WORKING EFFECTIVELY WITH MULTIGENERATIONAL COWORKERS
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Thank you all for joining us today for Working Effectively with Multigenerational Coworkers. I'd like to now introduce our presenter, Brianne Oxenrider: Brianne Oxenrider is a licensed clinical social worker in the state of Louisiana. She has over 15 years of clinical experience counseling individuals, couples, groups, children, and families in a wide range of settings, utilizing solution-focused, mindfulness, and cognitive-behavioral interventions. She currently counsels federal employees and their family members. Brianne is a member of Generation X but relates to the characteristics of the Millennial Generation in addition to the characteristics of Generation X. And with that, I'll turn it over to **Brianne** to begin the presentation.

Thank you. When we think about the workplaces, we tend to discover that we have for generations and sometimes five generations altogether. We sometimes may have thought, gee, our generations are so different we might have think when I was younger, I would not have acted like that, or perhaps, is the generation differences, or just received differences, today we are going to look on how to best work together using the many levels using the University on staff. Behind the slide, so today, today's objectives we are going to talk about general partnerships of different generations, we are going to increase awareness in the varied perspectives about work, I will talk about the best practices we talked about working productively without generations together.

So, for the most part, we have people from different age groups and historical. The fact that we work with virtually or in the office. At times, we face challenges with creating a cohesive and collaborative work environment together. We also experienced gratitude towards our colleagues from different generations for what they can bring to the table. We may find that they can have unique, social and cultural backgrounds, perspectives on work and encompassing objectives. Different preferred ways of managing and being managed, and varied views on work culture. A generation is characterized by the thoughts, feelings, and life experiences that they share. And yet, at the same time, among the generation groups, we each have different individual experiences as individuals. Technologies, world vents, et cetera, to dissolve in different ways and that our outlook and values. What makes generation unique is the shared or similar life experiences such as going through certain historical events, social norms, and popular culture specifics. These experiences often result in experiences with people within the generation that can cross other divides. At the same time, however, a generation is needed for dirigibles who may or may not conform to what they expect and that civic generation. While all members of a covert may have been exposed as the same as the others, it is individuals that come from different cultural backgrounds, they have different temperaments, values, and experiences, which may experiences them and different them from what we think the generation should be.

In fact, another important aspect that was found in the report that the life stage. For example, a group of employees from various stages I have young children or a section of the employees that are caring for older loved ones and my feet together by the sharing aspects. Even though they are not necessarily same age group cohorts, for our business today we will look at cohorts by supporting the general age group. So, basically, a generation is a subdivision of a generation that is split in time intervals of approximately D- 20 years. 15-20 years, you get a graphic and think of you and the other people you know. The dates that span each generation are only a rough guideline and most sources vary a little bit about what to assign and divide the state, these are the assigned categories that we discussed today. The silent generation, they were born from 1928-1945, the baby boomers from 1946-94, generation X5 1980, generation Y are millennial born in 1981-1996, and then finally we will talk about generation Z born 97-2012. And despite the rages that you see on the side the only generation with the precise date ranges are baby boomers. How other pages are approximately at a very somewhat depending on the source. In a moment, people a poll will come on screen and you can select which generation you fall into.

I am pulling it up right now. Just give me one second. Oh, here goes, I am so sorry. There you go. So, you can see and select which generation you fall into, the silent generation, baby boomers, Generation X, generation Y, millennial's, or generation Z. Sprint we have a lot of answers coming in. We have 10 seconds remaining. All right, and just a moment I will pull up results so we can all see it. There you go, okay, we have here a majority of generation X, which is statistically a rarity in the workplace. Which is of course my generation, so, that is interesting. We have 0% of the silent generation, and it looks like although, I cannot really see the numbers. It looks maybe approximately equal parts baby boomers and generation Y, millennial's, a tiny percentage of generation Z, coming into the workforce. As resented in our population hearing. So, now we are going to go into the characteristics of the different generations. The silent generation, as we have zero percentage of people here, it's kind of exemplifies silent generation, because the youngest of the silent generation are 77 years old, this is the smallest generation in the workforce. It is less than 2%. Honestly we do not have anyone that can invite as the silent generation here because the vast majority of people that were born in these birth years have already retired from the workforce. Next we have the baby boomers, this generation represents a unique period in American history, they are known to be optimists, workaholics, and also tend to be competitive. A common mantra for this group is you need to put in time to be successful. Boomers experienced many significant cultural changes, for instance, the widespread use of television which led to market consumerism, many were part of the counterculture there is until they became the culture, baby boomers were more educated than their parents. They tended to question the status quo, we have the jury with the economic expansion over time. Despite this, any generations are currently concerned with family and financial security in their teacher such as retirement, stability of Social Security, and, although boomers are not a large percentage of the workforce anymore, recent indicators show that a percentage of those who went into retirement during the pandemic are now coming back to work. Or, they only went to a form of semi retirement where they still work in some capacity and, now, we will talk about baby boomers at work. Let's talk about that, this is a phrase that you might hear from a baby boomer. They want to make sure that everybody gets their say and are in the process. They like a consensus where everyone comes to eight an agreement where everyone can foster the

process. They are likely to have a discussion and establish policies and they ordinarily abide by guidance by management which can sometimes frustrate others. All in all, this is an adaptive group like to became active and involved inside and outside of work. With an emphasis on collegiality and wanting a friendly work environment, they might be more comfortable with conflict. While boomers might struggle with constant organizational change because of the long work history, they are experts in having that. And they make it a bad rap we talked about the old days, the institutional history that the boomers have experienced with make them valuable in the workplace. In fact, whenever there is a big organizational change, boomers usually relate, having a similar to how to work out for. Now we are on generation X sometimes called the baby bust generation because of the decrease in the birth rate after baby boomers. They were born between 1965 and 1980 or so. There is a sense that this is court has grown up with absence or workaholic baby boomer parents. As a result it also on a magnetic view of the world. They saw their parents married to their jobs and most of them do not want to wait. They do not want to live that way. They appreciate sense of family and they value fund. And there is a greater belief in the American hero and they sometimes question their political and religious morality at times during their lifetime. This is an independent generation which could have implications on the job. They often have more interest in carving their own career path rather than just fitting in somewhere. Respect has to be earned and is not automatic. Concerns brought to them need to be processed and addressed. Lastly, this generation grew up with more life options than the previous generations from family structures to careers. This generation was one of the first to experience that personal loyalty and commitment does not translate into job security, necessarily, there for, this generation is likely to have a series of jobs. They see themselves as free agents and are marketable they tend to change jobs periodically in order to get more benefits and personal growth. They want to know where they will be in five years and how they can make a contribution. They are technologically competent and desire high-quality results, and they want to be recognized for them. Interesting, this group has been affected by what is known as the gray ceiling, the boomers were not requiring an so it was difficult not to move into upper levels of management. For those Jen Xers and management roles they have little room for office politics, it does not matter who you are, your respect has to be earned from a generation X. Most would like to get in and get the job done and do not get off topic. This is something that will not happen with a meeting with a lot of discussion. It is helpful for them to identify, specifically, what they will be responsible for as this supports their ability to be accountable. This is partly why Gen Xers is great with email, it is great, focus, to the point and does not waste any time. Gen Xers want the tools they need to succeed but not be micromanaged as they complete their work. They like to be given options. It allows them to make use of their creativity. But, managers of Gen Xers, giving feedback gives we have frequent, accurate, specific and timely. F.A.S.T. . Now the millennial, this generation seems to be confident in achievement oriented and have patriotism because of the 9/11 attacks. They were children or young adults when 9/11 occurred and they see that shaping their attitude and belief. Millennial take technology for granted, with the use of cell phones, TV, high-speed Internet, text messaging, twitter, et cetera, this generation knows more about technology than their parents. Since millennial's were reared by parents who sheltered and protected them, many of them have high or unrealistic expectations and tend to believe that they have lots of options. Because of this, millennial, especially those in the younger and of the cohort make decisions that do not always appear to

be the wisest ones. Be my buy-in falsely, place himself in financial jeopardy or quit a job with complete confidence they will find another one. Millennial's come to work, ready to go and do not certainly have the foresight of meeting praise. They want results. They value freedom and time and role models from other generations have fallen short for them. Millennial's often feel close to their parents and are accustomed to feedback, especially positive feedback. They may need their bosses appreciation to stay motivated, even on a daily basis. They seek their parents advice and approval and suddenly look to managers and supervisors to provide a similar sense of protection, advice, approval, just like their parents have done. Diversity is very familiar to them. As is working in a group setting at times. Growing up, millennial's watch as their parents worked up the corporate ladder, or advanced in their work setting. And then, witnessed their parents losing their jobs as a result of downsizing organizations. For this generation work is temporary and unreliable. They are less committed to an employer, sensing that an employer is less committed to long-term employment, this group wants their work to be enjoyable, rewarding, and meaningful. They expect flexibility of scout schedule to balance their lives. They do not live to work, but he said, work to live. And we have values with a flatter structure. As employees they are ready to jump in. As leaders, they tend towards inviting others to jump in with their own feedback. This group is not mind challenging the status quo, praise and recognition are valued and that helps keep them on track. They enjoy challenges, and they want to contribute to learning. They are a high energy group and seek out change and innovations. They will challenge the status quo of the organizations norms, and, at the same time, they want to have a positive effect on their organization. Generation Z was around for the recession so they are motivated by financial security. Generation Z has this on point with millennial's because they grew up with technology and the social media generation, while this group has been more connected in a sense they have more concerns about social media and privacy and how they can be diversely affecting relationships. They are the most recently and ethically diverse groups. Some might say a truly global generation, this diversity is an will be reflected in the workplace. Gen years happen to thrive in a diverse environment and they have opportunities to develop their skills, entrepreneurship and long for security and retention and they are also motivated by security and good salary and benefits. Gen Z, they are comfortable with and expect a diverse work environment and create different work perspectives like problem solving. Increasingly, technology has become an essential tool for everyday life and Gen Zers spend their life connected to a variety of technology devices. However, they crave interpersonal connections and for it is direct. For managers, it is crucial to remember that the face connection and feedback is important to this generation, as opposed to electronic vacation. Even though they see technology as integral to the workplace and will use these skills fluidly in their work, they really value real life conversations. Managers should encourage professional work and allow than the theological skills that Gen Zers often take for granted. Doing so will benefit all parties and lead to new processes and solutions in the work base. In the workplace. Now we have a second pole, do you relate more to the generation that your birth year places you and or do you relate more to the generation that you are fine. Again, we have about 20 seconds left to put your answers in and we have them that relate and do not agree with and six, this should be interesting.

Great, yeah. Let me get the results up for you. Here we go.

Okay, so it looks like more people do not relate to a different generation, but if we were buying the no and not sure, half of us relate more to different generation for certainty, and the other half is not. That is interesting, often when you give a presentation for a wellness presentation on multigenerational workforce as people speak out that I look forward to seeing the Q&A and saying, hey, I think I'm more of the other generation and relates those characteristics of that generation. Which leads us to challenging your generational stereotypes and assumptions. Like, just mentioned at the beginning, I am a Jan exit, when I related to the millennial's. You can see some examples that limit other words, millennial's are entitled, boomers ruined it for the rest of us, or, boomers were not retire. We have some generational stereotypes that have become self fulfilling prophecies. Some will align with cohort description believing that certain types are a discussion of who they are and should be which then plays out in the workplace. There are really two factors at play here, there are stereotypes which is like in the movies and believe different from our own and then we have the meta-stereotypes which is what the other generations think of us. Both can be influenced by what the media and popular culture tell us about how a generation is defined and our life experiences. Sometimes, what happens is the minor differences between generations are compounded by the dual processes of stereotypes and minister types, process to have a idea what is like and causes people to make assumptions about us, one study survey 270 workers ranging from 1884 so it was a bride age range. They found that the younger workers believed older stereotypes of workers deeming them responsible and hard-working in the survey,. But that the older workers saw them as boring, stubborn, grumpy. The younger workers were seen as enthusiastic turning to the survey but also an experienced by other workers. While they themselves believe that they saw themselves through others as unmotivated and irresponsible. These assumptions can create conflict that would not have existed with different ranges. Serotypes of people of other generations can lead to problems such as poor training, reduce learning, and interference with job performance due to colleagues having lower expectations of these workers. Meta-stereotypes can lead to conflicts in the workplace do a, due to a perceived threat and can't shut them down due to avoiding interactions with others because they are feeling they have been judged inappropriately. I am sorry, I had to take a sip of coffee.

In addition to individuals being affected by the lease in their own generations, we are also believe the hype that there are general differences at work when it comes to values and averages, research decided that we look into a research, and 2012, there was a large-scale study to look at almost 20,000 subjects. It was the first known quantitative review of research of generational differences in the work base. The researchers member measure job satisfaction, organizational commitment and intense turnover. The goal of the study led major generational differences and work related attitudes. To be able to guide based on what they found. Lee, they did not find meaningful difference is among the generations when it comes to adding about and toward work place. In a 2019 90, they found that U.S. employees might be more influenced by the belief that different, that the differences exist among different generations at work than the actual defenses. This is great Ted talk where she basically runs through a description of each generation and then says the quote on the slide, what if I told you these generation might not exist. She goes on to say that he and other researchers have found that the generation might not

be real. As there is a disagreement about the long of them. They typically run an entire 20 year span a one year old and a 20-year-old are believed to share the same values system and have the same values. Furthermore, they do not extend to people more and different cultures are different areas of the world.

It is most important that we see the talents to promote all team health among generations is just not an opportunity for generations to try harder to get a long, but also as an diversity, equity and inclusion challenge. Agents have representation in discussions because age is one or more divisions that can divide us. Although workplaces have recently revitalized efforts were diversity, only 8% of organizations include age in their diversity, equity and inclusion plan. Unfortunately, most include age in their plans only include the similarities with generations or say that there are zero differences at all. Workplaces that do not age diversity is a diversity to their advantage, with different generations can bring the other skills networks and work styles that complement one another to enrichment activity, C, and improved overall port performance. This can only improve when it is discussed and celebrated and when they are required to share and learn from their cohorts.

So, now that we have considered that the generations might not be so different and people at work tend to want the same things regardless of their generation, let's discuss ways to challenge our assumptions of people with different generations as our self in order to work together collectively. I'm going to talk you through one exercise now and share point is to get together to maximize your team. Co-authors wrote an article about challenging strength and age diversity in the workforce, they came up with four ways to challenge our generational assumptions. First. Identify your beliefs, knowing that we judge others based on own beliefs and assumptions on other generations, it can start to take notice about what we assume about others. So, let's look at some examples of colleagues from different generations. I'm going to talk to you about a couple of employees and I want you to write down or just imagine what generation they are from, you can write it down on a pen and paper. Okay, the first one on the left, leadership declares that his time for employees to return to the office in person. A female employee expresses her list wish to work remotely, she has strong technological skills and she feels confident in her abilities to perform the job remotely, what does this person you picture look like, what might be her age range, maybe close your eyes and imagine the person that you picture. Here is another example, a male employee asks to meet with HR to discuss retirement benefits. He wants to make sure that he has put the right amount into his DLI to get the right matching benefits. Close your eyes and picture this person. Again, imagine what generation this person might be from and write it down if you can. Okay, I'm going to reveal the people behind that. As he perceived generation of each person matched that imagine? The self-conscious biases that we do not realize that we have can affect our relationships and work force, imagine we have a social media campaign, who you imagine? How old are those coworkers? Is it possible that you think choosing the best and local colleagues but, consciously, you might be relying on assumptions that you have about some baby boomers relying on technology or not one to learn a new platform. Before seeking a person for a collaboration see the picture and then see if you can challenge some of the beliefs about what generation the person might be from. Adjusting your lens is another way to challenge your assumptions. One colleagues of different generations

have different biases and discuss them with members of a different generation, they can adjust the rate they are viewing them. In this sense I once had a mentor at work that would call me on the phone for mentoring meetings. I would type notes into my computer based on what he was telling me. One day he was sending increasingly confident in his conversation and I asked him what was going on? He said it was rude to be doing other things on the computer when I was on the phone with him and he could hear me typing on the keyboard. I was discussing with him that what we discussed was so valuable to me I was taking notes in the computer. It did not even occur to him that he might have had an unconscious assumption that the person typing on the phone must be distracted or bored with the conversation. Once we talked about this, it made for an enhanced connected this during the meeting. Now the baby boomer on this webinar, how often do you see a person on their phone and assume they are distracted. When, in fact, they could be taking notes on the conversation or using the phone to look up a reference and accomplish the task at hand. To the younger adult on the call, have you considered that when you use the phone in the middle of the training or work meeting. You might be offending your peers without knowing it. An example of the opportunity to adjust your lens and ask what is happening rather than assuming what the other person intended. When you feel frustrated with working with a member of a different generation, adjust your lens and ask that person what they are doing to frustrate you rather than assuming they are ill intention. One option when it comes to building intergenerational cooperation is subject on a Harvard article suggested we have regular roundtable meetings in which members were asked to respond to the following questions what are we as a team doing to accomplish our goals. What are we doing to keep us from achieving those goals? What opportunities can we take advantage of that we currently are not.? If you were in charge, what would you continue, stop, or start doing? This gives an example of a Wells Fargo CEO who have used this in meetings to create a judiciary cooperation with the meeting, they remind the members that they all share the same company mission and the importance of trusting and listening to one another, he is able to allow space for members to feel comfortable to state their challenges and successes. These meetings helped others to meet the desires to voice their concerns about mental health at work which is considered an unmentionable topic by older colleagues, the conversations that ensued helps collect two realize the request and they strategized important changes and meeting style and approach is to reduce anxiety which allowed all employees to be mentally healthy in the workplace and also increase productivity. Programs revolving involving mentoring also include embracing ritual learning, we can teach. Reverse mentoring includes teaching older employees via young employees and vice versa. For example, a young employees teams up with her older manager with an agreement that the younger employee teaches the manager about the most recent technology and the manager coaches the younger employee on leadership and face-to-face networking skills. In summary, although it can be helpful to have an awareness of the things that make up the workforce today, it might be helpful to work on challenges on biases about people and different generations and learning how we can best work together. The more conversations we can have with our colleagues among shared common interest and strengths the more productive and happier we will be. Here on this slide I have shared some resources with you if you want to further your education on the topic. These are great articles about intergenerational resources and attitude and generational power of adversity and the third one is why reverse mentoring works and how to do it right. If you are thinking how can I make this work in my workplace you

can check this out. We have a couple of videos to the Ted talks that I mentioned, and how to work with the multi generational team. And a great YouTube video about how reverse mentorship can help create better leaders. There's a great info graphic called global insights on the monthly generational workforce. Thank you so much, Brianne, before we get to the research I want to remind you that if you want more information on this or any other health and wellness topic you can visit us online. It is confidential and will can help you to 4/7 on work-related issues. I want you to know that the recording has transferred a copy of the slides which include a certificate of attendance and a handout with all of the resources that Brianna just went over, included will be emailed to you within 24 hours of the presentation. It will also be available on FOH4You.com shortly.

We do have a couple of questions, Brianne, and the first one says I heard that generation Z was the hardest hit by the pandemic? Why is that?

Generation Z is interesting because they are in the workforce but the youngest of us have become homebound and isolated when the pandemic hit just when going out in the world and finding your place in society is most developmentally Also, this generation a lot of years of anxiety about viruses and other political issues. It is a tough time to be a Gen Zers.

Okay, thank you, If Generation Z cuts off at 2012, what do we know about the next generation?

So, the next generation we did not talk about in this presentation because of course they are the generation still being born. They're not the workforce yet. As of right now they are being called generation alpha. Of course we have the generational cut off dates, I have two children ages 11 and nine, technically one would be a Gen Z and the other one would be generation alpha and I would tell you that their experiences are not incredibly different in their lives. That being said, what is interesting about generation alpha they are the first generation born into the era of social media, social media influencers, online shoppers. Some people call this generation the iPad babies because the iPad came out in 2010, that was when this generation were the first born people hit, they were really raised on touchscreens. We know that this generation will have little to no reference of knowing life before COVID. Versus generation Z who will remember the significant life shift where their life was turned upside down because of it. It is really, honestly, too early to tell what the effect on us will be on generation alpha, but is certainly interesting to think about it.

Yes, that is very interesting. Thank you. The next question says that when a generation prefers face-to-face communication, does that mean that the group feels that needing to work four hours every week in the office is worth it because they will have face-to-face medication?

That is a great question! I think for some of them, yes, there is not a current whole where they have specifically asked that question. But, I do think there are a lot of people from that generation who will it prefer seeing people face to face rather than communicating online. That being said with zoom and all of the way that you can connect they might be okay connecting virtually that they have outside commitments they do not want to shift by going to work or if

they find it is financially difficult to go into an urban area and pay for parking and commuting and all that.

Okay, all right, we have wanted for questioning. It is, is the difference between one generation and another will be something that is always true for each generation throughout their lives, or because of the difference in age, like someone 25 years old versus 65?

This is a great question and people that research generations think about that often because values are different when you are 25 then when you are 65. The perfect example is baby boomers who were known for the codger and then, you know, grew into conservative older people who became the culture. It really does depend on the image or video, the individual to challenge how we can work together and benefit from each generation and what we can gain from each generation. Rather than really people into what we think defines that generation.

Okay. Thank you. Another question actually did come in while you were answering that one, if you do not mind, this is about research but how can we encourage all generations to learn how to use hybrid technology instead of forcing the younger generations to run the tech, it says.

That is a great question. I would imagine that, unfortunately, someone has got to teach it. At some point, of course, all of the generations will be used to adjusting to new technology that exists, but, until we get to that point, unfortunately, it sounds like that might be a frustrating younger person. I would say the best thing to do, if you are younger person and you are feeling pressure about that to make boundaries. Is teaching people about technology in your job description? If not, you have the right to make boundaries about when and how you do it.

Great, thank you. If you did not get your question answered, please call the EAP to discuss your specific question or concern. We will go ahead and conclude today's session. I want to thank all of you for being here today, especially you, Brianne. Thank you for the presentation and I hope you have a great rest of your week.
I hope you have a great rest of your day. Thank you for coming.

[Event concluded]