2008 IRI Member Summit: Talent 2020

Generations at Work

Mary Parsons
Generations At Work

- What are generations?
- Why look at them?
- How do generations view life and work?
- Attracting and retaining talent
People born at the same time share more than a birthday

- Shared experiences create shared characteristics

Life Events
Cultural Impacts
Historical Events
Parenting Influences
Educational

Attitudes
Beliefs
Reactions
Values
Behaviors

Common views of work ethic rewards and motivation
Generational Changes

High School Sweethearts in "The Big Step"

Success depends on the ability to recruit, retain, manage, and motivate people.

- Competitive Workplace
- Turnover rates increasing
- Results are a Priority
Why Look at Generations?

- 4 Generations are working side by side
- People are at the heart of what we do
- The Gap is widening
- Different values, experiences, styles, and attitudes create
  - Misunderstandings
  - Frustrations

Workers of different generations blend as they work together; age is not a major factor at work.

Calgary Health Systems - Susan Cassidy

Lancaster and Stillman. *When Generations Collide*
Current Work Force Spans Four Generations

Silent 64 - 84
Boomers 48 to 64
Gen X 28 to 48
Millennial birth to 28

Current Work Force

<table>
<thead>
<tr>
<th>Year</th>
<th>Silent 64-84</th>
<th>Boomers 48-64</th>
<th>Gen X 28-48</th>
<th>Millennial birth to 28</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
<td>78 million</td>
<td>53 million</td>
<td>71 million</td>
<td>52 million</td>
</tr>
<tr>
<td>2006</td>
<td>70 million</td>
<td>55 million</td>
<td>75 million</td>
<td>55 million</td>
</tr>
</tbody>
</table>
## Work Behavior is driven by Generational Core Values

<table>
<thead>
<tr>
<th>Silent</th>
<th>Boomer</th>
<th>Gen X</th>
<th>Millennial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedication</td>
<td>Optimism</td>
<td>Diversity</td>
<td>Optimism</td>
</tr>
<tr>
<td>Sacrifice</td>
<td>Team players</td>
<td>Global</td>
<td>Civic duty</td>
</tr>
<tr>
<td>Hard work</td>
<td>Gratification</td>
<td>Balance</td>
<td>Confidence</td>
</tr>
<tr>
<td>Conformity</td>
<td>Health</td>
<td>Technology</td>
<td>Achievement</td>
</tr>
<tr>
<td>Law and order</td>
<td>Growth</td>
<td>Fun</td>
<td>Sociability</td>
</tr>
<tr>
<td>Respect</td>
<td>Youth</td>
<td>Informality</td>
<td>Morality</td>
</tr>
<tr>
<td>Patience</td>
<td>Work</td>
<td>Self-reliance</td>
<td>Street smarts</td>
</tr>
<tr>
<td>Duty</td>
<td>Involvement</td>
<td>Pragmatism</td>
<td>Diversity</td>
</tr>
<tr>
<td>Honor</td>
<td></td>
<td>Me</td>
<td>Family oriented</td>
</tr>
</tbody>
</table>

- **Silent Values**: Loyal, Thorough, Expert
- **Boomer Values**: Driven, Relationships, Approval
- **Gen X Values**: Adaptable, Pragmatic, Independent
- **Millennial Values**: Teachable, Confident, Multi-task
## Generations at Work

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Silent</th>
<th>Boomer</th>
<th>Gen X</th>
<th>Millennial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchy</td>
<td>Consensus</td>
<td>Competence</td>
<td>Pull Together</td>
<td></td>
</tr>
</tbody>
</table>

| Authority          | Respectful     | Love/Hate     | Unimpressed    | Polite         |

|--------------------|-------------------|---------------------|------------------------------------|------------------------|

| Balance            | Don’t get it Generation | Sandwich Generation | Balance Now | Flexibility |

| Value              | Loyalty Relationship | Profitability Reputation Sink or Swim | Stimulation Balance Feedback | Diversity Support Environment |

**Leadership**
- Silent
- Boomer
- Gen X
- Millennial

**Authority**
- Respectful
- Love/Hate
- Unimpressed
- Polite

**Work Ethic**
- Work Hard No Play
- Work Hard Play Hard
- Work Hard Don’t Interfere With Play
- Good Grades Others Pay

**Balance**
- Don’t get it Generation
- Sandwich Generation
- Balance Now
- Flexibility

**Value**
- Loyalty Relationship
- Profitability Reputation Sink or Swim
- Stimulation Balance Feedback
- Diversity Support Environment
Generational shifts will drive new organizational dynamics

- Loyalty to institution
- Rank, hierarchy
- Following rules
- System and Process
- Safety and Security
- Career Advancement
- Free Agency
- Independence
- Autonomy
- Action and results
- Challenge and risk
- Work life balance

- Motivation
- Inspiration
- Feedback
- Recognition

- Organization
- Communication
- Job Design

- Career Path
- Team Processes
- Development
Deliver an employee value proposition that ignites passion, unwraps potential, builds capability, drives performance, & WINS in the marketplace.
**Hershey Value Proposition**

- **Unwrap Potential**
  - Mentoring
  - Succession Planning
  - Organizational Structure
  - Recruiting Programs

- **Ignite Passion**
  - Marketing Community Circle
  - U-tube pop-up/Desk drops
  - Leader in a box
  - Hershey School/Community Action

- **Drive Performance**
  - Bottom up performance management overhaul
  - QTE – employee engagement program
  - Flexible reward and recognition options
  - Flexible work options

- **Build Capability**
  - Generations Training
  - Cross Generational Mentoring
  - Employee Creativity Room
  - On-line Training
Resources

• Nikki Peterson -- The Utah Education Association

• Zemke, Raines, and Filipczak – Generations at Work

• Howe and Strauss: Millennials Rising; Millennials and Pop Culture

• Lancaster and Stillman: When Generations Collide: Who They Are, Why They Clash, How to Solve the Generational Puzzle at Work

• Life Course Associates - http://www.lifecourse.com

• Generations at Work - http://www.generationsatwork.com

Thank You!