Millennials, Gen Xers, and Boomers: Synergistic Strategies for Your Business

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FACILITATOR:

Scott Van Ness, MBA
Instructor of Operations Management, UCCS

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OPED Office of Professional & Executive Development

TRAINER: SCOTT VAN NESS, MBA

Scott Van Ness is an Instructor of Operations Management at the University of Colorado Colorado Springs (UCCS). In this capacity, Scott teaches courses in Operations and Supply Chain Management, Quantitative Methods and Service Management. His courses are core courses required of all students pursuing degrees in the College of Business at UCCS.

Before coming to UCCS, Scott spent over 25 years working in the field of supply chain management and distributions operations. Scott spent 21 years in the US Air Force, retiring at the rank of lieutenant colonel. In the Air Force, Scott served in numerous command positions, leading large organizations in the area of aircraft maintenance, supply chain management and logistics functions. Scott then worked for Target Corporation in corporate supply chain management. He currently owns a loan brokerage company, working with small businesses to finance for growth.

Scott's area of emphasis and field of study in training has been working and leading the multi-generational workforce, specifically focusing on retaining and motivating the Millennial workplace generation. Although Scott's training is foundationally research-based, his training is designed to give business and organization leaders real-world tools that they can apply and use in their organizations. His customized training uses guided discussions to focus classes on specific and current issues, while bringing in solid research-based solutions. In this environment, professional students learn from peers, develop networks and learn highly applicable solutions for their professional needs.

Scott has designed training for the following organizations:

- United States Air Force
- Department of Defense Joint Personal Property Shipping Office
- Target Corporation
- Better Business Bureau of Southern Colorado
- University of Colorado Colorado Springs (internal)

Scott holds a BS and MBA in Business Administration and is pursuing a PhD in Organizational Behavior and Leadership.

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THE PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER HAS BEEN DEDICATED TO HELPING EXISTING AND NEW BUSINESSES GROW AND PROSPER FOR MORE THAN 30 YEARS.

FREE CONSULTING   PRACTICAL TRAINING   BUSINESS RESOURCES

WWW.PIKESPEAKSBDC.ORG/CONSULTING

UCCS College of Business
Office of Professional & Executive Development (OPED)

- Training and education for professionals
- Enhance your professional skills with new perspectives, framework, and tools
- Customized for organizations
- Offerings are non-credit, short programs
- Taught by UCCS faculty members
- All programs based on research, data and evidence-based concepts

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Office of Professional & Executive Development (OPED)
Capabilities and Topics

Functional areas of business:

- Accounting
- Finance
- Human Resources Management
- Information Systems
- Management
- Marketing
- Operations and Process Improvement
- Project Management

Cross-functional areas of business:

- Communication
- Customer Service
- Cyber Security
- Entrepreneurship
- Ethics & Compliance
- Innovation
- Leadership
- Negotiation
- Relationship Sales
- Service Marketing
- Strategy
- Supervision

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Millennials, Gen Xers, and Boomers: Synergistic Strategies for Your Business

LEADING THE MULTI-GENERATIONAL WORKFORCE

Professional Development Series for the Business Community

Scott Van Ness
Instructor of Operations Management
University of Colorado Colorado Springs

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Overview

- Introduction
- Workforce Generations
- What's Critical
- Finding Common Ground
- FIO
- Bringing it Together
- Ah Ha
- Discussion

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Introduction

- Scott Van Ness, Instructor of Operations Management at UCCS
- Education
  - BS in Business Admin, University of Colorado Denver
  - MBA in Management, Golden Gate University
  - Lean Six Sigma Master Black Belt
- Professionally Qualified Instructor
  - USAF Retired Lt Col (21 years) – logistics/supply chain background
  - Small Business Owner – National Loan Clearinghouse
  - Worked in corporate supply chain/logistics work – Target Corp. for five years

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Learning Objective

- To stay competitive and viable in a highly competitive environment, successful companies/organizations are taking on the challenge of working with 3 to 4 workplace generations. Understanding our newest, and soon to be biggest, workplace generation is essential to success moving forward.
- This course will focus on strategies for leading a Multi-Generational Workforce

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Rules of Engagement

- Guided discussion
- Feel free to move around
- Breaks
- Ah ha moments
- Customized training

Let's Get Started . . .

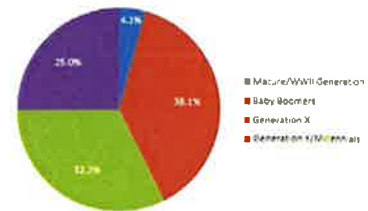- https://www.youtube.com/watch?v=-ixEItXXlj0

Workplace Generations

- Today's workplace can have as many as 5 Workplace Generations
- Dates can float around a bit – no real standard, here

Generations at a Glance

Workplace Generations

United States Total Labor Force Participation by Generation
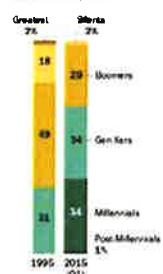

- What will this look like in 10 years?

Workplace Generations

Labor Force Composition by Generation

% of the labor force

- Currently Millennials make up 34% of the labor force
- By 2020, they will be largest workplace generation at 40%
- (Pew Research Center)

Workplace Generations

For the 1st time, workplace demographics now span up to four generations

- A 20-year-old new hire can be working with team members who could be 50 years older

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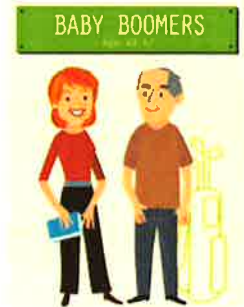## Workplace Generations

- Messages to WW II Generation
  - Make do or do without
  - Stay in line
  - Sacrifice
  - Be heroic
  - Consider the common good

We Can Do It!

Workplace Generations

- Messages to Boomer Generation
  - Be anything you want to be
  - Change the world
  - Work well with others
  - Live with expectation
  - Duck and cover

BABY BOOMERS

Workplace Generations

- Messages to Gen X
  - Don't count on it
  - Heroes don't exist
  - Get real
  - Take care of yourself
    - no one else will
  - Ask why

Workplace Generations

- Messages to Gen Y
  - You are special
  - Leave no one behind
  - Connect 24/7
  - Achieve now!
  - Serve your community

Workplace Generations

- Don't know much yet
- Most are children of Gen X
- Don't like to be confused with Millennials

What's Critical

- Competition for talent is intense
  - Finding skilled employees is most important issues for business (AARP Study)
  - The talent pools have moved

What's Critical

- Replacing workers can cost 50 – 150% of annual salaries (Bureau of Labor Statistics)
  - Expenses = recruiting, orientation, training
  - Some positions flip more than once in a year

Employee Position	Replacement Cost (percentage of annual salary)
Hourly worker	30-50%
Entry level salaried worker	50-100%
Mid level salaried worker	100-150%
Senior level salaried worker	150-200%
Executive or specialized role	200-400%

VISIER

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What's Critical

- US is short 70,000 truck drivers
  - (American Trucking Association)

- 69% of construction craft positions are unfilled
  - (Association of General Contractors)

- What's the impact here?

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Finding Common Ground

- Workers from all generations view work as personally fulfilling and satisfying
  - All want compensation
  - All want to be paid fairly – in line with marketplace
  - (Randstad USA – The World of Work)

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Finding Common Ground

- Company/organization culture is key factor in job satisfaction for all workplace generations
  - Highest job satisfaction rating is feeling valued
  - Might be communicated differently, but still important
  - (Ranstad USA Employee Review)

HOW CULTURE IS CREATED

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Finding Common Ground

- 70% of all employees want supportive work environment
  - Recognized for achievement
  - Appreciated for effort
  - (Claire Raines, Connecting Generations)

A supportive work environment can make all the difference in how employees cope with the pressures of their jobs.

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Finding Common Ground

- Career development is a high priority for employees of all workplace generations
  - 75% rated this high
  - Only 50% said their companies/organizations do this well
  - (Gallup Organization)

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Finding Common Ground

- 7 out of 10 employees would like to set their own hours for work
  - But many have concerns about "fair" assessment of work
  - Career path for flex employees
  - (Pew Internet Research Study)

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Finding Common Ground

- We have seen some differences in workplace generations – and some common ground.
- Is it possible to build a company/organizational culture that is void of any generational issues?

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Finding Common Ground

UM, No.

Finding Common Ground

- Where do we start?
  - Mission/Vision - everything should revolve around it
  - Should be connecting force
  - Only 40% of Millennials feel strongly connected to org/company mission
  - Is it?

Our Mission, Vision, and Values

Finding Common Ground

- Reinvigorating the mission/vision
  - Some of us might have burned out on this
  - Others feel no connection
  - Great place to start

a Good place 2Start

Finding Common Ground

- Re-do or revisit
- Every job should have a direct connection to the mission/vision
- Job = furthering mission/advancing the cause

Moving the ball forward
You People Decisions Hard Work
Good managers make sure people are focused here most of the time
Your Goal

Finding Common Ground

- Organizational Identity
- Tie purpose to brand – might need to re-identify brand
- Brand must fit identity or it is not authentic

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Strategies for Each Generation

- Boomers
  - Keep Them as Long as You Can
    - *You can't buy this experience/wisdom*
    - *Offer flexible working arrangements*
    - *Phased retirements*
    - *They may have older parents that need care, too*

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Strategies for Each Generation

- Gen X
  - Independent – values development
    - *Start developing them as leaders now*
    - *Vertical/horizontal leadership opportunities*
    - *Offer autonomy – get them away from micromanagers*
    - *Let them work at own pace – just prioritize work and they will get it done*
    - *Provide flexibility – many are 1 parent households (child care is huge here)*

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Strategies for Each Generation

- Gen Y
  - Collaborators
    - *Progress over pay – opportunity for upward movement, even in flatter structures*
    - *Mentor, Mentor, Mentor – value coaching, especially positive/motivational/collaborative coaching*
    - *Is this meaningful – show how work matters and contributes to big picture*
    - *Leverage tech skills – reverse mentoring*
    - *Engage social media*

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Figure it Out (FIO)

- Each WG has a different way of figuring it out (FIO)
- This is a workplace skill or muscle that has to be evaluated and mentored
- This can present challenges, especially with Millennials

Figure it Out (FIO)

- Boomers – really good at FIO
- Grinding is a good thing
- Have learned to live with less – FIO is a natural skill set
- Will FIO, on their own, before asking for help

THE GUILD OF MASTER CRAFTSMEN

Figure it Out (FIO)

- Many started work without any or much technology
- Expert users of technology
- Appreciate technology advances
- Understand/appreciate tech changes – but may not always like them

THE GUILD OF MASTER CRAFTSMEN

Figure it Out (FIO)

- Gen X – good & getting better
- First generation latch-key kids – know where the cookies are
- Started the dot com boom
- Results oriented – get it done

California
Journeyman Electrician's
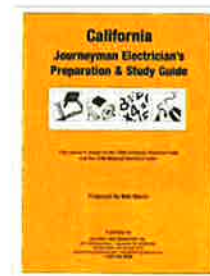Preparation & Study Guide

Figure it Out (FIO)

- Might leave some holes in the walls (or damage some feelings)
- Need boundaries
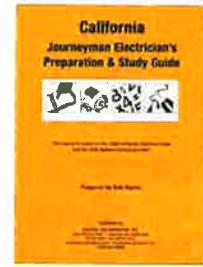- Will work less to achieve more
- Could be considered slackers

California
Journeyman Electrician's
Preparation & Study Guide

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Figure it Out (FIO)

- Millennials – need training
- Victims of helicopter parents
- Too much help from teachers/coaches
- May have never failed

Apprentice PROGRAM

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Figure it Out (FIO)

- Need to be told if this is an FIO or not
- Leader – let them know you don't know
- Build FIO muscles/skills
- Behind other WGs

KEEP CALM WE'LL FIGURE IT OUT.

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Bringing it Together

- Gear messages for WFG preferences
  - Gen X ok with informal messages/communication
  - Millennials – want to give feedback. Let them know if this ok or not
  - Boomers – please communicate

1 New Message Received

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Bringing it Together

- Recognize/Reward
  - Not a one-size fits all
  - Ask your team members – how do you like to be recognized? Do it wrong & it's a negative
  - Team Recognition – MGWF teams need to be recognized – this is a must, not a nice to do
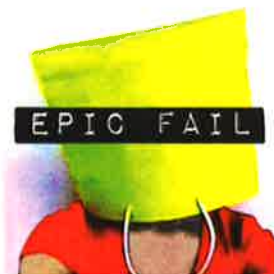
Bringing it Together

- Recognize/Reward
  - Diverse Teams – ages/genders/cultures.
  - Shared Goals – communicated across all boundaries
  - Management/Leadership Styles – know who wants hands-off and who needs more hands-on – you might need to ask them

Bringing it Together

- Knowing Your Employees/Team
  - Don't overgeneralize WFGs
  - Can be as bad as cultural faux pas
  - Tough to regain credibility

EPIC FAIL

Bringing it Together

- Consider the similarities. Start with . . .
  - Everyone wants team to win
    - *Every WG wants to keep employed and to be with a successful company/org*
    - *This has to be a baseline starting point*

Bringing it Together

- Consider the similarities. Start with . . .
  - We all want good leaders
    - *Lead by example*
    - *Accessible*
    - *Challenges/holds accountable*
    - *Coaches/Mentors*
    - *Helps others see how they make an impact*

Nearly all men can stand adversity, but if you want to test a man's character, give him power
(Abraham Lincoln 1809-1865)

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Bringing it Together

- Consider the similarities. Start with . .
  - We all want to be successful
    - *Chance for promotion*
    - *Challenging projects*
    - *Financial success = regardless of WG*

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Ah Ha Moments

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Conclusion

- Introduction
- Workforce Generations
- What's Critical
- Finding Common Ground
- FIO
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- Ah Ha
- Discussion

CONCLUSION

SUMMARIZE
STRONG POINTS

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