Solving the Cross-Generational Workforce Puzzle
Generations

- Traditionalists
  - 1925 – 1945 (69 – 89 years of age)
- Baby Boomers
  - 1946 – 1964 (50 – 68 years of age)
- Generation X
  - 1965 – 1981 (33 – 49 years of age)
- Millennial/Generation Y
  - 1982 – 2000 (14 – 32 years of age)
Generations in the Workplace

- Millennials: 24%
- Gen Xers: 33%
- Baby Boomers: 31%
- Traditionalist: 12%
Workplace Crisis …

• Right now, roughly 2 experienced workers leave the workforce for every 1 inexperienced worker entering the workforce
  – Slow population growth between 1966 and 1985

• The number of prime workers – 35 to 55 year olds - from whom organizations draw the majority of their mid-level managers – is decreasing by 15% resulting in:
  – Shrinking pool of leadership candidates
  – Shrinking pool of skilled workers
Discussion Questions

• What do you find frustrating about the other generations in the workplace?

• What do you appreciate about the other generations in the workplace?
Generational Challenges We Face in the Workplace

- Poor communication
- Conflict management
- Change management
- Less engaged volunteers & coworkers
- Different motivations
- Perceptions and assumptions
If you did not know ...

Here is a glimpse into each generation

Decoding the “Tapping”
Believe It or Not

“Between 10-15 percent of Traditionalists are working full-time and many others are working part-time.”

~ SIReview, May 2013
Traditionalists ...
Traditionalists Technology ...
Characteristics

• Strong work ethic
• Value work and job
• Loyal
• Patient
• Place duty before pleasure
• Reluctant to technology changes
• Rarely say “no”
Hot Buttons

- Flexibility
- Privacy
- Respect
- Traditional recognition
- Self acknowledgment
- Job security – changing jobs looks bad
- Recognition of loyalty, years on the job, and experience
- Appreciate a quiet word, pat on back
Redefining the Aging Workforce

According to a 2014 Merrill Lynch study, 76 percent of baby boomers expect to work in retirement. Creating an environment where the Mature Worker (55 and above) is welcomed, recruited and embraced in the talent landscape is mandatory.
Boomers ...
Boomers Technology ...
Characteristics

- Disciplined
- Loyal
- Workaholics
- Extremely competitive
- Find sense of self in their work
- Believe a job can be for life
- Look for leadership
- Sometimes resistant to change
Hot Buttons

- Liberalized benefits
- PTO/Flexibility
- Public recognition (i.e., company newsletter)
- Career clocks
- Work on exciting projects
- OK to change, if don’t lose ground
- Learning/mentoring/retooling for retention
Raising the Bar

“Generation X takes employability seriously. But for this generation there isn't a career ladder. There's a career lattice. They can move laterally, stop and start, their career is more fluid.”

~ Diane Thielfoldt and Devon Scheef, “Generation X and the Millennials”
Gen X ...
Gen X Technology ...
Characteristics

• Desire high-quality end results
• Value productivity
• Work-to-live mindset
• Comfortable with authority
• Technically competent
• Independent, resourceful
• Entrepreneurial
• Free agent mentality
Hot Buttons

- Work/life balance
- Flexibility/telecommuting
- Job sharing
- Feedback
- Challenge
- Autonomy
- Fun in the workplace
- Informal recognition (paid days off)
- Effective leadership
- Succession plans
- Sabbatical
Raising the Bar

"Gen Yers are being wooed from every direction, so the old recruiting tactics won’t work. Companies that want to attract the stars in this highly competitive group have to get creative."

~ Fortune, May 2013
Millennials Technology ...
Characteristics

- Want to make an impact
- Feel work is an expression
- Multi-taskers
- Goal-oriented
- High employer expectations
- Technology savvy
- Collaborative
- Energetic
- Optimistic
Hot Buttons

- Work that has meaning
- Corporate image/brand
- Loyal to project, not company
- Training
- Upward mobility/career path
- Flexibility in hours and dress code
- Freedom to work anywhere with technology assistance
- Community service
- Social programs and protecting the planet
- Fitness
Millennials

You are entitled!
The Greater Concern ...

- According to a 2012 Gallop Poll (regardless of age) stated the following...
- One-third of the workforce is actively looking or prepared to move to another job.
- 41% are not actively looking, but would listen if someone contacted them
- 25% are not actively looking and would not consider changing jobs.

75% of employees may leave given the chance!
At the end of the day ...

Is it generations that separate us?
or
Our own inability to adapt, relate and connect?
What employees want most
(2013) Glassdoor.com

• All generations participated ...
• A sense of purpose
• To be appreciated
• The opportunity to work with awesome people
• Leveraging my strongest personal asset
• Stimulating work
• Management transparency and trust
• The promise of growth (if desired)
• Free Food and a beer cart or two
Johari Window

- **Known to you**
  - Known to others: OPEN
  - Unknown to others: HIDDEN

- **Unknown to you**
  - Known to others: BLIND
  - Unknown to others: UNKNOWN

- **Trust**

- **Safety**

- **Faith**
Paradigm Shift ...

• I would challenge ...

• We all like our working environments to mirror our coffee orders, computer purchases, and recreational choices

• Customizable and Individualistic

• Boilerplate vs. Organic motivation ...
Can it be as simple as ... 

Beef Jerky
The Challenge ...

- Watch the following video...
  - Shawn Achor
- View the following website
  - Emotional Intelligence
- Write down one person you know from each generation...
- Send each person a handwritten thank you card addressing specific qualities...
- Write down one organic motivation you can begin next week ...
Challenge continued ...

Ask yourself the following:

- Do I accept diversity?
- What am I comfortable with?
- How far am I willing to push my personal boundaries?
- In what areas am I willing to change myself?
- How can I go beyond tolerance?
- How can I create a level of Emotional Intelligence?
Find out what motivates them
Find out what would cause them to leave the organization
Give people autonomy, purpose, mastery and passion – Dan Pink
Are you asking the right questions...
Questions to Consider ...

• If we matched your salary for you to work in the community three days a month what outreach would you choose and why?

• If you had the power to change one aspect of your former employer what would it be, why, and how would you do it?

• If we were to task you to develop a creative motivation program for our employees what would you showcase and why?
Recognition is personal. Find out preferences for type of recognition.

Recognition is about people and relationships.

Learn to say and show “thank you” in many different ways.

Demonstrate that you trust people.

Be transparent.

Making time for recognition is simply a choice.
Retention Tips …

- Ask people how they learn best.
- When people ask for the tools to do their work, give them the tools.
- Provide the latest technology as budgets permit.
- Provided personal and professional development opportunities
- Communicate about how well they are doing and where they can improve – Strength Based Movement
- Set goals and help with the plan to achieve them.
In 2008 ...

- In Schools Across America
- The first full class of a new generation showed up for kindergarten.
Who Are They?

• A new “Silent Generation” referred to as Generation Z, Generation Alpha or the Homeland Generation.

• Starts mid-2000’s until about 2017-2020

Gen Z ...

- Will be raised on technology, they will not be scared of anything, they will be open to new ideas.
- They will be into truth and loyalty and they will not be afraid to voice their opinion.
- They will be flexible and open to change.
- They will be fearless and fun.
- They will be the ‘new’ hope for our own future.
- Their parents are seen as being roughly evenly divided between Generation X and Generation Y.
## On-the-Job Strengths

<table>
<thead>
<tr>
<th></th>
<th>Trads</th>
<th>Boomers</th>
<th>Xers</th>
<th>Millennial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Strength</strong></td>
<td>Stable</td>
<td>Service Oriented/Team Players</td>
<td>Adaptable and Techno-Literate</td>
<td>Multitaskers and Techno-Savvy</td>
</tr>
<tr>
<td><strong>Outlook</strong></td>
<td>Practical</td>
<td>Optimistic</td>
<td>Skeptical</td>
<td>Hopeful</td>
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<tr>
<td><strong>View of Authority</strong></td>
<td>Respectful</td>
<td>Love/Hate</td>
<td>Unimpressed and Unintimidated</td>
<td>Polite</td>
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<tr>
<td><strong>Leadership</strong></td>
<td>By Hierarchy</td>
<td>By Consensus</td>
<td>By Competence</td>
<td>By Pulling Together</td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td>Personal Sacrifice</td>
<td>Personal Gratification</td>
<td>Reluctant to Commit</td>
<td>Inclusive</td>
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<tr>
<td><strong>Time on the job</strong></td>
<td>Punched the clock</td>
<td>Visibility is key “Face Time”</td>
<td>As long as I get the job done, who cares</td>
<td>It’s quitting time – I have a real life to live</td>
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<tr>
<td><strong>Diversity</strong></td>
<td>Ethnically segregated</td>
<td>Integration began</td>
<td>Integrated</td>
<td>No majority race</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>No news is good news</td>
<td>Once a year with documentation</td>
<td>Interrupts and asks how they are doing</td>
<td>Wants feedback at the push of a button</td>
</tr>
<tr>
<td><strong>Work/Life Balance</strong></td>
<td>Needs help shifting</td>
<td>Balances everyone else and themselves</td>
<td>Wants balance now</td>
<td>Need flexibility to balance activities</td>
</tr>
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