

The Young and the Restless:

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How Gen Y is Changing our Workforce



<http://americansmallbusinessinstitute.org/Editor/assets/gen%20y.jpg>

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Four Generations in Today's Workforce

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- Traditionalists > 62 years old
- Baby Boomer 44 to 62 years old
- Gen X 28 to 43 years old
- Gen Y < 28 years old

Complaints about Gen Y:

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They have no loyalty!

They spend too much time on line.

They have no communication skills!

She wants a performance bonus? She should be lucky to have a job.

They have no work ethic.

“She wants a career map?”

He’s been here 4 months and he wants a promotion.



Complaints from Gen Y:

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They spend way too much time in meetings.

They don't treat me with respect.

They don't know how to use technology to make their jobs easier.

Go to the office?...I can do my job from anywhere!

They don't respond in a reasonable timeframe.

If I hear "we tried that in 1990" one more time.....



Traditionalists (born 1922-1945)

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Character-Shaping Events

- Cuban missile crisis
- First manned space flight
- First increase in economic prosperity
- Home and TV ownership
- Growth in white collar jobs

Traditionalists (born 1922-1945)

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Traditionalist Generation Characteristics

- Dedication, sacrifice & hard work
- Conformity
- Patience
- Respect for authority
- Duty before pleasure
- Conservative spenders
- Disciplined

Baby Boomers (born 1946 to 1964)

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Character Shaping Events

- Vietnam War
- Widespread Protests
- Assassinations of Leaders
- Civil Rights Movement
- Sex, Drugs and Rock'n'Roll



www.wisdomworkersolutions.com/images/about.jpg

Baby Boomers (born 1946 to 1964)

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Boomer Generation Characteristics

- ❑ Defined by their jobs--"workaholics"
- ❑ Optimistic
- ❑ Value personal gratification and personal growth
- ❑ Success is visible: values quality, titles, trophies, plaques, money, rewards
- ❑ Heroes: John and Jacqueline Kennedy, Gandhi, John Glenn

Generation X (born 1965 to 1980)

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Character Shaping Events

End of Cold War
Fall of Berlin Wall
Increase in Divorce Rate
Growth of Internet
Massive layoffs



Generation X (born 1965 to 1980)

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X Generational Characteristics

- ❑ Indifferent to authority
- ❑ Loyal to people, not companies
- ❑ Risk takers & entrepreneurial
- ❑ “Latch Key” kids: self reliant
- ❑ Skeptical
- ❑ Seeks challenge
- ❑ Independent, difficulty with teams
- ❑ Portable careers



Gen Y (born 1981 – 2000)

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Character-shaping events

911 and World Trade Center Bombings

School violence – Columbine

Natural disasters

Global warming – the Environment!

Ubiquitous technology

Ubiquitous diversity



Gen Y (born 1981 - 2000)

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Y Generation Characteristics

- ❑ Optimistic and confident
- ❑ Protected, sheltered
- ❑ Ambitious goals/high expectations
- ❑ Technologically Savvy
- ❑ Accustomed to being part of decision making process



In their own words, Gen Y are:

Likes mentors

Global

Instant information

Demands instant gratification

empowered

Wired

Expecting (NOW! Not 5 minutes from now)

Attracted to Large Social Movements

multi-tasking

Quickly bored

Mobile

Interdependent

Impatient if delayed... but highly adaptable.

Gen Y: Family-Centric

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Helicopter Parents



<http://www.utexas.edu/features/2007/helicopter/graphics/helicopter1.jpg>



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For Parents



YOU MADE THEM STRONG.
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A MESSAGE TO PARENTS

Every Soldier has personal reasons for joining the U.S. Army

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Benefits...for the parents



:...and parents of employees have unlimited space-available travel privileges on SkyWest's vast route system..."

http://www.skywest.com/careers/benefits_sum.php

Can your organization compete for Top Gen Y talent?

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- Are you where they are?
 - ▣ Literally
 - ▣ Virtually
- Does your value proposition appeal to them?

Click to show one page at a time

A Gen Y perspective about NASA:

A **majority** of Gen Y between 18 and 24
Are **not aware** or **not engaged** in NASA's mission



Do you know who this is?



Sam Palmisano
CEO, IBM

Intuit's Value Proposition

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EMPLOYEE VALUE PROPOSITION

Based on Intuit Operating Value #1 "It's the People"

- HELP ME BE PRODUCTIVE, DO GREAT THINGS AND BE THE BEST I CAN BE
- LET ME KNOW WHERE I STAND AND HOW I AM DOING
- INVEST IN ME TO HELP ME GROW FAST
- PAY ME FAIRLY AND RECOGNIZE MY CONTRIBUTIONS
- MAKE ME AN INTEGRAL PART OF THE TEAM
- CREATE A POSITIVE WORK ENVIRONMENT

Delivering on the Employee Value Proposition is how we help everyone be the best they can be. We measure our success with the annual employee survey.

For details, visit <http://values.intuit.com>.

From: **Intuit's Employee Engagement Practices – A Brief Journeyline** *Defining and Measuring Employee Engagement: Old Wine in New Bottles?*

Enterprise's appeal to Gen Y

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YES, I'D LIKE TO SPEND ALL MY EVENINGS PHOTOCOPYING HUNDREDS OF 'IMPORTANT' DOCUMENTS AND MORNINGS FILING THEM IN PIGEON HOLES, UNTIL ALL AMBITION IS DRIVEN FROM MY LIFELESS BODY.

NO, I'D RATHER JOIN ENTERPRISE, WHERE I CAN RUN MY OWN BUSINESS WITHIN 2 YEARS, SO THAT IF I'M WORKING HARD IT'LL BE ME MAKING THE DECISIONS AND ME WHO'S GETTING A SHARE OF THE PROFITS.

10 years ENTERPRISE

Will most industry-leading companies really make the most of your talent? You of course only to become an expert in photocopying. Hanging round the boss's desk, mulling the instructions. And a pay rise. Better join the Enterprise Management Training Scheme to make sure that's not you. We're an international car rental company with a multi-billion pound turnover, that teaches you to run your own section of the business in as little as two years. You'll learn about everything from sales, marketing and customer service to operations and finance, so you can make crucial business decisions and reap the rewards. You could be promoted twice in one year. Earn in two years what could take you five elsewhere. We're here to make the most of your potential, not let it wither and die. To apply visit www.enterprisehive.com or call 0870 850 1232.

Come alive Enterprise

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From: Marston (2006) Recruiting and Retention Trends. SHRM Conference, Washington, DC

Appealing to Values

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Relationship with the Organization



- Traditionalist: Loyal to the organization
- Boomer: Loyal to the team
- Gen X: Loyal to the manager
- Gen Y: Loyal to colleagues

Relationship with Authority



Traditionalist “Tell me what I should do for you”

Boomer..... “Let me show you what I can do for you”

Gen X “Tell me what you can do for me”

Gen Y “Show me what you can do for me...
right now”

Generation Clash Points

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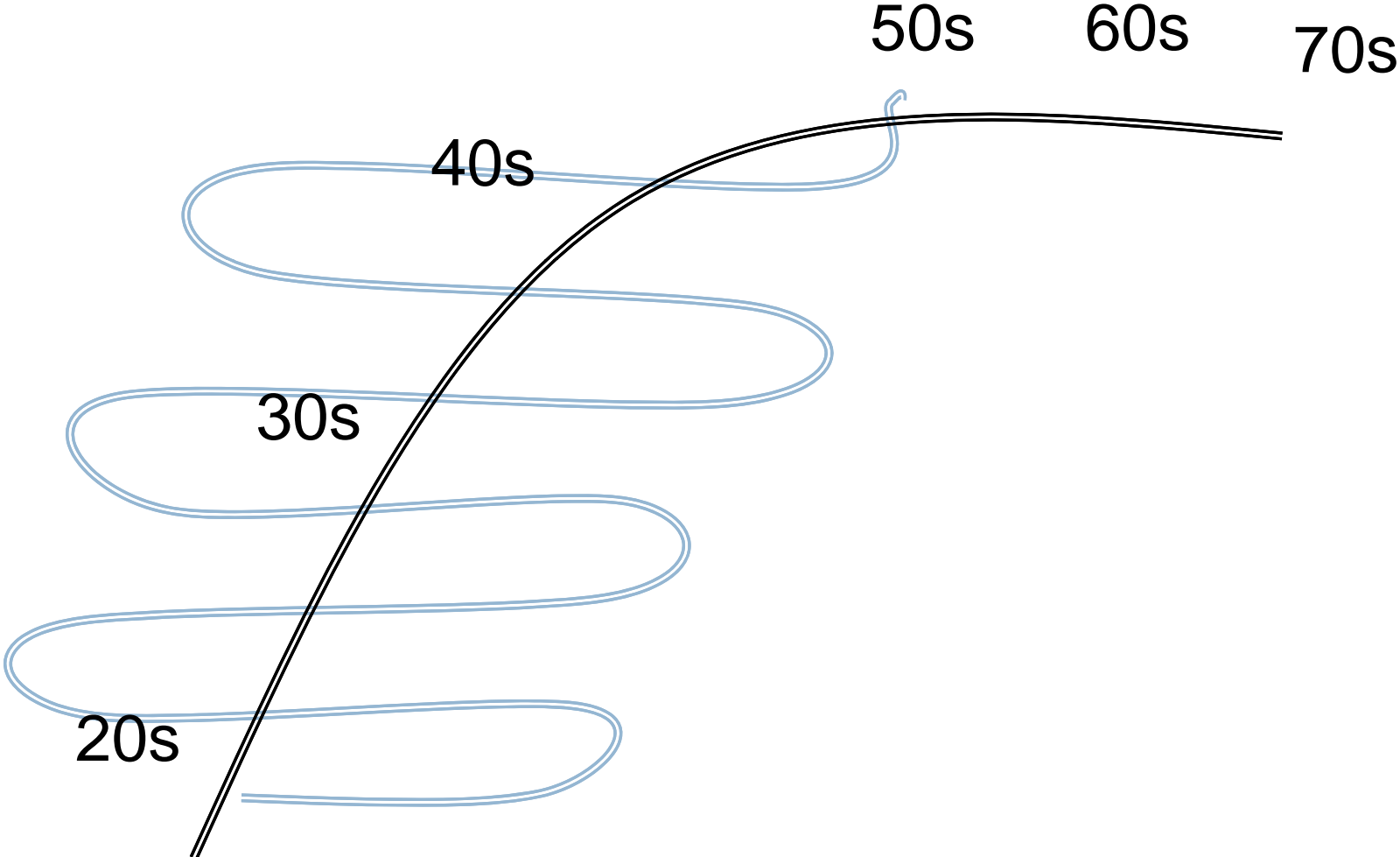
1. Career Perspective
2. Work-Life Balance
3. Performance Management & Feedback

Clash Point: *Career Perspective*

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- Traditionalist: “Build a legacy”
- Boomer: “Build a stellar career”
- Gen X: “Build a portable career”
- Gen Y: “Build parallel careers”

Career Path for Gen Y: Providing job variety through lateral career moves



Clash Point: *Work Life Balance*

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- Boomer: “Work hard now so I can enjoy life later”
- Gen X: “Give me balance, now, not when I’m sixty-five”
- Gen Y: “Work isn’t everything; I need flexibility so I can balance all my activities”



Clash Point: *Performance Management and Feedback*

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- Traditionalist: “No news is good news”
- Boomer: “Feedback once a year, with lots of documentation”
- Gen X: “Sorry to interrupt, but how am I doing?”
- Gen Y: “Feedback whenever I want it at the push of a button”



Ideas for Attracting top Gen Y talent

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- Understand your target employees
- Be where they are
- Value proposition and brand that appeal to Gen Y
- Affiliations with social causes
- A mission that resonates
- Address parents as a part of your strategy



<http://www.genythinktank.com/wp-content/uploads/2008/05/esfacebook.jpg>

Ideas for *Motivating Gen Y*

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- JUST ASK THEM
- ENCOURAGE BOOMERS TO MENTOR GEN Y
- CHALLENGE Ys TO 'FIGURE IT OUT'
- HARNESS THEIR E-COLLABORATION SKILLS
- PROVIDE AVENUES FOR DEVELOPMENT

Ideas for Retaining your Gen Ys

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- Career path alternatives emphasizing lateral movement
- Flexible work arrangements
- Frequent, timely, useful feedback
- Culture of respect across generations

Thank You!

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