Bridging The Generational Divide In Our Workforce

PROFESSIONAL DEVELOPMENT ACADEMY

WE MAKE LEADERS BETTER

Tim Rahschulte, Chief Executive Officer

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From The Headlines

"Generational differences undeniably impact your employees' experiences in today's workplace. From your leaders to your emerging talent, members of each of the five generations cooperate and collaborate every day, whether in office or remote."

Bridging The Generational Divide In Our Workforce

"Workers of all ages, walks of life, and levels of expertise are increasingly blending together in today's modern workplace. Diverse perspectives are a strength, but they can also cause tension, especially when there is a large age gap."

- Ioana Ungureanu

Bridging The Generational Divide In Our Workforce

Problems Caused by the Age Difference

Misunderstandings, arguments, and decreased cooperation are all possible outcomes of the generation gap. According to research conducted by Deloitte, different generations approaches to technology, communication, and work ethics are the most difficult aspects of working together. Employee morale, output, and cooperation are all susceptible to these obstacles.

Technological Perspectives

The digital realm is another area where the generation gap can cause problems. According to research conducted by Ernst & Young, mobile devices like smartphones and tablets are more popular among Millennials than their more sedentary predecessors from generations X and Boomer. This can cause misunderstandings and friction as people have various conceptions of what constitutes acceptable work.

The Multiple Generations In Our Workforce

The Multiple Generations In Our Workforce

Plenty of stereotypes . . .

Boomers are terrible with tech.

Gen Xers hate everything.

Millennials are entitled.

. . .

The Multiple Generations In Our Workforce

Traditionalists	1925 – 1945
Baby Boomers	1946 – 1964
Generation X	1965 - 1980
Millennials	1981 - 2000
Generation Z	2001 - 2020

The Multiple Generations In Our Workforce

Born before 1946 and also known as the Veterans, Matures, the Silent Generation, and the Greatest Generation, Traditionalists strongly believe in building a lifetime career with a single employer. Company loyalty is a priority for Traditionalists, and, in return, they expect their employer to take care of them.

The bottom line: Traditionalists are great team players, but they should be managed with clear direction and speak to the company's long-term, common goals to motivate this type of employee.

Typically, Traditionalists exhibit a healthy respect for authority. They tend to follow the rules and feel that hard work is the best policy. Putting in years of work is considered an obligation, but one that gains valuable experience that commands respect. This can cause friction between younger, less experienced members of the team.

With years of experience under their belt, Traditionalists, when in a position of power, will often favor a commanding and direct leadership style. They also respond well to this same style of management. This can sometimes be misconstrued as overbearing when in the leadership position. Or, if their manager is not direct enough, it can result in a perception of the employee not "getting it". A common characteristic is their lower level of familiarity with digital technology. Many are resistant to viewing newer forms of communication as viable business practices.

Most Traditionalists prefer one-on-one communication. This goes back to their direct style of communicating. Traditionalists are willing to set aside their individual goals for the good of the group, making them natural team players. Their conservatism can often be seen as pessimism, but it is in their nature to think in the long term rather than short term.

The Multiple Generations In Our Workforce

Born between 1946-1964, Baby Boomers are often portrayed as one of optimism, exploration and achievement. They came of age during a period when they were many different views on politics, war and social justice, resulting in dramatic shifts in educational, economic and social opportunities.

The bottom line: While Boomers are retiring, there are still plenty of them in the workforce who are great employees. It's wise to understand their communication styles. If you approach them with an air of collaboration and openness, they will work hard for you and the team.

According to a study done by Ernst & Young, Baby Boomers are productive, hardworking, and team players. The study also showed that this generation was more willing to mentor others than their counterparts. However, their ability to adapt and collaborate was rated low.

Baby Boomers are much more likely to cling to their jobs than other generations, especially as they age. Whether it's for the benefits or for the love of the job, the Baby Boomer generation is more likely to stay working for longer than previous generations. A study by AARP reported that almost 50% of Boomers see themselves working until the age of 70 or older. It is not uncommon for Boomers to retire from a 9-5 career only to start a new venture or hobby that becomes a business. These are known as second careers.

This generation has embraced the use of technology for communication, but often still prefer face-to-face communication. They are relationship oriented. It's important to establish a rapport with them and show a vested interest in their personal lives. In the workplace, Boomers respond to conversational meetings that are more informal. Allowing time for questions and collaboration is important to Boomers.

The Multiple Generations In Our Workforce

Born between 1965-1981, Gen Xers are often considered the "slacker" generation. Raised as "latchkey kids", meaning both parents worked so they had to let themselves in the house after school, Gen Xers naturally question authority figures and are perceived as very adaptive to job instability.

The bottom line: If you want something done, give it to a Gen Xer; they have been self-managed for years, and gain a great sense of pride and accomplishment by getting stuff done (alone). Retain them by developing family-friendly programs (flex time, telecommuting, balance, etc.).

Gen Xers have a natural tendency to act independently, making them self-starters. Generally tech-savvy, pragmatic, and competent, experts attribute their autonomy in the workplace to their shared experiences at latchkey kids. This self-managing approach means that micromanaging is not received well by this group.

Early experiences have caused Gen Xers to strive to achieve that elusive work-life balance in hopes of avoiding what their workaholic parents endured. Gen Xers tend to change jobs more frequently than Boomers or Traditionalists, often seeking new opportunities every three to five years; these job hops can be avoided if there are growth and developmental opportunities along with flexibility in the work to be done.

Appeal to their desire for independence by eliminating any micromanaging practices and delegating multiple jobs to them at once. Gen Xers appreciate one-on-one time with their managers with the opportunity to receive ongoing feedback. Foster trust within your Gen X employees by emphasizing their results and achievements rather than the methods used to accomplish them. Be inclusive—keep them in the loop during key decisions because Gen Xers are natural problem solvers.

The Multiple Generations In Our Workforce

Born between 1982-2000, Generation Y are often referred to as Millennials, they will make up 75% of the workforce by 2030, and have gained notoriety based on their outspoken traits. With strong influences from their Boomer parents, Millennials are widely known for being both more demanding than previous generations and are also more focused on teamwork and collaboration.

The bottom line: Millennials are tech-savvy, think on their toes, and expect a lot. Although they feel "entitled", they bring positives to the table. Take their input seriously. They are the largest of all generations in the workforce.

Millennials expect a lot. This is due to the constant cheerleading they received from their Boomer parents growing up. They were told they were the best at what they do and encouraged to reach for the stars...which is great, but often leads to a mismatch of expectations, especially when they take their first job out of school. The plus side is that Millennials have big ideas, and they're not afraid to share them. Although this might ruffle some feathers, don't underestimate the value they bring to a team.

The prevailing characteristic you hear about Gen Y is that they are more demanding than all previous generations. This is a double-edged sword in the workplace. A highly educated generation (almost 80% has a Bachelor's degree), Millennials expect a lot, and when they don't get it, they move on. According to the study "Gen Y on the Job", more than a quarter of Millennials expect to stay in a job a year or less before looking for a new position.

Millennials are team oriented, so include them in meetings and invite their participation. You may need to provide coaching on meeting etiquette, but their ideas bring something fresh to the table. When communicating, keep it brief, to the point, with the use of examples. They crave feedback; give it, good *and* bad. Be a mentor and advocate, and they will receive it in the right spirit.

The Multiple Generations In Our Workforce

World events, economic conditions, trends, and cultural norms of each era have influenced how people of each generation think and behave.

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World events, economic conditions, trends, and cultural norms of each era have influenced how people of each generation think and behave.

Traditionalists
- **Shaped by:** The Great Depression, WWII, automobiles, and indoor plumbing
- **Values:** Rule following, discipline, family, hard work, trust in the government
- **Management:** Provide satisfying work and opportunities to contribute

Baby Boomers
- **Shaped by:** JFK, RFK, and MLK assassinations, Civil Rights Movement, Vietnam War, Watergate
- **Values:** Anti-war, anti-government, equal rights, personal gratification
- **Management:** Provide goals and deadlines, allow them to be mentors

Gen X
- **Shaped by:** Fall of the Berlin Wall, computers, Gulf War, Iranian hostage crisis
- **Values:** Balance, diversity, lack of loyalty to employers, global mindset
- **Management:** Give in-the-moment feedback and provide flexible work arrangements and time for personal development

Millennials
- **Shaped by:** 9/11, rise of social media and online technology
- **Values:** Achievement, fun, civic duty, self-confidence, sociability
- **Management:** Manage by results, provide instant feedback, be flexible on schedules and due dates

Gen Z
- **Shaped by:** Constant access to technology, diversity, financial struggles
- **Values:** Volunteering, community, non-profits, sharing experiences, actions over words
- **Management:** Give multiple projects to work on simultaneously, provide work-life balance, allow independence
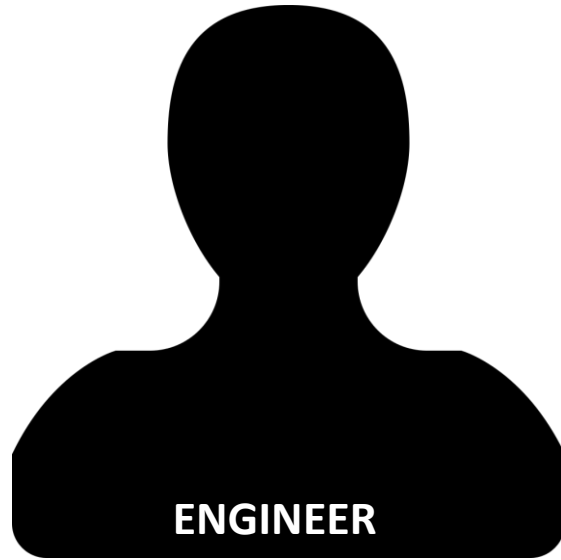
The Multiple Generations In Our Workforce

World events, economic conditions, trends, and cultural norms of each era have influenced how people of each generation think and behave.

But individuals don't slot into neatly defined categories. Some millennial employees adopt traditionalist behaviors, and Boomers who show Gen Z traits. Making generational assumptions isn't just unrealistic — it's risky.
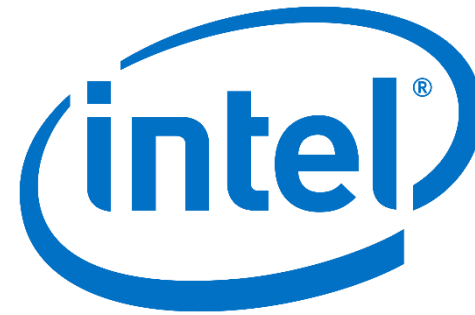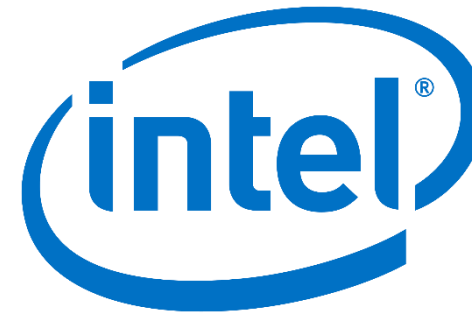
ENGINEER

ENGINEER

LOCKHEED MARTIN
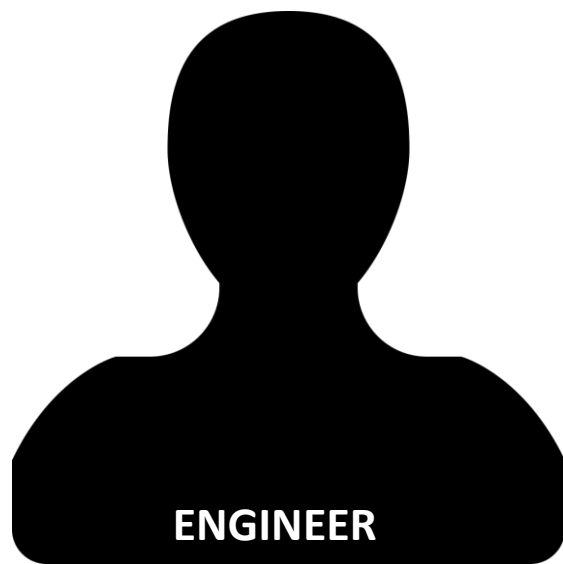
Russ Martinelli

Russ Martinelli

Russ Martinelli

LOCKHEED MARTIN

intel®

Who's going to take care of the people?

The Multiple Generations In Our Workforce

The Silent Generation (born 1925 to 1945; loyal but traditional)
Baby boomers (1946 to 1964; collaborative but averse to change)
Generation X (1965 to 1980; independent but bleak)
Millennials (1981 to 2000; driven but entitled)
Generation Z (2001 to 2020; progressive but disloyal)

These generalizations are, for the most part, problematic.

Overcoming Myths About Generations

MYTH: Generations need to be managed at work

- Research generally does not and cannot support the existence of generational differences, so there is nothing to "manage" in this regard.

- Organizations open themselves up to an unnecessary liability if they manage individuals based on generational membership.

- The focus should be shifted toward managing perceptions of generations rather than generations themselves.

Overcoming Myths About Generations

MYTH: Younger generations are disrupting work

- Blaming members of younger generations for changes in the work environment is a form of uniqueness bias.

- Generationalized beliefs have a remarkable consistency across recorded history.

- Changes are more likely reflexive of the contemporaneous environment and the innovations and unexpected changes therein.

Overcoming Myths About Generations

MYTH: Generations explain the changes of work

- Generations give a convenient "wrapper" to the complexities of age and aging in dynamic environments.

- Generations are highly deterministic.

- It is more rational and defensible to suggest that individuals' age, life stage, social context, and historical period intersect across the lifespan.

Managing Generations In Our Workforce

The days of one-size-fits-all management and leadership are long gone.

	Traditionalists	Baby Boomers	Generation X	Millennials
Major Trait	Loyalty	Competition	Self-reliance	Immediacy
Broad Traits	Sacrifice, loyalty, discipline, respect for authority	Competitive, long work hours	Eclecticism, self-reliance, free agents, work/life balance, independence	Community service, cyberliteracy, tolerance, diversity, confidence
Influential Events	Great Depression, World War II, Cold War, Korean War, suburban sprawl begins, first satellite launches	Watergate, women's rights, JFK assassination, civil rights and Martin Luther King Jr., Vietnam War, man walks on the moon	MTV, AIDS, Gulf War, 1987 stock market crash, fall of communism/Berlin Wall, Challenger shuttle explodes	Internet, social media, 9/11 terrorist attack, deaths of Princess Diana and Mother Teresa
Defining Invention	Fax machine, radio	Personal computer, television	Mobile phone, Walkman, computer	Internet, smart phones (text messaging), social media, instant messaging
Family	Traditional, nuclear	Disintegrating	Latchkey kids, high divorce rate	Blended families
Education	A dream	A birthright	A way to get there	An incredible expense
Money	Put it away, pay cash	Buy now, pay later	Cautious, conservative, save, save, save	Earn to spend

Source: Adapted from a compilation by "Future Workplace" found in The 2020 Workplace by Meister, J. and Willyerd, K., 2010, New York: HarperCollins

Workplace Characteristic	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Work Ethic	Respect authority, Hard work, Age = seniority, Company first	Workaholics, desire quality, question authority	Eliminate the task, Self-reliant Want structure and direction, Skeptical	What's next, Multitasking, Tenacity, Entrepreneurial
Work is...	An obligation	An exciting adventure	A difficult challenge, A contract	A means to an end
Leadership Style	Directive, Command and control	Quality	Everyone is the same, Challenge others, Ask why	Remains to be seen
Communication	Formal Memo	In person	Direct, Immediate	Email, Voice mail
Rewards & Feedback	No news is good news Satisfaction in a job well done	Money, Title Recognition Give me something to put on the wall	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Motivated By	Being respected	Being valued and needed	Freedom and removal of rules	Working with other bright people
Work/Life Balance	Keep them separate	No balance "Live to work"	Balance "Work to live"	Balance – it's 5pm – I've got another gig
Technology is...	Hoover dam	The microwave	What you can hold in your hand: PDA, cell	Ethereal - intangible

Meg Weisbord
Intern, Org Dev

21 years old, student intern who will graduate next year with a BS degree in social work and minor in org development. **Her EX goal is to align work with community purpose and wants a manager who is interested in her learning goals.**

Tom Metzbverg
Director of Sourcing

48 years old, married. Been in sourcing his whole career and motivated by vertical growth in the organization. **His EX goal is to climb the corporate ladder as fast as possible, get paid the best as it is a recognition of his worth, value, and contribution.**

Sarah Murphy
Project Manager

28 years old, lives in San Jose, is single, and lives in a house with three roommates. She is in her second job since college and is a good, but not great, employee. **Her EX goal is to save enough money to take a six months off to travel and then do it again and again.**

Bobby Alexander
Product & Biz Analyst

32 years old, world traveler, thinks his capabilities are better than they really are and thinks he deserves a lot more money and a promotion every 6 months. **His EX goal is to have his manager promote him within the department and across the enterprise.**

Alan Baker
Master Facilitator

40 years old, divorced, raising three kids, is great at his job and the people in the company. **His EX goal is to have his manager leave him alone, offer him stability and consistency in things, and support his need for flexibility with occasional remote work.**

Russ Martinelli
Senior Manager

61 years old, married with two children. He's an author and focused on how to retire, but stay involved to coach, teach or mentor individuals and teams to become high performance. **His EX goal is to have his manager help enable his goal.**

- **Who's going to take care of the people?**

- **It's all about the people!**

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7/29/2016

I cannot thank you enough for being such an amazing boss and leader. The fact that you created such a detailed schedule and set aside time at the end of each day to meet with me if I needed to showed me immediately that you truly cared about my learning experience here. I appreciated your effort incredibly and I hope that I expressed my gratitude during my time here. As you know, I have had a handful of jobs, and with that multiple bosses, and you have been one of the best for so many reasons. Thank you for being committed to my growth and learning, allowing me to take part in a project that made me feel valuable to the company and the department, and for building up and encouraging me in a way that made me feel like an integral part of the team. I really hope to work with you in the near future!

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Meg's Plan

Welcome to the ⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚!

The work that we do is important.

We make leaders better.

In everything we do, we make leaders better. We commit to making your time and contribution with us rewarding and meaningful.

One of the CXOs in our community is known for saying, "You bring your weather." Each of us is responsible to one another to bring the *right* weather – the right attitude, effort, enthusiasm, confidence, responsiveness, and resourcefulness every day, in every meeting, during every conversation, every time.

To be successful here you do not need to be perfect.

You just need to be awesome!

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Meg's Plan

Wk 1	Monday	Tuesday, 6/21	Wednesday, 6/22	Thursday, 6/23	Friday, 6/24
7:00		**Ryan** <discuss (overview)>	**Debby** <GoTo Webinar with Debbie to review "how/why" to post>	**(7:30) Ryan** <product development and management>	All Staff Praise Progress Mtg <on 9th floor, 7:30 – 9:30>
8:00		**Matt M** <discuss and participate in dashboard distribution>	<GoTo Webinar with Debbie to review "how/why" to post>	**Ryan** <product development and management>	Praise Progress 7:30 – 9:30
9:00		**Brette** < Stand up and walk through the management of with Brette>	**Brette** < Stand-up and touch base with Brette>	**Brette** < Stand-up and touch base with Brette>	Praise Progress 7:30 – 9:30
10:00		**Brette** <Grad kit assembly> <Video Library overview>	<video library>	<video library>	<video library>
11:00		<video library>	<video library>	<video library>	<video library>
12:00		LUNCH	LUNCH	LUNCH	LUNCH
1:00		<video library>	<video library>	<video library>	**Kari** < Review of week and planning for next week What are your key take-aways?>
2:00		<video library>	<video library>	<video library>	<video library>
3:00		**Kari** <Organizational Development review. What do we want to learn? Come to the meeting with questions>	**Kari** <Organizational Development review. >	**Kari** <Organizational Development review. >	Spiffs and Spirits Mtg <on 9th floor from 3:00 – 3:30>

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Meg's Plan

Wk 2	Monday, 6/27	Tuesday, 6/28	Wednesday, 6/29	Thursday, 6/30	Friday, 7/1
7:00	Drew L <EIOL Overview> <EIOL Event 8:30- 9:30>	Matt < Dashboards to participants review>	<video library>	Matt < Dashboard reporting>	
8:00	<EIOL Event>	Matt and Neil <Review Sales process and collateral>	<video library>	Matt < Dashboard reporting>	<Cyber Live Event>
9:00	<EIOL Event>	Brette < Stand-up and touch base with Brette>	Brette < Stand-up and touch base with Brette>	Brette < Stand-up and touch base with Brette>	Ryan <High Performance Live Event> 9:30 – 10:30
10:00	Brette < Stand-up and touch base with Brette>	<video library>	<video library>	Kari and Rachel <Events Dashboard/ corporate dashboard>	Debby <Women In Leadership overview and content>
11:00	Tom <review Admin role and email process>	<video library>	Andrew S < sales call listen in>	Kari and Rachel <Events Dashboard/ corporate dashboard>	Ryan and Debby <Frontline IT Live Event>
12:00	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00	< Team Meeting>	Jason < Alumni newsletter overview>	<video library>	Brette <check in with Brette>	Kari <Review of the week and planning for next week>
2:00		Ryan <review importance of right moderator>	<video library>		
3:00	Kari <Organizational Development review. >	Kari <Organizational Development review. >	Kari <Organizational Development review. >	Kari <Organizational Development review. >	Spiffs and Spirits Mtg <on 9th floor from 3:00 – 3:30>
4:00					

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Meg's Plan

	7-Day Objectives	14-Day Objectives	21-Day Objectives
Job Specific Items *Essential Job Functions*	• Meet with team and others across Evanta to learn the business and product sets	• Understand the details and playbook for products • Begin video library	• Wrap-up • Understand EOILs and purpose of Thought Leadership
Evanta Specific Items *Interdepartmental Activity*	• Complete the weekly meetings from on-boarding calendar • Review process, playbook and taskray for	• Complete the weekly meetings from on-boarding calendar • Sit in on sales calls and live events	• Understand roles of members
Miscellaneous Items	• Confirm all necessary systems and tools are available to be effective	• Re-Confirm all necessary systems and tools are available to be effective	• Determine any needs regarding next internship role
Outcomes	• After this time, document findings, opportunities, and key takeaways, and share them with Kari	• Provide 14-day review, accomplishments, and key takeaways to Kari	• Provide key takeaways

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- Stay connected via email, cards

- Keep them up to date on things

- Align their goals with current and future opportunities at the firm

- Create a boomerang path

Russ Martinelli

Meg

It's about alignment, connection, and joint purpose.

Managers become leaders when they intentionally create and sustain this connection. Period.

"Alignment drives connection and the way you get things done is through HUMAN connection."

The most successful organizations are full of leaders who see people as PEOPLE rather than economic variables or points of leverage for personal gain.

"Perhaps one of the most important things in the data about generations is actually a lack of difference between the age groups. In truth, workers value many of the same things about work."

Of course, all generations and life stages care about these things—growth, social capital, effectiveness and sharing knowledge.

Key Take Away: Leaders should consider what's most important about work for all generations, and also to treat people as individuals.

What The Generations Want From Work: New Data Offers Surprises   Tracy Brower

There are some surprising similarities between what people value, what they want, and what motivates them—a powerful antidote to over-generalization and biased blanket statements.

Choice and Control. all generations reported they expect flexibility in working options. Flexible working is about providing people with greater choice and control over when, where and how they work. Not all work can be done away from the office, but when people have greater autonomy about which work they do in the office and which they do elsewhere, they appreciate it

Recognition and Appreciation. all Generations value job prestige; rating it as their highest priority in their work. Everybody wants to be recognized and respected. Leaders in any organizations can ensure they are providing plenty of appreciation both through informal recognition processes as well as through rewards programs.

Security and Value. regular pay raises were highly valued by all generations. This is related to job prestige as well—people tend to feel greater prestige associated with compensation. People want a sense of fairness in their pay and in their work experience. Aligned with this is a sense their pay will grow over time. People want to feel secure about their jobs and the benefits.

A Bright Future. all generations want is opportunities for growth and development. Growth was the second-most important element. People want to know that they matter and they want to know that the company is investing in them and their learning over time. This is one of the main ways organizations can attract employees and ensure motivation and engagement

Five Generations In The Workforce

Traditionalists (1925–1945)
Dependable, straightforward, tactful, loyal
Shaped by: The Great Depression, World War II, radio and movies
Motivated by: Respect, recognition, providing long-term value to the company
Communication style: Personal touch, handwritten notes instead of email
Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy
Employers should: Provide satisfying work and opportunities to contribute; emphasize stability

Baby Boomers (1946–1964)
Optimistic, competitive, workaholic, team-oriented
Shaped by: The Vietnam War, civil rights movement, Watergate
Motivated by: Company loyalty, teamwork, duty
Communication style: Whatever is most efficient, including phone calls and face to face
Worldview: Achievement comes after paying one's dues; sacrifice for success
Employers should: Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback

Generation X (1965–1980)
Flexible, informal, skeptical, independent
Shaped by: The AIDs epidemic, the fall of the Berlin Wall, the dot-com boom
Motivated by: Diversity, work-life balance, their personal-professional interests rather than the company's interests
Communication style: Whatever is most efficient, including phone calls and face to face
Worldview: Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change
Employers should: Give them immediate feedback; flexible work arrangements and work-life balance; personal growth

Millennials (1981–2000)
Competitive, civic-minded, open-minded on diversity, achievement-oriented
Shaped by: Columbine, 9/11, the internet
Motivated by: Responsibility, the quality of their manager, unique work experiences
Communication style: IMs, texts, and email
Worldview: Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't like change
Employers should: Get to know them personally; manage by results; be flexible on their schedule; provide immediate feedback

Generation Z (2001–2020)
Global, entrepreneurial, progressive, less focused
Shaped by: Life after 9/11, the Great Recession, access to technology from a young age
Motivated by: Diversity, personalization, individuality
Communication style: IMs, texts, social media
Worldview: Self-identifying as digital device addicts; valuing independence, individuality; preferring to work with millennial managers, innovative coworkers, and new technologies
Employers should: Offer opportunities to work on multiple projects at the same time; provide balance; allow them to be self-directed

Meg Weisbord
Intern, Org Dev

21 years old, student intern who will graduate next year with a BS degree in social work and minor in org development. **Her EX goal is to align work with community purpose and wants a manager who is interested in her learning goals.**

Tom Metzbverg
Director of Sourcing

48 years old, married. Been in sourcing his whole career and motivated by vertical growth in the organization. **His EX goal is to climb the corporate ladder as fast as possible, get paid the best as it is a recognition of his worth, value, and contribution.**

Sarah Murphy
Project Manager

28 years old, lives in San Jose, is single, and lives in a house with three roommates. She is in her second job since college and is a good, but not great, employee. **Her EX goal is to save enough money to take a six months off to travel and then do it again and again.**

Bobby Alexander
Product & Biz Analyst

32 years old, world traveler, thinks his capabilities are better than they really are and thinks he deserves a lot more money and a promotion every 6 months. **His EX goal is to have his manager promote him within the department and across the enterprise.**

Alan Baker
Master Facilitator

40 years old, divorced, raising three kids, is great at his job and the people in the company. **His EX goal is to have his manager leave him alone, offer him stability and consistency in things, and support his need for flexibility with occasional remote work.**

Russ Martinelli
Senior Manager

61 years old, married with two children. He's an author and focused on how to retire, but stay involved to coach, teach or mentor individuals and teams to become high performance. **His EX goal is to have his manager help enable his goal.**

Managing a multigenerational workforce involves viewing everyone as an individual, developing mentoring relationships and checking your communication methods.

Generation is just one layer of a person's identity.

Best Practices For Managing A Multi-Generational Team

- Work to understand the perspectives of each generational group represented on your team. Keep the dialogue open between generations to bring out the best in each other.
- Meet them where they are. Bridge the gap between your own expectations and your employees' values and needs.
- Get comfortable with the new normal. Adaptability will be the most critical factor determining success.
- Trust is the critical component and overrides everything else in today's economy. Employees want to have a voice in decisions that affect them. Develop a culture of listening where team members know their feedback is considered.
- Finally, though we are all born into a specific generational group, remember to treat people as individuals. Offer options that resonate with their lifestyle and worldview.

Bridging The Generational Divide In Our Workforce

PROFESSIONAL DEVELOPMENT ACADEMY

WE MAKE LEADERS BETTER

Tim Rahschulte, Chief Executive Officer

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