



Succeeding on a Multigenerational Team— Who Is in Charge?

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Learning Objectives

- Discuss group dynamics
- Examine effective ways of team collaboration
- Embrace all aspects of diversity and inclusion
- Be self-aware of your role and responsibilities

Rules of Engagement

- Be present
- Take care of your body
- Listen with honesty, openness, vulnerability
- Lean into the discomfort of certain topics
- Hear all voices!

Framing the Conversation

We are **all fundamentally different**, by race, gender, ethnicity, culture, background, lived experience and age. The **more open-minded** we can be when coming together to accomplish tasks and goals of an organization, the more successful we can be.

Generations in Architecture

Generations generally...

- **Progressive but disloyal**
2001-2020...Generation Z...3-22
- **Driven but entitled**
1981-2000...Generation Y...23-42 JANIECE
- **Independent but bleak**
1965-1980...Generation X...43-58
- **Collaborative but averse to change**
1946-1964...Baby Boomers...59-77 SASKIA
- **Loyal but traditional**
1925-1945...The Silent Generation...78-98

And what we say...

"Do whatever you have to in order to prove yourself"

"Those who stay the longest and put in the most time are the hardest workers."

"Millennials aren't interested in working overtime. They are out the door at 5:00 on the dot regardless if the task they are working on is done."

"Baby Boomers generalize Millennials as the "me" generation, but are incapable of striking their own work-life balances."

"Other generations seem not to understand how long it takes to attain mastery of something and that sometimes you have to wait your turn."

"Older generations tend to be less flexible and say "we've always done XYZ this way" instead of being open to process change and streamlining efficiency. I've noticed some work harder, not smarter."

"There is a difference in patience – where my generation is willing to make the investment and watch it grow, the next generation seeks immediate change and if they don't get it, they move onto a different solution."




















Where We Differ

Communication

Work Habits

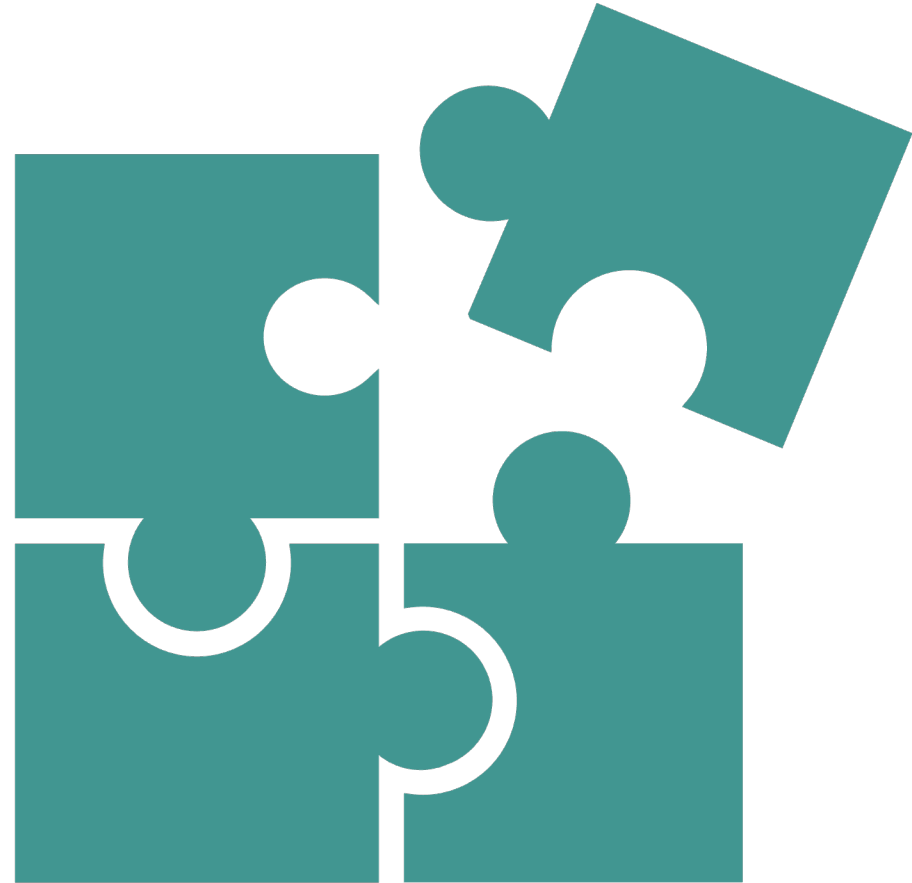
Attitude towards Career

Expectations

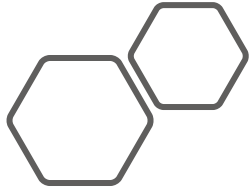
Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Corbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Clastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" – entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

So, what's the benefit?

- Multiple perspectives
- Problem solving abilities
- Learning AND mentoring opportunities
- Unique relationships



Building a Multigenerational High Performing Team



**Make sure
you're a
team!**

HIGH PERFORMING TEAM

United in purpose

Wins together/Losses together

TEAM

Some Coordination and Overlap of Purpose.

Winners and Losers

GROUP

(Individual Performance, Individual Action,
Individual Purpose)

Key Characteristics of High Performing Teams



Complementary
skills



Collaboration



Innovation



Shared, clear
articulated goals

How do you get there?

01

Debunk Age Bias

02

Separate Intent
from Impact

03

Communicate
Expectations and
Preferences from
the Outset

04

Understand that
different
communication
styles are not
always about age.

05

Be comfortable
being
uncomfortable

06

Be inclusive in
meetings

07

Support, include,
amplify, sustain

Debunk Age Bias

- Stereotypes are often created from **misunderstanding** each other's experiences.
- We all entered the workforce under different circumstances and experiences but the common thread between us all is that these experiences help to shape our **sense of purpose** and our **drivers for success**.
- There is a difference between **generation** and **life stage**. There may be more similarities amongst those in a similar life stage despite their age difference.

Intent and Impact

INTENTION VS IMPACT

of Our Actions and Words



Set Your Team Up for Success

A large teal circle is positioned on the left side of the slide, partially overlapping the text.

Important Topics:

What are our guiding principles for how we are going to work on this initiative/project

Who should lead the team? What is the problem we are trying to solve?

How do you like to communicate?

When do you like to communicate? What are your boundaries?

How would you describe yourself? Extrovert? Introvert?

How do you feel about conflict? What makes you comfortable or uncomfortable?

Set Rules of Engagement for the Team and Team Meetings

- Be present—turn off phones, email, etc.
- Listen to hear not to talk—we are all here for a reason, let's make sure all our voices are heard.
- No interruptions or talking over each other or side conversations.
- Be curious about ideas that are different than yours—ask questions!
- Who will facilitate? Facilitation skills are NOT age related.

**Create the right team
communications toolkit**

Communication Toolbox



How

Virtual (Zoom, Miro, slack)

Email

Voice (phone)

Physically distanced but in person



When

How often?

How long?

What time?

Aligning Expectations



Why

Connecting

Collaborating

Informing



Who

Your peers/partners

Your teams

Your friends

Have the same conversation



Relationship

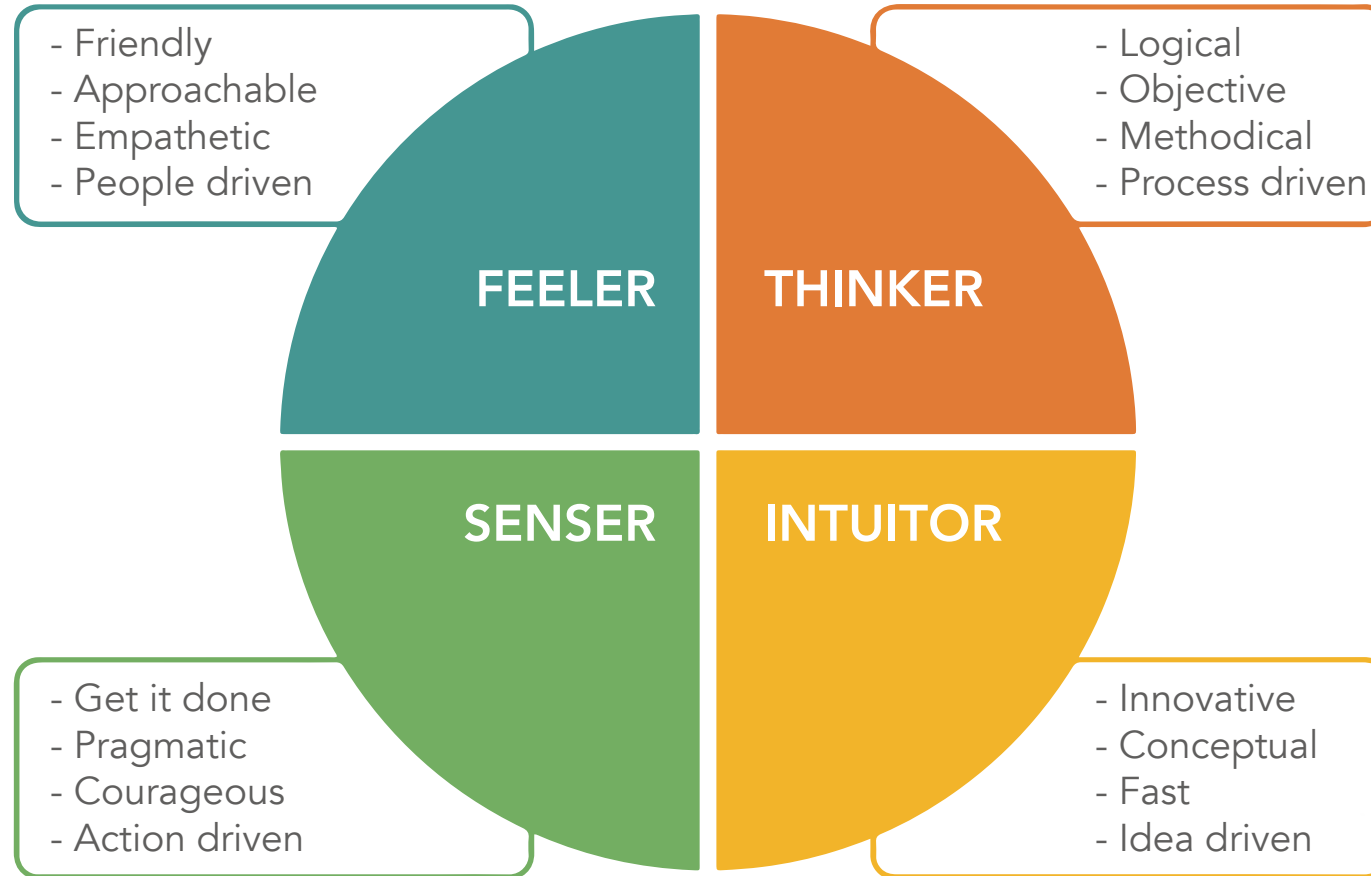
Possibility

Opportunity

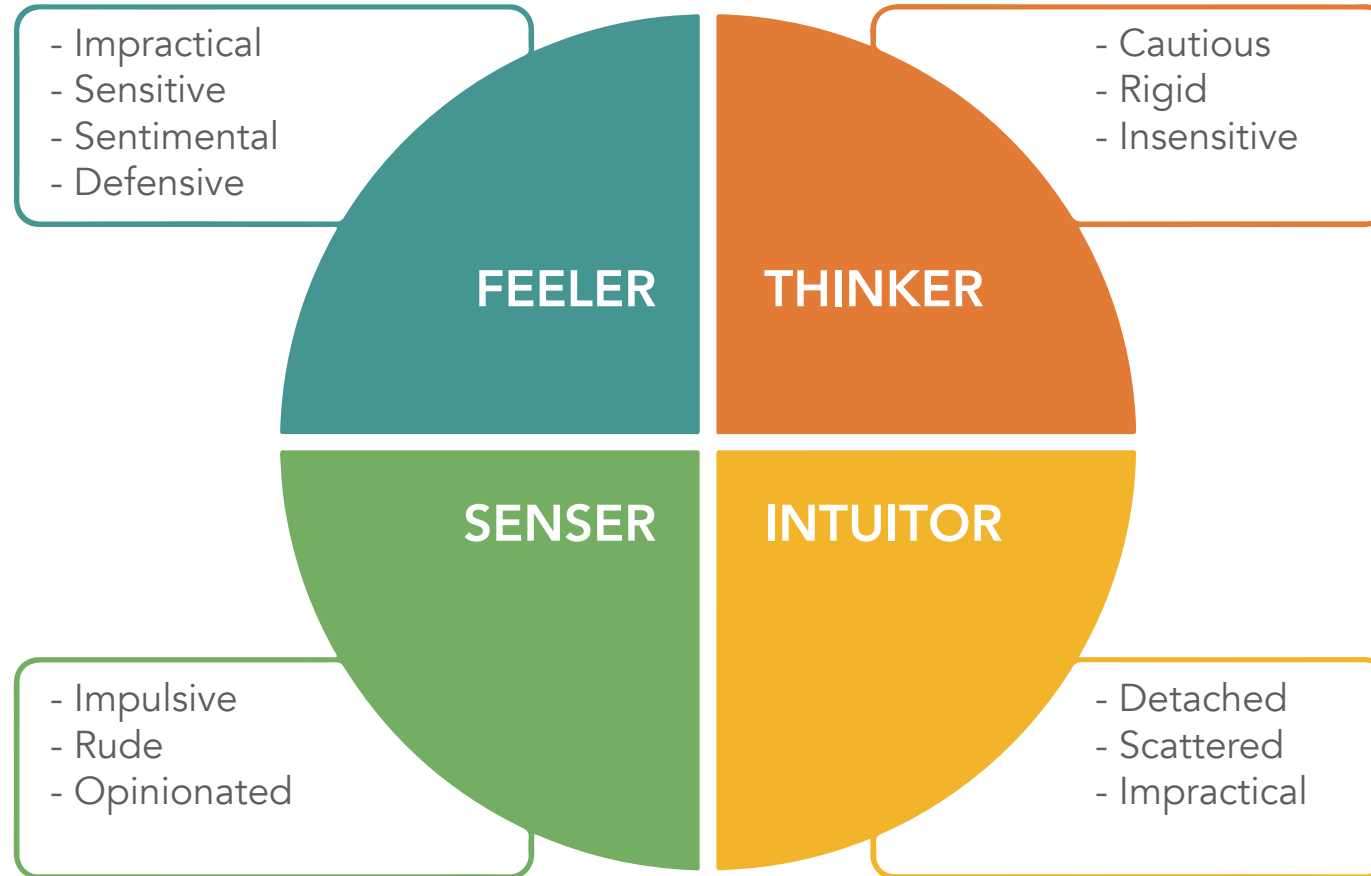
Action

**We all communicate
differently...**

EFFECTIVE COMMUNICATION



INEFFECTIVE COMMUNICATION



Model good listening



It's hard to listen well...

- We think at 1,000-3,000 words per minute; we talk at 180 words per minute.
- **There are too many distractions!**

Why we don't listen...

- I want to talk first or I'm thinking of what I'm going to say
- I'm not interested.
- I don't like the person I'm talking to or I don't like the way they speak or I don't respect them
- I'm concerned about other things
- I don't have time for this right now
- I don't want to hear what I think is coming

Ask yourself questions

- Stay engaged by asking yourself questions.
- What key points is this person making?
- How does this fit with what I know?
- Why is this important that I understand and remember it?

Listening Habits to Avoid

- Interrupting the speaker
- Not looking at the speaker
- Rushing the speaker, making them feel they are wasting the listener's time
- Showing interest in something other than what the speaker is saying—even on Zoom!

**Uncomfortable Conversations –
they are going to happen**

How to have them...

- Discussing topics surrounding Diversity, Equity and Inclusion are much more prevalent in today. **Passionate debate is great—personal comments are not.**
- Politics are a much more sensitive and triggering topic today. **Set clear boundaries for the group.**
- **It is not necessary for every person in the organization to agree or even share the same priorities; but it is important for them to understand why the organization places a high value on the issues being discussed.**

Discussion

For Discussion

- What generation are you?
- What rings true about the stereotypes and what doesn't?
- How have you experienced generational conflict in your work? Was it generational? Or was it something else?

Scenario - Your table has to raise \$10,000 for a new AIA Initiative.

- How are you all going to communicate with each other?
- What are the guiding principles for the behavior of your team?
- Who will facilitate this process?
- What surprising thing did you learn about each other?

Lasting thoughts...

“Personal power synchronizes our thoughts, feelings and behavior.

The feeling that arises from personal power is not the desire to have control, it's the effortless feeling of being in control – lucid, calm and not dependent on the behavior of others.”

Amy Cuddy – : Bringing your Boldest Self to your Biggest Challenges

Resources

- <https://blog.shrm.org/blog/five-generations-in-the-workforce-scenarios-to-consider>
- <https://hbr.org/2021/08/how-to-manage-a-multi-generational-team>
- <https://www.inspirus.com/blog/the-ultimate-guide-to-managing-a-multigenerational-workforce>
- <https://www.newyorker.com/culture/2022-in-review/the-year-in-quiet-quitting>
- Bringing your Boldest Self to your Biggest Challenges, Amy Cuddy



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