

Managing 4 Generations Not Really!



Presented by
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The Diversity Coach™



IT'S HARD OUT HERE

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The Facts As We Know Them

- U.S. population growing (420 million by 2050)
- White non-Hispanic share drops to 50% by 2050.
- Working population aging (65+ 20% by 2030)
- Gen Y will be largest group by 2010.
- Effective communications will be compromised.
- Odds of working on highly diverse team =100%



What this Means For You



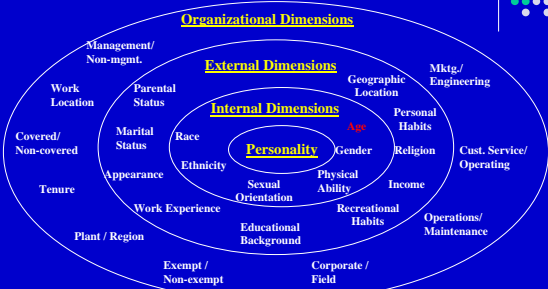
- Increased Learning
- Flexibility
- Patience
- Negotiation
- Letting Go (of your stuff)
- In a word - CHANGE

Human Response to Change



- Calvin: "I like change."
- Hobbs: "Are you kidding me. You complained this morning because your mom put less jelly than usual on your toast."
- Calvin: "I like to see other people change."
 - Excerpted from Calvin & Hobbes by Bill Waterson

Diversity Wheel



Adapted from
Lidz & Judy Rosener, *Workforce America*
and Gershenowitz & Rosen, *Diverse Teams at Work*

No one can be defined by any single dimension

The Fruits of Diversity



- Chaos Confusion
- Conflict Suspicion Tension
- Anxiety Frustration Anger
- Controversy Fear
- Loss Productivity

The Generations at Work



- **Traditional (Pre -1945)**
 - High loyalty
 - "Chain of Command"
 - Over 50% of men served in military
 - Build a legacy with one employer
 - Top-down management
 - Personal responsibility
 - Reward: A job well done.
 - FB: "no news is good news"



Source: [When Generations Collide](#) by Lancaster and Stillman

The Generations at Work



- **Boomers (1946-1964)**
 - Affluence and opportunity
 - Social change
 - Competitive
 - "Change" of command
 - Challenge authority
 - Build a stellar career
 - Love to be challenged
 - Reward: Money, title, recognition
 - FB: "once a year with documentation"



Source: [When Generations Collide](#) by Lancaster and Stillman

The Generations at Work



● Generation X (1965-1980)

- Skepticism
- "Show me the money"
- Distrust permanence
- Resourceful and independent
- Fear becoming stagnant
- Build a portable career.
- Career security over job security
- Job hopping for survival
- Reward: Freedom
- FB: "how am I doing?"



• Source: [When Generations Collide](#) by Lancaster and Stillman

The Generations at Work



● Generation Y (1981-2000)

- Techno-savvy
- Comfortable with virtual world.
- Personal safety #1 concern
- Appreciation of diversity
- Collaborate
- Use to being involved in decisions
- Build parallel careers
- Multitaskers
- Reward: Work that has meaning for me.
- FB: "whenever I want it"



• Source: [When Generations Collide](#) by Lancaster and Stillman

You Know How They Are



- Hired into a fast-Track Management Program
- Became a supervisor in 2.5 years
- Made top management in 5 years
- Immediately wanted to know next promotion
- Never held any job over 18 months
- Resigned unexpectedly

- Traditional - Boomer - Gen X – Gen Y?

Manage to the Individual



- Beware of stereotyping the age cohorts
- Work/life balance important to all
- Base pay No. 1 attracter for all
- Excellent career advancement -> retention
- Feeling good about the company -> extra effort.
- Opportunity drives mobility

• Towers-Perrin Study on Generations

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What were you like when you were:



- 24 ? (see Gen Y)
- 39 ? (see Gen X)
- 54 ? (see Boomers)

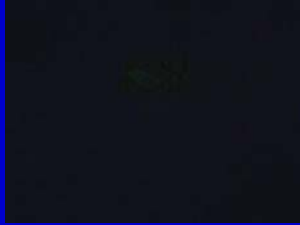
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WELL, HOW DO YOU DO IT?



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Managing Differently



The 100% Rule



A manager's job is to get 100% from 100% of employees 100% of the time.

The primary role of a manager is to Encourage – Support – Develop each employee.

Getting 100%



- Think of a time when you gave 100%.
- Who was your manager?
- What did he/she do that allowed you to give 100%?

Why I Gave 100%



- My manager:

- Trusted me
- Gave me clear responsibilities.
- Had high expectations of me.
- Gave me opportunity to learn
- Assigned me to work that mattered
- Paid attention to me
- Got out of my way
- Valued my opinion
- Deliberately included me.

Source: informal research by The Diversity Coach™

Managing by the Numbers



- TBS The Belief System¹ Institute
 - 3 Beliefs that Matter
- MD Managing Differently
 - 4 Phases
 - 7 Principles
 - 28 Questions
- 12 Gallup
 - 12 Elements of Great Managing²

- ¹The Belief System was developed by Dr. Thad Green
- ²adapted from 12 The Elements of Great Managing by Wagner and Harter

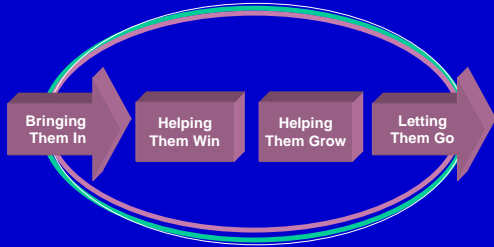
Motivation to Perform



- E ____ P ____ O ____ S
- B-1 Confidence
- B-2 Trust
- B-3 Satisfaction

Source: The Belief System

The 4 Phases of Management



Source: Managing Differently: Getting 100% from 100% of your people 100% of the time.

Getting 100%!



Source: Managing Differently: Getting 100% from 100% of your people 100% of the time.



12 Elements of Great Managing



1. Provide clear expectations
2. Give them what they need.
3. Use their talent.
4. Recognize their good work.
5. Show them you care.
6. Encourage their development

Source: The Gallup Organization

Elements of Great Managing



7. Value their opinion
8. Make them feel important.
9. Commit to quality work.
10. Promote friendship at work.
11. Report their progress.
12. Help Them Grow

Source: The Gallup Organization

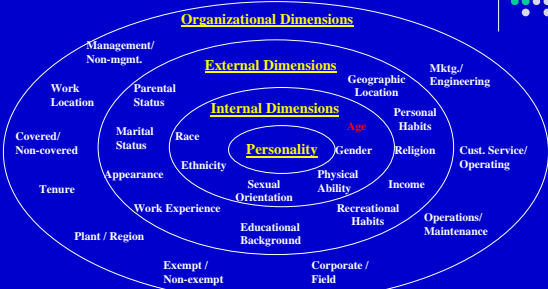
28 Questions for Great Managers



- The Big Three
 - Can you distinguish between managing and leading?
 - Do you know why you want to be a manager?
 - Do you prefer being recognized for getting results (directly) or getting results through other people.

• Source: The Diversity Coach™

Diversity Wheel

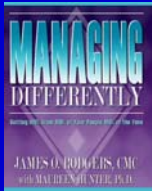


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Managing Differently

Getting 100% from 100% of your people 100% of the time



Managing by the Numbers

- 3 Beliefs
- 4 Phases
- 7 Principles
- 12 Elements
- 28 Questions

• If you master these, you will be a better manager, period.



Managing 4 Generations

Questions, please!



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