



# Shifting the Legacy: Inspiring Engagement and Productivity in a Multi-generational Workforce

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Visionary



Strategist



Cheerleader



Therapist



Problem-solver



Delegator



Coach



Motivational-Speaker



Facilitator



Empathizer



Advocate



Bridge-builder

“Leading in the twenty-first century is, indeed, more **complex** than it was in past centuries. Leadership is seldom easy, but today it affords us the challenge of collaborating with a more educated, more entitled, more savvy population that has greater expectations of satisfaction and rewards than in past generations...Uncommon leaders differentiate themselves because they rise to these challenges.”

Tim Elmore

*The Eight Paradoxes of Great Leadership*



# The Younger generation's attitude towards work

This isn't a new problem...

**“NOBODY WANTS TO WORK ANY MORE!”**  
*A brief history of capitalists complaining that nobody wants to work for starvation wages*

2022 According to a new survey released by TinyPulse, 1 in 5 executive leaders agree with this statement: “No one wants to work”. These same leaders cite a “lack of response to job

2014 What has happened to the work wants to work anymore. It has not I first started to work as a teenager

2006 like nobody wants anymore and wh

1999 “Nobody wants Cecil said. “They a

1981 off this land last wee around. They didn't wants to work anym

1979 “Nobody wants to work anymore.”  
— disgusted businessman

1969 called “Nobody Wants to Work Anymore.” Talking about un-

1952 everybody was getting too darned lazy and nobody wants to work anymore. That's the truth if I ever heard it.

1940 trouble is everybody is on relief or a pension — nobody wants to work anymore.”

1937 am counties are complaining that “Nobody wants to work anymore.” There is work, it is reported, for 15

1922 it is because nobody wants to work any more unless they can

1916 he answered, “the reason for food scarcity is that nobody wants to work as hard as they used to. I asked a

1905 unreliable. None want to work for wages.

1894 next winter? It is becoming apparent that nobody wants to work these hard times.



# Minding the Gap

Generational Profiles

Generational Profile

# The Builder Generation

1929-1945

## Shaped By

*The Great Depression  
WWII*

## Core Values

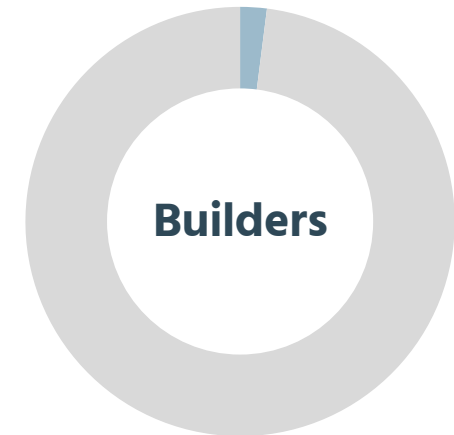
*Service, Loyalty, Respect for  
Authority, Structure and conformity*

## Defining Traits

*Dependable, Resourceful,  
Tactful*

## Narrative

*"Be grateful for what  
you have"*



2%  
Digital Migrants  
"Live To Work"

## Generational Profile

# The Baby Boomer Generation

**1946-1964**

*(76 Million born in 18 yrs)*

### Shaped By

*Space Race  
Vietnam War, Watergate  
Civil Rights*

### Core Values

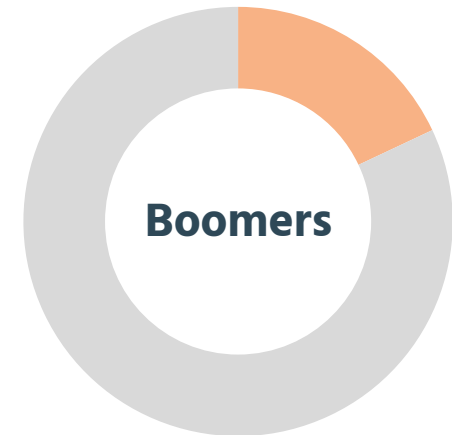
*Hard work, Duty,  
Sacrifice for success*

### Defining Traits

*Optimistic, Competitive,  
Resilient*

### Narrative

*"I deserve better"*



18% (Declining)  
Digital Migrants  
"Live To Work"

## Generational Profile

# Gen Xers

**1965-1982**

*(46 million born in 17 yrs)*

### Shaped By

*Aftermath of Watergate  
Fall of Communism/End of Cold War  
MTV*

### Core Values

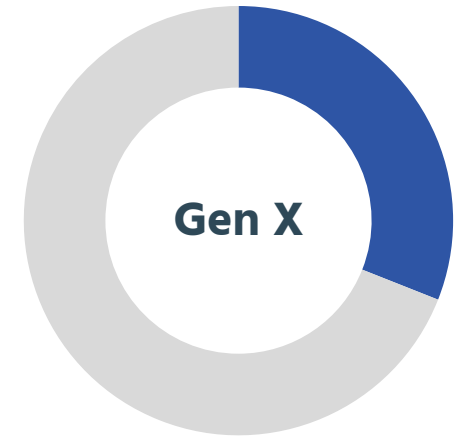
*Authenticity, Resourcefulness,  
Self-sufficiency, Pragmatism*

### Defining Traits

*More Informal, Skeptical,  
Independent*

### Narrative

*"Keep it real"*



31% (Declining)  
Digital Migrants/Pioneers  
"Work To Live"



# Generational Profile

# The Millennial Generation

1984-2000

## Shaped By

*The Internet, Safety Culture  
9/11  
The Great Recession*

## Core Values

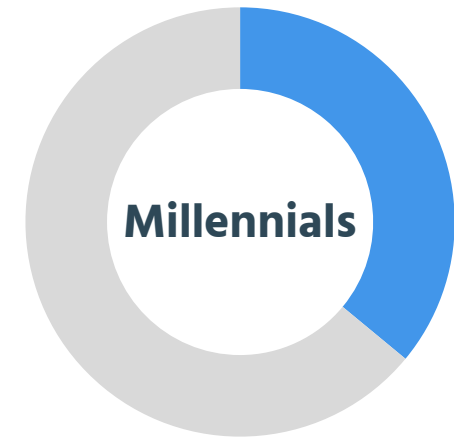
*Purpose, Growth, Teamwork,  
Experiences*

## Defining Traits

*Optimistic, Confident,  
Connected, Tech-savvy, Passionate  
about global issues*

## Narrative

*"Life is a cafeteria"*



36% (Growing)  
Digital Pioneers  
Fulfilling Work

# Generational Profile

## Gen Z

2001-2012

### Shaped By

*The World of "Terror" and economic uncertainty  
Smartphones and Social Media*

### Core Values

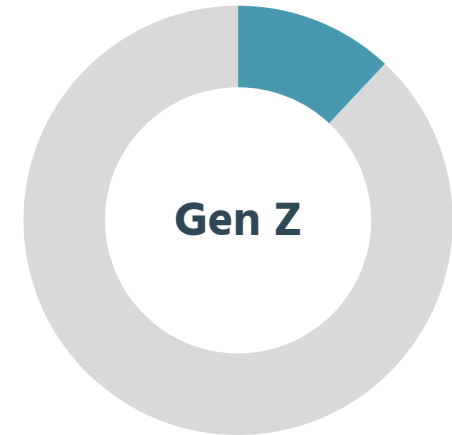
*Individuality, Authenticity,  
Flexibility, Mental Health*

### Defining Traits

*Tech-integrated, Anxious,  
Socially-conscious, Entrepreneurial*

### Narrative

*"Coping and Hoping"  
(The Anxious Generation)*



12% (Growing)  
Digital Natives  
Flexible Work



# Standing in the Gap

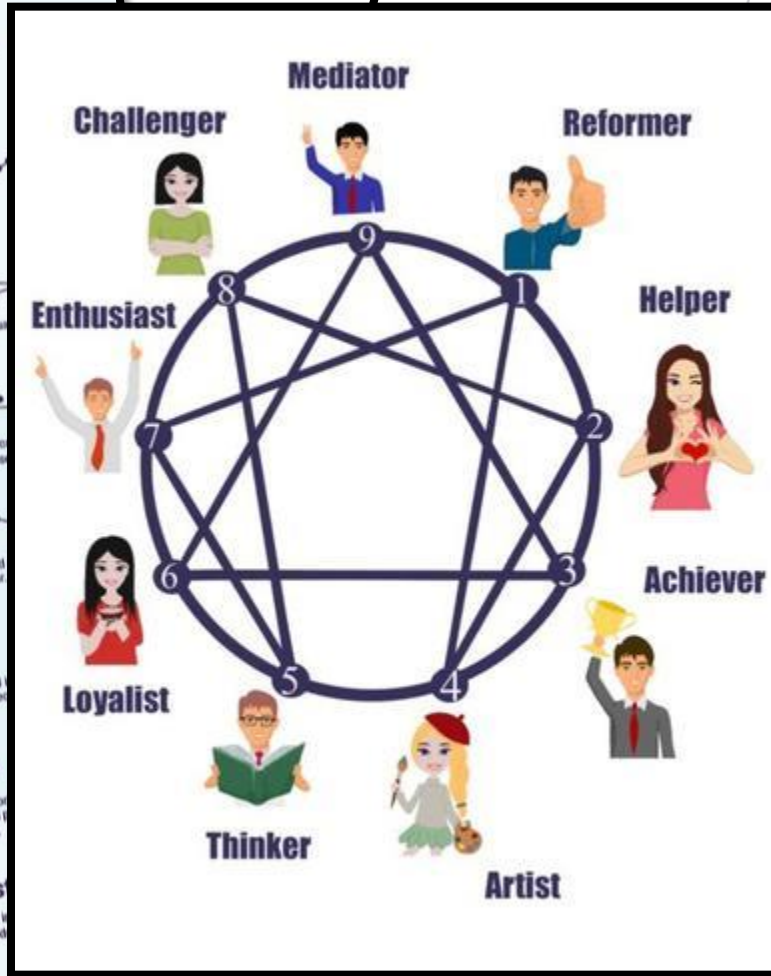
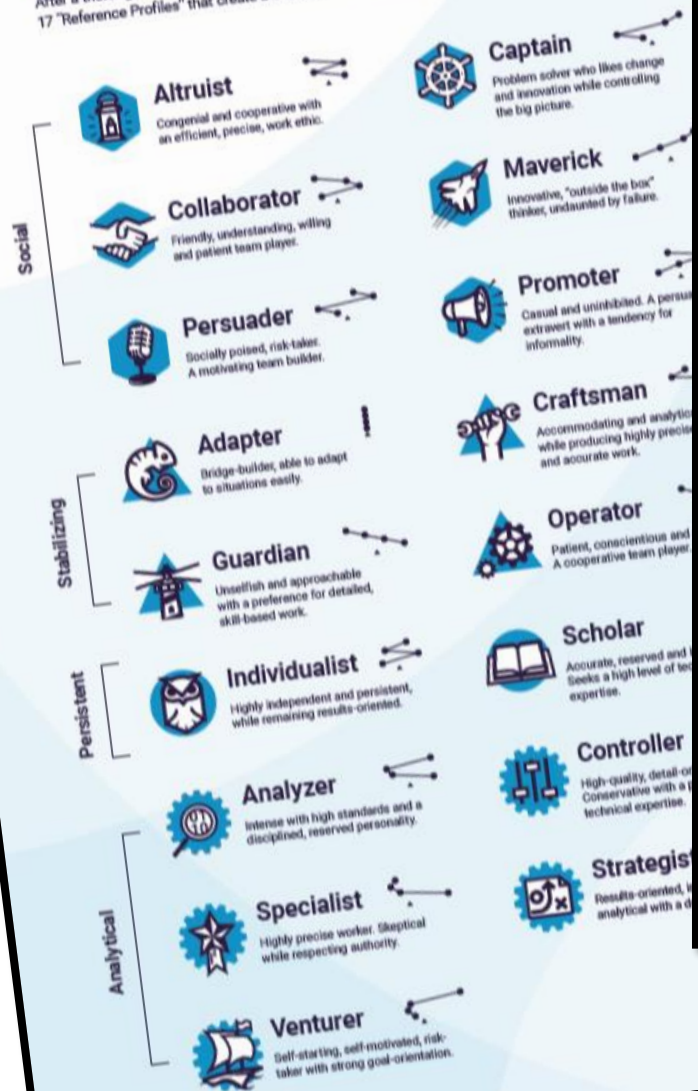
Being a Bridge Builder

# Empathy

*Seeking to Understand...*

# The 17 Reference Profiles

After a thorough analysis of millions of Behavioral Assessments, the PI Science Team identified 17 "Reference Profiles" that create a behavioral map for different types of people.



ENERGY STYLE

COGNITIVE STYLE

VALUES STYLE

LIFE STYLE

SENSORS

THINKERS

JUDGERS



FEELERS

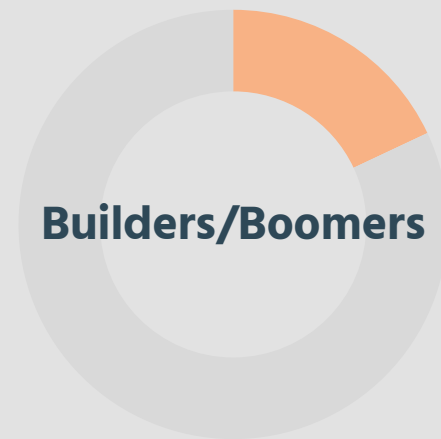
FEELERS

PERCEIVERS

At a Glance:

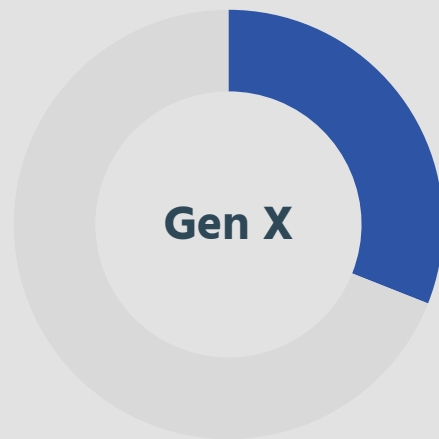
# Generational Differences

## Approach to Work and Technology



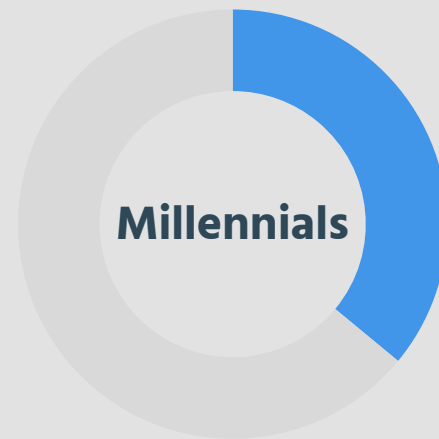
**Builders/Boomers**

18% (Declining)  
Digital Migrants  
"Live To Work"



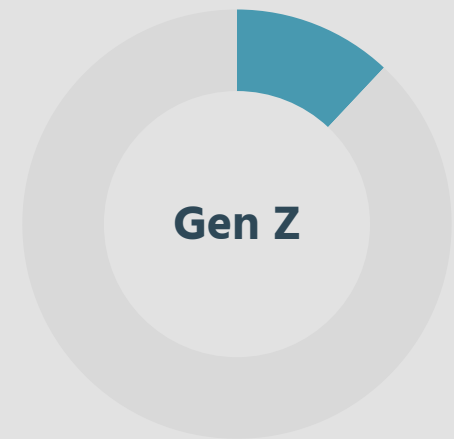
**Gen X**

31% (Declining)  
Digital Migrants  
"Work To Live"



**Millennials**

36% (Growing)  
Digital Pioneers  
Fulfilling Work



**Gen Z**

12% (Growing)  
Digital Natives  
Flexible Work

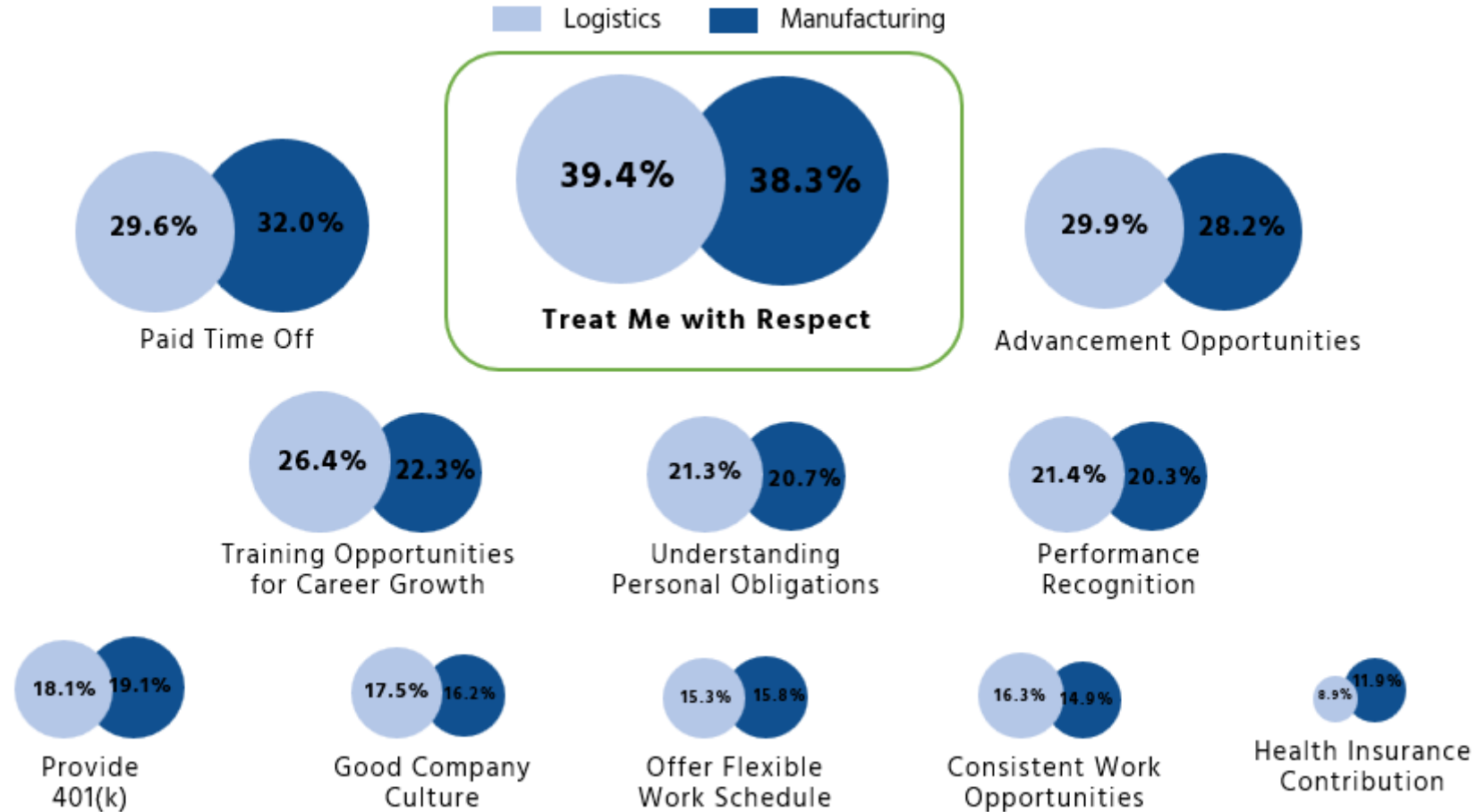


# Engagement

*Meeting People Where They Are*

# Importance of Culture

## Other than pay, what can employers do to gain your loyalty?



Source: Voice of the American Worker Survey

**Turn  
Frustration  
into  
Fascination**



**“Be curious, not  
judgemental.”**

Walt Whitman  
(also, Ted Lasso)



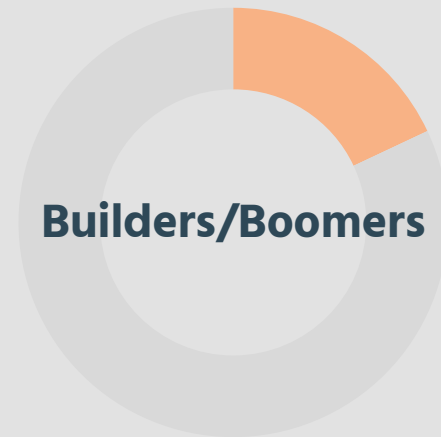
**Move from  
Conflicting  
to  
Complementing**  
*(Leverage differences)*



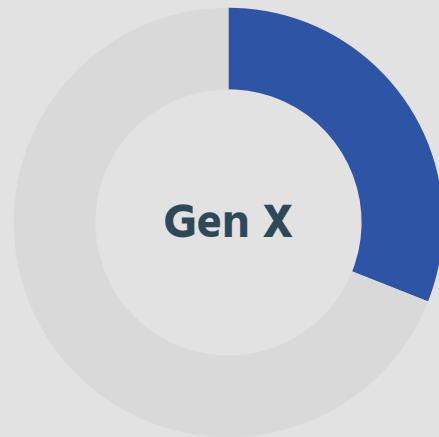
At a Glance:

# Generational Differences

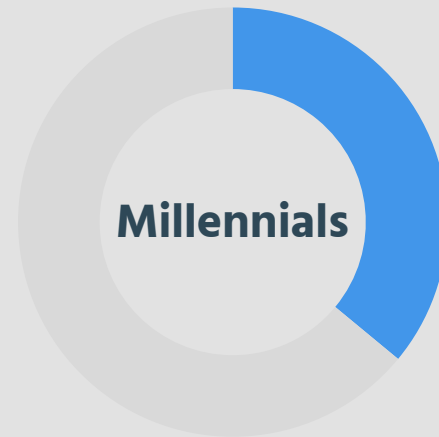
## Work Style



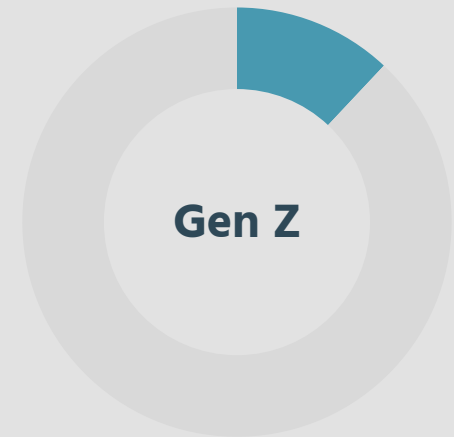
Goal-oriented  
Prefer clear hierarchy



Self-reliant  
Focused on results



Collaborative  
Thrive on feedback

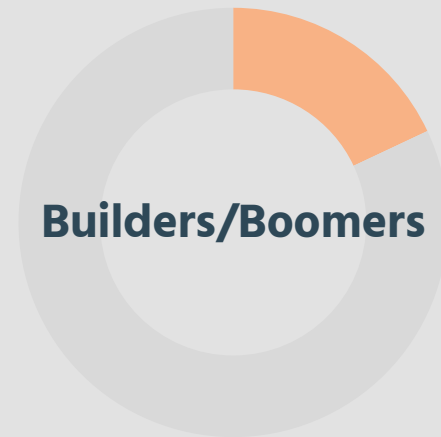


Adaptable  
Strong desire for  
flexibility

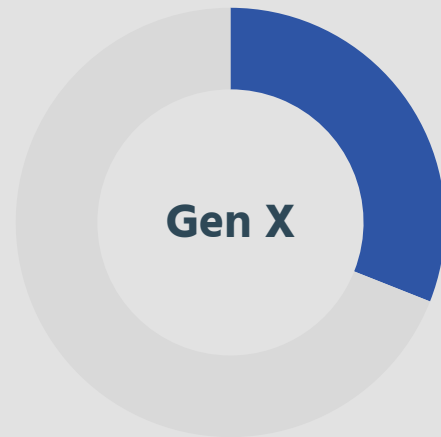
At a Glance:

# Generational Differences

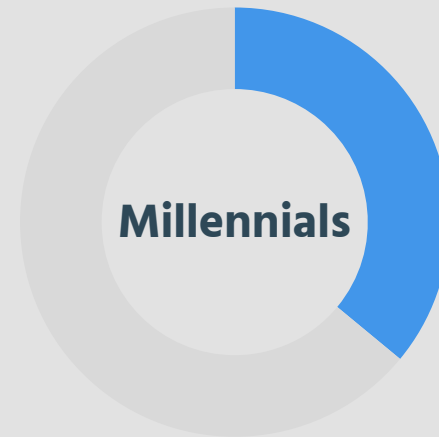
## Communication Preferences



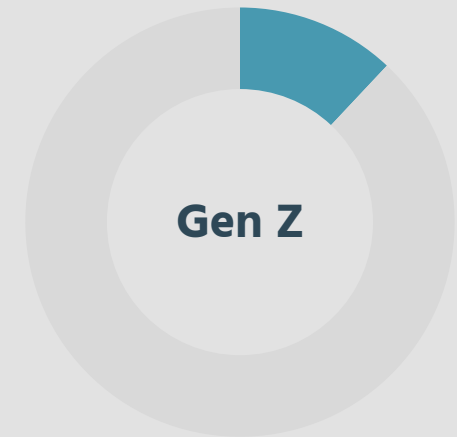
In-person  
Phone Calls  
Emails, Personal Touch



Email  
Phone calls  
Direct Communication



Instant Messaging  
Texts, Email  
Collaborative  
Platforms



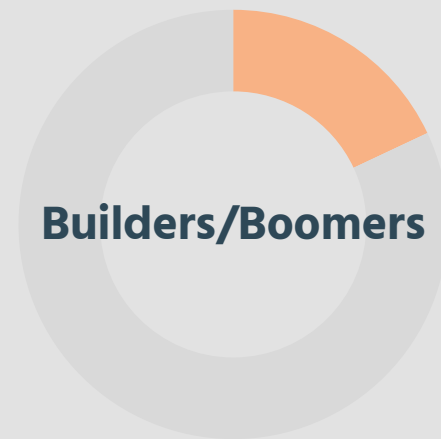
Digital-first  
Texting and Social  
media and/or  
messaging apps



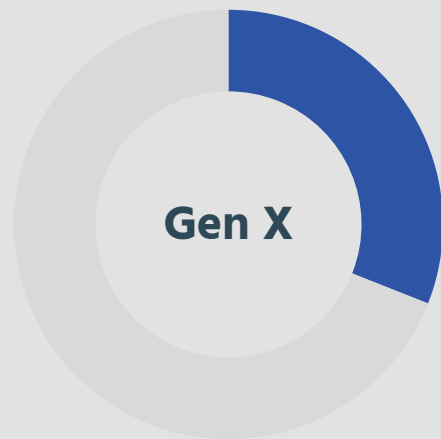
At a Glance:

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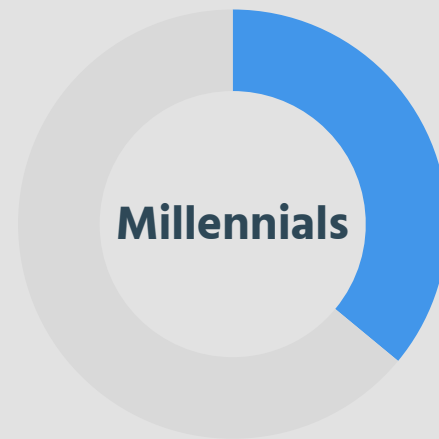
## Feedback Preferences



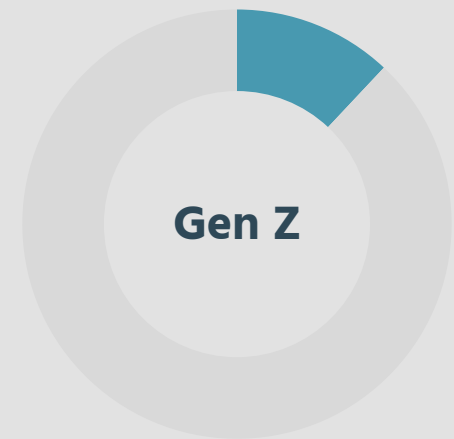
Personal and Public  
Recognition  
Conventional Formats /  
Reviews



Want to know how their  
actions contribute to the  
Org's success  
Casual / Regular Feedback



Positive reinforcement,  
Coaching  
Regular Check-ins  
Ongoing Feedback



Open, real-time feedback  
Weekly Check-ins  
Frequent collaboration

# Expectations

*Tensions to be Managed*

# Our SCENE Today...

## Our world is full of...

Speed

Convenience

Entertainment

Nurture (safety)

Entitlement

## Consequently, they tend to assume...

Slow is bad

Hard is bad

Boring is bad

Risk is bad

Labor is bad



**Questions?**

**MAU**<sup>SM</sup>