Dealing with People Who Are Different than Me
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Outline

1. Do You Remember…?
2. Who Are They?
   a. Social Differences
   b. Assets and Liabilities of Each Generation
3. Micro-Aggressions & Bias in the Workplace
4. Managing the Generations
5. Cross-Generational Teams
Do You Remember...?
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1964</td>
<td>Civil Rights Act</td>
</tr>
<tr>
<td>1969</td>
<td>Woodstock</td>
</tr>
<tr>
<td>1981</td>
<td>President Ronald Reagan is shot</td>
</tr>
<tr>
<td>1981</td>
<td>MTV</td>
</tr>
<tr>
<td>1995</td>
<td>Oklahoma City bombing</td>
</tr>
<tr>
<td>1999</td>
<td>Columbine</td>
</tr>
<tr>
<td>2001</td>
<td>911 Twin Towers</td>
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</tbody>
</table>
### Do You Remember…?

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1969</td>
<td>First man on the moon</td>
</tr>
<tr>
<td>1972</td>
<td>Watergate</td>
</tr>
<tr>
<td>1980</td>
<td>CNN</td>
</tr>
<tr>
<td>pre-2000’s</td>
<td>Life without cell phones</td>
</tr>
<tr>
<td>2016</td>
<td>Orlando Night Club</td>
</tr>
<tr>
<td>2015</td>
<td>Oregon legalization of recreational marijuana</td>
</tr>
</tbody>
</table>
The Way We Were…

Then…
- Played in your front yard
- Rode your bike to friends house with NO helmet, came home at dinner time
- Always had 10 cents for a phone call

Now…
- Don’t play in your front yard
- Mom drives you to friend’s house
- Scheduled play dates
- Wearing a bike helmet is the law
- Every child has a cell phone or smart phone
The Way We Were…

Then…
- 1 TV in each household
- Only winning team got the trophy
- Summer jobs began age 9 or 10
- Math – memorized multiplication tables
- Long car trips – kids played the alphabet game

Now…
- TV in every room
- Everyone gets a trophy
- First jobs maybe in high school or college
- Math – use calculator
- Each child has their own DVD player in the minivan
Who Are They?
Generations Defined

- A birth period of roughly 20 years shared by a group of people who experience common life events and cultural milestones that form their values, attitudes, life and work perspectives...
## Generations Defined

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Generation Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946 – 1964</td>
<td>Baby Boomers (72-54 yrs)</td>
</tr>
<tr>
<td>1965 – 1980</td>
<td>Generation “X” (53-38 yrs.)</td>
</tr>
<tr>
<td>1996 – 2020</td>
<td>Generation “Z” (22- 0yrs)</td>
</tr>
</tbody>
</table>
The Intern, Warner Brothers (2015); written/directed by Nancy Meyers
Overlapping Generations

What generation are you in?

- Influences
  - Family size, birth order
  - Age of siblings
  - Age / generation of parents
  - Generation influences
  - “Cuspers” influenced by two generations
Historical Significance

- Four generations – working together
- Management must learn to compromise
- No longer treat everyone the same
- Generation Stereotypes
Baby Boomers — Who Are They?

- Career first – family second
- Cradle to grave employers / employees
- Grew up competitive - “You can do anything” era
- Want to have a better life than parents had and a better life for their children
- Worked to be able to go to college
- Opportunity for management
- Women in the workforce – nontraditional roles
Core Values

- Competitive
- Idealistic
- Personal growth and satisfaction
- Health and wellness
- Strong work ethic
- Career focused
Generation X — Who Are They?

- They resist hierarchy
- Interested in the work - life balance
- Are NOT cradle-to-grave employees, profession
- Immediate feedback
- Not corporate - informal
- Less oversight - more empowerment
- Gender roles in the workplace – glass ceiling
Core Values

- Resourceful
- Think globally
- Informal/fun
- Skeptics
- Embrace change
- Independent/self-reliant (latchkey kids)
Millennials — Who Are They?

- First job out of college maybe their actual first job
- Meeting own goals vs. company goals
- Portable skills (multiple college degrees)
- Multiple employers and careers
- Computers and technology have always been part of their lives
- Flexible work hours/days
- Gender roles of the previous generations do not apply
Core Values

- Diversity in workforce — not just token diversity
- Optimism
- Collaboration
- Not policy procedure driven
- Tolerance
- Make a difference
Generation Z — iGeneration (iPhone, iPad, iTunes)

- Spend 8-9 hours a day connected to at least one form of media
- Internet is always with them
- Competitive – growing up in the aftermath of Recession has created a competitive nature
- Developed own language and vocabulary as a result of technology
- Independent generation — most spend time alone
Core Values

- Realistic
- Resourceful – first inclination when faced with a problem – find the answer through technology
- Independent
- Diverse – more culturally, racially, ethnically, socio-economically and religiously diverse than previous generations
Microaggressions & Bias in the workplace
Bias in the Workplace

Bias is a prejudice in favor or against one thing compared with another. Biases are conscious and unconscious.

Unconscious bias:
- Develop at an early age but can be changed with effort
- Happens in a split-second without you even realizing it
- Can impact your actions
- Is often incompatible with one’s conscious values
Bias in the Workplace

Affirmative Bias:
- Typically occurs with people similar to you
- Can create an unfair advantage for some

Negative Bias:
- Typically occurs with people different from you
- Can create disadvantages and disparity
Micro-Aggressions – The Working Definitions

▪ Everyday verbal or nonverbal slights, snubs, and insults, which communicate hostile, derogatory, or negative messages to members of non-dominant groups by members of a dominant group.

▪ Can be intentional, but are often unintentional
What do micro-aggressions look like?

- “Where are you *Really* from?”

- A co-worker uses the term “gay” to describe something he doesn’t like. Being gay is associated with negative and undesirable characteristics.
Managing the Generations
Managing the Generations

Today's managers must learn to manage and motivate each of the generations in the workplace today.
Baby Boomers On the Job…

- **Assets**
  - Driven, work comes first
  - Willing to go the extra mile
  - Want to please
  - Good team player, want to succeed
  - Good at relationship building
  - Loyalty matters

- **Liabilities**
  - Uncomfortable with conflict
  - Can be oversensitive to feedback
  - Struggle with “social similarity”
  - Most prefer “directive style” of leadership
  - Microaggressions in the workplace
Supervising the Baby Boomers

- Realize they are accustomed to a long work day - Tell them they are valued, reward /recognize their work ethic and long hours
- Don’t be offended by their competitive attitude
- Like to solve problems — they can do a lot with little
- Ask for their advice; take notes to show you are listening
- Face-to-face conversations
- Reluctant to go against their peers (may stay quiet in team meetings)
Generation X On the Job…

- **Assets**
  - Adaptable
  - Tech-literate
  - Independent
  - Multitaskers
  - Creative
  - Not afraid to ask questions
  - Critical thinkers

- **Liabilities**
  - Just do it
  - Impatient
  - Send me an email
  - Challenge authority
  - Ask me, don’t tell me
Supervising Gen “X’ers”

- Flexible hours, informal work environment
- Just “the right” amount of supervision — do not want to be micromanaged – use email to communicate
- Risk takers, think outside the box - Give them lots to do and the freedom to do it!
- Don’t be offended by all their questions – ask for feedback
- Communicate the bigger picture of the organization and how things impact one another
 Millennials On the Job…

**Assets**
- Multi-tasking capabilities
- Technology
- Well educated — “book smart”
- Process information quickly
- Answers are a Google search away!
- Appreciate their creativity

**Liabilities**
- Need supervision and structure
- Inexperienced in handling issues with difficult people
- Do not like face-to-face communication
- Inexperienced in the job market
- Impatient for success
Supervising the Millennial

- Educate them on the big picture and how their role fits into the rest of the organization
- Spell out department/position expectations and goals
- Coach them — don’t dictate to them
- Provide constant and positive reinforcement
- Partner them up with a mentor
- Allow for flexible work schedules
- Ask their opinion on cultural diversity
Working Together

- Re-invent leadership among a cross-generational team
- Understand and adapt to how we are now – the make up of our team
- Initiatives/committees — different ways of learning and receiving information
- Everyone is a Teacher – Everyone is a Learner
- Mentoring and reverse mentoring
- Finding common ground
## The Generations

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<tr>
<th>BOOMERS</th>
<th>GEN X</th>
<th>MILLENIALS</th>
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<tbody>
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<td>Driven</td>
<td>Adaptable</td>
<td>Multi-taskers</td>
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<tr>
<td>Goes extra mile</td>
<td>Tech-familiar</td>
<td>Tech-savvy</td>
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<tr>
<td>Wants to please</td>
<td>Independent</td>
<td>“Book Smart”</td>
</tr>
<tr>
<td>Team player</td>
<td>Multi-taskers</td>
<td>Process info quickly</td>
</tr>
<tr>
<td>Relationship builder</td>
<td>Creative</td>
<td>Have smartphone, will</td>
</tr>
<tr>
<td>Loyalty matters</td>
<td>Critical-thinker</td>
<td>Google</td>
</tr>
<tr>
<td></td>
<td>Not afraid to ask</td>
<td></td>
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Some Things to Think About….

▪ How do we prepare for the next generation?
▪ How will they assimilate into our current culture?
▪ Will they pick our organization for their career?
▪ What do we need to do to prepare the current workforce for the next generation?
  – Training
  – Policies, procedures
Any questions?
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