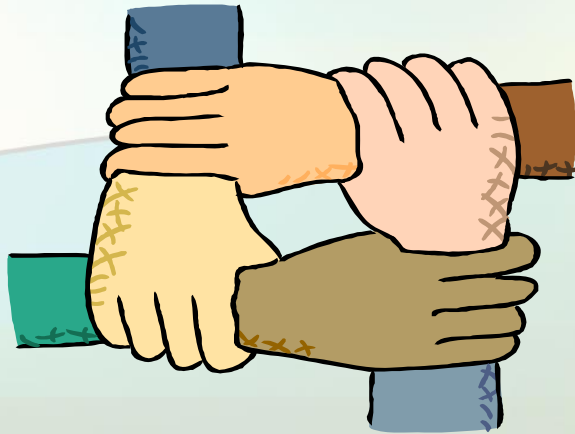


Understanding Diversity



Generational Diversity

Objective



This course will provide participants with an overview of research findings as they relate to generational diversity. Various generations and the workplace traits associated with them will be discussed. Participants will be given information about the viewpoints, attitudes, needs and expectations of the different generations to create more understanding and build a respect-filled workplace.

Generational Diversity



Learning Outcomes

Participants will be able to:

- Define the various generations and the workplace traits *most* attributed to them
- Comprehend the different viewpoints, attitudes, needs and expectations brought by different generations to the workplace
- Utilize different strategies to coach, develop and motivate employees from different generations
- Acknowledge and account for generational attitudes in planning and communication, in order to better connect with employees

Agenda

- Generational Diversity Pre-Assessment
- Generational Differences
- Managing Employees of Different Generations
- Leadership Styles for Different Generations
- Customizing Communications
- Case Study
- Generational Diversity Post-Assessment

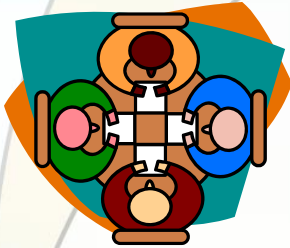
Pre-Assessment



What are Generational Differences?

Currently, there are up to four different generations in the workplace:

- Traditionalists (born before 1945)
- Baby Boomers (born between 1945 and 1964)
- Generation X (born between 1965 and 1980)
- Generation Y (born after 1980)



Generational Workplace Traits

Generational characteristics are not absolute and may be interchangeable between generations, at the same time, it is useful to consider generalities to comprehend different viewpoints, attitudes, needs and expectations that different generations bring to the workplace.

Activity

- How is your generation perceived by other generations?
- What strengths does your generation bring to the workplace?

Traditionalists (born before 1945)

- Plan to stay with the organization over the long term
- Respectful of organizational hierarchy
- Like structure
- Accepting of authority figures in the workplace
- Give maximum effort

Baby Boomers (born 1945 - 1964)

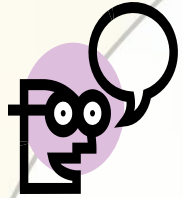
- Give maximum effort
- Accepting of authority figures in the workplace
- Results driven
- Plan to stay with the organization over the long term
- Retain what they learn

Generation X (born 1965 - 1980)

- Technologically savvy
- Like informality
- Learn quickly
- Seek work/life balance
- Embrace diversity

Generation Y (born after 1980)

- Technologically savvy
- Like informality
- Embrace diversity
- Learn quickly
- Need supervision



Managing Employees of Different Generations

Different generations bring different traits to their work and relate differently to organizations.

In a survey by SHRM regarding generational differences in the workplace, a key finding was that 51% of HR professionals felt that employees of different generations work effectively together.

Common areas of conflict reported were:

- Work ethic
- Managing change
- Organizational hierarchy



Leadership Styles for Different Generations

Leaders can be effective with employees of different generations by using flexible leadership styles.

Leadership Styles

Traditionalists

- Create positive working relationships by gaining trust and respecting their experience without being intimidated by it.
- Gain their confidence by demonstrating compassion and understanding.

Leadership Styles

Baby Boomers

- Preferred leadership style is collegial and consensual.
- Show appreciation for their energy and hard work.
- Approach them with respect for their achievements.
- Involve them in participating in the organization's direction and implementation of change initiatives.
- Challenge them to contributing as part of a team to solve organizational problems.
- Offer opportunities to serve as a coach or as part of the change process.
- Support work/life balance.

Leadership Styles

Generation X

- Respect the experiences that have shaped their beliefs and thinking.
- Tell them the truth.
- Clearly identify boundaries.
- Honor sense of work/life balance.
- Offer mentoring programs.
- Clearly communicate that repetitive tasks and quality checks are part of the job.
- Offer learning opportunities.

Leadership Styles

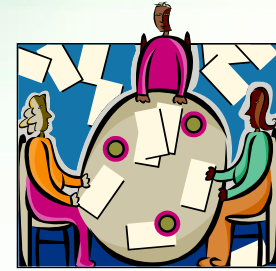
Generation Y

- Take time to orient with respect to the organization's culture.
- Provide structure and strong leadership.
- Be clear about expectations and long-term goals.
- Offer mentoring programs.

Advantages of Using Different Leadership Styles

- Bridge competing values
- Demonstrate leadership by bringing generations together for a common purpose
- Prevent misunderstandings that may develop between generations
- Reduce turnover by creating a work environment conducive for all generations
- Communicate effectively with different generations

Customizing Communications



Managers and employees can better communicate with each other by recognizing subtle differences and tailoring communications accordingly.

- Delegate work in a way that involves the strengths of each group (e.g. on a cross generational team, the manager could suggest that Generation X do the research and Baby Boomers process the information).
- Hold fewer and shorter meetings for Generations X and Y.
- Customize educational programs (e.g. communicating cross-generationally may mean packaging messages in several ways so that everyone understands).

Case Study

As a department manager, it has recently come to your attention that there has been some conflict among the employees in your area. Upon further examination, you discover that many of the conflicts are among the “younger” and “older” workers, specifically, Generation X and the Baby Boomers. The complaints are mostly around work ethic, the hours that the Baby Boomers feel the Generation Xers should be present (e.g. nine to five) and the more fluid hours preferred by the Generation Xers. The disconnect between these two groups has affected their productivity. What do you do to help address and resolve the situation?

Post-Assessment

Key Learnings

1. What did you learn today regarding generational differences and dynamics?
2. What are two things you can take back to the job and implement immediately?