



Building Professionalism in Project Management in the Granite State

Leading Multigenerational Teams: What Project Managers Need to Know

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Team Diversity

We are all individuals with unique ideas and personal points of view

Agenda

- Review Research on Multigenerational Teams
- Look at Challenges, Motivators, Expectations, Drivers, Trends
- Share Tips and Techniques for Project Leaders to Manage the Team to Project Success

*“The children now love luxury;
they often show disrespect for elders and
love chatter in place of exercise.
They no longer rise when their elders enter the room.
They contradict their parents,
chatter before company, cross their legs,
and tyrannize their teachers.”*

*~ Socrates
Fourth-century philosopher*

MILLENNIAL ENGAGEMENT IN THE WORKPLACE



Finding Common Ground to
Bridge The **Multi-Generational Gap**

MARK E. CANER

Generational Chart

	Traditional	Boomer	Gen X	Gen Y
Birth Date	1922-1945	1946 – 1964	1965 – 1981	1982 - 2002
Defining Event	Great Depression World War II	Vietnam War 1960s Civil Rights	LatchKey Economic Instability	Berlin Wall 9/11
Core Value	Hard Work	Teamwork	Self-Reliance	Civic Duty
Personality	Security, Duty	Driven	Skeptical Risk-Taker	Tenacious Optimists
How many	76 Million	80 Million	46 Million	76 Million

Communication Preferences

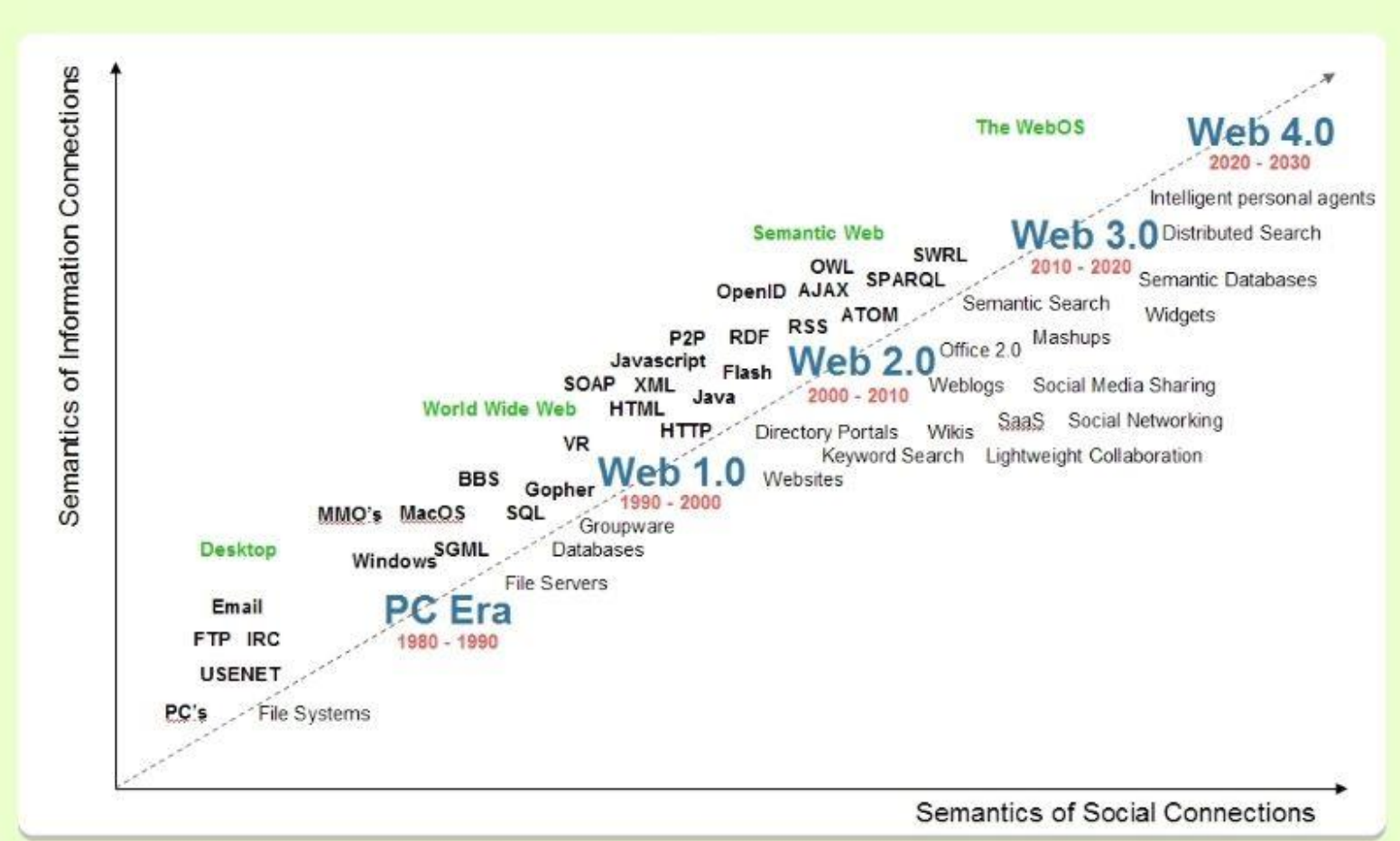
Traditionalists: individual interactions, notes, memo

Boomers: phone call and personal interaction, notes, teams

Generation X: Tech savy, email, straight forward, bullets, 1-on-1s

Generation Y: Messaging, collaboration, infographics, diverse groups

Technology



Source: Radar Networks & Nova Spivack, 2007 – www.radarnetworks.com

The Changing Workforce

- 75M Boomers leaving workforce (10,000/day for next 20 years)
- 65% of Boomers say Gen Y asks for advice and guidance
- In 2010, the US Department of Labor estimates that today's employees will have 10-14 jobs by the age of 38.
- More employees voluntarily quit their jobs now
- Gen Y is now about 50% of the US workforce
- Gen Y's mindset
 - 56% would turn down a job if social media was blocked
 - 64% would rather have internet than a car
 - 45% would take a lower-paying job if there was better social media access (none of the top 100 companies block social media)

Myths vs Facts

- Myth: Younger workers resent being told what to do.
- Fact: 41 percent of workers younger than 32 years old agree with the statement, “Employees should do what their manager tells them, even when they can’t see the reason for it,” versus 30 percent of older workers.
- Source: Center for Creative Leadership

Myths vs Facts

- Myth: Team members in their 50s and 60s are on autopilot
- Fact: A study of 35,000 workers found that employees over 50 were more motivated to exceed expectations on the job than younger workers.
- Source: Towers Perrin

Myths vs Facts

- Myth: Older workers are resistant to technology
- Fact: A 2011 study found that older employees react more positively to learning new IT initiatives than their younger counterparts.
- Source: Age and Technology Innovation in the Workplace: Does Work Context Matter?, Tracey Rizzuto

Myths vs Facts

- Myth: Work-life balance is only important to team members with young families.
- Fact: 75 percent of workers age 45 and up consider flexible hours a “prime quality” of the ideal workplace.
- Source: AARP

Myths vs Facts

- Myth: Younger workers are obsessed with high salaries.
- Fact: A survey of 5,000 people between the ages of 22 to 80 found no correlation between a person's age and whether he or she is motivated by extrinsic factors, such as hefty salaries and better perks.
- Source: Center for Creative Leadership

Myths vs Facts

- Myth: Older workers take more days off than younger ones.
- Fact: Older workers use less sick time for short-term illnesses, which means they're absent fewer days annually than their younger counterparts.
- Source: Wharton School of Business

Some Ideas for Project Managers

“Everyone has the sense that right now is one of the moments when we are influencing the future.”

-Steve Jobs

Defining Project Success

Since the Ultimate Goal is Project Success,
then Team Success is Key!

In defining Team Success, two things to focus on are

- Team Development / Team Building
- Communication Plan Clarity

Understanding Generational Differences

- How do age stereotypes color your views
- What's common
- Ask others about their interests, abilities, experience
- Allow for range of work styles
- Find collaborative ways to share perspectives
- Observe how expectations drive effort and results
- Leverage collaboration

Personal Leadership Philosophy

- “Five Star” Leadership for Project Managers Program
- Philosophy Statement
 - Defines what leadership means to you
 - States your personal values and beliefs
 - Outlines the operating principles how team will be lead
 - Intentions
 - Expectations – both ways
 - Commitments

Develop the Communication Plan

- It is more than who receives what, when – it is also how
- Work with each member separately and identify their needs and preferences
- Develop the how with the appropriate technology
- Make sure others are engaged
- It is a Team Development activity



Team Development / Team Building

“What if I train (or mentor or coach or develop) them and they leave”?

“What if you don’t, and they stay”?

The “i” in TEAM – Missing ingredients

- Inspiration
- Interdependence
- Intelligence
- Intuition
- Ingenuity
- Individuals
- Interaction
- Innovation
- Information
- Integrity
- Influence
- Investment



The “I” in TEAM by John J. Murphy and Michael McMillian

Leading, Mentoring, Coaching

- Leader – makes things happen, insures project deliverables are delivered, manages project performance, ensure success
- Mentor – senior role (in experience) who teaches, gives advice to younger or less experienced team members.
- Coach – teaches and trains – assists in the development and provides direction.
- Learn to recognize when each approach best fits

Summary...

- Get Your Team to Understand Generational Differences
- Address Issues Immediately, Honestly, Directly
- Lead using Professional Leadership Philosophy
- Communication is Key
- Build and Develop Team
- Know when to Lead, When to Mentor, and When to Coach

References

MILLENNIAL ENGAGEMENT IN THE WORKPLACE



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Bridge The Multi-Generational Gap

MARK E. CANER

From PERT charts to iPads : how generational diversity shapes how we manage projects / Bill Fournet.

PMI Global Congress--North America (2012 : Vancouver, B.C.)

<http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101443300>

Are we ready for gen Y? :

Challenges of managing multi-generational project teams / Shobhna Raghupathy.

<http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101435500>

Resources

- PMI Leadership in Project Management Community of Practice
 - Webinar: Mar-2014-Leaders as Mentors and Coaches-Matthew Michaelson
- “The i in Team” by John J. Murphy and Michael McMillan
 - <http://store.simpletruths.com/the-i-in-team-p3459.aspx>
- Gen Y Shares Tips for Success on Multigenerational Project Teams
 - <http://www.pmi.org/Gen-Y-Shares-Tips-for-Success-on-Multigenerational-Project-Teams.aspx>
- Five Ways Gen Y Will Alter Project Management
 - http://blogs.pmi.org/blog/voices_on_project_management/generational-pm/
- Communicate to Connect with Gen Y
 - http://blogs.pmi.org/blog/voices_on_project_management/generational-pm/

Resources - Continued

- From boomers to bloggers--challenges of managing multi-generational teams / Shobhna Raghupathy.
- PMI Global Congress--Asia Pacific (2010 : Melbourne, Australia)
 - <http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101229700>
- Inspire Your Multigenerational Team
 - http://blogs.pmi.org/blog/voices_on_project_management/2012/04/inspire-your-multigenerational.html
- Resolve Communication Issues in Project
 - http://blogs.pmi.org/blog/voices_on_project_management/2012/03/resolve-communication-issues-i.html

Resources

- Strength in numbers / by Nicole Frehsee.
 - <http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101473400>
- What is Web 2.0 by Tim O'Reilly
 - <http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101473400>

Thank you!