



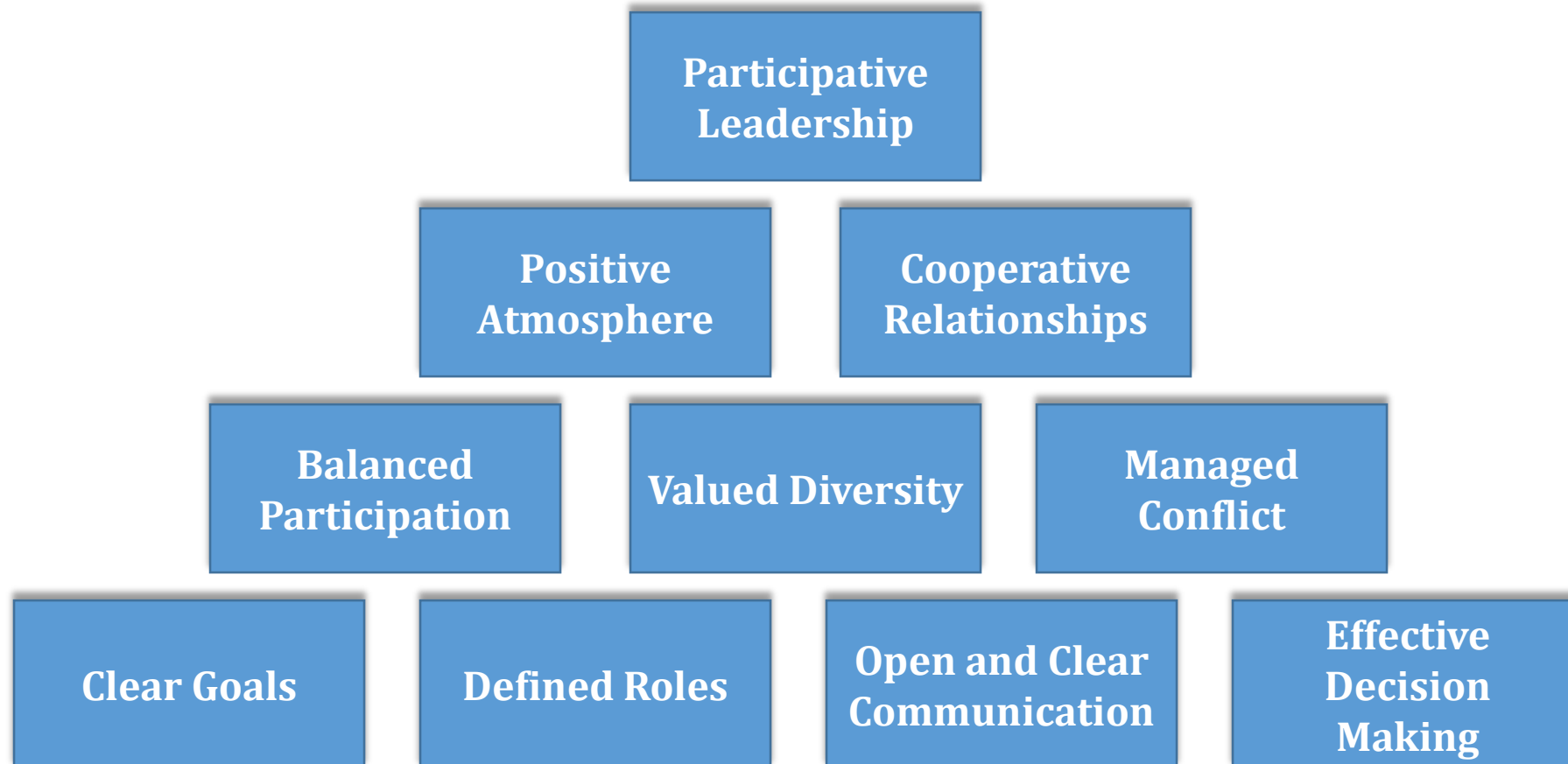
Building a Highly Effective Team with a Multi-Generational Workforce

UCLA Administrative Management Group

May 17, 2018

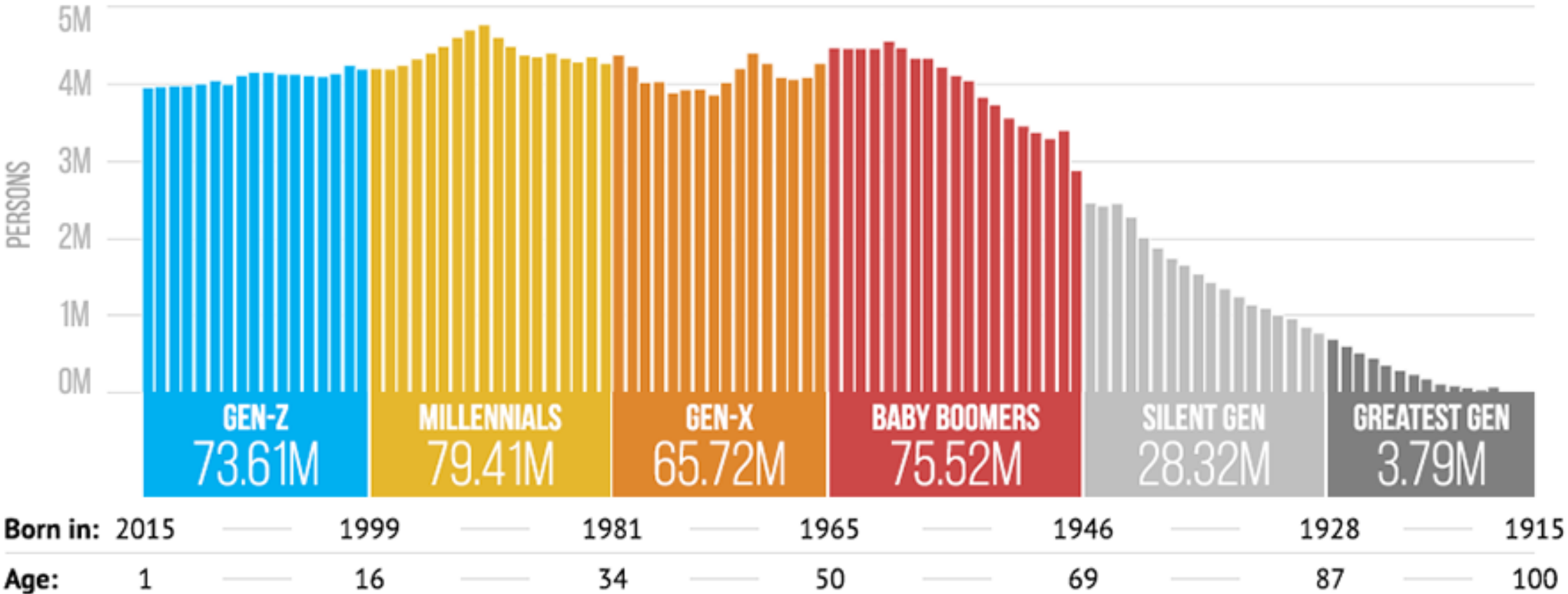
Gerrie Zvara

Characteristics of a High Performing Team



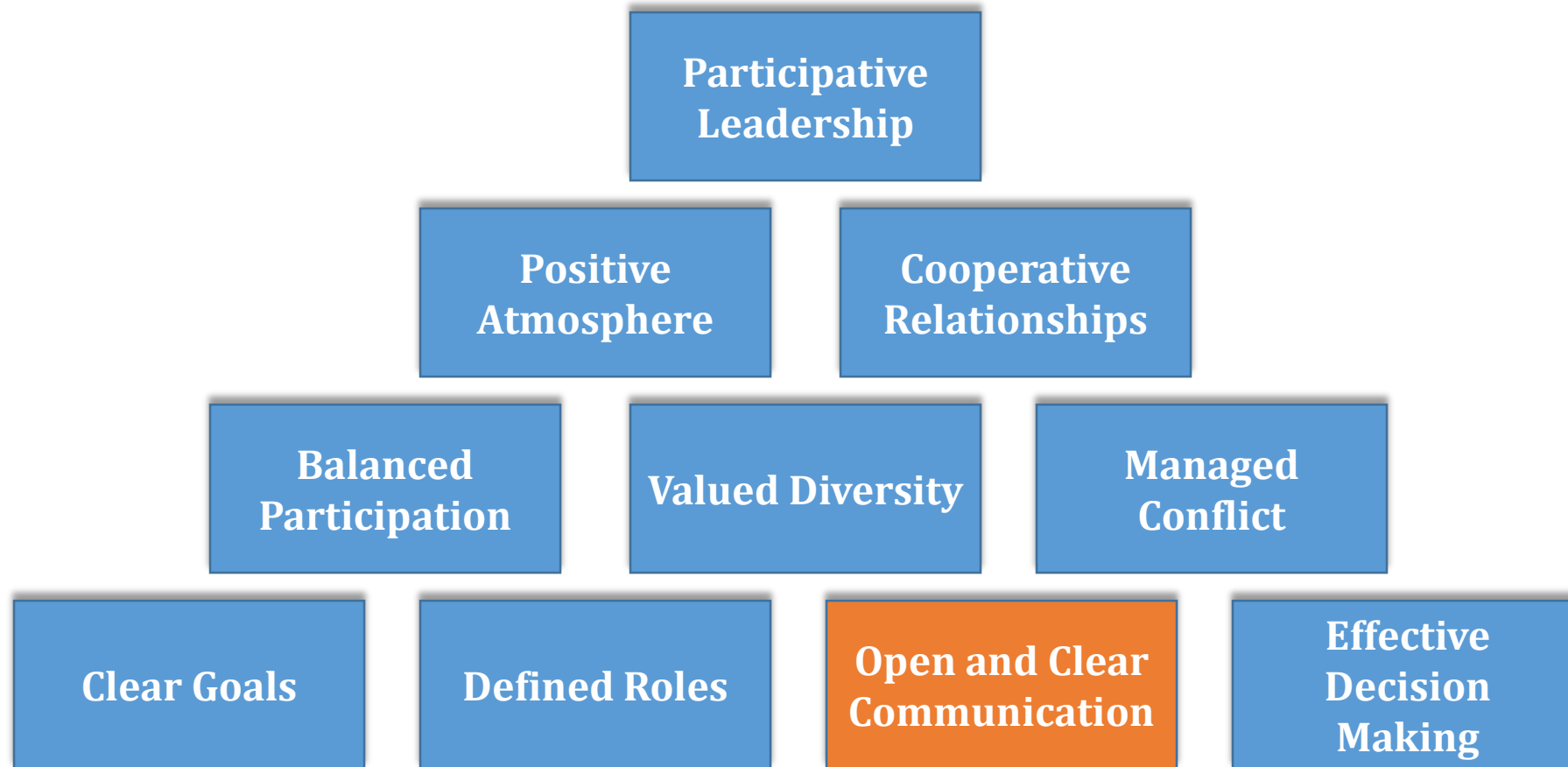
Total US Population by Age and Generation

as of December 2015



Source: U.S. Census Bureau 

Characteristics of a High Performing Team





Traditionalists

Baby Boomers

Generation X

Millennials

Generation Z

New and exciting technology

Pop culture figures and moments

Events most covered by news stories



Traditionalists



- < 2% of the workforce
- Founded many organizations that still exist today.
- Management style influenced by the military chain of command.
- Established hierarchical structure in many organizations.

Their Values...

Family
Sacrifice
Waste Not, Want Not
Respect for Authority

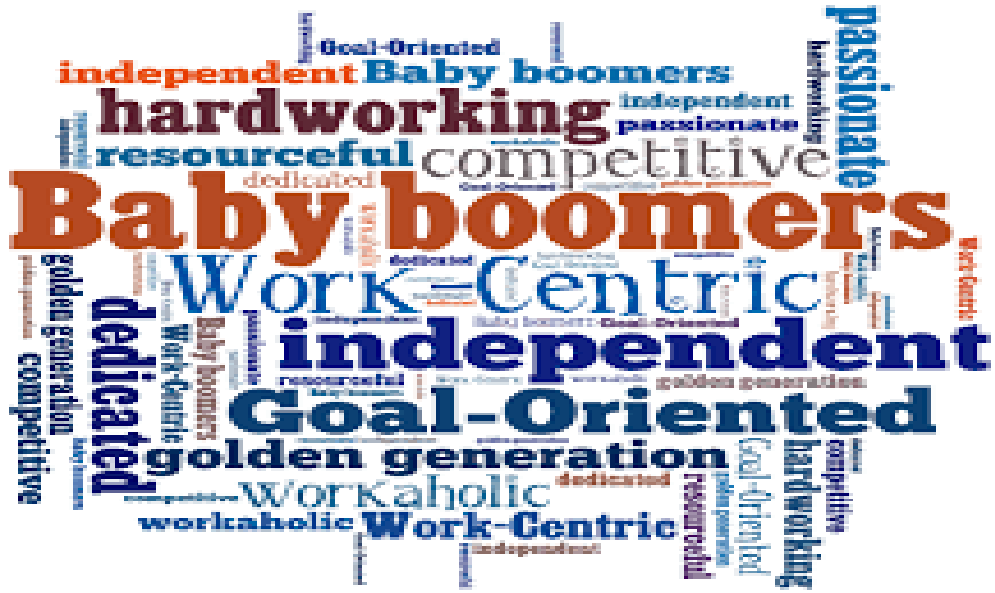


WORLD WAR II



Traits Displayed...

Fiscally Conservative
Respect Authority
Self-Sacrificing
Loyal



- 25% of workforce population
- SMEs on workplace professionalism and savviness.
- “Workaholics”
- Driven by competitive nature

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Work Ethic
Professionalism
Youthfulness
Individualism
Luxury



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Competitive
Optimistic
Non-conformist
Disciplined

- 33% of workforce population.
- “If you want something done right, you’d better do it yourself”.
- Protective of “family time”.
- More hours in the office does not mean more productive or hard-working.
- 1/2 of Xers feel they are stalled in their careers.



Xer Values

- Transparency
-
- Independence
-
- Work-Life Balance
-
- Growth

Xer Traits

- Resourceful
-
- Independent
-
- Skeptical
-
- Entrepreneurial



- 35% of the workforce (2017)
- #adults
- Integrate work and personal lives.
- Informal and authentic.
- Collaborative - love to brainstorm.
- Prefer flatter, more networked organizational structures.

Values



Integrity
Innovation
Efficiency
Speed



TECH UPGRADE CYCLE



Traits



Collaborative
Globally Connected
Environmentally-
Conscious
Media-Savvy

Gen Z



- 5% of the workforce (2017)
- Diverse and inclusive.
- Resilient.
- Digital natives.
- Innate multi-taskers.



Values

Stability

Personalization

Equality

Resourcefulness



Traits

Connected

Diverse

Resilient

Pragmatic

Generational



Tension

Characteristics of a High Performing Team



Agree on how to accommodate the different approaches



Business Necessity or Generational Preference?

Give me a break, give me a break...

Break me off a piece of that Kit Kat bar





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