Do Any of These Comments Sound Familiar?

• “Can we get back to work now? These kids will either get with the program or they will leave. They always do”

• “I don’t get it! My managers are barely technologically literate yet they’re never open to suggestions on how to improve a process with technology. What’s up with this attitude?”
Or Any of These Comments?

- “I’m older, have more experience and stop asking so many questions.”
- “You don’t answer my question because you don’t know the answer or you wish you had asked it when you were my age but didn’t have the nerve.”
- “Will they hold it against me when I apply since I don’t know all the latest technology?”
Key Questions:

• What are you doing in your company to harness the power of generational change?
• How can companies manage the “brain drain?”
• How do companies effectively work with and manage the merging minds of Baby Boomers, Generation X, and Millennials?
• We are all a product of our past.

• Understanding the differences is first and foremost; therefore our discovery process starts with the Baby Boomers.

• But...The following overviews simply mean that certain behaviors are more typical of each group. Nothing is universal.
Who Are They: The Baby Boomers

- 76 Million.
- There are two categories of Boomers.
Baby Boomer #1: (1946 - 1955)

• **Events:** JFK, Robert Kennedy, Martin Luther King, political unrest, walk on the moon, Vietnam draft, anti-war protests, sexual freedom, drug experimentation, civil rights movement, women’s movement, and the environmental movement.

• **Key Characteristics:** Experimental, individualistic, free spirited and social cause oriented.
Baby Boomer #2: Generation Jones (1956 - 1964)

• Events: Watergate, Cold War, states lower drinking ages, oil embargo, raging inflation, gas shortages and Carter’s imposition of registration for the draft.

• Key Characteristics: Less optimistic, government distrust, general cynicism.
Baby Boomers:

• Associated with the rejection and the redefinition of traditional values.
• Healthiest and wealthiest generation.
• Often self-absorbed, very focused, workaholics.
• Committed to one company or organization.
• Focused on success as defined by possession and wealth.
Baby Boomers:

• Women establishing careers.
• The juggling act between a job and a family.
• Creation of the latch-key kid.
• Contribution to significant social changes.
Generation X - (1965 - 1980)

- Averaging 3-5 years in any one organization.
- Tend to be free agents.
- Frequently distrusting corporate motives.
- Technologically savvy, pragmatic, and competent.
- Efficient at managing themselves.
Generation X:

- Received very little formal training in the workplace, learned on the fly.
- Will not sell their souls to the job 24/7.
- Work/life balance over money and career advancement.
- Moving in and out of the workforce to accommodate kids and outside interests.
Millennial: (1982 - 2005)

- *Also Known as Gen Y*
- *Fortune* deemed Gen Y the highest maintenance but potentially highest performing generation in history.
- Viewed as entitled.
- Outspoken.
- Inability to take criticism.
Millennial:

• Technologically sophisticated.
• Well positioned to address global issues.
• Inclined to see the world as a vast resource.
• Driven to make a difference.
Millennial:

- They are racially and ethnically diverse.
- Demand fast tract career positioning.
- Work/life balance.
- Thirst for positive feedback.
- Cutting edge technology.
Millennial:

- Technologically sophisticated.
- Well positioned to address global issues.
- Inclined to see the world as a vast resource.
- Driven to make a difference.
• Research shows that 68% of Baby Boomers feel “younger people” do not have as strong a work ethic as they do and that makes doing their own work harder.

• 32% of Gen X-ers believe the “younger generation” lacks a good work ethic and that this is a problem.
• And 13% of Millennials say the difference in work ethics across the generations causes friction. They believe they have a good work ethic for which they’re not given credit.
• Every generation believes their work ethic is fine but flash points are erupting.

• What is the root cause of the problem?

• Every generation has a very different set of viewpoints or values based on what they experienced and the world around them as a developing child.
Why does this Matter?

• Bridging the gap – Build Bridges.
• Merging generations to breed success.
• Creating a collaborative workforce.
• Creating business growth through positive behavioral change.
• Always remember…..
  – age defines a demographic not a person.
Baby Boomer Retention Ideas:

- Show appreciation for their extensive knowledge.
- Communicate the importance of sharing to avoid brain-drain.
- Encourage them to be mentors, and create a well defined mentor program.
Baby Boomer Management Ideas:

- Respect is key.
- Dedication to employer is important to them.
- Encourage sharing.
- Allow them to lead projects and others.
Baby Boomer Meeting/Training Ideas:

• Give them room to experiment and get their hands dirty.
• Common purpose.
• Prepare for resistance to change.
• Reward and recognize a job well done.
Gen X Retention Ideas:

- Flexible schedules, interesting work, sense of purpose, emphasis on accomplishment not tenure, minimal bureaucracy.
- Continued learning and skill development.
- Value feedback, clear communication, and recognition for a job well done.
Gen X Management Ideas:

- Tremendous capacity to process a great deal of information and concentrate on multiple tasks.
- Don’t hover over their shoulder.
- Craves time with bosses and they never get enough feedback.
- They are problem solvers and self-starters.
Gen X Management Ideas:

• Crave stimulation and expect immediate answers.
• Focus on outcomes rather than techniques.
• Make learning experiential.
• Give them a say in establishing goals, standards, and evaluation criteria.
• You want an empowered work force, give Gen X the ball and they will run with it, these workers have been self-directed from a very young age.
• Life-long learners.
Gen X Meeting/Training Ideas:

- Educate them on generational differences.
- Give them control over their own learning.
- Let them engage in parallel thinking.
- Break out sessions.
- Exercises.
Gen X Meeting/Training Ideas:

• Let them co-facilitate or facilitate.
• Research projects.
• Web based tools.
Millennial Retention Ideas:

• Flex-time, telecommuting, volunteer service, career incentives that permit talented and competent candidates to advance quickly.

• Support the technology they use.
Millennial Retention Ideas:

• Commit to socially responsible causes: they will gravitate to organizations that are not just focused on profits but have socially responsible missions.

• Encourage their values and show you care.
Millennial Management Ideas:

• They want the best and think they deserve it.
• They do not want to be seen as children.
• Forget gender roles, they have.
• Show how their work will contribute.
• Mentoring is critical.
• New hire orientation - they require a greater investment up front.
Millennial Management Ideas:

- Frequent check-ins.
- Provide full disclosure.
- Top priority is stability.
- Greater understanding of their strengths and limitations.
- Need help with communication skills and collaborative problem solving.
- Don’t plan to be at the same location for a long time.
Millennial Meeting/Training Ideas:

- Hands-on and team based.
- Gravitate to group activities.
- Make it fun.
- Provide lots of feedback.
- Incorporate games.
- Incorporate technology.
Millennial Meeting/Training Ideas:

- Likes structure.
- Simulations and case studies.
- Allow for creativity.
- Be visual.
- Tie learning into actions.
- Allow focus time.
WHAT’S NEXT?

Generation Z: (2000 - 2009)

• Typically, the children of Gen X (or the youngest Boomers, oldest Gen Y’ers)
• The Internet Generation
• Highly connected “Digital Natives”
• Individualists
• Self-directed
• Leverage change to lead
THANK YOU!

Grant Schneider, CBC, SPHR
Performance Development Strategies
914-953-4458
www.pdstrategies.com
grant@pdstrategies.com