



***Generational Dynamics in Service Management***  
***Tips to Help the 5 Generations Work Effectively Together***

**Brenda Iniguez**  
**Fruition Partners**

**June 18, 2015**

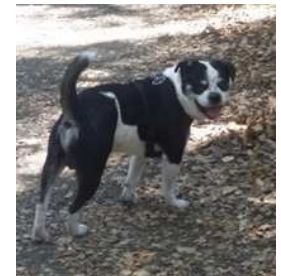
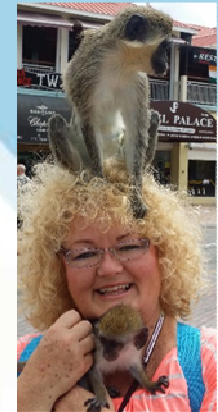


- Today's Webinar Agenda

- ▶ Generational Age Groups
- ▶ Highlights & Traits of each Generation
- ▶ Awareness for How the Different Generations Work in Service Management
  - Solving Problems
  - Learning
  - Presentations
  - Meetings
  - Social Connections
  - Motivations and Incentives
- ▶ How to Manage and Work Effectively across the Generations

# Brenda Iniguez

- Certified ITIL Service Manager & V3 Expert
- Over 25 years in Service Management
- Fruition Partners Sr. Sales Executive
- Pink Elephant 10 years
  - Strategic Business Development
  - Executive & Strategic Consulting
- Bank of America 20 years, managing SM disciplines
  - VP, Change, Problem & Availability Mgmt, and Service Desk
- Serves on numerous Boards:
  - *it*SMF, HDI, HDP, Strategic Advisory, Member Advisory, OAB, Conference Committee Boards
- Speaks frequently at national conferences & events  
*it*SMF-USA/UK, ITSM, ITIM, HDI, HDP, CSSPC



# Defining The Generations

<b>WORLD WAR II+</b>	<b>ages 81+</b>	<b>1910-1934</b>	<b>20M</b>
<b>BUILDERS</b> <small>(Radio Babies)</small>	<b>ages 70-80</b>	<b>1935-1945</b>	<b>56M</b>
<b>BABY BOOMER</b>	<b>ages 51-69</b>	<b>1946-1964</b>	<b>79M</b>
<b>GENERATION X</b>	<b>ages 35-50</b>	<b>1965-1980</b>	<b>51M</b>
<b>GENERATION Y</b>	<b>ages 15-34</b>	<b>1981-2000</b>	<b>78M</b>
<b>GENERATION Z</b>	<b>ages 1-14</b>	<b>2001-2015</b>	<b>37M</b>

U.S. population of 307 million

US Decennial Census 2010

*As of 06/2015: US POP = 321 million*

- The 2010 total represented an addition of 22 million Americans since the 2000 Census
- In 2015, the number of Gen Y/Millennials are projected to surpass the number of Baby Boomers as the US' largest living generation.

# Generational Metrics

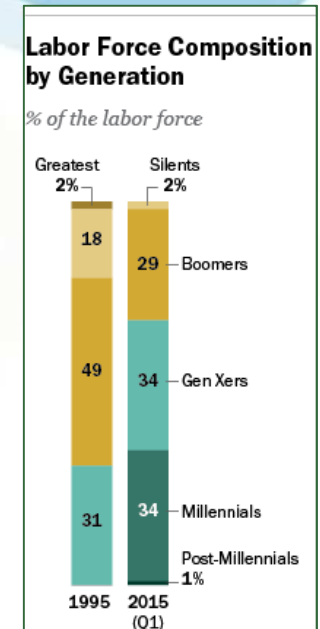
- ▶ Today's workplace has 4 Generations working together:
  - Builders, Baby Boomers, Gen X, Gen Y (Millennials)
  - *In some cases 5, if either WWII or Gen Z are in the mix*

- **In 2015, 1 in 3 workers are Millennials;  
53.5 million workers!**

- Global Aging: labor force reduction globally due to retirement & mortality

- Global battle for talent will be fierce
  - Baby Boomer Exodus has resumed with the recent Recession now over

- **50% of the US Executives are now retirement eligible in 2015**
  - Workers in the 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> positions next to the executives are also Baby Boomers and so also will be retiring



# Workforce Demographics Stats

Source: [HTTP://XYZUNIVERSITY.COM/SCARY-WORKFORCE-STATS](http://xyzuniversity.com/scary-workforce-stats)

- ▶ **On average, 10,000 Baby Boomers retire every day.** ([source](#))
- ▶ By 2015, the majority of the workforce will be in their 20s. ([source](#))
- ▶ 1 in 3 college students and young professionals under age 30 prioritize social media freedom over salary in accepting a job offer. ([source](#))
- ▶ Nearly 60% of Generation Y has switched careers at least once already.
- ▶ By 2015, Generation Y will outnumber Baby Boomers in the workforce. ([source](#))
- ▶ **By 2020, 46% of all U.S. workers are predicted to be Gen Y.** ([source](#))
- ▶ By 2020 there will be 5 generations in the U.S. workforce. ([source](#))
- ▶ **70% of college grads leave their first job after graduation within two years.** ([source](#))
- ▶ Last year, more than 48 million people changed jobs. ([source](#))
- ▶ 75% of employed Americans are currently looking for jobs. ([source](#))
- ▶ 50% of human resource departments have not adjusted recruiting in the past 3 to 5 years. ([source](#))
- ▶ **Only 23% of Millennials work for large companies.** ([source](#))
- ▶ **68% of HR professionals say Baby Boomers retiring will have a major impact on the workforce.** ([source](#))



# Workforce Demographics Stats

Source: [HTTP://XYZUNIVERSITY.COM/SCARY-WORKFORCE-STATS](http://xyzuniversity.com/scary-workforce-stats)

- ▶ Only 1/3 of Millennials say their current job is their career. ([source](#))
- ▶ **3 out of 5 students expect to be able to work remotely.** ([source](#))
- ▶ 43% of Millennials think they could easily find another job if they lost their current one. ([source](#))
- ▶ 30% of Gen Y started a business in college. ([source](#))
- ▶ **64% of Millennials don't even list their place of work in their Facebook bio.** ([source](#))
- ▶ **Baby Boomer retirement is the number one driver of the sale of small businesses.** ([source](#))
- ▶ 72% of Millennial workers at a "regular job" say they want to quit; 62% say they will in the next 2 years.
- ▶ **40% of Gen Y thinks blogging about workplace issues is acceptable.** ([source](#))
- ▶ It costs employers between \$15K and \$25K to replace every Millennial who leaves the company. ([source](#))
- ▶ 31% of employers say they've found it difficult to fill positions because of shortage of talent. ([source](#))
- ▶ 75% of Gen Y employees want mentors. ([source](#))
- ▶ 91% of Gen Y employees don't expect to stay more than three years at any given job. ([source](#))
- ▶ 89% of Gen Y wants to choose when and where they work. ([source](#))
- ▶ 88% of Gen Y considers positive culture to be essential for a dream job. ([source](#))
- ▶ **15% of Gen Y are currently in management roles.** ([source](#))
- ▶ 74% of Americans expect to work even after "retirement." ([source](#))
- ▶ 94% of employers are using social media for recruiting talent. ([source](#))

# Gen Y Statistics

- ▶ GEN Y - Millennials are the future of our companies
- ▶ They are:
  - **The most socially & diversely tolerant generation yet**
  - **The most educated & technologically savvy generation**
  - **The most sheltered/structured generation in US history**
  - **1 in 3 are NOT Caucasian**
  - **1 in 4 come from a single-parent home**
  - **The fastest growing segment of the workforce**

*Source: Managing Millennials – Espinoza, Ukleja, Rusch*



# Generational Leadership

## **TOPICS FOR CONSIDERATION**

- Generational Demographics: give this specific consideration
- What are the Gen Yrs looking for?
- **How do you relate to, motivate, and engage by generation?**
- **Why should Gen Y sign on with *your* team/*your* company?**
- **What will make them want to STAY with your company?**
- Do the Yrs fit in with the B-Boomers & Gen Xrs on your team?
- **How can you help the different generations pull together?**
- How do you train and promote Generational Diversity?
- Who does your company attract? How about your team?

## Questions For Brief Consideration

- Which Generation are YOU?
- Which Generations are on YOUR TEAM?
- How about the Generations in your company?
- What are some stereotypes you have about the other generations? ... be honest and candid
- What are some Gen Y influences in your company?  
Your team? Recruiting? Training? Retention?

# ***A little GEN Y humor ...***

- ▶ Why are they called Generation Y ?

Is it because you frequently hear them saying ...

***Y should I get a job ?***

***Y should I leave home and find my own place ?***

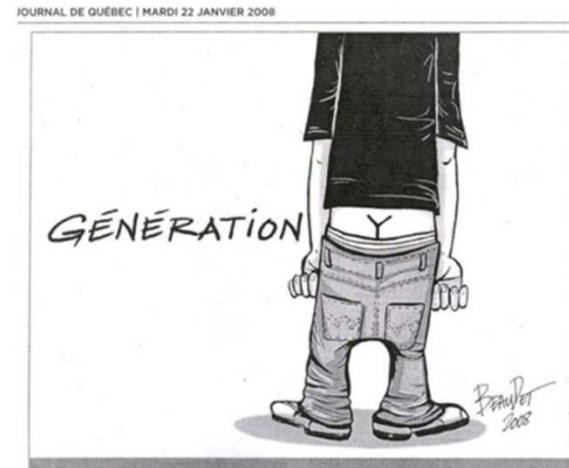
***Y should I get a car when I can borrow yours ?***

***Y should I clean my room ?***

***Y should I wash and iron my own clothes ?***

***Y should I buy any food ?***

*A cartoonist explains it here ....*



# Generational Traits – snapshot

## **Builders** (Radio Babies) – Traits

- Great Depression, WWII, GI Bill; cash based
- Authority respected; disciplined, dedicated
- Known for hard work, reliability, honor
- Often worked 1 company entire career
- “The Greatest Generation” – Tom Brokaw

## **BABY BOOMERS** – Traits

- Vietnam, Civil Rights, Cold War, Women’s Lib
- JFK & MLK assassinations; equality for all
- Credit cards, TV, Fitness ...the 60s & 70s
- career, healthy, wealthy, forever young
- Technology: used to do MORE work

## **Gen X - Traits**

- Persian Gulf War, AIDS, Corporate RIFs
- Divorce rate tripled; latchkey kids
- PCs, Internet, Video games, MTV
- Work life balance is key driver; autonomy
- Technology: used to have life balance

## **Gen Y - Traits**

- 9/11, Afghan/IRAQ, Columbine, Personal Terrorism
- Cell Phones, Texting, Social Networks
- Laptops, IPODs, Personal mobility w/technology
- Nurtured, protected; grown up working on teams
- Technology: fully integrated into their life

# Generational Traits – Additional Details

Builders	Baby Boomers	Gen X	Gen Y
<ul style="list-style-type: none"> <li>■ Value hard work</li> <li>■ Willing to work for delayed reward</li> <li>■ Often reserved</li> <li>■ Loyal and expect it in return</li> <li>■ Like disciplined procedures, lines of authority</li> <li>■ Duty, honor, country</li> <li>■ Dedication, sacrifice</li> <li>■ Won't fix what isn't broken</li> <li>■ Excellent interpersonal skills</li> <li>■ Conformity, blending, unity</li> <li>■ Patient</li> </ul>	<ul style="list-style-type: none"> <li>■ Value hard work</li> <li>■ Prefer instant or more dramatic results/rewards</li> <li>■ Defined by their job</li> <li>■ Believe team approach is critical to success</li> <li>■ Expect loyalty from coworkers</li> <li>■ Success is largely visible (trophies, plaques, lifestyle elements)</li> <li>■ Believe in and evaluate themselves and others based on work ethic</li> <li>■ Expressive</li> <li>■ Independent</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Work/life balance non-negotiable</b> (do not want to be absent parents)</li> <li>■ Independent and self-reliant; open comm.</li> <li>■ Team-oriented</li> <li>■ Not intimidated by authority</li> <li>■ <b>Do not like to be micromanaged</b></li> <li>■ <b>Reject the work ethic of baby boomers</b></li> <li>■ Excel at finding cutting-edge solutions</li> <li>■ <b>Guard personal time</b></li> <li>■ Like modern technology and tools</li> <li>■ Suspicious of baby boomer values</li> <li>■ Raised as parents' friends</li> <li>■ Cynical and pessimistic</li> <li>■ <b>Look for a person to invest loyalty, not a company</b></li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Expect to change jobs frequently; easily bored</b></li> <li>■ Team/goal-oriented</li> <li>■ Believe respect must be earned</li> <li>■ Value fairness</li> <li>■ Technically proficient</li> <li>■ <b>Busy, multi-taskers</b></li> <li>■ <b>Accustomed to getting what they want</b></li> <li>■ <b>Want attention</b></li> <li>■ <b>Expect quick delivery</b>, results; Ambitious yet appear aimless</li> <li>■ Expect rapid ascent to higher salaries</li> <li>■ Optimistic, charitable, act with integrity</li> <li>■ <b>Relate better to Baby Boomers than Gen X</b></li> <li>■ Admire values of Senior Generation</li> <li>■ <b>Search for job that provides personal fulfillment</b></li> </ul>

Source: Bank of America

# Workplace Characteristics – Comparison

	<b>Builders</b>	<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>
<b>Job Strength:</b>	Stable	Service Oriented / Team Players	Adaptable and Tech-Literate	Multi-Taskers and Tech-Savvy
<b>Outlook:</b>	Practical	Optimistic	Skeptical	Hopeful
<b>Work Ethic:</b>	Dedicated	Driven	Balanced	Determined
<b>View of Authority:</b>	Respectful	Love/Hate	Unimpressed not intimidated	Polite
<b>Leadership:</b>	by Hierarchy	by Consensus	by Competence	by Pulling Together in Teams
<b>Relationships:</b>	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive / Teams
<b>Turnoffs:</b>	Vulgarity	Political Incorrectness	Cliché/Hype	Promiscuity
<b>Diversity:</b>	Ethnically Segregated	Integration Began	Fully Integrated	No Majority Race
<b>Feedback:</b>	No news is good news	Once a year with documentation	Interrupts; asks how they're doing	Wants feedback at push of a button
<b>Work/Life Balance:</b>	Need help shifting	Work has been a key driver	Wants work - life balance now	Need flexibility to balance activities

Source: Bank of America

# Lance Secretan – Leadership Guru

## ***Solving the Leadership Crisis in the Office***

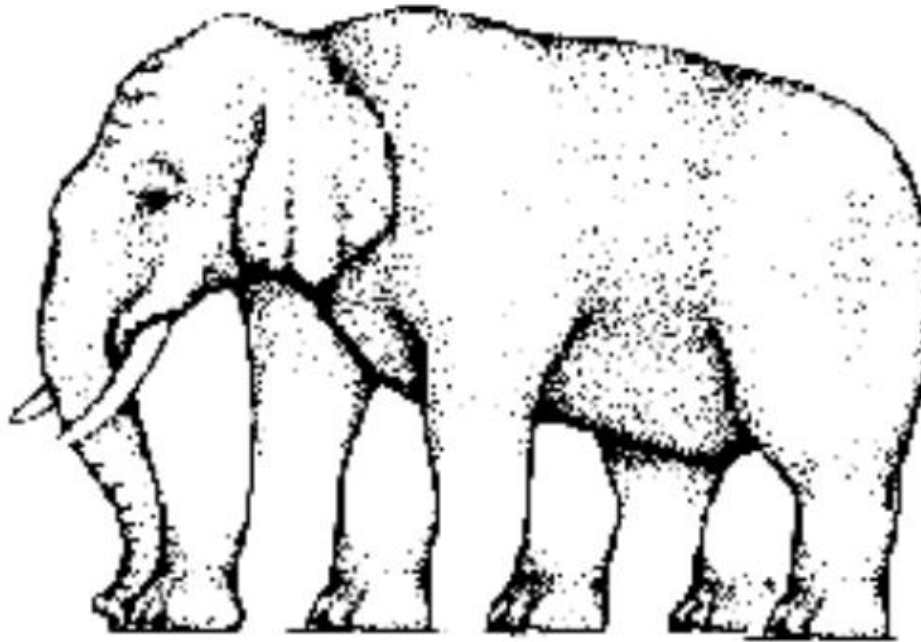
***Solution: We need to turn our attention to becoming as effective at inspiring people as we have become at managing metrics.***

“I am privileged to work in the senior reaches of large organizations. But I find the shear pace and scheduling frenzy appalling.

***Senior leaders have little thinking time and almost no time for social exchange – no time to be interested in and learn about the lives of those who have chosen to join their community.***”



# Are You Sure ?



How many legs does this elephant have?

## Leadership Greats ... *regardless of Generation*

*Reportedly, IBM's Tom Watson was asked if he was going to fire an employee who made a mistake that cost IBM \$600,000.*

*... He said, "No, I just spent \$600,000. training him. Why would I want somebody else to hire his experience?"*

- Tom Watson, IBM

*The moment you stop learning, you stop leading.*

- Rick Warren

*Failure is the opportunity to begin again, more intelligently.*

- Henry Ford

# Richness In Diversity

**What about homogenous organizations ...  
does everyone think like you?**

***“If you want interesting companies  
... hire interesting people!” T.Peters***

**Go where the buyers are:**

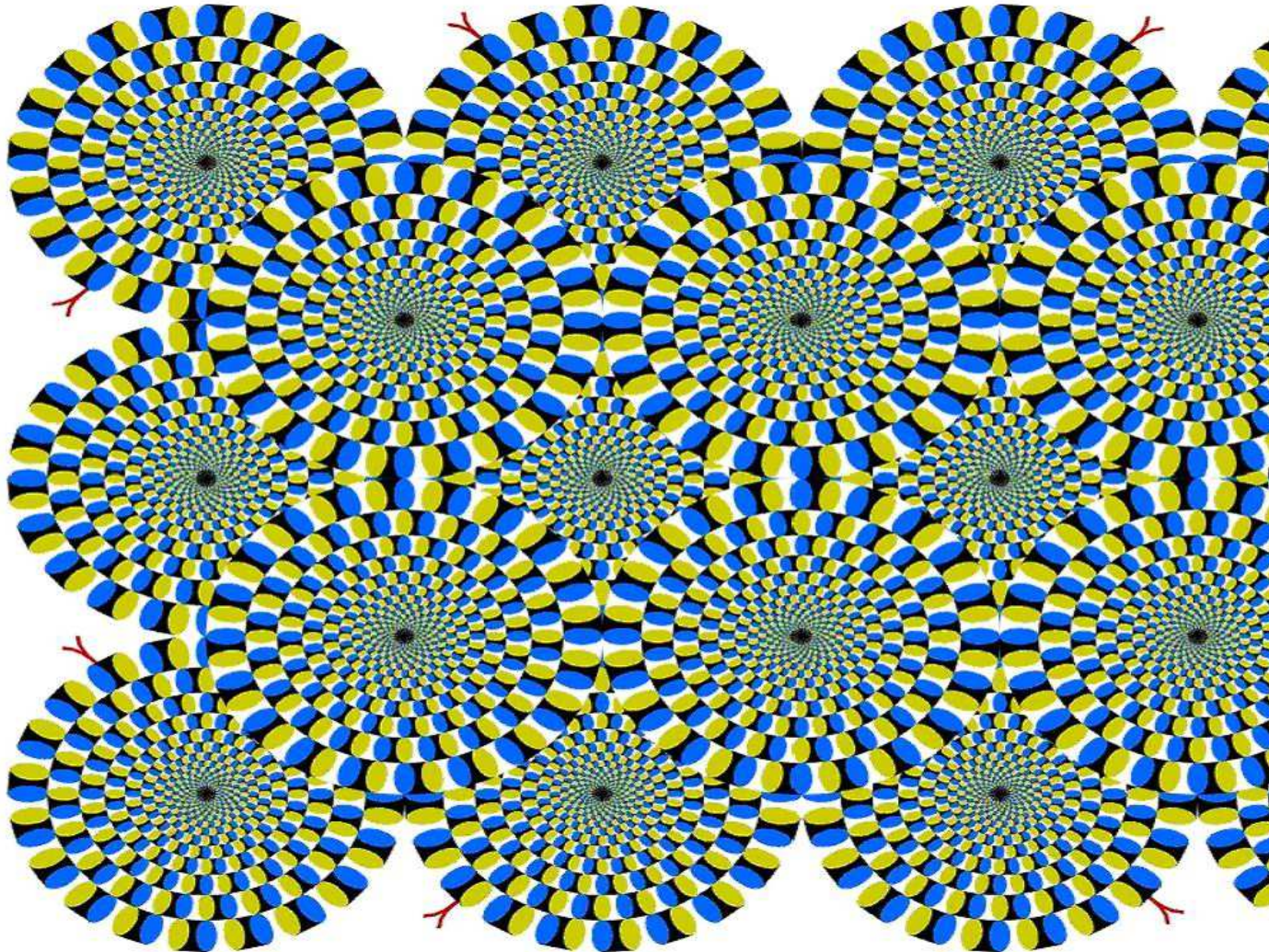
- Women
- Aging Baby Boomers
- Gen X, Gen Y ... Gen Z
- What will the next trend be?

**What are you doing about the language diversity?**

**Where are you seeking your talent?**



# It's All In The Perception



... Don't Forget The Perception Factor



# Gen Y / Millennials - Intrinsic Values

## Gen Y/Millennials Core Values / Drivers:

- Work-Life Balance; *work is not their life*
- Reward: *needs to be continuous; can be informal*
- Self-Expression: raised that *"I am special" ... "just be happy"*
- Attention: *"Hey look at me"; comfortable sharing their life: Facebook YouTube Instagram*
- Achievement: *They expect salary & wealth; with/without hard work*
- Informality; *this includes job interviews, meetings, dress*
- Simplicity; *protecting the environment over glamour / wealth*
- Multitasking; *expected and comfortable across multiple mediums*
- Meaning; *it's not just about the money; they need to matter*

*Source: Managing the Millennials*

# GEN Y – Key Value Expectations

<b>Flexibility</b>	Use technology to work remotely; flexibility in work hours; Expect more control, authority and discretion about how they spend their time at work
<b>Work / Life Balance</b>	Want to have a full life outside of work
<b>Coaching / Mentoring</b>	Seeking guidance from true experts, not “titles” Seeking mentoring via “relationships”
<b>Technology</b>	Want the latest & greatest at work as they are accustomed to in their personal life
<b>Contributions</b>	Want challenges, opportunities to add value
<b>Feedback/Recognition</b>	Expect and need continual praise / affirmation
<b>Positions / Titles</b>	Carry little weight; they’re not easily impressed
<b>Management</b>	Don’t respond well to Mgmt by intimidation Comfortable with multiple points of view



## Work Attire ... *the Supporting Details*

### How about GEN Ys different business dress code?

- Ladies: very low cut blouses
- Tshirts / jeans
- College campus clothes
- Will it work in the boardroom?
- Would you say their dress could be a CLM ?
- Do you think you have to teach "business dress"
- Will a dress code affect Gen Y Retention?
- As the work force shifts, will the "acceptable dress" shift too?

# 10 Recommendations: for working across generations

1. Focus on the individual and their skills/talents; *not the generational differences*
2. Collaboration is the new x-factor!
  - Pair-up the Gen Yrs on projects; keep them challenged
    - It will still allow collaboration AND minimize the time drain on the manager
    - Ask ... **Listen... Listen ... Listen** ... and observe how the Millennials work
  - Pair-up Gen Yrs / Baby Boomers on projects
    - It will enable Gen Y creativity & “new thinking” with Boomer diligence & experience
3. Start a mentoring program on your team; embrace shadow training
4. Let go of the standard protocols and “must dos”
  - Focus on the Results vs. how/where the work gets done
5. View things from other generations’ perspective, *not from your own bias*

# 10 Recommendations: for working across generations

6. Teach the Millennials the “WHY” of a job .. Not just the “what”
  - Help each individual see the BIG Picture and how they fit in
7. Teach business savvy: explain & illustrate the fundamentals
  - Don't take for granted that your point is understood as YOU think
  - Have regular, open communication: Speak candidly and frank
  - Don't confuse character issues with generational traits
  - Have multiple channels of Communication: phone, email, IM, text, Apps
8. Match incentives to each generation's current life needs
9. Build relationships:  
  
Relationships & guidance = credibility (not titles)
10. ***Don't forget the FUN!***

# Bridge-building Competencies

## Some examples of learning & challenging your Millennials:

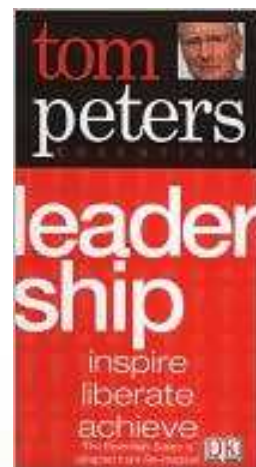
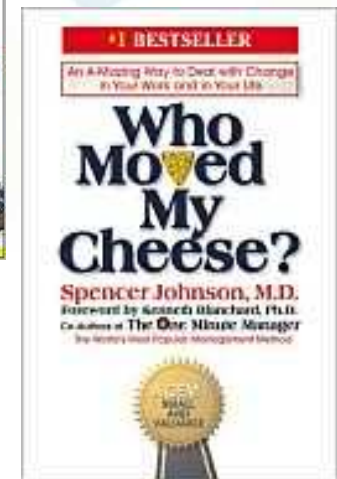
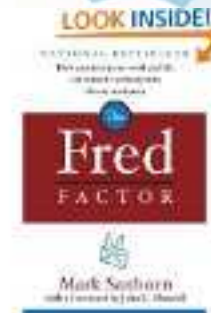
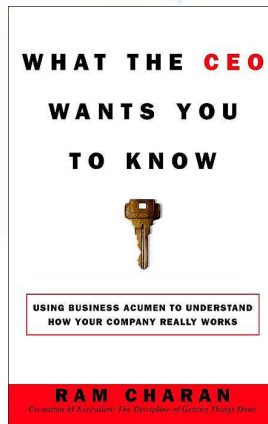
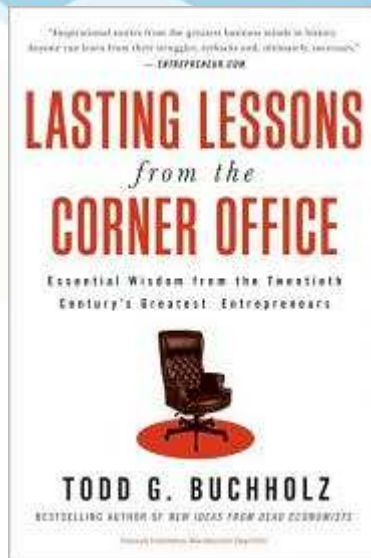
- Enhancing business communication
- Time management
- Active listening
- Conflict resolution
- Business acumen
- Delegation
- Public speaking
- Managing direct reports
- Optimizing interpersonal meetings
- Budgeting
- Resource management
- **Service Management: ITIL, COBIT, ISO, AGILE, DEVOPS**

# Bridge-building Competencies

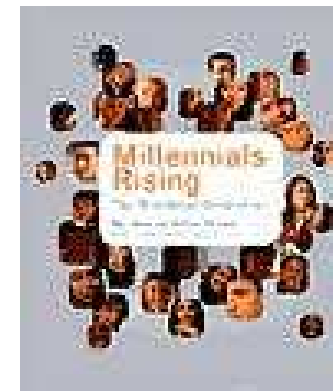
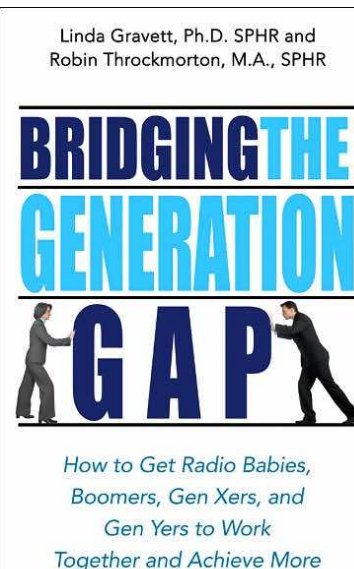
## Why are soft skills important?

- **The workplace for IT Service Management professionals is increasingly team oriented.** If you can't work well with others, your options can be limited
- Because companies require IT staff to take a **more strategic and collaborative approach** than in the past, soft skills are playing a larger role in an IT candidate's marketability and are frequently a deciding factor when evaluating two individuals with otherwise equal qualifications
- Leadership abilities
- Customer-service mindset
- Ability to work under pressure
- Written and verbal communication skills
- Ability to align business and IT goals

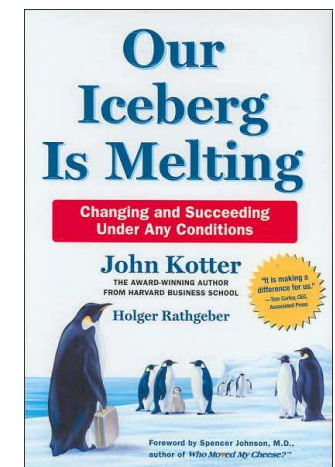
# Reference Material



What Millennial Workers Want: How to Attract and Retain Gen Y Workers  
whitepaper - RHT



*Millennials Rising  
The Next Great  
Generation*  
- Neil Howe  
William Strauss  
R.J. Matson



## Resources:

### Generational & Executive Business Books With Brenda

- **13th Gen** – Neil Hoe / Bill Strauss
- **Generations** – Neil Howe / Bill Strauss
- **Managing the Millennials** - Espinoza/Ukleja/Rusch
- **Emotional Branding** – Marc Gobe
- **The Trophy Kids Grow Up – Ron Alsop**
- **Who Moved My Cheese** – Spencer Johnson
- **Our Iceberg is Melting** – John Kotter
- **Re-Imagine** – Tom Peters
- **The Art of Possibility** – Benjamin Zander
- **Re-Inventing Work The Brand You 50** – Tom Peters
- **The Fred Factor** – Mark Sanborn
- **The Big Moo** – Seth Godin



## Resources:

### Executive Business Books With Brenda

- **Good to Great** – Jim Collins
- **Re-Claiming Higher Ground** – Lance H. K. Secretan
- **The 21 Irrefutable Laws of Leadership** – John Maxwell
- **Things I want my Daughters to Know** - Alexandra Stoddard
- **More than a Pink Cadillac** – Jim Underwood
- **Tom Peters Essentials: Leadership** – Tom Peters
- **The Power of Focus** – Jack Canfield / Mark Victor Hanson
- **Jack: Straight From the Gut** – Jack Welch
- **Winning: The Answers** – Jack and Suzy Welch

## Resources:

### Executive Business Books With Brenda

- **Don't Sweat the Small Stuff** – Richard Carlson Ph.D.
- **What Got You Here Won't Get You There** – Marshall Goldsmith
- **The Big Switch** – Nicholas Carr
- **Flipping the Switch** – John G. Miller
- **QBQ** – John G. Miller
- **Leadership – Self Deception...Getting Out of the Box** – The Arbinger Institute
- **How Starbucks Saved My Life** – Michael Gates Gill
- **The Encore Effect – How to achieve Remarkable Performance in All You Do** - Mark Sanborn

# Interesting Generational video clips

- **WE ARE GEN Y:**

<http://www.youtube.com/watch?v=SEZM6nUhKW8&feature=PlayList&p=E69E307F2FD7B4BA&index=0>

- **GEN Y TRAITS:**

[http://www.youtube.com/watch?v=n7CCylCzfDI&feature=PlayList&p=A6E499E6A0944692&index=35&playnext=3&playnext\\_from=PL](http://www.youtube.com/watch?v=n7CCylCzfDI&feature=PlayList&p=A6E499E6A0944692&index=35&playnext=3&playnext_from=PL)

- **MANAGING MILLENIALS**

[http://www.youtube.com/watch?v=at7i8xh19pw&feature=PlayList&p=A6E499E6A0944692&index=36&playnext=4&playnext\\_from=PL](http://www.youtube.com/watch?v=at7i8xh19pw&feature=PlayList&p=A6E499E6A0944692&index=36&playnext=4&playnext_from=PL)

- **60 MINUTES: THE GEN Y GUY**

[http://www.youtube.com/watch?v=owwM6FpWWoQ&feature=PlayList&p=A6E499E6A0944692&playnext=1&playnext\\_from=PL&index=33](http://www.youtube.com/watch?v=owwM6FpWWoQ&feature=PlayList&p=A6E499E6A0944692&playnext=1&playnext_from=PL&index=33)

- **The GEN Y GUY**

[http://www.youtube.com/watch?v=BRI4kgAVej8&feature=PlayList&p=A6E499E6A0944692&index=34&playnext=2&playnext\\_from=PL](http://www.youtube.com/watch?v=BRI4kgAVej8&feature=PlayList&p=A6E499E6A0944692&index=34&playnext=2&playnext_from=PL)

- **PINK CONF 2011 Conference Opening Social Networking Clip**

<http://www.youtube.com/watch?v=UsLTqUjZm8Q>

- **Human Capital Edition (2009):**

<http://www.youtube.com/watch?v=kzCQ219bxi8>

***Synergize the 4 Generations on YOUR teams!***



**Brenda Iniguez**

*Sr. Sales Executive / Certified ITIL Expert*

[Brenda.iniguez@fruitionpartners.com](mailto:Brenda.iniguez@fruitionpartners.com)

Cell: 510-685-6798