

Four Generations – Four Approaches to Work: A Synopsis

By Adwoa K. Buahene and Giselle Kovary,
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The information processing, high tech, dot-com industries have been juggling generational gaps since the inception of the data processor. There is similarity in what needs to be done when implementing a new generation of technology to what needs to be done when a new generation joins the workforce. Each new generation of technology has different features and abilities, as each generational cohort possesses different values, behaviours and skills. The key in IT is to have the legacy system be able to connect to or interface with the new system, and vice versa. In dealing with generational cohorts, the goal is to have the experienced generations be able to collaborate with the younger generations and vice versa.

There are four generations in the workplace:

Traditionalists, Baby Boomers, Gen Xers and Gen Ys.

Traditionalist	1922 - 1945	63 - 86 Years
Baby Boomer	1946 - 1964	44 - 62 Years
Gen X	1965 - 1980	28 - 43 Years
Gen Y	1981 - 2000	8 - 27 Years

Generational cohorts possess unique values, behaviours and skills based on their experiences of life-defining events. The commonality of these experiences creates generational identities. These identities are the viewpoints that each cohort has on life and work. These characteristics are important to understand, because they impact individual, team and organizational performance.

Traditionalists grew up in times that were filled with hardship - wars, depression, hyper-inflation and mass unemployment. Because of these events, they developed values such as honour, sacrifice, respect for authority and dedication. Their goal is to leave a legacy in all areas of their lives. They save money to leave behind for the next generation. They build institutions such as

social-welfare systems to better the lives of the next generation, and at work, they like to work on projects that will ensure the success of the organization even after they have retired.

The **Baby Boomer** generation is one of the most talked about generations, because its power is felt in all areas of life - politics, economics and business. As activists in the rebellious 60s, they realized they had power in numbers. There are 9.6 million Baby Boomers in Canada, 78 million in the US. These numbers that worked for them in protesting social wrongs - marching for equality, multiculturalism and greater diversity tolerance - worked against them when they entered into the workplace, where traditionalists had the power. They were happy to replace rebellious Baby Boomer employees with any number of other candidates who would not rile up against authority. As a result, Baby Boomers had to compete and work long hours to climb the corporate ladder. Their goal is to put their stamp on things. At work, they are looking to add value to projects, decisions and strategies. If they can add their personal imprint,

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CANADIAN INFORMATION PROCESSING SOCIETY – CALGARY SECTION
SPRING 2008

CIPScene



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President's Message



Welcome. I hope everyone is enjoying our Calgary winter. It hasn't been too bad, at least at the time of writing; with really only one frigid week in January.

There's a lot going on here. We've had our usual compliment of entertaining and informative lunches, and some great topics for the balance of the year as well, including virtualization and disaster recovery, and ITIL. Our CIO-directed events have been well attended, as have our associates and special interest groups' events.

In our last CIPScene I spoke about a new endeavor we are undertaking to promote the ICT industry to high school aged people. The plan here is to help younger people understand what our industry is actually like, and more importantly what it will be like in the near future. We hope to guide their decision making in the direction of higher education in the ICT field in universities and colleges.

As an update, we have been in touch with both major Calgary school boards, have mapped out a process and presentation, and have met with a media production company to develop the presentation. We're well on our way to bringing this to fruition.

If this is something you would like to participate in, let us know, we are always looking for volunteers, and could certainly use your help. Go to the volunteer page on our website and sign up.

We are also kicking off the Manager's special interest group (SIG) to bring together mid-level ICT managers to discuss non-technical managing and leadership concerns they may have. Again, if interested, let us know!

The board is also organizing more social events; we just had another pool night on March 6th, and are planning a major social activity in celebration of our 50th anniversary! Your ideas for other events are always appreciated.

Speaking of the 50th anniversary, if you didn't know, CIPS started in 1958, and has evolved to include 25 branches across the country. We're celebrating the "big five-oh" in most locations across the country with a big extravaganza in Ottawa during Informatics week (May 7 to 9). Try to attend!

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CIPS Calgary Section Board of Directors 2007-2008

CIPS Luncheons

Luncheons are held at the Chamber of Commerce.
11:30 am registration, noon presentation

Thursday, May 1, 2008

Kim Kohlenberg, Hewlett-Packard Canada

ITIL Version 3 was just released... Should I care?

In 2007, CIO magazine stated - "ITIL is becoming the most popular process framework for running IT". Why is it popular and what has changed in ITIL version 3 (v3)? Could your company leverage the best practices of ITIL? Should your company continue with the v2 path or should they jump to v3? The main purpose of ITIL v3 was to include emerging IT industry best practices. The biggest change is that ITIL v3 incorporates a Service Cycle approach, instead of just IT process efficiency and effectiveness. Companies have seen significant benefits from ITIL initiatives, up to 40% reduction in downtime and 10% to 35% reduction in IT costs. This session will help you make an informed decision and outline the changes to the ITIL education/certification scheme.

SPEAKER

Kim Kohlenberg has 26 years IT experience, 21 at Hewlett-Packard (HP) and is responsible for IT Service Management business development. Prior to this role, he was an ITSM Consultant for six years and a Mission Critical Support Consultant for nine years. During his

time as consultant, he advised IT organizations on managing their IT infrastructures and how to use ITIL in their daily operations. Prior to HP, Kim worked in software development and operations at a Canadian financial institution. In this capacity he developed, implemented and maintained financial management applications. Kim received his ITIL Service Manager certification from ISEB in 1999 and recently received ITIL v3 Foundation certification. He has successfully completed the delivery of ITSM consulting services to several different organizations, ranging in size from 1,000 to over 500,000 employees and includes business in most industries such as: financial, health care, manufacturing, telecom, utilities, retail and government.

SPONSORSHIP

CIPS thanks HP Canada for sponsoring this luncheon.



Interested in speaking at a CIPS Luncheon?
Know of a speaker contact or topic of interest to the CIPS Calgary community?

Contact Matthew Ball, Luncheons Director
Ph: 585-8632
Email: luncheons@calgary.cips.ca

President's Message

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If you haven't checked out our new website please do. Ideaca has done a great job of updating our site, and providing a collaborative workspace for the board to work.

If you're not familiar with the "I3P Program", you can be proud of CIPS National's efforts on the international stage. The I3P Program (The International Federation of Information Processing, a United Nations-founded/ UNESCO association), brings a real opportunity to create an international IT profession based on globally recognized standards, in Canada, the United States, Europe, and around the world!

As always, thank you to all the volunteers and board members who have helped make CIPS successful, and also the members who have participated and supported CIPS this year. ■

Mike Blackwell - President, CIPS Calgary

Certification Corner

I.S.P. Boot Camp

CIPS CALGARY MEMBER RECOGNITION*

5-Year Members

Peter Benh Hon Cam, I.S.P.
Mitchell Seward, I.S.P.

10-Year Members

Scott Aitken, I.S.P.
Nuhad Hussain, I.S.P.
Lynlee Parker, I.S.P.
Le Roy Rasmussen, I.S.P.

15-Year Member

Jacqueline Exell

20-Year Members

Yuchee Chih, I.S.P.
Jean-Paul De Poyen
Zaheer Kahlon, I.S.P.
Julie Whitney
Les Zaharichuk

25-Year Member

Alan Gibson, I.S.P.

New Members

Abdul Babatunde
Suzanne Berky
Abby Chan
Judy DeLaney
Paul Florentino
Cory Frandsen
Shawn Freeman
Justin Hallett
John Harrison
Timothy Hill
Tim McCullough
Frank Pados
Jered Seward
Kevin Wall

*as of February 29, 2008

I.S.P. Boot Camp is a two day intensive training and professional development opportunity to prepare attendees to write three ICCP¹ exams. Candidates achieving a score of 70% or greater on these exams qualify for the I.S.P. designation².

Boot Camp attendees are offered opportunities to challenge these exams during the course on a no risk basis. If attendees do not achieve a sufficient score, they do not pay the exam fee. Each exam successfully challenged can be registered with ICCP upon payment of the \$250 (US) exam fee after attendees are notified of their score. Half of previous attendees successfully passed all their exams.

Valuable reference materials are included in the course fee. Each attendee receives the following reference documents on CD:

- ▶ The ICCP textbook "Complete Guide to Professional Computing"
- ▶ Sample ICCP exams
- ▶ Exam Cram guide

Course details:

- ▶ CIPS members - \$560 (for both days)
- ▶ Non-members - \$760 (for both days)³
- ▶ First half-day is free - drop in to see if it meets your needs

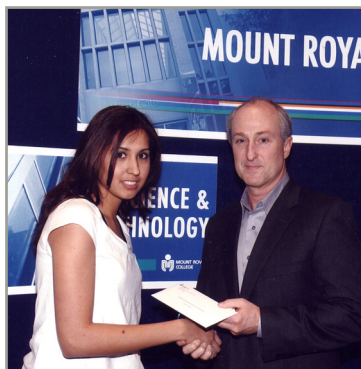
Thank you to the generosity of TransCanada for allowing us to keep course costs low by donating venue space.

Please help CIPS understand the IS community's interest in such a course by taking a minute to complete this brief online survey pertaining to the I.S.P. Boot Camp (available at <http://www.associationsplus.ca/surveys/fillsurvey.php?sid=124>). Thank you in advance for your participation. ■

¹For more information on ICCP visit www.iccp.org

²For details on the I.S.P. qualification process visit <http://www.cips.cs/standards/ispassessment/>

³\$200 may be applied towards a CIPS membership



Scholarships Awarded

Congratulations to the following recipients of CIPS Scholarships in 2007:

- ▶ Sandy Bagri, Mount Royal College (*shown at the left with CIPS Calgary President Mike Blackwell*)
- ▶ Jacky Chak Ki Lee, University of Calgary

New Website Launched

CIPS Calgary Section is pleased to announce the launch of its new website!

Developed in partnership with Ideaca and Microsoft, the new CIPS Calgary site is designed to offer our current and potential members, sponsors and volunteers additional information, services and resources related to the information technology community. You are encouraged to visit calgary.cips.ca and check out the new format.

We are excited about the future of CIPS in Calgary and are looking forward to growing and expanding our reach with the help of this website. At this early stage, should you come across any errors or have feedback, please contact us at web_master@calgary.cips.ca. Thank you for your support! ■

2008 CIPS Golf Tournament Sponsorship Opportunities

The 2008 CIPS Golf Tournament will be held June 4 at River Spirit Golf Course. Tournament registration information will be circulated in the near future.

CIPS is currently looking to fill a number of tournament sponsorship spots. This annual tournament sells out every year and attracts a variety of industry leaders. If your organization would like to increase their exposure and take part in the tournament, and ensure a golf spot at this popular industry event, the following sponsorship opportunities are available:

GOLD SPONSORSHIP

- ▶ Four (4) complimentary player registrations
- ▶ Logo on golf swing photo giveaway
- ▶ Recognition as gold sponsor on all pre- and post-event publicity materials
- ▶ Logo on exclusive sponsor sign in the golf cart
- ▶ Acknowledgement from the podium
- ▶ Opportunity to provide corporate products or materials for player goodie bags
- ▶ Acknowledgement in e-Bytes announcements
- ▶ Logo with hyperlink on the CIPS website
- ▶ Acknowledgement in CIPS and PMI-SAC newsletters

REFRESHMENT CART SPONSORSHIP

- ▶ Exclusivity as the Golf Cart Beverage Sponsor
- ▶ Two (2) complimentary player registrations
- ▶ Logo on exclusive sponsor sign on the golf cart
- ▶ Logo on sponsor signage at evening reception, in program and on informational scorecard

- ▶ Acknowledgement from the podium and in post-event press release
- ▶ Logo with hyperlink on the CIPS website
- ▶ Acknowledgement in CIPS and PMI-SAC newsletters

SILVER SPONSORSHIP

- ▶ Four (4) complimentary player registrations
- ▶ Logo displayed on all event signage
- ▶ Acknowledgement from the podium
- ▶ Opportunity to provide corporate products or materials for player goodie bags
- ▶ Acknowledgement in CIPS newsletter

BRONZE SPONSORSHIP

- ▶ Two (2) complimentary player registrations
- ▶ Logo displayed on all event signage
- ▶ Acknowledgement from the podium
- ▶ Opportunity to provide corporate products or materials for player goodie bags
- ▶ Acknowledgement in CIPS newsletter

HOLE SPONSORSHIP

- ▶ Logo on exclusive sponsor sign at designated hole
- ▶ Name on informational scorecards to all players
- ▶ Ability to customize a unique experience and lasting impression to each golfer
- ▶ Acknowledgement from the podium

If you would like further information on availability of the sponsorship opportunities identified above, please contact Wayne Lapaire, CIPS Sponsorship Director at sponsorship@calgary.cips.ca. ■

New Member Benefit Members receive 30-day free trial plus 20% discount

Books24x7 offers a revolutionary approach to problem solving and learning by providing searchable, online access to the full, unabridged contents of thousands of business and technical books. CIPS members now have the exclusive opportunity to try the power of Books24x7 for 30 days free, at no obligation.

A CIPS member may choose one or more of the following collections:

- ▶ **IT Pro:** Best-in-class technology content covering over 100 different topics, encompassing over 6,000 full text titles.

- ▶ **Business Pro:** Key content on all aspects of business topics and professional skills & development. Over 4,000 book titles!
- ▶ **Analyst Perspectives:** Transforming IT analyst research into actionable business intelligence. Aggregated analyst research content, plus exclusive Consensus Reports covering the analyst landscape within key technology and telecom topics.

CIPS members also save 20% off of the regular subscription price if they choose to subscribe.

CIPS members interested in signing up for the new Books24x7 New Member Benefit are asked to visit: www.books24x7.com/promo/cips. (Click on the red "Register Now" button on the bottom of that page to be taken to a registration page. From there, CIPS members will receive an email from Books24x7 containing their log-in credentials; and as the 30-day trial period nears its end date, CIPS members will receive a reminder email about purchasing.) ■

CIPS Awards of Achievement 2008

CIPS is currently seeking Awards of Achievement nominations. The CIPS Awards of Achievement is an opportunity for CIPS to recognize member accomplishments to CIPS, the industry and the profession. Please take a moment to recognize an IT colleague and friend at CIPS who has demonstrated excellence in IT.

This year's Awards of Achievement ceremony will be held in Ottawa on Saturday, May 10 during the CIPS President's dinner. CIPS members are invited to attend. More details will be provided at a later date.

The following award categories are available:

CIPS HONORARY MEMBERSHIP

This is the highest award available to CIPS members. It is awarded to those who have made an outstanding contribution to CIPS and to information processing in Canada. Honorary members receive a lifetime membership to CIPS. Recipients of the award must receive the unanimous approval of the CIPS National Board of Directors. All members are eligible for this award. Nominations may come from any CIPS member in good standing.

C.C. GOTLIEB CIPS CONTRIBUTION

For members who are widely recognized for outstanding contribution to CIPS through years of substantial efforts for the Society. All members are eligible for this award. Nominations may come from any CIPS member in good standing.

GALA (GOT A LOT ACCOMPLISHED)

For members in recognition of national, qualitative contributions resulting in specific advancement of the Society. All members are eligible for this award. Nominations may come from any CIPS member in good standing.

GARY HADFORD PROFESSIONAL ACHIEVEMENT

For members who are recognized by their peers for their integrity and expertise, for their outstanding achievements in fields related to information processing and who have a high degree of competence in their field. All members are eligible for this award. Nominations may come from any source, but must be co-signed by a CIPS member in good standing.

MARILYN HARRIS I.T. PROFESSIONALISM

This award recognizes a certified member (I.S.P. holder) who best exemplifies the true value of the I.S.P. designation. Winners of the provincial awards are automatically entered. Nominations may come from any source, but must be co-signed by a CIPS member in good standing. Only certified members (I.S.P. holders) in good standing are eligible for this award.

CIPS VOLUNTEER OF THE YEAR

This award recognizes contributions to the Society at a local or regional level. One member may be nominated by each Section. Sections are encouraged to present a local Volunteer of the Year award and to submit that person's name as their nominee for the national award. All members are eligible for this award.

Award nomination form is available online at <http://www.cips.ca/it/awards/default.asp?load=nom>. Nominations are to be submitted no later than **March 31, 2008** by mail, fax or email to:

Honours and Awards Committee
Awards of Achievement
CIPS National Office
Suite 801, 5090 Explorer Drive
Mississauga, Ontario L4W 4T9
Fax: (905) 602-7884
Email: nominations@cips.ca

Special Interest Groups & Associate Organizations

BUSINESS ANALYSIS

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Brad Sewall	403-234-8960	bsewall@ethierassociates.ca

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Hassan Sherazi	403-228-5423	hsherazi@aol.com

DATABASE ADMINISTRATION

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INTEGRATION CONSORTIUM

Tim Barnes	403-213-7905	tim.barnes@devoncanada.com
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ITSMF CANADA - SOUTHERN ALBERTA BRANCH

www.itsmf.ca/branch/sab/

PROJECT MANAGEMENT

Ken Wiens	403-813-7973	ken.wiens@kgw-consultants.com
Jackie Poeckens	403-234-8960	jpoeckens@ethierassociates.ca

Visit the Special Interest Groups section at <http://calgary.cips.ca/Community/Pages/SpecialInterestGroups.aspx> for information and meeting dates.

Four Generations – Four Approaches to Work: A Synopsis

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they can prove that they are corporate stars.

Gen Xers are often still viewed as the new kids on the block – part of the ‘young’ professional groups. However, many in this cohort have already had up to a decade of work experience. Their goal is to maintain independence in all areas of their life. Witnessing their parents and other relatives be downsized in the 80s and early 90s caused many Xers to view themselves as free agents in the labour marketplace, before this view became the norm. They maintain their independence in the workplace, by constantly focusing on gaining marketable skills and results. Those two factors allow Gen Xers to control their own careers and be ready to find a job if they decide to leave an organization or if the organization decides to lay them off.

Gen Ys are growing up in an era where their interests, opinions and ideas are solicited, listened to and acted upon. Parents and the school system have focused on building the confidence and the self-esteem of Gen Ys by providing praise and encouragement. They have been coached, both at home and in the school system, that they can be and do anything they want, and that they should always pursue opportunities that interest them. This cohort’s goal is to find life and work that has meaning. They are looking for careers and opportunities that will hold personal meaning and interest. From an IT perspective, what is important to note is the role that technology plays in creating a life that is interesting and fun. Technology and the web is a way of life for this

generation – it is not a tool or a mechanism – but an inherent part of being able to live a meaningful life.

With such different values, behaviours and expectations, it is no wonder that on a team, there might be generational conflict. Between the generations, to increase collaboration, the first step is to increase awareness. Colleagues from each generation have to recognize the strengths and the differences of others. Younger colleagues need to understand the history and the experience of the more experienced generations bring to the team. Conversely, the experienced generations need to understand that the

Labour Force Challenges*

- ▶ Median age of Canadian labour force is 38.5 years compared to 31 years in 1985
- ▶ 65.1% of our population growth rate in 2004-2005 was a result of immigration
- ▶ Declining fertility rates – 1.5 rather than the required 2.2 for labour force maintenance

*Statistics Canada: Annual Demographic Statistics 2005, Catalogue #91-213-XIB

younger generations often possess strong and different skills sets earlier in life.

There are a number of external factors that put pressure on organizations to solve the puzzle of creating high-performance multigenerational teams. Canada faces an aging workforce, shrinking labour pool and fewer IT graduates. As a result, the IT world faces stiff competition in recruiting and retaining all four generations, in particular younger employees. Given this scenario, organizations need to find strategies that engage and retain the experienced worker, while creating a work environment that is appealing to new entrants to the workforce. Everyone must assume accountability in creating strong team collaboration that increases performance. Colleagues, managers and organizations at a strategic level need to understand and seek to maximize the skill sets of each generation, while managing the differences. ■

*Adwoa K. Buahene and Giselle Kovary are the authors of **Loyalty Unplugged: How to Get, Keep & Grow All Four Generations** and co-founders of **n-gen People Performance Inc.**, a performance consulting company that provides management solutions through a generational lens, specializing in recruitment and orientation, management training, employee retention and succession planning. (For more information, visit www.ngenperformance.com.)*



CIPS 50th Anniversary

2008 marks the 50th anniversary of CIPS!! CIPS has accomplished so much over the years. CIPS has been, and continues to be, the place where IT professionals connect with colleagues coast to coast.

A special CIPS 50th Anniversary event is being organized on May 8, 2008 in conjunction with the CIPS National INFORMATICS/Summit 2008 conference to be held in partnership in Ottawa (May 7 – 9). As well, Calgary will also hold a celebration locally. Look for details. ■

CIPS Events



Luncheons are held at the Chamber of Commerce.
11:30 am registration, noon presentation.
Please refer to www.calgary.cips.ca for more information.

To stay relevant, CIPS Calgary would like your input on topics or social events that interest you, for our upcoming events. Please send your ideas to luncheons@calgary.cips.ca.

2008 Luncheon Dates

Thursday, April 3, 2008

Thursday, May 1, 2008

Thursday, June 5, 2008

Some of the topics and speakers for the upcoming season are still being finalized, but information will be posted on the website as it becomes available. Secure online registration is available at <https://securegs.com/cips/>.

Luncheon prices:

Member \$35.00

Future Member \$45.00

Student Member \$20.00

(Prices do not include GST)

MARCH 6, 2008 Rack 'em Up Pool Event

25 CIPS members and associates turned out for a relaxing evening shooting pool and networking.

Look for more member social events in the upcoming months!



CIPScene

CIPScene is a publication of the Canadian Information Processing Society, Calgary Section

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