St. Louis Section
of the
American Chemical
Society

Leading Different Generations Workshop

19 Nov 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

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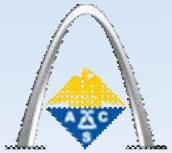
- Age?
- Attitudes?
- Experiences?
- Stereotypes?
- Wisdom?
- Core Values?

WHAT DEFINES A GENERATION?



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- 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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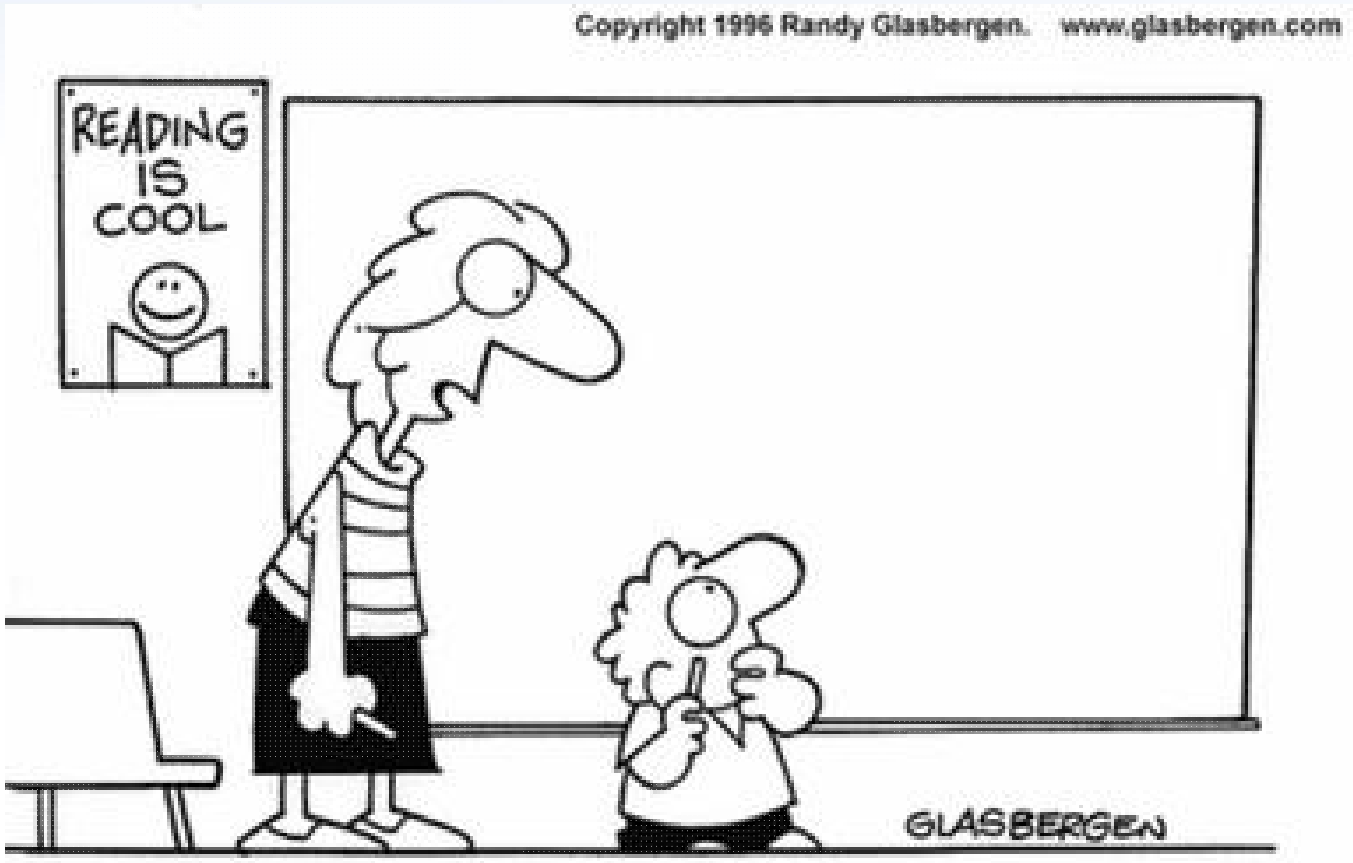
GENERATION Z

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

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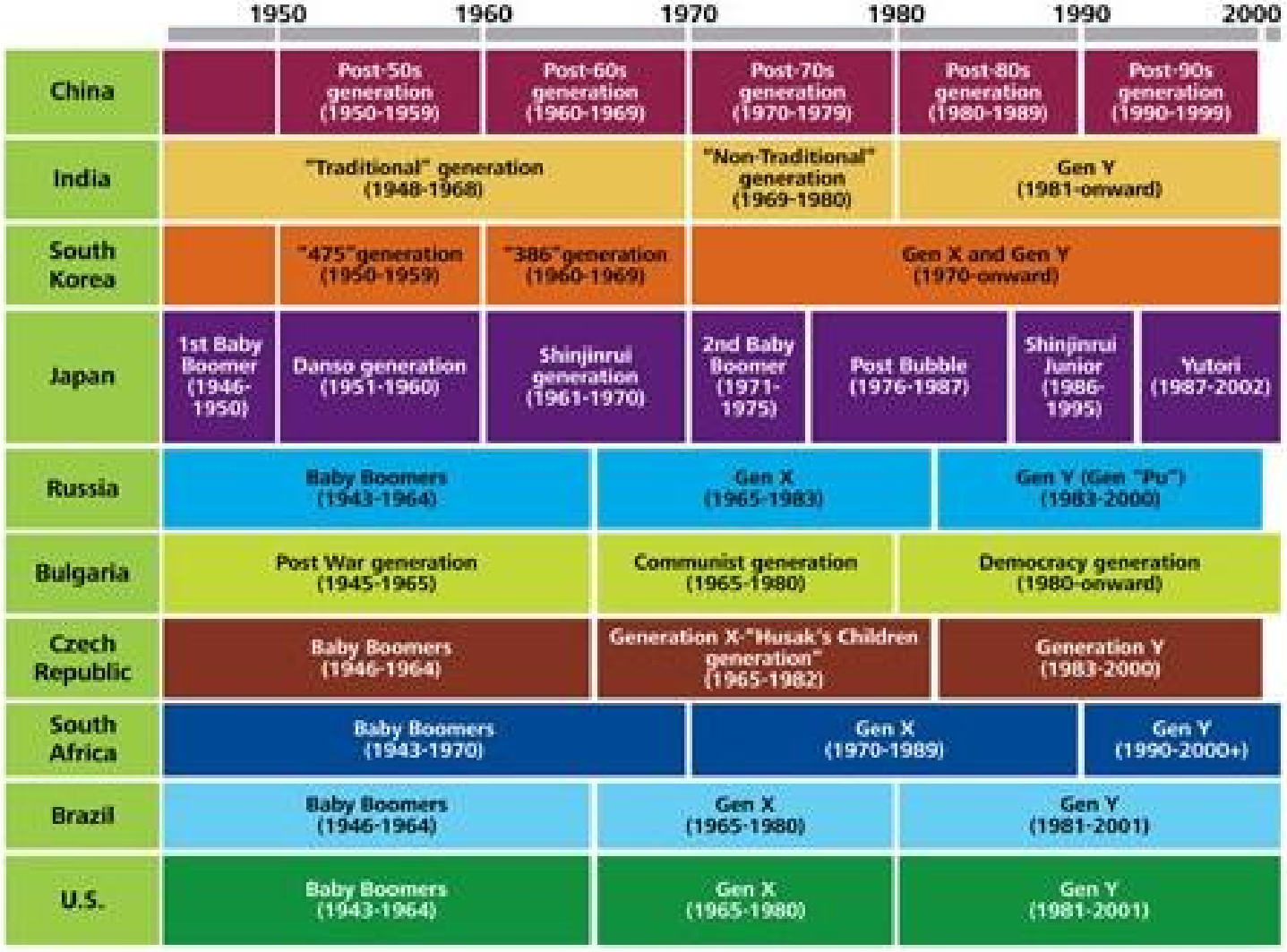
GLOBAL GENERATION VIEW



GLOBAL GENERATION VIEW

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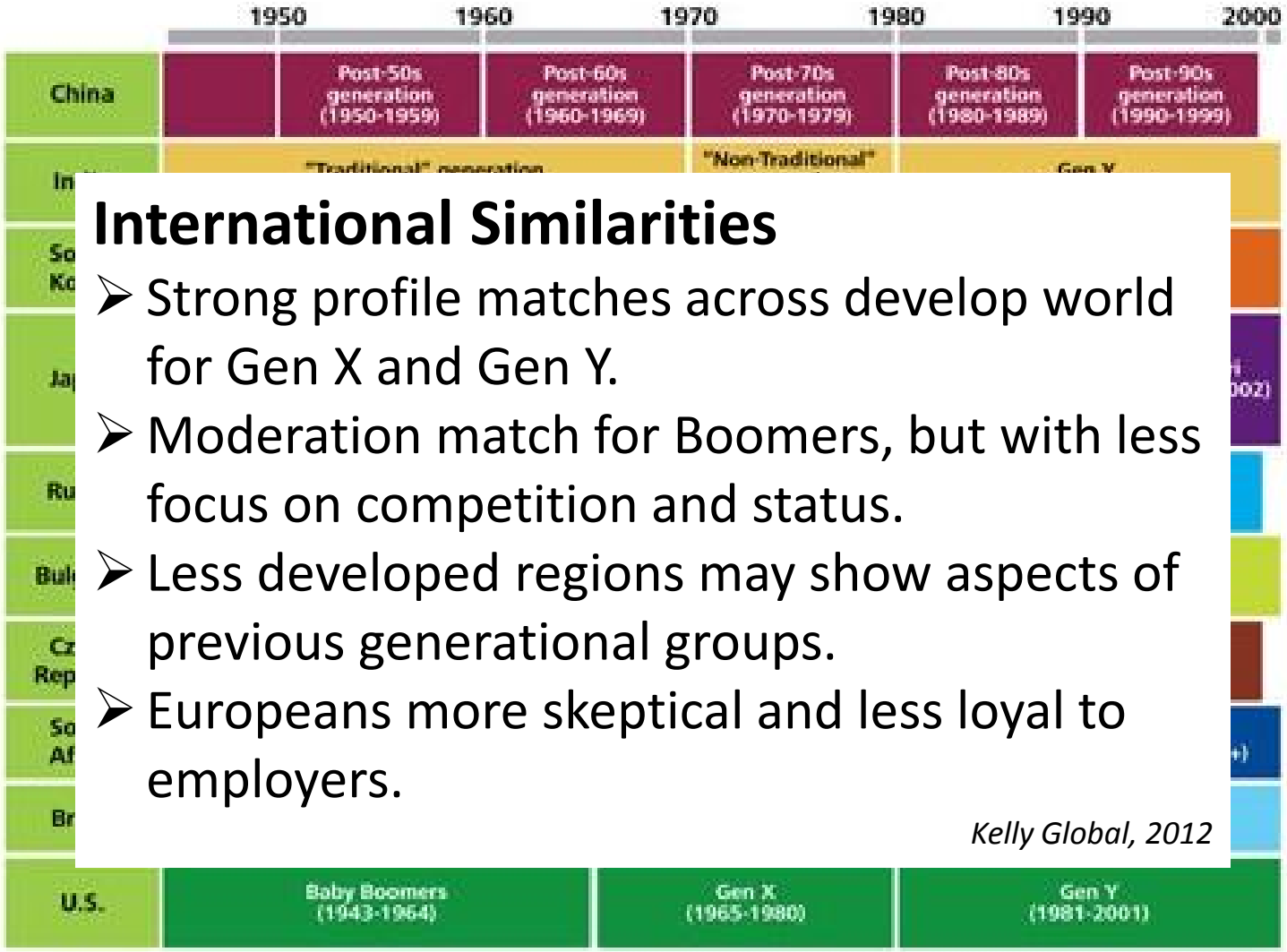

International Similarities

- 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

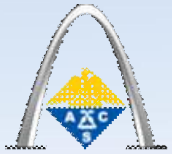
New 30: Realizing an adult

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



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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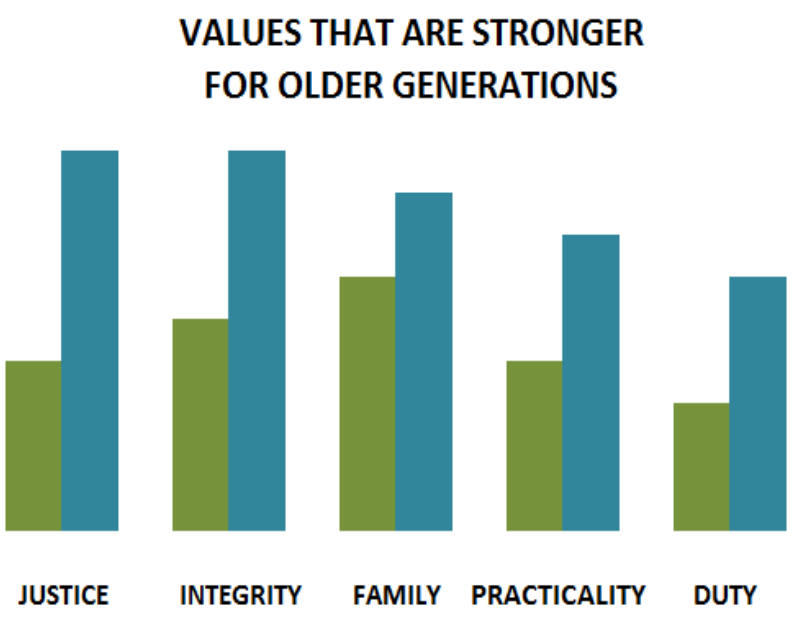
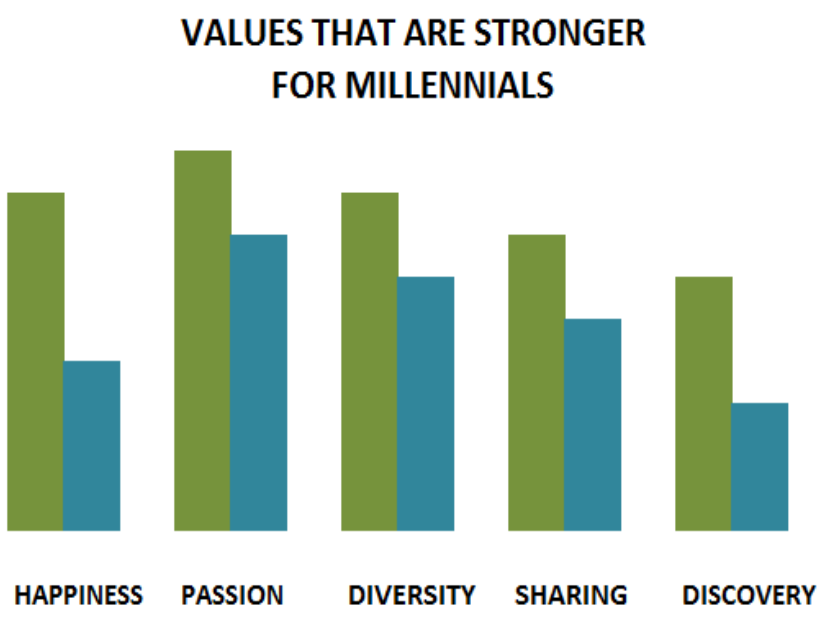
GENERATIONS
CHANGING PERSONAL VALUES



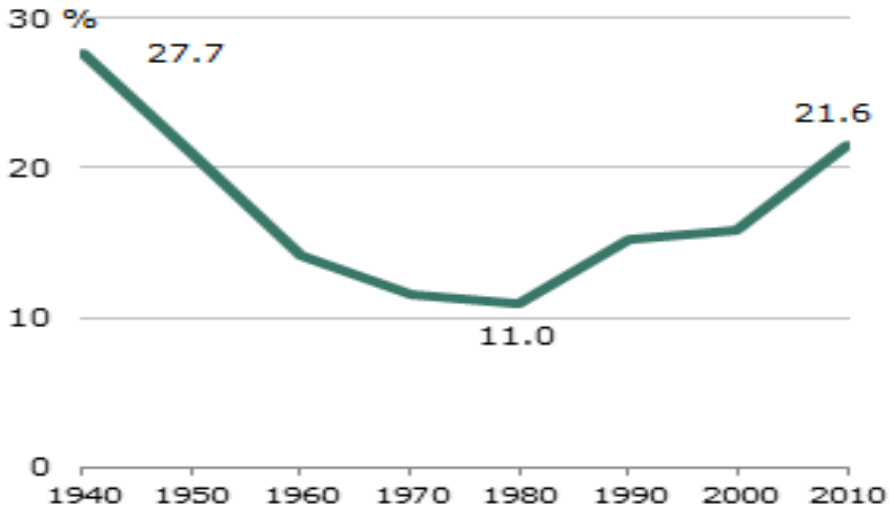


GENERATIONS

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)

PEW RESEARCH CENTER

2015 = 33%

End of 2014 = 29%

End of 2013 = 25%

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GENERATIONS

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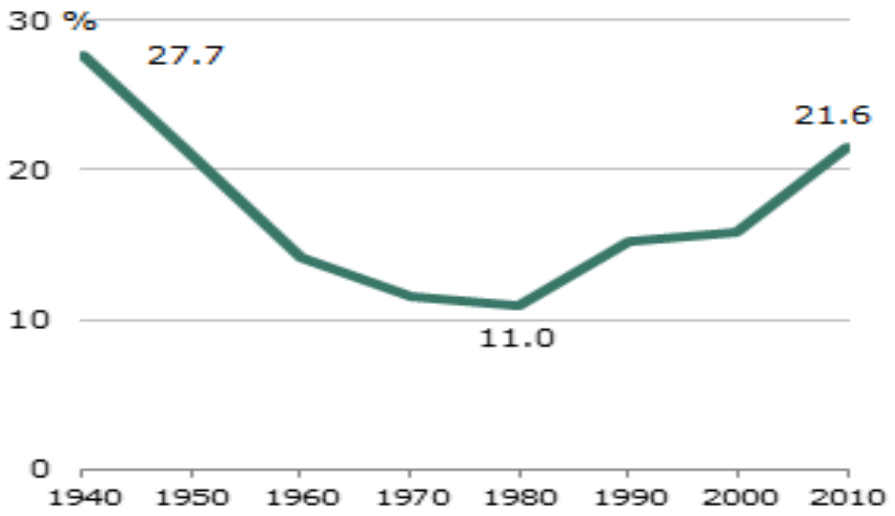

Source: Pew Research Center analysis of U.S. Decennial Census data, 1940-2000 and 2010 American Community Survey (IPUMS)

PEW RESEARCH CENTER

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
IN THE WORKPLACE

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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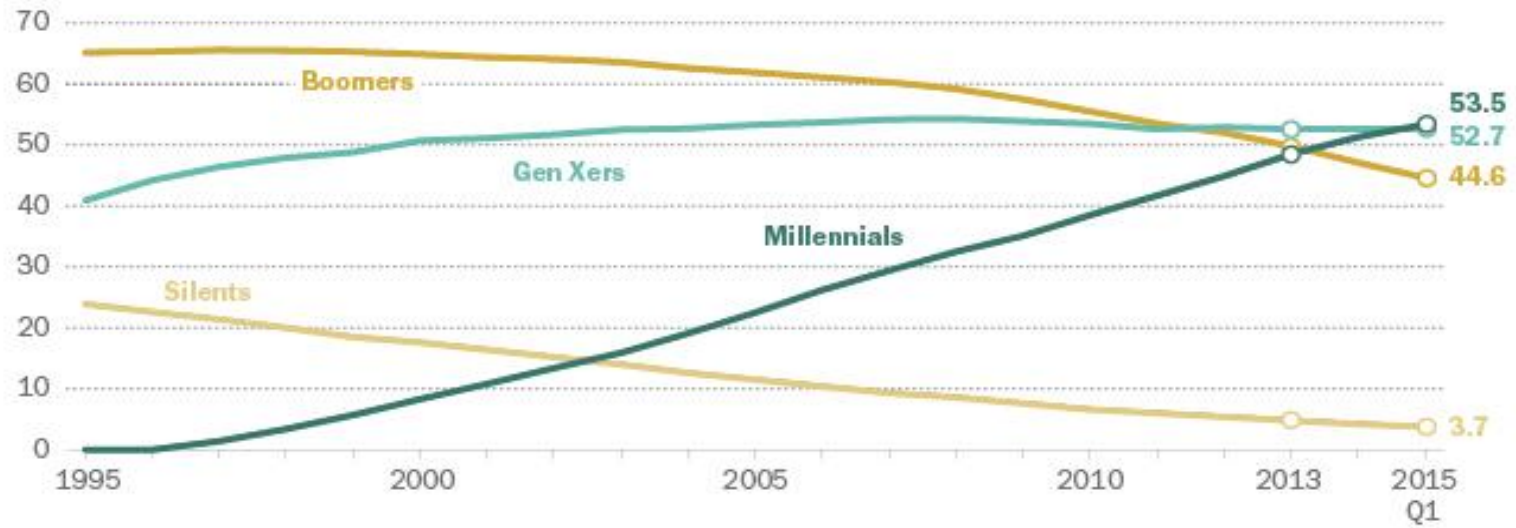
GENERATIONS

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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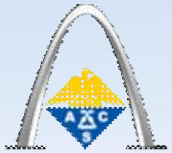
NEGATIVE IMAGES



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
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

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

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

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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GENERATIONS

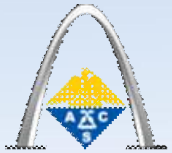
SKILL SET PARADIGM

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

GENERATIONS

SKILL SET PARADIGM

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



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

COMMON CAUSES OF CONFLICT

- Difference in personalities
- Poor communication
- Different values
- Competition
- Generational traits

GENERATIONS

COSTS OF CONFLICT?

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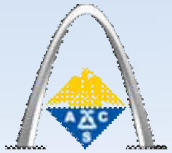

GENERATIONS

COSTS OF CONFLICT?

- Wasted time/money
- Poor customer service
- Reduced productivity
- Poor decisions
- Labor disputes
- Loss of customers
- Absenteeism/Turnover
- Sabotage/Theft

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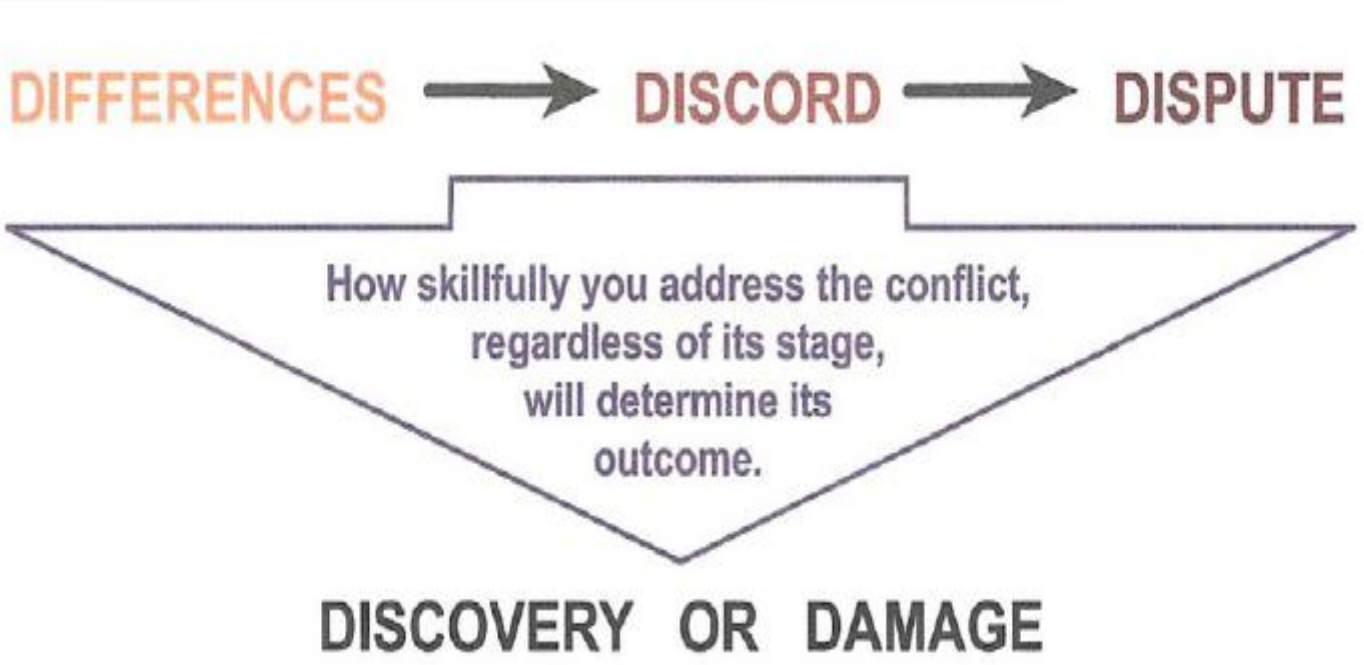
GENERATIONS

STAGES OF CONFLICT



GENERATIONS

CONFLICT RESOLUTION TACTICS

- Take No Action
- Coach
- Mediate
- Take Charge

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GENERATIONS

CONFLICT RESOLUTION TACTICS

Take No Action

- ☐ Despite differing viewpoints, people continue to make progress on goals.
- ☐ Those involved feel little or no impact from the conflict on the working relationship.
- ☐ There is little or no impact on productivity or morale.
- ☐ The people involved have the skills to resolve the conflict.
- ☐ The people involved are willing to resolve the conflict, even if differences are escalating.

Coach

- ☐ Differing viewpoints are slowing progress toward goals.
- ☐ There is some negative impact on morale and working relationships.
- ☐ At least one person seems willing and able to work it out.
- ☐ The parties have asked for your help in resolving the conflict.
- ☐ The people involved are capable of resolving it, but are not taking steps to do so or lack confidence, and you want to encourage one of them to take the lead.

Mediate

- ☐ There is a noticeable drop in productivity and a disruptive effect on morale and working relationships.
- ☐ Communication is guarded or nonexistent.
- ☐ The people involved have reached a stalemate and are struggling to work out the problem.
- ☐ Prior resolution attempts by the people involved have failed, but they still want resolution.
- ☐ Coaching didn't work, and the situation is escalating.

Take Charge

- ☐ Productivity and progress are at a standstill.
- ☐ Morale, trust, and/or teamwork are at an all-time low.
- ☐ The parties have shut down.
- ☐ Attempts to coach and to mediate have failed.
- ☐ You are concerned about others' physical safety or emotional well-being.

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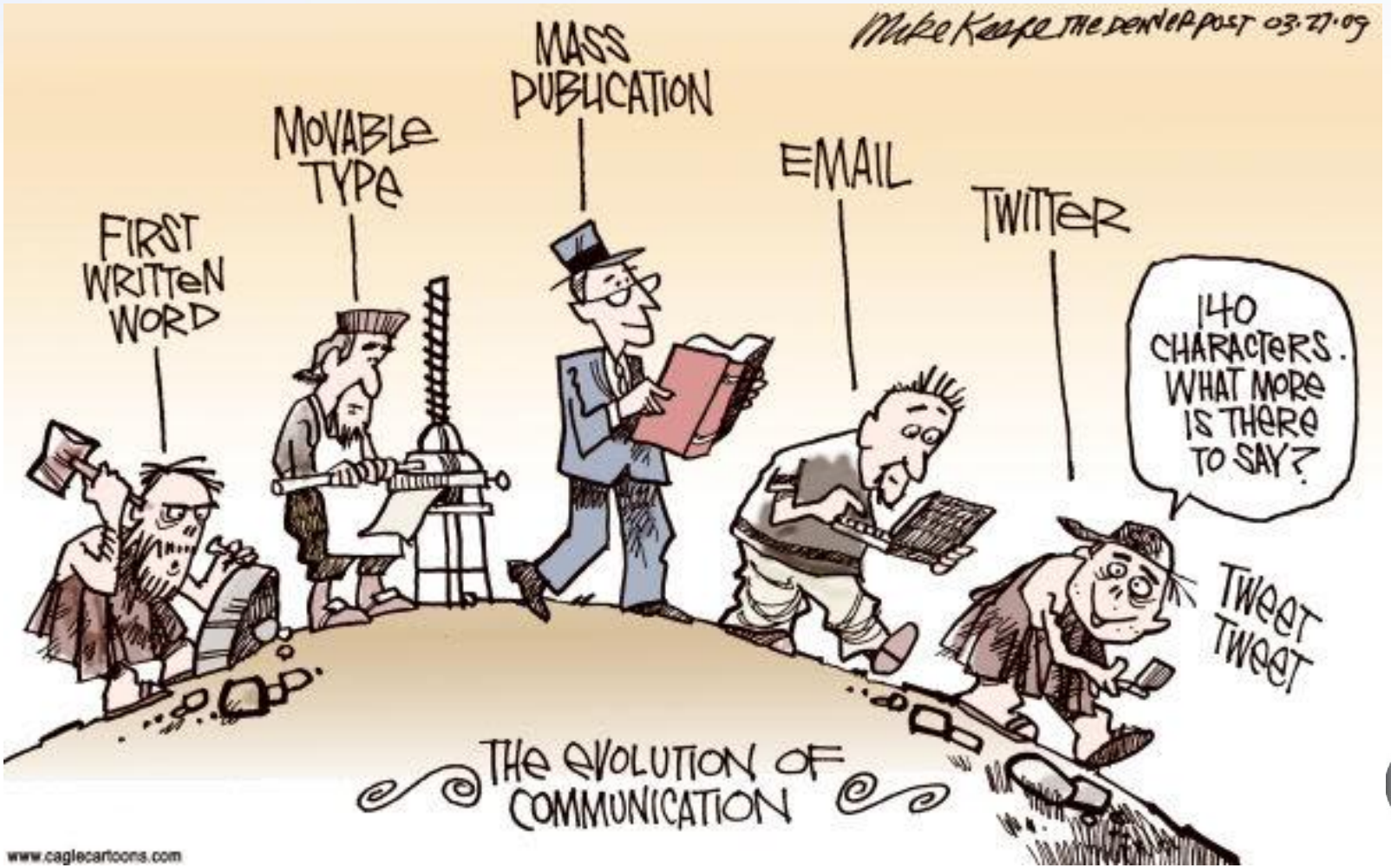
GENERATIONS
COMMUNICATION



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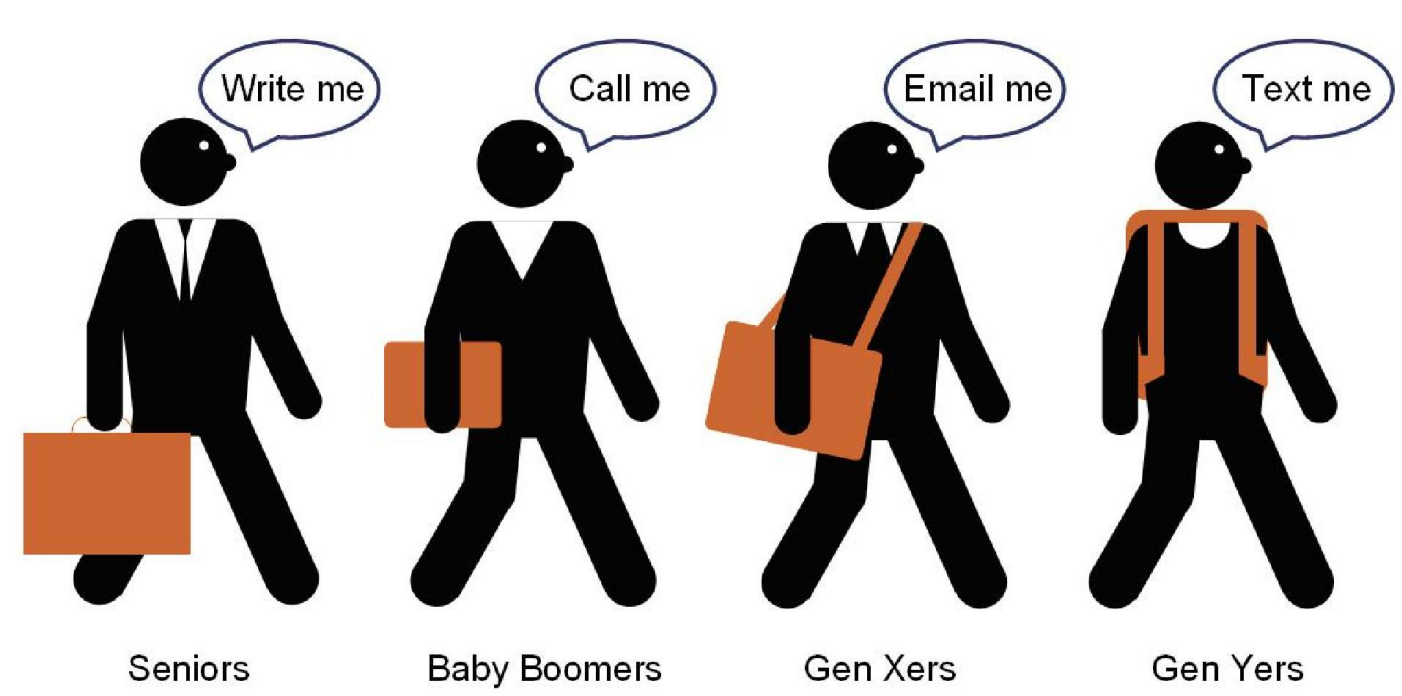
GENERATIONS
COMMUNICATING



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GENERATIONS

MANAGING MULTI-GENERATIONS

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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

INTERACTION STRATEGIES

PERSONALITIES

EMOTION

- Feelings
- People stories
- Compassion

LOGIC

- Tasks
- Planning
- Results

INTERACTION STRATEGIES

PERSONALITIES

PASSIVE

- Cautious
- Take time to think
- Indecisive

AGGRESSIVE

- Opinionated
- Jump right in
- Fast-paced

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INTERACTION STRATEGIES

PERSONALITIES

PEOPLE	PASSIVE	AGGRESSIVE
EMOTION		
LOGIC		

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INTERACTION STRATEGIES

PERSONALITIES

PEOPLE	PASSIVE	AGGRESSIVE
EMOTION	Pleaser	
LOGIC		

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INTERACTION STRATEGIES

PERSONALITIES

PEOPLE	PASSIVE	AGGRESSIVE
EMOTION	Pleaser	Celebrator
LOGIC		

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INTERACTION STRATEGIES

PERSONALITIES

PEOPLE	PASSIVE	AGGRESSIVE
EMOTION	Pleaser	Celebrator
LOGIC	Investigator	

INTERACTION STRATEGIES

PERSONALITIES

PEOPLE	PASSIVE	AGGRESSIVE
EMOTION	Pleaser	Celebrator
LOGIC	Investigator	Achiever

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INTERACTION STRATEGIES

PERSONALITIES

PEOPLE	PASSIVE	AGGRESSIVE
EMOTION	35% **Pleaser**	15% **Celebrator**
LOGIC	35% **Investigator**	15% **Achiever**

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PERSONALITIES

PLEASERS

Strengths

Peacemaker
Loyal
Team player
Reliable

Weaknesses

Easily influenced
Hard to say no
Sensitive
Insecure

Do

Ask instead of tell
Value them
Be calm
Say thank you

Don't

Push
Get impatient
Ignore them
Underestimate

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PERSONALITIES

CELEBRATORS

Strengths

Optimistic
Creative
Passionate
Persuasive

Weaknesses

Self-focused
Talkative
Dramatic
Lack follow-up

Do

Give challenges
Appreciate
Use humor
Be flexible

Don't

Shut them down
Demand
Talk slowly
Assume they can't

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PERSONALITIES
INVESTIGATORS

Strengths
Analysis
Organization
Planning
Detail

Weaknesses
Slow to act
Stubborn
Resist change
Perfectionist

Do
Allow time
Give space
Listen
Ask for solutions

Don't
Push
Interrupt
Chit-chat
Ignore facts

PERSONALITIES

ACHIEVERS

Strengths

Multi-task
Decisive
Leadership
Self-directed

Weaknesses

Impatient
Blunt
Demanding
Act too fast

Do

Listen and agree
Give independence
Get to the point
Get it done

Don't

Be indecisive
Point fingers
Get defensive
Come w/o solution

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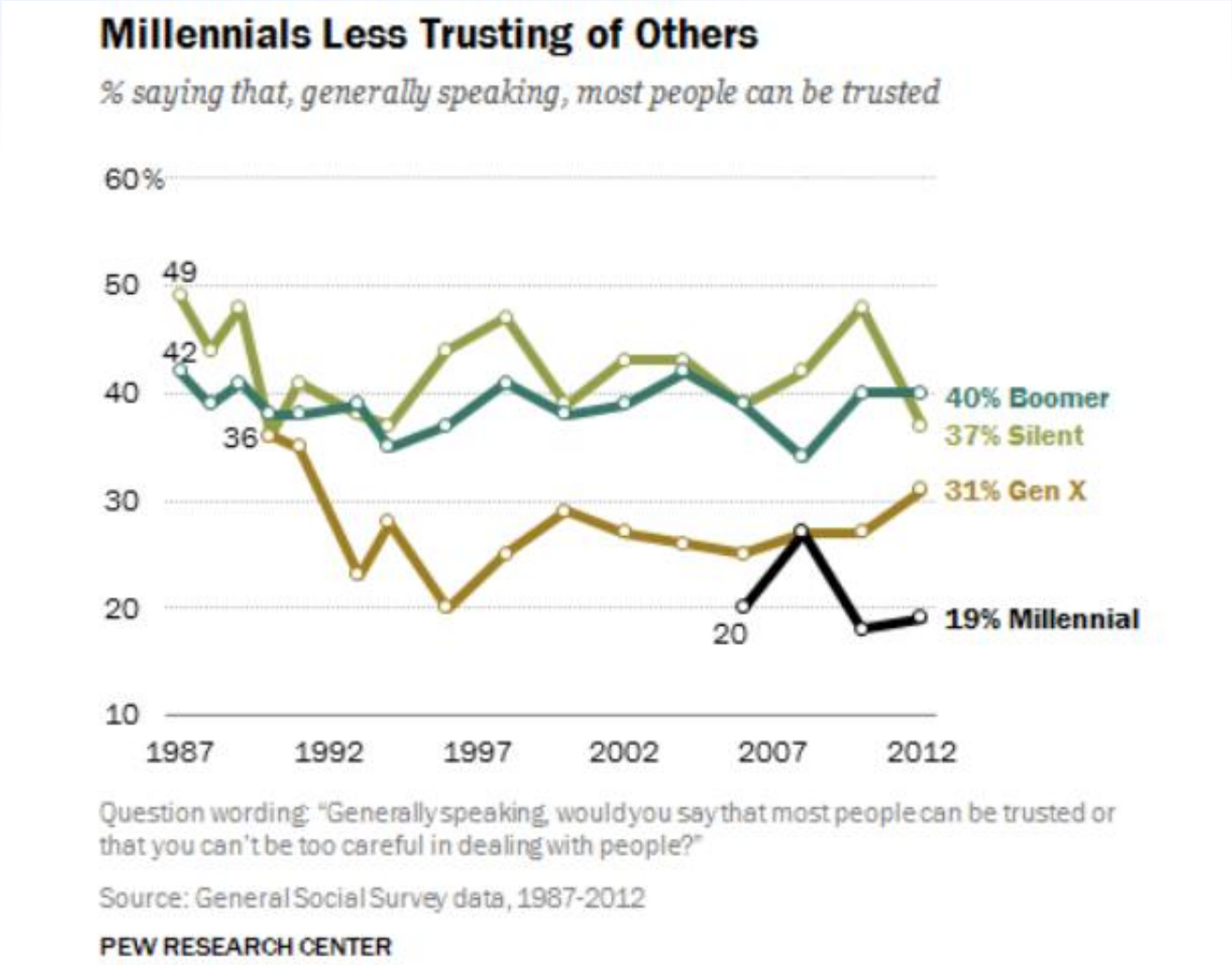
MANAGING GENERATIONS

TRUST



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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

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