MANAGING THE MULTIGENERATIONAL MIX

Presented by Lindsey Pollak
Millennials overtake Baby Boomers as America’s largest generation
GENERATIONAL STEREOTYPES

“I see no hope for the future of our people if they are dependent on the frivolous youth of today.”

- Hesiod, 8th Century B.C.
Generational change is not a problem to be overcome. It is an opportunity to be optimized.
Generational Change

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions

The generations defined

Post-Millennial generation
Born: 1997 and later
Age of working-age adults in 2017: 16 to 20

Millennial generation
Born: 1981 to 1996
Age in 2017: 21 to 36

Generation X
Born: 1965 to 1980
Age in 2017: 37 to 52

Baby Boom generation
Born: 1946 to 1964
Age in 2017: 53 to 71

Silent and Greatest generations
Born: 1946 or earlier
Age in 2017: 72 and older

Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

Pew Research Center
38% of Americans work for a boss who is younger than they are.

-CareerBuilder and Harris Interactive, 2014
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DIFFERENT GENERATIONAL EXPERIENCES & EXPECTATIONS

- In 1978, 60% of teens had summer jobs. In 2016, just 35% did.

- 22% of Traditionalists identified as people of color, compared to 43% of Millennials.

- For the first time in more than 130 years, Americans ages 18-34 are more likely to live with their parents than in any other situation.

- Today’s teenagers have the lowest rates of smoking, drinking and getting drivers’ licenses.
HOW DO YOU ENGAGE WITH 5 GENERATIONS OF EMPLOYEES?

1. Empathize
2. Flex on All Sides
3. Assume the Best Intentions
4. Remember We Are More Alike Than Different

“T’ll have someone from my generation get in touch with someone from your generation.”
3 KEY CHANGES TO EMBRACE

LEADERSHIP
THEN: COMMAND-AND-CONTROL
NOW: COACHING

EXPERIENCE
THEN: UNIFORMITY
NOW: CUSTOMIZATION

COMMUNICATION
THEN: NEED-TO-KNOW BASIS
NOW: TRANSPARENCY
YOUR PERSONAL TOOLKIT OF BEST PRACTICES
1. LEADERSHIP
FROM COMMAND & CONTROL TO COACHING
Then: Do As You Are Told  
Now: Express Yourself
“WHAT FACTOR MOST INFLUENCED YOUR DECISION TO TAKE YOUR CURRENT JOB?”

- Opportunity for personal development (65%)
- Reputation/brand of the organization (36%)
- Role itself (24%)
- Starting salary/rate of pay (21%)

- PwC Millennials at Work Global Study, 2012
“WHICH OF THE FOLLOWING DEVELOPMENT OPPORTUNITIES WOULD YOU MOST VALUE?”

- Working with strong coaches and mentors (28%)
- Changes/rotations of role to gain experience (21%)
- Support for further academic training (19%)
- Formal classroom training (6%)

- PwC Millennials at Work Global Study, 2012.
ALL GENERATIONS WANT MORE FEEDBACK

72% of employees under the age of 30 desire feedback on a daily or weekly basis.

60% of employees over the age of 30 desire feedback on a daily or weekly basis.

- PwC Millennials at Work Study, 2011
According to Google’s Project Oxygen study of 10,000 managers, employees of all generations most want bosses who:

1) make time for one-on-one meetings
2) help employees solve problems
3) take an interest in their lives and careers

- LASZLO BOCK, FORMER SVP OF PEOPLE OPERATIONS, GOOGLE
HOW TO MAKE TIME FOR FEEDBACK

• “Office hours”
• Email/Texting
• MBWA
TRY THIS:
USE TIME-TESTED MANAGEMENT TECHNIQUES
ADVICE TO EMPLOYEES: IMPLEMENT THE FEEDBACK YOU RECEIVE

“If you want great mentors, you have to become a great mentee. If you want to lead, you have to first learn to follow.”

- Tim Ferriss
“Common sense is not so common.”

- VOLTAIRE
TRY THIS: BE EXPLICIT WITH DIRECTIONS AND EXPECTATIONS

• Explain the why of assignments.
• Clarify all expectations: communication, deadlines, quality of work, hours.
• Set boundaries: let employees know when they can be creative and when they can’t.
TRY THIS: INVITE APPRENTICESHIP

• “Come sit in my office…”
• “Listen in on this conference call”
• Cc on more emails
• “This is what excellence looks like…”
TRY THIS: FIND A REVERSE MENTOR
2. EXPERIENCE
FROM UNIFORMITY TO CUSTOMIZATION
Then: Any Color…  
As Long As It’s Black

Now: Have It Your Way
More than 3/4 of millennials would choose to spend money on an experience or event rather than buying something desirable.

- Harris Study, 2015
MOBILITY AND “LATTICE CAREERS”
“Ask instead of guessing.... This will help you to minimize unnecessary conflicts, misunderstandings, negativity and wastes of time and energy.”

- HENRIK EDBERG
Teach employees to learn their manager and colleagues’ preferences regarding:

- Email
- Meetings
- Notes
- Documents
- Feedback
- Virtual work
- Pet peeves
ONE SIZE FITS NONE
TRY THIS: ASK, DON’T GUESS

• Encourage employees to be communication chameleons.
• Conduct frequent surveys and focus groups to determine people’s preferences.
• Invite employees to fill out a questionnaire:
  – Communication style
  – Job and career goals
  – Desired development/training
  – Desired rewards/recognition/fun
  – Meaningful community causes
TRY THIS:
OFFER TRAINING & COMMUNICATION OPTIONS

- Live training
- Full video, audio, slides and transcript available
- Topic-based archive of videos
- Audio downloads
- Webinar and app training
- Community discussion and Q&A
COPE
Create Once, Publish Everywhere
CODE
3. COMMUNICATION

FROM NEED-TO-KNOW TO TRANSPARENCY
Then: “And That’s The Way It Is”

Now: “It’s Complicated”
UNPRECEDENTED ACCESS TO LEADERSHIP & POWER
TRY THIS:
PROMOTE AN OWNERSHIP MENTALITY – GIVE MORE WORK AND RESPONSIBILITY

“Pick an area where people are frustrated and let them fix it. If there are constraints, limited time or money, tell them what they are.

“Be transparent with your people and give them a voice in shaping your team or company. You’ll be stunned by what they accomplish.”

- Laszlo Bock, Work Rules!
TRY THIS: INVITE MORE ACCESS TO YOU

• Showcase senior leaders at job fairs, onboarding sessions and training: “Experience is the new swag.”
• Offer town halls and “Ask Me Anything” (AMA) sessions – live or virtually.
• Provide insight into more senior roles and decisions.
• Share more of your personal career story.
TRY THIS: SHARE, ACKNOWLEDGE, THANK AND INCLUDE

• Know people’s names.
• Share key outcomes with all members of the team.
• Send thank you notes, emails and texts to acknowledge strong work – remember that thank yous are free.
• Encourage managers to have “stay conversations,” especially with future leaders.
TRY THIS:
PROMOTE PURPOSE
BUILD TEAM PURPOSE: PLAN INCLUSIVE EVENTS
DO THIS TOMORROW

☑ **Build a future leader** by inviting a Millennial or Gen Z employee for a reverse mentoring conversation.

☑ **Boost** commitment by making sure you know how best to communicate/reward/manage each employee or colleague.

☑ **Offer** one additional training or communication option than you do currently.

☑ **Enhance employee communication skills** by inviting a junior employee to observe you on a phone call or in a meeting.

☑ **Improve engagement and retention** by picking one current challenge and tasking a group of employees with solving it.

☑ **Increase morale** by thanking someone for a task well done.
For a list of the resources mentioned today (and a few extras)...

Text “LINDSEY” to 66866