

# SUCCESS LABS

**We work with companies to grow leaders, build teams, and drive results through great people strategy.**



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Zach Wallen  
@Zach\_Wallen



I love baby boomers who say "kids don't even know how to write cursive" in a negative way like ok grandma you can't even turn your laptop on without getting 6 viruses and wiring half your retirement money to a Nigerian Prince

2:00 PM - Mar 13, 2018

♡ 2,994 💬 1,005 people are talking about this  
boredpanda.com

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# AGENDA

- Explore our own biases and experiences re: generations
- Explore generational differences
- Explore the changing workplace and workforce, and brainstorm ways to create a cohesive multi-generational workplace
- Commit to an individual leadership plan based on your learnings

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# TYPES OF LOGICAL REASONING

GENERALIZATIONS	STEREOTYPING
<ul style="list-style-type: none"> <li>• Noting similarities based on behaviors of many people</li> <li>• Consciously, analytically</li> <li>• Flexible, seeks to be accurate</li> <li>• Modified by new input</li> </ul>	<ul style="list-style-type: none"> <li>• Oversimplified idea of locking people into categories</li> <li>• Unconsciously, reactively</li> <li>• Rigid, seeks to simplify</li> <li>• Fixed, not open to revisiting</li> </ul>
<p><b>We generalize the population and stereotype them based on our perception.</b></p>	
<ul style="list-style-type: none"> <li>• Descriptive, not judgmental</li> <li>• To know how to react &amp; interact</li> <li>• Observations about social, cultural, historical, geographical or other characteristics</li> </ul>	<ul style="list-style-type: none"> <li>• Judgmental, rather than descriptive</li> <li>• To place limitations &amp; assumptions</li> <li>• Interpretations and perceptions of attributes or characteristics that place individuals in a category</li> </ul>

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EDITORIAL

## ‘Greatest Generation’ gave all for freedom, expected little in return

Posted: Thursday, June 13, 2019 12:00 am

On June 6, global leaders gathered in the United Kingdom to commemorate the victory over the Nazis. These heroes who risked their lives on the beaches of Normandy belong to the “Greatest Generation.” Magnanimity like theirs demonstrates that one cannot measure greatness in terms of material securities.

Born into a culture of economic instability and global chaos, this generation never taught us that freedom often comes at the cost of sacrifice. Today’s ambient culture



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# SILENT GENERATION

Dates/Ages	Born before 1945
Formative experiences	WWII, rationing, rock'n'roll, fixed gender roles (especially for women)
Workforce	Less than 3%
Aspiration	Home ownership
Attitude toward career	Jobs are for life
Preferred medium	Formal letter
Communication style	Face-to-face

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# SILENT GENERATION

Work Style	Learning Style	Perceptions	Communication
<ul style="list-style-type: none"> <li>• Women in The Home</li> <li>• Pledged Loyalty to Organizations</li> <li>• Adhere to Authority, Rules, and Discipline</li> <li>• Self-Sacrificing</li> <li>• Cautious</li> <li>• Team Players</li> <li>• Hard Work</li> <li>• Duty Before Fun</li> </ul>	<ul style="list-style-type: none"> <li>• Slow to Embrace Change</li> <li>• Avid Readers</li> <li>• Like Discipline and Structure</li> <li>• Simplicity or Status Quo</li> <li>• Can Remember Life Without Modern Day Technology</li> <li>• Satisfaction in a Job Well Done</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to Marriage</li> <li>• Resistant to Change</li> <li>• Civic Duty</li> <li>• Personal Morality</li> <li>• Energetic</li> <li>• Respected Through Work</li> <li>• Strong Sense of Trans-generational Common Values</li> </ul>	<ul style="list-style-type: none"> <li>• Formal</li> <li>• Meetings</li> <li>• Face to Face</li> <li>• Interested in Personal Conversations</li> <li>• Community- minded</li> <li>• No News is Good News</li> </ul>

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A screenshot of a Vex article. The Vex logo is in the top left. Navigation links include 'RECODE', 'EXPLAINERS', 'THE HIGHLIGHT', and 'MORE'. Social media icons for Twitter, Facebook, YouTube, RSS, and a user profile are on the right. The article title is 'How the baby boomers wrecked the economy for millennials'. The sub-headline reads 'A Wall Street Journal columnist and I disagree about what went wrong.' The author is 'By Sean Illing | @seanilling | sean.illing@vox.com | May 22, 2019, 8:10am EDT'. There are social sharing icons for Facebook, Twitter, and a 'SHARE' button. The article features two images: a close-up of a US dollar bill and a group of five smiling elderly people.

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# BABY BOOMERS

Dates/Ages	1945-1960
Formative experiences	Vietnam War, Civil Rights Movement, Moon Landing, Woodstock, rise of the teenager
Workforce	33%
Aspiration	Job security
Attitude toward career	Jobs are defined by employers
Preferred medium	Telephone
Communication style	Face-to-face, but telephone if required

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# BABY BOOMERS

Work Style	Learning Style	Perceptions	Communication
<ul style="list-style-type: none"> <li>Women Enter Workforce</li> <li>Sacrifice Life for Work</li> <li>Success Defined by meeting deadlines, technology, organizational skills</li> <li>Work to Live</li> <li>Encouraged to Be Who They Want to Be</li> <li>Must Live up to Expectations – Surpass Parents</li> </ul>	<ul style="list-style-type: none"> <li>Learns on The Job - By Doing</li> <li>Discussion Groups</li> <li>Classroom Style</li> <li>Envision Technology As a Learning Process</li> </ul>	<ul style="list-style-type: none"> <li>Respect to Hierarchy Within the Workforce</li> <li>Give Meaningful Titles to Represent Success</li> <li>Work-aholics</li> <li>Money Driven</li> <li>Traditional</li> <li>Desires High Quality Products and Services</li> </ul>	<ul style="list-style-type: none"> <li>Likes Continuous Feedback</li> <li>Avoid Meetings</li> <li>1-on-1 Meetings</li> <li>Phone Calls Over Emails</li> <li>Needs to Be Told Contribution is Valued &amp; Needed</li> <li>Conversations Topics Are About Work vs. Personal Life</li> </ul>

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Opinions

# Millennials aren't breaking traditions. They're just broke.

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By **Catherine Rampell**  
Columnist  
December 6, 2018

Millennials are a murderous bunch, a generation of homicidal maniacs.

At least that's the impression you get from reading news stories about m

According to the headlines, we've wreaked carnage across the economy: far we have "killed" or are "killing" [dinner dates](#), [hotels](#), [credit cards](#), [gro](#)

Lotus Insurance +FC  
Zing! King! King! King!

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# MILLENNIALS

Dates/Ages	1981-1995
Formative experiences	9/11, Columbine, social media, reality tv, cell phones, internet
Workforce	29%
Aspiration	Freedom and flexibility
Attitude toward career	Digital entrepreneurs, work with not for
Preferred medium	Text or social media
Communication style	Online and mobile

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# MILLENNIALS

Work Style	Learning Style	Perceptions	Communication
<ul style="list-style-type: none"> <li>• Motivated by Impact vs. Money</li> <li>• Highly Creative</li> <li>• Success Measured by Something More Than Profit</li> <li>• Desires Making a Difference in the Workplace/World</li> <li>• Needs Challenges &amp; Variety</li> <li>• Work/Life Balance</li> <li>• Asks What's Next?</li> <li>• Goal-Oriented</li> <li>• Teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Social Collaboration</li> <li>• Does Not Know a World Without Computers</li> <li>• Immediate Access to Information</li> <li>• Social Media – Digital Networks</li> <li>• Accolades</li> <li>• Needs Structure</li> <li>• Willing to Take Risks &amp; Learn From Mistakes</li> </ul>	<ul style="list-style-type: none"> <li>• Respect is Earned</li> <li>• World is Not a Safe Place</li> <li>• 24/7 World</li> <li>• Values Life over Work</li> <li>• Nurtured &amp; Sheltered</li> <li>• Optimistic</li> <li>• Dependent</li> <li>• Pressure to be Well-Rounded</li> <li>• Inclusive</li> <li>• Self-Consumed</li> <li>• Tech Savvy</li> </ul>	<ul style="list-style-type: none"> <li>• Email, Text &amp; Instant Messages</li> <li>• Websites, Blogs</li> <li>• Appreciates Continuous and Immediate Feedback</li> <li>• Peer Feedback</li> <li>• Unlimited Access to Information and Communication</li> <li>• Need to be Told They Are Valued</li> <li>• Resent Being Talked Down To</li> </ul>

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**FEATURE**

## Gen Z more likely to report mental health concerns

The latest APA Stress in America™ Survey focuses on the concerns of Americans ages 15 to 21

By Sophie Bethune  
January 2019, Vol 50, No. 1  
Print version: page 20

Headline issues, from immigration to sexual assault, are causing  
Generation Z—those between ages 15 and 21—with mass shoot

The image block contains two photographs. The top one is a close-up portrait of a young woman with light-colored eyes and dark hair, looking directly at the camera with a neutral expression. The bottom one is a group of six diverse young people (three women and three men) sitting on a yellow bench outdoors. One woman in the foreground is holding a smartphone up to take a selfie with the group.

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# GEN Z

Dates/Ages	After 1995
Formative experiences	Economic downturn, global warming, produce own media
Workforce	Not enough data yet
Aspiration	Security and stability
Attitude toward career	Career multitaskers
Preferred medium	Hand-held or integrated devices
Communication style	Facetime

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# GEN Z

Work Style	Learning Style	Perceptions	Communication
<ul style="list-style-type: none"> <li>Will Need Information and Work to be Captivating</li> <li>Technology</li> <li>Entrepreneurial &amp; Independent</li> <li>Wants to “Make it Big” &amp; Job Security</li> <li><i>We will see...</i></li> </ul>	<ul style="list-style-type: none"> <li>Engaging, Personalized Content</li> <li>Instant Access to Information</li> <li>Digital: iPads, Computers, Digital Devices in Classrooms</li> <li>Does Not Know World Without Internet, Social Media or Cell Phones</li> </ul>	<ul style="list-style-type: none"> <li>Eco-fatigued</li> <li>Given Everything</li> <li>Protected</li> <li>Disconnected from Reality</li> <li>Attention Span of 140 Characters or 6 Seconds or Less</li> <li>Cautious</li> <li>Concerned about Privacy and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Already Savvy Consumers</li> <li>Very Familiar With Brands, Extremely Exposed</li> <li>Highly Interactive</li> <li>High Stimulation</li> <li>Immediate, Quick, To the Point</li> <li>Will Need New Ways to Capture Attention</li> <li>🤔👍🏆🤖🙏</li> </ul>

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 **Pew Research Center**

JUNE 5, 2014    

## Generation X: America's neglected 'middle child'

**BY PAUL TAYLOR AND GEORGE GAO**

Generation X has a gripe with pulse takers, zeitgeist keepers and trendsetters who keep squeezing them out of the frame.

This overlooked generation currently ranges in age from 43 to 59.



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# GENERATION X

Dates/Ages	1961-1980
Formative experiences	End of Cold War, fall of Berlin Wall, first PCs, latch-key kids, rise of divorce
Workforce	35%
Aspiration	Work-life balance
Attitude toward career	Loyal to profession, not employer
Preferred medium	Email and text
Communication style	Text or email

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# GENERATION X

Work Style	Learning Style	Perceptions	Communication
<ul style="list-style-type: none"> <li>Embraces Change</li> <li>Career Driven</li> <li>Entrepreneurial</li> <li>Results-Oriented</li> <li>Committed to Self vs. Organization or Career</li> <li>Rejects Rules</li> <li>Self-Reliance</li> <li>Asks Why and Challenges Others</li> </ul>	<ul style="list-style-type: none"> <li>Raised in Transition Phase of Written-based Knowledge to Digital Knowledge</li> <li>Learns on the Job – Hands-off supervisory</li> <li>Remembers School Without Computers</li> <li>Eager to Learn and Explore</li> </ul>	<ul style="list-style-type: none"> <li>Skeptical</li> <li>Views Everyone the Same</li> <li>Cynical of Major Institutions</li> <li>Individualistic</li> <li>Feels Misunderstood By Other Generations</li> <li>Wary of Commitment</li> </ul>	<ul style="list-style-type: none"> <li>Email/Voicemail</li> <li>Appreciates Regular Feedback and Annual Review Meetings</li> <li>Direct and Prompt</li> <li>Short Sound Bytes</li> </ul>

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# TEAM COHESION

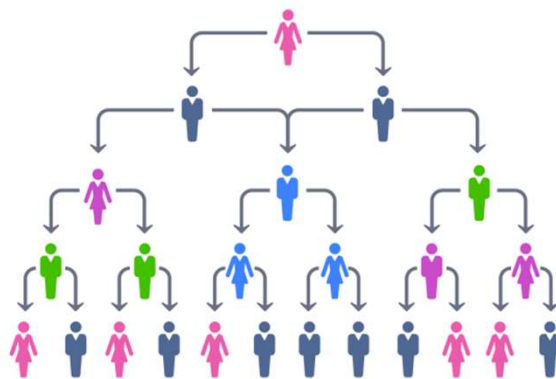
- █ Expectations & work styles
- █ Company culture
- █ Judgements & stereotypes
- █ Communication & preferences

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# ORGS OF YESTERDAY

## HIERARCHICAL ORGANIZATIONS

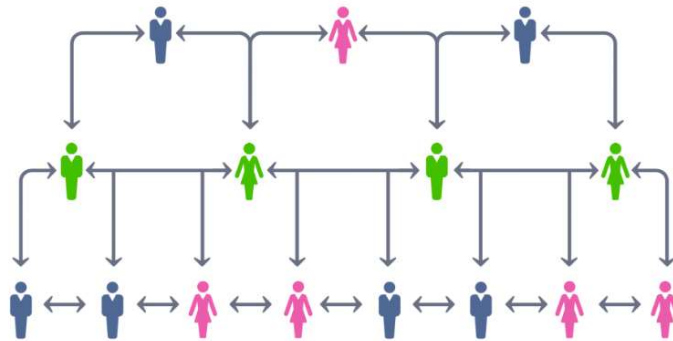
© Jacob Morgan ([thefutureorganization.com](http://thefutureorganization.com))

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# ORGS OF TODAY & TOMORROW

## FLATTER ORGANIZATIONS



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# SURVEY SAYS...

## Top Career Goals



Millennials      Gen X      Baby Boomers

	Millennials	Gen X	Baby Boomers
Make a positive impact on my organization	25%	21%	23%
Help solve social and/or environmental challenges	22%	20%	24%
Work with a diverse group of people	22%	22%	21%
Work for an organization among the best in my industry	21%	25%	23%
Do work I am passionate about	20%	21%	23%
Become an expert in my field	20%	20%	15%
Manage my work/life balance	18%	22%	21%
Become a senior leader	18%	18%	18%
Achieve financial security	17%	16%	18%
Start my own business	17%	12%	15%

Source: IBM Institute for Business Value Millennial Survey 2014, Millennials n=1,153; Gen X n=353; Baby Boomers n=278.  
Q15: Select the 2 long-term career goals that are most important to you.

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MANAGERS	MILLENNIALS
 <p><b>NEED:</b> Focus, consistency, accountability</p>	 <p><b>NEED:</b> Feedback, direction, recognition</p>
 <p><b>WANT:</b> Proactiveness, patience, persistence</p>	 <p><b>WANT:</b> Collaboration, creativity, purpose</p>
 <p><b>GIVE:</b> Mentoring, coaching, guidance</p>	 <p><b>GIVE:</b> Passion, relentlessness, new ideas</p>

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MANAGERS	GEN Z
 <p><b>NEED:</b> Focus, consistency, accountability</p>	 <p><b>NEED:</b> face-to-face discussions, security, connection to impact, equality</p>
 <p><b>WANT:</b> Proactiveness, patience, persistence</p>	 <p><b>WANT:</b> Autonomy, technology, choice, growth opportunities</p>
 <p><b>GIVE:</b> Mentoring, coaching, guidance</p>	 <p><b>GIVE:</b> Commitment, digital communication and tech savvy</p>

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# DIVERSE WORKFORCE






- Peer and Mentorship Programs
- Emerging Leader Programs & Promoting Within
- Flexibility & Work/Life Balance
- Wellness Programs & Daycare
- Development Planning Programs
- Paternity Leave/Leave Share
- Intentional Representation of Diverse Consumers & Company Culture



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# INCLUSIVE ORGANIZATIONS

-  Embrace Diversity & Differences  
Recognizing the differences of one another and leveraging the diversity of thought. Respecting others, avoiding stereotypes, learning from others, using technology appropriately
-  Foster Collaboration, Open Dialogue & Listen  
Communicating, creating an environment of collaboration and team, listening to others' points of views, sharing to learn and to connect
-  Cultivate Champions  
Helping others grow, develop, learn and connect, finding opportunities to leverage talent, growing relationships
-  Celebrate Wins  
Expressing appreciation, gratitude and finding opportunities to celebrate milestones, wins and each other, creating an environment of positivity and encouragement
-  Offer Choice  
Assume that there is no one right way to complete tasks, consider options are available around work product, environment, extended opportunities

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# Takeaways and Questions

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We work with companies to grow leaders, build teams, and drive results through great people strategy.

*Melissa Thompson*



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