

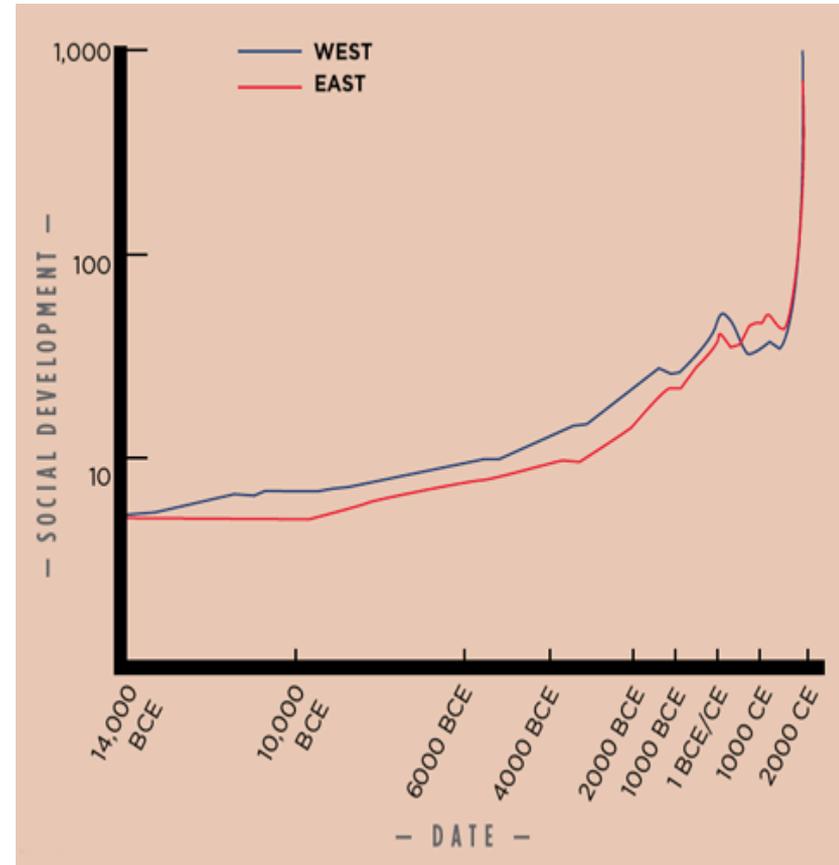
# CESI Symposium, Hamburg 10-11 October 2013

**generations in the organisation:  
making it work!**

Dirk Anton van Mulligen, [coherentsolutions.nl](http://coherentsolutions.nl)

# Our World is changing. Are you?

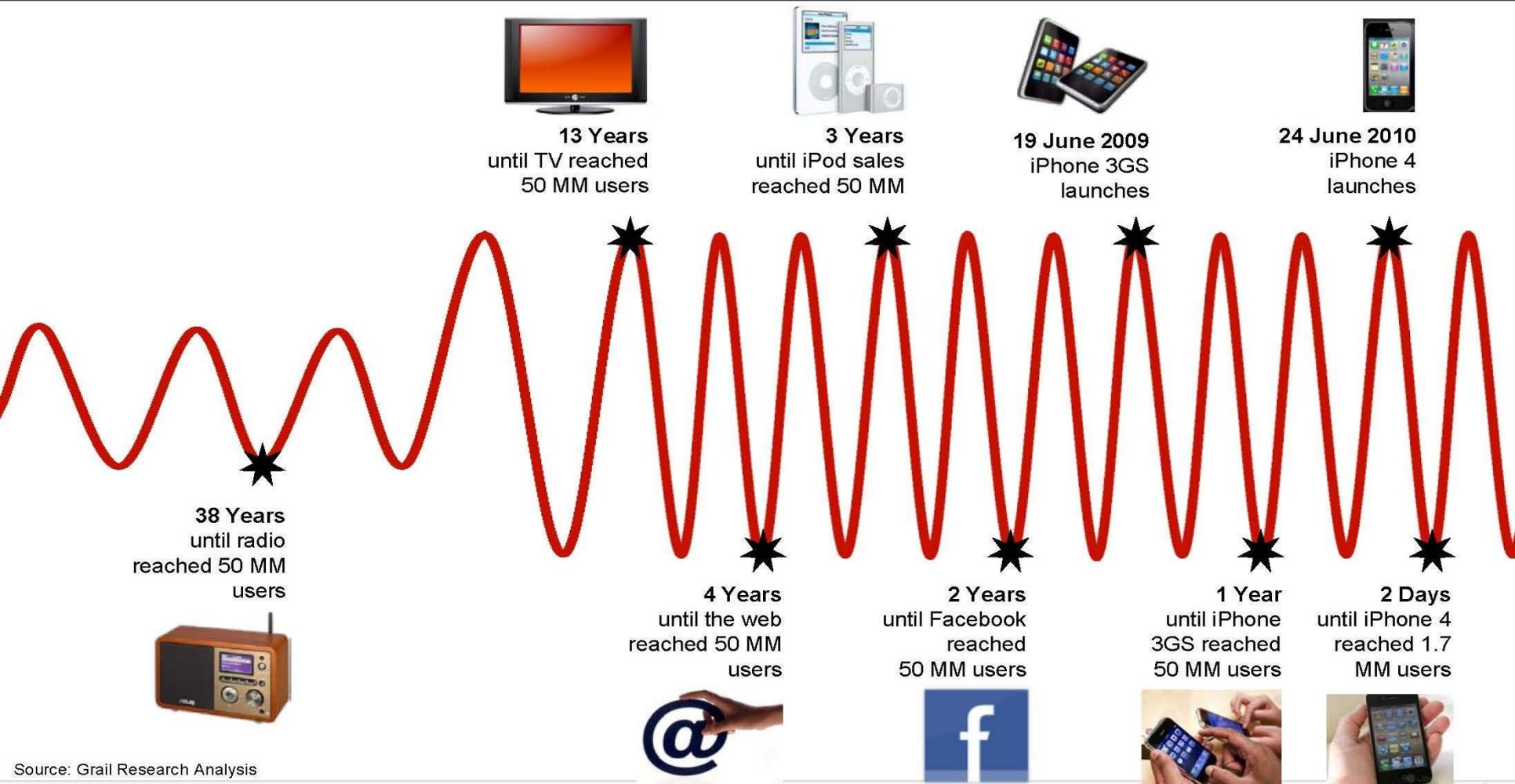
- 90% of all social development of humankind in one lifetime!
- Business as usual just doesn't work anymore



Source: Ian Morris - Why the West rules, for now...

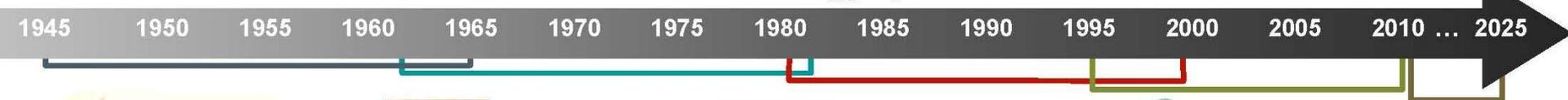
# Technology impacts our lives

Every generation has seen the emergence of a 'disruptive' technology that rendered existing technologies irrelevant. New technologies continue to emerge faster than ever and 'innovation leaps' are becoming smaller, leading to a stronger 'connection' between newer generations



# Experiences and technology shape the behaviour and perspective of generations

## Generation Terminology by Birth Year



### Baby Boomers

Divided into 'Hippies' and 'Yuppies', they were raised by the 'Builders'

- Born post-World War II in an increasingly optimistic and financially stable world
- Witnessed several important social changes – Women's Movement, Civil Rights Movement, Vietnam Peace Movement, etc.
- Increased prosperity led to growing consumerism
- Characterized as idealistic and competitive

### Generation X

Also known as 'Latchkey Kids', they were raised by the early Baby Boomers

- Born into a world witnessing a strong trend toward divorce and economic uncertainty
- Observed the popularity of the disco and hip-hop culture, and technologies such as cable TV and video games
- Characterized as individualists and skeptical of authority

### Generation Y

Also known as the 'Millennial Generation', they were raised by the late Baby Boomers

- Born into a world marked by increasing inter-regional and inter-community conflicts
- Witnessed emerging digital technologies like instant communication via email and text messaging (SMS)
- Characterized as optimistic, tech-comfortable, style-conscious, and brand loyal

### Generation Z

Also known as 'Digital Natives', they are being raised by Generation X

- Born into a world facing challenges such as terrorism and environmental concerns
- Witnessed widespread use of electronic gadgets and digital technologies like the Internet and social networking sites
- Characterized as tech-savvy, globally connected (in the virtual world), flexible and smarter, and tolerant of diverse cultures

### Generation Alpha

Likely to be 'Google Kids'

- Born into a world newly emerging from widespread economic slowdown
- Expected to be more tech-savvy, educated, and materialistic than previous generations

# Integrating new generations in the workplace takes mutual understanding



# Generations @work

## Generatie W (baby boomers)

1. Collegiality/fellowship
2. Responsibility
3. Useful contribution

## Generatie X (bridge generation)

1. Appreciation
2. Visible contribution to Society

## Generatie Y (screen agers)

- 1. Freedom**
- 2. Cooperation**
- 3. Challenge**
- 4. Pragmatic**

## Generatie Z (Google Kids)

1. Personal atmosphere
2. Variation
3. Appreciation
4. Development

# Let's zoom-in: Gen.Y = Gen. WHY

- Creativity
- Network and Community
- Natural approach to technology
- Focussed on possibilities

They (seem to) challenge the status quo by demanding to know the WHY!!



# Retaining your knowledge by transfer between the generations

**Golden rule:**

***“You don’t tell GenY how it’s done. You discover and develop together as equals.”***

PLATFORM JONG LEIDERSCHAP

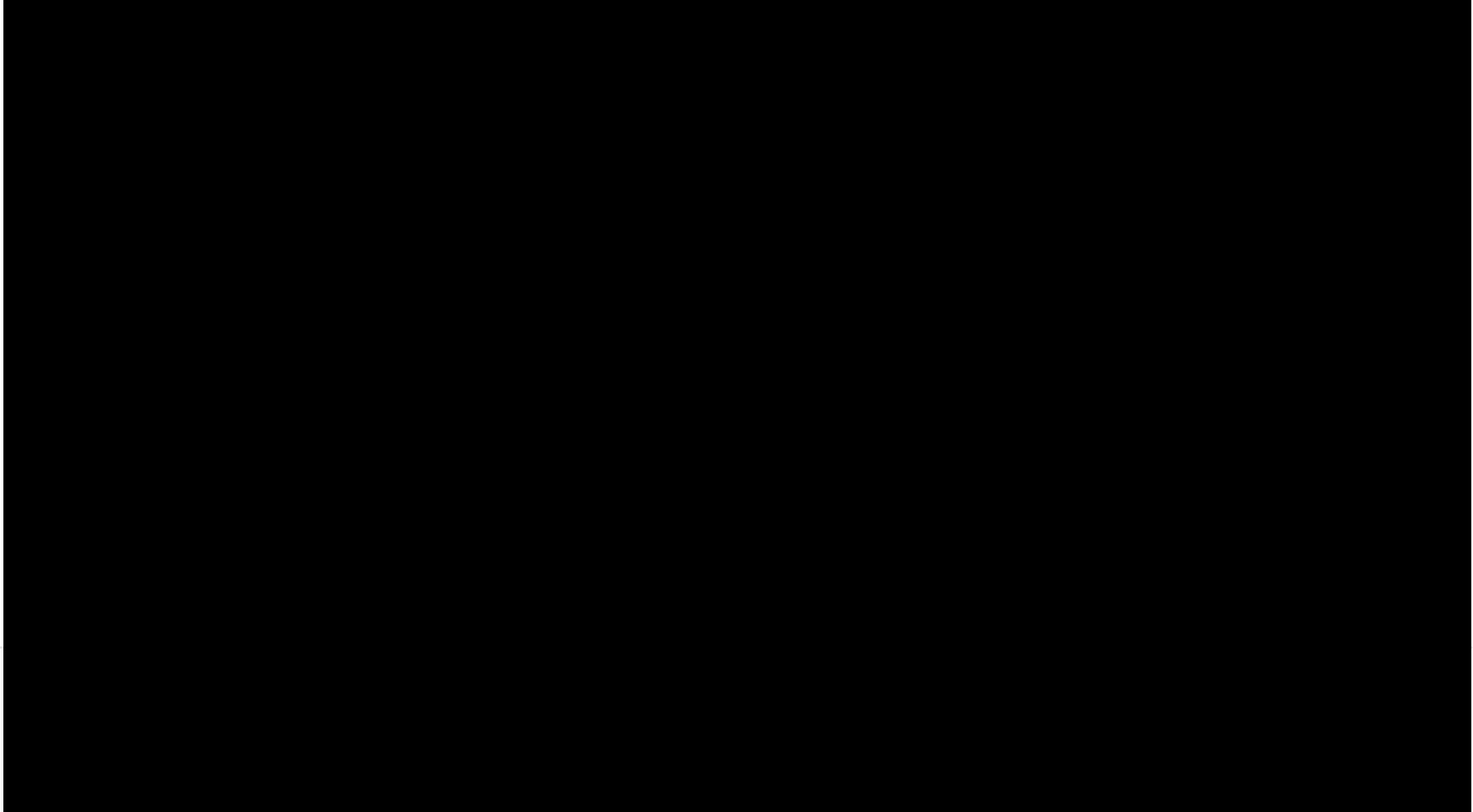
*Voor meer impact en slagkracht*



# So how do you do it?

- Blending training, self reflection, knowledge transfer and intervision. Having senior-colleagues take part as equals.
- That brings a totally different learning environment and -dynamic that really fits GenY.
- Also : buddy-system where a GenY is coupled to an experienced baby boomer or X'er.

**New generations bring creativity and solutions, but need space & time.**



# THM #1: give them safe boundaries that stimulate AND challenge!

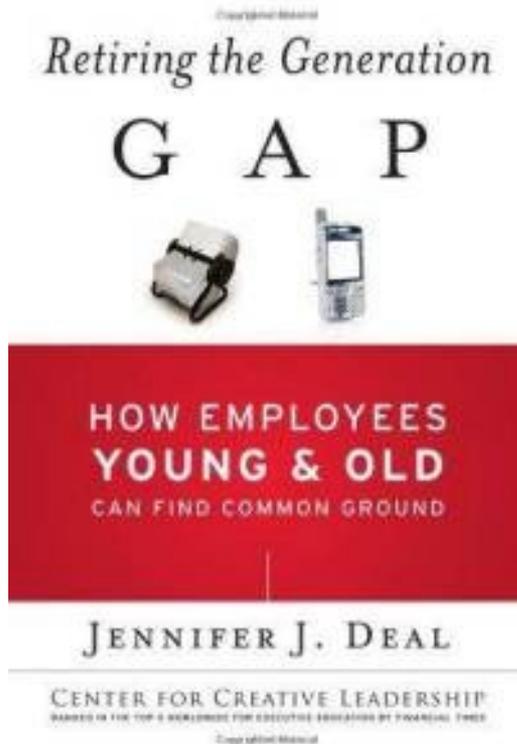


# THM #2: evaluate and reward on effort, not just on competences

- Talent, creativity and intelligence can be obstacles in professional development!
- Keep that in mind that when giving them feedback



# THM #3: focus on what the generations have in common



*“Generational conflict in organisations is more often about the fight for power than actual differences between the generations”*

# So what do we all have in common, what unites us across generations?

1. We all share the same values; *we just show it differently.*
2. We all want respect; *we just interpret it differently.*
3. We all want a leader that is honest, credible and reliable.

**The future isn't decided upon.  
It is created by us all together.**

**Thank you.**

**Dirk Anton van Mulligen**  
**[dirk@coherentsolutions.nl](mailto:dirk@coherentsolutions.nl)**