

Leveraging Generational Diversity in the Workplace: *Challenges & Opportunities*



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The times they are a changing....



LOOK DUDE, THE COLLECTIVE AGREEMENT GUARANTEES ME HALF AN HOUR PLAY STATION TIME IN EVERY TWELVE HOUR SHIFT... AND ANOTHER THING IF YOU DONT GET SOME PREMIUM SEER IN, THERES GOING TO BE A GRIEVANCE.

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We are ALL getting older



Boomers still playing hard...

"When bad-boy Keith Richards of the Rolling Stones sustained a head injury after falling out of a tree recently, it was a blunt reminder that aging baby boomers are still playing hard."

Source: Globe and Mail Aug 5 2006

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The old are getting very old



There will be 2.2 million centenarians in the world by 2020

Today there are 185,000

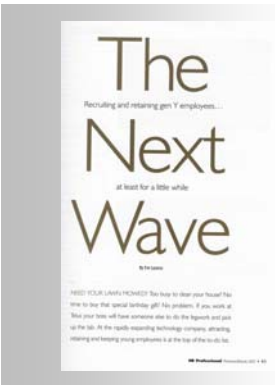
Source: World Health Organization

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Policies they are a changing...

NEED YOUR LAWN MOWED? Too busy to clean your house? No time to buy that special birthday gift? No problem. If you work at Telus, your boss will have someone else do the legwork and pick up the tab. At the rapidly expanding technology company, attracting, retaining and keeping employees is at the top of the to-do list.



Source: HR Professional, Feb/Mar 2007

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The Next Generation in the Workplace...

Uber-stroked kids are reaching adulthood — and now their bosses (and spouses) have to deal with them.



Source: HR Professional, Feb/Mar 2007

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Power shift underway...



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Limitations to Generation-Based Planning

- Researching generations takes 'time'
- To understand current generations we need to investigate past generations
- Generalizations >> stereotyping
- Cohorts vs. generations
- Perceptions vs. fact

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Understanding Generations



- Demographics
 - Position, age location, peer personality (behaviours, attitudes), size
- Human development
- Social political and economic climate (abundance, scarcity)
- Human interactions, social moments, social history

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What is a generation?



- Generations last 22 years
- Cycles every 90 years
- Each generation is surprised next does not behave the same
- Human interactions primary force behind history making
- Cohort and age placement effects how we experience and participate in history how we are raised and how we raise our children

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To understand adults examine their childhoods (when they were 10)



- Shared significant experiences
- Parenting styles
- Key messages
- Cultural norms and behaviours
- Trends and fads
- Social values, structures
- Roles and responsibilities



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Building a Generation



- Parenting styles & role of authority figures
 - Key messages to children
 - e.g. children are seen and not heard, do what ever it takes, work hard you'll get ahead, you can do anything, question authority, take care of yourself first
- Pivotal historic events
 - Shaping shared historic experiences
 - e.g.. First man on moon, Kennedy Assassination, Watergate, Canada/Russia Series, October Crisis, Gulf War
- Significant/dominant social issues
 - Shared social expectations
 - e.g. Depression/recession, Women's movement, economic growth/prosperity, divorce with joint custody, emphasis on credentials

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Leveraging Generational Diversity

The 50's

Inspired by Judy Jaeger Human Capital

History: 1955 Rosa Parks

Technology: The appliance, TV, HIFI

Heroes: Churchill, FDR, Babe Ruth, Joe DiMaggio


Role Models: Lucy, June/Ward

Work: Need to Work

Work-Life: Separate domains

Parenting: "Father knows best", Punishment & consequences

Key message: *Work hard you will get ahead
Save - pay cash*



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The 60's

(The Boomers were 10)

History: Kennedy, Peace Corps, Cuban Missile Crisis, Martin Luther King, Lunar Landing, Woodstock, Vietnam, Civil Rights

Technology: The pill, TV

Heroes: Gandhi, King, Kennedy, Glenn


Role Models: Jackie, Jane, Goldie

Work: Want to Work

Work-Life: Hire women

Parenting: Choices and consequences

Key message: *Work hard you will get ahead
and get an education - get a good job
Buy now - pay later*



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The 70's

(The Bust or "no name" generation was 10)

History: Munich Olympics, Watergate, Energy Crisis, Three Mile Island,

Social Event: The Women's Movement, Economic Depression/Recession *Stagflation*

Technology: TV Dinners, micro processor, microwave, cassette tape

Heroes: none


Role Models: Gloria

Work: Women will work

Work-Life: Employment equity

Parenting: flexibility and negotiations

Key message: *you can do anything - be anything if you put your mind to it,
Spend cautiously, save for retirement*



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The 80's

(The Nexus Generation was 10)

History: Lennon shot, Challenger Disaster, Flight 103 bomb, Berlin Wall, Desert Storm, Rodney King

Social Event: The Glass Ceiling & The Maternal Wall, latchkey kids

Technology: PCs, ATMs, MTV, Wireless

Heroes: Lady Di


Role Models: Wonder women

Work: Will work when children are young

Work-Life: Work/Family Programs

Parenting: Single and diverse families (multiple - sometimes mixed messages)

Key message: *No jobs for life
Buy now, pay much later*



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The 90's (The Net Generation was 10)

History: End of Cold War, recession, Clinton/Lewinsky

Technology: The Net - remote/portable

Heroes: Celebrities, Michael Jordon


Role Model: Hillary, Ellen, Oprah

Work: Will work anywhere – any time – all the time

Work-Life: Work-Life Programs

Parenting: consultation

Key message: You inc.
Spend fast, spend lots, don't worry about paying



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Today, the 2000's

Event: Terrorism, food and product safety, globalization

Technology: Wireless everything


Role Model: Nexus generation & celebrity

Work: Will work to live not live to work

Work-Life: Recruitment and retention Strategies

Parenting: co-parenting, parenting perfection and professional support

Key message: ??





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Understanding the Generations



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Nexus/Boomers in Context



NEXUS		BOOMER	
Remote and wireless		... In person preferred	
Instant everything		... Process as well as product	
The personal is public		... The personal is private	
Nothing is certain but uncertainty		... You can control your future	
Life is for living		... Work comes first	
Time is money/currency		... Money speaks	
Self- Managed		... Managed by team leader	
Multi-tasking in multi- channel		... Focused	
Multi-message multi-media world		... Clarity of message is critical	
Possibilities opening up		... Options shrinking	

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Employee Characteristics





NEXUS		BOOMERS	
... Global travelers, mobile		Global travelers, mobile	
... Looking for fast feedback, recognition and rewards		Feedback if necessary	
... Want balance as they define it		Balance if possible	
... Satisfaction is key		Success is key	
... Multi-taskers extraordinaire		Multi-task if required	
... Continuous change energizes		Continuous change exhausts	
... Compensation public		Compensation very private	

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Communicating Across Generations



NEXUS		BOOMER	
Encouragement		Encouragement	
- Everyone teaches		- Leaders Lead	
- Share practices and information not rules		- Clear rules and consequences	
Engagement		Engagement	
- Inspire them to identify problems and solve them		- Inspire them to follow directions	
Challenge & Choice		Challenge & Choice	
- Expose them to possibilities		- Offer options	
- Give choices		- Give direction	

Source : Rainmaker Thinking, Tulgan

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Closing Thoughts



" It is not the strongest species that will survive



... but that which has the greatest capacity to adapt."

Charles Darwin

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For More Information or
To send comments, suggestions, additions

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