



**National Association
*for Court Management***

DEI Committee Meeting

5 Generations in the Workforce: An Analytical Perspective

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Presentation Agenda

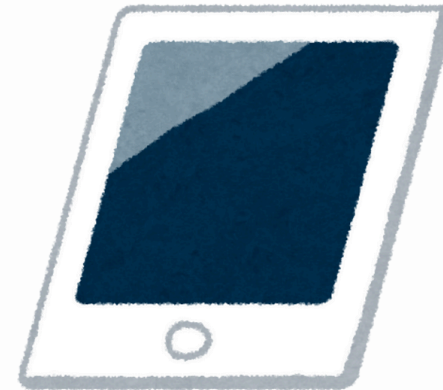
- ▶ 5 Generations in the workforce
- ▶ Dispelling Myths
- ▶ Age Discrimination/ Age Bias
- ▶ Resolving Conflict



Generation Alpha



**Ages 13 and
under**



**Often referred to
as the ipad
generation**



**Born between
2011 and 2024**



What is a generation?

A typical generation spans 15 to 18 years. As many critics of generational research point out, there is great diversity of thought, experience and behavior within generations.

– Pew Research



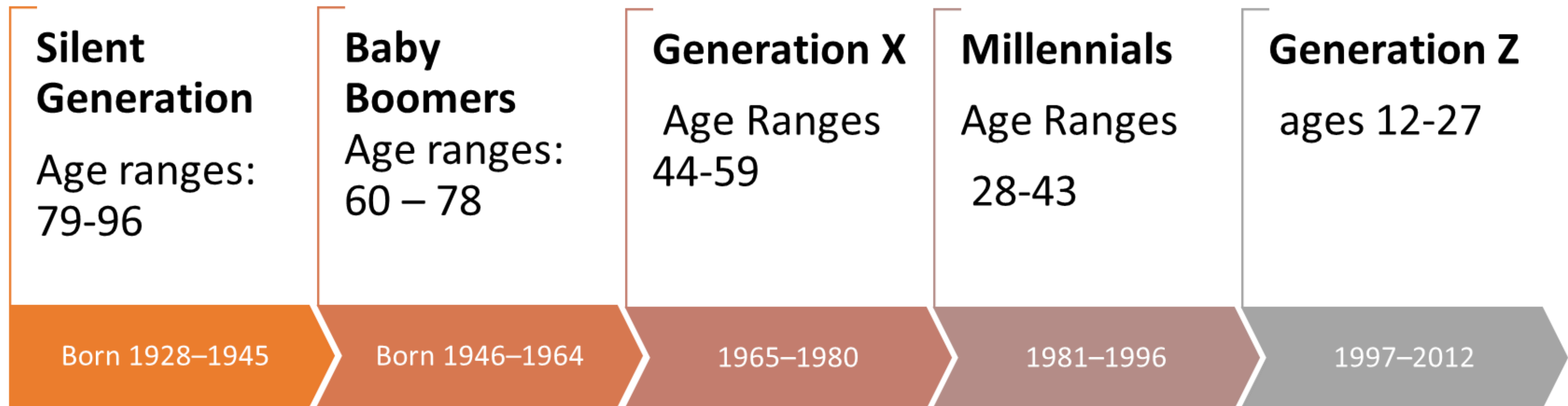
What is a generation?

A generation is a group of people born around the same time and raised around the same place. People in this “birth cohort” exhibit similar characteristics, preferences, and values over their lifetimes.

-The Center for Generational Kinetics



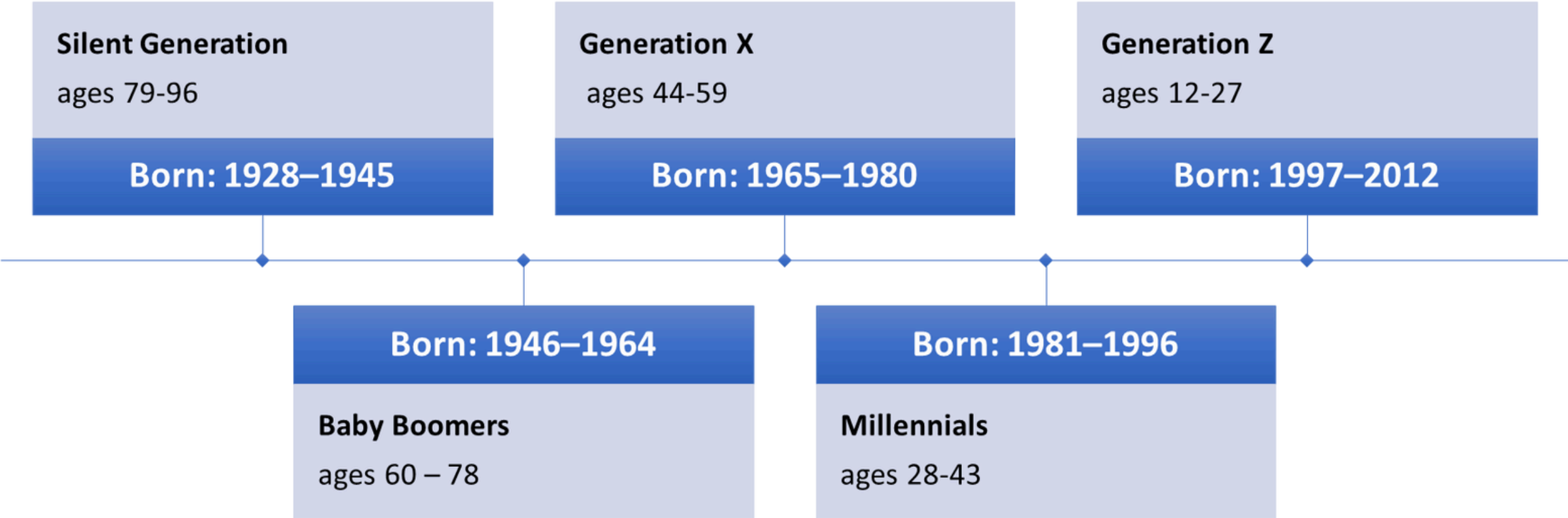
Generations Defined



Current Year: 2024

Which generation is this quote referring to?

“What is happening to our young people? They disrespect their elders, they disobey their parents. They ignore the law. They riot in the streets inflamed with wild notions. Their morals are decaying. What is to become of them?”



Who remembers this question from Dima Ghawi’s opening plenary session at NACM’s 2024 Mid Annual Conference?

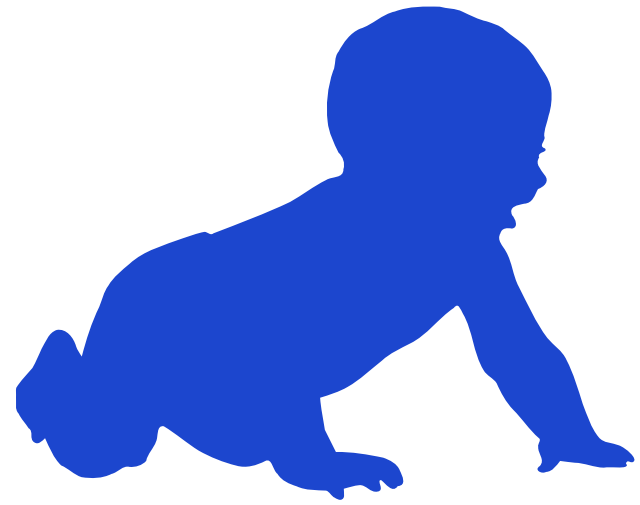
Fact: Norman Meyer also wrote about Dima Ghawi’s presentation in his March 13, 2024 entry in the Court Leader titled “Highlights of the 2024 NACM Midyear Conference (Virtually!)”

Answer:

Plato the Greek Philosopher

“What is happening to our young people? They disrespect their elders, they disobey their parents. They ignore the law. They riot in the streets inflamed with wild notions. Their morals are decaying. What is to become of them?”

– Plato (4th century BC)

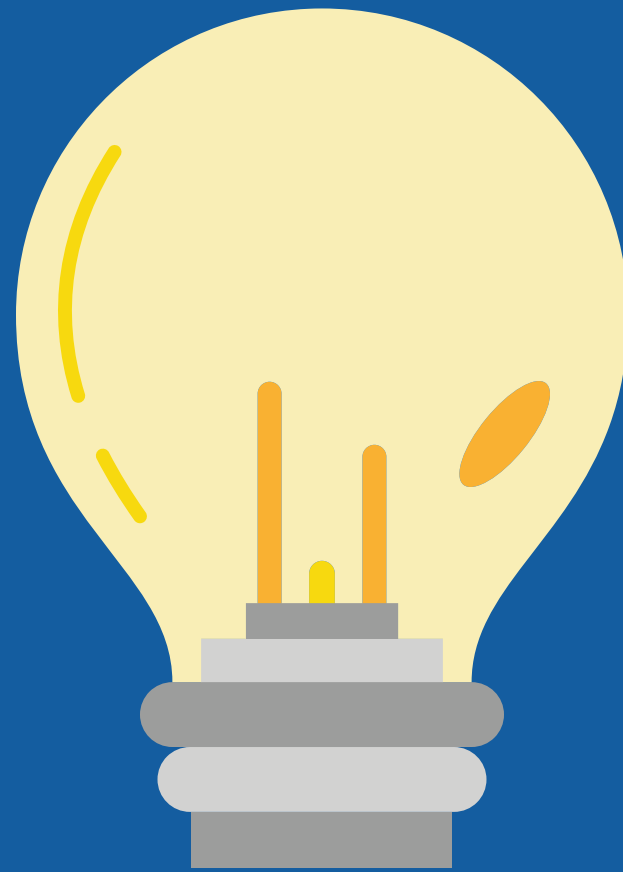


Baby Boomers



Baby Boomers are defined by the U.S. Census Bureau as those born between 1946 and 1964. This generation's name and time frame come from the dramatic increase in birth rates post-WWII until 1964, after which the birth rate declined. Since it is tied to birth rates, **this is the only generation with definitive dates and recognized by the U.S. Census Bureau**. As the largest generational cohort—until recently, when they were surpassed by Millennials—they receive a lot of media and advertising attention.

Points to Consider



01

Generational categories are not scientifically defined.

02

Generational labels can lead to stereotypes and oversimplification

03

Discussions about generation often focus on differences instead of similarities.

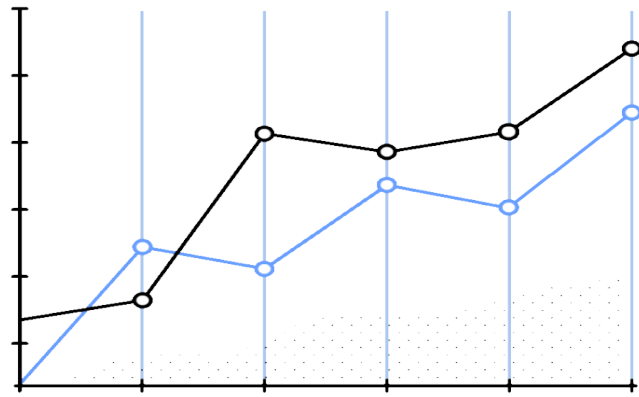
04

People change over time.

Be cautious of infographics that assign profiles to individuals based solely on the generation that person belongs to.

Due to some of the common generalizations and stereotyping, Pew Research Center issued guidelines on May 23, 2023, discussing how they report generations moving forward.





Pew Research – Point 1

“We’ll only do generational analysis when we have historical data that allows us to compare generations at similar stages of life.”

“When comparing generations, it’s crucial to control for age. In other words, researchers need to look at each generation or age cohort at a similar point in the life cycle.”

“Surveys we conducted 20 or 30 years ago aren’t usually comparable enough to the surveys we’re doing today.”

Source: Parker, K. (2023, May 22). *How Pew Research Center will report on generations moving forward*. Pew Research Center. Retrieved January 17, 2024, from <https://www.pewresearch.org/short-reads/2023/05/22/how-pew-research-center-will-report-on-generations-moving-forward/>

Pew Research – Point 2

“Even when we have historical data, we will attempt to control for other factors beyond age in making generational comparisons.”

“We know that the United States has become more racially and ethnically diverse in recent decades, and that race and ethnicity are linked with certain key social and political views. When we see that younger adults have different views than their older counterparts, it may be driven by their demographic traits rather than the fact that they belong to a particular generation.”

Source: Parker, K. (2023, May 22). *How Pew Research Center will report on generations moving forward*. Pew Research Center. Retrieved January 17, 2024, from <https://www.pewresearch.org/short-reads/2023/05/22/how-pew-research-center-will-report-on-generations-moving-forward/>

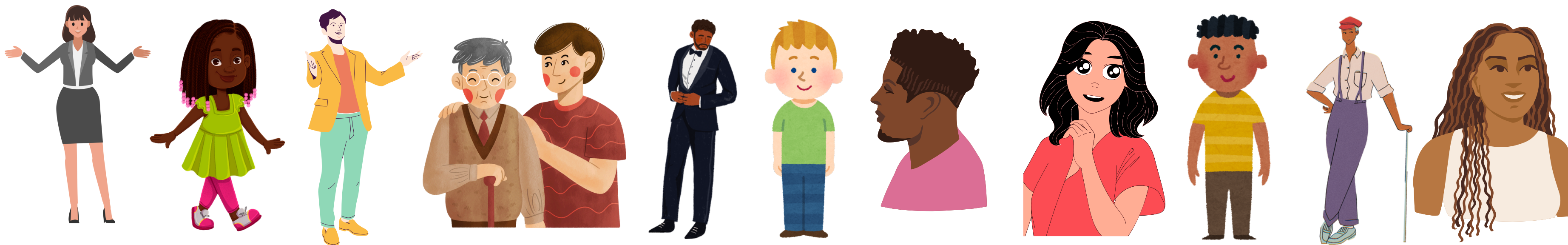


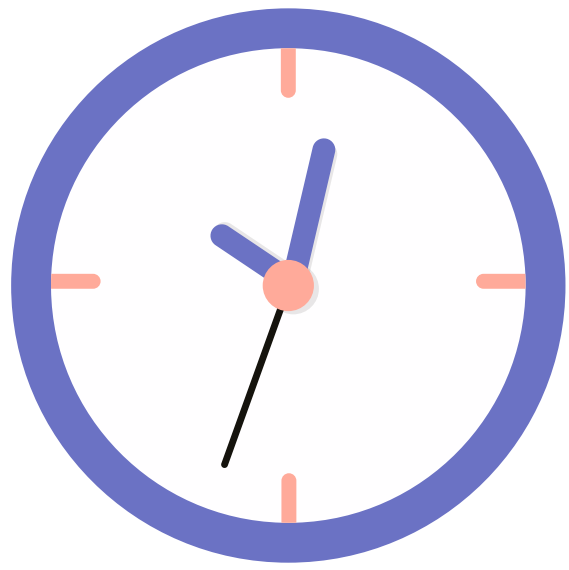
Pew Research – Point 3



“When we can’t do generational analysis, we still see value in looking at differences by age and will do so where it makes sense.”

“Age is one of the most common predictors of differences in attitudes and behaviors. And even if age gaps aren’t rooted in generational differences, they can still be illuminating. They help us understand how people across the age spectrum are responding to key trends, technological breakthroughs and historical events.”





Pew Research – Point 4

“When we do have the data to study groups of similarly aged people over time, we won’t always default to using the standard generational definitions and labels.”

“While generational labels are simple and catchy, there are other ways to analyze age cohorts. For example, some observers have suggested grouping people by the decade in which they were born. This would create narrower cohorts in which the members may share more in common. People could also be grouped relative to their age during key historical events (such as the Great Recession or the COVID-19 pandemic) or technological innovations (like the invention of the iPhone).”

Source: Parker, K. (2023, May 22). *How Pew Research Center will report on generations moving forward*. Pew Research Center. Retrieved January 17, 2024, from <https://www.pewresearch.org/short-reads/2023/05/22/how-pew-research-center-will-report-on-generations-moving-forward/>

How is generational awareness helpful?

Generational thinking can help us understand how societies change over time.

The eras in which we come of age can leave a signature of common experiences and perspectives. Events such as wars, recessions and pandemics can shape the opportunities and mindsets of those most affected by them.

Similarly, historical advances like desegregation, effective birth control, the invention of the internet and the arrival of artificial intelligence can fundamentally change how people live their lives, and the youngest generations are often in the vanguard. At the same time, some events can affect people *across* generations, moving everyone in one direction or another.

Age Discrimination v Ageism



Ageism

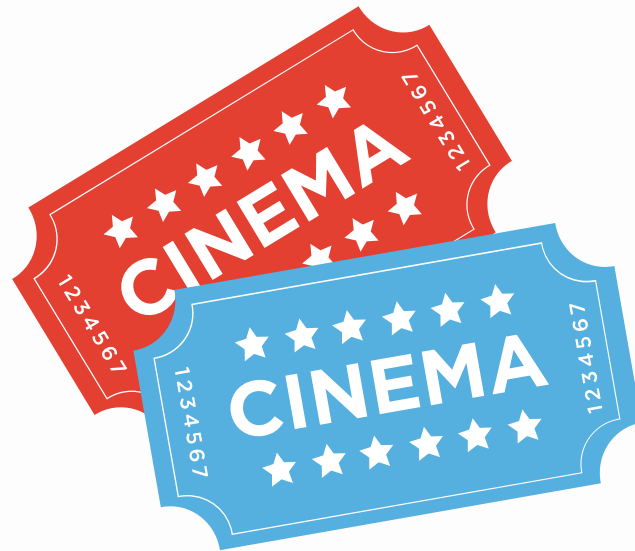
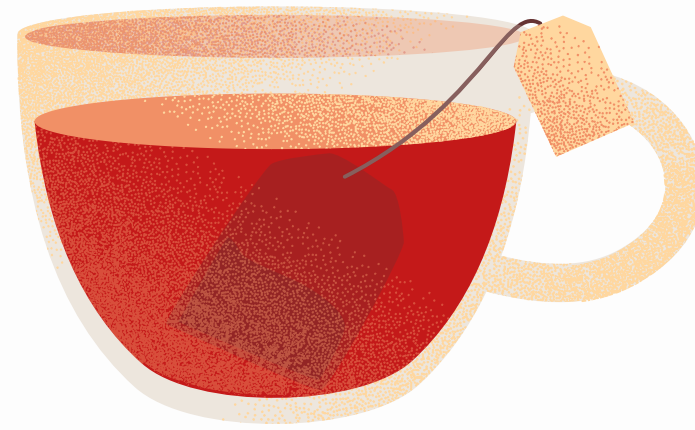
According to the World Health Organization, ageism refers to the stereotypes (how we think), prejudice (how we feel) and discrimination (how we act) towards others or oneself based on age. Ageism can occur to workers of any age.

Age Discrimination Act of 1975 (ADEA)

The Age Discrimination in Employment Act of 1967 (ADEA) protects certain applicants and employees 40 years of age and older from discrimination on the basis of age in hiring, promotion, discharge, compensation, or terms, conditions or privileges of employment. The ADEA is enforced by the Equal Employment Opportunity Commission.



Find Commonality



Food, Books, Coffee & Tea, Fashion & Shopping, Sports & Entertainment, Movies & TV Shows



Fictitious Courthouse Activity



A Clash of Generations at the Fictitious Courthouse One

The Fictitious Courthouse One hums with the quiet efficiency of a well-oiled machine. Yet, beneath the surface, a generational undercurrent simmers within the “Customer Service and Paperwork Unit.” Technology has evolved, but core operations remain firmly rooted in tradition. Here, four individuals navigate the complexities of a multi-generational workplace:

Delilah (Gen X), 44 – Manager: A pragmatist leader, Delilah navigates the unit with a cautious hand.

Blanche (Baby Boomer), 70 – Supervisor: Well-respected, Blanche adheres to established procedures, fostering strong relationships with colleagues and clients. Blanche reports directly to Delilah.

Max (Gen X), 52: A skilled worker, Max chafes under Blanche's "traditional" leadership, preferring a more flexible approach. Max reports directly to Blanche.

Charles (Gen Z), 24: Ambitious and eager, Charles seeks opportunities to showcase his talent, eyeing Blanche's position sooner rather than later. Charles reports directly to Blanche.

The Friction Points



Charles' Ambition: Charles, brimming with confidence, makes his desire for more responsibility known. Delilah and Blanche, however, hesitate due to his short tenure. They fear a potential decline in quality if he's stretched too thin. Charles has only been on the job for 6 months, but he feels like he's mastered everything that he's been shown. He's made it known that he's eager to advance.

Max's Frustration: Max, frustrated by Blanche's "by-the-book" and "traditional" approach, bypasses the chain of command and vents any concerns or question directly to Delilah. He sees Blanche's approach as outdated.

Blanche's Approach: Unaware of Max's true feelings, she attributes his behavior to age bias. Blanche understands that some things have changed, but not the fundamentals. She reads and adheres to all the updated policies and procedures. With over 20 years of experience, she boasts strong relationships with colleagues and clients alike. Her friendly demeanor masks the frustration of being undermined by Max.

Delilah's Avoidance: Delilah does not like when Max brings her issues that could've been resolved by Blanche. However, she fears that if she voices her concerns to Max, in return, he will be upset and stop producing high quality work. Max, misinterpreting her silence, believes his direct approach is leaving a good impression upon Delilah.

Considerations



Max might misunderstand Blanche's structured approach as inflexibility. However, her experience could provide valuable guidance. At worst, Max might perceive Blanche's style as outdated due to her age, neglecting her proven track record.

Delilah should address her concerns about Max's directly. Her approach in this scenario creates tension and undermines Blanche's authority. She needs to have a discussion about policies, protocol, and chain of command.

Charles Just because Charles is young doesn't mean he can't handle more responsibility. He should be judged on his work ethic and performance, not age. Assuming his work will decrease with more responsibility is an unfair stereotype. Offering mentorship and support can help him manage his workload effectively.

Blanche's experience likely brings valuable knowledge about procedures and best practices. "Traditional" doesn't have to mean outdated.

THANK YOU!



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