

GEN Z & THE WORKFORCE:

NAVIGATING NUANCE AND FINDING YOUR SUCCESS

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Learning Outcomes / Objectives

- In this workshop, you will:
 - Acquire an **overview of the different generations of Americans currently serving in the workforce**, including Baby Boomers, Generation X, Millennials, and Generation Z.
 - Explore key differences and similarities in these generations across core belief structures, including understandings of **society, education, leadership, technology, and more**.
 - Identify recommendations and best practices, reinforced with research, to help **find success in the multigenerational workplace**, including in the first post-educational work experience.
 - Evaluate through deep reflection how members of Gen Z can create a **successful first post-educational work experience** (i.e. that first job) by way of working with other generational colleagues and supervisors and by advocating for one's own needs.
 - **Learn, engage, reflect, and stretch** your comfort zone!

Things to Keep in Mind



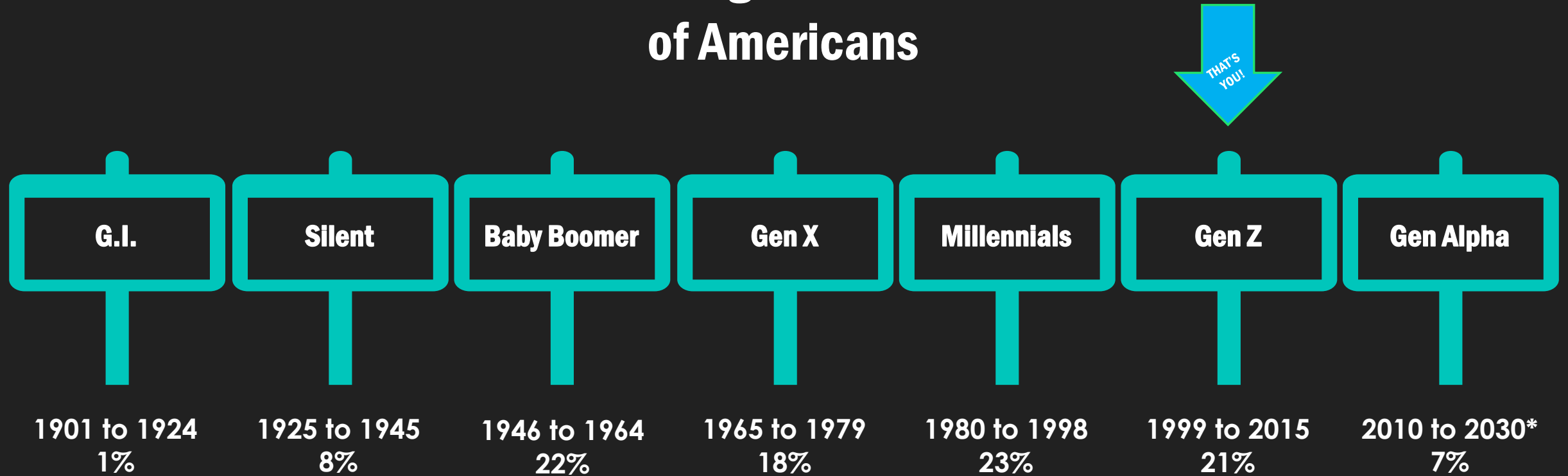
- Generational studies are not an exact science and have clear limitations. These pieces of information **highlight national trends**, as shown in sociological and educational research. Not every member of a particular generation will be a cookie-cutter representation compared to their peers.
- While engaging in discussion today, keep statements broad enough so as to respect the **privacy** and guard the identities of individuals in your own personal experiences.
- Participate, but **don't dominate** the discussion.
- There are no clear 'right' or 'wrong' answers to any of the topics covered today, so receive information and enter discussions with an **open mind**.
- Information and best practices shared during this workshop are provided to help you find success, so think and engage **critically, collaboratively, and impactfully throughout this session!**



Why Does It Matter, All This Generation Stuff?

We spend so much time around other-aged people, but sometimes forget that they changed and adapted to the context of their experience. '80s? '90s? '00s? '10s? Today? What has changed?

Our Living Generations of Americans



What is a generation? How do we define our generations?
What guides generational research? What resources are available?

Baby Boomer Generation: The Post-War Generation

- Approximate date of birth range: 1946 to 1964
- Approximate dates on campus: 1963 to 1981
- G.I.'s and Silent's rejoiced at surviving World Wars I & II, creating an unprecedented baby boom
- The baby boom was significant, creating a population increase in 1950 by over 2 million people, precipitated by an annual birthrate of over 4 million
- One of the largest global generations, and the largest until the Millennials, accounting for approximately 22% of the global population
- Baby Boomers are 81% Caucasian according to the U.S. Census Bureau, which is very similar to the demographic breakdowns of their parents, G.I.'s and Silent's
- Major influences include the post-World War II economic boom and the economic privilege it created, the growth and strength of the middle class, and the consumer economy ('keeping up with the Jones')

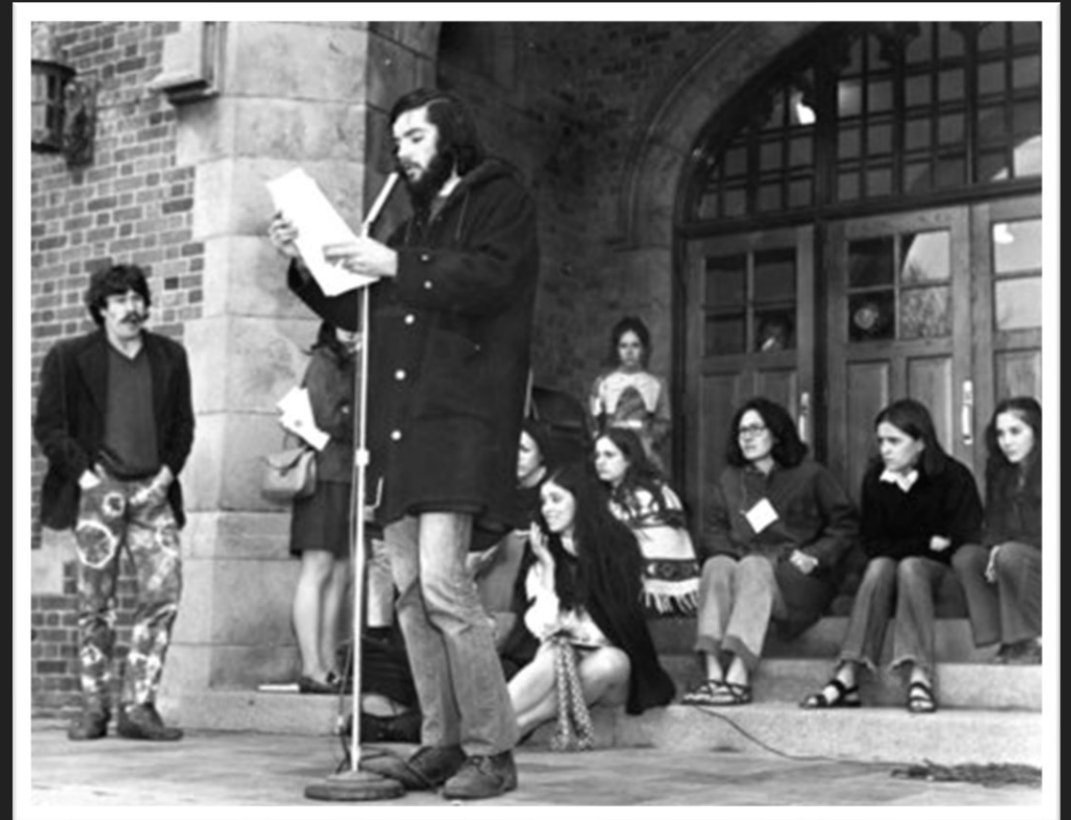
Baby Boomer Generation: The Post-War Generation

- Regarding their views of leadership:
 - Boomers thrive in hierarchical, command-and-control environments; respect authority
 - Leadership should be driven by thinkers, experts, and 'those in the know'
- Regarding their views of technology:
 - Boomers are digital immigrants, migrating to technology as needed and when personally valuable
 - Are slow to grasp new technologies, and require careful guidance (even though they hate asking for help)
- Regarding their views of society and education:
 - Offer an intriguing mix of defending societal norms while also participating in civil unrest
 - College seen as a pragmatic stepping stone to a high-paying, middle class lifestyle
 - Average tuition cost \$550 per year – about 5% of Boomers have student debt

Baby Boomer Generation: The Post-War Generation

Popular culture influences:

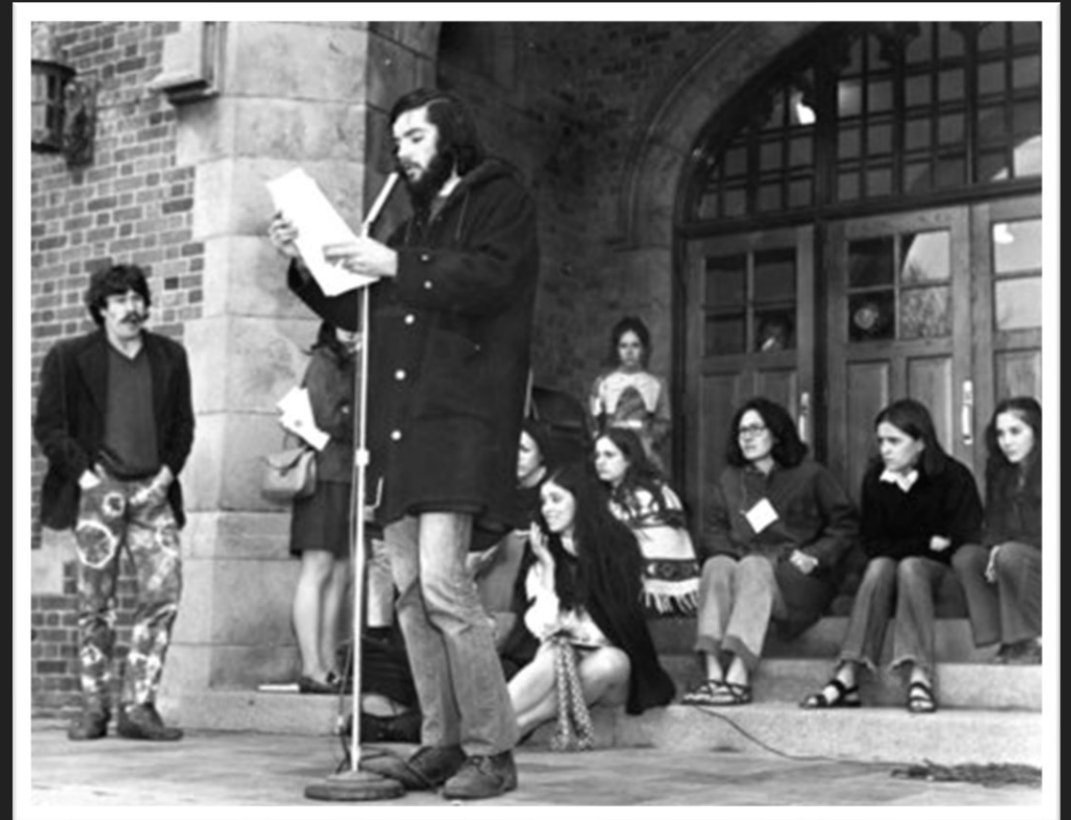
- Cold War & the Red Scare
- Vietnam War
- Cuban Missile Crisis
- Assassinations of JFK and MLK
- Civil Rights Movement
- Woodstock
- Watergate and the presidency of Nixon
- Space Race
- Sexual revolution and women's movement
- Protests, riots, and civil unrest



Baby Boomer Generation: The Post-War Generation

Stereotypes:

- Conservative and practical
- Technologically-illiterate
- Rule followers
- Idealistic and driven
- Diligent and loyal workers
- Values hierarchical organizational power
- Competitive
- Ruthlessly materialistic
- Micro-managers
- Material-centric



Baby Boomer Generation: The Post-War Generation

<https://www.youtube.com/watch?v=Ed-5Zzdbx0E>



Generation X: The MTV Generation

- Approximate date of birth range: 1965 to 1980
- Approximate dates on campus: 1982 to 1997
- Follows the post-World War II baby boom; the children of young Silent's and old Boomers
- Generation X name comes from Douglas Coupland's 1991 novel regarding culture, technology, and alienation present in this cohort of individuals
- One of the smallest global generations, compressed by Boomers and Millennials, accounting for approximately 18% of the global population
- Xers are 62% Caucasian, and are much more diverse than their predecessors, and have been the first generation to accept diversity as commonplace
- Major influences include the foundations of personal computing, the coming of age of the sexual revolution / sexual freedom, and the importance of entrepreneurship

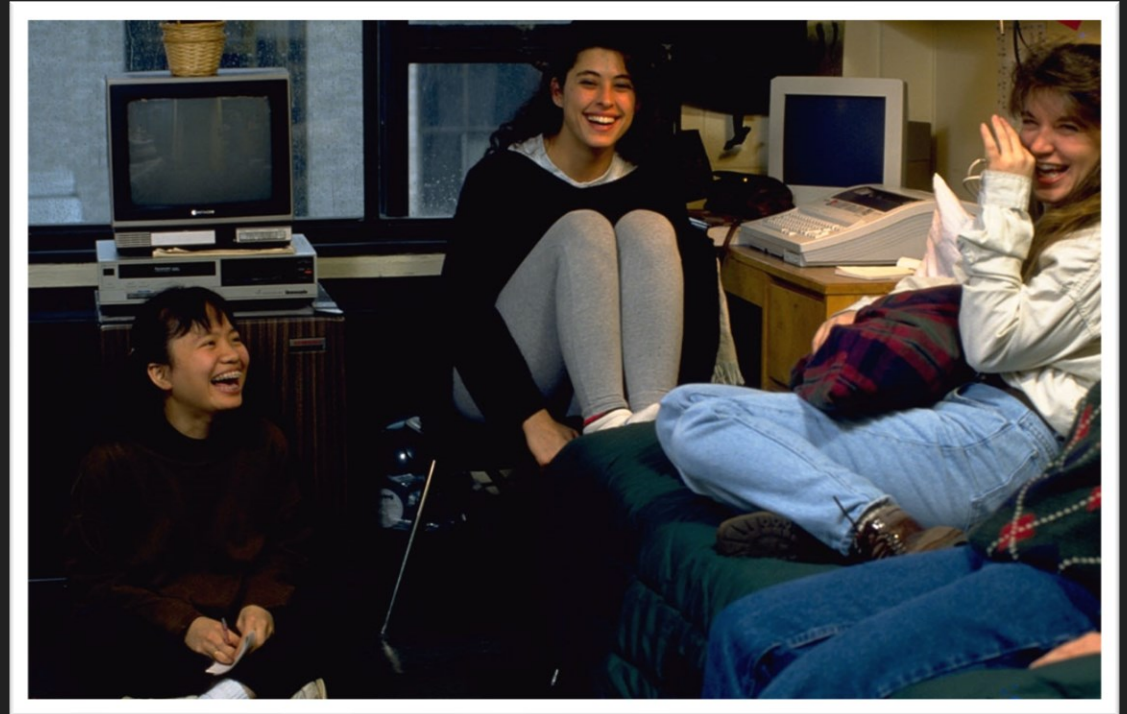
Generation X: The MTV Generation

- Regarding their views of leadership:
 - Xers question authority, and often don't work well with strict "organizational chart" relationships
 - Leadership should be practical and pragmatic; those who "pull themselves up by the bootstraps"
- Regarding their views of technology:
 - Xers are digital adaptives, noting that new technology is scary, also endless in uses and possibilities
 - Will criticize the overreliance on technology, and will revert to "back in my day" mentalities
- Regarding their views of society and education:
 - Individualism, libertarianism, and entrepreneurship – more start-ups / business owners
 - The 'college generation' saw a huge influx in accessibility to higher education
 - Average tuition cost \$3,500 per year – 25% of Xers have student debt

Generation X: The MTV Generation

Popular culture influences:

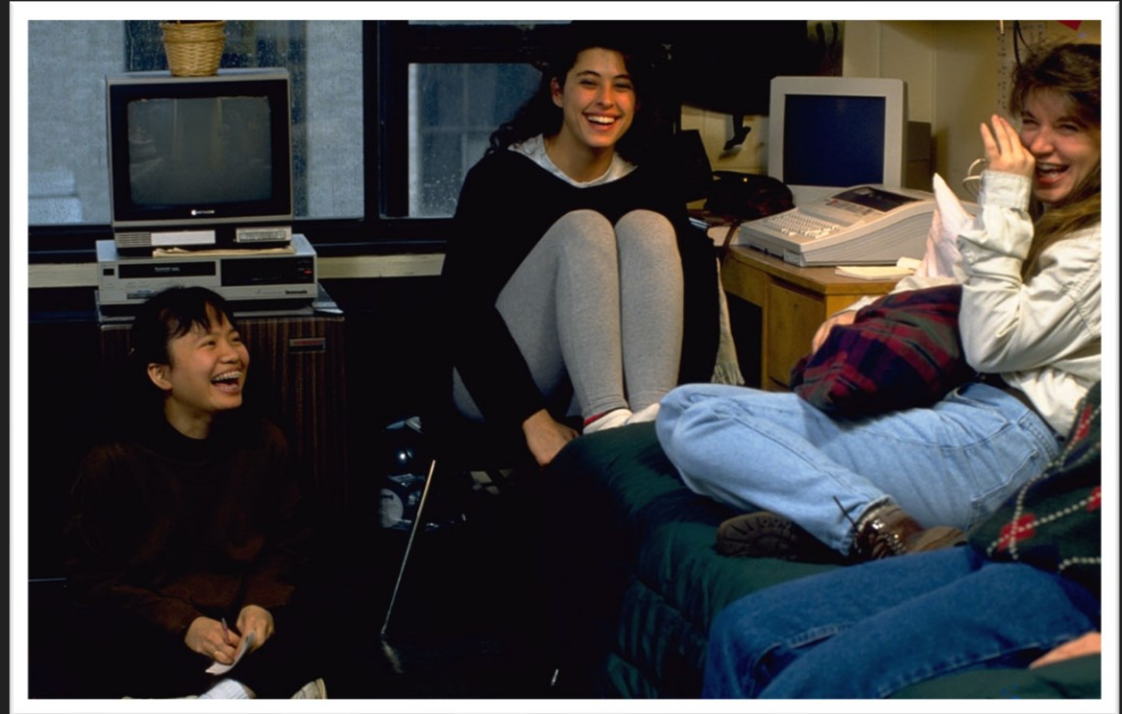
- MTV
- Grunge / hip hop
- Birth control
- Latchkey parenting
- AIDS
- Slacker stereotype
- “Breakfast Club”
- “Wall Street”
- Apple
- Challenger explosion



Generation X: The MTV Generation

Stereotypes:

- Cynical, alienated, depressed
- Pessimistic and individualistic
- Comfortable with change and diversity, but relatively conservative and white
- Independent and self-sufficient
- Disloyal to employer –leave for better work and pay
- Rule-bender
- Skeptical of authority
- Ultra-workaholics



Generation X: The MTV Generation

<https://www.youtube.com/watch?v=TtGB011vp6Y>



Millennial Generation: The Me Generation

- Approximate date of birth range: 1980 to 1998
- On campus: 1997 to 2015
- Currently the largest generation, representing over 23% of the global population
- 57% of Millennials are Caucasian, and are much more diverse than their Boomer parents
- Millennials are criticized more than any other generation in history, especially by their parents, the Baby Boomers, for a variety of reasons, such as self-centeredness, economic instability, and moral fluidity
- Greatly impacted by the Great Recession of the late 2000s, causing an unprecedented level of unemployment / underemployment, especially for those with college degrees
- Millennial children witnessed firsthand the harm humans can do to each other with the Oklahoma City bombing, the September 11th attacks, and the Columbine Massacre

Millennial Generation: The Me Generation

- Regarding their views of leadership:
 - Millennials prefer flat corporate structures, and strive to find a work-life balance, given the pressures of high expectations and helicopter parenting from the Boomer generation
 - Millennials are self-inventive, and thrive in mentor / mentee relationships; value consensus and collaboration
 - They “prefer meaningful work, creative outlets, and immediate feedback”
- Regarding their views of technology:
 - Millennials are digital natives, the first great technological generation – grew up using Macs and PCs to work and play
 - Cell phone technology greatly impacted this generation’s ability to connect with itself
- Regarding their views of society and education:
 - Millennials are service-oriented, more liberal than prior generations, and fiscal centrists
 - *No Child Left Behind* greatly impacted students, and increased their skepticism of politics in education
 - Average tuition cost \$13,200 per year – 39% of Millennials have student debt

Millennial Generation: The Me Generation

Popular culture influences:

- September 11, 2001
- Y2K
- Political correctness
- Great Recession
- Marijuana legalization
- Same-sex marriage
- Social media
- Apple iPhone
- *Oregon Trail* and other computer games
- Occupy Wall Street



Millennial Generation: The Me Generation

Stereotypes:

- Disloyal to companies since companies are disloyal to them
- Self-centered and narcissistic
- Self-serving and individualistic
- Social
- Values collaboration and giving input
- High expectations, need for praise, and difficulty with criticism
- Absent morals
- Technology-literate
- Participation trophies
- Tradition-killers



Millennial Generation: The Me Generation

<https://www.youtube.com/watch?v=M4IjTUXz0RE>

And now...

...Gen Z



Generation Z: The iGeneration

- Approximate date of birth range: 1999 to 2015
- Approximate dates on campus: 2016 to 2032
- Currently make up 21% of the population of the United States
- 55% of Generation Z is Caucasian, and is much more diverse than X or Y
- Generation Z is more obese than any other generation, and has higher diagnoses of ADHD than its predecessors, with attention spans falling from 12 seconds to 6 seconds
- 41% of Generation Z spends 3 or more hours in front of screens between the end of the school day and bedtime -- overall 27% of their time is spent on some screen
- Abandoning Facebook and Twitter, while preferring Snapchat, Secret, and Whisper, so as to limit their public self, observing the trouble Millennials and other older generations caused for themselves

Generation Z: The iGeneration

- Regarding their views of leadership:
 - Z's are driven by the motivation to not let someone else down, and prefer visionaries and macro-managers
 - Will be passionate helpers, and will advocate for social justice to make a difference for others
- Regarding their views of technology:
 - Z's are digital integrators, noting that life and technology are one, and can't imagine one without the other
 - See technology as a reality, but also note its ability to harm – violent images in the media, trolling and bullying commonplace on social media, etc.
- Regarding their views of society and education:
 - Affected by threats of terrorism in a scary, uncertain world – somewhat more conservative
 - Z's biggest fear is not finding a career that successfully matches their personality
 - Average tuition cost \$22,600 per year – 68% of Z's have student debt

Generation Z: The iGeneration

Popular culture influences:

- All-in-one devices
- *Family Guy*
- Wikipedia
- Barack Obama
- Post-9/11 terror
- Amazon.com
- Spotify
- Anonymous social media culture
- Uber and Lyft
- Globalization



Generation Z: The iGeneration

Stereotypes:

- Snowflakes
- Checks social media 100 times per day
- Social media equates to news rather than engagement
- Gender-neutral
- Five+ screens at once
- YouTube versus Hollywood
- Likes-per-photo
- Lacks basic skills



Generation Z: The iGeneration

<https://www.youtube.com/watch?v=Uo0KjdDJr1c>



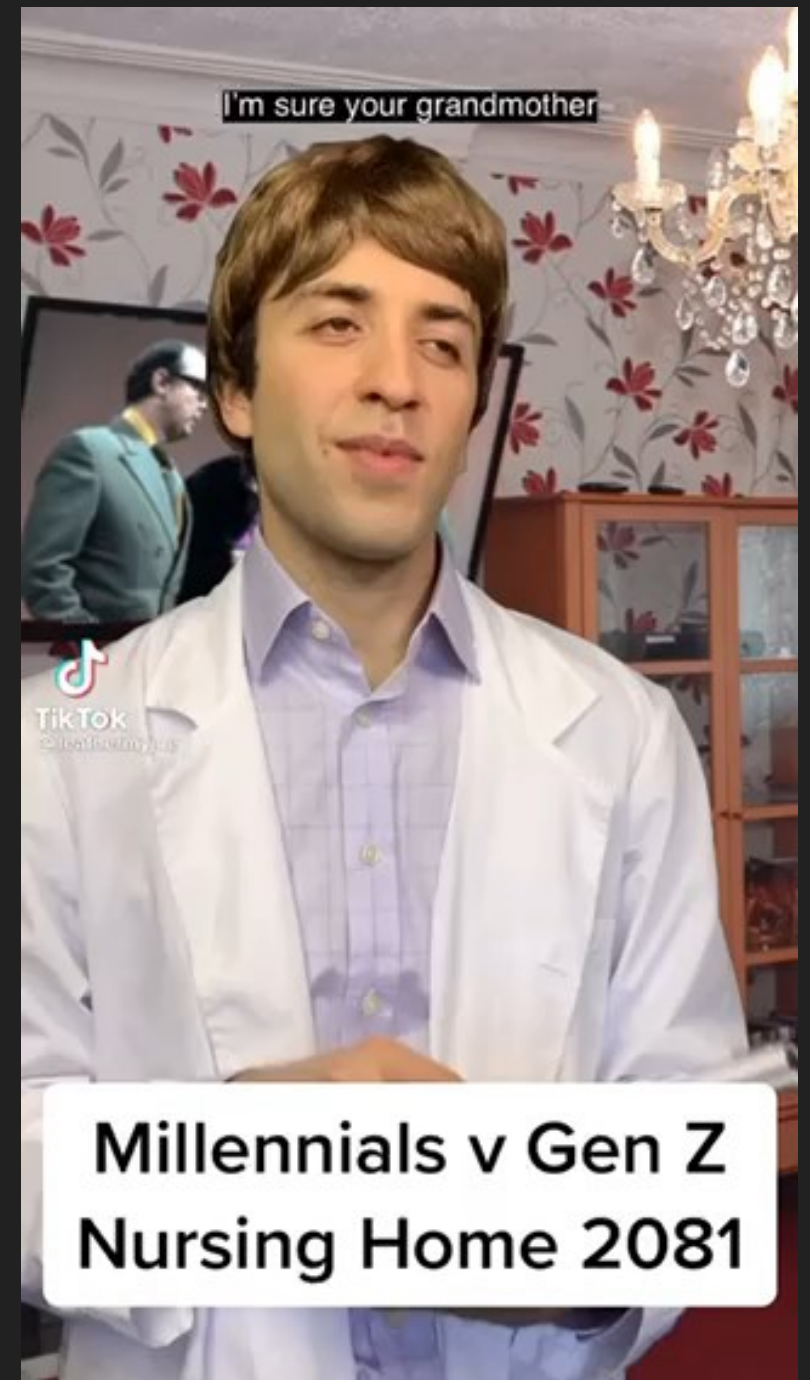
**It Isn't Always Easy:
To Which Generation
Do I Belong?**



**And Generations
Don't Always Get
Along, Esp. Boomers**



Sometimes It's
Even Gen Z vs.
Millennials



Sometimes It's Even Gen Z vs. Millennials



But Gen Z, You Will
Def Soon Know
What It Feels Like



Yet, What Unites Us
Is Stronger Than
What Divides Us



CHECK FOR UNDERSTANDING: WHO'S WHO?

What Are the Names, a Pop Culture Influencer, & a Stereotype of the Four Generations of Working Americans?

Baby Boomer

Influencer:

Stereotype:

Gen X

Influencer:

Stereotype:

Millennial

Influencer:

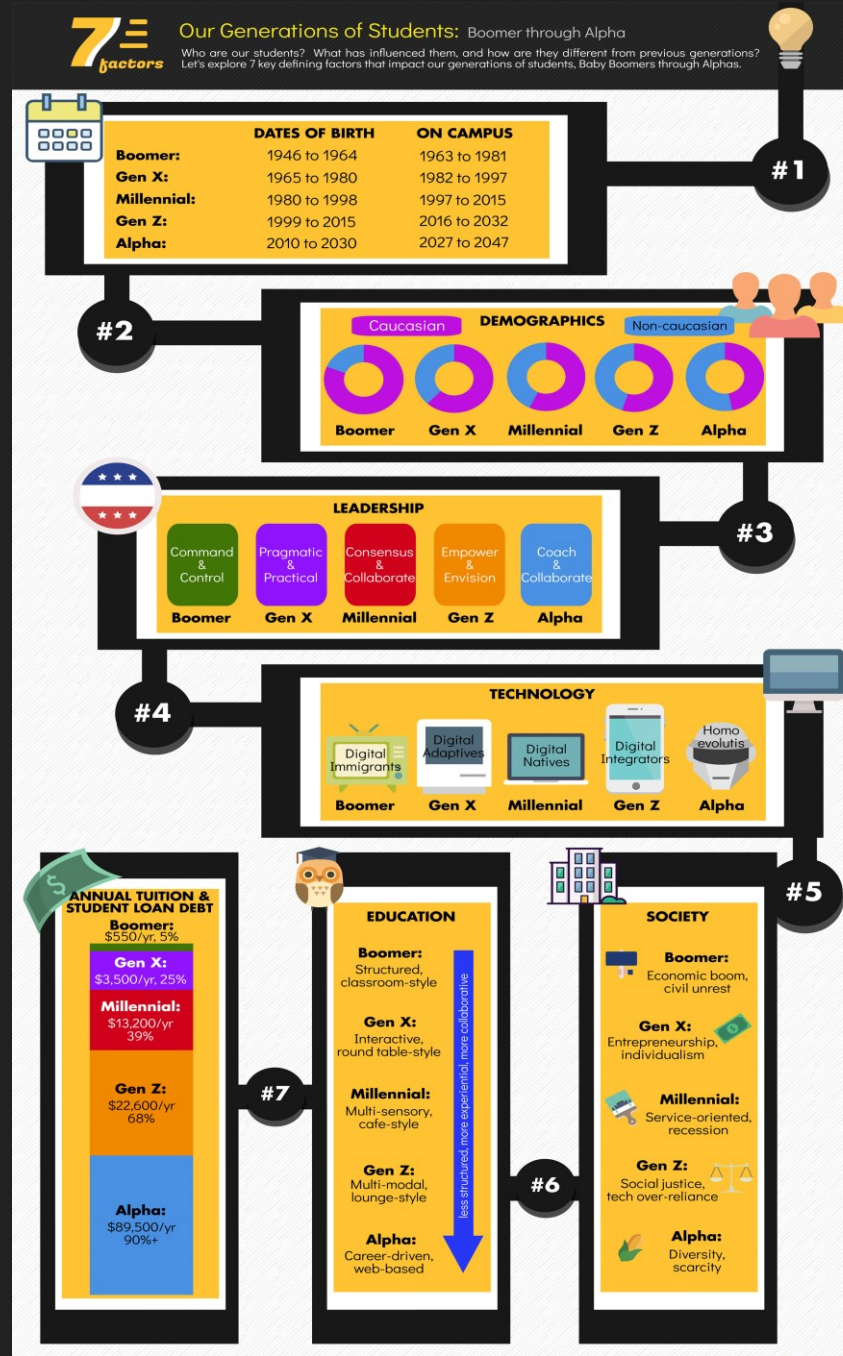
Stereotype:

Gen Z

Influencer:

Stereotype:

Nuances Across Generations in the Workplace

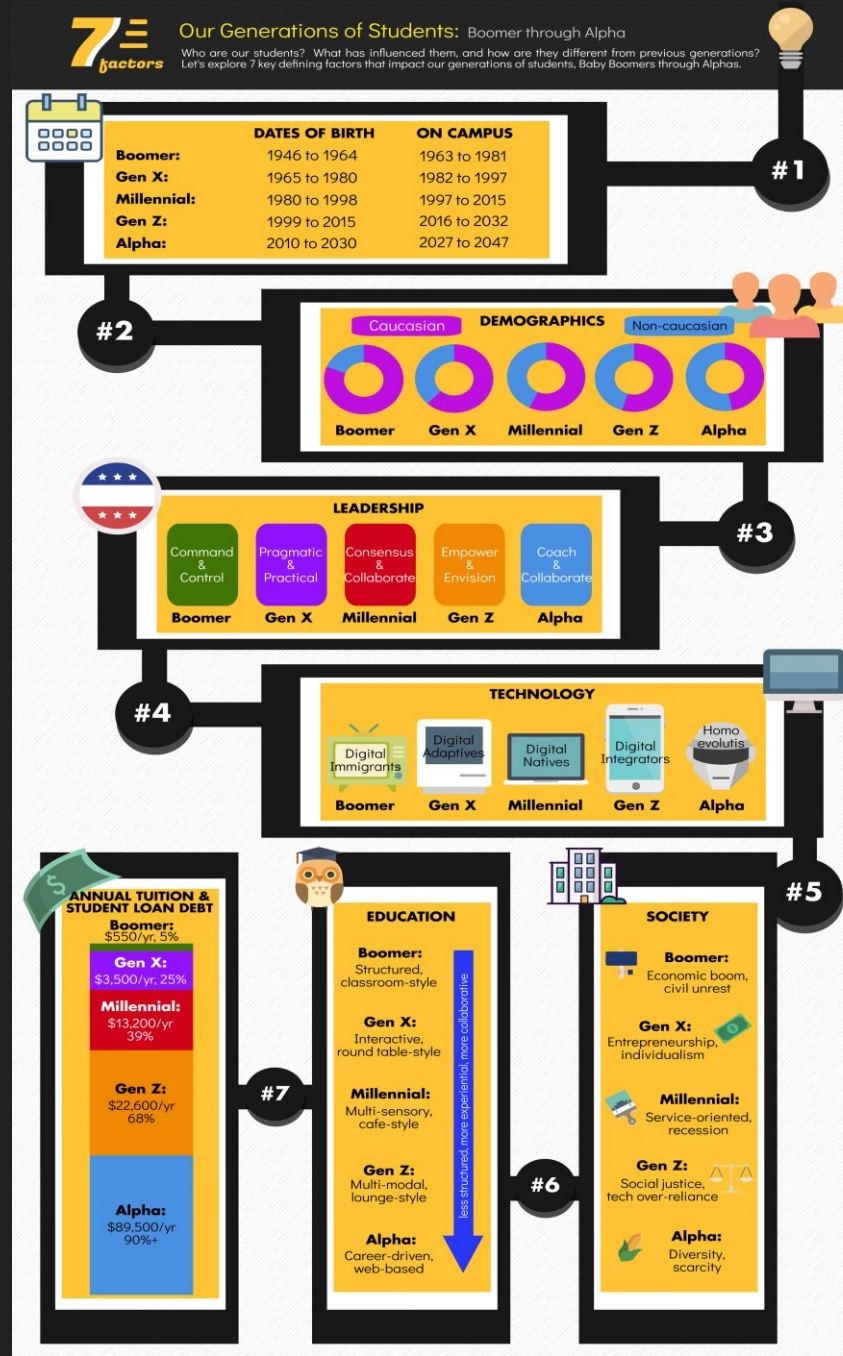


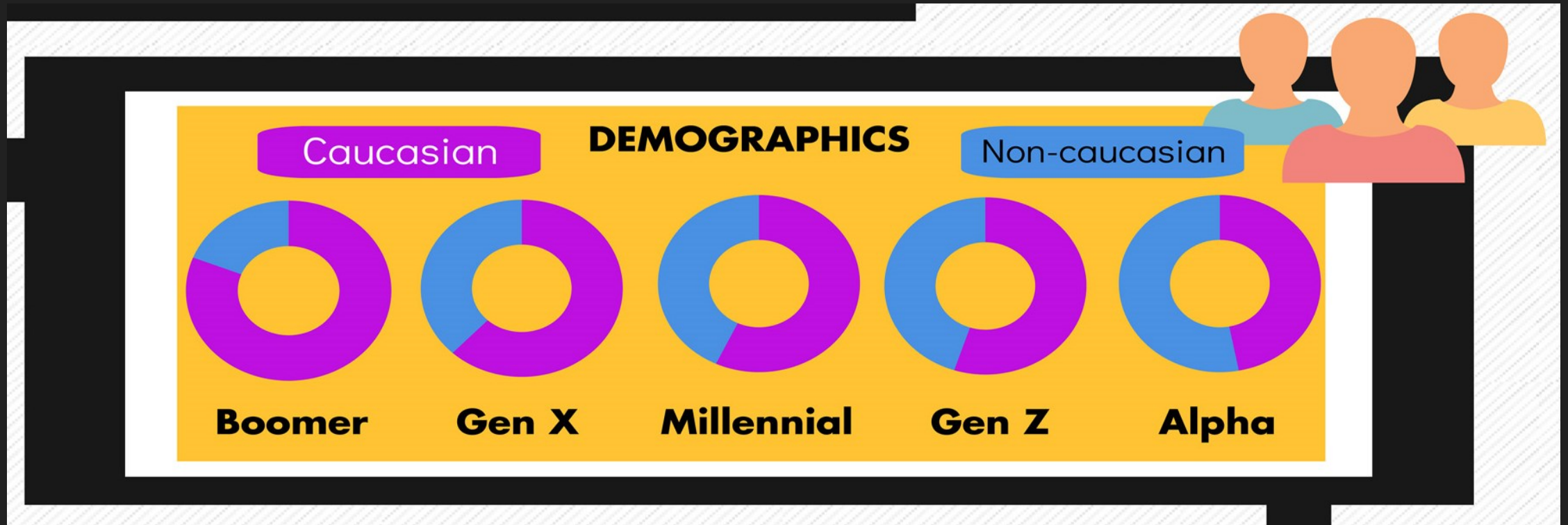


	DATES OF BIRTH	ON CAMPUS
Boomer:	1946 to 1964	1963 to 1981
Gen X:	1965 to 1980	1982 to 1997
Millennial:	1980 to 1998	1997 to 2015
Gen Z:	1999 to 2015	2016 to 2032
Alpha:	2010 to 2030	2027 to 2047

Historical Influences

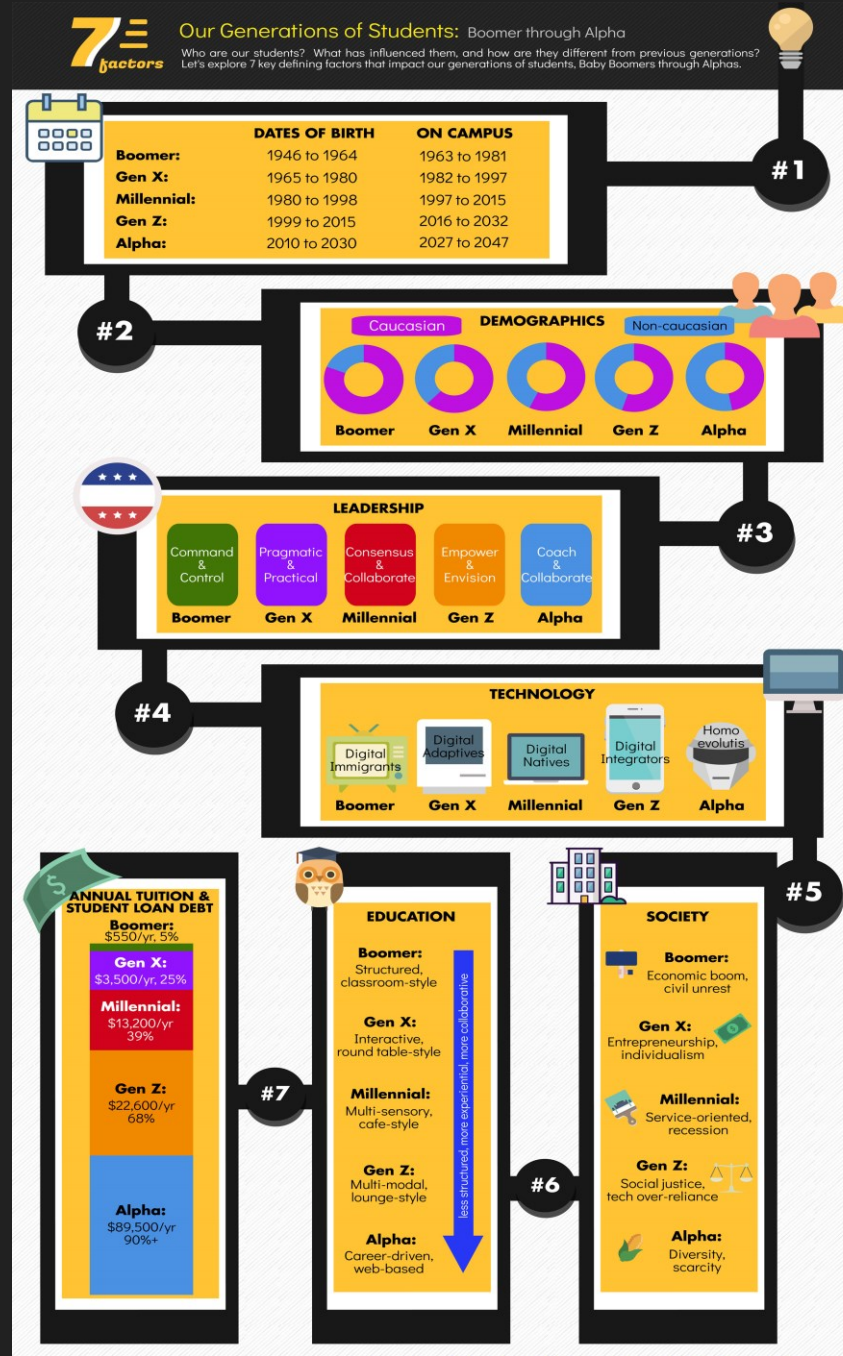
Nuances Across Generations in the Workplace

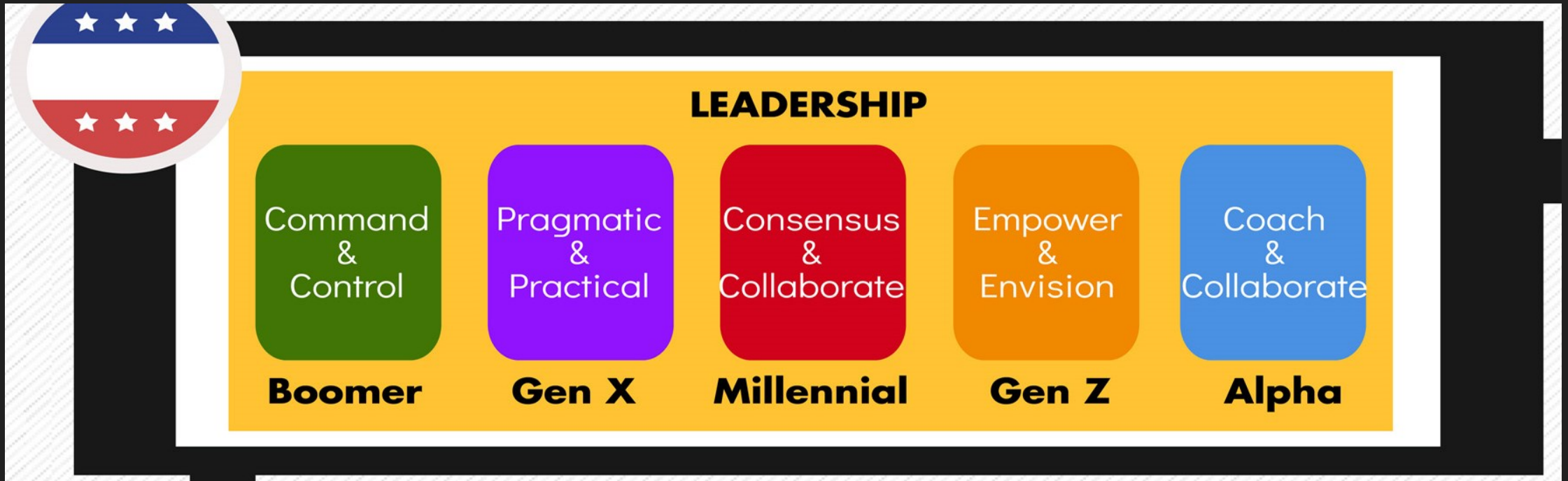




Demographics

Nuances Across Generations in the Workplace





Leadership

The Gen Z Leadership Conundrum

Baby Boomers

- command & control
- rigid
- hierarchical
- age, position, org. chart
- leader points the way from afar
- directs tasks, manages workflow

managers

Gen Z

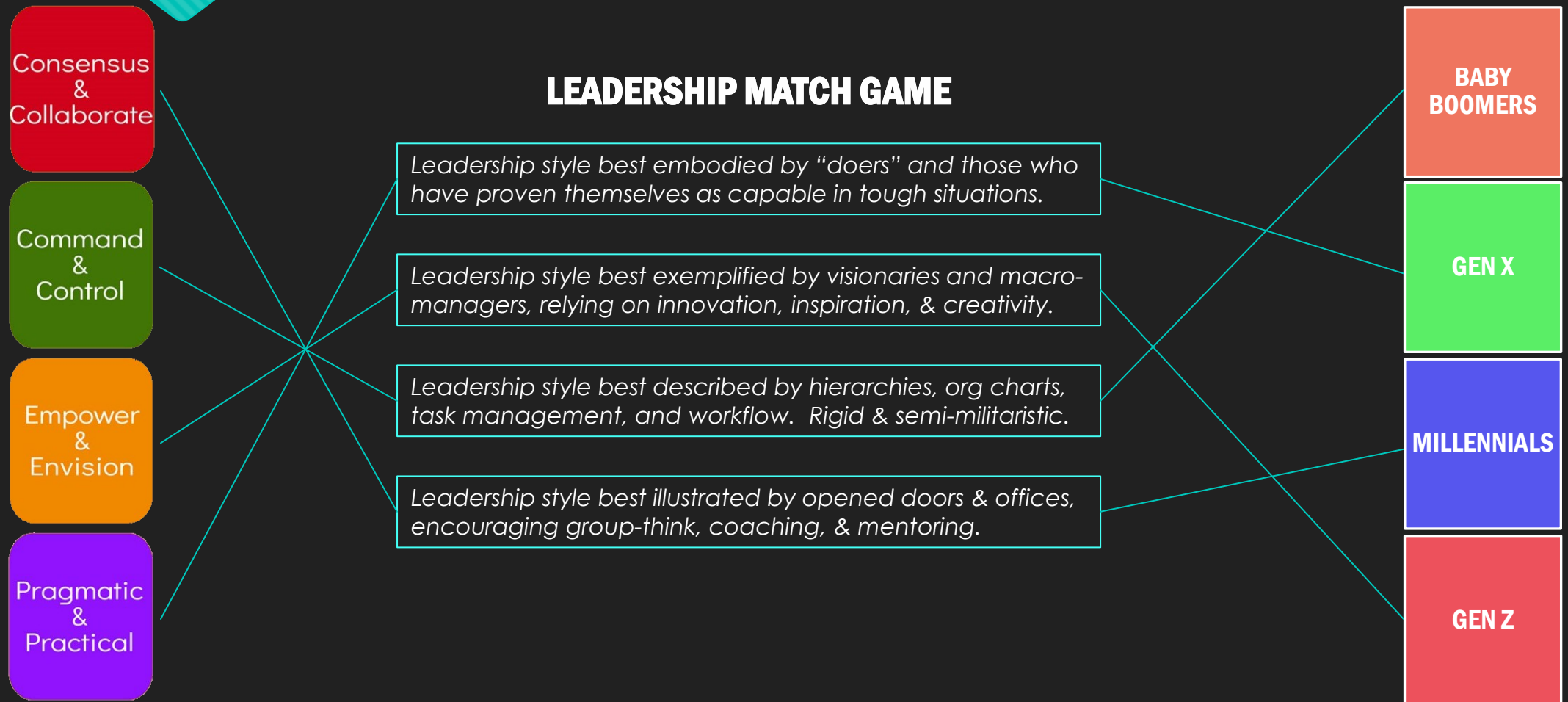
- empower & envision
- teamwork, mentoring, vision, trust
- consulting: eliciting opinions of the team
- involving: engaging with team as an equal
- coaching: fostering relationships
- innovation, inspiration, creativity

leaders

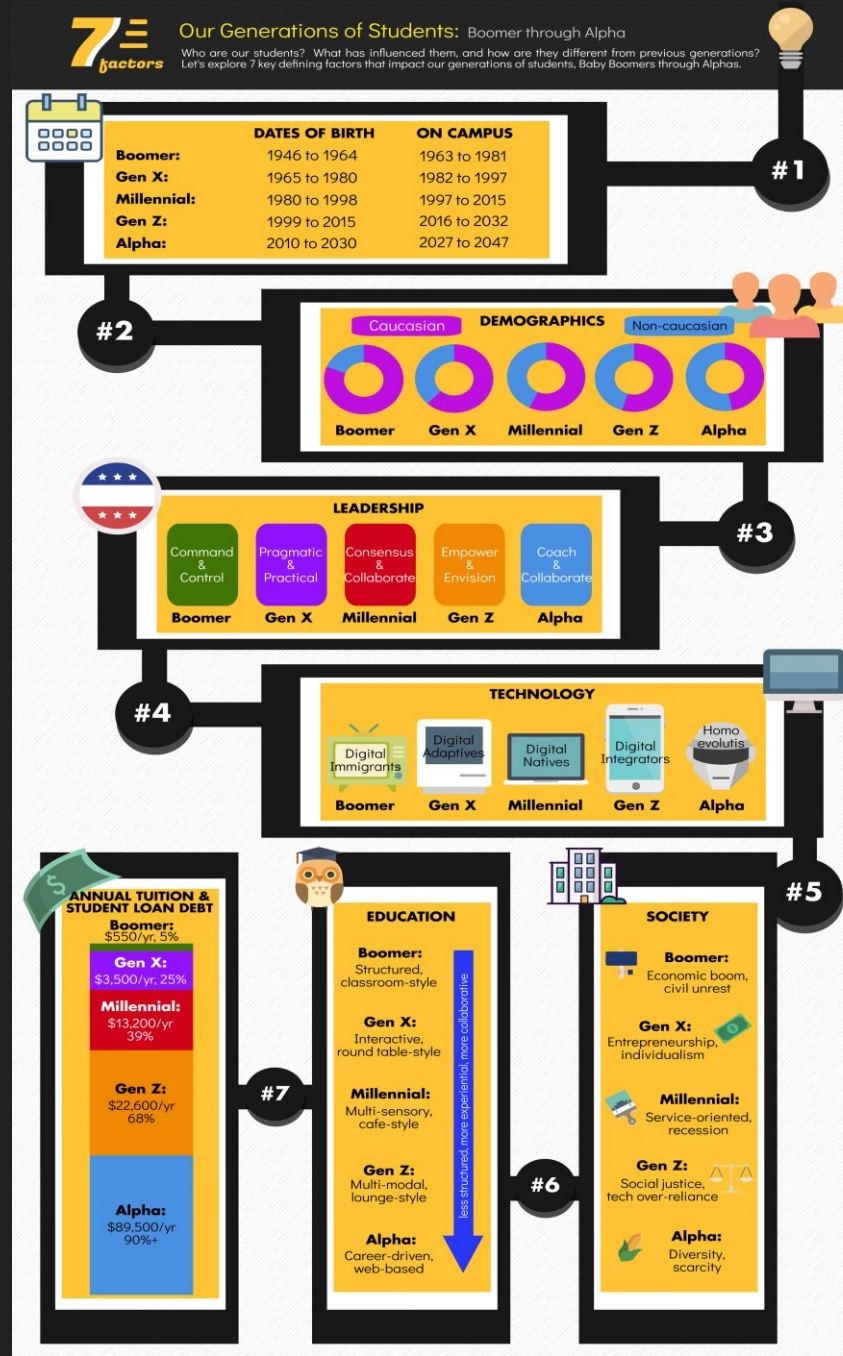
Who Are and Aren't Leader Role Models for Gen Z?

Are	Aren't
Parents Teachers Coaches Peers Fictional Characters	Bosses Religious Leaders Professional Athletes Celebrities Political Leaders

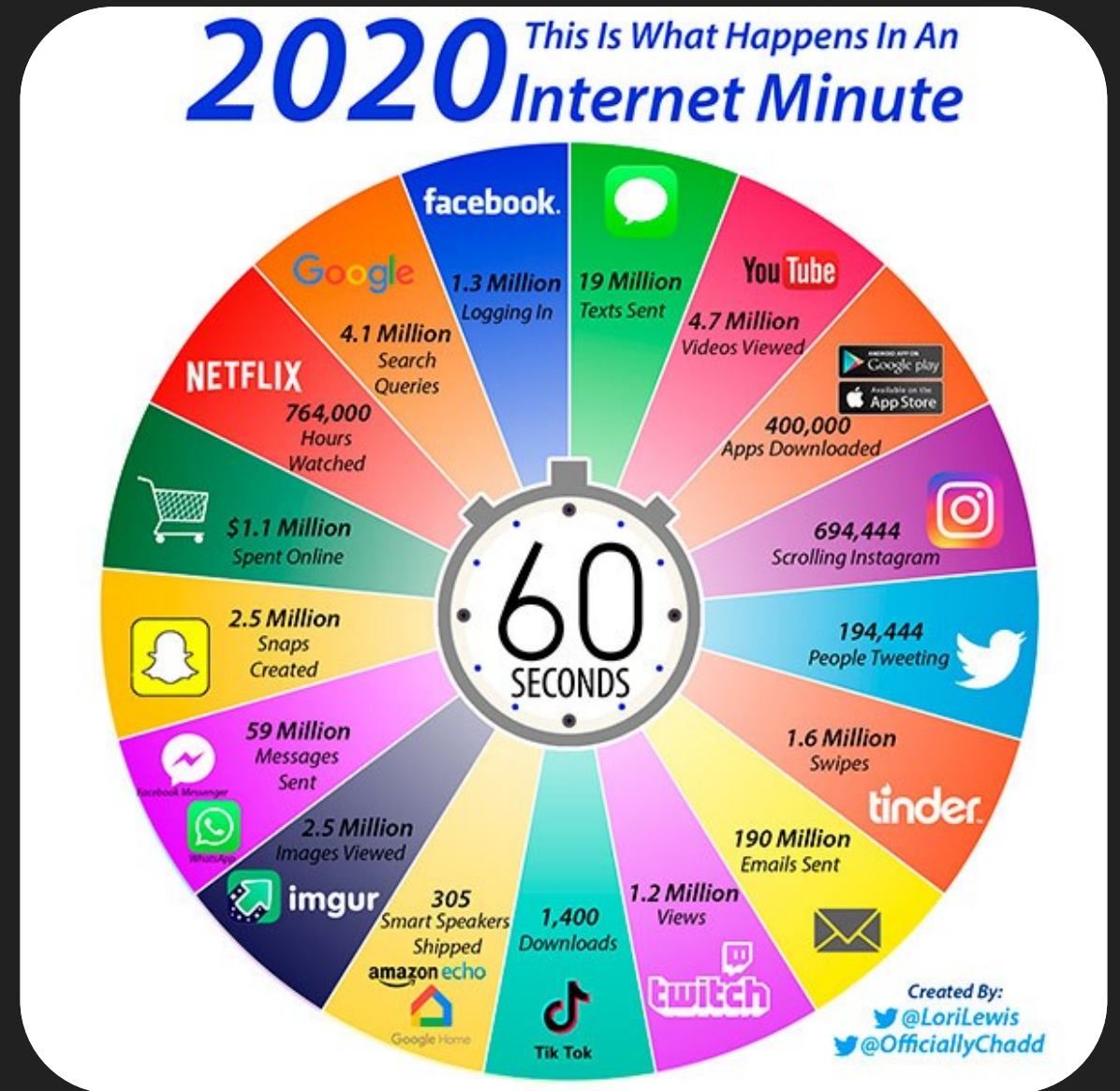
SMALL GROUP ACTIVITY 1: LEADERSHIP



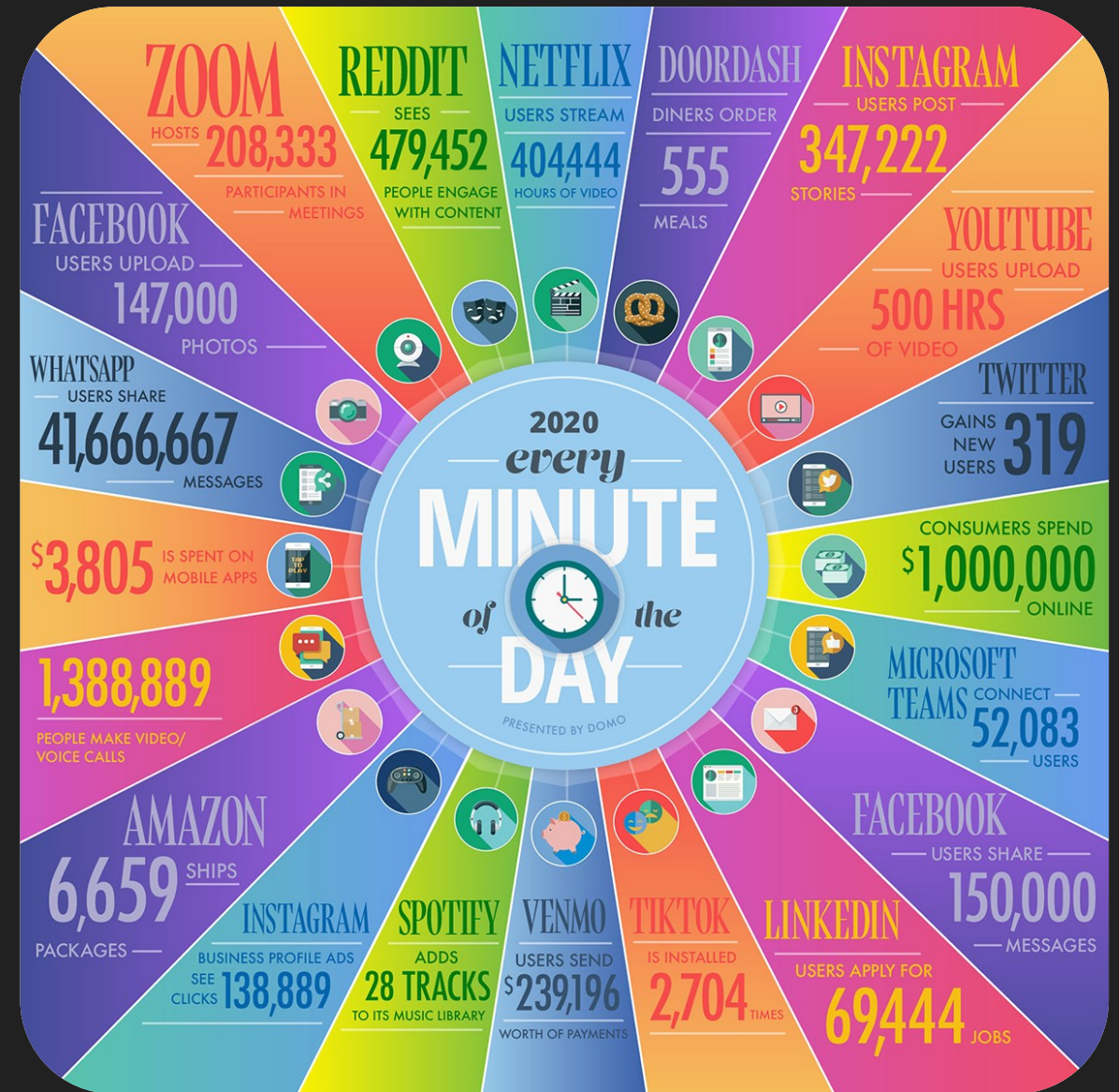
Nuances Across Generations in the Workplace



Generational Technology Evolution



Generational Technology Evolution



SMALL GROUP ACTIVITY 2: TECHNOLOGY

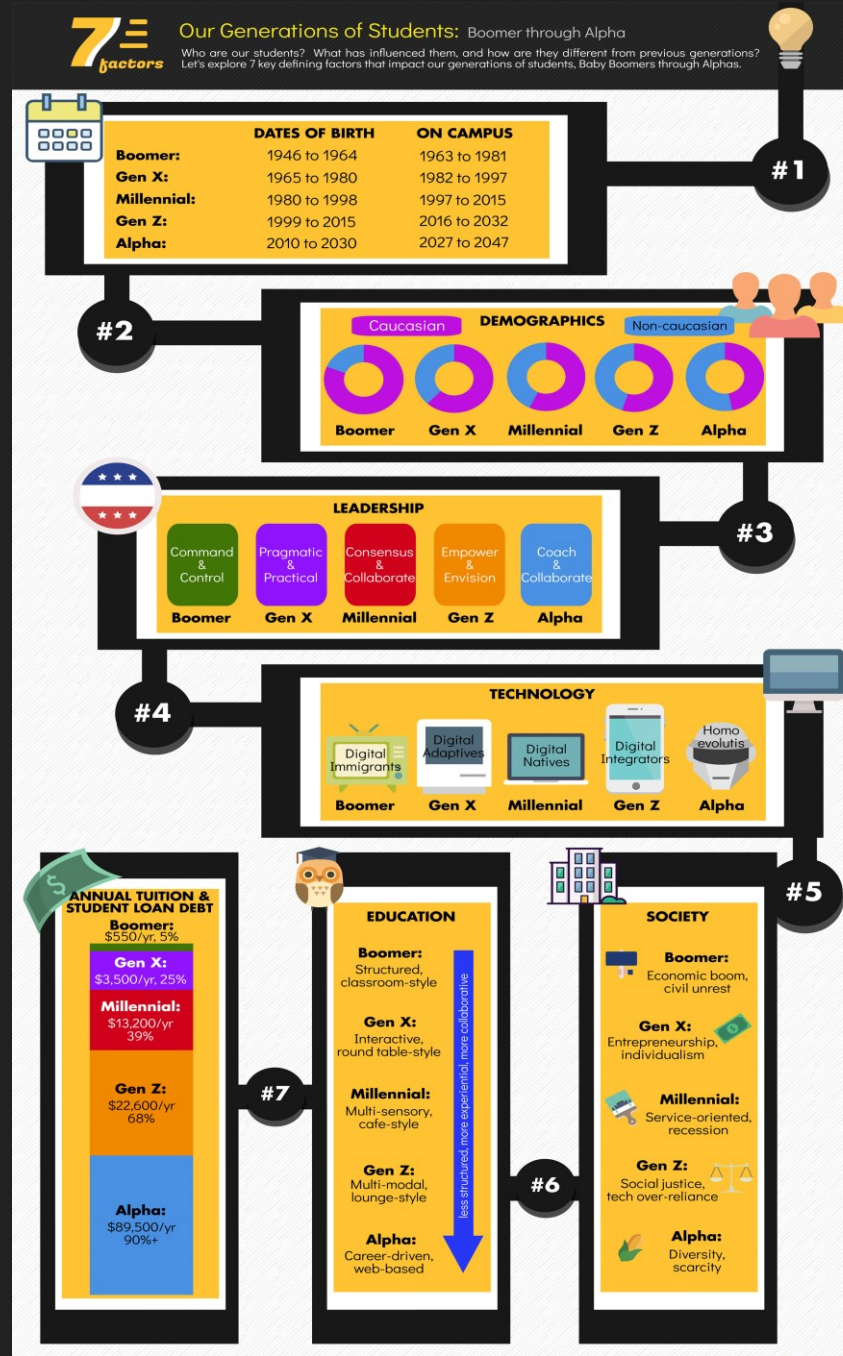
TECHNOLOGY REVOLUTION FAMILY FEUD

SMALL GROUP ACTIVITY 2: TECHNOLOGY

TECHNOLOGY REVOLUTION FAMILY FEUD

BABY BOOMERS	GEN X	MILLENNIALS	GEN Z
Televisions	Cable	Internet / WWW	Streaming services
8-Track tapes	Walkman / Cassette / CDs	iPod	Spotify / Apple Music
Modern automobiles	Blogging	Rise of Google	Social media
Satellite technology	Cordless telephones	Cell phones	iPhone / smartphones
Hi Fi stereo systems	VCR / VHS	DVD	Blu-ray discs
Microchip / circuitry	Personal computers	Laptops	Tablets
Credit cards	Video games	Computer gaming	AI / VR

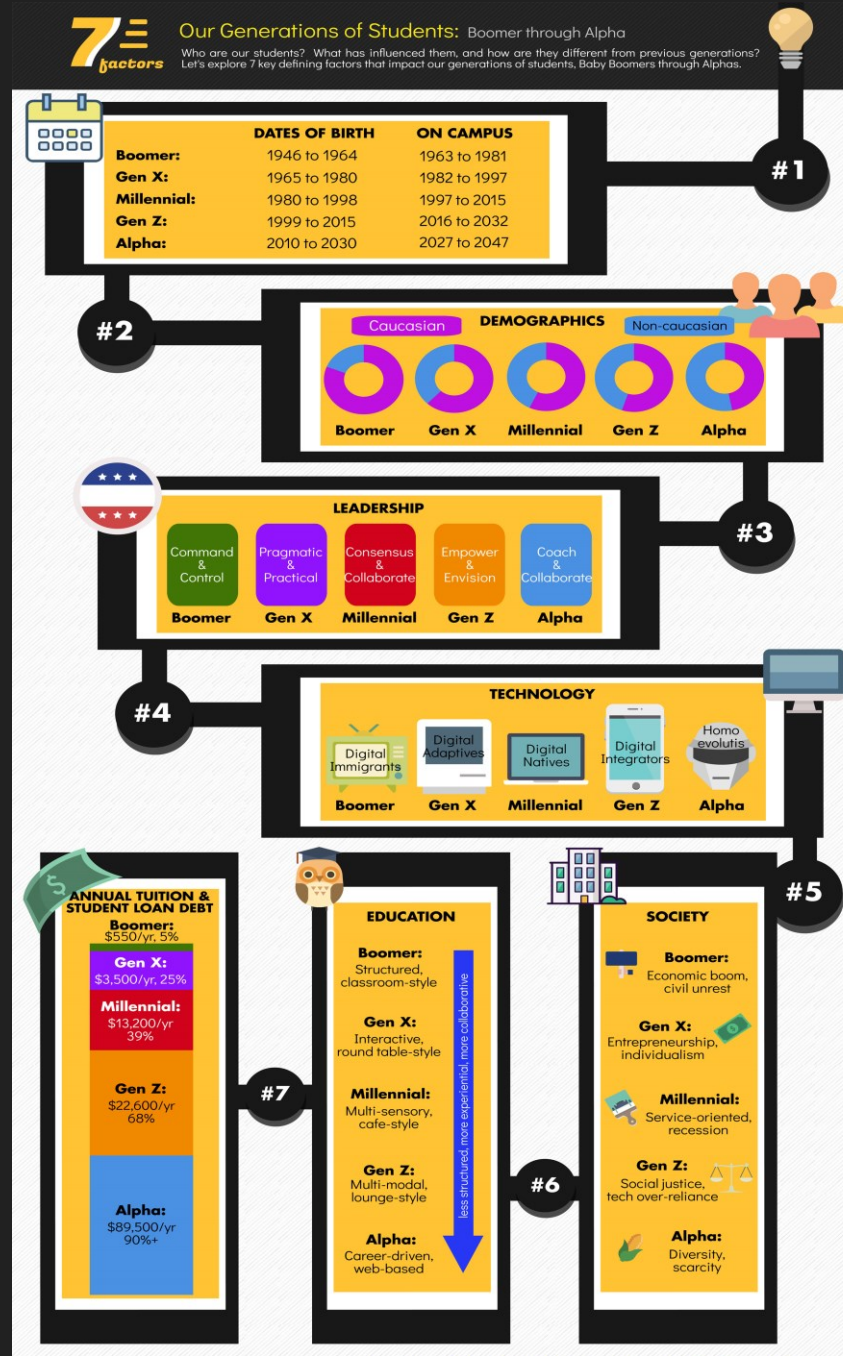
Nuances Across Generations in the Workplace



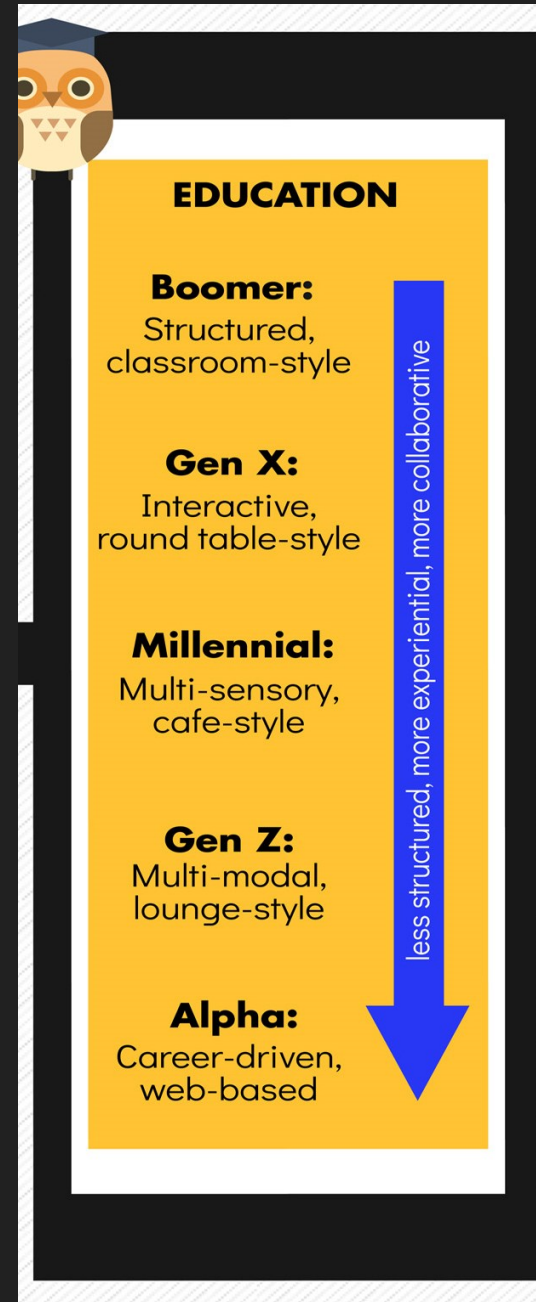
Societal Influences



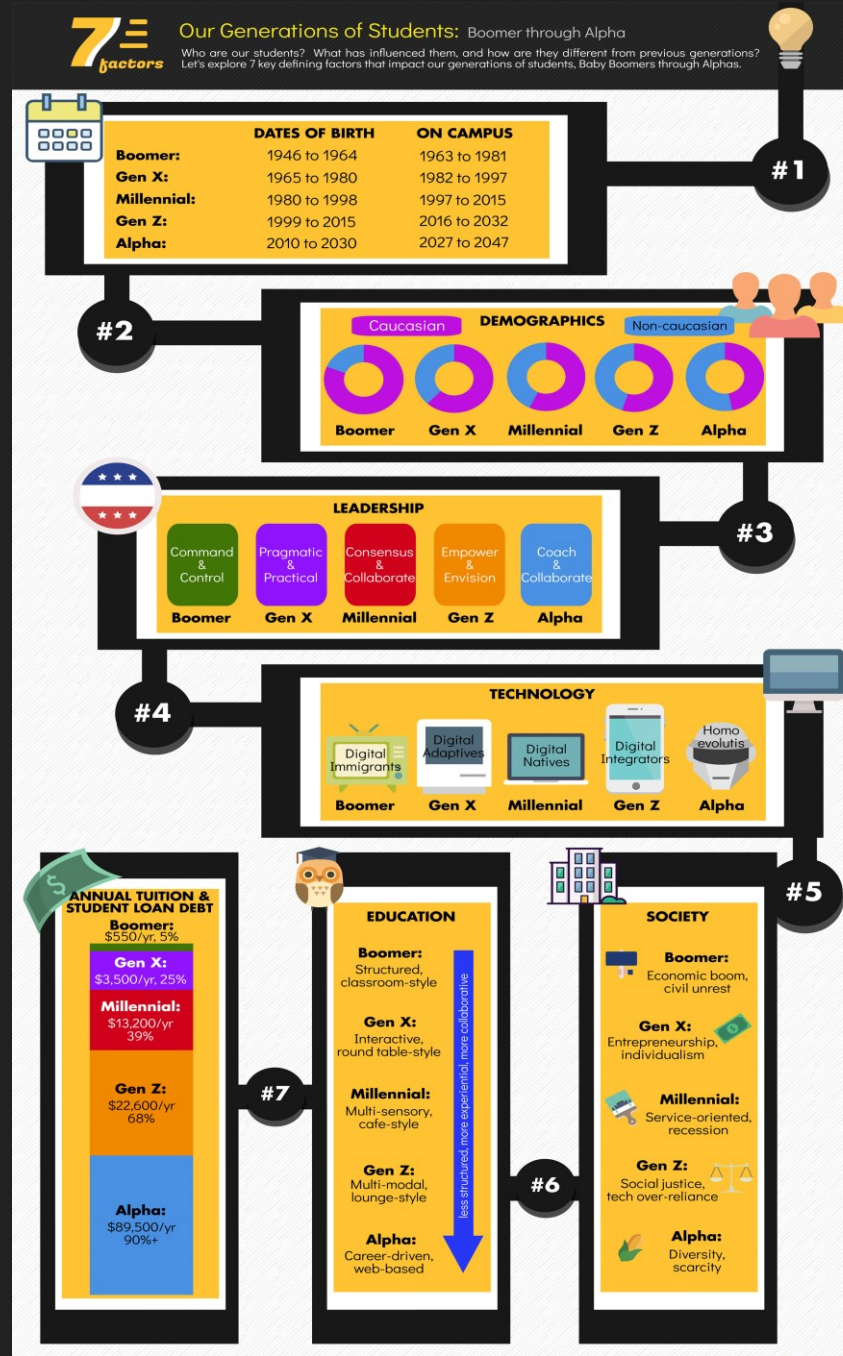
Nuances Across Generations in the Workplace



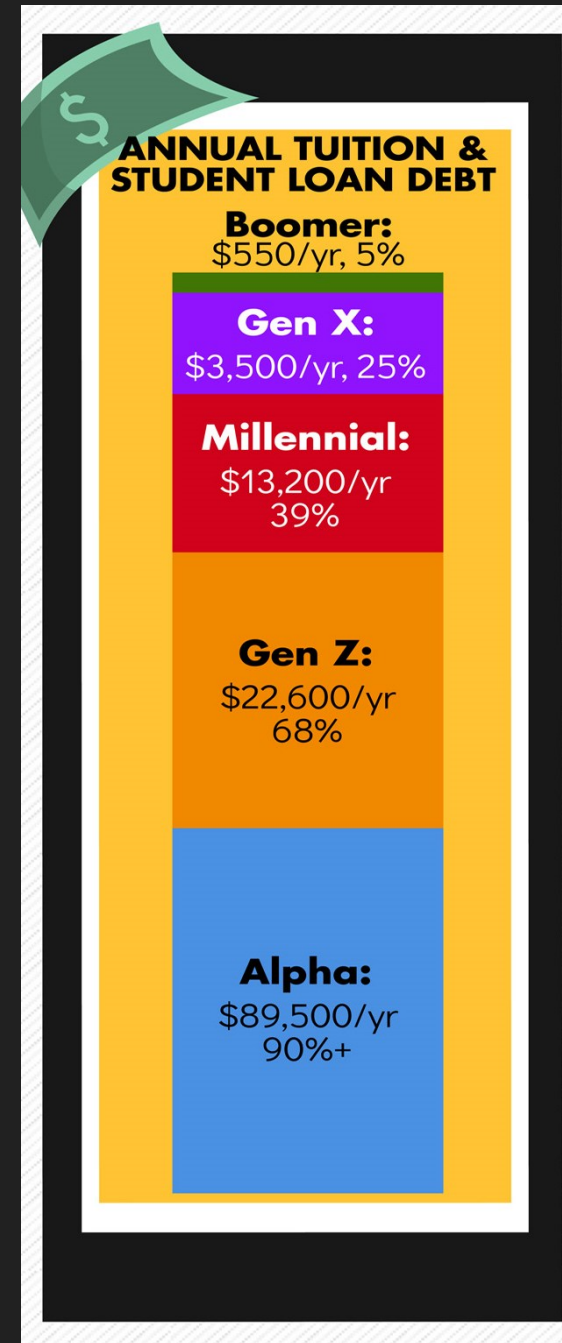
Education



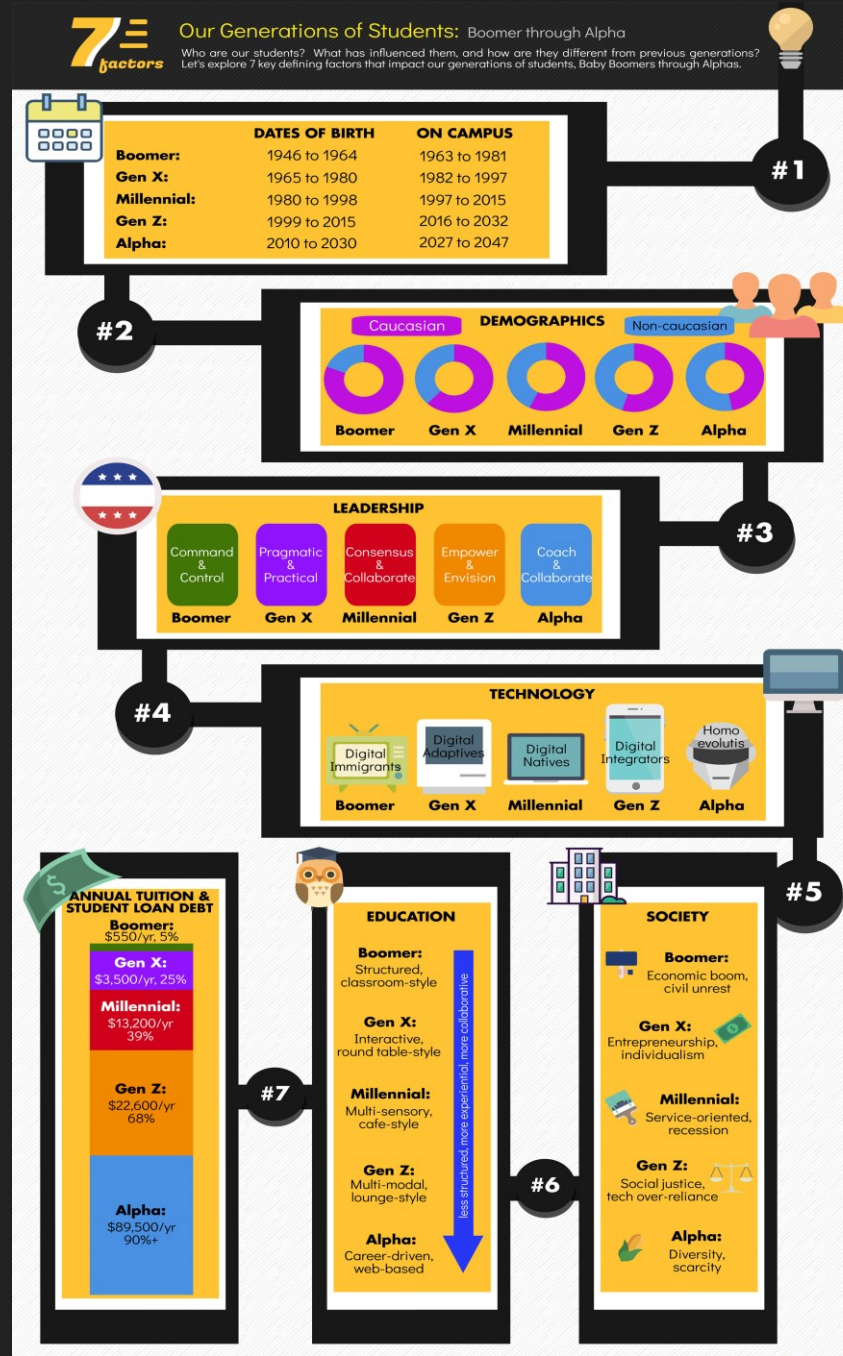
Nuances Across Generations in the Workplace



Financial Pressures

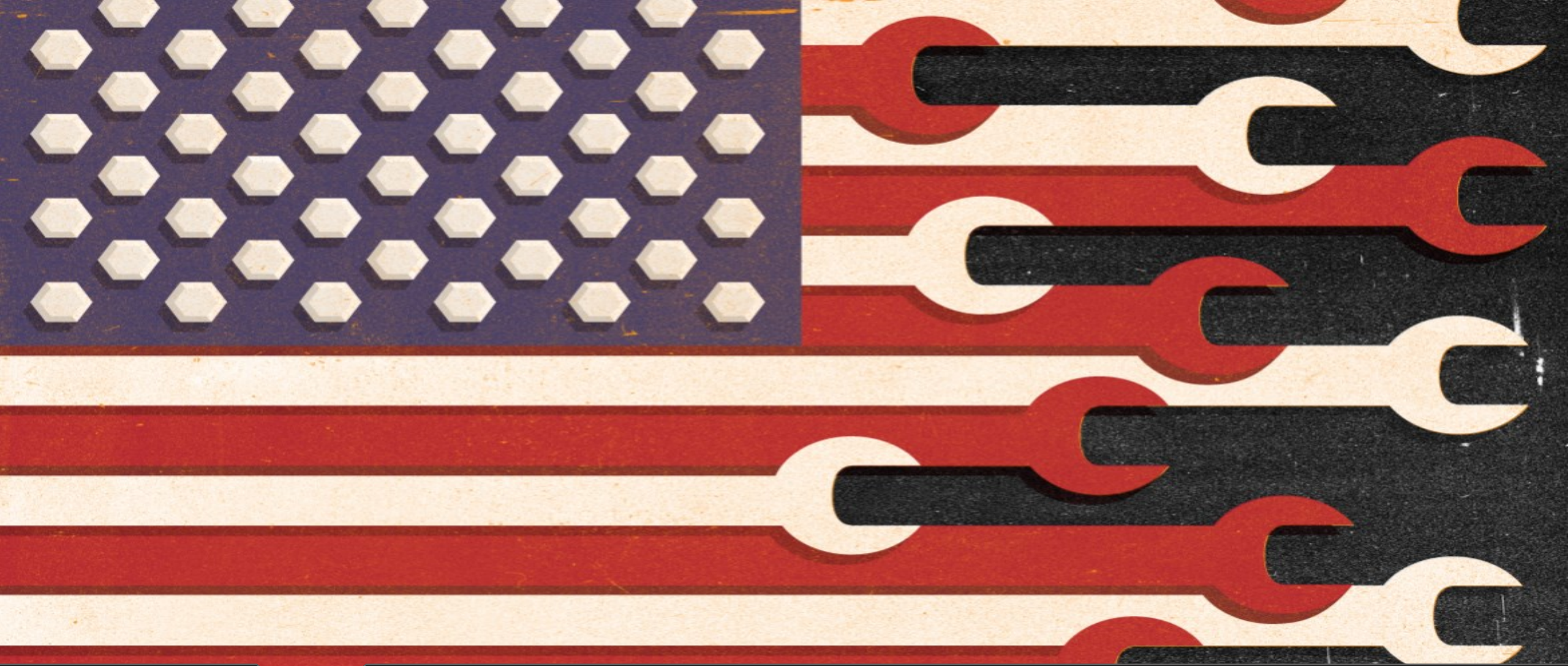


Nuances Across Generations in the Workplace

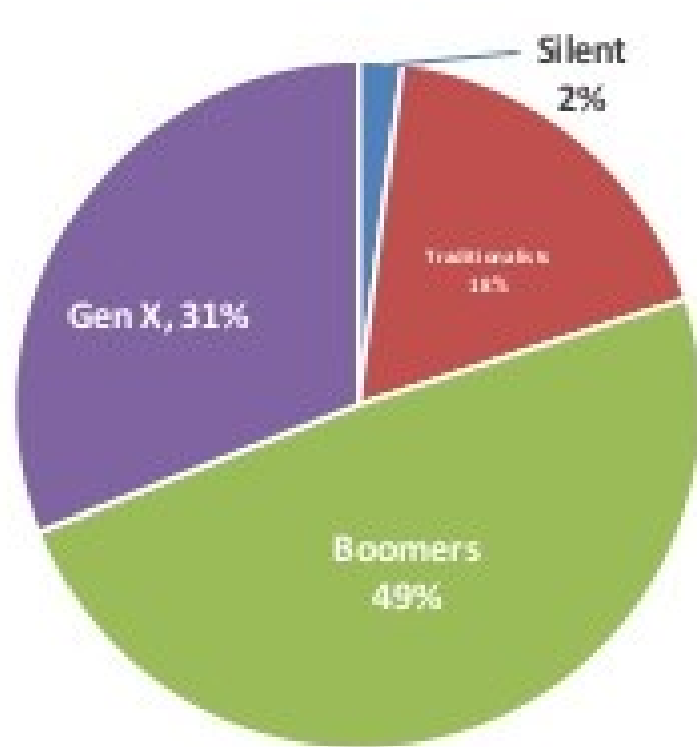


Nuances Across Generations in the Workplace

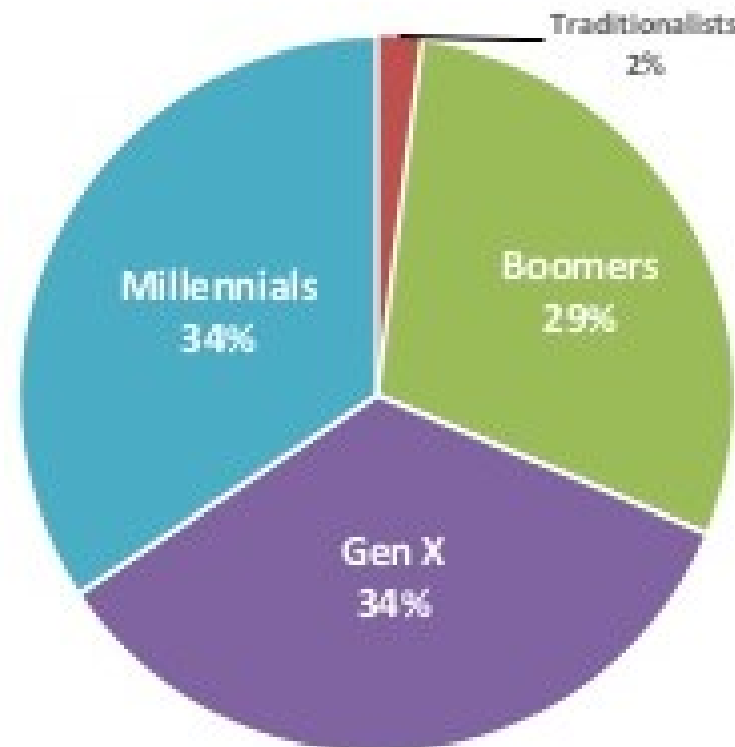




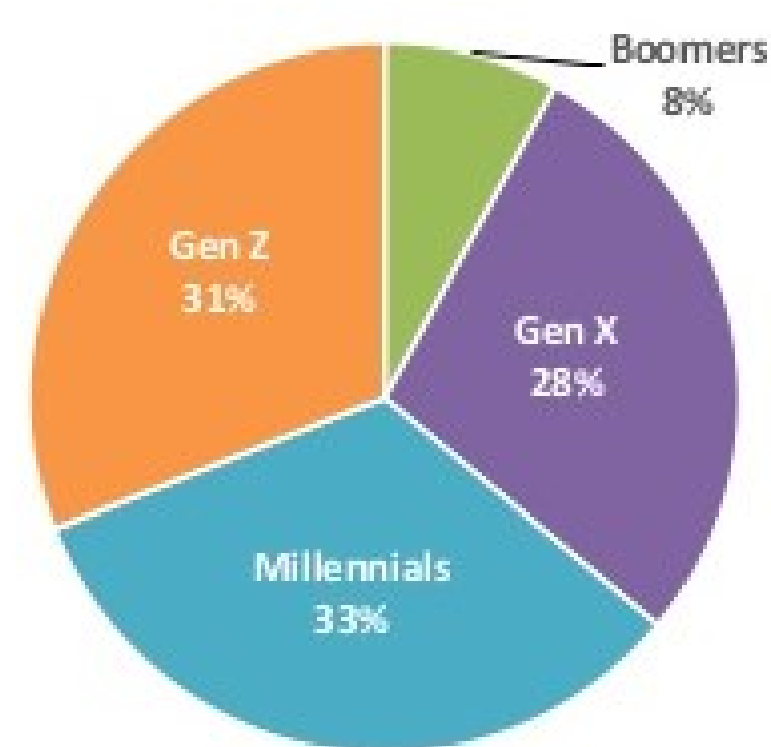
America's Workforce:
2019 and Beyond



1995



2015



2025

America's Workforce:
By the Numbers

CHECK FOR UNDERSTANDING: EXPECTATIONS

What Do Employers Expect from Gen Z Employees?

CHECK FOR UNDERSTANDING: EXPECTATIONS

What Do Employers Expect from Gen Z Employees?

Skills Expected

- Critical thinking and problem solving
- Collaboration and teamwork
- Leadership (selling and influencing)
- Technical skills and knowledge
- Agility and adaptability – plan, organize, and prioritize work
- Initiative, entrepreneurialism, work ethic, professionalism
- Effective communication skills
- Computer literacy
- Finding, accessing, and analyzing information
- Curiosity and imagination

Perceptions Realized

- Lack of qualified applicants
- Lack of hard skills and technical competencies
- Lack of experience
- Wanting higher pay than what is realistic
- Lack of soft skills and workplace competencies, including:
 - Communication and listening skills
 - Collaboration and teamwork / teamthink skills
 - Decision-making strategies
 - Problem-solving skills
 - Conflict management and resolution skills

CHECK FOR UNDERSTANDING: EXPECTATIONS

What Do Gen Z Employees Expect from Employers?

CHECK FOR UNDERSTANDING: EXPECTATIONS

What Do Gen Z Employees Expect from Employers?

**Multimodal
communication &
seamless integration of
technology**

**Supervisors as mentors
and coaches;
collaboration and having
a voice at the table**

**21st Century
Employment**

**Flexibility and
adaptability; work-life
balance**

**Instant feedback &
recognition for a job-
well-done (not
participation trophies)**

BRAINSTORMING: 5 CORE SKILLS TO BUILD


What Can Gen Z Employees Do?

Navigating Uncertain Waters:


Working in a Multigenerational Workforce & Serving Multigenerational Customers

What Can Gen Z Employees Do?


Understand differences

- Be aware of biases and stereotypes
- View the world from another lens
- Press pause and breathe
- Understand the culture of the workplace 
- Self-care is critical


Find common ground

- Demonstrate empathy
- Compromise when able
- Practice conflict resolution skills 
- Ask for feedback
- Be authentic, genuine


Improve communication skills

- Listen to understand, not to respond 
- Understand verbal, non-verbal, and para-verbal cues
- Improve vocabulary
- Practice proofreading, revising, and editing

Truly collaborate

- If assigned team-based work, complete tasks on time and in full
- Don't be afraid to ask questions
- Brainstorm possible solutions to problems 
- Highlight issues without complaining

Engage

- Refrain from zoning out or checking your phone during meetings or conversations
- Understand expectations 
- Voice opinions respectfully
- Identify possible improvements

Navigating Uncertain Waters:

Working in a Multigenerational Workforce & Serving Multigenerational Customers

What Causes Conflict Amongst Generations in the Workforce?

Communication Styles

- **Baby Boomers** perceived as reserved; prefer traditional communication methods.
- **Gen X, Millennials, and Gen Z** perceived as too vocal; prefer multi-modal communication methods.

Adapting to Change

- **Baby Boomers** somewhat more uncomfortable / skeptical with change, based on life experiences.
- **Gen X, Millennials** view change positively, as a “vehicle for new opportunities.”
- **Gen Z** is used to it, and expects it.

Technical Skills

- **Baby Boomers and Gen X** prefer traditional instructor-led training experiences.
- **Millennials and Gen Z** prefer collaborative and technology-centric training experiences.
- **Coaching and mentoring** are more impactful for Millennials and Gen Z.

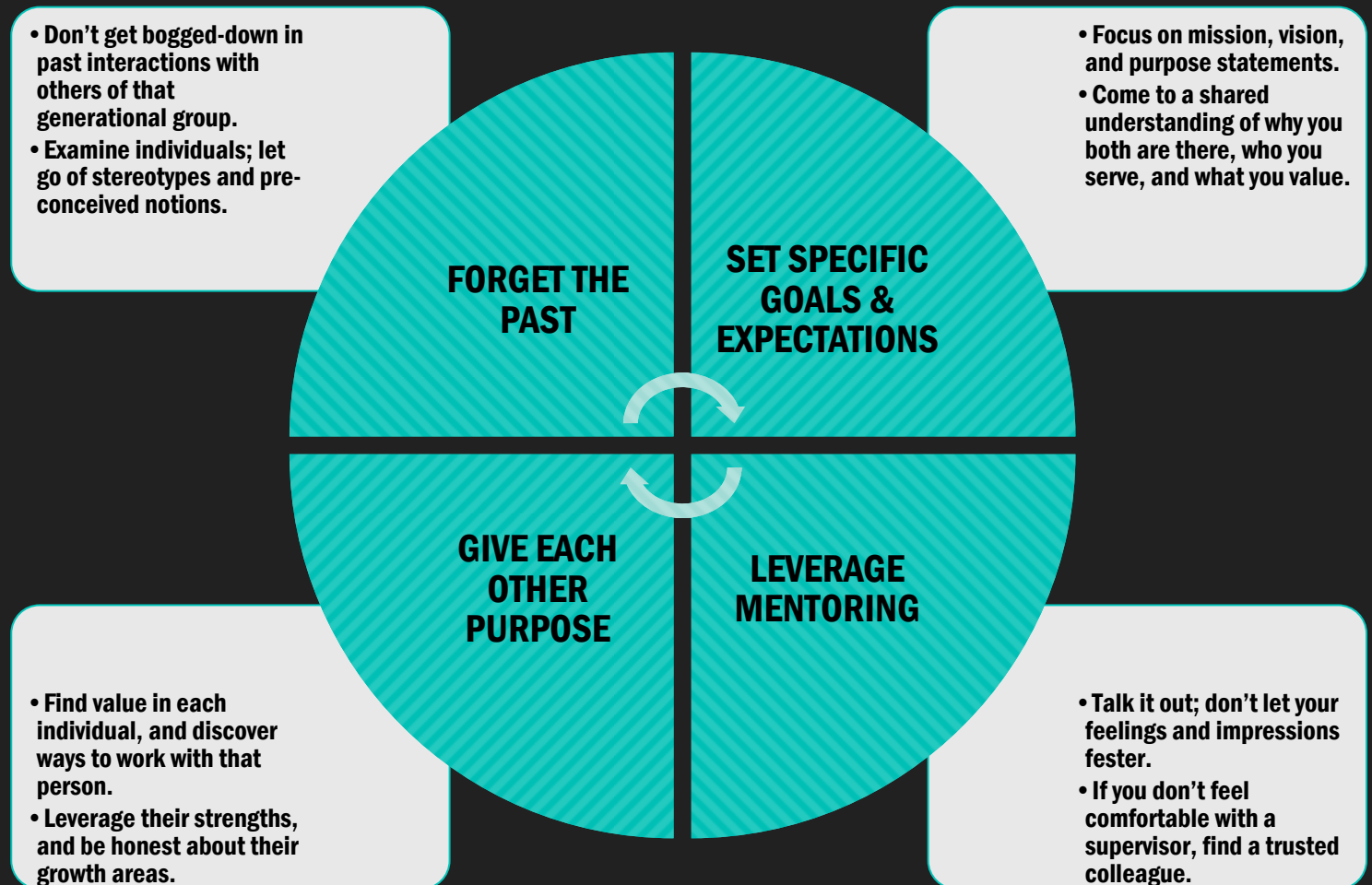
Collaboration

- **Baby Boomers** prefer traditional, top-down management hierarchies, where time and experience equate to respect and voice.
- **Gen X and Millennials** prefer flatter structures, and expect their voices to be heard regardless of experience.

Navigating Uncertain Waters:

Working in a Multigenerational Workforce & Serving Multigenerational Customers

Collaborating Across Generations: Manage the Conflict



Navigating Uncertain Waters:

Working in a Multigenerational Workforce & Serving Multigenerational Customers

Collaborating Across Generations: Shared Work Experiences



Navigating Uncertain Waters:

Working in a Multigenerational Workforce & Serving Multigenerational Customers

Collaborating Across Generations: Best Practices

- Challenge yourself to learn, grow, and perform
- Hold yourself and others to high standards
- Observe how expectations drive effort and results



- Treat everyone as an individual
 - Assess how age stereotypes may color your views
 - Encourage others to reject ageism
- Ask respectful questions
 - Listen with an open mind
 - Connect on the human level shared by all
- Assume that everyone has value to contribute
 - Ask others about their interests, abilities, and experiences
 - Allow for a range of productive work styles

- Partner across generations
- Find collaborative ways to share your perspective
- Respectfully ask for and offer ideas and help

SMALL GROUP ACTIVITY 3: OUT IN THE OPEN

- In Residence Life / Housing, there's a vital component to training called "Behind Closed Doors."
- Today, we're going to try our own version of that called "Out In The Open" in the spirit of experiential learning.
- We have dozens of different scenarios spread across 5 different departments. In your small groups, you will rotate to these 5 experiences, and each person in your group will roleplay a generational conflict with an HE&R leader, workshop leader, or fellow small group member.

SMALL GROUP ACTIVITY 3: OUT IN THE OPEN

CHOOSE YOUR CHARACTER.



Food & Beverage



Security



Attractions



Guest Experience



Retail & Games



SMALL GROUP ACTIVITY 3: OUT IN THE OPEN

- Reactions? How'd it feel?
- What worked well? What didn't?
- Where did you succeed? Where did you fail?
- How can you continuously improve on these skillsets?
- How can all of us avoid the "Revenge of the Karen's?" How do we remain hypervigilant of cell phones and social media recording all around us in the service industry?

Group Discussion Time



○ The GOOD, the BAD, and the UGLY...

How have you resolved conflict with a coworker from a different generation? How was that different when resolving conflict with someone in your generation?

○ In all honesty, what preconceived notions do you have about other generations?

Group Discussion Time



- With which listening & communication skills do you struggle? How can you work on those?
- Upon which other 'soft skills' areas could you improve? Do you have a plan to tackle those areas?

Group Discussion Time



- What worries you most about entering a multi-generational workforce? How can you overcome these fears?
- Do you have an experience working with a supervisor from a different generation? A colleague? How did you work with them?

Final Thoughts

Sources • Limitations •
Implications • Questions



SCAN ME

Evaluate this session:

https://ship.co1.qualtrics.com/jfe/form/SV_2ohH01xWeks2VqC

for questions or comments, more information, or other inquiries, please contact:

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stay social



zacharynclark



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OUT IN THE OPEN: FOOD & BEVERAGE

- Line Speed
- Cold Food
- Employee Attitude
- All Day Drink / Dining Not Properly Activated
- All Season Drink / Dining Not Added to Pass
- General Unhappiness with Quality
- General Unhappiness with Service
- Menu Item Not Available
- Allergen Concern
- Concern with Another Location or Department



OUT IN THE OPEN: SECURITY & PARKING

- Concerns About How Other People Are Acting
 - Use of Profanity
 - Attire
 - Loud / Obnoxious
 - Line Jumping
- Complaints When Enforcing a Policy / Procedure
- Parking Complaints
 - Wanting to Park Close / Not Wanting to Walk
 - Confusing on Where to Park Due to Size of Complex
 - Length of Time to Exit



OUT IN THE OPEN: ATTRACTIONS

- Inconsistent Height Measurement
 - Guest Too Short to Ride
 - Drove All the Way to Get Here Just to Not Ride?
- Guest Too Large to Ride Safely in a Ride
- Ride Temporarily Closed After Waiting in Long Line
- Guest Impacted by Another Guest (Maliciously or Accidentally)
 - Line Jumping
 - Vulgarity on Ride
 - Bodily Fluid Contaminants



OUT IN THE OPEN: GUEST EXPERIENCE

- Ticketing Issues
 - Use of Expired or Invalid Tickets
 - Purchase of Fraudulent or Counterfeit Tickets
- Season Pass Problems
 - Contract Issues / System Failure / Payment
 - Access Issues to Perks / Admission to Park
- Payment Processing Problem
- Park is Too Crowded
- Complaints Regarding Other Guests' Behavior



OUT IN THE OPEN: RETAIL & GAMES

- Electric Convenience Vehicle Rentals
 - Running Out of Available Supply of Vehicles
 - Rental Broke Down and Replacement Took Awhile to Arrive
- Misunderstanding the Game and the Game Rules
- Product Concern and Resulting Upset Customer
 - Prize or Item Broke
 - Prize or Item Shrunk
 - Received Wrong Size
 - Perceived Poor Quality

