



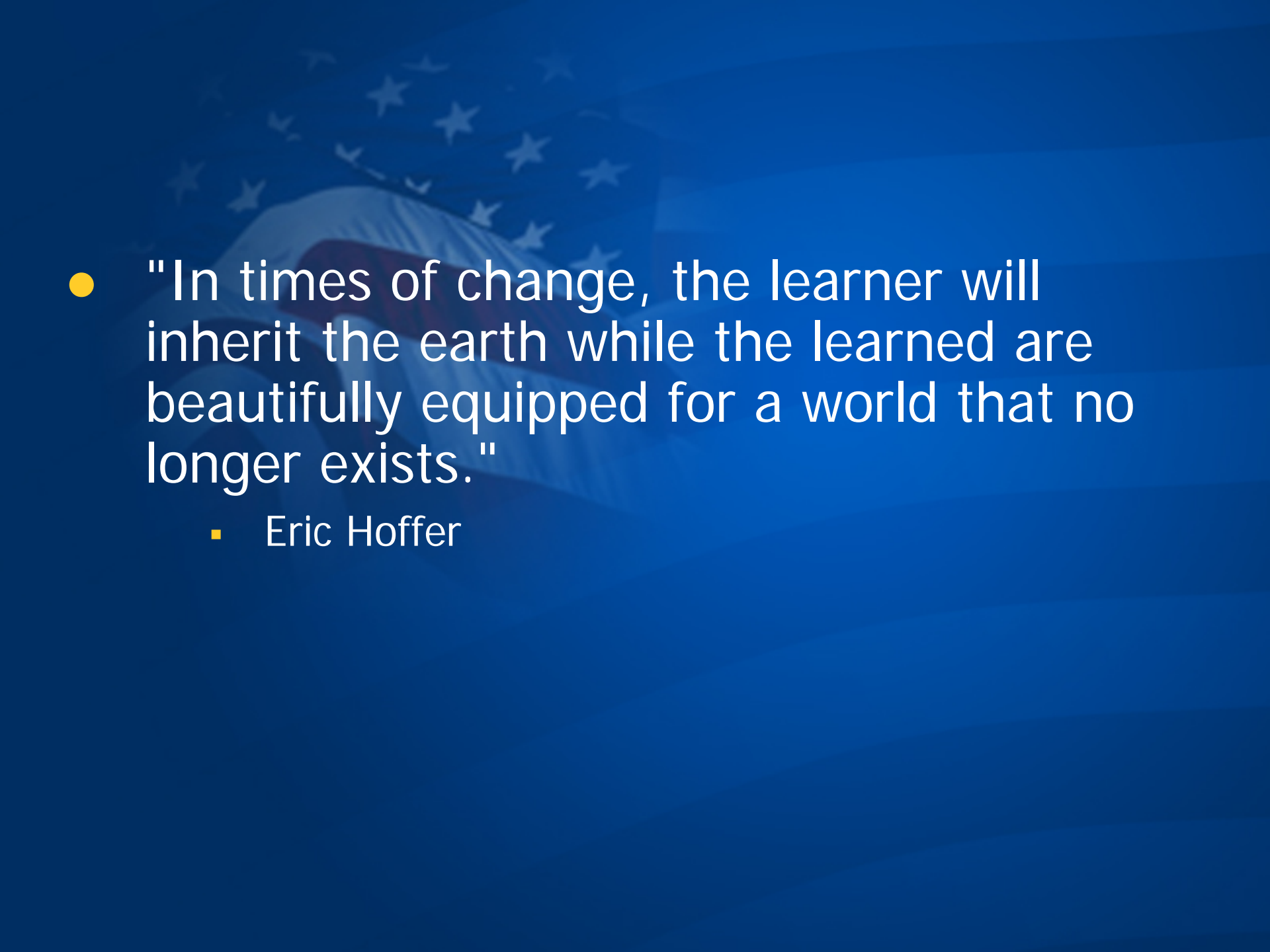
Digital Natives & Digital Immigrants: *The Challenge of Leading Across Generations*

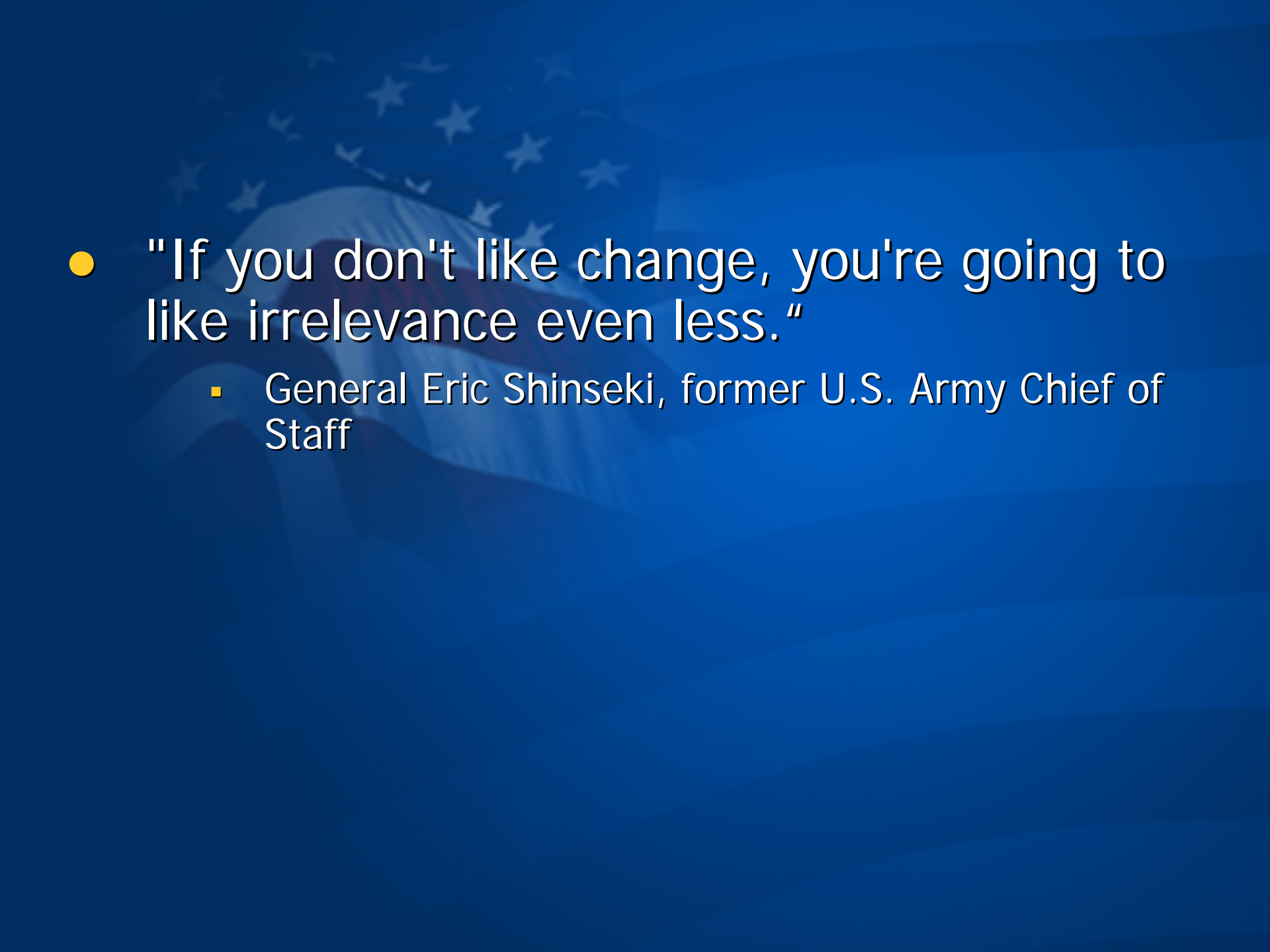
Environmental Protection Agency
Environmental Information Symposium
St. Louis, MO
October 15, 2007

Peter Ronayne, Ph.D.
Federal Executive Institute



**"I'll have someone from my generation get in touch
with someone from your generation."**

- 
- "In times of change, the learner will inherit the earth while the learned are beautifully equipped for a world that no longer exists."
 - Eric Hoffer

- 
- "If you don't like change, you're going to like irrelevance even less."
 - General Eric Shinseki, former U.S. Army Chief of Staff



Succession Planning

- The best estimates are that by the end of this decade, the federal government will have suffered one of the greatest drains of experienced personnel in its history.
 - National Commission on Public Service, January 2003

EPA Context

- Within 5 years:
 - 40% of EPA employees
 - 75% of EPA SES
 - All eligible to retire



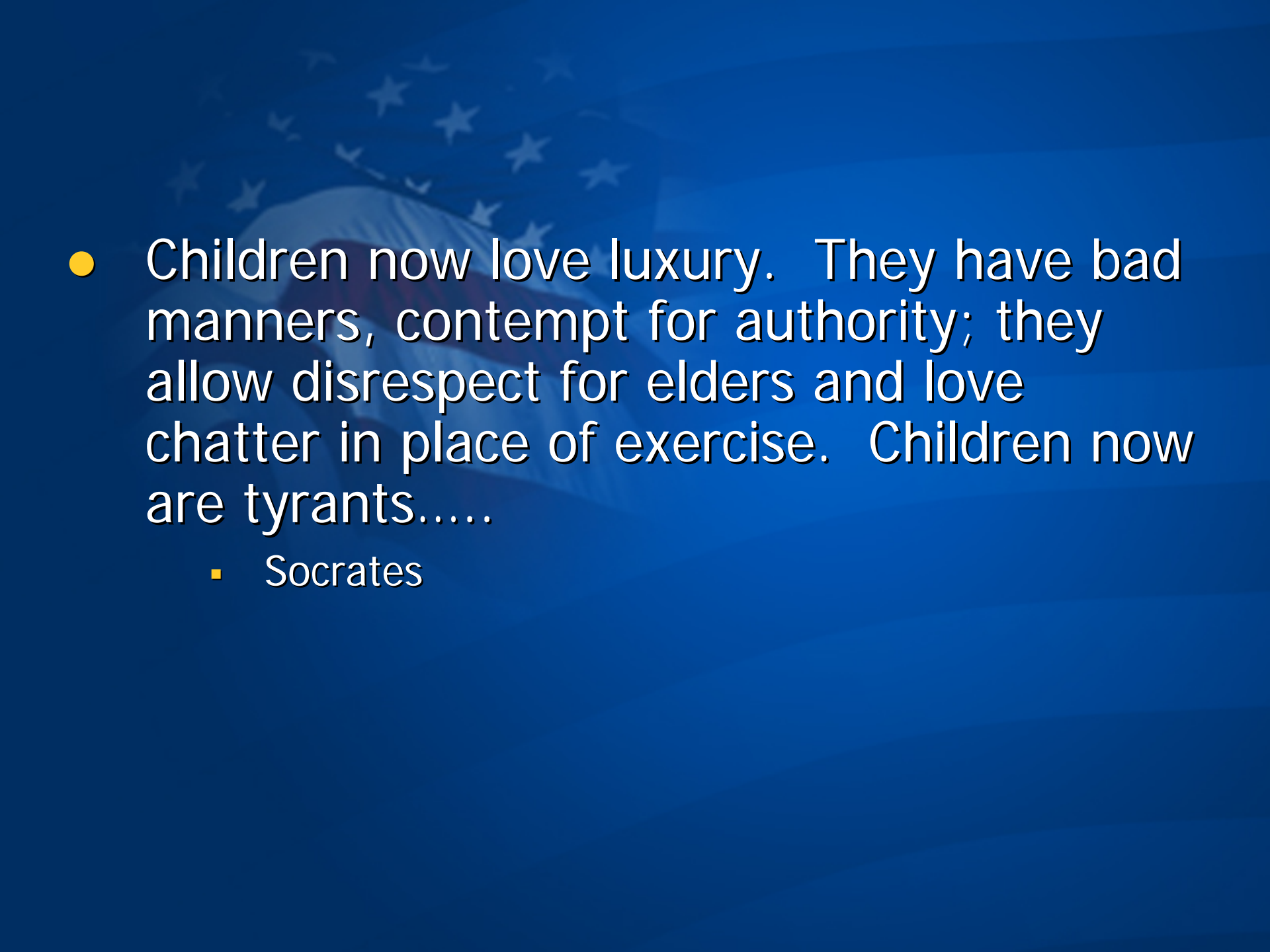
Making the Case:

“We use the term generational cohort to refer to groups of people who came of age at roughly the same time. Each generational cohort is deeply influenced by the significant events that were happening during its key coming-of-age years. External events such as economic changes, war, political ideologies, technological innovations, and social upheavals act to redefine social values, attitudes, and preferences. And these cohort effects stay with the members of that cohort and influence their behavior throughout the rest of their lives.”

– Meredith, Schewe, Hiam and Karlovich
Managing by Defining Moments

What are your
issues,
questions,
concerns?



- 
- A faded American flag is visible in the background of the slide, showing the stars and stripes in a lighter shade against the dark blue background.
- Children now love luxury. They have bad manners, contempt for authority; they allow disrespect for elders and love chatter in place of exercise. Children now are tyrants.....
 - Socrates

Why Do Generations Matter?

- ◆ Unique Point in History
 - ❖ flatter organizations
 - ❖ “longevity revolution”

Longevity Revolution

Average Life Expectancy:

- ❖ For most of human history: <18
- ❖ In 1900 in the US: 47
- ❖ In 2000 in the US: 77

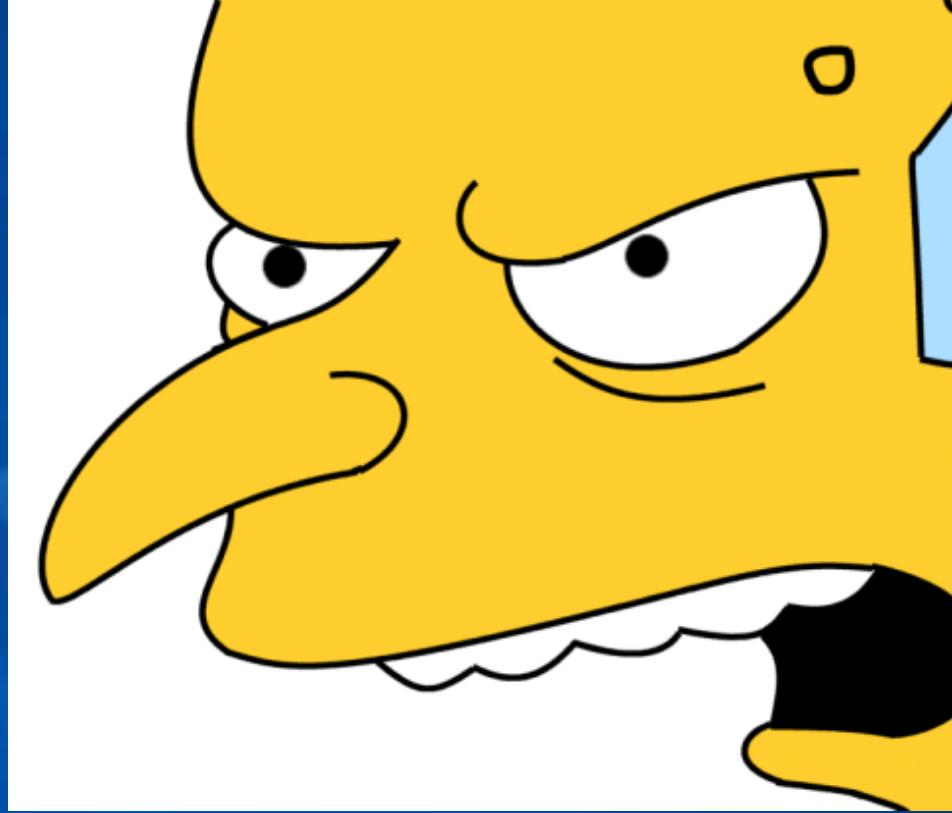
- ❖ In 1900 in the US: population age 65 and over: 4%
- ❖ In 2000 in the US: population age 65 and over: 14% and rising

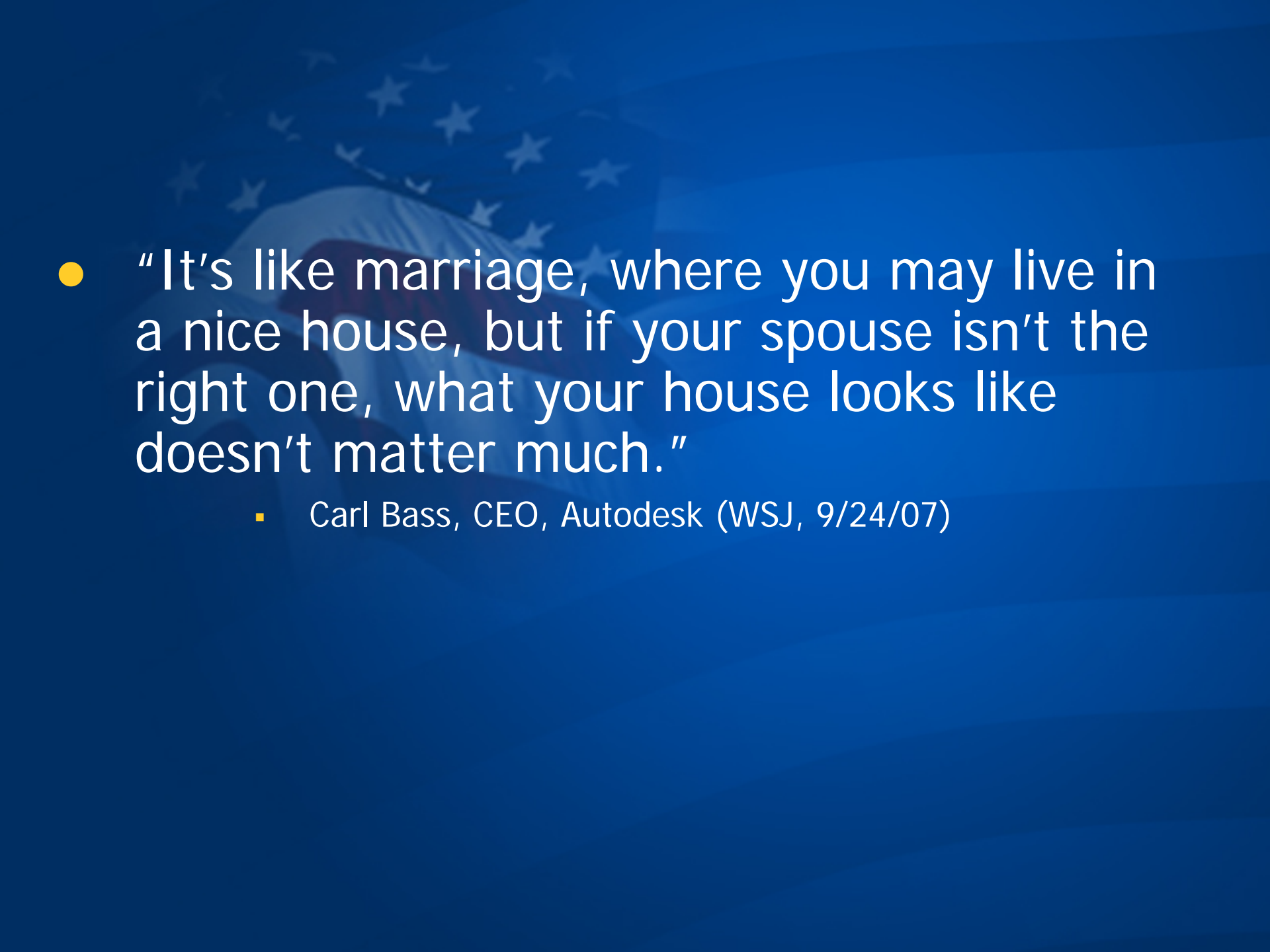


Why Do Generations Matter?

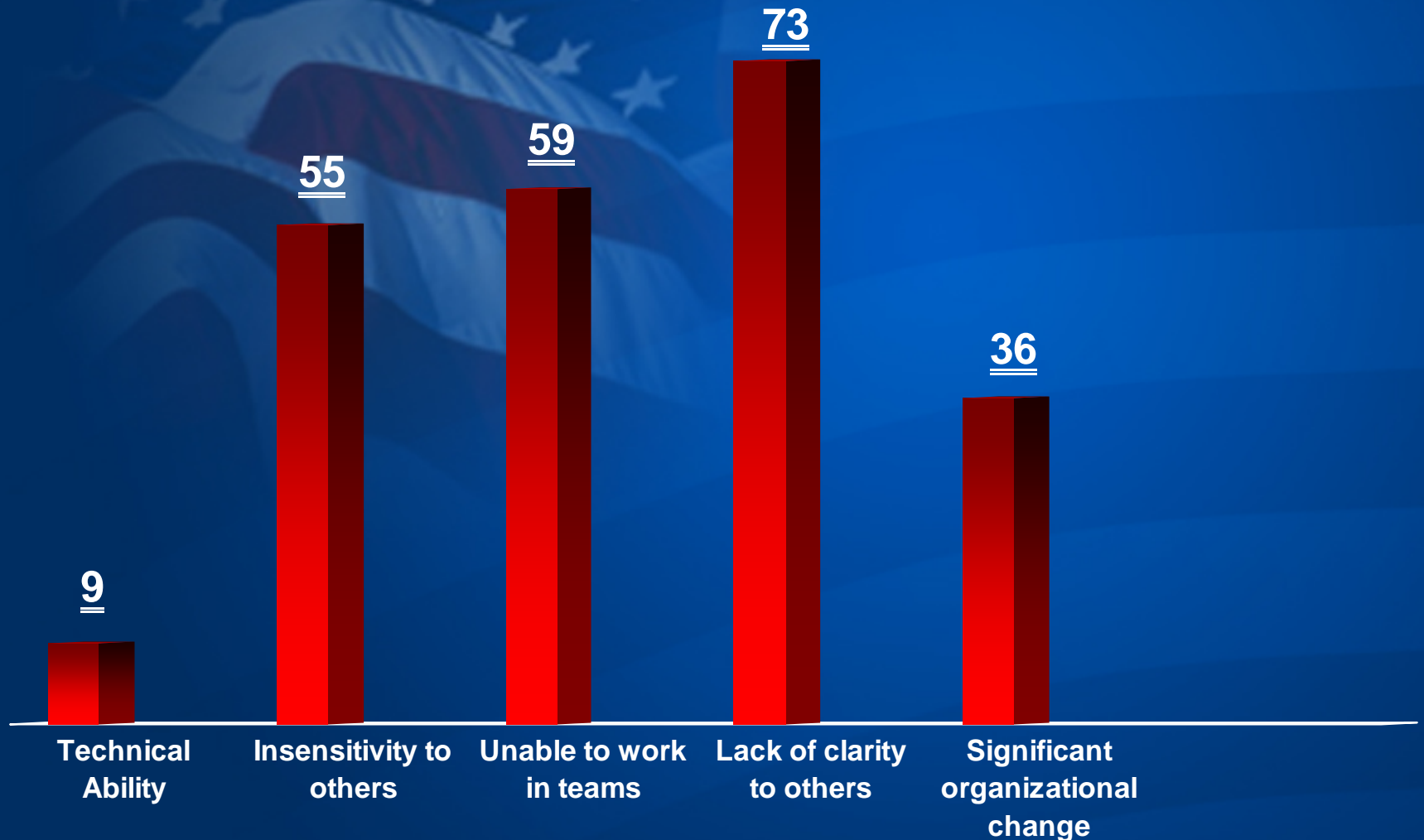
- ◆ Unique Point in History
 - ❖ flatter organizations
 - ❖ “longevity revolution”
- ◆ Leadership & Values
- ◆ The “Three Rs”

trust in
leadership
is declining



- 
- “It’s like marriage, where you may live in a nice house, but if your spouse isn’t the right one, what your house looks like doesn’t matter much.”
 - Carl Bass, CEO, Autodesk (WSJ, 9/24/07)

What causes "high potentials" to derail?



CAUTION

SPEED BUMP DAVE COVERLY





"I was young and foolish."

Four Generations now present in the Workplace:

Traditionalists
(1922 - 1943/46)

Baby Boomers
(1943/46 - 1960/64)

Generation X
(1960/64 - 1979)

Millennials
(1980-2000)

The Traditionalists: Cohort Traits

- ◆ Disciplined
- ◆ Dutiful
- ◆ Conformist
- ◆ Loyal
- ◆ Conservative
- ◆ Patriotic

The Traditionalists: Who Are They?

- ◆ Born 1922-1946
- ◆ 52 Million People
- ◆ 5-7% of the workforce (8% federal gov't)
- ◆ close to 2/3 of the nation's financial assets, as of 2001
- ◆ Veterans, Matures, "the Silents"
- ◆ John, William, George, Joseph, Mary, Dorothy, Ruth, Betty, and Helen

The Traditionalists: Critical Events

- ◆ Depression
- ◆ New Deal
- ◆ World War II
- ◆ Korean War

The Traditionalists: Cultural Factors

- ◆ American Age
- ◆ Economic deprivation to wealth
- ◆ Family values
- ◆ Federal Government role
- ◆ Hierarchy/Authority



The Traditionalists: Values & The Workplace

- ◆ Mission
- ◆ Structure and consistency
- ◆ Strong work ethic
- ◆ Loyalty
- ◆ Patience
- ◆ Respect

The Traditionalists: Strengths and Challenges

- ◆ Disciplined
- ◆ Experienced
- ◆ Committed

- ◆ Change
- ◆ Technology
- ◆ "Seniority"

NOVEMBER 15, 2007

E-MAIL MOBILE CONTESTS SUBSCRIBE STORE VIDEO AV C



HOME VIDEO SPORTS RADIO NEWS LOCAL NAT'L INT'L POLITICS SCI & TECH ENTERTAINMENT BUSINESS OP/ED MAGAZINE NEWS ARCHIVE

SEARCH

AV AT THE AV CLUB: TIGHTEN UP: 21 GOOD ALBUMS THAT COULD HAVE BEEN GREAT

Google Launches 'The Google' For Older Adults

SEPTEMBER 26, 2007 | ISSUE 43-39

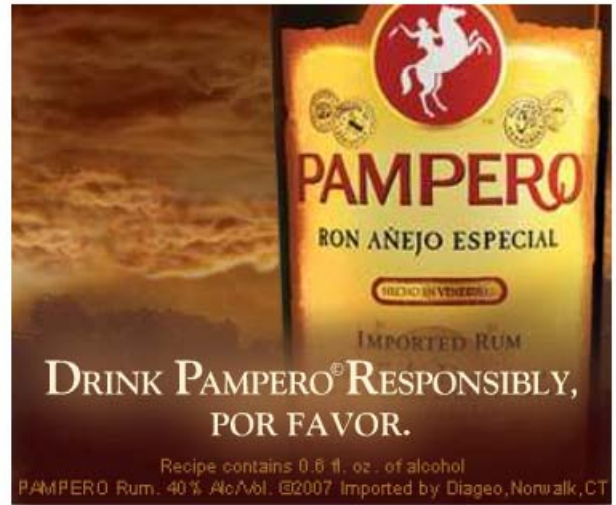
MOUNTAIN VIEW, CA—The popular search engine Google announced plans Friday to launch a new site, TheGoogle.com, to appeal to older adults not able to navigate the original website's single text field and two clearly marked buttons.

"The Google will have all the same information currently found on regular Google, but with the added features of not stealing your credit-card numbers or giving your computer all kinds of viruses," said Rick Tillich, The Google project director. "All you have to do to turn the website on is put the little blinking line thing in the cyberspace window at the top of the screen, type 'thegoogle.com,' and press 'return'—although it will also recognize http.wwwthegoogle.com, google.aol, and 'THEGOOGLE' typed into a Word document."

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Slate women blog about

The Traditionalists: Redefining Retirement

- ◆ According to a 2003 survey conducted for the Employee Benefit Research Institute, *at least 25% of all retirees had gone back to work.*
- ◆ Politicians everywhere still promise to save the existing pensions system, but they – and their constituents – know perfectly well that in another 25 years people will have to keep working until their mid-70s, health permitting.
- ◆ What has not yet sunk in is that a growing number of older people – say those over 65 – will not keep working as traditional full-time 9 to 5 employees, but will participate in the labor force in new and different ways.

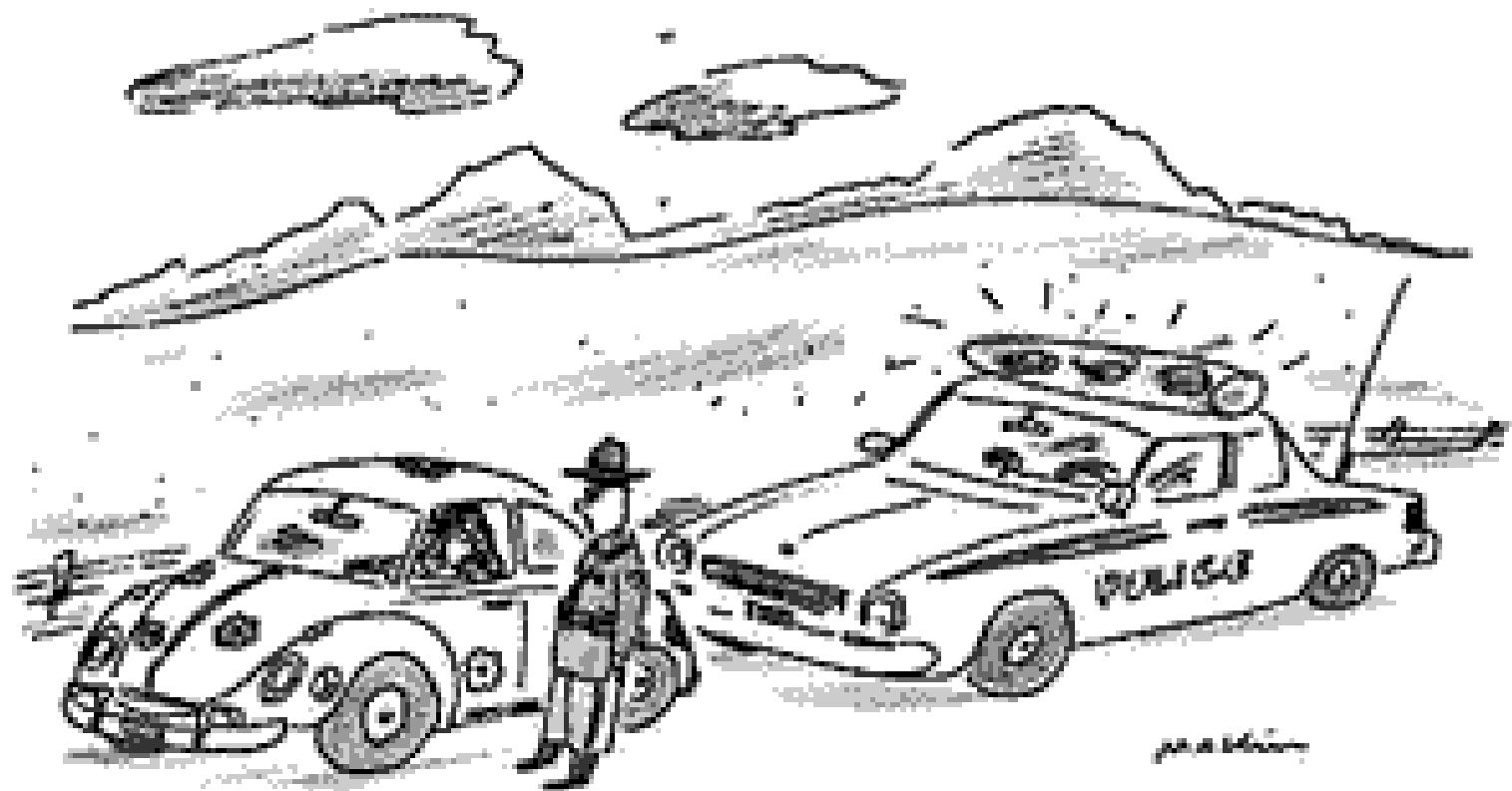


The Baby Boomers



The Boomers: Cohort Traits

- ◆ Optimistic
- ◆ Residual Idealism
- ◆ Achievement-oriented
- ◆ Self Importance
- ◆ Individuality
- ◆ Consumption
- ◆ Cool



"Would you mind stepping out of the sixties, please?"

The Boomers: Who Are They?

- ◆ Born 1946-1964
- ◆ 75 million people
- ◆ 45-55% of the workforce (65% fed gov't)
- ◆ A new 50 year old every 7 seconds
- ◆ James, William, Robert, David, Michael,
Linda, Barbara, Patricia, Debra

The Boomers: Critical Events

- ◆ Civil Rights
- ◆ Space Race
- ◆ Women's Issues
- ◆ Vietnam
- ◆ Assassinations
- ◆ Woodstock
- ◆ Earth Day

The Boomers: Cultural Factors

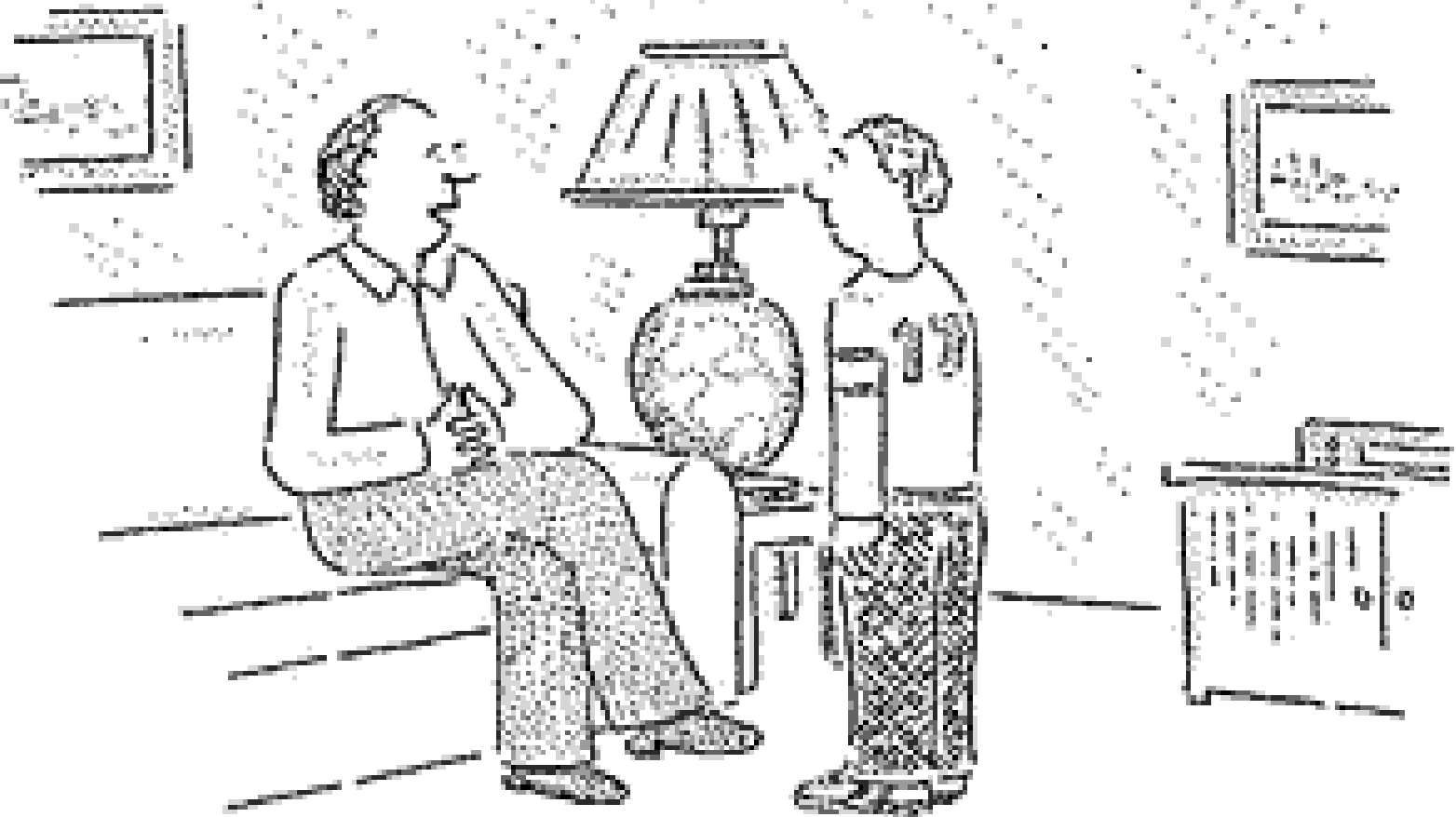
RHYMES WITH ORANGE HILARY PRICE



The Boomers: Cultural Factors

- ◆ Self Awareness
- ◆ Postwar Prosperity
- ◆ Indulgence & Expectations
- ◆ Television & Marketing
- ◆ Activism
- ◆ Sexual Revolution





MARKS

"You'd better ask your grandparents about that, son — my generation is very uncomfortable talking about abstinence."

The Boomers & Government Service



The Boomers: Values & The Workplace

- ◆ Hard work
 - *more recent issues of balance*
- ◆ Rewards and recognition
- ◆ Individual growth
- ◆ Teams
- ◆ Competition

The Boomers: Strengths and Challenges

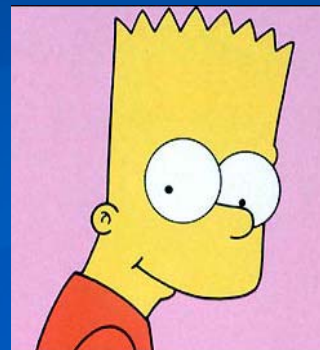
- ◆ Residual Idealism
- ◆ “Can Do” Attitude
- ◆ Seek to Please

- ◆ Judgmental
- ◆ Control/Competition
- ◆ Vulnerability

The Boomers & Retirement

- ◆ 76% say they'll work during their retirement years (post 64)
- ◆ most common choice for ideal work arrangement is "bridging" (42%), followed by PT (16%), self-employment (13%) and FT (6%)
- ◆ 67% say that continued mental challenge & stimulation will keep them working. 37% indicate continued earnings are important

Generation X



Generation X

"It's no wonder Xers are angst-ridden and rudderless. They feel America's greatness has passed. They got to the cocktail party 20 minutes too late, and all that's left are those little wieners and a half-empty bottle of Zima."

-- Dennis Miller

Generation X: Cohort Traits

- ◆ Independent
- ◆ Skeptical
- ◆ “Disloyal”
- ◆ Technologically Savvy
- ◆ Institutional Malaise

Generation X: Who Are They?

- ◆ Born 1964-1979
- ◆ 35-45% of the workforce (24% fed gov't)
- ◆ Fewer than 50 million
- ◆ David, Brian, Steven, Mark, Melissa, Jennifer, Kimberly, Lisa
- ◆ 13th Generation, *Baby Busters*, Tuned Out Generation, *Doofus Generation*, Slacker Generation, *Generation without a Soul*

Generation X: Critical Events

- ◆ Watergate Scandal
- ◆ American Hostages in Iran
- ◆ Stock Market Crash of 1987
- ◆ Challenger disaster
- ◆ Fall of Berlin Wall
- ◆ Desert Storm

Generation X: Cultural Factors

BLONDIE YOUNG & LEBRUN



Generation X: Cultural Factors

- ◆ Economic Recession
- ◆ Rise of the PC Industry
- ◆ Divorce & Two-Income Families
- ◆ Latch-Key Kids
- ◆ AIDS



Generation X & Government Service



“The best minds are not in government. If any were, business would hire them away.”

“Government is not the solution to our problem; government is the problem.”

“Government is like a baby. An alimentary canal with a big appetite at one end and no sense of responsibility at the other.”

Generation X: Values & the Workplace

- ◆ Autonomy
- ◆ Diversity
- ◆ Informality (fun)
- ◆ Competence
- ◆ Technology
- ◆ Ongoing learning & development
- ◆ Feedback
- ◆ Balance

Generation X: Strengths and Challenges

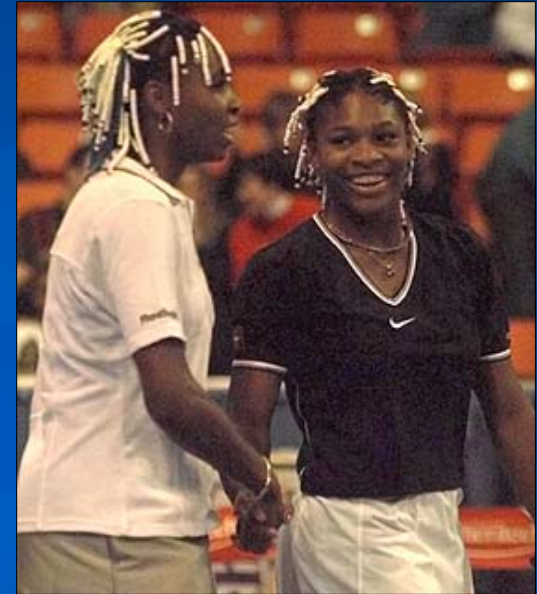
- ◆ Independent
- ◆ Results-oriented
- ◆ Creative and adaptable

- ◆ People & political savvy
- ◆ Impatient
- ◆ Cynical

Fear of a Gray Planet

- “Only one position opens in 10 years, and so people are around forever: You hear a lot of ‘Well, when we tried that in the Carter administration...’”
- “There’s no career track structure here. Nobody moves up because nobody retires, so people are stuck.”

The Millennials



The Millennials: Cohort Traits

- ◆ Optimistic
- ◆ Ordered
- ◆ Respectful
- ◆ Open-minded; nonjudgmental
- ◆ Technologically supreme



When productivity soared 40 percent after the first Take Your Child to Work Day, the event was instituted on a weekly basis.

The Millennials: Who Are They?

- ◆ Born around 1980 or later
- ◆ 80 million people
- ◆ 2-5% of the workforce (3% fed gov't)
- ◆ Echo Boomers, Internet Generation, Netsters, Generation Y
- ◆ Jessica, Nicole, Kaitlyn, Amanda, Sarah, Jacob, Nicholas, Jason, Joshua, Tyler

The Millennials: Critical Events

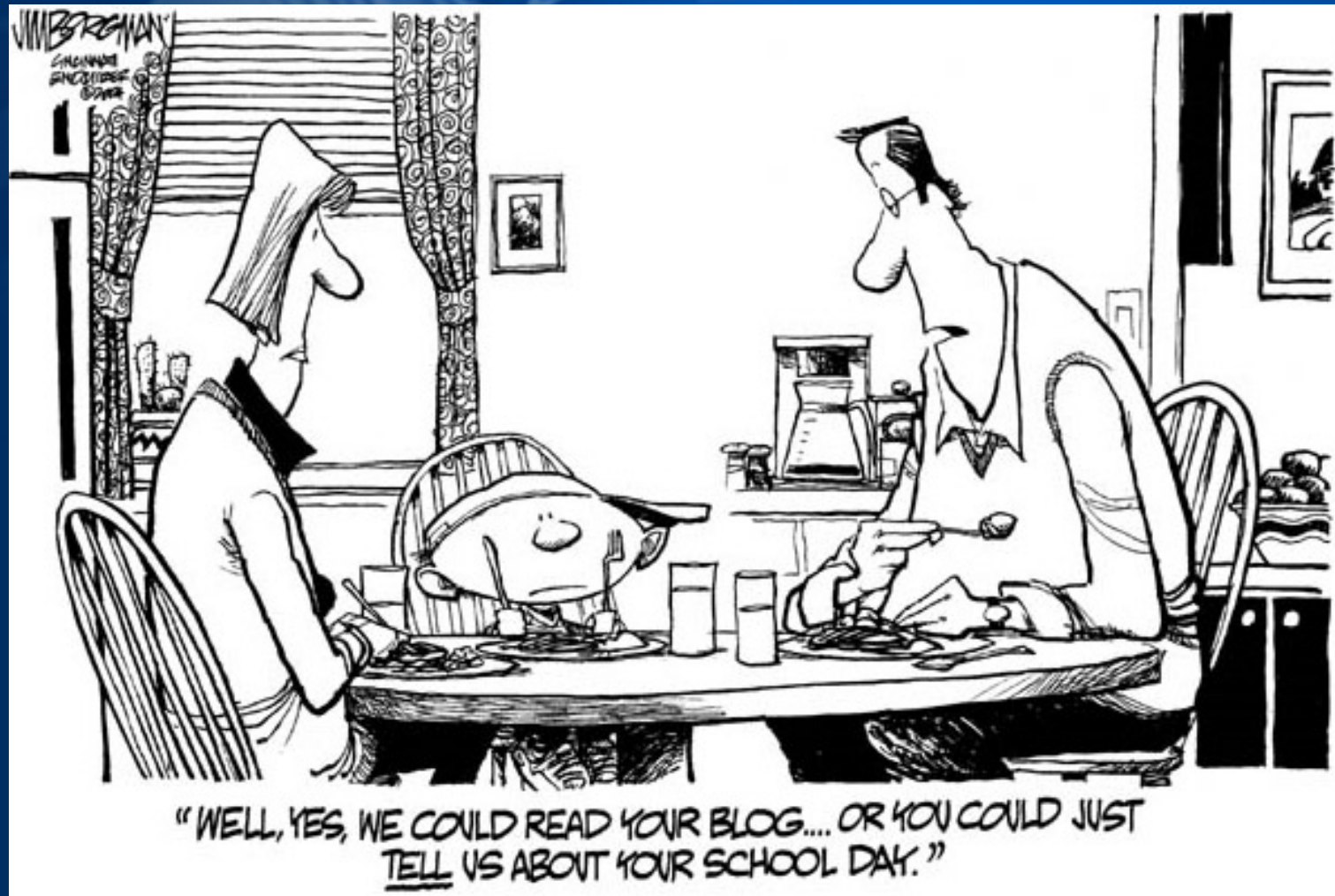
- ◆ Dot Com Boom
- ◆ “Roaring Nineties”
- ◆ Oklahoma City
- ◆ Clinton/Lewinsky
- ◆ Columbine
- ◆ Election 2000
- ◆ 9/11

The Millennials: Critical Individuals

- ◆ Jerry, Rosie, Oprah
- ◆ Jon Stewart
- ◆ Shawn Fanning
- ◆ Justin Timberlake
- ◆ Tiger Woods
- ◆ Mia Hamm
- ◆ Williams sisters

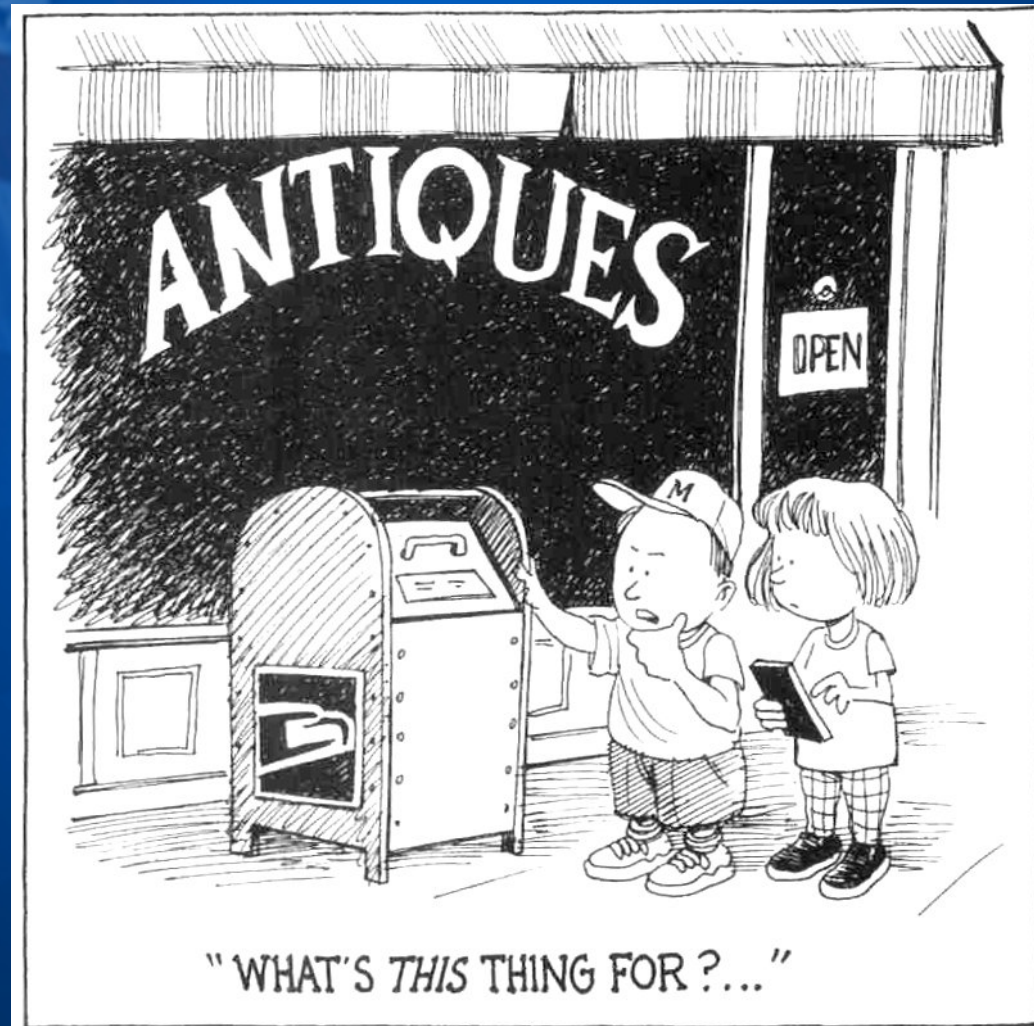


The Millennials: Cultural Factors



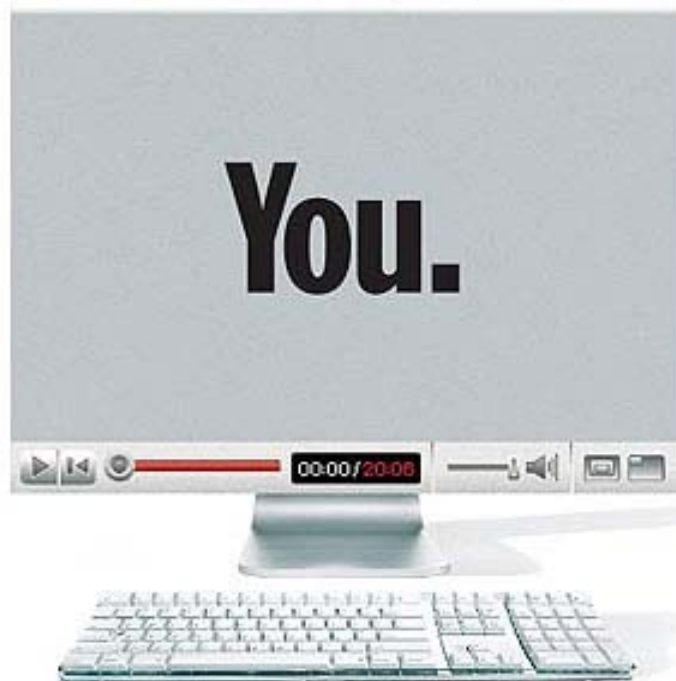
The Millennials: Cultural Factors

- ◆ Information Revolution
aka "Digital Natives"
 - ❖ MySpace
 - ❖ Facebook
 - ❖ Second Life
 - ❖ Xanga
 - ❖ YouTube
 - ❖ LiveJournal
 - ❖ Wikipedia
 - ❖ Club Penguin



TIME

PERSON OF THE YEAR





Yes, you.
You control the Information Age.
Welcome to your world.

There are over 106 million registered users of MySpace (as of September 2006).

Help | SignOut

 a place for friends

The Web  MySpace 

Home | Browse | Search | Invite | Film | Mail | Blog | Favorites | Forum | Groups | Events | Videos | Music | Classifieds

Blogs	Classifieds	Groups	Music Videos
Browse	Filmmakers	Movies	Schools
Chat Rooms	Games	Music	Videos

MySpace Music




Tune In Now!

- Local Shows
- Music Forums
- Music Classifieds
- Top Artists
- Secret Shows
- MySpace Records

» [Check Out MySpace Music!](#)

MySpace Music [\[more music\]](#)




Stereophonics
Indie/Rock
Wales, United Kingdom



Listen to the worldwide album premiere, Live From Dakota, exclusively on MySpace! In stores April 18.
» [Check It Out Now!](#)


MYSACE FILM

Screenings | Forums | Top Filmmakers




» [Check Out MySpace Films](#)

Cool New People

Shawn 	maddie 	Nicole 
--	---	---

Videos

[\[more videos\]](#)



Skateboarding Dog

We like dogs, we like skateboarding -- now here's a skateboarding dog. As one comment says, "That's simply epic."

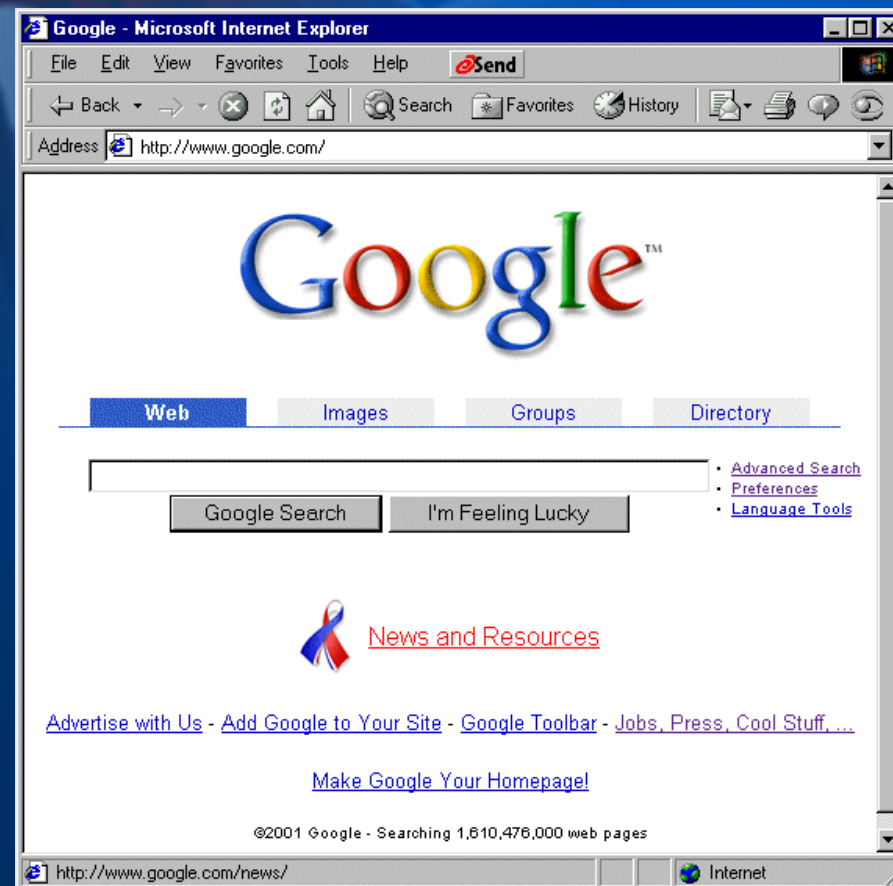
» [Watch it Now!](#)



If MySpace were a country, it would be the **11th-largest** in the world (between Japan and Mexico).



There are over **2.7 billion** searches performed on Google each month



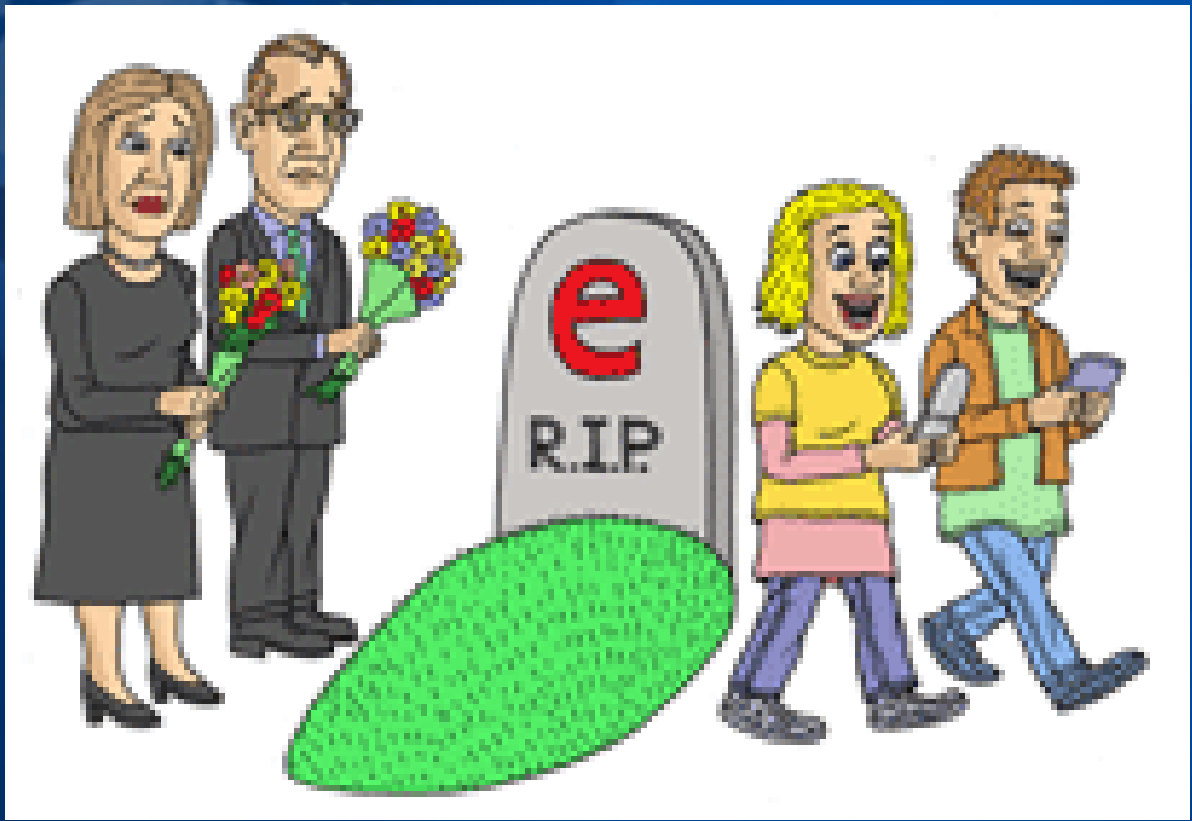
YouTube: Est. February 2005



Sold to Google for \$1.65B in
November 2006

The number of text messages sent and received each day exceeds the population of the planet





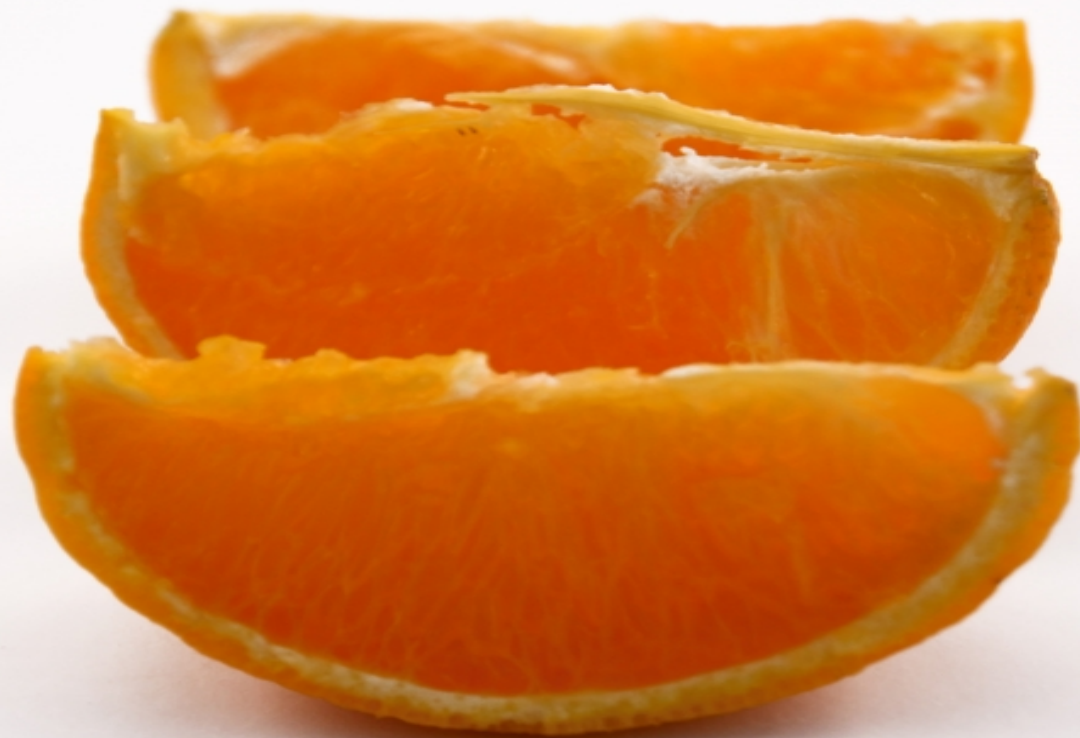
- 92% of American kids ages 2-17 have regular access to video games
- 80% live in households with computers



- 
- Today's college graduate could have easily logged some...
 - 5,000
 - 10,000
 - **20,000 hours of digital gaming**

The Millennials: Cultural Factors

- ◆ Information Revolution
 - ❖ “Digital natives”
 - ❖ Speed
- ◆ Peace
- ◆ Prosperity/Opportunity
- ◆ Globalization
- ◆ Diversity





◆ Structure

- ❖ “Helicopter parents”
- ❖ What thing in life makes today’s youth most happy?
 - ❖ “Spending time with family”
 - ❖ AP/MTV Poll, April 2007





U.S. ARMY

ARMY STRONG.™

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For Parents



YOU MADE THEM STRONG. WE'LL MAKE THEM ARMY STRONG.

Is your son or daughter thinking about joining the U.S. Army? It's a big decision—one your family should make together.

Below are real-life stories of families who have experienced the same thing you're going through now. They can help you find the answers you're looking for, from questions about joining to career choices and deployment concerns.

Under your guidance, your child has grown into a young adult. The Army can build on that foundation and give him or her the opportunity to reach even greater heights. With the strength that comes from the character, discipline and job training the U.S. Army provides. Take a few moments to see how—then check out our [Get The Answers](#) section for straight answers to your tough questions.

GET THE ANSWERS

- [Service Options](#)
- [Training](#)
- [Job Opportunities](#)
- [Money for College & More Benefits](#)
- [ROTC](#)
- [Personal Growth](#)
- [Deployment](#)
- [Daily Life](#)
- [Keeping in Touch](#)
- [Using GoArmy.com](#)

BECOMING A SOLDIER
Follow a family's

PREPARING FOR THE FUTURE
Explore

DEPLOYMENT AND COMING HOME
See how a

CONTACT THE ARMY

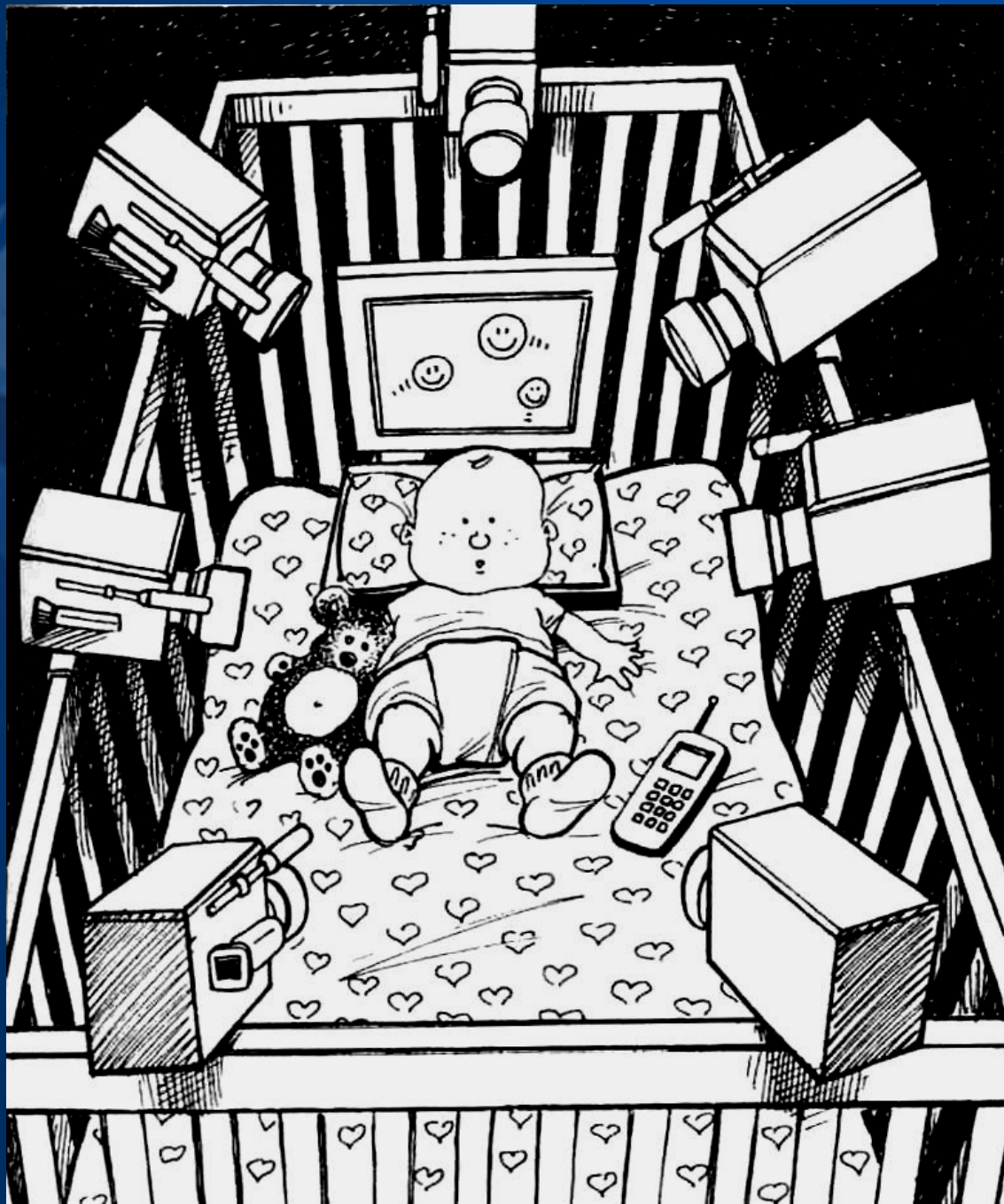
- Request Info Pack
- Ask a Question
- Chat with a Recruiter
- Locate a Recruiter
- Next Steps...
- Ask SGT STAR
- Army Career Explorer
- Apply Online
- Discussion Board

SEARCH GOARMY.COM

[more search options](#)

MY GOARMY

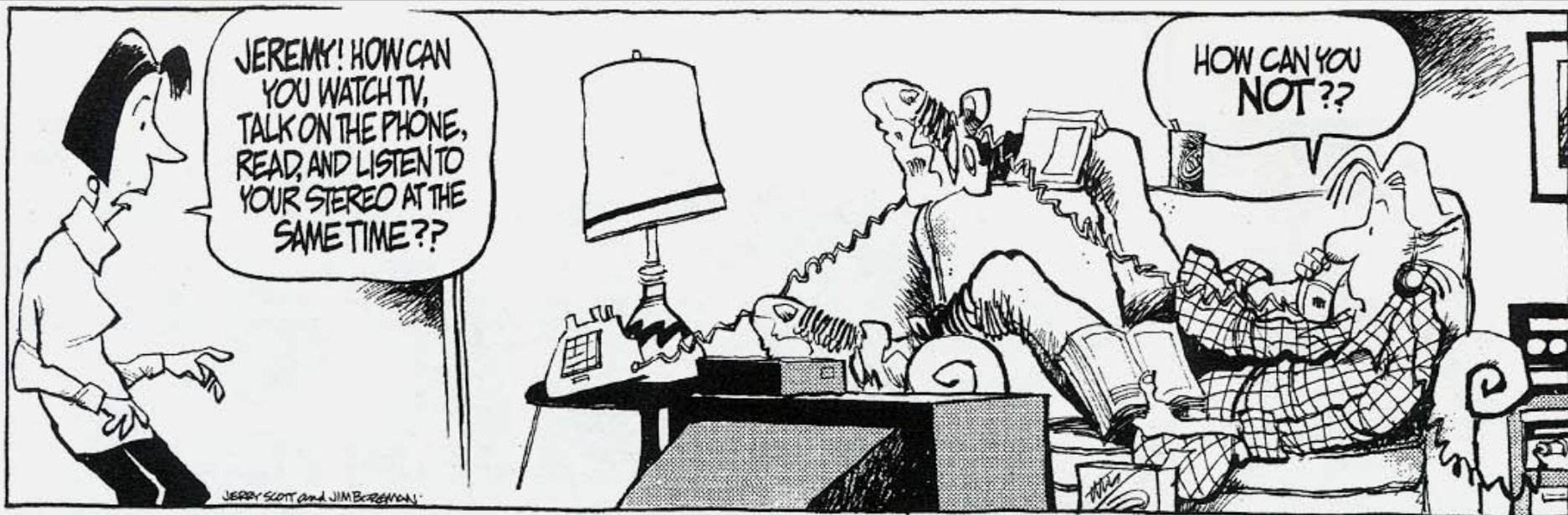
- Overview
- Create an Account
- Log In



The Millennials: Values & the Workplace

- ◆ Achievement
- ◆ Collaboration
- ◆ Mission
- ◆ New “Platinum” Rule
 - ❖ Treating others like the others would like to be treated
- ◆ Informality

The Millennials: Strengths and Challenges



The Millennials: Strengths and Challenges

- ◆ Multi-taskers
- ◆ Global mindset
- ◆ Team players

- ◆ Supervision curve
- ◆ Long-term thinking
- ◆ Lofty expectations
 - ❖ “Quarterlife Crisis”

“Adulthood”

- Moving Away From Home
- Financial Independence
- Marriage
- Starting a Family
 - 1960: 70% of 30-year-olds had achieved these things
 - 2000: Fewer than 40%

Psychological Challenges

- ◆ 50% of students report feeling very sad
- ◆ 33% have felt hopeless
- ◆ Suicide is 2nd leading cause of death among 20-24 year olds
- ◆ 1 in 12 college students make a suicide plan
- ◆ 45% reported at least one episode of functional impairment from depression in the past year

National Mental Health Association/JED Foundation, 2002

American College Health Association, National College Health Assessment. Fall, 2004

For Millennials, Public Service ≠ Government Service

"The Class of 9/11" Report

- ◆ only 19% of the 2005 graduating (college) seniors described government work as "completely" a form of public service
- ◆ down from 28% who did so in the Class of 2003
- ◆ 30% perceive non-profit work as public service
- ◆ 81% say volunteering is public service

"The Class of 9/11"

"A desire to work for the greater good does exist, but the government is not viewed as the place to do this. In their minds, government is a place where people toil in obscurity with limited ability to actually have an impact."

Partnership for Public Service

"The Class of 9/11"

<http://www.ourpublicservice.org>

Which organizations do the best at delivering services on the public's behalf?

- 44% of college seniors said "nonprofits"
 - 16% answered businesses
 - 6% the government
- Brookings/Partnership for Public Service, May 2005

Professional government

- Mid 20th century: over ½ of Federal employees at or below GS-4
- End of 20th century: GS-4 and below account for less than 10% of Federal employees
 - Elaine Kamarck, Steve Kelman, Joseph S. Nye, "Public Service for the Information Age," 2002

Millennials & Government Service

When it comes to federal government service, interest is there, but knowledge is low.

“Back to School” report by PPS:

- ◆ 42% of college juniors and seniors indicate that they’re extremely or very interested in federal government jobs.
- ◆ Only 13% say they feel extremely knowledgeable about federal opportunities.



"Have you ever wanted something so bad that you'd actually save up the money to buy it?"

Mission AND Money

- ◆ 76% of college students have credit cards (fall 2004)
- ◆ 43% have 4 or more credit cards
- ◆ average outstanding balance was \$2,169 [for final year students \$2,864]
- ◆ Average student loan debt is \$18,900 (2002)





MOTIVATION

IF A PRETTY POSTER AND A CUTE SAYING ARE ALL IT TAKES TO MOTIVATE YOU,
YOU PROBABLY HAVE A VERY EASY JOB. THE KIND ROBOTS WILL BE DOING SOON.

www.despair.com

Bridging the Gap

- ◆ Show me the technology
- ◆ Build a relationship with me (i.e. communicate)
- ◆ Help me discover where I'll excel
 - ◆ "Virtue of Vastness"
- ◆ Same-age peers
- ◆ Meaningful mentoring

- ◆ “When Jack Welch noticed that e-business knowledge tended to be inversely proportional to both age and rank in GE, he asked the top 600 managers to find young internet experts and become their students.”

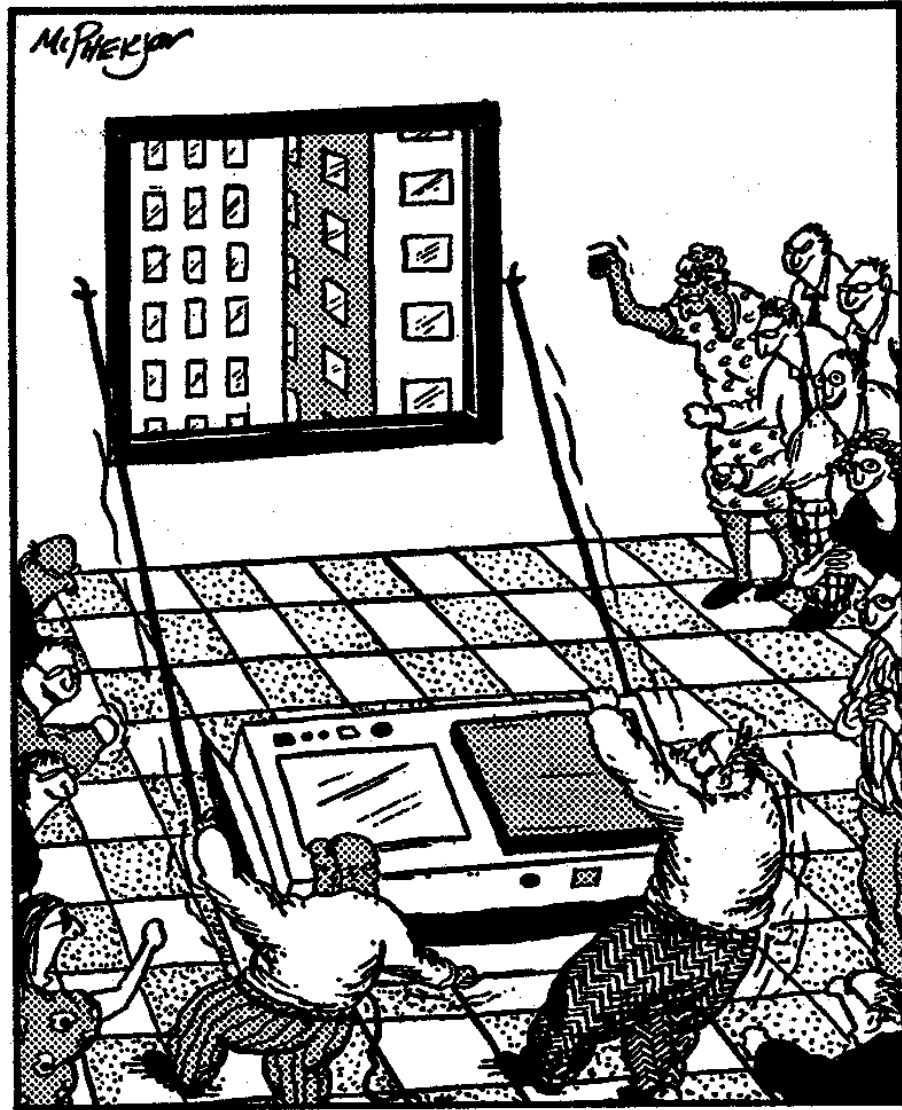
- ◆ Ken Dychtwald, *Workforce Crisis*

Bridging the Gap

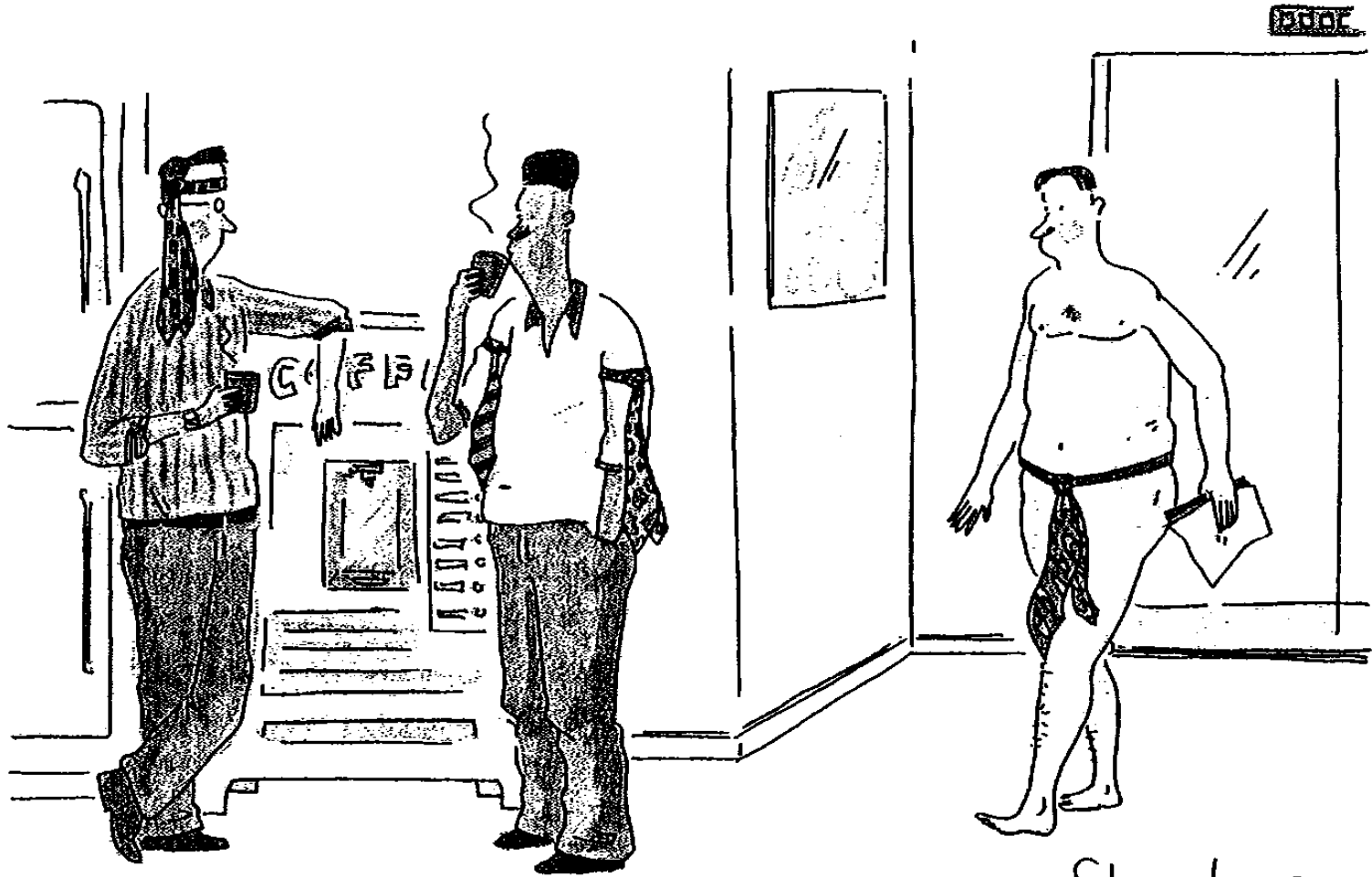
- Plan for “Non-linear retention”
 - Act as EPAAA
- Rotation = Invigoration
- Keep me in the conversation
- Remind me how *my* contributions support mission

Bridging the Gap

- ◆ Incorporate generational issues into diversity training and programs
 - ❖ Only 19 percent of companies give their employees opportunities to discuss age/generation issues
- ◆ *Listen & Learn* instead of *Lecture & Lament*
- ◆ Leverage generational strengths
- ◆ Reflect consciously on values
- ◆ Have fun with it



Morale in the office soared thanks to the new industrial-strength broken-copier slingshot.

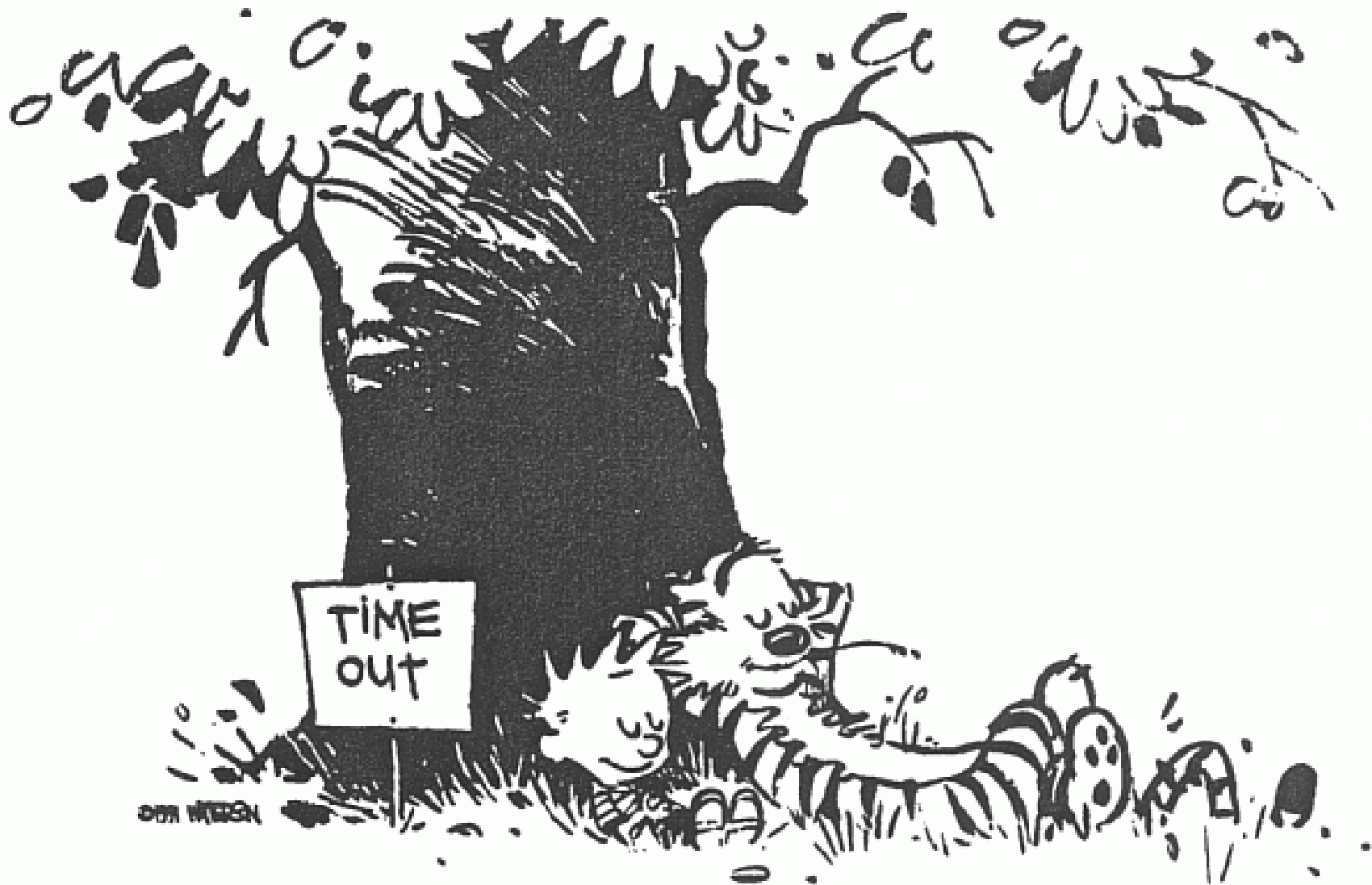


Shanahan

CASUAL TIEDAY

A close-up photograph of a person's arm, showing a tattoo of the letters "EPA" in a bold, black, sans-serif font. The tattoo is located on the upper part of the forearm, just below the elbow. The person is wearing a grey t-shirt. The background is a blue gradient with a faint American flag pattern on the left side.

EPA

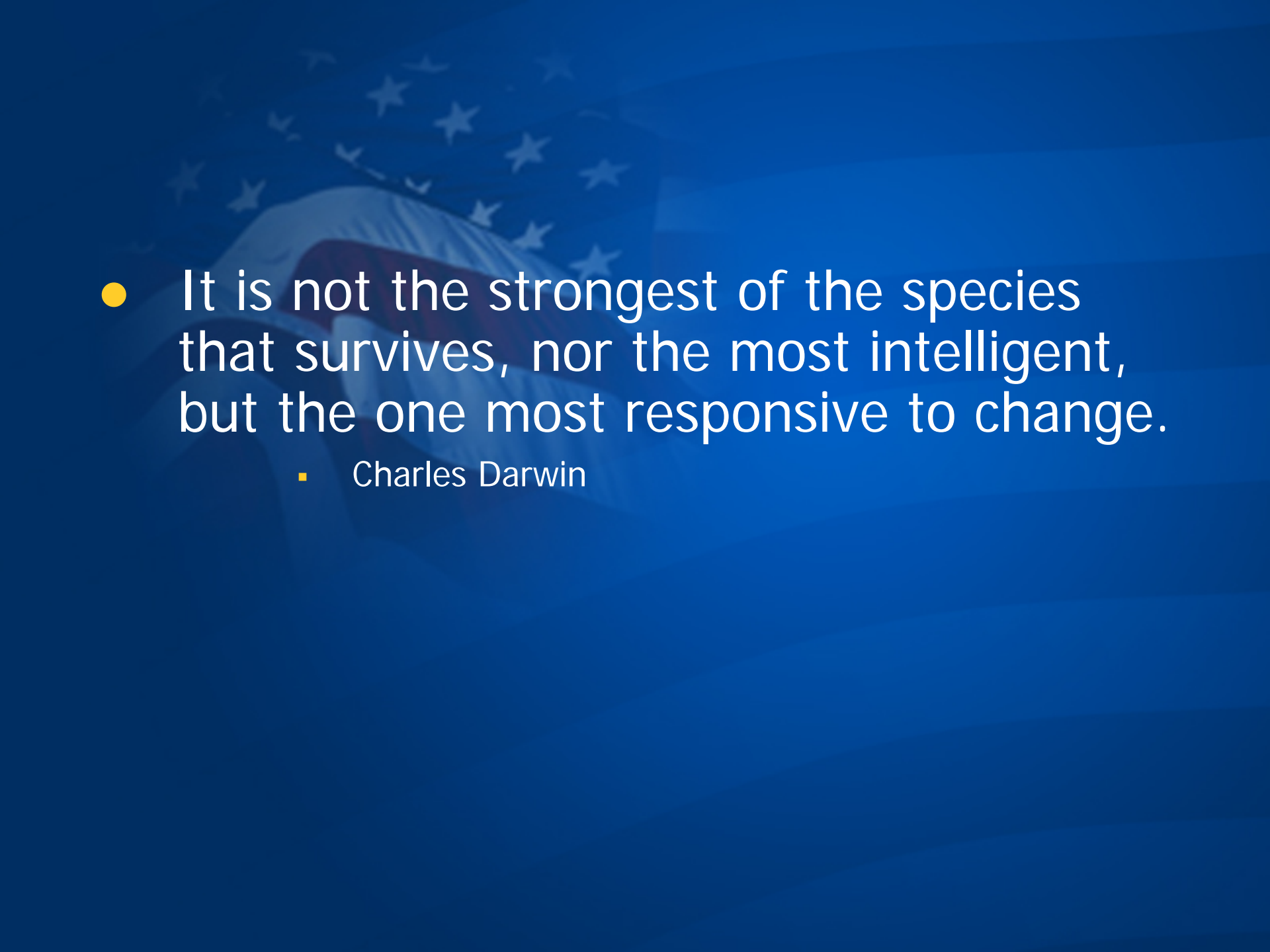




Digital Natives & Digital Immigrants: *The Challenge of Leading Across Generations*

Environmental Protection Agency
Environmental Information Symposium
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October 15, 2007

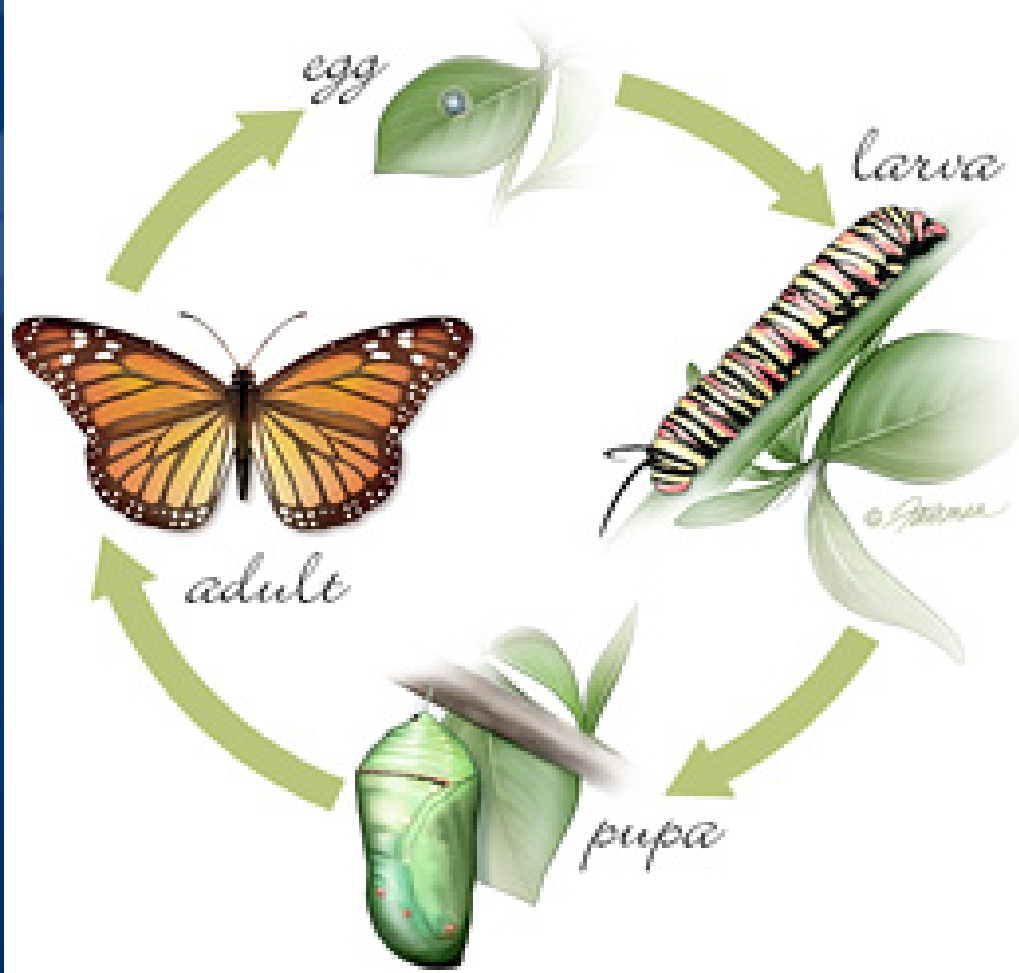
Peter Ronayne, Ph.D.
Federal Executive Institute

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- It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.
 - Charles Darwin

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- The background of the slide is a dark blue gradient with a faint, semi-transparent image of the American flag waving. The stars and stripes are visible but muted, blending into the blue background.
- Every generation needs a new revolution.
 - Thomas Jefferson

Leadership Legacy Statement

- How do you wish to be remembered as a leader by those inside and outside your organization, both in your current role and in your career?
 - Which two or three personal characteristics (or skills, behaviors, values, etc.) would you most like to be remembered?
 - How will they show up?
 - Robert Galford & Regina Fazio Maruca, *Your Leadership Legacy*



transformation



Public Sector Leadership

- General Turbulence
- Global Turbulence
- Generational Turbulence
 - Curse
 - Context
 - Case
 - Cohorts
 - Conclusions

The SES at 30

- How well-equipped is a 30 year old “reform”
- initially created by and designed for two preceding generations
- Within a 19th century organizational structure
- For our two upcoming demographic cohorts?
- More broadly:
 - What does the new Federal leadership cadre need to look like to define the current era?
 - Is SES still “high-prestige, high-reward, and high-risk”?

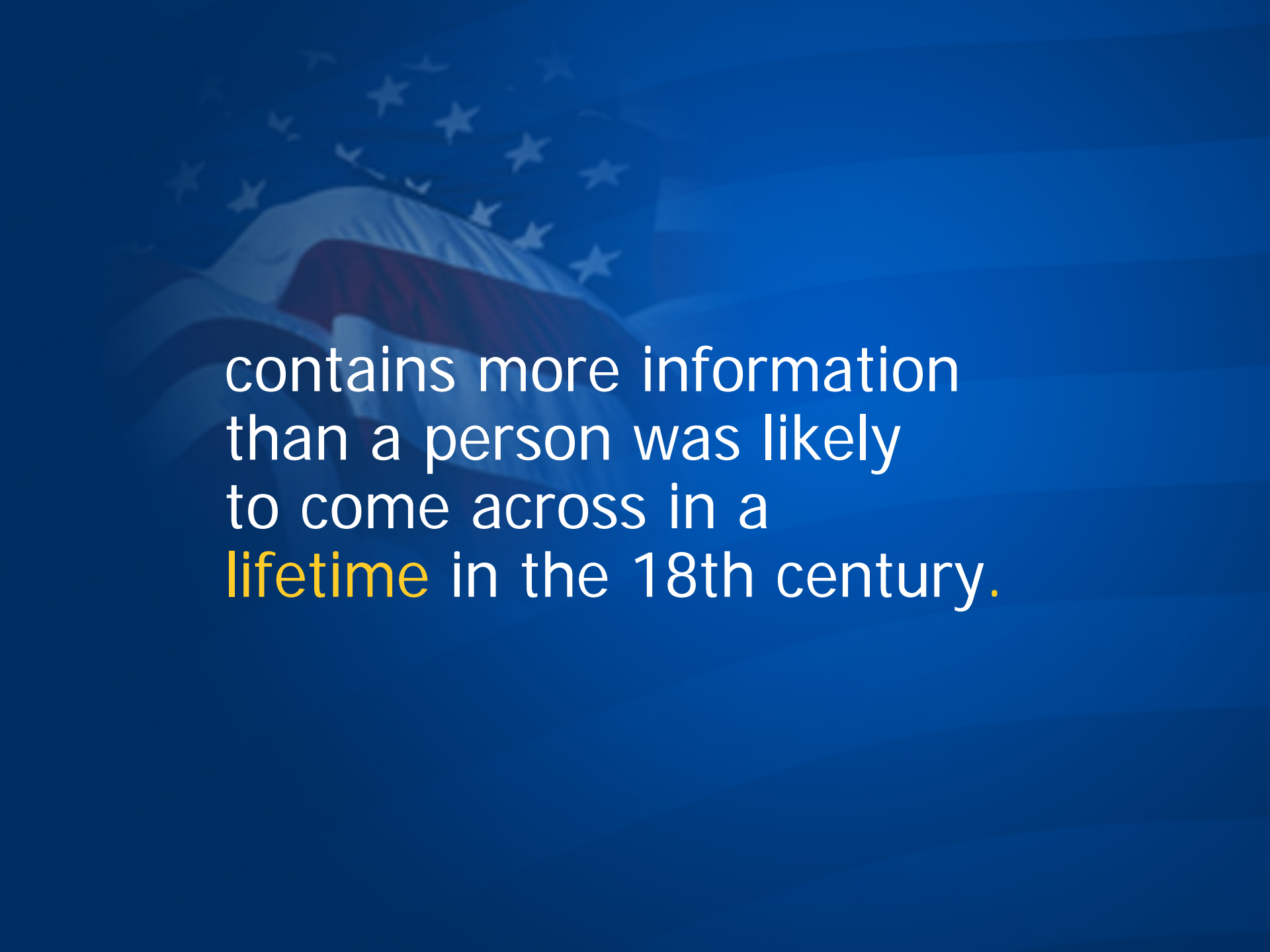
Retaining Young High Performers:

- ◆ Remind me how *my* contributions support mission
- ◆ Teamwork opportunities
 - ◆ Consciously cross-populate
 - ◆ Rotate team leadership
- ◆ Better, more meaningful orientation/on-boarding programs
- ◆ Facilitate & *model* work-life balance

- 
- I hold it that a little rebellion now and then is a good thing, and as necessary in the political world as storms in the physical.
 - Thomas Jefferson to James Madison, January 30, 1787

It is estimated that a week's worth of the New York Times....





contains more information
than a person was likely
to come across in a
lifetime in the 18th century.

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- The background of the slide is a dark blue gradient with a faint, semi-transparent image of the United States flag waving. The stars and stripes are visible but muted, serving as a backdrop for the text.
- In 1970, 49% of 20 year olds read a daily paper
 - Today, 21% read a daily paper

Millennial Attitudes & Values

Top Five Concerns, 12-19 year olds:

- ❖ Selfishness; People who don't respect law & authorities; Wrongdoing by politicians; Lack of parental discipline; Courts that care too much about criminals' rights.

-- Roper Starch Worldwide Poll, 1998

Conservative/Liberal Mix of Values:

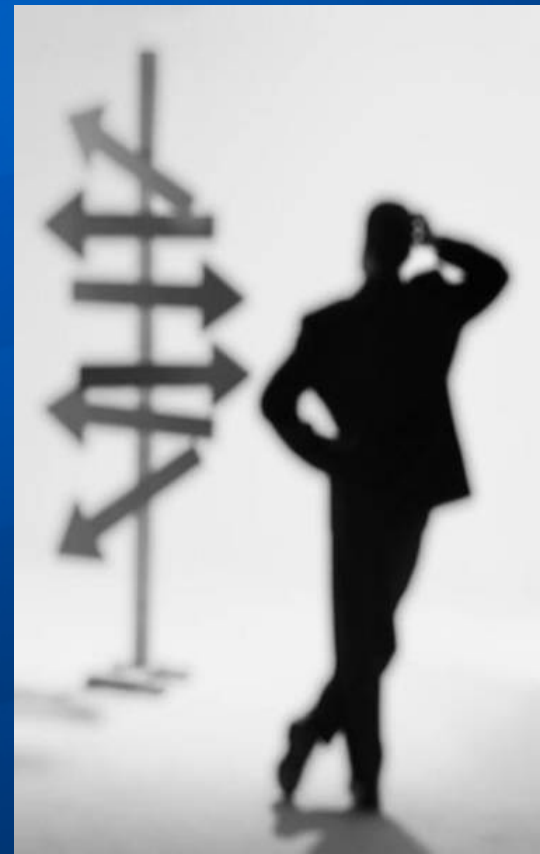
- ❖ Higher %s of young people (age 15 to mid-20s) support prayer in schools and restrictions on abortion than adults age 27-59. However, they also weigh in strongly in favor of gay rights, women's issues and race equity.

-- UC Berkeley Study, 2002

- As the world starts to move from a primarily vertical – *command and control* – system for creating value to a more horizontal – *connect and collaborate* – value-creation model, and as we blow away more walls, ceilings, and floors at the same time, societies are going to find themselves facing a lot of very profound change all at once.

- Thomas Friedman, *The World is Flat*

The U.S. Department of Labor estimates that today's learner will have 10 to 14 jobs . . .





by age 38.