

From the Great Depression to the Civil Rights movement; from the inception of the television to advanced computer technologies, all have affected the way we work, play, and live.

- **Step One: To understand the differences among generations**
- **Generational Cohort: Share similar experiences, values and attitudes carried over from the formative years**



“Thirty-something”

“cadets appear uncommitted to their jobs, working only the required hours and little more.

These same cadets on the other hand, seem baffled at why the older administrators have a tendency to dismiss their new ideas and resist change.”

3.1. Define the concept of generational differences

“Each generation forges the cognitive tools and understandings requires to live in a rapidly evolving world by tempering the *knowledge of its forefathers* with *personal experience* and opportunities.”

UNESCO

“One indication of the inherent dynamism of local knowledge is the facility with which local peoples adopt modern technologies and ingeniously adapt them to their needs”.

New with Old
Blending new ways with old enables *indigenous* communities to uphold their unique ways of life, identities, values, and worldviews.”

Indigenous Community

Indigenous people are people defined in international or national legislation as having a set of specific rights based on their historical ties to a particular territory, and their cultural or historical distinctiveness from other populations that are often politically dominant

Today...

- Four generations work side-by-side in the workforce
- Each generation has its own:

- **Culture**
- **Motivations**
- **Priorities**



By better understanding the **four** generations that make up today's workforce employers can target or broaden their recruitment and retention strategies.

Discuss generational values chart

- 1. What generations do you generally consider yourself to be a member of?**
- 2. What do you like about your generation?**
- 3. What do you wish other generations knew or understood about your generation?**

Values			
Veterans	Boomers	Xers	Millenials
Hard Work	Commitment	Minimum Effort - Why	Least work ethic
Dedication	Team Orientation	Techno Literacy	What's in it for me
Respect for Rules	Personal Gratification	Fun and Informality	Health - Exercise
Duty before Pleasure	Involvement Success - Oriented	Self-Reliance	Achievement Oriented
Honor	Respect/Trust Accountability	Pragmatism Non-Trusting	Respect & Trust Cautious

- 4. Do you feel all your work-related talents and skills are being used on the job?**
- 5. What challenges do you face at work that may have to do with your generation?**

Beyond mere life stages, generational differences are based on broad variations in **values** that develop based on the contrasting environment and social dynamics each generation experiences as they come of age.

In the **workplace**, these differences seem to be generating **clashes** around

- work-life **balance**,
- employee **loyalty**,
- **authority**, and other important issues.

3.2. Identify key events that have formed generational characteristics

Veterans

- Born before 1945
- Depression and World War II
- Appreciate and offer respect



VERTERANS born 1922-1945

Those born prior to WWII and those whose earliest memories and influences are associated with that world-engulfing event. They are loyal and dedicated.



Veterans - Personality

Their view of the world was formed in the shadow of hard times and in light of America's victories. They took up a challenge to **rebuild** the nation and its economy.

Veteran - Key Events

- Lindbergh,
- Stock Market Crash,
- Great Depression 1929,
- FDR,
- Social Security,
- Hitler (Germany), Hirohito (Japan)
- Pearl Harbor, Normandy, D-Day,
- Korean War

Cultural Memorabilia

- Superman
- Kewpie dolls,
- Mickey Mouse,
- Flash Gordon,
- Golden Era of Radio,
- Wheaties,
- Juke Boxes,
- The Lone Ranger



Heroes

- Superman,
- FDR,
- MacArthur,
- Patton,
- Eisenhower,
- Winston Churchill,
- Audie Murphy

Heroes - Continued

- Babe Ruth,
- Joe DiMaggio
- Father Knows Best
- Leave It To Beaver
- The Donna Reed Show
- Captain Kangaroo

Music

- **Swing,**
- **Big Band,**
- **Glenn Miller,**
- **Bing Crosby,**
- **Frank Sinatra**
- **Bob Hope**

Core Values

- **Dedication,**
- **Hard Work,**
- **Conformity,**
- **Law and Order,**
- **Patience, tolerance**
- **Respect for authority,**

Core Values - Continued

- **Delayed Reward,**
- **Duty before pleasure,**
- **Honor, Country**
- **Adherence to rules,**
- **Sacrifice**
- **Commitment**

Veterans on the JOB

Assets:

- Stable,
- detail oriented,
- thorough,
- loyal,
- hard working

Veterans on the JOB

Liabilities:

- Inept with change,
- reluctant to buck system,
- uncomfortable with conflict,
- reticent when they disagree

Baby Boomers

- Born between 1946-1966
- "Anything goes..."
- Competitive
- Prosperous
- Passionate



Baby Boomers born 1946-1966

Those born during or after WWII and raised in the era of extreme optimism, opportunity, and progress. (Vietnam & Woodstock)

They are optimistic and ambitious.

Baby Boomers Personality

- They are economic achievers,
- ambitious, and self-driven.
- They learned team work,
- collaboration and cooperation.
- Open minded
- Helpful and caring

Baby Boomers - Key Events

- Salk Vaccine,
- Rosa parks,
- Civil Rights Act,
- Birth Control Pills,
- JFK,
- Peace Corp,
- Martin Luther King Jr.,
- Vietnam and Woodstock

***Baby Boomers
Cultural Memorabilia***

- Ed Sullivan Show,
- Quonset Huts,
- Fallout Shelters,
- Poodle Skirts,
- Slinkies,
- Hula Hoops,
- The Peace Sign.

Baby Boomers Heroes

- Gandhi,
- Martin Luther King,
- JFK and Jackie,
- John Glenn
- Dad & Mom

Baby Boomers Core Values

- Optimism,
- Team Work,
- Personal gratification, health/wellness,
- Personal growth
- Responsible
- Accountable,
- Commitment,
- Involvement
- Core family values
- Patriotism
- Respect

Baby Boomer Music

- Rock `n Roll,
- Acid Rock,
- Elvis,
- The Beatles,
- Beach Boys,
- Supremes,

Baby Boomers on the JOB

Assets:

- Service Oriented, Driven,
- Willing to go extra mile,
- Good in relationships,
- Good team players.
- Responsible & Accountable

Baby Boomers on the JOB

Liabilities:

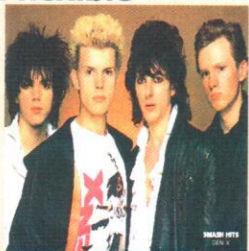
- Not naturally budget-minded,
- Uncomfortable with conflict,
- Reluctant to go against peers,
- May put process ahead of result,

Liabilities - Continued:

- **Overly sensitive to feedback,**
- **Judgmental of those who see things differently,**
- **Division**
 - **Conservative**
 - **Extreme Liberal**
 - **Drug oriented society**

Generation X

- **Born between 1967-1980**
- **Independent and flexible**
- **Love challenges**
- **Have no fear**
- **Easily bored**



***Generation X born
1967-1980***

Those born after the blush of the Baby Boom came of age deep in the shadow of the Boomers and the rise of the Asian tiger.

They are survivors and skeptical.

Generation X Personality
They came of age in an era of fallen heroes, struggling economy, and soaring divorce rates.
Inherited illegal drug use/abuse from their Liberal Parents; they escaped reality by their continued exploration and heavy use of illegal drugs

Their view of the world was formed during post-Vietnam, Watergate and the energy crisis.
They watched America seem to fail militarily, diplomatically, politically, and economically.

Generation X Key Events
• Women's Lib,
• Munich Olympics,
• Watergate,
• Energy Crisis,
• Jonestown,
• Charles Manson (1970)

• Liberals invade our college and university campuses

- Core Family values and Families began to degenerate
- Belief in GOD down-played
- Racism played as trump card by our own Government , colleges and universities
- American heritage and culture began to deteriorate

• Massive layoffs,

• John Lennon,

• Reagan,

• Desert Storm 1991



Gen X Cultural Memorabilia

• The Brady Bunch,

• Pet Rocks,

• Platform Shoes,

• The Simpsons,

• Dynasty,

• Cabbage Patch Dolls

• Video Games

Generation X Heroes

- **Banshee**
- **Jimmy Hendrix**
- **David Bowie**
- **Donald Southerland**
- **Al Pacino**

Generation X Music

- **Disco,**
- **Rap,**
- **Elton John,**
- **David Bowie**
- **Tina Turner,**
- **Michael Jackson**

Gen. X Core Values

- **Diversity,**
- **Thinking globally,**
- **Balance,**
- **Techno literacy,**
- **Fun,**
- **Informality,**
- **Self-reliance.**

Generation X on the JOB

Assets:

- Adaptable,
- Techno Literacy,
- Independent,
- creative



Generation X on the JOB

Liabilities:

- Impatient,
- Poor people skills,
- Inexperienced,
- Cynical.
- Diminished responsibility & accountability

Millennials

- Born between 1981-2000
- High speed
- Connected
- Nexers or Gen Y



- Internet for play, work and to form relationships
- Thrive on singular-tasking

***Millennial's
born 1981-2000***

These are the children of the Baby Boomers and early Xers, born into our current high-tech, neo-optimistic time.

MY SON'S GENERATION BORN 1988 & 1990

They are quasi positive and flexible.

Millennial's Personality

- They are the laid-back kids, living day to day, slow-paced, lives.
- They experience violence all around them.
- They are savvy, streetwise, sophisticated, and technology experts.
- Don't listen wearing headset

- Many attending Rave Parties and taking Ecstasy
- Display open lack of Morality
- Lack of Faith & Belief in GOD
- Diminished core family values
- Defiant and Independent
- Disrespectful by nature, shortness

Millennial's Key Events

- Child focus – Fantasy world,
- Oklahoma City Bombing,
- Columbine School Shooting, followed by more school shootings & Violence
- Technology, & Text-Text-Text
- Dude "Where's my Car"

- Violent video games Grand Theft Auto
- South Park,
- Simpson's
- Bevis & Butt Head
- King of the Hill
- Iraqi Freedom and Afghanistan wars

Millennial's Cultural Memorabilia

- South Park cartoon characters,
- Teenage Mutant Ninja Turtles,
- Tomagotchi,
- Simpson characters
- Beanie Babies,
- Tomb Raiders,
- Oprah and Rosie.
- Grand Theft Auto video game



- Millennial's Heroes***
- Michael Jordan, Tiger Woods
 - Bill Clinton,
 - Mother Teresa, Angelina Jo Lee
 - Bill Gates,
 - Jay & Silent Bob, (or Bluntman & Chronic)
 - Marvel Comic Characters and Liberal Cartoons such as:

- Simpson Characters
 - Homer Simpson,
 - Bart Simpson,
- South Park Characters
 - Eric Cartman – Trey Parker ,
 - Kenny McCormick – Matt Stone
 - Stan Marsh
 - Kyle Broflovski

- Dave Chappelle
- Indiana Jones
- Star Trek – “The Borg”
- Star Wars & The Empire Strikes Back
- Desperate Housewives
- MTV
- U-TUBE

Millennial's MUSIC

- Alternative Rap,
- Remix, Jewel,
- Puff Daddy,
- Backstreet Boys ,
- Spice Girls,
- Hanson and Madonna

Millennial's MUSIC – Cont'd

- Lady GAGA

Millennial's Core Values

- *WHY? – WHY? – WHY?*
- Pessimism v Optimism,
- Lack of Civic Duty,
- Challenge & Defiance
- Technological Achievement,

Core Values - Continued

- Socialism,
- Street Smart,
- Diversity
- Openness's (Out-of-the-closet)
- Have potential if it is something they are interested in

Millennial's on the JOB

Assets:

- Collective action,
- Skeptical Optimism,
- tenacity, bold
- Heroic Super-Hero spirit,
- No good Multi-taskers,
- Technological savvy.

Millennial's on the JOB

Liabilities:

- Need supervision
- Need structure,
- Inexperience particularly in handling difficult people.
- Lost in world of technology verses real world



Liabilities - *continued*

- **Lack of commitment**
- **Diminished responsibility & accountability**



THE FALLEN

- Our young people have seen scandals in the White House and scams on Wall Street.
- They've lived through steroids in baseball and sexting in the mayor's office.
- They've witnessed stealing in church and shootings on campus...
- Did I miss anything? Yeah--a whole lot.

3.3. Discuss solutions to communication barriers due to generational differences

- **Communication among the layers**
- **Communication driven by technology**
- **Absence of verbal, face-to face**



**Communication through
Layers**

**Managing "generational
diversity" is only partly about
knowledge of its existence; it
is mostly about the
communication between its
layers.**

**Communication among the
layers**

**Much of the differences in
communication are driven by
technology.**



As Generation **X and
especially the Millennials have
come of age, they have been
immersed in an environment
that allows them to
communicate in ways in which
older generations did not have
access.**

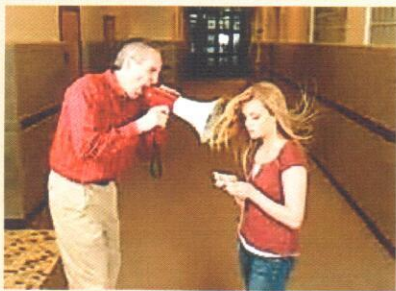
Absence of verbal, face-to face

Younger workers have grown up communicating via text messages, instant messaging and email, so they bring those methods to all environments.

Years of verbal, face-to face

Older generations, however, have utilized face to face communication, so when they receive messages, orders, or news via email it's seen as impersonal, rude or inconsiderate.

This difference tends to irritate both parties and can impact productivity.



- **Not a passing phenomenon**
- **Encourage dialogue**
- **Ever changing process**
- **Understanding, tolerance and patience**

The positive side of this is that the new technologies can allow for more efficient communication.

The downside is that the non-verbal parts of communication have been removed.

While older generations seem affected by this communication evolution, younger generations don't see any substantial problem with this change

Contributing to this challenge are those who choose to screen all their calls using voice mail, pagers and e-mail.

While this is far from a generational phenomenon, it has taught those new to the workforce that this practice is acceptable

So how do we deal with these challenges of conflict in generational communication?

First, we need to realize that this is not a passing phenomenon.



Technologies will continue to evolve and the younger generations will continue to accept and master these changes as time goes on



One of the best ways to address this issue is to encourage the generations to dialog about how these differences might be better handled.

Present and role-play scenario's and case studies about typical generational communication problems.

Bring it up at meetings.

**Make sure it's out in the open.
But this is an ever-changing process that will require constant vigilance**

GROUP DISCUSSION

Younger generations seem more detached in their communication styles.

- *What events in their lives have led to the formation of these characteristics?*
- *What impact is this having on the workplace?*
- *How should employers deal with these differences effectively?*

3.4. Discuss generational differences in the work environment

Extensively diverse workforce:

- Genders
- Races
- Ethnicities
- Generations



Previous Section

As stated above a generation is “a group of people who share a place in time and history, with events, images and experiences in common-usually about 20 years in length.” (Stanford Nurse) These experiences include experiences in the workforce

Today’s workforce is extensively diverse, made up of different genders, races, ethnicities and generations.



Successful work environments utilize all these diversities by taking advantage of the challenges and opportunities they involve making the environment positive, productive and compatible



WHAT CAN WE DO?

- So, what can we do to create a productive and positive work environment?
- The following are a list of motivating statements by generational era that may assist in building a progressive work environment.

Motivating Statements

Veterans:

- *"Your experience is respected here."*
- *Its valuable to hear what has and has not worked in the past."*
- *"Your commitment is valued and will be rewarded."*

Baby Boomers:

- *"You're important to our success."*
- *"Your contribution is unique and important."*
- *"We need you."*



Generation X:

- *"We've got the newest hardware and software."*
- *"There aren't a lot of rules here."*
- *"We're not very corporate."*



Millennials:

- *"You'll be working with other bright creative people."*
- *"Your boss is in his/her sixties."*
- *"You and your group will help turn this unit around."*



3.5. Define “synergism”

Term popularized by Buckminster Fuller:

- The world will include divergent perspectives
- People are from various backgrounds with varied perspectives

- Varied perspectives make a team more effective



Assignment

Begin thinking of a conflict you are having or have had with someone with which a generational difference exists.

Write a paragraph about the situation. Put it aside then come back to it later and re-read what you wrote.

- *Re-examine the situation and see if they can step into the other person's shoes utilizing the information learned in this section of the curriculum.*
- *Now write another paragraph using this new information you have ascertained.*

- *Discuss with class. Were there any differences in the second paragraph compared to the initial paragraph written on generational conflict?*
- *If so what were they*


3.6. Discuss factors other than technology that have led to generational change

Over the past 50 years, Americans have become increasingly individualistic and thus seem to strive to be less dependent on others.

Factors other than technology that have led to generational change

Secondary factors:

- Fear of strangers
- Increased pace of life
- Diversity of culture




These factors among others have led to a change of societal behavior:

- Progressive isolation
- Avoidance of eye contact
- Cautious among strangers
- Guard privacy

Passing -It-On

Growing up in this environment, are we passing these practices along to our youth?



Class Discussion

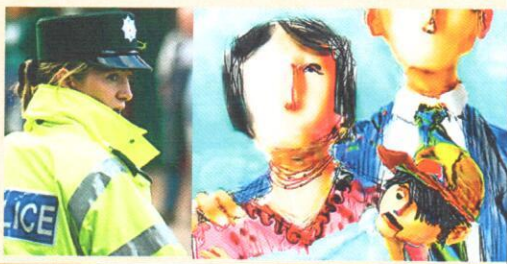
Cause & Affect:

Issues today shaping our youth and communities?



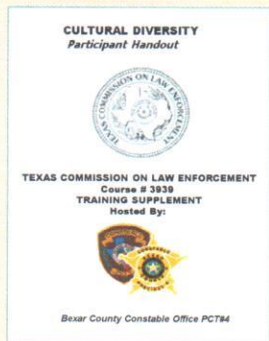
- **Open (Unsecure) Borders**
- **Money for Welfare**
- **No Money for Social Security**
- **Potential for Shira Law being accepted**
- **Freedom of Religion being replace by one sole religion Islamic Religion**

What effect does this evolution of behavior have on our role as law enforcement officers?



RESOURCE

All Course Sources and/or Resources are listed in your Participant Handout



END of PART III

Questions???