Generations in Scouting
Solving the Puzzle
Southern Region
Course Directors’ Development Conference
October, 2009

“If a fisherman baits his hook with the kind of food that he likes himself, he will not catch many, certainly not the shy, game kind of fish. He therefore uses as bait the kind of food that the fish like.”
—Lord Baden-Powell
Generation:
A group of people born in the same time frame with common cultures and attitudes

What Difference Does It Matter?
- Different generations have different values, experiences, learning methods, attitudes, behaviors and motivational buttons
Who Are They?

- Greatest Generation
  - Veterans/Traditionalists
  - Born 1900-1945
  - Age: 64 & up
- Baby Boomers
  - Born 1945-1965
  - Age: 44-64
- Generation X
  - Born 1965-1978
  - Age: 31-44
- Millennials
  - Generation Y/We
  - Born 1978-2000
  - Age: 9-31

People develop values and outlook based on their world and experiences from birth to about age 10.

Sociologist Morris Massey

Turnings

- 1945 – Early 1960’s
- 1963 – Early 1980’s
- 9/11/2001 to Present
- High
- Crisis
- Awakening
- Unraveling
Experiences/Events – Greatest Generation
- Great Depression
- World War II
- Korean War

Experiences/Events – Baby Boomers
- Civil Rights
- Sexual Revolution
- Cold War
- Space Travel
- Vietnam War

Experiences/Events – Generation X
- Fall of Berlin Wall
- Watergate
- Desert Storm
- Energy Crisis
- Latchkey kids
Experiences/Events – Millennials

- Columbine Shootings
- Oklahoma City Bombing
- Technology: Personal computers, DVRs, MTV
- Child Focused world
- Challenger Explosion
- Clinton/Lewinsky

What Are Their Values? What is Their Mindset? What is Important to Them? Why is this Important to Us?
Greatest Generation – Values
- Hard working
- Dedication & sacrifice
- Honor & trust
- Duty before pleasure
- Respect for rules & authority
- Formal

Leadership style
- Directive - command and control
- Tradition & seniority
- More willing to serve on committees
- More dependable and trustworthy
- Wealthy

Baby Boomers – Values
- Optimistic
- Team players
- Personal fulfillment
- Involvement
Baby Boomers

- Workaholics
- Motivated mainly by success
- Question authority
- Not always comfortable with technology
- Leadership style
  - consensual, collegial

Baby Boomers

- Like coming together to solve problems
- Believe in value of meetings to support relationships
- Comfortable making commitments & assuming leadership roles
- Reluctant to implement change
Generation X – Values

- Diversity
- Technically literate
- Fun and informal
- Self-reliant
- Better educated than previous generations

Generation X

- Skeptical
- Want structure & direction
- More interested in personal return on their investment
- Leadership style
  - Everyone is the same; ask why
  - MERITocracy

Generation X

- Comfortable working alone
- Hate endless meetings - they are bottom line, to the point, result oriented
- Look for a personal connection - making a difference in life of one person
Generation X

- Motivated by enjoyable experiences
- Consider free time more important
- Want freedom to try new things in new ways
- Value access to information and love plenty of it

Millennials – Values

- Civic duty - loyal
- Confident
- Optimistic
- Goal oriented

Millennials

- Like to work with bright, creative people
- Like to achieve and effect change
- Look for challenges
- Like to work in groups - team players
- Leadership style - Get out of my way!
**Millennials**

- Have lived highly structured lives
- Very adaptable - forward & progressive thinkers
- Highly tolerant of differences - expect the same open mindedness regarding them

**Millennials**

- Want a life filled with endless variety
- Impatient - become bored & restless easily - they are a generation on the go!
- Exhibit strong interest in volunteerism

**Generational Learning**

- **Stand-Alone**
- **Learning is supposed to be fun!**
  - Books & Manuals
  - Course-based Learning
  - PowerPoint
  - Exploration
  - Lecture Workshops

- **Rote Memorization**
  - Classroom
  - Extensive Study

- **Greatest Generation**

- **Boomers**
  - Lecture Workshops

- **Gen X**
  - Hands On
  - Role Playing
  - Learning through Play

- **Millennials**
  - Media (Comic Books, Kits)
  - eLearning
  - Software
  - Video
  - Web (Wiki's, Blogs, Podcasts, etc.)

- **Greatest Generation**
  - Mobile (Pod's)
  - eLearning
  - Software
  - Video
  - Web (Wiki's, Blogs, Podcasts, etc.)
Younger Generations

- Don’t view age, seniority or rank as measures of expertise
- Not inclined to seek leadership positions that require more time
- Comfortable with leadership that changes

Boomer: “We need to get this report done.”
Another Boomer interprets it as an order.
Generation X hears it as an observation

The Great Depression taught a generation to make sacrifices and be patient. The Information Age has taught its generations they never have to wait. They believe the patient are more likely to be run over than rewarded.
Younger Volunteers

- Balance is a fundamental value
- Willing to work hard but value what they receive (recognition, knowledge), time & fun
- Quality is important

Younger Generations

- Loyal to career but not to organization
- If feel respected & valued, will be loyal to cause
- Value diversity & assume equal opportunity
- High tech oriented

Younger Generations

- Look to leaders as intimate allies
- Want colleagues who show trust and respect for them, their abilities and their ideas
How To Engage Younger Volunteers
- Engage them quickly & make them feel like insiders
- Give them meaningful assignments
- Listen to their preferences & concerns - ask their opinions
- Be organized, prepared

What To Do
- Be sure it’s what they consider fun
- Recognize their contributions
- Embrace diversity
- Use electronic communication
- Balance work and family time

What Not To Do
- Don’t patronize or condescend
- Don’t rely on history or experience to give you credibility
- Don’t waste their time
How to Convince Them – Greatest Generation
- “You may improve your skills”
- “Your experience is respected”

Convincing Baby Boomers
- Want title recognition
- Sell each one individually
- “You are needed”

Convincing Generation X
- What’s in it for them personally - how will it help their child?
- Talk about results - the difference they can make
- Encourage flexibility and creativity
- Emphasize what they will learn and gain from volunteering
Convincing Millennials

- Want work to be meaningful
- Promote the cause
- Focus on issues that represent community
- Promote collaboration, team spirit, diversity
- Talk about multiple options

### WORKING WITH THE GENERATIONS

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<tbody>
<tr>
<td><strong>Job Strengths</strong></td>
<td>Stable, by-the-book</td>
<td>Multitasking, competitive</td>
<td>Acquisitive, risk-taker</td>
<td>Multifaceted, technical</td>
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<tr>
<td><strong>Attitude &amp; Outlook</strong></td>
<td>Practical, cooperative</td>
<td>Positive, competitive</td>
<td>Skeptical, pessimistic</td>
<td>Optimistic, idealistic</td>
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<td><strong>View of Authority</strong></td>
<td>Respectful</td>
<td>Loyal/Hello</td>
<td>Unimpressed, not traditional</td>
<td>Accepting, deferential</td>
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<tr>
<td><strong>Leadership Style</strong></td>
<td>By hierarchy, seniority</td>
<td>Participative, consensus</td>
<td>By competence, straightforward</td>
<td>Inclusive, teams to conflict</td>
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<tr>
<td><strong>Turnoffs</strong></td>
<td>Off-color comments and vulgarity</td>
<td>Political incorrectness</td>
<td>Hype and cliché</td>
<td>Waiting and delays</td>
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<td><strong>Diversity Experiences</strong></td>
<td>Ethnically segregated</td>
<td>Rejection of ethnic integration</td>
<td>Integrated society as norm</td>
<td>Reconciliation of racial minorities</td>
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<td><strong>Performance Feedback Preference</strong></td>
<td>No news is good news</td>
<td>Annually with documentation</td>
<td>Intervene and say “How am I doing?”</td>
<td>Wants instant and constant feedback</td>
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<td><strong>Career Goals</strong></td>
<td>One employer for a lifetime, build a legacy, job security</td>
<td>Visibility, recognition, maximize income</td>
<td>Career portability, add to skills, expertise</td>
<td>Parallel careers, opportunities to re-learn</td>
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Value Each Other

- It’s not us against them
- Communicate!!
- Generations are willing to learn from and work with each other
- Find a shared vision and work to make it happen
Communication!

Value Each Other
Understand the differences
Recognize the strengths each generation brings

BSA Online Learning Center
www.olc.scouting.org
Generational Diversity

SR CDDC Site:
http://www.file-cabinet.us/cddc.htm

Permission received from Randy Glasbergen to use his comics