

MANAGING A MULTI-GENERATIONAL WORKFORCE

Susan Hampton, M.S., SPHR
May 4, 2016



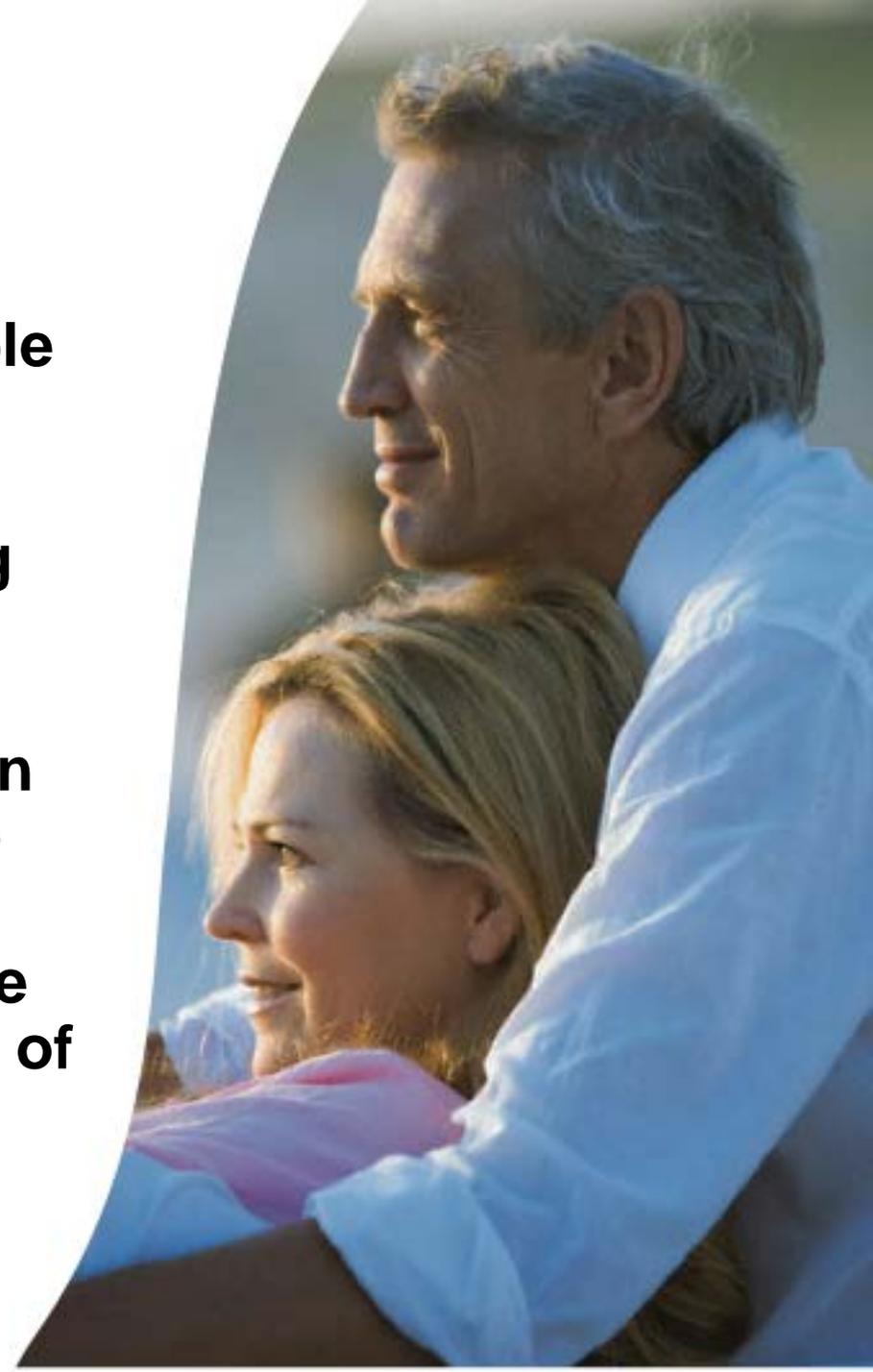
Session Overview:

- **Demographics & Statistics**
- **Expanding Our Understanding of the Generational Groups**
- **Management Tips**
- **Communication Tips**
- **Training Tips**
- **Retention Ideas**
- **Action Ideas**



2016 Snapshot

- **56% of all current national leaders are Baby Boomers.**
- **74.9M Boomers will be eligible to retire from the work place within the next five years.**
- **75.4M Millennials are coming in behind them as potential replacements.**
- **46M Gen Xers are currently in the workplace & moving into management positions.**
- **Traditionalists, 85 years+, are the fastest growing segment of the U.S. population.**
- **More than 1/3 of population over 65 still working.**



The Generations

Workforce Demographics

	Birth Years	2010 Census	% Workforce 2010	% Workforce 2020
Traditionalists	1920- 1945	57M	7%	1%
Baby Boomers	1946- 1964	76M	38%	25%
Generation X	1965- 1980	46M	30%	21%
Millennials	1981- 2000	75M	25%	47%
Cloud / Gen Z	2001- 2020	-	-	6%

U.S. Bureau of Labor Statistics, 2014

Why Focus on Multi-Generational Needs?

- Productivity**
- Effective Communication**
- Effective Leadership**
- Motivation & Retention**
- Recruiting**
- Mentoring**
- Knowledge Transfer**
- Perspectives on Promotion**
- Team Building & Group Collaboration**
- Technology Planning & Work Flow Efficiency**
- Conflict Management & Stress Reduction**
- Management Development & Succession Planning**
- Customer Satisfaction**
- Marketing**

Cost of Employee Turnover

U.S. Department of Labor

1/3 of hire's annual salary

American Management Association

25-200%

Hay Group

6 to 18 months salary of professional employee. The cost of turnover varies by industry.

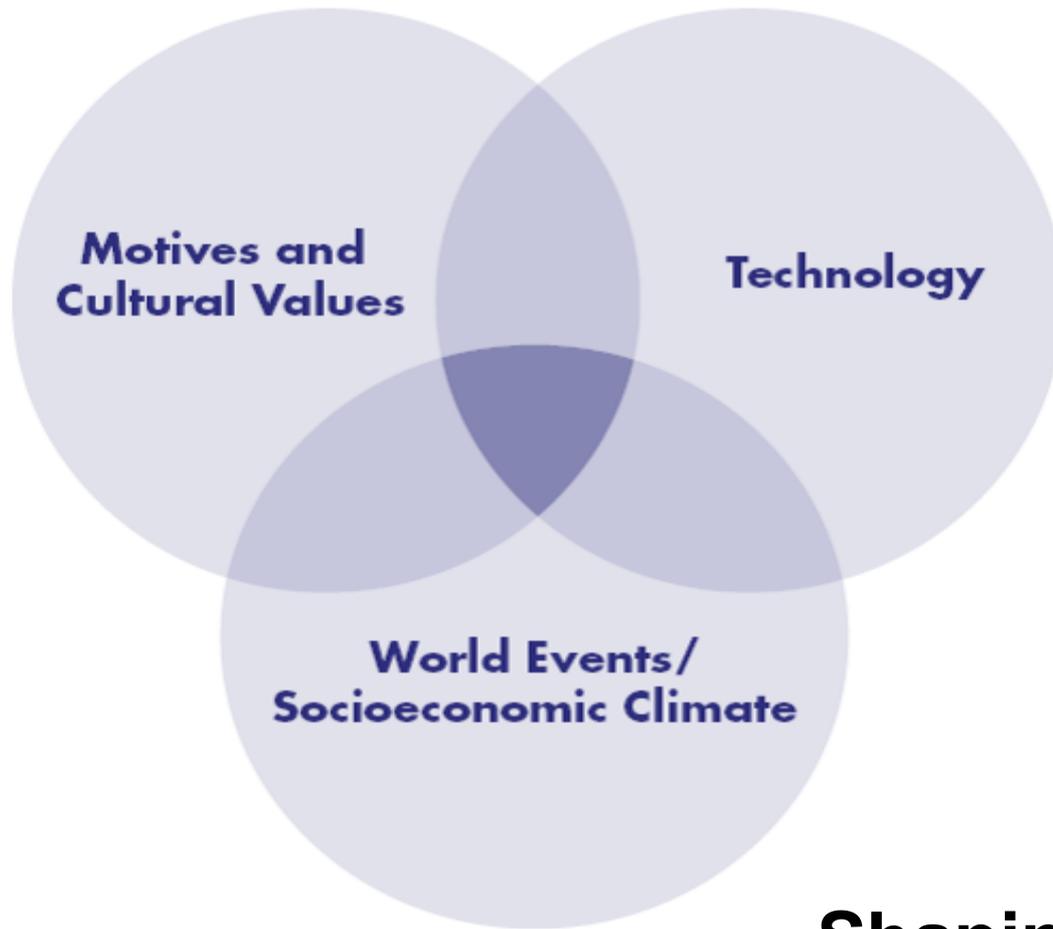
Nobscot Corporation

15% annual turnover over rate for government organizations

A Few Points To Consider:

- **Every generation believes their work ethic & their view of the workforce world is “best”.**
- **Every generation holds a very different set of view points & values based on what they experienced within the world around them as they developed from children into adulthood.**
- **Age defines a demographic group, not a person.**
- **Emotional Intelligence (EQ) matters – tied to age.**
- **Generations & Life Stages are not the same thing.**
- **Differences in how generational viewpoints are formed & defined can be costly if not managed well.**

The Generations



Shaping Elements

Overview: Traditionalists (1920-1945)

Shaping Events

- **Wall Street Market Crash 1929**
- **Great Depression**
- **FDR: Fireside Chats, New Deal**
- **Attack on Pearl Harbor 1941**
- **World War II / Korean War**
- **Atomic Bombing of Japan**
- **G.I. Bill**
- **Cold War Begins**
- **Red Scare**
- **Technology: Radio**



Overview: Baby Boomers (1946-1964)

Shaping Events

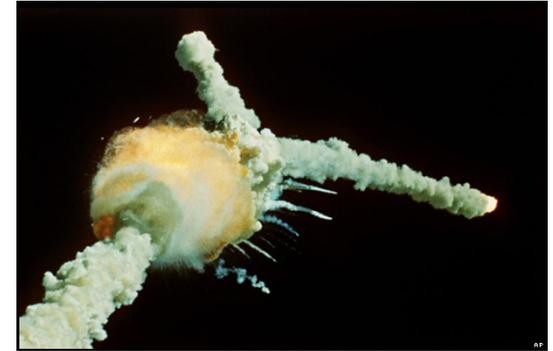
- Cold War & Red Scare
- Civil Rights Movement
- Vietnam War, Draft, Anti-War Protests
- Assassinations: JFK, MLK, RFK
- Woodstock
- Feminist Movement
- Birth Control Pill & Roe vs. Wade
- Watergate
- Apollo 11 Moon Landing
- Technology: TV, Dumb Terminals, Keypunch – Basic Codes, Vinyl LP's
- Elvis & The Beatles



Overview: Gen X (1965-1980)

Shaping Events

- Challenger Explosion
- Three Mile Island Incident
- Watergate Ends, Nixon Resigns
- Reagan Election & Assassination Attempt
- John Lennon Shooting
- Oil Embargo / Gasoline Shortages
- Fall Of Berlin Wall
- Iranian Hostage Crisis
- Iran Contra Scandal
- First Female Supreme Court Justice
- Worst Recession & Job Market Since Great Depression
- Technology: PC's for home & school use, Apple II & Local Area Network (LAN) introduced, Cassette Tapes, CD's, Boom Boxes, Walkman, MTV
- Saturday Night Live Premiers



Overview: Millennials (1981 - 2000)

Shaping Events

- **USSR Dissolves**
- **Oklahoma City Bombing**
- **Internet / World Wide Web opens to public, Nokia mobile phone, 1st touchscreen cell phone & iPod introduced**
- **September 11, 2001**
- **Columbine Killings**
- **Desert Storm**
- **Clinton/Lewinski Scandal**
- **US Invades Afghanistan & Iraq**
- **Globalization**
- **Booming Economy / Job Market**
- **Barack Obama Elected**
- **2008 World Recession**



General Characteristics

Traditionalist & Baby Boomer

Traditionalist:

- Sense Of Duty, Dedication & Sacrifice
- Loyal & Respectful; Conforming
- Like Standards/Established Practices
- Influenced By Protocol And Formality
- “We” First – Focus On The Greater Good



Baby Boomer:

- Competitive
- Idealistic; Optimistic
- Forever Young
- Workaholics
- Defined by their Jobs
- Success is Visible
- Avid Consumers
- Face-Time is Very Important
- Team Players

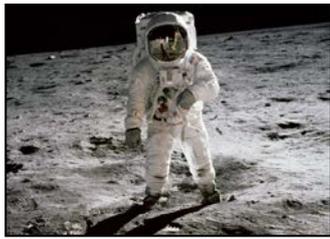


(1946 - 1955)

- Experimental
- Individualistic
- Free spirited
- Social Cause-oriented

(1956 - 1964)

- Less Optimistic
- More Government Distrust
- Big Brother's Watching
- More Cynical



General Characteristics Gen X & Millennial



Gen X:

- Latch-key Kids – Self-sufficient At An Early Age - Both Parents Working.
- Tend To Be Free Agents; Entrepreneurial.
- Avg. 3-5 Years In Any One Company.
- Frequently Distrusting Of Corporate Motives; Anti-institution.
- Technologically Savvy, Pragmatic & Very Competent.
- Efficient At Managing Themselves & Their Time – Avoid Micro-management.
- Received Very Little Formal Training In The Work Place - Learned On The Fly.
- Won't Sell Their Souls To The Job 24/7.
- Value Work /Life Balance Over Money & Career Advancement.
- Moving In & Out Of The Workforce To Accommodate Kids & Outside Interests.

Millennial:

- Hopeful.
- *Fortune* deemed Millennials the highest maintenance but potentially highest performing generation in history.
- Most protected children – often viewed as “entitled”.
- Outspoken.
- Crave positive feedback.
- Difficulty managing negative feedback.
- Technologically sophisticated.
- View world as a vast resource.
- Most ethnically & racially diverse.
- Driven to make a difference.
- Demand speedy responses.
- Want fast career progression.
- Work/life balance is a priority.

WHAT'S NEXT?

Cloud Gen / Generation Z: (2001 - 2020)

- Typically, the children of Gen X (or the youngest Boomers, oldest Millennials)
- The Internet Generation / Social Networking
- Highly connected “Digital Natives”
- Individualists
- Self-directed
- Leverage change to lead

Management Tips

Traditionalist	<ul style="list-style-type: none">• Avoid overdoing recognition, particularly for doing what should normally be expected.• Consider flexible scheduling as a retention tool.• Acknowledge the significance of teamwork – they value the concept of the collective contribution being greater than any one individual.
Baby Boomer	<ul style="list-style-type: none">• Respect their “ We’ll do whatever it takes to get it done right the first time” approach to work.• Manage by walking around & open door – face time is important.• Be a credible leader – demonstrate you earned it.
Gen X	<ul style="list-style-type: none">• Recognize their competence.• Fulfill commitments – Reliability is highly valued.• Accept that they work to live, not live to work.• Be open to flexibility with work schedules.• Help them keep their role on the team, individual & team goals & deadlines top of mind as needed.
Millennial	<ul style="list-style-type: none">• Show genuine interest in their interests, goals & personalities.• Help them develop new & valued skills, knowledge & abilities.• Assist them in understanding how the work they are doing will help them achieve organizational & personal goals.

Communication Tips

Traditionalist	<ul style="list-style-type: none">• Be professional – spoken & in writing when it impacts their work or the organization as a whole.• Avoid being too informal, slang & vulgar references.• Clearly articulate what is required from them &/or their team.• Should come from those they deem credible based on tenure or role of authority.
Baby Boomer	<ul style="list-style-type: none">• Be team focused – emphasizing goals & achievements.• For team: Be clearly visible – posted where all have access.• For individuals: Face-to-face first & foremost, e-mail as backup.
Gen X	<ul style="list-style-type: none">• Be direct & to the point - Avoid fluff, schmoozing & brag talk.• Be authentic & consistent.• Avoid over-communication.• Address individual impact & deliver it personally.• Private E-mail usually first choice, face-to-face preferred next.
Millennial	<ul style="list-style-type: none">• Be positive. Address what is good first.• Provide guidance focused on what is right or what is missing vs. negative criticism. Avoid cynicism & sarcasm.• Clearly outline steps needed to achieve goals.• Set checkpoints to document progress & provide feedback.• Celebrate individual contributions toward team goals.

Training Tips

Traditionalist	<ul style="list-style-type: none">• Encourage discussion about how the training is relevant to the organization's success & how it will help them on the job.• Be efficient in the use of their time.• Make sure the presenter is recognized as a credible authority.• Ask for their input & insights with regard to applying learning.
Baby Boomer	<ul style="list-style-type: none">• Show how it keeps them current & competitive in the workplace.• Encourage participation & provide interaction opportunities.• Level the playing field - technology skills & learning preferences.• Ask questions to validate understanding.• Create real-life scenarios for practicing application of learning.
Gen X	<ul style="list-style-type: none">• Link to career goals – they need to relevance to individual goals as well as to their role in the organization.• Provide choices in format & delivery when possible.• Show how it helps them “Work smarter, not harder”.• Ask managers &/or leaders to kick-off session - validate commitment to training topic as a valuable use of their time.
Millennial	<ul style="list-style-type: none">• Make it fun – be creative & design it to be highly interactive.• Offer them roles in delivering the training when possible.• Include the entire team together when possible.• Show them how they will benefit now & in future assignments.

R U Connecting?®

1940

1950

1960

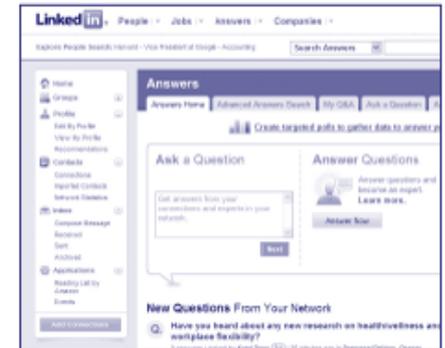
1970

1980

1990

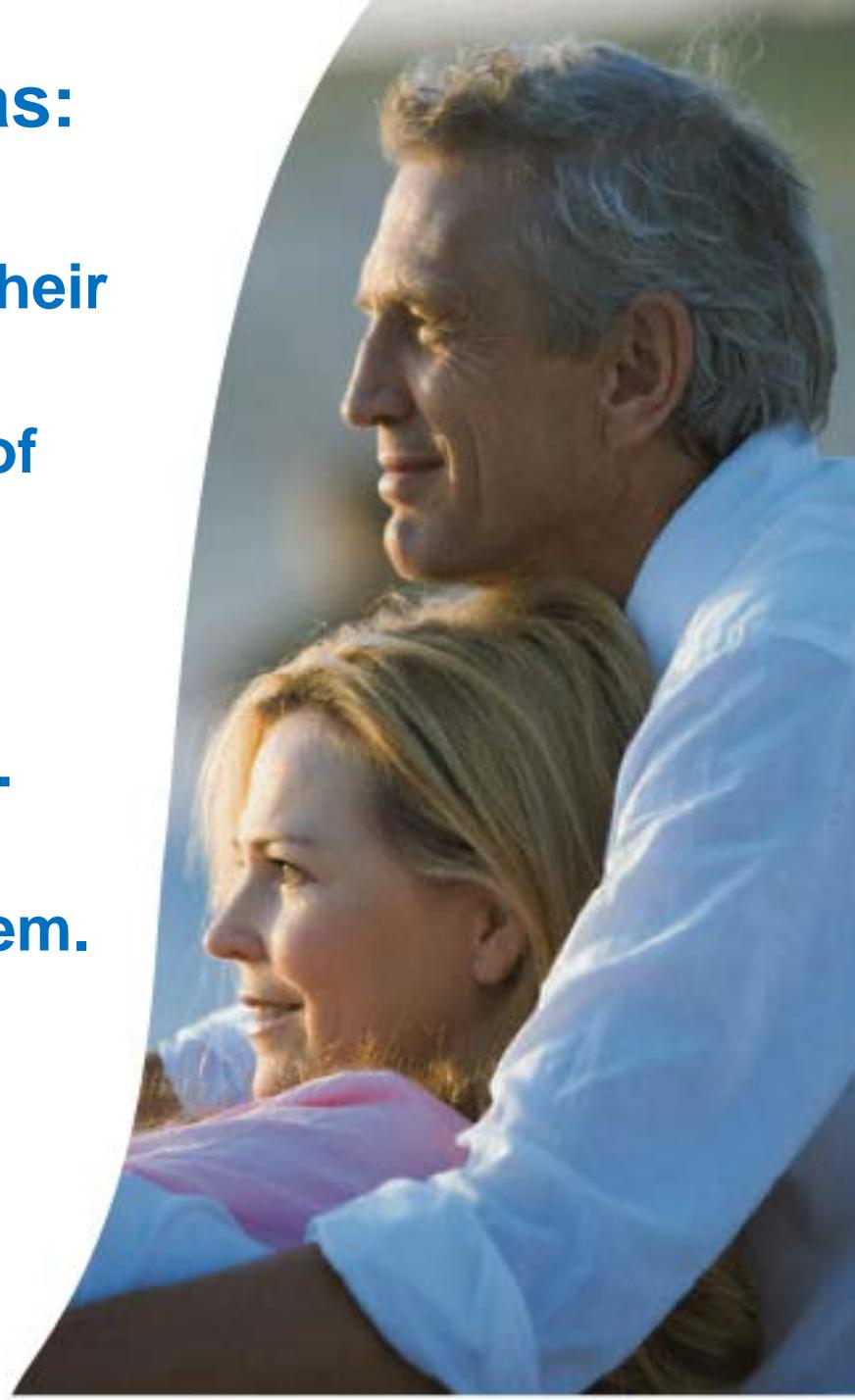
2000

2010



Baby Boomer Retention Ideas:

- **Demonstrate appreciation for their extensive knowledge.**
- **Communicate the importance of sharing to avoid brain-drain.**
- **Involve them in creating a well defined mentor program & encourage them to be mentors.**
- **Remember loyalty to the organization is important to them.**
- **Show appropriate respect.**



Gen X Retention Ideas:

- Minimize bureaucracy when possible.
- Don't hover over their shoulder.
- Crave time with bosses – value feedback.
- They are problem solvers & self-starters.
- Provide stimulating & challenging assignments.
- Provide recognition for a job well done.
- Emphasis on accomplishment over tenure.
- Focus on outcomes rather than techniques.
- Value clear communication & a sense of purpose.
- Include them in establishing goals, standards & evaluation criteria.
- Empower their self-directed drive - Give them the ball & let them run with it.
- Support their professional development needs – they are motivated by life-long learning.
- Offer flexible schedules, interesting work / challenging work
- Acknowledge their tremendous capacity to process a great deal of information & efficiently manage multiple tasks.



Millennial Retention Ideas:

- Flex-time, telecommuting, volunteer service, career incentives that permit talented & competent candidates to advance quickly.
- Support the technology they use.
- Commit to socially responsible causes: they gravitate to organizations that are not just focused on profits but have socially responsible missions.
- Support their values & show you care.
- Remember: They want the best & think they deserve it.
- They do not want to be viewed as children.
- Show how their work will contribute & provide full disclosure.
- Mentor them.
- Review & revise new hire orientation to appeal to their interests.
- Do frequent check-ins.
- Greater understanding of their strengths and limitations.
- Help with communication skills & collaborative problem solving.
- Consider job mobility & rotation opportunities.
- Help them “connect the dots” & link their work to strategic goals.



Key Questions:

- How does your organization manage the “brain drain?”
- What is your organization doing to be an “employer of choice” for the Millennials & the Cloud Gen/Gen Z entering the work place? (Hiring Practices? Flexible Work Scheduling? Benefits? Rewards & Recognition?)
- How is your organization working to effectively manage knowledge sharing & transfer between Baby Boomers, Generation X & Millennials? (Training? Mentoring?)



Increasing Generational Awareness at Work

Ideas for Action

- **Recognize the shaping elements & common behaviors of your own generation.**
- **Be aware of the shaping elements & common behaviors of other generations around you.**
- **Do a quick generational analysis in each department & consider the potential impacts on:**
 - **Productivity**
 - **Relationships**
 - **Talent Development & Succession Planning**
 - **Recruiting & Retention**
 - **Leadership & Management Development**
 - **Motivation, Rewards & Recognition**
 - **Orientation/On-Boarding & Training Programs**
 - **Website & Marketing Materials**
- **Provide generational awareness education.**

Resources:

- “Generation Translation: Tools for Bridging the Gap” by Rita M. Murray, Ph.D. & Hile Rutledge, Performance Consulting, Norman, OK. 2016.
- “Lost In Generation Translation” by Rita M. Murray, Ph.D. & Hile Rutledge, Performance Consulting, Norman, OK, 2014.
- “Generational Insights” by Cam Marston, Generational Insights Publishing, Mobile, AL. 2010.
- “Generations: Bridging the Gap with Type” by Rita M. Murray, Ph.D. & Hile Rutledge, Performance Consulting, Norman, OK. 2009.

Thank You for Attending Today!



For more information, contact:

Susan Hampton, M.S., SPHR

By phone: 817-312-6396

By e-mail:

susan@hamptonassociates.org

Common Challenges

Your Turnover Rate Matters

Annual Turnover Rate By Industry:

Automotive	20%
Business Services	21%
Education	17%
Financial/Insurance	20%
Government	15%
Health Services	21%
High Tech/Telecom	16%
Manufacturing	19%
Publishing	20%
Retail	32%
Travel/Hotel	28%
Utilities	15%
Other	25%

- *Nobscot Corporation*

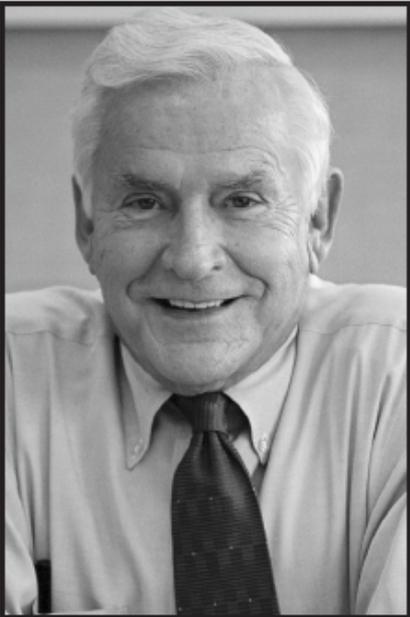


**MANAGING A
MULTI-GENERATIONAL
WORKFORCE**

Susan Hampton, M.S., SPHR

May 4, 2016

INTERACTING WITH TRADITIONALISTS



INTERACTING WITH BABY BOOMERS



INTERACTING WITH GEN X



INTERACTING WITH MILLENNIALS





