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COUNSEL TO GREAT COMPANIES

Building Across the Generations: Crafting Engagement in the Multi- Generational Workplace

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Generations Quiz Instructions

Place a check mark next to one statement from each group of four that best describes you.

- Work is a duty and an honor.
- Work is who I am.
- Work is a means to an end.
- Works brings me growth.



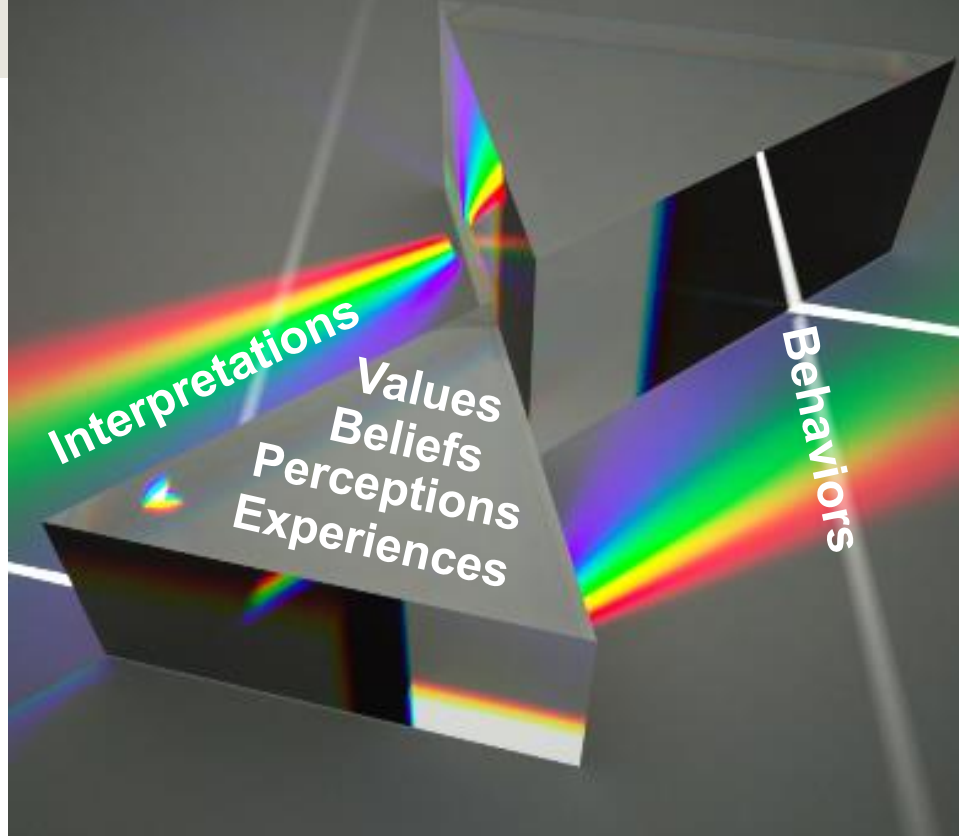
Generational Theory

- A generation is a group of people born during the same era in history.
- Value systems are shaped during the first decade of life.
- Formative years influence today's behaviors.
- Generational values are only one small aspect of who an individual is.
- Individuals can identify with more than one generation.
- Traits are most common generalities and do not apply to everyone.



"Generational context is not about age but about common experiences."

Context



Invisible
Gorilla?

The Multi-Generational Workforce

- **Traditionalists** (1922 – 1945) 71 – 94 years old
- **Baby Boomers** (1946 – 1964) 52 – 70 years old
- **Generation X** (1965 – 1979) 37 – 51 years old
- **Generation Y** (1980 – 2000) 16 – 36 years old



Traditionalists

(Matures / Veterans / Silent Generation)
(1922 – 1945)

Generation: Traditionalists

Key Influencers:

- Great Depression
- WWII
- Rationing
- Industrial Era
- Space Age
- Peaceful prosperity
- Television

Values:

- Dedication
- Family
- Sacrifice
- Hard work
- Respectful
- Duty
- Honor
- Adherence

Generation: Traditionalists

Workplace Traits Most Attributed:

- Stays with organization
- Respectful of hierarchy
- Likes structure
- Gives maximum effort

Workplace Traits Least Attributed:

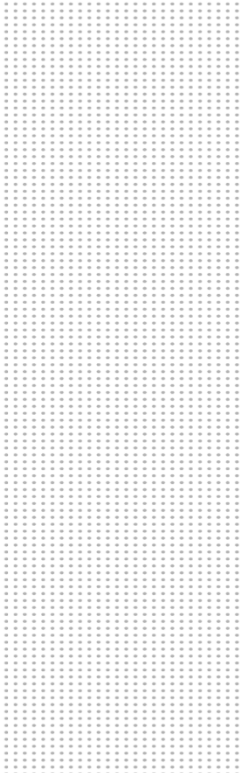
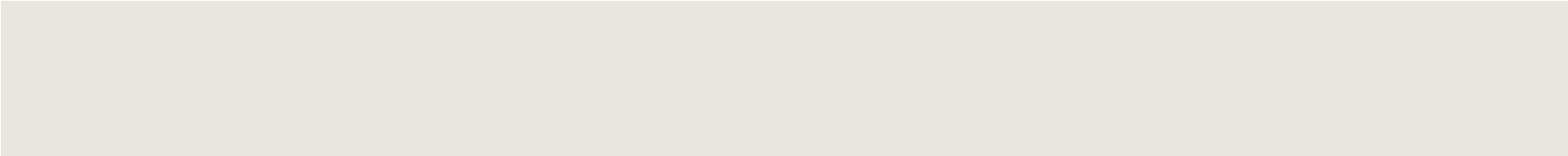
- Embraces diversity
- Technologically savvy
- Likes informality

Workplace Desires:

- Competent leadership
- Focus on work
- Their advice accepted
- Courtesy and civil interactions with others
- Personal connection with others

Generation Quiz: Traditionalists

- Work is a duty and honor.
- It is important for me to conform.
- I like clear goals and consistent, tried and true processes.
- It is important to follow the rules.
- Duty and honor are most important to me.
- I am highly dedicated to my work.
- My motivation comes from doing a job well.
- I am loyal to my organization.
- I almost never question authority.
- My work ethic is very strong and I believe in doing things the traditional way.
- I can achieve security through hard work and dedication to my job.



How do we engage Traditionalists and what
can we learn from them?



Baby Boomers

(1946 – 1964)

Generation: Baby Boomers

Key Influencers:

- Cold War/Russia
- Civil Rights
- Kennedy assassination
- Vietnam War
- Economic growth
- Hippie movement
- Moon landing

Values:

- Optimism
- Personal gratification
- Work and involvement
- Health and vitality
- Anti-war
- Team-oriented
- Spend now – worry later
- Equal rights

Generation: Baby Boomers

Workplace Traits Most Attributed:

- Gives maximum effort
- Accepts authority figures
- Results driven
- Plans to stay with organization

Workplace Traits Least Attributed:

- Likes informality
- Respects organizational hierarchy
- Needs supervision

Workplace Desires:

- Leaders are friendly equals
- Collaboration and consensus
- Opportunities for advancement
- Clear goals
- Flexible approach to work
- Meaningful two-way communication

Generation Quiz: Baby Boomers

- Work is who I am.
- Rules are made to be broken.
- I like clear goals but want to do things my own way.
- It is important to achieve personal gratification.
- Health, wellness and youth are most important to me.
- It is hard for me to balance work and life – I feel guilty if I come in late or leave early.
- My motivation comes from status and prestige.
- I am loyal to the purpose and meaning of my work.
- I have respect for those who are influential.
- You should do whatever you need to do to get the job done.
- I have security when I am recognized for my work and receive promotions.



How do we engage Baby Boomers and what
can we learn from them?



Generation X

(1965 – 1979)

Generation: X

Key Influencers:

- Watergate
- Energy crisis
- Latch Key Kids
- Corporate downsizing
- Increasing divorce rate
- End of the Cold War
- Digital era
- Challenger Mission
- Fall of the Berlin Wall
- Rise of the PC

Values:

- Change
- Choice
- Global awareness
- Individualism
- Lifelong learning
- Immediate gratification
- Diversity
- Experience
- Techno-literacy

Generation: X

Workplace Traits Most Attributed:

- Technologically savvy
- Learns quickly
- Seeks work/life balance
- Embraces diversity
- Sets own rules

Workplace Traits Least Attributed:

- Respectful of organizational hierarchy
- Likes structure
- Plans to stay with organization over long term

Workplace Desires:

- Fun, flexible environment
- Competent and flexible leadership
- Mentoring
- Growth, mobility, challenge, and opportunity
- Straightforward communication

Generation Quiz: Generation X

- Work is a means to an end.
- I like things to be informal.
- I like autonomy and less direction in how I approach my work.
- It is important to be technically literate.
- Being self-reliant is most important to me.
- It is very important to have a balance between work and life.
- My motivation comes from days off and having a flexible schedule.
- I am loyal to my career goals.
- I will follow a leader who is competent.
- As long as my work is done, it doesn't matter how I get there.
- I am secure in my work when I am gaining new experiences and I can become more marketable.



How do we engage Generation X and what can we learn from them?



Generation Y (Millennials, Generation Next) (1980 – 2000)

Generation: Y

Key Influencers:

- Children of divorce
- Economic expansion
- Oklahoma City Bombing
- Columbine
- Clinton Scandal
- 9/11, global terrorism
- Climate change
- Internet
- Cell phones

Values:

- High self-esteem
- Achievement
- Media and entertainment
- Networkers, very social
- Civic duty
- Ethical consumption
- Global awareness
- Need to know “why”
- Fun, fun, fun!

Generation: Y

Workplace Traits Most Attributed:

- Technologically savvy
- Embraces diversity
- Learns quickly
- Needs supervision

Workplace Traits Least Attributed:

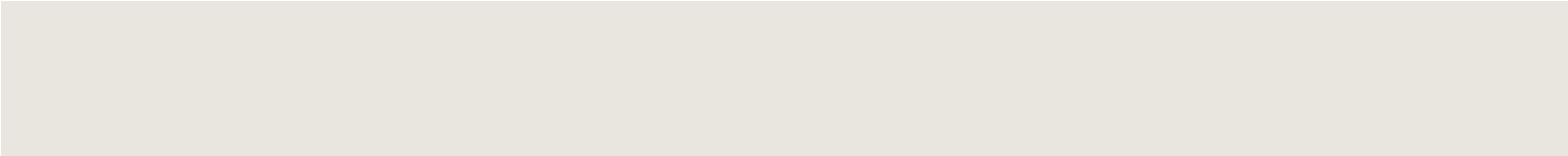
- Respectful of organizational hierarchy
- Likes structure
- Plans to stay with the organization long term

Workplace Desires:

- Results matter more than hours
- Personal career path
- Involvement and achievements recognized
- Open and honest collaboration with others
- Quality, high-speed data and technology
- Ability for an entrepreneurial outlook
- Workplace perks

Generation Quiz: Generation Y

- Work brings me growth.
- It is important to collaborate with others.
- I like clarity in directions and the ability to ask a lot of questions.
- It is important to achieve my highest potential.
- Civic duty is most important to me.
- I blend my work and life and decide how to do this.
- My motivation comes from inclusion and meaningful work.
- I am loyal to my team and our projects.
- I am respectful and polite to those with experience.
- Deadlines and goals are more important than schedules.
- I am secure when I am gaining new skills and engaging others in the workplace.



How do we engage Generation Y and what
can we learn from them?

Creating Cross-Generational Engagement

- Prioritize personalization instead of generalization.
- Meet the **motivational** needs of everyone – all the time.
- Meet the needs of everyone – all the time.
- Curate solutions to meet individual needs.
- Sometimes the right way is the harder way.
- Be present, genuine, authentic and honest.
- Focus on what you *can* do versus what you can't.

Relationship with the Organization

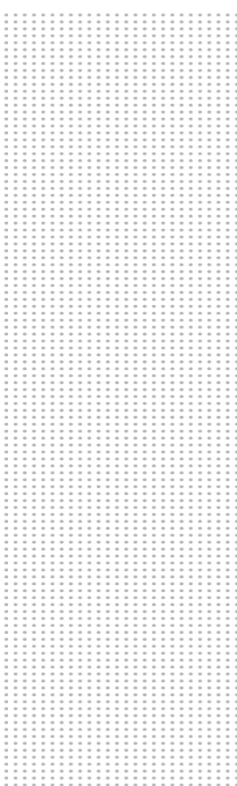
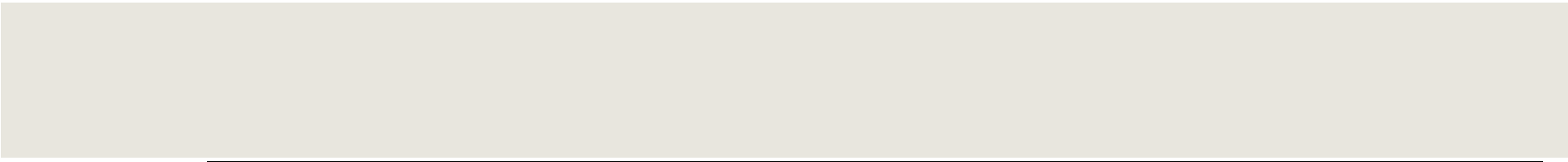
	Traditionalists	Boomers	Gen X	Gen Y
Definition	Loyal to Organization	Loyal to Team	Loyal to Manager	Loyal to Colleagues
Behaviors & Expectations	Long term commitment and tenure Career = Opportunity	Add value by going that extra mile Career = Self worth	Exceeds expectations to deliver results Career = One part of me	Ensure equitable treatment Career = Opportunity to add value and contribution

Relationship with Authority

	Traditionalists	Boomers	Gen X	Gen Y
Definition	Respect for authority and hierarchical system	Challenge authority	Unimpressed by authority	Respect for authority if competent
Behaviors & Expectations	Respect for seniority & job titles Tell me what I should do for you	Desire flat, democratic organizations Let me show you what I can do for you	Respect for competence & skills Tell me what you can do for me	Anyone can be competent Show me what you can do for me right now

Work Styles

	Traditionalists	Boomers	Gen X	Gen Y
Definition	Linear	Structured	Flexible	Fluid
Behaviors & Expectations	Follow the rules Change = Something is broken	Challenge the rules Change = Caution	Change the rules Change = Opportunity	Create the rules Change = Improvement



Intergenerational Conflict

Work Ethic

- Traditionalists do not think the Gen X and Y understand what a real day of work is, if they don't see them working in the office.
- Gen X and Y feel they should have flexibility in terms of where their work is performed.

Organizational Hierarchy

- Younger generations may resist authority and structure, bypassing chain of command.
- Older generations feel that seniority trumps all.

Managing Change

- Traditionalists/boomers may be more resistant to change; Gen X and Y are more eager to constantly try new ideas.
- Traditionalists feel they shouldn't be questioned or challenged but are working with Gen X and Y who challenge everything.

Intergenerational Conflict

Other Areas

- Younger generations may become impatient waiting for opportunities and change.

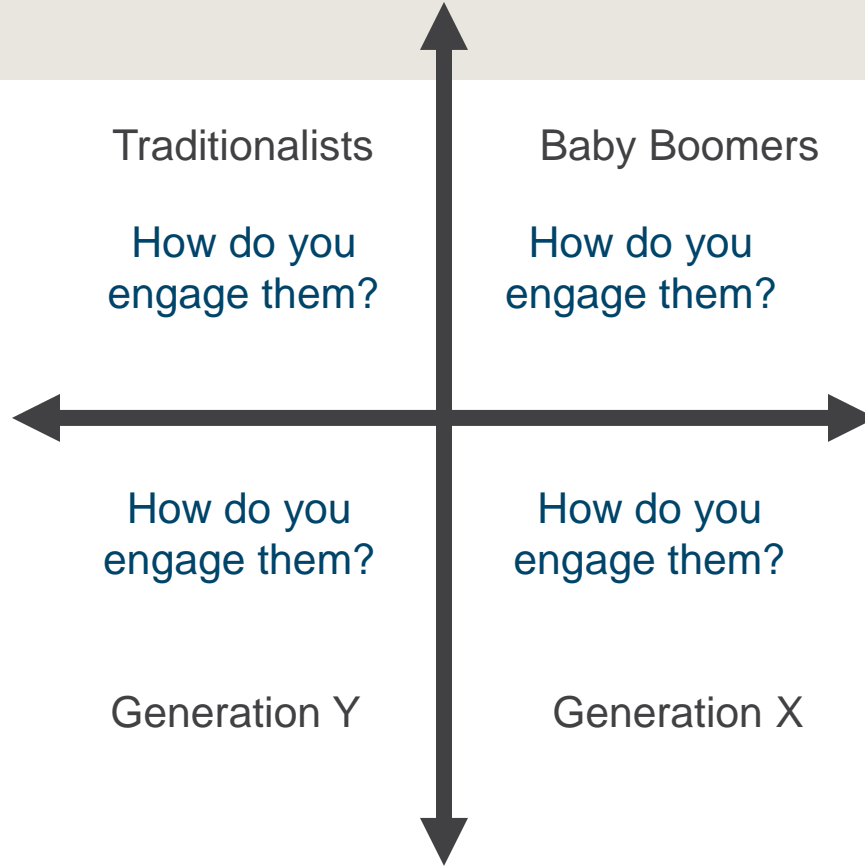
Retention

- Gen X and Y have mobile loyalty, are impatient for new challenges and opportunities.

Communication

- Different generations prefer different methods of communication and have different comfort levels with technology.
- Communicating in a variety of ways increases likelihood that the audience receives the information in a way they are comfortable.

Individualized Solutions



**Selection: Recruiting,
Interviewing, & Hiring**

**Career
Development**

**On-boarding &
Setting
Expectations**

**The Employee
Life-Cycle**

**Individual
Employee**

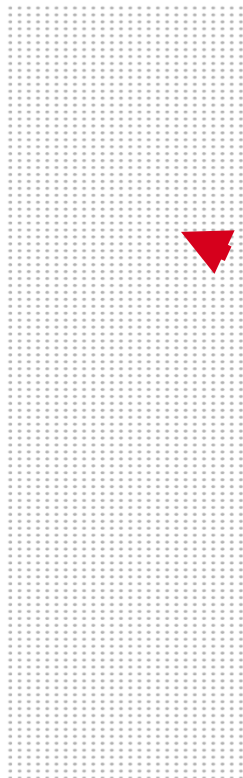
Team Effectiveness

Separation

**Effective Performance
Management & Coaching**

**Performance
Review**

**Rewards,
Recognition &
Motivation**



Perkins Coie Multi-Generational Solutions:

- Mentoring
- Senior Status Transition Plans
- Communication Training
- Perkinsgrams
- Virtual Offices
- Firmwide Meetings
- Perkins Polls
- Retreats
- Recognition Programs
- Mobile Applications
- Innovative Coaching Options (Better-Up)
- Continuous Leadership Journey (Skillsoft)
- Community Social Engagement
- Social Networking
- Video Based Sharing/Learning
- Creative Problem Solving/Brainstorming Sessions
- Technology Collaboration/Knowledge Management (Panopto)

PERKINS POLL - TELL US WHAT YOU THINK

Are you a morning person?

I'm a natural early bird and most productive in the morning.

I'm an early riser but not functioning 100 percent until after the workout or the coffee kicks in.

Only on weekdays and when I have no other option.

I would rather sleep in than get up early.

I mix it up, sometimes sleeping in and sometimes rising early.

[Vote](#)

PERKINS POLL - TELL US WHAT YOU THINK

Are you a morning person?

I'm a natural early bird and most productive in the morning. [17]

I would rather sleep in than get up early. [16]

Only on weekdays and when I have no other option. [13]

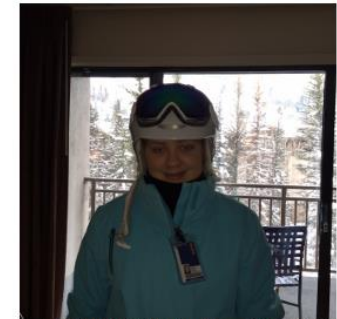
I mix it up, sometimes sleeping in and sometimes rising early. [12]

I'm an early riser but not functioning 100 percent until after the workout or the coffee kicks in. [11]

Total Votes: 69



PERKINSGRAM - WINTER WOES & WONDERS



Ready for the Slopes - Vail, CO
(Submitted By: Laurie, Tracy)

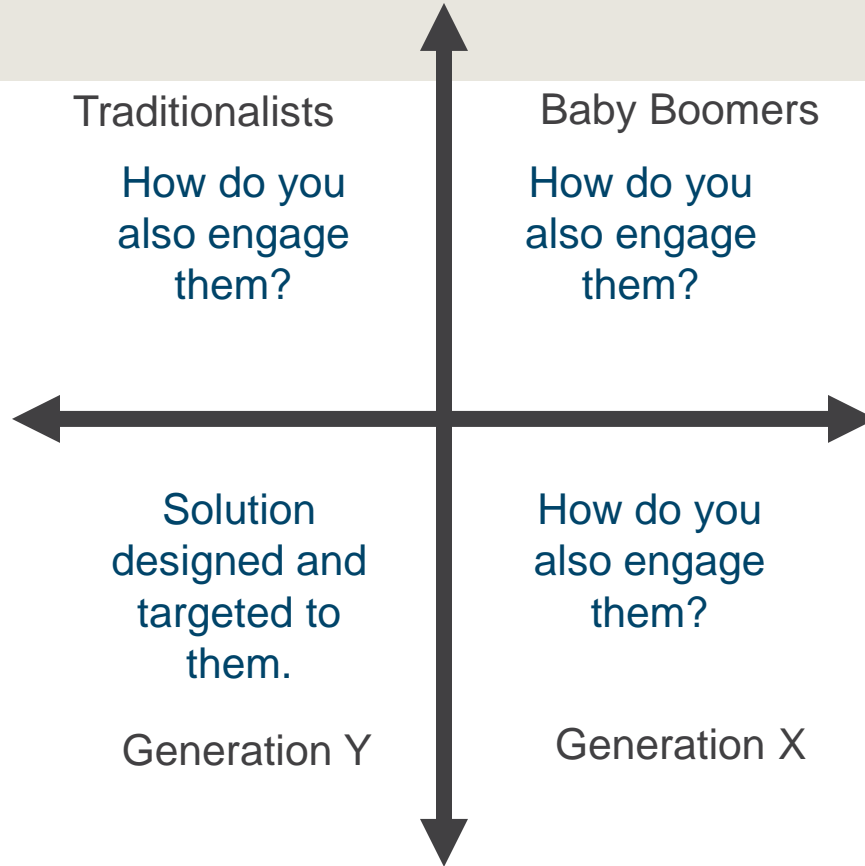
Example: Firmwide Meetings

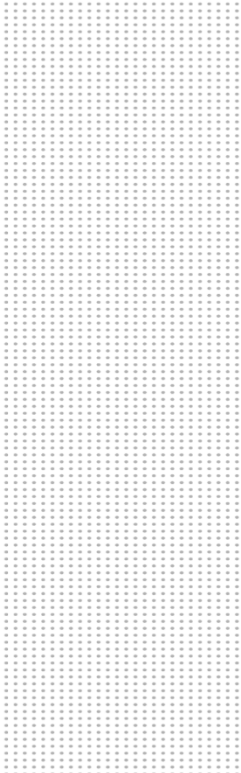
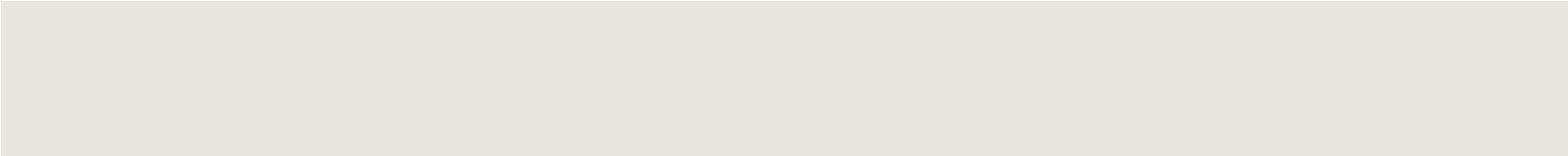
- Synchronous and asynchronous
- In-person or remote
- Presenters in multiple locations
- Virtual and/or live breakouts
- Pre, during, and post meeting engagement
- Knowledge management

Example: Continuous Leadership Journey

- Curated content
- Self-directed exercises
- Flexible scheduling
- Completely technology-based
- Social engagement/networking component
- Workplace application
- Performance support

Individualized Solutions

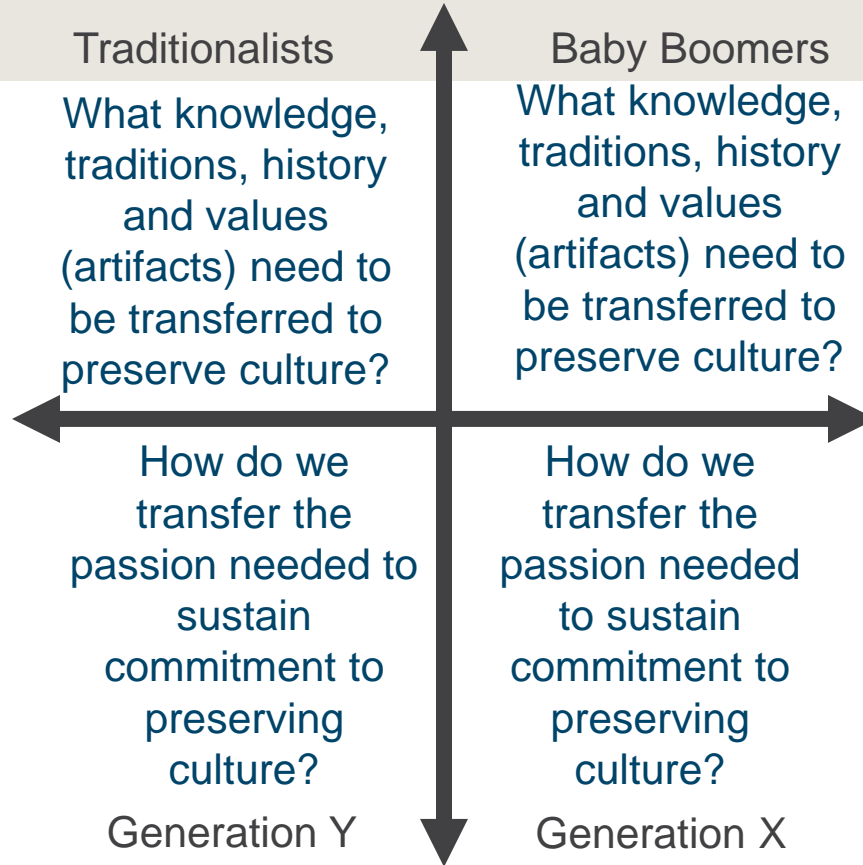




What is one solution you are implementing to meet the needs of Generation Y?

How can you make this work for the other generations in your organization?

Preserving Culture



Service Awards: Favorite Memory

Favorite Moment: **Tying** with Andrew Moore in an Obstacle Course Race during the joint Nintendo of America volunteer day at the Eastside Terrace Boys & Girls Club of Bellevue

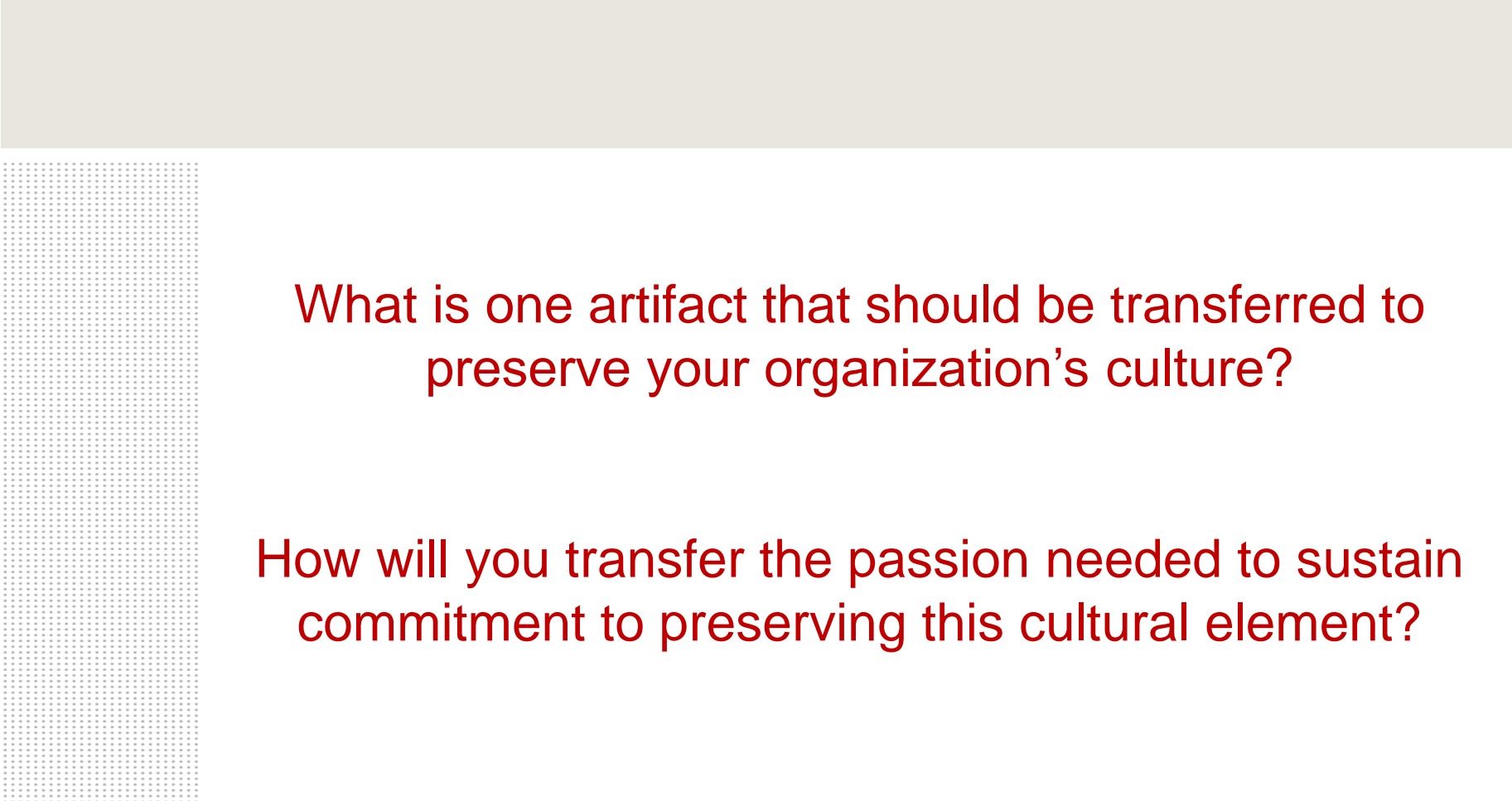
Playing ping pong with Judy **barefoot** in the Portland Office swing space

Throwing the dice at the Fortune 100 Celebration and **winning** a free PTO day!

Rick Johnson performing as one of the Bee Gees during our 2013 annual Finance and IT meeting



Quote from a partner: "Adam has been doing a **great** job, and thank you for arranging....Adam has been a **Godsend.**"



What is one artifact that should be transferred to preserve your organization's culture?

How will you transfer the passion needed to sustain commitment to preserving this cultural element?

What does this all mean?

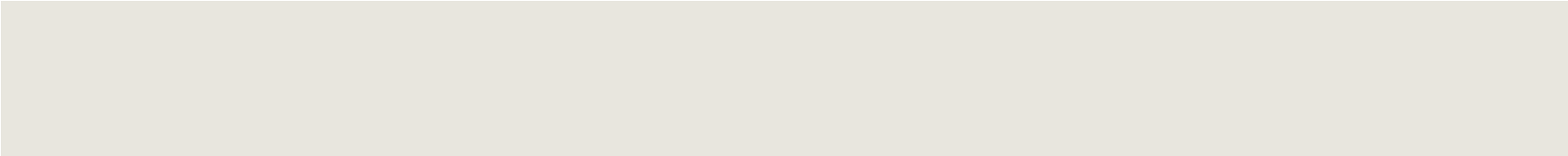
Lowest Common Denominators for Effective Performance



Building Across the Generations

- Understand the motivating factors important to each generation.
- Pay even closer attention to the motivational needs of individuals.
- Provide multi-generational workplace solutions that target each stage of the employee life-cycle.
- Preserve culture by transferring passion for important organizational artifacts from older to younger generations.
- Remember and use the lowest common denominators for effective performance.

Questions?



Thank you!
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