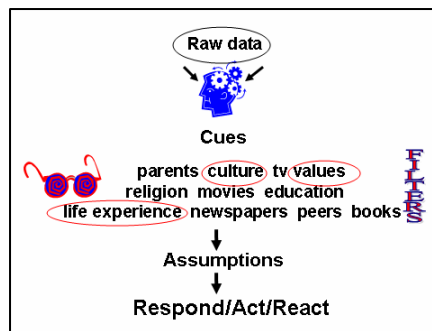


The Diamond Success Group Presents:

Zapping the Generation Gap: How to Manage Different Generations Without Going Crazy



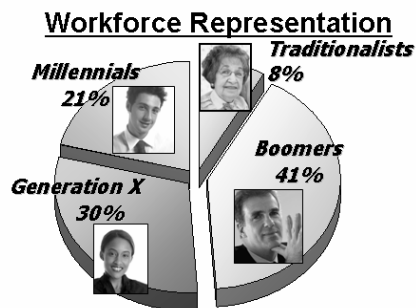
“The future ain't what it used to be.” Yogi Berra



Generations

- Shaped by the time they grew up in: historical/social context
- Often share values and attitudes

Generational Snapshot of Workforce



Is This An Issue?

65% of respondents:

Generation gaps make it hard to get things done at work

BridgeWorks' 2001 Generations Survey

<p><u>Traditionalists</u> <i>Values/Attributes</i></p> <ul style="list-style-type: none"> • Respect authority • Dedication, sacrifice, hard work • Duty before pleasure • Patience; delayed reward; persistent • Like structure, process • Great interpersonal skills • There for the long haul • Want recognition for longevity/expertise 	<p><u>Traditionalists</u> <i>Leveraging their talent</i></p> <ul style="list-style-type: none"> • Workplace they joined laid foundation • Treat with dignity/respect • Emphasize their expertise/contribution • Orient and train well • Personal touch; traditional rewards • Great mentors, teachers, coaches • Consider flexible schedules/consulting
<p><u>Baby Boomers</u> <i>Values/Attributes</i></p> <ul style="list-style-type: none"> • Educated, independent, optimistic • Work as a means to personal fulfillment • “Me” Generation; personal growth • Teamwork essential to success • Relationship building important • Work ethic = hours worked • Expect loyalty, respect, sacrifice • Invented work life balance (talk) 	<p><u>Baby Boomers</u> <i>Leveraging their talent</i></p> <ul style="list-style-type: none"> • Let them know they’re important, needed, valued • Let them make a difference/make it happen • Offer them flexibility, authority, respect, approval • Help them explore next set of options <ul style="list-style-type: none"> • <i>Challenge them to keep growing (in their own way)</i> • Demonstrate you can continue to use talents • Walk the talk on work/life balance <ul style="list-style-type: none"> • <i>Redesign jobs: accommodate multiple life demands</i> • <i>Enrich present job; grow in place</i>

<p><u>Generation X</u> <i>Values/Attributes</i></p> <ul style="list-style-type: none"> • Independence/self-reliance • Pragmatic • Like informality; fun • They want a life!! –Reject Boomer “do or die” • Think globally; embrace diversity • Technologically savvy • Value learning/learn quickly • Unimpressed by authority • “Free agent” approach 	<p><u>Generation X</u> <i>Leveraging their talent</i></p> <ul style="list-style-type: none"> • Let them have a life!!! • Results/ideas trump position/tenure • Be honest and direct; don’t “finesse” • Make it fun and relaxed • Give them control of their work <ul style="list-style-type: none"> • <i>no micromangement</i> • Run interference on the politics • Develop them; “just in time” • Fast feedback • Credit for results
<p><u>Millenials</u> <i>Values/Attributes</i></p> <ul style="list-style-type: none"> • Nurtured in the most “child centered period” ever • Question everything –Confident and outspoken • High stress, fast-paced lives –World as global, 24x7 • Incredibly digital; immediacy of technology • Team oriented • Need closer supervision; real time feedback • Ongoing learning • Casual acceptance of diversity • Money for immediate consumption 	<p><u>Millenials</u> <i>Leveraging their talent</i></p> <ul style="list-style-type: none"> • Want meaningful work • Need direction, structure, and supervision • Fair and direct managers • Open, constant communication and feedback • Personal goals; personal development • Help them stay focused – speed, interactivity • Make groups and teams part of their job • Help them reduce stress

<u>Topic</u>	<u>Generation</u>	<u>Orientation</u>
Career Goals	Traditionalists Boomers Gen X Millenials	“Build a legacy.” “A stellar career” “A portable career” “Parallel career paths”
Job Changing	Traditionalists Boomers Gen X Millenials	“Carries a stigma” “Puts you behind” “Is necessary” “Routine”
Hierarchy	Traditionalists Boomers Gen X Millenials	“Chain of command” “Change of command” “Self-command” “Don’t command – collaborate!”
Feedback	Traditionalists Boomers Gen X Millenials	“No news is good news.” “Annually; documentation” “Regular feedback” “Constant, instantaneous feedback”
Rewards	Traditionalists Boomers Gen X Millenials	“The satisfaction of a job well done.” “Money, title, recognition, corner office.” “Freedom is the ultimate reward.” “Work that has meaning for me; Show me the money”
Value of Experience	Traditionalists Boomers Gen X Millenials	“The school of hard knocks” “Experience is knowledge” “Show me what you know, not where you’ve been” “The world changes so fast experience is irrelevant”

Source: Lancaster and Stillman, 2003

Attribution Research: *we attribute conflict to VISIBLE differences*

Values: ...“generations’ values do not differ significantly...”

It’s about behavior! (Center for Creative Leadership study)

All Generations Rank These in Their Top 10

- Work-Life Balance
- Interesting Work
- A Good Salary
- Benefits
- Flexible Hours of Work

Common Themes: Flexibility, Training, Communication, Recognition

Action #1: Understand the Context

What They Say About Each Other:

Traditionalists: rigid, authoritarian, stuck in past

Boomers: self-absorbed workaholics

X-ers: pessimistic slackers

Millennials: lack substance; sense of entitlement

Action #2: Get Educated; Get Skills; Train Leaders

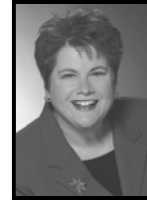
- “One size fits One”
 - *Flexible* leadership and management style
 - Manage to the individual
 - Understand generational generalities
- Focus on results, not the path to get there

Action #3: Educate and Skill Employees

- Understand generational differences, potential issues
- Cross-generational teaming skills
- Mentoring

Action #4: Leverage Differences

- Identify and utilize strengths
- Acknowledge individual identities and work styles
- Make people feel valued and “a part of”
- Provide choices
- Research and treat your employees like customers for maximum retention



Ava Diamond

www.avadiamond.com
www.feistywomen.com

Ava Diamond is **President of the Diamond Success Group**, based in Fort Collins, Colorado. She gives people the **inspiration and tools** they need to take their lives and their businesses to the next level. She has co-authored ***Real World Management Strategies that Work, Mission Possible***, with Stephen Covey and Brian Tracy, and ***Speaking of Success***, with Ken Blanchard, Stephen Covey and Jack Canfield.

Her other company, **Feisty Woman Productions**, focuses on increasing women's personal and professional success. Her latest book, ***Great Quotes from Feisty Women***, combines inspiring quotations from famous women with Ava's own insight and down-to earth wisdom.

Over the last 20 years, thousands of people have benefited from her **programs on personal excellence, success strategies for women, leading in today's world, building extraordinary teams, thriving though change, and winning with diversity.**

Ava is known for her passion and commitment to the development of people. Participants in her programs find her **inspiring, empowering, down-to-earth, and funny!** They walk away with **great ideas and the know-how to implement them.**

Ava's background includes ten years with a Fortune 100 computer company, where she provided leadership to major change and improvement efforts across the country. She focused on such areas as change management, business consolidation, diversity, strategic planning, leadership development, and building effective teams. She has also served as **Executive Director of Project Open Hand**, a non-profit meals-on-wheels program for people with AIDS, and has **owned two businesses.**

Since 1995, Ava has **worked with a variety of organizations**, including IBM, Coca-Cola, Microsoft, Hewlett-Packard, Pepsico, The United Way, AOL, Delta Air Lines, AT&T, Boulder Community Hospital, Miller Brewing Company, Sprint, Wachovia Bank, the Elton John AIDS Foundation, as well as government agencies and associations. She has also been a **guest lecturer** at Georgia State University, Colorado State University, and the Keller Graduate School of Management.

She is an active member of the **National Speakers Association**, and holds a **Masters Degree in Management and Organizational Behavior.**