COMMUNITY ENGAGEMENT & RESEARCH CENTRE

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Be a strong community leader.
Toolkit Workshop Series

The Generational Divide
January 11, 2023
Facilitator: Shari Hildred, PMP
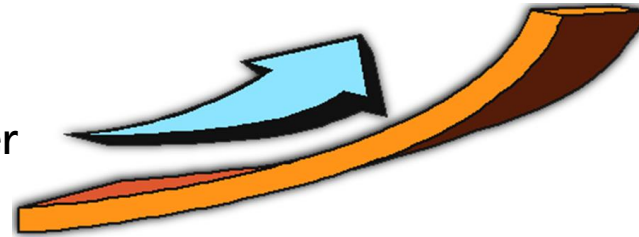
VALMORE CONSULTING
— PLANNING TO YOUR VISION —

Our Objective! Your Opportunity!
Cultivating best practices in non-profits!
To move up the experience curve, wherever you and your organization are!

Workshop Facilitator

- Shari Hildred, PMP
- Email: shari.hildred@valmoreconsulting.com

Logistics

- Session Outline
- Timeline
- Connect, engage!
- Q & A and dialogue!

Valmore Consulting acknowledges the homelands of the Indigenous Peoples of this place we now call Saskatchewan and honours the many territorial keepers of the Lands on which we work.
We acknowledge that in Saskatchewan, we are on treaty land. We are committed to moving forward in the spirit of collaboration and reconciliation between immigrant Canadians who have settled over centuries and the First Nations people who have walked these lands since time immemorial.
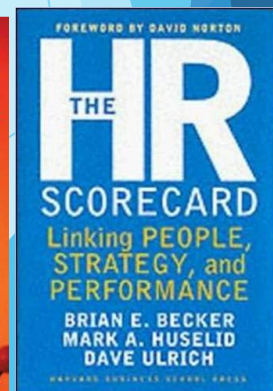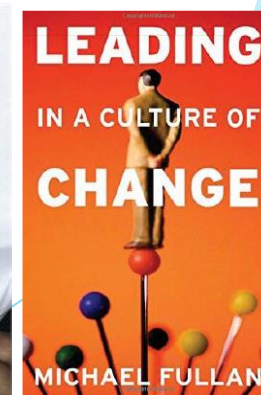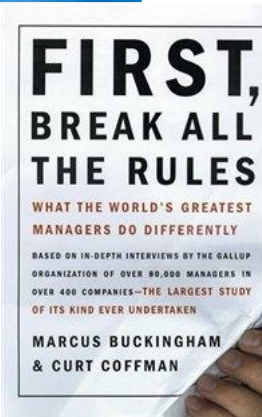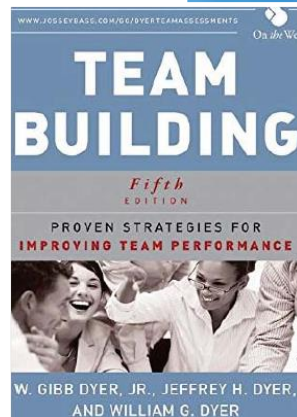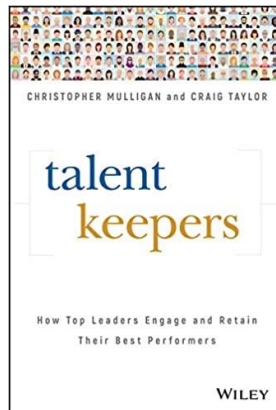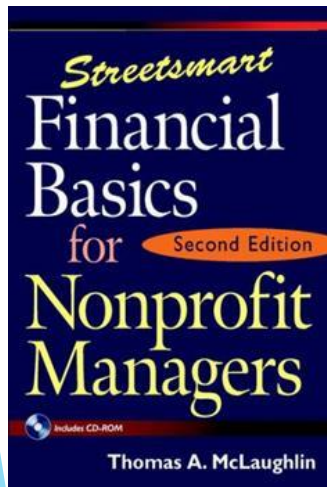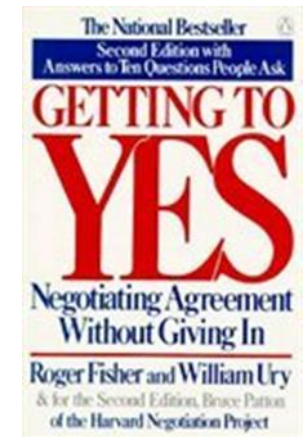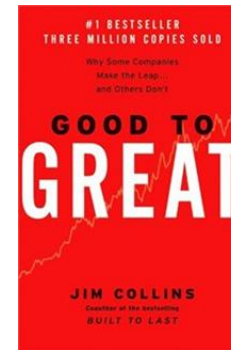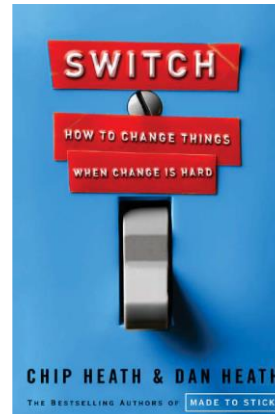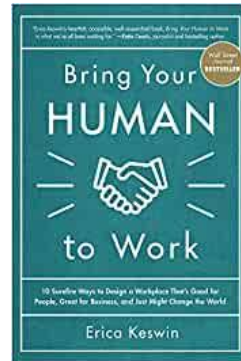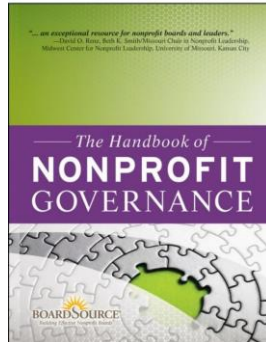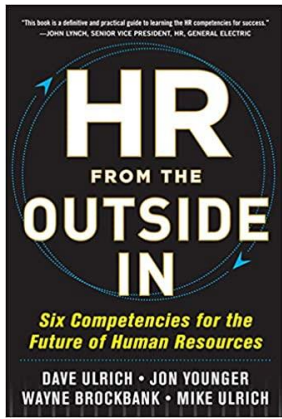
Related Community Engagement!

Overview/Topics:

- Importance of Organizational Culture and Values
- Identify "generational subgroups" in today's work and volunteer force.
- What it matters! The real cost of turnover!
- Origins of generational perspective – what makes each generation 'tick'?
- Examine different perspectives!
- Identify how organizations can value differences and appreciate contributions of each generation.
- Organize and expand current knowledge
- Application and take-aways for both small and larger organizations

First Focus – Paying attention to generational divide and planning for it can pay in savings!
Why it Matters!

- 22% of staff turnover occurs in the first 45 days
- 40% of senior managers fail within 18 months
- 60% of organizations don't set goals for new hires

69%
of employees are more likely to stay with a company
if they experienced great onboarding.
Source: SHRM

This includes volunteers!!!
Why it Matters!

- Over 24 million people volunteered
- Volunteers dedicated approximately 5 billion hours to their volunteer activities

$29.95

VOLUNTEER

Why do employees leave?
Lack of...
- 🙂 **Fairness & positive atmosphere**
- 💬 **Feedback, autonomy, involvement in decisions**
- 💰 **Rewards & benefits**

...and high...
- ⚡ **Stress**
- 🖥 **Market demand**

➤ Employee voluntary turnover

SCIENCE FOR WORK

Based on Rubenstein, A. L., Eberly, M. B., Lee, T. W., & Mitchell, T. R. (2017). Surveying the forest: A meta-analysis, moderator investigation, and future-oriented discussion of the antecedents of voluntary employee turnover. *Personnel Psychology*, 1-43. doi:10.1111/peps.12226

87%
of employers said that improving retention is a critical priority for their organization.
Source: Future Workplace and Kronos

TRUE Cost of Turnover

- Direct Costs
- Indirect Costs
- Causes
- Cost of losing an employee estimated at 3x annual salary
- Comparative cost impacts for volunteer turnover

employee turnover

Now What??

What is Organizational Culture? Link to Values? Employees and Volunteer surveyed......

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Culture & Values

Nearly two-thirds
of employees say their company **does not have a strong work culture**

Less than half
of employees know their organization's **mission, vision, and cultural values**

A well aligned workplace culture can improve productivity by as much as **25%**

70% of employees
credit their peers for making their **job fun**

Workplace culture
is one of the top correlated factors to **employee happiness**

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What is a Mission Statement?

Mission

Considers:

- What we do every day
- Who we serve
- What value they are receiving
- Their perception of the organization

Mission Statement Trivia!

Can you guess who these belong to?

"Drive advances in science, technology, aeronautics, and space exploration to enhance knowledge, education, innovation, economic vitality and stewardship of Earth."

"Our mission is to empower every person and every organization on the planet to achieve more."

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What is a Vision Statement?

Vision

Considers:

- What we aspire to be!
- What we look like
- Gaps we fill in the community
- What we deliver to address gaps
- Vision = position and relevance

Vision MUST communication Director for all!

Vision Statement Trivia!

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Can you guess who these belong to?

"Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online."

"To provide access to the world's information in one click."

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Understanding what staff and volunteers want...

Values	• Connecting org mission and personal values • Opportunities to meaningfully serve others
Career	• Providing specific skills development • Facilitating advancement & networking
Social	• Teambuilding & opportunities to socialize • Acknowledgement from highly respected peers
Understanding	• Professionalized in-service training & reflection • Offering a variety of assignments to explore
Protective Motives	• Reassuring them their contributions have value • Ensuring emotionally supportive settings
Enhancement	• Promoting leadership development & power • Keeping the experience positive & upbeat

Six Functional Motivations

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Values = Guiding Principles

Values can help direct decision making....

United Way Value:

<u>Service</u> - "We are motivated by a strong commitment to service – to our donors, our neighbours and our region. Our achievements are defined by the collective success of the communities we serve."

Values Consider:

- HOW we carry out our Mission!
- Our stakeholders
- Our relationship with them
- How we help them
- How they help us

Values

- To make a difference in other people's lives
- Learn something new
- To support a local organisation, community or cause
- To develop personally or professionally
- To meet new people

Local Community

Provincial/Territorial Chapters

National Office

Vision:
Our vision is that sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all across Canada.

Mission:
Special Olympics Canada is dedicated to enriching the lives of Canadians with intellectual disabilities through sport.

Values:

Inclusion:	Diversity:	Empowerment:	Respect:	Excellence:
We foster inclusive communities.	We honour what is unique in each individual.	We create opportunities to pursue full potential.	We operate in an environment of cooperation, collaboration and dignity.	We elevate standards and performance.

Vision, Mission, VALUES!

Vision
To create local opportunity, growth and impact in every community and country around the world.

Mission
To empower every person and every organization on the planet to achieve more.

Values
- Innovation
- Diversity and inclusion
- Corporate social responsibility
- Philanthropy
- Environment
- Trustworthy computing

Microsoft's Mission, Vision and Values

CORE values

"avoid micromanagement"
"fun & freedom"
"openness, general ethics and corporate citizenship"

KPMG Values
- We lead by example.
- We work together.
- We respect the individual.
- We seek the facts and provide insight.
- We are open and honest in our communication.
- We are committed to our communities.
- Above all, we act with integrity.

Google's Core Values

Focus on the user.
Focused on providing the best user experience possible. Whether They're designing a new browser or a new tweak to the look of the homepage.

Fast is better than slow.
We know your time is valuable, so when you're seeking an answer on the web you want it right away—and we aim to please.

You can be serious without a suit.
We believe that great, creative things are more likely to happen with the right company culture.

Democracy on the web works.
Google search works because it relies on the millions of individuals posting links on websites to help determine which other sites offer content of value.

Doing one thing really, really well.
We do search. With one of the world's largest research groups focused exclusively on solving search problems.

Do the right thing; don't be evil.
Honesty and integrity in all Google do, Our business practices are beyond reproach. We make money by doing good things.

CULTURE	ENGAGEMENT
How we do things around here to execute organizational strategy	How I feel about the way I'm expected to do things around here to execute organizational strategy

THE ICEBERG
that sinks organizational change

Visible Organizational Culture

- Vision
- Strategy
- Shared Values
- Structures
- Beliefs
- Perceptions
- Values
- Norms
- Goals
- Policies
- Shared Assumptions
- Procedures
- Tradition
- Unwritten Rules
- Stories
- Feelings

"The way we say we get things done"

"The way we really get things done"

Values, Culture and Engagement

Non-Profit Leaders

- Care about people
- Embrace differences to make a big difference
- Help employees' and volunteers' experience
- Be mindful of employee and volunteer needs
- Foster trust
- 'Live' the organization's VALUES

smarp

Leadership is learning to let go and really empowering people at all levels of the organisation, and trusting them to doing the right thing.

Sundar Pichai
CEO, Google, Alphabet

THOUGHT FOR THE DAY

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Research on Values

- Strong link between financial performance and the alignment of an organization's operating values to the employees' personal values.

- Companies that **consistently focused on building strong corporate cultures** over a period of several decades outperformed companies that did not by a factor of six and outperformed the general stock market by a factor of 15*.

* Source: Built to Last, Jim Collins

Who are we?
4 Generations (and Values!) at work….

What defines a generation?

"*The events and conditions each of us experiences in our formative years determines who we are and how we see the world*".

"*As a result of these events and conditions, each generation has adopted its own 'generational personality'*". *Lynne Lancaster and David Stillman - When Generations Collide*

Generational Considerations!

Important to Understand:

- **Identifying characteristics**

- **Traits**

- **Why generational differences exist**

- **Strategies for harmonious cross-generational work environment**

- **Values!**

Baby boomers born 1946-1964

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Biggest Influencers
Television Invented
JFK Assassination
MLK/Civil Rights
Movement
Vietnam War
Space Race
Nixon Resignation

Pop Culture
The Beatles, Woodstock
Drive-In Movies
American Bandstand
Westerns
I Love Lucy, Howdy Doody

Home Life Growing Up
Post War Babies
Time of Social Change and
Optimism
Families living in suburbs
2 Parent Families
Mom Stays at Home
American Dream "Promised"

Values
Ethical
Idealistic
Consumers –
"Spend Now,
Worry Later"
Challenge
Authority
Lead by Consensus
Anti-War, Anti-
Government
"Workaholic"

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Generation X born 1965-1980

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Pop Culture
Atari, Nintendo
Star Wars, ET
MTV
Michael Jackson, Madonna
Sit-Coms – Who's The Boss,
Full House

Biggest Influencers
Personal Computers
Fall of the Berlin Wall
Challenger Disaster
End of Cold War
First Gulf War

Values
Balance
Diversity
Self Reliance
Informality
Independence
Self
Sufficiency
Fun

Home Life Growing Up
Increasingly both parents worked
"Latchkey" kids
Increased single parent households
Less parent/child time
"Tough Love" Parenting

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Generation Y born 1981-1995 (AKA Millennials)

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Biggest Influencers
September 11th
Internet
Smartphones
Columbine Massacre
OJ Simpson Trial

Pop Culture
American Idol
Tattoos
Harry Potter, Lady Gaga
Ipods, Laptops, Internet,
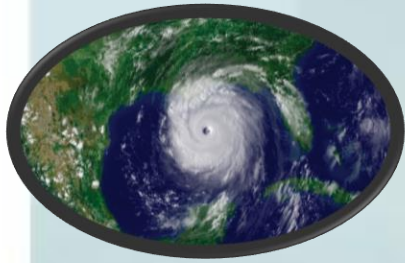Facebook

Home Life Growing Up
Often Child of a Single Parent
Sheltered
Home Life is Child Focused
"Over Parented"
Children with Schedules

Values
Competitive
Fun!
Now!
Self Confidence
Spirituality
Civic Duty
Achievement
Tech Savvy
Global Community

COLUMBINE
APRIL 20, 1999

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Generation Z born 1996 -

Biggest Influencers
First AA President
Great Recession
Marriage Equality
Digital Norm
Climate Change

Pop Culture
Iphone, Youtube, Snapchat
Selena Gomez, Ed Sheeran
Modern Family, Hannah Montana
Avengers, Marvel Movies

Home Life Growing Up
Families affected by Recession
Social Minded, Raised to "Make an Impact"
Inclusive Classrooms
Non-"Traditional" Families Norm
Return of Extended Family Households

Values
Security
Competition
Independence
Entrepreneurship

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What skills are organizations seeking?
What has changed??

Top 10 Skills 2020

1. Data literacy
2. Critical Thinking
3. Tech Savviness
4. Adaptability and flexibility
5. Creativity
6. Emotional intelligence
7. Cultural intelligence and diversity
8. Leadership skills
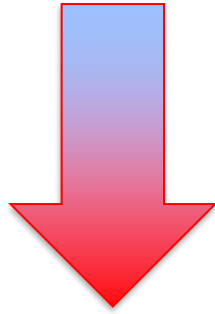9. Judgement and complex decision making
10. Collaboration

Top 10 Skills 2021

1. Growth mindset
2. Continuous learning
3. Critical thinking
4. Survival skills
5. Resilience, curiosity
6. Flexibility
7. Dedication
8. Coaching mindset
9. Comfort with ambiguity
10. Thriving in virtual environment

Top 10 Skills 2022

1. **Empathetic listening**
2. **Agility, flexibility and adaptability**
3. **Modern communication**
4. **Emotional intelligence**
5. **Creative thinking**
6. **Networking skills**
7. **Data analysis**
8. **Objective self-recognition**
9. **Critical thinking**
10. **Remote/hybrid teamwork**

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Consider this!

168 hours/week

Average 52 hours sleep
Waking hours 116
On average, people spend 50 to 70% of waking hours working, preparing for work, thinking about work.

Why focus on inter-generations working….well…together?

Illness
Absenteeism
Conflicts
Complaints
Volunteer Turnover

Performance
Productivity
Retention
Financial savings
Morale
Motivation

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Ways to bridge generational divide!

1. Focus on commonalities

A Majority of staff and volunteers want:

Positive Workplace Culture
To Feel Successful At Work
Recognition in Some Form
Career Development
Workplace Flexibility
Sense of Personal Satisfaction
Being Fairly Compensated

Happiness inspires productivity.
Shawn Achor

Pleasure in the job puts perfection in the work.
Aristotle
BrainyQuote

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2. Capitalize on advantages

Better Decision Making

Faster Problem Solving

Diverse Talents

Increased Innovation

Mutual Mentorship

WHY DON'T WE HAVE ANY FRESH IDEAS AROUND HERE?

3. Communicate openly about preferences

BEING THE SAME CREATURE DOESN'T MEAN HAVE THE SAME THOUGHT AND ATTITUDE.

Acknowledge Each Generation's Differences

Communication Preferences

Work Ethic

Feedback on Expectations

Definition of Work/Life Balance

Ways of Resolving Conflict

4. Create a positive organizational culture

Avoid Stereotyping: Acknowledge common trends in a generation while recognizing individual differences

Deliver on work/life balance

Zero Tolerance for Rejection and Discrimination

Provide EDI learning opportunities

Encourage Cross-Generational Mentoring

Establish opportunities for team members to connect with one another on a personal level in a neutral setting

Look at organizational values, structure, policies, employee and volunteer recruitment strategies - ensure inclusivity is reflected and that generational diversity is encouraged and included!

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"None of us is as smart as all of us."

Ken Blanchard

Thank You
Questions?

What I Value Most...

- Being in touch with your personal values contribute significantly to motivation.

- It is very difficult to stay motivated for a job that is either contrary to, or not an expression of, ones values.

- Clarity of personal values has been shown to be more significant in determining organizational commitment than clarity of organizational values.

Values exercise
What are you??
Use this with your inter-generational team!!!

Source: Smalley & Trent: Human Typology

Understand what matters most to individuals!
The "Five Minute Test"

- Choose the item in each line that is most like you and put a 4.
- Then pick the item that is next like you and put a 3.
- Then a 2 and then a 1 which is least like you.
- Do this <u>across</u> the page for each list of descriptors. Total Columns

	Column 1	Column 2	Column 3	Column 4
1.	Likes authority	Enthusiastic	Sensitive Feelings	Likes Instruction
2.	Takes Charge	Takes Risks	Loyal	Accurate
3.	Determined	Visionary	Calm	Consistent
4.	Enterprising	Verbal	Enjoys Routine	Predictable
5.	Competitive	Promoter	Dislikes Change	Practical
6.	Problem Solver	Enjoys Popularity	Gives in To Others	Factual
7.	Productive	Fun-loving	Avoids Confrontations	Responsible
8.	Bold	Likes Variety	Sensitive	Prefers Perfection
9.	Decision Maker	Spontaneous	Nurturing	Detail Oriented
10.	Persistent	Inspirational	Peace Maker	Analytical

Total: _____   _____   _____   _____

Column 1   **Column 2**   **Column 3**   **Column 4**
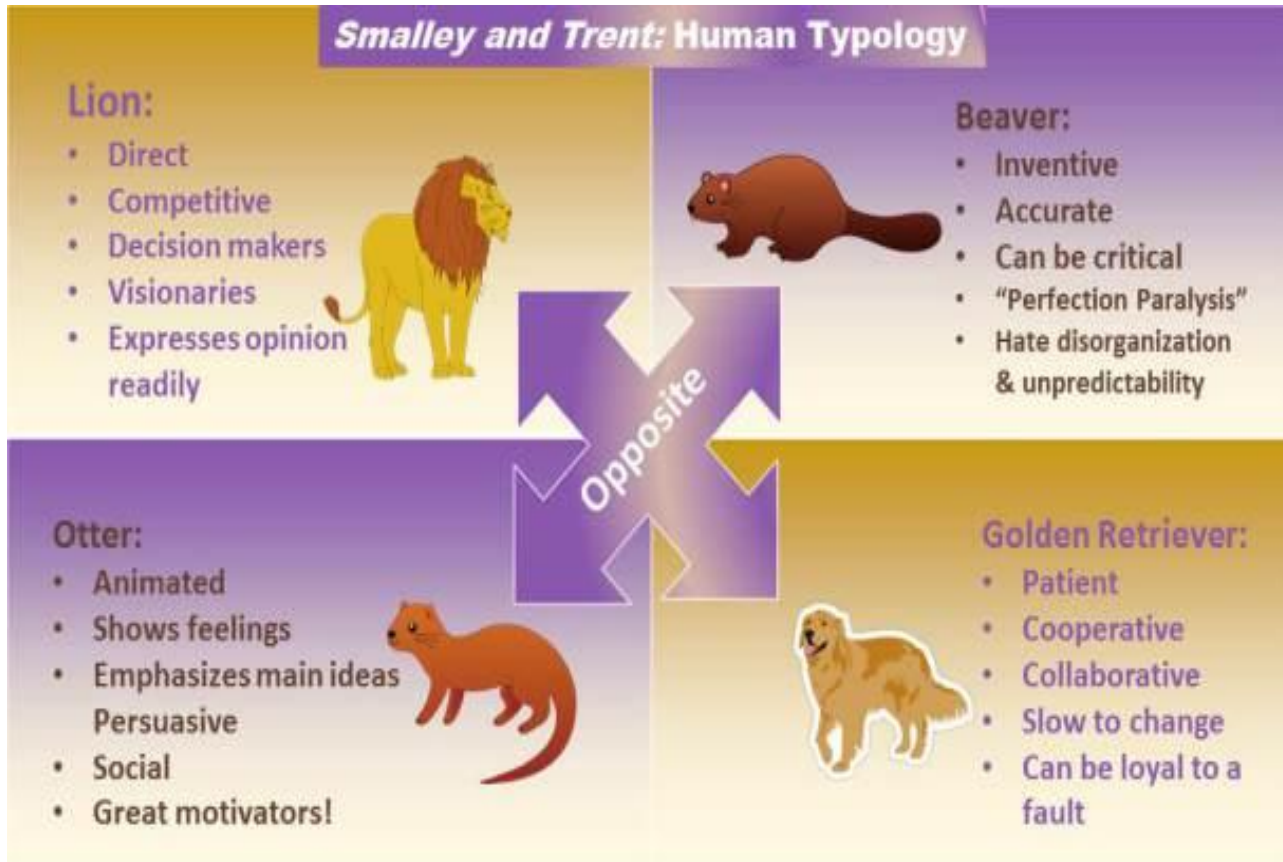
Compare findings!
Excellent team building exercise!
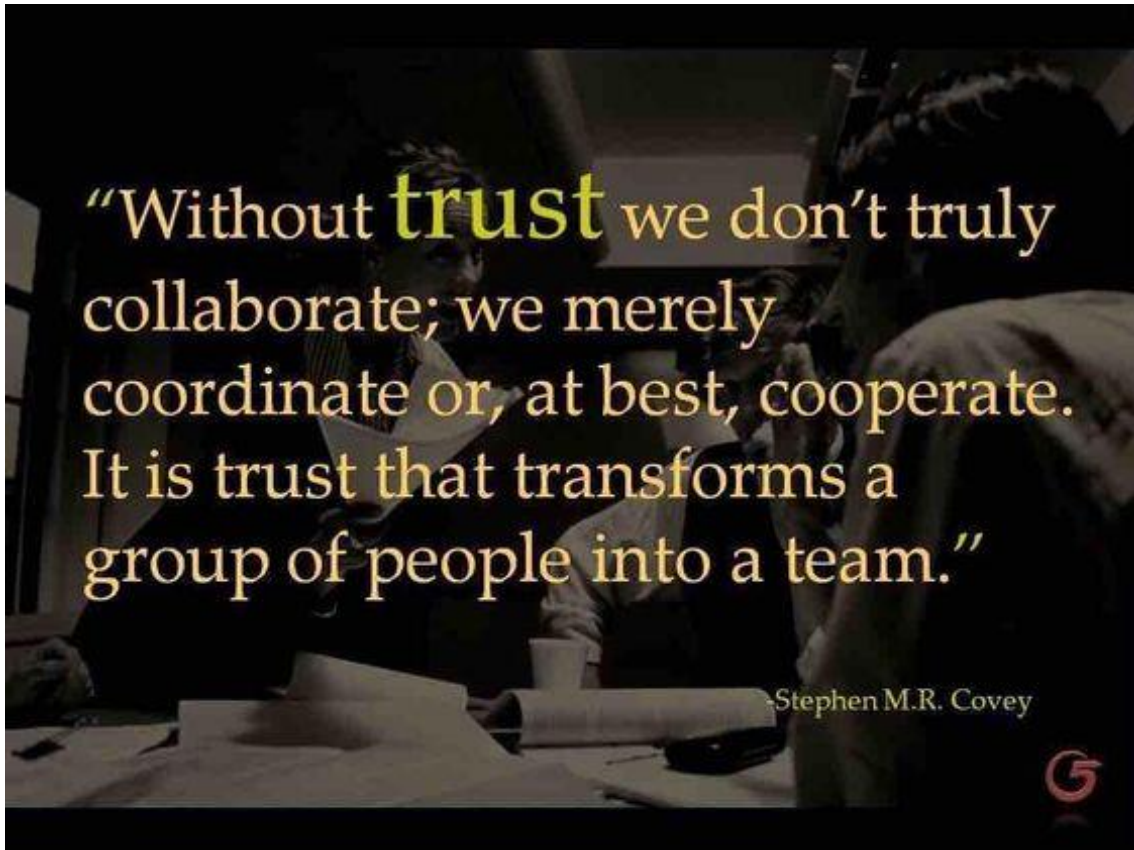# Opportunity to explore inter-generational array of preferences!
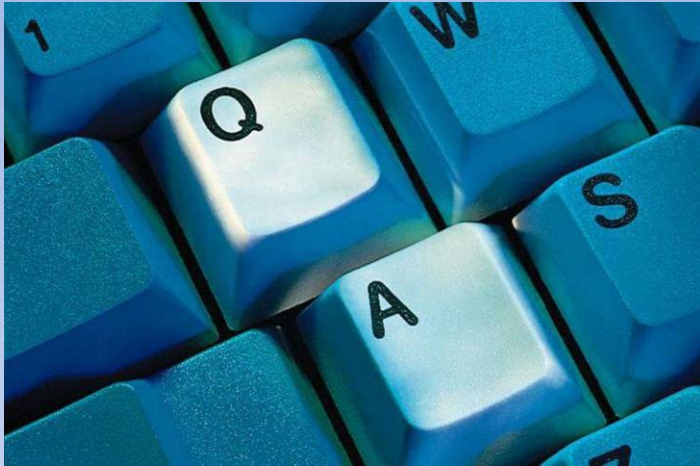
Column 1

Column 4

Column 2

Column 3

Smalley and Trent: Human Typology

Lion:
- Direct
- Competitive
- Decision makers
- Visionaries
- Expresses opinion readily

Beaver:
- Inventive
- Accurate
- Can be critical
- "Perfection Paralysis"
- Hate disorganization & unpredictability

Opposite

Otter:
- Animated
- Shows feelings
- Emphasizes main ideas Persuasive
- Social
- Great motivators!

Golden Retriever:
- Patient
- Cooperative
- Collaborative
- Slow to change
- Can be loyal to a fault

Key to bridging generational divide….

Questions? Discussion!

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