

PMO SIG October 2012 Meeting Summary

Discussion Topic: Multiple Generations in the Workplace

Four generations in Workplace Today

- Baby Boomers 1946 - 1964
- Generation X 1960s to 1980s
- Generation Y aka "Millenials" 1980s to early 2000s
- Generation I aka "Gen Z" after 1989, unfamiliar with life before the Internet

Noticeable Differences Encountered

- More people working for managers younger than them
- Younger generations view older as "illiterate" with new technology
 - Smart phones, being "always on", Apps
 - i) Smaller technology is better, to the younger
 - ii) Smaller technology is smaller, to the older (hard to read or handle)
 - Texting is primary communication (versus email, speaking on the phone)
- Younger generations don't consider traditional skills (e.g. MBA) as advantages
- Manner and behavior – younger more casual, sometimes too casual or even unprofessional (cursing, partying)

Interview Experiences

- Phone interview obscures generational gaps
- May have positive experience on phone interview versus in person
 - e.g. positive phone interview, then downhill in person, when generational differences more noticeable
- Culturally directed questions may be used to determine generational culture fit, e.g. reference to "Star Wars"

Advantages of Generational Diversity

- Different energy levels
- Different areas of expertise
- Mentoring situations
 - Older mentoring younger, and younger mentoring older

Challenges of Generational Diversity

- Younger sometimes fearful of experience and expertise of older generation
 - Need to manage, get it out in the open, diffuse threat
 - Tactfully and patiently introduce ideas to younger generations

Stressors – Generational Differences

- Change (e.g. Technology)
 - Older generation can be stressed by change (traditionalists)
Solutions:
 - i) Sell advantages of change,
 - ii) Provide training to manage change
 - Younger generations more accustomed to change, they grew up amid rapid change, can adapt
- Job Security
 - Big stressor for Baby Boomers
 - Less stressful to younger generations
 - i) Easier for younger to get another job
 - ii) Long time employment at one place is not their cultural norm
 - iii) Younger generation will leave a job as soon as unhappy

Keys to Success Working Across Generations

- Communication – open, in the right form, targeted to the culture of the audience
- Respect – advantages each generation has, cultural differences among generations

Next Meeting

Next meeting in November. Agenda topic TBD

Future Topics to Consider

1. PMO Practice
 - a. PMO Resources - Templates, Websites, etc.
 - b. PMO Best Practices to support learning and process improvement within project teams
 - c. Coordination to roll out Agile in your organization
 - d. PMO Governance and Portfolios
2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - b. PMO Promotion in the Academic World
 - c. Promoting the value of the PMO
 - d. Explaining the benefits of the PMO

3. Organizing and Starting the PMO
 - a. Defining the Role of the PMO
 - b. Supporting Organizational Decisions
 - c. The PMO and Cross Organizational Matrix Management
 - d. Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle
 - e. Where should the PMO be migrated into with a company that re-organizes, downsizes?
 - f. Criteria to establish a PMO in your organization - When does it NOT make sense to have a PMO?
 - g. Should the PMO be in-sourced or out-sourced? Why?

4. Other
 - a. PMO Practices vs. Upper Management
 - b. Client Cultures
 - c. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - d. Keeping PMOs Active
 - e. PMO – Current and Future
 - f. Working with a Multi-generational Workforce
 - g. PMO Myths

Attending: Adella Rosenthal, Agatha Podhaiski, Bruno Cesarina, Carol Gingold, Chris Memmesheimer, David Kabat, David Morgen, David Rabinowitz, Dorothy Cunha, Howard Paul, Jason Fox, Louis Kural, Marlo Moss, Maude Fribourg, Mayra Rodriguez, Prasad Viswanath, Richard Loeb

October 9, 2012
8:15 – 9:15 PM

Chair: David Morgen, PMP
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