IAAPA
Attractions
eXPO

Multi-Generational Users; The Silent Power Struggle

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Room #S330AB

IAAPA

Solving the Puzzle of Generational Differences

Presented by:
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"They are described as smart, coddled and civic-minded, as team players and techno-wizards. They are the Millennials, the newest generation of employees, and they are rewriting the rules of employee engagement."

-Carolyn Hirschman,
Human Resource Executive

Objectives:

- ❑ Learn the four different generations and their workplace characteristics
- ❑ Explore the characteristics of the Millennials
- ❑ Establish strategies to communicate, motivate, and retain each generation more effectively

❑ Identify skills and techniques to equip the next generation of leaders

Taking time to explore and learn techniques to prepare the next generation for leadership is pertinent for today's organizations. According to a recent report by the U.S. Bureau of Labor, by 2010 there could be as many as 10 million more jobs available than there are employees in the United States. This shortage is due primarily to the much smaller Gen X population in the United States (44 million) versus the Baby Boomer cohort (77 million). Jeff Taylor, CEO of Monster.com, warns, "We'll be facing the worst labor shortage in our lifetime within the next five years." (*Harvard Business Review Newsletter*, November 26, 2003).

Luckily, we have the Millennials, the generation entering the workforce today (80 million).

Generational Research

In Generational Research, there is a term used when studying and categorizing specific generations. The term is Generation Cohorts. A Generational Cohort includes the same _____ years and the same stage of _____.

Generations are placed into two specific cohorts. The first cohort is shaped by the _____ years (ages 8 to 13 years of age) and is affected by childhood events and the world around us. The second cohort is shaped by the coming of age years (ages 17 to 23 years of age) and is affected by life events and the _____.

Because generations share a place in history and have world events and experiences in common, they develop their own unique personality.

What Creates a Generation?	**List three events that you believe helped shape the personality of YOUR generation…**

What are the generations?

Traditionalists

Definition

Characteristics

Values

Baby Boomers

Definition

Characteristics

Values

What are the generations?

Generation X

Definition

Characteristics

Values

Millennials

Definition

Characteristics

Values

In a September 17, 2003 research report, RainmakerThinking, Inc. identified the critical importance of the supervisor in the workplace. According to Rainmaker, "The day-to-day _____ between managers and their employees has more impact than any other single factor on employee productivity, quality, morale, and retention."

WOW!

Take your temperature – How well do you communicate with your employees on a regular basis…

🔴   1   2   3   4   5   6   7   8   9   10

I'm not really interested in communicating to anyone!

I am a fabulous communicator and make it a priority to communicate effectively!

The Workplace..

Traditionalists

Want to know their _____ is valued.

The _____ of a job well done.

_____ feedback is fine.

Baby Boomers

Also want to know their _____ is valued.

Money, _____, recognition, the corner office.

Feedback needs to be _____.

Generation X

Looking for _____ and flexibility.

_____ is the ultimate reward.

Feedback needs to be somewhat _____.

Millennials

Technology and _____ are paramount.

Work that has _____ for me.

Feedback is best when it is _____!

"There is no room for teaching the meaning of work ethic – many kids don't hear it from their parents – it just isn't really talked about – kids are just too busy today. So they learn the meaning of work ethic from their first job – and for many, they start their first job much later than when you and I had our first job – many of the managers and supervisors out there are hiring true rookies…they are learning work ethic as we speak."

- Eric Chester, *Getting Them to Give a Damn*

So who are the Millennials?

Numerical peak currently at age _____

_____ **million**

_____**% non-white**

_____**% live in a single parent home**

_____**% have mothers working outside the home**

_____**% have volunteered**

_____**% want to go to college**

- ❑ **Special**
- ❑ **Protected**
- ❑ **Confident**
- ❑ **Multi-taskers**
- ❑ **Diversity**
- ❑ **Team-Oriented**
- ❑ **Achieving**
- ❑ **Pressured**

Like every generation, the Millennials can be defined by their self image, by their beliefs and behaviors, and by their location in history. All of these attributes are in turn shaped by older Americans who themselves belong to prior generations. An ancient circle is at work: Generations are created young by history, and go on to create history in their turn.

"The hardest thing about managing this group is using your power to keep them engaged. Use your power to change the rules; then your power will come from your credibility, not your position."   -Trudy Sopp, Co-Executive Director of the
                                                                        Centre for Organization Effectiveness

The FOUR P'S of RECOGNITION and FEEDBACK

PERSONAL – regardless of the type of recognition and reward given, its' perceived value escalates when it is individualized for the employee.

**PROPORTIONATE** – it is important to pre-plan your recognition program.

PROMPT – Millennials live in the moment – be prepared to reward positive behavior promptly. Immediacy doubles the impact of rewards.

PUBLIC – I'm not saying you grab a mega-phone and make an announcement for everyone to hear…what I'm suggesting is to think about recognizing and rewarding your employees when peers are around.

> \- Eric Chester,
> *Getting Them toGive a Damn*

The reality: "People don't leave marriages – they leave spouses; people don't leave organizations – they leave managers. People are much less likely to leave prematurely and voluntarily if they are learning, recognized individually, valued and appreciated, building a career towards their dreams, and part of something that is valuable to their organization and society. When people are truly engaged and energized in their work and career, they spread that energy and the entire organization thrives!"

> *-Ken Blanchard*
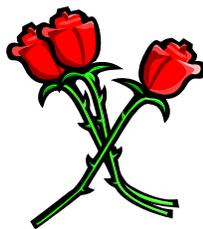
The Roses

Identify and determine the 'roses' that the millennials possess and how you can use these 'roses' for the good of the team.
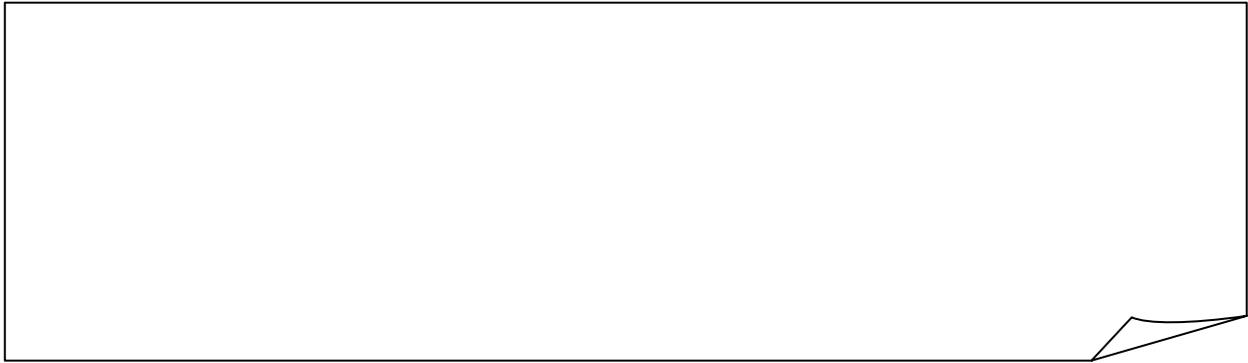
It is time for today's organizations and managers to become retention savvy and prepare the next generation for leadership. It is important to understand that a strong relationship with the manager or leader leads to higher retention and leadership skills. According to *Ken Blanchard*, there are ten retention building habits that managers or leaders should adopt. Using the following habits will help prepare the next generation for leadership.

1. *Show genuine interest and appreciation*. Continue to be or become genuinely interested in each person whom you support and depend on. Use one on one meetings to increase communication.

2. *Make work meaningful.* One of the most common themes that people share when asked to describe an enjoyable time in their professional life is that they felt their work was important and they were making a difference.

3. *Ask courageous questions.* "Why do you stay?" "Are you being challenged, recognized, trained, given feedback enough for now?" "Are things as you would have expected them to be?"

4. *Grow competencies, situationally*. Look for opportunities to put people into challenging situations where their skills and/or competencies will grow.

5. *Meet one on one, routinely.* You can make them short (15 to 30 minutes) and can be held once every other week. The agenda can be as simple as, "What's on your mind?"

6. *Make retention everyone's responsibility.* Managers or leaders need to encourage all members of their work group to feel responsible for retention of their peers.

7. *Be a career builder.* By finding out what people's dreams and goals are, you can help them use the time they are with you to continuously build skills and competencies they will eventually need.

8. *Help people get an "A".* The best gift you can give a person is to get very clear with them on what that "A" looks like.

9. *Manage the meaning of change.* During times of change and stress, trigger a message in your brain that says, "I need to check in more often with my staff right now. We need more, not less, communication."

10. *Walk your talk.* Be aware that people are always watching and assessing you and your actions as a leader, both with them and with others.

Founded by Virginia Boyar, PhD and Dina Cipollaro, MA, LPC, Fundamental Training Solutions specializes in innovative and interactive customer service and leadership training for all levels of employees. Additional services include executive coaching, customer service consultation, and creative facilitation of meetings and retreats. FUNdamental Training Solutions will customize training sessions to suit your business needs and is dedicated to bringing your organization to the next level of excellence.

Our Mission

To make a difference in employees' lives by giving them the tools they need to become compassionate leaders and service professionals.

Our Values & Beliefs

- Every employee has value and is part of a very important service chain.
- People are generally compassionate and want to provide exceptional service.
- Service starts at the top.
- Training should be competency-based and FUN.

Trainer Bio

Dina Cipollaro, MA, LPC, is a trainer, consultant, and adjunct faculty member in the areas of hospitality and the art and science of work styles and leadership. Well known for her innovative approach to training, Dina has a Masters degree in Counseling and Educational Psychology and is currently the Internship & Outreach Coordinator at Lake Tahoe Community College. Dina brings ten years of human resources experience and a fresh approach to all her training sessions. A certified "True Colors" facilitator, Dina excels at creating energetic training workshops that both inspire and entertain.

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