

# WIOA

Professional Development

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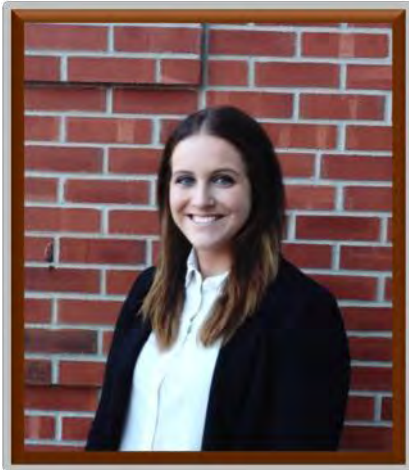
## The Multigenerational Workplace

August 25, 2021

Lauri Alpern, PhD

Open Door Advisors

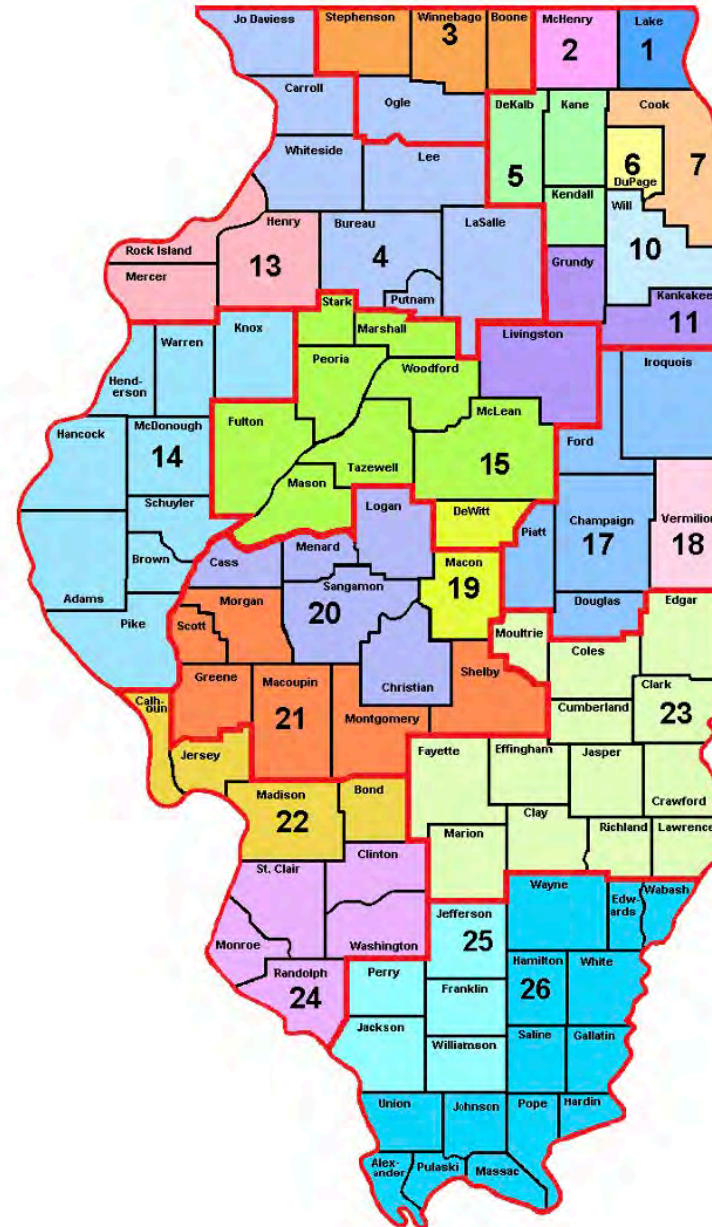




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# Where is Your Local Area?



# Which partner do you best represent?





## Lauri Alpern, PhD

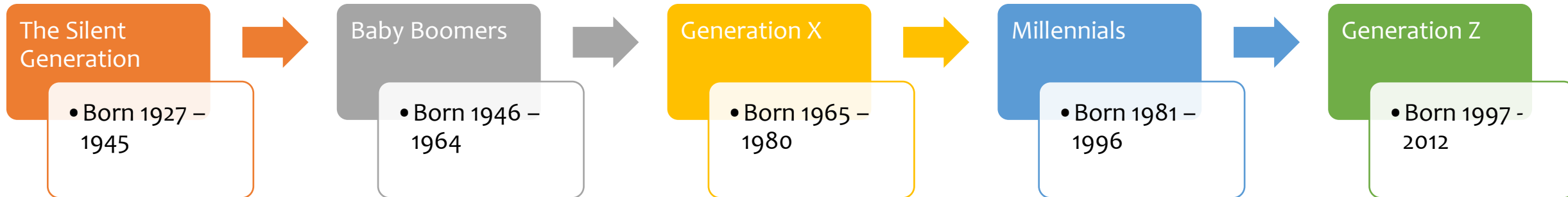
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# Key Session Themes

1. The Multigenerational Workplace
2. The Influences, The Associations, The Trends
3. Key Learning
4. Learning to Action
5. The Imperative: Build a Workplace of Choice

# Today's Workplace *5 generations* working together



Which is the  
largest  
generation in  
the American  
labor force  
today?

**1. The Silent Generation**  
**Born 1927 – 1945**

**2. Baby Boomers**  
**Born 1946 – 1964**

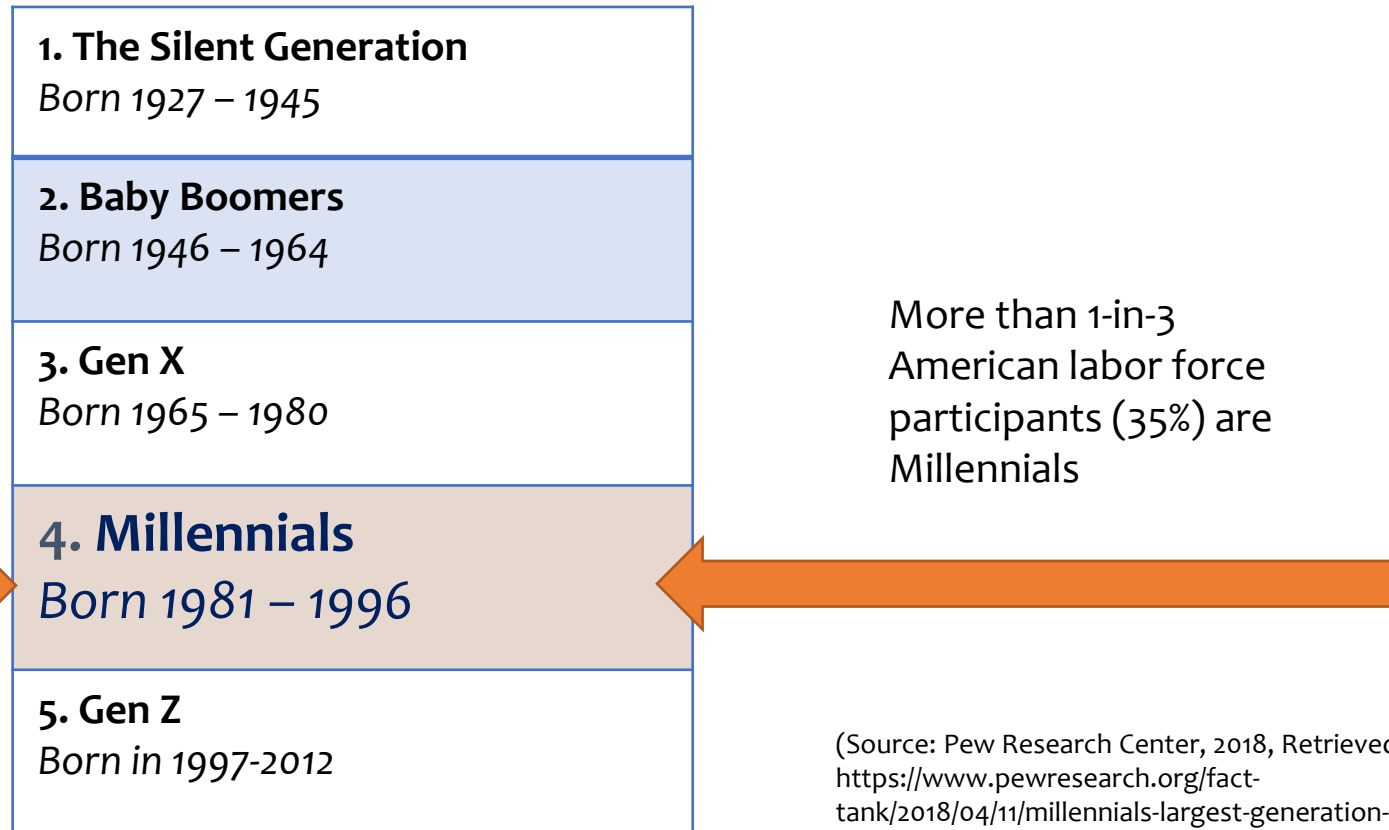
**3. Gen X**  
**Born 1965 – 1980**

**4. Millennials**  
**Born 1981 – 1996**

**5. Gen Z**  
**Born in 1997-2012**



# Which is the largest generation in the American labor force today?



(Source: Pew Research Center, 2018, Retrieved from <https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>)

## Trend Research

- Influences
- Associations
- Interesting Factoid

(\*Source: Pew Research Center, 2019, Retrieved from <https://www.pewsocialtrends.org/2019/01/17/generation-z-looks-a-lot-like-millennials-on-key-social-and-political-issues/>)

	Influences (examples)	Associations (examples)
<b>The Silent Generation</b> Born 1928 – 1945 Age today: 76 and older	World War II, Korean War, Great Depression	Self-sacrificing, intense work ethic, deep respect for authority, loyalty to employer
<b>Baby Boomers</b> Born 1946 – 1964 Ages today: 57-75	Civil Rights, Women's Rights movements, Vietnam War, Economic Prosperity and Recession	Sense of entitlement. workaholic, home office, 2008 recession
<b>Gen X</b> Born 1965 – 1980 Ages today: 41-56	Assassinations of JFK, MLK, Moon Landing, AIDS Epidemic, Watergate, Personal Computers	Entrepreneurial, individualism, independent
<b>Millennials</b> Born 1981 – 1996 Ages today: 25-40	24/7 unlimited access to the Internet, Personal cell phones, Social Media, Digital cameras, 9/11, First African-American President, Marriage Equality	Raised under close supervision, with parent(s) controlling their schedules, socially and civically engaged, seek instant gratification
<b>Gen Z</b> Born in 1997-2012 Ages today: 9-24	“Always On” Digital World, Contested Political Environment, First Woman/African-American/Asian American Vice President	Symbiotic relationship with technology, most racially and ethnically diverse generation, most well-educated generation, seek acknowledgement

# The Silent Generation

## Influences

World War II, Korean War, Great Depression

## Associations

Self-sacrificing, intense work ethic, deep respect for authority, loyalty to employer

# Baby Boomers

## Influences

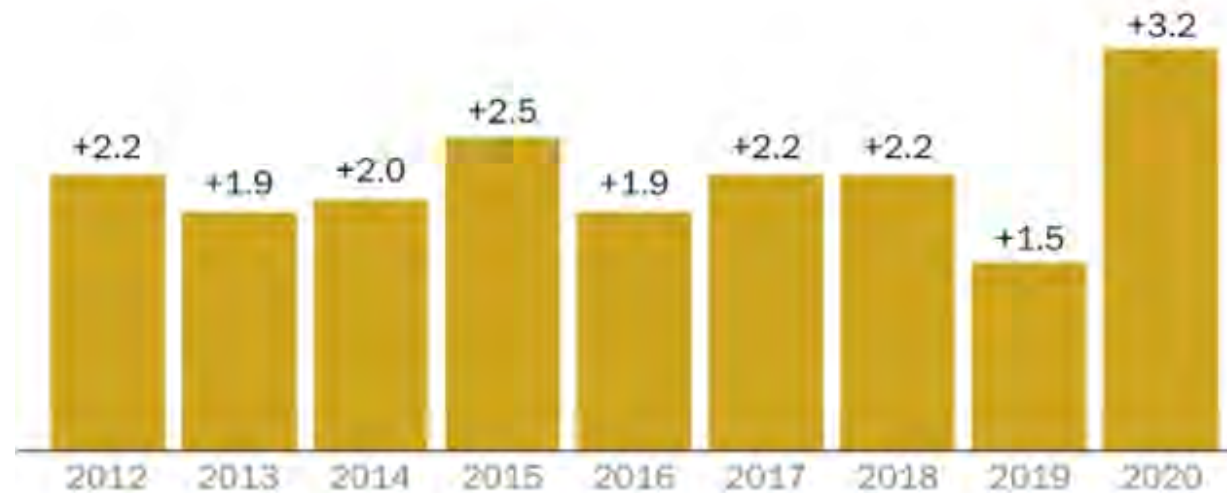
Movements [Civil Rights, Women's Rights,+], Vietnam War, Economic Prosperity and Recession

## Associations

Sense of entitlement, workaholic [incl. work at night/weekends], 2008 recession

## The number of retired Baby Boomers rose more from 2019 to 2020 than in prior years

*Annual increase in the retired U.S. Baby Boomer population (in millions)*



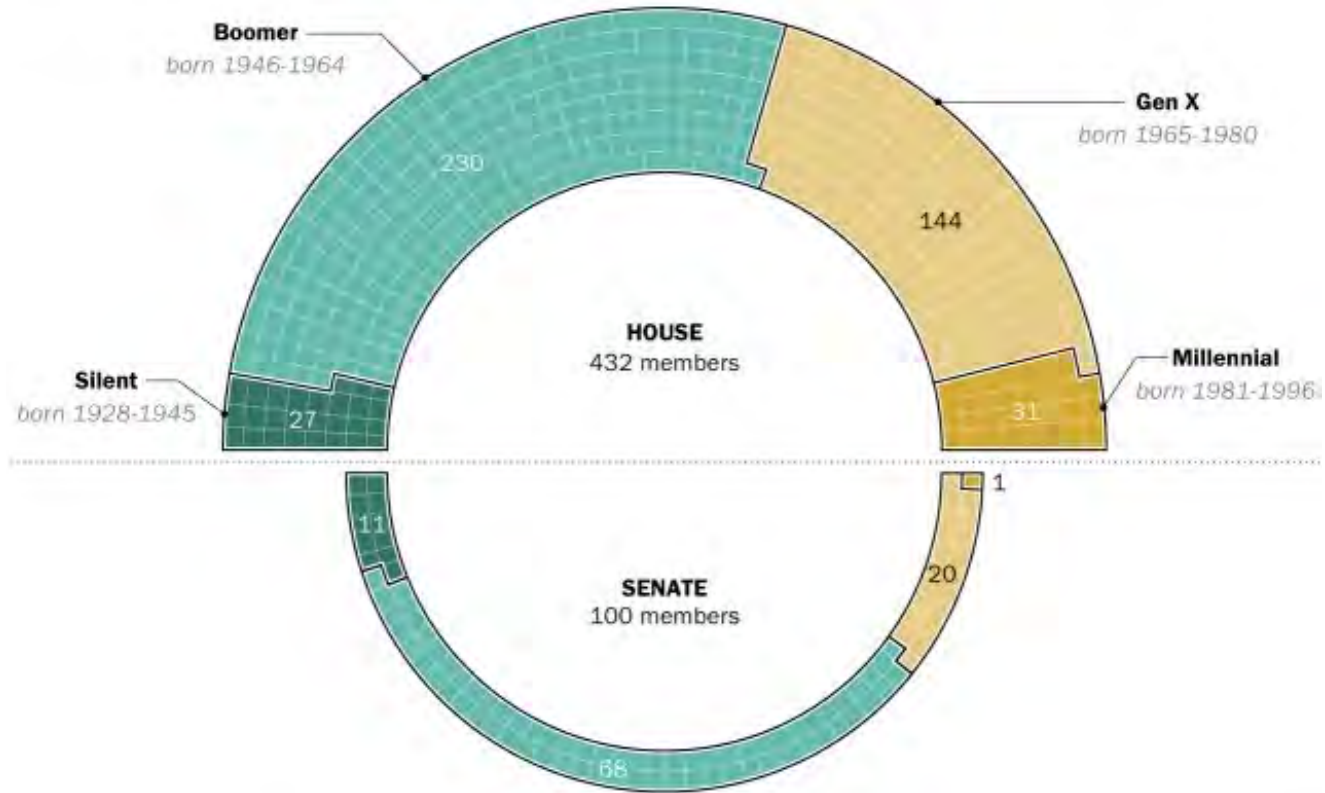
Note: "Retired" refers to those not in the labor force due to retirement. Baby Boomers are those born between 1946 and 1964. Each year's retired Boomer population is based on the average of the July, August and September estimate.

Source: Pew Research Center analysis of July, August and September Current Population Survey monthly files (IPUMS)

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## Which generations have the most members in Congress?

Number of members of the 117th Congress in each generation



Note: Data is for 532 voting members as of Feb. 8, 2021.

Source: Pew Research Center analysis, Birthdate data from Biographical Directory of the United States Congress and other published sources.

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## **Influences**

Assassinations of JFK,  
MLK, Moon Landing,  
AIDS Epidemic,  
Watergate, Personal  
Computers

## **Associations**

Entrepreneurial,  
Individualism,  
Independent



**HIRING MANAGERS HAVE  
A NEGATIVE VIEW OF 45+  
JOBSEEKERS, EVEN THOUGH  
EMPLOYERS RATE HIGHLY  
THE JOB PERFORMANCE OF  
THOSE THEY HIRE**

(Source: Generation, 2021)



# Hiring Gen Xers+

Hiring managers' perception of age group strengths:

## Most Experienced



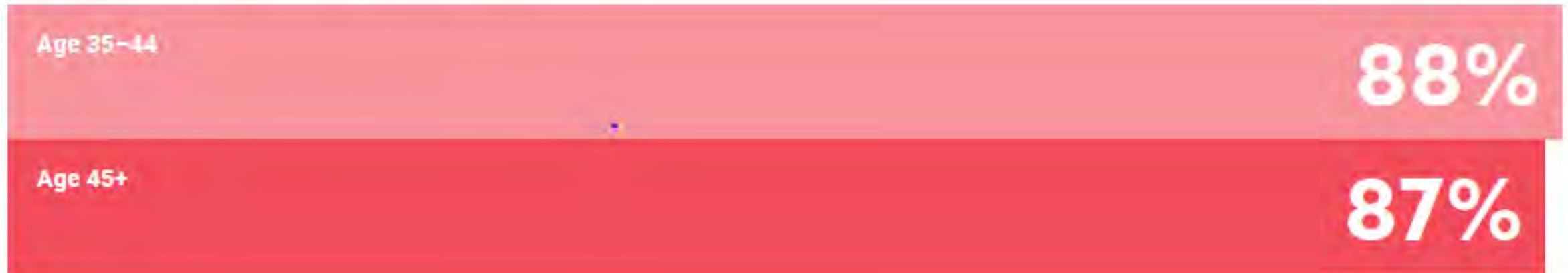
## Best Fit



(Source: Generation, 2021)

# On the Job Performance of Gen-Xers+

% of midcareer switchers age 35–44 and 45+ who performed better than or about the same as their peers at the same employer



(Source: Generation, 2021)

## Influences

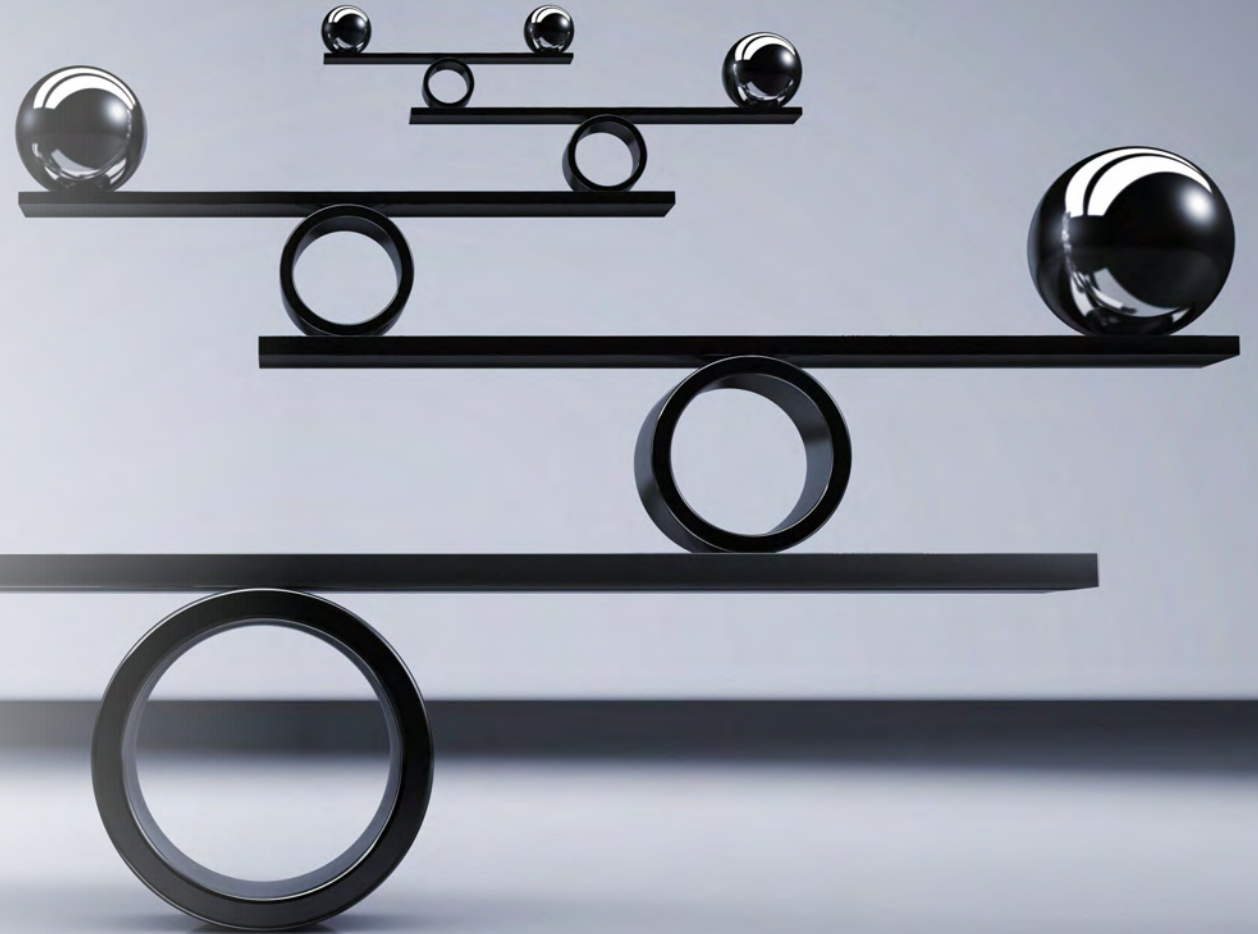
24/7 unlimited access to the Internet, Personal cell phones, Social Media, Digital cameras, 9/11, First African-American President, Marriage Equality

## Associations

Raised under close supervision, with parent(s) controlling their schedules, socially and civically engaged, seek instant gratification

# Redefining Leadership

1. Purpose, not just paychecks
2. Personal development over satisfaction
3. Coaching, rather than being a boss
4. Engaging in ongoing conversations about performance and development vs annual reviews
5. Strengths-based, not weaknesses
6. Life, not the job



(Source: Harnessing the Power of a Multigenerational Workforce, SHRM Foundation, 2017)

## Influences

“Always On” Digital World, Contested Political Environment, First Woman/African-American/Asian American Vice President

## Associations

Symbiotic relationship with technology, most racially and ethnically diverse generation, most well-educated generation

A large orange circle is positioned on the left side of the slide, partially overlapping the white background. The word "Wellness" is written in white, bold, sans-serif font inside the circle.

# Wellness

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“Significantly more likely to report their mental health as fair or poor...”

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“37% of Gen Zers — a higher share than in any preceding generation — have reported receiving help from a psychologist or other mental health expert.”

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**Key Learning**

# Multiple Generations at Work



**Age is just a number**

**84%**

The age of their direct managers is not important if they are inspirational



**Multi-generational teams get things done**

**86%**

Prefer to work in a multi-generational team

**85%**

Produce innovative ideas and solutions, thanks to an age-diverse team



**Communication is where generational differences are most keenly felt**

**81%**

Agree the primary difference between generations in the workplace is communication styles.



A photograph of two women in conversation outdoors. The woman on the left has dark curly hair and is wearing a light blue shirt. The woman on the right has short white hair, wears glasses, and a green polka-dot shirt. She is holding a smartphone and gesturing with her hand. The background is a blurred stone wall.

# Real Life at Work...

- Silent Generation
  - “It is an honor and privilege to serve my manager.”
- Baby Boomers
  - “I know it’s not cool to email my team on Sundays, but I just like to get prepared for the week.”
- Gen X
  - “I don’t need to be in the office to do a good job - it’s my right to work at home – whenever I want.”



# Real Life at Work...

- Millennials
  - “I am concerned about our company’s investment portfolio; the lack of social impact investing is troubling.”
- Gen Z
  - “I have a voice and as an operations associate, I should be included in strategy sessions with the CEO.”

# Inaccurate Beliefs About Age

## Implications

- Stereotypes about older people's ability to learn new tasks interfered with the training they received
- Stereotyping by age group could foster negative interactions and blame

## A New Narrative

- Talk openly about stereotypes
- Emphasize
  - Shared goals and collaborative opportunities
  - Commonalities, not us vs. them

# Hidden Equity Issues

## Outcomes are different for adults with and without a college-educated parent

*% of adults who have completed at least a bachelor's degree, among those with ...*



*Median household income of households headed by a person with a bachelor's degree or more, among those with ...*



*Median wealth of households headed by a person with a bachelor's degree or more, among those with ...*



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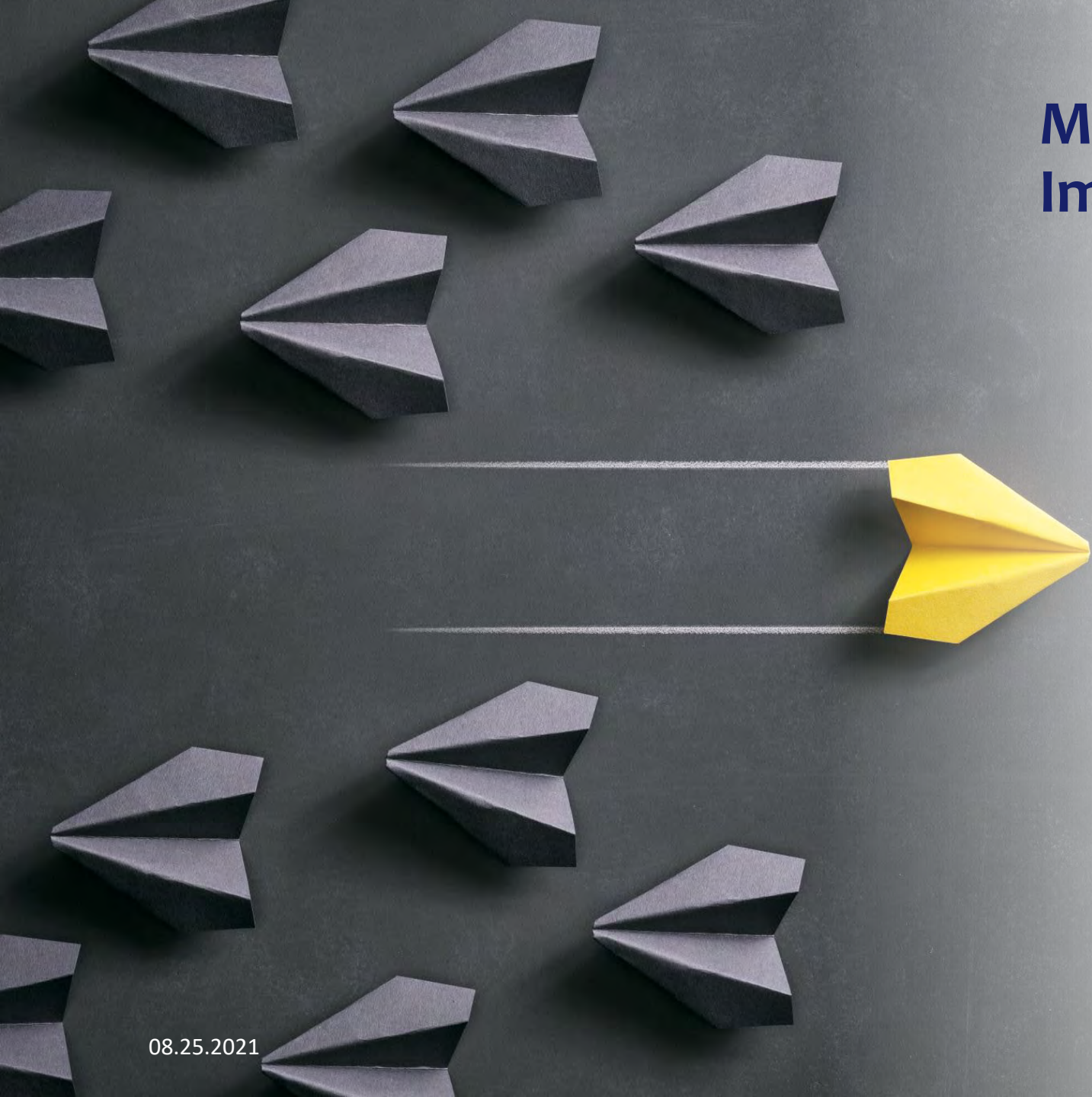
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**Learning to  
Action**

# Foster Continuous Learning

- Mindfulness
  - Management, learning and communication styles and preferences
  - Motivations
  - Digital comfort zones
- Fairness
  - Labeling, stereotyping, ageism
  - Conscious or unconscious

# Multiple Generations at Work: Imperatives for Action

- 
1. Right what is wrong
    1. Biases – intended or unintended
    2. Structural inequities – known or unknown
      1. Build awareness
      2. Acknowledge realities
      3. Bring meaningful and sustained change
  2. Put employee well-being first
  3. Emphasize purpose-driven work
  4. Set technology gameplan
  5. Get and give ongoing feedback and communication
  6. Clarify performance goals and priorities
  7. Create opportunities to learn and grow
  8. Provide challenge

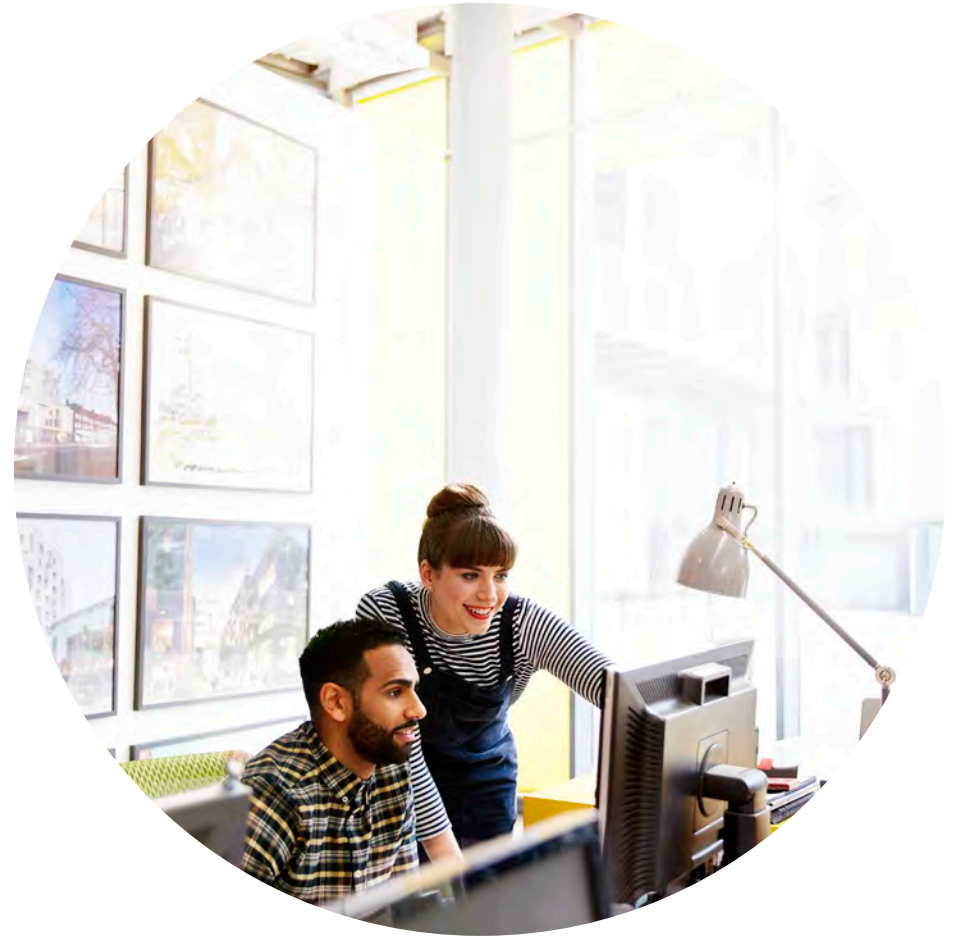


**The Imperative:  
Build a  
Workplace of  
Choice**

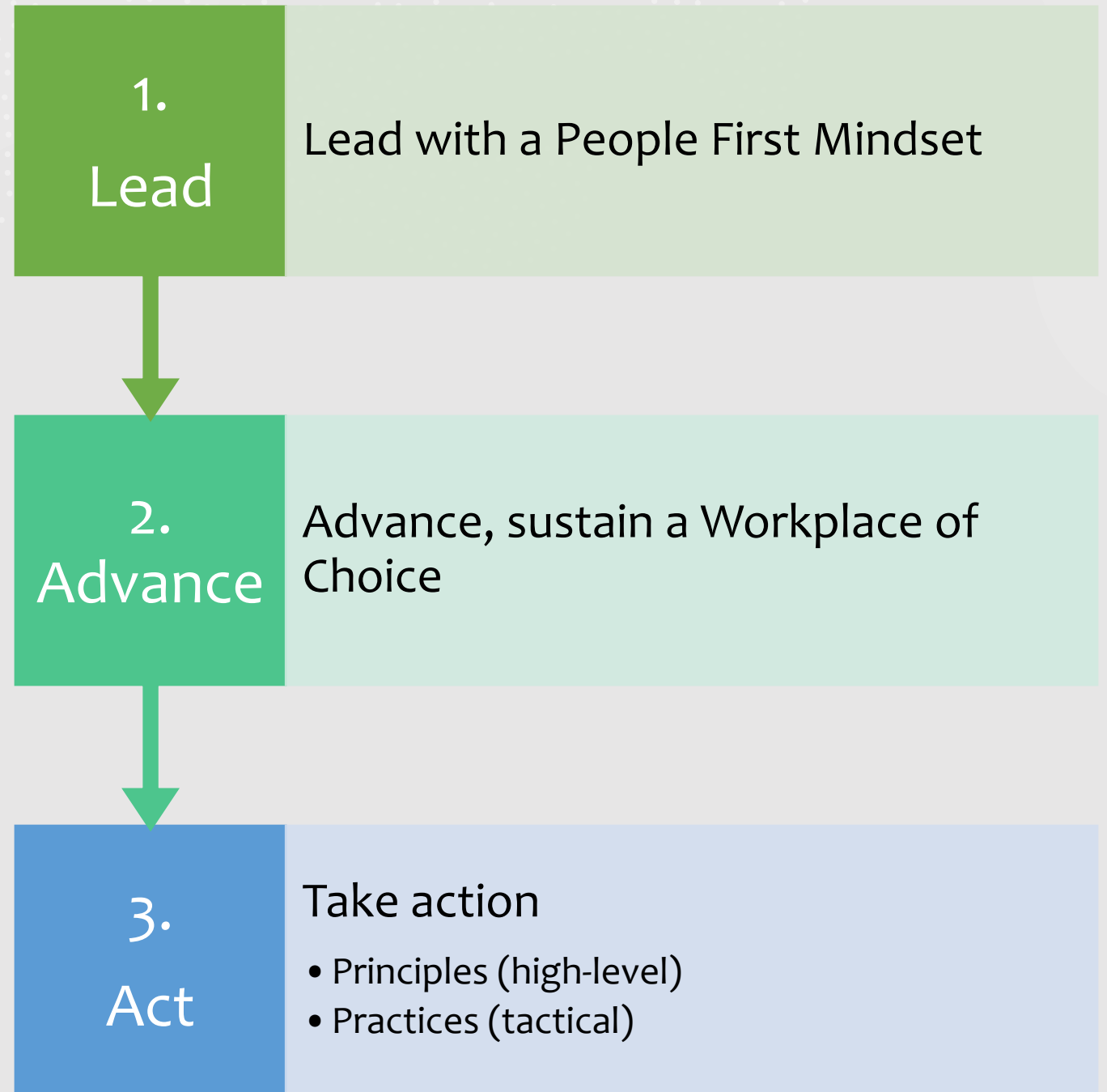


# The Imperative

- Advance inclusion for all
- Foster individual wellness and well-being
- People who are well, do well



# It's a Process





## Lead With a People First Mindset

What's Yours?

- People and organizational effectiveness are synergistic
- Organization-wide principles guide people-centric strategy and operations

# Advance and Sustain

- A Workplace Where All Thrive
  - Autonomy
  - Sense of belonging
  - Competency



# Advance and Sustain: Adopt an Organizing Framework

Emotional Intelligence at Work

EI COMPONENT	DEFINITION	HALLMARK
<b>Self-awareness</b>	Knowing your emotions, strengths, weaknesses, values, and goals—and their impact on others	<ul style="list-style-type: none"> <li>— Realistic self-assessment</li> <li>— Openness to constructive criticism</li> <li>— Self-confidence</li> </ul>
<b>Self-regulation</b>	Controlling or redirecting your disruptive emotions and impulses	<ul style="list-style-type: none"> <li>— Trustworthiness</li> <li>— Integrity</li> <li>— Comfort with ambiguity and change</li> </ul>
<b>Motivation</b>	Initiating, driving and maintaining goal-oriented behaviors	<ul style="list-style-type: none"> <li>— A passion for the work itself and for new challenges</li> <li>— Positive energy to improve</li> <li>— Optimism in the face of failure</li> </ul>
<b>Empathy</b>	Considering others' feelings especially when making decisions	<ul style="list-style-type: none"> <li>— Strong desire to understand others</li> <li>— Sense of responsibility for the well-being of others</li> <li>— Embrace cross-cultural differences</li> </ul>
<b>Social Skill</b>	Managing relationships for engagement and collaboration	<ul style="list-style-type: none"> <li>— Effectiveness in participating in and leading change</li> <li>— Extensive networking</li> <li>— Expertise in building and leading teams</li> </ul>

Adapted from "On Emotional Intelligence," Harvard Business Review, Chapter 1, "What Makes a Leader," Daniel Goleman, 2015.

# The Journey to A Workplace of Choice

- Build an inclusive culture
- Resolve conflicts in real time
- Be flexible, positive
- Selecting a learning framework (*examples*)
  - Emotional Intelligence
  - Everything DiSC
- Learn and share knowledge... together



# Questions



# References


- Generation, [Meeting The World's Midcareer Moment](#), (2021)
- Pew Research Center, [First-Generation College Graduates Lag Behind Their Peers on Key Economic Outcomes](#) (2021).
- Pew Research Center, [Which Generations Have the Most Members in Congress](#) (2021).
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- SHRM Foundation, *Harnessing the Power of a Multigenerational Workforce* (2017).





Thank you for your thoughtful engagement and participation!

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