

Welcome To
The Challenges of Generation X and Y
March 6, 2007
11:00 a.m. – 12:15 EST

- **Please:**
- Check Browser for plug-ins
- Un-plug PDAs (Personal Digital Assistants)
- Turn cell phone to off (not vibrate)
- Use chat feature to type in questions
- Presentation slides can be located at:
- www.sbdccba.com



SBDC...the driving force behind small business success!

Dr. Dale Dwyer, Chair and Professor of Management

- Dr. Dale J. Dwyer has been a faculty member at The University of Toledo since 1989, and presently serves as Department Chair and Professor of Management. He holds a Ph.D. in Business Administration from the University of Nebraska-Lincoln, and both an M.A. (Organizational Communication) and a B.A. (Speech and Communication) from the University of Cincinnati. His articles on stress and employee control, employee attendance behavior, and the relationship between work and non-work life spheres have appeared in many top management journals.
- Dr. Dwyer works with numerous profit and not-for-profit organizations to help them solve their management and human resource problems. In addition to leading seminars for management and employees on a variety of human resource topics, critical thinking, leadership, and organizational change strategies, he has developed compensation, selection, and performance management systems for both public and private firms.

The Challenges of Generation X and Y

© Cartoonbank.com



"Remember when the old guys were on top and the young guys were on the bottom?"

Dr. Dale Dwyer
Chair and Professor of Management
The University of Toledo



In this session....

- We'll look at some of the major trends impacting organizations and how they affect employees, particularly younger ones
- We'll discover some common misunderstandings about younger workers
- We'll identify major ways to retain younger workers, as well as ways to lose them

Major Trends

- Increased choice and risk for employees in job security, health care, training, careers, and retirement
- Increased tension between work and family
- Increased dependence on technology
- Reduction in workplace community and commitment

Major Trends and Their Effects

- Increased choice and risk for employees in job security, health care, training, careers, and retirement
- Increased tension between work and family
- Increased dependence on technology
- Reduction in workplace community and commitment
- More choices mean more need for training and more jobs over a lifetime; more risk means less dependence on employers
- Increased need for balance between life spheres
- Results in "hypertasking"; reduced focus on one task
- Shift from loyalty basis to transaction basis ("what's in it for me?")

So, Who Are These People???



How and Where Did Kennedy Die?

- **Baby Boomers** would say, “gunshots in Dallas, Texas”
- **Generation X** would say, “a plane crash near Martha’s Vineyard”
- **Generation Y** would say, “Kennedy who?”

GENERATION TIMELINE			
1922-1945	1946-1964	1965-1980	1981-2000
Veterans, Silent, Traditionalists	Baby Boomers	Generation X, Gen X, Xers	Generation Y, Gen Y, Millennial, Echo Boomers

- **Traditionalists** were born between 1922 and 1945
- **Boomers** were born between 1946 and 1964
- **Gen X’ers** were born between 1965 and 1980
- **Gen Y’ers** (aka The Millennial Generation) were born between 1981 and 2000

**What was going on in
1945? 1964? 1980? 2000?**

Table 1: Features of each generation at a glance

Seniors	Builders	Boomers	Gen X	Gen Y
Born before 1925 5% of population	Born 1926-1946 25% of population	Born 1946-1964 15% of population	Born 1965-1980 26% of population	Born 1981-1994 28% of population
Factors – <input type="checkbox"/> World War 1	Factors – <input type="checkbox"/> Great Depression <input type="checkbox"/> World War 2	Factors – <input type="checkbox"/> general economic prosperity <input type="checkbox"/> suburbia <input type="checkbox"/> colour television <input type="checkbox"/> Vietnam War	Factors – <input type="checkbox"/> divorce increase <input type="checkbox"/> technology boom <input type="checkbox"/> recession <input type="checkbox"/> 1987 stock-market crash <input type="checkbox"/> dual-income families <input type="checkbox"/> increased drug abuse <input type="checkbox"/> cable TV <input type="checkbox"/> corporate takeovers <input type="checkbox"/> personal computers	Factors – <input type="checkbox"/> September 11 attacks <input type="checkbox"/> mobile phones <input type="checkbox"/> continued leaps in technology <input type="checkbox"/> environmental awareness <input type="checkbox"/> increased educational opportunities <input type="checkbox"/> internet

**What you are Now
is What you were Then!**

How Gen X Has Grown Up

- Often one of several children; many with divorced parents
- Latch-key kids
- Parents substituted gifts and money for time spent with them
- Low self-esteem
- Money is more important than anything and defines who you are

How Gen Y Has Grown Up

- Often only children
- Overscheduled activities (sports, music, dance, language lessons, community service projects)
- Advanced Placement classes
- Internalized feelings of perfectionism
- Rescued by their parents
- Univ. of Michigan study found 15% of students are clinically depressed; 19% of college students take prescription drugs (stimulants and antidepressants)

What Do They Want???



What Matters Most to Younger Employees

- Respect from bosses and peers
- Pay that mirrors what their friends make
- Doing interesting (not busy) work
- Feeling that their jobs are important
- Opportunity for self- development and improvement
- Attention to speed and latest technology
- Large amount of freedom on the job

- A 21-year-old office assistant in a real estate firm speaks for her generation when she says:

"I definitely don't want someone breathing down my neck, because I like to be given stuff and I like to do it at my own pace and I will get it done."

Other Y'ers say,

- *"Opportunity for advancement is the most important criteria. Realistically, I would expect to be promoted within one year, depending on the job."*
- *"There's no point in taking a job that doesn't interest me. Some people are looking for companies that take care of them and others just want to make money. I want more than just a job that pays my bills."*

**Six Ways to Attract
and Retain Younger Workers**

1. Make training available in marketable skills
2. Reinforce their sense of achievement – daily!
3. Give greater responsibility for tangible results
4. Nurture relationships with mentors and decision-makers
5. Assign creative challenges that add value
6. Give them control over their own schedules

A Bunch of Ways to Lose Them!

1. Give raises that are virtually meaningless
2. Give insincere, gratuitous “thank you”
3. Throw people into jobs they’re not trained for or qualified to do
4. Act as if you’re scared to let them go back to school
5. Allow the workplace to be disorganized, cluttered, or dirty
6. Ask them to pick up and transfer to an undesirable location

More Sure Ways to Lose Them!

7. Answer questions with, “Because I said so” (or be parental in other ways)
8. Overlook unacceptable behavior from other staff members
9. Ignore their opinions and ideas.
10. Fail to give feedback and regular performance reviews
11. Micromanage

Bottom Line....

- Be careful of your assumptions about potential employees, whether they are older or younger!
- Remember that younger employees are used to speed, hypertasking, autonomy, and are highly techno-savvy
- And most importantly, remember that you are a product of YOUR generation, just as they are a product of theirs!

**QUESTIONS OR
COMMENTS?**

Contact:

Dr. Dale Dwyer, Chair and Professor of Management , The University of Toledo

- OFFICE: 2047 Stranahan Hall
- VOICE: (419) 530-4059
- FAX: (419) 530-2365
- EMAIL: dale.dwyer@utoledo.edu
