



Generational Harmony is a Unique Way of Looking
at Asset Utilization and Overall Employee
Engagement

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Agenda

- Generational Conflict
- Generational Harmony
- Five Generations in the Current Workforce
- Employee Engagement

Let's Begin by:

- Getting More Value from your Existing Assets

Overall Effectiveness

- Typically – O.E.E. is Overall Equipment Effectiveness
- In this Context – O.E.E. is Overall Employee Engagement

Asset Utilization

If you ask your executives:

- What is your most valuable Asset?
- What would they say?

Our Most Valuable Asset

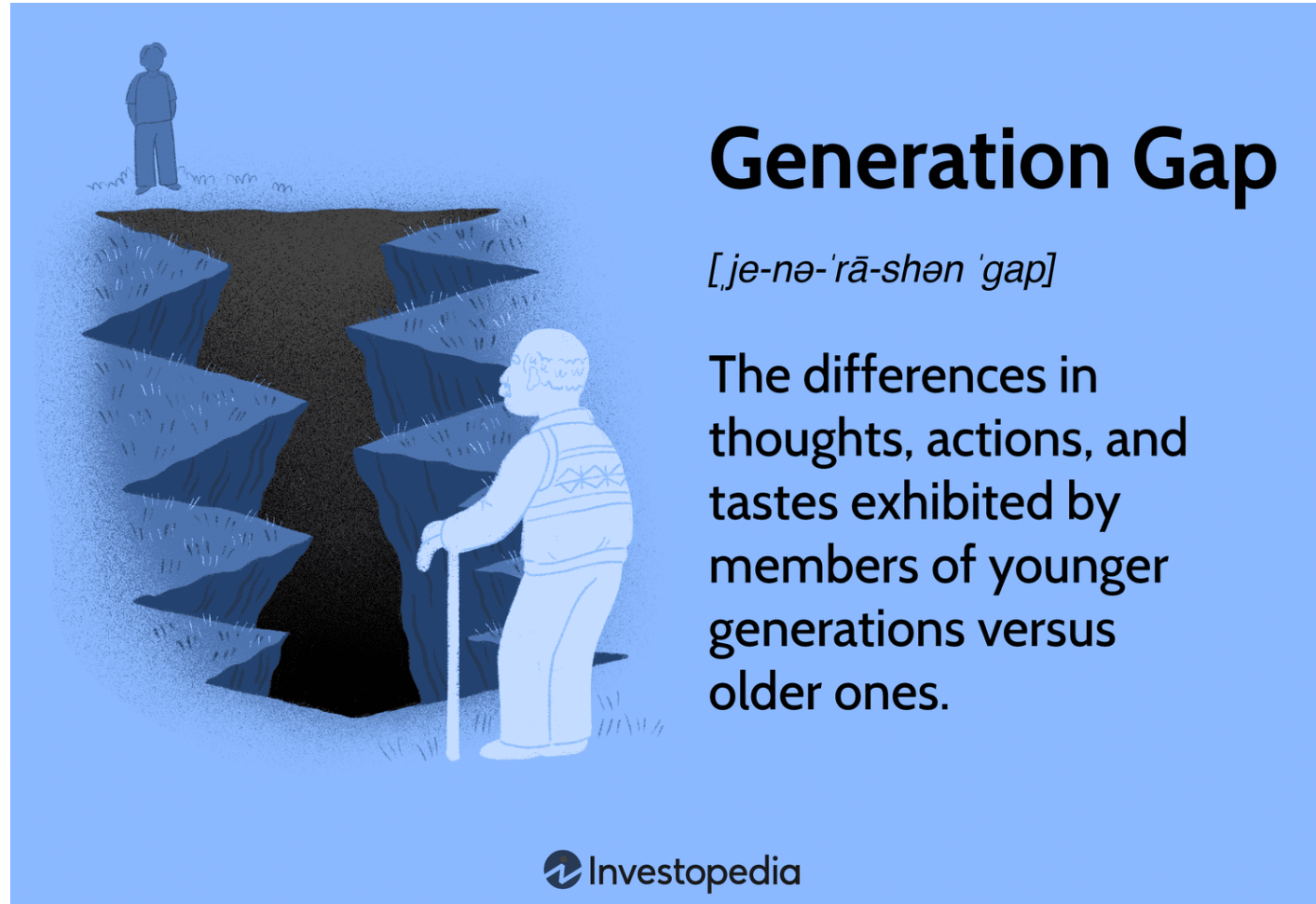
Our Employees

Five Generations in the Current Workforce



Source: <https://www.roberthalf.co.uk/advice/people-management/5-ways-manage-generational-differences-workplace>

Generation Gap








Source - <https://www.investopedia.com/terms/g/generation-gap.asp>

The Goal is Generational Harmony



Elimination of the Generational Conflict that arises when one generation's values, beliefs, and behaviors clash with those of another. This conflict is often seen in the workplace, as different generations have different work styles and communication styles.

Generational Differences

Generational Differences	    				
	Traditionalists (Born before 1946)	Baby Boomers (1946 - 1964)	Generation X (1965 - 1979)	Millennials (1980 - 1994)	Generation Z (1995 - 2010)
Communication and feedback needs	"No news is good news"	"Performance review once a year is sufficient"	"Frequent, honest feedback"	"Immediate feedback"	"Frequent, prompt, swift and face-to-face feedback"
Working styles	Do what you're told, earn your way up the hierarchy by seniority	Compete and grind your way to the top	Independent, divide and conquer approach	Highly collaborative & vocal, speaking up is important	Self-directed and independent approach to learning
Motivations and priorities	Treated fairly Pass time	Recognition Staying relevant and useful	Provision	Find community, meaning and purpose	Supportive leaders, meaning and purpose
Work values and expectations	Loyalty "I am at my workplace for eight hours. If necessary, I stay late to complete an assignment"	Driven "I am at my workplace for eight to 10 hours. If necessary, I will take work home"	Efficiency "I try to complete my work at the office. If necessary, I will take it home"	Work-life integration "This is a 24/7 world, I work until 5:00 and will log on tonight"	Work-life balance "I don't want to think about work after working hours"

Source: <https://www.roberthalf.co.uk/advice/people-management/5-ways-manage-generational-differences-workplace>

Baby Boomers

Born between 1946 and 1964, the Baby Boomers grew up during a time of great economic prosperity. Post World War II, their parents were getting married younger and having more children – making the Baby Boomer generation one of the largest yet. This meant that when they first set out to look for jobs, competition was high as the job market was flooded with new workers and not enough jobs. As a result, Baby Boomers are known to be extremely hard working, willing to put in long hours at the office, and are very career-driven.



Growing up in an era of reform (the civil rights movement, women's liberation, the space program, etc.), Baby Boomers are optimistic and confident in their abilities, which also reflects in their attitudes in the workplace. They sometimes look down on Generations X and Y, particularly when it comes to their increasingly normalized means of teleworking. Also turned off by their younger colleagues' career-switching, Baby Boomers believe in commitment to their company.

More than any other previous generation, Baby Boomers tend to be working longer and delaying retirement. Possibly because of improved health (and greater longevity) or because their retirement funds aren't quite there, it's clear that this generation is understandably focused on retirement packages and robust healthcare benefits. They've worked tirelessly their entire lives so it's no surprise that they put great value on what they've attained (i.e., their nest egg), and benefits that protect this are highly valued.

Source: [A Multi-Generational Workforce Whitepaper.pdf](#)

Generation X

Some argue that Generation Xers (born between 1965 and 1980) are the most valuable workers today, as they are in the prime of their work lives and highly invested in their jobs. The children of work-driven Baby Boomers, most were raised in two-earner households and by parents that were dedicated to the companies they worked for. As a result, they were often left alone while both parents worked – generally making them more resourceful and independent. In contrast to the older generation,



Gen X embraces change in the workplace and appreciates a more informal office atmosphere.

Like Millennials, Gen Xers value flexibility, as well as a good work-life balance. Baby Boomers often look down on their slightly younger peers and think they need a stronger work ethic. Albeit different than the Baby Boomer working style, Gen Xers thrive on diversity, responsibility, and new learning opportunities.

These traits help us to understand what this demographic looks for in an employee benefits package: they value flexibility (i.e., teleworking and opportunity for work-life balance), child care and elder care benefits¹⁰, and a 401K plan with matching benefits¹¹. Monetary incentive plans and financial wellness benefits also appeal to this demographic, as they care about the assets they're building and don't want to see them at risk.

Source: [A Multi-Generational Workforce Whitepaper.pdf](#)

Millennials (or Generation Y)

Millennials, born between 1980 and 2000, are already heavily influencing the workplace, but in several more years, their impact will be even greater. With many Baby Boomers heading into retirement years, scores of leadership roles will be opening up, allowing for a power shift from the bottom up.



Now the largest population in the workforce, Millennials' values will also start to reflect across company cultures. More than any other generation, they are known for wanting to do work that has meaning⁸. Companies with no true mission have little appeal for this demographic. And because they value work-life balance, flexibility is a major concern for them, preferring to have more choices about when and where they work. With teleworking seen at a growing number of organizations, it's clear companies are making the changes to support these increasing demands for flexibility. Millennials are also the most technologically in-tune of the workforce, which has led to both resentment and appreciation by their older peers. And whereas their parents were likely taught that loyalty and stability are most important in building a career, Millennials have formed a bit of a reputation for job-hopping.

On the employee benefits front, more than any other generation, Millennials expect to be able to choose from a list of benefits. A study by the Employee Benefits Research Institute (EBRI) showed that Millennials are also far more comfortable than any other workplace generation to simply take the money employers spend on employee benefits and decide for themselves exactly which benefits to purchase⁹. Undeniably, today's current employee benefits trends seem to be largely attributable to this generation.

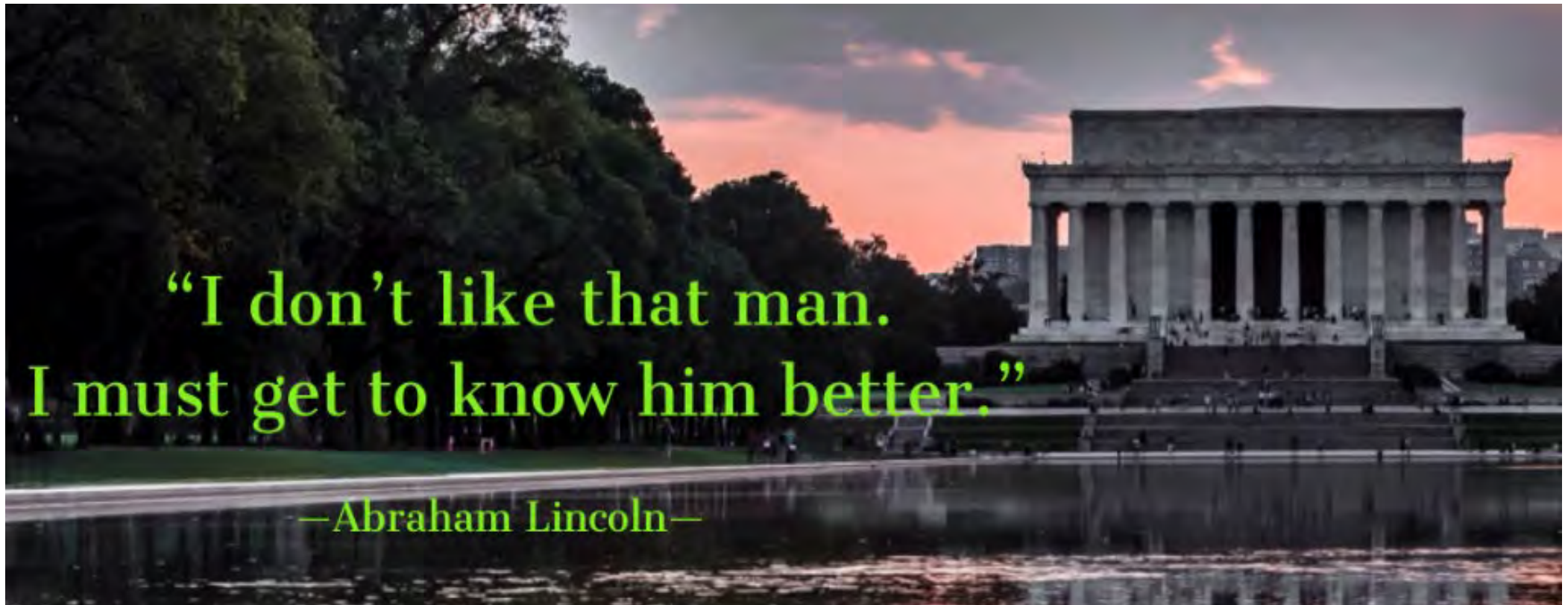
Source: [A Multi-Generational Workforce Whitepaper.pdf](#)

Generations Best Work Traits



Source - <https://www.hobsonassoc.com/blog/hiring-for-the-generations-boomers-x-y-and-z/>

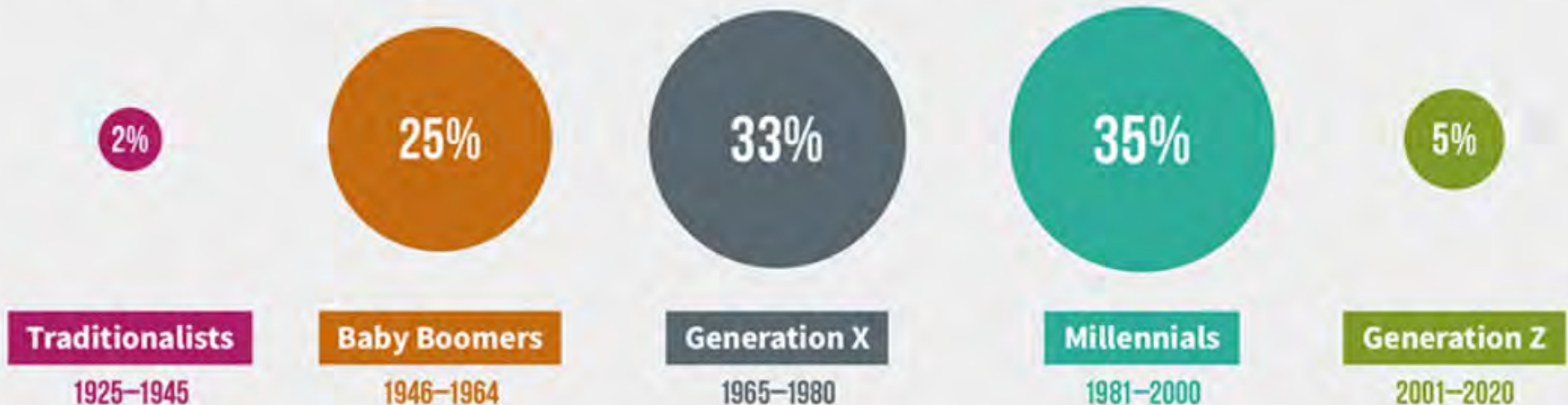
Abraham Lincoln



Percent of Generations in the Current Workforce

One size doesn't fit all when it comes to today's workforce—five generations of workers means five approaches to work.¹ Learn how to adjust to a multigenerational workforce.

Current U.S. workforce numbers²:



Source: <https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/>

Baby Boomer Turning 65

From now until 2030, 10,000 Baby Boomers each day will hit retirement age. Millions will begin to officially retire, collect Social Security checks, and sign up for Medicare. Other Boomers will keep on working either out of financial necessity or out of some less tangible need like identity and self-worth.

<https://www.seniorliving.org/life/baby-boomers/#:~:text=From%20now%20until%202030%2C%2010%2C000,like%20identity%20and%20self%2Dworth.>

Baby Boomers - Turning 65 with an Estimate How Many Retire					
Total Workforce Population			170.0		
Total Baby Boomers in Workforce			42.5		
Turning 65 per Day in Thousands			10,000		
Turning 65 per Year in Millions			3.7		
Estimated % Retiring			50.0%		
Baby Boomers % of the Workforce in 2024			25.0%		
Estimated # of Baby Boomers Workforce in 2029			31.6		
Estimated Reduction Baby Boomers Workforce by 2029			11.0		
Year	Turning 65	Totalized	Retiring	Baby Boomers in Workforce	% Baby Boomers in Workforce
2024	3.7	3.7	1.8	42.5	25.0%
2025	3.7	7.3	3.7	38.9	22.9%
2026	3.7	11.0	5.5	37.0	21.8%
2027	3.7	14.6	7.3	35.2	20.7%
2028	3.7	18.3	9.1	33.4	19.6%
2029	3.7	21.9	11.0	31.6	18.6%

Estimate of people in the USA workforce

Estimate of Population by Generation in the Workforce 2024				
	Ages		%	Actual #s
	Young	Old	170.0	
Traditionalist	79	99	2%	3.4
Baby Boomers	60	78	25%	42.5
Generation X	44	59	33%	56.1
Millennials	28	43	35%	59.5
Generation Z	14	27	5%	8.5
			100%	170.0

Estimate of Population by Generation in the Workforce - 2029					
Generations	Ages		%		Change
	Young	Old	170.0	Actual #s	Actual #s
Traditionalist	84	104	0.0%	0.0	-3.4
Baby Boomers	65	83	15.5%	26.4	-16.2
Generation X	49	64	39.2%	66.6	10.5
Millennials	33	48	39.3%	66.8	7.3
Generation Z	19	32	6.0%	10.2	1.7
			100.0%	170.0	0.0

The Rip Van Winkle Effect



In Rip's prolonged slumber, he missed the opportunity to witness the gradual changes and transformations that shaped his village and its people. He found himself longing for a connection to the present and a sense of purpose. It was in this moment of awakening that Rip Van Winkle realized the importance of developing a vision.

Buddy Hobart - <https://solutions21.com/about/team/hobart/>

Employee Engagement



Source: Bob Kelleher is an author/speaker and founder of The Employee Engagement Group. A noted thought leader on employee engagement and leadership. <https://www.youtube.com/watch?v=wHgVBV1gC48>

Employee Engagement



Employee Engagement		
Total Workforce - Millions		170
Busting their Butts	35%	60
Looking at the Scenery	52%	88
Trying to Sink the Boat	13%	22
	100%	170

??? Develop Multi-Year Internships ???

In today's competitive business landscape, constantly seek innovative ways to understand the value of generational differences in order to maximize your productivity, effectiveness, and profit.

An effective strategy that is gaining popularity is the utilization of interns for multi-year internships. By engaging interns over an extended period, specifically focusing on projects related to “Making Common Sense Common Practice”, Asset Utilization, and Overall Equipment Effectiveness (OEE), companies can economically tap into fresh talent, bridge the skills gap, and drive continuous improvement within your operations

Summary - In a Nutshell

- Take the time to understand and embrace generational differences, and accommodate them
- The five generations in today's workforce span 83 years, from oldest to youngest. Each generation's communication style, professional values, and preferred leadership style have been shaped by the culture they grew up in
- Don't be a Rip Van Winkle - Realize the opportunity of having five generations in your workforce to develop a vision now Do not miss this opportunity
- Focus on making common sense common practice and utilize your existing assets

Thank You

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