Managing A Multigenerational Workforce

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Sentinel Benefits
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Agenda

- The Generations

- The Obstacles They Present

- Who They Are

- The Benefits

- Tips

The Generations

The Silent Generation	The Baby Boomers	Gen X	Millennials (Gen Y)	Gen Z
1928 – 1945	1946 – 1964	1965 – 1980	1981 – 1998	1998+

Obstacles

- Company culture

- Communication styles

- Negative stereotypes

- Loss of knowledge and experience

- Delivery Issues

- Cultural expectations

The Silent Generation

IN THEIR LIFETIMES	WHAT THEY'RE LOOKING FOR	TECHNOLOGY GRADE	HOW TO SPOT THEM	PREFERRED COMMUNICATION CHANNELS
WWII Great Depression Advent of rock n' roll, TV, kitchen appliannces Mass production (automobiles)	Ways to stay active in retirement	Lived through massive advancements in communication, manufacturing; largely outside of fast-paced technology trends today	Household budgets, family mementos	Face-to-Face communication, landline telephone, written correspondence
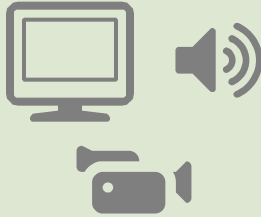
The Baby Boomers

IN THEIR LIFETIMES	WHAT THEY'RE LOOKING FOR	TECHNOLOGY GRADE	HOW TO SPOT THEM	PREFERRED COMMUNICATION CHANNELS
The Cold War Post-War Boom Woodstock Apollo Moon Landings Civil Rights Movement	$ A profitable 'first' semi-retirement	Early information technology adopters	Television, AM/FM radio, physical newspaper and magazines	Landline telephone, mobile phones

Generation X

IN THEIR LIFETIMES	WHAT THEY'RE LOOKING FOR	TECHNOLOGY GRADE	HOW TO SPOT THEM	PREFERRED COMMUNICATION CHANNELS
End of Cold War Fall of Berlin Wall Dot com Boom (and bust) Integration of mobile phones into everyday life	Work-life balance	Digital immigrants	Personal computer, 'old school' video games, wearable health tech, satellite radio	Email

Millennials (Generation Y)

IN THEIR LIFETIMES	WHAT THEY'RE LOOKING FOR	TECHNOLOGY GRADE	HOW TO SPOT THEM	PREFERRED COMMUNICATION CHANNELS
9/11 attacks Rise of Playstation/Xbox Birth of social media Reality TV Google Earth	Freedom and flexibility	Digital natives; mobile phone and social media's earliest enthusiasts	High end mobile devices for personal/professional use, jeans and sneakers in the workplace	SMS, instant messenge, mobile phone calls, email

Generation Z

IN THEIR LIFETIMES	WHAT THEY'RE LOOKING FOR	TECHNOLOGY GRADE	HOW TO SPOT THEM	PREFERRED COMMUNICATION CHANNELS
Touchscreen mobile devices Energy, economic, environmental crisis Social media Cloud computing	A bright future	Technophiles raised in wireless, social, and always connected world	Smartphones, digital school work, Artificial intelligence (Alexa), Wearable tech (Google Glass)	SMS, social media, wearable tech

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Benefits of Embracing a Multi-Generational Workforce

- A multi-generational workforce can create a vibrant company culture
  - Each generation has varying upbringings, values, and interests that bring something different to the workplace
- Many companies see a multi-generational mix as an opportunity to benefit from a diversity of attitudes and skill sets
  - Baby Boomers bring deep experience, creditability and wisdom
  - Baby Boomers have traditional business skills, these include having exceptional interpersonal skills and perform well in environments where traditional in-person communication is used.
  - Gen X brings versatility and has the ability to bridge the gap between Baby Boomers and Millennials
  - Gen X and Millennials tend to be better with technology and can offer insight into what products or services your customers may want or need
  - Millennials bring fresh ideas and a perspective not clouded by "the way things have always been done"
- Employees themselves can benefit from working with people of varying ages. Employees are forced to step out of their comfort zones and begin to collaborate with colleagues from all stages of life.

No One Size Management Style Fits All

Leading a multi-generational team means that you are managing people at different life stages with different needs and expectations. It's important for managers to know and understand these differences to successfully manage their team.

The most important thing in a multi-generational workplace is to make sure every generation is valued and understood.

TIPS to Embrace a Multi-Generational Workforce

- Flexibility

- Communication

- Training

- Development

- Hiring

Flexibility:

Companies need to create a workplace that is open and flexible to different ways of working and work attitudes. Companies should also consider moving away from a "conventional work hours" module and start focusing more on the end work product.

A survey by Flexjobs.com show that 82% of Millennials and 81% of Gen X site work life balance as a top factor when considering a new job.

Creating flexible work arrangements can be helpful to all generation at their different life stages. Also, having a culture that truly supports work flex and work life balance.

Companies should consider:
- Flexible work arrangements
- Work From Home programs
- Job Sharing
- Unlimited PTO Programs
- Sabbatical Programs

Communication:

This is the first time that so many different generations are working side by side, and it's important that managers understand the different working styles, attitudes, and expectations of their employees.

- As different generations bring different expectations to the office, frequent feedback, evaluation and encouragement will be increasingly important for managers to implement as part of their daily work routines.

- Managers should focus on getting to know their employee as a whole. Understanding what people value and what motivates them makes it much easier to communicate job expectations, offer the right type of support, or even make adjustments that will better suit a team's performance.

Training:

This is an opportunity to coach and train your managers, and break down the barriers for employees on generational stereotypes.

- **Management Training**: This is an opportunity to educate and address the needs of all ages within the workplace. It's important for management to understand the differences and work on being adaptability to their workforce needs.

- **Team-Building Exercises**: These are a great way to bring employees of different generations together face to face, and can help break down some of the barriers and miscommunications that might occur during their daily work routines.

Development:

It's more important than ever for managers to be aware of their employee's development needs and desires to make sure they are meeting the needs for all generations.

- Millennials are likely to value training and new experiences and opportunities
- Gen X's with young families are more focused on salaries and advancement
- Baby Boomers are less likely interested in new training, but they still value engaging work to keep them motivated

Development Continued…

- **Mentoring Opportunities**: Have the more experienced generations of employees act as career mentors for the younger generation, while at the same time creating an environment where younger generations can inspire the older workers with new innovative solutions and ways of working.

- **Performance Management**: Understanding what people value and what motivates them makes it much easier to communicate job expectations, offer the right type of support or even make adjustments that will better suit a team's performance.
  - Annual Performance Management Systems do not help nurture employees. Consider moving to real-time feedback process. This allows managers to be more in tune with their employee's success and needs for support.

Hiring:

Millennials are making companies rethink their hiring practices. **Ultimate Software** specializes in HR software solutions and payroll. They recently conducted a survey asking for feedback regarding the candidate perspective the hiring process. They found the following:

72% Of candidates want to know about a plan for career path and development before they are hired

40% Almost 40% of applicants won't spend more than 1 minute reviewing a job application/description

#1 An Employer's website is the #1 way for today's job seekers want to apply for a position – more than job boards, LinkedIn or recruiters.

Hiring continued….

Candidates are no longer just sitting at desktops applying to jobs. They are on the go and looking for mobile friendly ways to apply.

According to Forbes.com and data from ConnectEDU they found that mobile devices are the portal choice for:

- Visiting job search websites 56% of the time
- Visiting a company's official website 54% of the time
- Using an app related to seeking employment 32% of the time
- Accessing career advice or related resources 28% of the time

Forbes.com : Five Tips For Managing Multiple Generations

1. Recognize the advantages of having multiple perspectives from employees and managers of different ages.

2. Provide age diversity training so everyone understands the myths about each age group.

3. Offer cross-generational mentoring by pairing employees from different age groups and different positions within the company. A focus on technology provides a great way to bridge the generation gap and skills gap at the same time.

4. Provide communications training to make it easier for everyone to work together.

5. Recognize the benefit of flexible work hours for all life stages.

To Close........

In order to effectively manage a multi-generational workforce, we must see each employee as an individual, and empower our managers to coach them on both personal and organizational objectives.

Questions?