2016 Annual Child Support Training Conference & Expo

Piecing it all Together

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CHILD SUPPORT DIRECTORS ASSOCIATION OF CALIFORNIA
Bridging The Generation Gap

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They say people resemble their times (hair, cloth, music) more than they resemble their parents. Rebels

• 1st time in US History - 4 generations – Why?
• Big challenge if organizations chose not to deal with it
• Strategic opportunities for those that chose to address it
What is a Generation?

- 20 years collectively possess a common persona.
- Shaped by history, social changes, and popular culture, etc
- Own attitudes, perceptions and values that shape them
Evidence there is conflict

- “They have no work ethic. They’re a bunch of slackers.”
- “So I told my boss. If you’re looking for loyalty buy a dog.”
- “If I hear, ‘We tried that in ‘87 one more time I’ll hurl.’”
- “Lighten up! Work should be fun.”
- “I wouldn’t be caught dead wearing that.”
- “I have a new rule. I will not attend meetings that start after 5 P.M. I have a life”
# Identification of Generations

<table>
<thead>
<tr>
<th>Group</th>
<th>Birth Yrs.</th>
<th>Total #</th>
<th>Workforce %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>1924-1943</td>
<td>60 million</td>
<td>10%</td>
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<tr>
<td>Baby Boomers</td>
<td>1944-1963</td>
<td>80 million</td>
<td>45%</td>
</tr>
<tr>
<td>Gen Xers</td>
<td>1964-1983</td>
<td>41 million</td>
<td>30%</td>
</tr>
<tr>
<td>Gen Ys/ Millennials</td>
<td>1984-2000</td>
<td>76 million</td>
<td>15%</td>
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Percentages vary between 5 and 10% up or down
BUT **GENERATION Z** (<20 YEARS OLD) IS THE LARGEST POPULATION SEGMENT IN THE U.S.
Labor statistics: 80M BB will exit the workplace in the next decade. At the rate 8,000/ day; 300/ Hour.

By 2030, 75% of employees are projected to be millennials (fastest growing generation in the workplace, twice as big as either Gen X or the BB.)

The Workforce in 2015
Projected size of U.S. labor force (in millions) by age, for the year 2015

- Millennials: 55.2M
- Generation X: 50.4M
- Boomers: 50.1M
- Silent Generation: 3.9M

The Workforce in 2025
Projected size of U.S. labor force (in millions) by age, for the year 2025

- Generation Z: 19.3M
- Millennials: 74M
- Generation X: 48.6M
- Boomers: 26.1M
- Silent: 0.7M

Source: Department of Labor | WSJ.com

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Generational generalities cut across racial, ethnic, and economic differences.

Visible traits of generations.

Deep seated values - credibility

What is “right” for one generation is often in conflict with what is “right” for another generation.
- Describe a message about work you received while growing up.

- Describe two characteristics of today’s younger workers.

- Describe two changes you’ve had to make to adapt to new workplace expectations or attitudes.
The Traditionalists Generation (73 - 92)
Traditionalists

Formal recognition
Conforming, not risk-takers
Team-oriented

What they bring to the team
- Superb interpersonal skills
- Good work ethic - work not = fun

Areas of Conflict
- May struggle with diversity / Tech
- Behavior consequences: smoking

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Baby Boomers (53 – 72)

The Cold War

Woodstock

Space Race

Civil Rights

END THE WAR IN VIETNAM

NOW

WOMEN'S LIBERATION
Baby Boomers / ME Generation

Hard work & long hours proves commitment
Respect - Want to prove themselves
ME-Focused

What they bring to the team
- Driven and service-oriented
- Good team players

Areas of Conflict
- Dealing with conflict
- Self-promoting

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Generation X (35 – 52)

Watergate

INTERNET

"Can't we all just get along?"

I want my TV

PERSIAN GULF WAR

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Generation X

Career advancement - Self-Reliant
Work-Life Balance
Time off for self and family
Fun, socialization at work

What they bring to the team
- Open to receiving feedback
- Good at networking

Areas of Conflict
- “Job movers” - Informality - Less corporate
- Approach to authority is casual
- Skeptical - Hate bureaucracy

Areas of Conflict
- “Job movers” - Informality - Less corporate
- Approach to authority is casual
- Skeptical - Hate bureaucracy

HYPE
- Cynical slackers
- Not team players
- No respect for authority, hierarchy
- Won’t pay their dues
- Are burdened with corporate politics & excessive meetings
Generation Y/ Millennials/ iGeneration/ Nexters (21 – 35)
Generation Y

Informal, fun workplace
Immediate Feedback, Incentives
Optimistic, Confident, Hopeful
Goal and achievement-oriented
Civic-minded, Inclusive, Participation

What they bring to the team
- Good at multi-tasking
- Appreciate diversity

Areas of Conflict
- Strong parental attachment
- Need more recognition - Feel entitled

HYPE
- unrealistic expectations
- overly dependent
- informal to the extreme
- OMG! WCTUCS?
  - “Job hop” especially if think judged on age instead of quality

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Generation Z (After 1995)

- Financially Educated
- More social & F2F than the Ys
- True Digital Natives
- Career oriented
  - Colleges should give them life social lives

Realistic True Digital Natives

TERRORISM

- Career oriented
- Colleges should give them life social lives

Financially Educated

- If you wake up looking like this,
  - Swine Flu - Healthcare 2009
  - don't go to work

Communicate with pics

Katrina

Online education, Textbooks, Research

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Online survey of 1001 college students by ADECCO

1% Having health insurance provided by my employer
3% Having to move back in with my parents after graduation
6% The economy
7% Graduating college
8% Applying to graduate school
13% Affording my own place to live after graduation
16% The cost of education (tuition, student loans, etc.)

The ability to find a job is the top concern for 32% of total respondents (and is the top concern across both gender and age groups).

32% The ability to find a job

42% In fact, 42% of students believe they will find a job in less than 3 months.

50% of respondents feel determined or optimistic in their job search, while only 6% feel defeated.

79% 5 months or less

Despite their concerns, the majority of students are optimistic that they will find a job in 5 months or less.

College worth it - Will need to work hard

16% 6-12 months

42% 36% 14% 2% 5%

Less than 3 months 3-5 months 6-9 months 10-12 months More than 12 months

Online survey of 1001 college students by ADECCO

557 Y = 444 Z

32% noted that finding a job was the biggest concern for their generation.
16% of respondents ranked the cost of education as their top concern, just behind finding a job (32%).

Gen Z (21%) are more concerned about the cost of education than Millennials (13%).
What are their aspirations after college?

Overall, most students' greatest aspiration is to be financially stable, followed by being in their dream job.

2% Making a sizable investment/purchase (i.e. a house, apartment, etc.)
2% Starting a family
4% Traveling
6% Additional education (i.e. graduate school)
8% Paying off student loans
10% Becoming a business owner
10% Getting married

Overall, the top 3 aspirations for the next 10 years are:

- 69% Financial stability
- 62% Securing a dream job
- 36% Getting married

Gen Z (32%) want to find their dream job, while Millennials (34%) want financial stability.

What do they want from their first job?

Career growth (36%) ranks as the most important aspect for a first professional job, followed by fulfilling work (19%) and stability (19%).

- 36% Opportunity for growth
- 19% Fulfilling work
- 19% Stability
- 10% A friendly work environment
- 7% A flexible work schedule
- 1% Corporate social responsibility programs
- 6% The highest salary

More Millennials (41%) want a job with an 'opportunity for growth', compared to Gen Z (30%).

Friendly work environments (10%), flexible schedules (7%), the highest salary (5%) and corporate social responsibility programs rank lower in priority.
Organizations and HR professionals have their work cut out for them:

- Wish their current hobby could become their full-time job—personalize work space.
- Want to start a business someday.
- Say the people whom they work with would enable their best work.
- State that honestly is the most important quality for being a good leader, followed by a solid vision, and then good communication.
- Have strong desires for managers to listen to their ideas and value their opinions.
- “I will invent something that changes the world.”
- Pro-bono corporate programs/Internships.
Managing Millennials – What do They Want From Managers?

- **You be the leader** – grew up structured and supervised and are looking for a role model
- **Challenge me** … or I’ll find someone else who will
- Let me work with my friends
- Let’s have fun!
- Respect me and my ideas- Give me a seat on the table. Seniority not by age/ years
- **Be flexible** – I have many other parts to my life I need to fit in
- **Display vulnerability and own up to your mistakes**.

Credit Ben Foster
To lead Millennials

1. **Utilize feedback and assessments.** Ample feedback, balancing negatives with the positives.
2. **Show them the big picture.** Show them how they fit in the greater scheme of things.
3. **Give them stretch assignments.** Working in teams can be their motivation. Accountability.
4. **Enable them to be forward-thinking.** By giving them insights into business initiatives.
5. **Give them exposure to senior leaders.** Can benefit from opportunities to be front and center with top management.
Group Activity

- What can you learn from this generation?
- What can you teach this generation?
- Two things I appreciate about each Generation is...
  - Silent
  - Baby Boomer
  - Gen X
  - Gen Y
“Employees (regardless of their generation want):

- To be respected and receive equitable and fair treatment
- Flexibility to balance work, family and personal needs and goals
- Provided opportunities for education, training, feedback and advancement
Gen X and Gen Y

COLLABORATION

Gen X—Limit in-person meetings. Offer alternatives. For face to face meetings, stick to small productive groups and skip long sessions.

Millennials—Think about how you can leverage online social networks in the workplace to encourage team collaboration and knowledge sharing.
ATTIRE

**GenX**—Give them a heads up if they should dress nicer for specific meeting/official visits.

**Millennials**—New to the job market, might be oblivious to companies’ culture. Educate them on dressing better for 1st impressions, build credibility, and help their career over the long haul.
Use the **ACE** technique to avoid conflict with your older employees.

- **A**cknowledge your older employee’s experience and the value they bring to the team by reflecting on their achievements and contributions to the team.
- **C**aring for your older employee: Become interested with their personal life or hobbies. Take note of special things that took place in their lives.
- **E**xchange ideas and ask for input from your older employees to show you value their opinions.
Strategies for a Multigenerational Workforce

Retention strategies

Silent Generation
- Flexible hours/Part-time work
- Medicare education for self and spouse

Baby Boomers
- Retirement benefits and retirement planning
- Wellness and disease management programs/incentives

Generation X
- Retirement and financial planning
- Concierge services and Career planning

Generation Y
- Social functions and team building exercises
- Tuition reimbursement programs and continuing education
## The Perfect Storm...

<table>
<thead>
<tr>
<th></th>
<th>Traditionalist</th>
<th>Boomer</th>
<th>Gen X</th>
<th>Gen Yers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning style</strong></td>
<td>Classroom</td>
<td>Facilitated</td>
<td>Independent</td>
<td>Collaborative &amp; networked</td>
</tr>
<tr>
<td><strong>Communications style</strong></td>
<td>Top down</td>
<td>Guarded</td>
<td>Hub &amp; Spoke</td>
<td>Collaborative</td>
</tr>
<tr>
<td><strong>Problem-solving</strong></td>
<td>Hierarchical</td>
<td>Horizontal</td>
<td>Independent</td>
<td>Collaborative</td>
</tr>
<tr>
<td><strong>Decision-making</strong></td>
<td>Seeks approval</td>
<td>Team informed</td>
<td>Team included</td>
<td>Team decided</td>
</tr>
<tr>
<td><strong>Leadership style</strong></td>
<td>Command &amp; control</td>
<td>Get out of the way</td>
<td>Coach</td>
<td>Partner</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>No news is good news</td>
<td>Once per year</td>
<td>Weekly/Daily</td>
<td>Instant/ Consistent</td>
</tr>
<tr>
<td><strong>Job changing</strong></td>
<td>Sets me back</td>
<td>Sets me back</td>
<td>Necessary</td>
<td>Part of my daily routine</td>
</tr>
<tr>
<td><strong>Work Styles</strong></td>
<td>Linear work style</td>
<td>Structured working style</td>
<td>Informal working style</td>
<td>Fluid work style</td>
</tr>
<tr>
<td><strong>Look at careers</strong></td>
<td>Build a legacy</td>
<td>Build a stellar career</td>
<td>Build a portable career</td>
<td>Build parallel careers</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Personal Characteristics</th>
<th>Traditionalist</th>
<th>Boomer</th>
<th>Gen X</th>
<th>Gen Yers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect Authority</td>
<td>Respect Authority</td>
<td>Self Improvement</td>
<td>Practical</td>
<td>Tolerant of differences</td>
</tr>
<tr>
<td>Highly disciplined</td>
<td>Highly disciplined</td>
<td>Idealistic</td>
<td>Flexible</td>
<td>High Expectations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work Ethics</th>
<th>Work is an obligation</th>
<th>Workaholics Desire quality</th>
<th>Eliminate unnecessary task</th>
<th>Love to multitask</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow the rules</td>
<td>Work is a challenge</td>
<td>Work is a “means to an end”</td>
<td>Work is a”means to an end”</td>
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<table>
<thead>
<tr>
<th>Work Qualities</th>
<th>Work Hard</th>
<th>Competitive</th>
<th>Question power structure</th>
<th>Want to know why</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Work as they are told</td>
<td>Politically correct</td>
<td>Multitask</td>
<td>Desire responsibility</td>
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</tbody>
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<thead>
<tr>
<th>View Of Change</th>
<th>Something's wrong</th>
<th>Cautious</th>
<th>Potentially favorable opportunity</th>
<th>Improvement and necessary</th>
</tr>
</thead>
<tbody>
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<table>
<thead>
<tr>
<th>How they are motivated?</th>
<th>Respect for the work experience</th>
<th>Feeling valued and needed</th>
<th>Self governance</th>
<th>Working with bright and creative peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Job security</td>
<td>Work that is exciting</td>
<td>Job responsibility</td>
<td>Challenging task</td>
</tr>
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Institutional Knowledge Transfer ... The New Gateway
What can be done?

Organizations must have plans in place in order to ensure continuity:

1. **Pro-Bono Corporate programs & Internships**
2. **Succession Plan**: create a pipeline of new leaders going forward.
3. **Mitigate the risk**: To address the risk exercise a workforce assessment, documenting and identifying critical knowledge held by existing employees.
4. **Specialized training, documentation of processes and job-sharing**
Some successful organizations are enlisting the assistance of existing and departing retirees to serve as mentors instead of simply showing them the way out the door.

These retention methods have proven to be successful in curtailing the loss of institutional knowledge and transferring it to younger generations.
Reverse Mentoring... Defined

Refers to an initiative in which older executives are paired with and mentored by younger employees on topics such as technology, social media and current trends.

Reverse-mentoring is seen as a way to bring older employees up to speed in areas that are often second nature to younger employees.
Boomerangs – Are former employees who have been hired back into the organization as rehires, consultants, project managers, trainers and even recruiters!

Best practice organizations are actively expanding their talent pools and engaging with both former employees and retirees.
The Future of Knowledge Banking

• Knowledge Banks: Technology & Mind-sharing
• Leveraging Organizational Alumni groups
• SME: Subject Matter Affinity Teams
• Effective development of Communities of Practice (CoP)
How to build a culture of Inclusion

• Gen Y to come up with ideas to grow the economy
• Empathy, Recognition & Respect across the generations
• BB enjoy working with Gen Y because their energy keeps them young.
• Digital technical skills by Gen Y & gathering information
• BB to show them how to analyze/ think through/ analytical skills.
• Be willing to learn and to teach – Build on ALL strength
• Both BB and GENY to consider GEN X
• Leverage Diversity- ERG/ Affinity groups
• Mentoring and reverse mentoring – Boomerang – Transfer knowledge- Alumni
• Include fun (breaks, pizza)
• Inclusive leadership- fight stereotypes- offer options
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Q & A

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Diversity Starts at Home!

Please be sure to complete the session evaluation.
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