

  **SPEARS**
SCHOOL OF BUSINESS

From Traditionals to Millenials: Leading Generations at Work

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Generational Quotes SLIDE 2

- The older generation thought nothing of getting up at five every morning - and the younger generation doesn't think much of it either. ~John J. Welsh
- Parents often talk about the younger generation as if they didn't have anything to do with it. ~Haim Ginott
- There is nothing wrong with today's teenager that twenty years won't cure. ~Author Unknown



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What is a Generation? SLIDE 3

- A society-wide group, who collectively posses a common persona
- Generations are shaped by history and events, technological advances, social changes, economic conditions, popular culture, etc.
- They also perceive themselves to have things in common
- Generalizations, not stereotypes
 - Remember, individuals will differ within a generation

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Leading Generations at Work

SLIDE 4

Five Generations – Birth Rates

Generation	Birth Year	% in the Workforce
Traditionalists <small>(Matures, Silents, Schwarzkopfs)</small>	1922 – 1945	3%
Baby Boomers <small>(Boomers)</small>	1946-1964	31%
Generation Xers <small>(Xers, Post Boomers)</small>	1965-1980	22%
Millennials <small>(Generation Y, Nexters, Echoes)</small>	1981-1999	42%
Gen Z <small>(Gen, Generation 2020, Generation Z)</small>	2000-present	2%

U.S. Bureau of Labor Statistics, 2015

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SLIDE 5

“Cuspers”

Cusper	Birth Years
Traditionalist/Boomer	1940-1945
Boomer/Xer	1960-1965
Xer/Millennial	1975-1980

Lancaster & Stillman, 2002

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SLIDE 6

Five Generations

Generation	Birth Years
Traditionalists <small>(Matures, Silents, Schwarzkopfs)</small>	1922 – 1945
Baby Boomers Woodstockers Generation Jones	1946-1964 1946-1953 – 16% 1954-1964 – 26%
Generation Xers <small>(Xers, Post Boomers)</small>	1965-1977
Generation Yers	1978-1989
Millennials	1990-Present

Gravett & Throckmorton, 2007 and Martin & Tulgan, 2006

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SLIDE 7

Five Major Life Shaping Forces

- Parents/Family
- Schools/Education
- Religion/Morality
- Friends/Peers
- Media/Culture



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SLIDE 8

Traditionalists: Defining Events

- The Great Depression
- The New Deal
- World War II
- GI-Bill
- Golden Age of Radio



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SLIDE 9

Traditionalists: Core Values

- Loyalty
- Commitment
- Strong Work Ethic
- Patriotism
- Law & Order
- Respect for Authority
- Patience
- Delayed Reward



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SLIDE 10

Boomers: Defining Events

Woodstockers <ul style="list-style-type: none">• Civil Rights• Assassinations• Summer of Love• Vietnam War• Space Race/Moon Landing 	Jones <ul style="list-style-type: none">• Watergate• Gas Lines• Iranian Hostages• Women's Liberation 
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SLIDE 11

Boomers: Core Values

- Optimism
- Idealism
- Personal Gratification
- Promotion & Recognition
- Competitiveness
- Involvement



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SLIDE 12

Generation Xers: Defining Events

- Milk-carton Kids
- Challenger Disaster
- Single Parent Homes
- Latchkey Kids
- MTV
- AIDS
- Personal Computers



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SLIDE 13

Generation Xers: Core Values

- Skepticism
- Resourcefulness
- Self-Reliance
- Pragmatism
- Free-Agency
- Balance in Life
- Informality



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SLIDE 14

Generation Yers: Defining Events

- Oklahoma City Bombings
- Schoolyard Shootings & Violence
- Clinton/Lewinsky Scandal
- Technology
- Globalization
- 9/11



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SLIDE 15

Generation Yers: Core Values

- Realistic
- Hopeful
- Socially Conscious
- Confidence
- Morality
- Expressive
- Diversity



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SLIDE 16

Millenials

- 9/11
- Helicopter parents
- German reunification
- Soviet Union collapses
- Gulf war
- Space station launched



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SLIDE 17

Millenials: Core Values

- Still being discovered
- May revert back to more "Traditional" values
 - More modest expectations
 - Saving



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SLIDE 18

What Younger Workers Want in a Boss

- Approachable
- Active listener
- Supports life-balance
- Provides regular feedback
- Doesn't micro-manage
- Encourages growth



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SLIDE 19

Younger Workers Need to “Manage Up”

- Show some loyalty
- Have some patience
- Be a team player
- Appear positive
- Make your boss look good



Lancaster & Stillman, 2002

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SLIDE 20

Summary

- Generations should be a part of any diversity management program
- Be aware of generalizations, but be wary of stereotypes
- Be open to differences



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SLIDE 21

Thank You for Your Time!

Questions?

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Kenneth K. Eastman, Ph.D., is Dean of the Spears School of Business at Oklahoma State University, Norman & Suzanne Myers Endowed Chair for Excellence in Business Administration, and Richard W. Poole Professorship for Excellence. His research interests are mainly in the areas of leadership and organizational politics. He has published articles in such journals as *Academy of Management Review*, *Academy of Management Journal*, and *Journal of Applied Social Psychology*.

He has received the Chandler-Frates & Reitz (1994), Greiner (1995), Regents Distinguished Teaching (1995), University Outreach Faculty Excellence, the Richard W. Poole Faculty Outreach Excellence (2009), the OSU Faculty Outreach Excellence (2009), and the UCEA Great Plains Region Excellence in Teaching (2009) Awards. He has presented many seminars, workshops, and lectures in the areas of executive leadership and organizational politics.
