

UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

EEO & DIVERSITY CONFERENCE IN THE WORKPLACE

JUNE 11, 2018

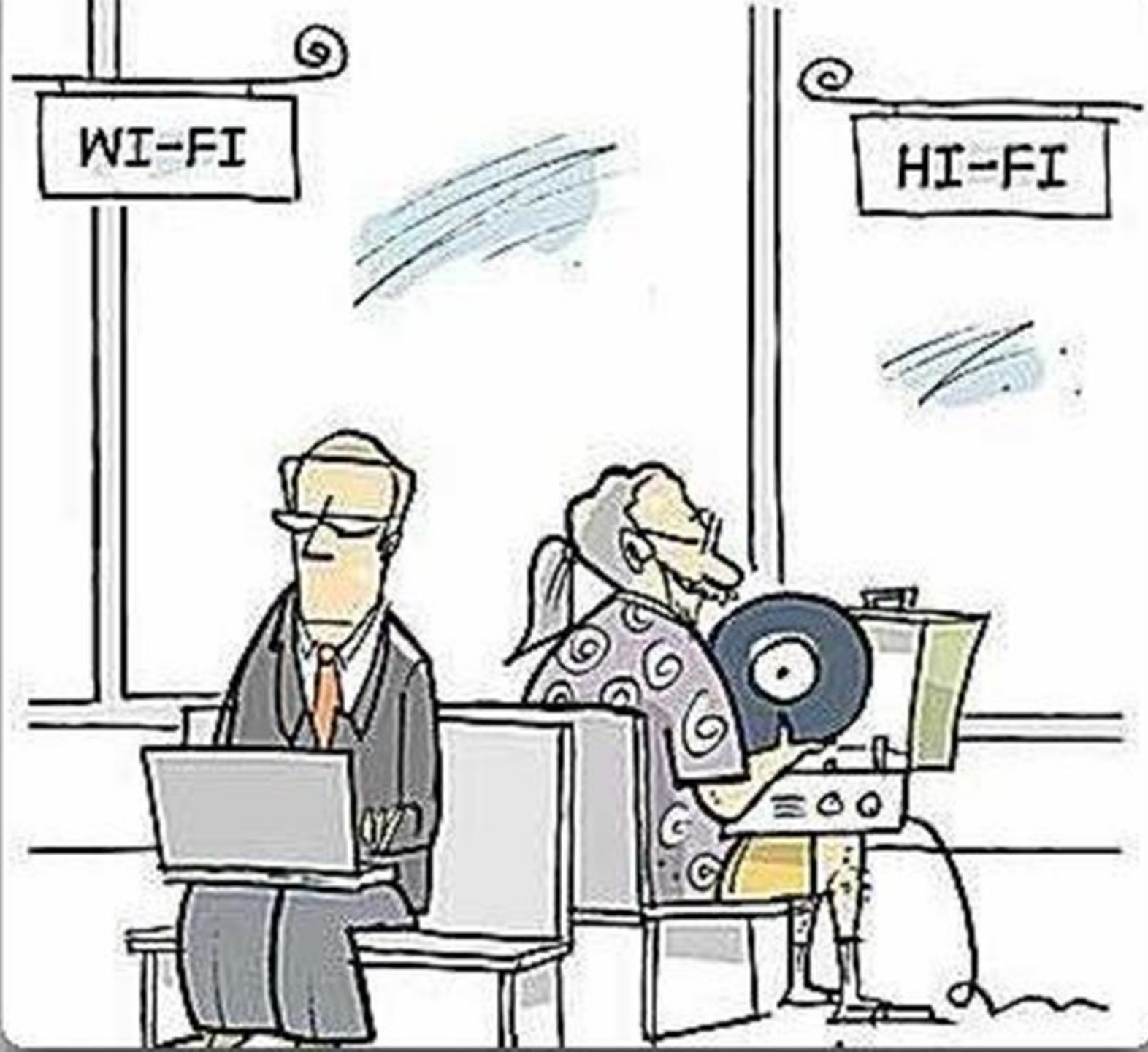
Understanding and Working with Generational Differences

JEFFREY VARGAS

PRESIDENT/CEO GENERATIONOLOGY LLC







What does
your world
look like?

Course Overview

Part I: Generational Insights

Part II: How to Lead, Manage and Reward Intergenerational Teams

Part IV: How to Create an Effective Intergenerational Management Plan

Caveats



There will be generalizations made during the presentation.



Generalizations by definition are not true of everyone, but provide a useful framework for discussion.



Generalizing in this context allows us to understand what may be true about a generation and to work with, rather than reject, the differences between generations.



Neighbor Share

What do you like most about your generation?



What concerns you about your generation?



Questions you have for another generation?



Little Background

Human Capital Consultancy:

President/CEO Generationology – Builder of Intergenerational Leadership Capacity and Intergenerational Trust. Expert - Onboarding, Organizational Development, Performance Management.

CLO:

Former Chief Learning Officer, Nuclear Weapons Complex (NNSA). DOE Senior Official.

Former Chief Learning Officer, Financial Oversight, 600 Trillion Dollar Swaps, Futures and Options Financial Marketplace (CFTC).

Generational Study is a Daily Practice

Elijah – 6

Diego – 9

Xochitl 11

Wife – Always will be 29...☺



The New World of Work

The Bureau of Labor Statistics estimates that occupations requiring a master's degree will grow 21.7 percent between 2010 and 2020.

As of January 2014, 91% of American adults (Pew Research Internet Project, January 2014) have a cell phone

There are more wireless devices in the United States (377.9M) than there are people (321M - CTIA Annual Wireless Industry Survey, 2015)

In America, we send 156.7 Billion Text Messages a month. (CTIA Annual Wireless Industry Survey, 2015)

Facebook has more than 1.65 billion users (Facebook 2016)

Mobile users check their phone, upwards of 150 times per day (Mary Merkers Internet Trends 2013)

By 2021, 70% of all internet traffic will involve video (Ericsson Mobility Report 2015)

The new wave of computing is wearable technology. "Wearables" will grow from 21 million (2014) to 150 million (2017 – Business Insider Research 2015)

Gen Y watches TV with two or more electronic devices (Brian Solis, Business Facts 2013)

By 2025 Generation Y will make up 75% of the Workforce

Facebook Facts



66% of Facebook Users Engage with Facebook Daily (1.09 Billion)

Average time spent on Facebook a day – 20 minutes

Average number of Facebook Friends, Male – 145

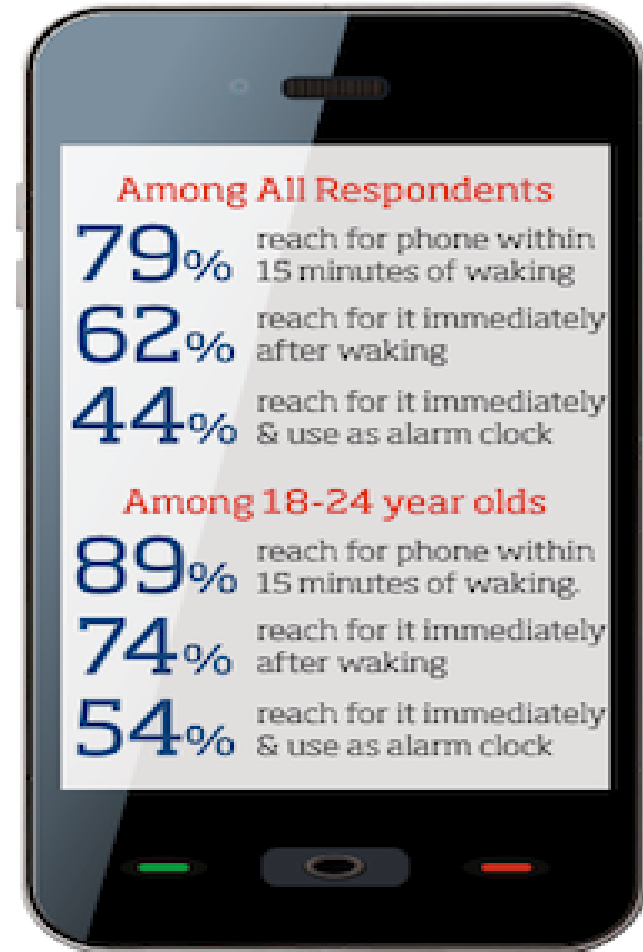
Average number of Facebook Friends, Female – 166

Percentage of Millennials that use Facebook Daily – 91%

Smartphone Interaction...

What Do You Do When You First Wake Up?

Our interaction with each other through our phones begins as soon as we awake. Within the first 15 minutes of waking up, **4 out of 5** smartphone owners are checking their phones and among these people, nearly 80% reach for their phone before doing anything else. These statistics alone drive home the utility of and reliance on smartphones.



Infograph Credit – Adweek.com/socialtimes/smartphones



How Connected Are You?

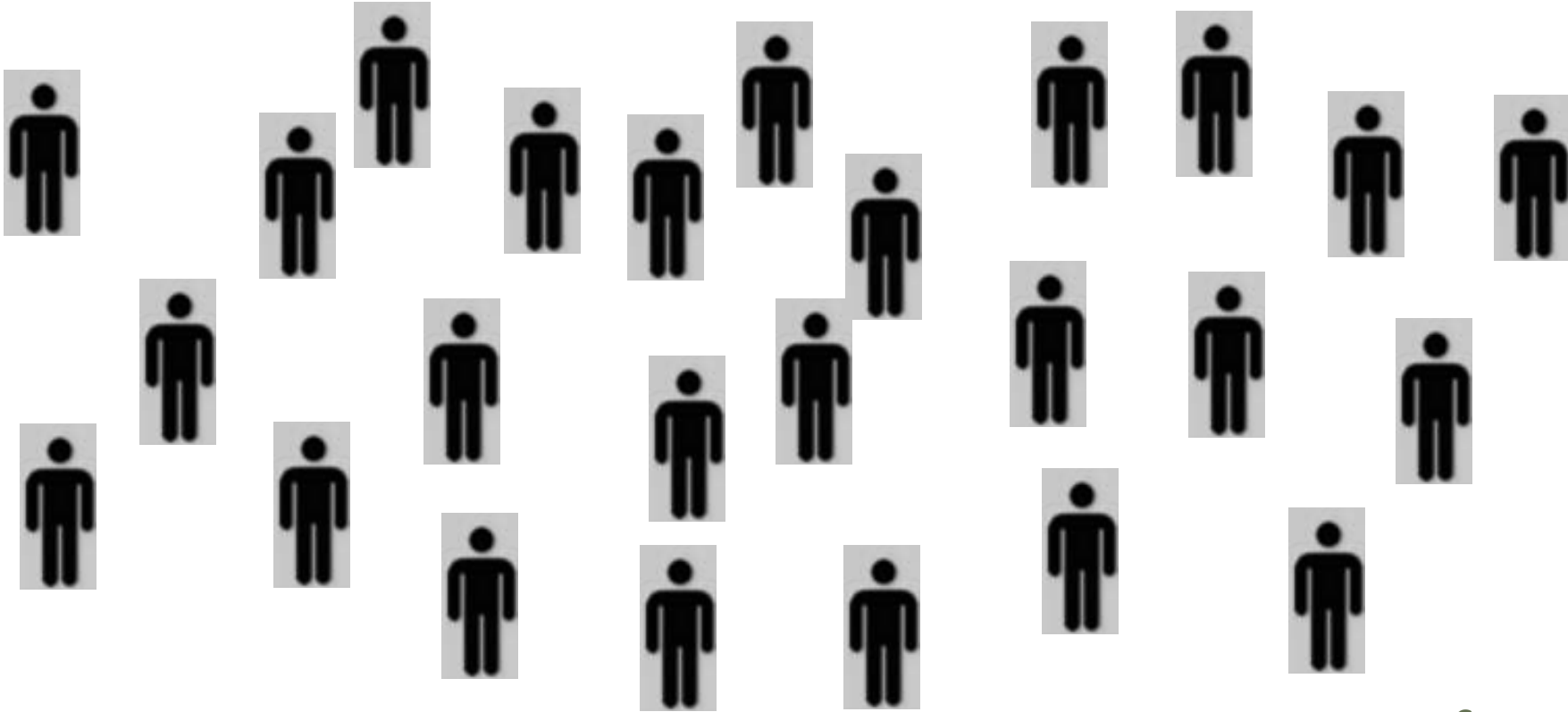
Technology is Changing Everything



When was the last time you spent a day without your phone?

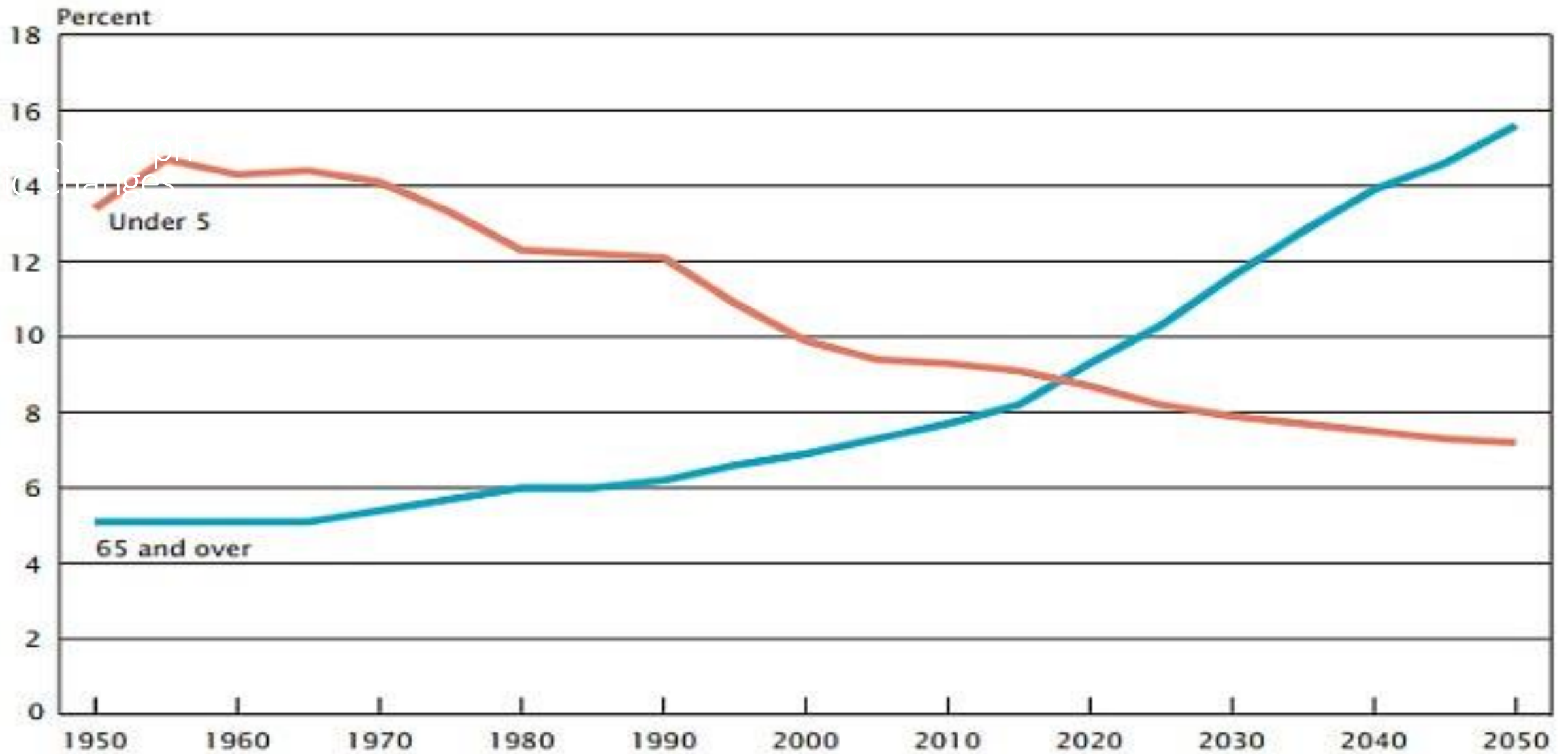
Leadership Challenge – Retirements!

10,000 employees will retire EVERYDAY for the next 18 years.



Source: The Pew Center

Young Children and Older People as a Percentage of Global Population: 1950 to 2050



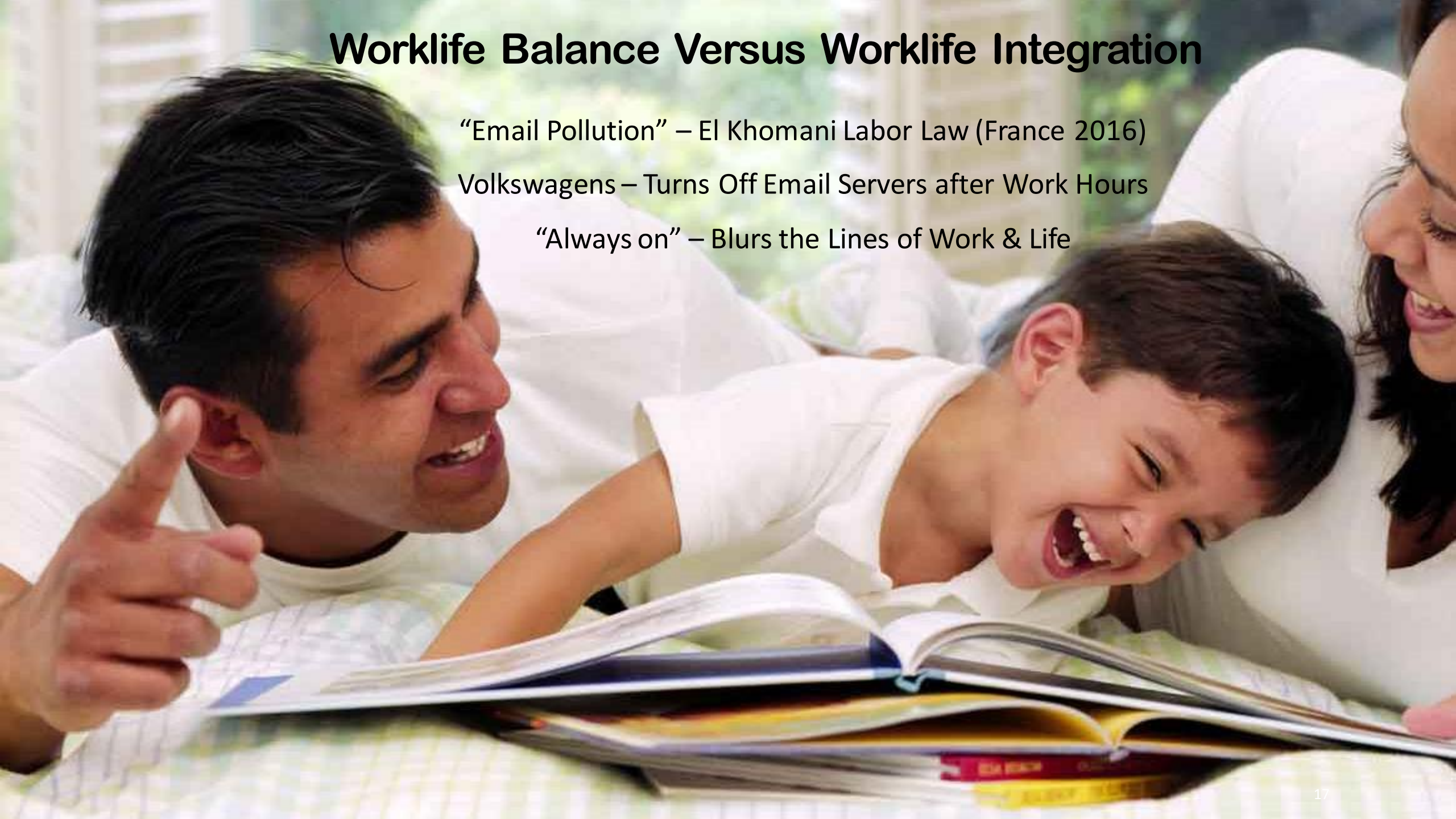
Source: United Nations, 2013.

Worklife Balance Versus Worklife Integration

“Email Pollution” – El Khomani Labor Law (France 2016)

Volkswagens – Turns Off Email Servers after Work Hours

“Always on” – Blurs the Lines of Work & Life



Generational Awareness

Traditionalist
(1922 - 1945)



Boomer
(1946 - 1964)



Gen X
(1965 - 1979)



Millennial
(1980 - 2000)



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The Generations



Traditionalists



Baby
Boomers



Generation X



Millennials

Traditionalist

Born before 1944

Between 40-50 million

Likes to have fun, after the work is done


Believers in Organizational Hierarchy

Logical and Sequential

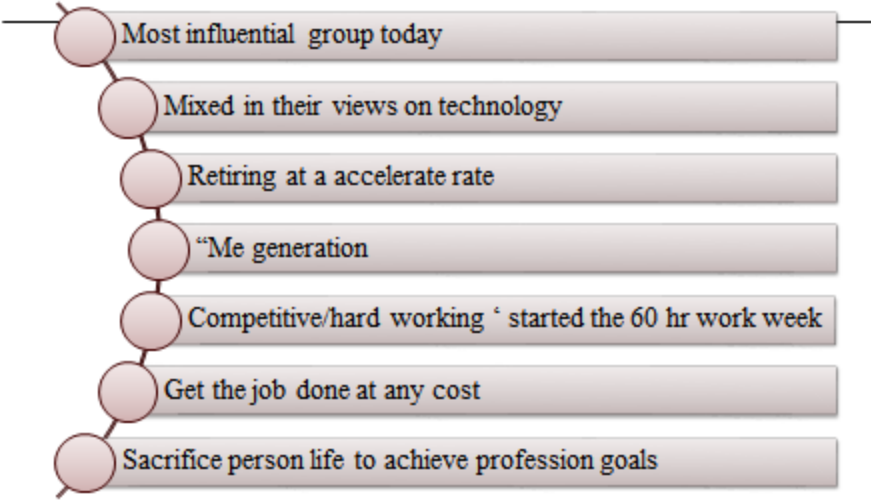
Believers in Process

WYSIWYG's





Boomers



Most influential group today

Mixed in their views on technology

Retiring at a accelerate rate

“Me generation

Competitive/hard working ‘ started the 60 hr work week

Get the job done at any cost

Sacrifice person life to achieve profession goals



Baby Boomers

Born 1946- 1964

78 Million Strong

Change Makers

Kings & Queens of Political Savvy

Lead by “Group Consensus”

Challenge Authority

Defined by Work, Defined by Past Accomplishments

Competitive

Perks are Important

Seenager (Senior Teenager)

Don't have to go to school or work

Have your own pad

Don't have a curfew

You have everything you wanted as a teenager, just 50 years later.

You have a drivers license, and your own car

Don't have acne



Generation X

1965-1979

50 million

Independent Workers (not tied to Group Think)

Distrustful of Organizations

Intent on Balancing Work & Life

Technologically Savvy

Interested in Results over Process

Communication Skills Lacking

Organizational Truth Tellers (self appointed)



It's about
work/life
balance..

For Gen X – There is Nothing New Under the Sun



Millennials



- IB Graduate
- Undergrad in 3 yrs
- Pursuing Masters
- Business Owner
- World Traveler
- Great Daughter

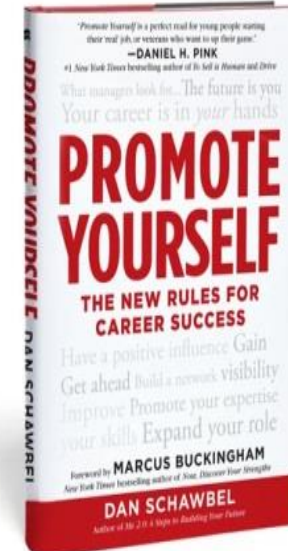
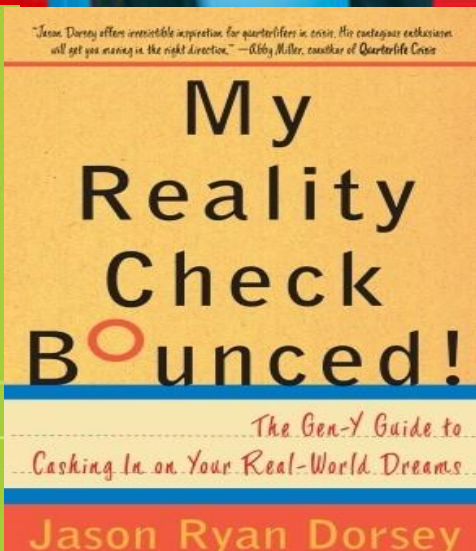
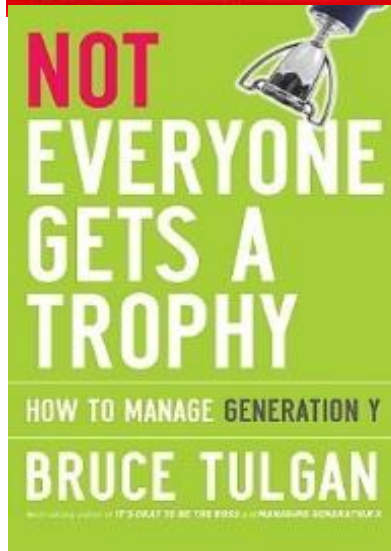


DR. JOANNE G. SUJANSKY, CSP | DR. JAN FERRI-REED

KEEPING THE MILLENNIALS

WHY COMPANIES ARE LOSING
BILLIONS IN TURNOVER
TO THIS GENERATION—
AND WHAT TO DO
ABOUT IT

Millennial Fascination



Millennials



- IB Graduate
- Undergrad in 3 yrs
- Pursuing Masters
- Business Owner
- World Traveler
- Great Daughter

Born 1980 – 2000

80 Million

Driven, Entrepreneurial & Impatient

Most Educated Generation

Most Technologically Savvy Generation

Most Programmed Generation

Lacks Leadership Experience

Trouble Dealing with Adversity

The Basics: Millennials in the Federal Government

Millennials are the largest working generation in American (75M+), not the largest in government

48% of Millennials in government have a bachelor's degree or higher

80% of Millennials work outside of the Washington, D.C. metro area

Millennials make up about 16% of the federal workforce.

The Good Stuff



61% like their job



62% would recommend their agency to someone else



85% believe that the work they are doing is important. Millennials seek a position where there is a good mission match, and strong leadership.



The Challenge

Less than 1% of the federal government workforce is under the age of 25

Conflicts in the workplace – Millennial vs Gen X is now at an all-time high

Only 34% of Millennials are satisfied with career advancement opportunities

Vast majority of federal jobs require specialized skills

What's Coming Next - Generation Z



As a Career Civil
Servant, What Can
You Do to Grow
Intergenerational
Leadership?



TRUST

*Focus on Building and
Sustaining
Intergenerational Trust*

Employees Long for Trust

Trusted

64% of employees feel their work and personal lives are becoming increasingly blended



93% want to work for an organization that cares about them as an individual



51% won't work for a organization that doesn't have strong social and environmental commitments



74% say their job is more fulfilling when they are provided opportunities to make a positive impact at work



Why Build Trust with Millennials?

- It makes your day when someone questions all of your actions, motivations, and decisions... 😊
- You refine and improve leadership capacity
- You build trust and increase discretionary effort with staff
- Engagement moves commitment and focus from the head, to the heart.

Core Traits of a Trusted Leader





TRUST

Leading, Managing and Rewarding
Intergenerational Teams

Four Keys – Managing and Rewarding Intergenerational Teams



1

Be Accessible

2

Be Present –
Acknowledge the
Concerns of
Others

3

Encourage
Innovation

4

Praise and
Celebrate Using
Generational
Awareness

Leading Generations - Trust

Trust Others First – Yes that involves risk

Stop Snoopervising – Verify, Verify, Verify...it's exhausting

Seek to Increase Your Energy and Your Joy



Leading Intergenerational Teams





Building Intergenerational Trust with Virtual Teams

Call, email, video chat, text – check in with your virtual team members - not just about work assignments, make time to check-in with them as people (talk life).

Reimagine how you onboard and reboard employees to the “World of Work” – Do not assume they understand work nuisances and culture when they work primarily in a virtual environment.

Focus on: People, Process & Product (In that order).

Manage Expectation of “Work”

- Accept/recognize we are now part of a “Plug and Play” workforce.
- Talk about mentoring, career pathing, use of social media and what does it mean to exercise individual responsibility as you build organizational community.



Four Critical Aspects - Intergenerational Trust Process



Trust Self

Trust Others

Trust Team

Trust Organization

Trust Yourself

How do members of your team know that you trust yourself?

How do you demonstrate courage and vulnerability?





Trust Others

External Influences



Trust Your Team

Authenticity

Vulnerability

Courage



Trust Your Organization

Moments of Crisis, Change in Direction, Innovation....



Intergenerational Challenge - Practice Intergenerational Trust: Dream Big – Go Get It....

Identify a leader you want to meet

Identify a mentor you want to engage

Identify developmental actions you will take and the timeframe for execution

Remember - “Give before you get, offer before you ask...”

Develop a Generational Trust Action Plan



Questions to Ponder...

How would you describe the generational make up of the team(s) you lead?

What are some actions you are now thinking of taking/will take, to mitigate generational differences and build generational synergy?

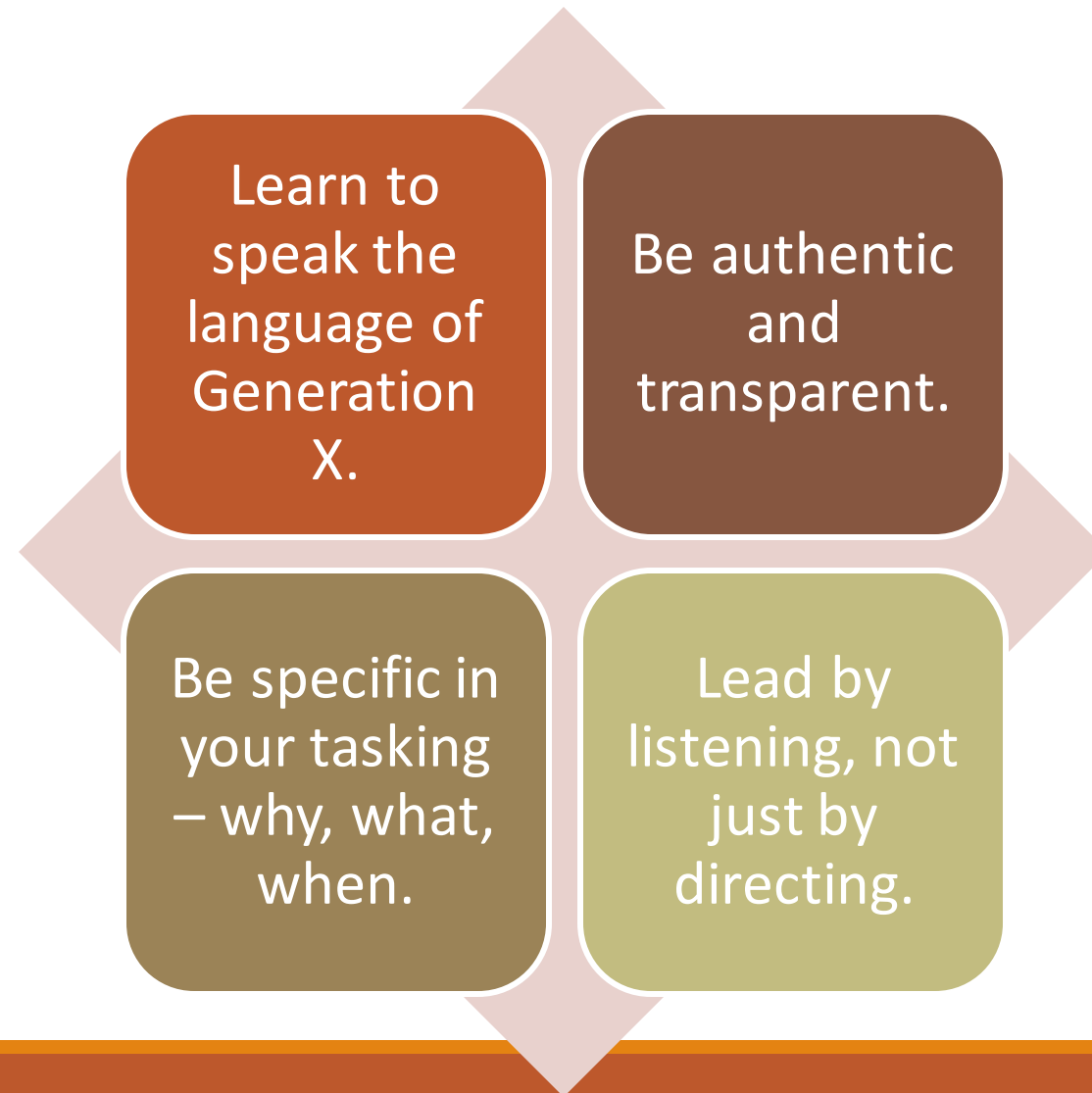
What are some actions you will take to broaden generational inclusion?

How will you know you have improved as an intergenerational leadership and addressed intergenerational trust?

Build Intergenerational Synergy



Collaboration Advice, Boomers:



Collaboration Advice, Gen X:

Learn the cultural language of Baby Boomers.

Give Boomers a chance to speak to history, legacy, and their accomplishments.

Collaboration Advice, Gen Y:

Offer to help someone without getting anything in return (particularly a Gen X leader).

Think global, act local. Do the job you were tasked with accomplishing, before you talk about your next career move.

Stay focused on building technical and content knowledge – leadership opportunities will come, don't rush it.

Engaging Your Boss – Immediate Success...😊

	Traditionalist	Boomer	Generation X	Millennial
Baby Boomer	Emphasize a logical approach to work	Emphasize teaming and importance of individual legacy	Emphasize individual contribution	Emphasize teaming and capacity for disruption
Generation X	Respect their position, build a professional relationship	Seek their input; thank them for their contribution – be ok with growth and expansion is good.	Be transparent with good and bad news	Find common ground, don't just criticize
Millennial	Be open to suggestions for new experiences	Accept new assignments outside of your area of interest, demonstrate loyalty	Take responsibility for your work	Connect current work activities to future goals

Final Thought

“Change is the law of life. And those who look only to **the past or present are certain to miss the future.**”

– John F. Kennedy





THANK YOU FOR
TODAY!

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Human Capital & Training and Development Consulting Firm
Sixteen Intergenerational Leadership Workshop Available Now

Generationology LLC

Led by Jeffrey Vargas

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National Recognized Expert on Intergenerational Trust and
Intergenerational Collaboration

Visionary Leader, Exceptional Communicator

Former Chief Learning Officer for the National Nuclear
Security Administration & the Commodity Futures Trading
Commission

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Increase
Awareness

Reduce
Generational
Conflict

Increase
Generational
Trust

BUILDING BLOCKS OF COLLABORATION	TRADITIONALIST	BABY BOOMERS	GENERATION X	MILLENNIALS
Work Product Completion	"I need a clear beginning, middle and end."	"My work product is continuously evolving; my priorities shift depending on my environment."	"What do you need, and when do you need it by?"	"I did everything you asked me to do, why are there still changes?"
Annual Leave	Will forgo, for the good of the organization	Will forgo, for the good of the organization, but expects perks to follow	Make full use of annual, and even sick leave if needed	Expects to take time off right away, will not put life on hold for work
Leadership	"Follow the Leader"	Group is your leader, decisions are made by group	Self directed, doesn't believe in group think, leads self	Leadership is doing what you have been asked to do
Technology	A few	Not many	A large number	Almost all

Increase
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BUILDING BLOCKS OF COLLABORATION	TRADITIONALIST	BABY BOOMER	GENERATION X	MILLENNIALS
Mentorship	Believes it's a duty and a Privilege	Want to mentor others	*Doesn't holistically believe in mentoring	Desperately seeks mentorship, assumes everyone wants to mentor them
Loyalty	Unquestioned	To the organization	To their Occupation	What's perceived as meaningful work & self interest
Work Priorities	Continue to do what is expected	Focused on visible contributions and the future	Achieving Work/life balance	Others can set priorities if they fit personal interests
Respect	Afforded because of position & time served	Position & title important, based on individual input, and time served	Credentials in a profession, tangible results	Innovative ideas