

A Strategic Approach to Managing a Multi-Generational Workforce

Issues for Discussion

Identifying

Understanding

Recruiting

Closing

Retaining

Motivating

Clash Points

Golden Nuggets

Multi-Generational Issues

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graph LR; A[Multi-Generational Issues] --> B[Identifying]; A --> C[Understanding]; A --> D[Recruiting]; A --> E[Closing]; A --> F[Retaining]; A --> G[Motivating]; A --> H[Clash Points]; A --> I[Golden Nuggets];
```

Points of View

- *Next Generations* are essential to the growth of our business.
- Generational differences must be addressed when identifying, recruiting, closing, retaining and motivating our employees.
- We need to be better prepared for the next generation of employees.



Generation Categories (refresher)

- Matures
(a.k.a. Radio Babies, Seniors)

> 62 years old
(Before 1946)



- Baby Boomer

43 to 61 years old
(1946 – 1964)



- Gen X

28 to 42 years old
(1965 – 1980)



- Millennial
(a.k.a. Gen Y)

≤ 27 years old
(1981 – 2000)



Generation Characteristics

Matures (born 1928 to 1948, ages 62+)

Values, beliefs & perceptions

- Dedication, sacrifice & hard work
- Conformity
- Duty & patience
- Respect for authority/adherence to rules
- Duty before pleasure
- Conservative spenders
- Believe in logic, not magic
- Detail-orientated
- Uncomfortable with conflict
- Hard working
- Knowledgeable

Significant Events

- WWII
- Korean War
- The Depression

People of Influence

- Queen Elizabeth
- Elvis
- Frank Sinatra
- Bob Dylan
- Margaret Thatcher
- Dustin Hoffman

From: Managing a Multi-generational Workforce, Marks. CSC Women in Leadership, Shannon. Linkage Women in Leadership Summit.

Generation Characteristics

Baby Boomers (born 1949 to 1965, ages 43-61)

Values, beliefs & perceptions

- Defined by their jobs — workaholics
- Team oriented
- Optimistic
- “Me” Generation: value personal gratification and personal growth
- Success is visible: values quality, titles, trophies, plaques, money, rewards
- Hard working
- Relationship builders
- Competitive
- View change as inevitable
- Question authority

Significant Events

- Civil Rights
- Woodstock
- Drugs
- Vietnam
- Rock n’ Role
- The Pill

People of Influence

- Mick Jagger
- Oprah
- Newt Gingrich
- Janis Joplin

Generation Characteristics

Gen X (born 1965 to 1979)

Values, beliefs & perceptions

- Indifferent to authority
- Loyal to people, not the company
- Risk takers & entrepreneurial
- Latch key kids; self reliant
- Skeptical
- Seeks challenge
- Independent, difficulty with teams
- Portable careers
- Work/life balance is very important
- Techno literate
- Not loyal to the company
- Impatient
- Cynical

Significant Events

- Watergate
- Fall of Berlin Wall
- Challenger accident
- Jonestown
- Rodney King video
- Regan era
- Flight 103
- Dessert Storm

People of Influence

- Princess Diana
- Michael Jordan
- Roger Clemens
- Michael J Fox

From: Managing a Multi-generational Workforce, Marks. CSC Women in Leadership, Shannon. Linkage Women in Leadership Summit.

Generation Characteristics

Millennials (born 1980 to 2000)

Values, beliefs & perceptions

- Optimistic and confident
- Well looked after, protected, sheltered
- “Adultolescents” with helicopter parents
- Ambitious goals/high expectations
- Strong sense of self
- Have “hero” mentality
- Accustomed to being part of decision making process
- Diversity
- Sense of civic duty
- Sociability
- Wants constant feedback

Significant Events

- Oklahoma City bombing
- Schools shootings
- Cloning Dolly
- Video games
- Clinton/Lewinski
- Columbine
- 9/11

People of Influence

- Kurt Cobain
- Prince William
- Baby M
- Jessica McClure

Recruiting Implications

Where Matures look for opportunities:



Recruiting Implications

Where Boomers & Gen Xers look for opportunities:

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Invitation to connect on LinkedIn

From: Kevin Kenny
Date: March 3, 2008
To: Mark Milleker
Status: Pending

Mark,
I'd like to add you to my professional network on LinkedIn.

-Kevin

Mark Milleker
VP HR at CSC
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Why wait to find your perfect job? Why surrender one more Monday morning to weak coffee and daydreams? Start searching Monster's extensive job database now. And propel yourself to a whole new work life.



Recruiting Implications

Where Millennials look for opportunities:

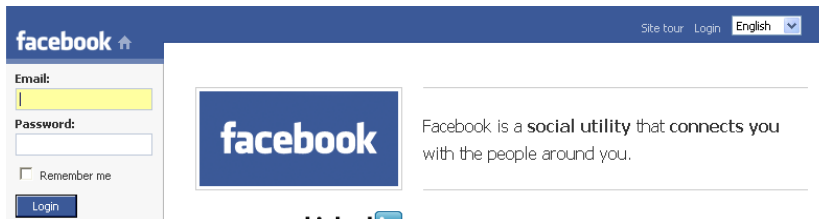


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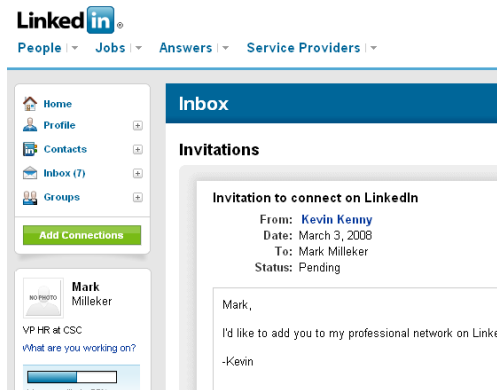
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Mark Milleker

VP HR at CSC

What are you working on?

Inbox

Invitations

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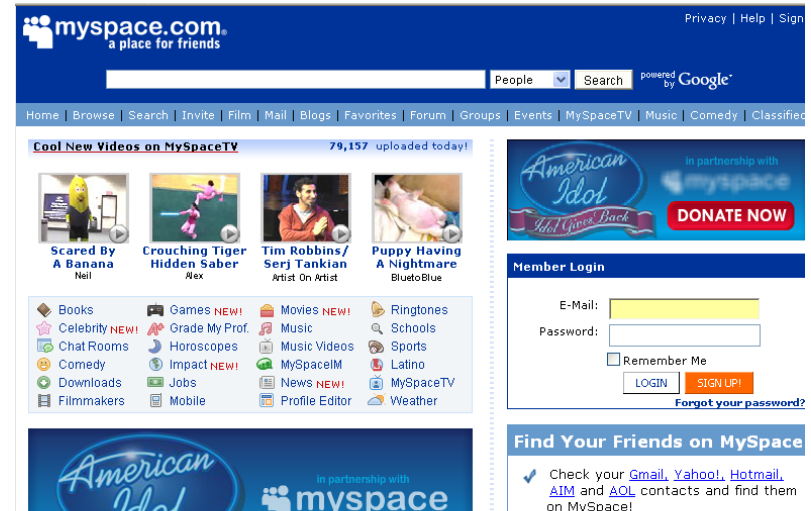
To: Mark Milleker

Status: Pending

Mark,

I'd like to add you to my professional network on LinkedIn.

-Kevin



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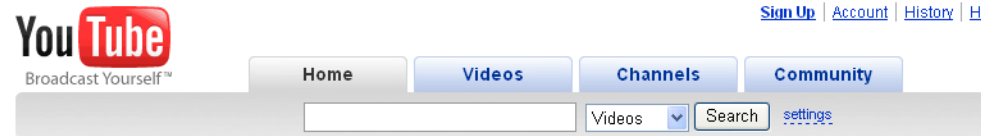
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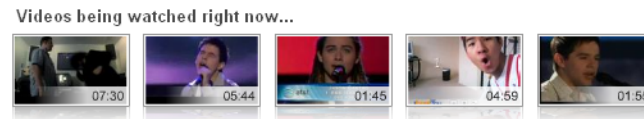
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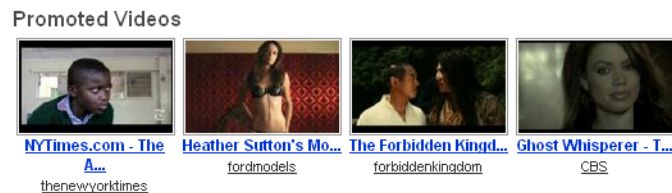
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#3

Recruiting Implications

If you were 22, which position looks more enticing?

COMPUTER SYSTEMS ADMINISTRATOR

Are you a superstar technologist who is passionate about computer systems? If so, we've been looking for you. We're doing some pretty cool stuff (like building one of the most powerful computing clusters on the planet), so there's a lot of challenging technology work to be done. That's where you come in. The technologist we hire will be responsible for substantial systems projects and other work covering a wide range of technology including, but not limited to, Windows PCs and servers, UNIX servers, and advanced networking and telecommunications infrastructure. The ideal candidate will have a computer science or engineering degree, extensive knowledge of UNIX and/or Windows environments, programming and scripting ability (perl, python, shell, etc.), as well as excellent verbal and written skills. We're seeking an exceptionally well-qualified candidate and are prepared to offer a highly attractive compensation package (\$90K+). Please send your resume and cover letter to Monstrak-SysAdmin@career.deshaw.com.

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Recruiting Implications

If you were 22, which position looks more enticing?



Description

Looking for a recent college grad or soon-to-be graduate to join the LMP Portal team. Candidate will have exposure to a wide variety of technologies that are used in the portal implementation. Candidate should have a very solid computer science background. Should have some knowledge of Unix, Linux, and Microsoft operating systems. U.S. Citizen required by contract-must be able to obtain Security Clearance.

Essential Job Functions

Codes, tests, debugs, implements, and documents basic programs. Assists in the modification of company products and/or customer/internal systems to meet the needs of the client and/or end-user.

Assists in the research and analysis of existing systems and program requirements; assists in preparing documentation to change existing programs. Performs data analysis to support internal and external project needs.

Designs basic programs for projects or enhancements to existing programs.

Writes specifications for programs of low to moderate complexity.

Assists in resolving routine production support problems.

Assists in the completion of unit testing by preparing test data, running tests and evaluating results. Develops screen tests and debugging problems. Develops test plans to verify logic of new or modified programs.

Creates basic documentation in work assignments such as program code.

Conducts routine quality assurance activities such as peer reviews.

Remains abreast of industry technical trends and new development to maintain current skills and remain current with industry standards.

Job function will include assisting the more senior engineers with product installs, configuration, integration, and maintenance. Candidate will be asked to write JAVA code, perform database queries using SQL and PL/SQL, and troubleshoot end-user issues. Candidate will be expected to document their solutions.

Basic Qualifications

Bachelor's degree or equivalent combination of education and experience

Bachelor's degree in computer science, mathematics or related field preferred

Zero years of experience in programming or testing

Experience working in a student employment program or related experience

Experience working with appropriate programming languages, operating systems and software

Experience working with relational databases to facilitate programming software

Other Qualifications

Basic programming skills

Personal computer and business solutions software skills

Analytical and problem solving skills for design, creation and testing of programs

Interpersonal skills to interact with team members

Communication skills to work effectively with team members, support personnel, and clients

Should have some basic knowledge of compiler theory and operating system theory. Preferably is familiar with structured design techniques, such as Object Oriented Design (OOD) and 4GL. Preferably is fluent in at least three software development languages. Preferably has understanding how software languages translate to machine language and how computers use memory.

Recruiting Implications

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Software Engineer, Systems Infrastructure - Mountain View

This position is based in Mountain View, CA.

The area: Software Engineering

Google's software engineers develop the next-generation technologies for which we've become world-renowned. In addition to revolutionizing search technology, we use our world-class programming skills to innovate in a number of other areas as well. Our projects include working on advanced information-retrieval algorithms, massive scalability and storage solutions, and large-scale applications that enrich the user experience. We also work extensively on networking systems, advertising systems and complex transaction systems in consumer applications.

The role: Software Engineer, Systems Infrastructure

We are looking for talented Software Engineers who can help us meet the challenge of building highly-scalable, fault-tolerant, redundant distributed systems infrastructure. The ideal candidate will have a strong background in software-development for distributed systems, experience with large clusters of heterogeneous systems, and a solid history of designing, developing, debugging, and supporting large scale fault-tolerant software applications.

Responsibilities:

- Core distributed systems infrastructure (communications, locking, etc.).
- Web crawl and web search.
- Distributed data storage systems.
- Scalable monitoring and management of networks and clusters.
- Tools for distributed and parallel software analysis.

Requirements:

Recruiting Implications

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I am surrounded by some of the smartest and nicest (yet most humble) engineers. But what inspires me the most is the potential to impact millions of people through the work I do.

Maryam, Software Engineer
Columbia University '04

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At Google, you will find really smart people, amazing technology, fun problems, and the opportunities to make a real difference in the world. We

Interviewing...

Behavioral Interviewing: Past behavior is the best indicator of future behavior

Still works for all generations

I am a...	Student	Job-Seeker	Career-Changer	Coach-Counselor	Other Visitor						
Job-Hunting Tools: <ul style="list-style-type: none">• Search for Jobs• Post Your Resume		STAR Interviewing Response Technique for Success in Behavioral Job Interviews									
Career Tools: <ul style="list-style-type: none">• Career Resources• Career Articles• Career Tutorials• College Planning• Free Career Newsletter• Job/Career Bookstore• Job-Search Samples• Search this Site		<p>One strategy for preparing for behavioral interviews is to use the STAR Technique, as outlined below. (This technique is often referred to as the SAR and PAR techniques as well.)</p> <p>Read up on the technique, and then try it out with our list of sample behavioral interview questions. Read one SAR Story.</p>									
Other Navigation: <ul style="list-style-type: none">• QuintCareers.com Home• About QuintCareers.com• The Career Doctor• Employer Resources		<table border="1"><tr><td>Situation or Task</td><td>Describe the situation that you were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalized description of what you have done in the past. Be sure to give enough detail for the interviewer to understand. This situation can be from a previous job, from a volunteer experience, or any relevant event.</td></tr><tr><td>Action you took</td><td>Describe the action you took and be sure to keep the focus on you. Even if you are discussing a group project or effort, describe what you did -- not the efforts of the team. Don't tell what you might do, tell what you did.</td></tr><tr><td>Results you achieved</td><td>What happened? How did the event end? What did you accomplish? What did you learn?</td></tr></table>				Situation or T ask	Describe the situation that you were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalized description of what you have done in the past. Be sure to give enough detail for the interviewer to understand. This situation can be from a previous job, from a volunteer experience, or any relevant event.	A ction you took	Describe the action you took and be sure to keep the focus on you. Even if you are discussing a group project or effort, describe what you did -- not the efforts of the team. Don't tell what you might do, tell what you did.	R esults you achieved	What happened? How did the event end? What did you accomplish? What did you learn?
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Interviewing...

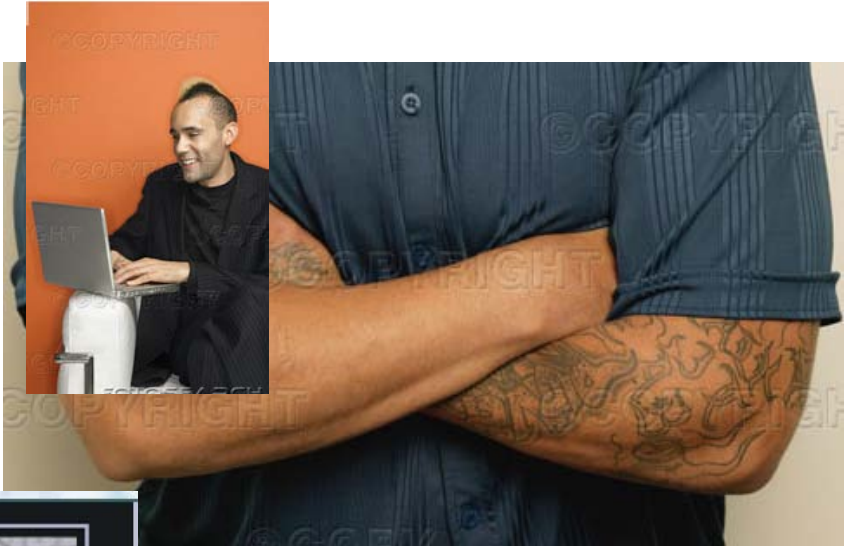
Boomers:

WARNING:

Viewer Discretion is Advised.

Interviewing...

Get over it



GET TO WORK
YOU AREN'T BEING PAID TO BELIEVE IN THE POWER OF YOUR DREAMS



Closing The Candidate

- Determine who you are closing. Appeal to the candidate's values.
- Determine what is important to the candidate
 - Benefits: pension, 401k, tuition, learning & development
 - Flexibility
 - Career Path
 - Supervisor/mentor/employee relationship
- Determine who will help candidate make the decision and appeal to that person
 - Trusted advisor/mentor
 - Another employee
 - A contemporary
- Determine what mode of communication should be used
 - Handwritten note
 - Letter
 - e-mail
 - Text message
- Start the sell before the candidate leave the interview (i.e., tour or introductions)

Appealing to Values



EMPLOYEE VALUE PROPOSITION
Based on Intuit Operating Value #1 "It's the People"

HELP ME BE PRODUCTIVE, DO GREAT THINGS AND BE THE BEST I CAN BE

LET ME KNOW WHERE I STAND AND HOW I AM DOING

INVEST IN ME TO HELP ME GROW FAST

PAY ME FAIRLY AND RECOGNIZE MY CONTRIBUTIONS

MAKE ME AN INTEGRAL PART OF THE TEAM

CREATE A POSITIVE WORK ENVIRONMENT

Delivering on the Employee Value Proposition is how we help everyone be the best they can be. We measure our success with the annual employee survey.

For details, visit <http://values.intuit.com>.



Intuit's Value Proposition

From: Intuit's Employee Engagement Practices – A Brief Journeyline *Defining and Measuring Employee Engagement: Old Wine in New Bottles? SIOP Annual Conference, Dallas, Texas, 2006.*

Appealing to Values

- YES, I'D LIKE TO SPEND ALL MY EVENINGS PHOTOCOPYING HUNDREDS OF 'IMPORTANT' DOCUMENTS AND MORNINGS FILING THEM IN PIGEON HOLES, UNTIL ALL AMBITION IS DRIVEN FROM MY LIFELESS BODY.
- NO, I'D RATHER JOIN ENTERPRISE, WHERE I CAN RUN MY OWN BUSINESS WITHIN 2 YEARS, SO THAT IF I'M WORKING HARD IT'LL BE ME MAKING THE DECISIONS AND ME WHO'S GETTING A SHARE OF THE PROFITS.



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Will most industry-leading companies really make the most of your talent? Years of university only to become an expert in photocopying. Hanging round the boss's desk waiting for instructions. And a pay rise. Better join the Enterprise Management Training Scheme to make sure that's not you. We're an international car rental company with a multi-billion pound turnover, that teaches you to run your own section of the business in as little as two years. You'll learn about everything from sales, marketing and customer service to operations and finance, so you can make crucial business decisions and reap the rewards. You could be promoted twice in one year. Earn in two years what could take you five elsewhere. We're here to make the most of your potential, not let it wither and die. To apply visit www.enterprisealive.com or call 0870 850 1333.

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Life at Google

Google is not a conventional company, and we don't intend to become one. True, we share attributes with the world's most successful organizations – a focus on innovation and smart business practices comes to mind – but even as we continue to grow, we're committed to retaining a small-company feel. At Google, we know that every employee has something important to say, and that every employee is integral to our success. And where else can a newbie unabashedly and unflinchingly skate over a corporate officer during a roller hockey game?

Google has offices around the globe, from Bangalore to Zurich, but regardless of where we are, we nurture an invigorating, positive environment by hiring talented, local people who share our commitment to creating search perfection and want to have a great time doing it. Googlers thrive in small, focused teams and high-energy environments, believe in the ability of technology to change the world, and are as passionate about their lives as they are about their work.

We're always on the look-out for new Googlers. [Take a look inside.](#)

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See what you're missing



Google offers the freedom of a startup with the stability of a large, profitable and growing company. Our most valuable resource is our people: energetic, innovative thinkers who care equally about doing great work and developing a culture that's great for all our employees.

Now that you have them, how do you keep them?

Why does it matter to me?

- Different generations think differently. Embrace change or be left behind.
- You must generate a robust pipeline of Millennials if you expect to thrive and survive.
- Generational differences are real and contribute to a society with different values.
- In the war for talent, organizations need to attend to generational differences and how their recruitment and performance management systems will or won't appeal to various age groups.
- Organizations that take a multi-generational view of the workforce are better able to attract, retain, develop and motivate their people.
- Computer-related occupations continue to grow faster than other sectors.
- A recent survey of 70,000 U.S. workers revealed that 89% would "leave their jobs if they had the chance."
- One U.S. projection says that in 2010 there will be more than 10 million jobs we can't fill.
- Unfilled jobs mean unrealized revenue. Do what it takes to be an employer of choice for the Millennials.
- Department of Labor Report:
 - In 1978, U.S. work force growth was 3.5%
 - In 2008, it is 1%
 - In 2020, it will be .4%

Workplace Implications

How the Generations See the World

	Matures	Boomers	Xers	Millennials
Outlook	Practical	Optimistic	Skeptical	Hopeful
Work Ethic	Dedicated	Driven	Balanced	Determined
View of Authority	Respectful	Love/hate	Unimpressed	Polite
Leadership By	Hierarchy	Consensus	Competence	Pulling together
Relationships	Personal sacrifice	Personal gratification	Reluctant to commit	Inclusive
Turnoffs	Vulgarity	Political incorrectness	Cliché/hype	Bias

Workplace Implications

How the Generations Match to Work Culture

Matures	Boomers	Xers	Millennials
Stable	Advancement	Flexible	Positive
Secure	Recognition	Results-oriented	Collaborative
Respectful	Team-oriented	Efficient	Flexible
Clearly defined goals	Vision, mission	Informal, fun	Respectful
Clear direction	Non-hierarchical	Opportunities for development	Achievement-oriented

Motivating Matures

- Take time for personal touch: handwritten notes, face to face, etc.
- Allow time to socialize between tasks
- Honor their hard work w/ symbolic and “official” artifacts of achievement

Motivating Boomers

- Public Recognition
- Perks w/ status: expense accounts, first class travel, etc.
- Assist them in gaining name recognition
- Ask for their input — get their consensus
- Reward their work ethic and long hours
- Demonstrate that they are valued and needed!

Motivating Gen X

- Give them lots of projects and challenges
- Allow independent work and creative thinking
- Frequent constructive feedback
- Time to pursue other interests
- Be fair about perks: reward on results/merit not on status/longevity
- Invest in current technologies

Motivating Millennials

- Learn about personal goals: align personal goals with work goals
- Establish mentor programs — they expect “adults” to take interest in them
- Provide avenues for personal and professional development
- Let them work with bright, creative people
- Provide opportunities to “sit at table”
- Recognize that community service is important to them

Generation Clash Points

1. Career Perspective
2. Work-Life Balance
3. Performance Management & Feedback

Clash Point: *Career Perspective*

- Matures: “Build a legacy”
- Boomer: “Build a stellar career”
- Gen X: “Build a portable career”
- Millennial: “Build parallel careers”

Clash Point: *Work Life Balance*

- Matures: “Support me in shifting the balance”
- Boomer: “Help me balance everyone else and find meaning myself”
- Gen X: “Give me balance, now, not when I’m 65”
- Millennial: “Work isn’t everything; I need flexibility so I can balance all my activities”

Clash Point: *Performance Management / Feedback*

- Matures: “No news is good news”
- Boomer: “Feedback once a year, with lots of documentation”
- Gen X: “Sorry to interrupt, but how am I doing?”
- Millennial: “Feedback whenever I want it at the push of a button”

At the end of the day ... it is all about leadership.



Leadership Themes

The Manager ...

- ⇒ **Administers**
- ⇒ **Protects & maintains**
- ⇒ **Focuses on system or structure**
- ⇒ **Relies on control**
- ⇒ **Has short-range view**
- ⇒ **Ask how and when**
- ⇒ **Has eye on bottom line**
- ⇒ **Initiates**
- ⇒ **Accepts status quo**
- ⇒ **Is a classic good soldier**
- ⇒ **Does things right**

The Leader ...

- ⇒ **Innovates**
- ⇒ **Develops**
- ⇒ **Focuses on people**
- ⇒ **Inspires trust**
- ⇒ **Has long-range view**
- ⇒ **Ask why and what**
- ⇒ **Has eye on horizon**
- ⇒ **Originates**
- ⇒ **Challenges it**
- ⇒ **Is their own person**
- ⇒ **Does the right thing**



What Are the Strategies & How to Prepare for Millennials

- Initiate conversations about generations
- Ask people about their needs and preferences
- Offer options
- Personalize and tailor management style
- Build on individual strengths
- Pursue different perspectives
- Increase basic skills training (spelling and writing skills)
- Explain the reasons behind the processes (why they are doing what they are doing)
- Place clear parameters on communication frequency and methods
- Provide more frequent job performance appraisals and other feedback
- Focus on outcomes
- Keep them engaged
- Expand work/life balance programs



References & Resources

- Marks, Michelle. *Managing a Multi-Generational Workforce*. Date unknown. Associate Professor of Management, George Mason University.
- Bridging The Generation Gap — How to Get Radio Babies, Boomers, Gen Xers, and Gen Yers to Work Together and Achieve More Linda Gravett, Ph.D., SPHR and Robin Throckmorton, M.A., SPHR.
- Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground by Jennifer J. Deal.