Today’s Multi-Generational Workforce

- For the first time in modern history, we have four generations working together.
- Each bring unique values and characteristics to the workplace based on their shared experiences.
- Shared experiences include wars, economics, world leaders, pop culture and more.
- Remember, each generation has pushed the boundaries of the generation before it.
- How people in each generation view the world, the organization, and work can be very different from other generations.
Matures (Traditionalist)
Born before 1946; Age 69+

✓ Less than 8% of the workforce and shrinking rapidly
✓ Lived through Great Depression or were raised by parents who remembered it
✓ Patriotic, loyal, responsible citizens
✓ Grew up in regimented and strict environment
✓ Taught to produce quality day in and day out
✓ Relies on the tried and true and tested way of doing things
✓ Experienced advancement based on seniority
✓ Willing to climb the ladder patiently
✓ Hold tremendous respect for elders, bosses, and authority
✓ Comfortable with very directive style of leadership
✓ Appreciates structure, procedure, hierarchy, and order
✓ Often experiences difficulty adjusting to change

<table>
<thead>
<tr>
<th>Key Points</th>
<th>Valued Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hard work</td>
<td>Respect for experience</td>
</tr>
<tr>
<td>Respect for authority</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Sacrifice and duty first</td>
<td>Opportunity to mentor, share, and learn</td>
</tr>
<tr>
<td>Adhere to the rules</td>
<td></td>
</tr>
</tbody>
</table>

Work is....our obligation.

What are some actions we can take to engage Matures as employees? As customers?
Baby Boomers
Born between 1946 and 1964; Age 50-68

✓ 80 million strong; 45% of workforce and shrinking slowly
✓ Grew up in a time of economic prosperity following the end of WWII
✓ Encouraged by parents to believe they could do anything
✓ Willing to work to get ahead with ample opportunity
✓ Became idealistic and optimistic, convinced they could change the world
✓ Work has always been a huge part of personal identity
✓ Hold strong belief in the value of hard work and being competitive
✓ Primary goal was to get a job and make a good living
✓ Paid long hours and sacrifice as foundation of success
✓ Hard work was measured in long hours for most of career
✓ Often felt betrayed by downsizing, layoffs, and reengineering
✓ View work groups as social groups
✓ Witnessed the changing role of women in careers, not just job
✓ “Juggling” work/life balance begins and evolves for this group
✓ “Having it all” is key

Key Points
Hard work = long hours
Having it all
Betrayal/job insecurity
Change the world

Valued Rewards
Flexible retirement options & planning
“Guilt free” time off
Continual training

Work is....an exciting adventure.

What are some actions we can take to engage Boomers as employees? As customers?
Gen X
Born between 1965 and 1976; Age 37-49

✓ 46 million and steady 28% of workforce
✓ Increased experience; moved into supervisor/manager roles
✓ Grew up in a declining economy and large workforce layoffs
✓ Noted as the first “latch-key kids”
✓ Often suspicious of large institutions; may reject rigid rules
✓ Encouraged to find a job they ‘enjoy’
✓ Motto: “It is productivity, not hours, that counts.”
✓ Experienced new options: dual income or move back home
✓ Comfortable with technology; resourceful; wants to stay on cutting edge
✓ Expect continual training to stay current and ahead in career
✓ “Having time to enjoy it” is the goal
✓ “Me” oriented but entrepreneurial and good volunteers
✓ Pragmatic, practical, self-reliant and individualistic
✓ Strong multi-taskers including having multiple jobs or businesses; “Free agents”
✓ Expect treatment as “friend” not “family”

<table>
<thead>
<tr>
<th>Key Points</th>
<th>Valued Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productivity (not hours) is what matters</td>
<td>Skill development</td>
</tr>
<tr>
<td>Dual income, free agents</td>
<td>Timely performance-based recognition &amp; rewards</td>
</tr>
<tr>
<td>Want time to enjoy life</td>
<td>Flexible work arrangements (balance &amp; freedom)</td>
</tr>
<tr>
<td>Practical and self-reliant</td>
<td>Positive work environments</td>
</tr>
</tbody>
</table>

Work is…a contract.

What are some actions we can take to engage Xer’s as employees? As customers?
Gen Y/Millennials
Born between 1978 and 1997; Age 18-36

✓ 25% of the workforce and growing rapidly
✓ Often the children of Baby Boomers and the younger, more optimistic and upbeat younger siblings of Gen Xer’s.
✓ Represent a larger portion of population outpacing X’ers by 30 million
✓ Grew up in dual income households
✓ Became independent at an early age
✓ Visualize themselves as citizens of the world, not just a city, state or country
✓ Environmentally conscious, volunteer-minded and socially conscious
✓ Believe institutions are judged by their own merit
✓ Lofty and ambitious but not necessarily with a plan to achieve goals
✓ Tend to be “me” focused; being happy is more important
✓ View jobs as a means to earning income TODAY yet jobs need meaning
✓ Tremendous at multi-tasking; easily bored; entrepreneurial
✓ Cyber-literate and media savvy: “Assume technology”
✓ Optimistic, realistic, self-inventive and individualistic
✓ Multitask fast
✓ View relationships as friends = family (e.g., online social networking)

<table>
<thead>
<tr>
<th>Key Points</th>
<th>Valued Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing demographic</td>
<td>Learning and development opportunities</td>
</tr>
<tr>
<td>Citizens of the world</td>
<td>Credible and positive role models</td>
</tr>
<tr>
<td>Multi-tasking, assume technology</td>
<td>Multiple performance-based goals</td>
</tr>
</tbody>
</table>

Work is....a means to an end but needs meaning.

What are some actions we can take to engage Y’s as employees? As customers?
There is more we have in common than we have different. While we don’t often consider “customers” in helping professions, even in long term healthcare, we can understand family demands and viewpoints with some new insight beyond working to build better employee relationships.

<table>
<thead>
<tr>
<th>Generation</th>
<th>Years Born</th>
<th>Age Group</th>
<th>Apply this information to improve workplace relationships &amp; productivity by...</th>
<th>Apply this information to improve our service to clients/customers...</th>
</tr>
</thead>
</table>
| Gen Y/Millennials | 1981-1997  | 17 - 33   | ✓ Provide clear career pathways  
✓ Give specific direction  
✓ Know they adapt quickly/technology  
✓ Keep goal-oriented (easily bored)  
✓ Give challenges  
✓ Demonstrate authentic leadership  
✓ Give feedback often  
✓ Communicate expectations clearly  
✓ Make work fun and comfortable  
✓ Comfortable with non-traditional hours and workplace environments | ✓ Seek trends and new innovative products and services  
✓ Open and accepting of new and different  
✓ Not brand loyal so focus on “your story” “My experience” – make it personal  
✓ Provide genuine service  
✓ Price isn’t as important as other factors listed above |
| Generation X     | 1965-1980  | 34-49     | ✓ Offer skill development  
✓ Build positive environments  
✓ Include them in on decisions  
✓ Challenge with rewards  
✓ Have fun  
✓ Focus on productivity measures  
✓ Learn about non-work activities  
✓ Change up routine  
✓ Note they want to work smart  
✓ Seek flexibility | ✓ Note their independence  
✓ Recognize they are educated and informed  
✓ Pride and individuality  
✓ Efficient and quick access to services  
✓ They will spend more for special, healthy and convenient services/products |
<table>
<thead>
<tr>
<th>Age Group</th>
<th>Birth Years</th>
<th>Age Range</th>
<th>Baby Boomers</th>
<th>Traditionalist/Matures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baby Boomers</td>
<td>1946-1964</td>
<td>50-68</td>
<td>✓ Earn trust</td>
<td>✓ Recognize they have high expectations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Follow through</td>
<td>✓ Recognize their spending power and choices of providers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Notice job well done</td>
<td>✓ Build on brand loyalty</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Work hard</td>
<td>✓ Offer exceptional service; it matters to them</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Acknowledge accomplishments</td>
<td>✓ Note they have a keen eye for prices</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Recognize competitiveness</td>
<td>✓ Recognize tendencies in adapting to change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Highly motivated to see end result</td>
<td>✓ Recognize as routine and loyal customers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Guilt free time off</td>
<td>✓ Learn their names, thank them</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Get them involved in decisions</td>
<td>✓ Engage and respect for their life experience</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Offer continual training</td>
<td>✓ Increase and maintain more formal gestures (train others to do the same)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Explain the “why”</td>
<td>✓ Balance needs of aging process with ways to keep them at work for as long as possible</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Challenge</td>
<td>✓ Provide “drama-free”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Seek them out for advice</td>
<td>✓ Seek them out for advice</td>
</tr>
</tbody>
</table>

Find common ground. Ask questions. Build trust. Get to know people as individuals. Learn from everyone.

Make a positive difference when and where you can!