St. Louis Section
of the
American Chemical
Society

Leading Different Generations

29 Oct 2015

Tim Dean

COACHING DEAN

GENERATIONAL DIFFERENCES

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- Real; having a real impact
- Not going anywhere (+5th in 4 yrs.)
- Affect how you hire, develop, and retain talent
- Resulting in:
  - Leadership gaps
  - Conflict
  - Confusion

WHAT IS DIVERSITY?

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WHAT IS DIVERSITY?

Def: (n) – the condition of having or being composed of differing elements

WHAT DEFINES A GENERATION?

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WHAT DEFINES A GENERATION?

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- Age?
- Attitudes?
- Experiences?
- Stereotypes?
- Wisdom?
- Core Values?

WHAT DEFINES A GENERATION?

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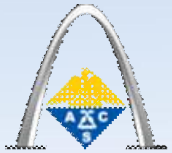
- Wisdom?
- Core Values?

Typically defined as a birth cohort that shares social, political, and economic events.

WHAT DEFINES A GENERATION?



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- Age?
- Attitudes?
- Experiences?
- Stereotypes?
- Wisdom?
- Core Values?

Typically defined as a birth cohort that shares social, political, ~~and~~ economic events.

^ & technological

POLL QUESTION

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What is your Generation?

Born 1922-1945 (Traditional/Silent)

Born 1946-1964 (Baby Boomer)

Born 1965-1979 (Generation X)

Born 1980-1996 (Millennial/Generation Y)

Born 1997-2010 (Generation Z)

TRADITIONAL/SILENT

1922-1945 | Age 70s-80s | 31 million

Shaped by:

- Great Depression
- Communism
- WWII
- Rapid Industrialization
- Korean War
- Family Gatherings Around the Radio

BABY BOOMER

1946-1964 | Age 50s-60s | 76 million

Shaped by:

- Vietnam War
- Women's & Civil Rights Movements
- Assassinations
- Space Race
- Widespread TV
- Rock 'n Roll

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BABY BOOMER

1946-1964 | Age 50s-60s | 76 million

Shaped by:

- Vietnam War
- Women's & Civil Rights Movements
- Assassinations
- Space Race
- Widespread TV
- Rock 'n Roll

Every baby boomer is now 50 or older.

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GENERATION X

1965-1980 | Age 30s-40s | 66 million

Shaped by:

- 2 Working Parents & Divorces
- Challenger Disaster
- AIDS Epidemic
- Technological Advancements
- Personal Computer & Internet
- MTV

MILLENNIAL/GENERATION Y

1981-1996 | Age 20s-30s | 77 million +

Shaped by:

- 9/11 Attacks
- School Shootings
- ‘Helicopter’ Parents
- Great Recession
- Social Networking
- 24/7 Information

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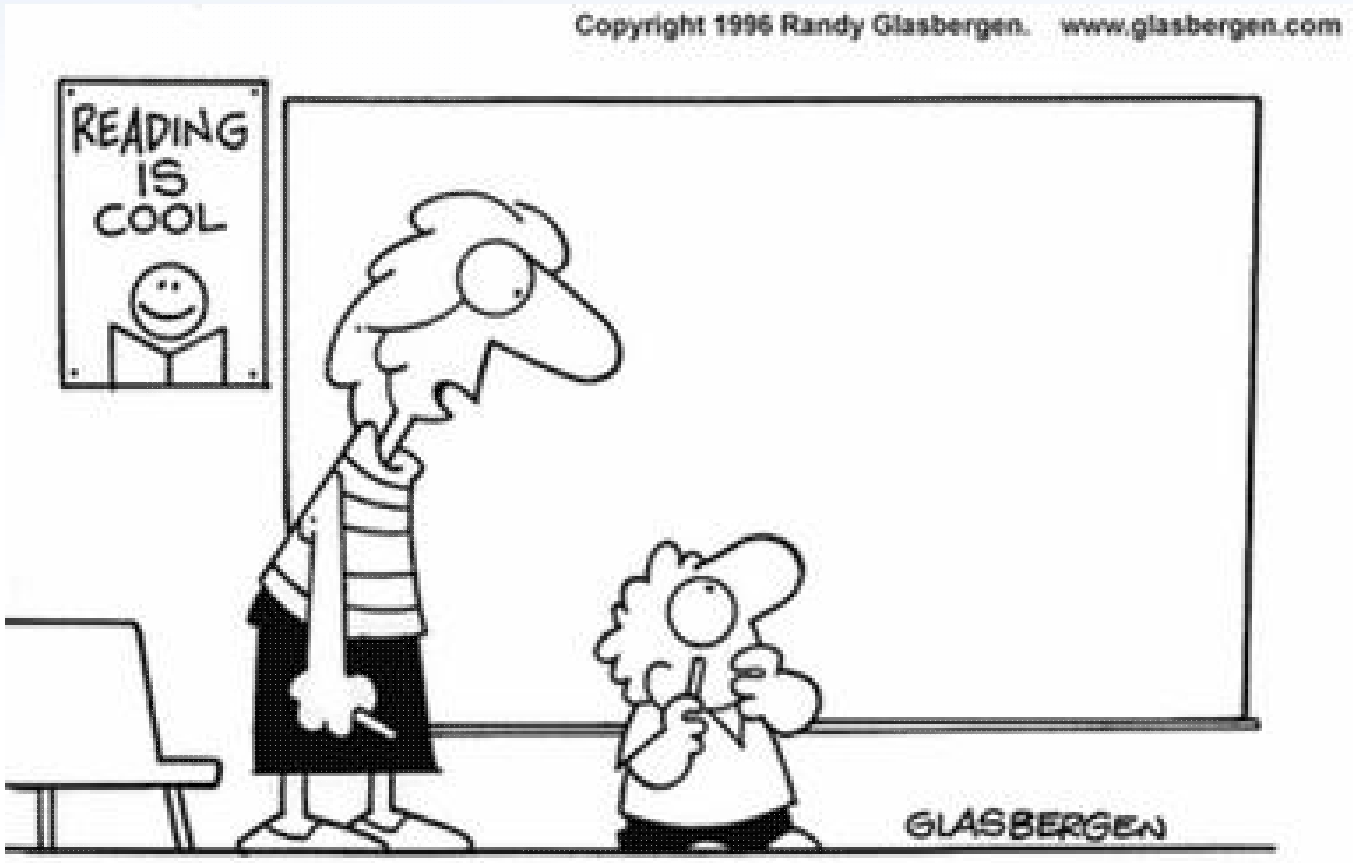
GENERATION Z

1997-2010 | Age kids-teens | 53 million +



"There aren't any icons to click. It's a chalk board."

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GENERATION Z

1997-2010 | Age kids-teens | 53 million +

Shaped by:

- Iraq / Afghanistan Wars
- Asian Tsunami
- Global Financial Crisis
- WikiLeaks
- Use of Technology Since Birth
- Hyper-Connected & Mobile

GENERATIONAL THEORY

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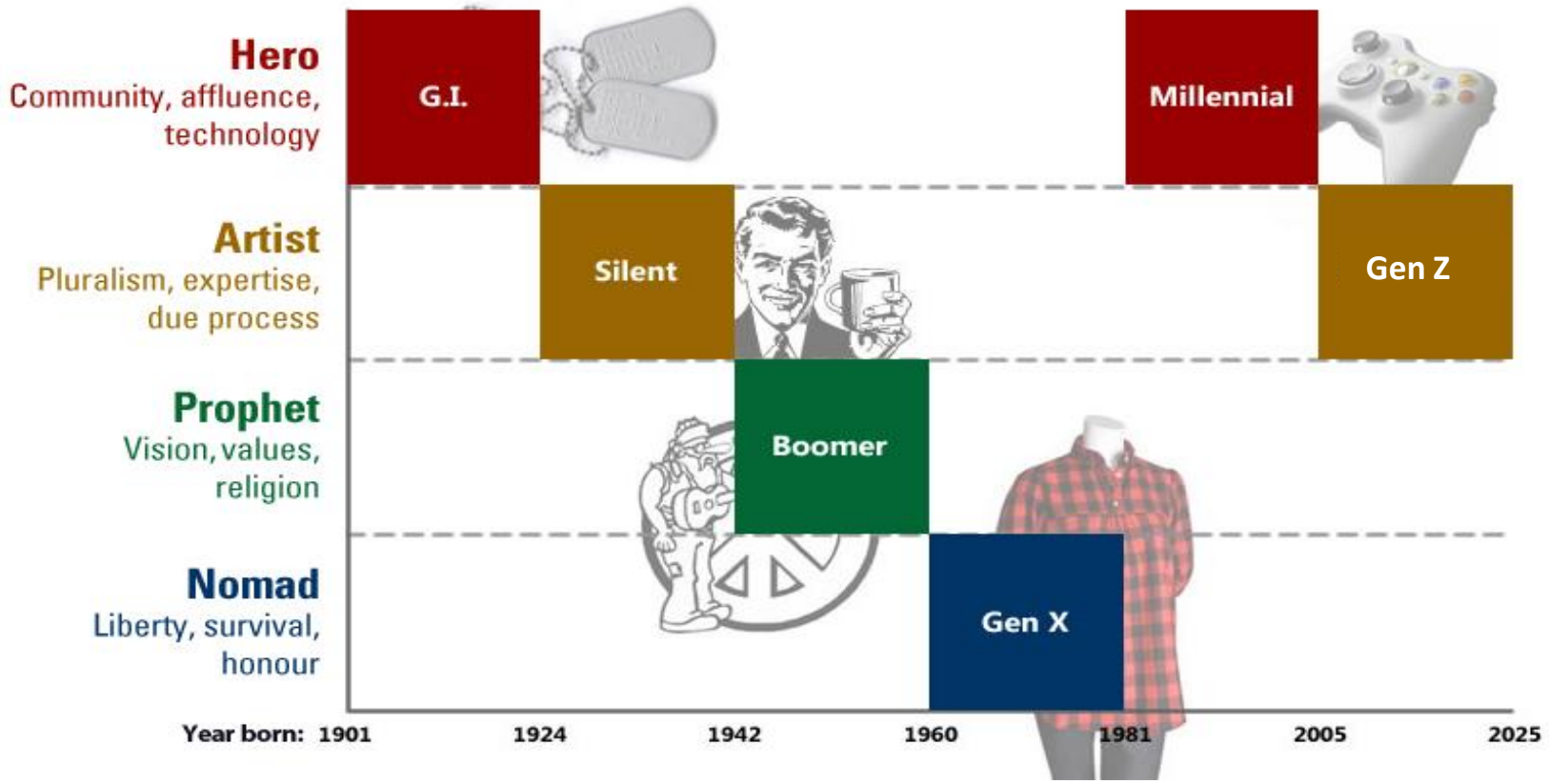
Howe/Strauss Generational Archetypes and Generations



GENERATIONAL THEORY

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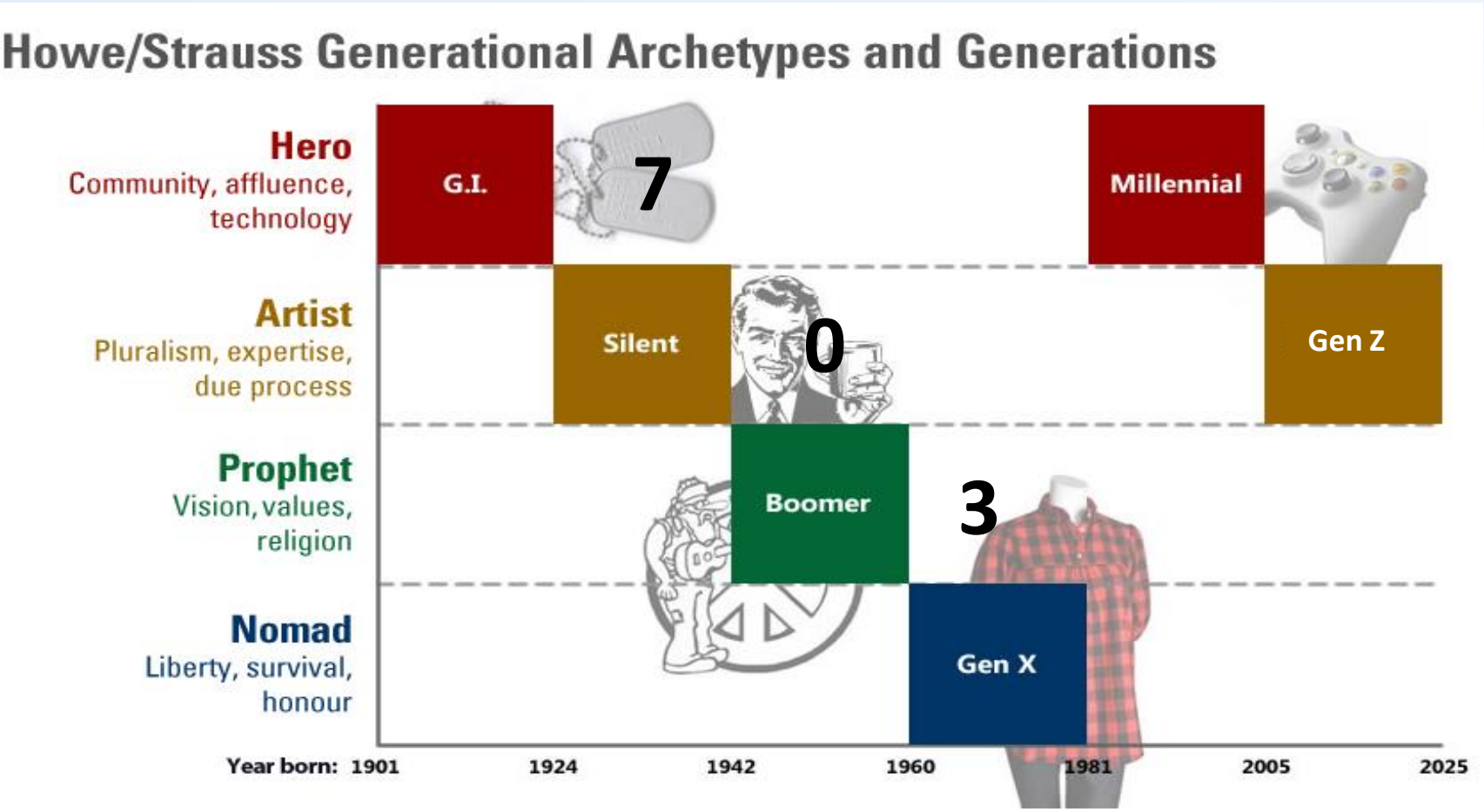

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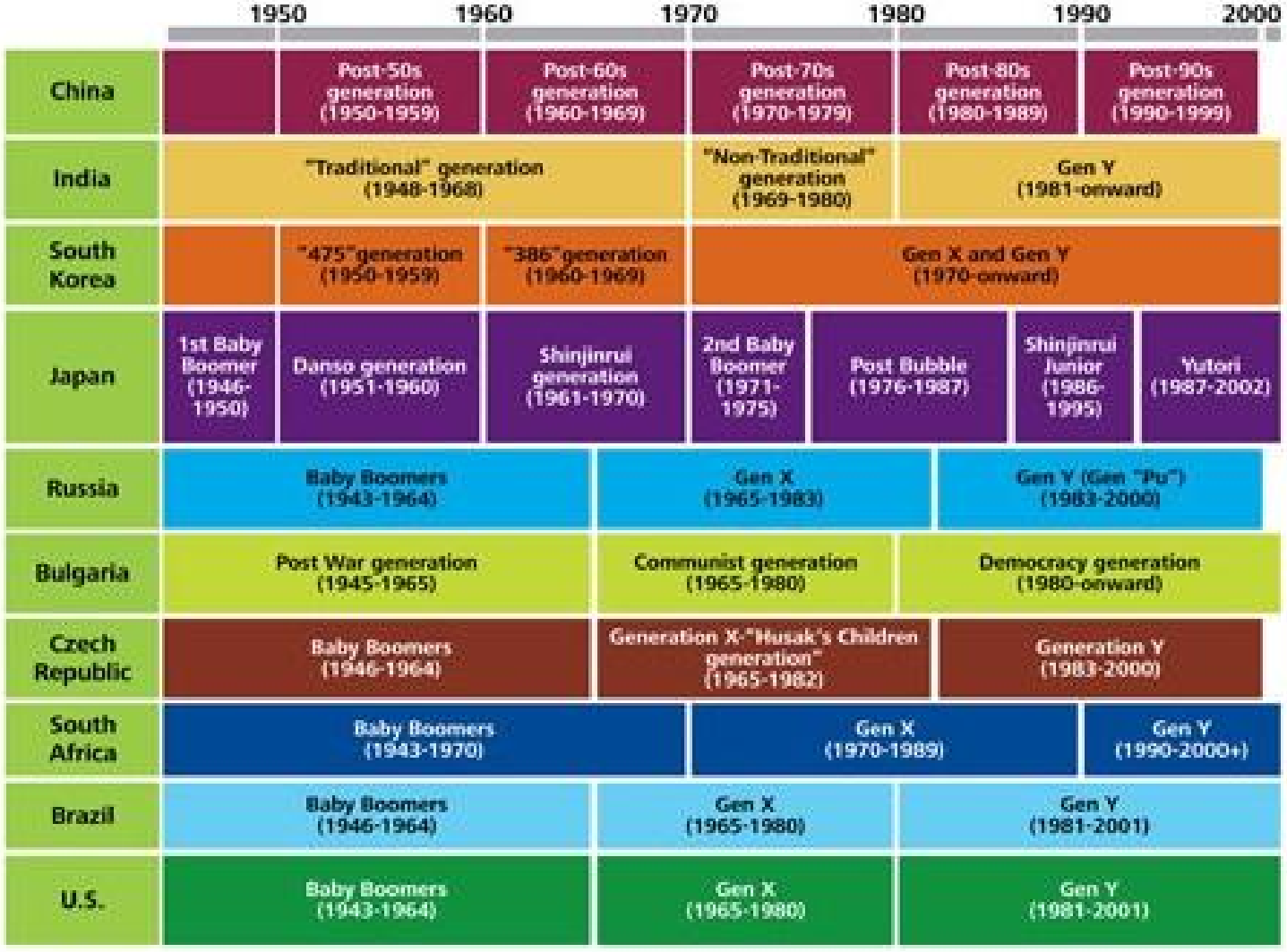
GLOBAL GENERATION VIEW



GLOBAL GENERATION VIEW

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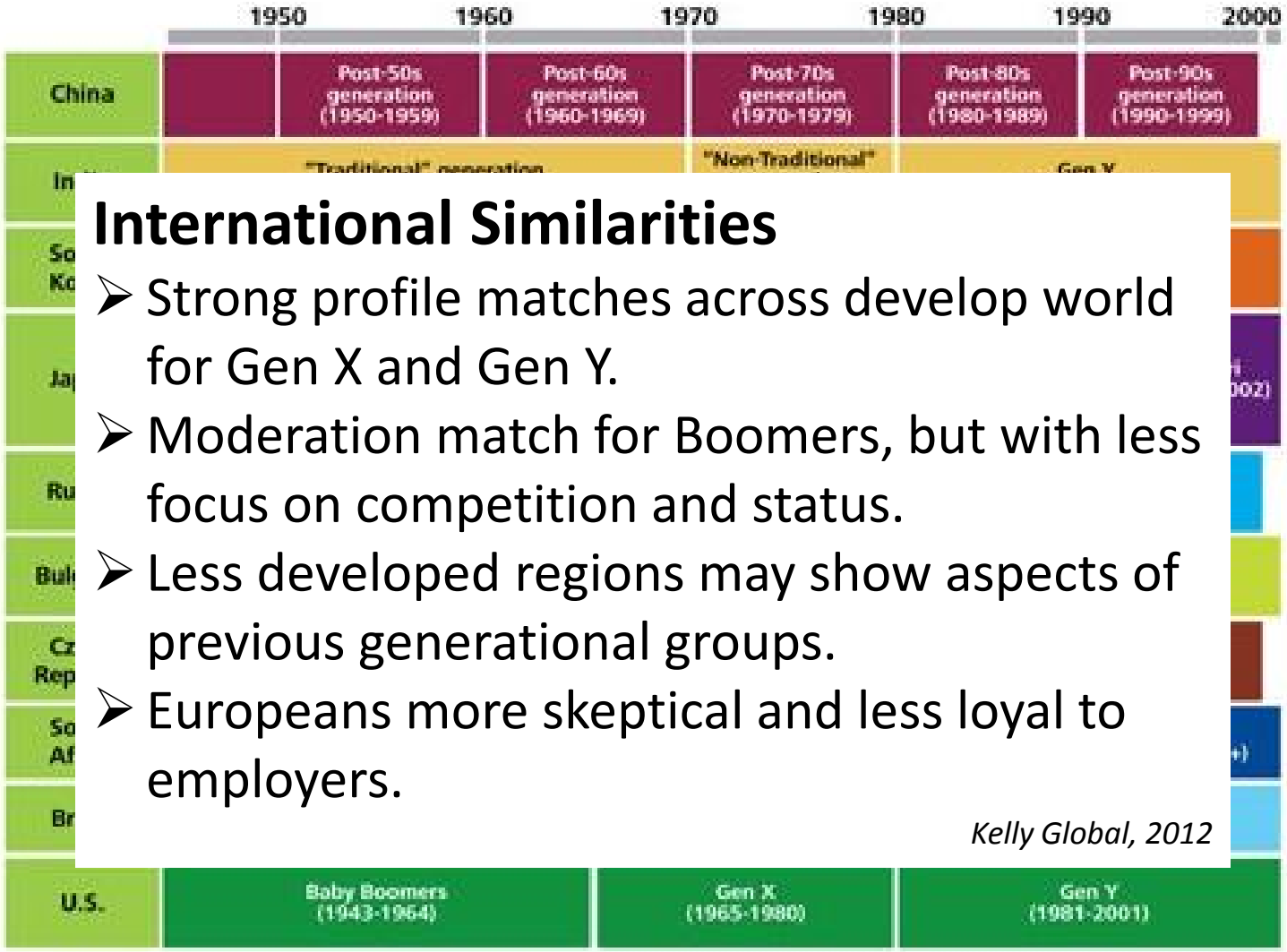

International Similarities

- Strong profile matches across develop world for Gen X and Gen Y.
- Moderation match for Boomers, but with less focus on competition and status.
- Less developed regions may show aspects of previous generational groups.
- Europeans more skeptical and less loyal to employers.

Kelly Global, 2012

GLOBAL GENERATION VIEW

GEOGRAPHY

Grew up:

- City/Urban
- Country/Rural
- Overseas
- Combination

GLOBAL GENERATION VIEW

GEOGRAPHY

Grew up:

- City/Urban
- Country/Rural
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- Combination

Individuals from the same generation with differing views, values, and influences.

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GENERATIONS

NEW MARKERS OF SUCCESS

Old 30: Partnered off decade ago

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GENERATIONS

NEW MARKERS OF SUCCESS

Old 30: Partnered off decade ago

New 30: Realizing an adult

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GENERATIONS

NEW MARKERS OF SUCCESS

Old 30: Partnered off decade ago

New 30: Realizing an adult

Old 40: Bought larger house in suburbs

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GENERATIONS

NEW MARKERS OF SUCCESS

Old 30: Partnered off decade ago

New 30: Realizing an adult

Old 40: Bought larger house in suburbs

New 40: Move and rent in city

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GENERATIONS

NEW MARKERS OF SUCCESS

Old 30: Partnered off decade ago

New 30: Realizing an adult

Old 40: Bought larger house in suburbs

New 40: Move and rent in city

Old 50: Cruise control to golden years

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GENERATIONS

NEW MARKERS OF SUCCESS

Old 30: Partnered off decade ago

New 30: Realizing an adult

Old 40: Bought larger house in suburbs

New 40: Move and rent in city

Old 50: Cruise control to golden years

New 50: Relaunch career and/or life

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GENERATIONS

NEW MARKERS OF SUCCESS

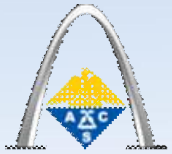
Common Themes:

<u>Old</u>

Staying on steady upward trajectory

About stability and conformity

Rid of anxiety: clear path to success



GENERATIONS

NEW MARKERS OF SUCCESS

Common Themes:

<u>Old</u>

Staying on steady upward trajectory

About stability and conformity

Rid of anxiety: clear path to success

<u>New</u>

Reinventing yourself

About freedom and authenticity

Lots of anxiety: more unknown

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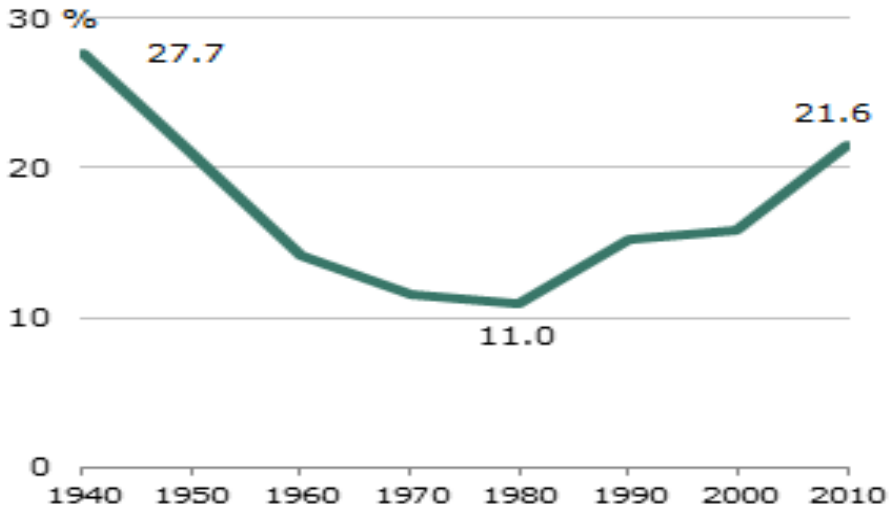
GENERATIONS

CURRENT ENVIRONMENT: HOME

Rising Share of Young Adults Living in Multi-Generational Households

% of adults ages 25-34 living in a multi-generational household



Source: Pew Research Center analysis of U.S. Decennial Census data, 1940-2000 and 2010 American Community Survey (IPUMS)

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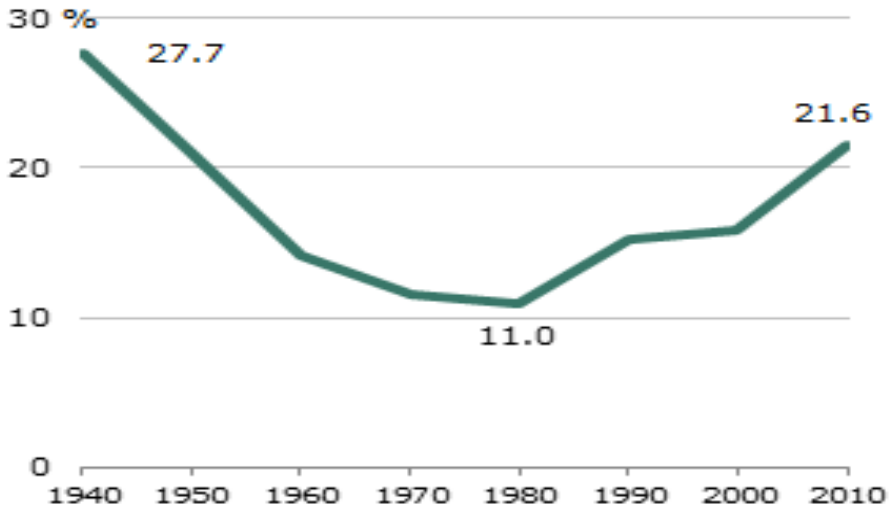

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End of 2013 = 25%

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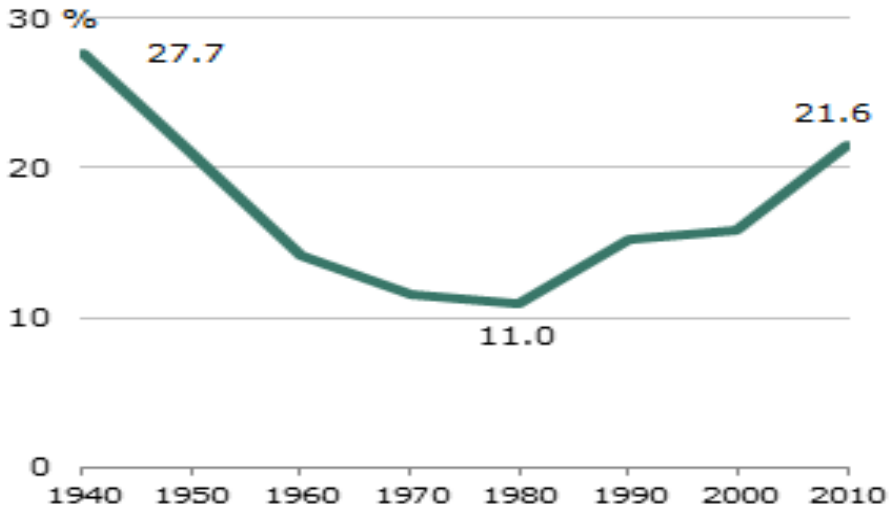

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PEW RESEARCH CENTER

End of 2014 = 29%

End of 2013 = 25%

GENERATIONS

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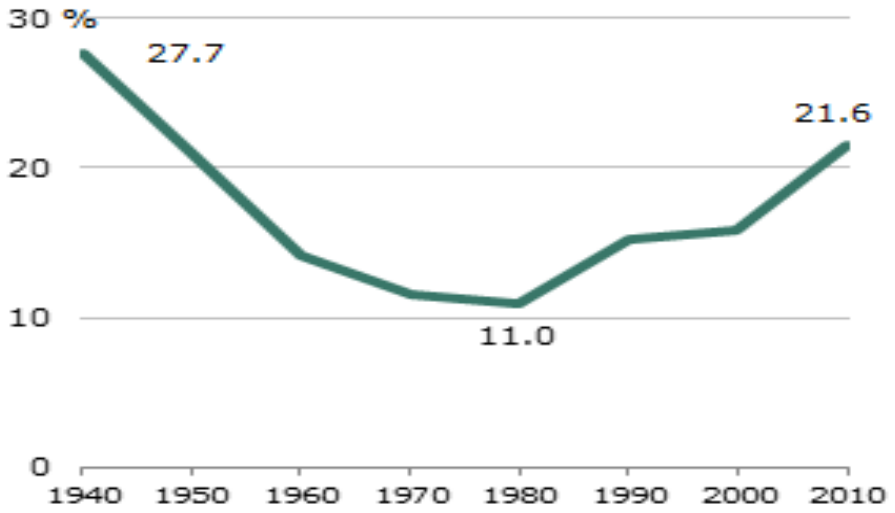

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PEW RESEARCH CENTER

2015 = 33%

End of 2014 = 29%

End of 2013 = 25%

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GENERATIONS

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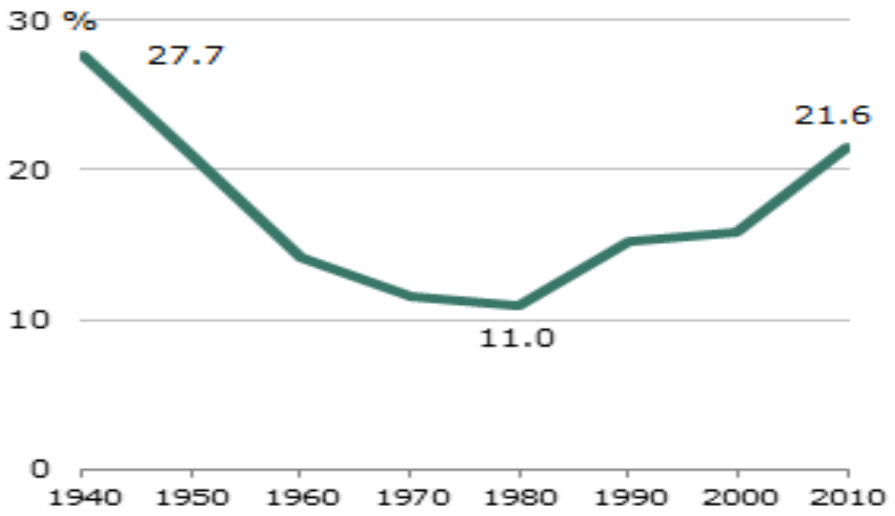

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67% live on their own after starting their career *(95% Boomers, 89% Gen X)*

2015 = 33%

End of 2014 = 29%

End of 2013 = 25%

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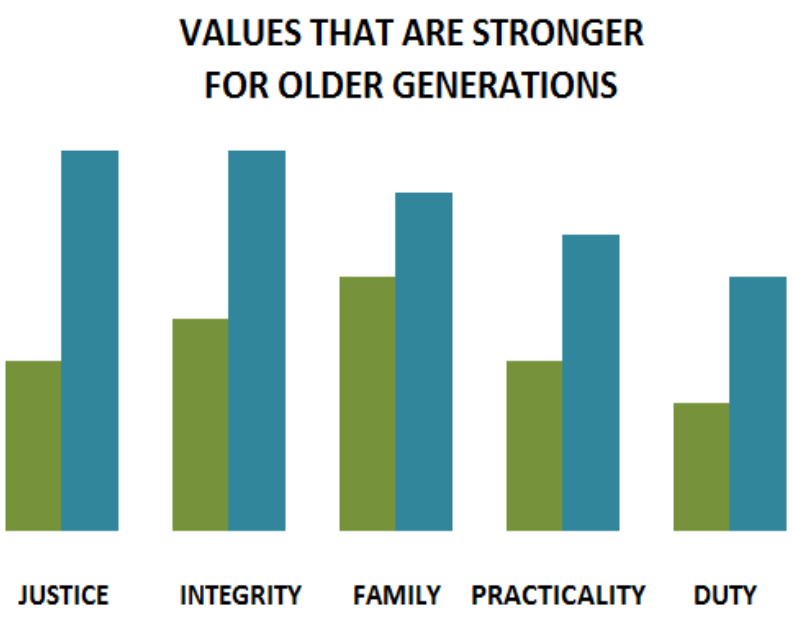
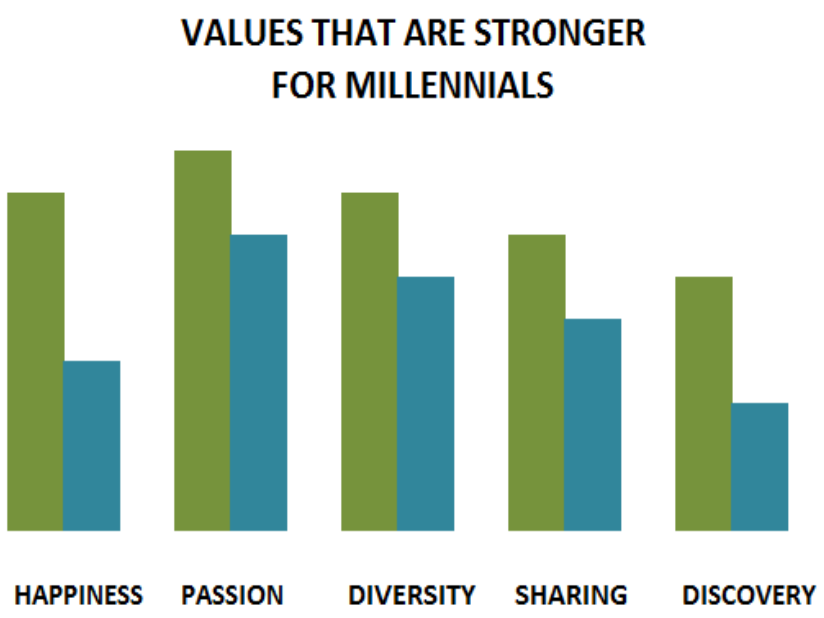
GENERATIONS
CHANGING PERSONAL VALUES





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GENERATIONS

INTERACTION TIP #1

Realize personal values are changing.

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GENERATIONS
IN THE WORKPLACE

POLL QUESTION

What is your biggest challenge working in a multi-generational group?

Negative Stereotypes

Communication Styles

Workplace Expectations

Conflict Resolution

Knowledge/Relationships

POLL QUESTION

What is your biggest challenge working in a multi-generational group?

8% Negative Stereotypes

42% Communication Styles

27% Workplace Expectations

8% Conflict Resolution

15% Knowledge/Relationships

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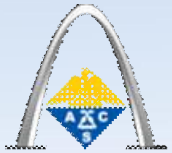
NEGATIVE IMAGES



GENERATIONS

NEGATIVE STEREOTYPES

TRADITIONALS
Poor Tech. Skills
Unwilling to Change
Stuck in Old Ways
Always Sick
Grumpy

BABY BOOMERS
Tech. Averse
Resist Change
Just Waiting to Retire
Low Energy
Know-it-All

GEN X
Cynical
Slackers
Disenfranchised
Lack of Identity
Underachievers

GEN Y
Arrogant
Entitled
Narcissistic
"Praise" Junkies
Lack Work Ethics

NEGATIVE MESSAGES

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GENERATIONS

INTERACTION TIP #2

Connect with the individual, not the stereotype.

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GENERATIONS

UNIQUE STRENGTHS

TRADITIONALS
Sense of civic duty
Strong work ethic
Loyal
Practical
Chain of command

BABY BOOMERS
Competitive
Workaholics
Educated
Value formal training
Great mentors

GEN X
Independent
Survivors
Informal
Value results
Work-life balance

GEN Y
Connected
Collaborative
Global
Green focused
Great multitaskers

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GENERATIONS
COMMUNICATION

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What can be accomplished over the long-term if cross-generational teams communicated effectively?

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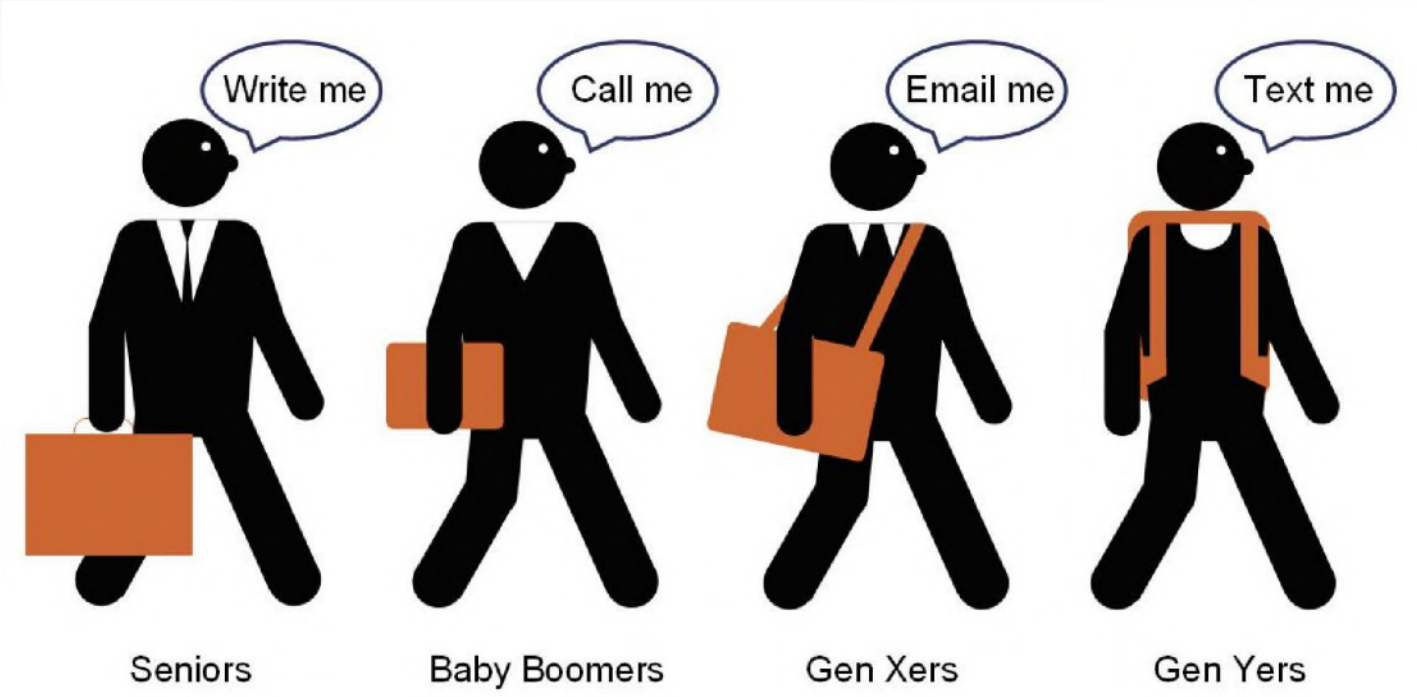
GENERATIONS
COMMUNICATING



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GENERATIONS

INTERACTION TIP #3

Know Your Audience

GENERATIONS

COMMON GROUND: WORK VALUES

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GENERATIONS

COMMON GROUND: WORK VALUES

Intrinsic: interesting work, learning opp., challenged

Extrinsic: pay, promotion, status

Altruistic: helping others, contributing to society

Leisure: vacation time, work-life balance

Social: interacting with others, making friends

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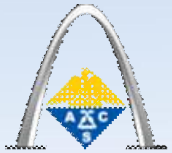
GENERATIONS

INTERACTION TIP #4

We all want the same thing, we just communicate it differently.



GENERATIONS

COMMON GROUND: NARCISSISM

GENERATIONS

COMMON GROUND: NARCISSISM

Every generation of younger people is more narcissistic than their elders.

GENERATIONS

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Boomers – changed the world in young adult years then conformed in the workplace.

GENERATIONS

Boomers – changed the world in young adult years then conformed in the workplace.

Millennials – changing the world in young adult years AND in the workplace.

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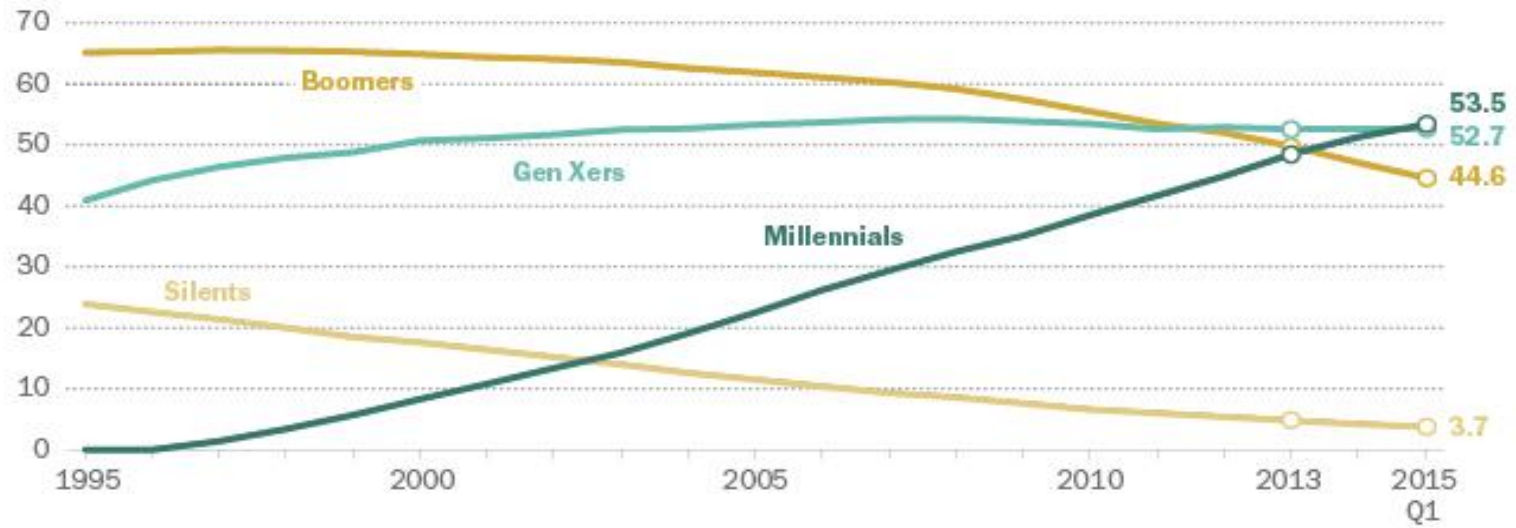
GENERATIONS

CURRENT ENVIRONMENT: WORK

U.S. Labor Force by Generation, 1995-2015

U.S. Labor Force by Generation, 1995-2015

In millions



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.
Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

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GENERATIONS
WORKING STYLE

TRADITIONALS
Consistency
Structure
Clear Rules
Hierarchy
Defined Workspace

BABY BOOMERS
Leadership Opp.
Team Environment
Friendly Atmosphere
Corporate Culture
Private Office

GEN X
Flexible
Development Opp.
Informal
Enjoy the Extras
Mobile Workspace

GEN Y
Collaboration
Challenges
Fun
Plug 'n Play Tech.
Fluid Workspace

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GENERATIONS

PROS FOR WORKPLACE

TRADITIONALS

Stable
Loyal
Detailed Oriented
Thorough
Hard Working

BABY BOOMERS

Driven
Team Players
Aim to Please
Relationship Focused
Service Oriented

GEN X

Adaptable
Independent
Creative
Diverse
Techno Literate

GEN Y

Confident
Multitasking
Optimism
Heroic Spirit
Tech Savvy

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GENERATIONS

SKILL SET PARADIGM

OLD: Learned from an apprentice, parent, or older teacher.

GENERATIONS

SKILL SET PARADIGM

NEW: First time, adults going to children to learn anything.

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GENERATIONS

INTERACTION TIP #5

Reverse mentor; share what you know.

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GENERATIONS
COMMON CONFLICTS

- Job Expectations
- Finding Information
- Getting Together
- Technology
- Where/When to Work

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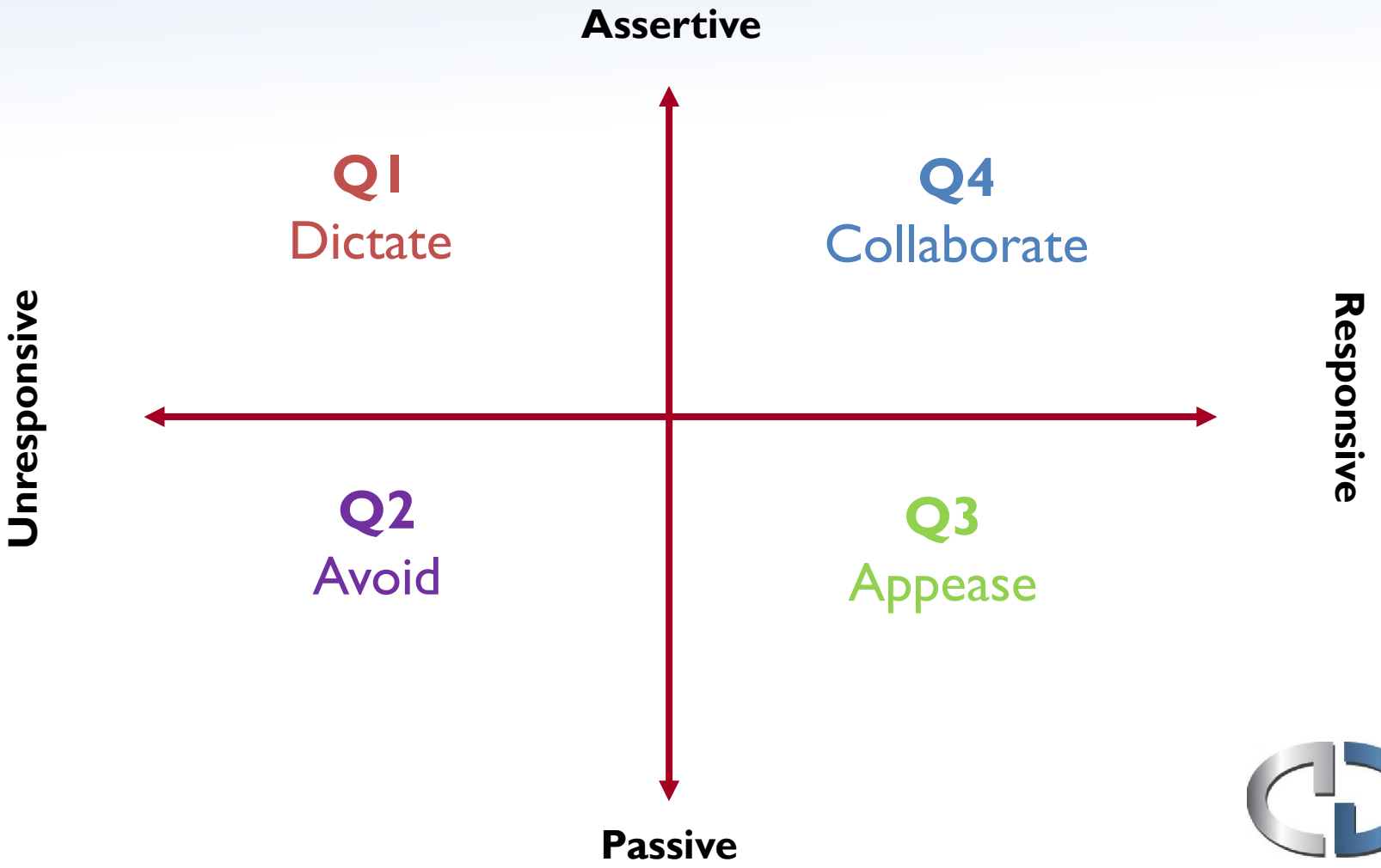
GENERATIONS

CONFLICT RESOLUTION MODEL



CONFLICT RESOLUTION

YOUR APPROACH

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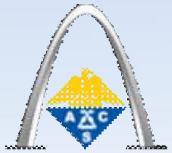
GENERATIONS

INTERACTION TIP #6

Address conflict proactively.



GENERATIONS

LEARNING PREFERENCES

TRADITIONALS
Value team vs. self
Formal
Learn privately
Respect for experience
Clear & logistical facts

BABY BOOMERS
Networking
Work in teams
Participatory
Lifelong learners
Non-authoritarian

GEN X
Edu-tainment
Clear expectations
Use visual aids
Role plays
Frequent breaks

GEN Y
Learning communities
Fun & games
Short attention span
Teamwork
Experiential

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GENERATIONS

WHAT THEY LOOK FOR

TRADITIONALS

Face-to-face mtgs.
Close to coworkers
Train on technology
Recognize loyalty
Partner w new hires

BABY BOOMERS

How fit big picture
Work in teams
Easy-to-use tech.
Areas for mtgs.
Include competition

GEN X

Get to the point
Be sincere
Use technology
Training
Problem solve orient.

GEN Y

Nurture
Open & friendly
Embed technology
Fast and fun
Opps. to collaborate

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GENERATIONS

INTERACTION TIP #7

Be open to alternate preferences and points of view.

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GENERATIONS

MANAGING MULTI-GENERATIONS

MANAGING GENERATIONS

LEADERSHIP TIP #1

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Educate & Adapt

MANAGING GENERATIONS

LEADERSHIP TIP #2

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Leverage Senior Talent

MANAGING GENERATIONS

LEADERSHIP TIP #3

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Create a Culture of Intrapreneurship

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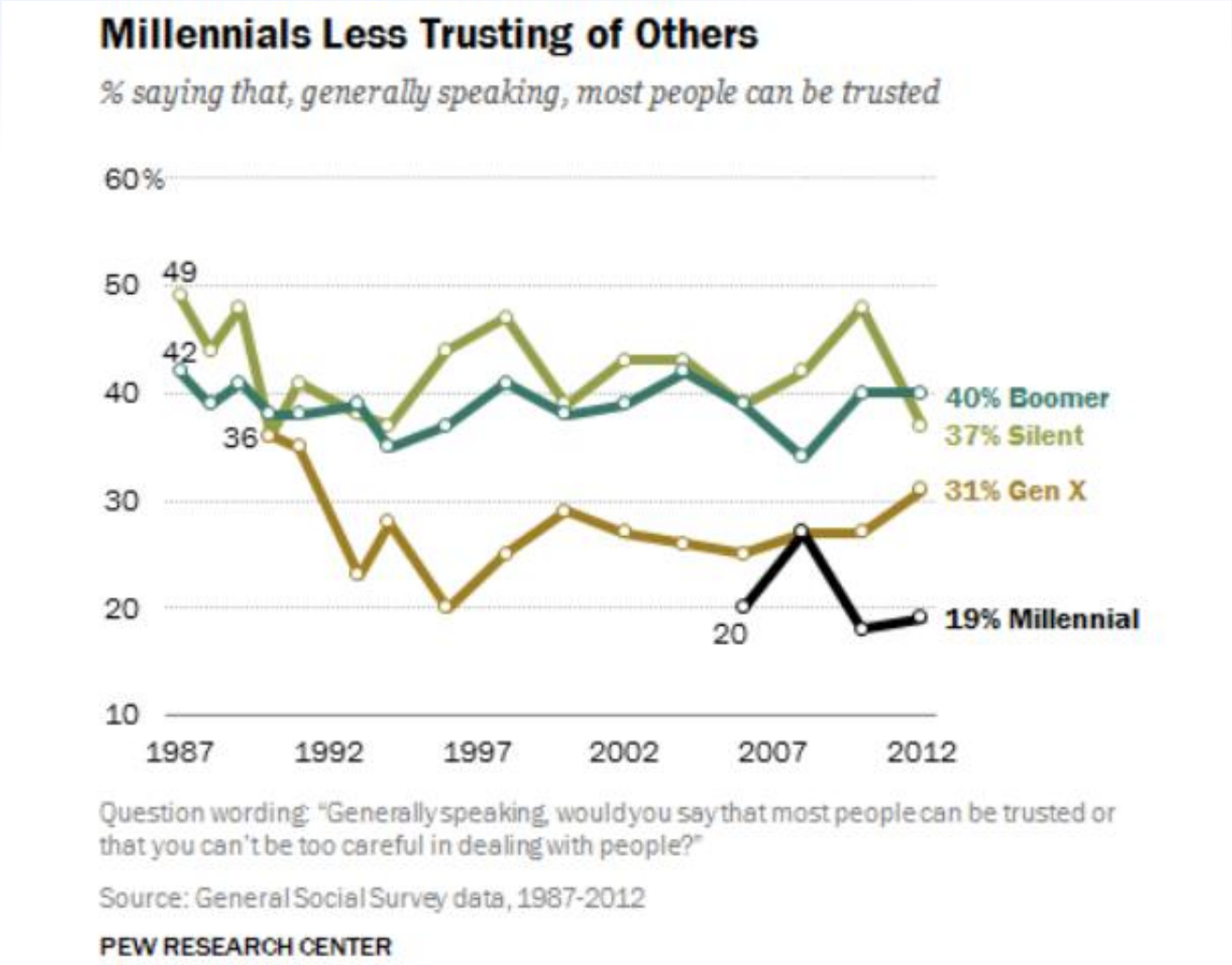
MANAGING GENERATIONS

TRUST



MANAGING GENERATIONS

LEADERSHIP TIP #4

Foster Trust

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MANAGING GENERATIONS

LEADERSHIP TIP #5

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Manage on Effort & Performance

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GENERATIONS
CLOSING

- *Each generation possesses unique skills.*
- *Each generation brings unique perspective.*
- *Each generation communicates differently.*

GENERATIONS
CLOSING

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- ✓ *All generations have similar values.*
- ✓ *All generations want to be treated with respect.*
- ✓ *All generations are uncomfortable with change.*
- ✓ *All generations like feedback.*
- ✓ *All generations want to be challenged.*
- ✓ *All generations want to learn.*

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THANK YOU!

Tim Dean

COACHING DEAN

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