

Intergenerational Workforce: Multigenerational Development

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An aerial photograph of a sandy beach with two people walking near the water's edge. The water is a deep blue-green color, and the sand is a light tan color. The text is overlaid on the image in various colors and sizes.

Agenda

Introduction

Importance of Intergenerational Workforce

Challenges of Intergenerational Workforce Research

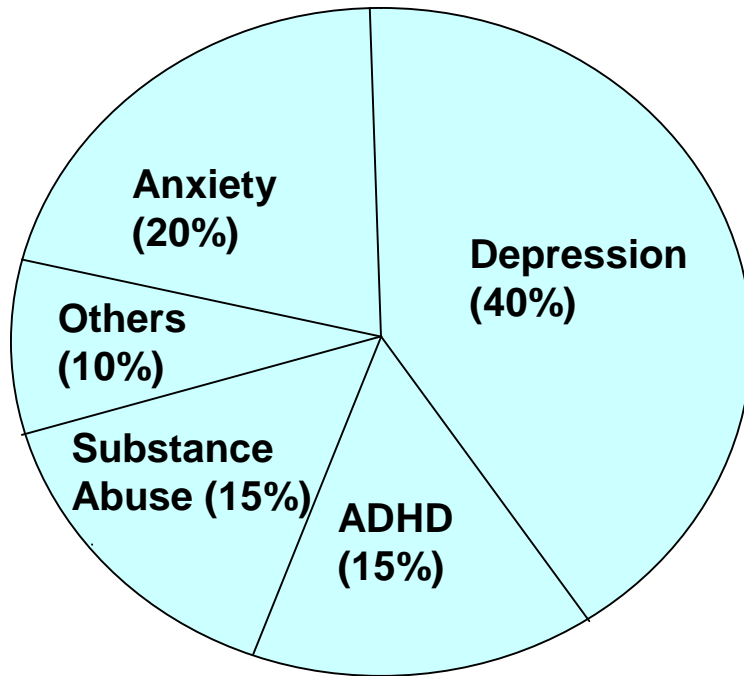
Life-Stage Developmental Theory

Group Discussion

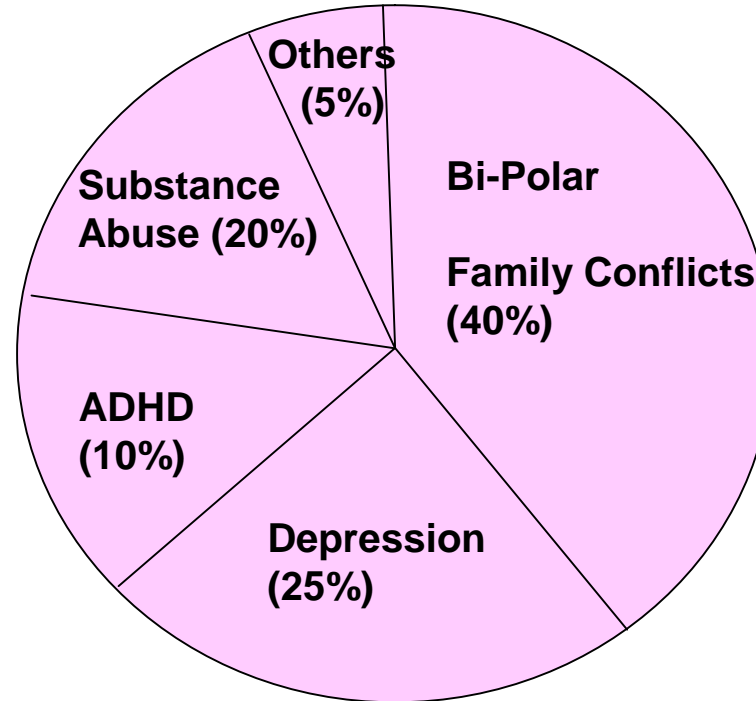
Self-Assessment

Policies for Future Workforce

Clinical Diagnosis in the 90s



Recent Clinical Trend



Importance of Intergenerational Workforce

- Understanding **social, cultural, and value** influence upon the workforce
- Encourage **policy maker, society leaders** to understand the impact of these invisible factors upon tangible issues, such as **productivity, economy, wealth, prosperity** of a community
- Provide industry executives some **insights and guidance** in **recruiting employees** and enhancing **workforce competitiveness** in the global economy
- Helping companies identify different strategies in **corporate culture** and **shaping employees** into corporate value

Reference Source: Dr. Peir Chu

Importance of Intergenerational Workforce

- 1. Individual Level:** Personal Career, Career Planning, Life Long Career
- 2. Life-Stage Development:** different age cohort, collective generational cultures
- 3. Business and Corporation Level:** Identify business goals and values, Understand the changing values, needs, and trends of workforce, Recruitment strategies, Productivity, Competitiveness in global market

Business is like a person. If a business does not grow in a healthy way, it becomes stagnated.

- 4. National and Global Level:** Evaluate current parental, educational, social and economical policies, Provide a global directions for future education, economy policies.

An aerial night photograph of a large waterfall, likely Niagara Falls, with city lights visible in the foreground. The water is illuminated with a blue and purple glow, and the surrounding area is dark with some lights from buildings and streets.

Current Intergenerational Workforce Reality

1 out of 4 US total population is a senior citizen

1 out of 3 US total population is 50+ years old

1 out of 5 US total population has a disability

1 out of 5 US total population is Hispanic

More Female Managers and Skilled Workers

The Most Diverse Workforce Emerges

Global Economy & Global Competition

Let's Do the Numbers

- **Financial stress:** Average saving for a retiree is **\$23,000** (2006)
- **Loss of Meaning/Focus:** Majority of the retirees passed away within **12-18** months after retirement (pension data from 1998)

USA Today Reported (July, 2006):

- **40%** of retirees were **forced out**, average age: **59**
- **47%** of people who retired earlier due to **health problems**
- **44%** of people who retired earlier due to **unemployment**

Career Issues for Workers who are 50+

- Demand higher salary, less career choices, easy to be replaced
- Vulnerable for laid-off or “forced early retirement”
- **20-30** years of life span ahead of the early retirement or unemployment
- More **experiences**, good work **ethics**, **maturity**, **reliable**, etc.

Challenges of Intergenerational Workforce Research



Unprecedented Intergenerational Workforce Emerging

Lack of Intergenerational Workforce Researches

Lack of Intergenerational Workforce Theoretical Frameworks

Most of the Developmental Theories were Developed Between 1950s-1970s.

This Intergenerational Workforce Research is Pioneered and Commissioned by IEEE-USA and CWPC Team.

This Intergenerational Workforce Theoretical Framework:

Individuals' Development

Generations' Collective Characteristics

Social & Political Backgrounds

Impact of Technology on Generations

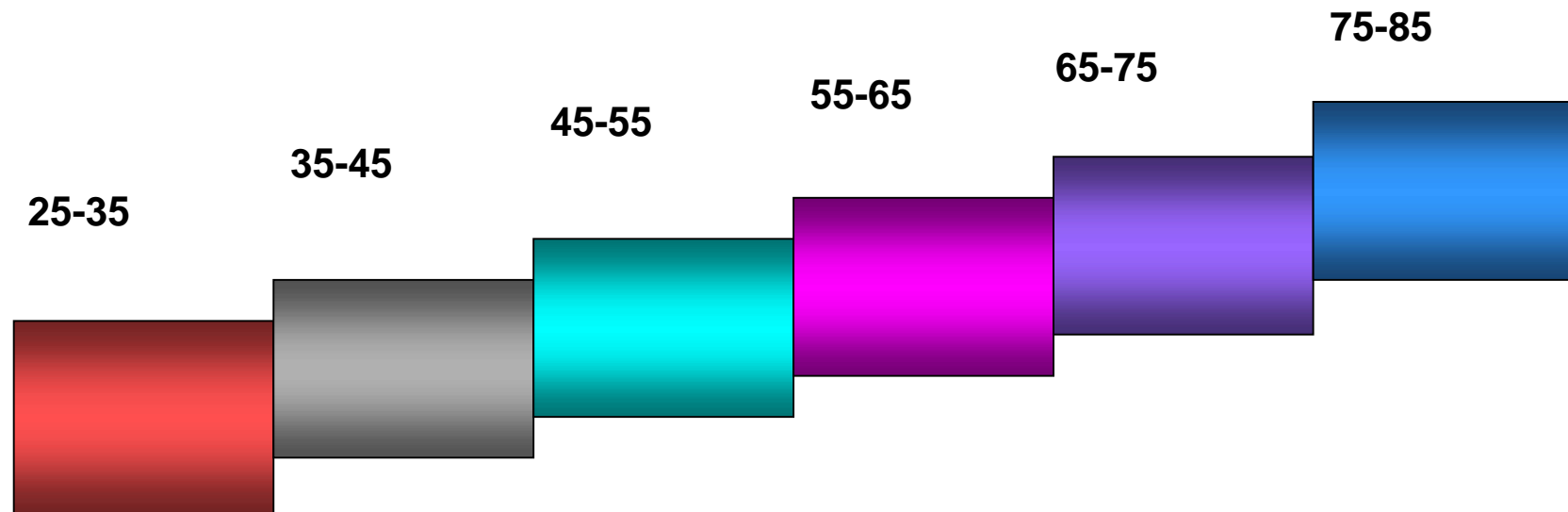
The Life-Span Development Theory

<u>Stages (Age)</u>	<u>Developmental Theme</u>	<u>Virtues</u>
1. Infant (0-1 years):	Basic Trust vs. Basic Mistrust	Hope
2. Toddler (1-3):	Autonomy vs. Shame and Doubt	Will
3. Early Childhood (3-5):	Initiative vs. Guilt	Purpose
4. Middle Childhood (6-10):	Industry vs. Inferiority	Competence
5. Adolescence (10-18):	Identity vs. Identity Confusion	Fidelity
6. Young Adulthood (18-35):	Intimacy vs. Isolation	Love
7. Middle Adulthood (35-60):	Generativity vs. Stagnation	Care
8. Later Adulthood (60+):	Integrity vs. Despair	Wisdom

Eric H. Erikson's Life-Stage Development Theory developed in 1950s-1960s considers the stages of a person's life from birth to death. Erikson's theory addressed the social influences and the interactions between individuals and environment.

Group Discussion

Life Stages and Generational Differences



Prelude: 1920s-1930

Major Political and Social Events

Lindbergh's Flight (27)

Scientific breakthrough

Radio-Major Medium

Era of Iconic Heroes-T. Edison,

H. Ford, A. Sloan, N. Tesla

Voting Right for Women (20)

Major Industry

Aviation

Automobile Mass

Production

Silent Movies

Corporations emerging

Characteristics of the Workforce

Risk taking, pioneering into aviation and engineering inventions

20th Century Pioneer Generation: 75-85 Years Old

1930s-1940s

Major Political and Social Events

Great Depression Era, Social Security
Communism, Fascism Emerging
Skyscrapers

Major Industry

New Deal
National Industrial
Recovery Act

Age Childhood Adolescence

75-85 1920s-1930 1930s-1940s

Enter Workforce

1940s-1980s

Characteristics of the Workforce

Fear, Hunger, Uncertainty

Motivators

Economic Security

World War II Generation: 65-75 Years Old

1940s-1950s

Major Political and Social Events

Pearl Harbor (41)

WWII

Atomic Bombs (45)

Iron Curtain (46)- Soviet, China(49), Korea(53), Vietnam(54)

Major Industry

Military

Defense

Manhattan Project

<u>Age</u>	<u>Childhood</u>	<u>Adolescence</u>	<u>Enter Workforce</u>
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65-75

1930s-1940

1940s-1950s

1950s-1990s

Characteristics of the Workforce

Honor, Duty, Responsibility, Conformity

Motivators

Engineer Leader's View on Intergenerational Workforce

George F. McClure



- **Honor, duty, responsibility** and **conformity** were characteristics of the populace and the workforce
- There were **little cynicism** expressed.
- Returning GIs took advantage of the GI Bill to get a college education, married, settled down, started Baby Boom, cookie-cutter subdivisions
- Those reaching adulthood in the 1950s were called "**The Silent Generation**".

Early Baby Boomer Generation: 55-65 Years Old

1950s-1960s

Major Political and Social Events

Soviet Espionage (50), Cold War,
Korean War (50), Red Scare,
McCarthyism (54), Sputnik (57)
TV-Major Medium (50)

Major Industry

Armaments

Age

55-65

Childhood

1940s-1950

Adolescence

1950s-1960s

Enter Workforce

1960s-2000s

Characteristics of the Workforce

Conformity, Respect Authority, Golden Rules

Motivators

Late Baby Boomer Generation: 45-55 Years Old

1960s-1970s

Major Political and Social Events

JFK, Cuban Missile Crisis (62),
Civil Rights Movement (63),
Vietnam War (64), Anti-War Protest (67),
Assassination/Riots (68), Man on the Moon (69)
Colored TV

Major Industry

Military-Industrial
Mainframe Computer
Transistor Radio
Commercial Jet Aviation

<u>Age</u>	<u>Childhood</u>	<u>Adolescence</u>	<u>Enter Workforce</u>
45-55	1950s-1960	1960s-1970s	1970s-2010s

Characteristics of the Workforce

Challenge Authority, Mistrust toward Government, Rebellious
Individuality, Hippie Culture, Substance Use, Cynicism, DINK

Motivators

Order, Law, Respect, Less Violence, Free Choices

Engineer Leaders' Views on Intergeneration Workforce

Paul Kostek



Age 25-35: This is an interesting group to work with, they have **high expectations**, **question** everything and look for **constant feedback**. They expect to **move up and succeed**. An interesting challenge to manage. And it will be interested to see how they respond to a down economy.

Age 35-45. A **transition** age, this is the group looking to **move up** within companies and facing competition from the 25+ generation that **isn't interested in waiting their turn**. Look for **balance** in life and willing to make the trade-offs.

Age 45-55. Last of the boomers and **survivors** of the end of the social employment contract and the Dot-Com bust. **Looking for opportunity** in a changing world.

Age 55-65. Many in this group are focused on the **short-term**, get to retire and then take the next step. Has a level of **concern about the future** and employment opportunities.

Age 65-75. Last of the Pre-Boomer generation and still adjusting to a changing world, still cling to the **old model of life-time employment** with a company, but open to trying new things.

Transition Generation: 35-45 Years Old

1970s-1980s

Major Political and Social Events

Watergate Crisis (72)

Women's Liberation

The Fall of Saigon (75)

Iranian Hostage Crisis (80)

Nixon's Visit to China (72)

Carter's Peace Talk between Egypt and Israel

Major Industry

Integrated Circuit

Mini-Computer

Declined Automobile Industry

Inflation, Declined Economy

Age

Childhood

Adolescence

Enter Workforce

35-45

1960s-1970

1970s-1980s

1980s-2020s

Characteristics of the Workforce

Shame and Doubt toward authority and leadership,

Substance use, Individual "Freedom", Diversity emerging

Dichotomy Emerging—Highly Devoted Workers or Drifters

Motivators

Economical Exuberant (Bubble)

Generation: 25-35 Years Old

1980s-1990s

Major Political and Social Events

Arms Race (US vs. Soviet & Allies)
Arms Control Negotiation
Berlin Wall Down, USSR dissolved (89)
Iran & Islamic States Conflict
Reagan as a Great Communicator
Strategic Defense Initiative (83)
High Divorce Rate,
High Teen Pregnancy Rate,
High School Drop-Out Rate

Major Industry

Computing, PC
Telecommunication
Semi-conductor
High Technology

Age

25-35

Childhood

1970s-1980

Adolescence

1980s-1990s

Enter Workforce

1990s-2030s

Economical Exuberant (Bubble) Generation: 25-35 Years Old

Characteristics of the Workforce

High-tech stocks skyrocketing, economical exuberance, consumerism, low tolerance of frustration, More pervasive substance use, alcohol consumption, illegal drugs usage, family conflict, declined family support, divorced adult children, spending spree, craving for luxurious perks and images, more mental illnesses—depression, alcoholism, domestic violence, ADHD, declined academic performance, bi-polar unrealistic expectations, declined work ethics, tardiness, frequent absence, disability claims increase, taking advantage of loopholes, strong disciplines and consequences are needed

Motivators

Millionaire, Economical Rewards, Luxury Perks, Celebrity Status, Minimum Obligations

Terror-Conscious Generation: 15-25 Years Old

1990s-2000s

Major Political and Social Events

End of the Cold War

Persian Gulf War (90)

Economic Growth (91)

Domestic Bombing and Violence

Budget Crisis (96); Dot-com Bubble Burst (2000)

Major Industry

Internet

Dot-com ventures

Financial expansion

Age

15-25

Childhood

1980s-1990

Adolescence

1990s-2000s

Enter Workforce

2000s-2040s

Characteristics of the Workforce

Internet savvy, enjoy surfing and social networking online, cognitive knowledgeable but easily misguided,

Fearful, anxious, credit card debt; need guidance at work and personal life; need role models for ethics, thinking and behavioral guidelines; discipline and guidance are needed

Motivators



Resources:

1. Today's Engineer, <http://www.todaysengineer.org>
2. Commodity Engineers, Author: George F. McClure, <http://www.todaysengineer.org/2005/Oct/commodities.asp>
3. Successful Career Makeover for Engineers in the 21st Century, <http://www.todaysengineer.org/2005/Oct/makeover.asp>
4. “The Most Lovable Engineer Archetype—Dr. Benjamin Franklin, An Enlightened Divine Interview Series”, located in Article Section of Dr. Trudy Hu's Website: <http://www.DrTrudy.com>
5. ICDC Engineer Career Development Program. www.ieee-or.org/pace