

PART ONE

Understanding Generational Issues In The Context Of Diversity

AGE IN THE SHADOW OF RACE AND ETHNICITY

So often age issues are overshadowed by the complexities of race and ethnicity in the U.S. Our challenges and obstacles facing workplace race issues have become so entrenched that subthemes such as age are frequently overlooked for more headline-grabbing topics like racial and ethnic discrimination.

“With each chapter in life comes more reasons to reflect on how you measure yourself and how you see others, both younger and older. There is always an opportunity for a new life chapter to teach us different ways to interact across age groups.”
-Carole Copeland Thomas

Jot down of 5-10 ways that age impacts your workplace.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

“Respect yourself and others no matter who they are! I have also managed a diverse staff from all over the world both young and old. I consider myself to be an international, intercultural manager who leads by example. When I was in that role I was open, flexible and hands on. My experience has taught me to communicate on all levels. .I'm a continuous learner who learns from everyone!!! Diversity is key; having a world view is important to managing our changing workforce!!!! I appreciate life!”

Baby Boomer Government Manager

“On my US tour maybe three out of 30 shows there was an Elvis impersonator in the crowd but that's it. I usually get younger fans, and those that come that are of an older generation end up walking out because it's too loud.”

Lisa Marie Presley

Age As A Factor Of:

- Racial Identity
-
- Traditional Leadership Profiles and “Types”
-
- Economic Climate (Soft Economy)
-
- Downsizing
-
- Mergers - Acquisitions
-
- Corporate/Government Mistrust
-
- Society and Morality Issues
-
- Pop Culture - Popular Trends - Political Issues
-
- Ethnic Trends Going Mainstream (Music, Dreadlocks, Cornrows, etc)
-
- Common Stereotypes That Cloud Our Perception
-
- Trust and Respect
-
- Terrorism - Backlash - Workplace Violence

Statistics From The Past Ten Years

EDUCATION

“With more than two million teachers projected to retire by 2008, reports John Challenger, school systems are relaxing some requirements to encourage mid-career converts.”

GOVERNMENT

By 2005, 45% of senior execs working for Uncle Sam are expected to retire, according to the General Accounting Office.”

-Fortune February 4, 2002

Boomers On Social Security

The First Group of Baby Boomers, born in 1946, turned 65 in 2011.

COMMON AGE GROUPS
Translation: WORKPLACE CHARACTERISTICS

Golden Agers

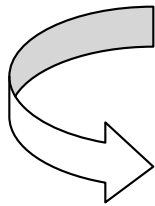
War Generation

Baby Boomers

Generation X

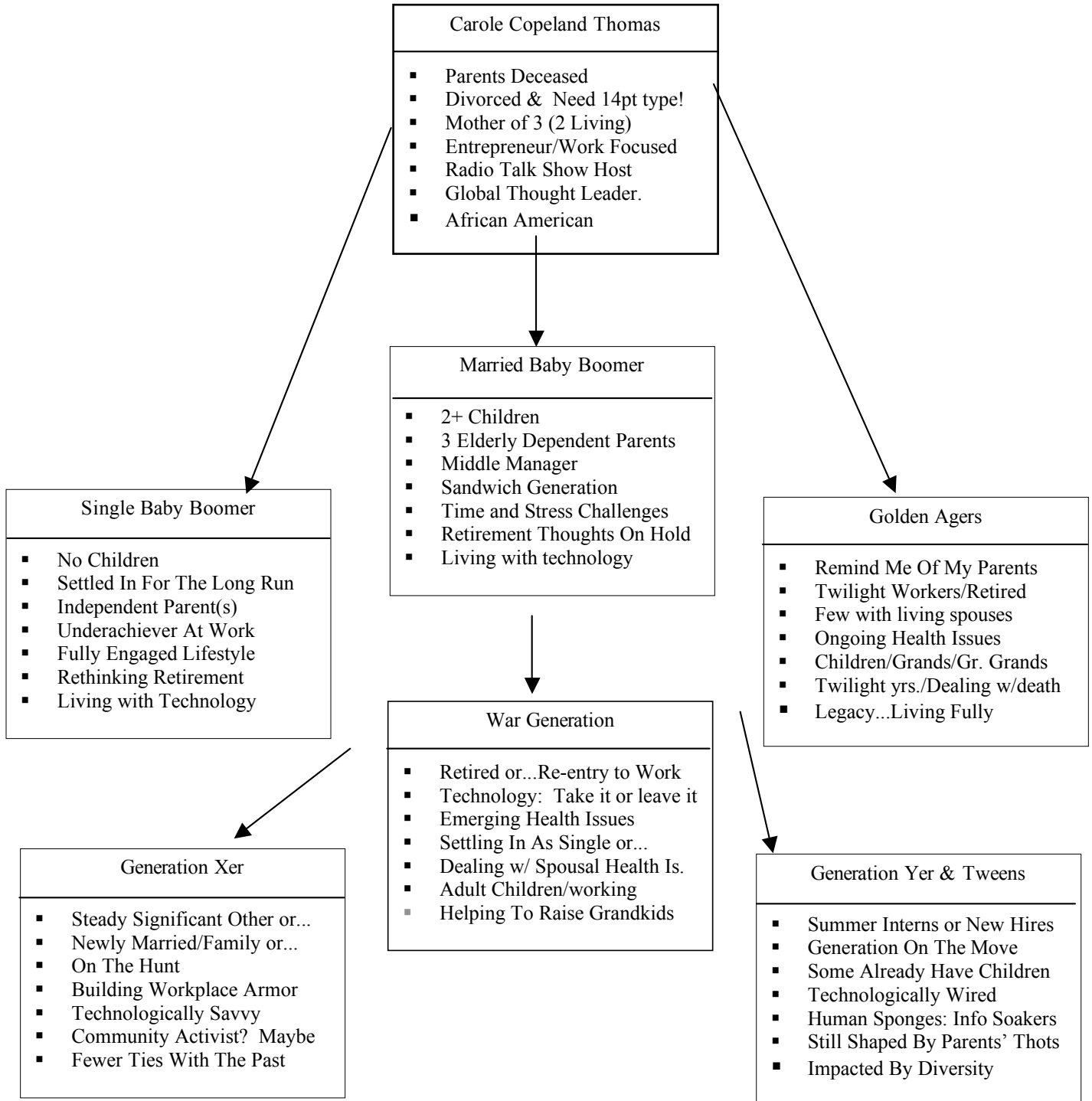
Generation Y
Millennial

Tweens



Through The Eyes Of Carole

Looking At The World Of Work



Through The Eyes of _____

Looking At YOUR World of Work

-
-
-
-
-
-
-

*“The older
you get, the
better you
realize you
were.”*

Generational Quiz

1. More than _____ million people are called Baby Boomers. (U.S. only)
2. The term, “Generation X” was originally linked to a _____ book by the same name written by Canadian author _____.
3. More than _____ million people are called Generation X ers. (U.S. only)
4. More than _____ million people are called Generation Y ers (U.S. only)
5. Both Generation X and Y _____ Baby Boomers (combined at 145 million). (Catalyst 2010)
6. We are only a small part of the world. _____ people live in in the United States, compared to _____ total world population. That makes the United States a mere _____% of the world’s population. (www.census.gov)
7. A significantly larger number of _____ are raising their _____.
8. Many senior citizens are _____ to work (full and part time) for medical, financial, and social reasons.
9. Facebook, LinkedIn, YouTube and _____ are social media platforms that have revolutionized the world.
10. Social Media activist young people in _____ helped to bring down their government in _____ days.
11. _____ care and _____ care are important workplace issues for many employees balancing work and family issues.

“I NEVER tell anyone my age (I use vanity as an excuse) because the one time I did, my co-workers referred to me as a ‘baby’ (I was 22 at the time) and I felt like I lost credibility.”

-B.C. Generation X er

Diversity Basics

So...Exactly What Is Diversity???

**Diversity is understanding,
appreciating and ultimately
managing difference and
similarities at the same time.**

Its reach is all-inclusive and may represent categories such as:

Class
Race
Gender
Age
Religion
Sexual Orientation
Physical Disabilities
Nationalities
Political Beliefs
And Other...

To achieve maximum effectiveness, diversity requires

Your Personal Examination
Your Individual Commitment
Your Own Curiosity
A Continuous Learning Effort

Managing Generational Differences

Case - Role Play

Based on an actual workplace incident.

Case Source: R.W., former manager major U.S. telecommunications company

Denise is a seasoned manager working in an office located near an inner city area. The organization has an arrangement with the city to hire top high school students to work as interns during the summer vacation season. Each year human resource management decides how many students will be hired (usually ten more than the previous year). During this summer season 4-6 young people were assigned to Denise's office. Once in the office the students were assigned to various managers. **Vanzetta**, a 16-year-old, with high potential and an easy demeanor, was assigned to report to Denise. Vanzetta worked quickly and efficiently, and once shown something she would quickly duplicate the work in short order.

At the end of the first week of the summer session Denise attended a managers' meeting during which the subject of the summer hires was discussed. Denise was surprised to discover that none of her peers were happy with their interns. When asked why, they said that the students were lazy, showed no initiative, and just sat around. Unwilling to believe that the other five students were any different than Vanzetta, Denise started asking questions.

“What have you given them to do?Other questions....”

After assessing her colleague's comments, Denise devised a plan to redesign the summer experience of the students.

- What did she do????
- What was the outcome of Denise's plan??
- What are the learning outcomes of this common workplace dilemma?

Managing Generational Differences Your Case

- Do not solve the case.
- Change the names to protect the innocent...and guilty
- Focus on the age and diversity related issues of the story.
- Use examples from your present or previous employer.
- The case can relate to your own personal experience or that of another colleague.

1. *Lessons Learned*
2. *Seeing others differently based on age and other diversity factors*
3. *Management's expectations*
4. *Expectations In General*
5. *Examine how stereotypes factor in multigenerational issues*

Age In The Workplace The Generations Speak Out

Generation Y - Millennial

15-16 White Females

What they like about working

Money
Getting to know other people
Having a regular paid activity to occupy their time
Feeling fortunate to be technologically literate
Developing people skills

Workplace Challenges

Sexual harassment problems
The restrictions: Won't let us use the cash registers
Pretty "dumb girl" comments
When a problem occurs having your supervisor comment, "*I'm not surprised.*"
Rude customers
Treated like a child - because you look young.
Being bossed around
Hard to get a job without experience...but you need a job for the experience
Treated "less than"

Young woman between Gen X and Y:

"I only use my ATM card. I don't carry cash or checks, just plastic. That's my life."

Generation X

Male/Female Various Locations

Concerns - Comments

Wants to be treated as a colleague/coworker with respect even though I'm young
People take me more seriously if they think I'm older...so I usually wear a ring on my engagement/wedding finger so they'll think that I'm in a grown-up relationship.

I have found that the older generations (around 50) are hesitant to use IT (computers) that requires massive training.

As a twentysomething worker, sometimes I feel isolated from my colleagues who work in different parts of the organization. I'd like an opportunity to connect with them from time to time while at work.

When I work with younger colleagues (Generation Y) I get frustrated when they're loudly discussing non-work related issues. I feel like I'm working at McDonald's.

When working with older colleagues I feel like I have more of an opportunity of growing professionally and personally...and I learn more. The experience is more valuable because older people seem more committed and serious about their work and responsibilities.

Baby Boomers and War Generation

Male/Female Various Locations

Concerns - Comments

Some older workers have been great mentors. They were willing to pass on their expertise and assist me in moving up the career ladder.

I had one Regional Administrator (RA) who would not speak to me until I received my master's degree and became a specialist. Before the promotion she would not give me the time of day and was quite pompous when I approached her with a greeting. This RA is in her late sixties or early seventies.

(Entrepreneur-War Generation) Not sure who will succeed me. My younger assistants don't really have the managerial/leadership skills to fully run this organization.

We (Baby Boomers) don't want to give up what was...for the younger ideas of what could be.

Older people have a marvelous ability of memorizing...they get to work on time since their children are grown and they don't crowd their calendar with too many outside activities.

CCT: It's amazing to see my own children and their friends in the workplace. I've had strange thoughts about the children "running the world."

CCT: I was raised to address older people by Mr. or Mrs. At 57 I still find it difficult to call many older family friends or workplace associates by their first name.

CCT: The biological time clocks of many young women are ringing loudly. This is especially the case for young African American women in their mid-twenties to mid-thirties. Career and family decisions become very important in their lives.

I have developed a very good working relationship with persons considerably younger than I am (the under forty crowd). Due to my knowing full well that I am not totally on top of what workplace issues they may have, I have encouraged lots of open communications during staff meetings. I have also conducted weekly one to one meetings with this age group.

I mentor MBA students at the _____ School of Management (2 young men and 1 female...Caucasian, Hispanic and Asian). I get a rich mix of cultural and ethnic input that cross into generational issues. We've had regular breakfast and /or dinner get togethers as well as recently going golfing together.

People are appreciated on my job based on their skills and knowledge, regardless of age. But when it comes to relationship-building, that presents a problem for many. It's tough when people typecast based on age... "She wouldn't want to have lunch with us because we have nothing in common with her - she's just a kid."

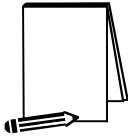
“The older I grow, the smarter my parents become.”

Bridging The Gap

The Road To Managing Generational Differences

Ten Point Action Plan

1. Position yourself as a knowledge transfer change agent to those friends, family members and colleagues who are older and younger than you are
2. Expose yourself to music, magazines, movies and trendsetting cultural issues of the age groups that are NOT your own.
3. Create a focus group of homogeneous and heterogeneous age groups and discuss the issues that affect their work.
4. Create an affinity group for younger employees (Generation X and Y)
5. Sit at the feet of your older relatives/friends and learn from their wisdom.
6. Remember that YOU are part of the solution...and the problems of generational workplace issues. Like class issues...everyone has a stake at the dialogue about age.
7. Remember that age is probably intertwined with race, gender, religion, and ethnicity workplace issues.
8. Never underestimate the power of your status as a “role model” both on and off the job. A younger person is watching how you react...during the good and bad times.
9. Develop a mentorship initiative using AGE as a determining factor in pairing people together.
10. You’ll never learn it all...just keep plugging away until you are comfortable understanding the dynamics of workplace age issues.



Next Step Action Planning

Inter Generational Issues --- In The W o r k p l a c e

Resources

Trainers, Books, Guides, Organizations

Speaker • Trainer
Carole Copeland Thomas, MBA
Global Divesity • Empowerment • Leadership
(508) 947-5755
www.TellCarole.com

* * *

Books, Printed Resources

Reference Guide: **Preparing For An Aging Workforce**
AARP: American Association of Retired Persons
Washington, D.C.
www.aarp.org

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The M-factor by Lynne C. Lancaster & David Stillman, 2010
(Download Carole's Radio Interview with David Stillman: 4/29/10 on
www.blogtalkradio.com/globalcarole)
Generation X by Douglas Coupland, St Martins Press, 1992
Generations In The Workplace in the US and Canada (www.catalyst.org)
Motivating Hispanic Employees by Carolos A. Conejo, www.mculture.net

* * *

Ethnic Generation X & Y Magazines

Sister To Sister (www.s2smagazine.com)
Latina (www.s2smagazine.com)
The Source (www.thesource.com)
Vibe (www.vibe.com)

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Websites:

www.shrm.org
www.bbc.co.uk
www.english.aljazeera.net

<http://ericacve.org>
www.census.gov
www.dol.gov

www.tellcarole.com

Intergenerational Diversity In The Workplace

A Reference Guide For The Members of Blacks In Government

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Carole Copeland Thomas

As a speaker, trainer, global thought leader, and business owner since 1987, Carole Copeland Thomas moderates the discussions of key issues affecting our global marketplace. She has her pulse on the issues affecting working professionals and consults with industry leaders on a regular basis. From speaking at the Federal Highway Administration, SHRM, Hewlett Packard, Verizon, Cargill, and Monster.com to interviewing experts around the globe, Carole knows how to analyze the dynamics of a changing marketplace.

MBA To The Core

Carole is a life member of the National Black MBA Association, the Past President of the Boston Chapter, Past National Vice Chair, and a co-founder of the Leaders of Tomorrow Program.

Outreach To Worldwide Issues

Carole served as an adjunct faculty member for Bentley University for a decade, and has spoken throughout the United States, London, England, Canada, El Salvador, Australia, South Africa, and Kenya. She recently co-founded a non-profit international organization with nine other women as a result of a 2005 trip to Kenya. The group returned to Kenya in November 2007 for humanitarian projects and to host their first International Conference in Mombasa, Kenya.

Multicultural Symposium Series

Carole is the founder of the Multicultural Symposium Series, a multiyear conference and online initiative developed for the advancement of multicultural issues. Carole is a blogger and social media enthusiast using various technology platforms to enhance her business development activities.

Radio Talk Show Host & Executive Coach

Carole is the host of Focus On Empowerment a weekly issues-oriented radio talk show. The program recently migrated to Internet radio on Blog Talk Radio. www.blogtalkradio.com/globalcarole

For three years Carole's Personal Empowerment Tips were heard daily on Boston's WILD 1090 AM Radio. Her one-hour call in radio talk show, "Focus On Empowerment" was heard every Friday morning on the station. Carole's syndicated radio tips were broadcast in 10 US cities in early 2003, and were sponsored by Marshalls the nationwide off-price retail store. Her radio talk show continued on WBNW-1120-AM-Boston through 2009. Carole served as the Executive Coach for the Essence Magazine Leadership Summit.

State & National Elections

Carole, a three-time state convention delegate, served as a town coordinator in the November 2006 successful election of Deval Patrick, Massachusetts' first African American governor. She also served as an active tri-state volunteer for the 2008 campaign of President Barack Obama.

Active In Community and Civic Affairs

Carole is the Tri State Coordinator for Delta Sigma Theta Sorority and the Chair of the Multicultural Committee for the Greater Boston Convention and Visitors Bureau.

Education

Carole graduated with honors in 1975 from Emory University. She entered graduate school in 1983 (on a Martin Luther King, Jr. academic fellowship), and received her MBA degree from Northeastern University in Boston.

Mother & Grandmother

Carole is the mother of three children: Dr. Lorna Thomas Farquharson (husband Jerome), Michelle Thomas, and the late Mickarl D. Thomas, Jr. She does her best to spoil her granddaughters Julianna Gwendolyn Farquharson and Gabrielle Jaeda Farquharson.