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on Hospitality Professionals

Millennials: Game Changers
Bridging the Generational
Communication Gap
Ready or Not
Coaching Differences
Multi-Generational Sandbox

Year 13 | 2nd TT 2015

GENERATE **PERFORMANCE**



Unleash the Power of a Multi-Generational Workforce

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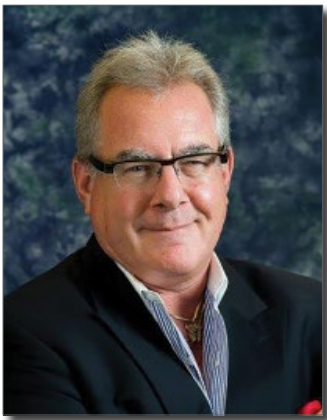
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MILLENNIALS:

→ *Game Changers*



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“One if by land, two if by sea.” Not to worry, they are already here and in large numbers. No, I’m not speaking about the British. I am, though, referring to “The Millennials.”

Within four or so years, this group will be 50% of the workforce and 40% of the US population. They are changing the way people think about marketing, employee motivation, corporate social responsibility and even product design and development. This is clearly impacted by the fact that this group, in essence, has grown up with smart, interactive technology. They’ve been pushing buttons and looking at screens since they entered the world. The old adage of a chicken in every pot, has been replaced by a computer in every home and a mobile device in every hand.

Companies have been focusing on how to attract this group by trying to understand buying habits, product needs and selling strategies. Marriott Hotels, for example, was just recently acknowledged regarding its attention on this group in particular. And they are surely not alone. Data will continue to be generated to fine tune offerings with an emphasis on optimizing sales.

While this information is surely key to business growth in the coming years, in this edition of FocusED, we will be looking at the impact of Millennials on employee and employment practices. We think this group may well be a game changer in how businesses think about, interact, train, motivate, schedule and evaluate performance.

When I joined the business world 40 years ago (yes I am what is known as a boomer), my expectations of employment were very basic. I was happy to have a job, 2 weeks of vacation, and a salary that enabled me to own a car, afford an apartment and have a couple of nickels left over for a beer once in a while. The basics. Management was hierarchical. Performance appraisal was annual and I wasn't overly concerned with the company's focus on social responsibility. There were weeks we worked 60 or more hours because that's what our schedule called for. In Maslow's hierarchy of needs, I was covering the foundation levels. I was lucky though because my boss also knew how to handle some of the higher levels and motivated me to go beyond the basic requirements of the job. I had some other bosses who were far more command and control oriented. I am sure many of us had the same experiences and as we "moved" up in the



ranks, we in some cases mirrored those experiences and in others found new ways to broaden our management perspectives.

Now fast forward to today's environment. Yes, I realize I have skipped the Gen Xs, and they surely demand our attention also. However, with the significant size of the Gen Y population, we have decided to focus on this group and their impact on how we will have to run our businesses if we are to optimize performance. There really is a lot to be said about "managing" this group, much of which is included in the articles within this publication. I am therefore only going to discuss a few perspectives in the hopes that these thoughts will further discussions on how our styles and approaches will need to change to drive team performance coupled with business growth.

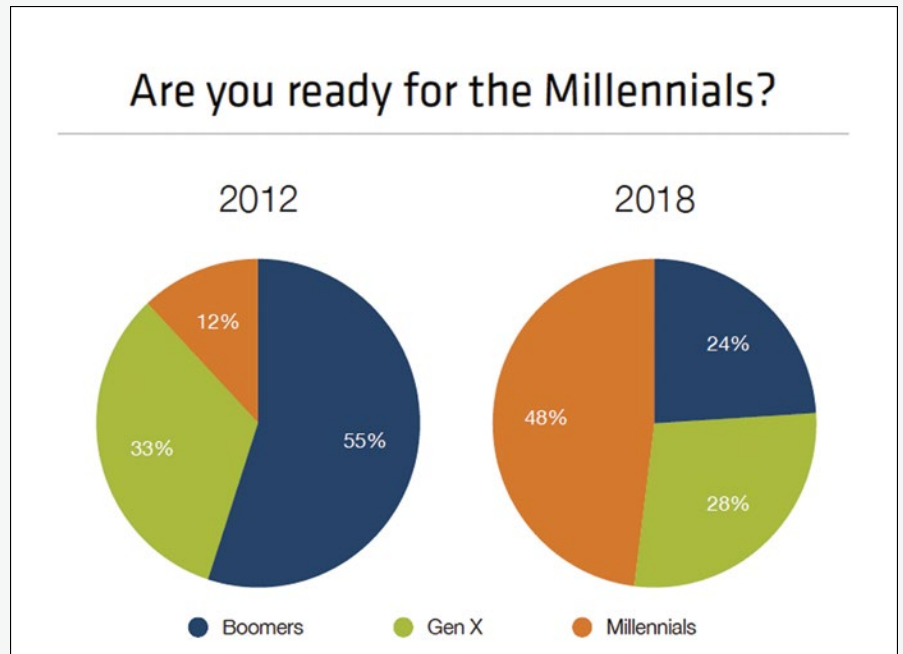
First let me suggest that the word "manager" may well go away. Coaching will be the focus of the future. Coaches optimize an individual's performance; managers "run the show." In the service industry, a manager is not available at all times to run the show, unlike a baseball manager who is able to make key decisions throughout the entire game. But, the baseball team also has a group of coaches whose goals are to

get the players (staff) to perform at optimal levels. In the service business, our managers have had to play both roles. And while that has worked to some degree in the past, the Millennials have different expectations about their role and what they can do / accomplish. I therefore think the manager's role will evolve and be more focused on coaching. This will give more big-picture responsibility to the various staff teams in the business. For example, the restaurant team will have a greater focus on optimizing the average check or improving table turns. Stewards will deliver more consistent product quality (spotless glasses and silverware). The "coaches" will facilitate the removal of hindrances, focus on feedback that will drive performance and engagement, better inform the team about how they are performing in shorter intervals and create better job enrichment approaches.

Another consideration will be work hours. Should more 10 hour shifts be structured when feasible to increase quality of life time? Is the 40 hour work week going to change? Why not 2 sixty hour weeks and a week off? Will vacation accruals be a thing of the past? There are already companies who allow "unlimited" time off, with the expectation that tasks and or projects are completed. This may not work well in a 24/7 service business, but one can think of other changes that bring a better work – life balance.

And finally, one last thought regarding corporate social responsibility. Is your company

making a difference in the big societal picture? Whether feeding the homeless, the environment, or building homes, the expectations of Millennials is that they will work for socially connected organizations. This



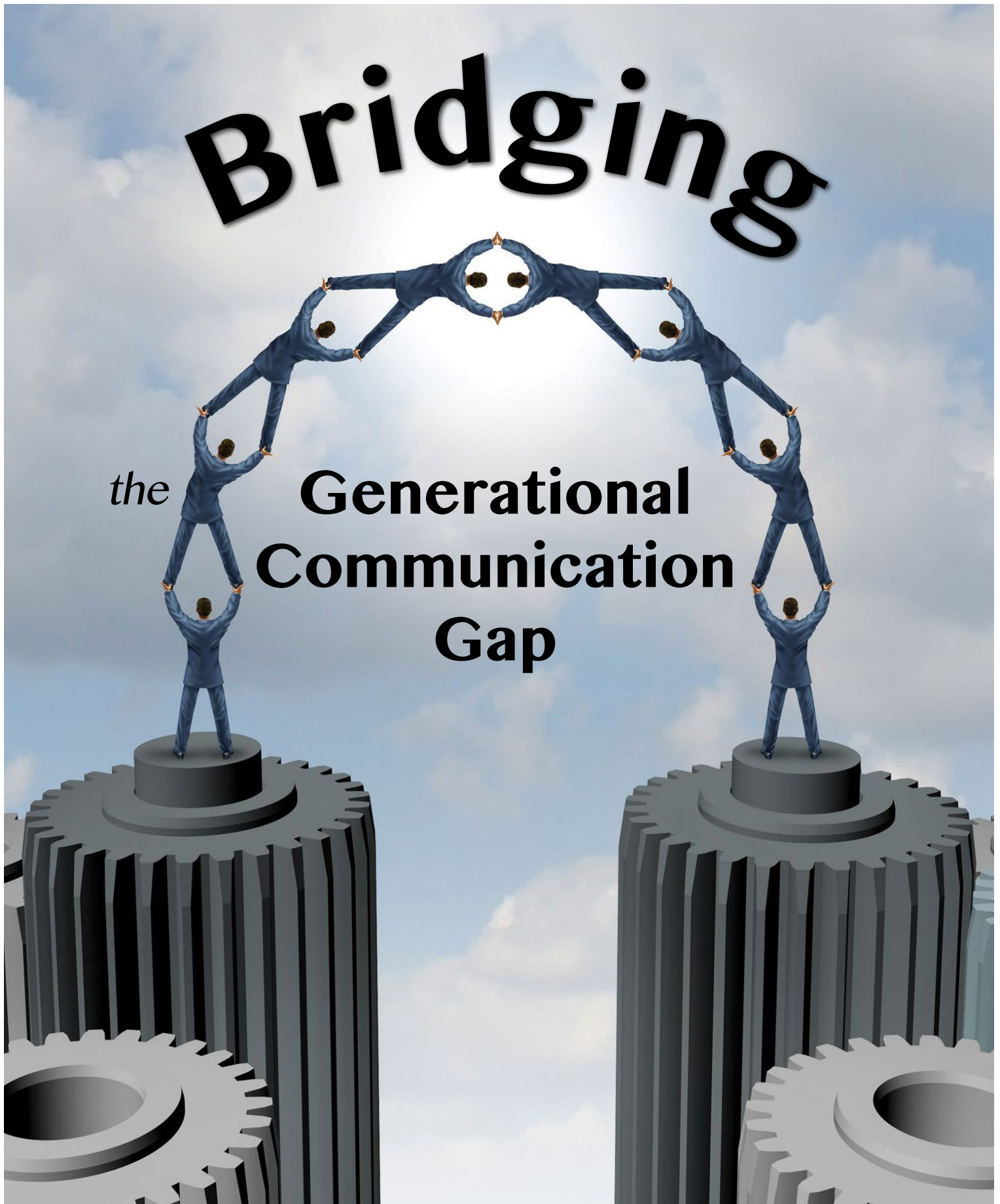
may demand changes in basic organizational structure to push the issues to the forefront of performance assessment.

While Millennials have clearly arrived, the lanterns may well have to be used to illuminate the changes that businesses will have to go through to optimize the Workforce Performance of this key constituency.

Hope you enjoy this edition.

Regards,

Mark



The fundamental differences in how various age groups approach work and communication are becoming more obvious, creating workplace rifts and affecting productivity.¹

The characteristics of each generation are influenced by many factors including social events, economic cycles, political events, technology, and acts of terrorism. These influences play a defining role in how a generation perceives themselves and views others. It also results in different communication styles.

These communication gaps create ineffectiveness and adversely affect organizations if ignored. In fact, one in three employees wastes approximately five hours a week in conflict due to such generational misunderstandings. It can also lead to strengths and skills being overlooked and under-utilized.

To counteract this, employers need to be knowledgeable about multi-generational characteristics and understand the gaps between these groups. This knowledge will allow them to optimize employee capabilities, leverage their strengths, and maximize their effectiveness.

The key to working amicably across several generations rests in the ability to understand how each generation defines four essential elements:

1. Respect
2. Recognition
3. Motivation
4. Work values

So, how are these concepts expressed? What motivates each of them and makes them tick differently from you or me?



Beth Mahler

in

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¹ David Maxfield and Joseph Grenny. (2011). *Crucial Conversations: Tools for Talking When Stakes Are High*

Generational Characteristics

1920-1945: Traditionalists



Generally speaking, Traditionalists value safety and security. Key characteristics include hard work, practicality, loyalty, strict morals, and law & order. When it comes to establishing a work-life balance, it is clear work is central and the ultimate priority.

Insight: Traditionalists want to work where there is a sense of security and the safety of an income.

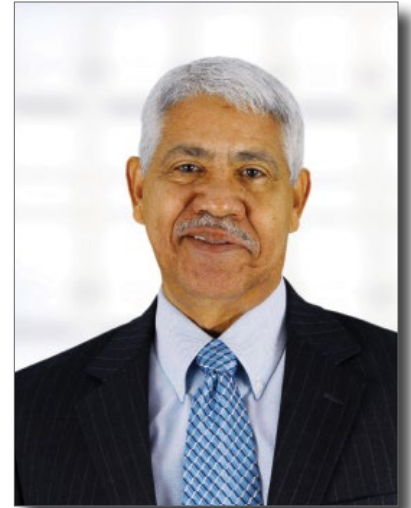
“Looking back, I can recall that the grown-ups all seemed to have a sense of purpose that was evident even to someone as young as four, five, or six. Whatever else was happening in our family or neighborhood, there was something greater connecting all of us, in large ways and small.”

–Tom Brokaw, The Greatest Generation, Random House, 1998

Motivation: Job security. Traditionalists need to be responsible and contribute to the team. They commonly accept whatever role they are given. The company is the first priority ahead of personal desires.

1946-1964: The Baby Boomers

Baby Boomers are optimistic, ambitious, and less formal than the previous generation. President Obama, born in 1961, gave his “Yes we can...” speech in 2008 that was a prime example of this optimism. This generation prefers their communication to be one-on-one and face-to-face. In addition, they tend to respect authority, don't like conflict, and they presume everyone else's values are the same.



Insight: Baby Boomers want to make the most of their opportunities.

Motivation: Leaving a legacy. They desire to build something that is bigger and better than before. They also crave opportunities to fulfill their personal ambitions.

1965-1980: Gen X

Gen Xers value the freedom to be oneself. They are concerned with being true to themselves and achieving self-fulfillment. They focus on the notion that happiness is achieved by living and working true to their core values first. It follows that they are more loyal to one's self and



less loyal to society, the direct opposite of Traditionalists.

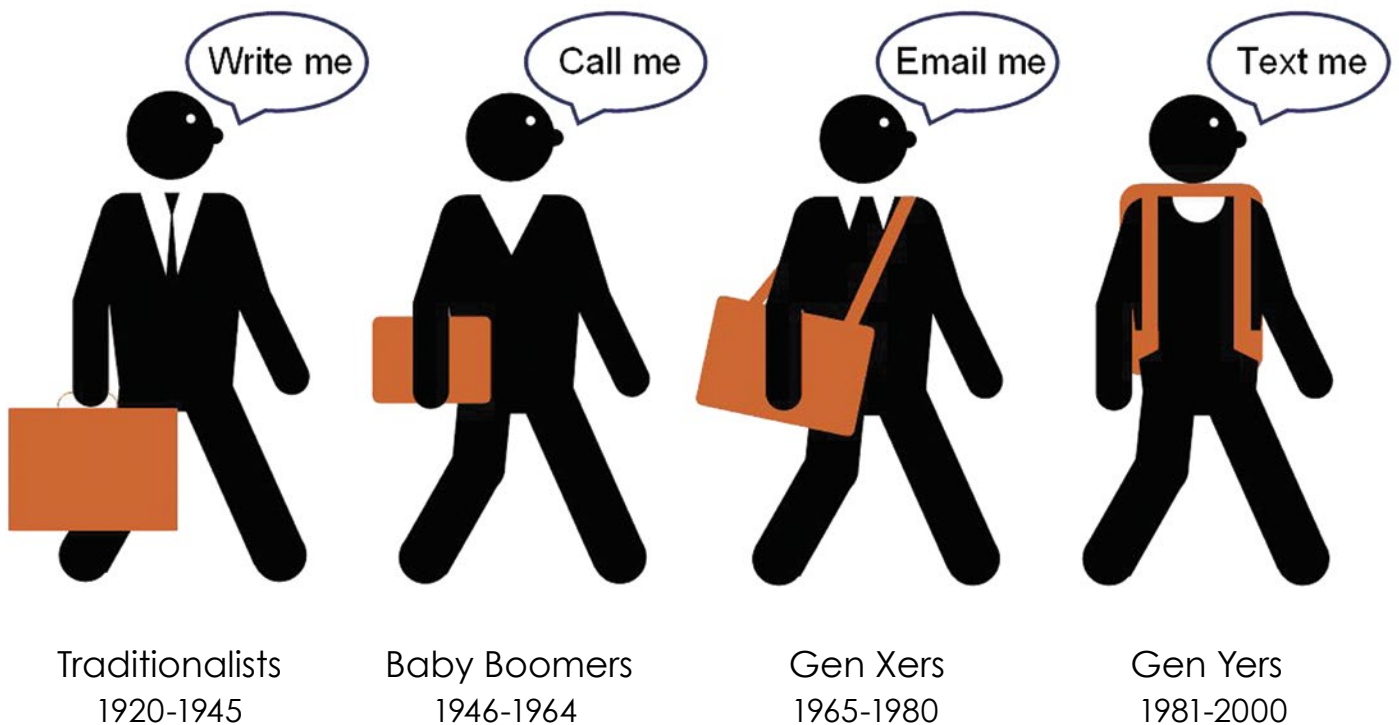
David Beckham, the famous soccer star born in 1975, opted to miss a practice session in 2000 to care for his sick son. Given his priorities and role as a father, this decision made perfect sense to

him. However, it was viewed as being disloyal by the team manager, Sir Alex Ferguson, born around 1940 and a Traditionalist. Sir Ferguson had Beckham dropped from the Manchester United team, noting that Beckham had not been fair to his teammates.

“With each passing year, these young men and women [from Gen X] are gradually but surely making their mark. As a group, they aren’t what older people wish they were, but rather what they themselves know they need to be: street-smart survivalists clued into the game of life the way it really gets played, searching for simple things that work in a cumbersome society.”

–Neil Howe and William Strauss, 13th Gen: Abort, Retry, Ignore, Fail? Vintage Books, 1993.

Communication Styles Between the Generations



Insight: Gen X wants to work in ways that keep them faithful to their individual values.

Motivation: Flexibility. They wish to have the freedom to work however and wherever it suits them best. They want their roles and physical work locations adjusted to meet their desires and need for self-development.

1981-2000: Gen Y / Millennials



Gen Y is a more confident and tolerant generation. They were fortunate enough to be born during a time of global success. Their parents have been able to indulge them thanks to fewer economic pressures.

This sense of self-confidence has caused Gen Y to be described as “me-centric”, slightly

spoiled and having a sense of entitlement to have fun and be indulged.

Gen Y is at ease with technology and prefers communicating via e-mail, text messages, or social media. They want to be acknowledged and heard; they don't like being on teams, and they prefer to work alone.

Mark Zuckerberg, the founder of Facebook was born in 1984. He dropped out of Harvard University in order to pursue, what was at the time, his project or hobby. Traditionalists would believe he was abandoning this prestigious university to pursue a “fun” whim that was highly uncertain and would most likely think it was a poor choice at the time. Clearly, his entrepreneurial spirit revealed his confidence and his need to enjoy his work.

Insight: Gen Y wants work that is meaningful and fun. They will keep changing jobs until they find something that intrigues them enough to be engaged.

Motivation: Centricity. They want to be at the center of all things and, of course, have fun. It is important for them to choose work they like to do. These individuals believe they are significantly more important than the company for which they work. They think a company should be grateful they have outside activities and be supportive, and take an interest in their self-evolvement.

2000 and beyond: Gen Z

Gen Z was born in the technology era and are very comfortable in any digital environment both professionally and personally. This gives them an automatic advantage over previous

“People born in the last two decades have begun to change corporate office culture and small businesses in much the same way they’ve influenced pop culture.”

–Tom McGhee, Denver Post.



generations who keep having to re-adapt to innovations and always changing technology. Older people are often astonished by this generation who is so tech-savvy, knowing their way around the latest devices almost by reflex, and quickly

incorporating innovations almost daily.

Giving back to the community and an inherent sense of caring is core to this generation. They want to do good as they spend and work.

“This generation is going to be much more expressive and will try to find new ways to stand out. For them, it is not about fitting in but being unique and different so brands need to push the boundaries and be more personalized.”

–Megan Hartman, Red Peak.

Insight: Gen Z wants a rich life experience. They do not concern themselves with a work-life

balance, undoubtedly life comes first. They value giving back and paying it forward.

Motivation: Value. They want to embed their sense of giving back within the business model. It is important to them that the company they work for is doing good, making a difference in the community and to the world, as well as earning a revenue. This generation needs to be inspired, not just motivated.

Why is this important to you?

When the strengths of each generation are used synergistically, a competitive advantage is created, leveraging hands-on experience with innovative ideas. To accomplish this, effective communication must be used to bridge the gap. It is crucial to ensure information relay and a consistent exchange of recommendations and ideas. Workplace leaders can empower their colleagues and support opportunities to learn from one another, opening new lines of communication and encouraging new ideas.

Allowing each generation to focus on integrating their respective strengths, experiences, and knowledge into improving the processes builds a strong foundation for employee encouragement and satisfaction.

By understanding the generationally diverse workplace, you can more effectively draw on all the strengths of your team, which in turn makes you a stronger company. And in a marketplace where only the strong survive, you need all your team members – young and old – focused on the same objectives and working together effectively.

	Traditionalists/ Veterans (1920-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y/ Millennials (1981-2000)
Work Ethic and Values	<ul style="list-style-type: none"> ■ Hard work ■ Respect authority ■ Sacrifice ■ Duty before fun ■ Adhere to rules 	<ul style="list-style-type: none"> ■ Workaholics ■ Work efficiently ■ Crusading causes ■ Personal fulfillment ■ Desire quality ■ Question Authority 	<ul style="list-style-type: none"> ■ Eliminate the task ■ Self-reliant ■ Want structure and direction ■ Skeptical 	<ul style="list-style-type: none"> ■ What's next ■ Multitasking ■ Tenacity ■ Entrepreneurial ■ Tolerant ■ Goal oriented
Aspiration	<ul style="list-style-type: none"> ■ Home ownership 	<ul style="list-style-type: none"> ■ Job security 	<ul style="list-style-type: none"> ■ Work-life balance 	<ul style="list-style-type: none"> ■ Freedom and flexibility
Work is...	<ul style="list-style-type: none"> ■ An obligation 	<ul style="list-style-type: none"> ■ An exciting adventure 	<ul style="list-style-type: none"> ■ A difficult challenge ■ A contract 	<ul style="list-style-type: none"> ■ A means to an end ■ Fulfillment
Career Attitude	<ul style="list-style-type: none"> ■ Jobs are for life 	<ul style="list-style-type: none"> ■ Organizational - careers are defined by employers 	<ul style="list-style-type: none"> ■ Early "Portfolio" careers - loyal to profession, not necessarily to employer 	<ul style="list-style-type: none"> ■ Digital entrepreneurs - work "with" organizations not "for"
Leadership Style	<ul style="list-style-type: none"> ■ Directive ■ Command-and-control 	<ul style="list-style-type: none"> ■ Consensual ■ Collegial 	<ul style="list-style-type: none"> ■ Everyone is the same ■ Challenge others ■ Ask why 	<ul style="list-style-type: none"> ■ Not known at this time
Interactive Style	<ul style="list-style-type: none"> ■ Individual 	<ul style="list-style-type: none"> ■ Team player ■ Loves to have meetings 	<ul style="list-style-type: none"> ■ Entrepreneur 	<ul style="list-style-type: none"> ■ Participative

	Traditionalists/ Veterans (1920-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y/ Millennials (1981-2000)
Communication	<ul style="list-style-type: none"> ■ Formal memo/letter ■ Face-to-face 	<ul style="list-style-type: none"> ■ Face-to-face preferred by telephone or email if required 	<ul style="list-style-type: none"> ■ email or Text 	<ul style="list-style-type: none"> ■ Online and mobile (text)
Feedback and Rewards	<ul style="list-style-type: none"> ■ No news is good news ■ Satisfaction in a job well done ■ Plaques 	<ul style="list-style-type: none"> ■ Don't appreciate it ■ Money ■ Title recognition ■ Promotions and recognition of performance 	<ul style="list-style-type: none"> ■ Sorry to interrupt, but how am I doing? ■ Freedom is the best reward ■ Recognize personal needs and goals 	<ul style="list-style-type: none"> ■ Want it when they want it - at the push of a button ■ Tangible evidence of credibility ■ Meaningful work
Messages that Motivate	<ul style="list-style-type: none"> ■ Your experience is respected ■ We admire your perseverance ■ Your knowledge and perspective is important 	<ul style="list-style-type: none"> ■ Your opinion is valued ■ Your contribution is recognized ■ We need your leadership 	<ul style="list-style-type: none"> ■ Do it your way ■ Forget the rules ■ We provide you with new technology ■ We trust you to choose how to handle this project 	<ul style="list-style-type: none"> ■ You will work with other bright, creative people ■ You can save this project ■ You made a difference today ■ Let us know what you need to feel challenged
Work and Family Life	<ul style="list-style-type: none"> ■ Ne'er the twain shall meet/Keep them separate 	<ul style="list-style-type: none"> ■ No balance ■ Work to live. 	<ul style="list-style-type: none"> ■ Balance 	<ul style="list-style-type: none"> ■ Balance - its 5pm - I have somewhere else to be

READY OR NOT,



HERE THEY COME!

As Generation Y enters the workforce, it has quickly become obvious that its work style is different from any previous era. Many business leaders still don't understand the major clash occurring between the generations in the workplace.

The Numbers

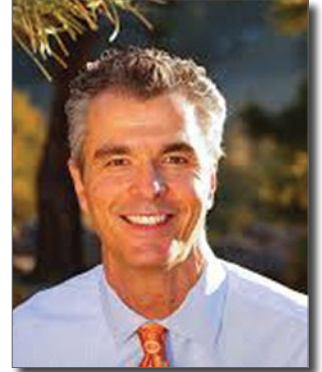
Today, for the first time in human history, there are four generations jostling for elbowroom in the workplace. According to the US Census Bureau (2010), there are 35 million Traditionalists — the most senior generation—largely retired now and leaving the workforce in droves. There are 84 million Baby Boomers—the largest group—a large percentage of who began retiring in 2011. This exodus created an employment gap unlike anything business and industry has experienced before. Then there are 68 million Gen Xers, who are currently moving into management, upper management, and executive positions. Finally, there are 79 million Millennials—also known as Gen Y—born between 1982 and 2000, the oldest of which is just now entering the workforce in significant numbers.

The Challenge

Simply put, while the current economic downturn may delay Baby Boomers' retirement plans, the demographic reality is that in the very near future, 84 million Baby Boomers will be exiting the workforce. With only 68 million Gen Xers to back-fill those retiring Boomers, the balance will have to come from the ranks of Gen Y who have the advantage of timing and demographics. Even with fluctuating unemployment percentages, there continues to be increasing demand and competition for young employees who bring new perspectives and technological abilities to the workforce. There is simply no escaping our demographics.

Managers face major challenges as they struggle to understand, collaborate with, and integrate Gen Y into their teams. In short, business leaders will have to learn to think, communicate, and behave differently if they are to attract and keep these new employees.

While many believed the recent economic downturn would make them more collaborative and reluctant to change jobs, data has not supported that belief. Instead, they have simply moved home to live with their Baby Boomer parents in greater numbers than seen in prior generations.



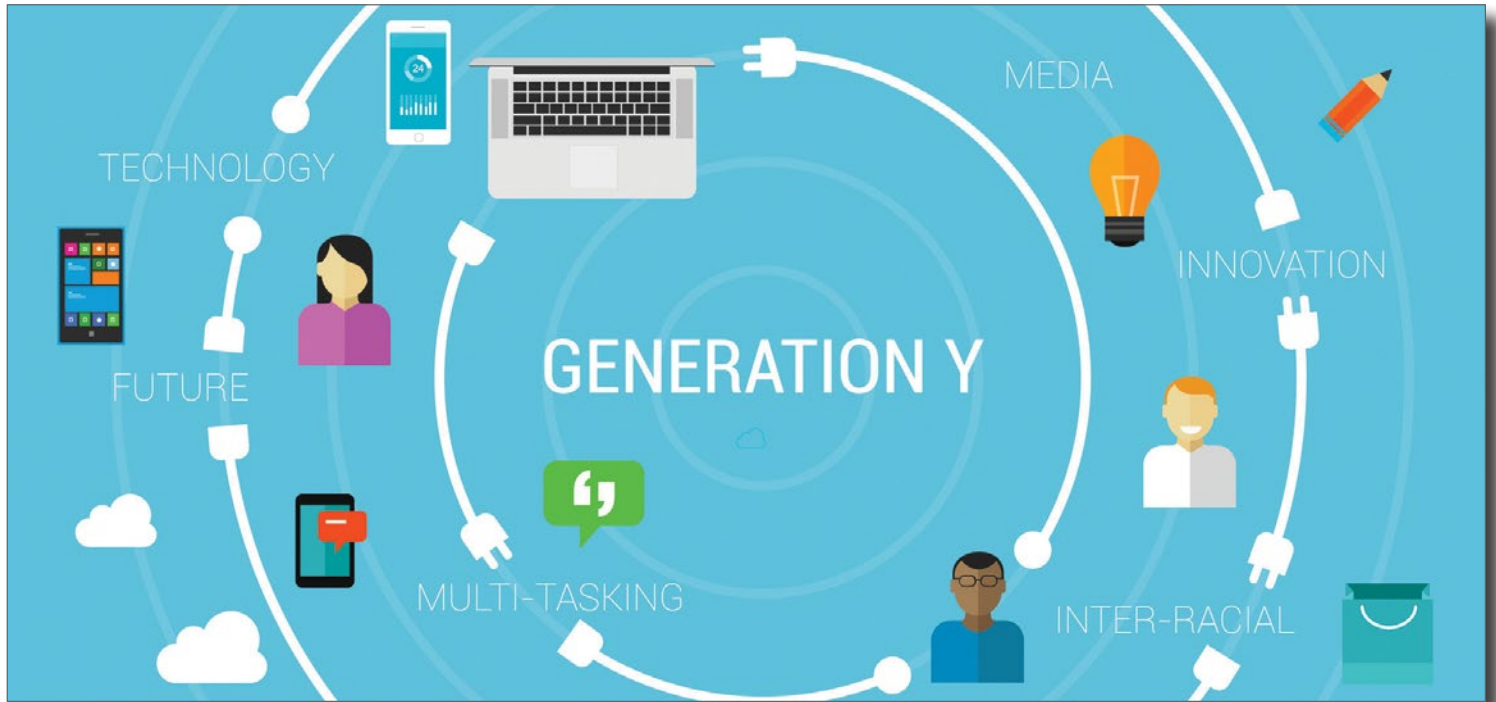
Dr. Gustavo Grodnitzky

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The Solution

Large Fortune 500 companies are already seeking to implement programs to attract and retain Gen Y, and medium and smaller-sized companies will have to do the same in order to stay competitive.

The secret to recruiting, retaining, and successfully motivating this group is understanding their strengths and priorities - what I call "Magnet Factors."

Gen Y Strengths

1. Technology and Information Gathering

Understanding technology is critical to understanding Gen Y. Those born after 1985 have never known a world without a computer, microwave, ATM card, cell phone, and a TV remote control. It's this comfort with technology that allows them to be extremely capable at finding useful, competitive information quickly—as long as it exists on the Web.

2. Diversity Appreciation

Through online social networks such as MySpace and Facebook, Gen Y has been able to reach beyond geography, nationality, and ethnicity in ways previous generations could not. They have become socially connected to people all over the world. These connections diminish the importance of differences that previous generations used to divide, segregate, and categorize. One's origin, skin color or accent matter little to them. The only thing that matters is a desire to connect.

3. Team Orientation

Many in this group received their first cell phone in their early teenage years. In turn, they've been constantly linked to family, friends, and peers. Their need to connect predisposes them to seek input from others and to check with other members of the team before making decisions, whether they are large or small. This type of checking and communication happens via text messages, cell phone calls, and e-mail.

4. Multitasking

This generation has grown up playing on the computer, watching TV, talking on the cell phone, and listening to their iPod—all at the same time. They will staunchly defend their right to watch TV while studying, and text message during the work day and/or during meetings and presentations. For Gen Y, multitasking is as natural as eating.

5. Cause Driven

Gen Y wants to find meaning and purpose in everything they do. This enables them to lead a “blended life.” They see themselves as having an important role in the world. And when that role is not clearly identified, they seek to define it. They seek a purpose. This is evidenced by the causes they have adopted in large numbers, particularly the environment and politics.

Priorities or “Magnet Factors”

1. Time

Time is a threshold factor for Gen Y. If an employer doesn't offer sufficient holiday, vacation, or sick time or opportunities to gain additional time off, they are unlikely to consider the position. Companies that want to recruit and retain this group have turned to progressive strategies to manage time off such as Personal Time Off (PTO),

Leave Without Pay, and creating opportunities to earn additional time off.

2. Flexibility

Flexibility refers to working hours and scheduling. Gen Y looks for flexible hours and a corporate culture that understands its desire for a “blended life.” Many companies that have adopted strategies such as flex scheduling, comp time, job sharing, and performance/incentive based pay have done well in achieving their recruitment, retention, and performance goals for Gen Y.

3. Personal Growth

This generation values learning and education. They want to be good at what they do and grow both personally and professionally. They have grown up in a peer-to-peer world where ideas are shared openly and they believe

growth comes through information sharing. As a generation, they are confident in their abilities and want to advance their career by taking on additional responsibilities.

4. Relationships

While Gen Y clearly defines relationships differently from previous generations, relationships are indeed a priority. Direct supervisors must take an interest in their entire career—not just what they can do in their immediate position or





company—to gain loyalty and top performance from Gen Y employees. Communications should be bidirectional, offering them the opportunity to both receive and give feedback.

5. Cause

This group wants to be a part of something larger than themselves. They want to be successful and belong to a cause. Everything they do must have meaning and purpose. This means that even entry-level positions should be tied — clearly and concisely — to the mission of the company. It is this need for cause that allows them to lead a “blended life” and allows managers the opportunity to engage them and retain them.

These “Magnet Factors” are the factors that companies are using to recruit and retain Gen Y. These are the companies that Millennials want to work for and when they get in, they don’t leave. While I have presented these five factors as Gen Y “Magnet Factors” because they are required in order to successfully recruit and retain Gen Y, these are five factors that work for every generation in the workforce. If you go to

a Baby Boomer today, who is late to mid-career, and you say to them, “I’d like to offer you a little more flexibility in your work schedule.” What do you think they’ll say in response, “Don’t give me any of that!” It’s unlikely.

Albert Einstein stated, “To do the same thing over and over again and expect different results is insanity.” So, in order to get different results we must innovate and do things differently. We know that what we are currently doing with Gen Y is not working. We also know that this is the generation that will be filling the vacuum created by retiring Baby Boomers. If we want to successfully recruit and retain this generation, we will have to understand their strengths and priorities - and innovate to ensure the security of our organizations and of our future workforce.

Dr. Gustavo Grodnitzky (Dr. Gustavo) is a speaker, author, consultant, and psychologist whose diverse background brings a unique and multi-dimensional perspective to his clients. After obtaining his Ph.D. in clinical and school psychology, he completed post-docs in both cognitive therapy and forensic psychology.

As a consultant and professional speaker, he has delivered more than 1,000 presentations on a variety of topics, including corporate culture, emotional intelligence, and integrating multi-generational workforces.

Coaching **DIFFERENCES**



in the Workforce

Julie Leake

With such disparate values, work ethics, goals, and outlooks, how do you employ those differences to your advantage?

Where do I start?

First you need to identify and understand the characteristics of the different generations (See Bridging the Generational Communication Gap on page 5). Managers who know what motivates multi-generational employees are more effective in keeping them engaged. An engaged workforce results in higher retention, and reduced turnover and training costs.

Next you need to assess your situation. Carefully analyze the landscape of your current and future workforce, as well as your current and future customer base.

Consider these key questions:

1. What is the generational composition of your current workforce?
2. Does the proportion of generations in your workforce reflect the proportion in the profession?
3. Is there a concentration of generations in various levels of positions?
4. Is there a higher attrition rate among members of one generation?
5. What are your current human resources practices, and how do they support generational differences?
6. Does the proportion of generations in the workforce reflect the proportion in the customer base? Are generational differences taken into account to ensure communication about the product/service can be “heard” by members of all generations? Which generations use the products or services?

Begin to take action:

- **FOCUS** on the similarities. We all want to be successful in our careers. Communicate so everyone sees the value of his or her contribution. Regardless of age, everyone wishes to feel appreciated and valued.
- **UNDERSTAND** the differences among the way each group approaches work and what makes each employee important on your team.
- **OPTIMIZE** the strengths: Traditionalists are loyal employees, Baby Boomers are highly optimistic, Gen Xers value independence and flexibility, and Millennials value teamwork and personal connection. A team can gain and maintain greater market share because its members reflect a multi-generational market.
- **REALIZE** the possible weaknesses. Younger workers, without experience, may not see the potential hazards and pitfalls of business. Older workers may be too focused on the way things have always been done, and thus be resistant to accepting new procedures and new technologies.
- **BUILD** and promote a learning environment conducive to attracting and retaining a cross-section of individuals.
- **ESTABLISH** a strategic vision for motivating, coaching and developing diverse employees.
- **CREATE** a variety of learning and development experiences that engage and empower individuals to achieve shared business objectives.

Now that you understand the issues, have assessed your situation, and acknowledged your goals the question remains: “how do you keep the peace and create a harmonious, productive work place?”

How do I engage my employees?

- **EDUCATE** everyone and make training a priority. Focus on generational perceptions in the workplace and provide advice to managers and employees alike, on how to adapt communication, learning, and engagement styles.
- **IDENTIFY** learning styles and focus on how your employees are accessing new knowledge and information in their personal lives, and incorporate that into your employee training.
- **PROMOTE** knowledge inheritance by making a commitment to retain corporate knowledge across generations. This keeps your organization competitive and keeps information from slipping through the cracks due to generational departures.
- **FACILITATE** mentoring between the generations to encourage cross-generational interaction. Each group has a different perspective—all valid—all worthy of consideration. Younger employees can learn from the wisdom of the older employees; older employees can benefit from entertaining fresh perspectives from younger employees. Mentoring also ensures that critical skills sets and job knowledge are transferred to employees.
- **ZOOM OUT** and focus on being results-oriented rather than process-oriented. You can do this by offering flexibility such as telecommuting or flexible scheduling. Allow Millennials to participate in open collaborations.
- **ACCOMMODATE**, encourage, and support different learning and communication styles. Baby Boomers respond to traditional training methods (PowerPoint presentations, handouts, classroom, etc.), while Millennials respond to more interactive, technology-

based forms of learning. Baby Boomers prefer to communicate by phone or in person; Millennials by emailing, texting, or sending instant messages. Expand your company communication method policy to include these differences.

- **LOOSEN UP** and encourage a less structured, less routine, environment. Eliminate regular meetings unless they are necessary. This will satisfy the Baby Boomers' and Veterans' need for structure while allowing the Millennials and Gen Xers to dispense with formality.
- **RECOGNIZE** employees and create programs that cater to the different styles. Everyone wants their contributions to be recognized. Reward performance and productivity, not just years spent on the job. Many service award programs reward employees 50+ for their seniority. A good Pay for Performance system encourages and rewards productivity without regard for age or seniority. Rewards and recognition should reflect each group's preferences and priorities. For example, Millennials prefer to receive feedback early and often. Boomers, on the other hand, may feel that continuous feedback is a form of micromanaging.
- **ALLOW FEEDBACK** and a way for employees to have a voice where they can present ideas, raise concerns, and express complaints. This creates an environment that says "We value our employee's opinions."

In Conclusion

For managers who have four or even five generations of employees sitting in a meeting or working on a project, it can seem like each group has its own world views, priorities, career models and motives. Managing these differences can seem daunting. Employers need to develop an understanding of all the different characteristics

and the impact of their own management practices on these groups. They also need to leverage all the diverse strengths.

With the variety of employees in today's workplace, companies can no longer abide by traditional rules of leadership and management. Organizations can achieve real strategic advantage by embracing diversity and creating a flexible work environment that values all people and keeps them productive, regardless of age. Harnessing this unprecedented opportunity for growth, development, and collaboration, and building bridges between generations, ensures that your company will thrive.

Resources:

- speakersconnect.com/sattar-bawany-managing-multi-generational-workforce/
- huffingtonpost.com/caroline-dowdhiggins/how-to-play-together-in-t_b_2989568.html
- bizlibrary.com/media/391884/EmployeeTrainingAcrossGenerationsEbook.pdf
- guides.wsj.com/management/managing-your-people/how-to-manage-different-generations/
- amanet.org/training/articles/Leading-the-Four-Generations-at-Work.aspx
- guides.wsj.com/management/managing-your-people/how-to-manage-different-generations/#
- assets.aarp.org/.../cs/misc/leading_a_multigenerational_workforce.pdf

Which one are you?

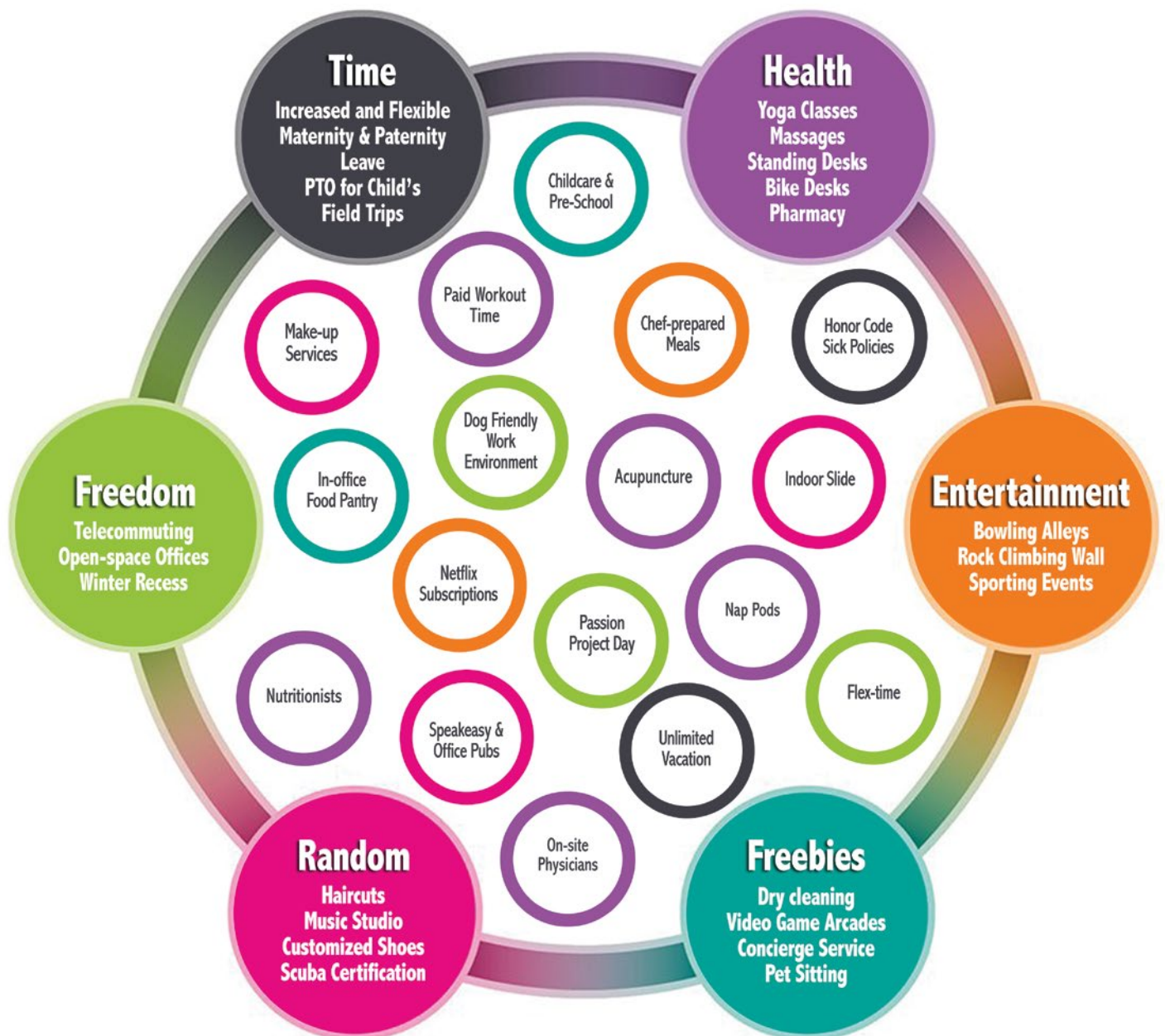
Welcome to the 9 a.m. Monday sales meeting at XYZ Corp. The Baby Boomer sales manager arrives early wearing his standard jacket and tie and carrying his semi-ironic “World’s Best Boss” coffee mug. He checks his e-mail on his Dell laptop while he waits for the others to arrive. There’s a message from the Veteran-era CEO sent at 4:15 a.m. (man, that guy gets up early) asking about sales figures from March. The Boomer manager knows that the CEO expects to have those figures—or at least a response—when he walks in the door this morning.

The Generation X saleswoman shows up with her Starbucks in hand, dressed in her usual jeans and a T-shirt (most sales are done over the phone nowadays). She’s on her cell, giving instructions to her husband, who’s staying home with the baby for a couple of months. When she’s off the phone, the Boomer manager starts to chat with her about her weekend, but she quickly pops open her MacBook and says she has to take care of some e-mails. The Boomer silently wonders if any of them are the three unanswered messages he sent to her last week.

Both of their cell phones (his: Blackberry; hers: iPhone) vibrate with an incoming text message. It’s the new guy, a Generation Y kid straight out of college, asking if it’s all right if he does the meeting via Skype. He ended up spending the weekend at a friend’s place in New York and thought he could work remotely today and catch a flight back tonight.

Roos, Dave. “How Generation Gaps Work” 23 May 2011. HowStuffWorks.com. <people.howstuffworks.com/culture-traditions/generation-gaps/generation-gap.htm> 16 July 2015.

Quirky Perks of Top Employers 2015



How to Play Together

Multi-
GENERATIONAL

in the **GENERATIONAL**

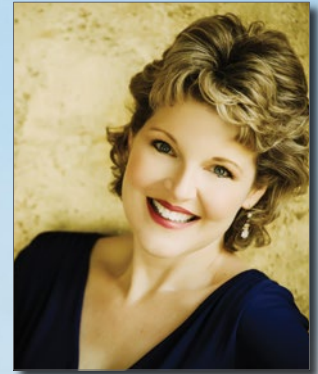
Sandbox

at Work



Work environments today have multi-generational employees and the frustration amongst the age groups is heard loud and clearly in many industries. Millennials are asking for balance and flexibility during the job interview. Baby Boomers are vexed by Generation Y and their tether to technology. Generation X is eager for feedback about their work and also quick to provide criticism of others.

So how does a modern day professional cope with this generational diversity and play well together in the company sandbox?



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in

UNIFOCUS

Advice to Millennials for Workplace D tente

- Respect the older generations in your workplace and learn from them—their knowledge and experience is priceless. Be coachable, be gracious, and appreciative—excellent professional manners and emotional intelligence still matter and will take you far.
- Seek out mentors and sponsors to enhance your professional development.
- Know that discussing work/life balance during the job interview can send a red flag to the employer signaling that you might not have a strong work ethic. Perform your due diligence and seek out company culture and identify best fit before you hit the interview.
- Offer yourself as a reverse mentor and share your technology savvy with others less technology-able in your workplace.
- Eye contact is essential for in-person communication and showcases self-confidence. Seek out in-person conversations with your colleagues, and know that the art of face-to-face communication is valued by seasoned professionals. This skill will always serve you well regardless of technology.
- The older generations in your workplace want you to succeed for you are the succession plan. But know that they also want you to earn your way to advancement and recognition, so be ready to showcase your professional strengths and work hard.

Advice to Generation X for Workplace D tente

- Utilize mentors and sponsors of all generations in your workplace (and

beyond) to grow your career and get the solid feedback you crave.

- Although you dislike rigid work environments, know that the Baby Boomers before you are accustomed to this culture so be solution providers and creative innovators at work to showcase your value add.
- Manage Up consistently so your boss and his/her boss know what you are accomplishing on the job. Advancement isn't automatic—you must earn it and sometimes even ask for it.
- Be ready to throw the ladder down to the up and coming as the Millennials are entering the workforce at a rapid pace, and they will be your colleagues sooner than later. Serve as a mentor/sponsor and pay-it-forward to the next generation as you move into leadership roles.
- Even though you have been trained to work autonomously, know the importance of team building and collaboration. The current work environment supports this model and you need to get onboard.
- Don't let the Baby Boomers retire before you have learned everything you can from them. This generational wisdom is leaving the workforce in droves and their expertise should be cherished.
- The Baby Boomers also have golden rolodexes with valuable relationships so be sure to steward these networking opportunities before it's too late.

Advice to Baby Boomers for Workplace D tente

- While the whippersnapper Millennials may seem too green to be worth your time, they are ripe with opportunities for reverse mentorship. Not only are they

part of the workplace succession plan, they can set up your new smart phone in minutes so you don't need to watch the online tutorial.

- You are a generation of consummate communicators and relationship builders. This technique does not have to die with the use of technology. Share your network cultivation and stewardship expertise with Gen X and Gen Y, and feel comforted that your cherished relationships can live on if you train others in this important skill.
- Since you need open lines of communication, ask for it beyond the calendared performance reviews. Even if you are in a leadership role, Managing Up is a technique you should utilize.
- Lack of employee engagement is the number one reason for dissatisfied workers today. Recognize that the younger generations thrive on feedback and create a culture where achievement is rewarded and recognized. Set clear expectations and accountability measures and consider mentor programs to pair younger employees with more seasoned pros to mold and guide the next generation to succeed.
- Even Boomers need to focus on continuing professional development so consider workshops, training, and individual coaching to keep you sharp, relevant, and able to do your best work.
- Recognize that the tech savvy generation grew up with the Internet and many have never seen a typewriter. Capitalize on their proficiency and encourage them to create systems and innovation for efficiency and productivity. Inspiring them with a challenge can lead to great things.

Generation Z represents the next frontier born from the early 2000s onwards. Their work styles have yet to be defined but here are some things to keep in mind if you have kids born into this generation:

- Gen Z will experience "Velcro Parenting" where the amount of time they spend with their kids will reach new heights.
- Gen Z will experience more significant parental unemployment.
- Gen Z kids will spend less time playing outside and more time indoors with structured activities.
- Gen Z will live by their iTunes apps and games.
- Gen Z won't have to argue with their parents to get a cell phone. All kids under twelve are predicted to have cell phones so they can communicate with family anywhere.

At the end of the day, we all have to co-exist in the organizational culture so understanding what drives each generation is the first step towards professional peace and productivity. It should not be an "us against them" generational mindset since we are all in this together. It is important to define expectations and hold all generations accountable. Clarity of mission is essential for building and retaining great talent. Take some time to consider how you can learn from each other and play well in the multi-generational sandbox.

Caroline Dowd-Higgins authored the book "This Is Not the Career I Ordered" and maintains the career reinvention blog of the same name carolinedowdhiggins.com She is the Director of Career & Professional Development and Adjunct Faculty at Indiana University Maurer School of Law and hosts the national CBS Radio Show Career Coach Caroline on Tuesdays at 5pm ET Caroline also contributes to AOL Jobs, CNN Money, and More Magazine online. Follow Caroline Dowd-Higgins on Twitter: twitter.com/CDowdHiggins.

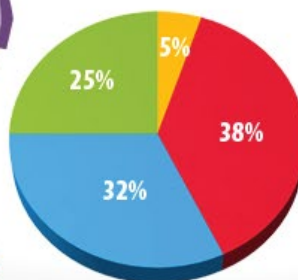
Appreciating A MULTIGENERATIONAL WORKFORCE

People At Work



For the first time in history, we have
four generations in the workforce.

- Traditionalists.....5% ■
- Baby Boomers.....38% ■
- Generation X.....32% ■
- Generation Y.....25% ■



Distinctly Different

Each generation has different cultural
backgrounds, goals, life influences
and behaviors.

TRADITIONALISTS	BABY BOOMERS	GENERATION X	GENERATION Y
Grew up in a "do-without" era	Grew up in a healthy economic era	Grew up in an era of distrust for national institutions	Grew up in an era of financial boom
Believes in hard work and sacrifice	Tend to be optimistic	Tend to be cynical, pessimistic	Used to instant gratification
Uncomfortable with change	Often defined by job	Comfortable with change	Comfortable with multitasking
Dedicated	Team-Oriented	Self-Reliant	Tech-Savvy



MICHAEL C. FINA
www.mcfrecognition.com

We can better appreciate our employees when we understand the factors that drive them.

Motivators

Want their actions to connect with the good of the company.



- Sense of self-worth
- Good of the company
- Build a perfect personal legacy

Need to see how their actions make a difference.



- Sense of achievement
- Increased salary
- Build a perfect career

Need flexibility to get job done on their schedule.



- Sense of security
- Work to live
- Build a transferable career

Connect responsibility with personal goals.



- Sense of greater good
- Personal relationships
- Build parallel careers

Recognition

Each generation speaks their own language when it comes to appreciation.

TRADITIONALISTS



"Your experience is respected."

"We admire your perseverance."

"Your knowledge and perspective is important."

Reward service & loyalty with plaques

BABY BOOMERS



"Your opinion is valued."

"Your contribution is recognized."

"We need your leadership."

Rewards to promote & recognize performance

GENERATION X



"We provide you new technology."

"We'll invest in your training."

"We trust you to choose how you handle this project."

Rewards to recognize personal needs & goals

GENERATION Y



"You can save this project."

"You made a difference today."

"Let us know what you need to feel challenged."

Rewards equal tangible evidence of credibility

SARAH WHITE
ASSOCIATES

SarahWhiteLLC.com

Sources: IBM, Casey Carlson, Deloitte & Touche, Michael C Fins, ANRP, KPMG, US Census Bureau, Bureau of Labor Statistics



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