

Generational differences: real or hype?



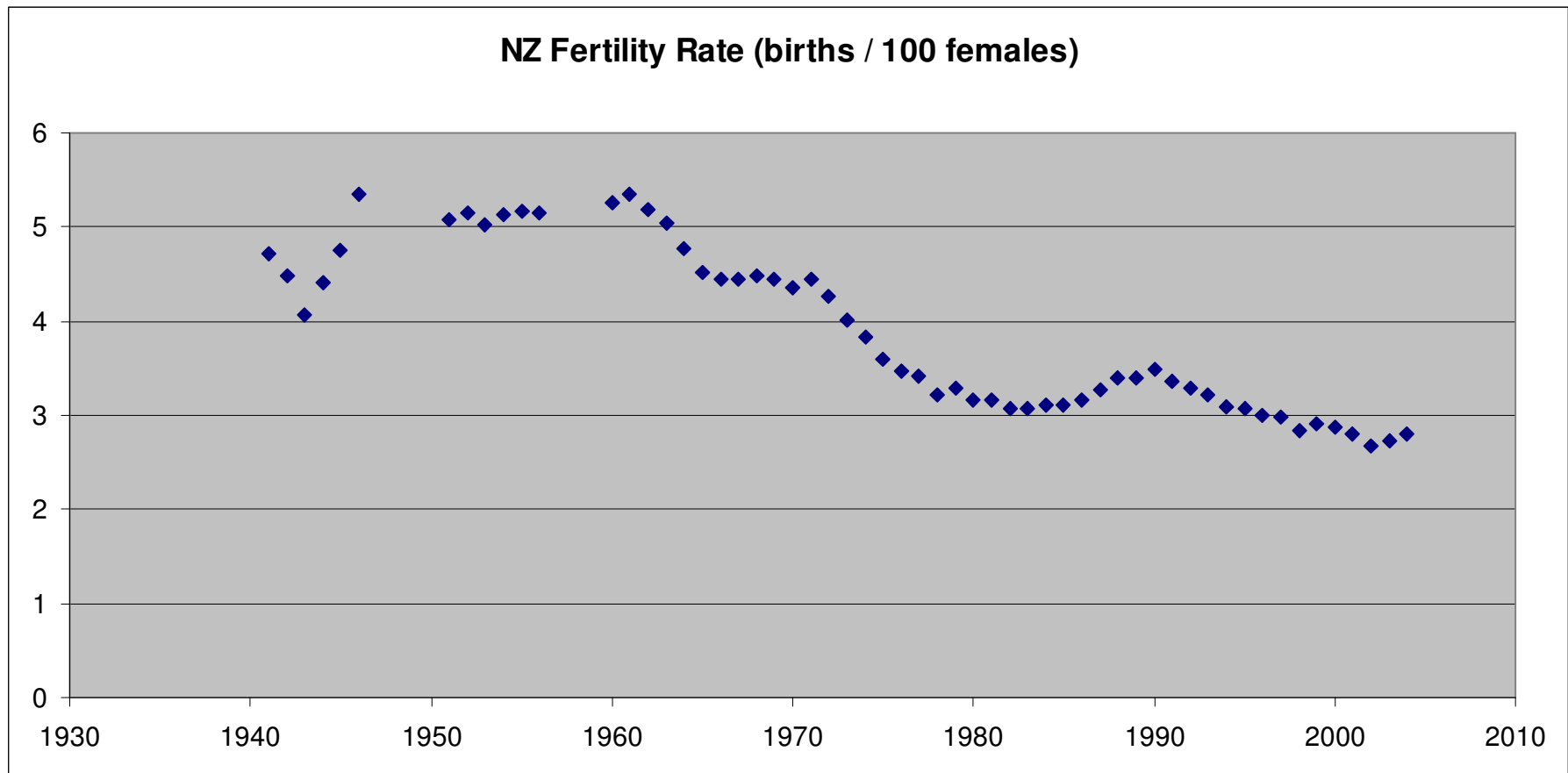
Stewart Forsyth, FX Consultants:

Auckland I-O SIG
10 April 2007

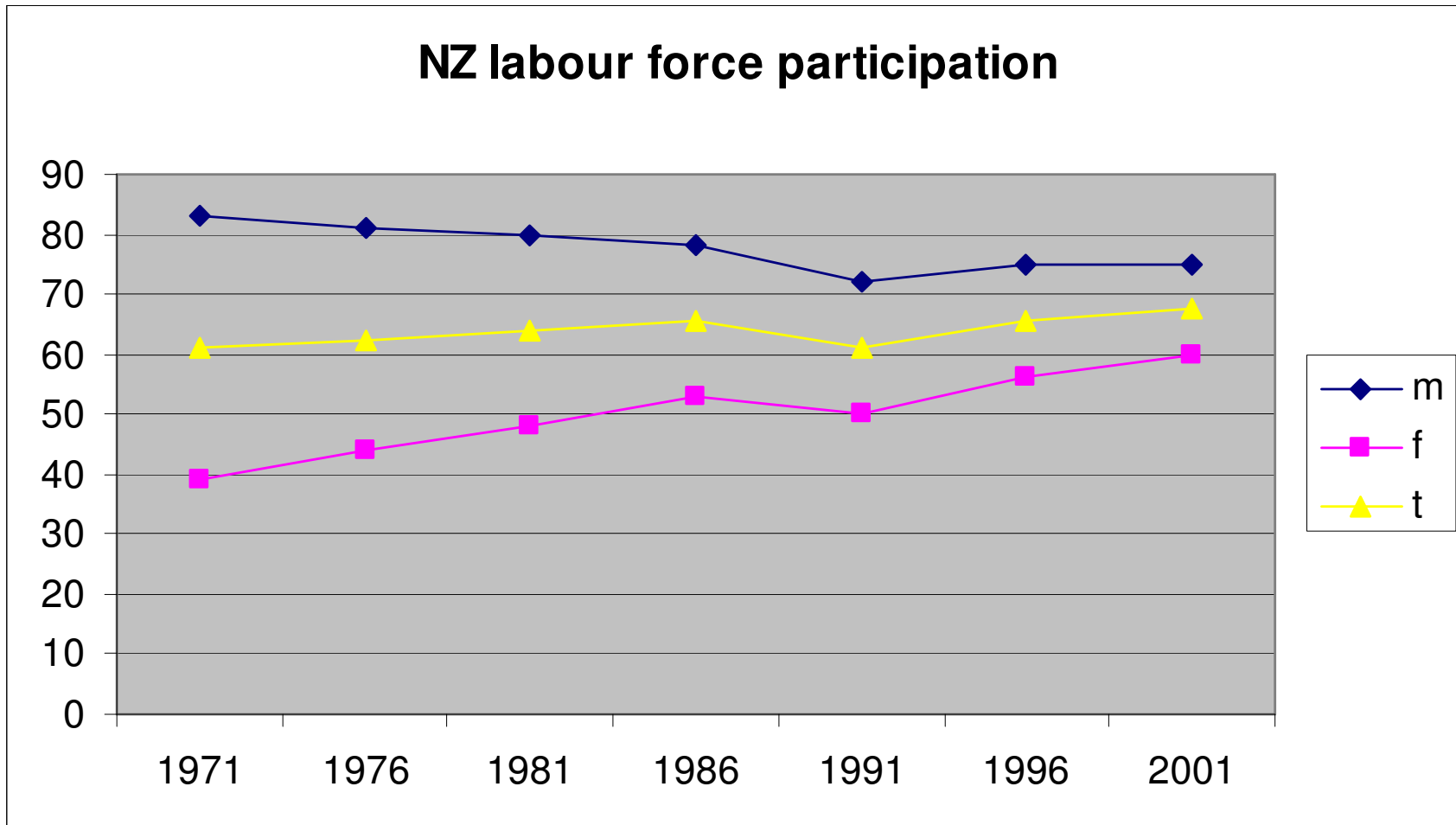
Key points

- In a skills-hungry world – are we getting the best from people, as well as getting the best people?
- How do we create high engagement and high performance work environments?

Generations



Labour force participation

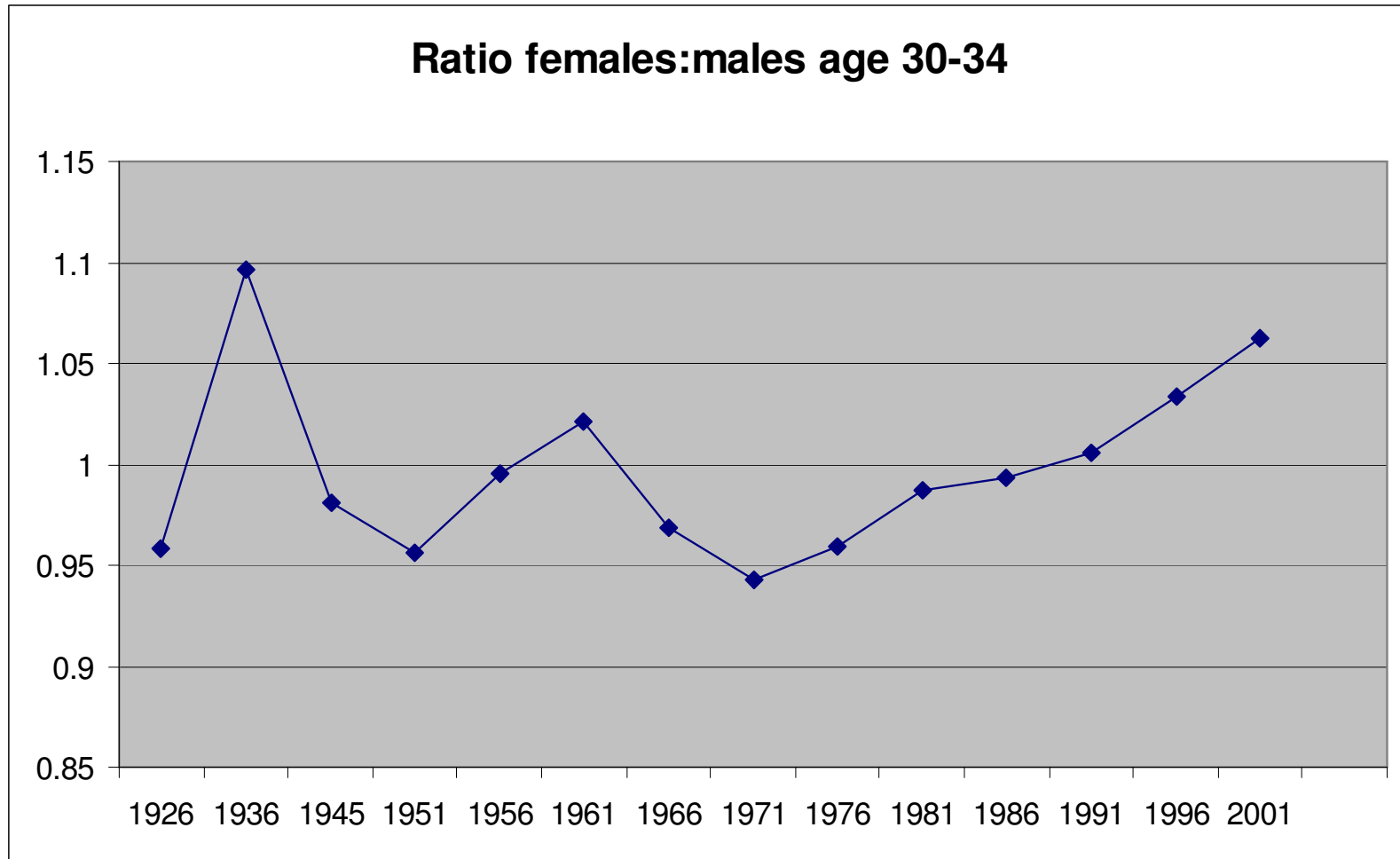


Trends in wage rates



Real wages/real 90 day interest rates,
Razzak, 2003

Man drought?



My, and your generation

Generational Cohorts

Source	Baby Boomers	Gen X	Gen Y
Drake International (2006)	1943-1960	1960-1980	1980-2000
McCrandle (2003)	1946-1964	1965-1981	1982-2000
Noble & Schewe (2003)	34-44	23-33	17-22
NZ Leadership Institute (2005)	1946-1964	1965-1977	1978-1994
Sork (2005)	1940-1960	1960-1980	1980-2000
Sheahan (2006a)	1946-1964	1965-1977	1978-1994
Proposed: age at 2007 birth years	47-67 1940-1960	30-46 1961-1977	20-29 1978-1987
	N=987 49.1%	40.4%	10.4%

Generational differences: music

BB 1961-77

- Bob Dylan, Highway 61 Revisited, 1965
- Beatles, Sergeant Peppers Lonely Hearts Club Band, 1967
- Led Zeppelin, 1969
- Joni Mitchell, Blue, 1971
- Carole King, Tapestry, 1971
- Marvin Gaye, What's Going On, 1971

Albums selected from 'best of lists', assumed to have maximum impact at 15 years (Sapolsky, 2005)



Generational differences: music

X 65-77

- Bob Marley and the Wailers, Legend, 1984
- Bruce Springsteen, Born in the USA, 1984
- Do they Know its Xmas? 1985
- Paul Simon, Graceland, 1986
- Nirvana, Nevermind, 1991
- U2, Achtung Baby, 1991

Albums selected from 'best of lists', assumed to have maximum impact at 15 years (Sapolsky, 2005)



Generational differences: music

Y 78 - 87

- Tricky, Maxinquaye, 1995
- Beck, Odelay, 1996
- Radiohead, OK Computer, 1997
- Massive Attack, Mezzanine, 1998
- Mercury Rev, Deserters Songs, 1998
- Badly Drawn Boy, The hour of the Bewilderbeast, 2000
- Primal Scream, Xtrmntr, 2000
- The Strokes, Is this it? 2001
- White Stripes, White Blood Cells, 2001

Albums selected from 'best of lists', assumed to have maximum impact at 15 years (Sapolsky, 2005)



Generational differences

What –

Keeps you in your job?

Makes you think of leaving?

BB

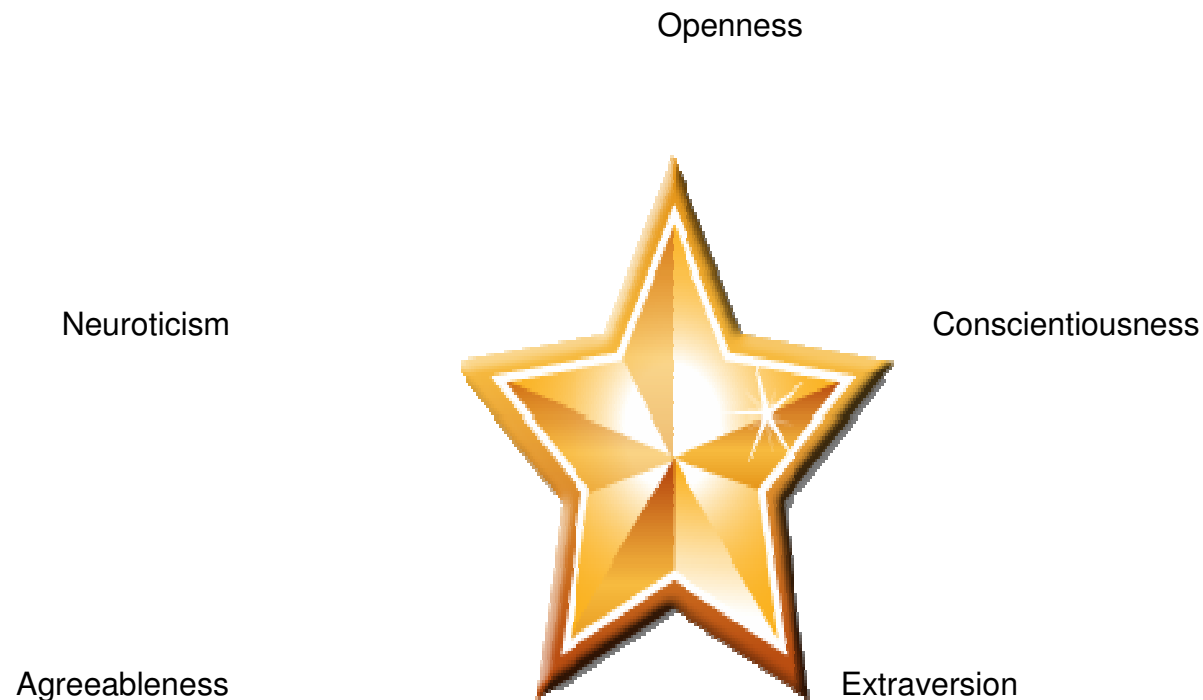
X

Y



Differences in generations should be reflected by personality

Differences in motivation, perceptions, attributions, feelings and other behaviour can be described in terms of personality, particularly the 5FM:



Development of personality: cross-sectional research

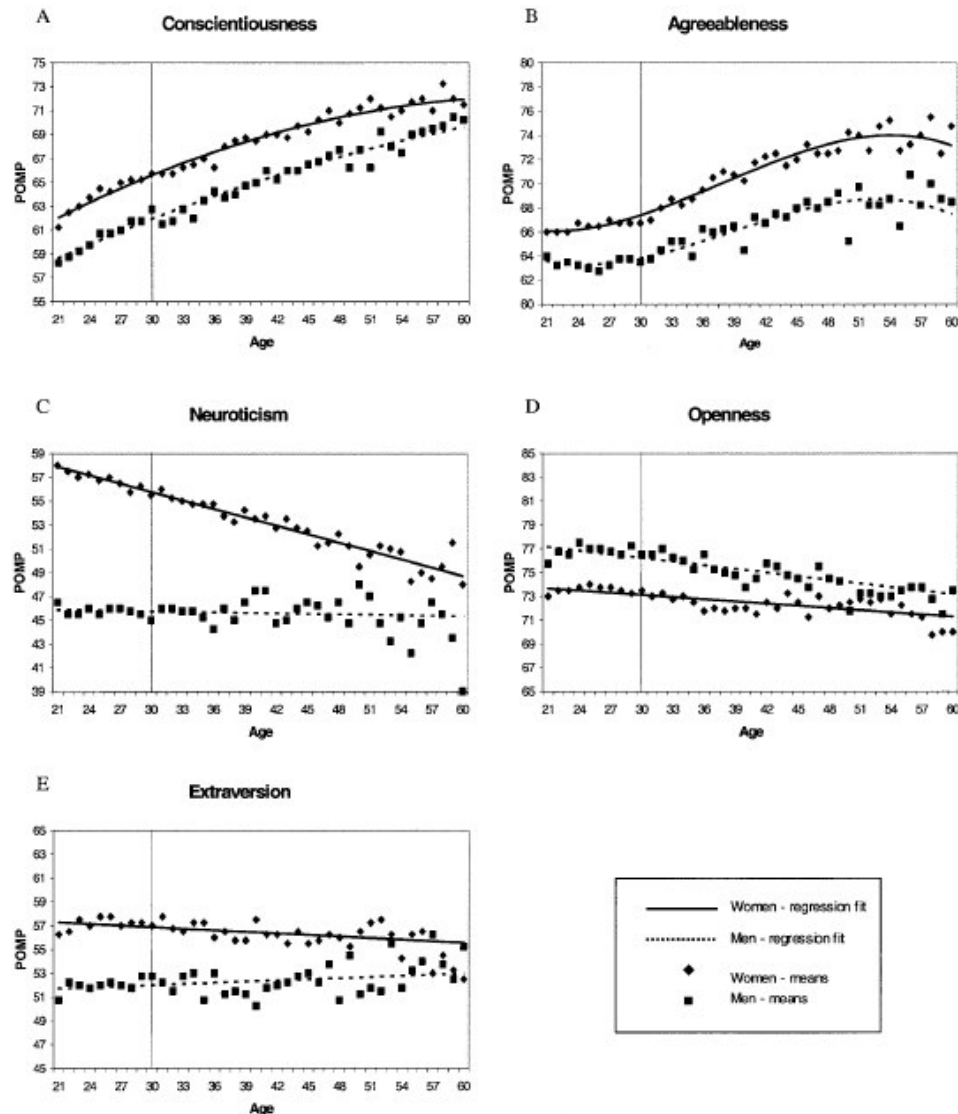
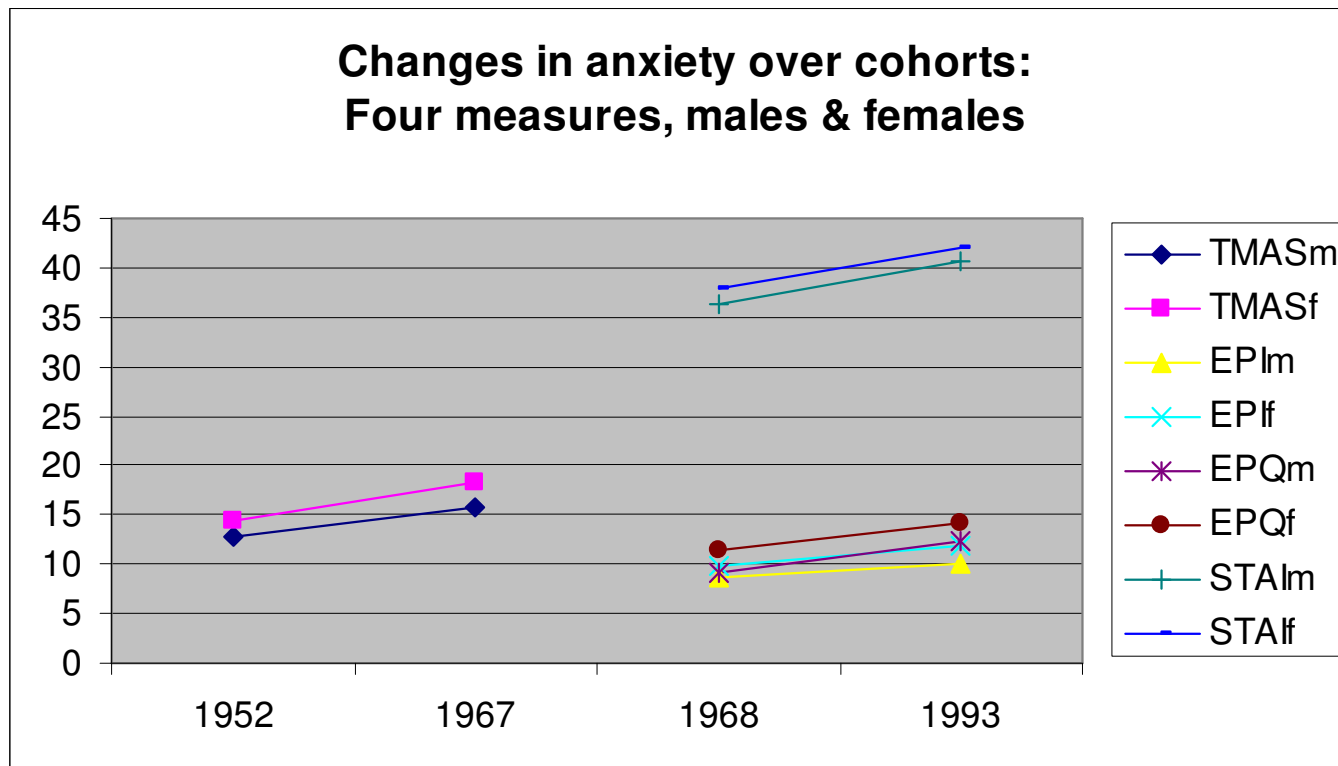


Figure 1. Mean Big Five scores broken down by age and gender, with fit curves from the regression models (see Table 2). Vertical lines at age 30 indicate when the plaster hypothesis predicts that personality stops changing. POMP = percentage of maximum possible.

Srivastava, S., John, O. P., Gosling, S. D. & Potter, J. (2003). Development of personality in early and middle adulthood: Set like plaster or persistent change? *Journal of Personality and Social Psychology*, 84 (5), 1041-1053.

Development of personality: cohort research



Twenge, J. M. (2000). The age of anxiety? Birth cohort change in anxiety and neuroticism, 1952-1993. *Journal of Personality and Social Psychology*, 79 (6), 1007-1021.

Research or anecdote?

Different information, different views?

Working with the information provided, advise your client on the attraction and retention of staff in the Gen Y demographic.

Present your key 2-3 points, and your rationale.

How to lead a diverse workforce?

'We need to lead people from these age groups as we should lead everyone' – E. Allan Lind, Duke Centre on Leadership and Ethics

'Wise leaders do not rely on conventional wisdom' – Brad Jackson, Univ of Auckland Business School

Generational differences?

- Yeah right!

Thank you.

Want the slides? – stewart@fxc.co.nz