

## Generations at a Glance

	<b>Baby Boomer</b> 1946-1964 80 million	<b>Generation X</b> 1965-1981 46 million	<b>Millennial</b> 1982-2000 76 million
<b>Work-Life Balance</b>	<i>Works to prove self and get ahead financially.</i>  <i>Wants to balance everyone else and find self-meaning.</i>	Protects home life by working hard, then going home.  Wants balance now, not when they retire.	<i>Believes company should view them as customers in demand.</i>  <i>Wants flexibility to balance all activities.</i>
<b>Leadership Styles and How to Get Respect</b>	<i>Consensus builders.</i> <i>Respect earned over time.</i>	Self-command, independent. Respect given to competent individuals.	<i>No command, instead collaborate. Respect based on feeling valued/heard and competence.</i>
<b>Team and Coworkers =</b>	<i>Competition</i>	Independent partners	<i>Essential key to team</i>
<b>Feedback</b>	<i>Wants occasional, written and documented feedback.</i>	Wants immediate and ongoing (often face-to-face).	<i>Looks for instantaneous and at the push of a button.</i>
<b>Why We Work</b>	<i>Self-fulfillment, I want to make a difference.</i>	To pay the bills, this is a job, not a life.	<i>To grow my skill set and help others.</i>
<b>How We View Our Career</b>	<i>A couple of jobs, but all changes made with purpose.</i>	Several jobs, some as long as 4 – 5 years.	<i>Many jobs, all used to further and explore who I am.</i>
<b>Job Search Style</b>	<i>Why would I tell anyone I was looking for a job?</i>	Why would anyone care if I was looking for a new job?	<i>Why wouldn't I be looking for a new job?</i>
<b>Resume Style</b>	<i>A list of accomplishments.</i>	A way to get an interview.	<i>An online formality.</i>

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	<b>Baby Boomer</b>	<b>Generation X</b>	<b>Millennial</b>
<b>Work Ethic</b>	<i>Driven and committed.</i>	Balanced work and home life.	<i>Enthusiastic and prepared to jump.</i>
<b>Conflict</b>	<i>I take on the issues I don't agree with, but I believe conflict is dealt with best by resolving it as a team.</i>	I call it like I see it, even if it's not popular. ~or~ I don't really care. This is my job. I'm here to do my job and go home.	<i>I don't feel safe with face-to-face conflict, especially when it comes to customer service.</i>
<b>Training and Education</b>	<i>Too much training means the employee will leave the company, but personally, I value education and training. Training should be earned.</i>	There's never enough training, more is better, in fact if you don't train me enough, I'll leave	<i>The only constant is change, so of course you'll train me often.</i>
<b>Strengths as employees</b>	<i>Driven, dedicated, competitive, team players, go above and beyond.</i>	Adaptable, techno-savvy, independent, not intimidated by authority, creative.	<i>Multi-talented, multi-taskers, respectful, collaborative, tech-experts, highly tolerant.</i>
<b>Potential weaknesses as employees</b>	<i>Big on ideas, process more important than outcome, sensitive to critique from younger workers.</i>	Impatient, not politically savvy in the corporate world, cynical, lack desire to schmooze at work.	<i>High, unrealistic expectations (starting at the top and earning big bucks), dislikes conflict, lack of experience.</i>
<b>Phrases that Click</b>	<i>Without your dedication, I'm not sure what we would have done.</i>  <i>You are important to our success!</i> <i>We need you!</i>	You can do it however you want.  We keep up on technology.  We're family friendly. Our work world is flexible.  How can we help you?	<i>You'll be working with other creative people.</i>  <i>We encourage community and volunteer activities.</i>  <i>You can make a difference here.</i>

**Change – What We Fear**

- WWII – Losing loyalty, right thing to do
- Baby Boomer – Loss of expertise, competitive advantage
- Xers – Flexibility, independence



<b>Strategies for Connecting with Employees During Change</b>	
<b>Baby Boomer</b>	<ul style="list-style-type: none"> <li>• Make them part of your processes, get their consensus and participation to win them over</li> <li>• Recognize their accomplishments, thank them</li> <li>• Use their knowledge of what’s happened in the history of the project to learn from failures and successes</li> <li>• Don’t make them look bad at their jobs, even jokingly—they take their jobs very seriously</li> </ul> <p>During change: Recognize that when you introduce change into their workplace, you are threatening to take away their competitive advantage and status</p>
<b>Gen Xer</b>	<ul style="list-style-type: none"> <li>• Be genuine</li> <li>• Expect them to be skeptical and not impressed</li> <li>• Offer them tasks they can do independently, allowing them to report back to the team</li> <li>• Plan to prove yourself through credibility, not credentials</li> <li>• Show them the immediate results and pay-off</li> </ul> <p>During change: recognize the loss of independence and flexibility</p>
<b>Millennials</b>	<ul style="list-style-type: none"> <li>• Don’t allow them to fail miserably as they introduce change – correct them at easy to fix points until they learn the ropes</li> <li>• Help them understand corporate structure, policies and parameters required for change</li> <li>• Provide them with practical advice about the people and political challenges they’ll face in a given project</li> <li>• Encourage them to bring ideas forward through the right channels</li> <li>• Help them understand and prioritize change ideas</li> </ul> <p>During change: Expect them to embrace new ideas fluidly, but help them understand why their suggestions for change may be so threatening to other generations</p>

**Baby Boomers**

**Wants feedback on:**

- Where can I provide value
- What do I do to get promoted to the next job or assignment

**Wants feedback delivered this way:**

- Face-to-Face
- Not all the time, but at planned check-in points
- Direct
- No surprises

**Generation Xers**

**Wants feedback on:**

- What's going well
- Bottom-line impact on paygrade
- What do my peers say – am I on the right path
- What can I do better
- Specifics: real-time, concrete examples

**Wants feedback delivered this way:**

- Face-to-Face
- Timely-more often than scheduled feedback
- Thru coaching
- When it happens
- Provide metrics
- Direct
- No surprises

**Millennials**

**Wants feedback on:**

- Strategic growth opportunities
- Examples and expectations with the why explained
- What I did wrong and what I can do better
  - Constructive – help me learn and what to do for next steps
- Individual process for feedback

**Wants feedback delivered this way:**

- Ongoing to provide little course corrections
- Face-to-face is okay, but email is okay too
- Structured basis, timely
- In a collaborative way that involve me, as the employee, and the supervisor

**Performance Feedback  
from a Generational Perspective**

1. Review and discuss how generational perspective impacts performance feedback and delivery.

2. How is this similar or different to what you are doing?

3. What concerns does this discussion raise for you as a supervisor? For the division or organization?