Leading The New Workforce

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It Takes A Whole New Set of Skills!!!

Presenter -- Martha N. Bryan
Bryan & Bryan Associates
marthabryan@bryanandbryanassoc.com

Today's Workforce . . . It's Changing

Old	Versus	New

"The single most significant future trend facing our society is the increasing life expectancy. People are not only living longer, but are staying more active and wanting to work."

The New Workforce

It's Changing . . .

Old	Versus	New

Older Workers

Positive
Consistent, uniformity, conformers
Disciplined, past oriented
History absorbed, high work ethic
Believe in logic
Clear – not complex

Down Side
Decisions made at top
Dictator, rigid, command & control
Inhibited, inflexible
Set in old ways
Technologically slower
Too serious

Newer Workers

Positive
Self-reliant, want balance
Attracted to the edge
Approach to authority is casual
Computer literate

Down Side
Talks too much about private stuff
No street smarts, slackers
Rude, lack social skills
Won't wait their turn
Self-absorbed
Loyalty not important

Save

Generations At Work

- **Traditionalists**   (born approximately 1922-1945)

- **Baby Boomers**   (born approximately 1946-1964)

- **Generation - X**   (born approximately 1965-1980)

- **Millenials - Y**   (born approximately 1980-2000)

- **Linksters - Z**   (born after 2000)

Generation Gap - a difference of opinions between one generation and another regarding beliefs, politics, or values.

(Note -- Research Statistics Vary On The Dates.)

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A Generation . . . is a body of individuals born approximately the same time period who generally share similar behaviors and attitudes.

A generation's identity is a state of mind shaped by . . .

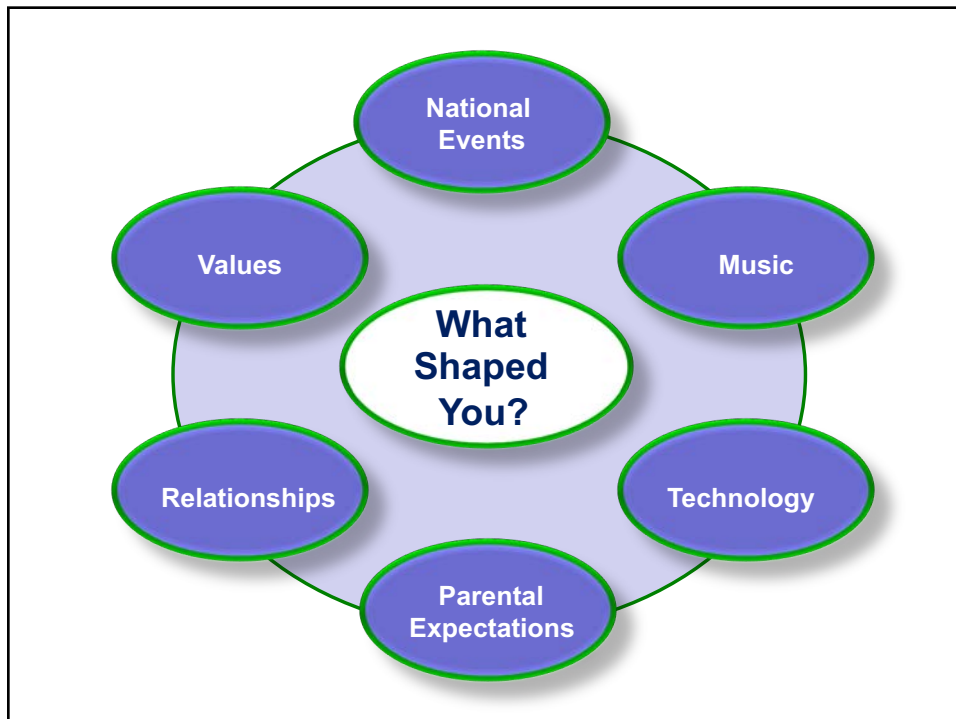|	
Family Life	Religion
Gender Roles	Culture
Politics	Lifestyle
View Of The Future	Experiences

What Shaped You?

- National Events
- Values
- Music
- Relationships
- Technology
- Parental Expectations

Appreciating Many Aspects of Diversity

Generational differences may <u>influence</u> behavior; however, this does not mean that generational differences <u>determine</u> adult interactions. There are a host of other variables which come into play that impact behavior and outcomes.

Generational differences represent only <u>one</u> of these factors.

Points to Keep in Mind!
Common experiences of each generation
frequently define their assumptions and perspectives.
BUT
Never generalize from a few to the whole
. . . there are ALWAYS exceptions.

Why Are Things Different?

- In the past, relatively stable organizational model for career advancement.

- Today, organizations come in many sizes, types, and shapes.

- Career paths vary (average 25 year old is expected to experience anywhere from 5-8 careers in lifetime).

- Work-life expectations have changed with the generations.

The Evils of Youth

> "Our youth now love luxury. They have bad manners and contempt for authority. Children are now tyrants."

Socrates, Greek philosopher
500 BC

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Generational Profiling

Is It A <u>New</u> Phenomena?

> *"The young people of today think of nothing but themselves. They have no reverence for parents or old age. They are impatient of all restraint. They talk as if they alone knew everything and what passes for wisdom with us is foolishness with them. As for girls, they are forward, immodest and unwomanly in speech, behavior and dress."*

Socrates, Greek philosopher
500 BC

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"I see no hope for the future of our people if they are dependent on the frivolous youth of today, for certainly all youth are reckless beyond words. When I was a boy, we were taught to be discreet and respectful of elders, but the present youth are exceedingly wise and impatient of restraint."

~   *Author Unknown*

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Every Generation Says . .

The Same Things About The Next Generation.

 # 1   They Don't Get It!

 # 2   They Have It So Much Easier Than We Did.

**And, Every New Generation Resists
(And Often Hates) The Previous Generation.**

"Old Story" Managers	"New Story" Managers
Their style of leading . . .	How they will need to change . . .

"We need the wisdom and experience of the older workers, the fresh ideas and the fearlessness of the younger workers, and the reflection of the market place."

Why Shift Our Leadership Approach?

- Today Four Generations In Workplace
- Today Technology Links People
- Business Complexity (Need Collective Resources Of All)
- Failure To Satisfy Customers
- Employees Want To Know Why
- Employees Want Ownership In Their Work
- People Closest To The Work Know Best How To Improve It

"I have been in this business 36 years.   I've learned a lot . . . and most of it doesn't apply anymore."
~   Charles Exley, Chief Executive Officer
NCR Corporation

All Employees Want To . . .

- benefit society,
- engage in satisfying leisure,
- exercise leadership,
- have friendly and congenial associates,
- have a high salary, high prestige, and status,
- make contributions to important decisions,
- have a stable and secure future,
- variety in work assignments, and
- work as part of a team.

Keep In Mind

- There is more diversity than just generational diversity.

- <u>We are all more similar than different.</u>

- We can learn from each other.

- Everyone brings something to the table.

- Everyone wants to succeed.

Embracing Diversity

Golden Rule

Platinum Rule

Treat others the way you would like to be treated.

Treat others the way they would like to be treated.

(assumes similarities)

(accepts diversity)

"**Let the refinement and improving of your own life keep you so busy that you don't have time to criticize others.**"

Working with all Employees

- Accommodate individual differences.
- Create workplace choices for all employees.
- Use a situational / flexible management style.
- Respect competence and initiative.
- Nourish retention and mentor.
- Focus on outcomes.

Assess Team Dynamics

- Identify Employee Differences.
- Identify Values And Motivators.
- Identify Potential Team Issues.
- Develop Solutions.

Guiding Values & Principles . . . Keep Them Simple

Quality Comes First

Customer Focus

Continuous Improvement

Employee Involvement

Integrity Never Compromised

Managing The New Workforce Takes a New Philosophy

- An uncompromising belief that people are the most valuable resource.

- Commitment by management and employees to organization's mission and goals.

- Controls based on loyalty and support.

- Commitment to producing goods and services that have distinctive value.
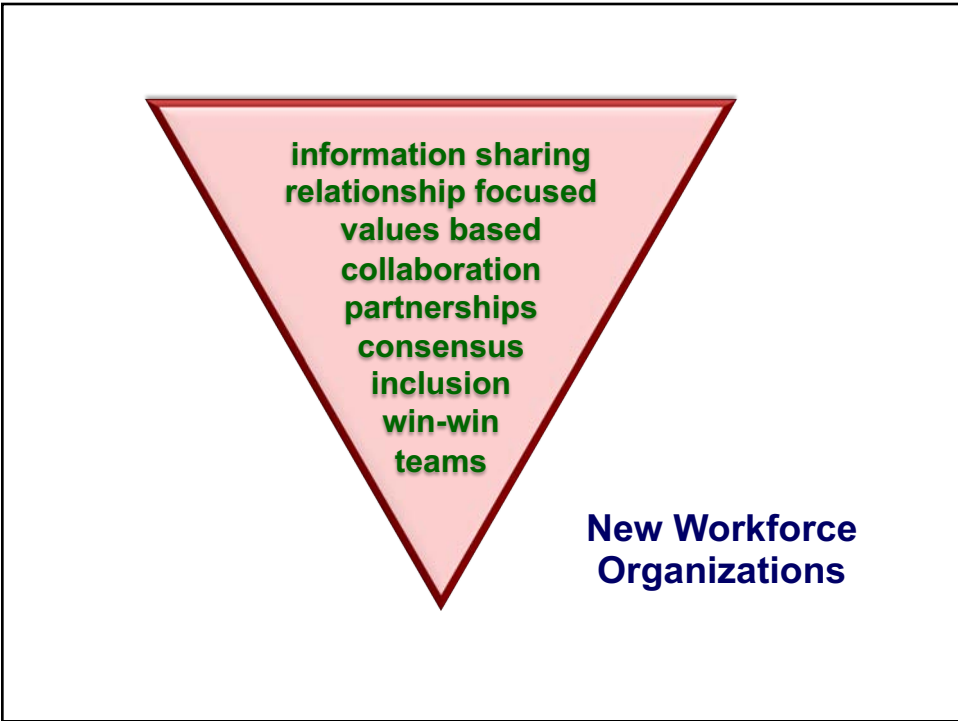
- Seeks information -- both bad and good.

(continued)

Managing The New Workforce Takes a New Philosophy
                                                          (continued)

- **Open lines of communication.**

- **An obsession with continual learning.**

- **Rewards people who help achieve the mission.**

- **A top management commitment to respecting / instilling pride in all employees.**

- **An environment that rewards calculated risk taking.**

Traditional Organizations

control
win / lose
command
competition
hierarchical
authority, rules
results focused
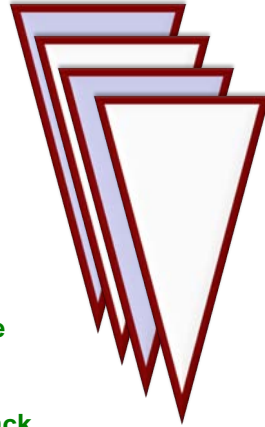centralized decision
information hoarding

information sharing
relationship focused
values based
collaboration
partnerships
consensus
inclusion
win-win
teams

New Workforce
Organizations

Most Organizations' Work Environments

- **Tenured Leaders**

- **Straight Lines Structure**

- **Policies, Rules & Regulations**

- **Answers From Top**

- **Hoards Information**

- **Risk Avoiders – Consistency Important**

- **Yearly Reviews – Manage By Exception**

- **One Size Fits All**

- **Loyalty Very Important**

- **Privacy & Security**

Desirable Work Environments For Millennials

- **Trustworthy Leaders**
- **Competent & Responsive Leaders**
- **Reasonable Structure**
- **Open Flow Of Information**
- **Embraces Technology**
- **Work Customization**
- **Ease & Speed**
- **Trusts Them To Get The Work Done**
- **Organized & Flexible**
- **Encourages Them / Lots Of Feedback**
- **Instills A Sense Of Fun And Play**

Work Performance Expectations

- **Every employee should be held to the same standard.**
- **No adaptation should be made that compromises the integrity of the job or diminishes the effectiveness of your department to carry out its mission.**
- **All employees should comply with policies and procedures set forth by their organization.**

Being Successful With The New Workforce

Do's	&	Don'ts

Being Successful With The New Workforce

DO be aware of your own age biases.

DO change your world view.

DO   take time to learn about all of your employees.

DO respect your employees, even if you don't fully understand their way of doing things.

DO take the time to understand the "why" behind your employees' actions or thought process.

&

DON'T   give in to stereotypes around age.

DON'T   shield yourself from people from different cultures.

DON'T   condemn different viewpoints as always wrong.

DON'T   think you can do it alone. Ask for help.

Being Successful With All The Workforce

DO   solicit feedback on your employees' challenges and frustrations.

DO   work harder on understanding culture-based causes of conflict.

DO   anticipate scenarios in which perspectives may collide.

DO   listen to your team. (Collaborate on creative solutions.)

DO   remember, the workplace is not one big melting pot. (It is individuals with varying viewpoints, which can benefit them workplace.)

&

DON'T be rigid on how job is to be done. (Focus on the goal and outcomes – not just how the tasks gets done.)

DON'T overreact to negative feedback. (It's not always an indictment on your management style or personal beliefs.)

Younger Workers

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Their Strengths
&
Their Needs

A Focus On <u>Younger Workers</u> . . .

<u>**80,000,000 Strong**</u>

Their Strengths . . .

Younger Workers

- Multi-Taskers
- Technologically Savvy
- Purpose & Achievement-Oriented
- Team Players & Collaborative
- Resourceful
- Innovative / Change Agents
- Embraces Diversity
- Civic-Minded
- Optimistic

The Largest Generation In Today's Workplace

Millennials Prefer Workplaces That . . . **(1 of 3 slides)**

- Lets them make it on their own
- Allows them to multitask (it prevents boredom)
- Allows them to collaborate & problem solve with others
    - Encourages networking
- Doesn't take away their technology
    - Takes advantage of their technology savvy
- Focuses on outcomes
- Challenges them while teaching them new things
- Surrounds them with impeccably honest, trustworthy, ethical & open bosses and employees
- Under-promises & over-delivers

Millennials Prefer Workplaces That . . . (2 of 3 slides)

- **Are approachable, responsive & present**
  - **Listen to them & doesn't ignore their thoughts**
- **Has an open flow of information**
- **Builds relationships with them**
  - **Engages with them**
  - **Demonstrates interest in them & their success**
  - **Makes them feel like superstars**
- **Tells them how they are doing**
  - **Focuses on their strengths**
  - **Focuses on the positive & frequent reinforcement**
  - **Gives them trophies**

Millennials Prefer Workplaces That . . . (3 of 3 slides)

- **Offers flexibility**
  - **(i.e., flexible & seasonal hours, work from home)**
- **Plugs in to their parents (they are part of the package)**
- **Communicates their way (blogs, text, instant messaging, etc.)**
- **Limits the long sit-down meetings**
- **Gets the work done with ease & speed**
- **Lets employees give back to the community**
- **Allows for work-life balance**
- **Instills a fun-centered workplace**
- **Entertains them**

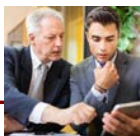## These Millennials are here to stay!!!

Older Workers

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**Their Strengths
&
Their Needs**

A Focus On <u>Older Workers</u> . . .

Their Strengths . . .

**Older
Workers**

- **Stability, Punctual & Disciplined**
- **High Work Ethic - Pride In A Job Well Done**
- **Enhanced Knowledge, Wisdom & Confidence**
- **Organized & Efficient**
- **Writing & Problem Solving**
- **Mature - Not Easily Rattled**
    - **Professional & Patient**
    - **Knows When, Where & How To Communicate**
    - **Great Loyalty To The Organization**

Older Workers Prefer Workplaces That . . . (1 of 3 slides)

- **Desires To Know Their Employees (Their History, Their Challenges & Their Work Preferences . . .)**
- **Promotes & Supports Continuous Learning**
- **Offers Opportunities For Challenge & Meaningful Work**
- **Offers Opportunities To Make A Difference**
- **Provides Job Security & Predictability**
- **Provides Flexible Benefit Packages & Work Arrangements**
- **Supports A Balanced Work / Life Approach.**
- **Creates Constructive Workplace Relationships**
- **Is Concerned About employee's Health & Well Being**
- **Models An Open, Contribution-Based Environment**

Aging Workers Are One Of Your Most Valuable Resources. Manage Them Well.

Older Workers Prefer Workplaces . . . (2 of 3 slides)

- **Provides An Environments Where Opinions Are Valued**
- **Where Managers & Supervisors Are Skilled In People Management**
- **Where Bosses Become Their Colleague / Their Partner**
- **Values The Employee's Strength, And Shows It (Validates Them)**
- **Creates Mentoring Positions (Lets Them Mentor New Employees)**
- **Are Not Arrogant Or Dismissive**
- **Is Clear About Expectations With Respect To Outcomes & Participation**
- **Elicits Feedback (Values Employees Lifetime Experiences)**
- **Are Not Intimated By Employee's Age**
- **Have Bosses Who Can Find Commonality**

Older Workers Prefer Workplaces That . . . (3 Of 3 Slides)

- Bosses Debate With Employees & Then Welcomes The Best Ideas
- Through Words & Action, Shows Care For Employees
- Asks Them For Help (Can You Show Me . . .)
- Makes Changes When Necessary, But Respects Tradition
- Handles Conflicts Openly
- Works Together For A Win-win Solution
- When Needed, Becomes "The Boss"
- Communicates Frequently & Transparently
- Focuses On The Future & Outcomes

The Challenge

"Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don't like ambivalence. Your move."

The Benefit

Information flows in all directions in a learning organization. The most successful leaders find a way to let every generation be heard. They recognize that no one has all the answers. This appreciation allows each group to contribute and be a part of the growth of an organization.

Can You Manage Different Generations
Harvard Business School

The End . . .

Thank You!

Martha N. Bryan
425-337-1838 Office – 425-330-8418 Cell
marthabryan@bryanandbryanassoc.com