Generation Gaps

The 7 Stages of Grief: from boom to echo-boom

Millennials
1980 - 2000

Gen Xers
1960 - 1980

Baby Boomers
1940 - 1960

Traditionalists
1900 - 1940

Carrie Woodell, MPA, CPPO, CPPB, CFCM, C.P.M.
Procurement Division Manager
Orange County, Florida

Cindy Mojica
Procure-2-Pay Department Associate Buyer
Orlando Utilities Commission, Florida

Zulay Millan, CPPO, CPPB, FCCM
Procurement Division Administrator
Orange County, Florida
# Distinctions

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formative experiences</strong></td>
<td>Second World War</td>
<td>Cold War</td>
<td>End of Cold War</td>
<td>9/11 terrorist attacks</td>
<td>Economic downturn</td>
</tr>
<tr>
<td></td>
<td>Rationing</td>
<td>Post-War boom</td>
<td>Fall of Berlin Wall</td>
<td>PlayStation</td>
<td>Global warming</td>
</tr>
<tr>
<td></td>
<td>Fixed-gender roles</td>
<td>Swinging Sixties</td>
<td>Reagan / Gorbachev</td>
<td>Social media</td>
<td>Global local focus</td>
</tr>
<tr>
<td></td>
<td>Rock ’n’ Roll</td>
<td>Apollo Moon landings</td>
<td>Thatcherism</td>
<td>Invasion of Iraq</td>
<td>Mobile devices</td>
</tr>
<tr>
<td></td>
<td>Nuclear families</td>
<td>Youth culture</td>
<td>Live Aid</td>
<td>RealITY TV</td>
<td>Energy crisis</td>
</tr>
<tr>
<td></td>
<td>Defined gender roles</td>
<td>Woodstock</td>
<td>Introduction of first PC</td>
<td>Google Earth</td>
<td>Arab Spring</td>
</tr>
<tr>
<td></td>
<td>— particularly for women</td>
<td>Failure of Woodstock</td>
<td>Early mobile technology</td>
<td>Gistantury</td>
<td>Produce own media</td>
</tr>
<tr>
<td><strong>Percentage in U.K. workforce</strong></td>
<td>3%</td>
<td>33%</td>
<td>35%</td>
<td>29%</td>
<td>Currently employed in</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>either part-time jobs or</td>
</tr>
<tr>
<td><strong>Aspiration</strong></td>
<td>Home ownership</td>
<td>Job security</td>
<td>Work-life balance</td>
<td>Freedom and stability</td>
<td>new apprenticeships</td>
</tr>
<tr>
<td><strong>Attitude toward technology</strong></td>
<td>Largely disengaged</td>
<td>Early information technology (IT) adaptors</td>
<td>Digital Immigrants</td>
<td>Security and stability</td>
<td>“Technoholics” – entirely dependent on IT; limited grasp of alternatives</td>
</tr>
<tr>
<td><strong>Attitude toward career</strong></td>
<td>Jobs are for life</td>
<td>Organisational — careers are defined by employers</td>
<td>Early “portfolio” careers — loyal to profession, not necessarily to employer</td>
<td>Digital entrepreneurs — work “with” organisations not “for”</td>
<td>Career multitaskers — will move seamlessly between organisations and “pop-up” businesses</td>
</tr>
<tr>
<td><strong>Signature product</strong></td>
<td>Automobile</td>
<td>Television</td>
<td>Personal Computer</td>
<td>Tablet/Smart-Phone</td>
<td>Google glass, graphene, nano-computing, 3-D printing, driverless cars</td>
</tr>
<tr>
<td><strong>Communication media</strong></td>
<td>Formal letter</td>
<td>Telephone</td>
<td>E-mail and text message</td>
<td>Text or Social media</td>
<td>Hand-held (or integrated into clothing) communication devices</td>
</tr>
<tr>
<td><strong>Communication preference</strong></td>
<td>Face-to-face</td>
<td>Face-to-face ideally, but telephone or e-mail if required</td>
<td>Text messaging or e-mail</td>
<td>Online and mobile (text messaging)</td>
<td>Facetime</td>
</tr>
<tr>
<td><strong>Preference when making financial decisions</strong></td>
<td>Face-to-face meetings</td>
<td>Face-to-face ideally, but increasingly will go online</td>
<td>Online — would prefer face-to-face if time permitting</td>
<td>Solutions will be digitally crowd-sourced</td>
<td></td>
</tr>
</tbody>
</table>

*Percentages are approximate at the time of publication.
Unaddressed resentment between Baby Boomers, Gen X, and Millennials saps productivity by as much as 12%.

More than 1 in 3 people waste five or more hours each week (12 percent of their work week), due to chronic, unaddressed conflict between colleagues from different generations.
Recent Findings
Association for Talent Development Study

- Dismissal of past experience
- Lack of discipline and focus
- Lack of respect
- Resistance to change or unwillingness to innovate
Recent Findings
Association for Talent Development Study

- Conflict is not isolated to just Baby Boomers and Millennials
  - Baby Boomers vs. Generation X
  - Generation X vs. Boomers
  - Generation X vs Millennials
  - Millennials vs. Generation X
Those who criticize our generation...
FORGET WHO RAISED IT!
Generation X: Stuck in the Middle

Demographics

% white (non-Hispanic)

- Millennials: 57%
- Gen X: 61%
- Boomers: 72%

% who are religiously unaffiliated

- Millennials: 29%
- Gen X: 21%
- Boomers: 16%

% married at age 18-32

- Millennials (2013): 26%
- Gen X (1997): 36%
- Boomers (1980): 48%

% with high school diploma or less at age 25-32

- Millennials (2013): 37%
- Gen X (1995): 46%
- Early Boomers (1979): 54%

© Pew Research Center - 2014
Generation X: Stuck in the Middle Politics

% saying they would rather have a bigger government with more services

<table>
<thead>
<tr>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td>43%</td>
<td>32</td>
</tr>
</tbody>
</table>

% who say "a patriotic person" describes them very well*

<table>
<thead>
<tr>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>49</td>
<td>64%</td>
<td>75</td>
</tr>
</tbody>
</table>

% saying that unauthorized immigrants should NOT be allowed to stay in the country legally

<table>
<thead>
<tr>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>23%</td>
<td>30</td>
</tr>
</tbody>
</table>

% who favor allowing gays and lesbians to marry

<table>
<thead>
<tr>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>68</td>
<td>55%</td>
<td>48</td>
</tr>
</tbody>
</table>

© Pew Research Center - 2014
Generation X: Stuck in the Middle Social Media

% saying they have shared a “selfie” on social media**

- Millennials: 55
- Gen X: 24%
- Boomers: 9

Median number of Facebook friends (among Facebook users)

- Millennials: 250
- Gen X: 200
- Boomers (Ages 49-57 only): 98
We are last of a dying breed.

If you were born before 1985, then you know what life is like both with the internet and without.

• We will be the last people in history to know life before the internet

• We are also the only ones who will ever speak, as it were, both languages.

• We are the only fluent translators of Before and After.
Stage 1 – Shock

APPLICANT
• Fresh out of High School
• Part-time Experience after school & Temp Experience
• Large County Entry Level Job (Research Analyst)

HIRING MANAGER
• Retired – 2nd Career
• Experienced
• Educated
Stage 2 – Denial

TRAINING OPPORTUNITIES

NECESSITY OR REWARD?

- Hasn’t paid dues
- Don’t know the ropes
- Eager to Learn
- Excited to get started

EXPLANATION OR...

...because I said so!
Stage 3 – Anger

MILLENNIAL
• Growing Resentment
• Lack of Tools
• Lack of Mentoring
• Dwindling Enthusiasm

BOOMER
• Growing Discomfort
• Resistance to Change
• Defeat Entitlement
• Doubt the Benefits
Stage 4 – Bargaining
Stage 5 - Reflection

- Shared Success
- Overcome Perception
- Open Minded
- Humble
- Learn/Share
- Gained a Colleague
Stage 6 – Reconstruction

- Two are better than one
- Opinion/Consultation
- Collaboration
  - Edge
  - Education
- Build Trust
- Get Vested!
Stage 7 – Acceptance

- It's OK to share your age
  - Age Shaming goes both ways! and creates insecurity
- Multi-Generational Relationships build Synergy
- Contributors must be unique for innovation
- Defeat entitlement without compromising your value
- Understand the value of your contributions
- Celebrate accomplishment
- Pay it forward!
BABY BOOMERS VS GEN X VS MILLENNIALS: HOW DO THEY DIFFER AT WORK?
Bridging the Gap - Recommendations

Well-rounded organizations are made up of diverse and talented employees.
Know-It-All

- No one likes a know-it-all
- Opportunity to learn
- Don’t shut out ideas and solutions
- Don’t dismiss experience
- Google doesn’t always have the answer
- Knowledge sharing

"Those who don’t know history are destined to repeat it."
Edward Burke
Mentoring and Coaching

- Generations can learn from each other
- Real-world experience
- Technology has changed everything
- Build stronger interpersonal relationships
- Instilling harmony
Leaders from Every Generation

- Know what makes each generation unique
- Commitment
  - Accept norms are changing
- Supportive attitude
  - Skill sets
  - Strengths
- Collaboration is essential
- Reasonable expectations
Communication

- Embrace generation terminology and slang
- Roundtable discussions
- Face to face
- Digital communication
- Sensitive topics
If you don’t want to identify yourself with a generation, lie about your age.
Thank you for Joining Us!

Closing Video