



SECOND WAVE
LEARNING

Collaborating in a Multi-Generational Organization

Bridging Generations at Work

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*Generations is the most important
topic no one knows about*

Second-Wave Millennials

Tapping the Potential
of America's Youth



WARREN WRIGHT

Foreword by Neil Howe

What Generation are you?

Baby Boomer

Generation X

Millennial

Gen Z

Ok
Boomer

<https://www.youtube.com/watch?v=8-AfN6cULhg>

Describe

Boomer

In one word

Boomers

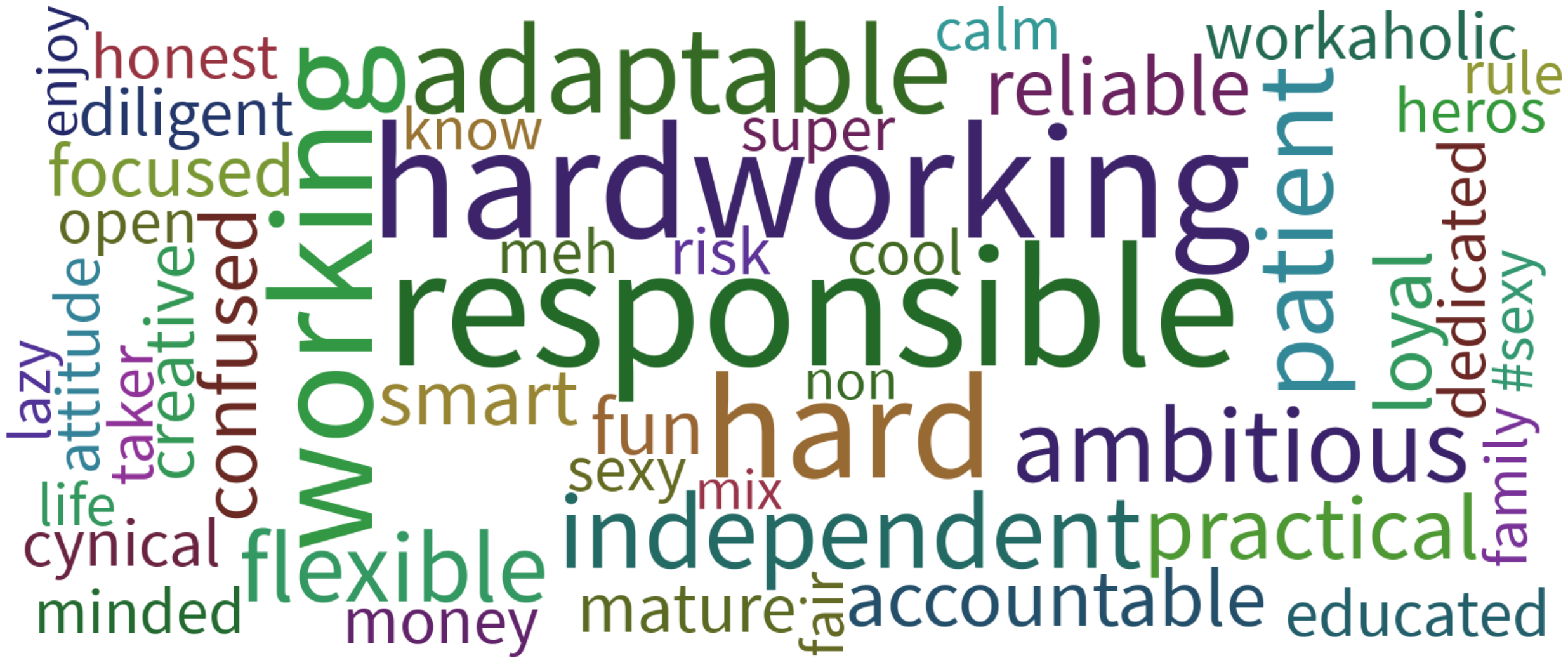
close minded oriented bossy enthusiastic arrogant
sincere bureaucratic bossy reliable knowledgeable
honest sky disciplined seasoned work detail
open traditional stubborn rich strong powerful
hardheaded hungry hierarchical hardworking committed boss hardwise working dedicated resilient
pioneers power conservatived selfsh rigid loyal old strict educated static limit
racist stable selfish experienced workers diligent know boring know
inflexible greedy facilitated full responsible guts
conservative

Describe

Generation X

In one word

Generation X



Describe

Millennials

In one word

Millennials



Describe

Gen Z

In one word

Gen Z



Boomers

- Wise
- Conservative
- Loyal

Generation X

- Hardworking
- Responsible
- Adaptable

Millennials

- Creative
- Entitled
- Smart

Gen Z

- Impatient
- Clueless
- Selfish

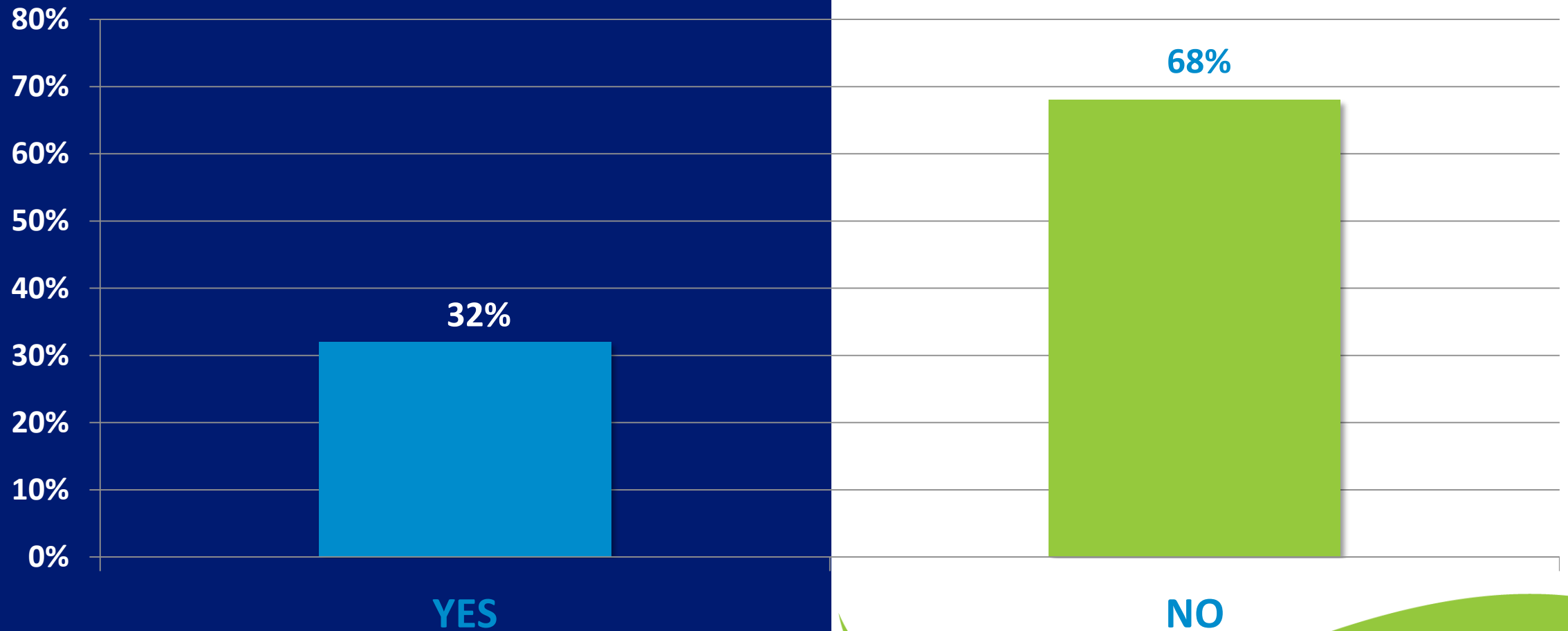
Positive

Negative



What Boomers & Xers Think of Millennials

“I view them favorably”



A young woman with brown hair in a ponytail, wearing a white shirt, sits on a couch looking towards an elderly woman. The elderly woman has short grey hair, wears glasses and a brown cardigan, and is also looking towards the younger woman. They are in a bright, modern living room with a wooden shelving unit in the background containing plants, a clock, and books. A blue semi-transparent overlay covers the bottom half of the image, containing text.

Through the Generations

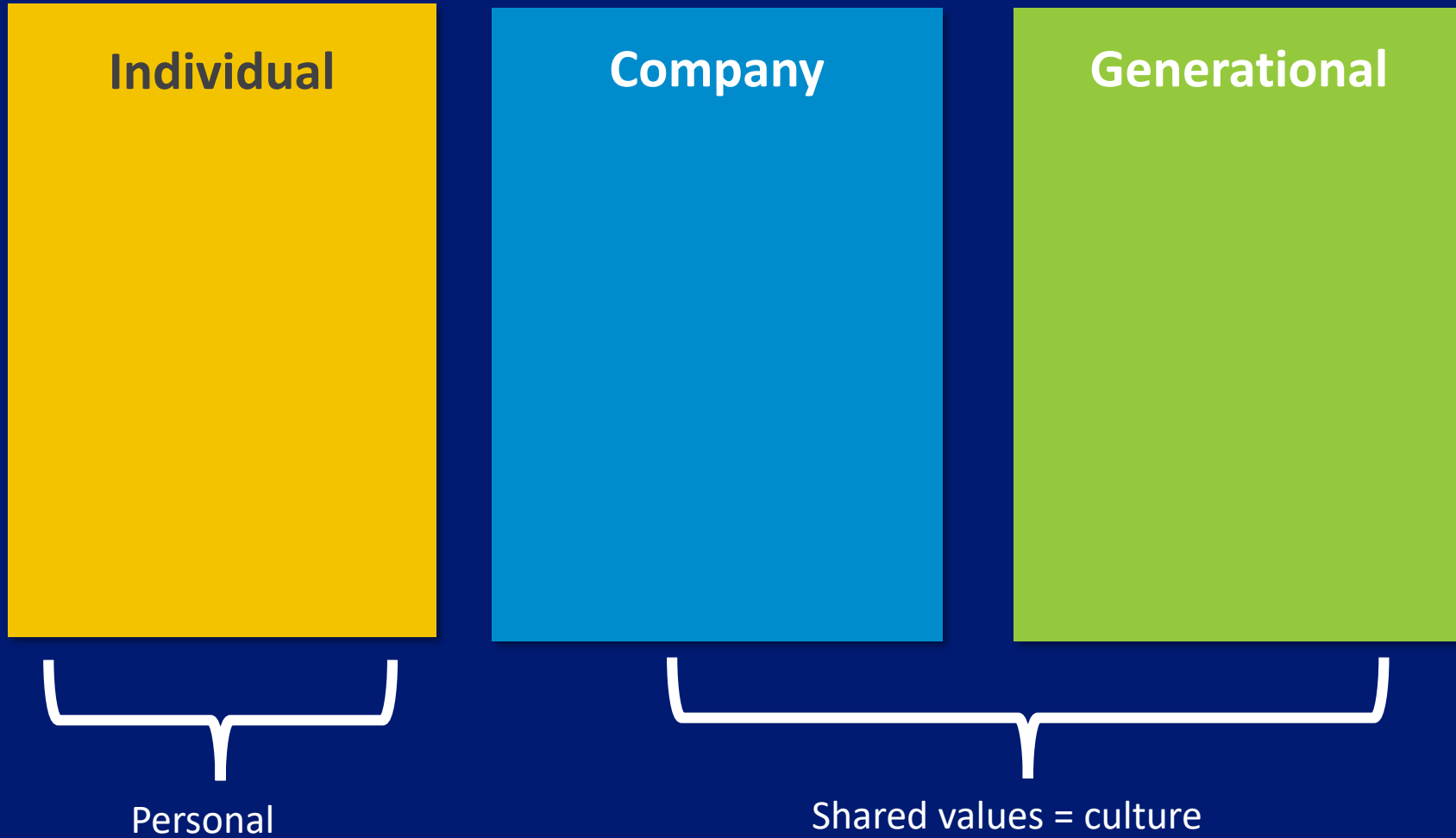
- Existing generations view the incoming generation negatively.
- They never live up to their expectations.



How do you see the world?



Values



The Cultural Iceberg

VISIBLE

Age
Clothes
Gender
Language
Behaviours
Physical Characteristics

LESS VISIBLE

Patterns of Speech
Body Language
Favourite Foods
Festivals
Musical Preferences
Talents
Family Traditions
Religious Practices
Social Skills

NOT VISIBLE

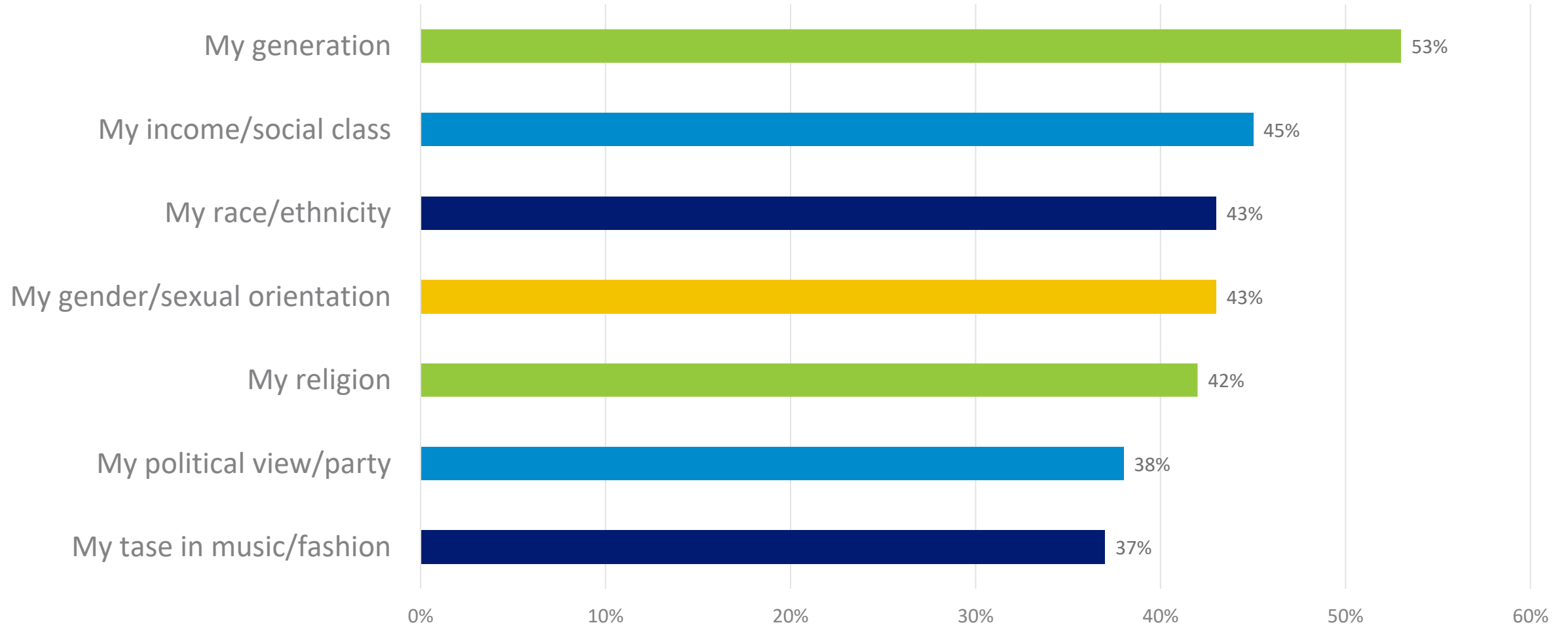
Heritage
Nationality
Wealth
Social Status
Role in Family
Knowledge
Skills
Political Views
Life Experiences
Attitudes
Personal Values
Personal Beliefs
World View
Sexual Identity
Family Attitudes and Values
Thought Patterns
Assumptions



Generations



Which characteristics are important in defining who I am and how I see the world?

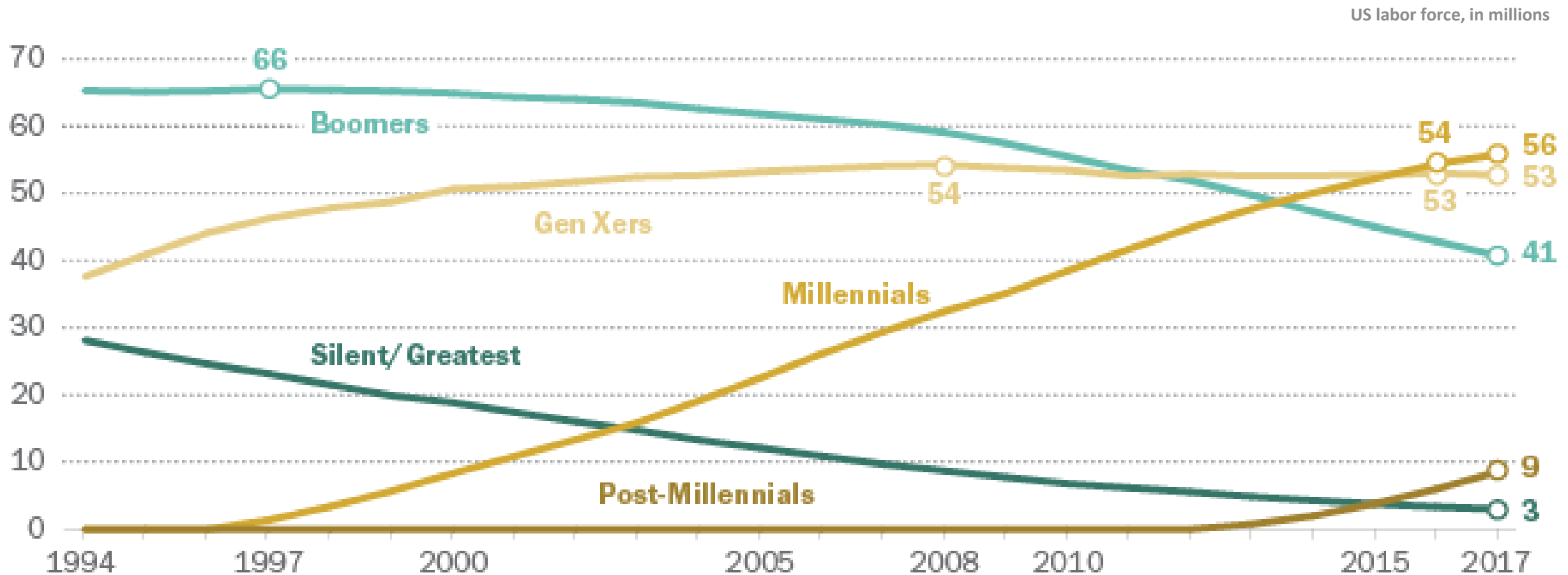


Generations at Work

Generational Differences Pose Challenges at Work

72%
Agree

Millennials became the largest generation in the labor force in 2016



Source: Pew Research Center analysis of monthly 1994 – 2017 Current Population Survey (IPUMS).
Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

The Future of Work

The Past

My Paycheck

My Satisfaction

My Boss

My Annual Review

My Weakness

My Job



The Future

My Purpose

My Development

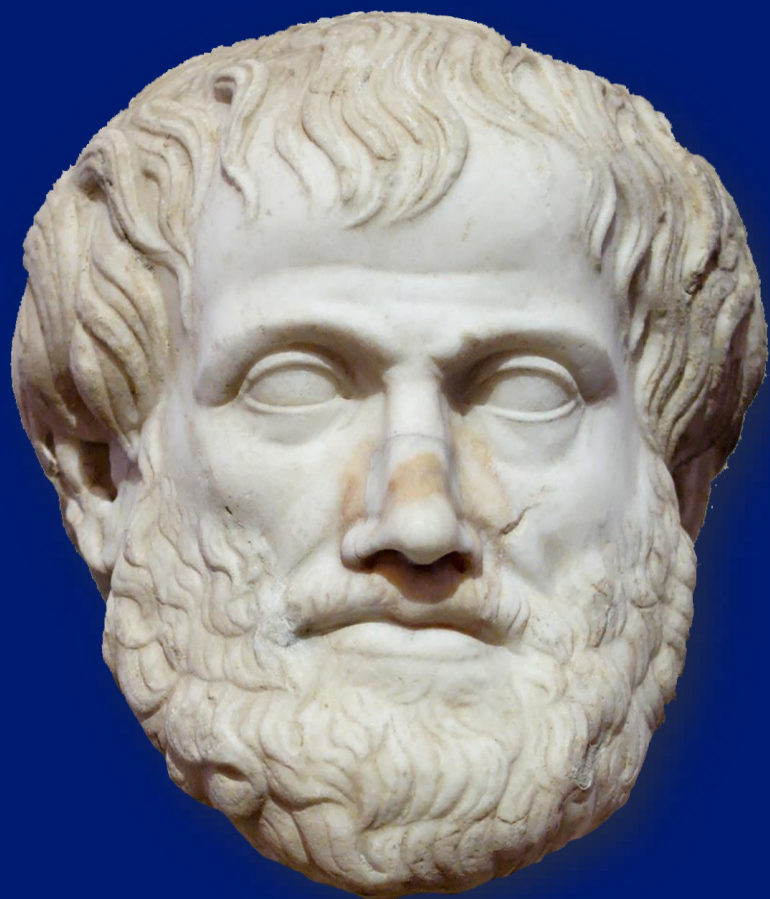
My Coach

My Ongoing Conversation

My Strengths

My Life





“Generations are shaped by history, and then history is shaped by generations.”

Aristotle





MIND THE GAP

Generational Stories

How Generations Are Formed



HIGH SCHOOL SWEETHEARTS IN "THE BIG STEP"

LET'S GET
MARRIED
FIRST



1950

LET'S GET
STONED
FIRST



1970

LET'S GET
TESTED
FIRST



1990

LET'S DO
NATIONAL
SERVICE
FIRST



2010

Boomers

1943 – 1960

59 – 76
Years Old



Historical Events/**Raised**

Sputnik
Woodstock
Women's Lib

Adored Child
Free-time

Values

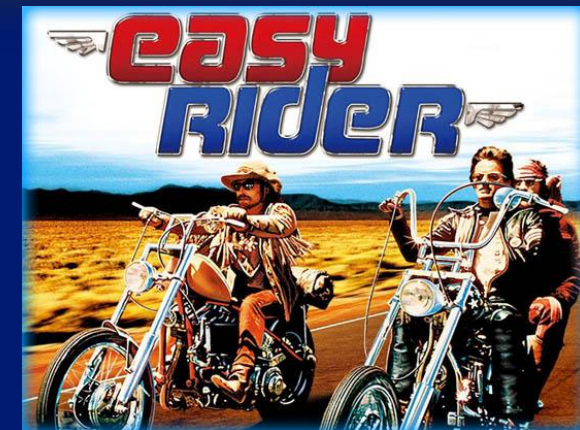
Idealism
Individualism
Work-Centric

Slogan



Boomer Coming of Age

Dave



Boomers Coming-of-Age Priorities

Idealism



Individualism



Boomers

1943 – 1960

59 – 76
Years Old



Historical Events/**Raised**

Sputnik
Woodstock
Women's Lib

Adored Child
Free-time

Values

Idealism
Individualism
Work-Centric

Slogan



The Boomer Brand

Dave



Being the Boss



If it ain't broke, don't fix it

Boomers

1943 – 1960

59 – 76

Years Old



Historical Events/**Raised**

Sputnik
Woodstock
Women's Lib

Adored Child
Free-time



Attitude Toward Work

Dave



Work-Centric

(Dave will never leave his desk)



Boomer Slogan



A woman with blonde hair tied back, wearing glasses and a dark blue business suit, is shown in profile looking out a large window. The background is a blurred view of a brick building. A semi-transparent green rectangular box is overlaid on the lower half of the image, containing white text.

Alternative Boomer Slogan

*As long as everything is exactly
the way I want it, I am flexible.*

Generational Core Values

Work-Centric

Baby Boomers

Individualism

Idealism

Ambivalence to Authority

Values-driven

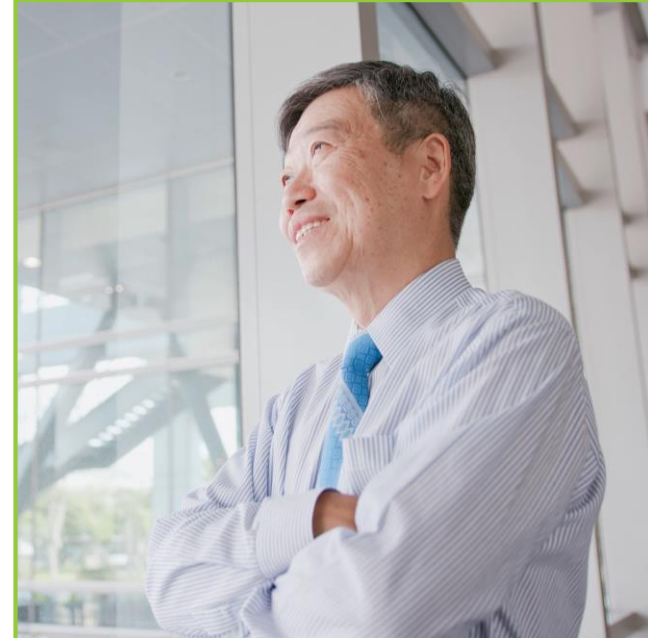
Health-focused

Work-centric



Collaborating with Baby Boomers

- Be mindful of hierarchy, authority
- Respect their expertise
- “Ask” don’t “Tell”
- Seek their mentorship advice, and guidance
- Offer “reverse mentoring”
- Be patient with techno-literacy



Work Attitude: Work-Centric

Generation X

1961 – 1981

38 – 58
Years Old



Historical Events/Raised

Watergate
Reagan
AIDS Crisis

Ignored Child
Latch-Key Kid

Values

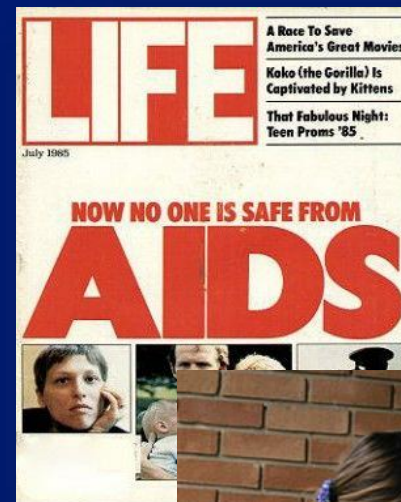
Pragmatism
Self-Reliance
Results-driven

Slogan

JUST DO IT.

GenX Coming of Age

Jennifer

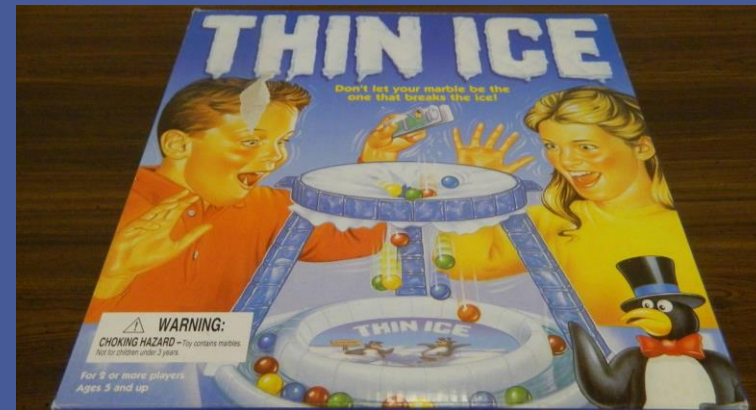


Gen X Coming-of-Age Priorities

Survival



Competition





Brief Chronology of the 'Evil Child' Movie Era

1968	Rosemary's Baby		
1973	The Exorcist		
1974	It's Alive!		
1976	The Omen		
1976	Carrie		
1977	Exorcist II: The Heretic		
1978	It Lives Again		
1978	Damien: Omen II		
		1978	
		1978	Halloween
		1980	The Children
		1981	The Final Conflict
		1981	Halloween II
		1984	Firestarter
		1984	Children of the Corn
		1988	Chucky

Generation X

1961 – 1981

38 – 58
Years Old



Historical Events/**Raised**

Watergate
Reagan
AIDS Crisis

Ignored Child
Latch-Key Kid

Values

Pragmatism
Self-Reliance
Results-driven

Slogan

JUST DO IT.

The Generation X Brand

Jennifer



DIY



- *Pragmatism*
- *Do What's Necessary*

A photograph of three people jogging outdoors during sunset. On the left, a woman with long brown hair tied back is wearing a blue hoodie and black leggings, smiling. In the center, a man with short brown hair and a beard is wearing a grey athletic top with a yellow stripe down the front, also smiling. On the right, a woman with short dark hair is wearing a black athletic top and has white headphones around her neck, smiling. The background shows a blurred city street with buildings and a fence, with the sun low on the horizon creating a warm, golden glow.

Gen X Slogan

JUST DO IT.

4

2

1

1

1



Generational Core Values

Work-Centric

Work-Life Balance

Baby Boomers	Generation X
Individualism	Techno-literacy
Idealism	Informality
Ambivalence to Authority	Self-reliance
Values-driven	Pragmatism
Health-focused	Results-driven
Work-centric	Entrepreneurship



Generation X

1961 – 1981

38 – 58
Years Old



Historical Events/Raised

Watergate
Reagan/Thatcher
AIDS Crisis

Ignored Child
Latch-Key Kid

Values

Pragmatism
Self-Reliance
Results-driven

Attitude Toward Work

Jennifer



Work-Life Balance



Collaborating with Generation X

- Get to the point
- Give them room
- Focus on results, not process
- Don't take yourself so seriously
- Keep meetings focused and purposeful
- Family-friendly work policy



Work Attitude: Work-Life Balance

Millennials

1982 – 1995

24 – 37
Years Old



Historical Events/Raised

9/11
Great Recession
Columbine
Hands-on Parents
Barney Dinosaur

Values

Digital Native
Risk-Averse
Purposeful

Slogan

Friend Me



Millennial Coming of Age

Josh



Millennial Coming-of-Age Priorities

Purpose



Community



Millennials

1982 – 1995

24 – 37
Years Old



Historical Events/Raised

9/11
Great Recession
Columbine

Hands-on Parents
Barney Dinosaur

Values

Digital Native
Risk-Averse
Purposeful

Slogan

Friend Me



The Millennial Brand

Josh



Community



Work together to solve problems

Community



College Senior List of Ideal Employers

2001

1. 3M
2. Amazon
3. Accenture
4. IBM
5. Walt Disney
6. Microsoft
7. Cisco Systems
8. BMW
9. Abbot Labs
10. Dreamworks

2009

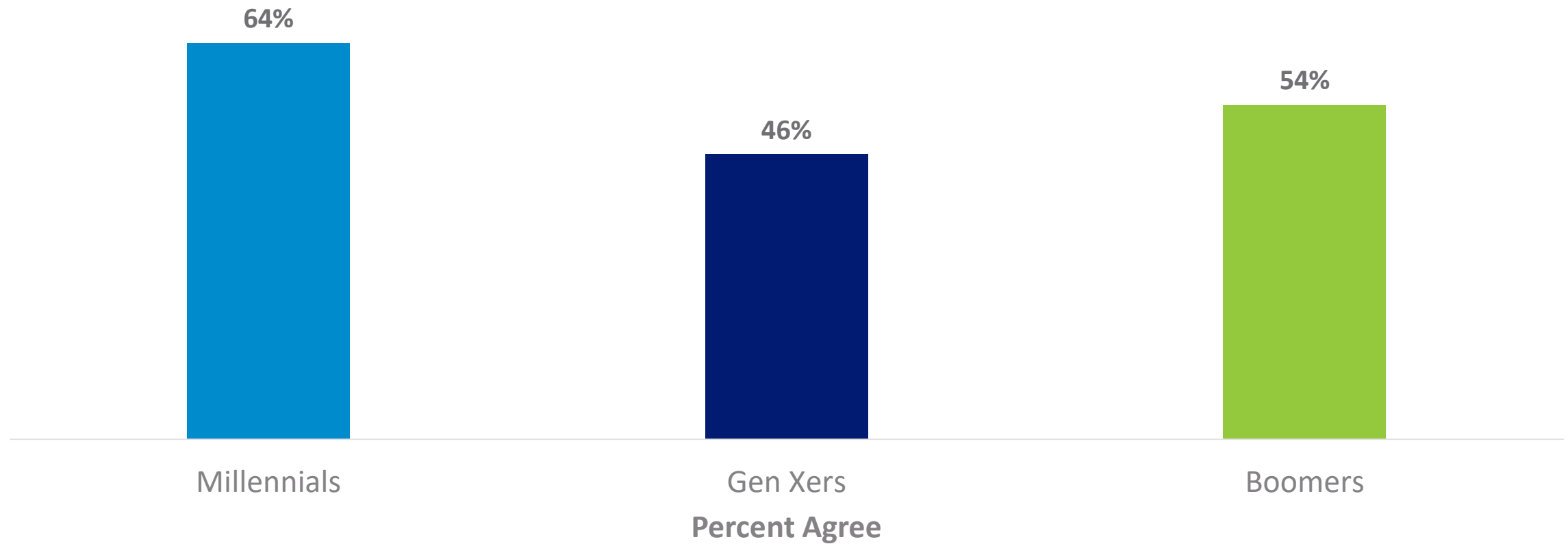
1. Google
2. Walt Disney
3. Apple
4. *U.S. Dept. of State*
5. *FBI*
6. Ernst & Young
7. *Peace Corps*
8. *NASA*
9. PWC
10. *Teach for America*

2015

1. Walt Disney
2. *United Nations*
3. *National Geographic*
4. Google
5. *FBI*
6. *Peace Corps*
7. *U.S. Dept. of State*
8. *Teach for America*
9. *CIA*
10. Apple

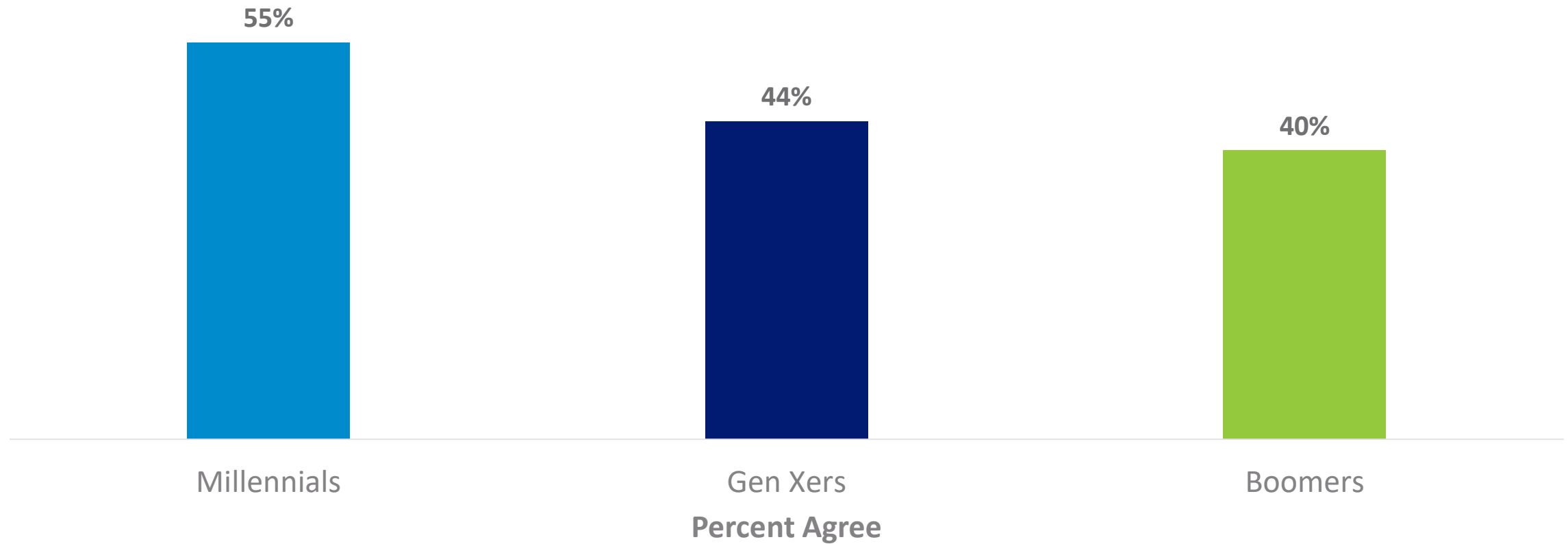
Socially Conscious Consumers

“It is important to me the company I buy products from supports social causes.”



I Love My Friends

“My friends are the most important in my life.”



Millennials

1982 – 1995

24 – 37
Years Old



Historical Events/**Raised**

9/11
Great Recession
Columbine

Hands-on Parents
Barney Dinosaur

Values

Digital Native
Risk-Averse
Purposeful

Slogan

Friend Me



Attitude Toward Work

Josh



Work-Life Integration

Older vs. Younger Millennials

First Wave Millennials

1982 -
1994

Boomer
Parents

**Second Wave
Millennials**

Aka: "Gen Z"

1995 -
2004

Gen X
Parents





Changing Together



COP24 · KATOWICE
UNITED NATIONS CLIMATE CHANGE CONFERENCE
POLAND 2018

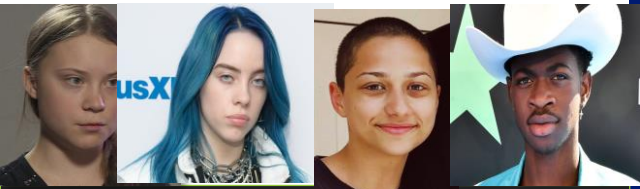


Ch

2nd Wave (Gen Z)

1996 – 2005

14 – 23
Years Old



Historical Events/Raised

Parkland
Global Warming
Trump Elected

Over-parenting
Social/Emotional
Learning

Values

Stressed
Afraid to Fail
Like a Plan

Slogan

Be Kind.

The Gen Z Brand

Samanthe



Perfectionism



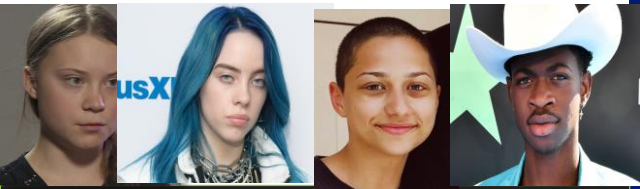
Stressed

- Show Respect
- Book smart
- Check the boxes

2nd Wave (Gen Z)

1996 – 2005

14 – 23
Years Old



Historical Events/Raised

Parkland
Global Warming
Trump Elected

Over-parenting
Social/Emotional
Learning

Values

Stressed
Afraid to Fail
Like a Plan

Slogan

Be Kind.

Attitude Toward Work

Samanthe



Skill-building

Older vs. Younger Millennials

1982 – 1994

First Wave Millennials

Baby Boomer Parents

- Leadership
- Goal-Oriented
- Results
- Achievement
- Street Smarts
- Learn from Failure
- Masters of Social Media

1995 - 2004

Second Wave Millennials

Gen X Parents

- Team Member
- Need a Syllabus
- Process
- Social and Emotional Learning
- Book Smart
- Fear Failure
- Victims of Social Media

Gen Z



Collaborating with Millennials

- Clear ... *really* clear guidance
- Feedback – frequent, don't be vague
- They like to know *Why* before *What* and *How*
- Mentorship/Guidance – be a coach, not a boss
- Frequent opportunity for *rewards*
- Take their lead on new technology solutions, ideas



Work Attitude: Work-Life Integration

Generational Core Values

Work-Centric

Work-Life Balance

Work-Life Integration

Baby Boomers	Generation X	Millennials
Individualism	Techno-literacy	Community
Idealism	Informality	Risk-averse
Ambivalence to Authority	Self-reliance	Achievement
Values-driven	Pragmatism	Confidence
Health-focused	Results-driven	Civic Duty
Work-centric	Entrepreneurship	Sociability



Keys to Collaboration

Work-Centric

Work-Life Balance

Work-Life Integration

Baby Boomers	Generation X	Millennials
Be mindful of hierarchy, authority	Get to the point	Clear ... <i>really</i> clear guidance
Respect their expertise	Give them room	Feedback – frequent, don't be vague
“Ask” don't “Tell”	Focus on results, not process	They like to know <i>Why</i> before <i>What</i> and <i>How</i> (Purpose)
Seek their mentorship, advice, and guidance	Don't take yourself so seriously	Mentorship/Guidance – be a coach, not a boss
Offer “reverse mentoring”	Keep meetings focused and purposeful	Frequent opportunity for <i>rewards</i>
Be patient with techno-literacy	Family-friendly work policy	Take their lead on new technology solutions, ideas



Friend Me



JUST DO IT.



Final Thoughts

Goal: Increase workplace collaboration and productivity

- Generations are a form of diversity
- Consider other's bias to your own generation
- Assume Positive Intent



Thank You!

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