

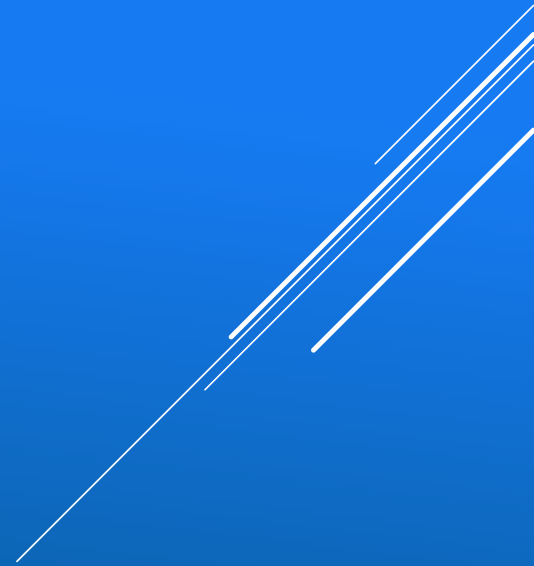
LEADING AN INTERGENERATIONAL WORKFORCE



The Generations

	<u>Current Age</u>
Traditionalists: <i>Born before 1946</i> The Greatest (G.I.) Generation: 1901 – 1924 Silent Generation: 1925 – 1945	71+
Baby Boomers: <i>Born 1946 – 1964</i> Boomers I: 1946 – 1954 Boomers II: 1954 – 1964	52-70
Generation X: <i>Born 1965 – 1979</i>	37-51
Millennials: <i>Born 1980 – 1995</i>	21-36

But first,
a quiz



Q1. Which generation is the best educated, but with low civic engagement and high levels of skepticism?

Traditionalists

Boomers

Gen X or

Millennials

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Q1. Which generation is the best educated, but with low civic engagement and high levels of skepticism?

Traditionalists

Boomers

Gen X or

Millennials



Q2. Which generation is the largest in the US labor force?

Traditionalists

Boomers

Gen X or

Millennials

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Q2. Which generation is the largest in the US labor force?

Traditionalists

Boomers

Gen X or

Millennials



Q3. Which generation tends to be the least brand loyal?

Traditionalists

Boomers

Gen X or

Millennials

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Q3. Which generation tends to be the least brand loyal?

Traditionalists

Boomers

Gen X or

Millennials

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Q4. The US White population grew 1.2% from 2000 to 2010. What was the percentage growth for Hispanics in the same period?

15%

20%

30%

40%+



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40%+



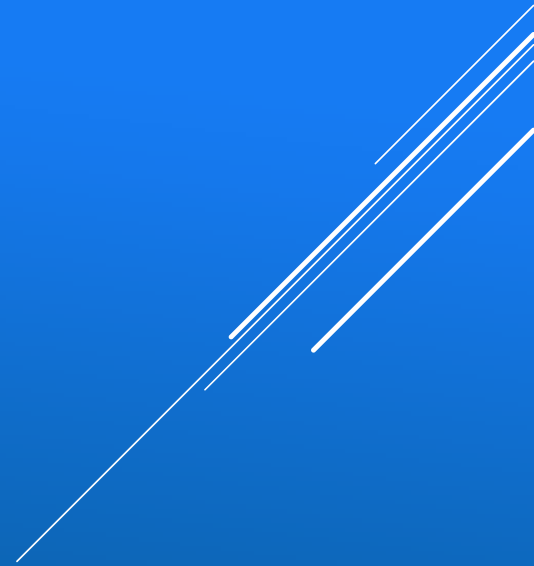
Q5. What percentage growth did the South experience from 2000-2010?

4.5%

11.2%

12.3%

14.3%



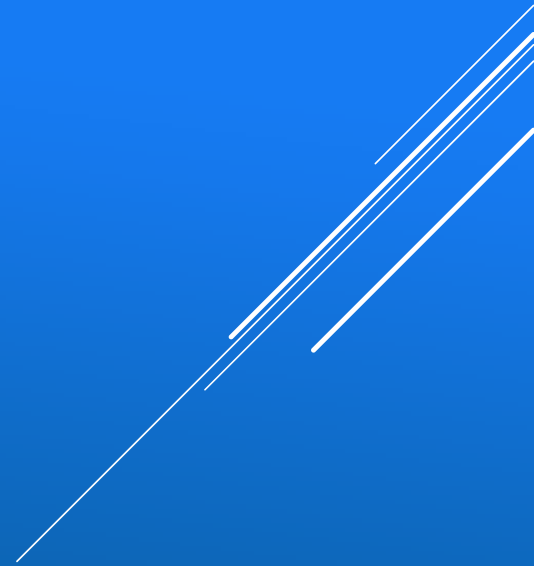
Q5. What percentage growth did the South experience from 2000-2010?

4.5%

11.2%

12.3%

14.3%



Q6. Older workers (65+) represent what percentage of the workforce?

3.1%

4.2%

5.9%

18.8%

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Q6. Older workers (65+) represent what percentage of the workforce?

3.1%

4.2%

5.9%

18.8%



Q7. What happened to the fertility rates of women from 2000 - 2012?

Increased

Decreased

Stayed the Same

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Q7. Did the fertility rates of women increase or decrease from 2000 - 2012?

Increased (Slight increase – from 1.9 to 2.0 (trick question!))

Decreased

Stayed the Same

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Q8. Identify which generation has a communication style that relied heavily on memos?

Traditionalists

Boomers

Gen X

Millennials

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Q8. Identify which generation has a communication style that relied heavily on memos?

Traditionalists

Boomers

Gen X

Millennials

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Q9. Identify which generation is best known as workaholics?

Traditionalists

Boomers

Gen X

Millennials

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Q9. Identify which generation is best known as workaholics?

Traditionalists

Boomers

Gen X

Millennials

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Q10. Identify which generation are the best multi-taskers?

Traditionalists

Boomers

Gen X or

Millennials

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Q10. Identify which generation are the best multi-taskers?

Traditionalists

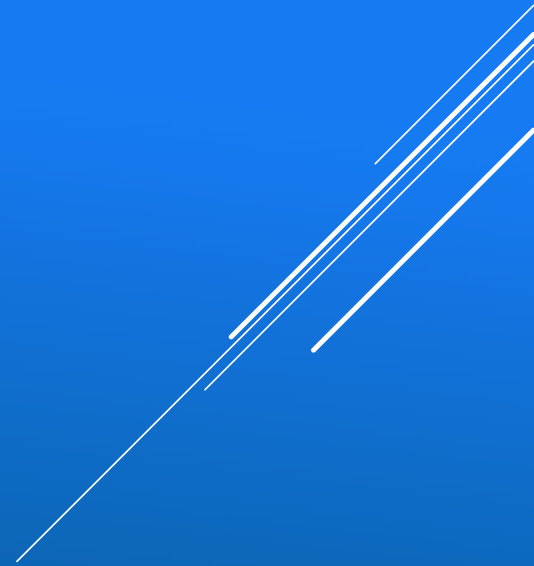
Boomers

Gen X or

Millennials



A DEMOGRAPHIC PRIMER



The South has Risen

Years	US Absolute population change	South's Absolute population change	South's share of change
1950-1970	51,886,128	15,598,455	30%
1970-1990	45,797,947	22,650,563	50%
1990-2010	60,035,665	29,104,814	49%

Population Change by Region, 2000-2010

Region	2010 Population	Absolute Population Change	Percent Population Change
US	309,050,816	26,884,972	9.5%
Northeast	55,417,311	2,480,998	3.3%
Midwest	66,972,887	2,480,998	3.0%
South	114,555,744	14,318,924	14.3%
West	72,256,183	8,774,852	13.8%

Population Change by Region, 2010-2015

Region	2015 Population	Absolute Population Change	Percent Population Change
US	321,418,820	12,071,957	3.9%
Northeast	56,283,891	886,717	1.6%
Midwest	67,907,403	929,898	1.4%
South	121,182,847	6,319,989	5.5%
West	76,044,679	3,925,353	5.4%

State Share of South's Net Growth, 2000-2010

Region/State	Absolute Change	State's Share
The South	14,318,924	100.0%
Texas	4,293,741	30.0%
Florida	2,818,932	19.7%
Georgia	1,501,200	10.5%
North Carolina	1,486,170	10.4%
Other Southern states	4,218,881	29.4%

State Share of South's Net Growth, 2010-2015

Region/State	Absolute Change	State's Share
The South	6,319,989	100.0%
Texas	2,244,751	35.5%
Florida	1,421,382	22.5%
Georgia	501,406	7.9%
North Carolina	483,823	7.7%
Virginia	357,206	5.7%
Other Southern states	1,311,421	20.7%

US Population Change by Race & Ethnicity, 2000-2010

Race	2010 Population	Absolute Change 2000-2010	Percent Change 2000-2010
Total	308,745,538	27,323,632	9.7%
Non-Hispanic	258,267,944	12,151,856	4.9%
White	196,817,552	2,264,778	1.2%
Black	37,685,848	3,738,011	11.0%
AI/AN	2,247,098	178,215	8.6%
Asian	14,465,124	4,341,955	42.9%
NH/PI	481,576	128,067	36.2%
2 or more races	5,966,481	1,364,335	29.6%
Hispanic	50,477,594	15,171,776	43.0%


Florida Population Change by Race & Ethnicity, 2000-2010

Race	2010 Population	Absolute Change 2000-2010	Percent Change 2000-2010
Total	18,801,310	2,818,932	17.6%
Non-Hispanic	14,577,504	1,277,841	9.6%
White	10,884,722	426,213	4.1%
Black	2,851,100	586,832	25.9%
AI/AN	47,265	4,907	11.6%
Asian	445,216	183,523	70.1%
NH/PI	9,725	2,838	41.2%
Some other races	48,462	19,468	67.1%
2 or more races	291,014	54,060	22.8%
Hispanic	4,223,806	1,541,091	57.4%

OTHER RELEVANT FACTORS




The “Graying” of America

- Boomers are aging
 - Fertility rates are declining
 - We’re living longer
 - We’re working longer
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The “Graying” of America

Boomers are aging

- By 2020, baby-boomers are in their pre- and early-retirement ages (55-64)
 - From 1990 to 2020, the population age 65-74 will grow 74%
- 

The “Graying” of America

Boomers are aging

- The segment under age 65 will only increase by 24% in the same period
- More older Americans are working – 5.9% of American's ages 65 & older work (May 2016)
- In 2008, only 3.1% of American's age 65 & older worked

The “Graying” of America

Fertility rates are declining


Children ever born per 1,000 women aged 40-44

1976 – 3.1

1988 – 2.2

2000 – 1.9

2012 – 2.0



The “Graying” of America

We're living longer

Life expectancy at birth

1960 – 69.7

1970 – 70.8

1980 – 73.7

1990 – 75.4

2000 – 77.0

2010 – 78.7

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Generations in the Workplace



The Generations

Traditionalists: *Born before 1946*

The Greatest (G.I.) Generation: 1901 – 1924

Silent Generation: 1925 – 1945

Current Age

71+

Baby Boomers: *Born 1946 – 1964*

Boomers I: 1946 – 1954

Boomers II: 1954 – 1964

52-70

62-70

52-62

Generation X: *Born 1965 – 1979*

37-51

Millennials: *Born 1980 – 1995*

21-36

Traditionalists: *Came of age 1919-1963*

The Greatest (G.I.) Generation: 1901 – 1924

Silent Generation: 1925 – 1945

Baby Boomers: *Came of age 1964-1982*

Boomers I: 1946 – 1954

Boomers II: 1954 – 1964

Generation X: *Came of age 1983-1997*

Millennials: *Came of age 1998-2013*

Factors Influencing Each Generation

- Parenting styles
 - Technology
 - Economics
 - World events
 - Popular culture
 - Politics
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Traditionalists

Events that shaped their life
and behaviors

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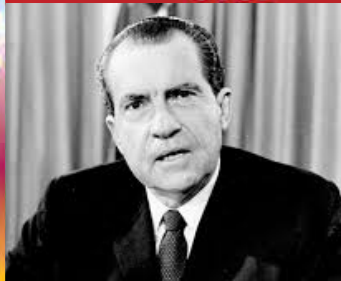
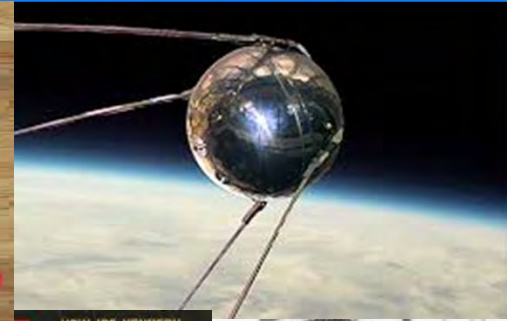
Tendencies and Significant Values

- Security
 - The known/familiar
 - Conservative
 - Compulsive savers
 - Patriotic
 - Work before pleasure
 - Respect for authority
 - Moral obligation
 - Sense of deferment
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Boomers

Events that shaped their life
and behaviors

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Tendencies and Significant Values

- Lack of trust in government
 - Less optimistic
 - Economic struggles (oil-embargo)
 - Narcissism
 - Focus on self-help
 - Skeptical about media and institutions
 - Employment challenges
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Gen X

- The “middle child” of generations
- Briefly held the place as the dominant group in the US labor force
- Not expected to outnumber Boomers until 2028 (total population)

Gen X

Events that shaped their life
and behaviors

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Tendencies and Significant Values

- The “lost” generation
- First generation of “latchkey” kids
 - High level of daycare and divorce – *impacting their own parenting skills*
- Low civic engagement
- High levels of skepticism
- Best educated (29% with a bachelor’s degree)

Millennials

... surpassed Boomers as America's largest generation!

- 75.4 million Millennials* (age 19-35)
- 74.9 Boomers* (age 52-70)

**As of April 2016*

Millennials

... surpassed Boomers and Gen X'ers as America's largest work force!

- One in three workers is a Millennial
- 54 million Millennials in the workforce
- US immigration growth is driven by Millennials. (Half of newly arrived immigrant workers are Millennials)

Millennials

AKA Generation Y / Echo Boomers

Events that shaped their life
and behaviors

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Google



Tendencies and Significant Values

- Multitaskers
- Sophisticated technology users
- Immune to traditional marketing
- Not brand loyal
- Racially and ethnically diverse
- Very involved with family decisions
 - *Planned family vacations/new car purchases*

Tendencies and Significant Values

- They value experiences more than accumulating things
- Less affiliated with political & religious institutions
- They're single (26% are married, compared to 36% Gen X, 48% of boomers and 65% of silent gen)
- They're back with their parents
 - *Adults age 18 to 34 were slightly more likely to live in their parents' home than they were to be living with a spouse or partner in their own household*

IMPACT ON THE WORKPLACE



Traditionalists/early Boomer's at Work

- High respect for authority
- Hard work
- Sacrifice
- Duty before fun
- Work is an obligation
- Communication style: formal,
 - one-on-one, memo



Traditionalists/early Boomer's at Work

- Leadership style: Issues directives
- Interactive style: Individual
- Feedback: minimal feedback expected
Reward: satisfaction in a job well done
- Motivating messages: Your experience is respected
- Work & family balance: They don't meet!

Boomers at Work

- Workaholics
- Be efficient
- Personal fulfillment
- Desire quality
- Communication style: In person
- Question authority (later Boomer's)



Boomers at Work

- Leadership style: Consensual & Collegial
- Interactive style: Team player – **loves meetings!**
- Feedback: Satisfaction in a job well done
- Reward: Show me the Money! Titles.
- Motivating messages: You are valued and needed!
- Work & family balance: No balance – work to live!

Gen X at Work

- Eliminate the task!
- They want to be self-reliant
- Wants structure and direction
- Skeptical
- Challenge others
- Ask why
- Communication style: Direct and immediate



Gen X at Work

- Leadership style: Everyone's the same
- Interactive style: Entrepreneur
- Feedback: Sorry to interrupt, but how am I doing?
- Reward: Freedom is the best reward
- Motivating messages:
 - Do it your way – forget the rules!
- Work & family balance: Balanced



Millennials

Work style / habits



Millennials at Work

- Multitaskers
- What's next?
- Tenacity
- Entrepreneurial
- Tolerant
- Goal-oriented
- Communication style: Text, E-mail, voice mail




Millennials at Work

- Leadership style: Not yet clear
- Interactive style: Participative
- Reward: Meaningful work
- Feedback: Whenever I want it? Really.
- Motivating messages: You will work with other bright and creative people!
- Work & family balance: Balance




Millennials at Work

Irrespective of the long-term aims and ambitions of an individual company, the ability to attract and retain millennial talent will be a vital step to achieving it – PricewaterhouseCoopers

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Millennials at Work

Other factors

- **They want growth!**
 - Tell them how they can succeed in your organization
 - Provide ongoing training
 - Give them a challenge!
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Millennials at Work

Other factors

- **They want coaching** – not bossing
 - Access to leadership
 - The annual review won't get it. Consistent feedback is a must.
 - Development and work/life balance are more important than financial reward

Millennials at Work

Other factors

- **They want coaching** – not bossing
 - Access to leadership
 - The annual review won't get it. Consistent feedback is a must.
- 
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Millennials at Work

Other factors

- They want transparent communication

Millennials at Work

Other factors

- Millennials value:
 - **Flexible scheduling**



Millennials at Work

Other factors

- Millennials are digital



Millennials at Work

Other factors

- Millennials value:
 - **Less important, but consider:**
 - Casual dress codes
 - Telecommuting options
 - Paid volunteer days
 - Unique perks – massages & fitness classes



Millennials at Work

Forget that you're the boss
and they are the employees.


You are a team.

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But remember...



So how do I lead my intergenerational work team?

- Focus on results
 - Consider the values of each group individually
 - Communicate in a manner that the person can hear
 - Create a more tolerant environment
 - Give feedback
 - Clearly communicate expectations
 - Listen
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Thank You

Dean Ridings

President & CEO

Intersect Media Solutions

dridings@mediagenius.com

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Sources and acknowledgements

The US Census Bureau

American Community Survey (US Census Bureau)

The Pew Research Center

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