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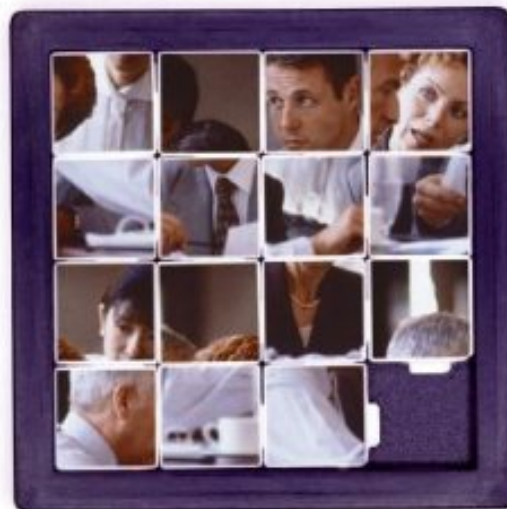
# When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work

*Lynne C. Lancaster, David Stillman*  
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FEATURING A NEW AUTHORS' NOTE AND READER'S GUIDE

## WHEN GENERATIONS COLLIDE

Who They Are. Why They Clash.  
How to Solve the Generational Puzzle at Work.



Foreword by HARVEY MACKAY

LYNNE C. LANCASTER and DAVID STILLMAN

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**Lynne C. Lancaster, David Stillman : When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work** before purchasing it in order to gage whether or not it would be worth my time, and all praised When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work:

1 of 1 people found the following review helpful. Info for Execs, Managers, New Hires, Parents -- Just About

EveryoneBy A. ReaderI admit, this book had me right from the beginning, and I am talking about the Foreward and the Introduction sections. The book dives right in by identifying the issue, that there are major differences between the generations (Traditionalists, Baby Boomers, Gen-Xers, and Millenials). Each has a different version of success as well as a desire to be rewarded in different ways. Small wonder that companies are scratching their heads and wondering why past solutions no longer seem to work.Having two different generations (Baby Boomer and Gen-X) as authors is a good start in the writers understand the difficulty of most of us as we grapple with this issue. Whether you are at the top of a company or merely trying to co-exist with other generations in a large office space, there is a mountain of information in this book that will help you understand the hows and whys of today's workplaces. The good news is that it doesn't appear to be that hard. One merely needs to have the desire to learn about the other generations and then be willing to work together (or perhaps it is the "Cusperrdquo; designation I embrace, which is a bridge between Baby Boomers and Gen-Xers).No matter where you stand now, authors Lynne Lancaster and David Stillman offer full explanations of the various generations as well as what they call the Clashpoints (the collision spots where generational thought bang together). Their conversational style of writing helps, and one almost experiences the feeling of a casual discussion with a good friend offering helpful hints. This makes the book a fast read, one I found myself pausing only to highlight the important passages (meaning after the first read, my Kindle is exploding with colors).The authors have thoughtfully provided a couple of sections at the end I found extremely helpful. The first is a long bibliography of additional information. The extensive list of Searchable Terms will certainly be a great aid and save me time ndash; I will be able to easily find the information I need without flipping through the books's pages.Recommended for executives, workers, parents, etc. ndash; anyone who has contact with others belonging to any of the generations, especially if you find it difficult to understand why those generations don't think like you do. Five stars.1 of 1 people found the following review helpful. What a great book to clear up the misunderstandings between generationsBy RussellBunnyWhat a great book to clear up the misunderstandings between generations. I also recommend "The "M" Factor" because the Millennials are such a influence on our world right now simply because of their sheer numbers. :o)3 of 3 people found the following review helpful. Baby Boomer much? a must read, but only because this is a first in this topicBy Evelena Dill WebbWhen Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at WorkIt took me years to complete reading this book. Because: It was a library book and I inadvertently lost it and had to pay for it while the library never replaced it.Having recently found myself in generational conflict in a volunteer organization, and spent the last decade in a town full of boomer retirees; we find generational conflict effecting our social life and social standing in the most frustrating of ways. Not to mention spending a career under the ceiling of the Baby Boomer generation (but @ 51 years of age, not young enough to be a Generation Xer) constantly dealing with too many chiefs and me the Lone Indian with a limited workforce coming along after. (We are twixters, Lynn calls them 'cuspers' in the book; falling in between the two generations.) So, I splurged on a couple of copies, passed them out to my informal reading club (who are definitively cross generational) and began reading again.Before I lost the library book, I found reading it pushed my buttons, perhaps more than enlightening. Anecdotal instances certainly evoked memories of frustrations of conflict in our personal lives and careers. The title certainly addressed an issue we were concerned about our entire adult life: the stratification of our society. However, the book addresses the issue only by age; we find ourselves segmented by age and every other division possible, religion, race, gender, socio-economic and education levels, divide, divide, divide; pigeonhole whenever possible separate and isolate like an assembly line. I'm the product of a generation of over-isolated over-divided over-segmented societal norms and hoped to find some solutions in this book. Unfortunately Lynn never addresses the more global nature of this issue outright. She limits herself to the business world and she writes about a sliver of the business world, large corporate conglomerations who can afford to over-manage their employees. In a world of leaner smaller businesses who can move on a dime to re-frame themselves, she misses this and other major solutions to the problem.Upon a thorough reading of the book, I have more frustrations rather than less. Two main criticisms are that Lynn writes with the judgmental nature of a Baby Boomer. Tom Brokow may have called the Traditionalist (actually two generations Lynn seems comfortable lumping together) "The Greatest Generation" but Lynn seems to defer to them only in seniority which later in the book she initially agrees with then later discounts saying that we now must defer to the younger generations: The 'Baby Boomer's' offspring! Narcissistic, much? When you only place yourself in a position to associate with people who look, and think, and live exactly as you, you begin to think you are always right. When you make a statement and no one disagrees it reinforces the idea that you are always right. When everyone else is in the same boat as yourself there are no dissenting voices. Eventually you begin to hear murmurs of distant dissent and since you have already determined that you are always right you create political correctness . . . and begin to discourage dissenting voices . . . creating more isolation.!When she allows for her partner David (gen Xer) to add his opinions to the book she even prefaces them in a judgmental way and follows up with her CORRECTIONS to his input. This narrow minded judgmentalism only adds to my frustration with Lynn's Baby Boomer generation.And secondly, Lynn spends much time repeating her sales line and effectively selling her services. Way too much repetition in the book. Hint to Lynn: When writing to other generations than Boomer's repetition is not as necessary.The book has few helpful direct solutions. Other than examples of specific solutions specific companies

found for specific problems. On the other hand, not many available resources do much to answer the questions I have with generational conflict in my volunteer organization so this is a beginning and has given me a good starting point with my informal mentoring/book group-circle of friends. Those conversations are helpful and so I am thankful to Lynn for beginning the dialogue. Would really like to talk to her directly. Wondering why in this age of technology, the web page and other access isn't given? Too GenX? Dialogue might be more helpful than surveys. Which don't seem so scientific in her search for 'truth'. I've begun reading her next book (which I had already purchased prior to purchasing "When Generations Collide") on the Millennial generation with less optimism. Hoping for more dialogue to be generated.

If your workplace feels like a battle zone and colleagues sometimes act like adversaries, you are not alone. Today four generations glare at one another across the conference table, and the potential for conflict and confusion has never been greater. Traditionalist employees with their "heads down, onward and upward" attitude live out a work ethic shaped during the Great Depression. Eighty million Baby Boomers vacillate between their overwhelming need to succeed and their growing desire to slow down and enjoy life. Generation Xers try to prove themselves constantly yet dislike the image of being overly ambitious, disrespectful, and irreverent. Millennials, new to the workforce, mix savvy with social conscience and promise to further change the business landscape. This insightful book provides hands-on methods to close the generation gaps. With effective tools to recruit, retain, motivate, and manage each generation, you can now create teamwork, not war, in today's highperformance workplace . . . where at any age, productivity is what counts.

From Publishers Weekly Lancaster and Stillman, partners in a consulting firm, tackle a potential conflict in the workplace: disparities in age may lead people to see situations differently. The authors divide the workforce into four categories: Traditionalists, born between 1900 and 1945; Baby Boomers, born 1946 to 1964; Gen-Xers, 1965-1980; and Millennials, born after 1980; these temporal and social demarcations show where conflicts may lie. This book, like the consultants' mission statement, "bridge[s] the gap between generations by helping people look beyond their own perspectives." No matter how well intentioned, this approach ensures a few inherent problems. Stereotyping is a danger when characterizing groups this large, and the authors don't always avoid the trap. Is it really accurate, for example, to say that Millennials are unique in wanting their work to have value? But the bigger problem is that an initial premise is questionable. The authors say, "Finding common ground with members of our own generation at work is relatively easy," but if it were, there wouldn't be a need for diversity training. And as any manager can attest, people can be difficult no matter what their age. Acknowledging that people of various ages see things differently is worthwhile. However, Lancaster and Stillman disappoint in failing to supply specifics for what to do about those differences. Agent, Sandy Dijkstra. Copyright 2001 Cahners Business Information, Inc. From Library Journal The concept of workplace diversity has come to embrace ethnicity, disability, sexual orientation, and more. Lancaster and Stillman, founding partners of BridgeWorks consulting firm, ask us to consider yet another category: generational differences. The generations they allude to are "Traditionalists" (1900-45), "Baby Boomers" (1946-64), "Generation Xers" (1965-80), and "Millennials" (1981-99), and they are interested in how members of each group interact in contemporary work settings. According to the authors, employee productivity is the key to success in the new economy, and given the difficulties employers have in recruiting, training, motivating, and managing their workforce, understanding multigenerational differences in the workplace could result in success or failure. The authors fully describe each generation and explore the problems each might encounter in work settings. Combining practical, how-to exercises with examples of companies that have used generational differences to their advantage, this is a book every corporate human resources department would want on the bookshelf. Unfortunately, given how the economy has changed recently, it may be something that is largely expendable at this time. Recommended for management collections. Richard Drezen, Washington Post, New York City Bureau Copyright 2001 Reed Business Information, Inc. From Booklist \*Starred\* Diversity is a significant but sensitive issue in today's workplace. Here two experts in the field focus on generational diversity. Specifically, their book addresses the necessary but often difficult ways of attracting and retaining individuals from the four generations that make up the American workforce: traditionalists, baby boomers, generation Xers, and millennials (persons born between 1981 and 1999, who are just beginning to participate in the labor force). If you want the best and brightest working for your company, the authors aver, you need to hire people from all four of these generational groups and ensure that they work together successfully. But clashes are inevitable, admit Lancaster and Stillman, since each generation approaches the concept of balance and cooperation in the workplace from a different direction. Nevertheless, the authors show that "bridging the generation gaps at work can provide huge payoffs when it comes to recruiting, retaining, managing, and motivating others." Their book is a guide for employers and employees on how to take advantage of generational differences rather than allowing those differences to drain productivity. As with all outstanding business books, this wise and personable one will appeal to a wide range of readers by informing and educating them not only about corporate life but also about life in general.

