

The Next-Generation Government Workforce



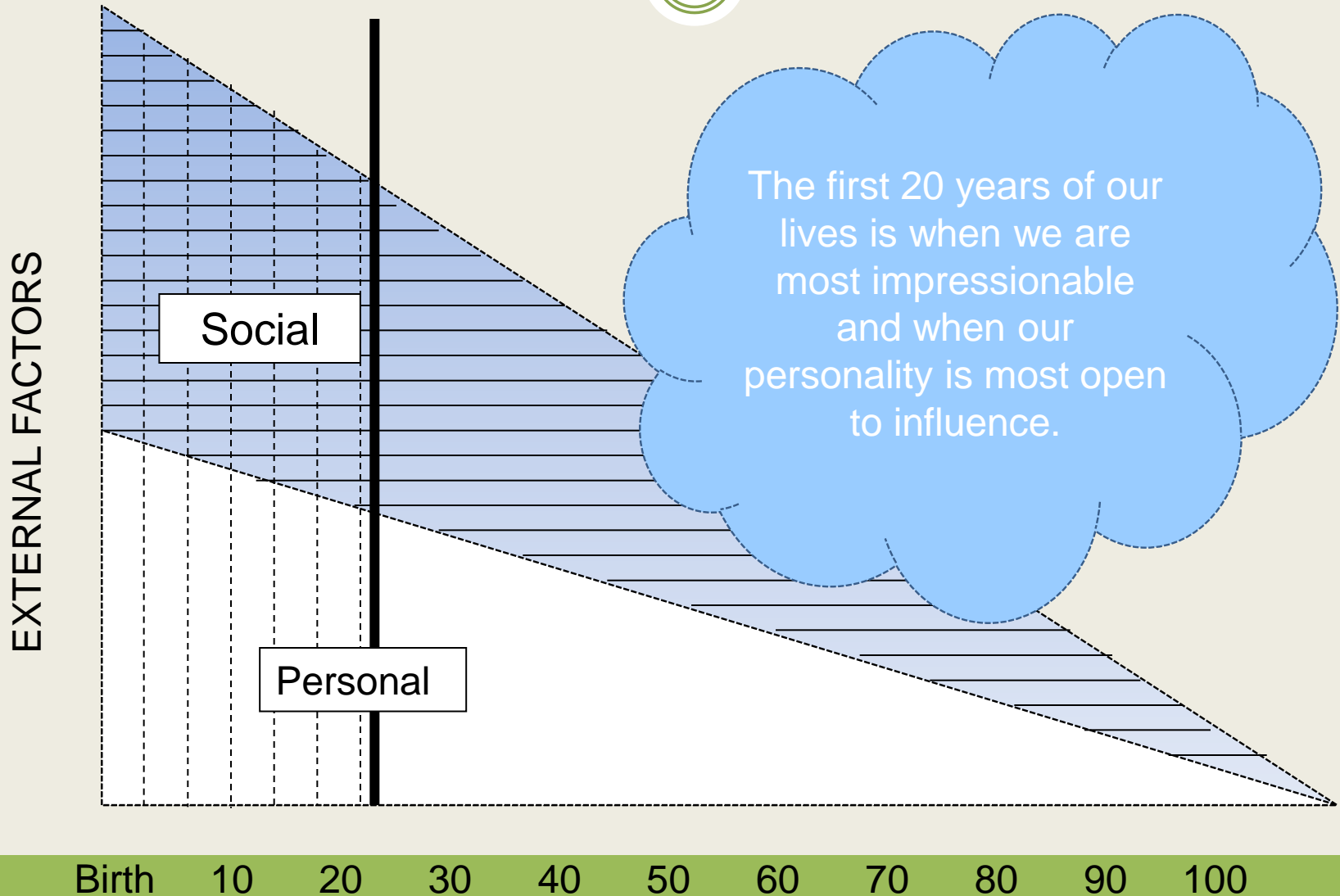
Maura A. Maye
Pierce County Human Resources
253-798-6240

What is a generation?



A society-wide peer group born over approximately 20 years, who collectively possess common characteristics, distinct attitudes, behaviors, expectations, and motivational buttons.

Formation of World View



Why Be Aware Of Generational Differences?



- People are living longer.
- Workers are staying in the workforce longer or reentering the workforce after reaching traditional retirement age.
- The number of retirements are beginning to increase.

Generations in the Workplace.



- The Traditionalists— born between 1925 - 1945
- The Baby Boomers –born between 1946 and 1964
- The Generation Xers –born between 1965 and 1980
- The Millennials –born after 1980

Traditionalists Generation



- The majority (95%) of them have retired.
- They possess intellectual capital and institutional knowledge.
- Traditionalists have strong work values and ethics.
- They see themselves as vigorous, contributing members of the workforce.
- Feedback? No news is good news.

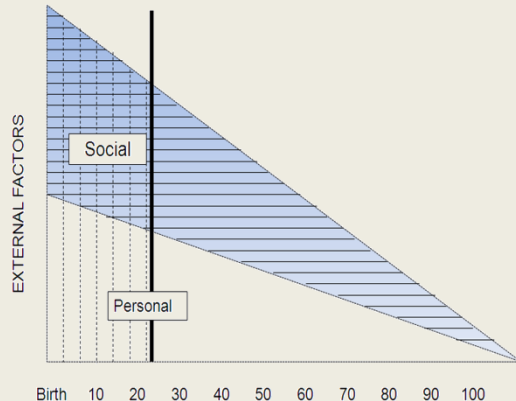


**Do with less—
so they'll have
enough!**

Defining Events and Trends

- Patriotism
- The Great Depression
- WWII
- The A-Bomb

- Government expansion
- Korean War
- Golden Age of Radio
- Silver Screen



Who Are They



- 1925 -1945
 - 66+ years in age in our workforce
 - GI Generation: WW II (Builders)
- Characteristics:
 - Disciplined, self-sacrificing; believe in teamwork; pitching in for the common good; unified; loyal.
 - Not unique but want to fit in and accomplish much

Traditionalists



Grew up with Mickey Mouse, Wheaties, Jukeboxes, “The Shadow,” Flash Gordon, Charlie McCarthy, Blondie and Dagwood, Babe Ruth, Golden Age of Radio, Tarzan, The Lone Ranger, Joe DiMaggio

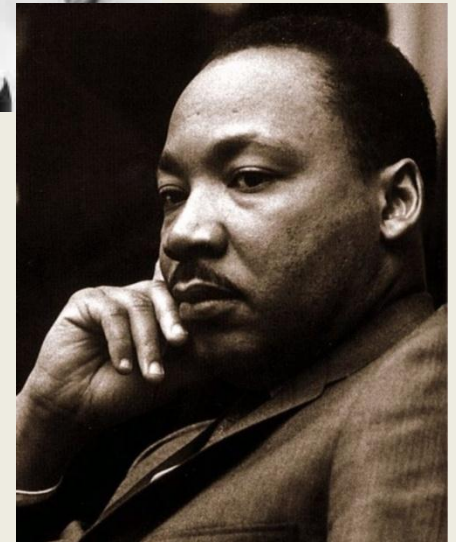
Tend to:

- Respect authority, even sometimes when it frustrates them.
- Place duty before pleasure.
- Believe patience is its own reward; are willing to wait for delayed gratification.
- Value honor and integrity.
- Avoid challenging the system.
- Maintain dedication to a job once they take it.

Baby Boomers



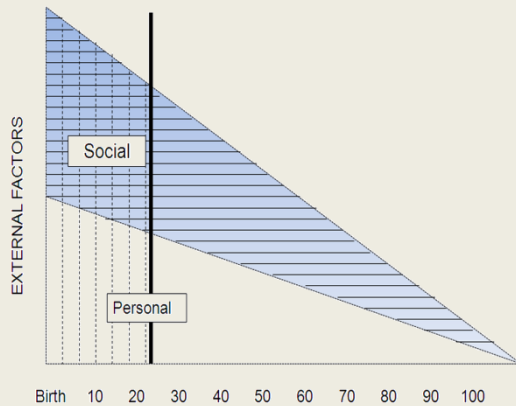
- The “Me” generation.
- Invented and value work-life balance.
- They are the managers that are running our organizations today.
- Career oriented.
- Love job performance feedback.



Defining Events and Trends



- Civil Rights
- Sexual Revolution
- Cold War
- Space travel
- Assassinations
- Vietnam
- Environment Revolution
- Original “Sit In”



Who Are They



- 1946 – 1964
 - 47 - 65 years old
- Largest population boom – 80 million
 - Nine months after WWII ended, maternity wards fill up and didn't empty out for 19 years!
- The “Me” generation
- Huge Consumers

Baby Boomers



Grew up with Captain Kangaroo, Fallout Shelters, “Laugh In, ”Peace Sign, Romper Room, Slinky, Hula Hoops, Bell Bottoms, Ed Sullivan, TV Dinners, “Mod Squad,” Tie Dye; M*A*S*H; Jetsons

Tend to:

- Live to work.
- Maintain a general sense of optimism.
- Enjoy unprecedented influence on government policy and consumer products because of their numbers.
- Be willing to go into debt, betting on future income.
- Be team and process-oriented, sometimes to detriment of results.
- Strive for convenience and personal gratification.
- Preserve their youth and be nostalgic about it.

Generation X



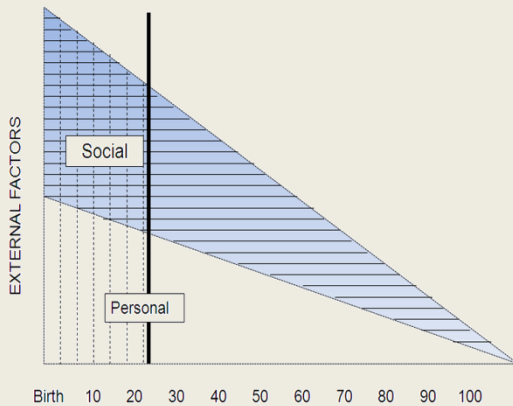
- The next generation of leaders
- The most well educated generation
- Goal-oriented
- Free Agents vs. Company Loyalist
- Want to be challenged
- Led dot.com boom
- Want to have independence



Defining Events and Trends

- Fall of Berlin Wall
- Watergate
- Women's Liberation
- Desert Storm
- Energy Crisis

- Divorce rate – broken homes
- Cable TV, MTV
- Cell phones
- Microwaves
- Personal computers
- Violence / AIDS



Who Are They



- 1965 – 1980
 - 35 – 46 years in age
- About 44 million of them
- Characteristics:
 - Independent; disillusioned; skeptical; defensive; very flexible; more educated than any other generation; latchkey kids

Generation X



Grew up with Brady Bunch, Izod, Cabbage Patch Kids, Pet Rocks, “Jaws,” “The Simpsons,” Microwaves, MTV, Platforms, “E.T. The Extra Terrestrial,” “Sesame Street,” VCRs

Tend to:

- Work to live; not live to work.
- View jobs within context of a contract.
- Believe in clear, consistent expectations.
- Remain with a job longer if employer presents opportunities to grow.
- View money as only part of the larger equation; contribution to the whole is important.
- Desire versatility.

Millennials



- Value independence.
- Look for new challenges.
- Challenge the status quo.
- We're all in this together.
- Want the opportunity to make an impact.
- They do not tolerate micromanagement very well.
- They want to see how their work affects the firm's overall performance.

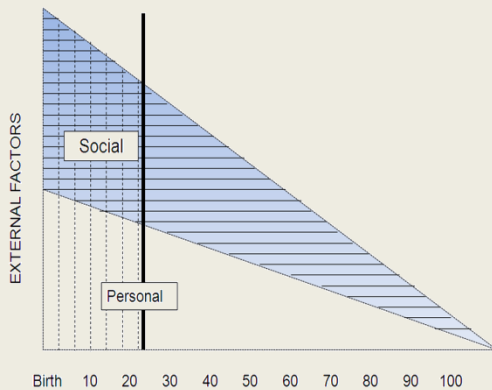


Defining Events and Trends



- Oklahoma Bombings
- Internet access made available
- Columbine
- Kids shooting kids
- Technology

- Child focused world
- Death of Princess Diana
- McVeigh execution
- 9/11
- Globalization
- Clinton / Lewinsky



Who Are They



- Born after 1980
 - Age 34 and younger
 - 81 million – larger than the Boomers
- Characteristics:
 - Strong self-image; very inclusive; technologically superior; diverse
 - Socially conscious; out in record numbers working for social causes from the environment to poverty.

Millennials



Grew up with Barney, X Games, Cell Phones and Pagers, Teenage Mutant Ninja Turtles, Virtual Pets, Jerry Springer, Pokémon, Britney Spears, Beanie Babies, Spice Girls, Internet, Michael Jordan, Tiger Woods, Sammy Sosa, Bill Gates

Tend to:

- Live in the moment.
- Rely on immediacy of technology.
- Demand clear and consistent expectations to ensure productivity.
- Believe that earning money translates into immediate consumption.
- Demonstrate respect only after they are treated with respect
- Question everything; that's how they grew up.
- Be more diverse demographically than other generations.

Why are Millennials so Different?



- They were raised by doting parents.
- Millennials have been pampered, nurtured and programmed with a slew of activities since they were toddlers.
- They were told they were special.
- They played in little leagues with no winners or losers...just winners.
- They are laden with trophies just for participating.



Getting Ready for the Millennials



- Be prepared for...

- high expectations
- possible involvement of parents

- Don't...

- expect them to pay their dues
- throw a wet blanket on their enthusiasm

- Do...

- encourage them
- mentor them
- learn from them

Why are Millennials so Different?



- They are both high-performance and high-maintenance.
- They believe in their own worth.
- Managers will have to focus more on coaching than “telling” someone what to do.
- They have financial smarts.
- Work-life balance isn’t just a buzz word.
- Perks and recruitment.

Provide Structure



- Reports have monthly due dates.
- Jobs have fairly regular hours.
- Certain activities are scheduled every day.
- Meetings have agendas and minutes.
- Goals are clearly stated and progress is assessed.
- Define assignments and success factors.



Provide Leadership and Guidance



- Appraising their personal performance on a job-by-job basis is important.
- Demonstrate the stability and long-term value of your organization, *and* also show how your organization is flexible and filled with learning opportunities for them.
- Provide work schedules that help them build careers and families at the same time.
- Make groups and teams part of their job.

Provide Leadership and Guidance



- Millennials want to look up to you, learn from you, and receive daily feedback from you.
- They want “in” on the whole picture and to know the scoop.
- Plan to spend a lot of time teaching and coaching and be aware of this commitment to millennials when you hire them.
- They want your very best investment of time in their success.

YOU'RE DOING GREAT!



Encourage the “Can-Do” Attitude



- Millennials are ready to take on the world. Their parents told them they can do it - they can.
- Encourage - don't squash them or contain them.
- They are your best marketing tool.



Use Their Comfort Level with Teams



- They are used to working in groups and teams.
- They believe a team can accomplish more - they've experienced team success.
- Millennials gather in groups and play on teams; you can also mentor, coach, and train your millennials as a team.



Mentoring



- Millennials are new to the professional workplace.
- They are in need of mentoring, no matter how smart and confident they are.
- They respond well to personal attention.
- Millennials appreciate structure and stability.
- Provide lots of challenges but also provide the structure to back it up.



Six Myths about Millennials



1. Millennials Are Not Competitive

- They have not grown up with games where in order for someone to win, someone else has to lose.
- They are more interested in beating their own best game, so feedback and keeping score is important to them.
- They can be highly motivated by team-oriented outcomes that allow them to collaborate instead of compete.

Six Myths about Millennials



2. Millennials Are Unmotivated.

- They're motivated by very different things than previous generations.
- Money and status are not their priorities. Relationships and experiences are.
- Trust and respect are the most important compensation they can receive.
- They will work very hard if they believe they are appreciated and making a difference.

Six Myths about Millennials



3. Millennials Lack Communication and Interpersonal Skills

- Because they maintain larger and closer social networks than previous generation, they have an abbreviated etiquette for communication.
- While they may gloss over some niceties, they have a genuine concern for other people.

Six Myths about Millennials



4. Millennials Have Unreasonable Expectations About Compensation

- They have been conditioned with the idea of a “living wage.”
- Most have grown up in homes with older parents with established careers.
- Entry level expectations are higher for Millennials.
- Their role models of young career people from TV and media have a standard of living 200% higher than what that person would make in real life.

Six Myths about Millennials



5. Millennials Have Grand Expectations for Promotions and Vacations

- They hate the idea of seeing themselves as “drones.”
- Rules that imply that they must merely show up so many days a year doesn't mesh with their perception of being a contributor and performer.
- Have a low expectation of ongoing tenure going in, they will ask for more senior allotments of time off and expect faster promotions if they perform well.

Six Myths about Millennials



6. Millennials Are Spoiled

- It is true that they have a low threshold for neglect.
- They see no reason or need to deal with people who don't treat them with appropriate respect and concern.
- They also see no reason that they can't have it all.
- They are unwilling to sacrifice relationships for success.
- They tend to put friends and family ahead of work.
- In their world, relationships tend to last longer than jobs and focus accordingly.

The Conflict



- The survey found more than 70% of older employees are dismissive of younger workers' abilities.
- Half of employers say that younger employees are dismissive of the abilities of their older co-workers.

Managing Generational Differences



- New Model

- Free agency
- Autonomy and independence
- Action and results
- Challenge, risk and innovation
- Work-life balance

- Old Model

- Loyalty to institution
- Rank, hierarchy and following rules
- System and process
- Safety, security, don't rock the boat
- Career and advancement

Six Core Principles to Working Well Together

1. Awareness
2. Create Healthy Relationships
3. The New Golden Rule
4. There's Always a Bridge
5. Curiosity is Key
6. No Assumptions



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