



Building Movement Project

Equipping Nonprofits to Advance Social Change

Working Across Generations

세대를 뛰어넘어 함께 일하기

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About Us

www.buildingmovement.org



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Agenda 주제

- **Framing the Issue**
문제를 구조화하기
- **Generations in the Workplace**
함께 일하고 있는 세대들
- **Impact of Generational Shifts**
세대전환의 영향
- **What Can We Do**
우리가 할 수 있는 일
- **Close**

마무리

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Introduction

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Ice-Breaker

아이스브레이킹

- 가까이 있는 사람과 짝을 지어보세요.
- 다른 세대와 함께 일하는 데 있어서 어떤 고민이 있으신가요?
한 가지만 서로 이야기해 보세요.

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The Crisis in 2007 – 2007년의 위기



- 베이비붐 세대가 떠나간다!
- 누가 그 자리를 채울 것인가?

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The Financial Crisis in 2009

2009년 경제 위기

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베이비붐 세대가
그 자리에 남아 있다!

그렇다면 새로운
세대를 위한 자리는?



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The Crisis in 2012? - 2012년의 위기?



- 새로운 형태의 단체를 향한 준비
- 새로운 형태의 리더십

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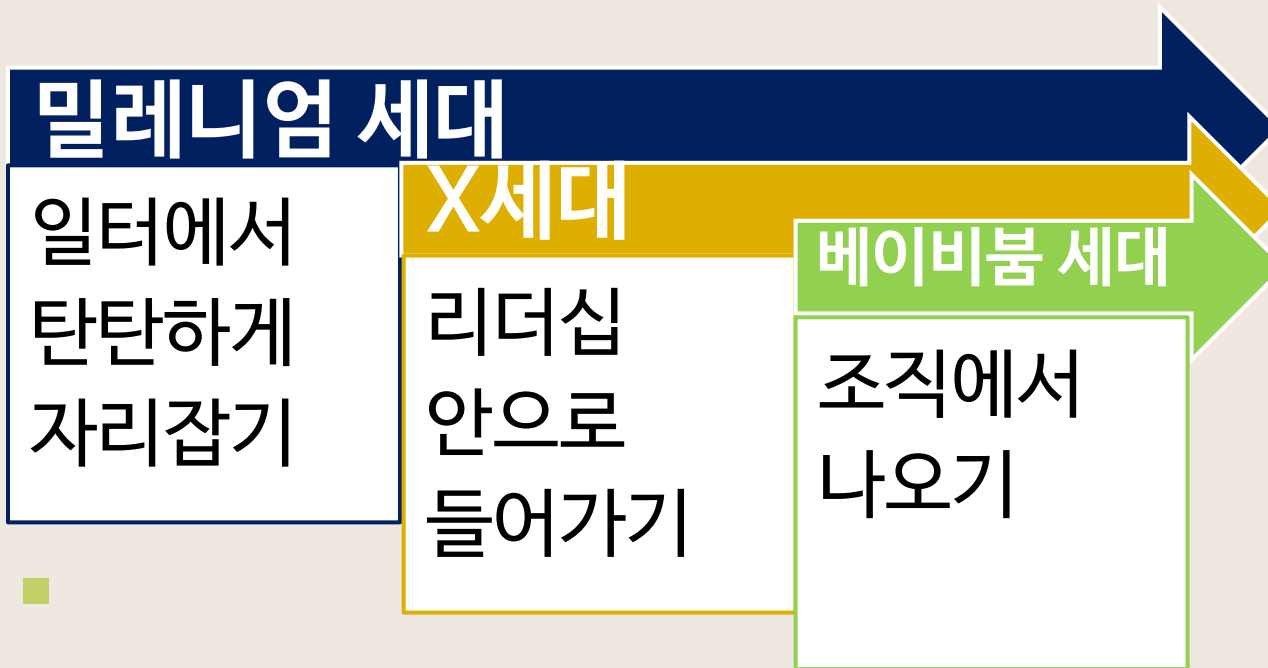


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What is the Crisis in 2015?

2015년의 위기는 무엇일까?



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U.S. Generations in Workplace

미국에서 함께 일하는 세대들

Veterans of Change (1925 – 1945)

the silent generation

베테랑 세대/침묵의 세대

Baby Boomers (1946 – 1964)

베이비붐 세대

Generation X (1965 – 1979)

X세대

Millennials (1980 – 1999)

밀레니엄 세대

Generation Z (2000 – 2015)

Z세대

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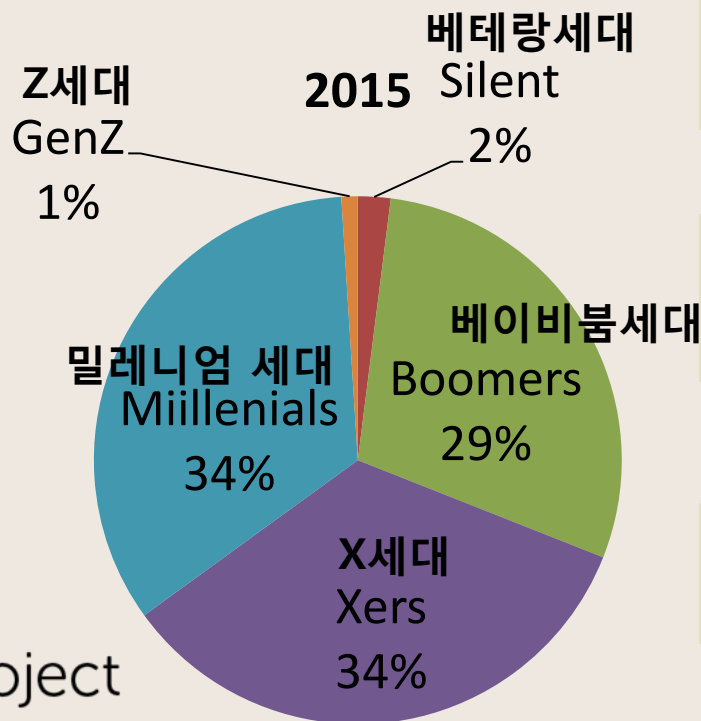
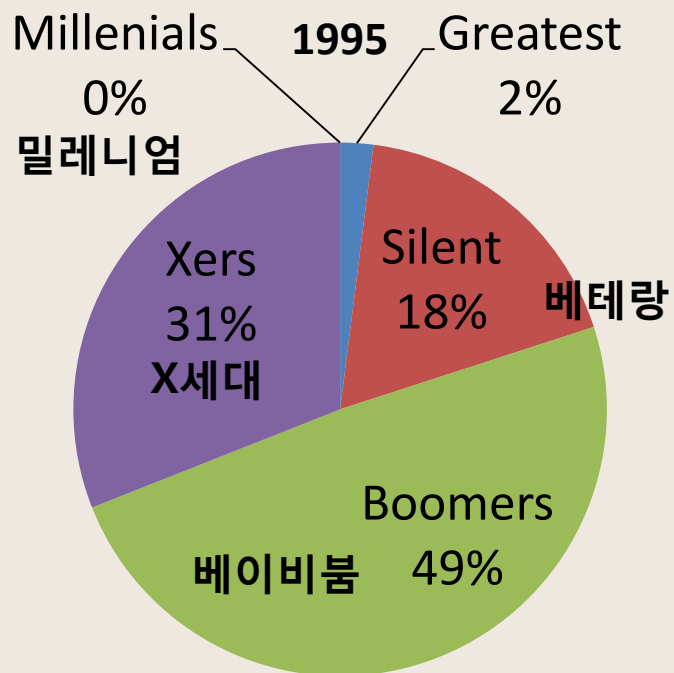


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Five Generations in Workplace

일터에 공존하는 다섯 세대



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Four Generations in Workplace

일터에 공존하는 네 세대

Veterans of Change (1935 – 1954)

베테랑 세대

Baby Boomers (1955 – 1969)

Democracy generation

베이비붐 세대 / 민주화 세대

Generation X (1970 – 1979)

X세대

Millennials (1980 – 1999)

밀레니엄 세대

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Generations in Workplace

일터에 있는 세대들

자신과 같은 세대를 찾아보세요.

다른 세대가 여러분의 세대에 대해
뭐라고 이야기하나요?

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Working Across Generations

세대를 뛰어넘어 함께 일하기

GENERATIONAL CHARACTERISTICS

세대별 특징

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Veterans of Change (Post War Generation)

베테랑 세대 (전후 세대)

경험을 존중함 (경험을 존중받고 싶어함)



img Source: icontraining.com

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Veterans of Change (Post War Generation)

베테랑 세대 (전후세대)

충성심



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Veterans of Change (Post War Generation)

베테랑 세대 (전후세대)

익숙하게 일했고

(다른 세대에 비해) 미래가 보장되어 있음



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Baby Boomers (Democracy Generation)

베이비붐 세대 (민주주의 세대)



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Proud of Their Generation

자기 세대에 대한 자부심



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Baby Boomers (Democracy Generation)

베이비붐 세대 (민주주의 세대)



Image.Imaginehousing.org

사명



경영

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Baby Boomers (Democracy Generation)

베이비붐 세대 (민주주의 세대)

Anxiety about the Future

미래에 대한 불안



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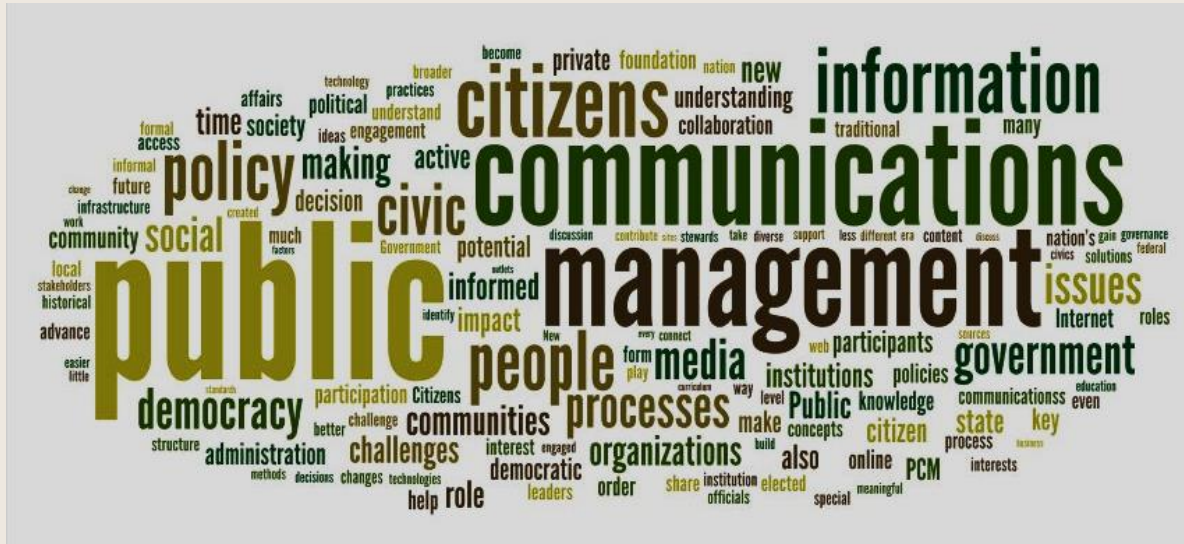


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Generation X

X세대



img. source: aheadofideas.com

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Management and Mission

경영과 사명



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Generation X

X세대



Work Life/ Personal Life Divide 일과 삶의 분리

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Generation X

X세대



Leading Organization 단체를 이끌기

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Millennials 밀레니엄 세대

Most Diverse Generations 가장 다양한 세대



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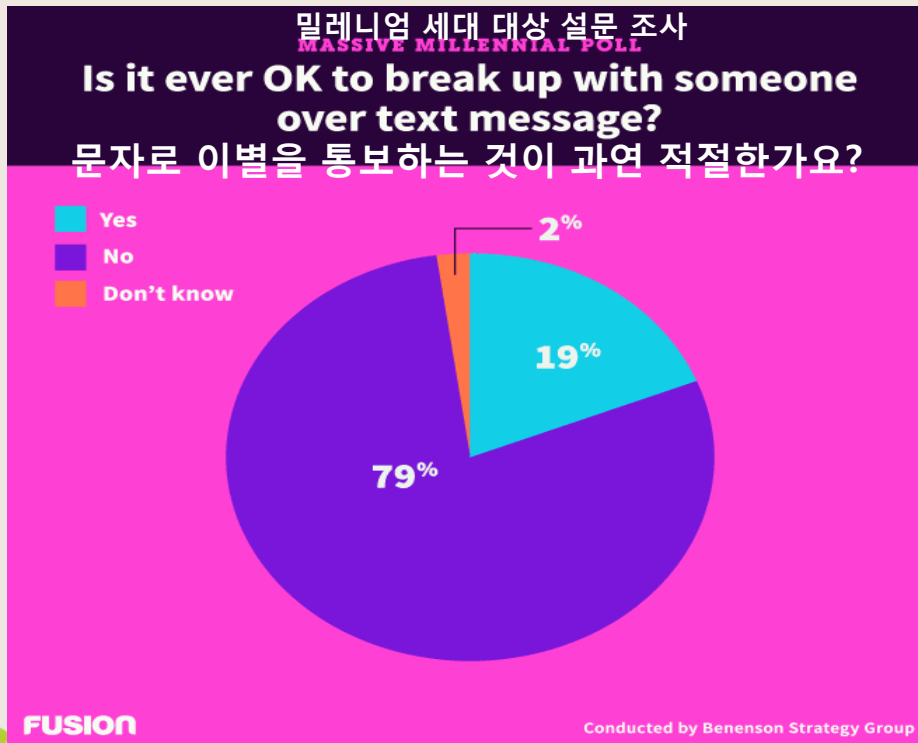


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Millennials 밀레니엄 세대

Technological Natives

기술원주민: 기술 혁신의 시대에 태어난 세대



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Millennials 밀레니엄 세대



Image:huffingtonpost.com

Future Challenges

도전 과제들

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Generation Z

Z세대

What's Next 그다음 세대는?



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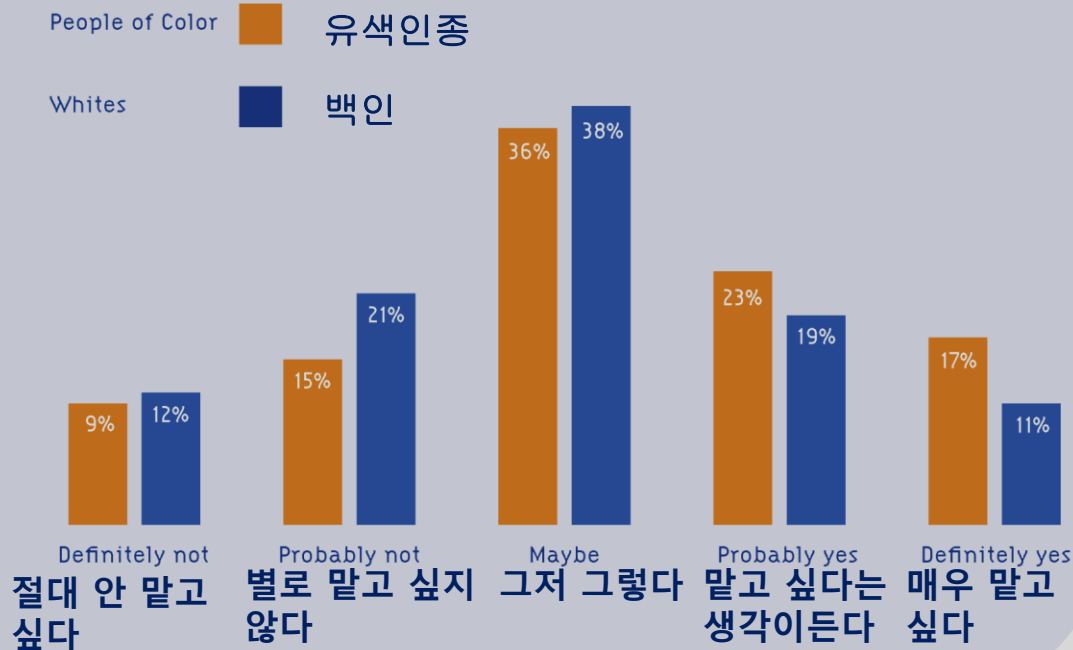
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아니야, 넌 다운로드로 태어난 게 아니야.
엄마 뱃속에서 나왔어.

Race and Leadership

인종과 리더십

Do you want to be an executive director someday?
단체를 총괄하는 역할을 맡고 싶으십니까?



From *Ready to Lead? Next Generation Leaders Speak Out*

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Working Across Generations

세대를 뛰어넘어 함께 일하기

가까운 사람과 짝을 이루세요.

한국과 매우 비슷하다고 느낀
세대적 특성은 무엇입니까?

다른 점이 있다면 무엇입니까?

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Working Across Generations

세대를 뛰어넘어 함께 일하기

함께 일하려면
어떻게 일해야 할까요?

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Beyond the Stereotypes

고정관념을 넘어서

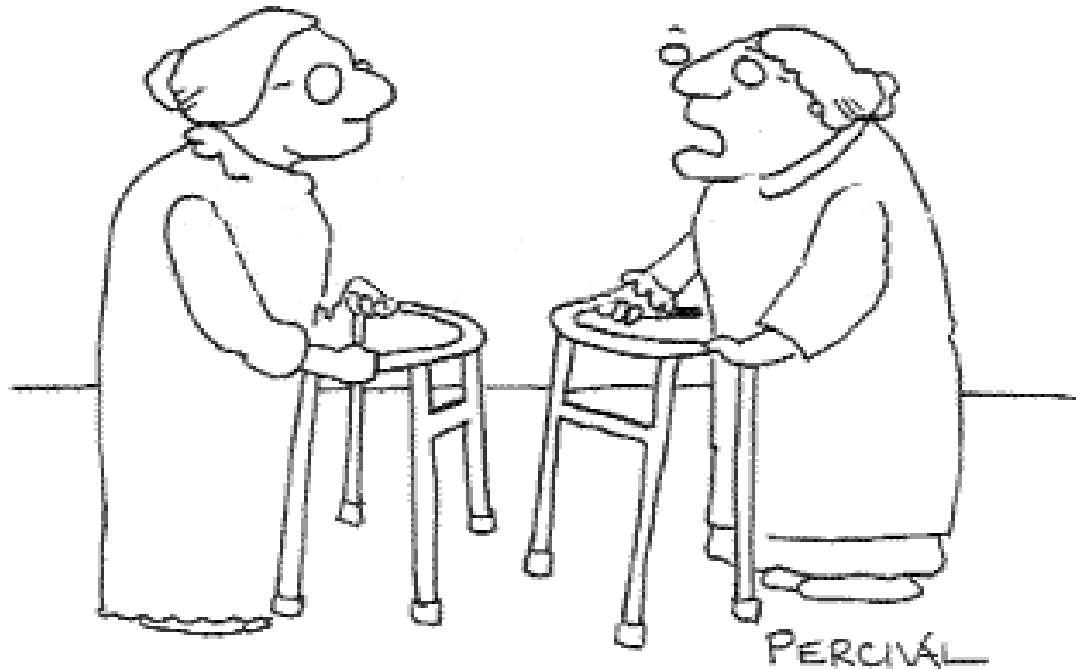


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Beyond the Stereotypes

고정관념을 넘어서



"The trouble with today's generation is that they can't stand on their own two feet."



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How Do We Work Together

어떻게 함께 일할 것인가?

- **Different Generations**

다른 세대

- **Different Roles**

다른 역할

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How Do We Work Together

어떻게 함께 일할 것인가?

- **Millennials – Development**

밀레니엄세대 - 성장

- **Generation X – Establishment**

X세대-안정

- **Baby Boomers – Assessment**

베이비붐세대-평가

- **Veterans of Change – Contribution**

베테랑세대-기여

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Equipping Nonprofits to Advance Social Change

How Do We Work Together

어떻게 함께 일할 것인가?

■ **Recognition** 인정

Introduction

■ **Support** 지지

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■ **Mentor** 멘토링

Working Together

■ **Trust** 신뢰

Next Steps



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Working Together – Recognition

함께 일하기 - 인정

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Image source: www.blogging4jobs.com



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Working together – Support

함께 일하기 - 지지

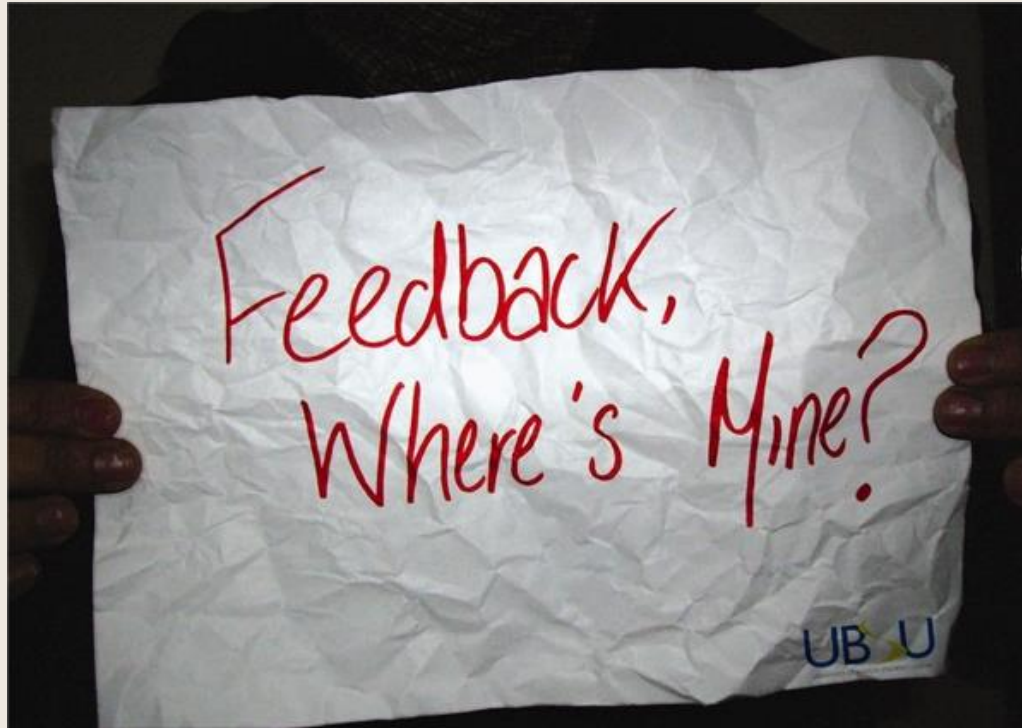


Image source: www.allthingsworkplace.com

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Working Together – Trust

함께 일하기 - 신뢰

got trust?

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Working Together – Mentoring

함께 일하기 - 멘토링



Image source: www.hqmc.marines.mil

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How Do We Work Together

우리는 어떻게 함께 일하나?

다른 세대의 사람을 찾아보세요.

다른 세대 사람을 신뢰하는 데 도움이 되는 것은 무엇일까요?

서로 함께 일할 때, 세대간 신뢰를 높이는 행동은 무엇이 있을까요?

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What You Do for Other Generations

다른 세대를 위한 우리의 역할

Introduction

- Millennials: Learn and Confront
밀레니엄 세대: 배우고 직시하기

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- Generation X: Support and Push
X세대: 지지하고 추진하기

Working Together

- Baby Boomers
베이비붐 세대: 협력하고 도전하기

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- Veterans of Change: Mentor and Remind
베테랑 세대: 조언하고 일깨우기



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How Do We Work Together

우리는 어떻게 함께 일하나?



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Generations in Organizations

단체 내의 세대들

■ Ways of Working

일하는 방식

■ Decision-making

의사결정 방식

■ Leadership

리더십

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Organizations – Ways of Working

단체들 - 일하는 방식



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Organizations – Decision-Making

단체들 - 의사결정

- **Structure** 구조
(공식, 비공식)
- **Communication** 소통
(의미를 부여하는)
- **Impact** 영향력
(일과 미래)

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Organizations - Leading

단체들 - 리더

이사회들의 역할



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Giuseppe Boscherini, Creative Director, CBRE
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Nonprofit Sector

비영리 영역

What can the nonprofit sector do?

비영리 영역이 할 수 있는 일은?

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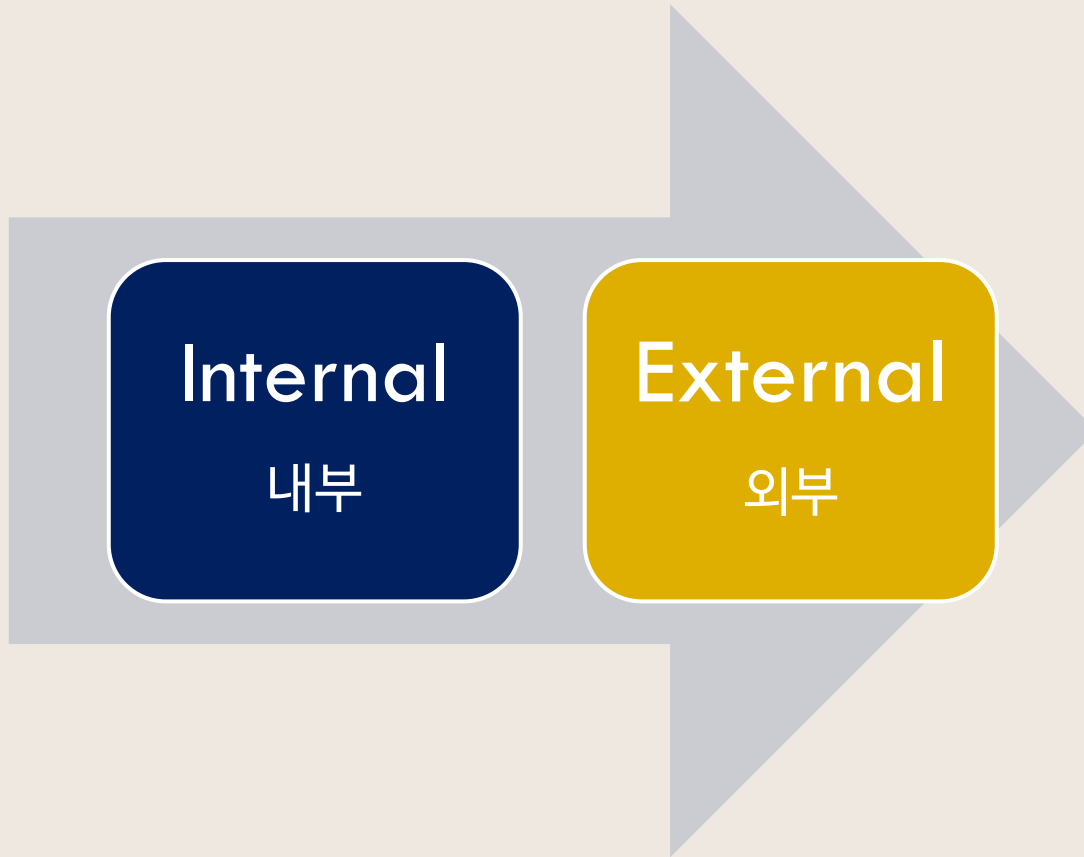


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Individuals – Training Leaders

개인적 - 리더 훈련



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Individuals – Transitions

개인적 – 전환

New Lifecycle of Work

일의 새로운 생애주기

“It’s not that I’m irreplaceable, but all that I have in my head would be valuable for anyone coming behind me. You just never have time to write all this stuff down”

“제가 대체불가능한 존재는 아니겠지만, 내 머리속에 담긴 것들이 내 후임자에겐 매우 유용한 것일 것입니다. 아무리 많은 시간을 들여도 이 모든 것을 다 받아적을 수는 없을 것입니다.”

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Organizations 조직



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Diversifying Board and Staff Members
이사진과 실무진의 다양성 확대



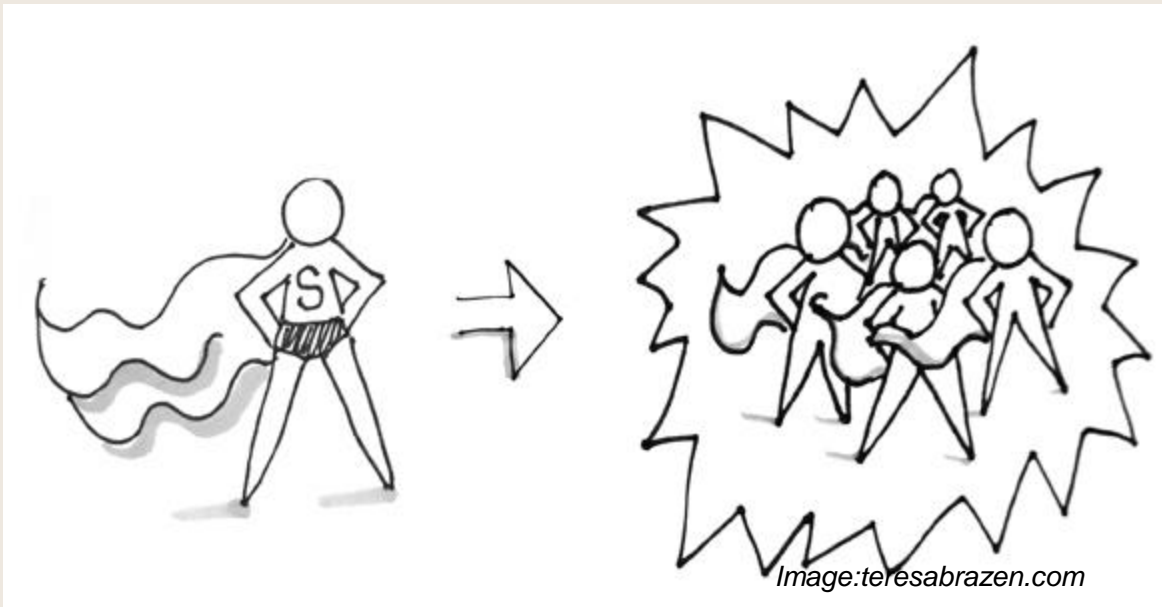
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Organizations 조직

(Re) Think Leadership

리더십에 대해 새롭게 생각해보기



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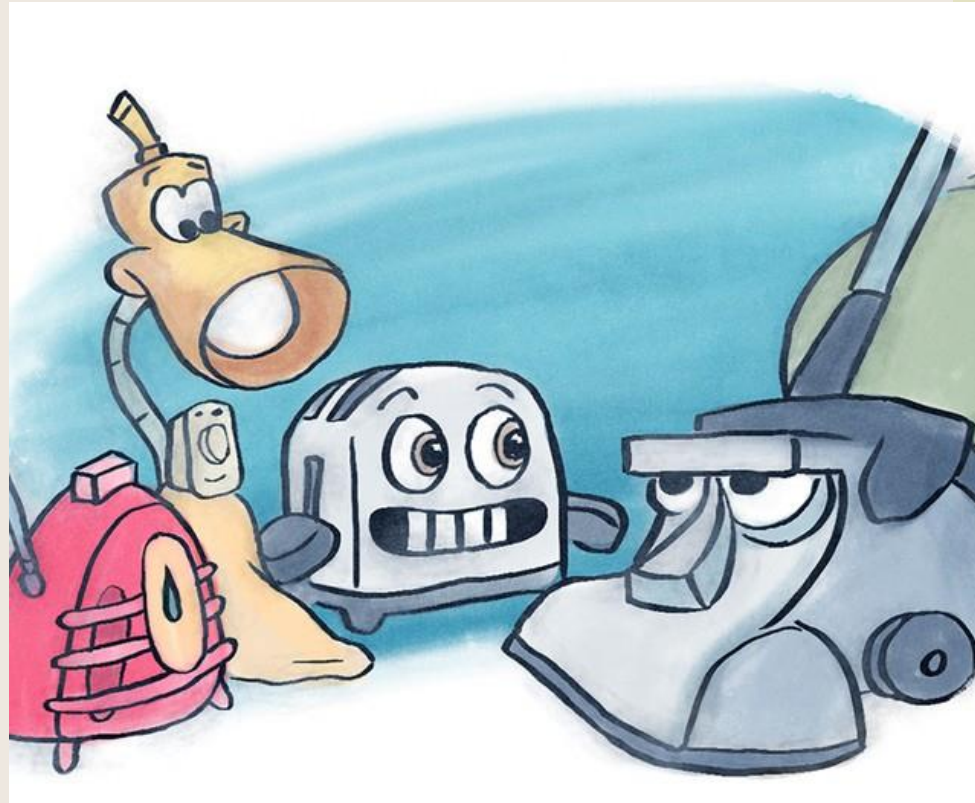
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Organizations 조직

**Talk with
one
another!**

서로서로 대화하기



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Generational Shifts

세대 전환

다른 세대와 짝을 이루어 보세요.

- 저희가 말씀 드린 것 중에서 여러분의 단체에 가서 활용할 만한 것은 무엇인가요?
- 세대 전환의 과정에서 여러분이 할 일을 하나 꼽는다면 무엇인가요?

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Preparing for the Future

미래 준비하기

- **Value different experiences**
다른 경험을 존중하기
- **Share problems and solutions**
문제와 해법 공유하기
- **Build relationships**
관계 형성하기
- **Be prepared (to change)**
변화를 준비하기

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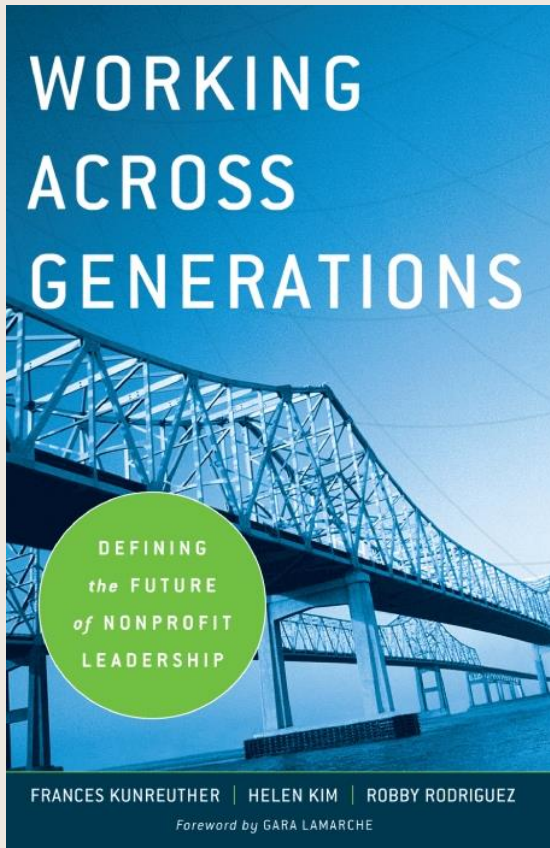


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Publications 출판물

Generational Change in Leadership

리더십의 세대변화



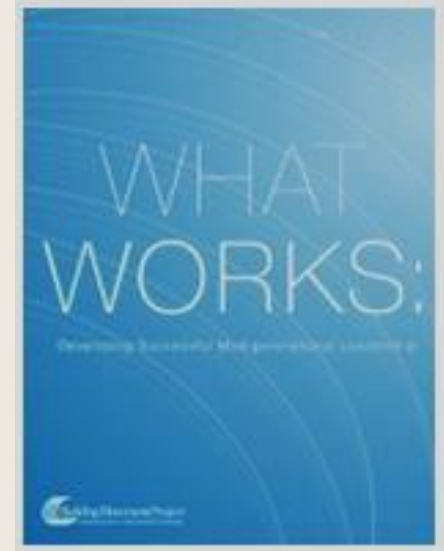
The Leadership in Leaving



Structuring Leadership



Vision for Change



What Works



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