



Building Movement Project

Equipping Nonprofits to Advance Social Change

# Working Across Generations

세대를 뛰어넘어 함께 일하기

Helen Kim 헬렌 선희 김

Frances Kunreuther 프랜시스 쿤로이더

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# About Us

[www.buildingmovement.org](http://www.buildingmovement.org)



[www.facebook.com/BuildingMovementProject](http://www.facebook.com/BuildingMovementProject)



@BldingMovement  
@fkunreuther



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# Ice-Breaker

- **Name, Organization**

이름, 소속단체

- **What brought you here today?  
(briefly)**

이 워크숍을 참여하게 된 동기

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# Agenda

- **Overview of the Agenda** 오늘의 의제 소개
- **Framing of the Issue** 문제를 구조화하기
- **Who are the Generations** 각 세대 이해하기
- **How we Work Together** 어떻게 함께 일할까?
- **Taking it Back to Your Nonprofit**  
우리의 조직에 적용해보기

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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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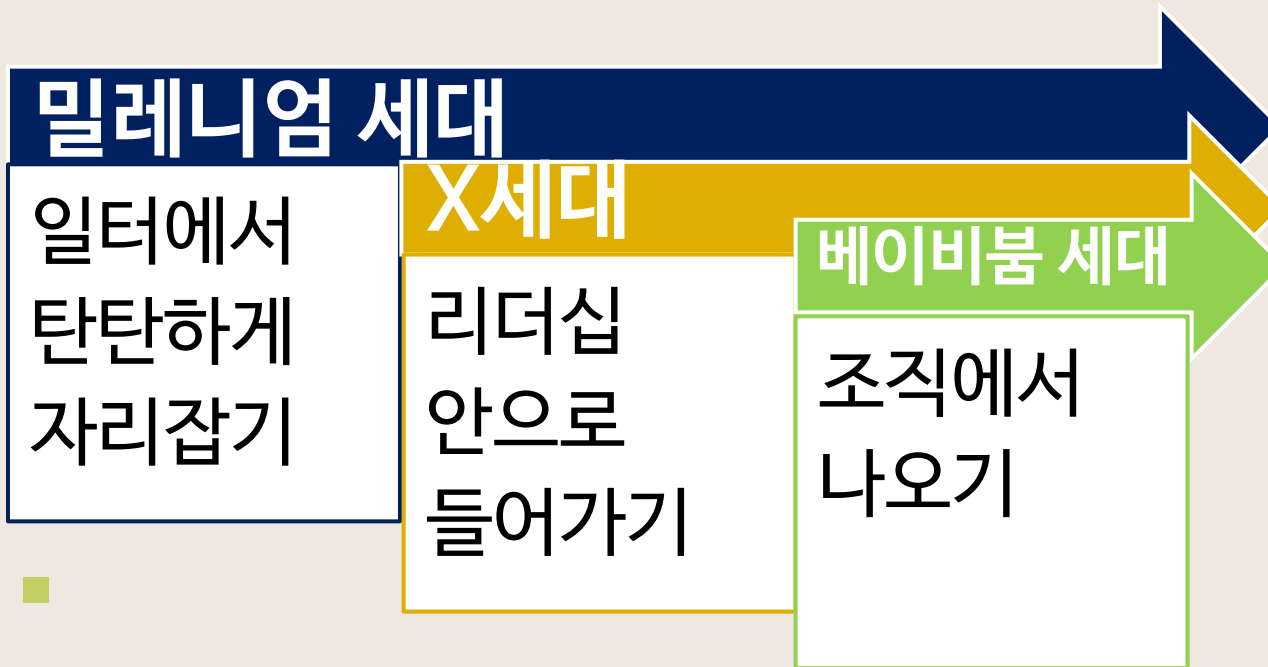


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# What is the Crisis in 2015?

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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# Four Generations in Workplace

일터에 공존하는 네 세대

**Veterans of Change** (1935 – 1954)

베테랑 세대

**Baby Boomers**

*Democracy generation*

베이비붐 세대 / 민주화세대

**Generation X**

X세대

**Millennials**

밀레니엄 세대

(1935 – 1954)

(1955 – 1969)

(1970 – 1979)

(1980 – 1999)

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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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# Generations in Workplace

일터에 있는 세대들

## What you say about other generations?

당신은 다른 세대들에 대해 어떻게 생각합니까?

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# Working Across Generations

세대를 뛰어넘어 함께 일하기

**Break!** 휴식

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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

## Mission

사명



## Management

경영

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# Baby Boomers (Democracy Generation)

베이비붐 세대 (민주주의 세대)

## Anxiety about the Future

미래에 대한 불안



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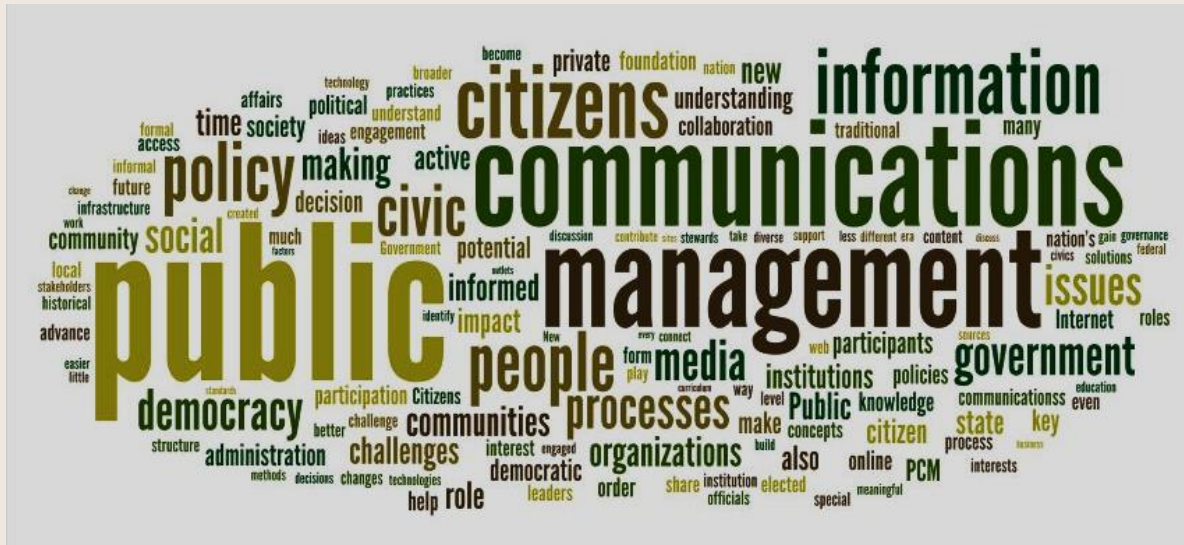


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# Generation X

X세대



*img. source: aheadofideas.com*

## 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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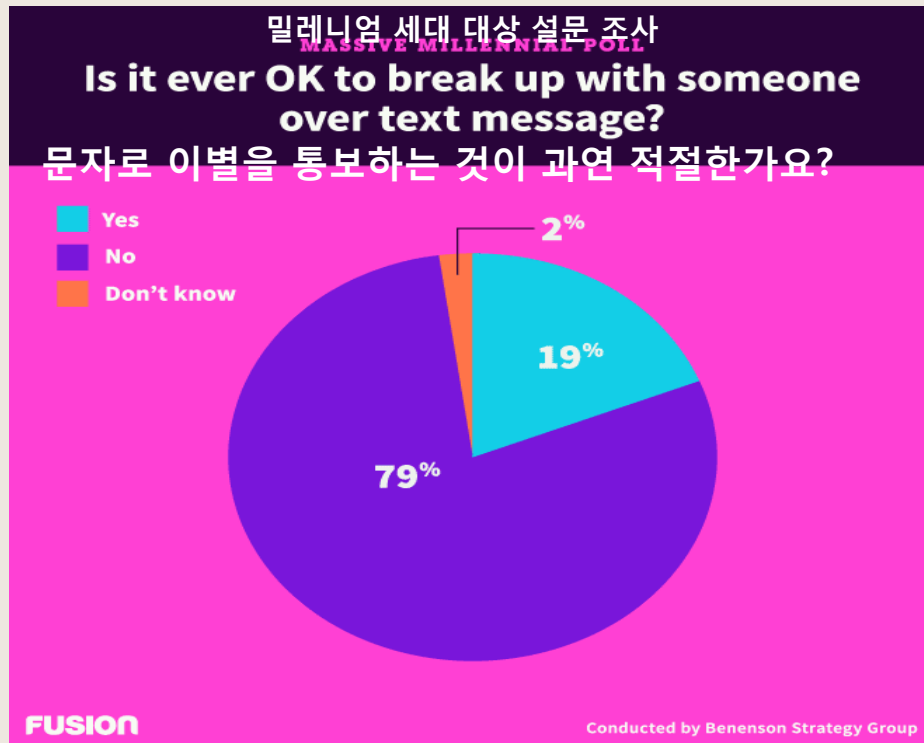
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# Millennials 밀레니엄 세대

## 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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아니야, 넌 다운로드로 태어난 게 아니야.  
엄마 뱃속에서 나왔어.

# Generations in Workplace

일터에서 만나는 다양한 세대들

## Your observations.

여러분이 보고 들은 것.

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# Case Scenario

사례 시나리오

- **In small groups** 소그룹을 만들어보세요.

Introduction

- **Read aloud** 크게 읽어보세요

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- **Discuss the questions**

질문들에 대해 논의해보세요.

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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

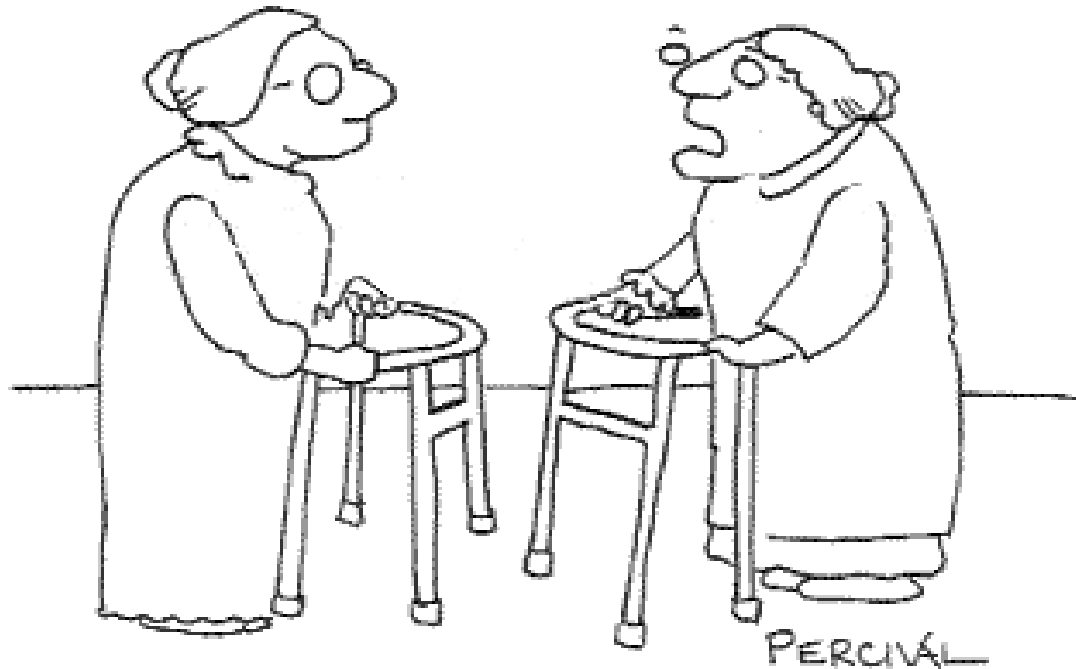


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# Beyond the Stereotypes

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

Introduction

- **Generation X – Establishment**

X세대-안정

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- **Baby Boomers – Assessment**

베이비붐세대-평가

Working Together

- **Veterans of Change – Contribution**

베테랑세대-기여

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# How Do We Work Together

어떻게 함께 일할 것인가?

■ **Recognition** 인정

Introduction

■ **Support** 지지

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■ **Mentor** 멘토링

**Working Together**

■ **Trust** 신뢰

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# Working Together – Recognition

함께 일하기 - 인정

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*Image source: [www.blogging4jobs.com](http://www.blogging4jobs.com)*



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# Working together – Support

함께 일하기 - 지지

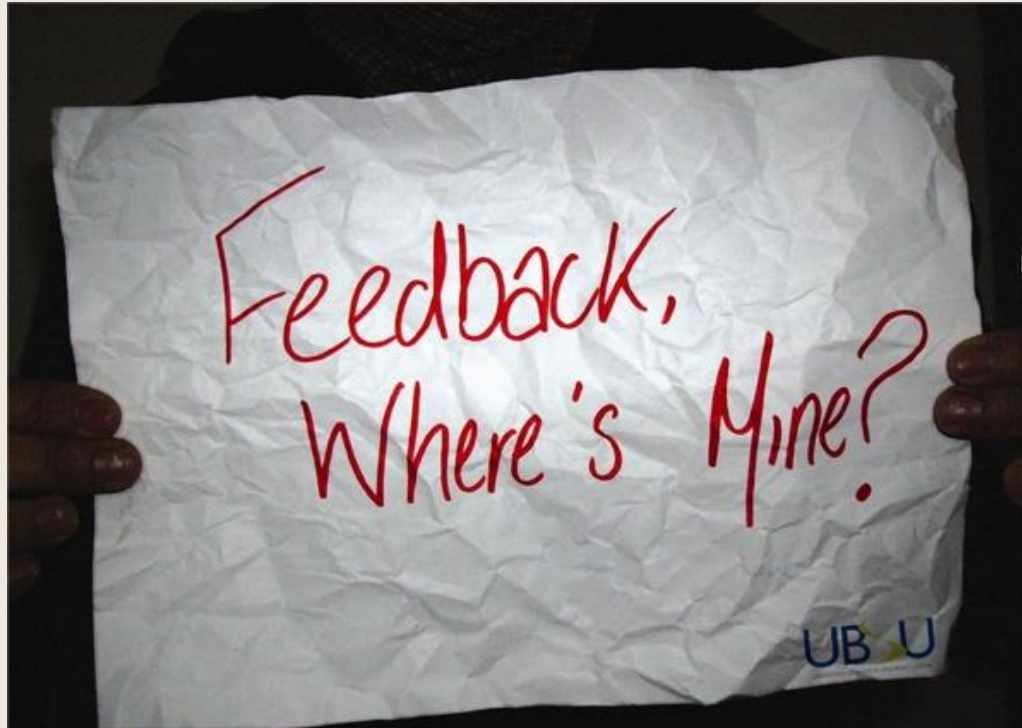


Image source: [www.allthingsworkplace.com](http://www.allthingsworkplace.com)

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# Working Together – Mentoring

함께 일하기 - 멘토링



*Image source: [www.hqmc.marines.mil](http://www.hqmc.marines.mil)*

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# Working Together – Trust

함께 일하기 - 신뢰

got trust?

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# How Do We Work Together

어떻게 함께 일할 것인가?

## Understanding Trust

신뢰를 이해하기

## What helps you trust someone of another generation?

여러분이 다른 세대에 속한 사람을 신뢰하는데 도움이 되는 것들은 무엇이 있을까요?

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# How Do We Work Together

어떻게 함께 일할 것인가?

 **Lunch** 점심

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# How Do We Work Together

어떻게 함께 일할 것인가?

## Developing a trusting workplace

신뢰의 문화가 있는 일터 만들기

## Trust-building in the workplace.

일터에서의 신뢰 구축

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# What You Do for Other Generations

다른 세대를 위한 우리의 역할

- Millennials: Learn and Confront  
밀레니엄 세대: 배우고 직시하기
- Generation X: Support and Push  
X세대: 지지하고 추진하기
- Baby Boomers  
베이비붐 세대: 협력하고 도전하기
- Veterans of Change: Mentor and Remind  
베테랑 세대: 조언하고 일깨우기

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# Generations in Organizations

단체 내의 세대들

## ■ Ways of Working

일하는 방식

## ■ Decision-making

의사결정 방식

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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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# Nonprofit Sector 비영리영역

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## Timeline Exercise

연대기 활동



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# Taking it to Your Organization

나의 조직에 적용 해보기

**Identify a generational issue you would like to address in your organization.**

조직 안에서 이야기 해보고 싶은  
세대간의 문제 하나를 찾아 보세요.

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# Taking it to Your Organization

나의 조직에 적용해보기

**Break!** 휴식

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# Taking it to Your Organization

나의 조직에 적용해보기

- **Define the Audience**

청중을 정의하기

Introduction

- **Key Elements of the Training**

트레이닝의 핵심요소

Generational  
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- **Develop an Agenda**

의제 개발하기

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# Taking it to Your Organization

나의 조직에 적용해보기

- **What to bring back to your organization?**  
여러분의 조직에 적용하고 싶은 것은 무엇입니까?
- **The challenges you might face and what will you do?**  
여러분이 맞이 하게 될 도전들은 무엇이고 또 여러분은 무엇을 해야 할까요?
- **Where will you find support?**  
어디서 도움을 받을 수 있을까요?

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# Evaluation 평가

- **What worked Well**  
잘 한 것
- **What could be changed**  
변화시킬 수 있는 것
- **One word** 한 단어

Introduction

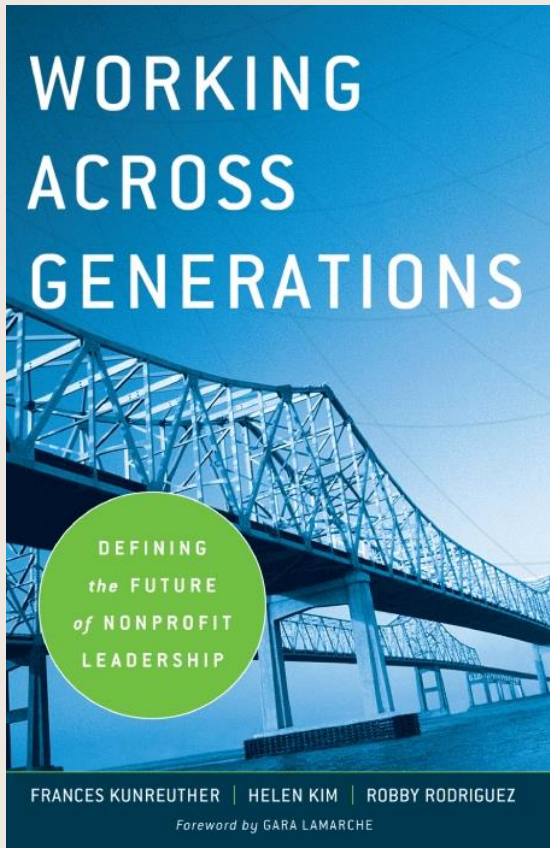
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## Contact us:

Frances Kunreuther– [fkunreuther@demos.org](mailto:fkunreuther@demos.org)  
[info@buildingmovement.org](mailto:info@buildingmovement.org)



Frances Kunreuther,  
Co-Director of Building  
Movement Project



Helen Kim,  
Organizational  
Development  
Consultant



Robby Rodriguez,  
Program Officer,  
Kellogg Foundation

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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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