



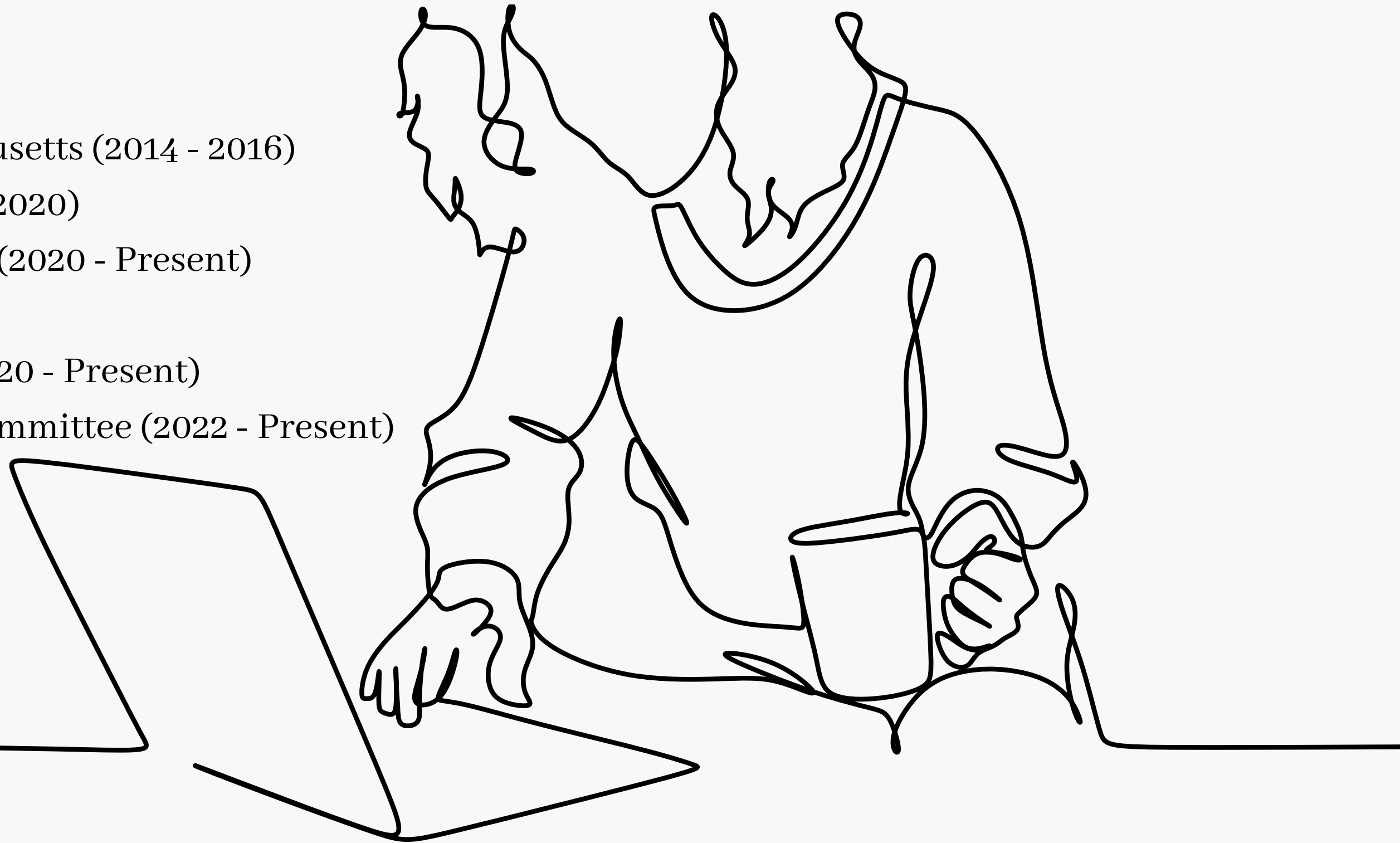
KEEPING UP WITH CHANGE

How Businesses Can Accept
and Maintain the New
Generation of Workers

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Fort Collins Chamber of Commerce-2022 Talent Series

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- BS in Psychology - 2011 (University of Louisiana at Lafayette)
- MS in Clinical Psychology - 2014 (Fort Hays State University)
- Licensed Professional Counselor - 2017 (Colorado)
 - LPC - 2021 (Wyoming)
 - LPC - 2022 (Florida)
- Community Mental Health - Massachusetts (2014 - 2016)
- Outpatient Agency - Colorado (2017 - 2020)
- Vendegna Counseling LLC - Colorado (2020 - Present)
- Volunteer Work & Committees
 - Board of Directors - ChildSafe (2020 - Present)
 - NoCo HSP - Behavioral Health Committee (2022 - Present)



PURPOSE

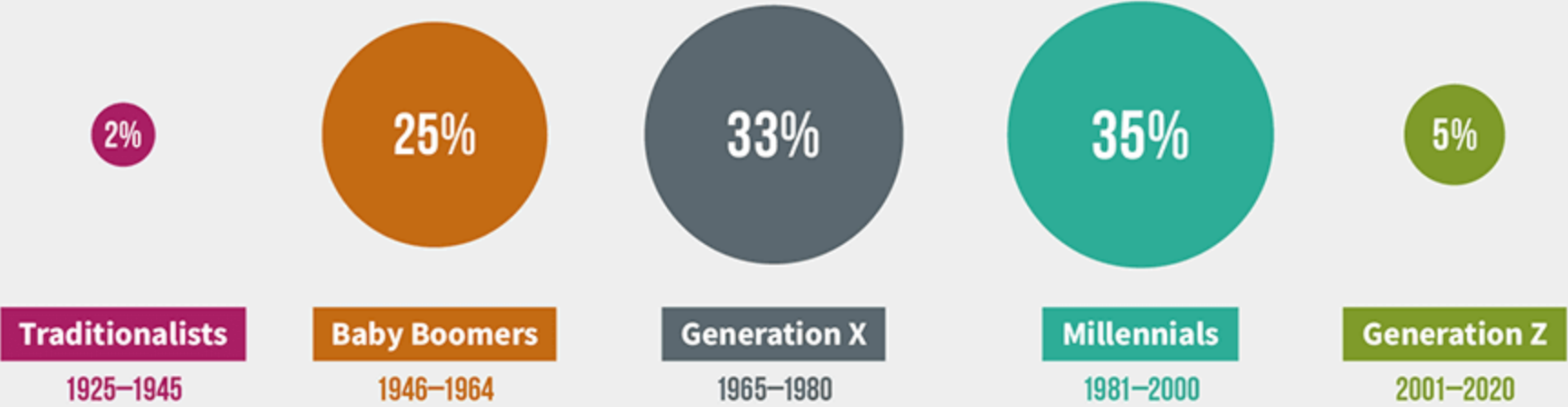
- Awareness
 - Who?
 - What?
- Understanding
 - Why?
- Tools





WHO &
WHAT?

Current U.S. workforce numbers²:



WHAT ARE THEY LIKE IN THE WORKPLACE?

Generation	Traditionalists (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)
Descriptors	<ul style="list-style-type: none"> • Dependable • Straightforward • Tactful • Loyal 	<ul style="list-style-type: none"> • Optimistic • Competitive • Workaholic • Team-oriented 	<ul style="list-style-type: none"> • Flexible • Informal • Skeptical • Independent 	<ul style="list-style-type: none"> • Competitive • Civic- & open-minded • Achievement-oriented 	<ul style="list-style-type: none"> • Global • Entrepreneurial • Progressive • Less focused
Communication Style	<ul style="list-style-type: none"> • Personal touch • Handwritten notes instead of email 	<ul style="list-style-type: none"> • Whatever is most efficient 	<ul style="list-style-type: none"> • Whatever is most efficient 	<ul style="list-style-type: none"> • IMs • Texts • Email 	<ul style="list-style-type: none"> • IMs • Texts • Social media

WHAT DO THEY WANT IN THEIR EMPLOYER?

Young Millennials & Gen Z: 1989-2001	Older Millennials: 1980-1988	Gen X: 1965-1979	Baby Boomers: 1946-1964
1. The organization cares about employees' wellbeing.	1. The organization cares about employees' wellbeing.	1. The organization's leadership is ethical.	1. The organization's leadership is ethical.
2. The organization's leadership is ethical.	2. The organization's leadership is ethical.	2. The organization cares about employees' wellbeing.	2. The organization cares about employees' wellbeing.
3. The organization is diverse and inclusive of all people.	3. The organization's leadership is open and transparent.	3. The organization's financial stability.	3. The organization's financial stability.

GALLUP

OVERALL DIFFERENCES

- More expressive of their opinions
- Expect workplace experience to be personalized and easy to use
- Need meaning and shared experiences



NEW GENERATIONAL STRUGGLES

- Professionalism
- Work ethic
- Struggle with autonomy
- High stress, anxiety, depression
- Communication skills
- Different needs



Deluliis & Saylor (2021)

Schroth (2019)

WHY?

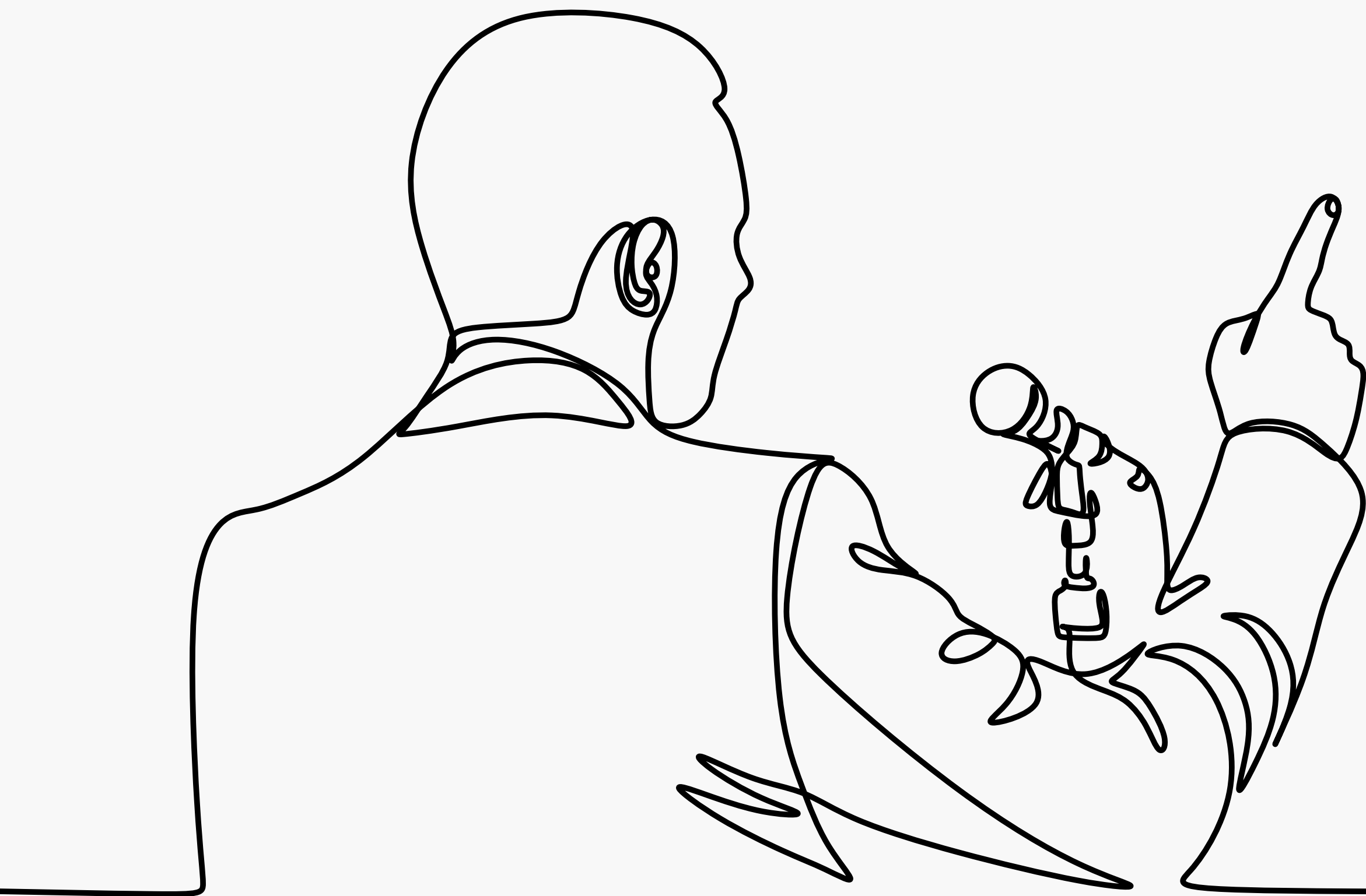


Generation	Traditionalists (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)
Shaped By	<ul style="list-style-type: none"> • Great Depression • WWII • Radio & movies 	<ul style="list-style-type: none"> • Vietnam War • Civil Rights Movement • Watergate 	<ul style="list-style-type: none"> • AIDS epidemic • Fall of Berlin Wall • Dot-com boom 	<ul style="list-style-type: none"> • Columbine • 9/11 • Internet 	<ul style="list-style-type: none"> • Life after 9/11 • Great Recession • Access to tech from early age
Motivated By	<ul style="list-style-type: none"> • Respect • Recognition • Providing long-term value to the company 	<ul style="list-style-type: none"> • Company loyalty • Teamwork • Duty 	<ul style="list-style-type: none"> • Diversity • Work-life balance • Personal-professional interests > company's interests 	<ul style="list-style-type: none"> • Responsibility • Quality of their manager • Unique work experiences 	<ul style="list-style-type: none"> • Diversity • Personalization • Individuality • Creativity
Worldview	<ul style="list-style-type: none"> • Obedience > individualism • Age = seniority • Advancing through hierarchy 	<ul style="list-style-type: none"> • Achievement comes after paying one's dues • Sacrifice for success 	<ul style="list-style-type: none"> • Favoring diversity • Quick to move on if employer fails to meet their needs • Resist change at work if it affects personal lives 	<ul style="list-style-type: none"> • Seeking change, growth, & development • Fun work life & work-life balance • Likely to leave organization if they don't like change 	<ul style="list-style-type: none"> • Self-identify as digital device addicts • Value of independence & individuality • Prefer millennial managers, innovative coworkers, & new technologies



FACTORS

- Lack of work experience
- Technology, social media
- Social justice
- Culture of safety



TOOLS

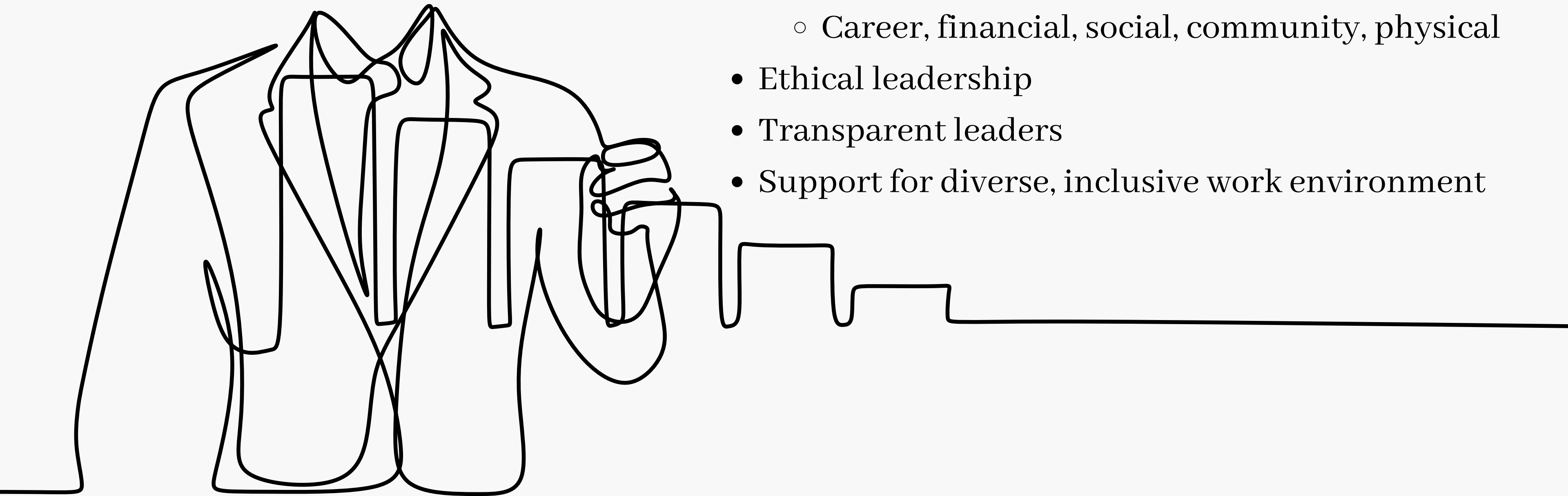
WHAT THEY WANT FROM YOU

Generation	Traditionalists (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 2000)	Generation Z (2001 – 2020)
Employers Should	<ul style="list-style-type: none">• Provide satisfying work & opportunities to contribute• Emphasize stability	<ul style="list-style-type: none">• Provide specific goals & deadlines• Put them in mentor roles• Offer coaching-style feedback	<ul style="list-style-type: none">• Immediate feedback• Flexible work arrangements & work-life balance• Extend opportunities for personal development	<ul style="list-style-type: none">• Get to know them personally• Manage by results• Be flexible on their schedule & work assignments• Provide immediate feedback	<ul style="list-style-type: none">• Offer opportunities to work on multiple projects at the same time• Provide work-life balance• Allow them to be self-directed and independent

WHAT THEY WANT FROM YOU

Millennials & Generation Z

- Emphasis on wellbeing
 - Career, financial, social, community, physical
- Ethical leadership
- Transparent leaders
- Support for diverse, inclusive work environment



QUESTIONS



- Does my talent attraction strategy include emphasis on employee *wellbeing*?
- Does my onboarding program address *ethics* in a meaningful way?
- How *transparent and open* are our leaders when they communicate downstream?
- How does my system for advancement and promotion address *diversity and inclusion*?

TAKE ACTION



- Adjust your leadership style
 - Mentor v. Supervisor
- Role model behaviors and skills
 - Self-directedness
- Facilitate growth mindset
- Manage expectations
 - Be realistic about the job
 - Communicate job expectations
 - Thorough onboarding
- Focus on diversity, equity, and inclusion
- Focus on communication skill development

Deluliis & Saylor (2021)

Schroth (2019)



COACHING/ MENTORING

Check-In Questions

- What are you proud of that you accomplished in the last week?
- Where are you stuck?
- What can I do to help?
- What are your goals for the coming week, month, quarter?

Deluliis & Saylor (2021)



PROMOTING SELF—DIRECTEDNESS

Situational Questions

- What have you done to address the problem or concern?
 - What barriers or obstacles remain in your way?
 - What action steps can you take to accomplish your goal?
-
- Did you meet all your goals?

Deluliis & Saylor (2021)

CHECKLIST

QUESTIONS TO ASK EMPLOYEES

USE THESE INFORMAL "CHECK-IN" QUESTIONS TO MAKE YOURSELF MORE ACCESSIBLE TO THE TEAM:

- WHAT ARE YOU PROUD OF THAT YOU ACCOMPLISHED IN THE LAST WEEK?
- WHERE ARE YOU STUCK?
- WHAT CAN I DO TO HELP?
- WHAT ARE YOUR GOALS FOR THE COMING WEEK, MONTH, QUARTER, ETC.?

USE THESE BASIC PROMPTS TO HELP PROMOTE SELF-DIRECTEDNESS WITH PROBLEM-SOLVING:

- WHAT HAVE YOU DONE TO ADDRESS YOUR PROBLEM OR CONCERN?
- WHAT BARRIERS OR OBSTACLES REMAIN IN YOUR WAY?
- WHAT ACTION STEPS CAN YOU TAKE TO ACCOMPLISH YOUR GOAL?
- AFTERWARDS... DID YOU MEET ALL YOUR GOALS?

DELULIIS &

CHEAT SHEET

EMPLOYEE NEEDS BASED ON THEIR GENERATION

TRADITIONALISTS (1925 - 1945)

- PROVIDE SATISFYING WORK AND OPPORTUNITIES TO CONTRIBUTE
- EMPHASIZE STABILITY

BABY BOOMERS (1946 - 1964)

- PROVIDE THEM WITH SPECIFIC GOALS AND DEADLINES
- PUT THEM IN MENTOR ROLES
- OFFER COACHING-STYLE FEEDBACK

GENERATION X (1965 - 1980)

- GIVE THEM IMMEDIATE FEEDBACK
- PROVIDE FLEXIBLE WORK ARRANGEMENTS AND WORK-LIFE BALANCE
- EXTEND OPPORTUNITIES FOR PERSONAL DEVELOPMENT

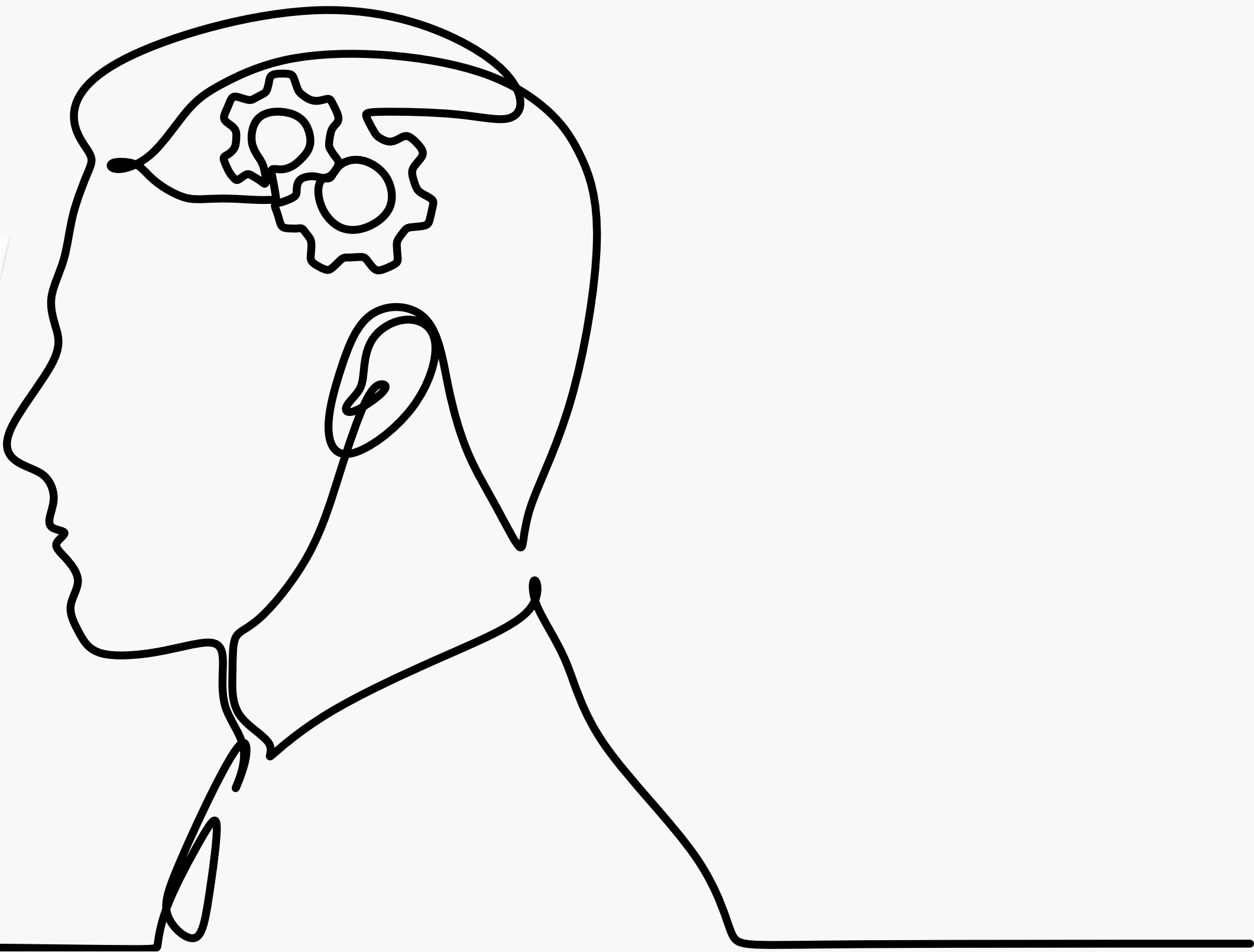
MILLENNIALS (1981 - 2000)

- GET TO KNOW THEM PERSONALLY
- MANAGE BY RESULTS
- BE FLEXIBLE ON THEIR SCHEDULE AND WORK ASSIGNMENTS

GENERATION Z (2001 - 2020)

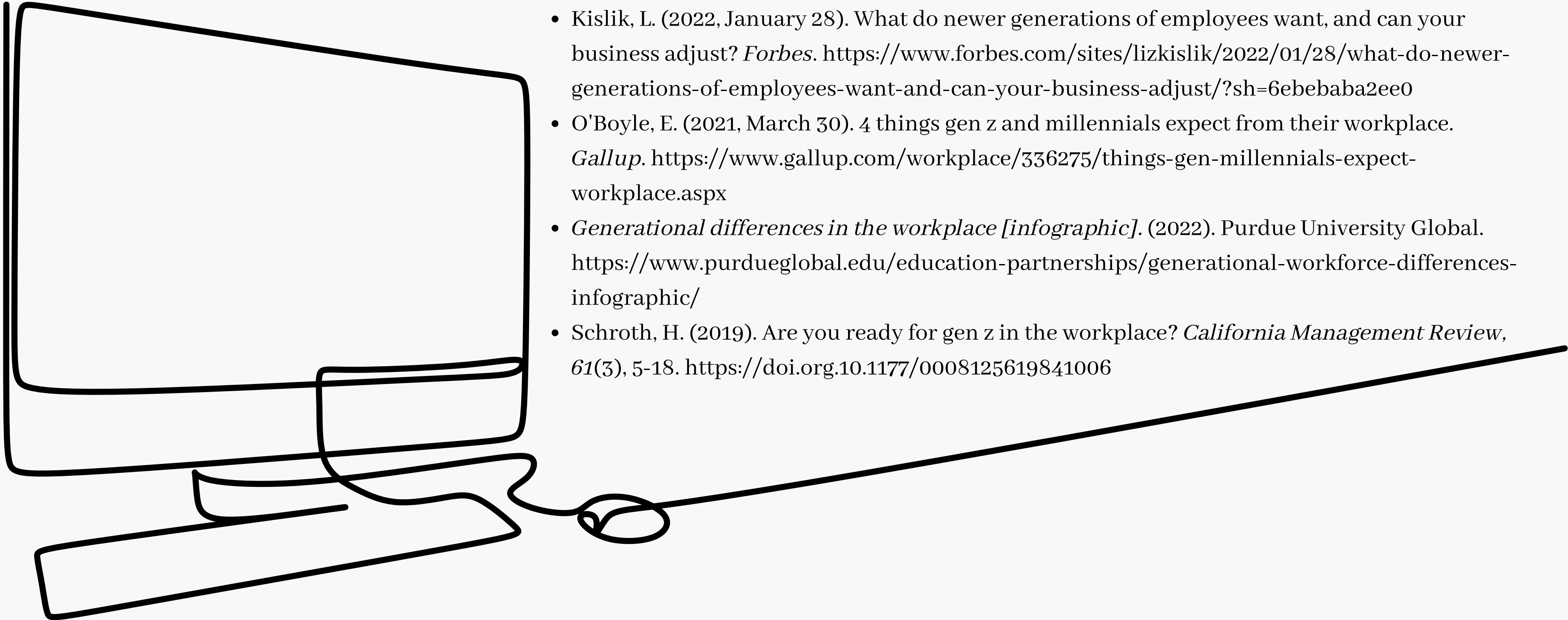
- OFFER OPPORTUNITIES TO WORK ON PROJECTS AT THE SAME TIME
- PROVIDE WORK-LIFE BALANCE
- ALLOW THEM TO BE SELF-DIRECTED AND INDEPENDENT

PURDUE GLOBAL (2022)




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QUESTIONS



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