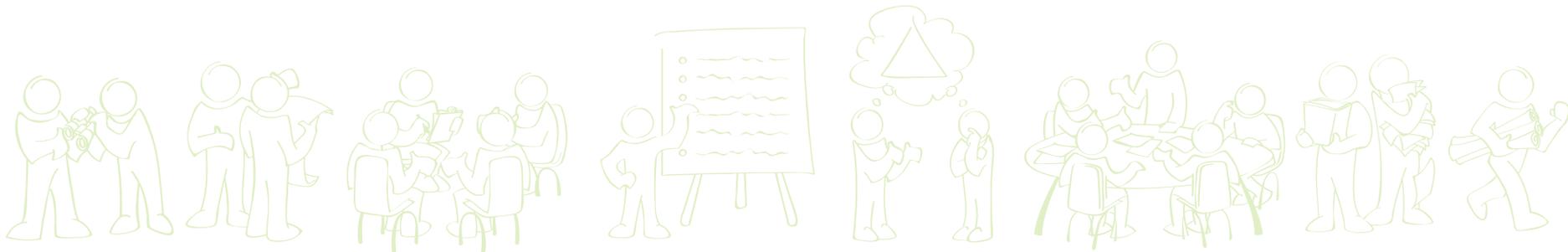




Generational Roundtable

Welcome!



Introductions

- **Introductions:** What do you hope to take away from the roundtable discussion today?

What has changed in the workplace?

- **Videos:** These clips represent “bookends” of the workplace during the timeframe that we are discussing today.

So What?



GENERATIONS AT WORK



49
MILLION
5
% of Workforce

78
MILLION
46
% of Workforce

50
MILLION
29
% of Workforce

70
MILLION
20
% of Workforce

According to U.S. Bureau of Labor Statistics, 64 million Baby Boomers, more than 40% of the workforce, are poised to retire in the next 3-5 years.

Need to be groomed for leadership positions as Boomers retire

Over 50% of Gen Y is still in school and will entering the workforce over the next 12 years.

Traditionalists
1922 - 1945

Baby Boomers
1946 - 1964

Generation X
1965 - 1980

Generation Y
1981 - 2000

Shift in workforce means:

- Traditionalist and Baby Boomers retiring with institutional knowledge
- Increased pressure on Generation X to fill the gap left when Baby Boomers retire
- Need to focus on recruiting and retaining Generation Y to prevent turnover costs and staff shortages

Your Generational IQ?

Directions: Put the photos in chronological order on your table's timeline.

There will be a prize for the group that is the most accurate!!!

Traditionalists 1922-1945

What shaped them?

- **Events:** The Great Depression, World War II, First Atomic Bomb, GI Bill, Korean War, Segregation
- **Family:** Traditional nuclear
- **Education:** A dream
- **Heroes:** Franklin D. Roosevelt, Babe Ruth, Winston Churchill
- **Music:** Big Band, Duke Ellington, George Gershwin, Ella Fitzgerald
- **Movies:** *Gone With the Wind*, *Casablanca*
Snow White and the Seven Dwarfs



Baby Boomers 1946-1964

What shaped them?

- **Events:** Vietnam War, Cold War, Cuban Missile Crisis, Protests, Civil Rights Movement, Space Travel, Assassinations of John F. Kennedy and Martin Luther King
- **Family:** Moving away from traditional nuclear
- **Education:** A birthright
- **Heroes:** Gandhi, Martin Luther King, John and Jacqueline Kennedy
- **Music:** Elvis Presley, The Beatles, Jimi Hendrix, The Supremes
- **Movies:** *Planet of the Apes*, *Sound of Music*, *The Graduate*, *Saturday Night Fever*, *The Godfather*



Generation X 1965-1980

What shaped them?

- **Events:** Challenger Explosion, End of Cold War, First Gulf War, Fall of Berlin Wall
- **Family:** Latch-key kids
- **Education:** A way to get a job
- **Heroes:** None
- **Music:** Michael Jackson, U2, Billy Joel, Pink Floyd, Rolling Stones
- **Movies:** *Star Wars*, *One Flew Over the Cuckoo's Nest*, *Back to the Future*, *Terminator*, *The Breakfast Club*, *ET*



Generation Y 1981-2000

What shaped them?

- **Events:** September 11th, School shootings, Oklahoma City Bombing, OJ Simpson Trial, Clinton/Lewinsky Scandal, Iraq and Afghanistan
- **Technology:** Cell phones, Instant Messaging, Facebook, Web 2.0
- **Family:** Merged families
- **Education:** An incredible expense
- **Heroes:** President Obama, Their Parents, Princess Diana
- **Music:** Spice Girls, Backstreet Boys, Destiny's Child, Nirvana, Pearl Jam, Dave Matthew's Band, Shakira, Rhianna, Eminem
- **Movies:** *Titanic, Braveheart, Schindler's List, Good Will Hunting, American Pie, Aladdin, Superbad*



Generational Strengths

In small groups, please discuss the following:

- Based on your own observations, what are the strengths of your table's generation?

Understanding the Generational Personality

■ Traditionalists:

- They experienced the Great Depression and World War II
- They were shaped by sacrifice and circumstances larger than themselves
- They had larger-than-life heroes
- Work hierarchy shaped like a military hierarchy
- Work hard and respect authority

Generational Profile: Traditionalists

Traditionalists:

- *Overall:* Stable, detail-oriented, thorough, loyal, hard working
- *Tendencies*
 - **As a Leader:** Directive, take charge, can delegate but make the bulk of the decisions themselves
 - **As a Teammate:** Civic-minded, understand the power of working together, prefer a strong leader to keep order
 - **Communications Style:** Formal, written
- *Workplace Implications*
 - Will Excel: In environments with a strong hierarchy and a clear chain of command
 - They have long institutional knowledge
 - They will not be as comfortable in informal environments with a lot of ambiguity surrounding authority, or working for someone much younger
 - They will struggle with technology

Understanding the Generational Personality

■ **Baby Boomers:**

- A large generation with a surplus of workers
- They had to fight for jobs, and so work ethic became a way to stand out
- Work hard AND long
- “Live to work”

Generational Profile: Baby Boomers

- *Overall:* Service-oriented, driven, willing to go the extra mile, team players, want to please, good at relationships
- *Tendencies*
 - **As a Leader:** Collegial, consensus-driven, sometimes have trouble practicing the management style they profess
 - **As a Teammate:** thrive on team dynamics, focused on proving their worth, like meetings
 - **Communications Style:** In person, still formal
- *Workplace Implications*
 - Will Excel: In a collegial, driven environment with a structured hierarchy
 - They are great on teams and at in-person relationships
 - They will struggle more with technology and telecommuting situations where teams do not work together in-person

Understanding the Generational Personality

■ Gen X:

- A smaller generation that saw recessions and layoffs as they came of age
- They learned that working hard did not necessarily pay off for their boomer parents
- Saw leaders repeatedly fall from pedestals (Nixon, Clinton etc), sparking a “no heroes” generation
- They focus on getting the job done, not on hours worked
- They want to maintain a work/life balance

Generational Profile: Generation X

- *Overall:* Adaptable, techno-literate, independent, un-intimidated by authority, creative
- *Tendencies*
 - **As a Leader:** Adaptable, supportive, egalitarian, like to challenge others, can be brutally honest
 - **As a Teammate:** Prefer independent roles within teams, virtual teamwork encouraged, collaborative, respectfully challenge authority
 - **Communications Style:** Informal, email
- *Workplace Implications*
 - Will Excel: In environments with flexibility, and an emphasis on results versus process
 - They are comfortable with technology, and can act as a bridge between Gen Y and Boomers
 - They need access to leaders and information in order to develop loyalty
 - Need to be groomed for leadership positions as Boomers retire

Understanding the Generational Personality

■ Gen Y:

- Technology has always been a part of their lives
- Rewarded for their effort not necessarily their success
- Children either excelled or failed, no grey area
- Grew up in a time of vulnerability
- Expectation that they had a full resume by the time they graduated from high school
- Generational personality is shifting due to recession and the decreased job market

Generational Profile: Generation Y

- *Overall:* Collective action, optimism, tenacity, heroic spirit, multi-tasking capabilities, technologically savvy
- *Tendencies*
 - **As a Leader:** Still learning their style, but expect them to be collaborative and focused on diversity
 - **As a Teammate:** prefer minimal hierarchy, hard-working, need mentoring
 - **Communications Style:** Very informal, email, text
- *Workplace Implications*
 - Will Excel: In flexible, informal and collaborative work environments, and are easily adaptable to technology
 - They want to learn AND make a difference
 - They will need proactive mentoring and support in order to transition successfully in the workforce

Managing Generation X and Y

What ideas do you have for managing and retaining Gen X or Gen Y?

Managing and Retaining Gen X & Y

Lead by Example

- **Be a leader**
- **Stay true to your word**
- **Avoid top down authoritarian mandates**
- **Recognize that loyalty will be to the person, not the company**
- **Celebrate the behaviors you want**

X and Y want to find leaders and mentors in the workplace. They will not always stay long enough for traditional milestones (promotions), so find ways to celebrate their success

Communicate

- **Be open and transparent**
- **Get to know them**
- **Define their role**
- **Use clear language**

X and Y will want access to leadership and information in order to build trust, and view communication as a two-way street. Make their role in the company clear, so they understand how they fit into the bigger picture

Managing and Retaining Gen X & Y

Career Growth

- **Emphasize learning**
- **Show them their career growth**
- **On-boarding sets the stage for success**
- **Provide them with mentors and feedback**
- **Conduct “keeper interviews”**

X and Y focus more on learning, and they want to understand what their career growth will look like early on in the job



Recruiting Generation Y

Do you have any Gen Y recruiting success stories?

Recruiting Tips:

- Senior leaders need to recognize that the organization may need to change in order to recruit Gen Y
- Demonstrate that you have a work environment that offers flexibility and work/life balance
- Marketing needs to be cutting edge and appealing
 - Gen Y use social networking sites, online job boards, and corporate websites to do job searching
- The mission/vision may need to be updated to appeal to Gen Y
- Create a collaborative work space and a fun work environment

There will be more than 58 million Gen Y's in the workforce by 2014

Boomers Succession Planning

- **Proactively encourage mentoring of X and Y**, in order to transfer knowledge
- **Make sure that knowledge management tools are in place** and accessible to all generations
- **Make a business case for knowledge management** — sell the Boomers on why they need to spend time planning
- **Robust training for X and Y**, so that they are ready to step into the gap
- **Consider restructuring jobs or tasks**, allowing job-sharing and knowledge transfer
- **Keep the big picture in mind** – where does the key knowledge lie?

Intent Versus Impact

You see someone in your office listening to their ipod while at their desk. What is your first thought?



Intent versus Impact

- **Be mindful of your perception:**
 - What does respect look like?
 - Whose work ethic are we talking about?
 - “Do you want this by the end of the day?”

- **So What?**
 - Be attentive for possible misunderstandings
 - Practice active listening
 - Be aware of your mental model/perception
 - Try to put yourself in their position

Closing

- [Communication challenge video](#)

Closing

- **Final Questions?**
- **Close-out: What are you inspired to do now after engaging in this conversation?**



Thank You!