

 THE COUNCIL *WEBINAR*

Generations & Implicit Bias

Warren Wright, Second Wave Learning



Warren Wright-

Founder & CEO Second Wave Learning



Contact:

703 559 9130

warren@

secondwavelearning.com





Generations and Implicit Bias

Bridging Generations in the Workplace

Why Generations?

Generations is the most important topic no one knows about

Second-Wave Millennials

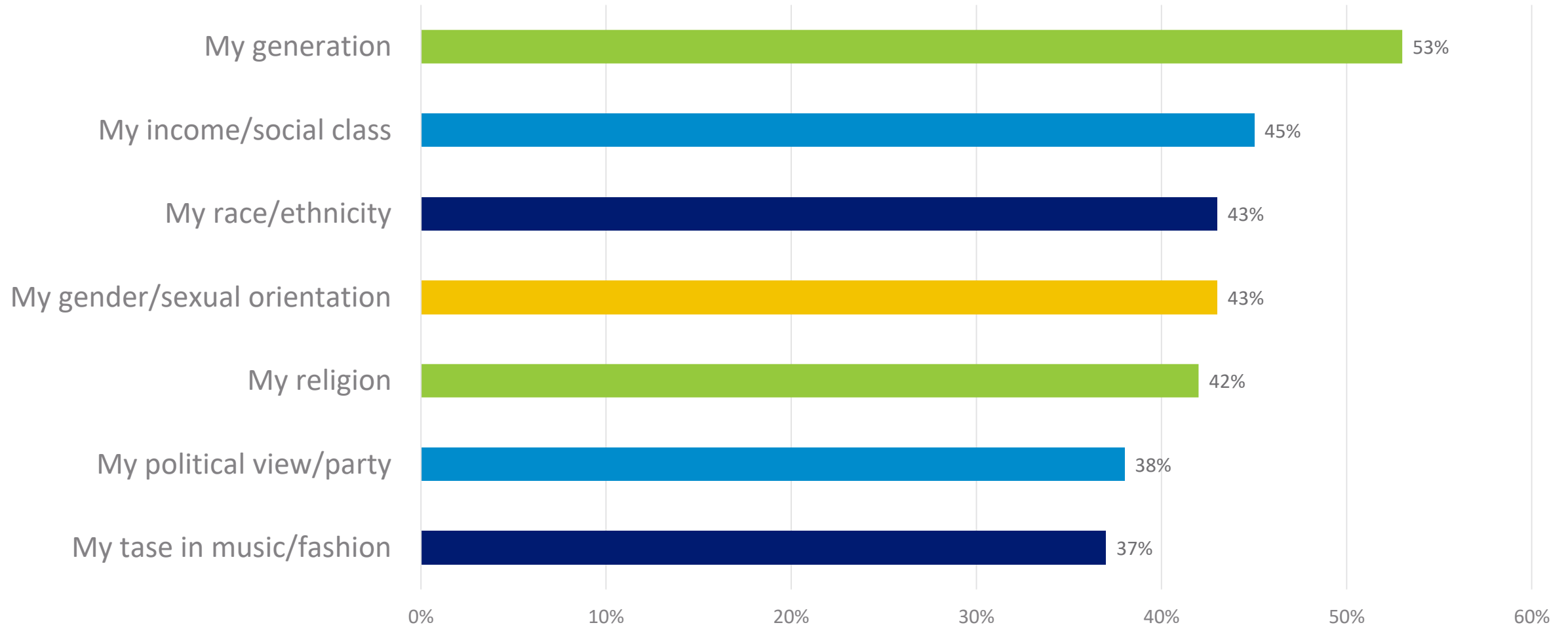
Tapping the Potential
of America's Youth



WARREN WRIGHT

Foreword by Neil Howe

Which characteristics are important in defining who I am and how I see the world?





Understand Ourselves

Understanding Others

The Generations

<u>Generation</u>	<u>Strauss & Howe</u>	<u>Popular Media</u>
Baby Boomer	(1943 – 1960)	(1946 – 1964)
Generation X	(1961 – 1981)	(1965 – 1979)
Millennial	(1982 – 1995)	(1980 – 1994)
Gen Z	(1996 – 2005)	(1995 – 2004)

What generation do you identify with?

Describe Boomers in *one* word



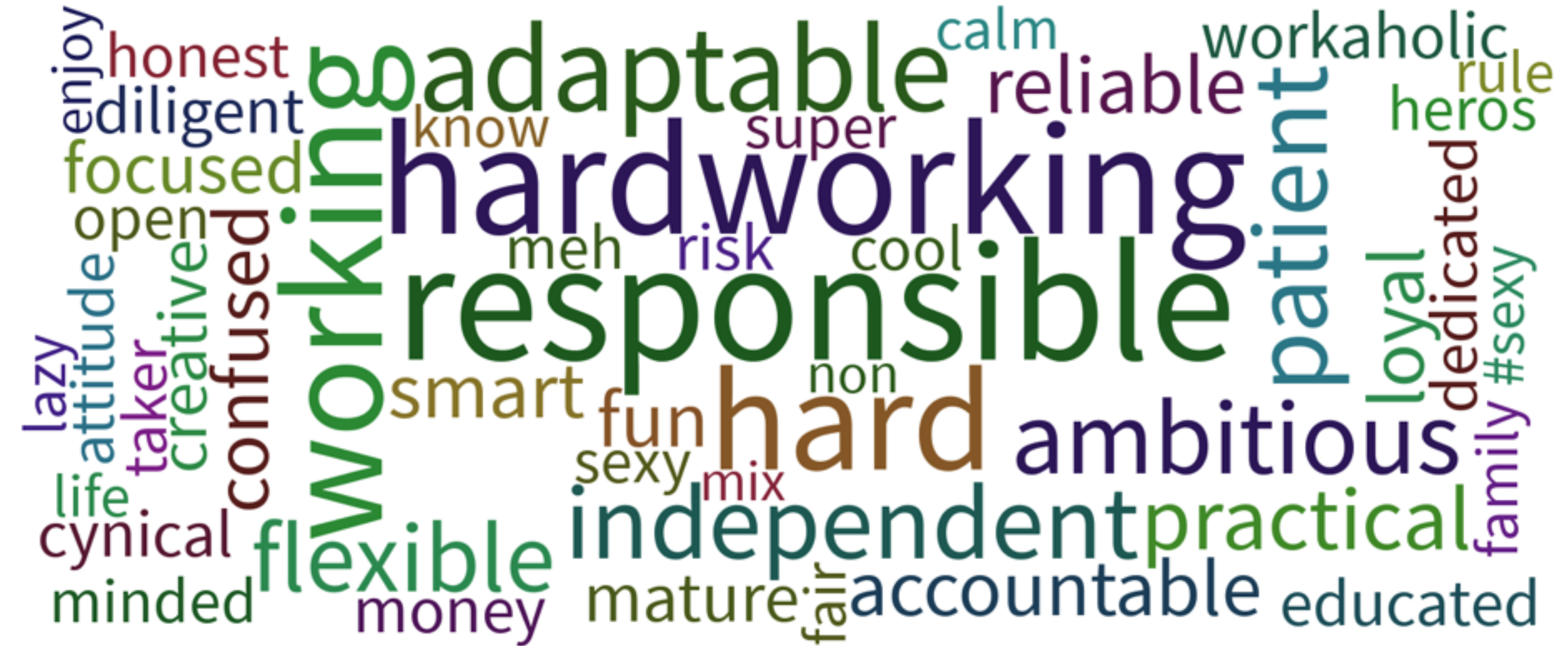
Boomers



Describe “Gen X” in *one* word



Gen X



Describe “Millennials” in *one*
word



Millennials



Describe “Gen Z” in *one* word



Gen Z



Baby Boomers

- Wise
- Conservative
- Loyal

Generation X

- Hardworking
- Responsible
- Adaptable

Millennials

- Creative
- Entitled
- Smart

Gen Z

- Impatient
- Clueless
- Selfish

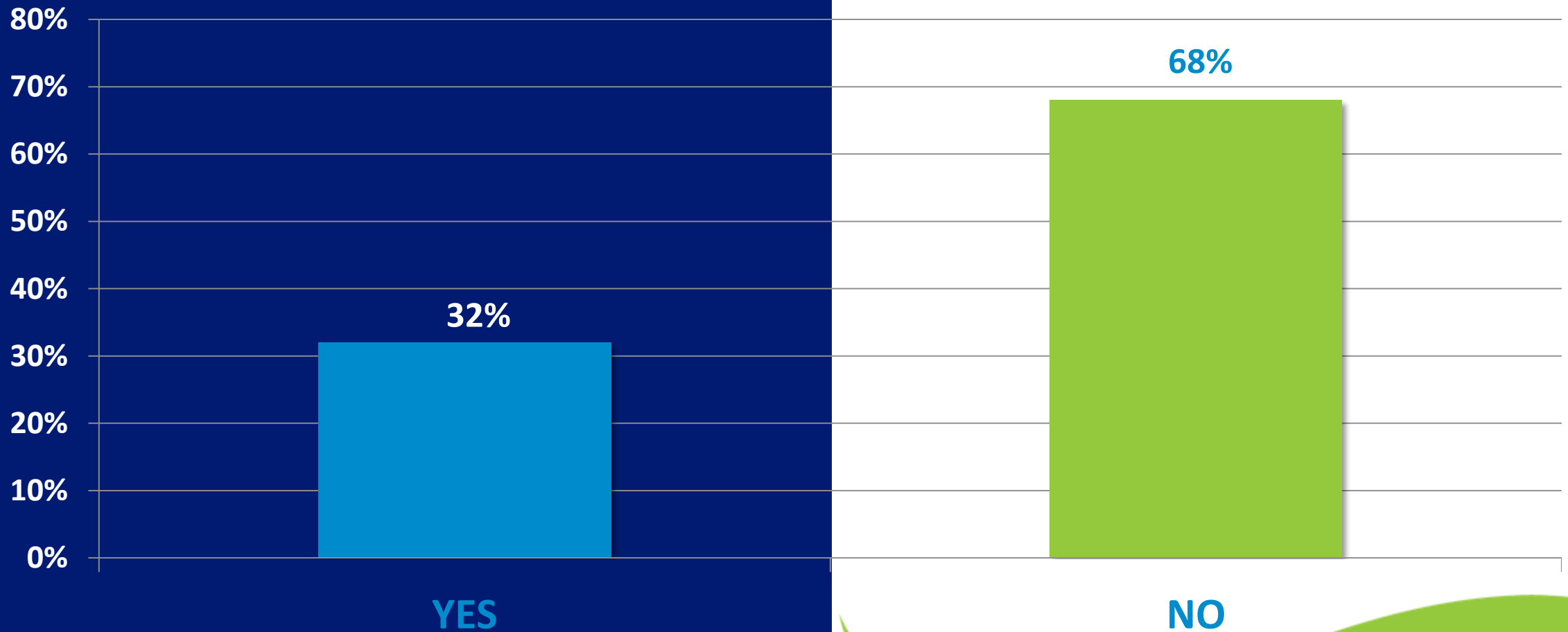
Positive

Negative



What Boomers & Xers Think of Millennials

“I view them favorably”



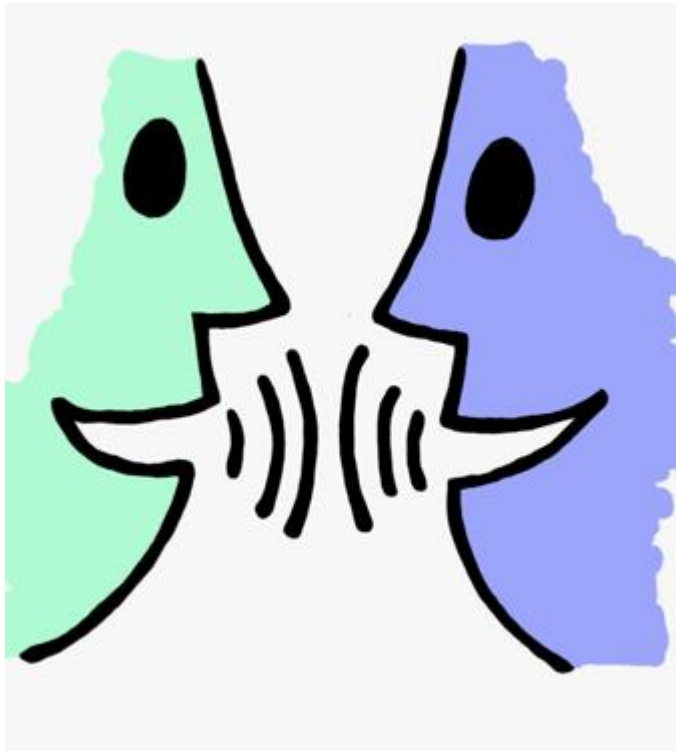
A young woman with brown hair in a ponytail, wearing a white shirt, and an elderly woman with short grey hair and glasses, wearing a brown cardigan, are sitting on a couch. They are looking at each other in a living room setting with a wooden shelf, plants, and a clock in the background. A dark blue semi-transparent overlay covers the bottom half of the image, containing the title and list.

Through the Generations

- Existing generations view the incoming generation negatively.
- They never live up to their expectations.



Discussion



- Reflect for a minute and enter response in chat (5-min.):
 - What is your generation?
 - What have you personally experienced or seen regarding generational bias in the workplace or in your life?



We don't see the world as it is, we
see it as we are

-- Anais Nin

Components of Implicit Bias

- Perceptions we have about other people
- Based on influences of past experiences
- Conclusions reached about groups or ethnicities
- Unconscious

Implicit Bias

- Triggered automatically through rapid association of people and our attitudes and stereotypes about them
- It may run contrary to our stated beliefs and attitudes. We can say we believe in equity (and truly believe it). But then we behave in ways that are biased and discriminatory.

Implicit Bias

When people act based on prejudice and stereotypes without intending to do so.

Note - *People can act based on the biases adopted by their culture.*



Bias v. Stereotype

Bias is a personal preference, like or dislike that interferes with the ability to be impartial, unprejudiced, or objective.

Stereotype is a preconceived idea that attributes certain characteristics (in general) to all the members of class or set.

If you think that all Asians are smart, or White men can't dance, that is a stereotype.

But if you hire an Asian for a job that also has an equally qualified Black applicant because you think Blacks are not as smart as Asians, you are biased.

Bias may be subtle, but it has impact

- Implicit bias impacts how we view the world and those around us
- Everything we do impacts others
- How much impact our bias has depends on how much power we have on decisions that affect others



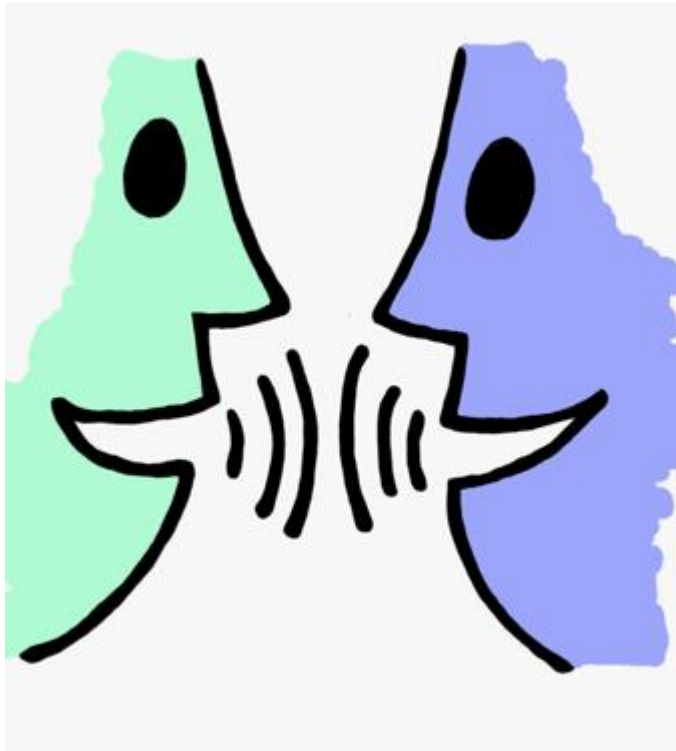
Origins of Implicit Bias

- Tribes became cultures. Cultures also need to survive. Over time, they create their own biases around their:
 - Fears
 - Needs
 - Interests

We are now civilized,
but biases are embedded in our brain



Discussion



- Reflect for a minute and enter response in chat (5-min.):
 - Have you experienced bias in your life?
 - Has that bias affected you in any way?

The Cultural Iceberg

VISIBLE

LESS
VISIBLE

NOT
VISIBLE

AKGTC 2018

Generations



Values



Individual

Personal



Company



Generational

Shared Values = Culture

Workplace Values

Work-Centric



Work-Life Balance



Hands Off

Hands On

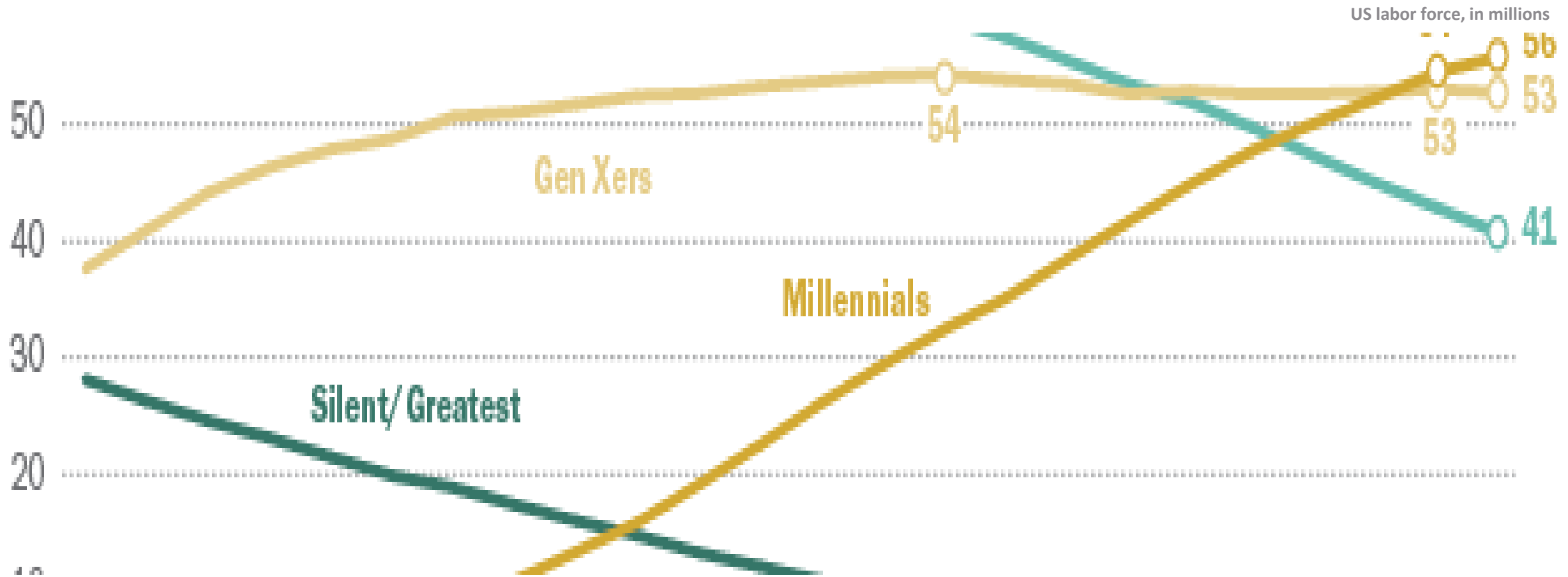


Work-Life Integration



Skill Building

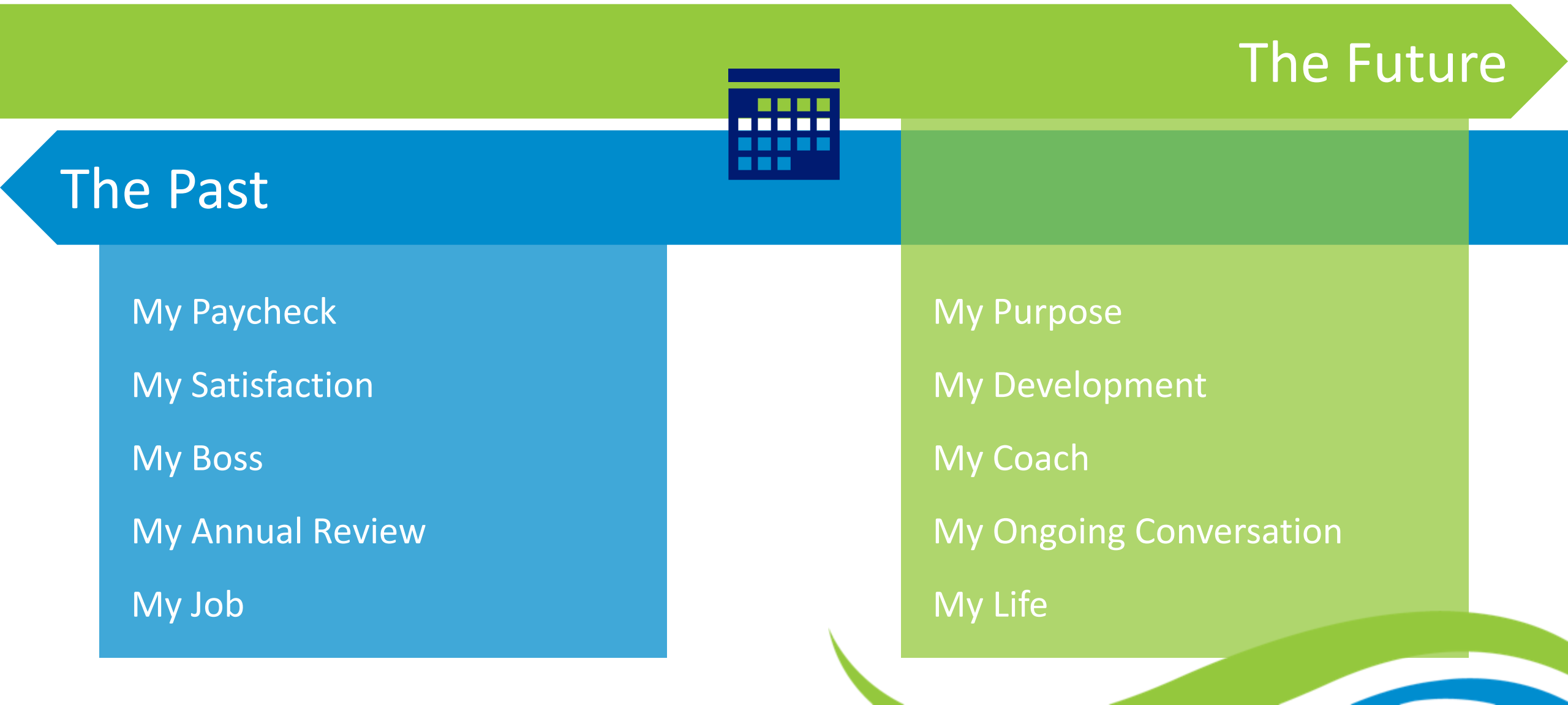
Millennials became the largest generation in the labor force in 2016

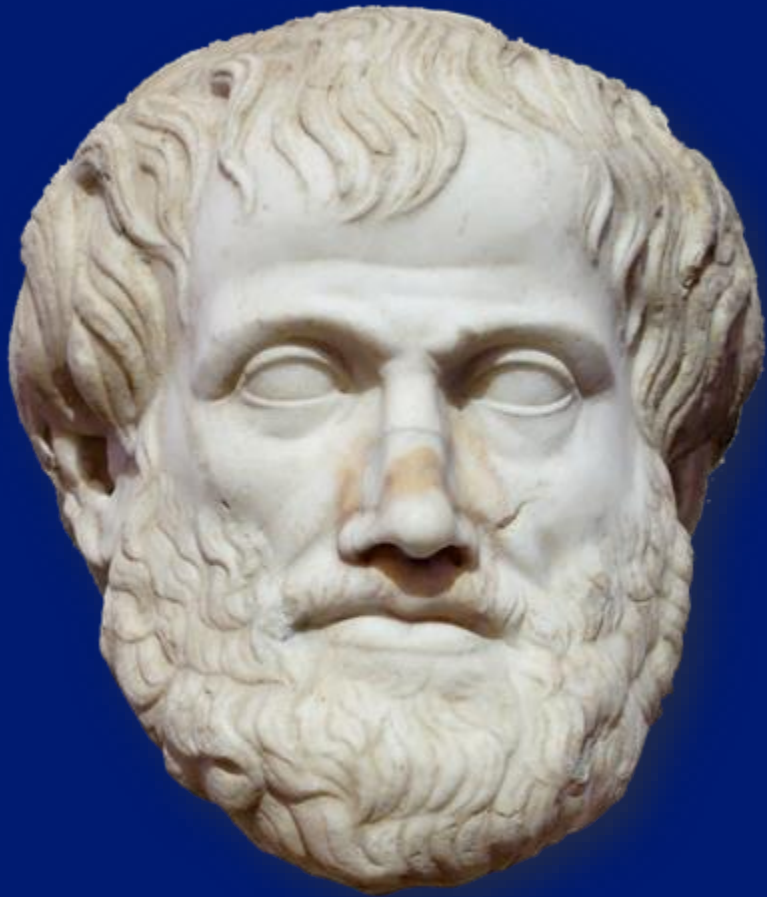


Source: Pew Research Center analysis of monthly 1994 – 2017 Current Population Survey (IPUMS).

Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

What Employee Value in The Future of Work





“Generations are shaped by history, and then history is shaped by generations.”

Aristotle



A photograph of a classic London Underground 'Mind the Gap' sign. The sign is circular with a red border and a white center, and a blue rectangular bar across the middle with the words 'MIND THE GAP' in white capital letters. It is mounted on a stone building facade. In the bottom left corner, there is a white graphic element consisting of several sharp, curved lines pointing towards the sign.

MIND THE GAP

Story of 4 Generations

How Generations Are Formed



HIGH SCHOOL SWEETHEARTS IN "THE BIG STEP"

LET'S GET
MARRIED
FIRST



1950

LET'S GET
STONED
FIRST



1970

LET'S GET
TESTED
FIRST



1990

LET'S DO
NATIONAL
SERVICE
FIRST



2010

Boomers

1943 – 1960

59 – 76
Years Old



Historical Events/**Raised**

Sputnik
Woodstock
Women's Lib

Adored Child
Free-time

Values

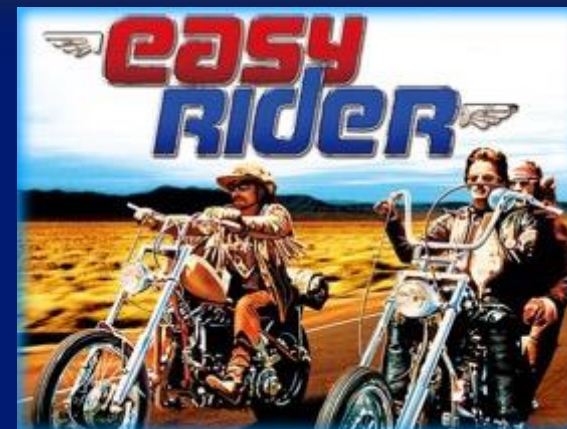
Idealism
Individualism
Work-Centric

Slogan



Boomer Coming of Age

Dave



Boomers Coming-of-Age Priorities

Idealism



Individualism



Boomers

1943 – 1960

59 – 76
Years Old



Historical Events/**Raised**

Sputnik
Woodstock
Women's Lib

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Values

Idealism
Individualism
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Slogan



The Boomer Brand

Dave



Being the Boss



If it ain't broke, don't fix it

Boomers

1943 – 1960

59 – 76
Years Old



Historical Events/**Raised**

Sputnik
Woodstock
Women's Lib

Adored Child
Free-time



Attitude Toward Work

Dave



Work-Centric

(Dave will never leave his desk)



Boomer Slogan



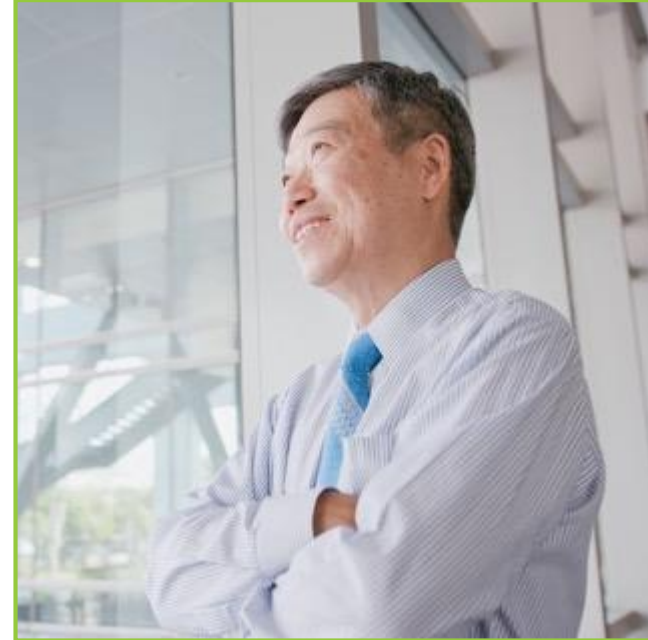
A woman with blonde hair tied back, wearing glasses and a dark blue business suit, is shown in profile looking out a large window. The background is a blurred cityscape. A semi-transparent green rectangular box is overlaid on the lower half of the image, containing white text.

Alternative Boomer Slogan

*As long as everything is exactly
the way I want it, I am flexible.*

Collaborating with the Baby Boomers

- Be patient with techno-literacy
- Offer “reverse mentoring”
- Be mindful of hierarchy, authority
- Respect their expertise
- Use old school communication- phone and email



Work Attitude: Work-Centric

Generation X

1961 – 1981

38 – 58
Years Old



Historical Events/Raised

Watergate
Reagan
AIDS Crisis

Ignored Child
Latch-Key Kid

Values

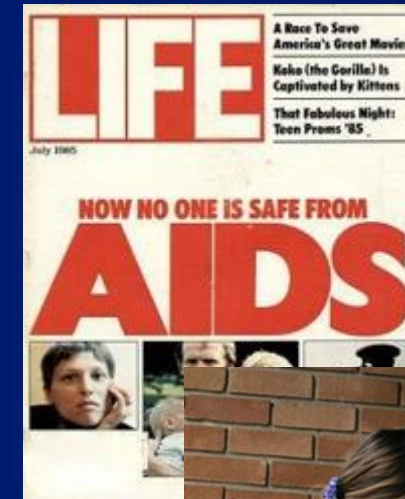
Pragmatism
Self-Reliance
Results-driven

Slogan

JUST DO IT.

GenX Coming of Age

Jennifer



Gen X Coming-of-Age Priorities

Survival



Competition



Brief Chronolog y of the 'Evil Child' Movie Era



1968 Rosemary's Baby

1973 The Exorcist

1974 It's Alive!

1976 The Omen

1976 Carrie

1977 Exorcist II: The Heretic

1978 It Lives Again

1978 Damien: Omen II

1978 Halloween

1980 The Children

1981 The Final Conflict

1981 Halloween II

1984 Firestarter

1984 Children of the Corn

1988 Chucky

4

2

1

1

1

Generation X

1961 – 1981

38 – 58
Years Old



Historical Events/**Raised**

Watergate
Reagan
AIDS Crisis

Ignored Child
Latch-Key Kid

Values

Pragmatism
Self-Reliance
Results-driven

Slogan

JUST DO IT.

The Generation X Brand

Jennifer



DIY



- ***Pragmatism***
- ***Do What's Necessary***

Generation X

1961 – 1981

38 – 58
Years Old



Historical Events/**Raised**

Watergate
Reagan/Thatcher
AIDS Crisis

Ignored Child
Latch-Key Kid

Values

Pragmatism
Self-Reliance
Results-driven



Attitude Toward Work

Jennifer



Work-Life Balance

A photograph of three people running outdoors during sunset. A woman with curly hair is on the left, a man with a beard is in the center, and a person with short hair and headphones is on the right. They are all smiling and running on a path. The background shows a fence and buildings under a warm, golden light.

Gen X Slogan

JUST DO IT.

Collaborating with Generation X

- Get to the point
- Focus on results, not process
- Don't underestimate their digital skills
- Keep meetings focused and purposeful
- Family-friendly work policy



74 %
comfortable with
Zoom

Work Attitude: Work-Life Balance



Boomers and Generation X

Questions?



Write in chat

Millennials

1982 – 1995

25 – 38
Years Old



Historical Events/**Raised**

9/11
Great Recession
Columbine

Hands-on Parents
Barney Dinosaur

Values

Digital Native
Risk-Averse
Purposeful

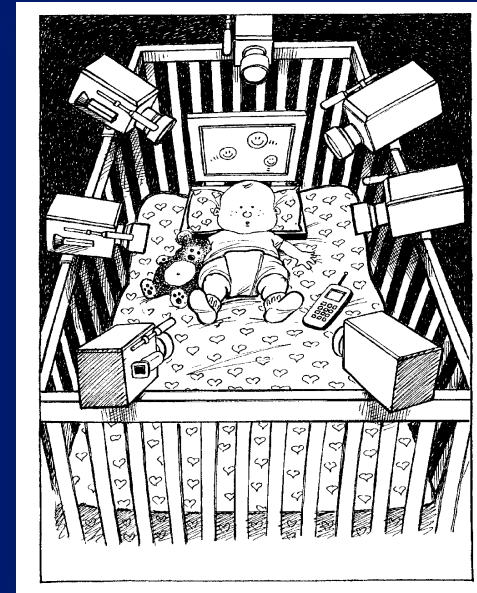
Slogan

Friend Me



Millennial Coming of Age

Josh



Millennial Coming-of-Age Priorities

Purpose



Community



Millennials

1982 – 1995

25 – 38
Years Old



Historical Events/**Raised**

9/11
Great Recession
Columbine

Hands-on Parents
Barney Dinosaur

Values

Digital Native
Risk-Averse
Purposeful

Slogan

Friend Me



The Millennial Brand

Josh



Community



Work together to solve problems

College Senior List of Ideal Employers

2001

1. 3M
2. Amazon
3. Accenture
4. IBM
5. Walt Disney
6. Microsoft
7. Cisco Systems
8. BMW
9. Abbot Labs
10. Dreamworks

2009

1. Google
2. Walt Disney
3. Apple
4. *U.S. Dept. of State*
5. *FBI*
6. Ernst & Young
7. *Peace Corps*
8. *NASA*
9. PWC
10. *Teach for America*

2015

1. Walt Disney
2. *United Nations*
3. *National Geographic*
4. Google
5. *FBI*
6. *Peace Corps*
7. *U.S. Dept. of State*
8. *Teach for America*
9. *CIA*
10. Apple

Millennials

1982 – 1995

25 – 38
Years Old



Historical Events/**Raised**

9/11
Great Recession
Columbine

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Barney Dinosaur

Values

Digital Native
Risk-Averse
Purposeful

Slogan

Friend Me



Attitude Toward Work

Josh



Work-Life Integration

Millennial Slogan



Friend Me

*Changing
Together*



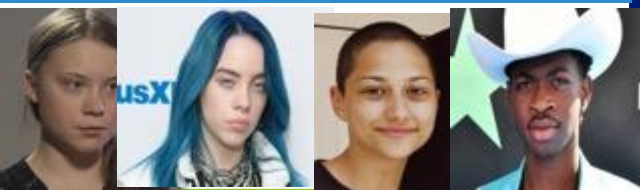
COP24 · KATOWICE
UNITED NATIONS CLIMATE CHANGE CONFERENCE
POLAND 2018



Gen Z

1996 – 2005

14 – 23
Years Old



Historical Events/**Raised**

Parkland
Global Warming
COVID-19

Over-parenting
Social/Emotional
Learning

Values

Stressed
Afraid to Fail
Like a Plan

Slogan

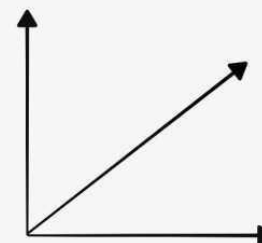
Be Kind.



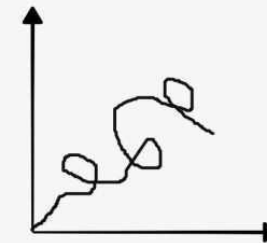
Samanthe



Life



what I planned



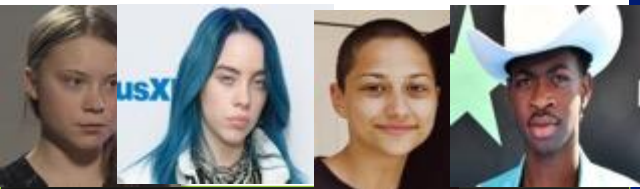
what happened



2nd Wave (Gen Z)

1996 – 2005

15 – 24
Years Old



Historical Events/**Raised**

Parkland
Global Warming
COVID-19

Over-parenting
Social/Emotional
Learning

Values

Stressed
Afraid to Fail
Like a Plan

Slogan

Be Kind.

Attitude Toward Work

Samanthe



Skill-building

Collaborating with Millennials/Gen Z

- Clear ... *really* clear guidance
- Frequent Feedback – multi-modal
- They like to know *Why* before *What* and *How*
- Slack, Microsoft Teams, etc.
- Frequent opportunity for “rewards”
- Take their lead on new technology solutions.
Learn from them.



Work Attitude: Work-Life Integration





Millennials and Gen Z

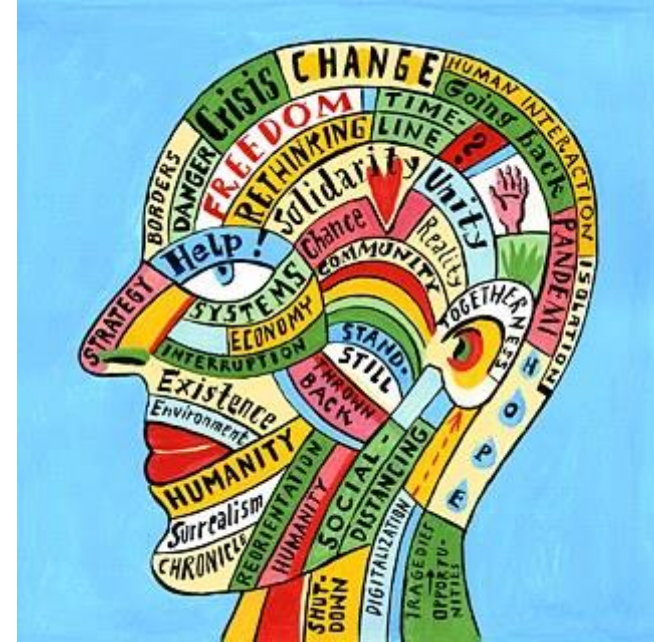
Questions?



Write in chat

What Have We Learned?

- Each Generations is shaped by the predominate culture and values during its coming of age period
- The way we see the world is based on our experiences
- Our experiences create biases
- These biases are often unconscious
- These biases have consequences in society and work





What is Your Implicit Bias?

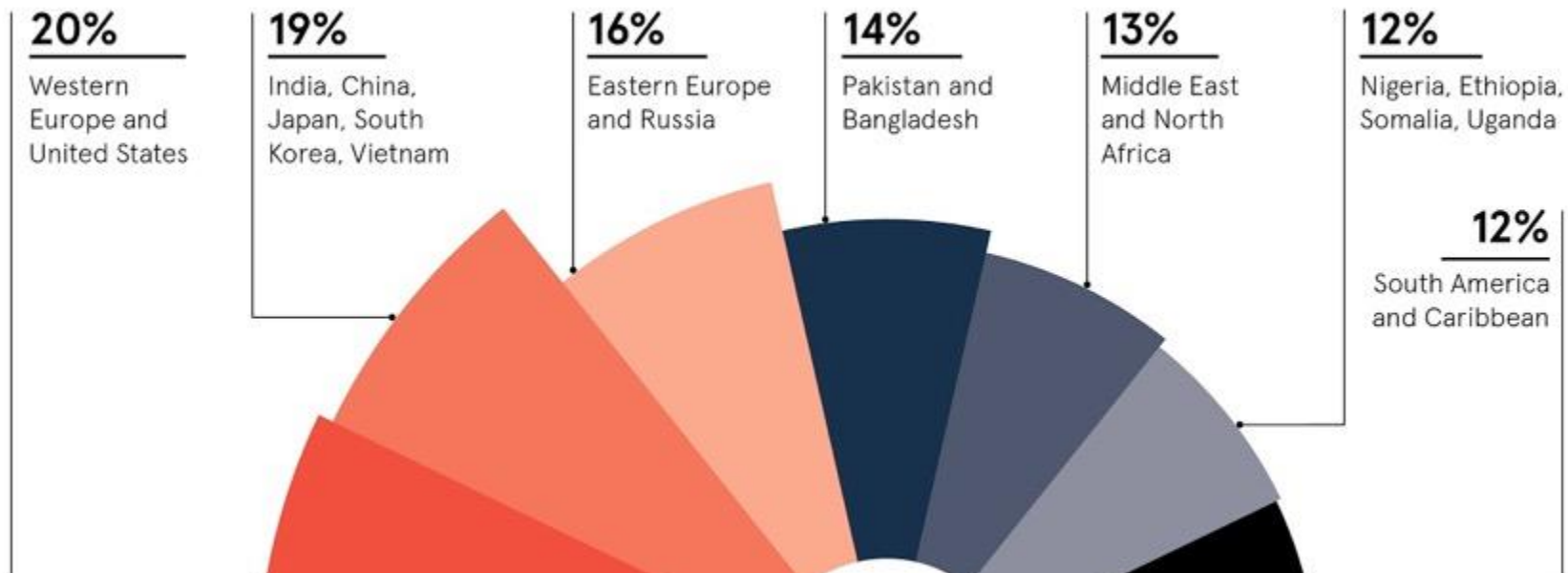
[The Implicit Assessment Test](https://www.youtube.com/watch?v=cykcpqSpVZo)

<https://www.youtube.com/watch?v=cykcpqSpVZo>

Examples of Implicit Bias

- Resumes with ethnic-sounding names are pushed down in the selection for interviews

POSITIVE RESPONSES (CALLBACKS), BY APPLICANTS' REGION OF ORIGIN



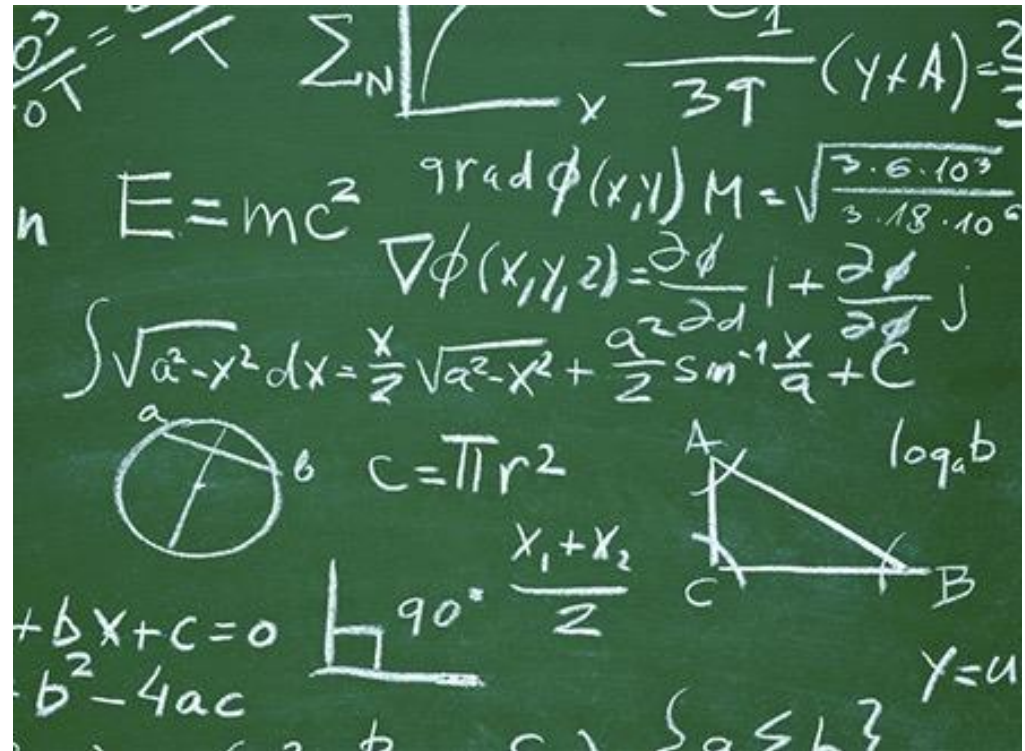
Examples of Implicit Bias

- Women are more frequently interrupted in business meetings
- Teachers call on boy students more often
- Girls are not encouraged to go into STEM careers



Examples of Implicit Bias

- Asian candidates are given priority positions requiring math and science
- Multi-generation Asian-Americans are often asked where they were born



How Inequities Happen



Steps to Overcome Implicit Bias

- Find out your natural orientation toward bias (take the IAT or other test)
- Take an in-depth course that identifies and challenges your biases. Learn to
 - Identify the situations when implicit biases impact your behavior
 - Be friendlier and act less threatened when interacting with people you perceive as different
- Spend more quality time with people you might be biased toward
- Educate yourself on the effects of bias on the people around you

Steps to Overcome Implicit Bias

- Expose yourself to media that aims to break down prejudice and discrimination
- Be intentional about accepting people as individuals and not applying their qualities to the whole group they represent
- Read about all the different “ism’s” (sexism, racism, etc) and reflect on your own attitudes
- Become more self-aware

What is your implicit bias with...?

Age

Weight

Race

Sexuality

Religion

Skin tone



- [The Implicit Assessment Test](#)
- <https://www.youtube.com/watch?v=cykcpqSpVZo>

Implicit Bias as the Source of Culture Clash

Psychologists once believed that only bigoted people used stereotypes. Now the study of implicit bias is revealing the unsettling truth: We practice bias, all the time, without knowing it.

- [Article from Psychology Today](#)



Breaking the Cycle

“Promising evidence in social cognitive psychology indicates that with sufficient motivation, cognitive resources, and effort, people are able to focus on the unique qualities of individuals, rather than on the groups they belong to, in forming impressions and behaving toward others.”

From Reducing Racial Bias Among Health Care Providers: Lessons from Social-Cognitive Psychology





Thank You!

hello@secondwavelearning.com
www.secondwavelearning.com

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