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One Minute Ideas

Employee Engagement - 5 Fundamentals

1. Engaged Employees Feel Valued.

2. Leadership is Required.

3. People strategies must be aligned with your engagement objectives.

4. Engagement = Involvement.

5. Only let in the right people into your culture.

Bob Legge

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Achieving Potential

October 2011

The theme of this month's edition of our monthly newsletter "Achieving Potential," is RETENTION, EMPLOYEE ENGAGEMENT and GENERATIONS IN THE WORKPLACE.

A key factor in motivating your employees is understanding their point of view. There are four and even five generations in today's workplace. To reach members of each generation you have to understand their point of view and understand why things that motivate you don't motivate them.

Did you know that the employee's immediate superior has the greatest influence on an employees engagement? Employees who are energized and engaged in their work are less likely to leave you.

People do not leave companies; they leave supervisors. For more information please read on...

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Who Are The Four (or Five) Generations in the Workplace?

Baby Boomer #1: (1946 - 1955)

- Events: JFK, Robert Kennedy, Martin Luther King, political unrest, walk on the moon, Vietnam draft, anti-war protests, sexual freedom, drug experimentation, civil rights movement, women's movement, and the environmental movement.
- Key Characteristics: Experimental, individualistic, free spirited and social cause oriented.

Baby Boomer #2: (1956 - 1964)

- Events: Watergate, Cold War, states lower drinking ages, oil embargo, raging inflation, gas shortages and



Carter's imposition of registration for the draft.

- Key Characteristics: Less optimistic, government distrust, general cynicism.

Baby Boomers:

- Associated with the rejection and the redefinition of traditional values.
- Healthiest and wealthiest generation.
- Often self-absorbed, very focused, workaholics.
- Committed to one company or organization.
- Focused on success as defined by possession and wealth.
- Women established careers in large numbers
- Women and men juggled job and family
- Contributed to significant social changes

Generation X - (1965 - 1976) or (1961 - 1981) (depending on who you read).

- Averaging 3-5 years in any one organization.
- Tend to be free agents.
- Frequently distrusting corporate motives.
- Technologically savvy, pragmatic, and competent.
- Efficient at managing themselves.
- Received very little formal training in the work place, learned on the fly.
- Will not sell their souls to the job 24/7.
- Work/life balance over money and career advancement.
- Moving in and out of the workforce to accommodate kids and outside interests.

Generation Y - The Millennials: (1982 - 2005)

- Fortune deemed Gen Y the highest maintenance but potentially highest performing generation in history.
- Viewed as entitled.
- Outspoken.
- Inability to take criticism.
- Technologically sophisticated.
- Well positioned to address global issues.
- Inclined to see the world as a vast resource.
- Driven to make a difference.
- They are racially and ethnically diverse.
- Demand fast tract career positioning.
- Work/life balance.
- Thirst for positive feedback.

Ideas for Engaging Different Generations

Why is it important to help people understand the differences between generations? Those differences are real and they matter AND they could be costing you. If you're not retaining the people you've hired ... no matter their generation ... believe me, it's costing you!



Baby Boomer Retention Ideas:

- Show appreciation for their extensive knowledge.
- Communicate the importance of sharing to avoid brain-drain.
- Encourage them to be mentors, and create a well defined mentor program.

Baby Boomer Management Ideas:

- Respect is key.
- Dedication to employer is important to them.
- Encourage sharing.
- Allow them to lead projects and others.

Baby Boomer Meeting/Training Ideas:

- Give them room to experiment and get their hands dirty.
- Common purpose.
- Prepare for resistance to change.
- Reward and recognize a job well done.

Gen X Retention Ideas:

- Flexible schedules, interesting work, sense of purpose, emphasis on accomplishment not tenure, minimal bureaucracy.
- Continued learning and skill development.
- Value feedback, clear communication, and recognition for a job well done.

Gen X Management Ideas:

- Tremendous capacity to process a great deal of information and concentrate on multiple tasks.
- Don't hover over their shoulder.
- Craves time with bosses and they never get enough feedback.
- They are problem solvers and self-starters.

Gen X Management Ideas:

- Crave stimulation and expect immediate answers.
- Focus on outcomes rather than techniques.

- Make learning experiential.
- Give them a say in establishing goals, standards, and evaluation criteria.
- You want an empowered work force, give Gen X the ball and they will run with it, these workers have been self-directed from a very young age.
- Life-long learners.

Gen X Meeting/Training Ideas:

- Educate them on generational differences.
- Give them control over their own learning.
- Let them engage in parallel thinking.
- Break out sessions.
- Exercises.

Gen X Meeting/Training Ideas:

- Let them co-facilitate or facilitate.
- Research projects.
- Web based tools.

Gen Y Retention Ideas:

- Flex-time, telecommuting, volunteer service, career incentives that permit talented and competent candidates to advance quickly.
- Support the technology they use.

Gen Y Retention Ideas:

- Commit to socially responsible causes: they will gravitate to organizations that are not just focused on profits but have socially responsible missions.
- Encourage their values and show you care.

Gen Y Management Ideas:

- They want the best and think they deserve it.
- They do not want to be seen as children.
- Forget gender roles, they have.
- Show how their work will contribute.
- Mentoring is critical.
- New hire orientation - they require a greater investment up front.

Gen Y Management Ideas:

- Frequent check-ins.
- Provide full disclosure.
- Top priority is stability.
- Greater understanding of their strengths and limitations.
- Need help with communication skills and collaborative problem solving.
- Don't plan to be at the same location for a long time.

Gen Y Meeting/Training Ideas:

- Hands-on and team based.
- Gravitate to group activities.
- Make it fun.
- Provide lots of feedback.
- Incorporate games.
- Incorporate technology.

Gen Y Meeting/Training Ideas:

- Likes structure.

- Simulations and case studies.
- Allow for creativity.
- Be visual.
- Tie learning into actions.
- Allow focus time.
- WHAT'S NEXT?

Generation Z: (1993 - 2009)

- Typically, the children of Gen X (or the youngest Boomers, oldest Gen Y'ers)
- The Internet Generation
- Highly connected "Digital Natives"
- Individualists
- Self-directed
- Leverage change to lead

These Questions are Important to Employee Engagement

The book "First Break All the Rules: What the World's Greatest Managers Do Differently" by Marcus Buckingham & Curt Coffman used data collected over 25 years with a million employees to identify the basic roles of a great leader/manager. They identified 12 questions which have been used by the Gallup organization. The potential effect of great leadership was summarized in the 12 questions employees ask. The answers to these questions relate directly to measurable business outcomes:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor or someone at work seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had the opportunity at work to learn and grow?

I would add a 13th question - How likely are you to recommend this company to your friends?

I have worked with these questions for years in numerous organizations. I can tell you that the teams that provide positive answers to all of these questions have seen greater results in performance, execution of duties, profitability, and loyal customers.

Motivational Quotes

"That which seems the height of absurdity in one generation often becomes the height of wisdom in another."

-Adlai Stevenson

"We're the middle children of history.... no purpose or place. We have

*no Great War, no Great Depression. Our great war is a spiritual war.
Our great depression is our lives."*

-From the movie Fight Club, about Generation X

*"Create caring and robust connections between every employee
and their work, customers, leaders, managers, and the organization
to achieve results that matter to everyone in this sentence."*

-David Zinger

For results **YOU** can count on, contact Performance Development
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Make it a GREAT day,

Grant Schneider
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