“The 21st Century Workplace - Managing the Multi-Generational Workforce”

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Your Session Presenters

Kim Lang, SPHR
Vice President, Organizational Consulting
404-504-5042
Kim.lang@right.com

Anne Morgan
Vice President, Organizational Consulting
404-504-5209
Anne.morgan@right.com
What We are Going to Talk About Today

- Understand major forces impacting the workforce demographics

- Learn how to better manage and understand cross-generational interactions & workplace challenges
  - The generational impact on your talent management strategy

- Share best practices
  - Strategies for building a generationally diverse yet highly productive organization
Who We Are

- Talent and career management experts
- Create and deliver workforce strategies to grow talent, reduce costs and accelerate performance
- Wholly-owned subsidiary of Manpower Inc., global leader in employment services
- Founded in 1980
- Clients include over 80% of Fortune 500 and 70% of Global Fortune 500
“For the first time in modern history, workplace demographics now span four generations, meaning that 20-year-old new hires can find themselves working side-by-side with colleagues who are older than they are by 50 years (or even more).”

“Leading a Multigenerational Workforce,”
By Susan A. Murphy, PhD, AARP, 2007
# Quick Overview of the Workforce Generations

<table>
<thead>
<tr>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Gen Xer’s</th>
<th>Gen Y / Millennials</th>
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<tbody>
<tr>
<td>In 2006: 8% of the workforce (12.5 mil)</td>
<td>In 2006: 44% of the workforce (66 mil)</td>
<td>In 2006: 33% of the workforce (50 mil)</td>
<td>In 2006: 15% of the workforce (22 mil)</td>
</tr>
<tr>
<td>In 2011: 5% of the workforce (7 mil)</td>
<td>In 2011: 38% of the workforce (60 mil)</td>
<td>In 2011: 32% of the workforce (51 mil)</td>
<td>In 2011: 25% of the workforce (40 mil)</td>
</tr>
<tr>
<td>Also known as:</td>
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<td>Also known as:</td>
<td>Also known as:</td>
</tr>
<tr>
<td>• Veterans</td>
<td>• Boomers</td>
<td>• Gen “why?”</td>
<td>• Nexters</td>
</tr>
<tr>
<td>• WW II Generation</td>
<td></td>
<td>• Millennials</td>
<td>• Baby Busters</td>
</tr>
<tr>
<td>• The Silent Generation</td>
<td></td>
<td>• Post-boomers</td>
<td>• Nintendo Generation</td>
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At the end of their careers; retired; have returned to the workplace out of economic need or boredom

Of greatest concern due to large #’s leaving the workforce in next few years; leaving a knowledge & employment void

The topic of much debate because of “their lack of this & lack of that” based on standards by Boomers

Growing up in a time of unprecedented technology never experienced before
Polling Question

What’s your generation?

A. Traditionalists (1922 - 1945)
B. Baby Boomers (1946 – 1964)
C. Gen Xer’s (1965 – 1980)
D. Gen Yer’s (1981 – 2000)
## Defining Events and Core Values at Work

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<td>Work Values</td>
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<tr>
<td>Dedication and sacrifice</td>
<td>Optimism</td>
<td>Thinking globally</td>
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</tr>
<tr>
<td>Fiscally conservative</td>
<td>Personal gratification</td>
<td>Skeptical</td>
<td>Civic duty</td>
</tr>
<tr>
<td>Hard work and loyalty</td>
<td>Health and wellness</td>
<td>Risk-taking</td>
<td>Achievement</td>
</tr>
<tr>
<td>Law and order</td>
<td>Personal growth</td>
<td>Balance work and life</td>
<td>Sociability</td>
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<tr>
<td>Respect for authority</td>
<td>Ambition</td>
<td>Techno literacy</td>
<td>Morality</td>
</tr>
<tr>
<td>Rule following</td>
<td>Workaholic – Live to Work</td>
<td>Fun</td>
<td>Street smarts</td>
</tr>
<tr>
<td>Delayed reward</td>
<td>Forever Young</td>
<td>Informality</td>
<td>Globally aware</td>
</tr>
<tr>
<td>Honor</td>
<td></td>
<td>Self-reliance</td>
<td>Work that has meaning</td>
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<tr>
<td>Practical</td>
<td></td>
<td>Entrepreneurial</td>
<td>Overt recognition</td>
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- **Traditionalists**
  - Dedication and sacrifice
  - Fiscally conservative
  - Hard work and loyalty
  - Law and order
  - Respect for authority
  - Rule following
  - Delayed reward
  - Honor
  - Practical

- **Baby Boomers**
  - Optimism
  - Personal gratification
  - Health and wellness
  - Personal growth
  - Ambition
  - Workaholic – Live to Work
  - Forever Young

- **Gen Xer’s**
  - Thinking globally
  - Skeptical
  - Risk-taking
  - Balance work and life
  - Techno literacy
  - Fun
  - Informality
  - Self-reliance
  - Entrepreneurial
  - Pragmatism

- **Gen Y / Millennials**
  - Optimism
  - Civic duty
  - Achievement
  - Sociability
  - Morality
  - Street smarts
  - Globally aware
  - Work that has meaning
  - Overt recognition
  - Diversity and change
  - Technological savvy
Opening Discussion

Think of a workplace where you are working alongside your grandfather, mother, brother, and younger cousin.

1. What would work well with this workplace mix?
2. What challenges could arise with this workplace mix?
Warm-Up Exercise to Test the Interactive Feedback Remotes!

- Look for your remote number on back
- Your number turns green when you enter your response
- To change your response, simply enter a new number (will turn yellow then green again)
Warm-Up Exercise to Test the Interactive Feedback Remotes!

1. Think about your current workforce and what do you believe would be the most desired benefit from their wish list below?

   A. Concierge service for employees including on-site dry cleaning, “meals to go”, pet sitting services, etc.
   B. Increased flexible work schedules and telecommuting opportunities for all levels
   C. Company issued iPhones for all employees with encouraged use of social media resources
   D. Established or expanded employee network groups to include “seasoned employees (with the co. more than 10 yrs), new employees (under one year), sports teams, etc. that meet for Friday socials, and monthly celebrations, networking and support events.
   E. Casual dress code everyday that includes jeans, flip flops, t-shirts, etc.
Contributing Factors to the 21st Century Workplace
21\textsuperscript{st} Century Trends

- Currently there are \textbf{3 workers for every retiree}.
- By 2050 there will be 1.5 working adults for every retired adult (USA).
- \textbf{Retirement will be re-defined} as people continue to upgrade skill sets and continue to work.
- In the next 10 years (by \textbf{2020}), \textbf{women will represent over 50\%} of the workforce (USA).
- Continual immigration.
- More Hispanics will be native born (USA).
- This year, \textbf{34\% of new workforce entrants will be non-Caucasian}.
- People \textbf{will move in and out of jobs} and companies more easily.
  - especially if health care becomes more transferable.
This Century’s Workforce Challenges

- Limited availability
- Chronologically older
- Lacking key skills
- Less interested in “responsibility” as well as . . .
- Highly diverse & technology-enabled
- Focus performance management on accomplishment of the task – let go of hours
- Help managers work through the culture change issues

Source: Testimony by Tamara J. Erickson to the U.S. Senate Committee on Health, Education, Labor and Pensions, May 2005
In 2000, A Fairly “Young” World.

Percent of Population Age 60+ 2000

Source: U.S. Census Bureau
Rapidly Aging by 2025

Source: U.S. Census Bureau

Percent of Population Age 60+ 2025

- Under 5%
- 5% to 12.4%
- 12.5% to 20%
- Above 20%
The U.S. DOL estimates that today’s worker will have **10-14 jobs** by the age of 38.

1 in 4 workers have been with their current employer less than one year.

1 in 2 have been with their current employer less than 5 years.

The amount of **new technical information is doubling** every 2 years.

For students starting a 4 year technical degree, half of what they learn in their first year will be **outdated** by their third year of study.
Drivers of Change in Today’s Uncertain World

The Talent Mismatch is deepening as the working age population declines and the nature of work changes.

Individual Choice will be exercised by those with the skills that are most in demand.

Technological Revolutions have the power to change where, when and how we work.

Rising Customers Sophistication requires businesses to work in a new way, driven by innovation and delivering greater value and efficiency.
Polling Question

What is your #1 priority as it relates to meeting the generational challenges of your organization?

1. Attracting younger employees
2. Retention of your talent
3. Knowledge transfer from older to younger employees
4. Leadership across generations
5. Motivation & engagement
6. Building trust & respect between generations
HR’s Priorities for the Multi-Generational Workforce

- Attracting
- Retention
- Rewarding
- Development /Talent Management
- Motivating & Engaging
- Building a Multi-Faceted Culture
## Attracting

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<th>Realize PT as an option</th>
<th>Appeal to traditional values, stress long-term goals</th>
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<td><strong>Boomers</strong></td>
<td>Seeking: “Advancement of Career”</td>
<td>Buying: Ability to have an impact, recognition, growth opportunities, work-life balance</td>
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<td><strong>Gen Xer’s</strong></td>
<td>Seeking: “Advancement of knowledge” “Resuméable Experience”</td>
<td>Buying: Work-life balance, development opportunities, flexibility, technology innovation</td>
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<td><strong>Gen Y / Millennials</strong></td>
<td>Seeking: “An opportunity”</td>
<td>Buying: Meaningful work, org. culture, social responsibility - Low complexity in recruitment process</td>
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<td><strong>Rewards</strong></td>
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<td>Satisfaction of a job well done; recognition</td>
<td>Money and time off</td>
<td>Freedom - the ultimate reward</td>
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<tr>
<td><strong>Motivating</strong></td>
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<tr>
<td>We value your experience</td>
<td>You are valued and needed</td>
<td>Do it your way, forget the rules</td>
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Gen Y’ers will become your future leaders in your organization, what ideas and strategies do you have for the following HR Talent Mgmt priorities

- Engaging & Retaining Gen Y’s
- Developing Gen Y’s
## Retaining Talent

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<td>Job changing... “puts you behind”</td>
<td>Job changing... “is necessary”</td>
<td>Job changing... “is part of my daily routine”</td>
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<td>Reasons to stay... Client/Customer loyalty and amount of time off</td>
<td>Reasons to stay... Making a difference, and flexibility</td>
<td>Reasons to stay... Autonomy, a good schedule, and time off</td>
<td>Reasons to stay... Variety and Flexibility</td>
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Developing Talent

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Patient, tactful training in technology with respect
Mindset for a Intergenerational Workforce

- Treat work colleagues the way you treat customers
- Be honest with yourself about your own biases
- "Older and younger" is positive & provides different perspectives
- First seek to understand differences and then leverage them
- Create choices and get creative
- Take advantage of the knowledge and experience that Boomers/Traditionalists provide
- Transparency in communications
- One size fits One
- Make flexibility a value
- Avoid stereotyping employees according to their generation
- Practice providing varied communication, such as using more types of media: face-to-face meetings, e-mail blasts, internal blogs, etc.
- Don’t shy away from conflicts and issues
- Mentor across generations – transfer knowledge
Summary: Building the Workplace of Tomorrow

• Refocus on treating employees like customers
• Employment brand matters
• Create flexible work environments
• Design accountability-based roles
• Increase speed of recruiting & selection

• Start building careers as early as the selection process
• Invest in mentoring and coaching programs
• Invest in “diversity and inclusiveness training”
• Leadership matters. Both behaviors today and building for tomorrow
Resources for Multi-Generations in the Workforce
Resources for Multi-Generations in the Workforce

- The 2020 Workplace, Jeanne C. Meister & Karie Willverd, 2010
- Y in the Workplace – Managing the “me first” generation, Nicole A. Lipkin & April J. Perrymore, 2009
- Generations at Work- Managing the Clash of Traditionalist, Boomers, Xers and Nexters in your Workplace, Ron Zemke, Claire Raines, Bob Filipczak
- Not Everyone Gets a Trophy: How to Manage Generation Y by Bruce Tulgan, Tulgan
- Keeping The Millennials: Why Companies Are Losing Billions in Turnover to This Generation- and What to Do About It by Joanne Sujansky, Jan Ferri-Reed
- Managing the Millennials, Chip Espinoza, Mick Ukleja, Craig Rusch, 2010
- When Generations Collide: Who They Are, Why They Clash, How to Solve the Generational Puzzle at Work by Lynne C. Lancaster, David Stillman, David Stillman
- Bridging the Generation Gap: How to Get Radio Babies, Boomers, Gen Xers, and Gen Yers to Work Together and Achieve More by Linda Gravett, Robin Throckmorton
- Plugged In: The Generation Y Guide to Thriving at Work by Tamara Erickson
Questions or Comments