

INTER-GENERATIONAL LEADERSHIP

Understanding today’s workforce is important to managing and motivating your employees. Today’s marketplace is comprised of several generations: Baby Boomers, Generation X and Millennials. These three groups will be at work for the next ten to fifteen years. By understanding the behaviors and motivations of each generation, you can benefit from the generational change.

| Each Generation Has Its Themes | | | |
|---|---|---|---|
| Matures/Veterans - Born before 1946 | Baby Boomers - Born 1946–1964 | Generation X - Born 1965–1980 | Millennials - Born 1981–2000 |
| <ul style="list-style-type: none"> ▪ Hard Work ▪ Duty ▪ Sacrifice ▪ Thriftiness ▪ Work Quickly | <ul style="list-style-type: none"> ▪ Personal Fulfillment ▪ Optimism ▪ Crusading Causes ▪ Buy Now/Pay Later ▪ Work Efficiently | <ul style="list-style-type: none"> ▪ Uncertainty ▪ Personal Focus ▪ Live for Today ▪ Save, Save, Save ▪ Eliminate the Task | <ul style="list-style-type: none"> ▪ “What’s Next?” ▪ On My Terms ▪ Just Show Up ▪ Earn to Spend ▪ Do Exactly What’s Asked |

| Each Generation Has Its Values | | | |
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| Matures/Veterans - Born before 1946 | Baby Boomers - Born 1946–1964 | Generation X - Born 1965–1980 | Millennials - Born 1981–2000 |
| <p>Members of this generation believe in patriotism, the nuclear family and respect for authority. Their work style reflects tradition. They generally prefer sober communication and formality.</p> | <p>Work comes first with Boomers – they invented the 70-hour week. Having grown up surrounded by aspiring peers, they excel at teamwork and tend to be customer-oriented. Their desire to stand out from the crowd causes them to live for their work instead of work to live.</p> | <p>Generation Xers make their own rules. They tend to be technologically savvy and work well on their own. They expect a lot and they demand a lot. They want work to be project oriented, and they want to work in a relaxed environment.</p> | <p>Millennials are willing and able overachievers. They are also the best educated generation in history. In general they try hard and are eager to learn. Most mirror their grandparents’ belief in hard work and in setting goals as being the keys to success.</p> |

| Each Generation Has Its Motivations | | | |
|---|---|---|--|
| Matures/Veterans - Born before 1946 | Baby Boomers - Born 1946–1964 | Generation X - Born 1965–1980 | Millennials - Born 1981–2000 |
| Use hand-written notes instead of emails or faxes. Veterans work best with real human beings. Veterans can be as productive as younger employees. Give them respect and you will have a hard-working, loyal employee. | Boomers love recognition and want credit for their accomplishments. They also love meetings and collective decision-making. Let Boomers know they have made a difference. | Gen Xers excel when given the right amount of space. They don't like to be micro-managed and prefer to prioritize projects in their own way. They tend to appreciate constructive feedback and like to feel their bosses are available. Skip the pep talk and speak with them one-on-one in a straightforward manner about the importance of their individual contribution. | Put Millennials on a team and watch them multi-task. They tend to like a well-supervised and well-structured environment. Since many admire Veterans, it often works well to pair them with a mentor from that generation. |

Managing Generation Xers

Here are 10 strategies for managing Gen Xers:

1. Turn your organization into a fluid hub. Employ people from a large and diversely skilled talent pool. Create a dynamic corporate culture that promotes innovation.
2. Rethink the role of your core group. Maintain a coherent core group of leaders. Build powerful incentives to keep them. Give them a stake in the bottom line.
3. Train people quickly.
4. Teach career effectiveness skills.
5. Teach managers to manage. Teach supervisors how to delegate, give feedback and coach performers.
6. Provide coaching-style feedback. It should be frequent, accurate, specific and timely. It gives employees guidance as they need it.
7. Reward results rapidly.
8. Promote innovation.
9. Create personal retention plans. Become a resource center for personal growth and development. People are more likely to stay if they can achieve personal growth at your organization.
10. Keep your finger on the pulse of the organization. Know workers' attitudes and opinions – they change quickly in a fluid environment.