Generational Divide

Building an Effective Multi-Generational Workforce
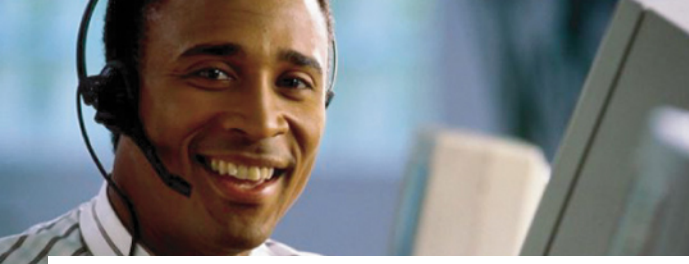
By: John Cascone

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Multi-Generations

Matures/ Traditionalists: born before 1945

Baby-Boomers: born between 1945 and 1965

Generation Xers: born between 1965 and 1985

New Millennials: born after 1985
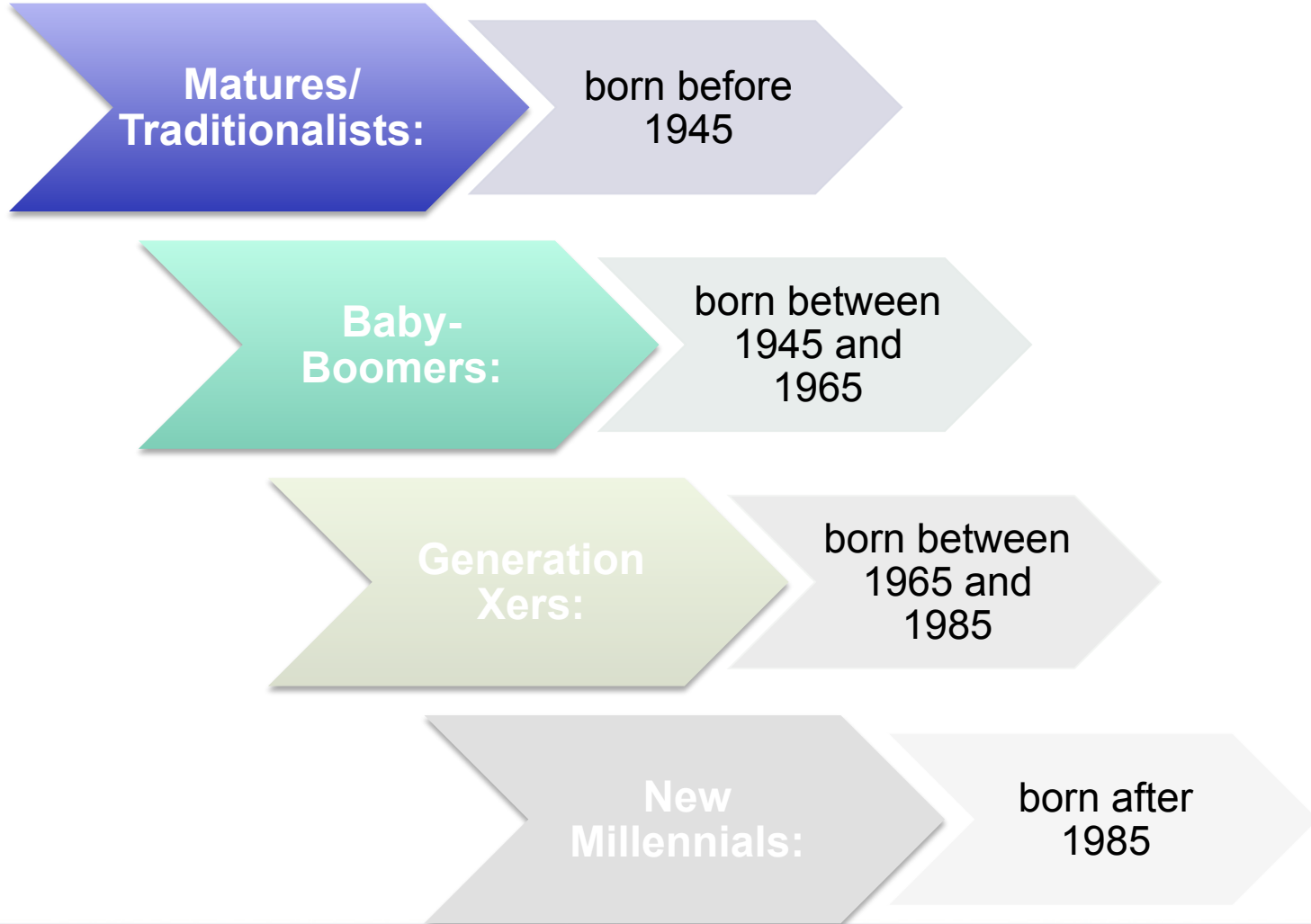
Four Generations at Work

TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
1900 - 1945	1946 - 1964	1965 - 1980	1981 - 2000

Never in our corporate history were *four generations* represented in the workforce at the same time

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How to Manage Three Generations As One Team

THE GENERATION GAP

What generations make up today's workforce?

53.5 MILLION MILLENNIALS

52.7 MILLION Gen X

44.6 MILLION BABY BOOMERS

More than **1 in 3** workers are Millennials.

54% of Gen X-ers approaching retirement plan to continue working.

75% say the 2007-2009 recession is the main cause of delaying retirement.

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Session Focus

- Promote Discussion on Generational Issues

- Different Generations' Perception of Work

- Motivational Differences in the Workplace

- Managing a Multi-Generation Workforce

- Proactive Approaches

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Millennial Statistics

Work Engagement – **55%** are *NOT* engaged at work, and **16%** are actively disengaged

Flight Risks – **38%** are actively looking to switch roles, and **43%** are open to offers

But they'd rather stay – Close to **50%** would be happy to spend their entire careers with their current company

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Important Millennial Statistical Variables

- **Feedback and Clear Goals are Critical** → **72%** of those whose managers help them set performance goals are engaged

- **Flexibility Matters** → **96%** value occasionally shift change to accommodate their personal life

- **Values Matter** → **97%** believe it's important to work for someone who shares their values

- **Technology Fuels Productivity** → **78%** say access to the technology they like makes them more effective at work

Millennial Take - Aways

- Have clear values that are communicated clearly online and during the hiring process to encourage alignment

- Create consistent feedback loops to guide performance and give early warning for disengagement

- Offer tools that allow for effective collaboration no matter where your staff are located

Why Work?

A young new employee asks:

"Boss, what do I need to know to be the best employee I can be for you? What skills are necessary for me to perform well for the company and you"

To Be Successful

A **Boomer Boss** may offer the following advice:

- *Develop a strong work ethic which means working long and hard at your job*

- *You will need to know how to fit in and work effectively as a member of a team*

- *Acquire patience and be willing to sacrifice*

- *Understand what it means to pay your dues- waiting your turn for promotions and bonuses*

Herein Lies the Generational Divide

In the unlikely event that this exchange would actually take place, the Boomer Boss would discover that Gen Xers and New Millennial's can barely relate to these values.

Their life experiences have only rarely, if ever, made it necessary for them to practice these attributes in order to be successful in a competitive environment.
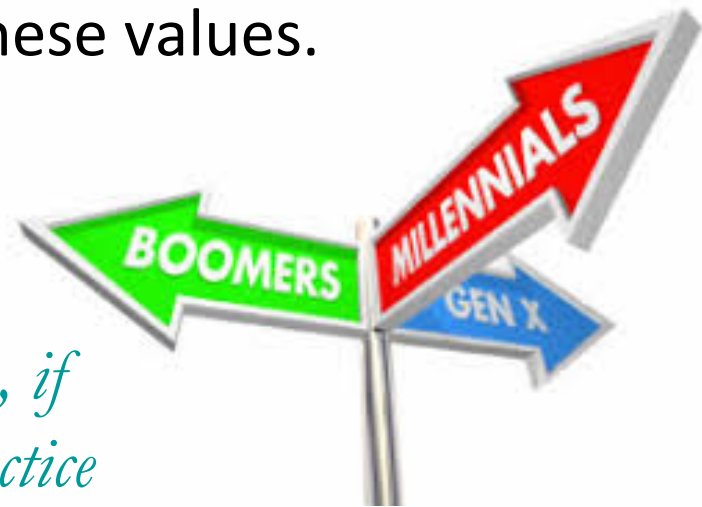
Bringing Together

BABY BOOMERS,

Gen X

and

MILLENNIALS

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How to Manage Three Generations As One Team

Why Work? **Boomers**

- Provides income to stay alive and prosper

- Define themselves by their jobs

- Make a difference at work

- Driven to make positive change around them

- Work out of loyalty to the company

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Why Work? **Gen Xers**

- Like Boomers to pay bills
- Learn Skills that could benefit them in their current job or help them get their next job
- Assumes there will be a next job and prepares for this transition by learning as much as possible
- A comprehensive skill set is more important to finding the next job then the Boomer's work ethic
- Work out of loyalty to people [supervisors, mentors, managers] not to the company

Why Work? **New Millennials**

- Work is a means to an end
- Work to afford the lifestyle they want
- Enjoy the social interaction among groups of people in the workplace
- Learn knowledge and skills from job assignment

- Loyalty to the person they report to
- Look for bosses that will lead them - not dictate to them

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Managing a 21st Century Workforce

Rule 1:
- *Use Clear Straightforward Language-* **Do not make suggestions when you mean "Do It"**

Rule 2:
- *Do Not Assume Anything in your Communication-* **Give clear and direct instruction, don't assume your suggestions will be understood as directions**

Rule3:
- *When an Employee gets it Right Celebrate.* **The two later generations are use to instant feedback and instant gratification**

Rule 4:
- *Focus on Job Role rather then on Job Description.* **JD details tasks, JR defines responsibilities and accountability. Role provides an overall picture of job value to the company**

Rule 5:
- *Spend Time Getting to Know Your People.* **Get to know their personal goals, aspirations, things that are important to them and things they value**

Rule 6:
- *Be a Leader, Not a Friend.* **The younger generations are looking for role models, mentors, guides and leaders not friends. They have plenty of friends.**

Rule 7:
- *Character Counts.* **"Do what you say and say what you do" Younger generations gravitate toward leaders that are trustworthy, reliable and maintain personal standards of integrity**

MOTIVATORS.
FOUR GENERATIONS.

TRADITIONALISTS

Satisfaction of a job well done

BABY BOOMERS

Money, title, recognition, the corner office

GEN X

Freedom, self-manage, time to prioritize own projects

MILLENNIALS

Work that has meaning, flexibility; growth and learning opportunity; praise

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Suggested Proactive Approaches

- **Don't Dictate – Negotiate**

- **Maintain a Balance Between Employee & Company Interests**

- **Anticipate the Expectations and Social Networking Capability of the Younger Generations**

- **Develop a Plan for Employee Growth and Development [learning, future goals, outcome expectations and specific job skills]**

- **Seek the Input of Staff on Policy, Workforce Standards and Problem-Solving [ownership of change is the pathway to accountability]**

- **Reward Managers that do their Job Well and Maintain Effective Stewardship over Employee Resources**

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Road to the Future: **Gen Xers**

- **Are beginning to value stability but will not sacrifice happiness for it**
- **Will continue to place a high priority on control of their own time**
- **Will opt not to work at all outside the home or demand flexible schedule to meet childcare requirements**

- **Will place high value on leadership that promotes the importance of work completion [Results] over work process [Effort]**
- **Get Ready:** *Conflicts will arise when Gen Xers begin to manage Boomers*

New Millennials: Future Workforce

It's too early to predict the progression of this generation now entering and constituting the workforce.

What we do know is that this generation will experience more profound technological and social change in their work lifetime then any of the previous generations.

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