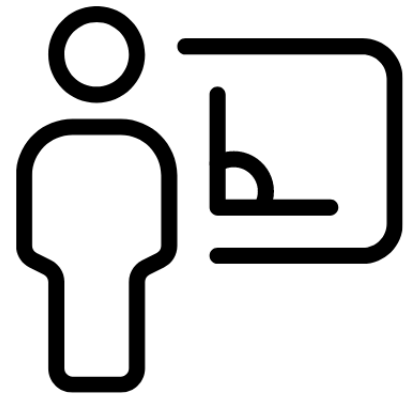


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Each generation wants new symbols, new people, new names. They want to divorce themselves from their predecessors.

Jim Morrison

Module Two: History



The term generation gap is a term used to describe the values and attitudes that differ from one generation and another. This term is typically used to describe the gap between parents and their children. During the 1960's, the term *generation gap* was implemented to describe the clash between parents-Traditionalists-and their children-Baby Boomers. A generation gap may exist in the workplace, but here, different generations must learn to intermingle and deal with each other in order to contribute to the success of an organization.

This module will discuss the following topics as they relate to the generation gap in the workplace:

- What generations exist in the workplace
- What defines a generation
- What affect will this have on the workplace

Let us begin by understanding what generations exist in the workplace:

What Generations Exist in the Workplace



Today's workplace presents many challenges that are based solely on meeting goals, business objectives, and project deadlines. Threaded throughout the normal business activities are dynamics that could present issues and conflicts if left unchecked.

Since many older workers remain on the job longer and younger workers are entering the workplace right out of college, the workforce is fragmented into various generations. In order to understand this eclectic environment, it is necessary to understand what generations are present in today's workplace.

Because humans live on average 77 to 80 years, five potential generations may exist in the workplace today:

- Traditionalist
- Baby Boomers
- Generation X
- Generation Y
- Generation Z

Understanding the background, attitudes, and work styles of each generation is essential for a manager or supervisor. To effectively coach and communicate, a manager must gain an understanding of these differences and create a respectful and peaceful work environment for all employees.

This workshop will demonstrate the characteristics of each of the five generations and offer suggestions on how best to incorporate the uniqueness of each into the workplace.

Before we delve into the details of each of the five generations, we will take a look at what defines a generation.

Estimated Time	15 Minutes
Topic Objective	Participants will identify the various generations found in the workplace.
Topic Summary	<p>There are five possible generations that can be found in any given workplace environment.</p> <ul style="list-style-type: none"> • Traditionalist • Baby Boomers • Generation X • Generation Y • Generation Z
Materials Required	Worksheet 1: Generations at Work
Planning Checklist	Locate them in the Training Manual Appendix
Recommended Activity	1. Introduce the topic

	<ol style="list-style-type: none"> 2. Have participants in groups 3. Have them select a table leader that will take notes and speak on their behalf 4. Instruct teams to brainstorm possible generations at work 5. Allow 3-5 minutes 6. Have the leaders of each table give their team's results 7. Distribute the worksheets 8. Review talking points
Review Questions	<p>Which group makes up the greatest percentage of the workforce?</p> <p>Generation Y a.k.a. Millennials 35%</p>

What Defines a Generation



A generation is a group of people born during the same period who may share similar attitudes and values. The period of time in which they were born and lived is the factor that divides the generations into groups. The five generations mentioned in the previous section have specific time ranges that define their period.

For example, the **Traditionalist** Generation represents people born before 1945. The **Baby Boomers** were born between 1946 and 1964. **Generation X** represents people born between 1965 and 1980. **Generation Y** represents people born in the 1981 to 1997, and **Generation Z** were born between 1998 and 2015.

This is a general overview, as there may be some overlap in years that link the generations.

In each period are experiences that have shaped the attitudes and values of each generation. In addition, the interaction between generations is also a factor in shaping the subsequent generation. For example, Generation X sought to be different than the larger more influential Baby Boomers. *Seeking independence from the previous generation affects behaviors and choices of the next generation.*

Estimated Time	15 Minutes
Topic Objective	Participants will identify what defines a generation.
Topic Summary	The period in which a person is born defines their generation.

Materials Required	Worksheet 2: Timeline
Planning Checklist	Prepare enough worksheets for each participant before class-locate them in the Appendix
Recommended Activity	<ol style="list-style-type: none"> 1. Introduce topic 2. Distribute worksheets 3. Instruct participants to work as a team 4. Have teams determine where each member fits on the timeline 5. Allow 3-5 minutes 6. Select a table leader volunteer to share 7. Discuss answers 8. Review talking points
Review Questions	Ask if they have any questions and then continue.

What this Means in the Workplace



When groups share similar values and attitudes, communication and other interpersonal dynamics typically tend to run smoothly. The varying work styles, values, and attitudes of a multi-generational group could potentially create tension and other issues in the workplace:

Employee-to-employee perspective - different generations interacting with each other may experience some miscommunication or misunderstanding; the way each generation handles confrontation may be a point of friction. The generation gap between employees may become more obvious in the modes of communication, the words, and gestures used.

Manager-to-employee perspective - the manager should be aware that there are differences in the way generations communicate, view authority, achieve life-work balance, and value relationships.

The manager has to be observant and knowledgeable of the various traits associated with each generation, and create a plan to address these issues proactively; avoiding difficult or tense situations. Encountering difficult situations at work could lead to poor morale and lower productivity, which, in time, will reflect on the manager's performance.

Generation gaps at work means more effort may be needed to cultivate an inclusive environment that respects each generation's perspective.

Over the next several modules, we are going to learn about each of the five generations in detail. We will begin with Traditionalist.

Estimated Time	15 Minutes
Topic Objective	Participants will understand how various generations affect the workplace.
Topic Summary	A workplace with varying generations could see a gap between each generation in terms of their values, ideas, and communication styles.
Materials Required	Index cards and pens
Planning Checklist	Have materials already on tables before class starts
Recommended Activity	<ol style="list-style-type: none"> 1. Introduce the topic 2. Have team select a new leader 3. Have participants brainstorm what having multiple generations means in the workplace. 4. Have the leader write their answers on an index card 5. Allow 3-5 minutes 6. Go around the room and have leaders share their answers 7. Thank everyone for participating 8. Review talking points
Review Questions	Ask if they have any questions and then continue.

Practical Illustration



When Josh's father retired from the family business, Josh became the company's manager of operations. Some of the employees who worked for him were recent high-school graduates while others had been in the workforce for decades. Josh noticed that the younger employees worked and communicated in ways that were different from the older employees. Unspoken tensions made it difficult for people to understand and respect each other. To address these issues, Josh required all employees to attend a workshop on generation-based differences. After attending the workshop, communication was improved and employees began to understand and respect each other better.

Module Two: Review Questions

- 1) What is the term “generation gap” used to describe?
 - a) Prejudice or discrimination on the basis of a person's age
 - b) A person reaching young adulthood around the year 2000
 - c) The differing values and attitudes between one generation and another
 - d) All of the people born and living at about the same time, regarded collectively

The term generation gap is a term used to describe the values and attitudes that differ from one generation and another.

- 2) Why is the work environment fragmented into various generations?
 - a) Because there is a lack of training on generation gaps at most organizations
 - b) Because many older workers remain on the job longer and younger workers are entering the workplace right out of college
 - c) Because many older workers are leaving their jobs and younger workers are entering the workplace right out of college
 - d) Because generations have a history of having a difficult time working with each other

Since many older workers remain on the job longer and younger workers are entering the workplace right out of college, the workforce is fragmented into various generations.

- 3) How many different generations exist in the workplace today?
 - a) Seven
 - b) Two
 - c) Five
 - d) Three

Because humans live on average 77 to 80 years, five potential generations may exist in the workplace today:

Traditionalist
Baby Boomers
Generation X
Generation Y
Generation Z

4) Which generation is not currently in the workplace today?

- a) Generation Y
- b) Generation X
- c) Traditionalist
- d) **Generation A**

They are too young - Born between 2010 and 2020

5) What is essential for a manager or supervisor to understand about generation gaps?

- a) **The background, attitudes, and work styles of each generation**
- b) That Baby Boomers are the generation that was born following World War II, generally from 1946 up to the early 1960s
- c) That it is only advisable for certain generations to be given certain projects/positions
- d) That conflict between generation gaps is best left to human resources to mediate

Understanding the background, attitudes, and work styles of each generation is essential for a manager or supervisor. To effectively coach and communicate, a manager must gain an understanding of these differences and create a respectful and peaceful work environment for all employees.

6) What defines a generation?

- a) The length of time during which a person has existed
- b) An association or organization dedicated to a particular interest or activity
- c) **A group of people born during the same period that likely share the same attitudes and values**
- d) The thought process, behavior, and work styles that exist within an organization

A generation is a group of people born during the same period who may share similar attitudes and values.

7) Who does the Traditionalist generation represent?

- a) **People born before 1945**
- b) People born between 1946 and 1961
- c) People born between 1961 and 1980
- d) People born before 1931

the Traditionalist Generation represents people born before 1945.

- 8) What might create tension if not addressed in the workplace?
- a) The difference in pay scale between one generation and the next
 - b) When groups have the same attitudes and values
 - c) The fact that one generation brings a more serious work ethic to their professions than another
 - d) The fact that there are multiple groups and each group brings their own style, values, and attitudes

The varying work styles, values, and attitudes of a multi-generational group could potentially create tension and other issues in the workplace:

- 9) Where can the generation gap between employees be seen?
- a) In their attitudes toward discrimination
 - b) By their choice of cell phone
 - c) Through their words and gestures
 - d) In their adherence to workplace policy

The generation gap between employees may become more obvious in the modes of communication, the words, and gestures used

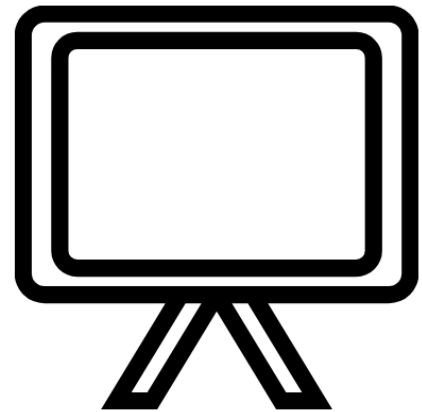
- 10) How might a manager prepare to work with all five generations?
- a) By planning how to address issues proactively
 - b) By working to “fit in” with each generation
 - c) By keeping an open-door policy
 - d) Through completing certifications on the subject
- The manager has to be observant and knowledgeable of the various traits associated with each generation, and create a plan to address these issues proactively; avoiding difficult or tense situations

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





“

Each generation wants new symbols, new people, new names. They want to divorce themselves from their predecessors.

Jim Morrison

MODULE TWO

History

During the 1960's, the term *generation gap* was implemented to describe the clash between parents-Traditionalists-and their children-Baby Boomers.



What Generations Exist in the Workplace

Traditionalist

Baby Boomers

Generation X

Generation Y

Generation Z

What Defines a Generation

A generation is a group of people born during the same period who may share similar attitudes and values.





What This Means in the Workplace

Varying work styles, values, and attitudes of a multi-generational group could potentially create tension and other issues in the workplace.

Practical Illustration



- What Generations Exist in the Workplace
- What Defines a Generation
- What this Means in the Workplace

Module Two: Review Questions

1. What is the term “generation gap” used to describe?

A. Prejudice or discrimination on the basis of a person's age

B. A person reaching young adulthood around the year 2000

C. The differing values and attitudes between one generation and another

D. All of the people born and living at about the same time, regarded collectively

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Generation Gaps

Quick Reference Sheet



How to Learn From Each Other

Frequent—make sure your team meets frequently in a team-meeting environment.



Informal—make your meeting less formal.



Team building—make your meetings about team building.



The CARE Model

- **Collaborate.** Your team should be exposed to an environment where ideas are exchanged and at times challenged.
- **Acknowledge.** Teach your team to acknowledge each other's value.
- **Respect.** Teach your team how to show respect to each other by using proper greetings and posture towards each other.
- **Equal.** Teach your team that all members of the team are equal in value and contribution they bring.

TAP Method For Communication



To-the-Point: Make your communication brief and succinct.



Adapt: Change the method of communication for your audience.



Professional: When in doubt, communicate professionally. Avoid jargon and text abbreviations in your communication.

Retention Plan

- Determine what values this person has based on their generational trait.
- Prepare several focused questions that may lead to underlying issues.
- Ask questions about their personal goals and career milestones and see how you can help them achieve them.
- Be ready to become an advocate for your employee.
- Work with your human resource contact to develop a retention plan.

Background/Characteristics

Traditionalist (Born before 1945): Grew up being exposed to various social issues. The traditionalist experienced the Great depression, World War I and World War II. **Traditionalists** are loyal. Taught to respect authority. Will avoid causing trouble and are good team players. Least likely to initiate conflict at work. Tendency to resist change. Value safety, security, consistency, and commitment.

Baby Boomers (Born between 1946 and 1964): The product of post war efforts to absorb soldiers returning home from battle. The government passed the GI Bill of Rights in 1944, which gave soldiers a means to obtain a home, job and start a family. Baby Boomers grew up in an era of prosperity and growth. **Baby Boomers** were exposed to a changing world where challenging the established culture was normal. Willing to confront others, will challenge the status quo. Well educated. Hard working: they define themselves by their professions.

Generation X (Born between 1965 and the late 1980): Lived during a time when the country shifted from manufacturing to servicing. Grew up with technology as a part of their lives. They saw the evolution and understand its origins. Generation X's also experienced difficult times in the 1980s. They were raised in two-income homes or single-parent homes. This forced many Generation Xers to be placed in day care. **Generation Xers** are individualistic and independent. Self-sufficient and flexible. Believe in balancing their work and home life.

Generation Y (Born Between 1981 and 1997): The earliest part of this generation is just entering the workplace. Had technology as a normal part of live and do not know what it is to be without a computer, cell phone or any other electronic devices. Prefers using the Internet as a means of learning and making purchases. Exposed to vast amounts of information, music, and media. **Generation Yers** are prone to communicating electronically. Relies on technology to do their jobs. Values family over work. Looks for flexible schedules at work and a balance between work and life. Achievement-oriented and is confident.

Generation Z (Born between 1997 and 2015): Make up more than 20% of the U.S. population, 5% of the workforce, and pump about \$44 Billion a year into the economy. Grew up with internet, smart phones, and social media. Most ethnically diverse generation. High standards for where and what they spend their time and money on. Many are choosing to not only continue their educations, but to also start their own businesses. Striving to stand out from the crowd and be recognized.

Working Styles

Traditionalists like to be recognized for their hard work. See work as a team effort and avoid conflict. This group is also technically challenged and they may struggle to learn new technology. They also prefer lecture style training over web-based.

Baby Boomers are career focused and enjoy achieving at work. They like doing complicated work that makes a difference. Very competitive and they equate their worth by their status and position at work. Resourceful and look for different ways to win. Prefer a hierarchal work structure and may find it difficult to work in a flexible environment. Tend to favor face-to-face interaction instead of remote means like emails, text, etc.

Generation X Crave responsibility and politely reject authority and fixed work schedules. Will be the first ones to take advantage of technology and incorporate it into their work. Will look for other employment opportunities if it promises advancement of their career. They are less committed to their employers. Adapt well to change in their workplace and are key drivers of change. Believes in a healthy balance between work and their personal life.

Generation Y: Motivated by benefits that give them the ability to have flexible schedules. They are not happy with long working hours. This generation does expect a lot from their employer in terms of new challenges and the opportunity to achieve things.

Generation Z: Wonderful multi-taskers, having been raised completing many tasks at the same time, using multiple gadgets and types of technologies. More likely to be in school, and less likely to be in the workforce. Have a need for individuality and to be credited for their accomplishments when they enter the workforce.

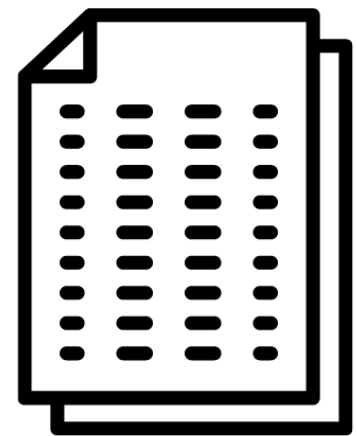
Handouts



Each course is provided with a wide range of worksheets.

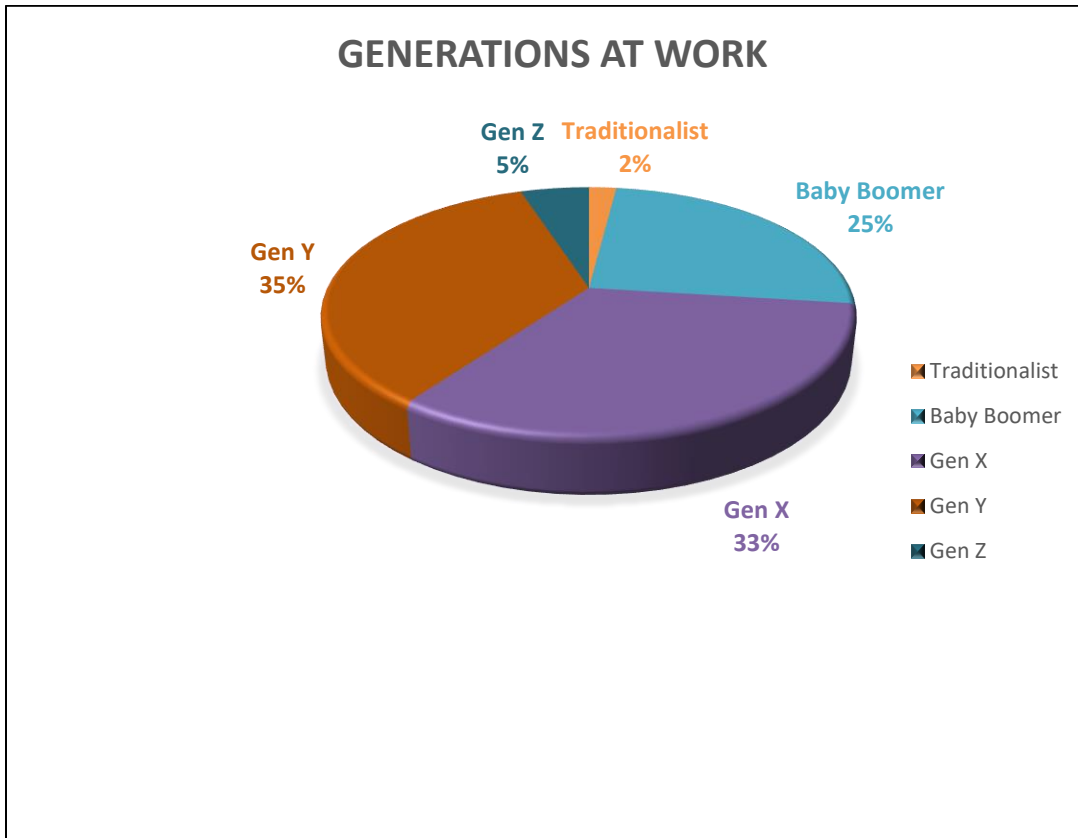
Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Generations at Work

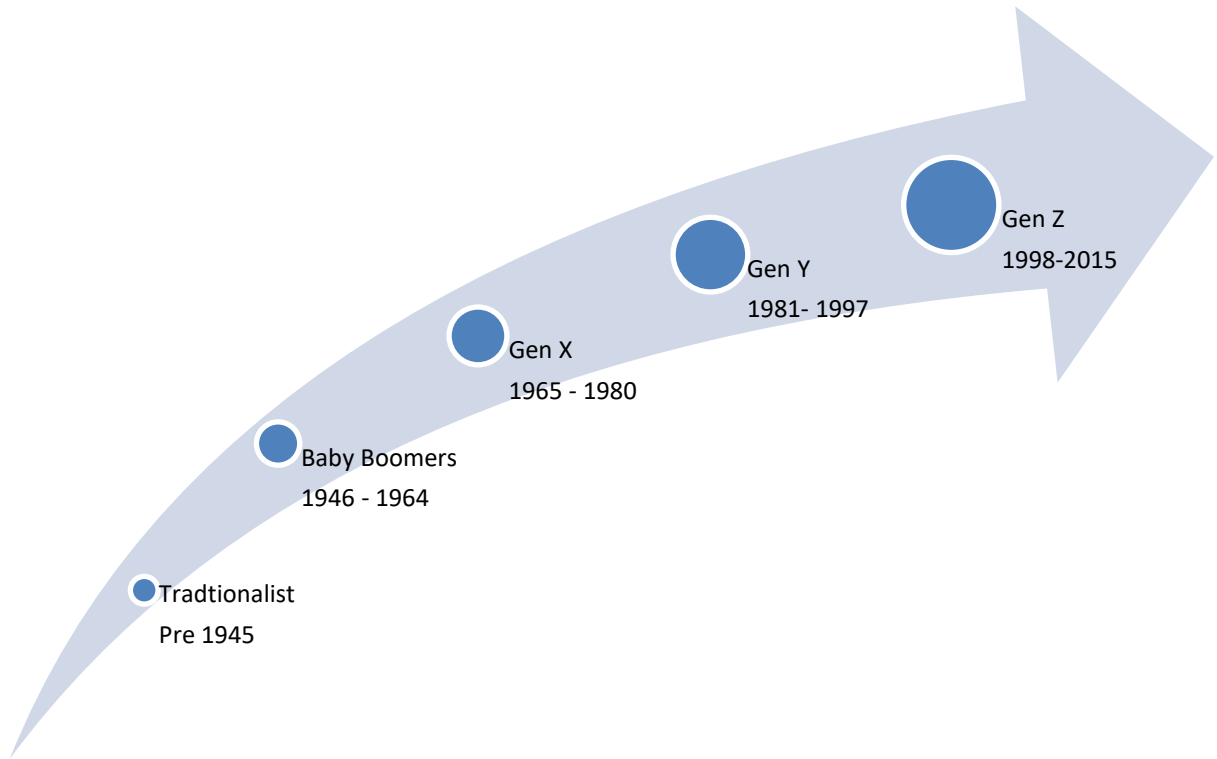


**This is a general overview of current U.S. workforce numbers according to Purdue Global; overlapping and fluctuation occur <https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/>*

Notes

Sample Worksheet 2

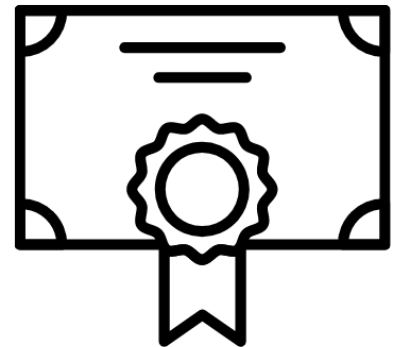
Timeline



Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

Has mastered the course
Generation Gaps

Awarded this _____ day of _____, 20____

Presenter Name and Title
