



**Managing the
Multi-Generational
Workforce**



LGMA
LOCAL GOVERNMENT
MANAGEMENT ASSOCIATION
OF BRITISH COLUMBIA


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“Each generation imagines itself to be more intelligent than the one that went before it and wiser than the one that comes after it.”

George Orwell (1945)




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**What We Are Going To
Cover...**

- Explore the uniqueness of each generation

Traditionalists 1932- 1945	Baby Boomers 1946 - 1964	Gen X 1965 - 1978	Millennials 1979 - 1998
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- Discuss how to best communicate to and engage with each generation



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Why a Generations Challenge Now?

- Shift of required leadership paradigm ...
- Challenges facing organizations to attract, retain and engage employees...
- Changing demographics...



"More than 60% of employers say they are experiencing tension between employees from different generations."

"70% of older employees are dismissive of younger workers abilities. 50% of employers say that younger employees are dismissive of the abilities of their older co-workers."

The Learning Café 2008



Generation Influences


Values and attitudes are shaped by

- Life Stage
- Current Environment Conditions
 - Shared Experiences & Collective Memory
 - Formative Years (8 – 13)
 - Coming of Age Years (16 – 23)
 - Economic, world events, heroes, villains, music




Other Influences

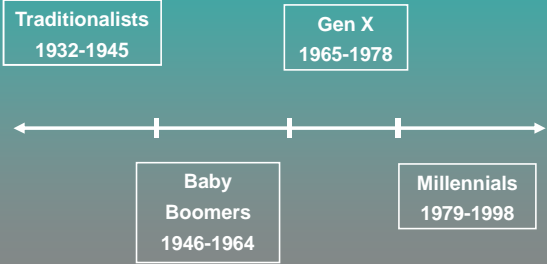
- Culture
- Significant life events
- Birth order
- Personality



“People resemble their times and their peers more than they resemble their parents.”
Alan Foote



Four Generations at Work




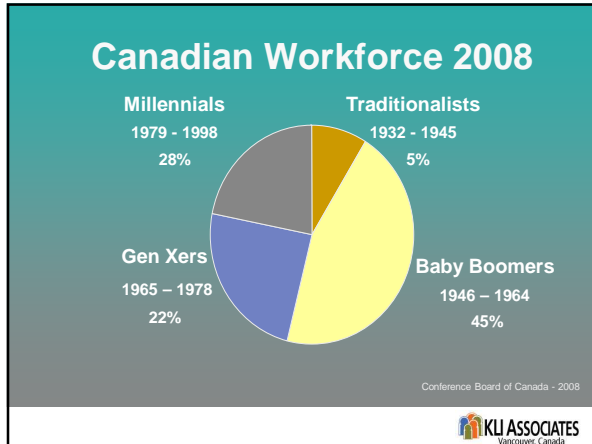
Traditionalists
1932-1945

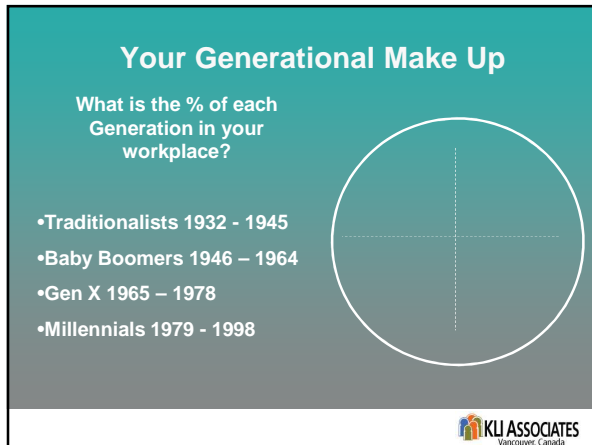
Gen X
1965-1978

Baby Boomers
1946-1964

Millennials
1979-1998









Traditionalists: Work First Career = Opportunity

- Comfortable with command / control leadership
- Work and family are kept separate
- Advancement based on tenure ladder
- Like consistency and uniformity
- Future should be extension of the past
- Unlikely to buck the system



Baby Boomers 1946 - 1964

- Individuality
- Tolerance
- Self - Absorbed



Baby Boomers: Live to Work Career = Self Worth

- Participative management
- Loyalty to the team
- "I am my job."
- Politically connected at work
- Challenge the rules
- Push to change everything
- Process over results
- Hesitant to engage in conflict



Generation X 1965 - 1978

- Diversity
- Savvy
- Pragmatic



Gen X : Work to Live Career = One Part of Me

- Loyal to good leadership -- competency driven
- Promotions based on results and expertise
- Frustrated by office politics
- Get to the point communication style
- Old rules can get in the way
- Work independently with virtual connections
- Results are everything (24/7 for projects)



Millennials 1979 - 1998

- Authenticity
- Teamwork
- Global



Millennials: Live then Work Career = Add Value

- Loyal to their group
- Casual relationship to work
- Challenged by constructive feedback
- Take multitasking to a new level
- Expect constant connection
- Open access to information



Communicating....

Traditionalist

- Respect, courtesy, formality and order
- Respect of their past work
- Top down communication
- Silence

Baby Boomers

- Customized messages
- Like information first and fast
- May appear impatient for more information
- Fluid and be in the know

Generation X

- Authentic, honest, blunt
- Transparent communication
- Straight up with no meandering around the point
- Tend not to share information

Millennials

- Clear and quick
- Accept any information
- Limited organizational communication
- Dislike being excluded from information



Comparison of Communication Styles

Digital Immigrants

- Linear acquisition of information
- Focus on facts & knowledge
- Face to face
- Repetition


Digital Natives

- Nonlinear – hyperlinked
- Application of the information
- Interactive, virtual & asynchronous
- Analogical – similarity to ..




“we now have a generation that is better at taking in information and making decisions quickly, better at multi-tasking and parallel processing; a generation that thinks graphically rather than textually, assumes connectivity, and is accustomed to seeing the world through a lens of games and play.”

Marc Prensky, 2004



Making the Shift

Recruit	→→→	Initiate the Relationship
Train	→→→	Engage
Supervise	→→→	Collaborative Work Systems
Retain	→→→	Evolve the Relationship



Some Successes

Deloitte & Touche <ul style="list-style-type: none">• Ultimate Career Guide for Young People• 12 – 18 years	L’Oreal Canada <ul style="list-style-type: none">• Intergenerational training program
Wachovia <ul style="list-style-type: none">• Connect BB with Millennials• 2 way mentorship	



Emerging Generations: Top 10 Frustrations

1. Barriers to innovation & creativity
2. Bureaucracy & red tape
3. Fear of change in the organization
4. Lack of appreciation
5. Lack of focus & clear vision
6. No sense of community or spirit
7. Patronizing attitudes
8. Pay your dues mentality
9. Poor meetings & poor planning
10. Ignore Talent



What Can You Do....

- Acknowledge your own Generational shared memories, associated values and preferences
- Get to know your audience from a generational perspective



I would love to hear your stories or questions

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Useful Resources on Generational Diversity

- Deal, J. (2007). *Retiring the generation gap: How employees young and old can find common ground*. San Francisco: Jossey-Bass.
- Howe, N. & Strauss, W. (2000). *Millennials Rising: The next great generation*. Toronto: Random House.
- Lancaster, L. & Stillman, D. (2003). *When generations collide: Who they are, why they clash, how to solve the generational puzzle at work*. New York: HarperCollins.
- Tapscott, D. (2009). *Grown up digital: How the net generation is changing your world*. New York: McGraw- Hill
- Zemke, R., Raines, C., & Filipczak, B. (2000). *Generations at work: Managing the clash of veterans, boomers, xers, and nexters in your workplace*. New York: AMACOM