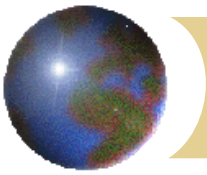


How Do I Implement Process Change in my 4 Generational Workforce?

SEPG Conference

March 20, 2008

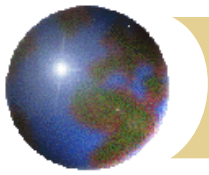
Tim Ruzbacki



Who Am I Anyway

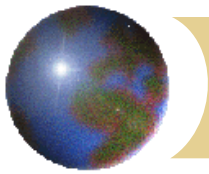


- ✦ 19 year IT Process Improvement Veteran
- ✦ Model Trained in CMM, CMMI, ITIL, eSCM and CobIT
- ✦ Method Trained in Lean, SixSigma and eSCM
- ✦ Frequent speaker and white paper author



Any of These Look Familiar?

- ✦ 35 cent gas
- ✦ Cars without seatbelts
- ✦ Rotary phones
- ✦ 8-tracks
- ✦ Fedoras
- ✦ Spats
- ✦ Shoemaker shops
- ✦ Wood-headed golf clubs
- ✦ Leather football helmets
- ✦ 78's
- ✦ 45's
- ✦ Pong
- ✦ Pac Man
- ✦ Jiffy Pop
- ✦ Floppy Discs
- ✦ "Where's the beef?"
- ✦ Eddie Haskell
- ✦ The Milkman



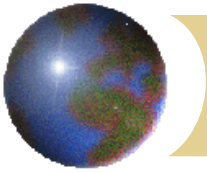
About The Youngest Workforce ...

✦ Never been without:

- ✦ The Simpson's
- ✦ Cable TV
- ✦ Mobile/cell phones
- ✦ Home computers
- ✦ Internet
- ✦ AIDS
- ✦ CD's
- ✦ MTV
- ✦ Jay Leno

✦ Or...:

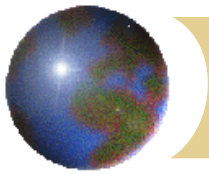
- ✦ Microwave ovens
- ✦ Cartoon network
- ✦ E-Mail
- ✦ Call waiting / caller ID
- ✦ MP3 or variations
- ✦ Stadium movie seating
- ✦ CNN
- ✦ Bottled water
- ✦ The space shuttle



About The Youngest Workforce ...

✚ Other Issues:

- ✚ Study the 1960's in History Class
- ✚ Can't remember the Cold War
- ✚ Only 2 families have been in the White House since they started school
- ✚ The dream of living in outer space has been replaced by the dream of living in virtual reality



The 4-Generational Workforce

✚ Traditionals 1922-1944

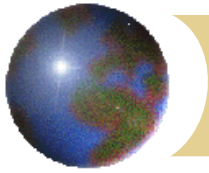
▣ "The Greatest Generation"

- Veterans 1922-1936
- Swing 1937-1944

✚ Baby Boomers 1945-1962

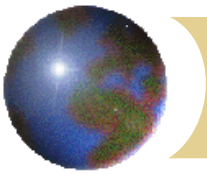
▣ "Hippies to Yuppies" (largest generation)

- 1st wave 1945-1955 (workaholics)
- 2nd wave 1956-1962 (work/life balanced)

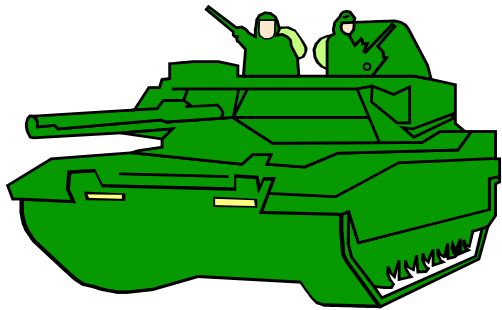


4-Generational Workforce (cont'd)

- ✿ Generation X 1963-1979
 - ▣ “Slackers and Cynics” (13th generation)
- ✿ Millennials 1980-2000
 - ▣ “Gen-Y” (entitlement)



Defining Moments



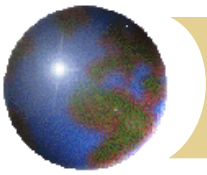
⊕ Traditionals

- ⊠ WWII
- ⊠ Great Depression

⊕ Baby Boomers

- ⊠ Vietnam
- ⊠ Assassinations (Kennedy(s), King)
- ⊠ Civil Rights
- ⊠ Space program
- ⊠ Woodstock
- ⊠ The Pill
- ⊠ Women's Lib



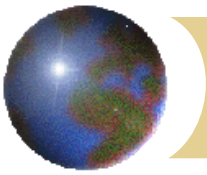


Defining Moments (cont'd)

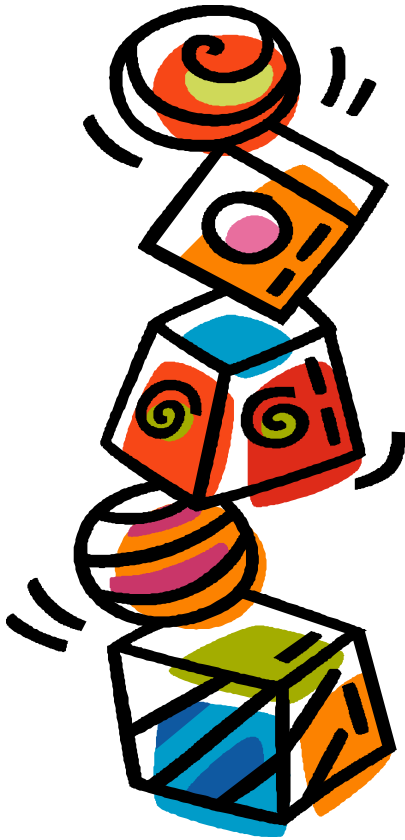


✚ Gen-X'ers

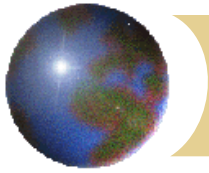
- ✚ Cold War
- ✚ Roe vs. Wade
- ✚ Reaganomics
- ✚ Berlin Wall
- ✚ Challenger Explosion
- ✚ Rodney King/LA Riots
- ✚ OJ Trial
- ✚ Persian Gulf
- ✚ Microsoft



Defining Moments (cont'd)

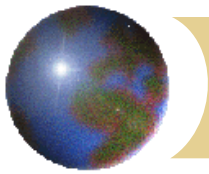


- ✦ Millennials
 - ✦ Columbine
 - ✦ Oklahoma City Bombing
 - ✦ 9/11
 - ✦ Internet
 - ✦ Clinton / Lewinsky
 - ✦ "Baby on Board"
 - ✦ Xbox
 - ✦ Text messaging
 - ✦ Cartoon network



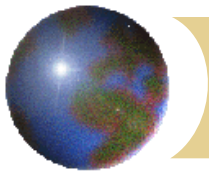
Traditionals' Characteristics

- ⊕ Financially conservative
- ⊕ Buy American
- ⊕ Civic-minded, believe in government
- ⊕ Male-oriented, father knows best
- ⊕ Uniformity, right vs. wrong, rational thinkers
- ⊕ Don't get too personal
- ⊕ Pay your dues work ethic and values
- ⊕ Honor history, loyal and strict, law and order
- ⊕ Respectful of older generations



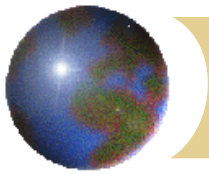
Baby Boomer's Characteristics

- ✚ Optimistic, risk takers
- ✚ Expansive, scientific
- ✚ Expect great things from future generations
- ✚ More individualistic and less group oriented
- ✚ Pursued personal gratification
- ✚ Self-help, individual spirituality, search for the meaning of life
- ✚ Look forward not into history like their parents had
- ✚ Pushed for working out and staying healthy



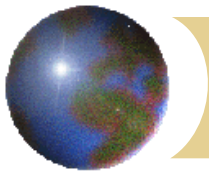
Gen-X'ers Characteristics

- ⊕ First latch-key kids
- ⊕ Affected by workaholic parents and rising divorce rates
- ⊕ Ignored a little more since many parents were seeking their own individual quests
- ⊕ Learned more independence, able to fend for themselves
- ⊕ Informality across dress, attitude, relationships
- ⊕ Skeptical about politics, work ethics and rhetoric, marketing, relationships
- ⊕ Believe in truth in action not just words
- ⊕ Technologically savvy with all gadgets not just computers
- ⊕ Became “couch-potato” kids



Millennials Characteristics

- ✦ Put first again by parents who realized they were previously selfish
- ✦ Loved, coddled, fawned over, protected
- ✦ Overly busy, over-scheduled but dependant on parents to keep their schedule
- ✦ Raised by "soccer moms"
- ✦ More aware of and accepting of diversity
- ✦ Actually like their parents and want to hang out
- ✦ More politically active than Gen-X
- ✦ Echo many of the traditional values
- ✦ More environmentally conscious
- ✦ Girls have a different feminism with competitive sports, "girl-power"
- ✦ Savvy and informed about AIDS, drugs, divorce, depression
- ✦ Psychologically impacted by the dangerous world



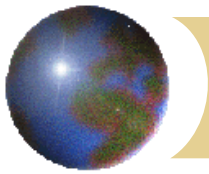
Heroes and Milestones

✚ Traditionals

- ✚ The Military
- ✚ Churchill
- ✚ FDR
- ✚ First Girl and Boy Scouts

✚ Baby Boomers

- ✚ Famous Athletes
- ✚ Military
- ✚ Civil rights leaders
- ✚ Kennedy
- ✚ Astronauts
- ✚ Famous musicians
- ✚ Parents



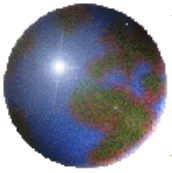
Heroes and Milestones (cont'd)

✿ Gen X'ers

- ✦ No real heroes
- ✦ Identify with the latest "in-the-news" celebrities
- ✦ First PC users as kids
- ✦ First on-line educations
- ✦ First work-from-home workforce

✿ Millennials

- ✦ Parents as heroes
- ✦ Resurgence of political interest and activism
- ✦ Iraq War
- ✦ First virtual workforce

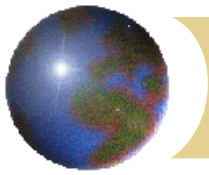


Obstacles Between Generations

✚ Getting the News Differences

- ✚ Traditional – Radio and Newspapers
- ✚ Boomer – TV and Magazines
- ✚ X'er – TV and Computer
- ✚ Millennial – Computer and CNN

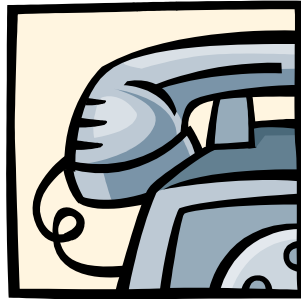


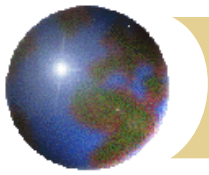


Obstacles Between Generations

✦ Correspondence Differences

- ✦ Traditional – Letters, Phone
- ✦ Boomers – Phone, Travel
- ✦ X'ers – Travel, Email, Cell phone
- ✦ Millennials – Cell phone, Email, Instant messaging





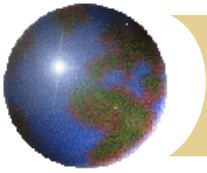
Process Change Communication Gap

✿ Traditionals and Boomers need to say **EXACTLY** what they want

❑ Too often use word like “may want to consider” or “if you think you can”

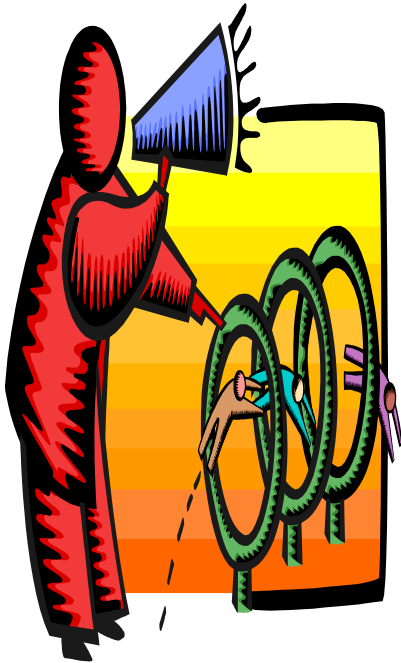
❑ X'ers and Millennials will take comments like those above as suggestions not as direct requests

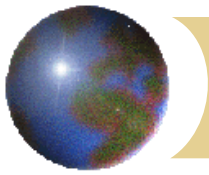




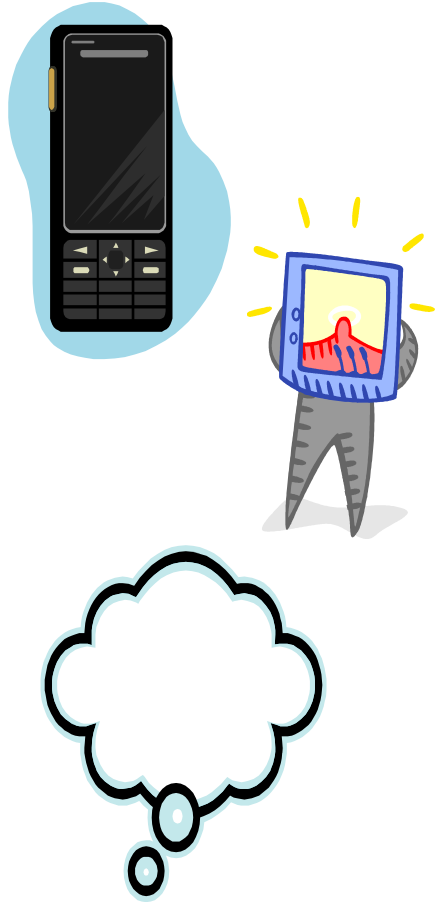
Simplify Process Change

- ✿ Younger workers don't like long explanations where they feel they are being sent through hoops
 - ❑ Older managers can't assume that younger workers "know what I mean"
 - ❑ Younger workers think suggestions and not directives are older managers playing games and they have very little tolerance for game-playing

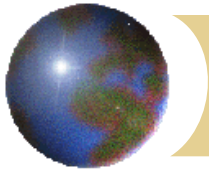




Bridging The Communication Gap

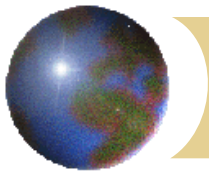


- ❖ Too many younger workers communicate with technology and not with their voices
 - ❖ Texting and instant messaging are quick and often abbreviated and not complete conversations
 - ❖ This does not always translate into the ability to verbally communicate change effectively



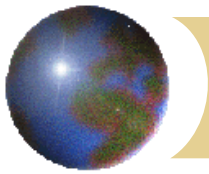
So How Do We Fix It?

- ❖ Older managers have to become more “open-door” and less non-communicative
- ❖ Walk younger employees through changes step by step since this is the way they have been brought up
- ❖ Get away from saying “learn the ropes like I did” because younger workers need and want direction not ambiguity



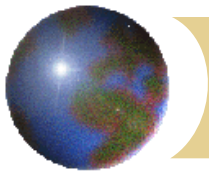
Example of Common Responses ...

- ✦ “I’ll look through the documentation and see how it differs from my current state so I can implement the change correctly” (Traditional workforce)
- ✦ “Let me try it out and see how it works and use the manual only if I need to” (Boomer workforce)
- ✦ “Let me see how I can make the change even better since the way we do it now is too slow anyway and they didn’t ask me how I would fix it” (X’er workforce)
- ✦ “I hope someone will teach me how to use this change” (Millennial workforce)



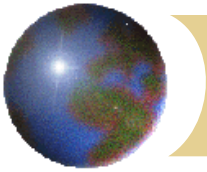
Implementing Change

- ✦ Younger workers are cynical of older workers and look at older success as a warning not a roadmap
- ✦ Motivating younger workers to change requires a different reward structure
- ✦ Paying dues and climbing the company ladder are not the main motivation for younger workers
- ✦ Younger workers don't stick around for the sake of toughing it out...if they don't like you they leave
- ✦ Loyalty is not a value they see projected above them so why should they let it effect them



Implementing Change (cont'd)

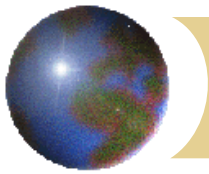
- ✿ We have to understand our younger workers
 - ✿ They define 'self' by who they are outside the workplace not from within
 - ✿ The time for fulfillment is now not after paying years worth of dues
 - ✿ Older workers have to learn the technical and multi-tasking skill set that younger workers do so well to fully understand how the younger worker sees his or her world



Implementing Change (cont'd)

✚ Changes happen more frequently than in the past so:

- ✚ Older workers hope that they can weather another change since changes get more technical as time goes on
- ✚ Younger workers care less about change because they don't expect to have to live with it long
- ✚ You have to negotiate not dictate change

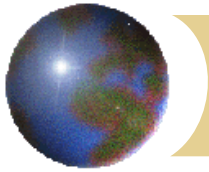


Question Time and Links



- ✦ <http://www.sei.cmu.edu>
- ✦ <http://www.itsqc.cmu.edu>
- ✦ <http://www.itilibrary.org>
- ✦ [Motivating the “What’s In It For Me?” Workforce by Cam Marston](#)

This presentation is based on the upcoming white paper and tutorial: *Dealing With Process Improvement in a 4 Generational Workforce – Is Your IT Organization Ready?* by Tim Ruzbacki 2008



Contact Information

Tim Ruzbacki
Vice President, Sr Consultant

Wachovia Process Excellence Group

704-427-2653

Tim.ruzbacki@wachovia.com