Understanding Generational Shifts - Annotated Bibliography

Selected books, research articles, and popular literature for those seeking deeper knowledge.

Articles on Motivation, Engagement, Feedback, and Stereotypes

Moritz, B. (2014, November). How I did it… The U.S. Chairman of PWC on keeping millennials engaged. *Harvard Business Review*, pp. 41-44.

> *Research shows that younger generations do not focus their priorities on work as much as prior generations. PricewaterhouseCoopers (PwC) is dominated by millennials, and the allure of making partner at a prestigious firm no longer motivated their workforce. They engaged in research to uncover generational differences, and their findings converge with other researchers' findings. Millennials want greater input in the direction of the unit, flexible career paths, more support and appreciation, and units and organizations with values that act responsibly.*

Manjoo, F. (2016, May 15). Corporate America chases the mythical millennial. *The New York Times*. Retrieved from https://www.nytimes.com/2016/05/26/technology/corporate-america-chases-the-mythical-millennial.html

> *Taking a devils' advocate position, this article challenges the stereotype that millennials are substantially different from other generations. The author encourages taking employees as individuals, rather than members of a generational class.*

Sujansky, J. G., & Ferri-Reed, J. (2009). Don't be so touchy! The secrets for giving feedback to millennials. *EHS Today*. Retrieved from http://ehstoday.com/safety/management/touchy-feedback-millennials-1009

> *An experienced manager shared his experiences with managing and motivating millennials in this short article. Feedback is critical for millennials. The four points of advice herein are: balance positive and constructive feedback, be precise in direction, involve the unit member in crafting solutions, and set specific expectations for followup. The authors stressed that millennials are accustomed to positive feedback and will tune out constructive feedback more than prior generations. The article finished with an example.*

Williams, A. (2015). Move over millennials, here comes generation Z. *New York Times*. Retrieved from https://www.nytimes.com/2015/09/20/fashion/move-over-millennials-here-comes-generation-z.html

> *This short article introduces you to the "digital native" Generation Z (born from 1995 to the mid 2000's). This generation is just entering college now. This generation is more multi-cultural that previous generations. Pragmatic and concerned with safety, this article parallels them with the Silent Generation (born 1925-1945).*

Needleman, S. E. (2008, April 28). The latest office perk: Getting paid to volunteer. More companies subsidize donations of time and talent; bait for Millennial Generation. *The Wall Street Journal*, pp. 25–26.

> *This article highlights a creative way to craft employment to be more attractive to employees: pay them for volunteering in their communities. Research suggests that the effectiveness of this technique is not restricted to a particular generation.*

Myths, Truths, and Advice

Deal, J. J. (2007). *Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground*. San Francisco: Jossey-Bass.

> *This book, written by a senior research scientist at the Center for Creative Leadership, avoids reliance on generational stereotypes and myths in favor of a research-based relentlessly practical approach. The book covers topics such as value*

similarities and expression differences, how different generations define "respect," trust and leadership expectations across generations, politics, change, and loyalty issues, retention, and coaching. This is an exemplary resource for those who work with and lead across generational boundaries.

Kriegel, J. (2016). *Unfairly Labeled: How Your Workplace Can Benefit From Ditching Generational Stereotypes.* Hoboken, NJ: John Wiley & Sons.

This practical book highlights that generational differences are shrouded in myth and stereotypes. The three part book begins with a discussion of how and why we stereotype, as well as the problems that arise with generational categorizations. The second part, following the pattern of what is the stereotype, what is the truth, and how to overcome the stereotype, systematically reviews five topics related to millennials vs other generations: engagement, performance management, teamwork, recruiting, and technology. The third part of the book provides directions to change your unit culture away from generational stereotypes as well as case example exercises to emphasize the book's primary lesson: a lot of what we believe about other generations is not necessarily the case.

Shaw, H. (2013). *Sticking Points: How to Get 4 Generations Working Together in the 12 Places They Come Apart.* Carol Stream, IL: Tyndale House Publishers.

This two-part book begins with a discussion of generational myths and "ghost stories." The second part discusses ways in which generational expectations are different in the areas of communication, decision making, dress code, feedback, fun at work, knowledge transfer, loyalty, meetings, policies, respect, training, and work ethic. Practical advice abounds in this easy-to-read book.

Dweck, C. S. (2007). *Mindset: The New Psychology of Success.* NY: Ballantine Books.

Stanford University psychologist Carol Dweck, Ph.D., discusses the notion of mindset. She suggests that people are either fixed or fluid in their mindsets and that a fixed mindset can limit your potential. The good news for aspiring leaders: mindsets can be changed. This book helps you improve your fluid, growth oriented mindset and apply this idea to leading across generations, who have different default mindsets.

Smith, W. S. (2010). *Decoding Generational Differences: Changing Your Mindset...Without Losing Your Mind.* Self-published.

This book, written by a retired principal with Deloitte LLP, draws on his years of research and practice in the area of managing across generational boundaries. A unique feature of this book: a comparison of Gen Y attitudes in China, India, and the US.

Research

Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business Psychology, 25,* 201-210.

This is the authoritative review on research regarding generational shifts in the workplace. While published in an academic journal, the writing is very accessible. It highlights major generational shifts and dispels some commonly held notions that fail to hold up to research scrutiny. The summary table on page 207 is particularly helpful.

Pew Research Center. (2010, February). *Millennials: Confident. Connected. Open to change.* Retrieved from http://assets.pewresearch.org/wp-content/uploads/sites/3/2010/10/millennials-confident-connected-open-to-change.pdf

This comprehensive research report, prepared by a non-partisan "fact tank", covers the demographic characteristics, behaviors, values, and attitudes of the Millennial generation. The report covers the following topics: demographics, identity,

priorities, outlook, technology and social media, work, education, family values, lifestyle, politics, ideology, civic engagement, and religious beliefs and behaviors. If you need Millennial facts, this is the resource to consult.

Pew Research Center. (2010, February). *Millennials: Confident. Connected. Open to change.* Retrieved from http://www.pewsocialtrends.org/2010/02/24/Millennials-confident-connected-open-to-change/

This short article is a summary of the Pew Research Center report on Millennials.