Multi-Generational Scramble
How do you meet the needs of a multi-generational workforce?

What strategies could improve workplace culture and engagement to drive higher performance and retention?
How many generations are currently active in the workplace?
- Traditionalists (pre-1946)
- Baby Boomers (1946-1964)
- Generation X (1965-1976)
- Generation Z (after 1997)
- Oldest and wisest
- Wells of knowledge
- Hard-working
- Very loyal to one company
- Beliefs
  - Traditional work practices
  - Hierarchy style of management
  - Respect and status is earned through years of service
- Learning style
  - Command and control
  - Classroom lectures

**Traditionalist pre-1946**

CHILDHOOD. TRADITIONALISTS. (Born 1925-1945)

Also called “THE GREATEST GENERATION,” this cohort built the infrastructure of modern America. Traditionalists grew up in the wake of crippling economic depression and were heavily shaped by war.
- Coined the term “workaholic”
- Competitive
- Sacrifice home life for career goals
- Associate work and status with self-worth
- Face-to-face communication skills
- Learning Style
  - Personal-focus
  - In-class participation and reflection
• First to challenge status quo
• First to challenge hierarchy of management
• Steady work ethic, but not loyal to one company
• Loyalty and respect are earned not expected
• Much more technology literate than previous generations
• Want companies to be charitable
• Very independent workers
• Learning Style
  • Fiercely independent
  • Self-directed, self-paced
- Largest generation in the workforce
- Not impressed by status or titles
- Respect is earned through performance
- Not loyal...will seek a better opportunity
- Looking for lifestyle fit over pay scale
- Work-life balance means job is a “means to an end”
- Very techy and adaptable
- Focused on self-improvement
- Constant communication with peers & managers
- Optimistic and highly energetic

**Learning Style:**
- Highly personalized
- Self-directed
- On-demand
- Up-and-comers in the workforce
- Most technology literate
- Believe social media is a main communication channel
- Low value for face-to-face communication

Generation Z
after 1997
<table>
<thead>
<tr>
<th>Work Ethic and Values</th>
<th>Silent</th>
<th>Baby Boomers</th>
<th>Gen X</th>
<th>Millennial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hard work, respect authority, sacrifice,</td>
<td>Workaholics, work efficiently, crusading</td>
<td>Eliminate the task, self-reliance, want</td>
<td>What's next, multi-tasking, tenacity,</td>
</tr>
<tr>
<td></td>
<td>duty before fun, adhere to rules</td>
<td>causes, personal fulfillment, desire</td>
<td>structures and direction, skeptical</td>
<td>entrepreneurial, tolerant, goal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>quality, questions authority</td>
<td></td>
<td>oriented</td>
</tr>
</tbody>
</table>

| Work is...                  | An obligation                               | An exciting adventure                     | A difficult challenge, a contract         | A means to an end, fulfillment        |

| Leadership Style...         | Directive, Command-and-control              | Consensual Collegial                      | Everyone is the same, challenge others,   | tbd                                    |
|                            |                                             |                                           | ask why                                   |

<p>| Interactive Style...        | Individual                                  | Team Player, Loves to have meetings      | Entrepreneur                               | Participative                          |</p>
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<tbody>
<tr>
<td></td>
<td>Formal Memo</td>
<td>In Person</td>
<td>Direct Immediate</td>
<td>E-mail, voicemail</td>
</tr>
<tr>
<td>Feedback and Rewards</td>
<td>No news is good news, satisfaction = job well done</td>
<td>Don’t appreciate it, money and title recognition</td>
<td>“How am I doing”, freedom is the best reward</td>
<td>Whenever I want it, at the push of a button, meaningful work</td>
</tr>
</tbody>
</table>
How do you meet the needs of each of these unique groups of people?
• Each generation approaches their work differently, each providing strengths the other does not posses.

• A clear goal and expectations puts each generation on an even playing field.

• No need for micro managing just set the goal and expectation.

• A benefit you will see is how goals and expectations help to resolve problems without dampening enthusiasm.
Encourage each generation to mentor the other. They each provide different experiences and knowledge of today’s technology.

Inclusion helps to use those differences as leverage to maximize results.

Most employees’ value being included versus excluded. Inclusion equals teamwork. Teamwork leads to achieving results faster.
If there is a better way to do something, take the suggestion.

Although multiple generations may be part of the team, the right idea should always be taken.

Tradition would tell you to take the point of view of the most senior in the room. Wrong.

Taking the opinion of the senior most person in the room when a better one is presenting may very well lead you to slower or no progress.
• Tell them where the organization is going, how they fit in, and how to prepare.

• Encourage career planning for those with a number of years ahead, and retirement planning for those getting ready.

• It will help to engage people in the here and now, as well as the long term possibilities.

• People tend to work harder to achieve the organizational goals if they understand how it leads them on a path to their professional goals.
- Encourage employees of all ages to place a high value on balancing their work and personal lives.

- Balance will look different.

- Leaving work before the kids come home, taking full weeks or a month for a vacation, flexible work hours, and working from home are all preferences of the different generations.

- Ask employees what they prefer.
Questions?
Discussion?

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