



GENERATIONS IN THE WORKPLACE

Combating Misperceptions & Embracing Differences

Group 3

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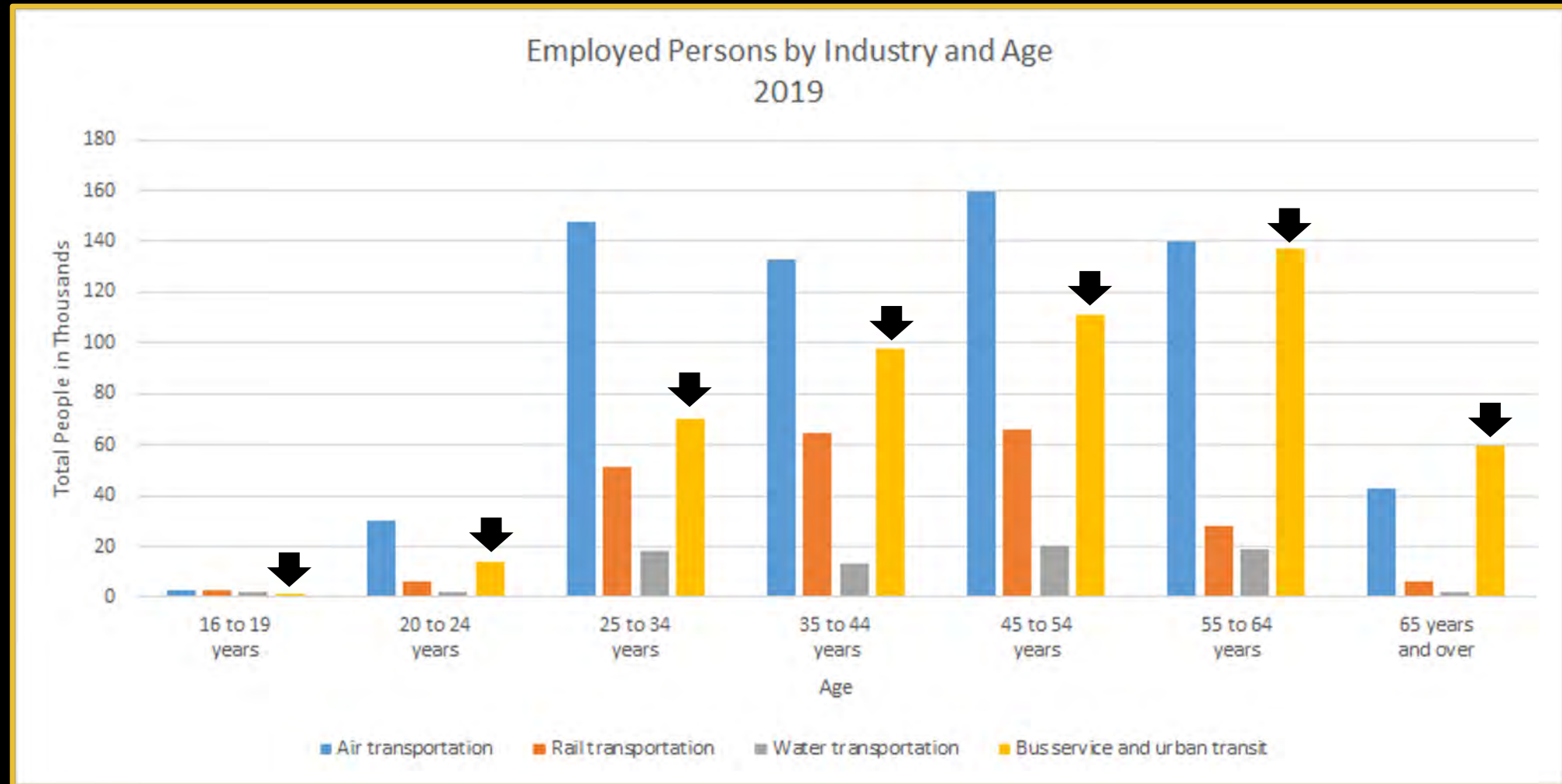


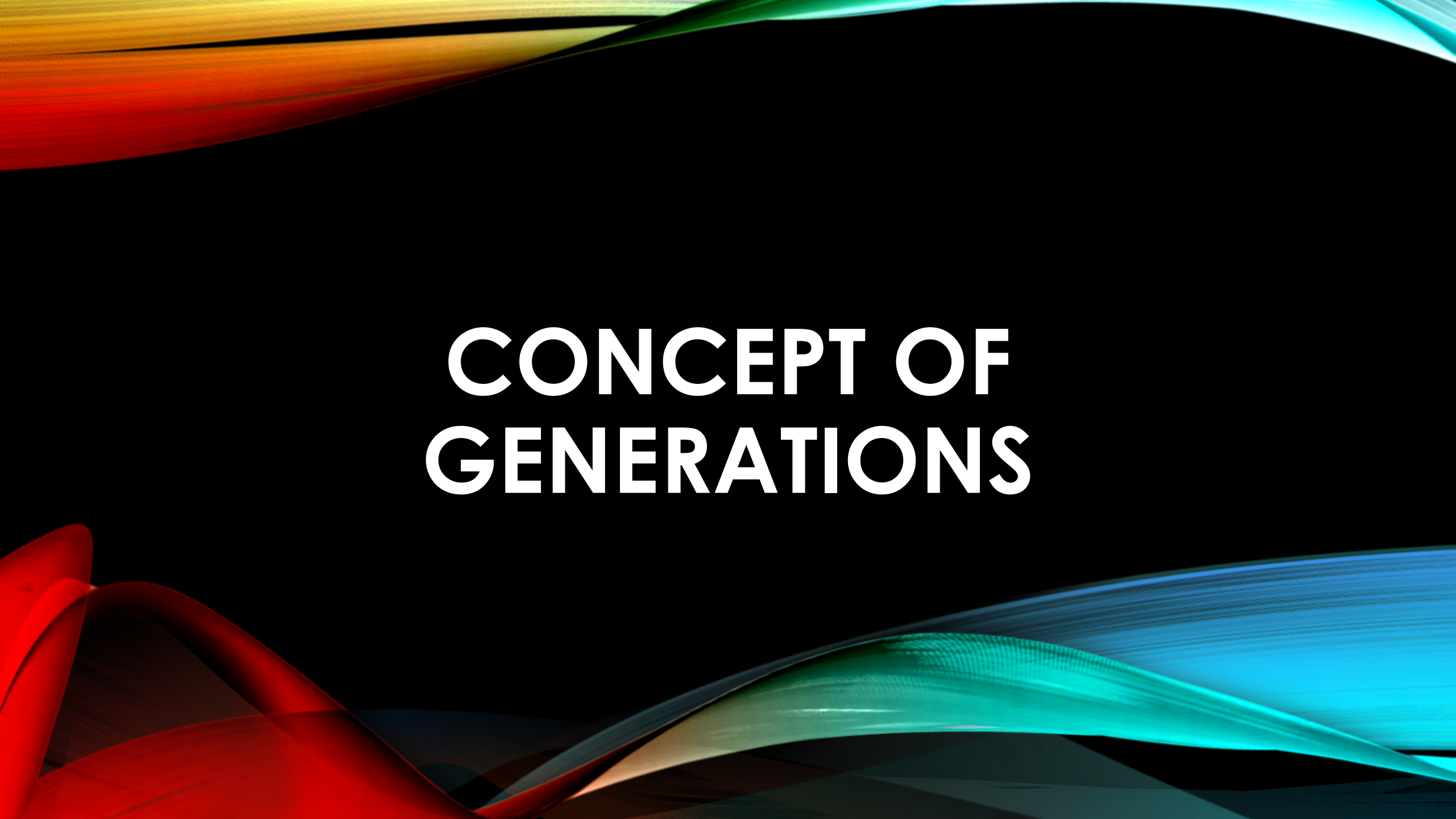
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RETIREMENT CRISIS





CONCEPT OF GENERATIONS

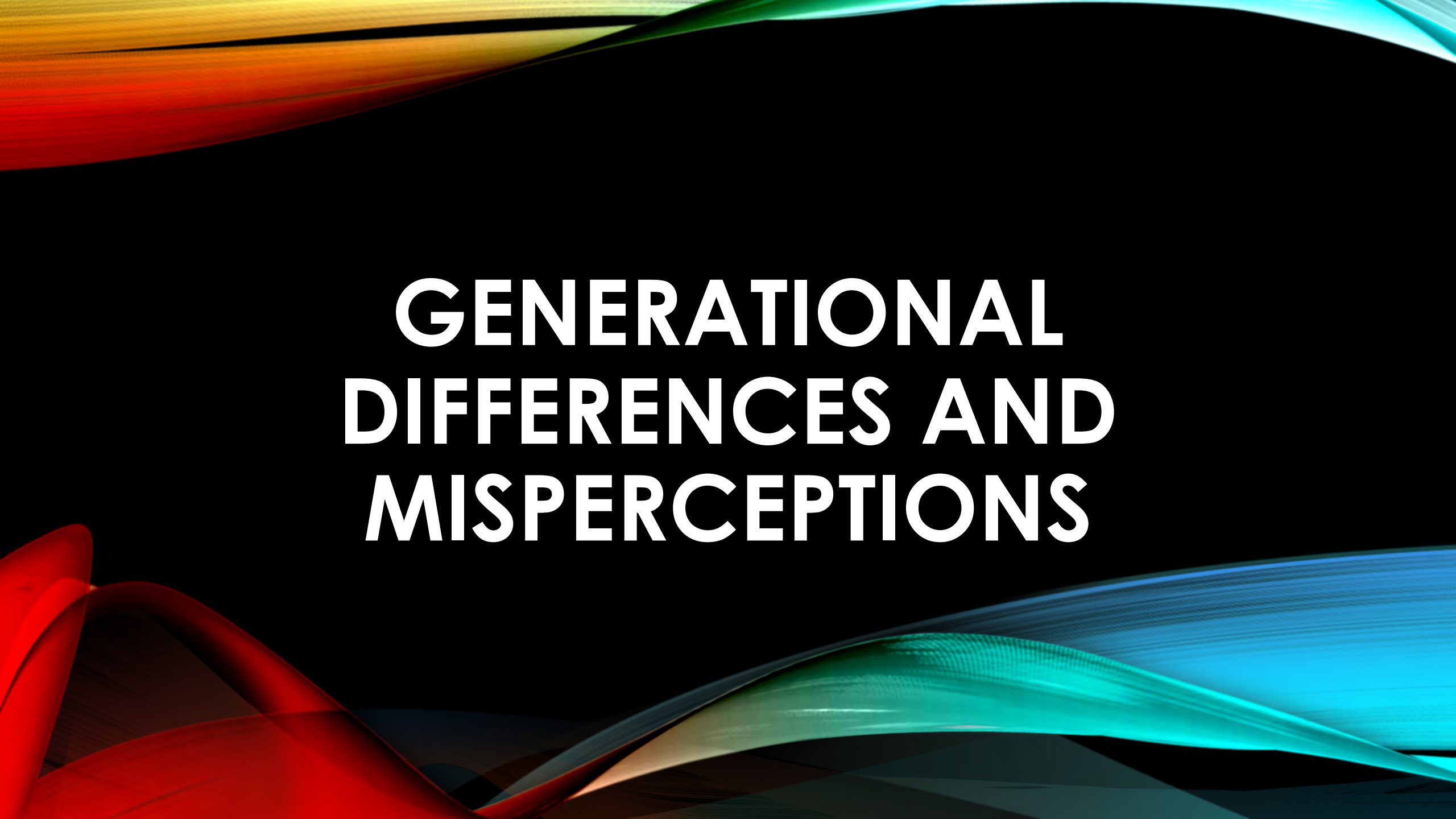
CONCEPT OF GENERATIONS

- Social generations have been the basis for sociological analysis.
- Generations are people within a delineated population who experience the same significant events within a given period of time
- Do generational differences have a greater impact in the workforce than class, gender, race, education, upbringing, etc.?

Generational differences are of increasing concern in the transportation workforce. As baby boomers retire transportation agencies are working to better understand the workplace elements that will be most successful in attracting and retaining competent and motivated employees.

GENERATIONS IN THE WORKFORCE

Generation	Birth Years	Upbringing	Media Consumption	Finance	Shaping Events
Baby Boomers	1945 to 1964	<ul style="list-style-type: none"> Traditional families Low household income 	<ul style="list-style-type: none"> Television Radio Magazines Newspaper 	Managing retirement with life expectancies on the rise.	<ul style="list-style-type: none"> Post World War II Vietnam War
Gen X (Xers)	1965 to 1980	<ul style="list-style-type: none"> Growing divorce rate More diverse families 	<ul style="list-style-type: none"> Television Facebook 	Carrying the highest debt load while raising children and planning retirement.	<ul style="list-style-type: none"> Cold War Rise of Personal Computing
Gen Y (Millennials)	Early 1980's to Mid 1990's	<ul style="list-style-type: none"> High female labor market 	<ul style="list-style-type: none"> Streaming Options 	Massive student debt causing generation to delay major life purchases.	<ul style="list-style-type: none"> Great Recession Explosion of Internet
Gen Z (iGen/Edger)	Mid 1990's to about 2010	<ul style="list-style-type: none"> More ethnically diverse Neo-digital natives 	<ul style="list-style-type: none"> Use of Mobile Devices at a Young Age 	Witnessed Millennials struggling with debt.	<ul style="list-style-type: none"> Social Media Not at War COVID-19 Pandemic



GENERATIONAL DIFFERENCES AND MISPERCEPTIONS

WHO AM I?

Activity 1

- Did not go to college
- Has three children
- Has had the same profession entire career

Activity 2

- Has not held a job longer than 6 months
- Has had multiple professions in career
- Has one child
- Has moved 3 times

Activity 3

- I am an entrepreneur
- I own a segway
- I am an apple product fanatic
- In my free time I enjoy playing virtual reality

WHO AM I?

Activity 1

- Did not go to college
- Has three children
- Has had the same profession entire career

Guess



Answer



Millennial

WHO AM I?

Activity 2

- Has not held a job longer than 6 months
- Has had multiple professions in career
- Has one child
- Has moved 3 times

Guess



Answer



Baby Boomer

WHO AM I?

Activity 3

- I am an entrepreneur
- I own a segway
- I am an apple product fanatic
- In my free time I enjoy playing virtual reality

Guess



Answer



Silent Generation

TRADITIONALIST



Never missed a Presidential Address
PATRIOTIC



Korean War Vet
LOYAL TO INSTITUTIONS



Family affected by The Great Depression
FISCALLY CONSERVATIVE

DID YOU KNOW?

2%

Traditionalists make up just 2% of the work-force today.

BABY BOOMER



Saw the first man land on the moon
OPTIMISTIC & IDEALISTIC



Protested the Vietnam War
QUESTIONS AUTHORITY



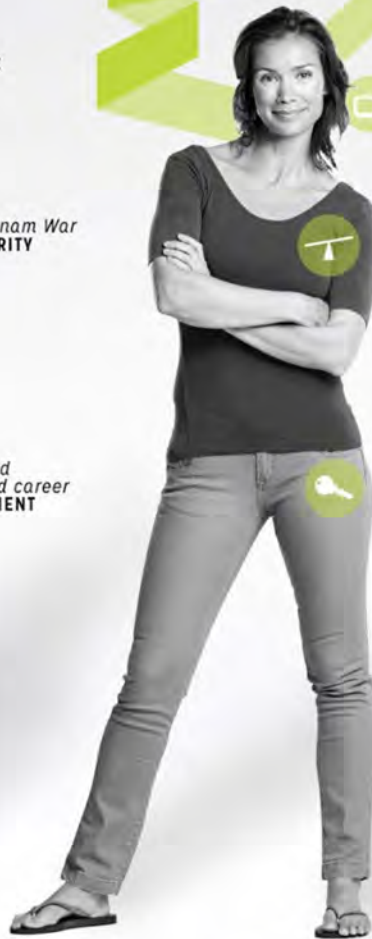
Has money saved and considering a second career
REDEFINING RETIREMENT

DID YOU KNOW?

65%

65% of Baby Boomers plan to work past age 65 or do not plan to retire at all.

GENERATION XER



Watched the collapse of Enron
SKEPTICAL



Full-time career, full-time mom
WORK-LIFE BALANCE



Grew up as a latchkey kid
INDEPENDENT

DID YOU KNOW?

40%

Nearly 40% of Gen Xers were latchkey kids.

MILLENNIAL



Crowdsources to make decisions, big and small
COLLABORATIVE



Took lesser paying job for more meaningful work
PASSION OVER PAYCHECK



Has Facebook friends from 17 countries
GLOBALLY CONNECTED

DID YOU KNOW?

95%

95% of Millennials own a smartphone.

GENERATION EDGER



Thinks in 140 characters
DIGITALLY INNATE



Started first company at age 14
ENTREPRENEURIAL SPIRIT



Cautious about student loan debt
REALISTIC

DID YOU KNOW?

57%

57% of Edgers say they'd rather save money than spend it.



GENERATION STEREOTYPES

REAL AND PERCEIVED DIFFERENCES

WHY DO PEOPLE STEREOTYPE?

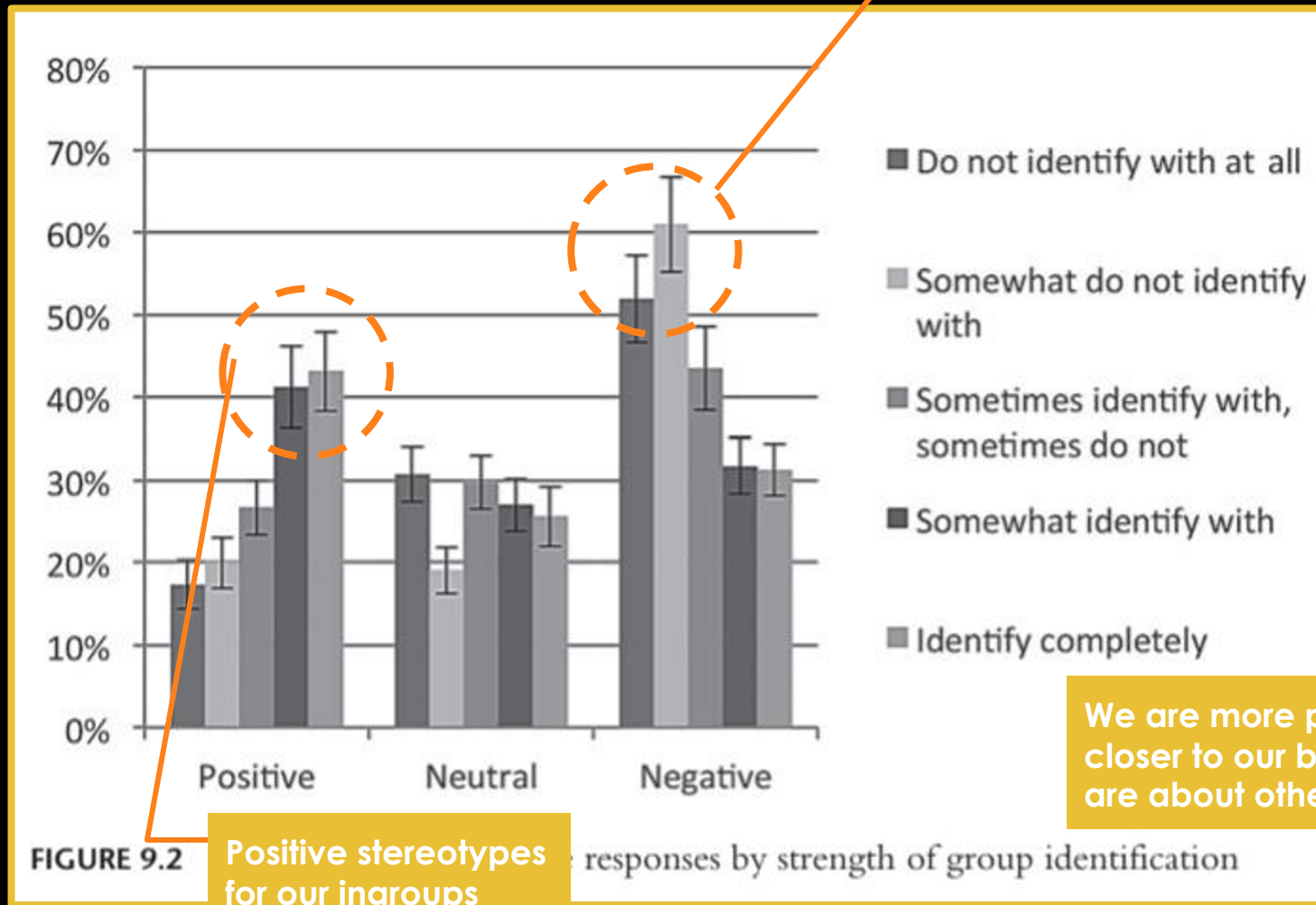
Stereotypes About the Generations - According to Survey					
Baby Boomers		Generation X		Generation Y	
Aging / old	40%	Tech astute	23%	Tech savvy	34%
Hippies / drugs	20%	Lazy	21%	Entitled / spoiled	30%
Hardworking	21%	Independent	19%	Lazy	14%
Activists	18%	Entitled / spoiled	16%	Tech-dependent	14%
Retired / retiring	18%	Self-centered	16%	Educated	12%
Conservative	16%	Work-life balance	14%	Self-centered	12%
Wealthy	12%	Educated	11%	Lack people skills	11%
Rigid	12%	Adaptable	10%	Young	11%
Time period reference	12%	Lack loyalty	10%	Lack focus	10%
Tech illiterate	11%	Negative disposition	8%	Dependent	9%
Entitled / spoiled	10%	Decline in traditional families	8%	Work-life balance	9%
Loyal	10%	Greedy	8%	Non-conformists	8%
Traditional values	10%	Ambitious	7%	Not financially stable	8%

Stereotyping allows individuals to compress large quantities of social information into smaller, more manageable amounts.

It allows one to infer appropriate and expected behaviors, and permits categorization of others into particular social categories

(Kunda and Spencer 2003).

Stereotype Survey: From 144 out of 175 respondents. All full time and worked in a variety of industries. 44% identified as Boomers, 19% as Gen Xers, and 36% as Millennials.



Negative stereotypes for our outgroups.

We are more positive about those closer to our birth year than we are about others more distant.

WORKPLACE VALUES

The background features a dynamic, abstract design with flowing, ribbon-like shapes. On the left, a vibrant orange and red ribbon curves upwards. On the right, a bright blue and cyan ribbon flows downwards. These elements are set against a solid black background, creating a high-contrast, modern aesthetic.

CONSISTENT VALUES IN THE WORKPLACE

- Overall Company and Job Satisfaction
- Recognition
- Career Development and Advancement
- Job Security
- Values
- Performance
- Work Style
- Environment

Driver	Item	Age in Years		
		18-34	35-54	>55
Future Vision	I believe this company has an outstanding future.	0.66	0.68	0.68
Growth & Development	I feel there is a promising future for me at this company.	0.73	0.74	0.75
Recognition	This company values my contribution.	0.65	0.67	0.65

One must reinforce and promote similarities that exist between generations and shared cross-generational values.

WORKPLACE MISPERCEPTIONS



Perceptions exist but that doesn't mean you should necessarily work with people differently because of it.

JOB VALUES BY GENERATION

Although generational values in the workplace do not drastically differ, managers buy into stereotypes that impact how younger generations are perceived in the workplace.

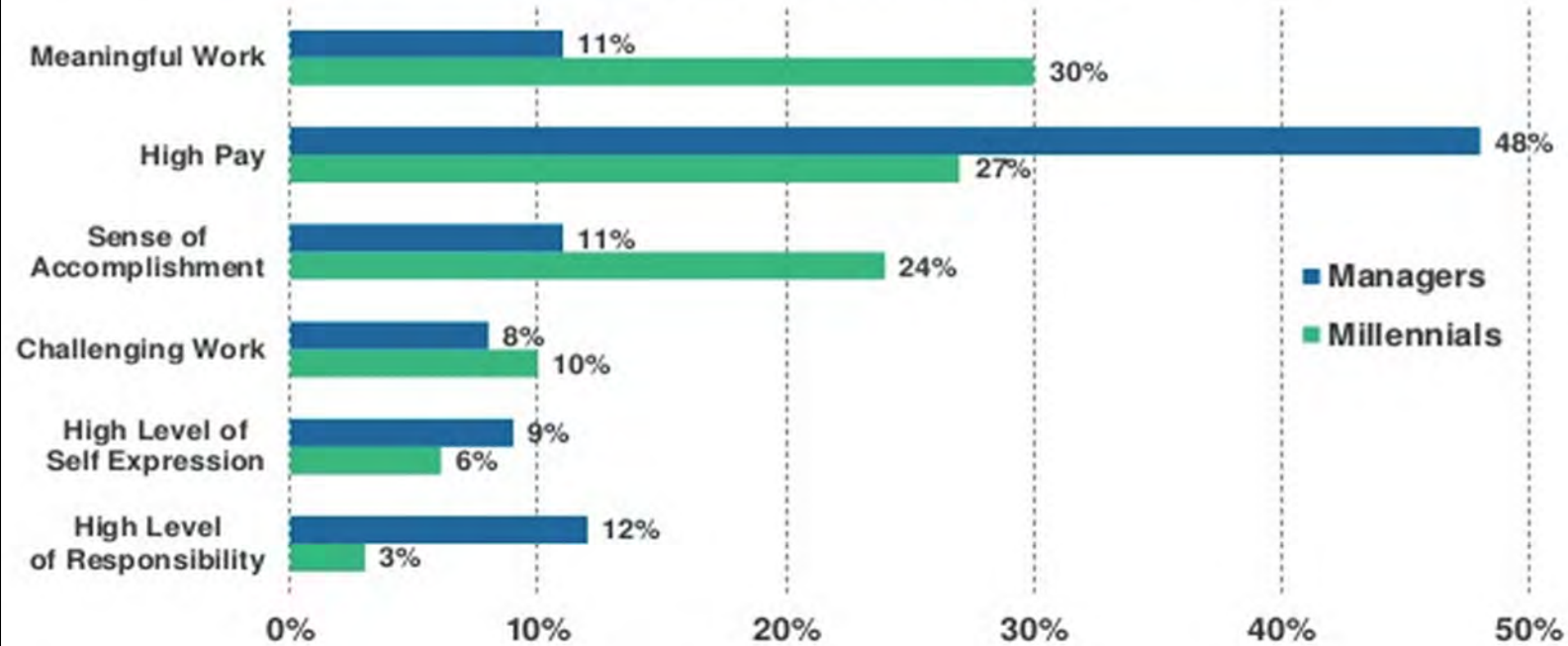
What Generations Value in a Job

% saying each job characteristic is "extremely important" to them

	All	Millennial	Gen X	Boomer
A job you enjoy	43	50	44	38
Job security	35	40	38	31
Time off to meet family or child care needs	33	36	39	26
Good benefits	33	34	36	31
Opportunities for promotions/ advancement	23	27	30	15
A job that helps society	22	24	20	20
A high-paying job	18	19	22	17

Note: Based on adults who are not retired (n=1,750). Sample size of non-retired members of the Silent generation too small to analyze. Ranked by "All."

Managers' and Millennials' View of the Most Important Factor That Indicates Career Success to Millennials



ANALYZING VALUES ACROSS THE GENERATIONS

Rokeach Values Survey (RVS) - Baby Boomers, Gen Xers, and Millennials

(From today to the last 40 years of research)

Despite criticisms of laziness,
Millennials valued ambition more
than previous generations.

Self esteem was not valued more
or less by Millennials than any
other generation.

Young adults may value
spiritual, emotional, and
personal fulfilment more.

Young adults seem to
emphasize their personal lives
rather than professional.

Majority of values consistent
across time.

Self control and
responsibility are the same
for all 3 generations.

Young adults are same
today as young adults in
the past.

Terminal Values	Instrumental Values
a comfortable life	ambition
equality	broad mindedness
an exciting life	capable
family security	cleanliness
freedom	courage
health and happiness	forgiveness
inner harmony	hopefulness
romantic love	honesty
national security	imagination
pleasure	independence
salvation	intellect
self-respect	logic
a sense of accomplishment	love
social recognition	loyalty
true friendship	obedience
wisdom	politeness
a world of peace	responsibility
a world of beauty	self-controlled

GENERATIONAL PERCEPTIONS OVER TIME

Young adults, regardless of their generation, have been considered more self-centered than mature “adults” for years.

Baby Boomer

Gen X

Millennial

1968

1976

1985

1990

2013



TAKEAWAYS

The background features several flowing, translucent ribbons of color. At the top, a ribbon transitions from yellow to orange. On the left side, a vibrant red ribbon flows downwards. On the right side, a bright blue ribbon flows upwards. These elements create a sense of dynamic movement against the solid black background.

FINDINGS

- Not much data exists to support generational stereotypes.
- Generational differences at work are small.
- We promote positive stereotypes about our ingroup.
- Stereotypes are contingent upon generational positioning.
- Generations appeared to have the same values when they were the same age.
- What really matters is people's *beliefs* that these differences exist.



TAKEAWAYS

   **Be Skeptical**

   **Recognize a Problem**

  **Develop Nuances**

 **Highlight the Appeal**


   **Allow Peer Exchange**

  **Clarify Misperceptions**


  **You Are Attractive**

  **Implement diversity friendly human resource policies**

Supporting Takeaways For:

 Hiring

 Promoting

 Workplace Culture

THANK YOU!

In Summary:

*Generations are a tool to help us understand each other, not stereotype.
When hiring and promoting, be mindful of generations but focus on the individual.*



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