



Facilitating Sustainable Growth
Organizational Development & Change Consulting

Cross Generational Communication and Engagement

Presented for MITRE

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Objectives

- Explore the impact and importance of generational diversity in the workplace
- To provide insight and raise awareness around the recruitment, retention, and engagement of multiple generations.
- Understand how generational differences impact all phases of the employee life cycle
- To provide recommendations, suggestions and methodology to increase Gen Y employee satisfaction and retention
- Take away practical tips for cross generational engagement - an increasingly important topic in government

“Groups of people born around the same time will have similar characteristics... because certain social, cultural, economic and technological environments remain relatively consistent for pockets of time.. It is the different perception of the world and the way it works, formed in response to our environment, that creates differences between one generation and another.”

- Peter Sheahan, Generation Y: Thriving and Surviving with Generation Y at Work, (Australia, 2005)

Discussion

- Generational Overview

- Recruitment & Retention Lifecycle TM
 - Targeted skill assessment and competency building
 - Knowledge utilization
 - Feedback/coaching
 - Retention and engagement

- Questions?

Defining the Generations

- Generations are *defined* not by a formal process but by demographics, the media, popular culture, and market research
- Generations are *shaped* by shared childhood experiences and then defined by early-adulthood actions
- The specific cultural *impacts* that shape the generations vary some by geography, but the resulting traits of each are similar
- Multiple *terms* are used to define each generation
- Ranges of dates may *vary* a bit
- Not intended to stereotype, but to *understand* some predominantly common traits

Urgency in Government for a Cross Generational Focus



Table 1 – Minimum Retirement Age (MRA) for FERS and FSPS Employees

Birth Year	MRA
Before 1948	55.00
1948	55.17
1949	55.33
1950	55.50
1951	55.67
1952	55.83
1953 – 1964	56.00
1965	56.17
1966	56.33
1967	56.50
1968	56.67
1969	56.83
After 1969	57.00

Source: OPM FedStats

Table 3 – FY 2007 – 2016 Retirement Projections

Fiscal Year	Predicted Count of Retirements	Predicted Retirements as a Percent of End of FY 2006 Count	Predicted Cumulative Count of Retirements
End of FY 2006 Count	1,572,855	1,572,855	1,572,855
through 2007	60,741	3.9%	60,741
through 2008	61,702	3.9%	122,442
through 2009	62,019	3.9%	184,461
through 2010	61,748	3.9%	246,209
through 2011	60,950	3.9%	307,159
through 2012	59,547	3.8%	366,707
through 2013	57,839	3.7%	424,546
through 2014	55,919	3.6%	480,464
through 2015	53,946	3.4%	534,411
through 2016	51,928	3.3%	586,339

How do you apply many of these attributes to government and the public sector?

Government certainly has more limitations than companies do when trying to implement some of these ideas. So it's important to pick the ones that can be most easily implemented. For example, there's no reason a public sector employee can't join the online conversation by starting a blog or commenting on other government-related blog posts. Also, public sector organizations can still create unique and "cool" career sites for recruits. However, the most important thing public sector employers can do is loosen up! Government has a reputation for being a boring place to work. Tear down the cubicles (or at least the top walls) and encourage people to collaborate and socialize productively. Bring employees out to team lunches and create opportunities for your **Gen Y people to organize social events, like after hour's dinners or intramural sports teams.**

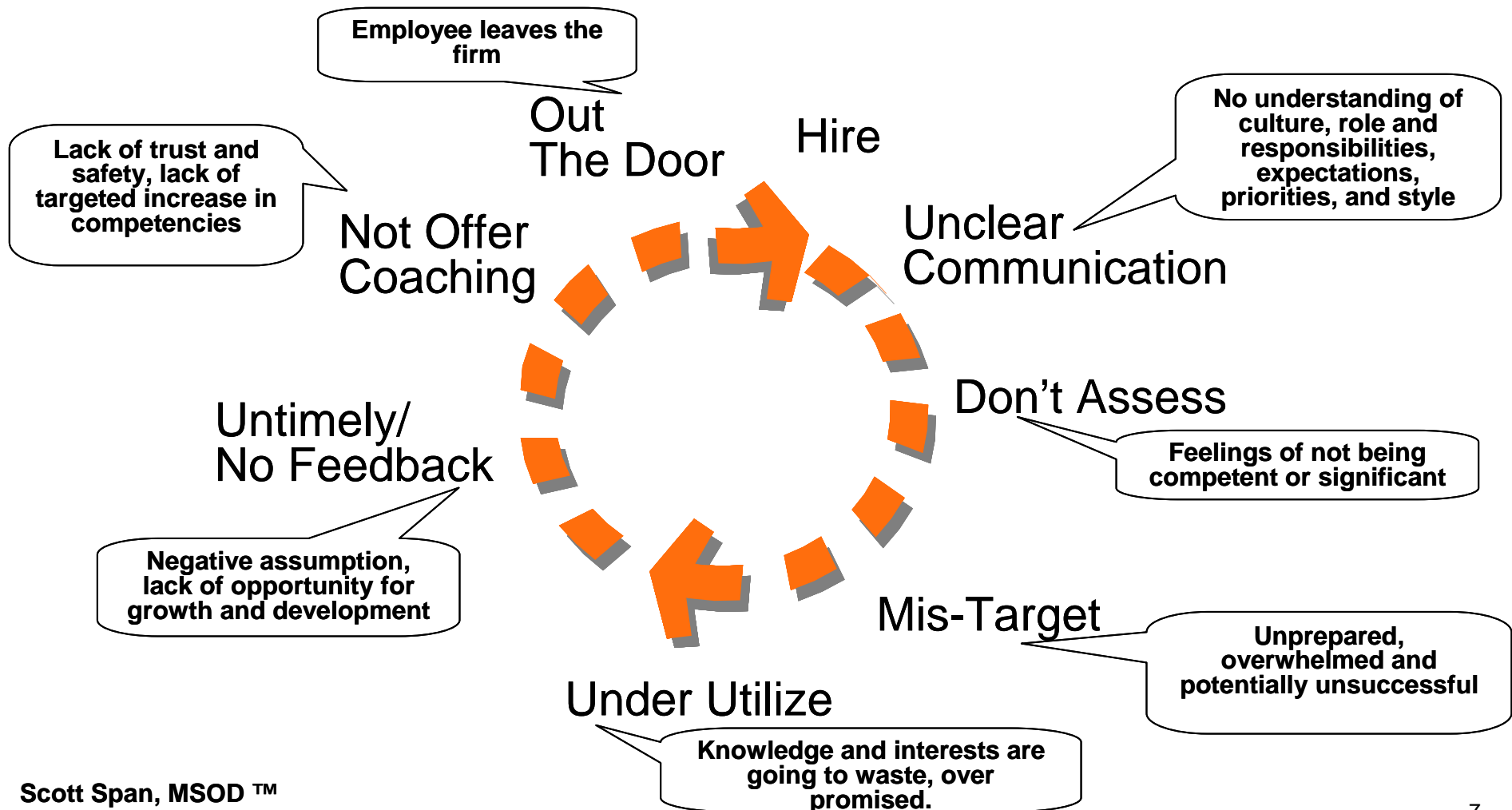
Deloitte's Millennial Fact Sheet14

http://www.deloitte.com/dtt/cda/doc/content/us_consulting_millennialfactsheet_080606.pdf

Positive Recruitment & Retention Lifecycle™



Negative Recruitment & Retention Lifecycle™



Cross Generational View

Baby Boomers <i>Leadership</i>	Generation X <i>Management</i>	Gen Y <i>Employee</i>
<ul style="list-style-type: none"> • Born during 1946 – 1964 • Accept authority figures • Strong commitment, give maximum effort • Workaholics; live to work • Money buys experiences and freedom • Change jobs but usually stay within same industry 	<ul style="list-style-type: none"> • Born during 1965 – 1978 • Like informality • Loyalty is to self and building skills • Work to live; seek work/life balance • Less confidence in long-term rewards and greater expectations for short-term rewards • Not only change jobs, but move across industries • Prolific entrepreneurs 	<ul style="list-style-type: none"> • Born after 1979 (pre 2000) • Question authority • “Smart” workers (little effort for maximum result) • Not as interested in climbing the corporate ladder • Money is necessary for maintaining luxurious lifestyles • Integrated work and personal lives leading to “living all the time“ • Pursue self-improvement; value life-long learning

Generational Similarities

- All too often we only focus on differences when working with diversity
- Certain fundamental human needs, similarities, exist amongst all generations and demographics:
 - Competence
 - Significance
 - Communication (feeling heard)
 - Trust
 - Valued

Work Preferences

	Matures	Boomers	Gen X	Gen Y
Work Environment	Discipline, Hard work and Teamwork	Individual Success, wealth and loyalty	Opportunity to contribute, autonomy and move quickly	Fun, fast paced, virtual, learn rapidly and make a difference
Work Style	Seniority, rules driven	Corporation driven	Question the norm	Entrepreneurial
Value of Work	Expertise and Experience	Want their hard work valued	Want the company to value their contributions	Want to value their own contributions
Time	Timeliness	Face Time	Results driven	Virtual
Work Hours	9 - 5	Dusk to Dawn	What do you mean 8 - 6?	Work until work is done
Drivers in Work	To Build a Life	To Build a BETTER Life	Work to Live Better	To live a purposeful Life

Recruiting

- Baby Boomers
 - Need to know their experience is valued, that they can make a difference and excel
 - Discuss future goals and career path
 - Develop a personal rapport
- Gen-X
 - Offer balance and fun (hours, flexibility, environment)
 - Be merit not tenure based
 - Offer multi-tasking and hands-off supervision
 - See change as positive – offers more opportunities
- Gen Y/Millennials
 - Discuss personal goals and how company can support
 - Treat recruits as customers
 - Be prepared for their desire to include peers and parents in process
 - What's in it for me? Communicate mutual value proposition

Work / Life Balance

- Baby Boomers
 - Pride themselves on 60 hr work weeks; Face Time
 - Now starting to question their work ethic and lack of balance
- Gen-X
 - Seek balance – Work to live not live to work; want flexible hours and telecommuting.
 - “As long as I get the job done, it doesn’t matter when or where”
- Gen Y/Millennials
 - Similar to Gen X
 - Have interests outside of work.
 - Willing to sacrifice promotions for lifestyle
 - Want to leverage technology to provide flexibility

Training

- Boomers
 - Work hard and you'll learn
 - Need training on how to be a coach to Millennials
 - Classroom vs. virtual
- Gen-X
 - Training is very important
 - Want to build diverse skills
 - Keep materials brief and scannable
- Gen Y/Millennials
 - Enjoy learning
 - Training reduces stress
 - Want virtual learning as well as coaching and guidance

Coaching & Feedback

- Boomers
 - Want personal approach
 - Want to be treated as equals and to be empowered
 - Coach tactfully
 - Ask, don't tell
 - See mentors as providing fast track to promotions
- Gen-X
 - Need constructive feedback but do not like close supervision
 - Not impressed by authority
 - Want mentors to support their career development
- Gen Y/Millennials
 - Need structure and supervision, but do not want to be directed
 - Need hands on mentor to provide coaching
 - Want visibility with senior personnel

Culture & Rewards

- Boomers
 - Titles and status are important
 - Use personal approach and perks (first class travel, etc)
 - Give public recognition of accomplishments
 - Value face to face teamwork
- Gen-X
 - Want informal work environment – casual dress, fun
 - Want ownership in company - stock options
 - Prefer virtual teamwork; enjoy simultaneous tasks
 - Want convenience – concierge service
 - Like high-tech perks (best technology)
- Gen Y/Millennials
 - Use personal touch
 - Understand individual drivers, don't like to be treated like one of many
 - Reward with out of box benefits
 - Support community involvement/corporate citizenship

Summary and Recommendations



- Strive for the positive Recruitment and Retention Lifecycle™ to minimize negative impacts
- Conduct targeted surveys and focus groups of a cross section of the workforce to obtain additional data on each area of the cycle as relates to your organization/agency
- Potentially reevaluate your recruitment and retention philosophy (based upon additional data)
- Review recommendations and implement alternate options to increase engagement, retention, and performance

Summary and Recommendations Continued

- Conduct targeted cross generational surveys and focus groups employees to obtain additional data
- Reevaluate existing training and delivery methods for Gen Y employees
- Replace some of the existing training:
 - Adapt existing training delivery formats and approaches
 - Provide specific customized training for Gen Y employees (how to integrate and apply past experiences and skills within the new organization/agency)

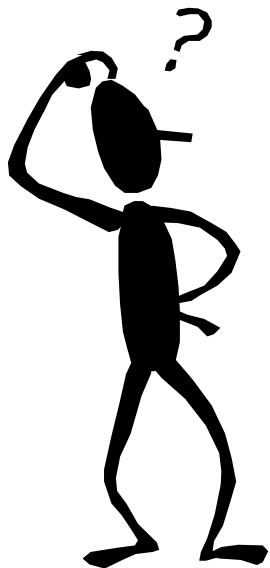
What Next?

- Understand and appreciate the differences between the generations
- Develop cross generational dialogue
- Provide coaching and training at all levels not just to leaders
- Understand what drives your people and then tailor what you do (performance feedback, recognition, rewards, mentoring)
- Leverage what works
 - Provide connections with leaders and personal touch
 - Listen and TAKE ACTION on feedback from surveys or site visits
 - Offer opportunities to influence outcomes that affect them
 - Vigorously support flexibility, virtual work, and community involvement
 - COMMUNICATE!

Conclusion

"...people want a life and Generation Y are calling for it the loudest. When they don't get it, they talk with their feet..."

Generation Y: Thriving and Surviving with Generation Y at Work
by Peter Sheahan, Australia 2005



What questions do you have?

Contact Information



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Take Aways

Baby Boomers (1946-1964)

- Key defining events: End of World War II, Moon Landing, Assassination of JFK, Civil Rights movement, Vietnam War, Television, Korean War and Vietnam, Rock 'n Roll, Polio Vaccine, Woodstock
- Many current leaders externally and in our organization
- Optimistic, team players, workaholics, “super”mom/dad
- Defined by their jobs; Success is visible
- Divorce becoming more common
- Tend to be more conservative
- Passion for personal and social improvement, the civil rights generation
- Will begin retiring in 2010

Generation X (1965-1978)

- Key Defining Events: Watergate, AIDS, Energy Crisis, Cold War, Persian Gulf War; Corporate Downsizing, Family TV shows, Movies with G to R ratings, Oil embargo, Inflation and Recession, Women's Rights Movement, Oral Contraceptives, Political Corruption
- Leaders; today's managers, mentors, and project leads
- Increased divorce rates – both parents and selves
- Women enter workforce in mass
- Former “latchkey kids”, independent
- Self-reliant, confident, highly educated, multi-taskers
- Cynical and pessimistic
- “Work hard, play hard” mentality
- Independent; no strong political affiliations
- Tech jobs, competitive, hard-working entrepreneurs
- Embrace risk and free agency

Gen Y / Millennials (born since 1979)

- Key Defining events: Afghanistan and Iraq War, War on Terror, Fall of the Berlin Wall, Oklahoma City Bombing, Video gaming, Social Networking (mySpace, IM, Text, email), Anthrax, OJ Simpson, School Violence, Widespread Use of Technology (internet, music downloads, cell phones, cable)
- Strongly impacted by the economic prosperity of the 1990's
- Children of Soccer moms and Little League dads; viewed as coddled and confident
- Parents are strong advocates, including into college and workforce
- Most medicated generation
- Highly educated, creative, resourceful, believe they can do anything
- Technically very savvy
- Aware – socially, environmentally, ethically
- Lifestyle very important
- Expect purpose and meaning in their life
- Entering the workforce today

- Gen Y and Millennials share similar characteristics -

A Closer Look at Gen Y & Millennials

- Looking for work/life balance, flex work, virtual work; want control
- Do not want to be defined by their job
- Easily bored, impatient
- At work, expect new challenges, promotion opportunities, constant change, and FUN
- Like to feel empowered and have real responsibility
- Want to be coached and nurtured (but not overly directed or controlled)
- Need expectations to be clear and to be held accountable
- Need to feel a sense of belonging, to be involved; need a personal connection and to be treated as an individual
- Need fair compensation, to be treated fairly, recognized and valued
- Want their employer to increase their employability and invest in development
- Want to do 'cutting edge' work
- Place high value on having a competent manager
- Motivation is very individual, “one size fits all” will not work

Next Generation Talent Management: Hewitt Associates



Five Workforce Trends You Can Count On:

Smaller and Less Sufficiently Skilled

- In industrialized nations, smaller, middle-aged population segments and early retirements are substantially reducing the size of working-age populations
- By 2016, Generation Y (born 1977-1994) will have fully entered the workforce, however, they will not possess the skills that older workers who have left the workforce did, creating a “skill gap”

Increasingly Global

- Worker mobility and migration are gaining momentum
- Currently ¾ of jobs off shored are from America, but other countries are expected to join this trend
- Off shoring is creating a lot of opportunity in Eastern Europe and Southeast Asia

Highly Virtual

- Technology is completely redefining the concepts of workplace and workday
- By 2008, the number of employers with no employees working from home on a regular basis is predicted to drop from 46% to 20%
- Virtual co-working is on the rise

Vastly Diverse

- There are more generations in the workforce than ever before. Workers are entering the workforce earlier and staying longer
- Women and minorities are making up increasing amounts of the workforce
- Lifestyles and life patterns are also more diverse (‘on and off’ ramps)

Autonomous and Empowered

- Workers have the capacity and the desire to be more influential on the job
- Workers have more authority on the job market