

Managing Change in Organization During Major Generational Shift



Presented by Lourdes T. David, Member, PRBFL and Chair CPD Council, at the National Congress of the Association of Special Libraries of the Philippines with the theme “INFORMillennials 2.0: Mentoring and Motivating the New Generation of Librarians and Information Professionals Towards Management and Leadership roles,” held in Mandaue, Cebu on June 13-15, 2018.

What is a Generation?

- All the people born and living at about the same time, regarded collectively. (<https://en.oxforddictionaries.com/definition/generation>)
- a group of individuals, most of whom are the same approximate age, having similar ideas, problems, attitudes, etc. (<http://www.dictionary.com/browse/generation>)
- all the people of about the same age within a society or within a particular family. (<https://dictionary.cambridge.org/dictionary/english/generation>)

What is a Generational Shift?

- Generational shift refers to a demographic transition between generations and its impact on attitudes and practices in society and in the workforce
- Bruce Tulgan provides insight into the Great Generational Shift from data collected since 1993.
- Dennis E. Gilbert also discusses three factors that shape generational shift.



What Macroforces Define Generational Shifts

- **Globalization**—Capability of connecting and travelling worldwide
- **Technology**—Pace of change is unprecedented. Everything is happening fast.
- **Institutional Insecurity**—Institutions are constantly changing due to social, political, economic and environmental forces
- **The Information Environment**—There is infinite access to information in various formats that allows us to think, learn and communicate immediately
- **Human Diversity**—Each generation is more diverse than the last in terms of age, sexual orientation, cultural heritage, language, among others
- **Online Identity**—Through social media we are connected and have access to content and real-time dialogue

(Tulgan, 2016)

What factors shape generations?

- **Socio-Economic Conditions:** This represents a significant shift in values, culture, and issues that impact economic conditions. One example is the Great Depression (Circa 1929-1933).
- **Major Technology Shifts:** Represented as anytime technology drives a significant shift in activities, behaviors, or the economy. Examples could include the space race (Circa mid-1960's), and the emergence of personal computing devices (Circa late-1970's, early 1980's).
- **Times of War:** Unfortunately, a time of war also seems to impact or contribute to shifting the generational framework. Examples could include World War II, Vietnam, and the Gulf War.

(Gilbert, Dennis E., 2017)

Characteristics of Generations in the Workplace

- Baby Boomers are strong on traditional leadership traits – ‘leading’, ‘decisive’, ‘motivating’, ‘persuasive’ and ‘strategic’ but also open-minded and innovative.
- Generation X are socially progressive, change-oriented, confident and culturally sensitive and provide a counter balance to the more dominant characteristics of other generations.
- Generation Y are masters of abstract and conceptual thinking, meticulous, socially confident, and highly ambitious but not as strong as other generations in traditional leadership styles.
- Generation Z not yet in the workforce but will soon be part of it.

Hudson (2015)

Baby Boomers (Born 1945-1960): Characteristics

- **Ambitious:** They are “workaholics,” and believe hard work lead to success.
- **Like face-to-face interaction:** They prefer in-person meetings/conversations over online communication.
- **Appreciate print (with small doses of digital):** They like print over digital but also use social media in moderation.

(Memberclicks, 2017)

How to Engage Baby Boomers

- Coordinate in-person meetings and events because they like face-to-face interaction over virtual events (webinars, Twitter chats, etc.).
- Continue publishing white papers, newsletters, and other print publications. They still want traditional, printed publications with fresh content.
- Acknowledge that they are on social media. They particularly want to engage in Facebook. Inform them about your social media content.

(Memberclicks, 2017)

Generation X (Born 1961-1980): Characteristics

- Value people/relationships more so than work: They grew up with workaholic parents (the Baby Boomers) hence they care about maintaining a healthy work/life balance.
- Care about efficiency: They don't like to waste time. They value productivity and like getting tasks done — quickly!
- Appreciate humor: They like humor. They like laid-back environments and fairly upbeat messages

(Memberclicks, 2017)

How to Engage Generation X

- Provide them with opportunities to hang out and mingle: They don't want their lives to revolve around work.
- Keep processes efficient: They value productivity. Keep things simple — your meetings, your communications, your payment processes, etc.
- Incorporate humor into your messages: If you want to grab their attention humor is the way to go but only when appropriate.

(Memberclicks, 2017)

Generation Y AKA Millennials (Born 1981-1996): Characteristics

- Multitaskers: They are rarely focused on just one task.
- Love technology: They love technology because they grew up with computers, iPods, and cell phones which are always within reach.
- Value flexibility: They like to have a say in what they do and when. They value laidback environments and the ability to choose.

(Memberclicks, 2017)

How to Engage Generation Y AKA Millennials

- Create short, snackable content: Millennials are multitaskers. The shorter (and more scannable) you can make your association's content, the better. Think blog posts, infographics, social media posts, etc.
- Stay active on social media: Find out where your Millennial members are at (Facebook, Twitter, LinkedIn, etc.), then engage with them accordingly.
- Allow flexibility: Allow them some flexibility to choose. Give them several with varying dates and times to volunteer/work.

(Memberclicks, 2017)

Generation Z (Born 1996-2015): Characteristics

- Uber tech-savvy: They are the most tech-savvy generation yet. They grew up in the world of smartphones and are Internet experts.
- Willing to work hard: They saw their parents struggle with finances that were seemingly stable just months before hence they worry about the economy and are willing to work hard for a living.
- Want to have an impact on society: They want to have an impact, both personally and professionally and want to give back to society

(Memberclicks, 2017)

How to Engage Generation Z

- Take your tech game up a notch: They do everything online and on smartphones and are active on social media.
- Provide them with plenty of professional development opportunities: They are looking to get ahead. They should be given opportunities to develop professionally (accreditations, certifications, mentoring programs, etc.)
- Provide them with plenty of volunteer opportunities: They care about more than just work — they want to give back to society. Provide them opportunities to volunteer (all with varying dates and times).

(Memberclicks, 2017)

Transformations in the Workplace

- Employers are trying to become more lean, flexible and high performing
- Job security is dead. Employees are employed and compensated only for the time they are needed (contingent workers). Optimize human resources
- Organizations are flatter. Compensation is based on performance not seniority. Employee benefits are paid for by the employees.
- Employees are worried about how socio-economic factors will impact on their company. The “free agent” mindset is the norm.

Workplace Transformation

	Workforce of the Past	Workforce of the Future (And the future is now)
Globalization	Means threat	Means opportunity
Technology	Eliminates Jobs	Creates jobs
Institution	Anchors on security	Hubs of resources
Information	To be gathered and analyzed	To be filtered, vetted, harnessed and leverages
Change	Reluctant, cautious	Expected, Embraced
Relationships	Hierarchical	Situational

Workplace Transformation

	Workforce of the Past	Workforce of the Future (And the future is now)
Learning/Training Preferences	Directed and facilitated; defined curriculum; specific goal orientation	Self-directed, collaborative; ongoing, open-ended. And multiple sourced
Communication Style	Formal, through proper channels	Constant, ongoing; high-tech and high-touch
Problem Solving	Relying on expertise and standard operating procedures	Forced to improvise due to so many “first ever” problems
Innovation	Research and development; Trial and error	Iteration, testing, reiteration

(Tulgan, 2016)

Workplace Transformation

	Workforce of the Past	Workforce of the Future (And the future is now)
Decision Making	Team informed	Team consulted, involved and persuaded
Legitimate authority	Position; Rules, Chain of Command	Talent; respect; influence; quid pro quo
Attitude about life and career	Build a life around my career	Build a career around the life I want to have
How they look at employers	Where do I fit in your organization?	Where do you fit in my life story?
Work habits and conditions	One size fits all	Customization of everything

Workplace Transformation

	Workforce of the Past	Workforce of the Future (And the future is now)
What they look for in a manager	Please just let me do my job...I will let you know if there's a problem and please do the same for me	Please help me do my job...Give me guidance, feedback, support every step of the way
Performance evaluation	Annual or semi-annual review	Regular and frequent; daily
What they are looking for in a job (Other than money and benefits)	Job security	Flexibility
Leadership and management style	Authoritarian; directive	Coaching, teaching, dialogue; transactional

Impact on the Employer

- Build and maintain a powerful core group
- Build a large fluid talent pool
- Figure out more ways to get the work done
- Treat staffing like supply chain management
- Commit to constant high-potential identification, leadership development, and succession planning
- Reinvent retention: “We’ll call you the next time we need you.”

(Tulgan, 2016)

The New Learning Organization

- Get people on-board and up-to-speed quickly
- Keep people learning and growing and trying to get better
- Figure out how many ways you can make the knowledge available
- Turn training into heavily supported employee self-building
- Commit to constant needs-assessment, individual learning plans, and teaching/coaching/mentoring
- Reinvent knowledge-work: “Everything is knowledge work if you are actively trying to get better at what you are doing.”

(Tulgan, 2016)

The New Pay for Performance

- Create a real link between pay and performance
- Get people excited about earning more of what they need and want
- Figure out how many ways you can reward people for performance and leverage more resources to use as rewards
- Transform pay-for-performance into a new kind of “piecework” – reducing long-term fixed rewards and increasing short-term contingent rewards
- Commit to constant goal and incentive-setting, scorekeeping, and cashing-out in micro-rewards
- Reinvent compensation: “If you want to earn more today, this week, this month, then here’s what we need you to do today, this week, this month.”

(Tulgan, 2016)

The New Retention Strategy

- Create long-term employees at every level
- Create dream jobs for superstars
- Leverage at least some dream job factors for anybody you hope to employ for any period of time
- Transform long-term employment into an on-and-off and non-exclusive arrangement with regular career planning tied into your staffing strategy
- Reinvent the “organization man”: “Nobody quits a dream job.”

(Tulgan, 2016)

Five ways for a Smooth Transition

- Embrace Digital Options—Millennials are tech-savvy and view technology as a solution to many workplace activities and training programs that can be accessed anytime, anywhere;
- Implement eLearning and eBenefits to personalize services—They want online access to services, benefits and training.
- Foster a Creative and Collaborative Workplace-They are innovative and want to share ideas. These should be supported through a variety of ways.
- Communicate a strong sense of values and mission—They are driven to improve their communities and the world. They want to work in organizations which have a mission to make a difference
- Provide consistent Feedback—They want to be coached and mentored; and expect two-way communication with managers and expect recognition.

(Leddy, 2018)

The Myth of Generational Differences in the Workplace

- According to Jennifer Deal, a research scientist from the Center for Creative Leadership, “Clearly, people of different ages see the world in different ways. But Deal says that’s not the primary reason for generational conflict. The conflict has less to do with age or generational differences than it does with clout—who has it and who wants it. “The so-called generation gap is, in large part, the result of [miscommunication and misunderstanding](#), fueled by common insecurities and the desire for clout,” says Deal.

(Deal, 2018)

Summary of Deal's Findings (1/3)

- **All generations have similar values.** For example, family tops the list for all of the generations. The most striking result of the research, Deal says, is how similar the generations are in the values that matter most.
- **Everyone wants respect.** Everyone wants respect, but the generations don't define it in the same way. In the study, older individuals talked about respect in terms of "giving my opinions the weight I believe they deserve," while younger respondents characterized respect as "listen to me, pay attention to what I have to say."

(Deal, 2018)

Summary of Deal's Findings (2/3)

- **Leaders must be trustworthy.** Different generations do not have notably different expectations of their leaders. Above all else, people of all generations want leaders they can trust.
- **Nobody likes change.** The stereotype is that older people resist change while younger people embrace it. These assumptions don't stand up under the research, which found that people from all generations are uncomfortable with change. Resistance to change has nothing to do with age; it has to do with how much you stand to gain or lose as a result of the change.

(Deal, 2018)

Summary of Deal's Findings (3/3)

- **Loyalty depends on context.** It is said that younger generations are not as loyal to their organizations as older workers. But the research shows, for example, that the amount of time a worker puts in each day has more to do with his or her level in the organization than with age. The higher the level, the more hours worked.
- **Everyone wants to learn.** Learning and development were among the issues brought up most frequently by people of all generations. Everyone wants to learn and to ensure they have the training to do their job well.
- **Everyone likes feedback.** According to the research, everyone wants to know how they are doing and to learn how they can do better.

(Deal, 2018)

Profile of the Library Workforce in the Philippines

- The profile is based on the roster of librarians who have registered (8653) as of October 9, 2017.
- Adjustments were made for the pre-baby boomers, the baby boomers and Gen X because of the grandfather's clause in RA 6966.
- No adjustment was made for the grandfather's clause in RA 9246.
- More data is needed to establish dates of births. The numbers are estimates based on the date of registration and assumption that all passers are new graduates.

2018 Profile of the Librarians in the Philippines

Generation (Rainmaker Thinking)	Generation (Memberclicks)	Age in 2018	Number	Percentage of total licensed (8653)	Remarks
Pre Baby Boomers (BB) (pre 1946)		>72	nil		The retirement age is 60-65.
BB First Wave (1946-1954)	1945-60	64-72	415	4.8%	Some retirees are still working as consultants.
BB Second Wave (1955-1964)		54-63	809	9.35%	This group is about to retire.
Generation x (1965-1977)	1961-1980	41-53	839	9.70%	This group is trying to cope with Millennials
Millennials First Wave (Gen Y) (1978-1989)	1981-1996	29-40	4012	46.37%	This is a tech-savvy group
Millennials Second Wave (Gen Y) (1990-2000)		18-28	2323	26.85%	This group is more tech-savvy
Post Millennials (Generation Z)	1996-2015	<18	none	none	Will enter the workforce soon.

Factors Which Drive Employee Engagement

- The MacLeod report identified five key factors that drive employee engagement:
 - **Recognition** – tell people when they have done a great job and celebrate their successes.
 - **Reward** – reward people fairly for their efforts.
 - **Change management** – communicate about change and the rationale for it; engage people in the change process.
 - **Performance management** – deal with poor performance and reward great performance.
 - **Leadership** – outline the vision and strategy for the organisation, communicate and engage people in it and lead by example in terms of ethical behaviour and values.

(MacLeod, 2007)

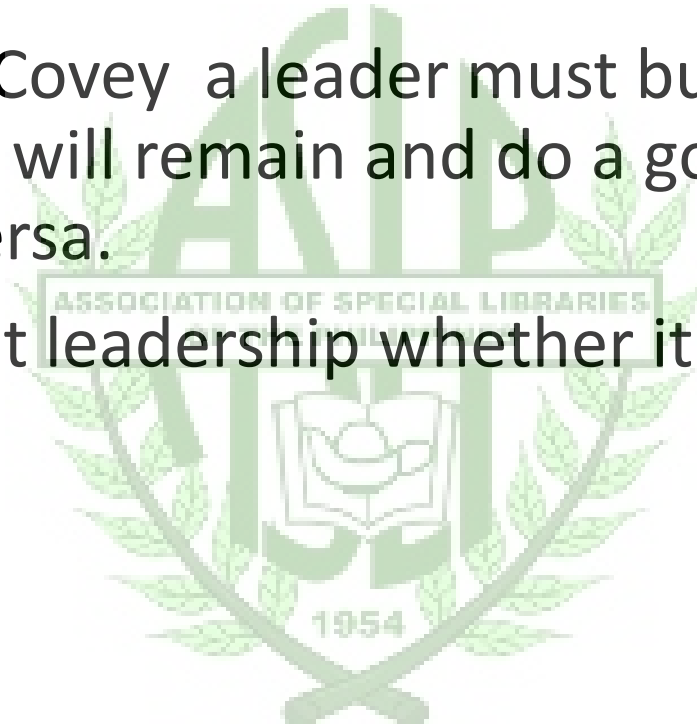
Behaviors that Make for Great Leadership

- Talk straight
- Demonstrate respect
- Create transparency
- Right wrongs
- Show loyalty
- Deliver results
- Get Better
- Confront Reality
- Clarify Expectations
- Practice Accountability
- Listen First
- Keep Commitments
- Extend Trust



Conclusion

- According to Stephen Covey a leader must build trust among his employees Employees will remain and do a good job if they trust their employees and vice versa.
- Trust is the key to great leadership whether it is then, now or in the future.



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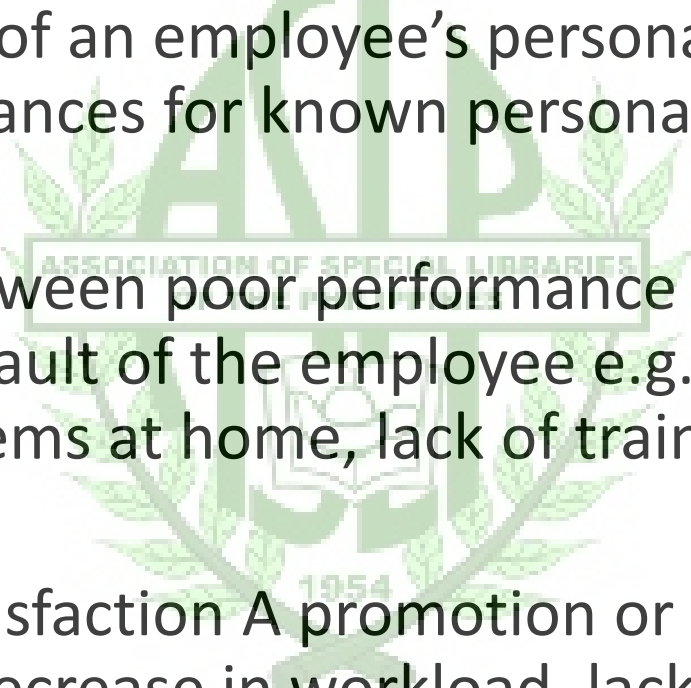
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Action checklist for staff welfare and well being

1. Identify the factors affecting staff well-being and welfare. Physical, emotional and mental issues can all impact on how a member of your team feels about their work and about themselves. Show that you care.
2. Create a safe working environment. Creating a physically safe and comfortable workplace is vital. Understand your legal health and safety obligations. Carry out and act on thorough risk assessments. Report injuries and take the appropriate action promptly.
3. Recognise the impact of stress. Workload is a common cause, when employees feel overburdened by the sheer amount of work that needs doing. Empowering your staff goes a long way to improving their sense of well-being

(Open University of UK, 2018)

Action Checklist for Staff Welfare and Well-Being

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4. Understand the impact of an employee's personal life. It is important to recognise and make allowances for known personal problems. Allow for 'recovery' time.
5. Understand the link between poor performance and well-being. Poor performance may be the fault of the employee e.g. bad work ethic or bad attitude. But stress, problems at home, lack of training, support etc. can all have an impact.
6. Seek to improve job satisfaction A promotion or demotion, change of job role, sudden increase or decrease in workload, lack of challenge, repetitive work –all such things can impact on our enjoyment of work. Find out the cause of dissatisfaction and seek to find an agreeable solution.

Action Checklist for Staff Welfare and Well-Being

7. Address the physical when improving well-being. Encourage healthy practices. If you have an onsite canteen, make sure it is stocked with healthy and nutritious dishes. Invite local healthcare providers to offer free health checks for your employees.

- 8. Stamp out bullying, harassment and conflict. If you suspect that such behaviour is taking place, it's fundamental that you are seen to act upon it without delay. If you notice that there is discord between members of your team, address the issue with the parties concerned before matters get out of hand.

Action Checklist for Staff Welfare and Well-Being

- 9. Promote a good work/life balance by :
 - offering flexi-time
 - providing generous annual leave allowances
 - operating standard working hours i.e. not expecting employees to work overtime
 - offering sociable working hours i.e. within the standard working day/week
 - offering time off in lieu of hours worked above those contracted
 - honouring an employee's request to reduce their hours (with good reason)
 - planning staff social events and away-days for teams
 - restricting out-of-hours email access.
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Action Checklist for Staff Welfare and Well-Being

- 10. Build a good relationship with your team. Encourage a culture of open and honest conversation. The more open you are and the better your relationship with your staff, the more likely they are to share their concerns with you. Trust is fundamental and you should operate an open-door policy where no subject is off limits. Make it clear that confidentiality is key and never abuse a member of your team's trust if they disclose a sensitive or personal matter with you. If the issue requires the involvement of a third party such as your HR department, be sure to inform the employee in question before taking any necessary steps.
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- 11. Offer additional third -party support Some issues may be too difficult or personal for a member of your team to be able to disclose to you. Or
- the matter may require more expert handling than you personally can offer
- –perhaps support from occupational health or a counselling service can help improve a staff member's physical, mental or emotional well-being.
- A mentoring or peer system can help support an employee during a difficult time.