



# Managing the Generational Divide

**RLI**<sup>®</sup>  
DIFFERENT WORKS

RLI Design Professionals  
DPLE 288  
February 7, 2018

*RLI Design Professionals is a Registered Provider with The American Institute of Architects Continuing Education Systems. Credit earned on completion of this program will be reported to CES Records for AIA members. Certificates of Completion for non-AIA members are available on request.*

This program is registered with the AIA/CES for continuing professional education. As such, it does not include content that may be deemed or construed to be an approval or endorsement by the AIA of any material of construction or any method or manner of handling, using, distributing, or dealing in any material or product. Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.



# Copyright Materials

This presentation is protected by US and International Copyright laws.  
Reproduction, distribution, display and use of the presentation without written  
permission  
of the speakers is prohibited.

© RLI Design Professionals

**RLI**<sup>®</sup>

**DIFFERENT WORKS**

---

**RLI**<sup>®</sup>

## Course Description

Businesses are increasingly struggling with generational differences. Differing expectations of workers are magnified by new technology and teams that combine different generations.

Having a preliminary understanding of the characteristics of different generations can help you understand your employees better and can help your business remain viable.

## Learning Objectives

Understand different motivational factors for each generation

Gain an awareness of communication strategies that are appealing to each generation

Learn methods to successfully build cross-generational teams

Explore various business situations that require generational awareness, such as working with clients and subconsultants

“It’s important to be aware of generational tension — loosely defined as a lack of respect for someone who’s of a different generation from you — among colleagues.

It’s your job to help your employees recognize that they each have distinct sets of skills and different things they bring to the table.”

-Jeanne C. Meister

# Generational Breakdown

**RLI**  
DIFFERENT WORKS



# Generations

## Traditional

- Before 1946

## Baby Boomer

- 1946-1964

## Gen X

- 1965-1976

## Millennial (Y)

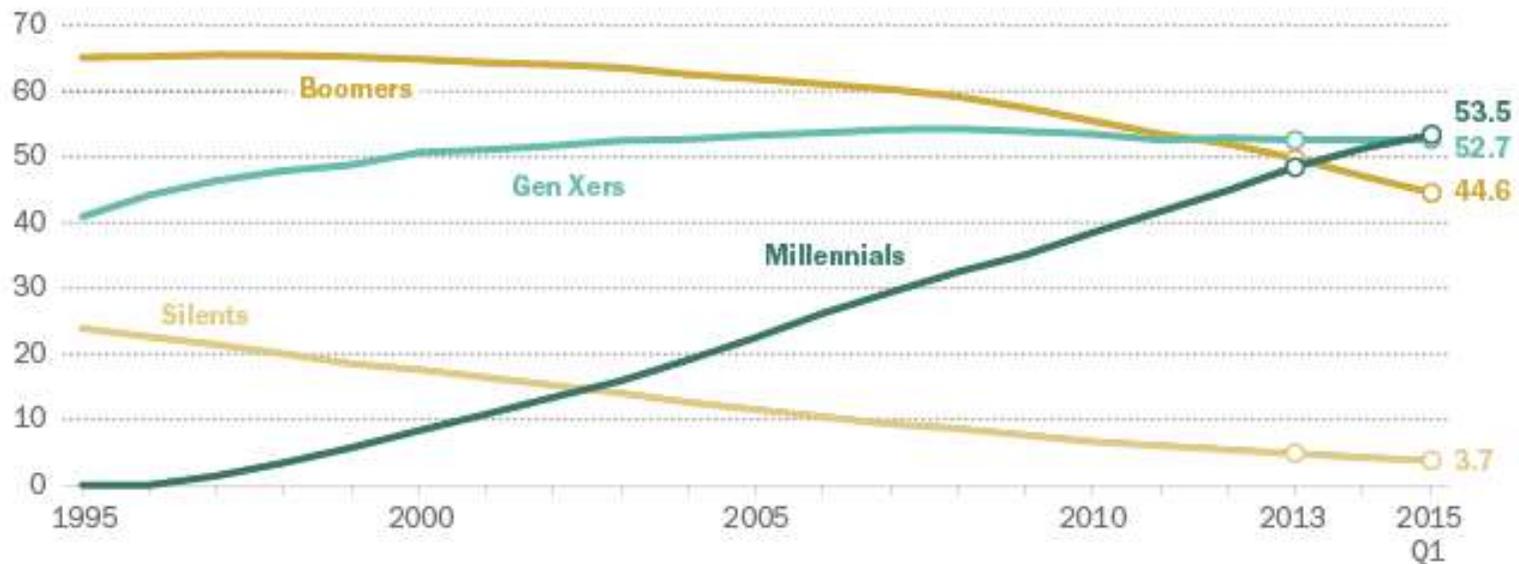
- 1977-1997

## Gen Me

- After 1997

## U.S. Labor Force by Generation, 1995-2015

*In millions*



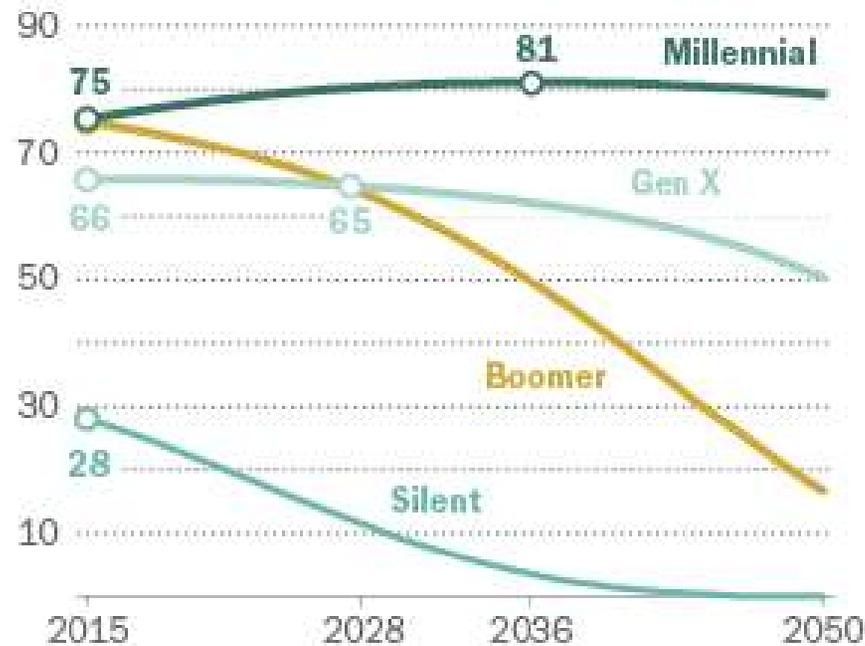
Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

## Projected population by generation

*In millions*

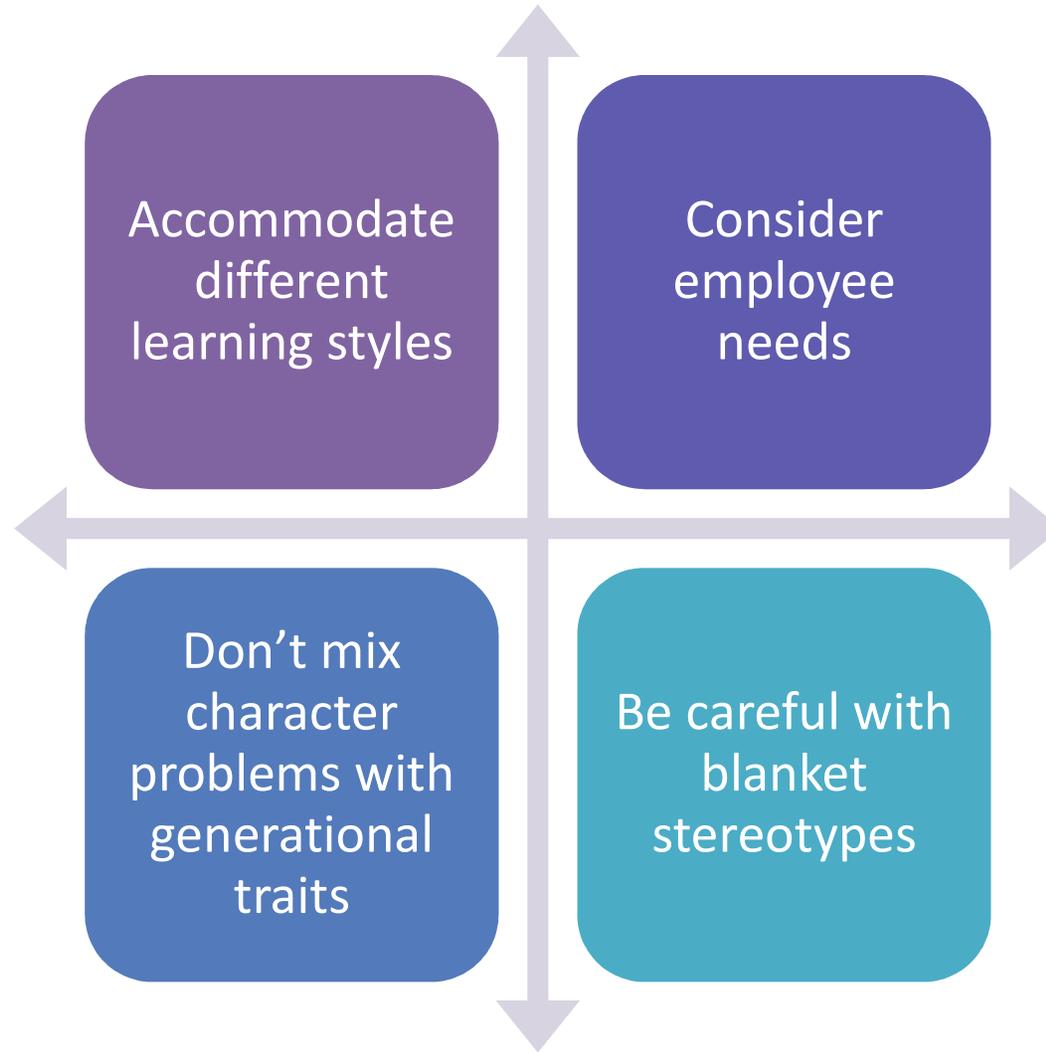


Note: Millennials refers to the population ages 18 to 34 as of 2015.

Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2015 population estimates

PEW RESEARCH CENTER

# Quick Reference for Successful Management

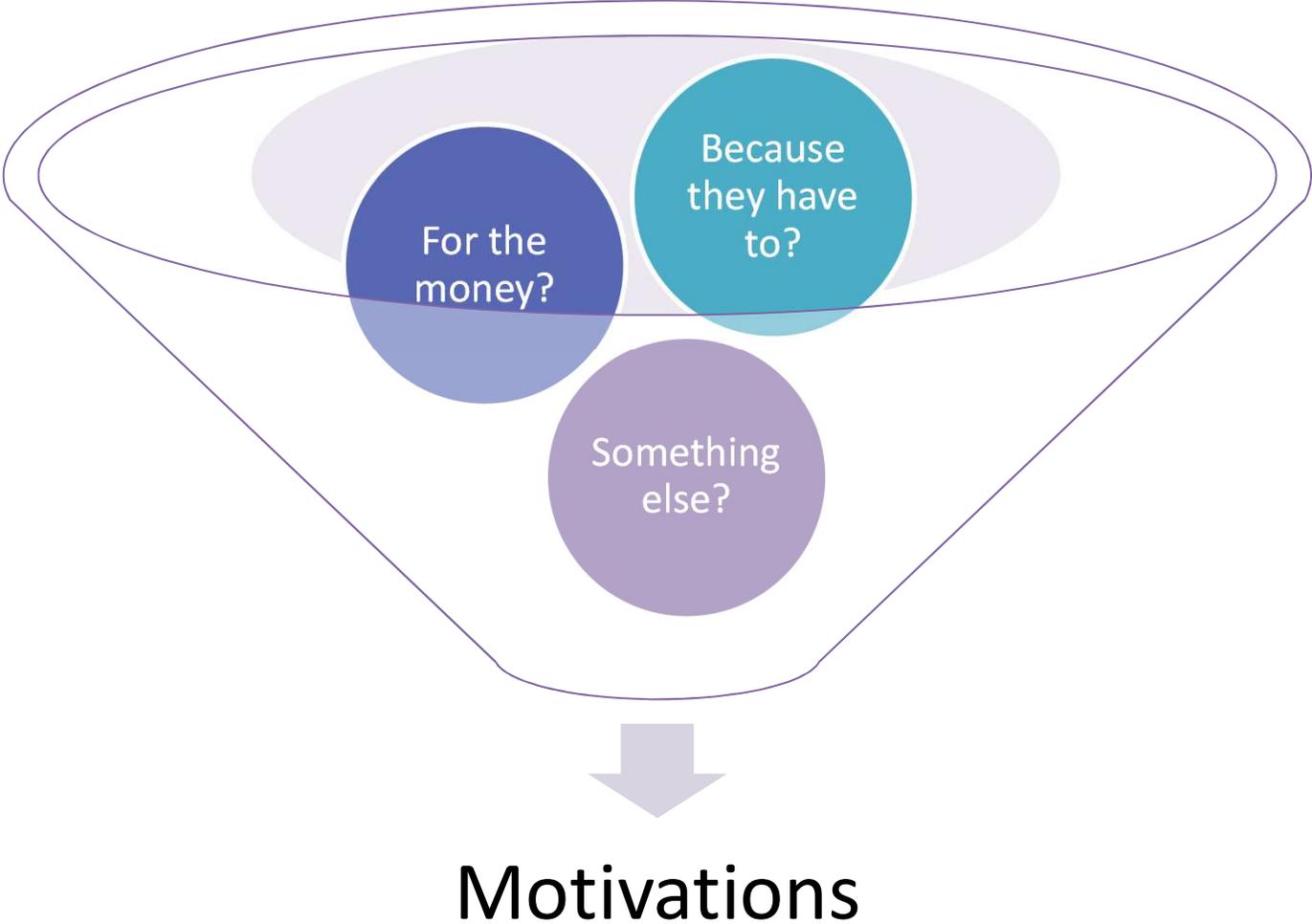


# Understanding Motivations

**RLI**  
DIFFERENT WORKS



# Why Do People Work?



# Conditions for Maximum Effort



## Motivators

# Boomers ('46-'64)

Promotions

Professional development

Praise

High levels of responsibility

Acknowledgement with job titles, office size, parking spaces

## Motivators

# Gen X ('65-'76)

Flexible schedules

Benefits like telecommuting

Management recognition

Bonus, stock, gift cards

## Motivators

# Millennials ('77-'97)

Skills training

Collaborative environment

Mentoring feedback

Flexible schedules

Stock options

# Tips for Motivating Employees

Promote collaboration and celebration

Seek to understand individual work styles

Make the customer the mutual priority

Enable personal growth and work/life balance

Develop employee strengths through a mentorship program

Define culture in a way that can be explained to everyone

Carefully select managers

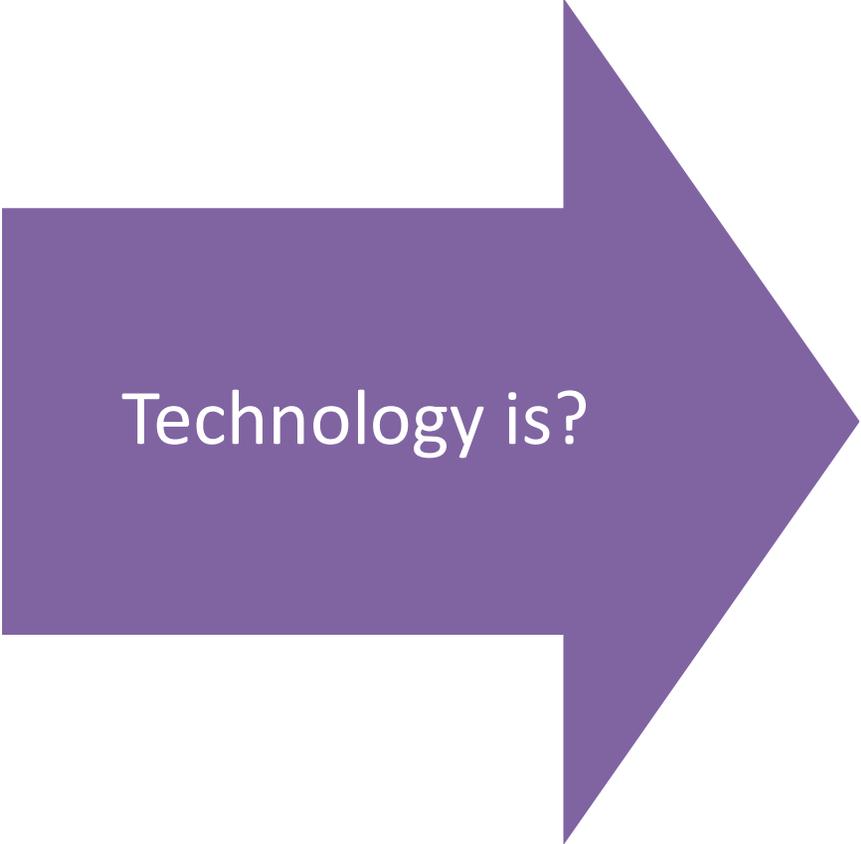
Enhance employees' well-being

# Managing Communication

**RLI**  
DIFFERENT WORKS



## Ask Yourself

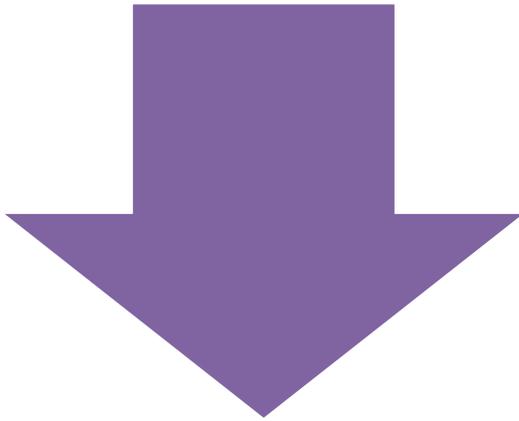


Technology is?



Communication is?

# Boomers



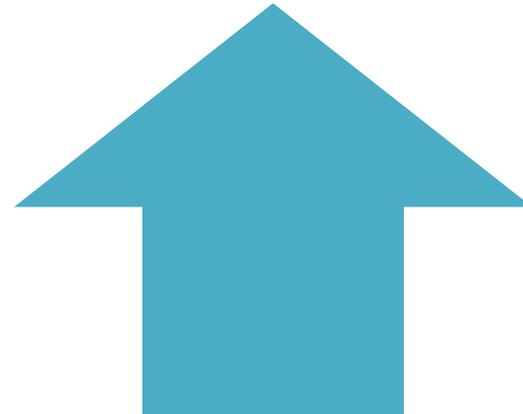
Technology is...

- Microwave

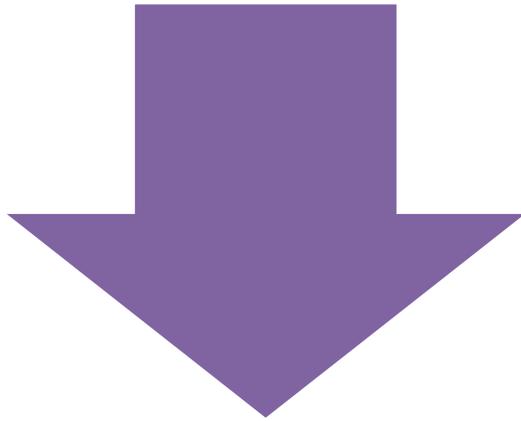


Communication  
is...

- Touch-tone phones
- “Call me anytime”



# Xers



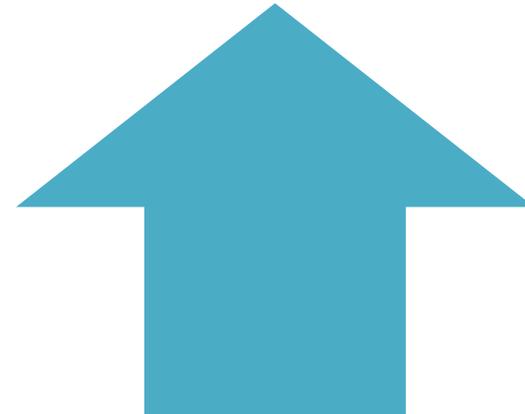
## Technology is...

- What you can hold in your hand – mobile phone

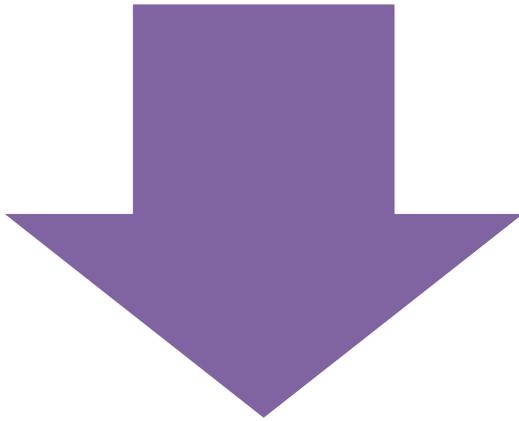


## Communication is...

- Cell phones
- “Call me only at work”



# Millennials



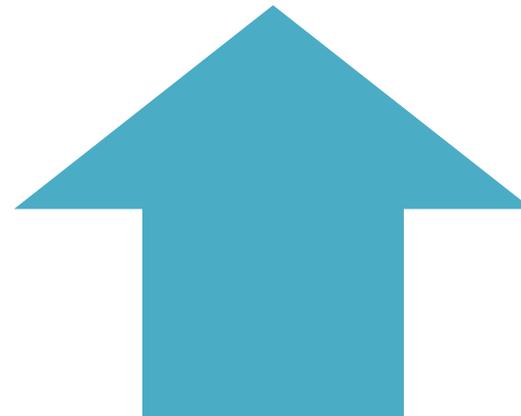
Technology is...

- Ethereal – intangible



Communication is...

- Internet, smart phones, email



## Communication Style Preference - Boomers

Diplomatic

Consensus

Options  
(flexibility)

In person &  
direct

Body language

Thorough  
answers

Establish friendly  
rapport

Learn what's  
important to  
them

Emphasize  
company vision  
and mission

## Communication Style Preference – X'ers

Direct

Share information  
often

Use straight talk

Email as #1 tool

Learn their  
language &  
speak it

Avoid  
micromanagement

Tie your message  
to “results”

Emphasize  
“WIIFM” with  
training and skill

Have the potential  
to bridge the  
generation gap

# Communication Style Preference - Millennials

Polite

Open  
communication  
from all levels

Positive, respectful,  
motivational,  
electronic  
communication

Give important  
messages  
in-person

Show yourself as  
human  
(sense of humor!)

Tie message to  
goals and  
aspirations

Use team  
environment

# Building a Team

**RLI**  
DIFFERENT WORKS

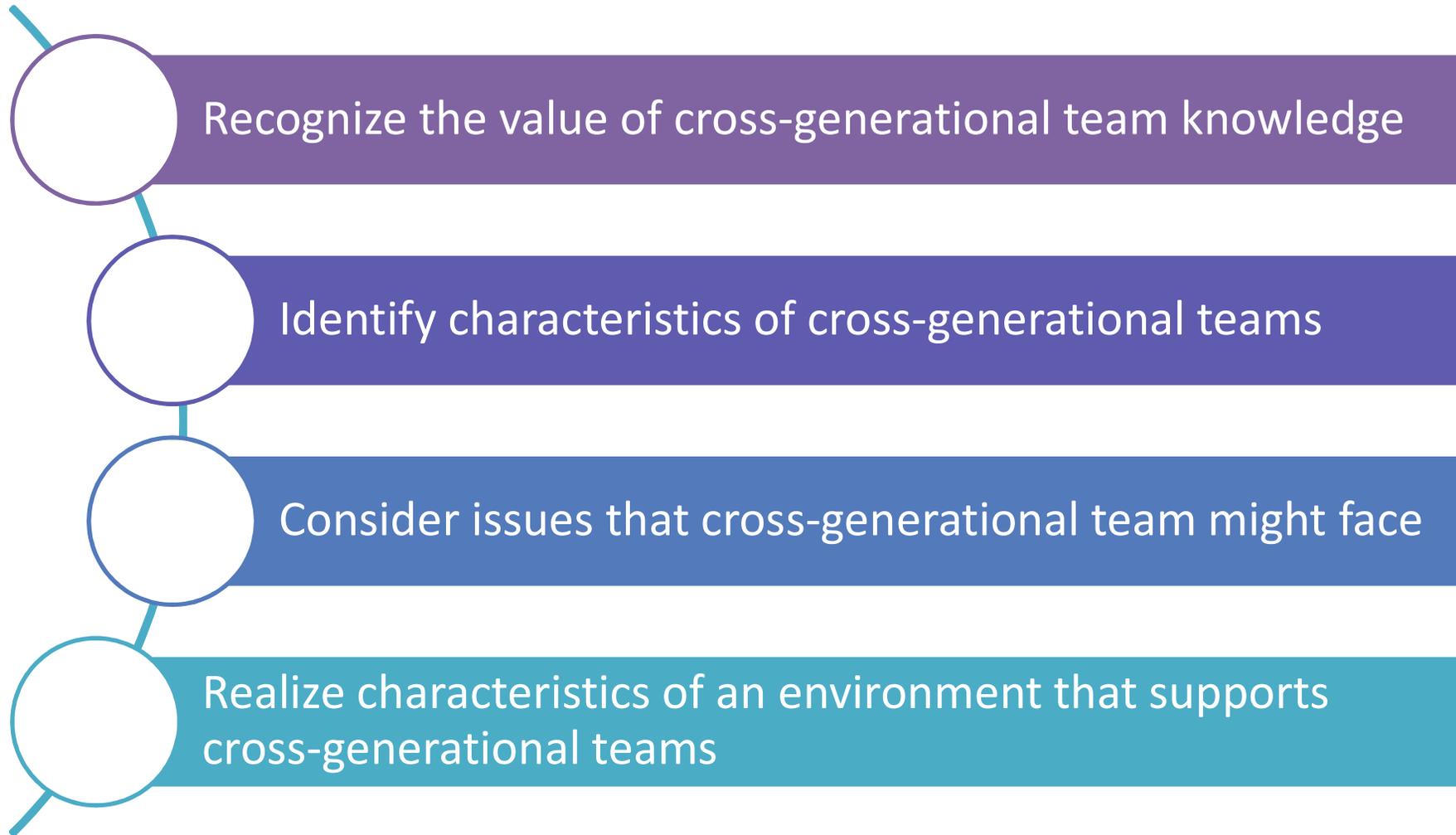


“As with any team, you have to have a mix of people, talents, personalities, backgrounds and yes, generations. I look at the team here that I work in, 80% of the 10 people on the team will retire in the next five to ten years and there is no young blood coming into the group. But that is not something unique to Company X, it's everywhere in the industry.”

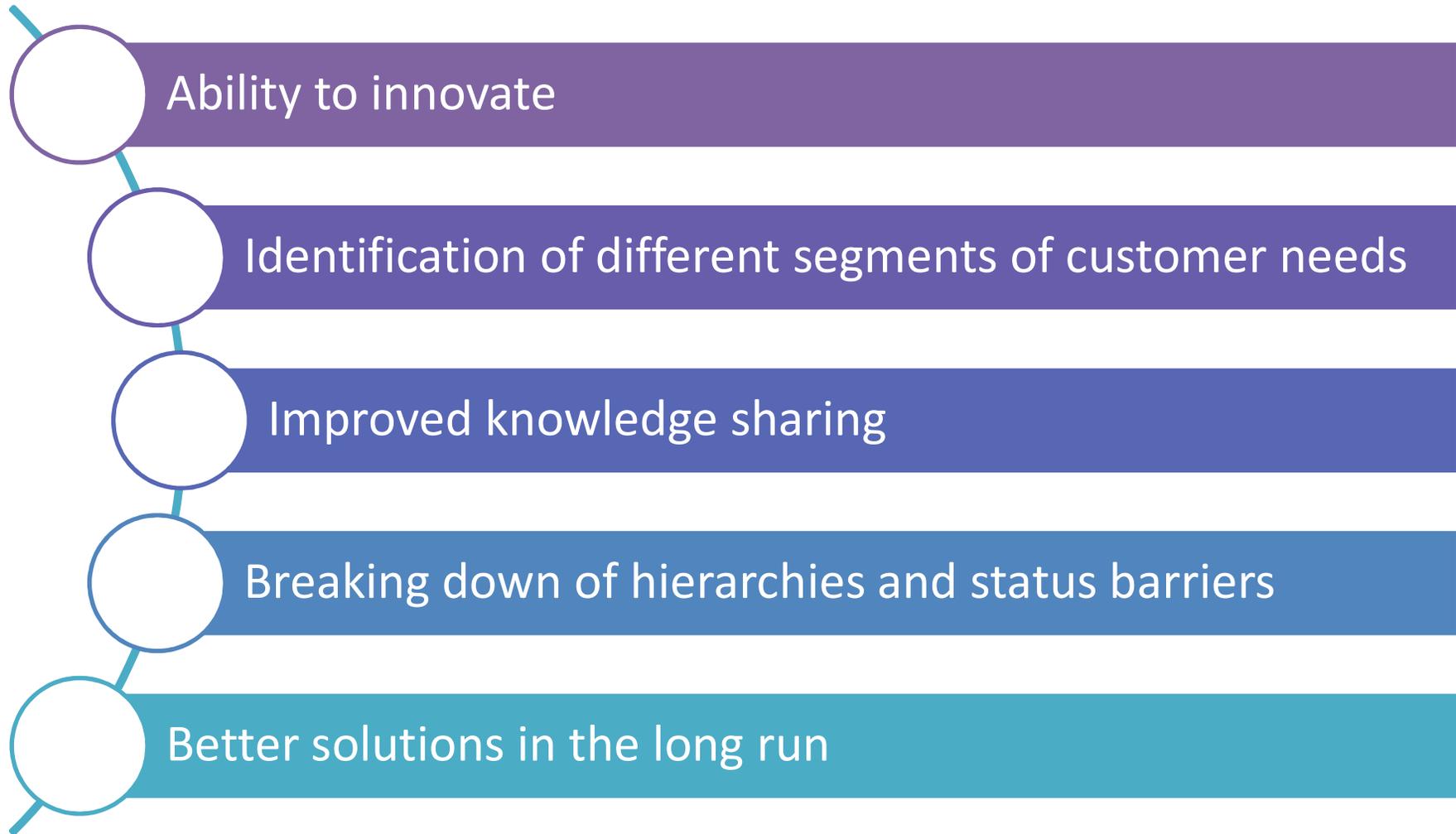
"Millennials have different values, expectations, and motivations from previous generations thus a new approach to workplace recognition must be considered."

- Ryan Jenkins

## Areas of Focus for Managers



# Benefits of Cross Generational Teams



## It's Not Just Managing but Keeping Millennials

Don't just work for a paycheck – want a purpose

Not pursuing job satisfaction – pursuing development

Don't want bosses – want coaches

Don't want annual reviews – want ongoing conversations

Don't want to fix weaknesses – want to develop strengths

“It's not just my job – it's my life”

# Directional Management

**RLI**  
DIFFERENT WORKS



## Managing Up – Boomer Example

Manager

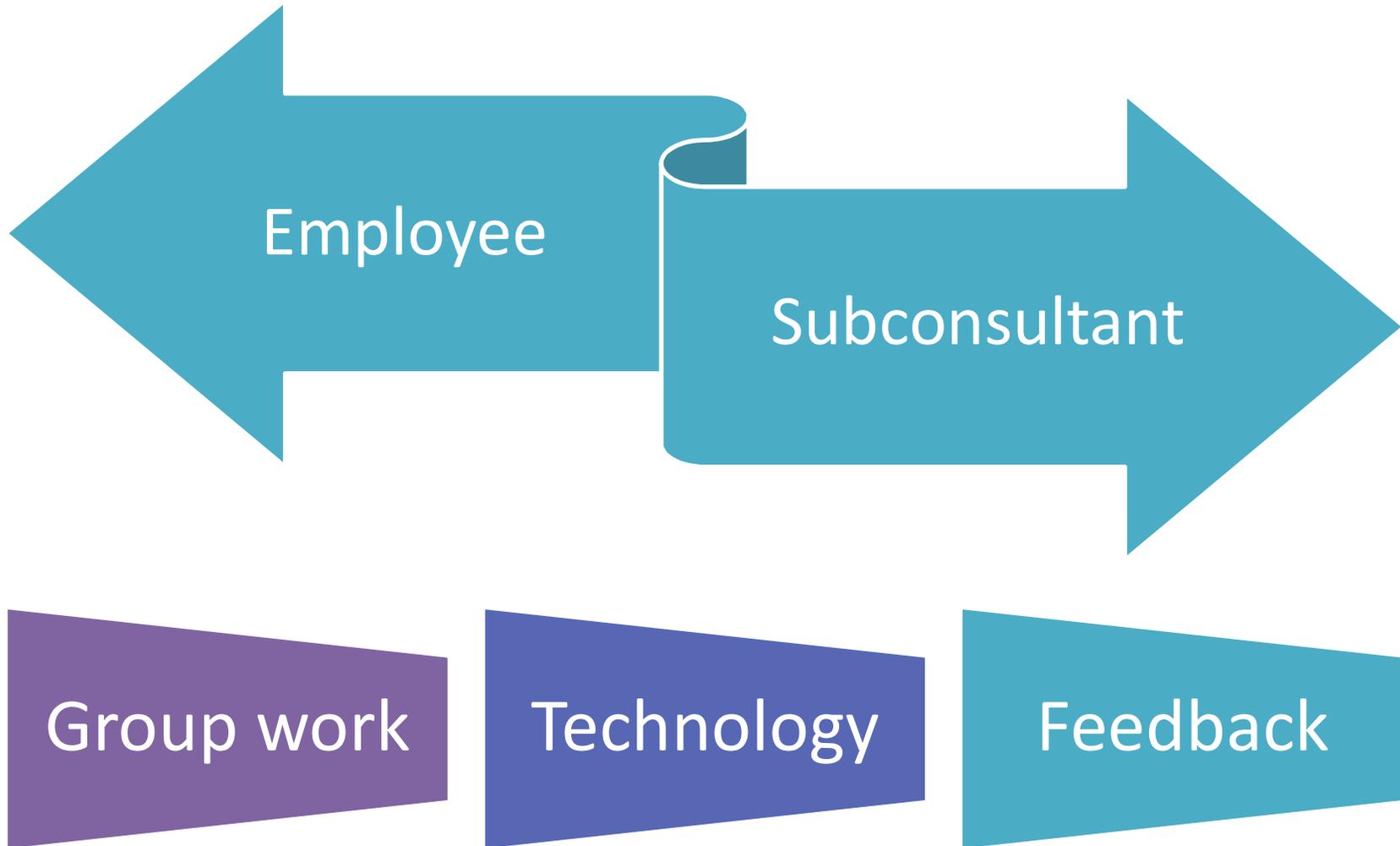
Client

Evaluate  
expectations

Ask advice

Recognize  
contributions

# Managing Down – Millennial Example



## Managing Peer to Peer – Xer Example



Colleague



Acknowledge  
independence

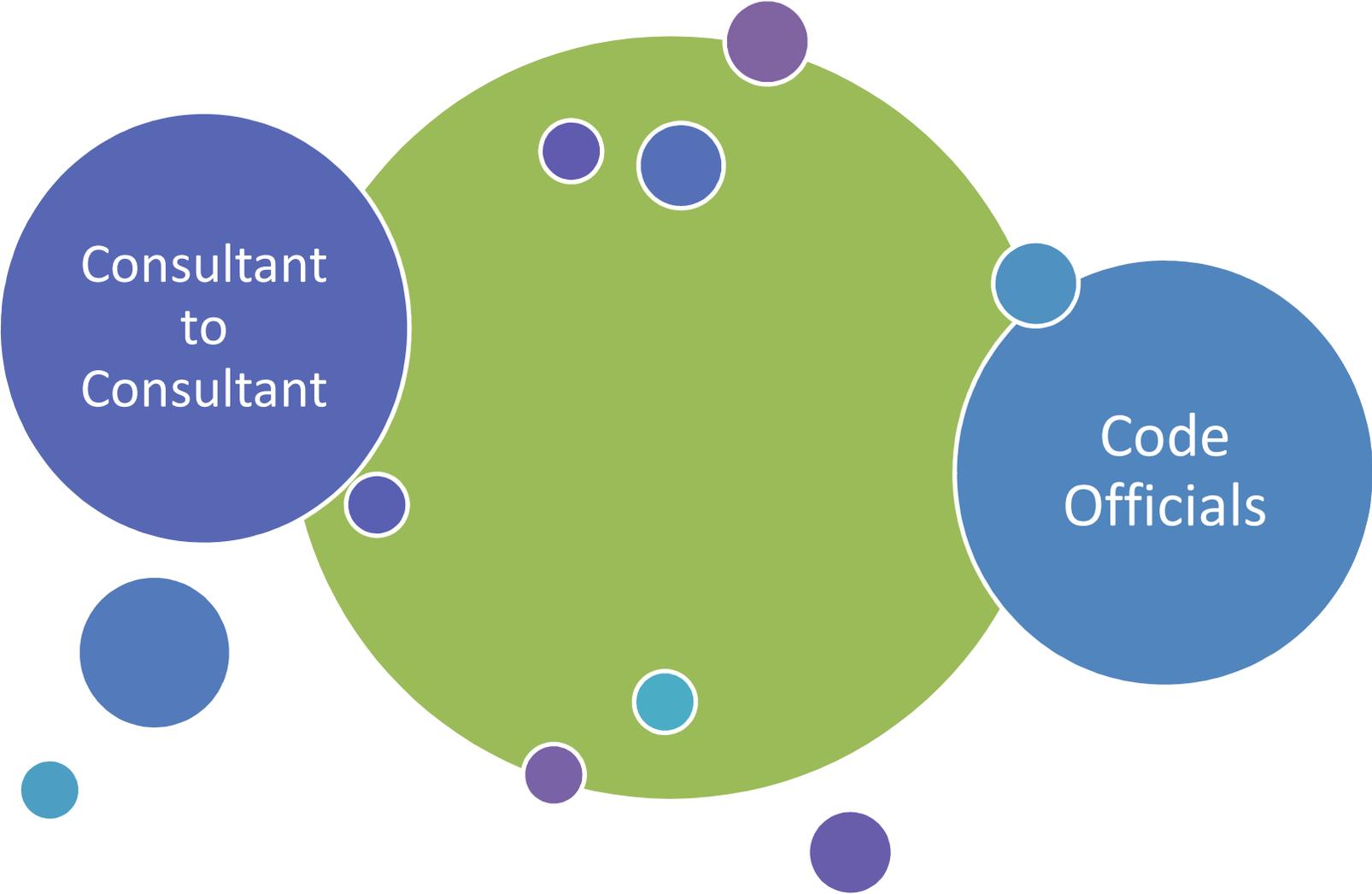


Manage  
cynicism



Respect  
hierarchy

# Managing Outside



# Parting Thoughts

**RLI**  
DIFFERENT WORKS



All generations have tendencies, but not everyone can be lumped into the generalizations of their respective group.



Traditionalists see Baby Boomers as self absorbed.



Baby Boomers see Traditionalists as dictatorial and rigid.



Generation X views Millennials as spoiled and self absorbed.



Millennials view Generation X as cynical and negative.

Remember...

George  
Orwell

Each generation imagines  
itself to be more intelligent  
than the one that went  
before it, and wiser than  
the one that comes after it.

**Thank you for your time!**

**QUESTIONS??**

**This concludes The American Institute of Architects  
Continuing Education Systems Program**

Alayne McDonald, Professional Development Coordinator

[Alayne.McDonald@rlicorp.com](mailto:Alayne.McDonald@rlicorp.com)

Abbey Johnson, Client Solutions Manager

[Abbey.Johnson@rlicorp.com](mailto:Abbey.Johnson@rlicorp.com)

**RLI**<sup>®</sup> DIFFERENT WORKS

**RLI**<sup>®</sup>