

Building an Effective Multigenerational Workplace



Gen Xers 1961-1981

Skeptical about authority?

Tend to see the glass half empty?

Go at it [everything] alone?

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Baby Boomers 1946-1964

Are you a rule follower?

Never heard of TikTok?

Are you loyal and self-sacrificing?

Millennials 1980-2001

Entitled?

Lazy?

Love technology?



REUTERS



The New York Times **Bloomberg**
TELEVISION

THE WALL STREET JOURNAL **The Washington Times**

The Washington Post **Los Angeles Times**

CHICAGO **SUN-TIMES**

THE WALL STREET JOURNAL
RADIO NETWORK ((+))

AP



Chicago Tribune

BusinessWeek

CNN



SCIENTIFIC AMERICAN™

FT
FINANCIAL TIMES



VANITY FAIR

LIMRA®

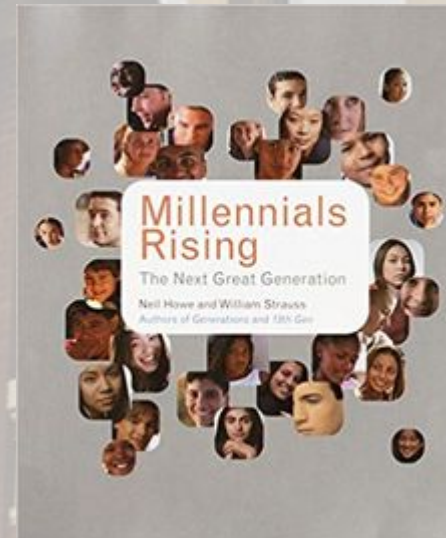


Generation Y vs Millennials

Harvard



Strauss & Howe



Unexpected Technology Impacts

Image Curation

Filtered Content

Ease of Use



The Catch-22 of Generational Leadership

• Experience determines future success

• But the world is constantly changing

• You don't know what you don't know

• But you need experience to know

Quiz

Generation Y and Millennial are interchangeable?

False!



Quiz

Technology only impacts us on a sociological level?

False!



Quiz

Millennials are not able to buy houses because they spend too much on avocado toast?

**True, Washington
Post**

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Nick Confessore 

@nickconfessore



If I forego my daily avocado toast and save \$50 a week at 5% interest, I can save \$33,644 in just a decade!

 92 1:56 PM - May 15, 2017



 32 people are talking about this



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Crossing the Generational Bridge

1

Alignment



ex·pec·ta·tion

/ˌɛkspekˈtɑːʃ(ə)n/

noun

plural noun: **expectations**

a strong belief that something will happen or be the case in the future.
"reality had not lived up to expectations"

Similar:

supposition

assumption

belief

presupposition

presumption



Every Human Relationship has
Expectations Explicit or Implicit

Traveling CPA Interview

**Baby Boomer
Bob**



- Base salary?

**Generation X
Jill**



- Leadership opportunities?

**Millennial
Mark**



- Work from home?

Adam's Equity Theory

Balancing Fairness in the Workplace





ADAM'S EQUITY THEORY CONSEQUENCES

- Decrease Output
- Push for More Authority
- Go into survival (9-5) mode
- Become Resistant

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Expectation Setting Areas

- Work/Life Balance
- Work Ethic
- Culture
- Communication Protocol



Handling Difficult Employees

1. Expecting higher pay for their amount of experience.
2. Acting if some rules don't apply to them.
3. Always showing up to meetings late.

All revolve around different expectations.



Quality Control

Checklist protocol

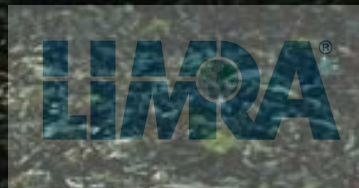
Bobby G.
Chicago, IL
11 friends
75 reviews
2 photos

★ ★ ★ ★ ★ 1/6/2013

For the price I paid here I could have flown to switzerland, rented a chalet, and had a private chef for a week. But no instead all my recently divorced friends decided to go to this Frankenstein restaurant. Why would I want to eat edible styrofoam? What a waste.

Eli S. and 55 others voted for this review

Useful 31 Funny 70 Cool 14

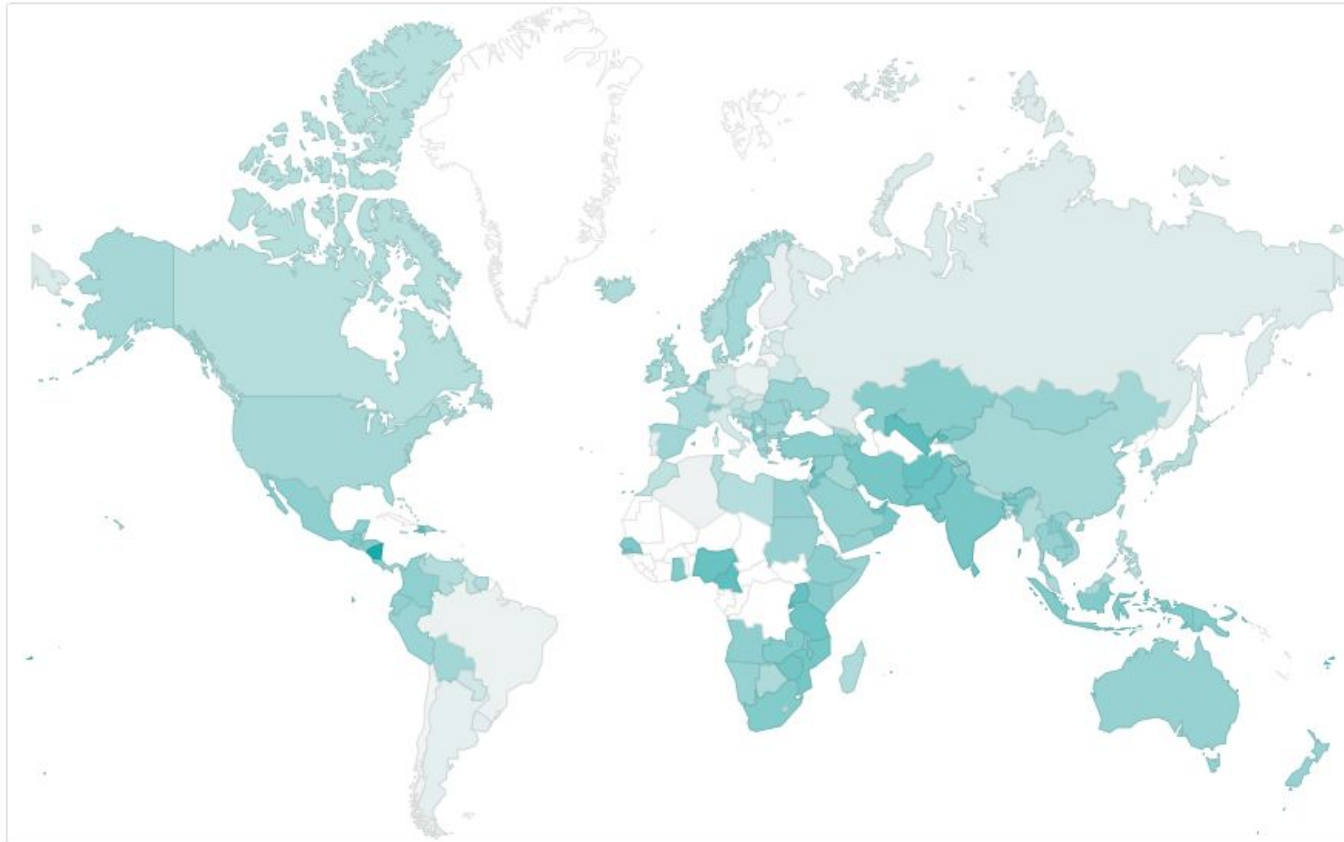


Culture

Expectations -> Values -> Culture -



Culture Styles Ranked by Industry

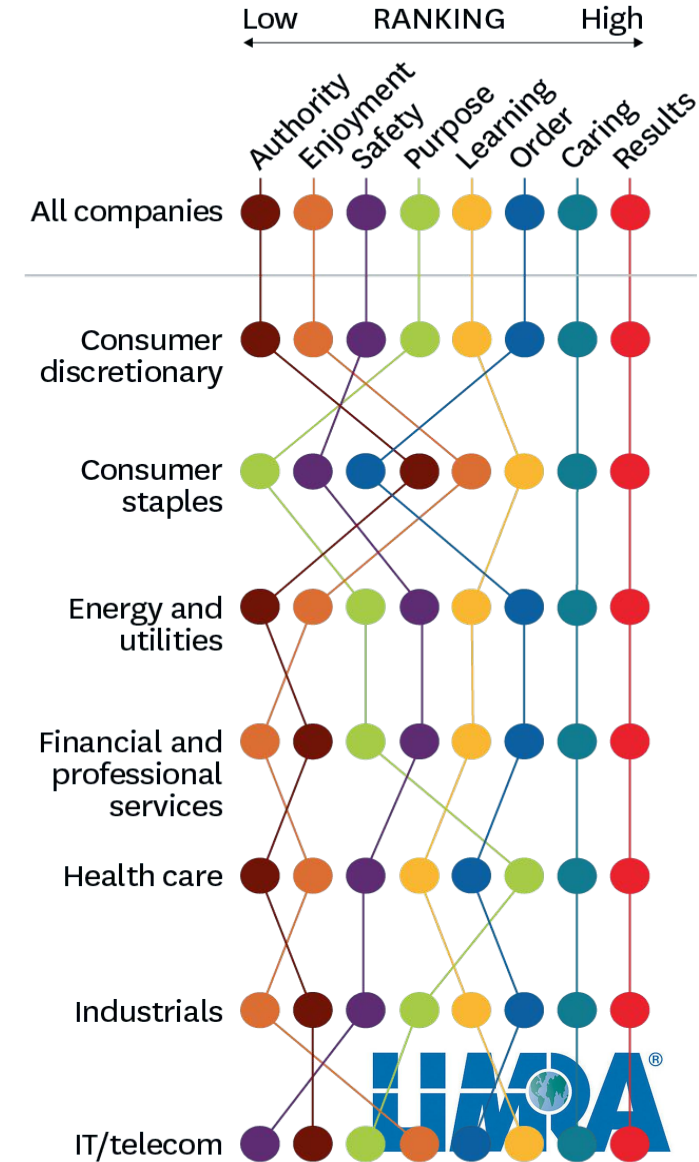


Top Extraverted countries

1. Nicaragua (57.49%)
2. Lebanon (56.39%)
3. Rwanda (55.16%)
4. Uzbekistan (54.25%)
5. Cameroon (54.22%)
6. United Arab Emirates (54%)
7. Uganda (53.85%)
8. Afghanistan (53.78%)
9. Nigeria (53.72%)
10. Fiji (53.63%)

Top Introverted countries

1. Lithuania (55.6%)
2. Chile (55.46%)
3. Algeria (55.15%)
4. Faroe Islands (55.11%)
5. Brazil (54.93%)
6. Poland (54.83%)
7. Finland (54.65%)
8. Portugal (54.65%)
9. Argentina (54.57%)
10. Uruguay (54.38%)



Quiz

Checklist protocols are used to improve company morale?

False!, Work Quality



Quiz

To screen for entitlement, ask questions about the past work consistency?

**False!,
mistakes**



Quiz

It is illegal to take pictures in airport bathrooms?

**False, only if people are
involved**

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Crossing the Generational Bridge

1

Alignment

2

Build



Vertical to Horizontal Engagement

Values and Beliefs



Solving Intergroup Conflict

Thomas Pettigrew PhD.
Research Professor
Social Psychology
UC Santa Cruz



Emotional Connection



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All Port Conditions

Equal Status

Common Goals

Intergroup
Cooperation

Institutional
Support



Breaking the Professional Facade

- Breaking Bread
- Volunteering
- Outside work competition/games

Project ROI

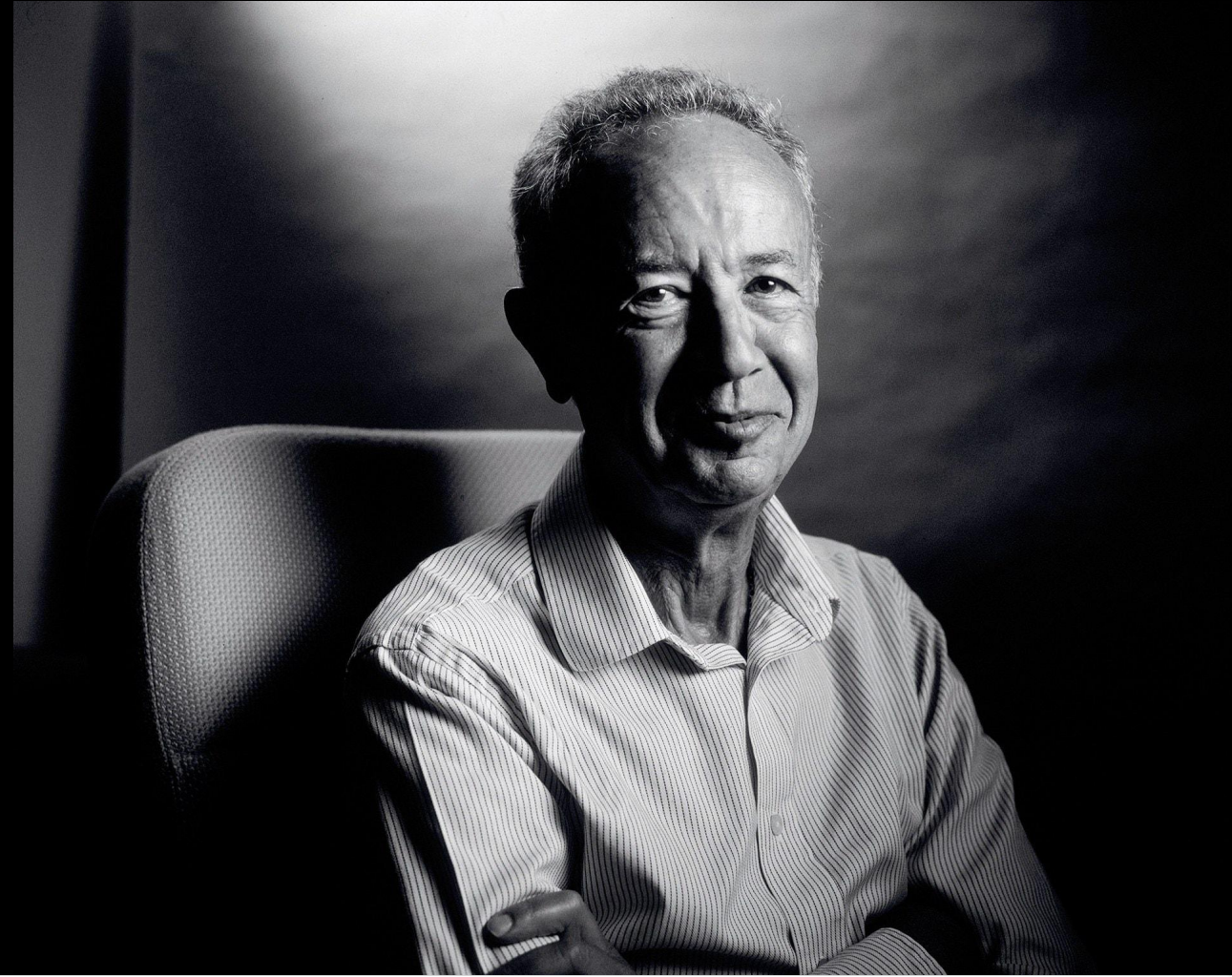
20% ↑ Morale
7.5% ↑ Engagement
13% ↑ Productivity
50% ↓ Turnover



Reverse Mentorship – Listening with Strong Expectations



Jack Welch & Andrew Grove
Past CEOs of GE & Intel



Bridging the Technology Gap

- Reverse Mentorship in the Air Force
- *“Communication is one of our biggest vectors right now, we are aware of that in the Air Force, and we are constantly trying to bridge the gap”*



Bridging the Workplace Gap

- Increased Retention
- Sharing Digital Skills
- Driving Culture Change
- Building Workplace Trust



Quiz

Volunteering time off can help indirectly improve team morale?

True!



Quiz

50% of people are more engaged when they have 5 friends they work with?

False!



Quiz

Adam Equity's solely focuses on demographic inclusion?

False!, Fairness



Crossing the Generational Bridge

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Communicate

Communication - *Pipelines of Innovation*

*Turning Generational Differences into
Advantages*

Huge Accounting Mistake

**Baby Boomer
Bob**



- Little Feedback
- Annual Review

**Generation X
Jill**



- Monthly Feedback
- Tell them during next 1v1

**Millennial
Jeff**



- Immediate Feedback
- Now

43%

WE LIKE YOU.
TOO!)
Decrease in referral rate regardless of
negative v. positive feedback (Net
Promoter Score)

LEADERSHIP IQ

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Feedback Consistency

Feedback Sandwich



Direct v Socratic Feedback

- Direct = Answering the question
- Socratic = What do you think the answer is?

Consistent One on Ones

- Backfill anticipation
- Process improvement
- Employees feel heard
- Increase in engagement



Quiz

Feedback sandwiches do a good job at splitting the negative and positive feedback?

False

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Quiz

Directive feedback reveals the process problem to the employee?

True/False



Crossing the Generational Bridge

1

Alignment

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Build

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Communicate

INSPIRING PURPOSE  SE





Christmas Day 1914

“We must know the past in order to avoid repeating it in the future”

“We must know each other in order to build a future”



Building an Effective Multigenerational Workplace

Slides: jeffjbutler.com/slides

