



Lunch & Learn Webinar: Generations in the Workplace—Baby Boomers in Action!



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Retirement *Then, Now & Future*

Then

- 1 company
- Retire at 65 (and lived until about 70)
- Receive:
 - Retirement bonus
 - Gratuity
 - Pension

Now

- A few companies
- Multiple careers
- Retire at 55? 60? 65? (live into 90's)
- Phase into retirement
- Retire on:
 - Savings
 - Provident Fund
 - Gratuity
 - Stock options
 - Superannuation

Future

- Multiple careers
- Flexible work arrangements
- Retiring the word "Retirement"
- Another stage in career
- Longer life expectancy

Population 65 and older will rise from 38.7 million in 2008 to between 99 million and 108 million by 2050, and that the population aged eighty-five and older will rise from 5.4 million in 2008 to between 27 million and 35 million by 2050

(US Census 2009) 2



Tips on Managing Generational Diversity



	Traditionalist/Veteran (Born 1930s & 40s)	Baby Boomer (Born 1950s & 60s)	GenX/Re-formed (Born 1970s)	Millennial/Gen Y (Born 1980s & 90s)
How to Motivate Them	EXPERIENCE: Tell them their experience is respected and valued. Acknowledge their tacit and historical knowledge	QUALITY: Show appreciation for the quality of their work – letting them know it's valued and needed	SELF RELIANCE and FLEXIBILITY: Empower them. Encourage innovation. Provide challenges/opportunity	FLEXIBILITY and NETWORKING: Provide opportunities to network and work with people outside your team
How to Communicate with Them	FORMALITY: Schedule meetings, send memos. Provide feedback in writing. Be direct,	DIPLOMACY: Build consensus. Be balanced in feedback to them.	CANDIDNESS and EFFICIENCY Informal feedback is welcomed, but be efficient and candid in your delivery.	POSITIVE COMMUNICATION: Use technology. Communicate frequently. Provide the big picture. They use their networks for information, so send consistent messages.
How to Develop Them	FORMAL DIRECTION: Show them. Tell them. Provide written materials and structured training, but don't presume they do not know technology,	INTERACTION: Engage them in consensus building and collaboration	INDEPENDENCE: Provide big picture and allow them to work independently. Challenge them.	EXPERIENTIAL: Allow leaderless teams. Use multimedia. Encourage mobility, collaboration and networking.
How to Leverage Their Strengths	Focus on their loyalty, trustworthiness, corporate connections and historical knowledge	Focus on their corporate savvy and willingness to go the extra mile	Focus on their efficiency, adaptability and comfort with technology	Leverage their global-mindedness, multitasking, technological savvy. Initiate, develop and evolve relationships

NOTE: We have used generalities and broad guidelines to convey each generation's attitudes and beliefs. When managing relationships in the workplace, it's important to keep in mind that each individual has his/her own uniqueness and that this should be the primary consideration.

Tips on Managing Generational Diversity



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How to Address Potential De-railers	They can be perceived as rigid. Help them to increase flexibility (in approach, thought) and be less hierarchical (e.g. assign them to multilevel teams)	They can be perceived negatively as workaholics. Be a positive role model. Emphasize multi-dimensional performance metrics	They can be perceived as stressed or negative. Demonstrate and communicate your support of work life management to reduce stress. Provide mentors	They can be perceived as lacking respect for “protocol” (e.g. expecting quick success) Coach and mentor around the “unwritten rules” of corporate life. (e.g. protocol)
How to Retain Them	Consider flexible work options (e.g. part-time, reduced hours, etc.). Provide continuous learning opportunities	Provide stability, security, flexibility and continued development. Recognize their contributions and willingness to go the extra mile	Provide them with flexible work options (informal and formal) and opportunities to work on varied and interesting projects and assignments. Provide frequent feedback	Ensure they have mobility/opportunity every two years or so. Provide customized and flexible career options and constant feedback
How to Recruit Them	Promote Cisco as the worldwide leader in networking that transforms how people connect, communicate and collaborate, Provide flexible work options. Show how you value maturity and experience and will continue to develop them	Promote Cisco’s culture of excellence, quality and commitment through which employee contributions have brought about visionary strategies that have defined both Cisco, and the industry	Promote Cisco’s global career paths and opportunities for development. Be prepared and willing to discuss flexible work options	Promote Cisco’s focus on changing the way the world works, lives, plays and learns. They will have researched Cisco thoroughly. Show them you know something about them as well. Check out relevant online communities

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Employee Resource Groups

Focus Areas

- Aligned to business
- Core component of Cisco Inclusion & Diversity strategy
- Active participation at the executive level
- Strong collaboration and partnerships across all networks, functions and geographies



Business Outreach

Inform business practices & processes

Culture matter experts offer customer Perspective

Business outreach



Recruitment

Focused outreach

Advisors and mentors



Development and Professional Networking

Enhance employee experience

Collaborative development

Cross functional and location network

Experienced Influencers

Vision

Position Cisco as:

- Best employer of choice for baby boomers and beyond
- Best employer of choice that engages employees throughout their career and into retirement
- A trusted business partner for connecting to older consumers

Strategy

Career Transitions & Acceleration:

- Position Cisco as a career platform; stage of life; stage of career

Innovation:

- Use technology to create new partnerships

Engagement:

- Increase multigenerational workforce collaboration, enable greater knowledge transfer, accelerate time to productivity for new hires

Experienced Influencers

Focus – Business Outreach



- Drive understanding of the “older” consumer
 - Partner with Cisco consumer marketing
 - Develop ROI model
 - Build preference for Cisco with older consumers
- Build relationships with “older worker” ERGs at other companies
- Influence Cisco benefits and flexibility programs for older workers

Experienced Influencers

Focus – Recruitment



- Influence Cisco recruitment efforts to reach out to older job candidates
 - Develop ROI model for the older worker with proof points/stories
- Ensure EI members participate in Cisco's talent initiatives and encourage internal job movement

Experienced Influencers

Focus – Development & Professional Networking



- Encouraging participation in EI with long-term Cisco employees:
 - Leverage expertise
 - Engage in mentoring, speaking engagements, new hire orientations, volunteer opportunities
- Partner with other Cisco ERGs (especially Early in Career ERG) mentoring /job shadowing opportunities
- Deliver learning sessions to EI members around healthcare options, flex benefits, other health-related items

