Are we asking too much? The professionalism "conflict" among generations

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Welcome: What are we doing here?

- Talk about professionalism expectations in your work

- Look at how those align with national expectations

- Consider generational differences overall

- Apply what we know about generations to the expectations we have

Professionalism in your work: *Observations*

Make a list:

The top four or five aspects of professionalism (soft skills) that are critical for the smooth running of your department.

Then, Narrow:

- Highlight ONE that's going pretty well. *How do you know?*
- Highlight ONE that you know you need to work on more. *How do you know?*
- Highlight ONE that you know your department as a whole needs to work on more. *How do you know?*

Share out:

- One professionalism aspect, why it's important, along with your name and place of work

PROFESSIONALISM

THEME:

ASSUME

NOTHING

Professional skills, generally

Soft skills companies need, but have a hard time finding

Soft skills in high demand relative to their supply, based on LinkedIn data

1. Creativity
2. Persuasion
3. Collaboration
4. Adaptability
5. Time Management

(*Global Talent Trends,* 2019).
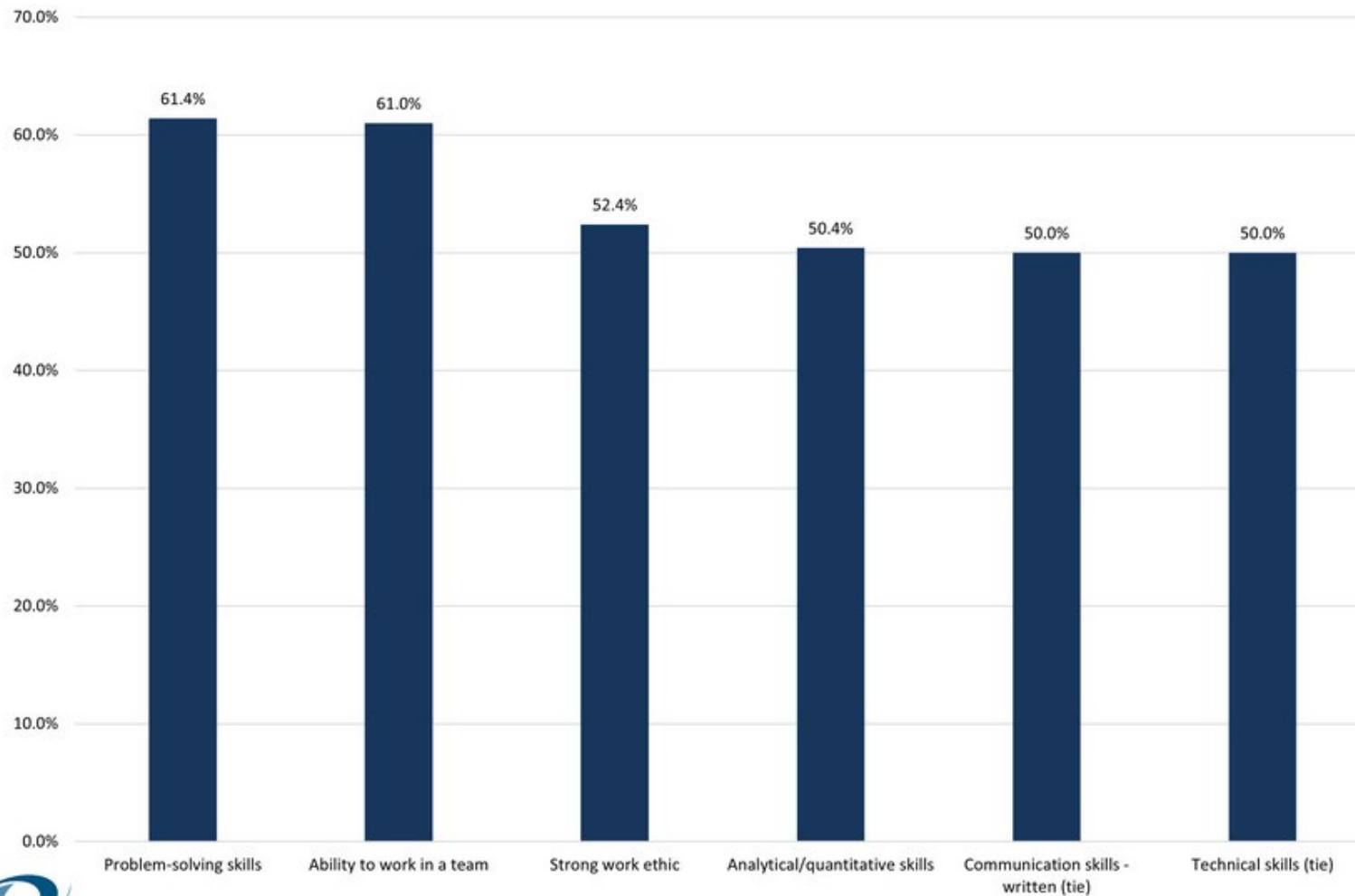
Great. So soft skills are moot?

(spoiler: nope)

- Top 5 In-Demand Skills in 2022:
  - Communication
  - Customer service
  - Leadership
  - Collaboration
  - Problem solving

- Top 5 skills to improve to meet the demands of our country in 2026:
  - Collaboration
  - Customer focus
  - Personal learning and mastery
  - Achievement focus
  - Cultural and social intelligence

(*Country Factsheet: United States,* 2022)

More to think about... National Association of Colleges and Employers report for the job skills employers are looking for:

FIGURE 1: TOP 5 ATTRIBUTES EMPLOYERS SEEK ON CANDIDATE'S RESUME

Problem-solving skills: 61.4%
Ability to work in a team: 61.0%
Strong work ethic: 52.4%
Analytical/quantitative skills: 50.4%
Communication skills - written (tie): 50.0%
Technical skills (tie): 50.0%

Percent of respondents identifying attribute as very/extremely important

Source: Job Outlook 2023, National Association of Colleges and Employers

NACE

Professionalism at LSC

Going pretty well:

- Teamwork

Need work:
- Oral and written communication
- Timeliness
- Respect
- Taking personal responsibility
- Cultural competence

What are we actually DOING about this, though??

Professionalism Rubric

	Proficient (exceptional)	Acceptable (baseline)	Needs Improvement
Communication (Written or Oral)	Effectively develops and expresses complex ideas in a manner appropriate to a professional audience and purpose. Errors in grammar, mechanics, usage, or presentation are minor.	Develops and expresses ideas in a manner appropriate to a professional audience and purpose. Errors in grammar, mechanics, usage, or presentation do not substantially detract from the message.	Does not adequately develop or express ideas in a manner appropriate to a professional audience and purpose. Errors in grammar, mechanics, usage, or presentation substantially detract from the message.
Timeliness	Complies 100% with instructor-defined attendance and due date policies.	Demonstrates substantial compliance with instructor-defined attendance and due date policies.	Demonstrates lack of compliance with instructor-defined attendance and due date policies.
Respect	Brings meaningful discussion, information, or resources to the learning environment, incorporating diverse perspectives while interacting positively with others.	Actively listens, validates diverse perspectives, and interacts appropriately.	Is present but does not participate in discussions; does not validate diverse ~~perspectives, or~~ interacts inappropriately.
Taking Personal Responsibility	Proactively manages his/he/their schedule and ~~makes arrangements~~ in case of absences. Proactively seeks resolutions to problems in a courteous manner. Accepts and learns from consequences of his/her/their decisions to apply positively to future situations.	Manages his/her/their schedule and ~~makes arrangements~~ in case of absences. Seeks resolutions to problems in a courteous manner when required. Accepts consequences of his/her/their decisions.	Poorly manages his/her/their schedule and is not proactive in ~~making arrangements~~ in case of absences. When required to seek assistance, is late to do so and/or is discourteous. Does not accept consequences of his/her/their decisions and may externalize blame.
Cultural Competence	Identify the multidimensional nature of culture and identity and one's own biases. Showing active curiosity about the identities, practices, and experiences of others. Actively seek out information about and experiences with other cultures and identities with an open mind. Incorporate a variety of diverse perspectives in the work of the course.	Identify some aspects of culture and identity and some of one's own biases. Being open to learning about the identity, practices, and experiences of others. Demonstrating openness to information and experiences presented about other cultures and identities. Incorporate some diverse perspectives in the work of the course.	Cannot or will not recognize culture and identity and/or one's own biases. Resisting learning about identity, practices, and experiences of others. Unwilling to engage with information and experiences about other cultures and identities. Does not incorporate diverse perspectives in the work of the course.

Tips on Using the Rubric:
- You likely already talk about these concepts in class; using these terms, including "professionalism," shows students that we have a collective understanding of the importance of these behaviors.
- This could be informational, for you and/or the students, to define behaviors.
- Points could be assigned to each level to be a separate grading item for the course.

Back to the professionalism lists!

For the key aspect you feel your department needs to work on:

What does it look like now? What would it look like when it's going well?

- Career Growth
- Retention
  - Fine, but not particularly useful for this particular topic…OR IS IT?
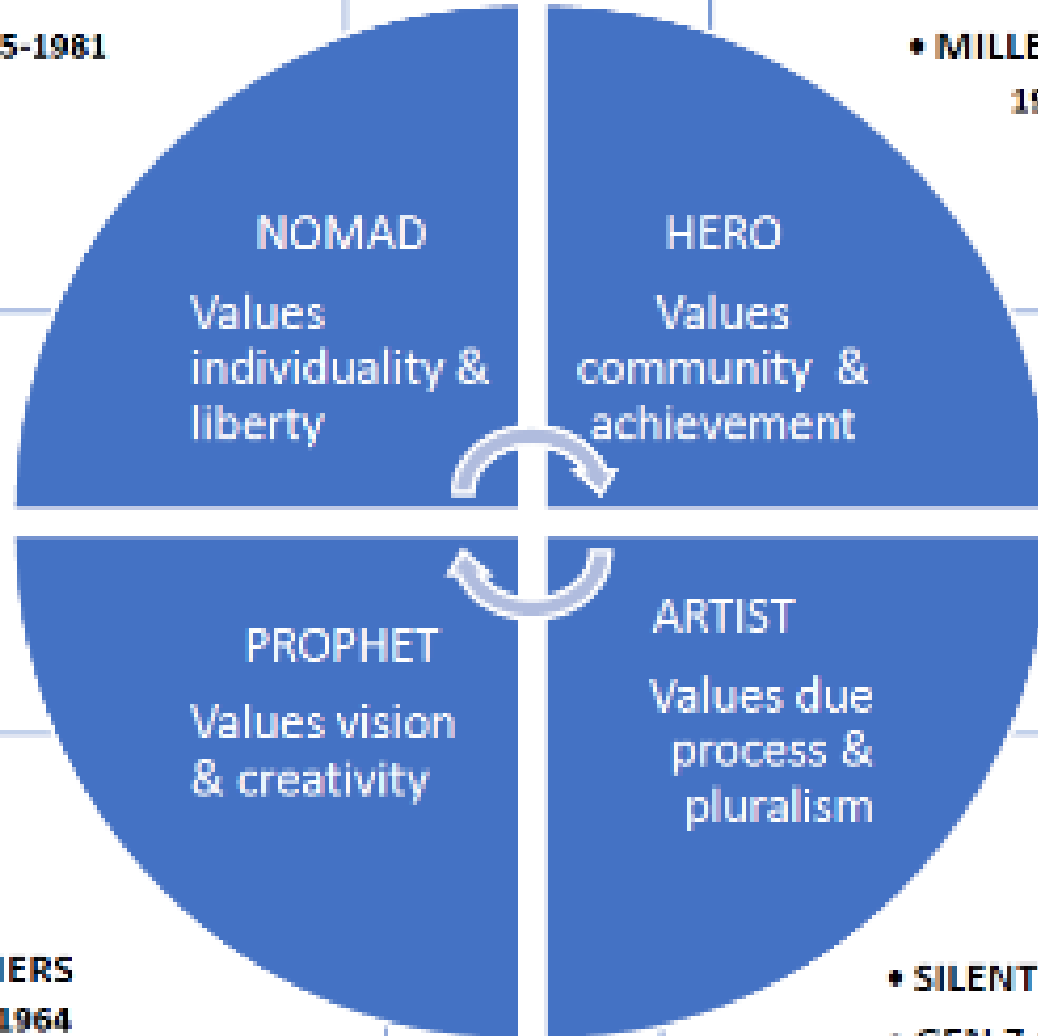
(*Global Talent Trends,* 2023)

Back to LinkedIn: How about 2023 (the most recent data)?

FIVE GENERATIONS IN THE WORKPLACE

THEME:

CURIOSITY

A small complication … generations

- LOST 1883-1900
- GEN X 1965-1981

- GI 1901-1924
- MILLENNIALS 1982-1994

NOMAD
Values individuality & liberty

HERO
Values community & achievement

PROPHET
Values vision & creativity

ARTIST
Values due process & pluralism

- BABY BOOMERS 1943-1964
- GEN ALPHA 2011-?

- SILENT 1925-1942
- GEN Z 1995-2010

Each generation tends to "correct" for the perceived mistakes of the previous generation, thus making a quarter of a turn around the cycle. In general, Nomads are parents of Artists. Heroes are parents of Prophets. Artists are parents of Nomads. And Prophets are parents of Heroes. Gen Z were parented, for the most part, by Gen Xers.

(Lombardo, 2018)

Have you ever had a notable cross-generational experience at work?

Cultural Events: JFK, Internet, 9/11, Pandemic

1928–1945
Silent: 1928-1945 (78-95)

1965–1980
Gen X: 1965-1980 (43-58)

1997–2012
Gen Z: 1997-2012 (11-26)

Boomers: 1946-1964 (59-77)
1946–1964

Millennial: 1981-1996 (27-42)
1981–1996
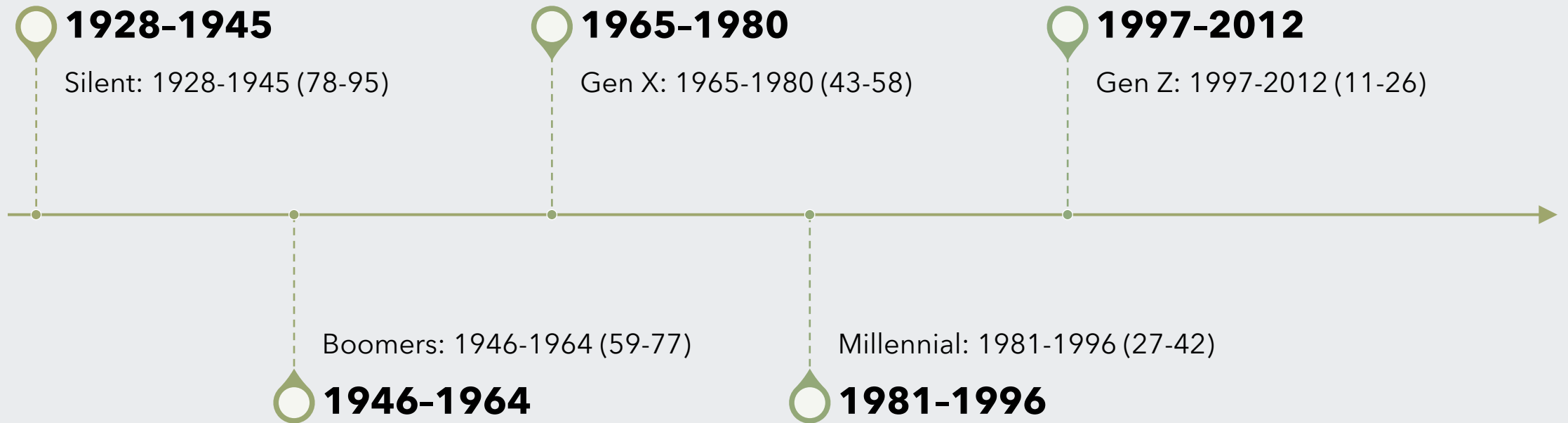
NO GROUP IS A MONOLITH

…but there are some shared characteristics worth noting.

The Boomers and the Xers

Share characteristics when it comes to work: why?

Characteristic Examples:

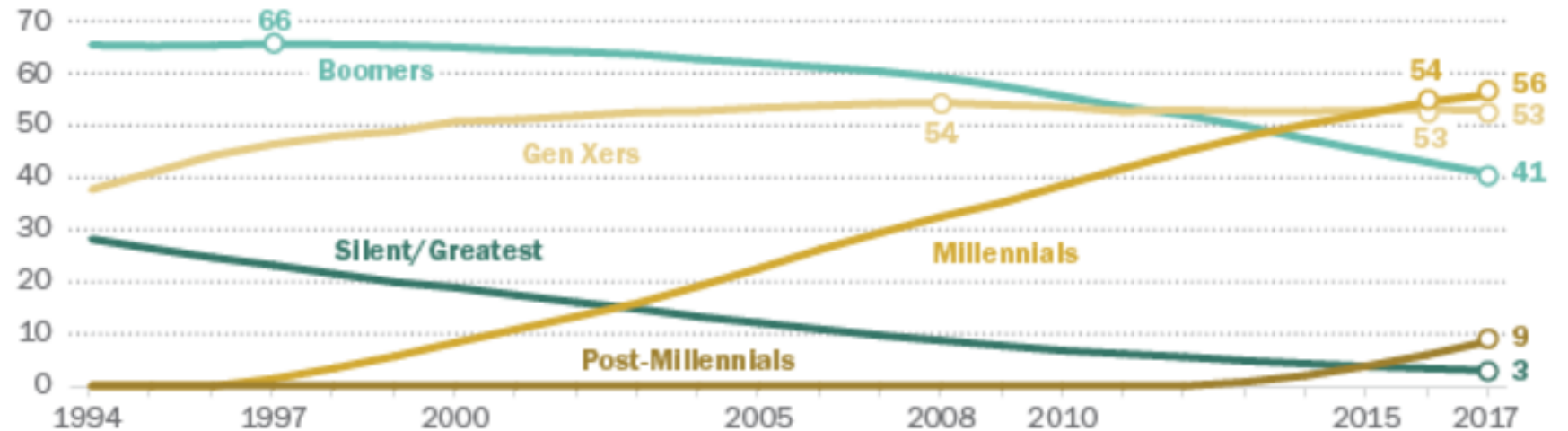| "Sticking"	Putting in your dues	Working autonomously

Millennials take over

The major shift in generational dynamics at work.

Millennials became the largest generation in the labor force in 2016

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions

- Boomers: 66 (1997) ... 53 (2017)
- Gen Xers: 54 (2008) ... 54 → 53 (2017)
- Millennials: 56 (2017)
- Silent/Greatest: 3 (2017)
- Post-Millennials: 9 (2017)
- 41

Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

Pew Research Center

Let's make some comparisons…

Can people generally be trusted?

Boomers and Gen X

- **40%** and **31%** say YES

Millennials

- **19%** say YES

How Generations Prefer to Work

Boomers and Gen X

- Strong preference for autonomy (working alone): COWBOYS

Millennials

- Preference for working together: COLLABORATORS

  (Elders view this as hand holding.)

- Want feedback (2x more than X and 3 ½x more than Boomers)

Millennials and Loyalty

Percentage of HR professionals who believe their millennial employees are loyal:

Percentage of millennial employees who believe they are loyal:

1%

85%

What's up with that?

One more bit about Millennials...

"In over a decade studying millennials in the workplace across a wide variety of industries, I have frequently heard members of this generation criticized for many perceived characteristics-- entitlement, narcissism, laziness, self-absorption--but it is rare that any employer ever calls them unintelligent. What employers often perceive to be lacking in today's youngest workers includes such essential workplace soft skills as communication, time management, decision making, and self-motivation--skills that members of previous generations often learned while working as teenagers. If you are managing a Millennial or Gen. Z employee today, *you must consider the fact that you might be the first boss that young person has ever had*."

(Pollock, 2019, p. 80, emphasis mine)

Generation Z

The newest generation into the workplace

Gen Z and Risk Aversion...

Gen Z teenagers are more risk-adverse than previous generations. This is across the board in all risky behaviors. (Pollock, 2019, p. 23).

WHY?

- Technology: Computers as appliances; they trust tech

- Must feel valued in the workplace, no matter their title

- Need to fully understand job descriptions

- Ability to form global "tribes"—wield power because of it (Karpus, 2015)

- Responsible for their own lives

- Take global perspectives and are inclusive: we are one big group of individuals

- Expect and respect diversity (Lombardo, 2018)

Generation Z

But...

- Understanding generations goes both ways.

- **Preferred communication:**
  - o **Boomers:** Personal interaction or phone
  - o **X:** Email or phone
  - o **Millennial:** Email/voicemail/text
    (Walton, 2021)
  - o **Z:** *What do you think?*

Let's have a little empathy…

- **Boomers:** Being told longevity is key, pay your dues…and then the millennials come with tech savvy. LEARN and ADAPT, of you're out.

- **Gen X:** Working with the Boomers, but then they aren't retiring as soon as previous generations…and then the millennials come in with tech savvy. You will never be in charge.

- **Millennial or Gen Z:** Growing up in the age of social media, feeling compelled to share all about your life online for the world to see. Getting paid less than previous generations with much more student loan debt. Not a lot of choice there: a college education is practically required.

(Pollock, 2019, p. 34-5)

What we all want:

"Most people want to learn, grow, use their strengths, and be recognized and appreciated for their efforts" (McGarry 2019).

What moves us at work

Motivators Assessment:

- 50k people
- All ages
- Around the world

Autonomy, Challenge, Creativity, Developing Others, Empathy, Excelling, Excitement, Family, Friendship, Fun, Impact, Learning, Money, Ownership, Pressure, Prestige, Problem Solving, Purpose, Recognition, Service, Social Responsibility, Teamwork, Variety

TOP 3 MOTIVATORS

Millennials:	1. Impact	2. Learning	3. Family
Gen X:	1. Impact	2. Learning	3. Family
Boomers:	1. Impact	2. Learning	3. Family
Traditionalists:	1. Impact	2. Learning	3. Creativity

BOTTOM 3 MOTIVATORS

Millennials:	21. Prestige	22. Autonomy	23. Money
Gen X:	21. Fun	22. Prestige	23. Money
Boomers:	21. Fun	22. Prestige	23. Money
Traditionalists:	21. Recognition	22. Prestige	23. Money

(Gostick &Elton, 2018, p. 31)

If you want to make a change...

How?

Some considerations FOR CHANGE (that work for all generations)

ROOTS and ANCHORS
(Frabrizio Freda, CEO Estee Lauder)

Communicate early and often, in many ways, and quickly   (TL;DR, anyone?)

Get people invested

Become a coach

Back to which professional expectations need the most work…

How are you addressing these things?

- What are the roots in your expectations/practices? Anchors?
- How do you get people to invest?
- How can you communicate?
- How can you Coach?

Ultimately, what are our takeaways?

o If professionalism is important, define it and help people be successful with it.

o Generations are not a monolith, but they do share similarities in how they see the world.

o Bring your best self to work to positively contribute to your work's culture.

o Be curious! Do some reverse mentoring; make space for wisdom across all age groups.

Thank you!
Be excellent
to each
other!

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