

Workforce Development Training

CTT is developing Workforce Development
and Management training courses

Stay tuned...



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Civil, Environmental, and
Geospatial Engineering

Center for
Technology & Training

Instructions

Go to

www.menti.com

Enter the code

9413 8327



Or use QR code



What we will cover:

- **Typical Generation Differences**
 - **Why they matter**
 - **Why they don't**
- **Leadership/Management Skills**
 - **Training your Workforce**



People Skills

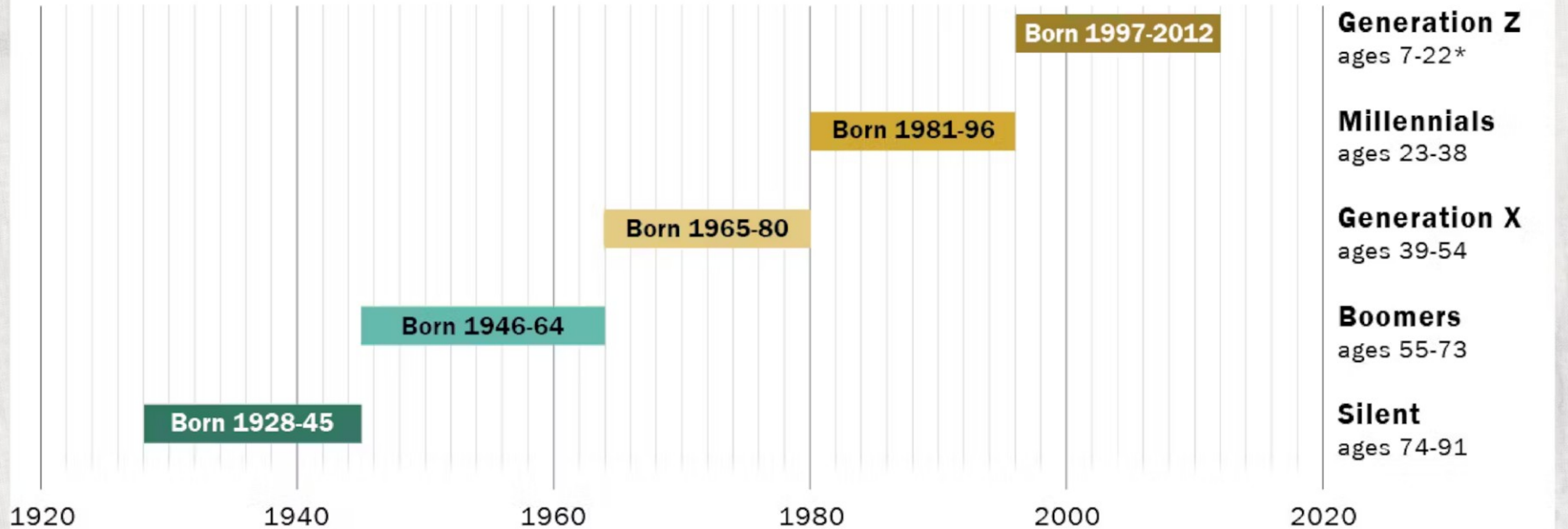
Generational Differences



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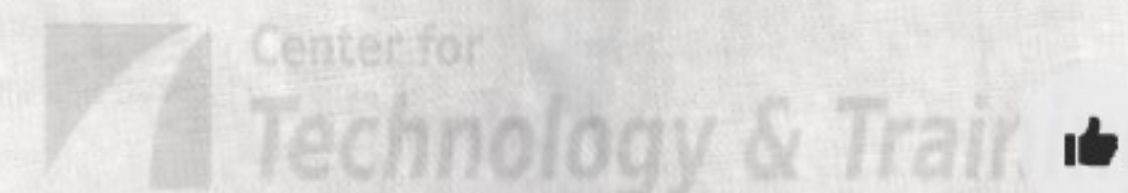
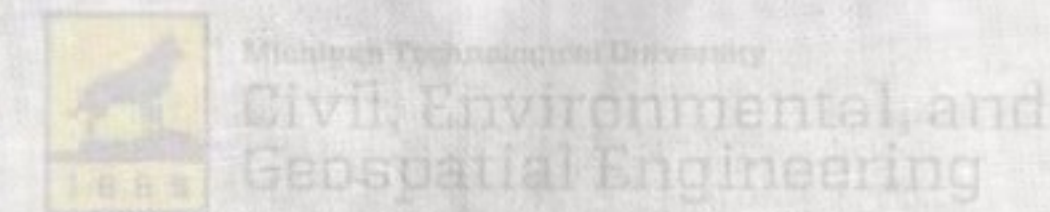
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The generations defined



Baby Boomers are the only generation officially [designated by the U.S. Census Bureau](#)

*Pew Research



The Generations

Lots of Discourse

+1 Billion Results!

Google generational differences

Images Examples Videos Perspectives In the workplace Chart And characteristics Vs millennials In Edu... All filters Tools

About 1,030,000,000 results (0.55 seconds)

Sponsored

Workday
https://forms.workday.com › workday › workforce

Work: Generational Differences - Generations in the Workplace
Generational Differences in the Workplace: Meeting the Needs of Five Distinct Generations. See How the Right Strategies & Technology Can Help Keep Everyone Motivated and...

What are generational differences? Generational differences in the workplace refer to the varying beliefs, values, and attitudes between age groups. These differences are caused by the different experiences people had growing up, shaping their perspectives on things like work ethic, communication, and technology. Jun 27, 2023

GENERATIONS: Best Work Traits

GENERATIONS

HubSpot Blog
https://blog.hubspot.com › the-hustle › generational-diff...

How To Navigate Generational Differences in the Workplace

People also ask :

- What are the 7 different generations?
- Why is it important to understand generational differences?
- What is the term for generational differences?
- What are some generational differences in the workplace?

Generation gap :

A generation gap or generational gap is a difference of opinions and outlooks between one generation and another. These differences may relate to beliefs, politics, language, work, demographics and values. Wikipedia

Generation Gap Books

- Generation Gap: Why th...
- Bridging the Generation...
- Retiring the Generation...
- Generation Gap

1000's of Books!

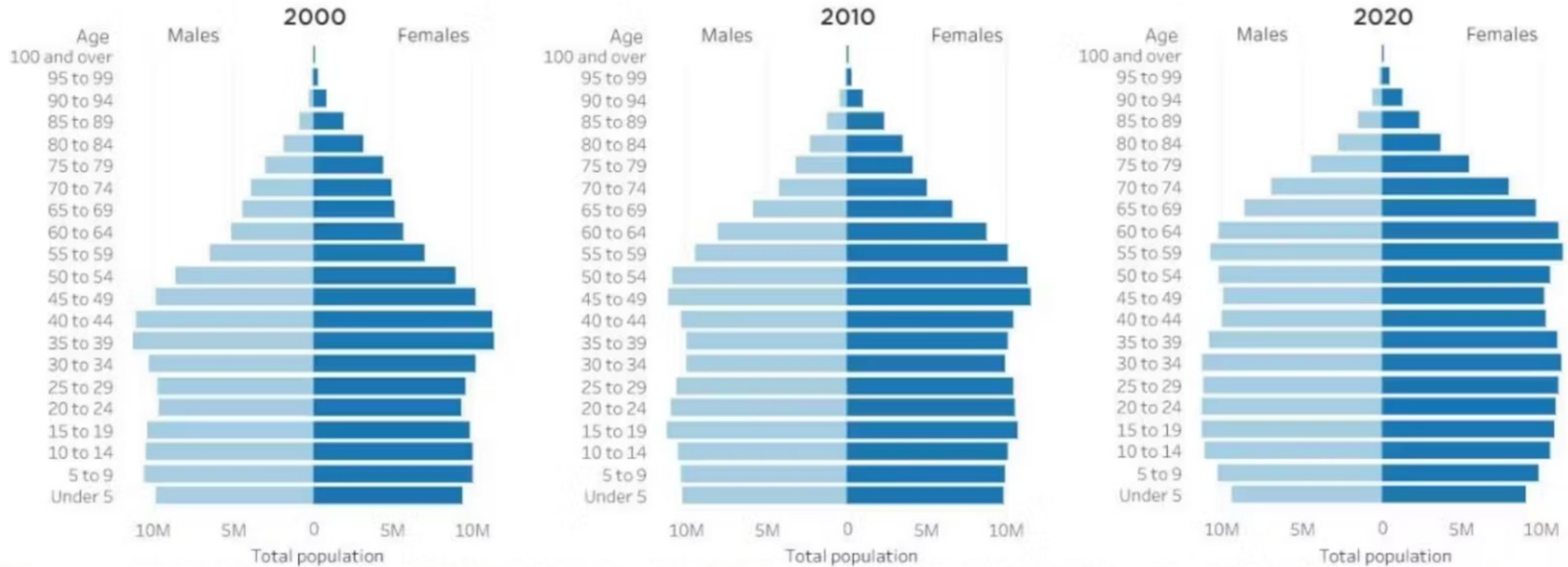


Generation's Size

Figure 2.

Population Pyramids for the United States: 2000, 2010 and 2020

(In millions)



*US
Census

The younger workforce is large and steady

Favorite (Best) Band



Mamas
and Papas



Motley
Crue



Blondie



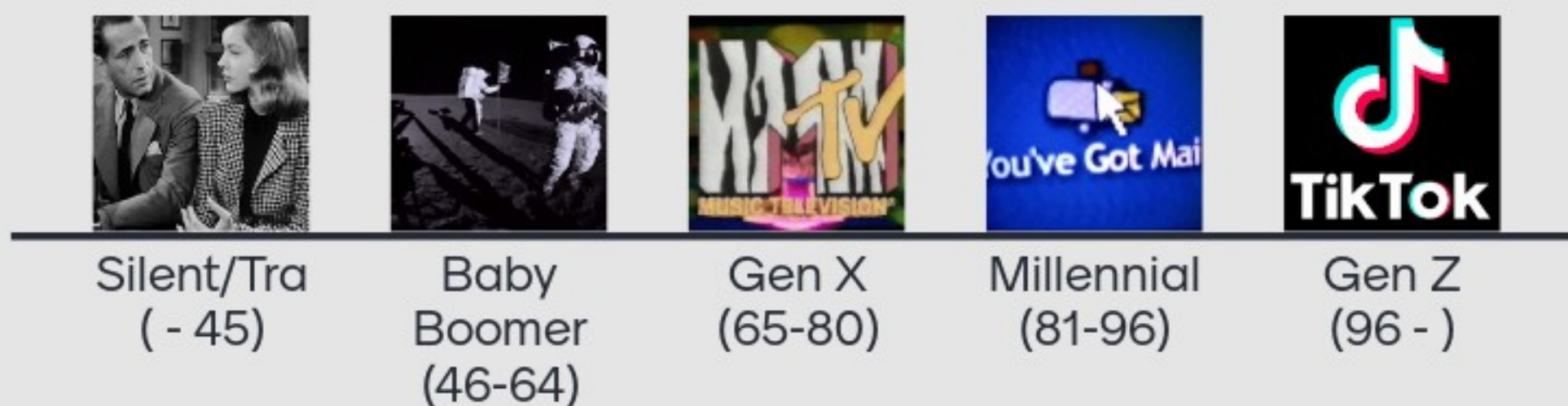
Shinedown



Oasis

























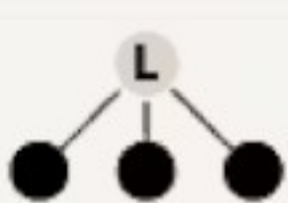
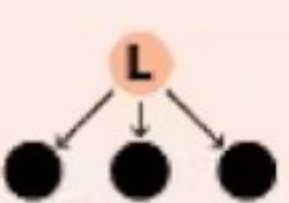
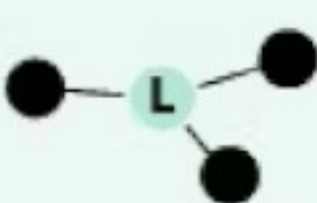
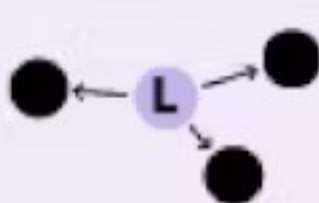
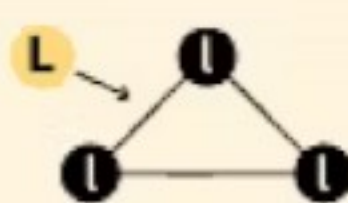



What Generation are You? (Birth Year)

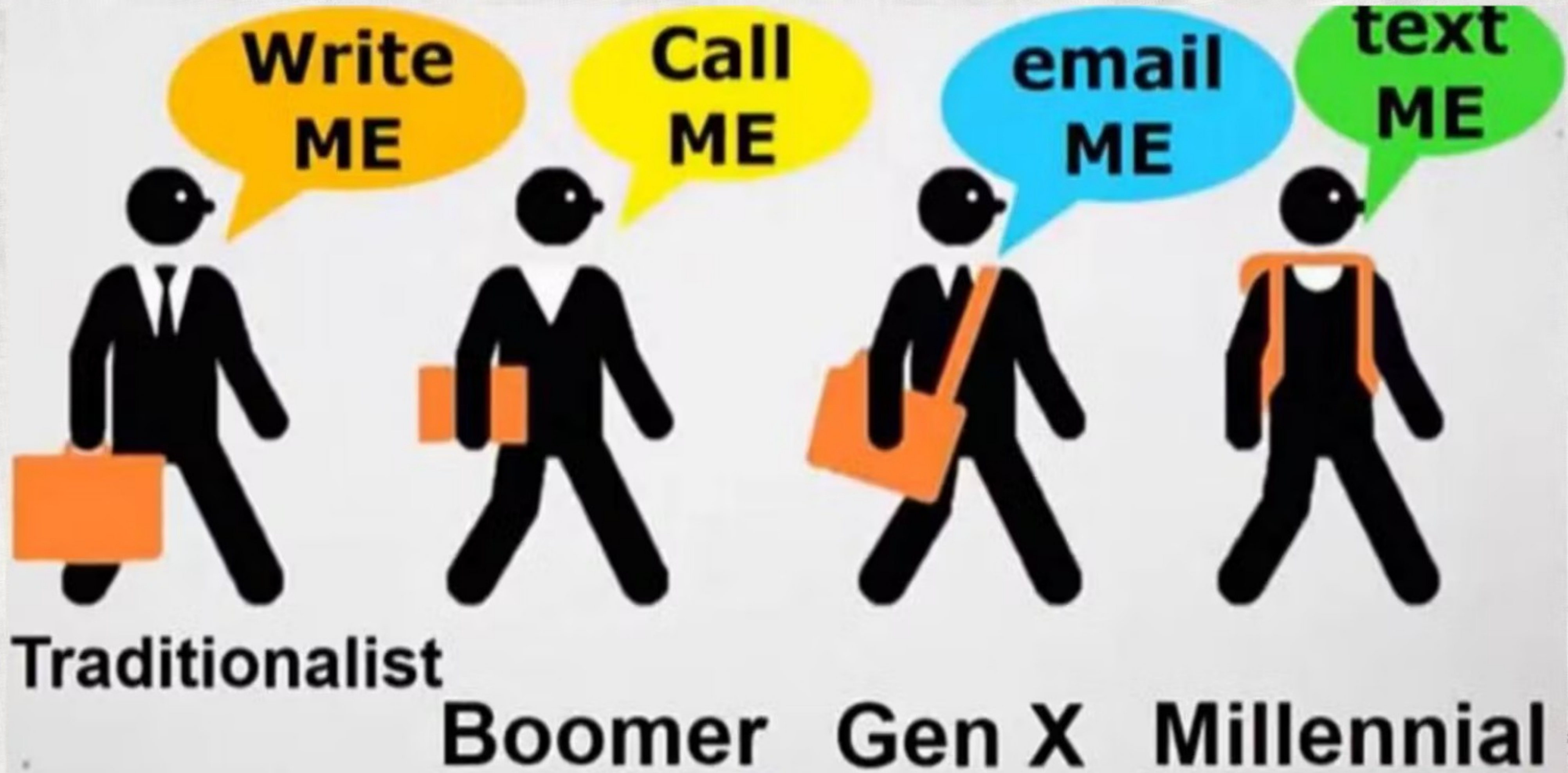


Favorite (Best) Band

- Mamas and Papas
- Motley Crue
- Blondie
- Shinedown
- Oasis

Category	Builders Born: 1925-1945	Baby Boomers Born: 1946-1964	Generation X Born: 1965-1979	Generation Y Born: 1980-1994	Generation Z Born: 1995-2009	Gen Alpha Born: 2010-2024
Slang terms						
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	 Model T Ford Final, 1927	 Ford Mustang 1964	 Holden Commodore 1978	 Toyota Prius 1997	 Tesla Model S 2012	 Autonomous vehicles 2020s
Iconic toys	 Roller skates	 Frisbee	 Rubik's cube	 BMX bike	 Folding scooter	 Fidget spinner
Music devices	 Record player LP, 1948	 Audio cassette 1962	 Walkman 1979	 iPod 2001	 Spotify 2008	 Smart speakers Now
Leadership style	 Controlling	 Directing	 Coordinating	 Guiding	 Empowering	 Inspiring
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator
Learning style	Formal	Structured	Participative	Interactive	Multi-modal	Virtual
Influence Advice	Officials	Experts	Practitioners	Peers	Forums	Chatbots
Marketing	Print (traditional)	Broadcast (mass)	Direct (targeted)	Online (linked)	Digital (social)	In situ (real-time)

Communication



Traditionalist

Boomer

Gen X

Millennial

Technical University
Environmental, and
Civil Engineering

Office Culture



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Which side of the Wrench?

1975 Chevy Truck



2005 Chevy Truck



How do we get there?

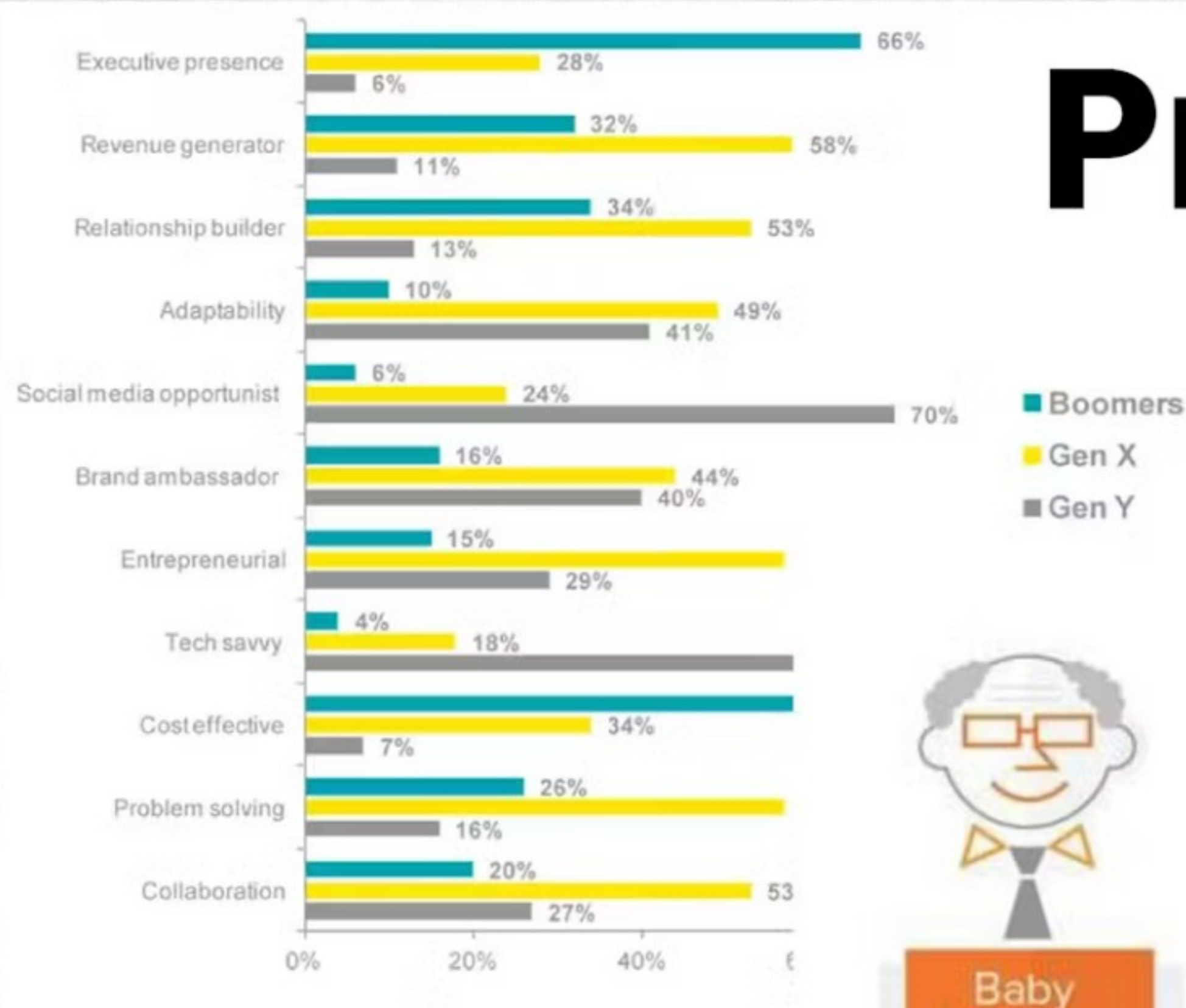
Paper Maps

GPS



Generation

Pro/Cons



Pros & Cons of Millennials, Gen Xers, & Boomers

Each generation has their pros and cons. Understanding each of these is critical to everyone working well together.

Boomers

Boomers have wisdom and experience in the workplace that is invaluable. They often have the benefit of living through the history of an organization and know how not to do things. They believe in face to face meetings and have some of the best interpersonal relationship skills. It's safe to say that most of their work was done without the help of a Zoom call.

A con is that they don't always move as quickly or fluidly as their Millennial counterparts, which can be frustrating to their younger team members. They may also not be as skilled with technology, albeit some of them will surprise you.

Gen Xers

According to Forbes, most Gen Xers are highly educated, and an astounding 55% are founders of gotten generation! Gen Xers are accustomed to figuring things out on their own. They receive lots of feedback along the way. It makes sense that they are

attention-grabbers and have done well for themselves in balancing work and family and aging parent(s).

They are satisfied with upper management and values getting things done. They have a willingness to work overtime.

They are competitive in the world. They need and want to feel empowered to do so. They value feedback and appreciate managers that act more like coaches than micromanagers. Millennials: ask questions versus giving specific orders or directives. They are more responsive to this approach.

They can be trusted to do good work for their organizations. They will seek feedback and course correct frequently. This need for feedback is "too much" work to Boomers and Xers. The older generations are used to marching orders quickly. Millennials value flexibility in their work and not a rigid process that a Boomer or Xer may appreciate. A



Baby Boomers
1946 - 1964

Best Work Traits

- Optimistic
- Enjoy mentoring
- Strong work ethic



Gen X-ers
1965 - 1979

Best Work Traits

- Independent
- Innovative
- Strong communicators



Millennials
1980 - 1995

Best Work Traits

- Tech-savvy
- Collaborative
- Focused on the Greater Good



Gen Z-ers
Born after 1996

Best Work Traits

- Digitally fluent
- Practical
- Flourish in diverse workforces

Don't Judge a Book...

- Generations are diverse and complex groups, not simple caricatures.
- Discussions focus on differences instead of similarities.
- If we assume negative traits about generations...



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"Kids these Days"

February 28, 1843, Anthony Ashley Cooper, the 7th Earl of Shaftesbury, ranted:

"A fearful multitude of untutored savages ... [boys] with dogs at their heels and other evidence of dissolute habits ... [girls who] drive coal-carts, ride astride upon horses, drink, swear, fight, smoke, whistle, and care for nobody ... the morals of children are tenfold worse than formerly."

July 16, 1990, David M. Gross and Sophronia Scott writing for TIME Magazine:

"They have trouble making decisions. They would rather hike in the Himalayas than climb a corporate ladder...They crave entertainment, but their attention span is as short as one zap of a TV dial."



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Job Satisfaction



- **44% Gen Z**
- **54% Millennial**
- **55% Gen X**
- **67% Baby Boomers**

*Pew Research



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Next Gen Priorities

18-29 Workers Like:



- **44% Job**
- **65% Co-workers**
- **62% Managers**
- **46% Tasks**
- **31% Pay**

*Pew Research



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People Skills

Supervisors

vs

Managers

vs

Leaders



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Managerial

vs

Non-Managerial

Non-Managerial positions are responsible for their own work

Managerial positions are responsible for the work of others



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YOU MANAGE THINGS;
YOU LEAD
PEOPLE

~ Rear Admiral Grace Murray Hopper

Is that it?

Problem solved?



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What does the internet say?

You are new to a managerial position.

What skills/methods are important?

Let's check Google.

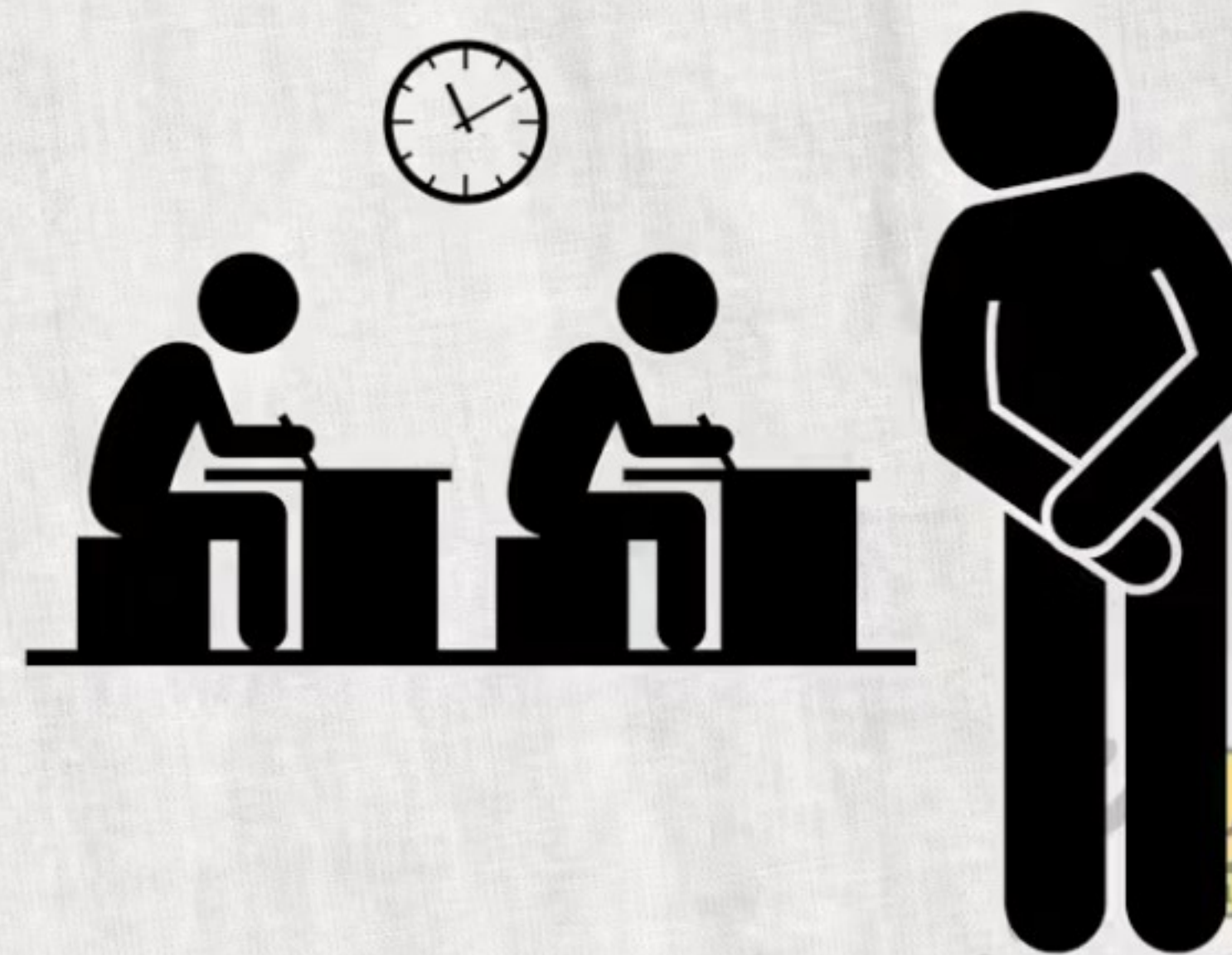


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Supervisor Duties

- Oversees a Project
- Focus on day-to-day
- Give specific instructions



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Manager Duties

- Planning and Controlling work process.
 - Developing a goal



Leader Duties

- Strategize
- Make Decisions
- Flexible
- Creative
- Not afraid of new ideas
- Confident
- Trustworthy



Industry Take

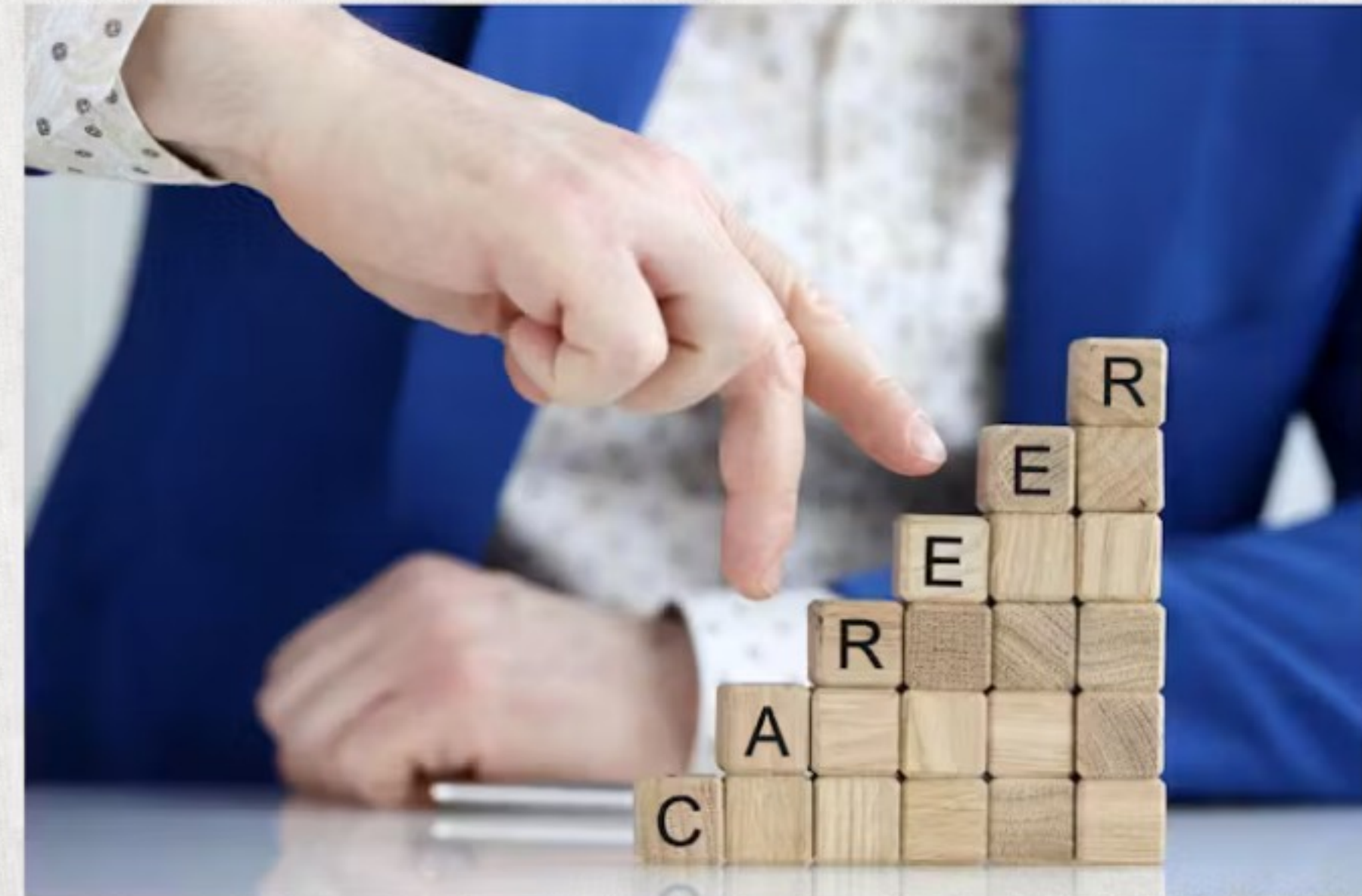
Go beyond Google

- Advice is Tech/Sales focused
- Different Incentives for DPW/CRC
 - Advice may not apply well...



Is there a Difference?

- “Supervisor” leads/organizes a “crew”
- “Manager” leads/organizes a department
- Title depends (Foreman, Lead, Superintendent...)
 - Tiers of Management



Hard Skills?



Hard skills can vary by Employer
(Software, Discipline, etc.)

You will learn as you grow

Guidance/Mentorship



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Brene Brown Leadership Values

Accountability	Ethics	Kindness	Self-respect
Achievement	Excellence	Knowledge	Serenity
Adaptability	Fairness	Leadership	Service
Adventure	Faith	Learning	Simplicity
Altruism	Family	Legacy	Spirituality
Ambition	Financial stability	Leisure	Sportsmanship
Authenticity	Forgiveness	Love	Stewardship
Balance	Freedom	Loyalty	Success
Beauty	Friendship	Making a difference	Teamwork
Being the best	Fun	Nature	Thrift
Belonging	Future generations	Openness	Time
Career	Generosity	Optimism	Tradition
Caring	Giving back	Order	Travel
Collaboration	Grace	Parenting	Trust
Commitment	Gratitude	Patience	Truth

Brene Brown Leadership Values

Community

Growth

Patriotism

Understanding

Compassion

Harmony

Peace

Uniqueness

Competence

Health

Perseverance

Usefulness

Confidence

Home

Personal fulfillment

Vision

Connection

Honesty

Power

Vulnerability

Contentment

Hope

Pride

Wealth

Contribution

Humility

Recognition

Well-being

Cooperation

Humor

Reliability

Wholeheartedness

Courage

Inclusion

Resourcefulness

Wisdom

Creativity

Independence

Respect

Write your own:

Curiosity

Initiative

Responsibility

Dignity

Integrity

Risk-taking

Diversity

Intuition

Safety

Environment

Job security

Security

Efficiency

Joy

Self-discipline

Equality

Justice

Self-expression

l, and
ing
ing

Brene Brown Leadership Value

0 responses



Managerial Skills

- Works closely with team
- Easily accessible when issues arise.
- Listen to workplace complaints or suggestions



Manager Example

“An old Supervisor always had their door closed. When I took over I attempted an ‘open door’ policy.

However this proved to not be as useful as initially thought. My duties had changed. I eventually adopted a compromise of the two.”



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Leadership Skills

- Have a track record of getting results
 - In a right and honorable way
 - People over Process



Example

Tim Colling

“My boss was not willing to engage in solving a major and immediate technical risk I identified, but instead “sidestepped” his responsibility an employee with 4 months of experience. I felt like I was being set up to fail”

“Managers are supposed to give credit and take blame, not the other way around”



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Connecting Concepts

- Employer's responsibility to grow Leaders
- Retains employees and grows company
- Employees that grow within are more dedicated
 - Better chance of staying long-term



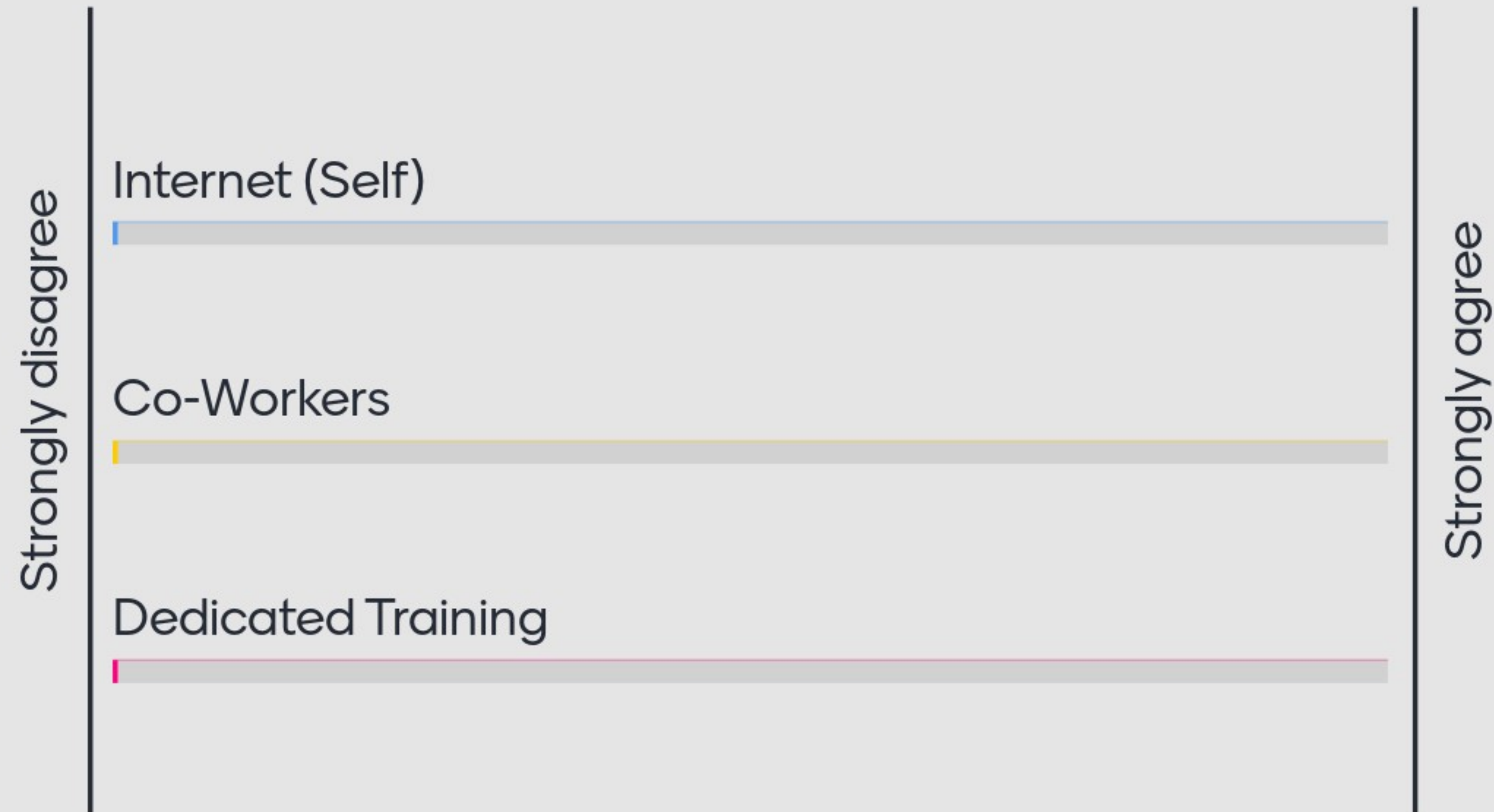
Developing the Next Generation



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Learn Management Skills



Laying a Foundation

“if the “team” develops the process, the “team” is more likely to take responsibility for the outcomes”



ChrisAplin • 6d ago • Edited 5d ago

My experience is that millennial managers are less performative and more outcome-based. Get your work done, who cares how or when.

2.1K Reply Share



Citron_Narrow • 6d ago

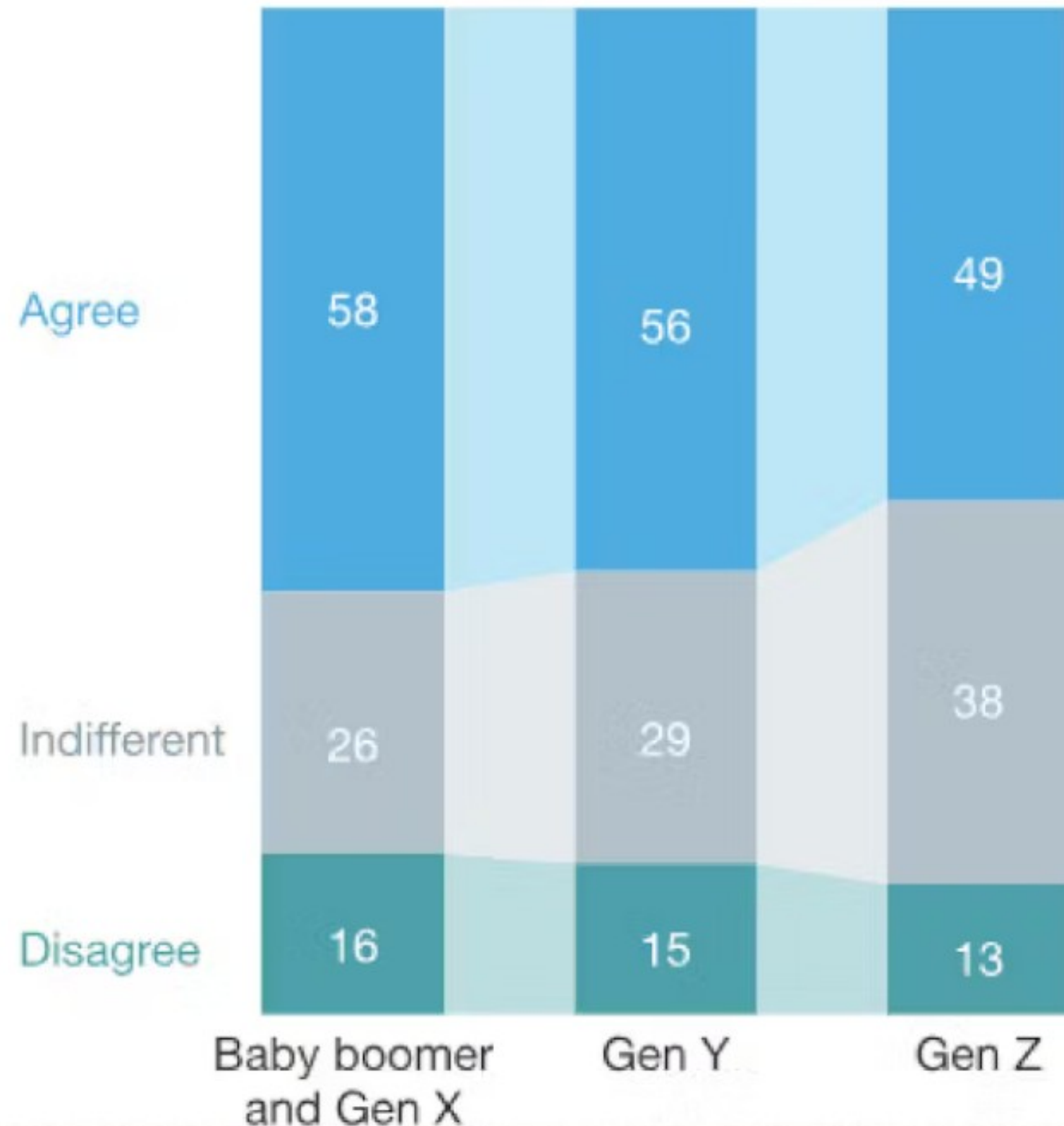
More big picture thinking

623 Reply Share

Next Gen Workplace

Gen Zers want less confrontation and more dialogue.

Respondents who say it is necessary to break with the system to change the world, %



- Wage Discussion
 - Job Hopping
- Flexible Work Schedule
- Social Concerns
- Born with Tech

*McKinsey & Company



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Industry Example

Jason Dailey

(<https://www.linkedin.com/in/jasonadailey/>)

“GPS was introduced to the snow fighting crew with mixed reactions. More senior operators were unsure of the use (perhaps discipline?) while the newer operators were less concerned as less privacy and tracking have become more a part of their lives.

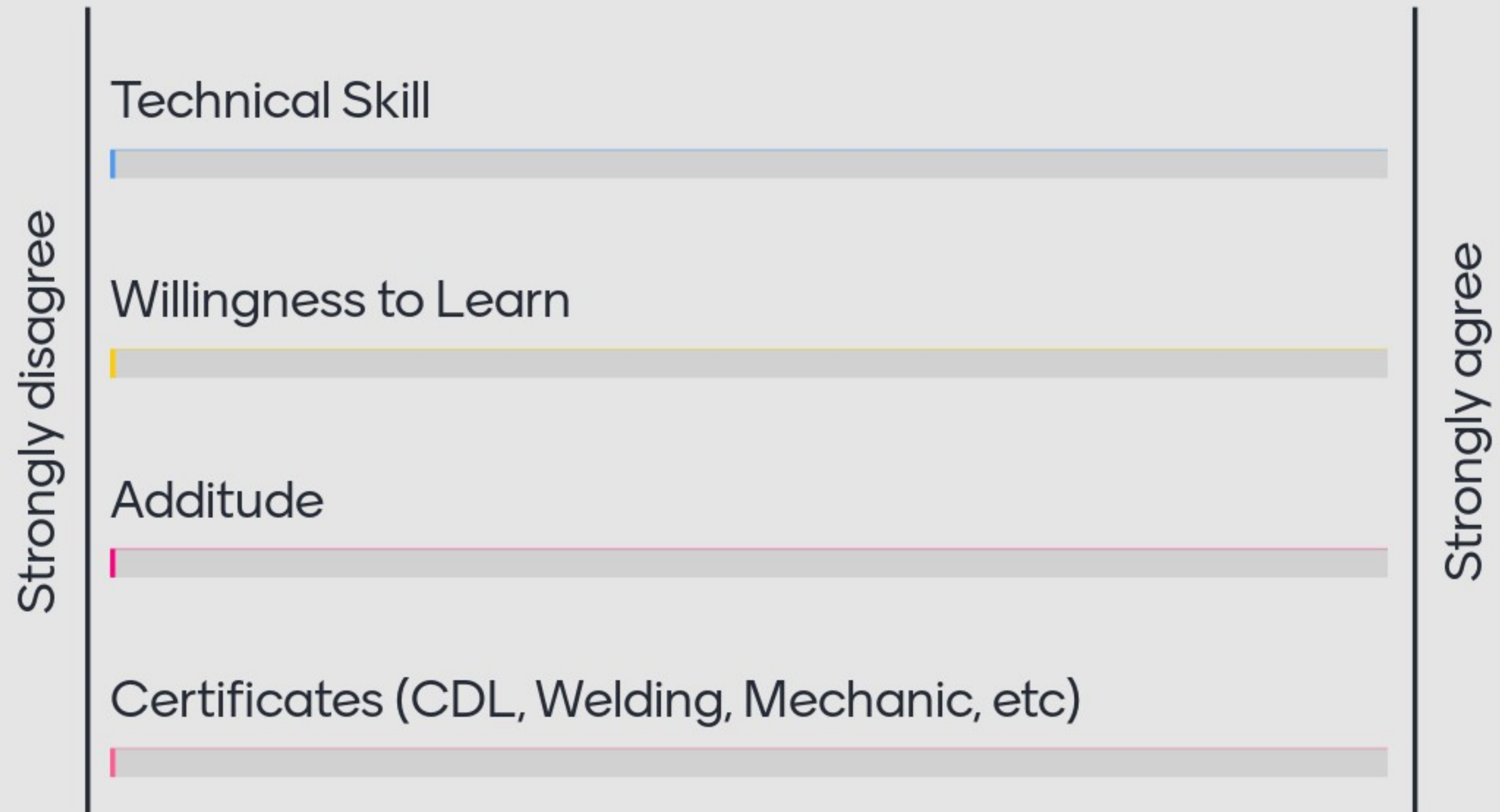
Education on the expanded benefits of technology (not just tracking) and transparency of the technology with ALL operators over time led to greater acceptance.”



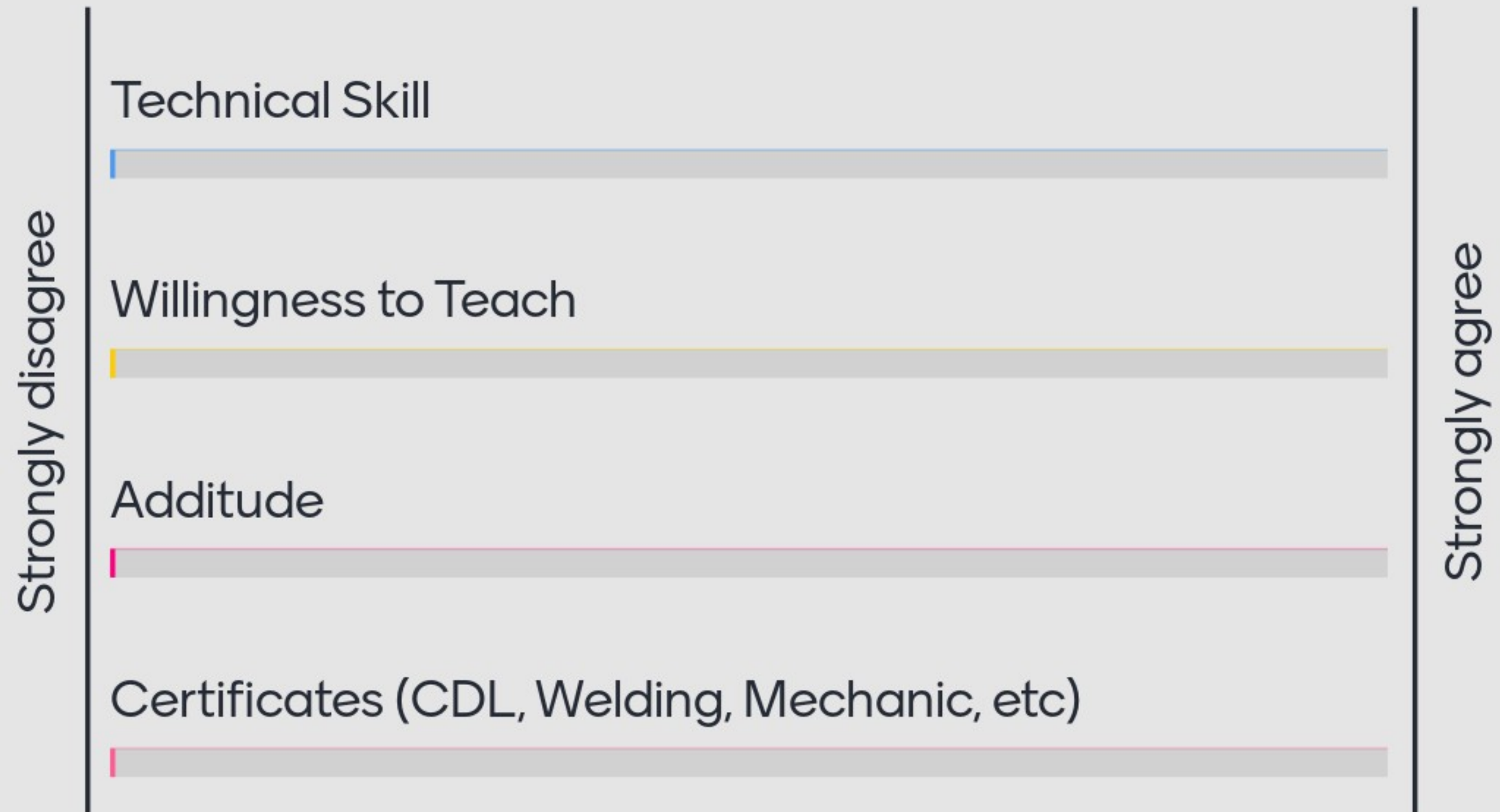
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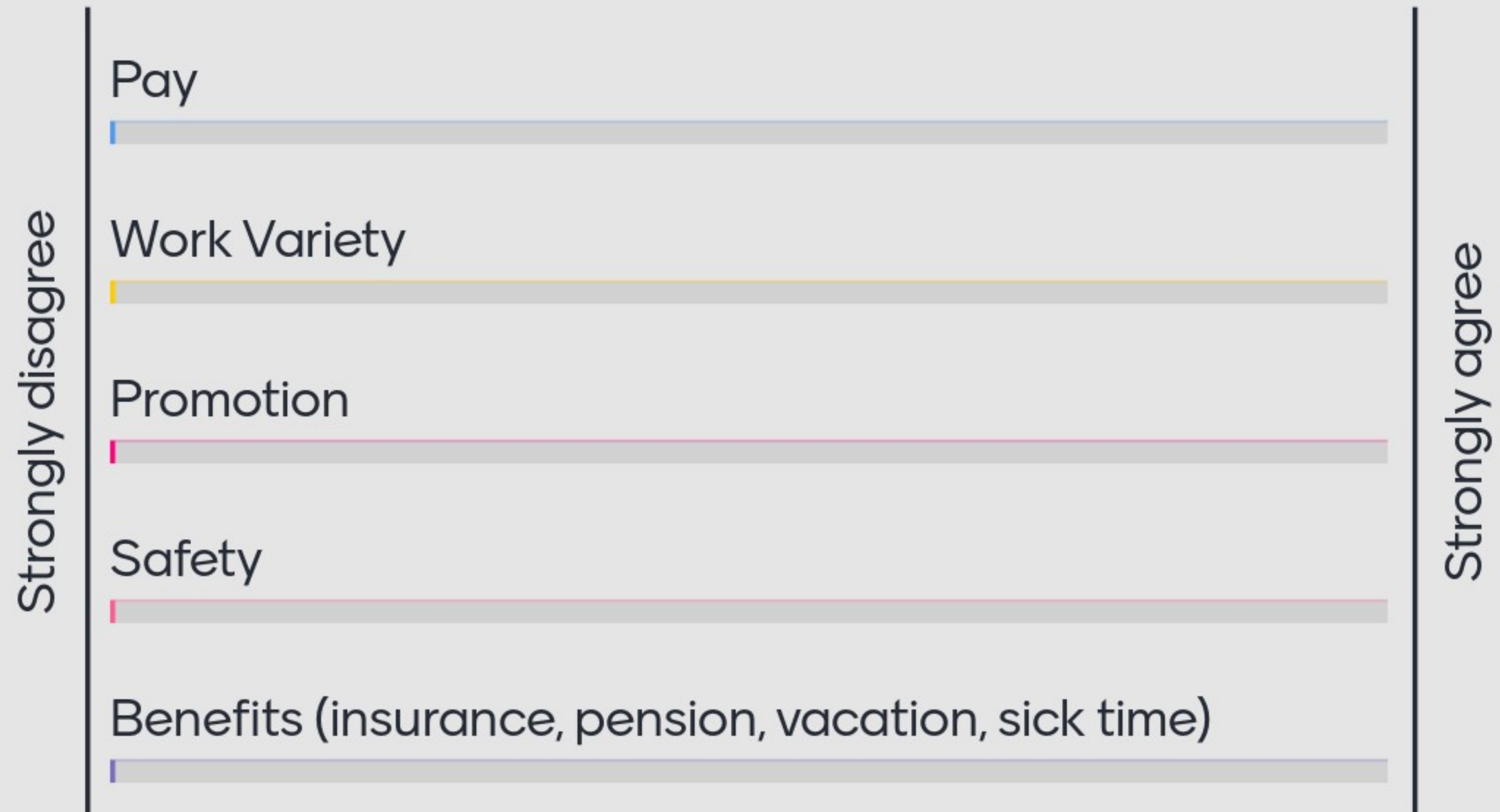
New Employee Values



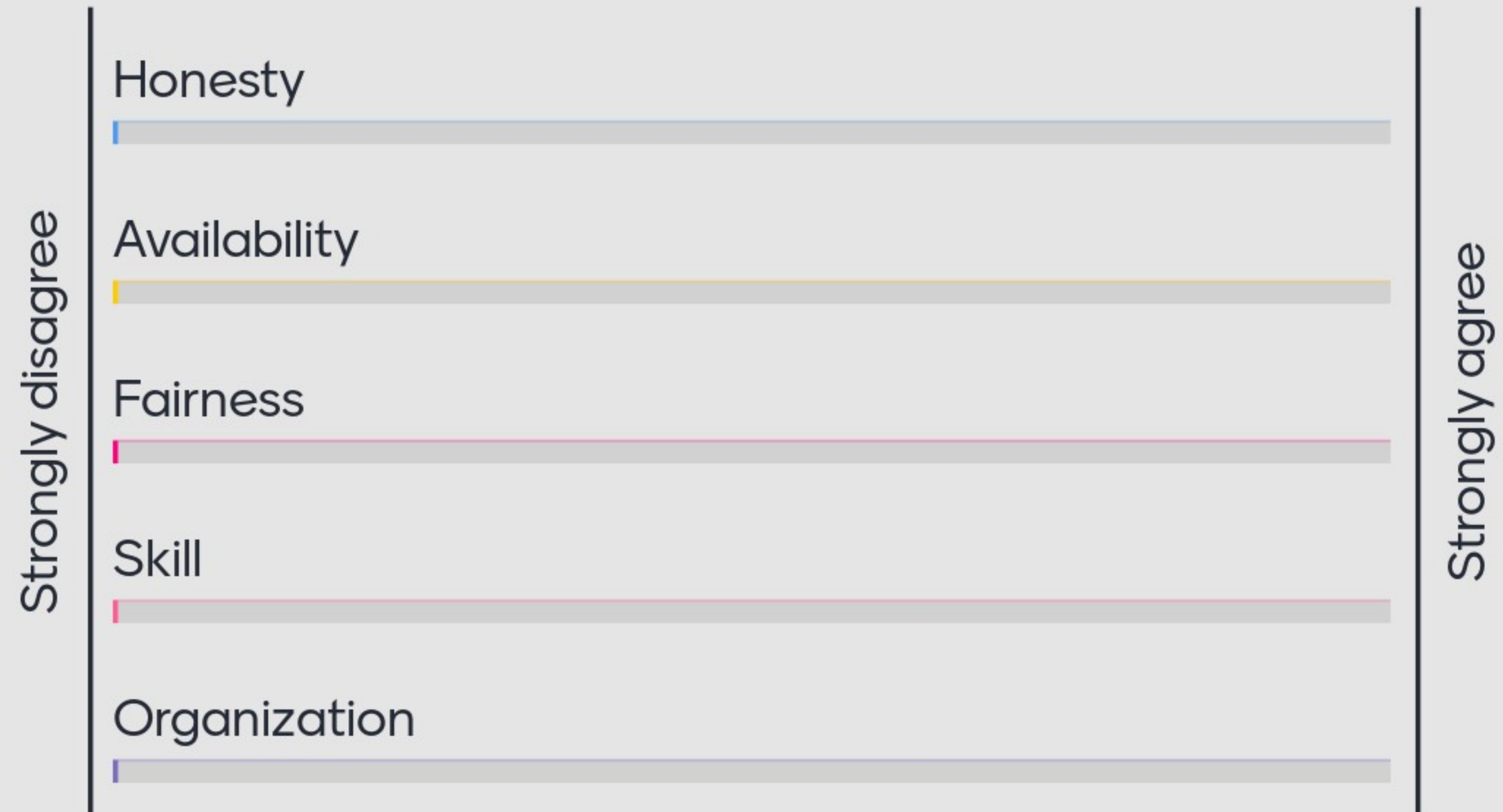
Seasoned Employee Values



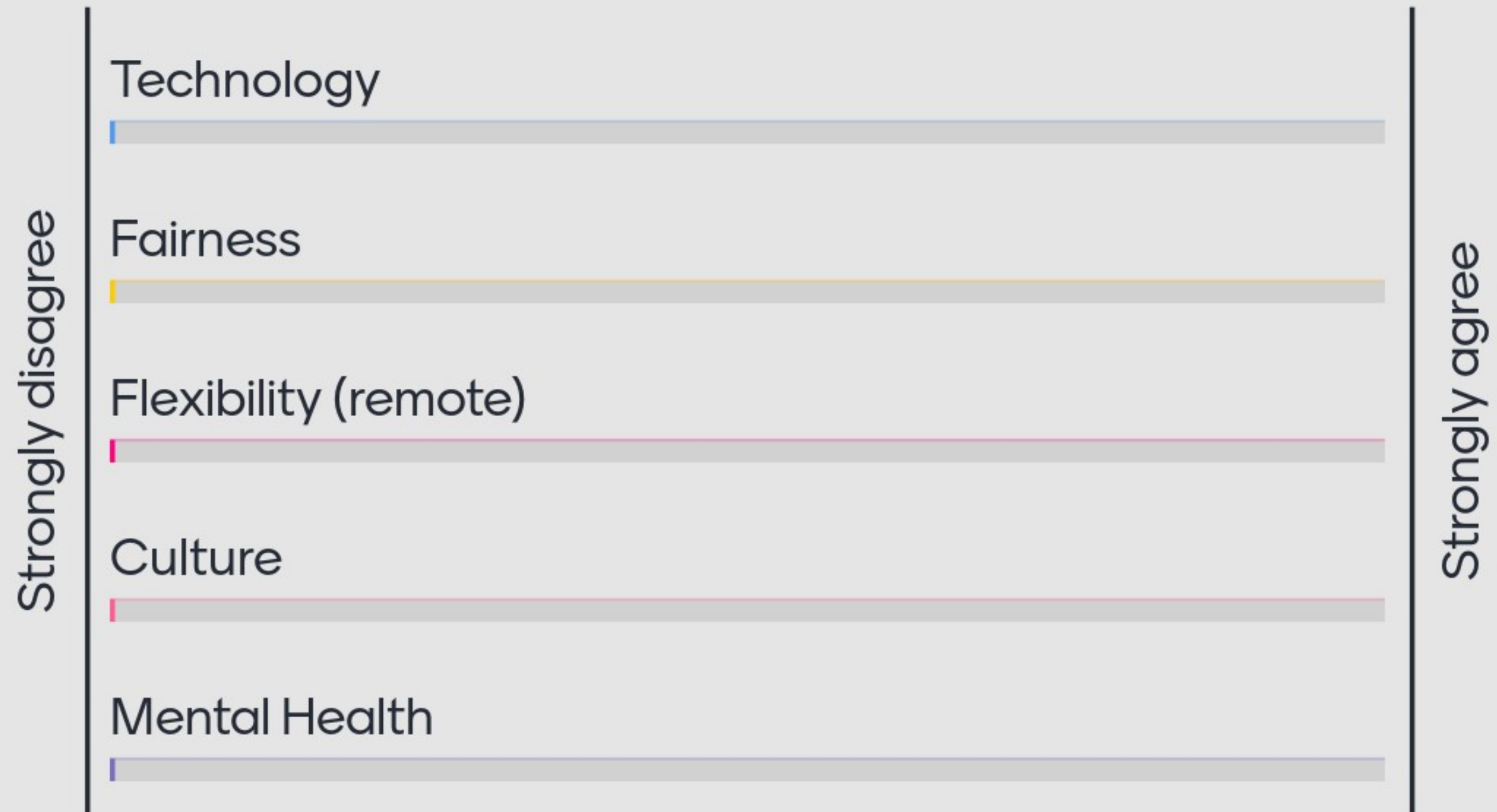
Workplace Values



Management Values



Workplace Future




How should we support the next Generation of our Workforce?



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Workforce Training Program Types

**Academy
(LMS/Classroom)**

**Talent Pipeline
(Broad/Industry)**

**Mentor Programs
(Formal/Informal)**



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Kent CRC Learning Academy

Three platforms offered:

Media Partners: Virtual training

Kent County LMS (LEAP & Emerging Leaders): Virtual and in-person training

KCRC Frontline Supervisory Training Series: In-person training

EMERGING LEADERS

WHO SHOULD ATTEND?


Emerging Leaders is a professional development series designed for individuals contemplating a role in leadership.

PROGRAM FORMAT

Emerging Leaders consists of different leadership sessions. Each session has been carefully chosen to offer a variety of leadership development opportunities.

To be considered for completion you must attend 7 Emerging Leaders offerings.

Kent CRC Learning Academy



- Catalog
- Calendar
- Log In

Catalog

leap

Filters

Object Type

< Any Object Type
Training

Format

Filter items

- Certification
- Exam

46 record(s)

Training X

LEAP Program Certificate Form

Uploaded Document

LEAP - Compassion Fatigue

Live Event

LEAP - Positive Communication

Live Event

LEAP - Positive Communication

Live Event

LEAP - Great Customer Service

Live Event

POSITIVE COMMUNICATION

COMMUNICATION

Dave Weinandy, Ph.D., Aquinas College

Although everyone is born with the means to communicate; communication ability, like any talent, must be developed. Effective communication is the key to providing exceptional services to internal and external customers alike. This class will help you learn to communicate in a meaningful and situation-appropriate manner. You will also learn how to clear up misunderstandings quickly and how to use the feedback process to your advantage.

Tuesday, April 23, 2024

1:30 p.m. – 4:30 p.m.

In person

Tuesday, September 24, 2024

1:30 p.m. – 4:30 p.m.

In person

Talent Pipeline

To get you started

- US Chamber of Commerce TPM Academy
 - OPM Workforce Planning Guide
 - FHWA Roads to your Future
- FTA Workforce Development Initiative
 - ...and more



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Mentorship

- 1. Reduces Employee Turnover**
- 2. Attract, Grow and Retain the Right Talent**
- 3. Support the Transfer of Knowledge**

*The Human
Edge



**(One on one, Group, Project,
etc.)**



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Formal Mentorship

- **Structured**
- **Assigned**
- **Scheduled**
- **Measurable**



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Mentorship Programs

- **FHWA MATCH**
- **USDOT Mentor-Protégé Program**
 - **NLTAPA Peer-to-Peer**

Guides:

- **Cooper, Together, Medium**
- **Other Agencies**



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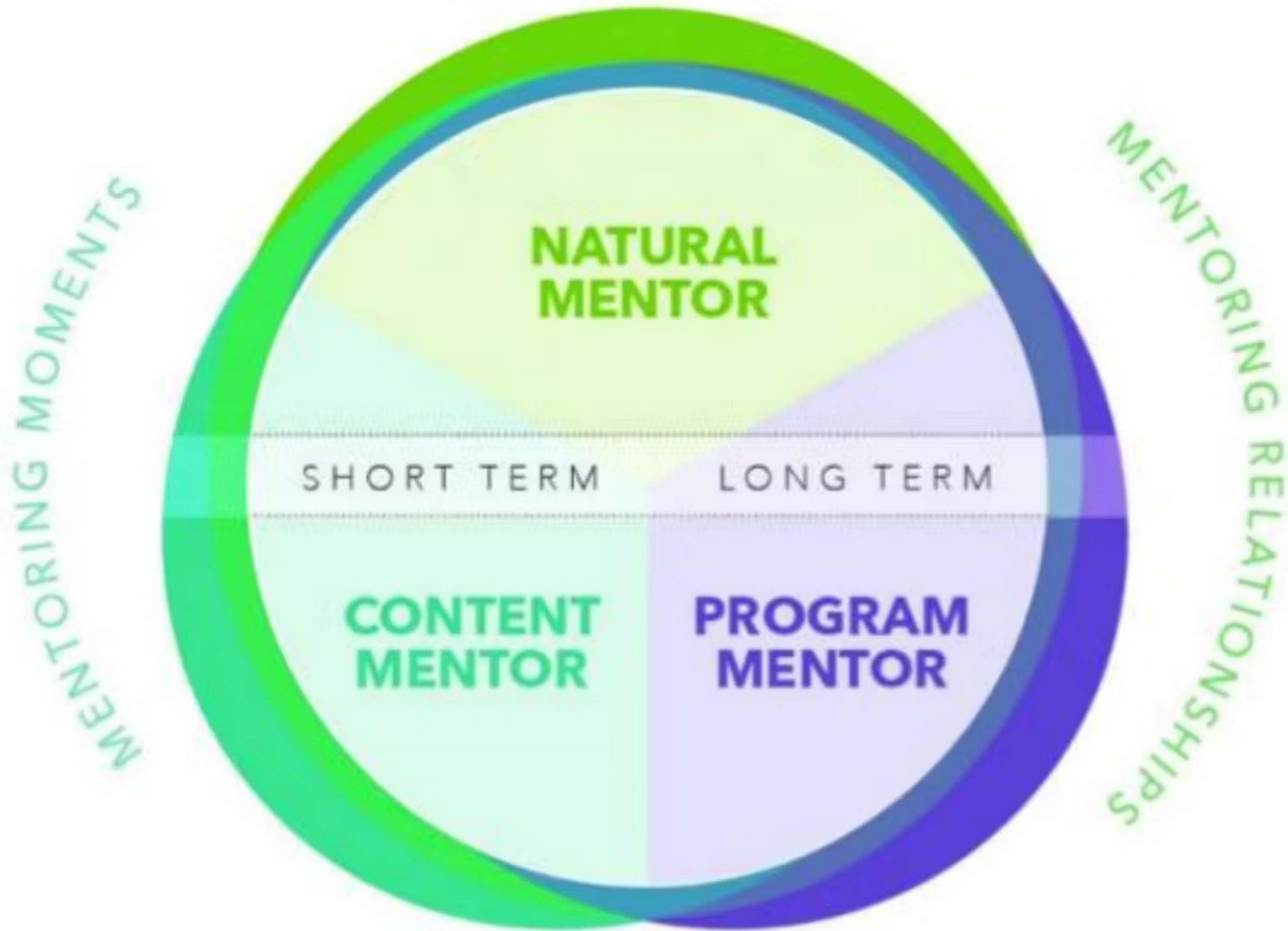
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Informal Mentorship

- **Natural**
- **Peer-to-Peer**
- **Long Term**
- **From Formal**
- **Just Happen...**



UNSTRUCTURED



STRUCTURED

Contact Us

Suggestions?

Matt Laird: mslaird@mtu.edu

Ingrid Sandberg: iasandbe@mtu.edu

CTT: ctt@mtu.edu

906-487-2102



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Questions?



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