful multigenerational workplace. For each generation there are particular experiences that mold specific preferences, expectations, beliefs and work style. Here is a brief description of each generation and their socioeconomic experiences and how they have impacted their work and leadership styles.

Traditionalist Born 1925 - 1945	Baby Boomers Born 1946-1964	GenX Born 1965-1980	GenY Millennial Born 1981 and after (Gen Z-Nexters-born after 2000)
			
			
<p>TEAM PLAYERS</p> <p>INDIRECT IN COMMUNICATING</p> <p>LOYAL TO THE ORGANIZATION</p> <p>RESPECT THE AUTHORITY</p> <p>DEDICATION AND SACRIFICE</p> <p>DUTY BEFORE PLEASURE</p> <p>OBEDIENCE</p> <p>RESPOND WELL TO DIRECTIVE LEADERSHIP</p> <p>SENIORITY AND AGE CORRELATED</p> <p>ADHERENCE TO RULES</p>	<p>BIG PICTURE/SYSTEMS IN PLACE</p> <p>BRING FRESH PERSPECTIVE</p> <p>DO NOT RESPECT THE TITLES</p> <p>DISAPPROVE ABSOLUTES AND STRUCTURE</p> <p>OPTIMISM</p> <p>TEAM ORIENTATION</p> <p>UNCOMFORTABLE WITH CONFLICT</p> <p>PERSONAL GROWTH</p> <p>SENSITIVE TO FEEDBACK</p> <p>HEALTH AND WELLNESS</p> <p>PERSONAL GRATIFICATION</p>	<p>POSITIVE ATTITUDE</p> <p>IMPATIENCE</p> <p>GOAL ORIENTATED</p> <p>MULTI-TASKING</p> <p>THINKING GLOBALLY</p> <p>SELF-RELIANCE</p> <p>FLEXIBLE HOURSE, INFORMAL WORK ENVIRONMENT</p> <p>JUST A JOB</p> <p>TECHNO-LITERAL</p> <p>INFORMAL - BALANCE</p> <p>GIVE THEM A LOT TO DO AND FREEDOM TO DO THEIR WAY</p> <p>QUESTION THE AUTHORITY</p>	<p>CONFIDENCE</p> <p>SOCIABILITY</p> <p>MORALITY</p> <p>STREET SMARTS</p> <p>DIVERSITY</p> <p>COLLECTIVE ACTION</p> <p>HEROIC SPIRIT</p> <p>TENACITY</p> <p>TECHNOLOGICAL SAVY</p> <p>LACK OF SKILLS FOR DEALING WITH DIFFICULT PEOPLE</p> <p>MULTITASKING</p> <p>NEED FLEXIBILITY</p>

	Traditionalist	Baby Boomers	Generation X	Generation Y/Z
Attire	Formal	Business - casual (high end)	Business - casual (low end)	Whatever feels comfortable
Work Environment	Office only	Long hours - office only	Office, home, desires flexible schedule	Office, home - desires flexible schedule
Motivators	Self - worth	Salary	Security	Maintain personal life
Mentoring	Not necessary	Does not handle well negative feedback	Not necessary to receive feedback	Constant feedback needed
Retention	Loyalty	Salary	Security/Salary	Personal relationship
Client Orientation	Personal contact	Telephone	E-mail	E-mail/IM/Text
Technology	Dictates documents, e-mail only in the office, use of library instead of web, limited phone use	Documents prepared by the Associates, e-mail primarily in the office, web use to "google"	Creates own documents, uses mobile and laptop, uses web to research, review etc., e-mail/mobile 24/7	Creates own documents, creates databases, uses web to research and network, use of e-mail/IM/text 24/7
Career Goals	Build a legacy, a life-time career with one company	Build a perfect career, excel	Build a transferable career, variety of skills and experiences	Build several parallel careers, have a several jobs simultaneously

The Traditionalists (Veteran Generation)

The Veteran Generation, born between 1925 and 1945, were brought up in a more challenging time with life experiences that included WW II. The economic and political uncertainty that they experienced led them to be hard working, financially conservative, and cautious. Organizational loyalty is of an essence and they have advanced with the premiss that the seniority is important to advance in one's career. They do not like the change, they are not very risk tolerant, have a respect for authority and hard work. This tends to lead to a command and control style of leadership. This generation set and obey the rules.

The Baby Boomers

The Boomers, born between 1946 and 1964, were brought up in an abundant, healthy post-war economy, becoming an egocentric generation. They saw the world revolving around them. Nuclear families were the norm. More than anything, work has been a defining part of both, their self worth and their evaluation of others. Their life style revolves around the fact that they live to work. Balance is a quaint idea but not really a possibility. As such, they see the workday at least 8 a.m. to 5 p.m. This is a significant tension point between them and the newer generations, as they expect others to have the same work ethic and work the same hours. The earlier part of this generation followed the “bent” rules set by the traditionalists.

Generation X



The generation X, born between 1965 and 1980, was the first generation raised on “to do lists” and grew up with high rate of blended families. They were also brought up in the shadow of the influential boomer generation. They witnessed their parents sacrifice greatly for their companies. As a consequence, they developed behaviors (not values) of independence, resilience and adaptability more strongly than previous

generations. In opposition to the hard driving Boomers who live to work, they work to live and view the world with a little cynicism and distrust.

Generation Y

The Y generation, born between 1981 and 2000, has been portrayed as the next big generation, an enormously powerful group that has the sheer numbers to transform every life stage it enters. They were brought up during the ‘empowerment’ years where everyone won and everyone got a medal.

Raised by parents who nurtured and structured their lives, they were drawn to their families for safety and security. They were also encouraged to make their own choices and taught to question authority. This group was also raised in a consumer economy, and as



such, expects to influence the terms and conditions of their job. As a result, they expect employers to accommodate their 'consumer' expectations in this regard. This is the basis for the expecting more style that characterizes this generation. They don't necessarily see that they should get more, but that an employer should give more to their employees. They were brought up with an 'empowered' parenting style

and therefore they are not afraid to express their opinion.

Generation Y (as well as X, to a lesser degree) is also the first to grow up with computers and the Internet as a significant part of their lives. Constant experience in the networked world has had a profound impact on their style in approaching problem-solving situations. This generation of worker is coming into the workforce with networking, multiprocessing, and global-minded skills that the traditionalists and baby boomers could not have imagined.

The advent of interactive media such as instant messaging, text messaging, blogs, and especially multi player games have generated new skills and styles of collaborating in the generation X and the generation Y to such degree that it has made them different. This 'always on' or 'always connected' mind-set is at the heart of some of the friction that exists between the generations. The x and y generation is challenged by the rigidity of the eight to five workdays.

How to motivate Generation X	How to effectively train Generation X	How to motivate Generation Y	How to effectively train Generation Y
<p>They tend to avoid corporate politics</p> <p>They are generally not very interested in traditional perks</p> <p>They are motivated by the prospects of independence, the lack of corporate structure and lack of rigidity</p> <p>They are motivated by the possibility of the latest technological advances</p> <p>They need to be made clear what you are looking for</p> <p>Allow them to question the experts and the authority</p>	<p>Web-based training</p> <p>Allow them to ask questions and challenge the concepts</p> <p>Keep the training materials brief and easy to read</p> <p>Offer multi-media learning opportunities</p> <p>Ensure access to simple, logically organized knowledge database</p> <p>Sensitive to design and graphics</p> <p>This group maintains short attention span</p>	<p>They love a challenge</p> <p>They function well as team members</p> <p>They want to be heroes</p> <p>They want to be surrounded by bright, creative people</p> <p>They want it right now</p> <p>They are looking for the empowerment</p>	<p>They thrive in multi-media environment</p> <p>They can learn any time anywhere</p> <p>They need flexibility</p> <p>Multi-tasking</p> <p>Enable internet reliance (Webinars, IM, Blogs, Podcasts, Avatars, YouTube)</p> <p>Enable social networking through internet (My Space, Friendster)</p> <p>Provide with simulations</p> <p>Provide with the structured learning regardless of the form</p> <p>Connect me with everything</p> <p>True team players</p>

The Disconnect

While there are different formative experiences that influence each generation, the popular media and many generation gurus have taken these differences between the generations too far in describing them as a clash of values.

The Way Forward



Most of the workplaces today loaded with stress. The need for results, time pressure and opportunities are contributing factors in the biggest migration of workers.

GenX and GenY is making today the most significant impact in the workplace. They are empowered, technologically savvy and they are not afraid to speak up for change in

their workplace. GenX and GenY's are advocating for a more 'fluid' use of time in their workday. They think, why not work from morning till noon, take off part of the afternoon and then restart again at 5 p.m. and continue to midnight? In their minds and in their 'always on' world, they see this arrangement as perfectly legitimate as long as they get their work done and meet customer expectations.

For the Boomers, who are either afraid of new technology or just simply do not understand it, the impact is that the new generations do not seem fully committed. There is still the perception in a workplace that if the employees are not 'seen,' they cannot be working. There is a perception by the older generations that the new generations do have an entitlement mentality, that they are presumptuous and want to be accommodated with their demands. They expect more and express differently. Driven by their formative experiences, they are simply not afraid to expect more from their employers and they are certainly not afraid to ask for more. Such attitude can be viewed by Traditionalists and Boomers as rude and presumptuous.

The biggest danger might be the impact that emotionally unintelligent managers are having on the younger generations as a result of their reactions and judgments. GenX and

GenY employees leave managers and not organizations and managers inability to deal with the frustration that comes with managing the younger generation result in lost productivity, conflict in the workplace and increased turnover.

Avoiding the trap of understanding generational differences cannot be overstated. It is critical for to KNOW the new generation, connect with their preferred style and expectations.

Entering into the conversation or situation, understanding expectations and what emotion is driving their behavior is far more productive as oppose to jumping to a judgement based on a stereotype and style differences.

It is important to take time and build the trusting relationship where each generation brings ahead their potentials and works towards the common goal.

Summary

With the upcoming demographic shift, the organizations trained to bridge the gap between traditionalists boomers and GenX and GenY, mindful of their different values, will be able to succeed, attract, retain and engage the GenX and GenY, this talented generation of employees.

TALENT MANAGEMENT

How to Train Across Multigenerational Workplace?

Approximately 10% of all learning takes place in formal training. Approximately 20% of learning comes from materials and access to IT systems such as books, manuals, procedures, systems, and embedded methodologies. The employees learn by doing and reading using the information provided in both structured (ie. a website) and unstructured form. 70% of learning occurs “on the job.” Most of such learning occurs by talking with their managers, talking with peers, finding experts, and by doing mistakes.

This is the traditional structure of learning outlined primarily by the older generations. The question is how to provide the GenX and GenY’s with more learning opportunities in formal

training and on-demand training through series of structured web-enabled job related modules, creating virtual mentors? The question is also how to create the desired shift from learning on the job and mentoring to effective self-training?

The Performance and Capacity

There is not noticeable deterioration in performance in workers across generations. The single factor that impacts the level of performance is training.

Employers' Attitudes to Training Older Workers

There is an assumption about the older workers that they are less adaptable and less able to grasp new ideas or technologies. The older workers are often excluded from the training opportunities as employer normally calculates the return on investment. The invested training has to offset against the likely gains from the improved skills over the time. The similar concern may surround the younger workers who may be perceived as being early on in their career and more likely to change jobs in the near future.

How to Design the Effective Training Policy

Implementing a training policy framework serves as a facilitator of the training practices. It is essential to engage managers throughout the organization in this exercise. The basis for successful implementation of training programs is the training policy that emphasizes an equal access to training across multigenerational groups based on the organizational needs as skills development requirements.

The first step is outlining the mandatory training requirements at the organizational level (Security in the Field, Sexual Harassment Training, HIV Training, Diversity in a Workplace training).

The well structured training will outline the training requirements for each job category and link it to the PAS work-plan. The existence of the precise matrix outlining skills needed for each job category will clearly identify employees training needs. Managers play an essential role in empowering the employees to design the training plan that would be reflection of the gap analysis between existing and required skills for the job, keeping in mind career progression opportunities and cross training. This approach is of an utmost importance to GenX and GenY.

Developing staff to train others

The benefits from in house Mentoring Program are far reaching. By working with Managers, the Talent Management group will identify and train Mentors in each business unit as well as develop the system to keep track of measurable impact of such program. This program would relate directly to job function and trainee would be provided with one on one consultative style coaching related directly to the job function. This approach would ensure the high performance and high level of engagement of the new employee, especially throughout the On-Boarding phase. The target group for these roles would be older workers which will add to their job satisfaction and engagement with the company.

Designing knowledge database and Multimedia Learning Opportunities

Designing the E-Learning programs

E-Learning has rapidly taken stake in the global workforce for all industry sectors. An effective e-Learning strategy requires three main components: relevant and engaging course content, an effective platform for the delivery of courses, and an ability to manage employee learning. The e-Learning will be most beneficial and cost effective in the area of mandatory training and skills building. Even though it takes time to design and develop, it is proved to be highly cost effective solution to standardize training procedures across an organization and drill down specific skill sets. It is well received by GenX and GenY and would be highly It would highly beneficial in PECSS.

Identify the agencies and outside learning centers

There are number of highly specialized organizations that can provide high level of expertise for virtually any learning area. An effective Training policy will identify such areas of expertise that are not covered by in house training capacities.

Webinars/Webcasts/Podcasts

Talent Management Team will create a portal with various web-sites and advertise on a weekly basis web-cast series designed and targeted towards specific client group. For example, IMS would be offered series of lectures related to their job. TMT would also offer programs that would facilitate maintenance of license requirements.

Social Networking

In addition to promoting traditional Networking events, GenX and GenY have been drawn to cyber networking groups such as Linkden, MySpace, FaceBook etc.

Make it Interactive

As different generations have different learning styles, it is important to design the training policy and training program that would foster interactive learning experience and use combination of variety of styles.

Learning and Career Development Across Generations

	Traditionalist	Baby Boomers	Generation X	Generation Y/Z
General Expectations of Career Planning	I am happy to be where I am.	My dedication and service have to be rewarded.	It is about time to promote me!	What do you mean I cannot be promoted yet. I have delivered the results I was asked to deliver.

	Traditionalist	Baby Boomers	Generation X	Generation Y/Z
Mix up different learning styles	<p>Informational learning style</p> <p>Traditional classroom setting utilizing predominantly lectures</p> <p>Excellent Mentors</p> <p>Excellent source of institutional knowledge and experience</p> <p>Receptive to one on one coaching</p> <p>Task specific</p>	<p>Transformational learning style</p> <p>Traditional classroom learning extended to learning through participation, critical reflection, reflection and feedback</p>	<p>Self-Directed or Self-Paced</p> <p>Highly receptive to e-learning series of structured lectures</p> <p>Requires integration of technology and media in learning.</p> <p>Make it easy to access the information and industry procedures</p>	<p>Informal, incidental learning. Short attention span</p> <p>Requires integration of technology and media in learning (webinars, social networking sites, Avatars)</p> <p>Personalized learning through customized environment</p>