

X, Y and Z Are Call Numbers, Not Co-Workers

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Keeping Up With... Andragogy

This edition of Keeping Up With... was written by Joi Jackson.

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Introduction

Pedagogy is currently used as the ubiquitous term for the "the art and science... of teaching. [1] However, the original meaning refers to "the art and science of teaching children." [2] As librarians, we strive to create instructional materials that are appropriate for the learning needs of our students. Pedagogy assumes that "learners only need to know that they must learn what the teacher teaches." [3] For certain types of students, especially adult and online learners, andragogy may be a better alternative.

What is Andragogy?

Andragogy is a model focused on the teaching of adult learners. [4] The term is originally credited to German teacher Alexander Kapp in 1833, but its current meaning is attributed to Malcom Knowles. [5,6] Knowles adopted the word to illustrate the different ways some students learn, typically adults. Knowles argues...

Years

Major Events

Major Traits

**GI
GENERATION**

Born before
1936

WORLD WAR II
.....
GREAT
DEPRESSION

FORMALITY
.....
UNIFORMITY
.....
COOPERATIVE
.....
PUBLIC INTEREST
OVER PERSONAL
GAIN

**SILENT
GENERATION**

1937-1945

WORLD WAR II
.....
GREAT
DEPRESSION
.....
ADVENT OF TV,
TELEPHONES

RESPECT FOR
AUTHORITY
.....
LOYAL
.....
HARD WORK

**BABY
BOOMERS**

1946-1964

CIVIL RIGHTS
.....
WOMEN'S
LIBERATION
.....
COLD WAR

EXPLORE
.....
OPTIMISTIC
.....
WORK-CENTRIC

**GENERATION
X**

1965-1976

VIETNAM
.....
WATERGATE
.....
ADVENT OF MTV

INDIVIDUALISTIC
.....
FLEXIBLE
.....
SKEPTICAL OF
AUTHORITY

**MILLENNIAL
GENERATION**

1977-1993

AIDS
.....
TECHNOLOGY

TECH-
COMFORTABLE
.....
FAMILY-CENTRIC
.....
OPTIMISTIC

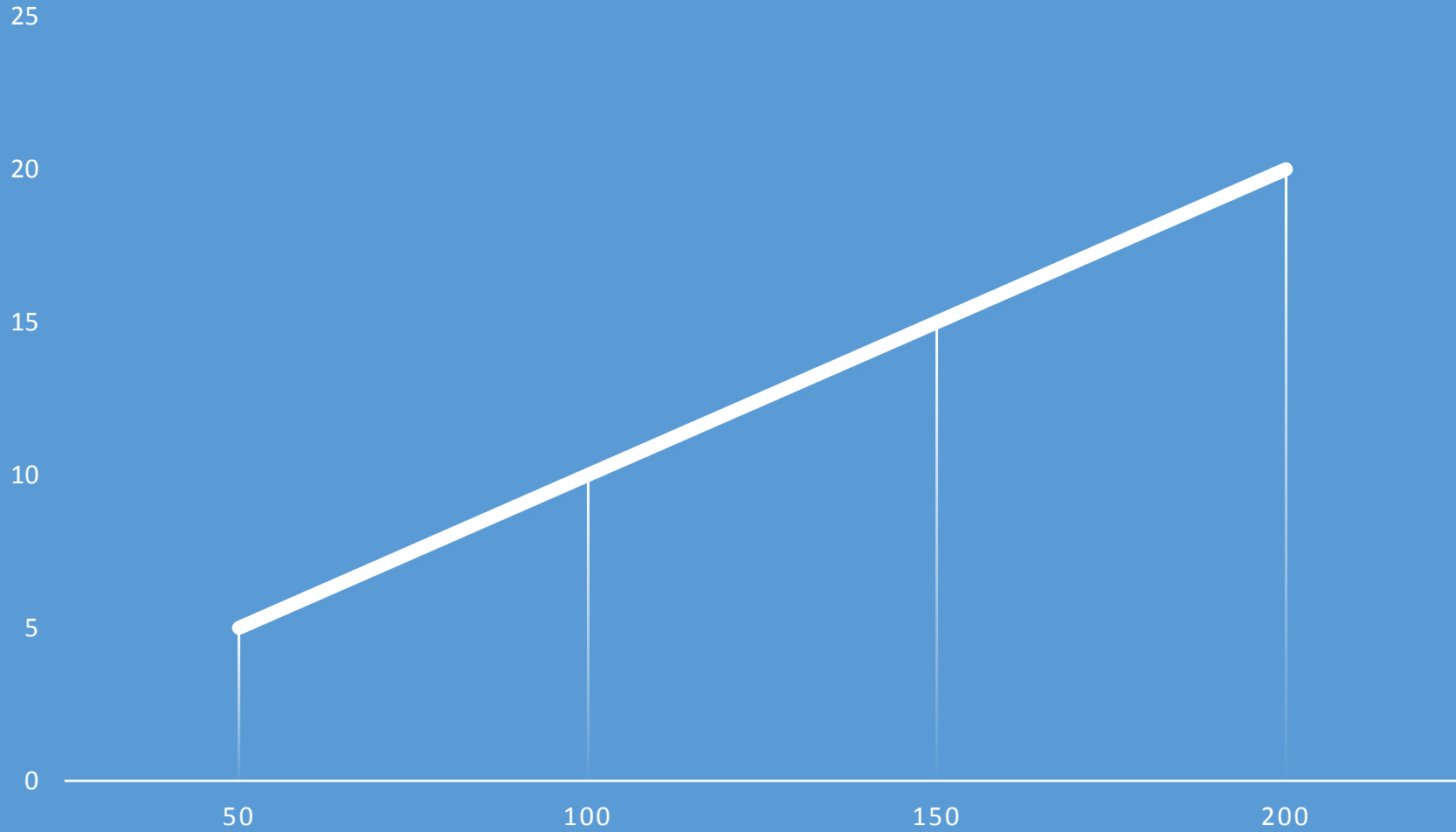
**GENERATION
Z**

1994-

9/11
.....
IRAQ/
AFGHANISTAN
WARS
.....
MARKET CRASH

MISTRUST IN
POLITICAL
SYSTEMS
.....
ALWAYS
CONNECTED
.....
MULTI-TASKERS

PEOPLE I'VE OFFENDED WITH THE NEXT SLIDE 2011-2016

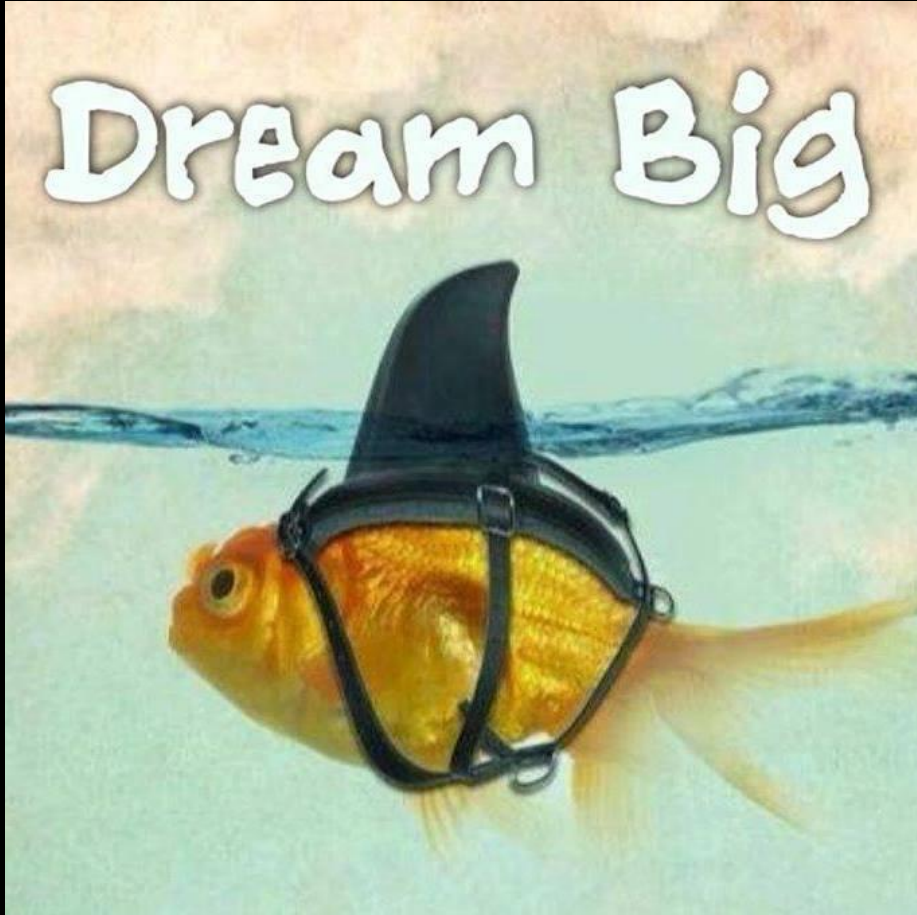


Older (Wiser) Workers

- Age range is flexible, depending on source
- US Department of Labor most commonly classifies as 55 years and older
- Workforce surveys say majority of workers don't consider themselves "older" until at least 60
 - However, these individuals believe their employers think of them as "older" by 50



Millennials



- Most research cites age range currently between 21-38
- Birth years between 1980-1999, 1977-1993,
 - No solid definition – the youngest graduate college this year
- By 2025 will make up 75% of workforce

99% of statistics are
complete crap made up
to support a point



somee cards
user card

Personal Experiences with the Numbers

Remember: Completely disregarding everyone between ~35-55

AND

Statistics can prove just about anything

- People are delaying retirement
- The labor marketplace is saturated with MLSEs
- Technology gaps are at the heart of many stressors
- Change bothers everyone and changes are coming more rapidly

Employing Older Workers

- **Percentage of retirees with part-time jobs is on the rise**
 - 84% of employers expect older workers to transition to part-time after retirement
 - Accurately believe that full retirement creates a barrier to returning to workforce
 - 71% believe older workers are first to be laid off during workforce reduction
 - 86% believe that laid off younger workers are more likely to find new employment
- **70% plan to work in retirement**
 - By 2022 – 65-74 labor participation estimated to increase to 32%
- **Only ¼ of American workers are “very confident” that can retire when they’d like**
 - Most surveyed doubtful of availability of Medicare and Social Security

Why older workers work out for libraries

- Willing to work different, fluctuating schedules
- Willing to serve as mentors
- Invaluable experience
- High retention rates
 - 55% likely to stay with current employer for next 5 years
- Least likely group to feel “burned out”

...and the respective challenges

- Employers worried about “brain drain” of aging, highly skilled workers
- Higher costs of employment, related to earnings, health insurance, and pensions
- Less likely to maintain and upgrade skills
- Expect to encounter and feel that they are experiencing “age bias”

Why Millennials are attractive library employees

- Comfortable with constant, real-time communication
 - First “truly-wired generation”
- Looking for careers and workplaces that provide change and learning opportunities
- Sense of urgency in production and work pace
- Check out AdWeek’s [“Entitled? Try Empowered: Why Millennials Work the Way They Do”](#)

...and the respective challenges

- More likely to change jobs or explore new career options
 - Less than 43% are likely to stay in current position for the next 5 years
 - Lowest rates of employer loyalty
- Report higher levels of work-related distress and restlessness

What are they both doing in the library?

Older workers

- Boomers are more than 65% of library workforce
- Hold majority of senior management positions
- Surveys indicate Boomers “live to work” and created the 60 hour work week

Millennials

- 43% work in public libraries; 40% in academic
- 26% are new librarians with a degree
- 25% are support staff
- Only 2% are supervisory librarians
- Over 55% hold ALA-accredited MLS/MLIS/MIS/MSIS
- Over 20% are current MLS/MLIS students

Simply put, loads of
differences and a ton
of numbers.

But when it came to
training...

LIGHTBULB.



There are A LOT of training preference similarities between these two groups.

There's a reason that Millennials are sometimes called the Echo Boomer generation. The behaviors and attitudes of the generation are very similar to the Baby Boomer generation, with the exception of the element of competitiveness, which has been replaced by an expectation of collaboration.

Older Workers

LIKES

- Peer support
- Mentoring
- Tutoring
- Group work with individual responsibilities
- Small teams
- Flexible schedules
- Mentally stimulating tasks
- Low physical demands

Millennials

LIKES

- Fast paced environments
- Real-time communication
- Wireless technologies
- Flexible schedules
- Cooperative environments
- Teamwork
- Structured experiential activities
- Positive attitudes
- Regular feedback
- Multitasking

Different vocab, same basic ideas

Learning Preference Differences

Older Workers

- Want time to digest information after receipt
- Prefer step-by-step, task-oriented processes
- Read text first, review graphics as supplemental materials
- Like individual responsibilities
- Teacher-centered learning, with teacher as “sage”
- Want purpose of instruction before it begins
 - Use to construct logical sequences

Millennials

- Want to process information quickly and immediately. Prefer multiple sources
- Prefer multi-tasking during parallel processes
 - Simultaneous music, phone, emails
- Scan graphics to decide if text is worth referencing
- Like peer groups with shared responsibilities
- Learner-centric, with teacher as a guide
- Prefer to construct purpose of knowledge from learning experience

A successful work environment
must recognize
reactions produced by these
differences in order to synchronize
Millennial and older workers'
inherently similar learning styles.

Older workers and Millennials both want workplaces that foster:

- Cooperative group work
- Positive, peer support networks
- Mental stimulation
- Flexibility
- Consistent access to feedback
- Open and regular communication

Reverse Mentorship

- Term coined by GE's Jack Welch in 1999 to help executives enter the Internet age
- Need to be able to offer and accept



Keep an eye out for these stereotypes

Older Workers

- Inflexibility
- Unwillingness or inability to adapt to new technologies
- Complacency
- Lack of aggression
- Resistance to change
- Fear of rejection

Millennials

- Impatient
- Skeptical
- Arrogant
- Status and authority hold little weight
- Unproven leadership actions
- Overpowering aggressiveness

Best Practices
&
Food for Thought



Trust

Expressing trust in
coworkers and employees
will improve worker
satisfaction

AUTONOMY

You can't force people to follow directions they deem arbitrary.

Leadership that promotes worker autonomy grows business fast and experiences less turnover.

- Self-efficacy, confidence, resourcefulness
- Do more with less
- “Responsibility for one’s work” was the #1 driver of employees who are willing to go above and beyond have autonomy

Autonomous
workers are
more
motivated

Supervisors Should Try

- Discussing and get buy-in for increased autonomy allowances with other managers
- Gather feedback from employees
 - Ask if they have the tools, training, knowledge, and resources to run the library well
- Give employees assignments, but let them determine the “how”
- Let employees try new ideas, even if you’re doubtful of success possibilities
 - Turn failures into learning opportunities
- Publically recognize and celebrate employees who experiment and generate new ideas

Employees Should Try

- Ask for projects that put you in a leadership role
- Determine what tools, training, and resources and **ASK** for them
 - Be able to provide specific examples and give the why and how of how they will help you help the library
- Be willing to suggest new ideas
- Don't be afraid to fail if you learn from the experience
- Recognize good ideas in yourself and in your coworkers
 - Providing positive feedback and celebrating peers opens up doors to further communication and improvement

YOGA CATS



Flexibility is a Must

Both groups cite flexibility as a top priority
for workplace satisfaction

What the People Want

4 key types of employee-requested flexibility

- Flexibility in schedules
 - Compressed work weeks, spreading out shifts, flextime
- Flexibility in place
 - Office, satellite offices, telecommuting, combinations
- Flexibility in how to accomplish work goals
 - Avoiding micromanagement, allowing employees to develop strategies that highlight personal styles, strengths, and preferences
- Flexibility in careers
 - Interspersing full-time and part-time work, designating personal development time, allowing for sabbaticals and personal leave

Easier to recruit and retain workers

- Employers must find an organizational approach that co-benefits business and labor
- Employees should understand that concessions go both ways

Quick, but interesting tidbit

1.5 million retiring workers say they would have stayed on their jobs if employers had permitted them to work fewer hours with a corresponding reduction in pay.

Positive impacts of workplace flexibility

Employees are more likely to have

- Greater engagement
- Higher levels of job satisfaction
- Stronger intentions to remain with employers
- Less negative spillover from job to home and vice versa
- Better mental health

Workers in more demanding jobs in less supportive workplaces report:

- Higher stress levels
- Coping difficulties
- Worse moods
- Higher levels of fatigue
- Negative consequences for work and home lives

By 2020, 25 million Baby Boomers, (40 percent of the U.S. labor force) will be exiting the workforce in large numbers.

With their departure, the work characteristics that define the Baby Boomer generation —

results-driven, ambitious, idealistic, competitive, optimistic, and people-oriented

— may be lost unless companies creatively develop strategies to simultaneously retain older workers and transition their knowledge to younger workers (Morton, Foster, & Sedlar, 2005).

These workers will also take decades of accumulated organizational knowledge with them, and this

“brain drain” could result in the loss of key information about customers or practices that could be devastating to organizations (Pitt-Catsouphe & Matz-Costa, 2009).



I'm listening...

Feedback

Employer-worker and
worker-worker feedback
must be constantly available
and always constructive

This presentation's subtitle: Don't be a jerk.

Boomers are often criticized for providing directives rather than guidance and rarely provide constructive or positive feedback

- Baby Boomers will often quote statements such as “why should I thank them for doing their job” or “you get thanked for your work every pay day”

Millennials need instantaneous communication and feedback

- If feel like not receiving enough, they have to be prepared to ask for it – but also need to feel that will not be ostracized or criticized for asking
- Baby Boomers are motivated by respect, so by asking for advice and feedback, requestors are respecting their knowledge and experience



Proactivity

Proactive policy
and practice responses can
help retain
good talent.

Accommodate physical or cognitive demands of older workers' activity

Providing for physical needs can help ease transition of changing technologies

- Ergonomic mouse pads, office chairs, specialty keyboards

Be familiar with accessibility options in computer programs and workstation settings

- Screen sizes, visual queues for sounds, optimizing visual displays, speech recognition

Anticipate changes in physical, sensory and cognitive needs for older workers

1/3 of US workers have a boss that's younger than them

- 15% by ten years or more

Millennials are not only current and future employees (and bosses), but also current and future users

- Understanding personal views will help libraries thrive

Time to start rethinking:

- Delivery of training and development
 - Mobile and social based preferences
- Vacation time
 - Unlimited with a focus on performance, not face time
- Commitment to job rotation starts and continues upon hire

Anticipate changes required to retain and respond to Millennial needs as workers and users

Transitioning Millennials into the Library Workplace

In Workforce 2020's survey, 66% of Millennials agreed with the statement, "my personal drive can be intimidating to other generations in the workplace."

- Encourage reframing resistance to change as a chance for dialogue

Millennial librarians actively seek work environments and positions that challenge them, where they can challenge the status quo.

- Supervisors must work with them to teach when exceptions to the rules are appropriate.
- Millennials tend to have a (over)confidence in their ability to lead without any prior experience, and believe that leadership is participatory.
 - Provide opportunities for leadership experience and professional development

Millennial workplace values (by importance)

1. Workplace flexibility
2. Compensation
3. Career Progression
4. On-going opportunities for sharing and collaborating

All of us need to adopt a Millennial mindset, regardless of when we were born. Why? In order to thrive in the workplace of the future we need to be agile, digitally literate, use the latest social technologies and above all, be open to people of all cultures, since our workforce of the future will be increasingly multi-cultural, age diverse and global.

- Jeanne Meister, author of *The 2020 Workplace*

Remember, it wasn't too long ago when Gen Xers
were "slackers" and Boomers were "hippies."
We're all young once.



Questions? Comments? Stories to Share?





X, Y and Z are Call Numbers, Not Co-workers: Communicating Through Generational Differences

While everyone might think their professions are unique, we all know that the public library world is a matchless monster when it comes to employees' age demographics. Not many employers hire 14-year-olds and 80-year-olds to work the same positions. This trend is not new, but the combination of an aging Canadian workforce and economic uncertainties has greatly increased its pervasiveness. And while it might be hard to imagine, this unlikely duo have something in common – their desire to provide outstanding service to library users. To meet this goal, these two will have to learn to communicate.

The times, they are a-changin'

Libraries are already stereotyped as places for old ladies with buns and glasses, but the percentage of retirees with part-time jobs is on the rise. This trend, labelled "bridge employment," is creating new opportunities and challenges for employers. In a 2003 AARP survey, 46% of pre-retiree respondents said they planned to work part-time during their retirement.¹ This development is addressed in Anne Marie Casey's 2010 article, "Who Will Do the Job? Hiring Older Workers to Fill Library Labor Gaps." Citing the National Older Worker Career Center, Casey explains that decades-old labour policies are still guiding today's administrators. These traditional strategies often promote early retirement and lead "employers to adopt unattractive stereotypes of older workers."² This is a significant issue because library jobs are appealing to many older workers. Library employment requirements fit most of the criteria AARP survey respondents listed as "very important." These include flexible schedules and work that is mentally stimulating while not physically demanding, which are hallmarks of public library positions.³

Flip the coin. Generation Y – commonly referred to as "Millennials" – is ready to work and its members have brand new degrees and brand new skills. Michael Woodward, an organizational psychology coach, explains some of the characteristics of the group. Millennials are "the first

truly-wired generation." They are comfortable with constant, real-time communication and want careers and workplaces that match their rapid pace. This sense of urgency can come off as overly ambitious to Boomers, who are more comfortable with handshakes and chats than with pokes and posts.⁴ This failure to communicate in the same forum, media or even language (@GovtLibraries HOMG ur fab! BFN) has naturally created a chasm between the groups.

These differences may be vast, but they are not fatal and they are not insurmountable. Library administrations can take advantage of the unique knowledge sets of these two factions through peer-to-peer cross-training. While not a traditional approach, a cross-generational coincidence has created the perfect Petri dish for this type of learning. Let us take a step back and examine why older learners are unique. In an issue of *Educational Gerontology*, Brian L. Delahaye and Lisa C. Ehrich examine the complex learning preferences of older adults, who "highly value peer support, mentoring, and tutoring."⁵ Their wealth of life experiences and mature interpersonal skills make highly structured group work and small team projects superb settings. This is great news; recent research has identified several of these same distinct characteristics in Millennials, who also enjoy cooperative environments and prefer teamwork and structured experiential activities. Additionally, they love positive attitudes and new technologies and they are great multi-taskers.⁶

Creating the right environment

These overlapping areas are ripe for fruitful collaboration, but it must be fostered in an environment that recognizes learners' diverse needs. A supportive team mindset is an absolute necessity, which means the participants must recognize the benefits of the learning experience and how it will increase their own abilities in the work environment. Emotional support is equally important. Delahaye and Ehrich write that a primary obstacle for older learners is the fear of rejection from the peer group or instructor.⁷ Stereotypical

Thanks so much!

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