

# Multi-Generational Scramble



**How do you meet the needs of a multi-generational workforce?**

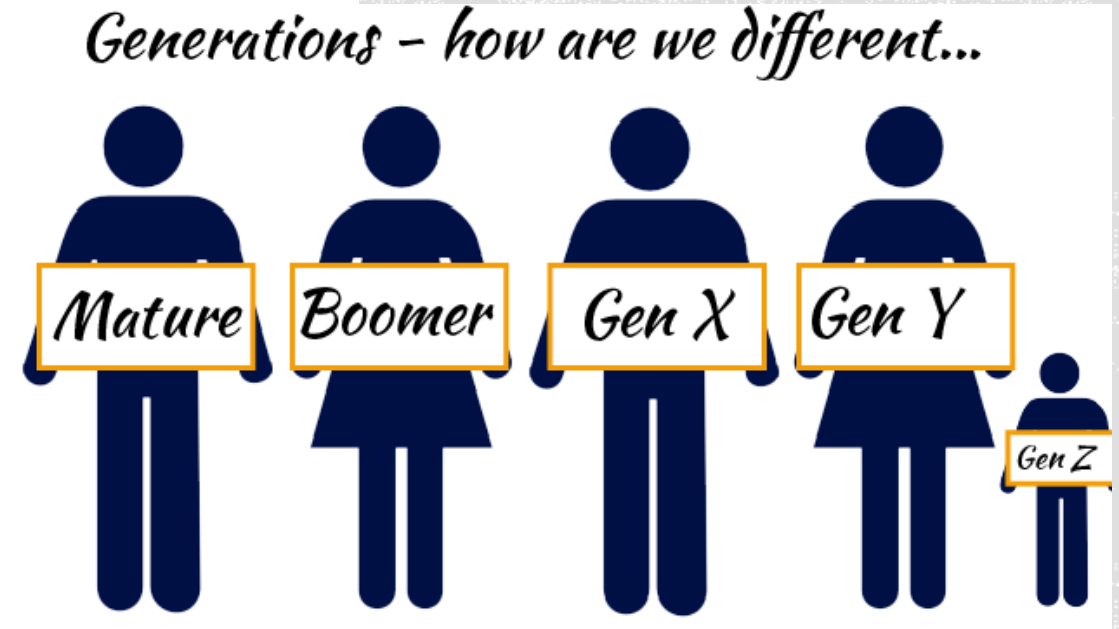


**What strategies could improve workplace culture and engagement to drive higher performance and retention?**



**How many  
generations are  
currently active in  
the workplace?**


- Traditionalists (pre-1946)
- Baby Boomers (1946-1964)
- Generation X (1965-1976)
- Millennials/Generation Y (1977-1997)
- Generation Z (after 1997)





# MULTIPLE GENERATIONS @ WORK

## Five Generations Working Side by Side in 2020



<b>TRADITIONALISTS</b> Born 1900-1945	<b>BOOMERS</b> Born 1946-1964	<b>GEN X</b> Born 1965-1976	<b>MILLENNIAL</b> Born 1977-1997	<b>GEN 2020</b> After 1997
Great Depression World War II Disciplined Workplace Loyalty Move to the 'Burbs Vaccines	Vietnam, Moon Landing Civil/Women's Rights Experimental Innovators Hard Working Personal Computer	Fall of Berlin Wall Gulf War Independent Free Agents Internet, MTV, AIDS Mobile Phone	9/11 Attacks Community Service Immediacy Confident, Diversity Social Everything Google, Facebook	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

## 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

## **Baby Boomers 1946-1964**



## **Generation X** **1965-1976**

- 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



## **Millennials/ Generation Y 1977-1997**



- 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**



	Silent	Baby Boomers	Gen X	Millennial
Work Ethic and Values	Hard work, respect authority, sacrifice, duty before fun, adhere to rules	Workaholics, work efficiently, crusading causes, personal fulfillment, desire quality, questions authority	Eliminate the task, self-reliance, want structures and direction, skeptical	What's next, multi-tasking, tenacity, entrepreneurial, tolerant, goal oriented
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, ask why	tbd
Interactive Style...	Individual	Team Player, Loves to have meetings	Entrepreneur	Participative





	Silent	Baby Boomers	Gen X	Millennial
Communications	Formal Memo	In Person	Direct Immediate	E-mail, voicemail
Feedback and Rewards	No news is good news, satisfaction = job well done	Don't appreciate it, money and title recognition	"How am I doing", freedom is the best reward	Whenever I want it, at the push of a button, meaningful work





**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.



## Focus on Goals and Set Clear Expectations





# Mentoring and Inclusion

- 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.



# Break the Bonds of Tradition

- 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.



# Show Employees the Future

- 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.



# Encourage Balance





# Questions?

# Discussion?

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