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)
MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020

2020

TRADITIONALISTS
Born 1900-1945
Great Depression
World War II
Disciplined
Workplace Loyalty
Move to the ‘Burbs
Vaccines

BOOMERS
Born 1946-1964
Vietnam, Moon Landing
Civil/Women’s Rights
Experimental
Innovators
Hard Working
Personal Computer

GEN X
Born 1965-1976
Fall of Berlin Wall
Gulf War
Independent
Free Agents
Internet, MTV, AIDS
Mobile Phone

MILLENNIAL
Born 1977-1997
9/11 Attacks
Community Service
Immediacy
Confident, Diversity
Social Everything
Google, Facebook

GEN 2020
Born After 1997
Age 15 and Younger
Optimistic
High Expectations
Apps
Social Games
Tablet Devices
- 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
- 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

Baby Boomers
1946-1964
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

Generation X
1965-1976
- 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
<table>
<thead>
<tr>
<th><strong>Work Ethic and Values</strong></th>
<th><strong>Silent</strong></th>
<th><strong>Baby Boomers</strong></th>
<th><strong>Gen X</strong></th>
<th><strong>Millennial</strong></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Hard work, respect authority, sacrifice, duty before fun, adhere to rules</td>
<td>Workaholics, work efficiently, crusading causes, personal fulfillment, desire quality, questions authority</td>
<td>Eliminate the task, self-reliance, want structures and direction, skeptical</td>
<td>What's next, multi-tasking, tenacity, entrepreneurial, tolerant, goal oriented</td>
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<tr>
<td><strong>Work is...</strong></td>
<td>An obligation</td>
<td>An exciting adventure</td>
<td>A difficult challenge, a contract</td>
<td>A means to an end, fulfillment</td>
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<tr>
<td><strong>Leadership Style...</strong></td>
<td>Directive, Command-and-control</td>
<td>Consensual Collegial</td>
<td>Everyone is the same, challenge others, ask why</td>
<td>tbd</td>
</tr>
<tr>
<td><strong>Interactive Style...</strong></td>
<td>Individual</td>
<td>Team Player, Loves to have meetings</td>
<td>Entrepreneur</td>
<td>Participative</td>
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<tr>
<td><strong>Communications</strong></td>
<td>Formal Memo</td>
<td>In Person</td>
<td>Direct Immediate</td>
<td>E-mail, voicemail</td>
</tr>
<tr>
<td><strong>Feedback and Rewards</strong></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>
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</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 possess.

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.