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# Managing Employees in a Multi- generational Workforce

Tuesday November 14<sup>th</sup>

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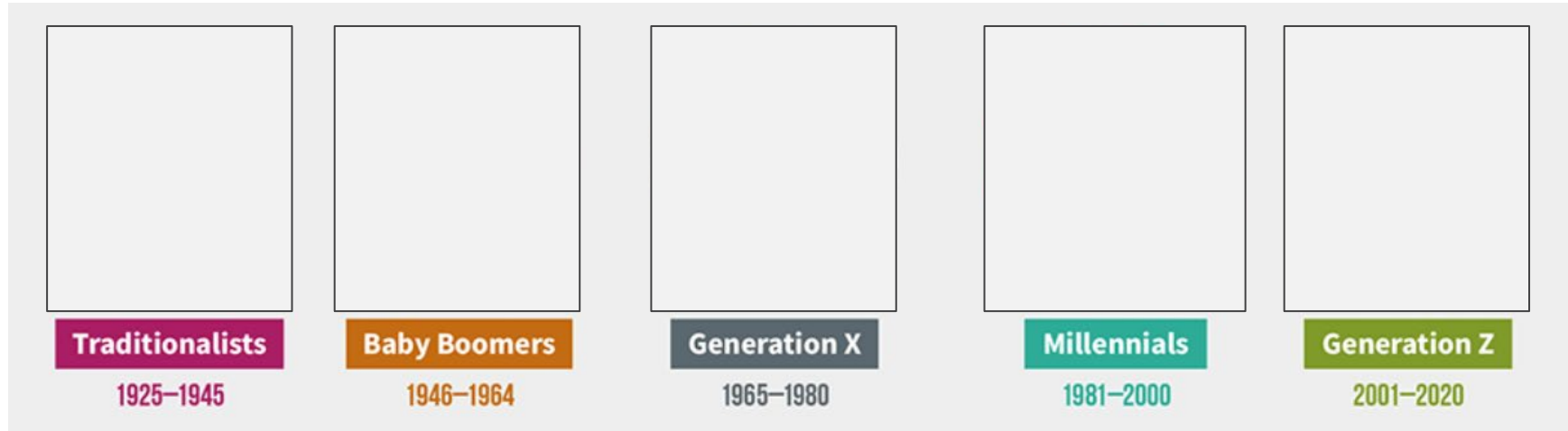
# Learning Objectives

At the end of this session, you will be able to:

- Explain what a generation is
- Describe the unique working nuances of each generation in the current workforce
- Recognize how to bridge the generation gap in your organization
- Identify how to modify your existing recruiting and retention practices to accommodate for the different generations and plan for the future



# The Workplace Today



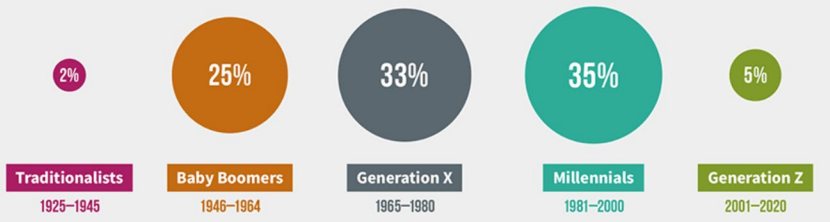


# Generational Characteristics



# The Workplace Today

## – Characteristics



Generations at a Glance

Characteristics	Great Generation (Pre-1945)	Boomers (1946-1964)	Gen-X (1965-1980)	Gen-Y (1981-2000)	Millennials (Born after 2000)
<b>Life Experiences</b>	WWII Nuclear Families Defined Gender Roles	Cold War Swinging 60's Youth Culture / Woodstock	End of Cold War Live Aid Early technology	9/11 Terrorist Attacks Play Station / Sega Google Earth	Economic Recession Environmental focus The Cloud
<b>% in the Workforce</b>	~2	<~25	~33	~35	~5
<b>Aspiration</b>	Home Ownership	Job Security	Work-Life Balance	Flexibility	Security and stability
<b>Career Attitude</b>	Life Jobs	Careers Defined by Work	Loyal profession-not employer	Entrepreneurs	Career multi-taskers
<b>Communication Media</b>	Formal Letter (Paper)	Telephone	PC	Laptop/Tablet	Smart Phone
<b>Communication Preference</b>	Face to face	Face to face preferred Telephone or email if required	Text or E-mail	Text; Social media	Handheld device on social media
<b>Decision Making</b> (Especially financial ones)	Face to face	Face to face preferred On-line if required	On-line preferred, In-person as time allows	Face to face	*Collaborative

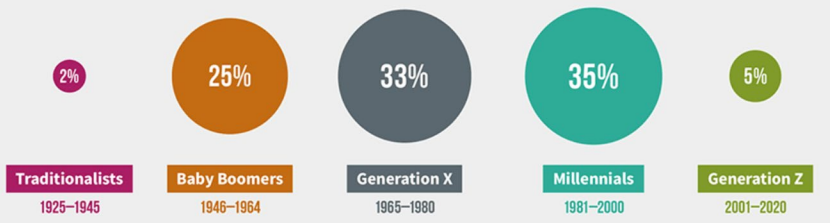
(Source: composite sources.)

# Similarities



# The Workplace Today

## – Characteristics



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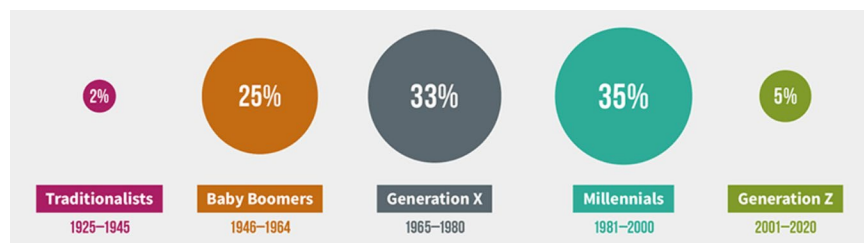
(Source: Composite sources.)

# Differences



# The Workplace Today

## – Characteristics



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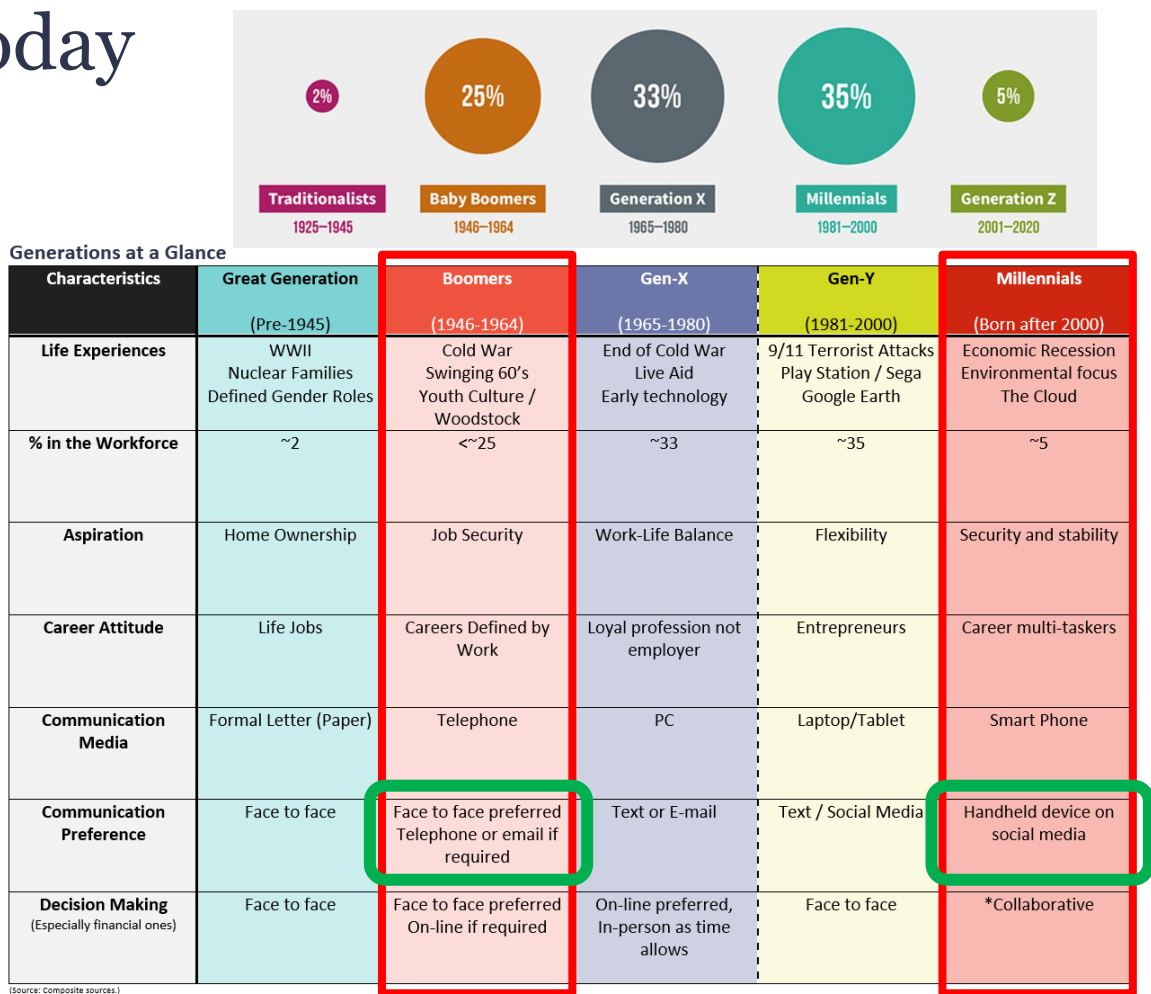
# Similarities





# The Workplace Today

## – Characteristics

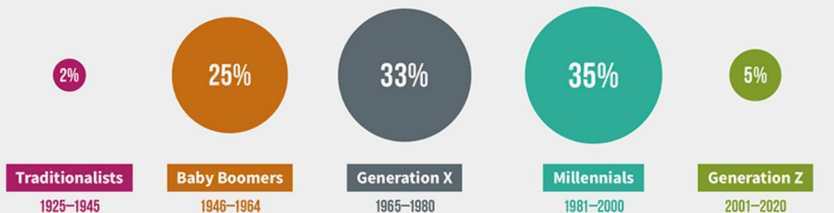


# Difference



# The Workplace Today

## – Characteristics



## Universals

- ✓ Acknowledgement
- ✓ Investment
- ✓ Input

Generations at a Glance

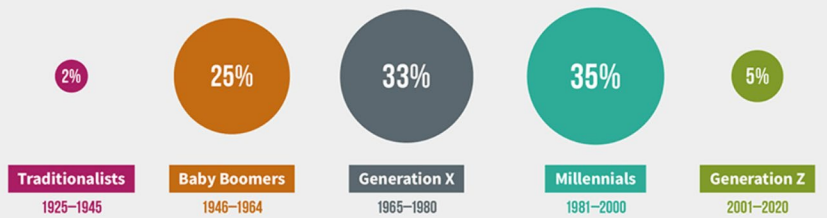
Characteristics	Great Generation (Pre-1945)	Boomers (1946–1964)	Gen-X (1965–1980)	Millennials (1981–2000)	Generation Z (Born after 2000)
<b>Attributes</b>		Loyal Command and control style Self-sacrifice 50% ex-military	Optimistic Collegial style Workaholic "Me Generation"	Independent Self-command style Suspicious of authority "Latchkey Generation"	Hopeful Participative style Determined Internet generation
<b>Likes</b>		Community involvement Family togetherness Proper dress respect for authority	Responsibility, Serious work ethic "Can-do" attitude Competitive	Freedom, up-to-date technology, multi-tasking, work/life balance	The latest technology Asks questions Their parents / grandparents Public activism
<b>Dislikes</b>		Waste Credit cards Technology	Laziness (Others lacking ambition) Poor etiquette Getting older	Too much collaboration, political red tape, hype	Negativity Anything slow Boredom
<b>Do This</b>		Show respect to them Act accountably Honor the chain of command Act with courtesy	Value their experience Give them credit Give them perks Give them bonuses	Give feedback when asked, groom for management, allow to multi- task	Provide orientation training Frequent feedback Give buddies or mentors Career pathing
<b>Try Not to Do This</b>		Use slang or be vulgar Arrive late Change appointments	Ignore their contributions Disrespect them Tell them verses ask them	Micromanage, talk too much, treat them like slackers	Ignore their security, treat them like children, forget to explain "why"
<b>Feedback</b>		Infrequent Not perceived as needing	Annually or semi-annually	Frequently When asked for	All the time
<b>Recognition</b>		Praise personally Reward with compensation	Public praise and career advances	A balance of fair compensation and ample time	Frequent individual and public praise; career growth

(Source: Composite sources.)



# The Workplace Today

## – Characteristics



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(Source: Composite sources.)

## Universal Do's

- ✓ Acknowledgement
- ✓ Investment
- ✓ Input

## Universal Don'ts

- ✓ Mixed Messages
- ✓ Disconnect
- ✓ Assumptions



# Quick Poll Question

**Which two (2) generations make up over 60% of the workforce today?**

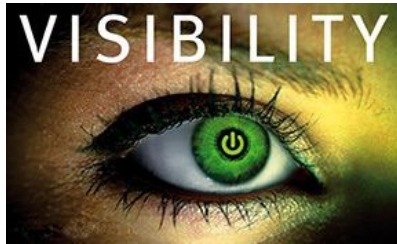




# Essentials of Managing Multi-Generational Groups



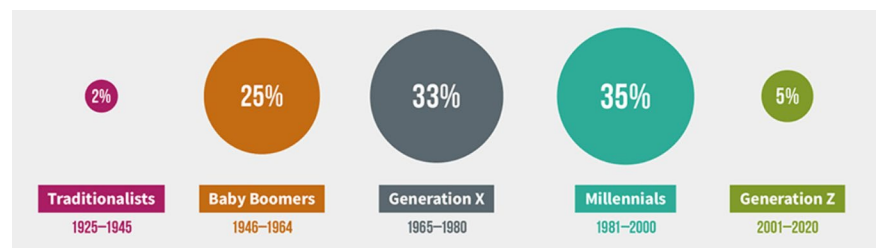
# Application of *The Ultimate Guide*



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- **Feedback**
  - Providing ways to deliver ongoing, meaningful employee feedback.
- **Visibility**
  - Allowing visibility into employees' skills, strengths and areas for opportunity for better succession planning.
- **Collaboration**
  - Creating collaborative recruiting practices to enable the strategic growth of teams and the organization.

# Application of *The Ultimate Guide*



## Recruiting and onboarding

1. Culture communicated
2. Interview process / methods
3. Discovery learning

## Role specific

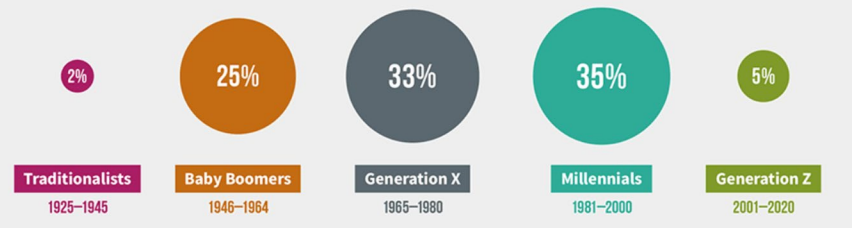
1. Foundation for decisions
  2. Impact of decisions
  3. Results based on capability relative to expectations
1. Clear knowledge, skill, abilities required
  2. Partner / mentor expertise
  3. Gap discussions

## Feedback

Providing ways to deliver ongoing, meaningful employee feedback.

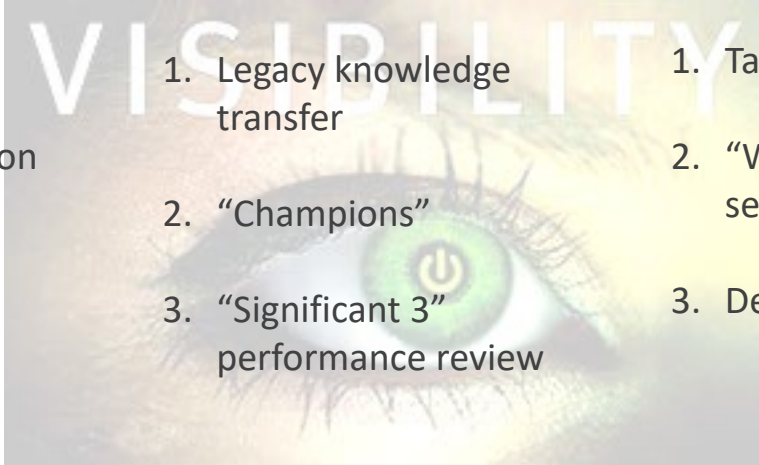


# Application of *The Ultimate Guide*



## Recruiting and onboarding

1. Print / visible
2. Personal connection
3. “Brings to us..”



1. Legacy knowledge transfer
2. “Champions”
3. “Significant 3” performance review

## Role specific

1. Talent reviews
2. “What’s next...” sessions
3. Department shadowing

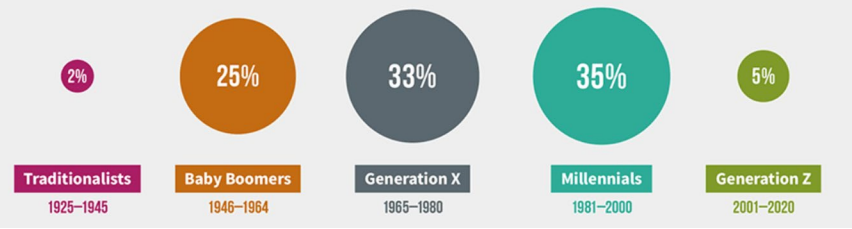
## Visibility

Allowing visibility into employees’ skills, strengths and areas for opportunity for better succession planning.





# Application of *The Ultimate Guide*



## Recruiting and onboarding

1. Internal resources participate in recruiting process
2. Employee trainer / perspective resources
3. Role plays / active engagement activities

## Role specific

1. Element / area of performance feedback
  2. Identify / value of and to internal customers
  3. Process thinking / education
1. Identify / value of and to internal customers
  2. Career “map” or path discussions
  3. Project teams / groups / committees

## Collaboration

Creating collaborative recruiting practices to enable the strategic growth of teams and the organization.



# Quick Poll Question

**What are the three areas that organizations need to remain focused on when working with multiple generations?**



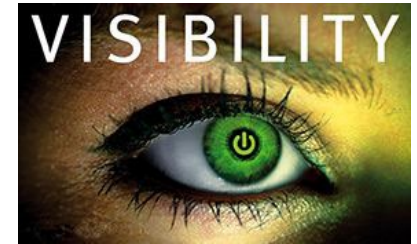


# Key Takeaways



# Key takeaways

- Get to know your team members
  - Everyone is an individual
- Develop a culture of interaction and understanding
  - Educate your team members on generational differences
- Leverage the strengths of each generation
  - Organizations that harmonize the different generational work styles are more productive
- Treat each other as a peer

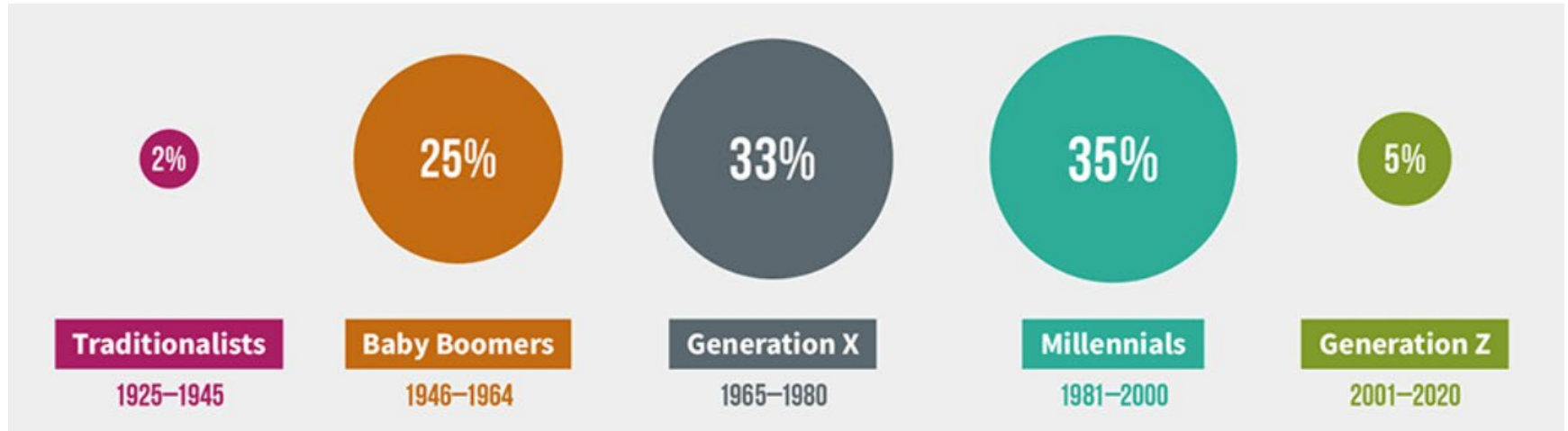


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“Those leaders who accept that it is not about which generation is better, worse, right or wrong and instead embrace how each generation is different are the ones who always win the recruitment and retention game!”

[Move Over, Millennials; Generation Z Is Here](#)





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Thank you!

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