



**Boomers**



**Millennials**



**Gen X**

**Gen Z**

**Someone said "30 years ago,"  
and my mind went "Ah, yes!  
The 1970's!" But they meant  
1993, and now I need to lie  
down.**

Rudolph “Rudy” Jones, 95, of Kittaning, passed away on April 25, 2023, surrounded by his loving family.

Born on July 3, 1927, in New Castle PA, he was the son of the late Victor and Mary Colosimo Jones, and a life-long resident of Ambridge. Rudy was a very proud veteran of the U.S. Navy, having served in WWII, as a Seebee, on the Aleutian Islands. Rudy also was a lifetime member of the Fraternal Order of Eagles, Kittaning. **He was extremely grateful to have been employed by Pullman Steel Manufacturing for over 30 years, and their generosity throughout his life making him able to provide for his family through his pay, pension, and insurance.** Rudy will be remembered as a loving husband, father, and phenomenal granddad, never saying “no” to his grandkids.

\* Actual obituary. Names, dates, and locations changed. Emphasis added.



# Understanding the Four-Generation Modern Workplace

Dr. Case Willoughby  
VP Student Affairs & Enrollment Management  
&  
Dr. Nicholas C. Neupauer  
President

June 12, 2023



# And Now – time to self sort!

1925 – 1964

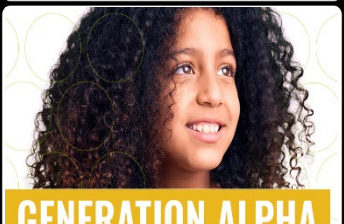
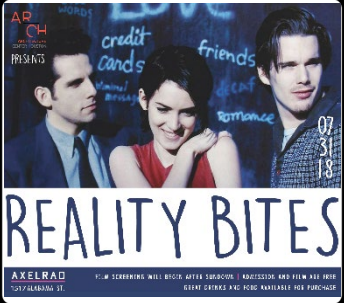
Baby Boomers & Silent Generation

1965 – 1979

Generation X

1980 – 2012

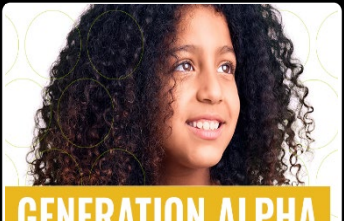
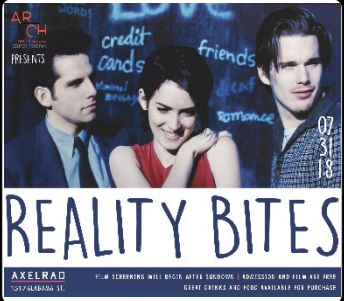
Millennials & Generation Z





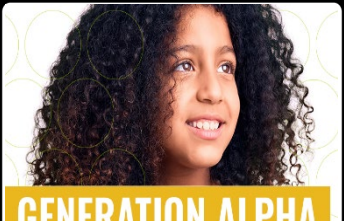
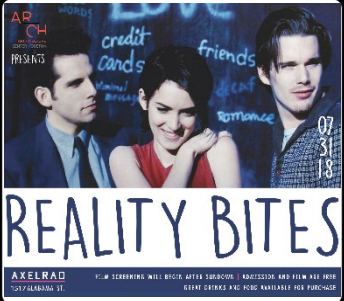
# Overview

- Introductions / Our background.
- A perspective on generation research.
- Generational differences.
- Motivation.
- ELM, French & Raven.
- Leadership and management.
- 21<sup>st</sup> century workplace
- Wrap-up, questions.



# Generation Research as a *Perspective*

- Perspective: “a visible scene” “the state of one's ideas, the facts known to one, etc., in having a meaningful interrelationship” [www.dictionary.com](http://www.dictionary.com)
- Perspective shapes our perceptions and theories
- Perspective influences our decisions







**The Wizard of Oz.** When a tornado rips through Kansas, Dorothy and her dog, Toto, are whisked away in their house to the magical land of Oz. They follow the Yellow Brick Road toward the Emerald City to meet the Wizard, and en route they meet a Scarecrow that needs a brain, a Tin Man missing a heart, and a Cowardly Lion who wants courage. The Wizard asks the group to bring him the broom of the Wicked Witch of the West to earn his help.



that order.

**The Wizard of Oz.** (8-10 p.m., TCM)  
— Transported to a surreal landscape, a young girl kills the first person she meets and then teams up with three strangers to kill again.

Inquirer Television Writer Lee Winfrey



**The Wizard of Oz.** A maniacal witch Glinda, uses a young farm girl named Dorothy as a pawn in a power struggle with another witch. By lying to the girl about how to get home, Glinda sets a series of events in motion in which Dorothy kills the rival witch. At the end of the movie, Glinda admits that Dorothy had the power to go home all along.

#Ijustruinedyourchildhood

#whodawickedwitchnow?



**Says Bad Witches Are Ugly**  
Right After Asking If You Are One





- Behavioral Economics
- Culture Constructs
- Student Development Theory
- Student Success Research

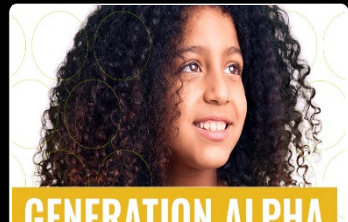
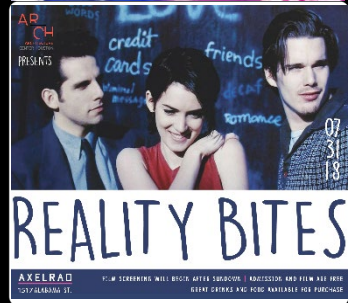
# Generational Cohort Defined

Generational cohorts include individuals **born around the same time** who **share distinctive social or historical life events** during critical developmental periods. Each generation is influenced by broad forces (i.e., parents, peers, media, critical economic and social events, and popular culture) that **create common values systems distinguishing them from people who grew up at different times.** These forces are strongest during an individual's childhood and adolescence.” (emphasis added)

Twenge et al, 2010







## 1st Turning - High

Era of promise, belonging.

Sense of shame reaches zenith; duty, conformity rewarded.

Public debate over means, not ends.  
Society can *do*, but not *feel*.

Mid-lifers powerful in politics.

Gender distinctions are widest.

LESS PROTECTIVE parenting.

Social demand for order peaks as political supply of order rises.

Old values regime decays; new civic order implants.

### SPRING

growth, childhood

### WINTER

death, old age

Social demand for order rises as political supply of order reaches nadir.

New values regime propels transformation of civic order.

## 4th Turning - Crisis

Era of survival, gathering.

Sense of shame rises; people ashamed about what they did to avoid guilt.

Group elevated.

Public space reinvented.  
Political calendar reset.

Gender distinctions widen.

OVERPROTECTIVE parenting.

## 2nd Turning - Awakening

Era of euphoria, defiance.

Sense of guilt rises; people guilty about what they did to avoid shame.

Individual elevated.

Private space reinvented.  
Cultural calendar reset.

Gender distinctions narrow.

UNDERPROTECTIVE parenting.

Civic order attacked by new values regime.

Social demand for order falls as political supply of order peaks.

### SUMMER

jubilant, youth

### AUTUMN

fragmentation, mid-life

Social demand for order reaches nadir as political supply of order falls.

## 3rd Turning - Unraveling

Era of separation, anxiety.

Sense of guilt reaches zenith; principle, individuality rewarded.

Public debate over ends, not means.  
Society can *feel*, but not *do*.

Mid-lifers powerful in culture.

Gender distinctions are narrowest.

MORE PROTECTIVE parenting.

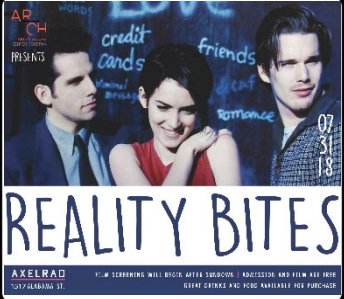
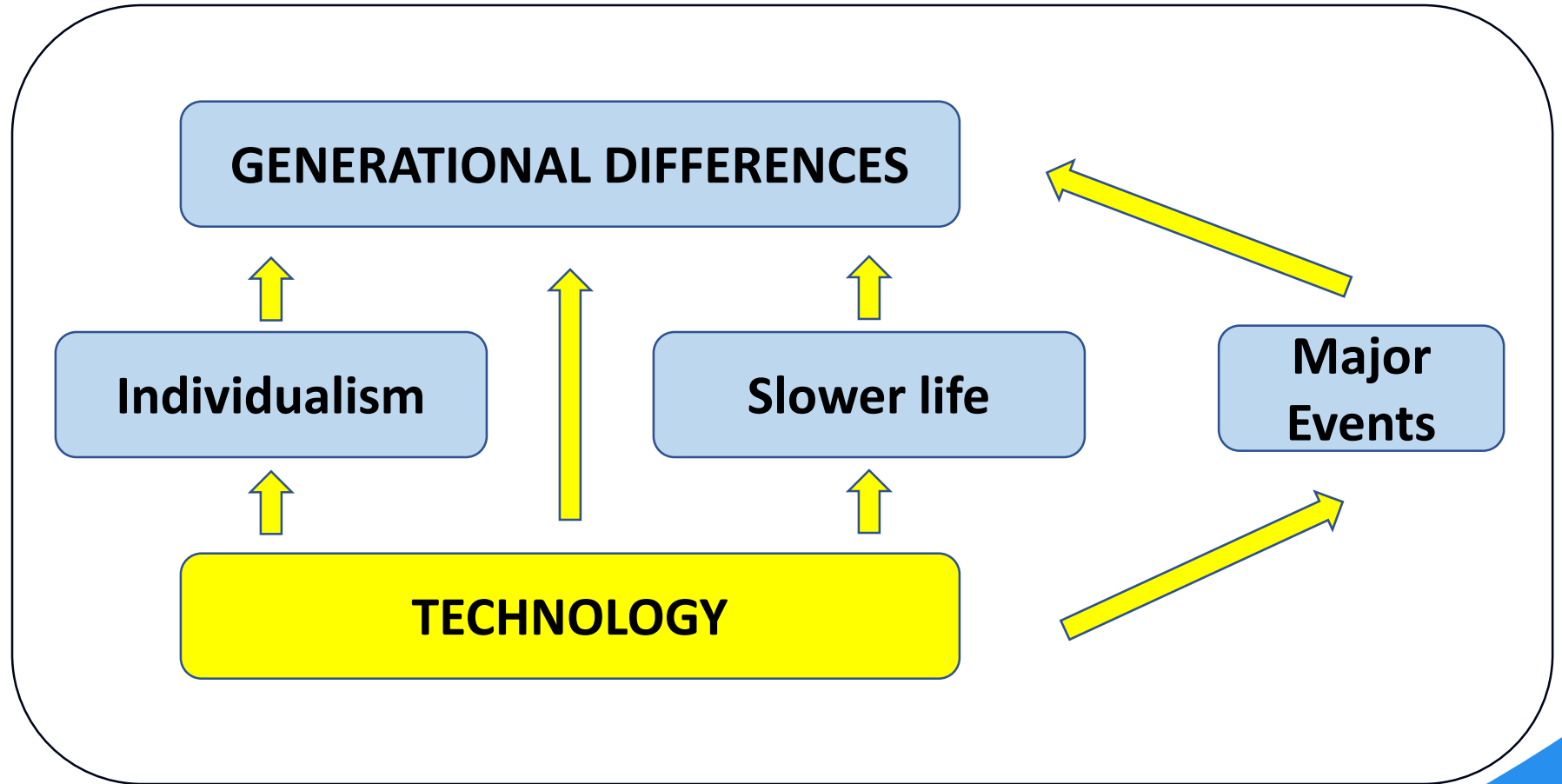
NATIONAL BESTSELLER

"A startling vision of what the cycles of history predict for the future."  
-USA Weekend

AN AMERICAN PROPHECY  
**The Fourth Turning**  
What the Cycles of History Tell Us About America's Next Rendezvous with Destiny

William Strauss  
and Neil Howe

# Technology Model of Generations (Twenge, 2023)

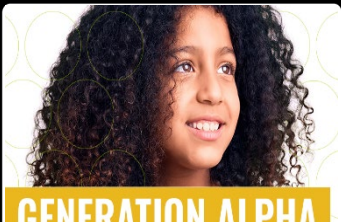
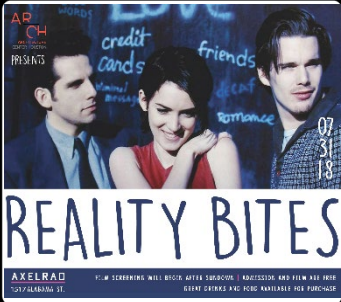




# Intersectionality –

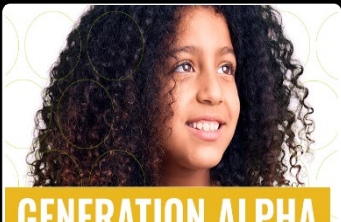
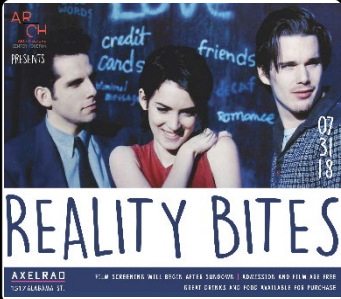
*—an analytical framework for understanding how a person’s various social and political identities combine to create different modes of discrimination and privilege. Intersectionality identifies multiple factors of advantage and disadvantage. Examples of these factors include gender, caste, sex, race, ethnicity, class, sexuality, religion, disability, weight, and physical appearance. These intersecting and overlapping social identities may be both empowering and oppressing.*

Wikipedia. Theory created by  
Kimberlé Crenshaw, 1989



# The Question to Ask Such Research

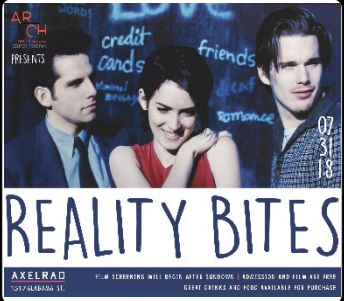
- ~~• Does it perfectly describe all people all the time?~~
- Does it help me understand, interact with others more effectively, and make better decisions?





# Different Kinds of Differences

- Generational Cohort
- Age / Stage
- “Cusper Effect”

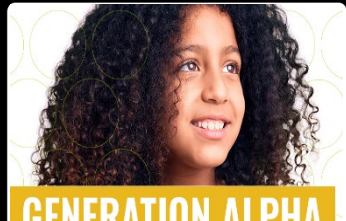
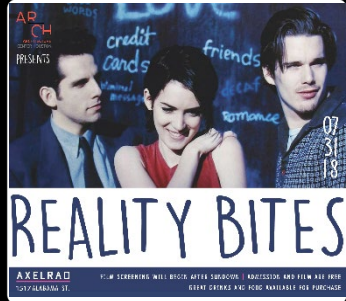


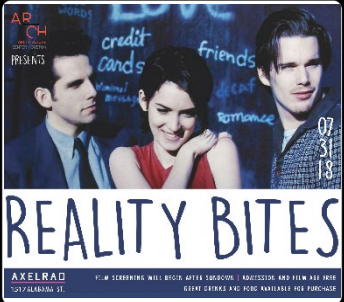
*A person's humanity cannot be honored if we ever think of them as only a member of a generation. Yet if we ignore generations, we can fall into the trap of seeing our own coming-of-age experience as normative.*

Penny Rue

VP for Campus Life

Wake Forest University

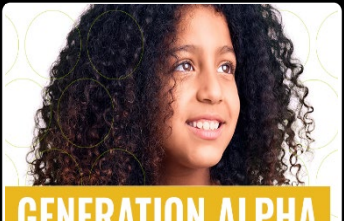
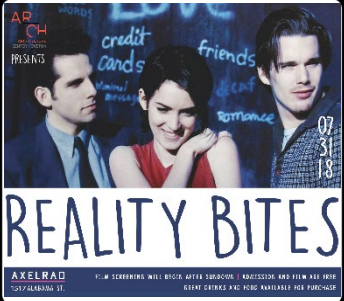




# Generational Differences

# Table Brainstorm

- Brainstorm a list of “issues” from your formative years that made an impact on you.
  - Inventions
  - Political
  - Environmental/Natural
  - Entertainment/Sports
  - Cultural
- Once list is made, pick 2 – 3 that are shared by group.
- Large group process





# Describing the Generations

1925 – 1945      Traditionalists / Silent Generation

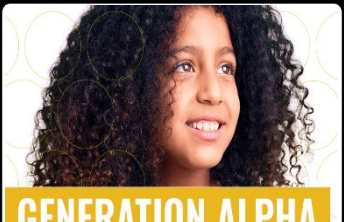
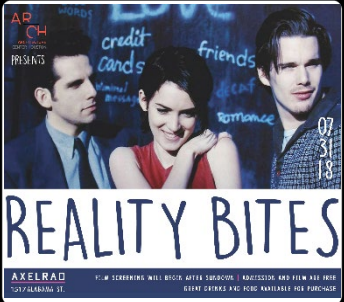
1946 – 1964      Baby Boomers

1965 – 1979      Generation X

1980 – 1994      Millennials

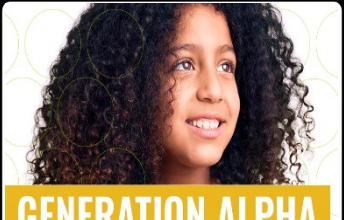
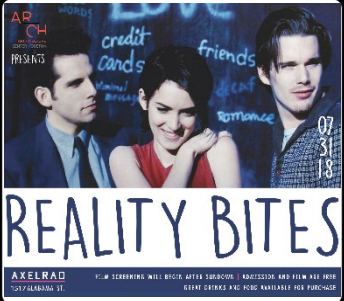
1995 – 2012      Generation Z

2013 – ?      Gen Alpha



# Traditionalists / Silent Generation 1925 – 1945 (78 – 98 years old)

- Defined by Depression and WWII.
- “Punch a clock.”
- Work for one company.
- Communicate face-to-face; one-on-one.
- One’s word is a binding contract.
- Hierarchy.
- Memos.
- No feedback needed.
- Reward is saying “a job well done.”



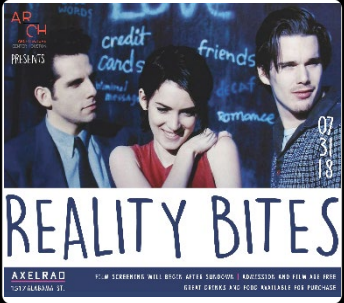
# Baby Boomers: 1946 – 1964 (59 – 77 years old)

## Influences

- Civil Rights & Women's Rights Movements
- Vietnam War
- Assassinations of Dr. Martin Luther King, Jr. and John F. Kennedy
- Watergate
- "The Pill"
- Widespread labor-saving devices

## Characteristics

- Workaholics. Hard work will harvest success.
- Embraces a team-based approach.
- Enjoys meetings.
- Don't like problems; fight for a cause.
- No feedback needed.
- Titles and finances are rewards.
- Ethics is about personal behavior





# Generation X

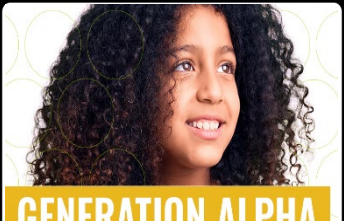
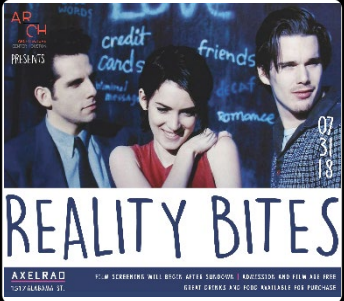
1965 – 1979 (44 – 58 years old)

## Influences

- AIDS pandemic
- Economic uncertainty
- Fall of Soviet Union
- Higher divorce rates
- Parental job loss

## Characteristics

- Works 24-7.
- Independent thinker.
- Communicates directly; asks for feedback.
- Freedom is best reward.
- Invests in their own development.
- Loyalty is “two weeks notice.”
- Self-reliant; clear goals.
- Work life and personal life balance.
- Tech savvy, Learn quickly
- Ethics is about personal behavior





# Millennials

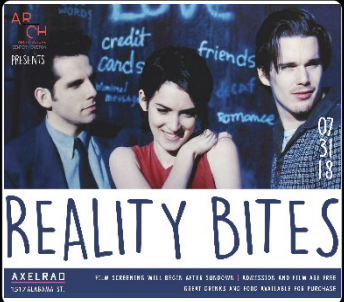
## 1980 – 1994 (29 – 43 years old)

### Influences

- September 11
- Failure of iconic companies (Enron, TYCO, Arthur Andersen) due to ethical failures
- “Wired” – internet early on
- More diverse than prior generations

### Characteristics

- Defined by “bathed in bits,” net generation.
- “Is it 5 o’clock yet? I have a life, you know.”
- Very participative; engages with others.
- Communicates via text, social media, technology (email old-fashioned).
- Freedom is best reward.
- Wants constant feedback.
- Meaningful work is rewording.
- Very optimistic.
- Multi-task; 3D way of thinking.
- Ethics is about people and the planet
- Younger millennials want leaders who support an inclusive workplace



# Gen Z

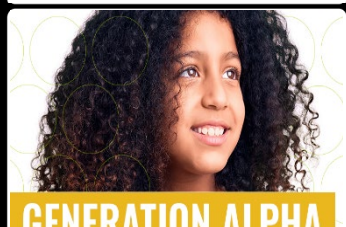
## 1995 – 2012 (11 – 28 Years Old)

### Influences

- Most diverse generation in history
- Gun violence
- Smart phones & social media (always was an internet)
- Gen X parents doted on them
- Great Recession

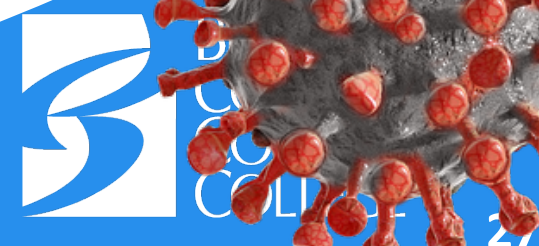
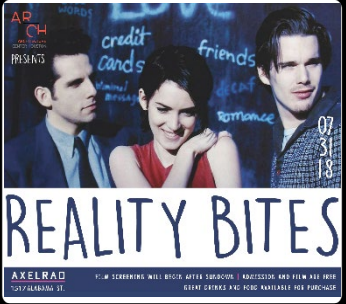
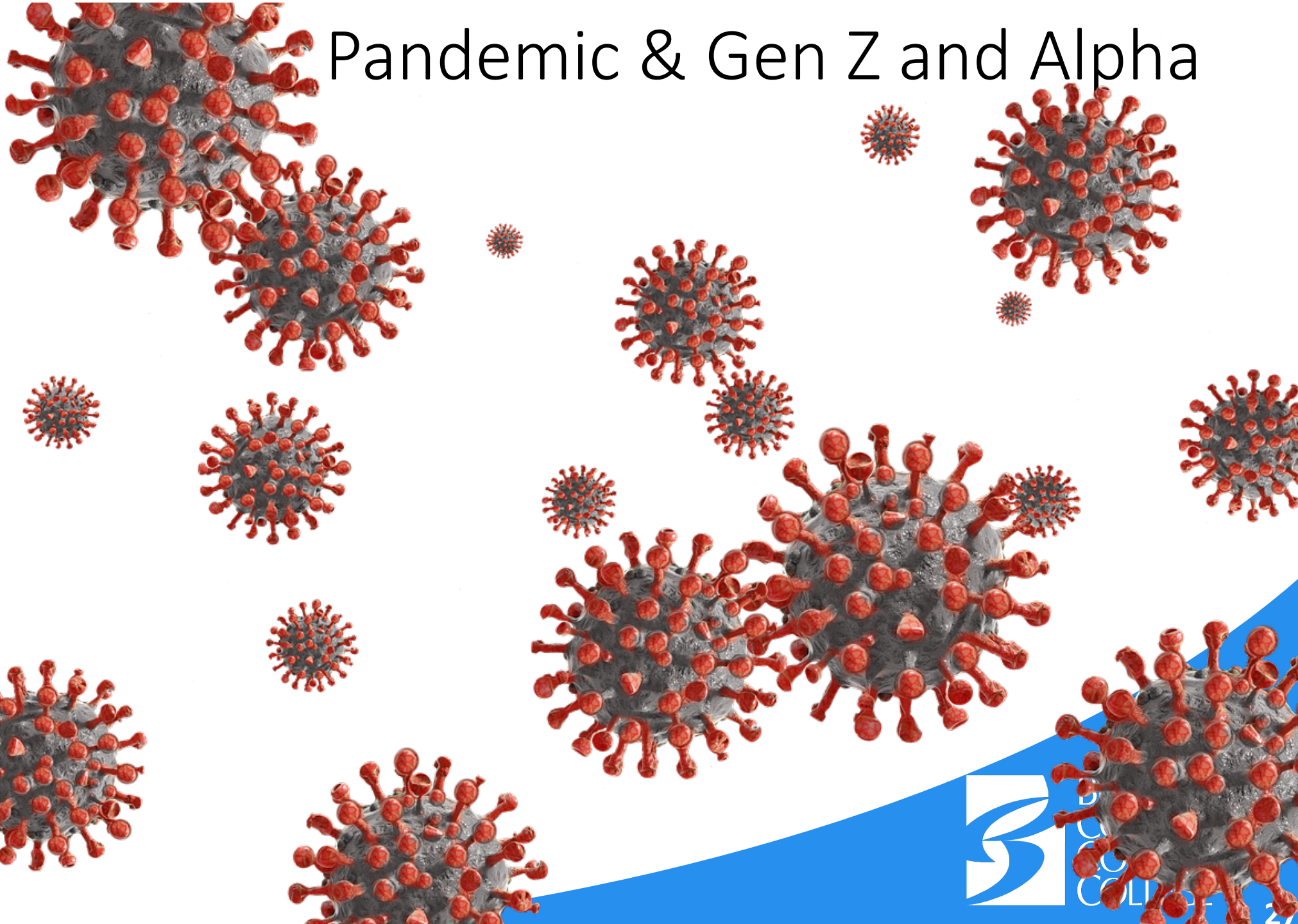
### Characteristics

- Don't draw lines between personal and professional.
- Want leaders who support an inclusive workplace
- Environmental, social, governance issues matter
- Instant feedback / gratification.
- Higher Ed: fewer frills more support, career development, bang for buck.
- Concerns of loneliness/ depression.
- Emojis > words.
- 8-second filter.
- Use online videos to learn skills.
- High service expectations of higher ed "Amazon like" we better "know them."
- Gender is less rigid.
- Ethics is about people and the planet





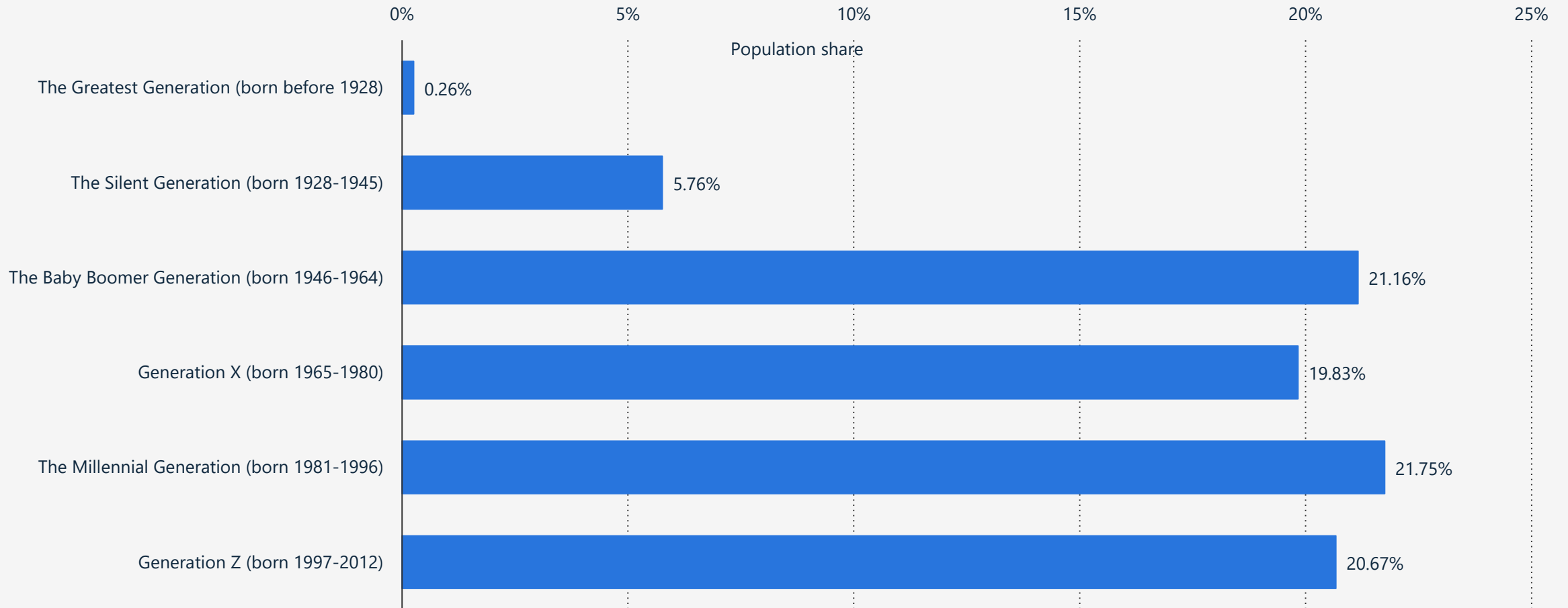
# Pandemic & Gen Z and Alpha





# Population distribution in the United States in 2021, by generation

U.S. population share by generation 2021

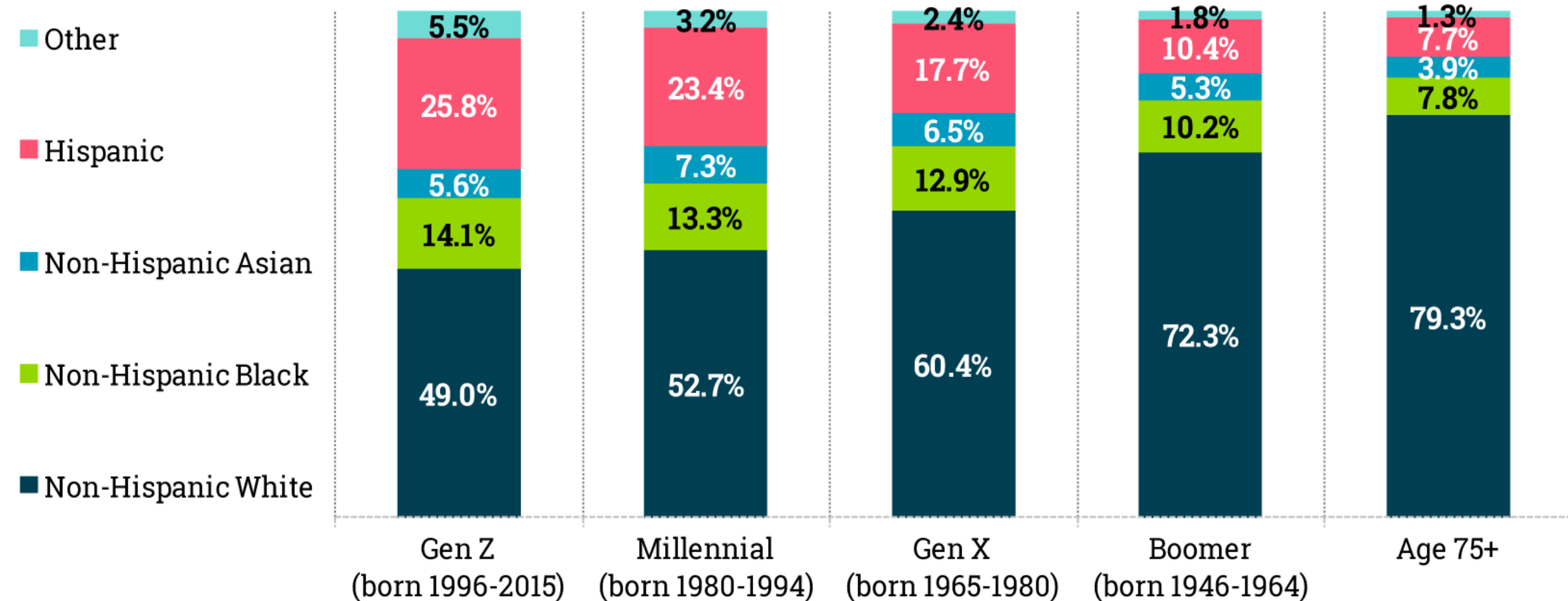


**Note(s):** United States; As of July 1, 2021

Further information regarding this statistic can be found on [page 8](#).

**Source(s):** US Census Bureau; [ID 296974](#)

# US Population Distribution, by Generation and Race/Ethnicity

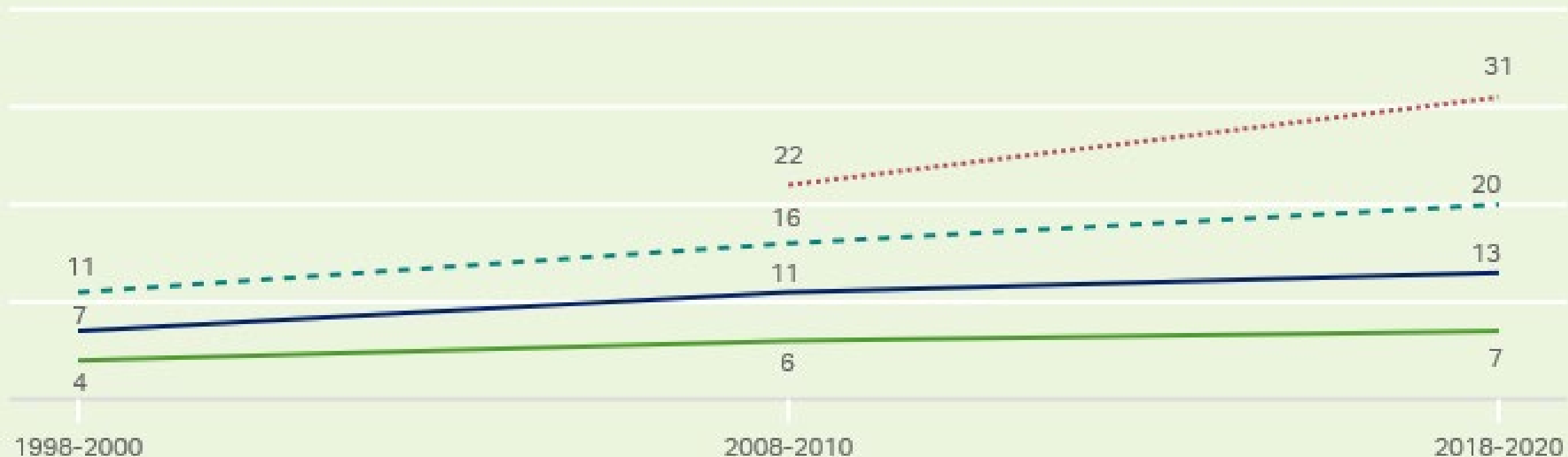


	LGBT	Straight/ Heterosexual	No response
	%	%	%
Generation Z (born 1997-2003)	20.8	75.7	3.5
Millennials (born 1981-1996)	10.5	82.5	7.1
Generation X (born 1965-1980)	4.2	89.3	6.5
Baby boomers (born 1946-1964)	2.6	90.7	6.8
Traditionalists (born before 1946)	0.8	92.2	7.1
GALLUP, 2021			



# Change in Percentage of U.S. Adults With No Religious Affiliation, by Generation

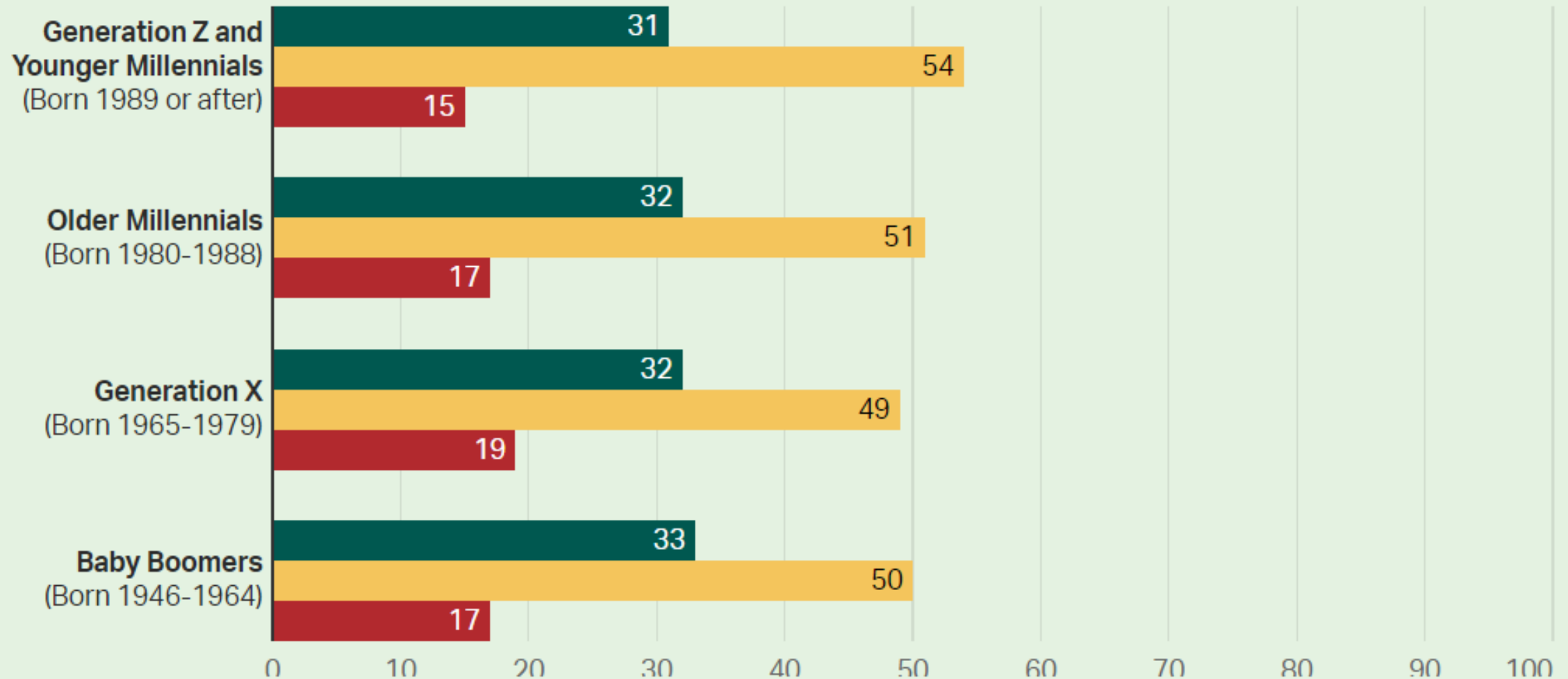
— Traditionalists — Baby boomers - - - Generation X ···· Millennials



Birth years by generation: traditionalists (1945 and before); baby boomers (1946-1964); Generation X (1965-1980), millennials (1981-1996). Note: 33% of Generation Z adults (born 1997-2002) between 2018 and 2020 had no religious preference.

# Employee Engagement, by Generation

■ % Engaged ■ % Not Engaged ■ % Actively Disengaged



# How to Use Generation Research

- Micro-Approach – caution!
- Macro-Approach



Boxing had the “Thrilla in Manilla.” Generational Research has... a 2015 multi-article squabble in the pages of “Industrial and Organizational Psychologist”

“Generationally Based Differences in the Workplace: Is There a There There?”



“Generational Differences: Let’s Not Throw the Baby Boomer Out with the Bathwater”

## Top Reasons for Leaving

- Inadequate Compensation
- Lack of Career Dev & Advancement
- Uncaring and Uninspiring Leaders
- Lack of Meaningful Work
- Unsustainable Expectations

## Top Reasons for Taking New Job

- Adequate Compensation
- Career Dev & Advancement
- Meaningful Work
- Workplace Flexibility
- Reliable and Supportive People at Work

\*Only modest differences between generations.

De Smet, et al. 2023. McKinsey & Co.

# Top Reasons for Staying

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- Adequate Compensation
- Workplace Flexibility
- Meaningful Work
- Reliable and Supportive People at Work
- Safe Workplace Environment

\*More fluctuation by generation here. Gen Z & Younger Millennials had greater focus on career development & advancement potential.

De Smet, et al. 2023. McKinsey & Co.



# Twenge's (2023) predictions

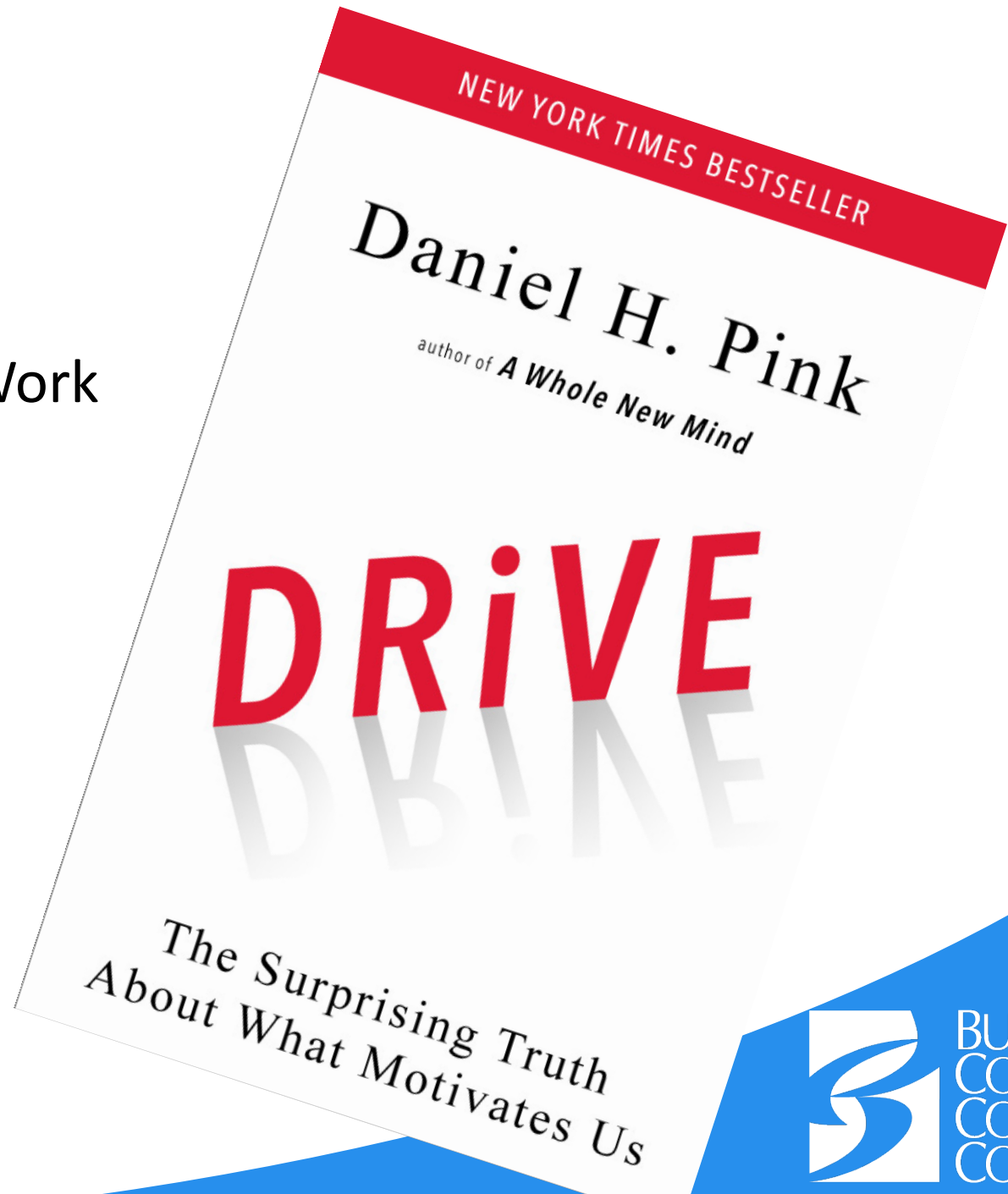
- Remote work is here to stay
- Increasing individualism has brought the sense – especially to younger millennials and Gen Z – that people should be their authentic selves all the time.
- Gen Z folks more likely to want work in which they can help others and benefit society
- Gen Z will expect their employers (corporations or colleges) to speak out on political issues
- Advocacy and expectation for support around mental health
- The future is non-binary
- Early indicators are that Gen Z shows less interest in having children

THIS WILL NEVER WORK.  
NONE OF US EVEN  
LIKE CARROTS.



# Daniel Pink stuff

- Algorithmic vs. Heuristic Work
- Myths on motivation
- Role of compensation -

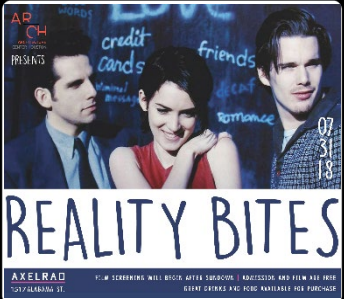




# Motivation for Heuristic Work

- **AUTONOMY:** *the desire to direct our own lives*
- **MASTERY:** *the urge to get better and better at something that matters*
- **PURPOSE:** *the yearning to do what we do in the service of something larger than ourselves*

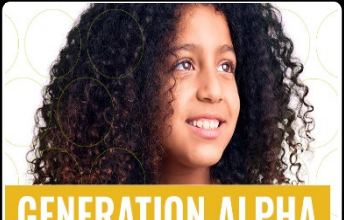
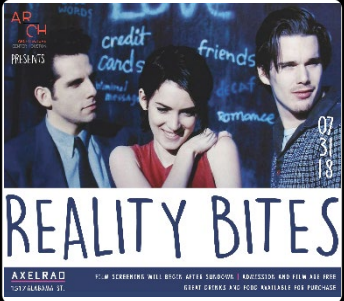
*Daniel Pink, 2009 Drive: The Surprising Truth About What Motivates Us*



## A KEY PREFACE:

Elaboration Likelihood Model: “Gauge the mental state of the receiver.”

French and Raven: “Power is in the mind of the receiver.”



# Leadership Models

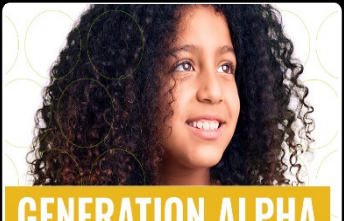
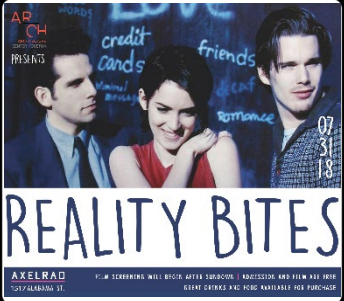


# *Transformational Leadership*

“**Leaders** and **followers** raise one another to higher levels of morality and motivation ...

**followers are elevated** from their ‘everyday selves’ to their ‘better selves.’” (J.M. Burns, 1978)

“**Followers** feel trust, admiration, loyalty and respect toward the leader. They **are motivated to do more than they originally expected to do.**” (B.M. Bass, 1985)



# *Inverted Pyramid of Leadership*

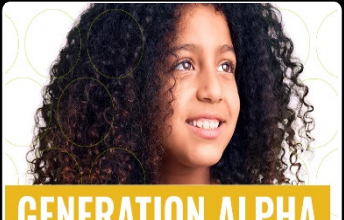
Customers

Front Line Staff

Managers

Executives

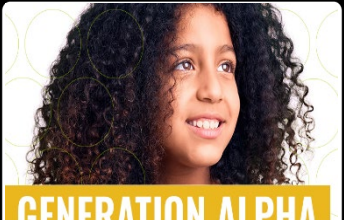
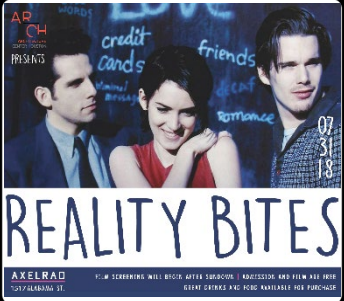
CEO



# *Servant Leadership*

“Traditional leadership generally involves the accumulation and exercise of power by one at the ‘top of the pyramid.’ By comparison, the servant-leader **shares power, puts the needs of others first and helps people develop and perform as highly as possible.**”

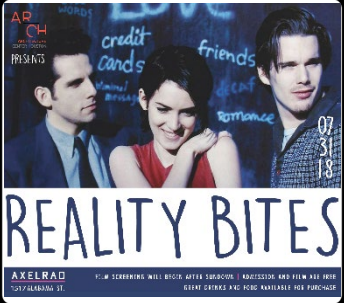
(Wikipedia)



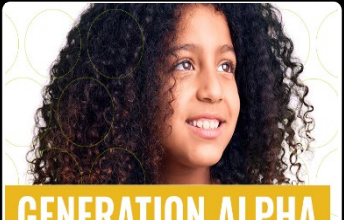
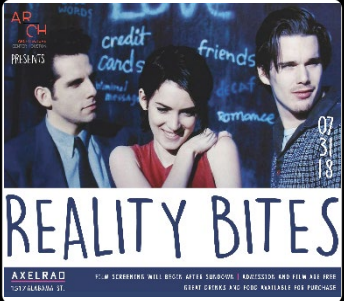


# Leadership Summary

“Leadership has been defined in different ways, but there are similarities. It involves a social influence process whereby **intentional influence** is exerted by one person over other people **in an attempt to structure the activities and relationships** in a group or organization.” (Yukl, 1998)



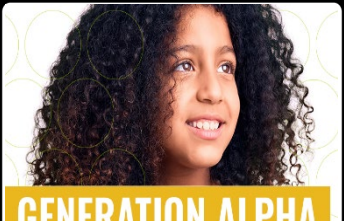
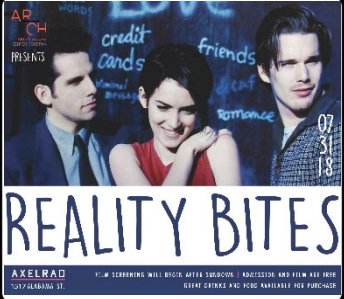




# Management

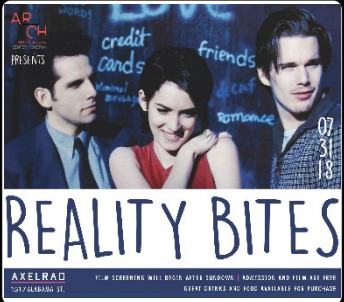
# Managerial Position Duties & Responsibilities

- Supervising.
- Planning and organizing.
- Decision making.
- Monitoring indicators.
- Controlling.
- Representing.
- Coordinating.
- Consulting.
- Administrating. (Yukl, 1998)



# Leadership and Management

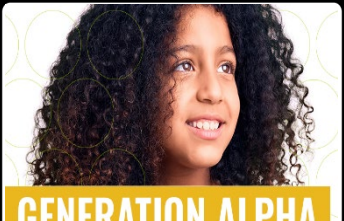
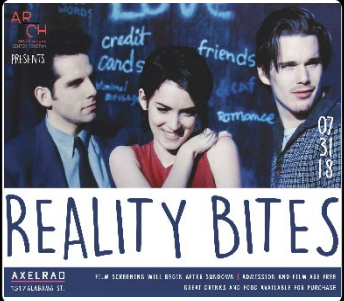
- A person can be a leader without managing; and a manager without leading.
- Managers are oriented toward stability; leaders toward innovation.
- Managers get people to do things efficiently; leaders get people to agree about what things should be done.
- Ideal to do both. Not a “versus.”



## The Three C's

- Context
- Constituencies
- Change

“Unlike past generations, [Generations X & Y] place higher importance on participative decision-making and prefer to be managed under a relationship-oriented leadership style. The traditional command-and-control model of leadership accepted by the previous generations is increasingly frowned upon by younger generations.”  
(Woodward et al 2015)

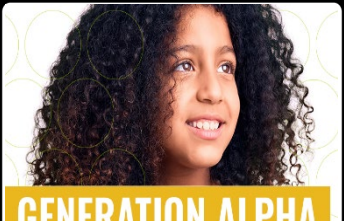
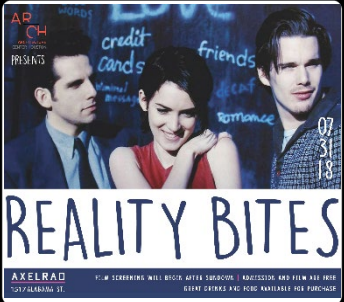




# 21<sup>st</sup> Century Workplace

# Review

- Introductions / Our background.
- A perspective on generation research.
- Generational differences.
- Motivation.
- ELM, French & Raven.
- Leadership and management.
- 21<sup>st</sup> century workplace
- Wrap-up, questions.



# Resources

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