
Managing a Multi-Generational Workforce

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Generation Categories

- Matures > 62 years old



- Baby Boomer 43 to 61 years old



- Gen X 28 to 42 years old



- Millennial < 27 years old



Generation Characteristics

Traditionalists/Matures (born 1928-1948)

- Dedication, sacrifice & hard work
- Conformity
- Duty & patience
- Respect for authority/adherence to rules
- Duty before pleasure
- Conservative spenders
- Believe in logic, not magic

Generation Characteristics

Baby Boomers (born 1949 to 1965)

- Defined by their jobs--"workaholics"
- Team oriented
- Optimistic
- "Me" Generation: value personal gratification and personal growth
- Success is visible: values quality, titles, trophies, plaques, money, rewards

Generation Characteristics

Generation X (born 1965 to 1979)

- Indifferent to authority
- Loyal to people, not companies
- Risk takers & entrepreneurial
- “Latch Key” kids: self reliant
- Skeptical
- Seeks challenge
- Independent, difficulty with teams
- Portable careers
- Work/Life balance is very important

Generation Characteristics

Millennials/Gen Y (born 1980 to 2000)

- Optimistic and confident
- Well looked after, protected, sheltered
- “Adultolescents” with helicopter parents
- Ambitious goals/high expectations
- Strong sense of self
- Have “Hero” mentality
- Accustomed to being part of decision making process

TIME

THE TRUTH ABOUT
SOCIAL SECURITY

MEET THE TWIXTERS,

young adults
who live off
their parents,
bounce from job
to job and hop
from mate to mate.
They're not lazy...

THEY JUST WON'T GROW UP

BY LEV GROSSMAN



Thursday, September 30, 2004



In no hurry: Shana Finkelstein, 22, a recent graduate of the University of Massachusetts, waits tables at The Cheesecake Factory in Cambridge, Mass.

It's time to grow up — later

The gap between adolescence and adulthood gets longer

By Sharon Jayson
Special for USA TODAY

Today's twentysomethings won't have the lives their parents had. And that's OK by them.

They're going to school longer, delaying marriage and children, job-hopping and apartment-swapping. They're also moving back home after college to save money, traveling to faraway places to work and generally taking "me" time to decide what they want their futures to be.

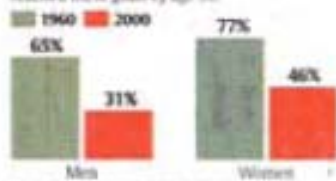
Cover story

While their baby boomer parents lament that they've somehow gone wrong, experts studying why these kids aren't more like their parents' generation say there's a clear explanation: It takes longer to grow up these days.

Researchers, sociologists and psychologists say

What's 'grown up'?

Many measure it in milestones: finishing school, leaving home, getting married, having a child, reaching financial independence. Those who had reached these goals by age 30:



there's a new phase of life — only recently acknowledged — that covers this gap between adolescence and adulthood. What was once the purview of academia has crossed into the popular culture. A plethora of how-to-cope books are declaring a worldwide shift in what it means to be an adult.

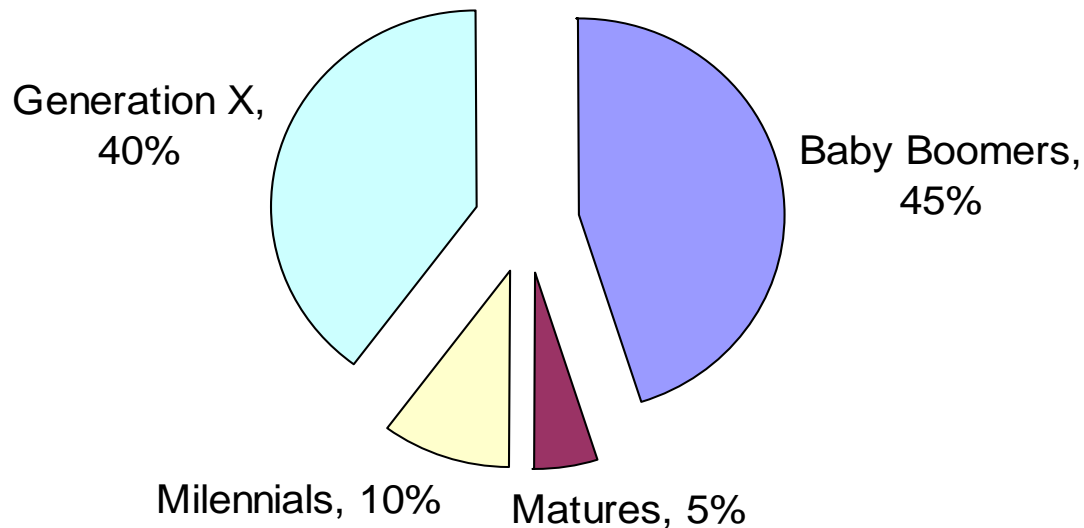
"It's the harbinger of a basic transformation of adulthood," says James Cole, a sociologist at the University of Western Ontario who has coined the term "youthhood." "The traditional adulthood of duty and self-sacrifice is becoming more and more a thing of the past."

Recent findings published by the American Sociological Association and based on U.S. Census data show a sharp decline in the percentage of young adults who have finished school, left home, gotten

Please see COVER STORY next page ▶

Generational Differences

Generations in the Workplace



Adapted from: Marston (2006) Recruiting and Retention Trends. SHRM Conference, Washington, DC

Workplace Implications

- Expectations from workplace will vary based on generational differences
- X'ers and Millennials tend to value
 - Good boss
 - Good place to work
 - Good place to grow
- This translates into being treated with respect, fairly, caringly

Intuit's Value Proposition

EMPLOYEE VALUE PROPOSITION
Based on Intuit Operating Value #1 "It's the People"

- HELP ME BE PRODUCTIVE, DO GREAT THINGS AND BE THE BEST I CAN BE
- LET ME KNOW WHERE I STAND AND HOW I AM DOING
- INVEST IN ME TO HELP ME GROW FAST
- PAY ME FAIRLY AND RECOGNIZE MY CONTRIBUTIONS
- MAKE ME AN INTEGRAL PART OF THE TEAM
- CREATE A POSITIVE WORK ENVIRONMENT


Delivering on the Employee Value Proposition is how we help everyone be the best they can be. We measure our success with the annual employee survey.

For details, visit <http://values.intuit.com>.



The infographic features a blue background with white text. At the top, the title 'EMPLOYEE VALUE PROPOSITION' is in large, bold, white letters. Below it, a subtitle reads 'Based on Intuit Operating Value #1 "It's the People"'. The seven key points are listed in white text on dark blue rectangular backgrounds. At the bottom, there is a row of ten small, square, orange-tinted portraits of diverse employees. Below the portraits, a small paragraph of text explains the purpose of the value proposition and mentions an annual employee survey. At the very bottom right, the Intuit logo is displayed in red and white.


Appealing to Values



YES, I'D LIKE TO SPEND ALL MY EVENINGS PHOTOCOPIING HUNDREDS OF 'IMPORTANT' DOCUMENTS AND MORNINGS FILING THEM IN PIGEON HOLES, UNTIL ALL AMBITION IS DRIVEN FROM MY LIFELESS BODY.

NO, I'D RATHER JOIN ENTERPRISE, WHERE I CAN RUN MY OWN BUSINESS WITHIN 2 YEARS, SO THAT IF I'M WORKING HARD IT'LL BE ME MAKING THE DECISIONS AND ME WHO'S GETTING A SHARE OF THE PROFITS.

With most industry-leading companies really make the most of your talent? Years of university only to become an expert in photocopying. Hanging round the boss's desk waiting for instructions. And a pay rise. Better join the Enterprise Management Training Scheme to make sure that's not you. We're an international car rental company with a multi-billion pound turnover, that teaches you to run your own section of the business in as little as two years. You'll learn about everything from sales, marketing and customer service to operations and finance, so you can make crucial business decisions and reap the rewards. You could be promoted twice in one year. Earn in two years what could take you five elsewhere. We're here to make the most of your potential, not let it wither and die. To apply visit www.enterprisealive.com or call 0870 850 1232.

Come alive 

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The most powerful people in the world



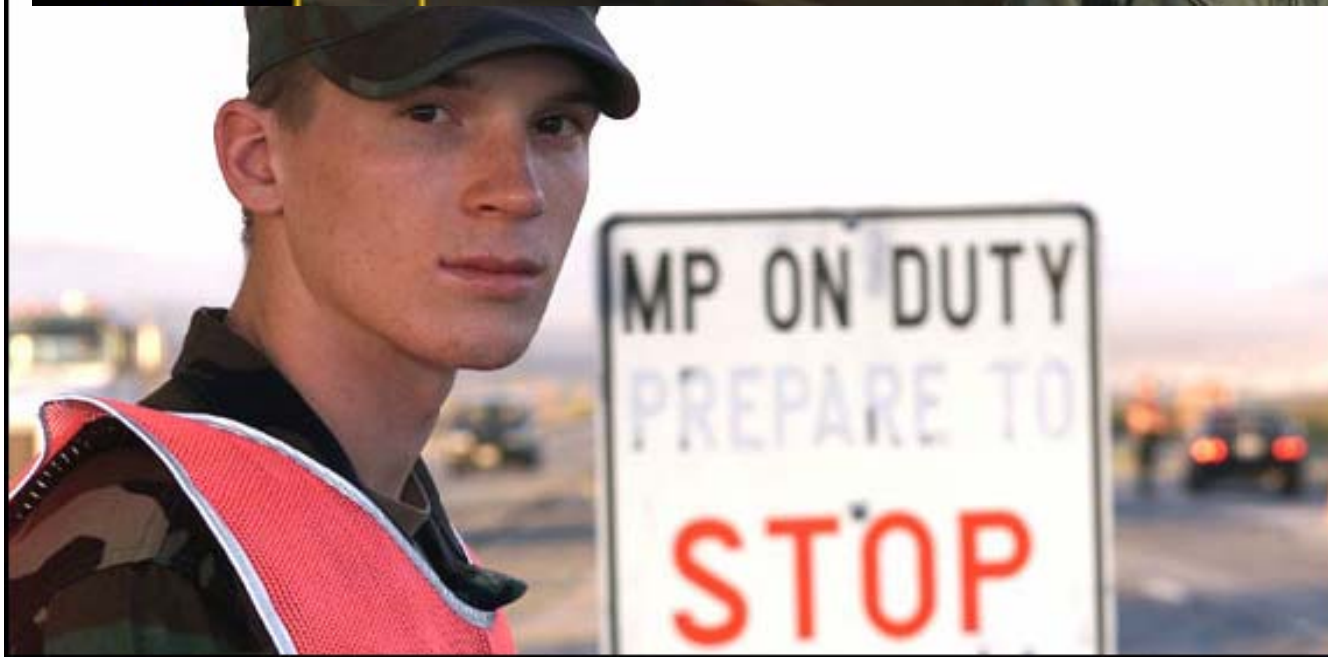
U.S. ARMY SM

Age: 24

MOS: 12B
Combat Engineer

Hometown:
Houston, Texas

AN ARMY OF ONE



U.S. ARMY SM

Age: 21

MOS: 95B
Military Policeman

Hometown:
Boston, Mass.

AN ARMY OF ONE

Generation Clash Points

1. Career Perspective
2. Work-Life Balance
3. Performance Management & Feedback

Clash Point: *Career Perspective*

- Traditionalist: “Build a legacy”
- Boomer: “Build a stellar career”
- Gen X: “Build a portable career”
- Millennial: “Build parallel careers”

Clash Point: *Work Life Balance*

- Traditionalist: “Support me in shifting the balance”
- Boomer: “Help me balance everyone else and find meaning myself”
- Gen X: “Give me balance, now, not when I’m sixty-five”
- Millennial: “Work isn’t everything; I need flexibility so I can balance all my activities”

Clash Point: *Performance Management / Feedback*

- Traditionalist: “No news is good news”
- Boomer: “Feedback once a year, with lots of documentation”
- Gen X: “Sorry to interrupt, but how am I doing?”
- Millennial: “Feedback whenever I want it at the push of a button”

Motivating Traditionalists

- Take time for personal touch: hand written notes, face to face, etc.
- Allow time to socialize between tasks
- Honor their hard work w/ symbolic and “official” artifacts of achievement

Motivating Boomers

- Public Recognition
- Perks w/ status: expense accounts, first class travel, etc.
- Assist them in gaining name recognition
- Ask for their input--get their consensus
- Reward their work ethic and long hours
- Demonstrate that they are valued and needed!

Motivating Gen X

- Give them lots of projects and challenges
- Allow independent work and creative thinking
- Frequent constructive feedback
- Time to pursue other interests
- Be fair about perks: reward on results/merit not on status/longevity
- Invest in current technologies

Motivating Millennials

- Learn about personal goals: align personal goals with work goals
- Establish mentor programs--they expect “adults” to take interest in them
- Provide avenues for personal and professional development
- Let them work with bright creative people
- Provide opportunities to “sit at table”

Take Aways

- Generational differences are real and contribute to a society with different values
- In the war for talent, organizations need to attend to generational differences and how their recruitment and performance management systems will or won't appeal to various age groups.
- Motivating people effectively should involve a consideration of a multigenerational workforce
- Organizations that take a multi-generational view of the workforce are better able to attract, retain, develop and motivate their people.

References & Resources

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