



## Inspiring Motivation in the Multigenerational Workplace

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Corey Franklin, and Sarah Quinn




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### Which Generation Are You In?

 Traditionalist Before 1946: 73+	 Baby Boomer 1946-1964: 54-72
 Generation X 1965-1980: 38-53	 Millennial/Gen Y 1981-1996: 22-37
 Post-Millennial/Gen Z 1997+: 21 or under	

**Cusper/In-Betweeners:** Within 5 years of range, you may also identify with another generation




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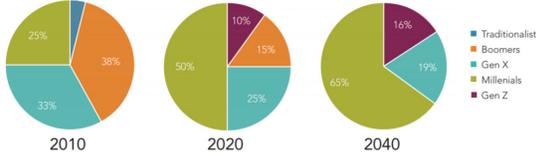
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### Generations in the Workplace

Workforce Percentage by Generation



Year	Traditionalist	Boomers	Gen X	Millennials	Gen Z
2010	4%	38%	33%	25%	0%
2020	0%	15%	25%	50%	10%
2040	0%	0%	19%	65%	16%




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## Transformation

- Job security is dead – jobs eliminated
- Flatter org charts – mgmt layers removed
- Long-term rewards not advantage
- Free-agent mindset – employees get what they can one day at a time
- No going back – relationships short-term, transactional, and highly variable. Traditional relationship will fade away.



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## How will Employers Be Affected?

- Retirees will take with them skill, knowledge, wisdom, institutional memory, relationships, and the old-fashioned work ethic.
- Young workforce will bring new set of expectations and behavior that takes for granted the short-term transactional nature of employment.



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## Organizational Culture

- What is culture?
  - “Personality” of the organization
- Who defines it?
  - Senior Leaders of the organization
- What influences culture?
  - Business necessities
  - Generational differences will influence culture



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### Generational Events

- What has shaped each generation?
  - Historical events or “signposts”
  - Shaped by history, they shape history
- “If you don’t experience an event and just hear or read about it, it doesn’t have the same meaning.”




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### Leading a Multigenerational Workforce Video




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### Generation X

Cydney K. Jones  
Consulting Manager




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### Who I Am As a Manager

- Music – Hip Hop/Punk Rock/MTV
- Parents worked/were divorced
- Latchkey kid and very independent (worked since age 16)
- Work/life balance is important, self starter, entrepreneurial spirit
- Helicopter parents of Generation Z
- Studies show we are happiest in midlife (no crisis)




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### Generation X Management Style

- Work life balance is important
- Flex-time
- 4-day workweek
- Vacation time
- Telecommuting
- Do not want to be micro-managed
- Proficient in technology but can still be challenging so we don't move as fast as Millennials or Generation Z
- Can be "by-the-book" and rigid at times




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### Supervising Baby Boomers

- Thinking about retirement/semi-retired
- Working because they have to or so they won't be bored
- Typically have a wealth of institutional knowledge, experience but may or may not have a college degree
- May need to squeeze out their knowledge
  - May be unwilling to share since it keeps them relevant
  - Maybe haven't shared because no one has asked!
- May be technologically challenged so they might need more hand holding with the systems in use




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**HOW TO CARE FOR BABYBOOMERS**

<b>1</b> Meet by <b>PHONE</b> or <b>face-to-face</b>	<b>6</b> Include them <small>Collaboratively define the mission</small>
<b>2</b> Show <b>PERSONAL</b> appreciation	<b>7</b> Hear their <b>INPUT</b>
<b>3</b> <b>TREAT</b> them as <b>EQUALS</b>	<b>8</b> Offer <b>FLEXIBLE</b> work schedules
<b>4</b> Be <b>DEMOCRATIC</b> , not bureaucratic	<b>9</b> Leverage their <b>KNOWLEDGE</b>
<b>5</b> SAY: We need <b>YOU</b>	<b>10</b> Value <b>TEAMWORK</b>




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### Managing Millennials

- Recognize their need for recognition
- Frequent, constant feedback
- Have an expedient career growth strategy, they may not be there for long!
- Millennials have grown up in a culture of immediacy, surrounded by stimuli and prefer immediate gratification.




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### Managing Millennials

- Offer steps and quick career paths
  - Housing Specialist 1, 2, 3
- Do not try to unplug them
  - Facebook, Instagram, Twitter, YouTube are a daily part of their life
  - 56% of millennials stated they would not take a job that blocks social media in the workplace
- Manage their work and productivity, not their time
- Use their technology skills to improve your PHA's social footprint




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### Mentors Not Bosses

- Millennials infamously lack respect for traditional structures of authority
- Their upbringing has been much more lax and permissive, so they do not respond well to rigid protocols or displays of power
- They need their leaders to be approachable, to encourage and guide them




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### Mentors Not Bosses

- Mentoring millennials
  - Set expectations but design goals together
  - Talk to them often and let them make their own decisions
  - Assist them in their career path by exposing them to upper level meetings, introducing them to your professional network
  - Check your personal biases, millennials are the most multicultural generation in the workforce




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### Guiding the Z's

- Try not to "parent" them
- New to the workforce so need more interaction and training
- Attention span and social skills may not be as astute
  - Texting while holding a conversation
  - Typically prefer a text vs. a conversation
  - Work with them on how to interface with clients, even if recerts are done by mail
- They can typically work **and** listen to Spotify




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**Millennial**

Corey Franklin  
Senior VP of HCV  
Corpus Christi HA



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**A Millennial Supervising Older Staff**

- I came into the subsidized housing industry in 2016
- I currently serve as a Sr. Vice President for the Housing Choice Voucher Program for two PHAs
- I identify as Millennial
- As a new executive more than half of my staff fell into the Generation X or Baby Boomer category



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**Concerns I Had Managing Older Employees**

- One of my biggest concerns was that I would not be able to relate to the older generation and might be out of touch with their needs
- Even though I am qualified for my current leadership role, I worried that the older employees won't respect my authority
- I was concerned I might have difficulties motivating my team and dealing with conflicts



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### Getting to Know My Employees

- I realized that I wouldn't gain the respect of my older employees by just demanding it
- I had to get to know my team members as individuals, recognizing their individual strengths and work habits
- I did not want to generalize this generation and put them into a standard mold
- By getting to know them I quickly realized one generation's skill set is not more important than another's




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### Bridging the Generational Gap

- Be respectful, curious, and open-minded
- Set up "Knowledge-sharing sessions" so everyone can get to know each other and vocalize their ideas and opinions
- This is helpful for teams with different generations that possess different skill sets, as it allows everyone an opportunity to highlight their perspective and its benefits




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### New Changes Vs. Tradition

- As a new leader, my goal was to make positive and sustainable changes for my agency
- Before I made any changes in my agency I had to understand how my staff was accomplishing their goals and why they were doing things a certain way to get the work done
- I refused to accept "that's how we've always done it"
- My expectation was for the older generation to explain the methodology for processes that were in place




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## Collaborate and Support

- I made it a point to be my employees' biggest supporter
- I wasn't shy about asking for help and collaborating to get the work done
- I worked to learn the skills the other generation possessed



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## Transparency

- I encourage open, honest communication across my team
- I had to understand how to give feedback to the older generation
- I learned that the more transparent and open I was about expectations, goals and decisions, age became more of a non-factor



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## Be Present

- I made it my mission to ensure staff knew that I am on their team and I am personally invested in their success



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**Generation X  
Millennial**

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Sarah Quinn  
Director of Operations





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**Who I Am as a Manager**

- I identify as a "Xennial"
  - The "Oregon Trail Generation"
  - I did not grow up with modern technology, but I've fully adapted to it (Internet, cell phones, social media, etc.)
  - Not as cynical as Xers, not as optimistic as Millennials
- Worked since I was 16
- Longevity in position; believe advancement comes with hard work




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**Navigating Challenges**

- Millennials want to move up quickly – often before they are ready
- "What's in it for me?"
  - By product of watching parents being fired or laid off from long-term positions
- Much less loyalty
- Struggle with face-to-face communication
- Seek immediacy
- Want to know "why"




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### Supervising Millennials

- Focus on open communication, explaining the “why”
- Emphasis on collaboration, seeking input into decision-making
- Offering opportunities for growth – focusing on building knowledge, special projects, etc.



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### Motivating Millennials

- Acknowledge and praise contributions
- Thrive on recognition
- Provide a positive, constructive work environment
- Regular feedback on performance
- Help them to see the meaning in their work
- Offer opportunities for growth
  - Skill building, knowledge building, mentorship



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### Working with Gen Z

- Very young, new to the workforce
- Very tech-savvy
- Want a job to have meaning
- Connect with them as people
- Recognition for work well done



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Focusing on Generation Z





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Gen Y vs. Gen Z

- Idealistic in career path
- Quickly moving up the career ladder
- Think they'll be awesome at anything
- Entitled mindset
- Cautious & practical path
- Industrious and curious – work hard & find best way to accomplish task
- More savvy about income and savings
- Working hard=raise




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Gen Z

- Grown up in tougher times but with more smart technology
- Socially awkward – need interpersonal skills and emotional intelligence
- Timid about taking the reins – lack of experience – speak words of hope and belief to them




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### Gen Z

- Short attention span (8 seconds)
  - Experienced lots of change growing up and love mobility in projects
  - Tougher to stick with a task – we need to break down tasks into smaller bites and prepare them for non-glitzy jobs




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### Motivating Gen Z

- Help them find the right job that will satisfy them and enable them to make enough money to live comfortably.
- Celebrate their positives
- Work to equip them to face their negatives and overcome them




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### Retaining Gen Y and Z

- Help them learn and grow into leaders by:
  - Developing their skills
  - Making a difference in doing meaningful work
  - Giving opportunity to lead projects, initiatives and teams




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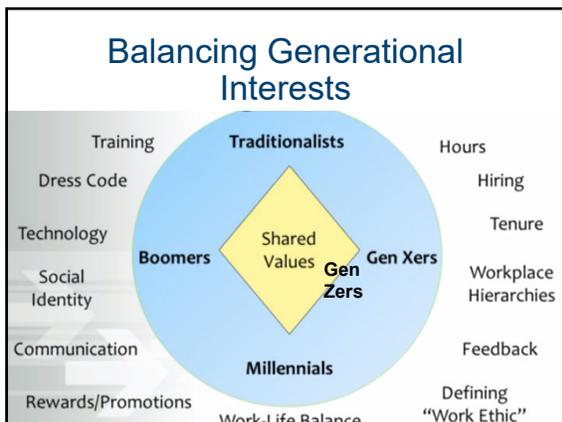
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- Choose a day, then scroll down to find the title of this session
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- Click on "Please take a moment after this session to give us your feedback"
- Thank you!

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