Understanding and Leveraging Generational Diversity in the Workplace

Dr. Dianne Van Hook, Chancellor College of the Canyons May 8, 2015



For Today's Discussion

- ✓ What is a "generation"?
- What makes each generation tick?
- How has the face of marketing changed over the decades?
- How has technology impacted communication across generations?
- ✓ How do you effectively market to each generation ?

What *is* a Generation?

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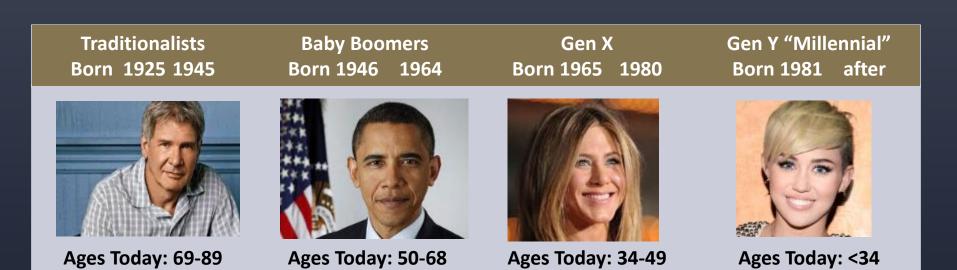
What is a Generation?

A generation is a society-wide peer group, born over approximately a 20-year period, who collectively possess a common persona.

It is shaped by

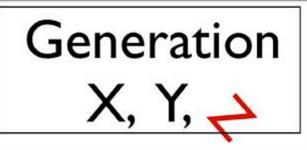
- o History and events
- Technological advances
- Social changes
- o Economic conditions
- Popular culture
- Politics
- o Global events

The Generations at a Glance



Common Generation Misconceptions
Traditionalist's can't learn new technology.
Baby-Boomers are resistant to changes.
Generation Xers are lazy.

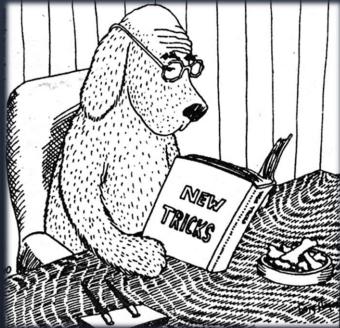
✓ Millennials act entitled.



These age-based stereotypes can cause employee distress and miscommunication.

Is there any truth behind Generational Stereotypes?

- Common traits and attitudes based on the period of time which a certain group of people were raised and influenced by their environment do exist, however people are unique.
- Common group traits are usually outweighed by individual factors.
- Age is a very common stereotype usually easy to perceive and understand even if you cannot figure out anything else about the person immediately.



What Makes Each Generation Tick?



Traditionalist (age 69-89): Defining Events & Experiences

- The Great Depression
- 🗸 The New Deal
- ✓ Pearl Harbor
- 🗸 🛛 World War II
- Atomic bombs
- ✓ Golden Age of Radio
- Silver screen, Romanticism
- Social Security Act passes



Traditionalist—General Traits

✓ Value team players

- Are indirect in communicating
- Are loyal to the organization
- Respect authority
- Are dedicated and willing to sacrifice
- ✓ Value duty before pleasure
- Respond well to directive leadership
- ✓ Adhere to rules

Also known as the Depression Generation; Silent Generation; Traditionals; Swing Generation



Traditionalist – Hot Buttons



✓ Lack of humility



✓ Putting yourself first

✓ Small print

✓ People who exhibit a sense of entitlement

✓ The what's in it for me generation?







Rewarding Traditionalists in the Workplace

Some effective ways to let traditionalists know they are appreciated.....

- Longevity Benefits (security and health benefits)
- Acknowledge they are doing a good job.
- ✓ Vacation time is viewed as a reward for their hard work



Baby Boomers (age 50-68)– Defining Events & Experiences

- 🗸 Rock & Roll
- ✓ Television
- Protests/riots (civil rights & women's movements)
- ✓ Vietnam War
- ✓ Hippies
- Space exploration, i.e., moon landing/Sputnik
- ✓ "The More You Know"
- Economic prosperity and the expansion of suburbia
- ✓ New definition of "Being 50"
- ✓ The "Summer of Love"



Cold War/Fear of Russia
 Racial divides/Civil rights movement
 Sexual revolution
 Yuppies

Baby Boomers – General Traits

- Like order and structure so time isn't wasted
- \checkmark Prize the innovative spirit
- Respect position but question authority
- 🗸 Disapprove absolutes
- ✓ Are optimistic
- Are loyal to the team, but highly competitive
- ✓ Are uncomfortable with direct conflict
- ✓ Strive for personal growth
- ✓ Are sensitive to feedback
- ✓ Value health & wellness
- Still think they are 21 (the world has moved, but they have not!) VIA B2B & CEO Forum - May 8, 2015



Also known as Boomers; Me Generation; Love Generation; Woodstock; and Sandwich Generation

Baby Boomers – Hot Buttons



✓ If you do not offer to help them

 ✓ If you don't give them the BIG PICTURE – the context

✓ If you discuss "retirement"

✓ If you make excuses

 If you imply they aren't different or unique

✓ If you tell them they can't!

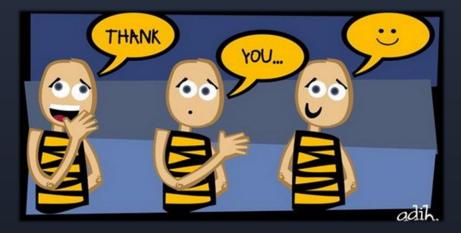
✓ If you don't value order

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Rewarding Baby Boomers in the Workplace

Some effective ways to let Baby Boomers know they are appreciated.....

- ✓ Publicly acknowledge how their contributions affect the workplace.
- Ensure that there are opportunities and equality in the workplace.
- \checkmark Give them a vision and let them run with it.

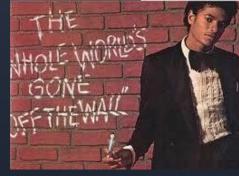


Gen X (age 34-49) – Defining Events & Experiences

- Terrorized by crack war/gangs/violence
- Impacted by down-sized parents & stay-at-home dads
- Divorce: They are the disappointed children
- ✓ Driven to independence
- On-hand for the information explosion
- Impacted by early memories of the energy crisis & Watergate watershed



Drug Battle In Clinton, Building By Building



"I want my two dollars!" ~the paperboy, "Better Off Dead"

Gen X – Defining Events & Experience, cont'd

- ✓ Three-Mile Island
- ✓ Challenger Disaster
- ✓ Single-parent homes
- ✓ Latch-key kids
- ✓ MTV
- ✓ AIDS
- Personal Computers
- Punk rock, rap and grunge
- Valley Girls (like totally, ya know?)



Gen X – General Traits

They

- Have a positive attitude (most of the time)
- But also a tendency to be cynical
- ✓ Are impatient
- Have goals and stick with them
- ✓ Are multi-taskers
- ✓ Think globally
- Practice self-reliance and selfsufficiency
- ✓ Were the first latchkey kids
- ✓ Tend to view a job as "Just a job"
- ✓ Are sometimes sarcastic/flip



Gen Xers are skilled multitaskers !

Gen X – Hot Buttons



Don't

Fail to ignore them (or do not anticipate their needs)

 Waste their time, in general, and when meeting face-toface

✓ Micromanage them!

Misuse your authority

Reject change and be inflexible

 Squash their entrepreneurial nature

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Rewarding Gen Xers in the Workplace

Some effective ways to let Gen Xers know they are appreciated.....

 Provide monetary rewards or portable options such as gift cards, stock options and tuition reimbursement.

✓ Give them options to fit their schedule, such as starting earlier and leaving earlier.

Let them take chances and put in the time to invest in the bigger picture.



Gen Y/Millennials (age <34) – Defining Events & Experiences

- Electronic games & pets
- Understand multi-layered information
- Brought up in the era of the "Brand"
- 🗸 Unity
- Death of Princess Di
- Birth of the future
- Recycling
- 🗸 Everybody is a group
 - O Dating
 - o Interviewing
 - o Awards







GenY/Millennials – Defining Events & Experiences, cont'd

- Columbine/school
 violence
- ✓ 9/11 and Oklahoma City bombings
- The Internet, cell phones
 & instant messaging
- ✓ Clinton/Lewinsky
- ✓ Desert Storm✓ Hip Hop



GenY/Millennials – General Traits

✓ Possess confidence ✓ Are influenced by "group think" Question morality ✓ Have street smarts ✓ Value diversity ✓ Take collective action \checkmark Believe in the heroic spirit of people

Exhibit tenacity

- Were born technologically savvy
- Have zero skills for dealing with difficult people
- Thrive when multitasking

Crave flexibility

GenY/Millennials – Hot Buttons



Don't

 Answer quickly ... Or imply they don't know how the world works

Tell them to "pay their dues"

 Try to dictate WHEN they will do something

 Harp on them about getting a "real job"; they are irritated because they have degrees but can't get a job. The promise is unfulfilled.

> ✓ Tell them to watch their debt; they have ballooning student debt but no job!



STUDENT SERVICE



PREFER A WEBSITE THAT ANSWERS QUESTIONS QUICKLY OVER CALLING IN ¹⁵



SOURCES: NIELSEN 1.2.34 INTELLIRESPONSE 5/5.20 ONLINEUNIVERSITIES.COM 6.2.8 QUINTESSENTIAL CAREERS 9 ACCENTURE 10.13 FORRESTER 11 CONTACT CENTER PIPELINE 12.14

WWW.INTELLIRESPONSE.COM

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How can small businesses break down generational silos?

- 1. Talk openly about it
 - Remind employees that age-based assumption at work are no different than gender or racial stereotypes.
- 2. Create multigenerational teams
 - Include workers of different ages on projects and use team-building activities to find common ground.
- 3. Ask, don't presume
 - Ask workers what tasks or skills they want to learn.
 - Don't make assumptions based on age and technology.
- 4. Enhance your diversity training
 - Include age and sexual orientation training, rather than only gender and/or cultural/racial issues.





Be together, not the same



How has the Face of Marketing Changed Over the Decades?

Advertising Both Mirrors Culture and Helps Create It

- Advertising in the digital age is more ubiquitous than ever.
- With increasingly interactive and unconventional advertising formats, it is sometimes easy to forgot about one of the fundamental classic mediums for delivering advertising: print.
- In one form or another, print ads have been around since the 15th century.
- However, it's the last 100 years that have contributed most to what we now think of as the modern print ad.
- Just as the needs and desires of the consumer changes, the style of the print ad evolves to accommodate these changes.

Traditionals Started With...

Print advertisements

- In the 1910s, print ads still resembled the visually crowded and copy-heavy ads of the 19th century.
- However, we see the seeds of the modern print ad being planted here.
- Though these ads rely on long body copy, the decade did manage to produce some iconic images such as the 'I Want You' ad for the US Army.







Coca-Cola (1911) Sunkist (1916)

U.S. Army (1918)

As the Generations Have Changed, So Has Brand Advertising



Baby Boomers grew up with a different approach



wonder, will make the grade?

One thing is certains they can't expect to trset and hold men if they have halitosts (un unt breath). It sullifies every other charge.

won't realize it, because halitonia does not uppe itself to its victim,

Why risk offending, when Listerios will tout you on the safe side?

mouth odors, they attacks the odors the

USE LISTERINE BEFORE ALL SOCIAL ENGAGEMENTS

The 1950s brought a new look to the ad layout and many of these new layouts are still in use today.

They begin to push most copy towards the bottom, though there is generally a better balance between imagery and copy in this decade.

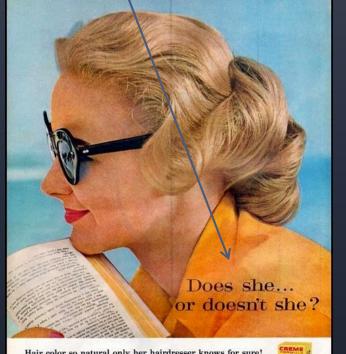
filter doesn't et betwee the flavor!



the goods on flavor. Popular filter price. This new Marlb makes it easy to change to a filter. This one you'll like,

When Baby Boomers were children, catchy slogans were introduced...some are still in use today!

Clairol 1957



Hair color so natural only her hairdresser knows for sure!

That wonderfully radiant, outdoors-y look is now than just the reflection of a little clean air and sumhine. It's the silky sheen of her hair, its clear sparkling color that looks as fresh and natural in blazing sunlight as it does by the light of the moon. And that's the beautiful difference with Miss Clairol! In every light, finished tone is soft, ladylike..., gray is completely covered. And all it takes is min

That's why most hairdressers record nmend Miss Claird-use it every time to put lasting young color back into fading hair . and to hide gray. With results so sure, why deny yourself the joy of knowing you're a younger-looking, more attractive woman! Try Miss Clairol yourself. Today. In wonderful new Creme Formula or Regular.

MISS CLAIROL HAIR COLOR BATH FOMEN USE MISS CLAIROL THAN ANY OTHER HAIR CO.





Orbachs 1954

Kool Aid 1957

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The Sexual Revolution Wasn't the Only Thing that Started in the 6os!

- Advertisements such as Volkswagen's "Think Small" ad were the first of what would later be called the 'Creative Revolution' of the 1960s and 1970S.
- These ads rely more on big ideas than in previous decades, and we begin to see the more modern style of a balance of headline and body copy.
- ✓ Think Don Draper!
 - (Millennial-era reference to a Baby Boomer era fictional *character!*)





ich? Here they are: nine of the glowing colors you may Western Electric are happy to handsome new phones Western Electric makes for Bell oblige; in fact, two-thirds of



Western Electric

Western Electric 1960

Volkswagen 1960

Think small.

in is going any great guits. Or using five pints of oil instead of five

The Baby Boomers were teens and young adults; Gen Xers were kids when ads started to use bright photographic images paired with a large headline and body copy.





Can you compete with your daughter's "Little Girl Look"?

Mrs. Willis Peterson can. She keeps her complexion young-looking with pure, mild Ivory.

That purity and mildness, so good for daughter Mimi, is important to help grown-up skin look young ... more important than perfumes, creams, deodorants, those extra ingredients in other soaps. More doctors recommend Ivory. 99"/we% pure." It floats?



The big girl's soap for complexions with that little girl look.

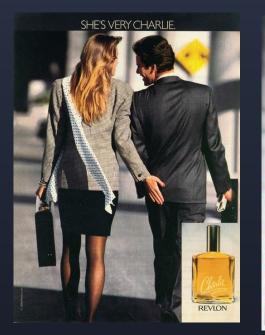


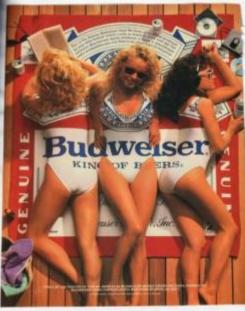
Coca-Cola 1970

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While Gen Xers Were Growing Up...

- The ads of the 1980s were much more simplistic than any had been so far.
- The 1980s saw even less copy than ever and a focus on the female as the primary consumer.







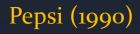
ABSOLUT PERFECTION.

Absolut 1981 Revlon 1988 *- far left* Budweiser 1983

1990s: Gen Yers/Millennials

- The stylistic simplicity of the 1980s carried through into the 90s.
- This decade featured some of the most creative and most recognizable ads of our time, including Nike's 'Just Do It' and the California Milk Processor Board's 'Got Milk?' campaign.





My dad's a gangster My dad's a fathe My dad runs around My dad runs 4 miles a day My dad says women are only good for one thir Ny dad save R My dad sent me My dad sent for My dad says school's for My dad says I Like father, like son Scold him Model bim Love him Don't let him quit If he's third string go to his games, any If he can't hit a curve don't sweat him If he's not doing well in school give him hell If he can recite a rap, word for word, be can memorize a history lesson, date for date And he'll he there for his he JUST DO IT.

Nike (1993)

With all the milk I drink, my name might as well be Calcium Ripken, Jr. Really, I'm a huge milk fan. Besides being loaded with calcium, there's nothing like it when it's ice cold. Which is why I drink the recommended 3 glasses a day. And as you'd probably guess, I'm not one to miss a day.

MILK Where's your mustache?"

Late 1990s

Not only does it do a body good, it also "did good" for marketers: Brevity still rules!

California Milk Processor Board (1996)

Gen Yers/Millennials (and Beyond)

2000s

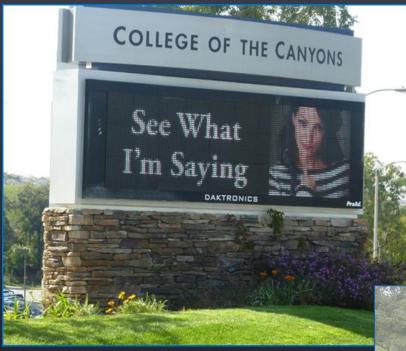
- In the 21st century, simplicity and minimalism is key.
- Advertisements these days are often extremely image based with a reliance on digital manipulation.
- There is commonly an absence of or very little copy, and an employment of neat, simple ideas.







Marketing imagery and tactics have shaped the generations and their perceptions, as well as generational reference points



Paying attention to your target audience(s) is more than key: *It is the difference between your success or your failure.*



How Has Technology Impacted Communication Across Generations?

Effective Communication: The Influence of Technology over the Generations

The Impact of Technology

Positive Impact of Technology

✓ Negative Impact of Technology



Effects of Technology on Communication

- All forms of technology have both a positive and negative impact, and the impact of technology on the communication process also comes as mixed baggage.
- Cell phones and the Internet have become basic necessities these days.
 - A majority of us would feel something missing in life, if there were no cell phones or Internet (Agreed?)
- Technology has bettered the communication process and has done negligible harm
- The positive points of the technological advancements outnumber the negative points

Technology: What Traditionalists Grew Up With



Desk Set Telephone



The Complex Number Calculator (CNC)



Steinite Crystal Radio VIA B2B & CEO Forum - May 8, 2015



Crosley Cathedral Radio

Technology: What Baby Boomers Grew Up With



Wall Telephone Speakerphone Telephone

UNIVAC I Computer



Motorola Transistor Radio VIA B2B & CEO Forum - May 8, 2015



Realtone Comets

Technology: What Gen X Grew Up With



Design Line Telephone



Com Key 416 Telephone



Phillips A Boller Radio May 8, 2015



IBM Personal Computer

Technology: What Gen Y Grew Up With



Cordless Telephone



Flip Phone



Apple IPOD



Apple iMAC G3



Apple 27 inch iMAC

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Technology's Positive Impact

Technology has transformed the once big and far world into a tiny global village. Thanks to technology, we now have the power to communicate with anybody on the other side of the world. Technology has introduced these benefits.

- ✓ No barriers
- Strengthened relations, i.e., more frequent contact
- ✓ Better access to solutions



 E-schools to get a CTE or college degree or continue your education



Flexing Social Media

 About two-thirds of social-media users say that staying in touch with current friends and family members is a major reason they use these sites. While half use them to reconnect with old friends.

 Facebook is rated most addicting as 23% of Facebook's users check their account 5 or more times daily!



of people think employees overshare on social-media. (Marketing Pilgrim) of all online consumers are social media fans or followers. (HubSpot)

73% 43% 64

of Americans stream mobile video at work. (Tubefilter)

How Texting Changes Communication

- According to the PEW Foundation
 72% of teenagers text regularly
 1/3 send more than 100 texts per day
- In many ways, making contact is easier by texting
- Avoid long unpleasant phone conversations by making a quick "hello" much easier
- Texting is rapidly changing the ways people communicate by using rapid fire exchanges instead of meaningful conversations



The Pew Charitable Trusts is an independent non profit, non governmental organization, founded in 1948

Technology's Negative Impact

The most prominent negative effect of technology?: The charm of the good old world is missing.

Letters, and lengthy face-to-face conversations have vaporized, only to be replaced by texting or chatting. This phenomenon has had an:

- Impact on interpersonal communication
- Effect on nonverbal communication
- Impact on creating a "close and yet so far" sense of being



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Technology has also had a negative impact in that it has:

- *Reduced social interactions*
 - Led to many addictions
- Given rise to malicious motives in some

STRANGER DANGER

MOST youngsters are convinced they know how to stay safe online – despite showing less caution than ever over who they are communicating with on social networking sites.

According to the Ofcom survey, 83 per cent of eight- to 11-year-olds and 93 per cent of 12to 15-year-olds say they are confident that they can protect themselves on the internet.

However, the poll also found they are more likely to use social networking sites to communicate with strangers than they were in 2011. Among those aged eight to 11, a quarter now chat online to people not directly known to them, up from 12 per cent last year. For the 12 to 15 age group, the figure was 24 per cent in 2011, rising to 34 per cent today.

Those aged eight to 11 typically have 92 social networking 'friends', while for those in their early teens the average rises to 286.



How the Generations Have Come Together!

 Tablet
 Smartphone

 Image: Smartphone
 Image: Smartphone

el Kmen

....taking all of this into consideration....

How do you Effectively Market To Each Generation?



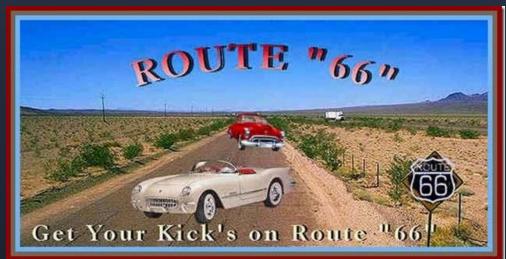
Relationships do Matter

 The Importance to develop good relationships between different Generations is critical.



Why Market Differently to Each Generation?

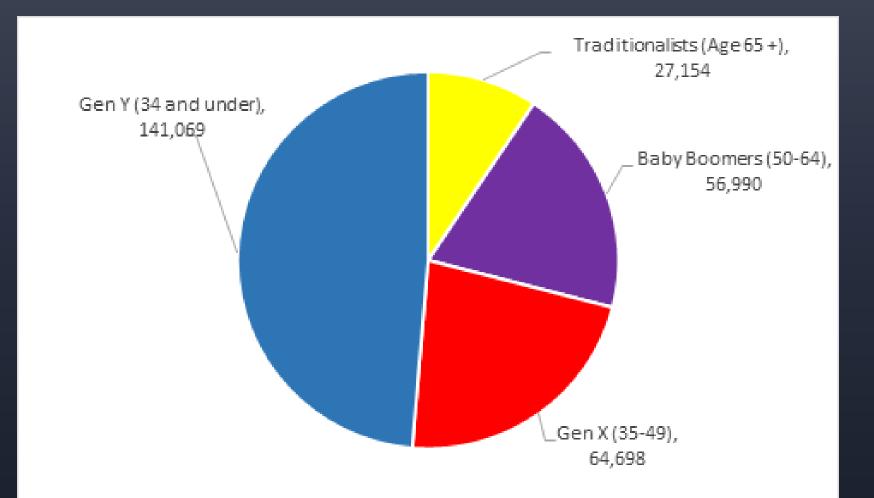
- First, you must understand your greater marketplace (SCV Demographics)
- Next, you must understand your product or service and where it fits in with each generation (and does it fit in with each?)
- Each generation has different/unique:
 - o expectations
 - o experiences
 - o generational history
 - o lifestyles
 - o values, and
 - demographics that influence their behaviors



Different things motivate and resonate with each generation.

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The SCV demographic by Generation



How to Market Differently to Each Generation

Successful companies create marketing plans

- If you are just starting your company or restarting –it is imperative to create a marketing plan before you start to sell.
- To create a solid plan, you must first:

Do your homework

- ✓ Determine which generation (generations) you will be targeting
- ✓ Understand what makes them tick
- ✓ Establish your credibility
- ✓ Use a clear, tactful tone
- ✓ Make your presence clear
- ✓ Gather and present evidence to support your points/position
- Tailor your subject matter to the listener

 Appeal to the subject's emotion to reach inside the loves, hates, fears and frustrations

Technology's Positive Impact for Marketers: Leveraging the Text Message

- Why do marketers use text messaging in the first place?
 - Less obtrusive method of touching consumers
 - Messaging can be delivered 24/7 and picked up by the enduser when they want it (but most of the time it's an immediate response...not many can resist the siren song of the phone vibrating)

Text message marketing

- Boasts a 97% open rate versus traditional email marketing
- Offers the advertiser more control that an email marketing program does not (i.e., providers such as google do not have the opportunity to hide your message in a "filter")
- SMS text message marketing continues to grow as technology becomes more comfortable for all age groups
- People can "talk back" to SMS marketing with an easy text message of STOP if they no longer wish to receive



For a workshop dedicated to social media marketing, please contact the SBDC located here at College of the Canyons. Services are FREE!

<u>THEN</u>

Dense copy, homey feel, multiple images





<u>NOW</u>

Bold colors, clear, concise, sleek

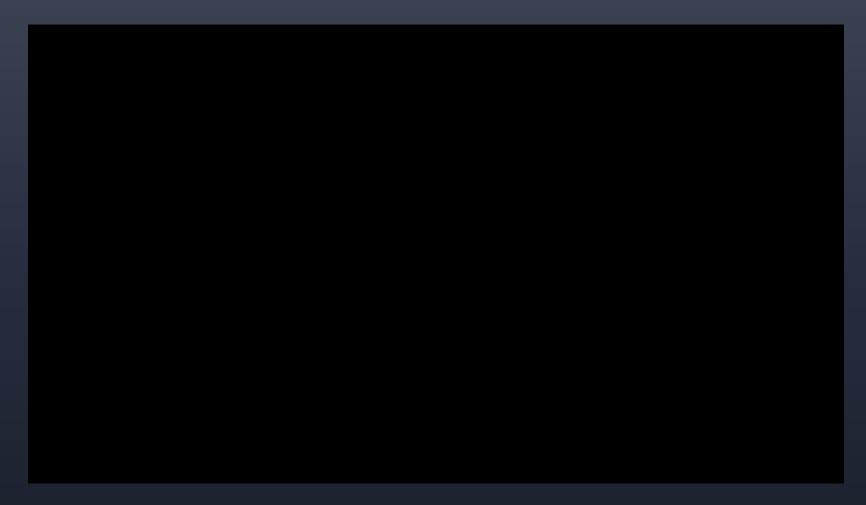
Effective Strategies:

- Understand your audience
 - Different age groups have different emotional needs and interests
 - Keep top of mind that what resonates with a Baby Boomer might go right past a Gen Xer
 - Do you know where your audience consumes their news and entertainment?
 - Does your audience listen to the radio, watch television, use social media, etc?



If you want to reach your audience, you need to understand what they value and where they come from!

Subaru – Father and Daughter



Most importantly:

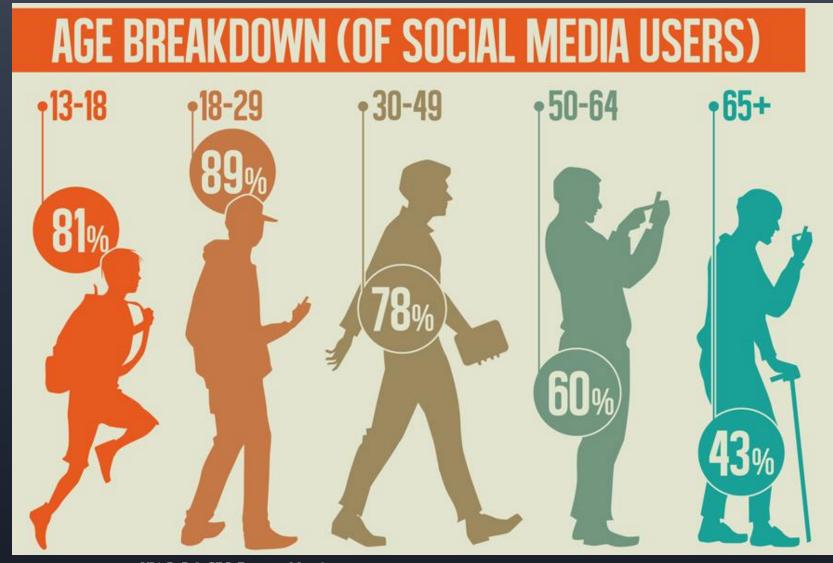
- Determine how you will get your message to your audience
 - o Traditional Advertising
 - Will you pursue Broadcast/TV? Radio? Print?
 - Cable or network? Magazines? Newspapers? Newsletters?
 - o New Media
 - Online ads?
 - Banner, tower, landscape or pop-up?
 - Blogs, viral videos, social media, e-coupons, email or SMS text messaging?



Or, is there something even newer?

Understand Your Audience:

If you want to use social media, make sure you know how your target audience uses it (if they do) and plan accordingly.



Source: Pew Research Center studies from August 2013, May 2013 and February 2013.

How to Market to...Traditionalists

Remember that they

- Are very loyal and have a "penny-saved-is-penny-earned" mentality
- Control more than 70% of the net worth in U.S. households
- Are courteous and straightforward approach
- They love holiday cards and thank-you notes
- Being polite is important to them
- They respond to the following messages and mediums:
 - o Direct Mail, Print Advertising, TV, Radio
 - Marketing with a personal touch.
 - o Tradition sells



How to Market to...Traditionalists

The Bottom Line:

- They respond well to a brand that has been around – which could be an obstacle for startups.
- A startup needs to look at the positive attributes of a brand that has longevity, and bring those attributes to the table.

How to Market to...Baby Boomers

They are considered "The Most Valuable Generation" and

- They are responsible for \$230 billion in sales for consumer package goods annually
- They control 70 percent of the nation's disposal income
- That 67 percent said they spend more time on their hobbies and interests when they retire
- ✓ They make up to half of the U.S. population
- They're happier now than ever because they think that 50 is the new 20

How to Market to...Baby Boomers

- Recognize that they follow behind with online marketing strategies
- They respond to Direct Mail and traditional media
- They respond to email marketing
- They connect through hobby-related groups
- Facebook is dominant and the fastest growing segment in Baby Boomers

How to Market to...Gen Xers

Remember that they are Referred to as the "MTV Generation" Approximately 60 million in number Adopters of Mobile Technology Lovers of Independence, "I want my Flexibility & Freedom ✓ Risk Averse

THE STATE OF THE S

How to Market to...Gen Xers

- 86% of Gen X bring in the mail the day it's delivered: important because they DO respond to direct-mail (timely calls to action are a good tactic to consider)
- They like to read more reviews, and visit more opinion sites.
- How to reach them:
 - Direct Mail
 - Yelp and opinion websites
 - Search Engine Advertising
 - Individual targeted direct mail (not to the family, but to the individual)

How to Market to...Gen Yers

Remember that

- You have to do it their way
- They control \$200 Billion in buying power
- o They value Social Networking
- They are not shy about sharing opinions
- They expect to participate in product development and marketing
- Are highly influential; swaying parents and peers

They do not respond to direct mail but they DO respond to items such as Groupon

How to Market to...Gen Yers

- They want a personal connection with your product take a picture of your featured coffee each day with your iPhone and put it up on your Facebook page for your brand fans to see. They'll like it.
- Small risks on novel products and services might hit big.
 You have to temporarily suspend your notion of ROI.
 - Technology allows you to do a test every day.
 - Social channels will tell you quickly if your little bet will hit with Millennials.
- Another good example is PayPal, which has really upped the cool factor of a pretty boring service by regularly having guest Instagrammers take over their Instagram account, posting interesting images that demonstrate what people can accomplish using PayPal.

....So, what's the bottom line?

- Pay attention
- 🗸 Be aware
- ✓ Stay alert
- 🗸 Listen
- Respond quickly
- ✓ Be open to change



QUESTIONS?

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m - May 8, ...