The Changing Face of Human Capital
Is Your HR Strategy Generational Friendly?

Sara Ritter, M.A., SPHR, SHRM-SCP
May 3, 2016

Perceptions vs. Realities
Unfortunately, opinions can be formed by outside influences including the media

Magazine and Newspaper Headlines About Managing Millennials

The Generational Point of View

Generations Video
Fact or Fiction

Millennials are lazy.

**FACT**

They actually have a strong work ethic – just not in a 9-5 sort of way – following a mantra of working smarter, not harder.

They are able to work incredibly hard when they are motivated to do so. Intense focus, long hours, across a range of task domains.
Fact or Fiction

Baby boomers (51 to 69 yrs old) don’t embrace technology.

**FACT**

Fact or Fiction

Baby boomers embrace don’t embrace technology.

**FICTION**

- Boomers represent one third of the 195.3 million internet users in the U.S.
- In 2012, Baby Boomers spent 27 hours online per week, which is two hours more than the Millennial demographic.
- Boomers use the internet to access weather and news, shopping, etc. Boomers also have a large presence in online dating services, and enjoy watching videos for entertainment and relaxation.

Source: Immersion Active Study of Mature Consumers

Fact or Fiction

Having a successful career is more important to Millennials than being a good parent.

**FACT**
Fact or Fiction

Having a successful career is more important to Millennials than being a good parent.

**FICTION**

Parenting well ranks top with Millennials, with 52 percent saying it’s the most important thing in life. They value parenthood (far more than marriage).

For the generation under age 35, nearly half of all births are outside marriage.

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Session Agenda

- Generational Characteristics and Preferences
- Workforce Challenges
- Total Rewards and Succession Management Strategies
- Driving Engagement Across Generations

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Generational Characteristics and Preferences
### Traditionals (Born before 1945)
**Age in 2016: 71+ years old – 12% of population**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethic</td>
<td>Hard work; respect authority; sacrifice; follow rules</td>
</tr>
<tr>
<td>Education</td>
<td>A dream</td>
</tr>
<tr>
<td>Work is...</td>
<td>An obligation</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Directive; Command and Control</td>
</tr>
<tr>
<td>Feedback and Rewards</td>
<td>No News is good news; satisfaction in a job well done</td>
</tr>
<tr>
<td>Messages that Motivate</td>
<td>Your experience and dedication is appreciated</td>
</tr>
</tbody>
</table>

- Experienced economic turmoil after the Great Depression
- Dealt with economic hardships with discipline and self-sacrifice
- Hard-working, loyal, patriotic
- Experienced greatest technological changes
- Understand the nobility of sacrifice for the common good

![Image](Image 1)

### Baby Boomers (Born 1946 – 1964)
**Age in 2016: 52 to 70 years old – 32% of population**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethic</td>
<td>Workaholics; personal fulfillment; question authority</td>
</tr>
<tr>
<td>Education</td>
<td>Expected</td>
</tr>
<tr>
<td>Work is...</td>
<td>An exciting adventure</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Consensual; collegial</td>
</tr>
<tr>
<td>Feedback and Rewards</td>
<td>Don’t appreciate it; money; title</td>
</tr>
<tr>
<td>Messages that Motivate</td>
<td>You are valued and needed</td>
</tr>
</tbody>
</table>

- Raised during economic prosperity, suburban affluence and stay-at-home moms
- Competitive, focused on personal accomplishment
- Often work too hard, instituting 80-hour workweek
- View change as painful yet inevitable
- Impacted by TV and personal computer

![Image](Image 2)

### Gen X (Born 1965 – 1980)
**Age in 2016: 36 to 51 years old – 31% of population**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethic</td>
<td>Self Reliant; like structure and direction; skeptical</td>
</tr>
<tr>
<td>Education</td>
<td>Means to an end</td>
</tr>
<tr>
<td>Work is...</td>
<td>A difficult challenge; a contract</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Everyone is the same; challenge others and ask why</td>
</tr>
<tr>
<td>Feedback and Rewards</td>
<td>Sorry to interrupt, but how am I doing?; freedom is best reward</td>
</tr>
<tr>
<td>Messages that Motivate</td>
<td>Do it your way and forget the rules</td>
</tr>
</tbody>
</table>

- “Latchkey” kids - Independent and adaptable
- Expects immediate, ongoing feedback; equally comfortable giving feedback
- Witnessed AIDS epidemic, Persian Gulf War, 1981 Stock Market Crash
- Committed to work, team, boss; less loyal to company
- Career lattice vs. career ladder.

![Image](Image 3)
**Millennials (Born 1980 - 1994)**
Age in 2016: 22 to 36 years old - 32% of population

<table>
<thead>
<tr>
<th>Characteristics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethic</td>
<td>Multi-task; tenacity, entrepreneurial; goal oriented</td>
</tr>
<tr>
<td>Education</td>
<td>Expensive</td>
</tr>
<tr>
<td>Work is…</td>
<td>A means to an end; fulfillment</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Value open, transparent, diverse leadership</td>
</tr>
<tr>
<td>Feedback and Rewards</td>
<td>Whenever I want it and at the push of a button; money; meaningful work</td>
</tr>
<tr>
<td>Messages that Motivate</td>
<td>You will work with other bright, creative people</td>
</tr>
</tbody>
</table>

- Team-oriented, work well in groups
- Committed to developing skills
- Expect constant feedback on their performance
- Energetic multi-taskers, expect to work hard
- Respect positions and titles, want a relationship with their boss
- Fun and connected!
- aka Generation Y

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**Generation Z/2020 (Born after 1994)**
...Coming soon to a workplace near you

- More “wired” than Millennials
- Concerned about environment
- Likely to be more cautious with economic and career decisions
- Will think twice before making big decisions
- Collaborative (face-to-face or virtual)
- Personalized workspaces and ability to listen to music/wear headphones
- aka Generation Z or Gen Z

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**Workforce Challenges**
Baby Boomer Exodus
While delaying retirement, many are beginning to leave their current organizations - taking their knowledge and expertise with them.

Nearly 70% of all workforce knowledge is tacit and unwritten!

Five Generations in the Workplace
Demographic Shifts Will Occur

<table>
<thead>
<tr>
<th>Year</th>
<th>Traditionalist</th>
<th>Baby Boomer</th>
<th>Gen X</th>
<th>Millennial</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3.9</td>
<td>50.1</td>
<td>50.4</td>
<td>50.3</td>
<td>4.9</td>
</tr>
<tr>
<td>2025</td>
<td>0.7</td>
<td>26.1</td>
<td>48.6</td>
<td>74.7</td>
<td>19.3</td>
</tr>
</tbody>
</table>

Workplace Challenges
HR Professionals’ Perspective – Greatest Human Capital Challenges

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Currently</th>
<th>Over the Next 10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing the next generation of corporate leaders</td>
<td>31%</td>
<td>39%</td>
</tr>
<tr>
<td>Managing the loss of key workers and their skill sets due to retirement</td>
<td>15%</td>
<td>35%</td>
</tr>
<tr>
<td>Maintaining competitive compensation offerings</td>
<td>29%</td>
<td>24%</td>
</tr>
<tr>
<td>Retaining our highest performing employees</td>
<td>26%</td>
<td>23%</td>
</tr>
<tr>
<td>Maintaining high levels of engagement</td>
<td>38%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Source: Business and Human Capital Challenges – Today and in the Future (SHRM, 2015)
Few Organizations Conduct Workforce Planning

Percentage of Organizations That Have Conducted Strategic Workforce Planning to...

- Identify Workforce Needs: 58%
- Identify Potential Skill Gaps: 52%
- Analyze Effects of Age 50+ Workers Leaving: 35%

Source: Executive Summary: Preparing for an Aging Workforce (SHRM, 2014)

Disengaged Workforce

Percentage of U.S. Employees Engaged

Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.

<table>
<thead>
<tr>
<th>By Generation</th>
<th>By Extent of Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generation</td>
<td>2013</td>
</tr>
<tr>
<td>Millennials</td>
<td>27.5</td>
</tr>
<tr>
<td>Generation X</td>
<td>29.6</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>30.9</td>
</tr>
<tr>
<td>Traditionalists</td>
<td>38.3</td>
</tr>
</tbody>
</table>

Source: Gallup, 2014 Q12 Survey (Employee Engagement)

Awareness and Understanding...It's Lacking

- Recognize distinct characteristics of each generation
- Understand that generational balance of your workforce is shifting
- Develop different strategies to engage, motivate, and retain
- Learn to communicate in different ways to reach different employees

Educate the masses.

Consider an annual workshop on generational awareness, especially for individuals that work as a team. When employees are able to appreciate generational characteristics they and/or their teammates possess, they are better equipped to work effectively together.
I’d like the chef salad please with oil and vinegar on the side, and the apple pie a la mode.

But I’d like the pie heated, and I don’t want the ice cream on top. I want it on the side, and I’d like strawberry instead of vanilla if you have it. If not, then no ice cream, just whipped cream, but only if it’s real. If it’s out of the can, then nothing.

Analyze Your HR Strategy/EVP Through a Generational Lens
Generational Reward Preferences

What do different generations identify as priorities?

<table>
<thead>
<tr>
<th>Reward/Priorities</th>
<th>Traditions</th>
<th>Baby Boomers</th>
<th>Gen Xers</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Phased Retirement</td>
<td>Recognition of long tenure and loyalty to the organization</td>
<td>Financial Planning and Education</td>
<td>Participative, casual work culture</td>
</tr>
<tr>
<td></td>
<td>Paid Time Off</td>
<td>Recognition of long tenure and loyalty to the organization</td>
<td>Flexibility Work Arrangements</td>
<td>Training challenges</td>
</tr>
<tr>
<td></td>
<td>Work redesign</td>
<td>Wellness Initiatives</td>
<td>Financial Autonomy related to work and not being micro-managed</td>
<td>Development opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Volunteer Programs</td>
<td>Diversity/Inclusion Initiatives</td>
<td>Recognition/praise</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Access to information networks</td>
<td>Access to and integration of new technology</td>
</tr>
</tbody>
</table>

What do different generations identify as priorities?

Source: WorldatWork - Rewarding a Multi-Generational Workforce

Talent Management

Create a Talent Pipeline – Why is this so important?

- Assure business continuity
- Prepare for business growth/expansion
- Address projected talent shortages
- Reduce financial and operational cost for external recruitment
- Manage diversity through systematic development of women and minorities
- Retain institutional knowledge

Talent Management – Succession Planning

Anticipates talent requirements and fosters ongoing development of high-potential employees

Keys to Success

- Develop a succession mindset
  - It takes years to build great leaders; the pipeline should be growing continuously
- Ensure it applies at all levels of the organization
- Develop structured training to provide knowledge and skills necessary for success and career advancement
- Align it with your performance management processes to ensure ongoing development
Workforce Planning and Succession Management

The growing interest in workforce planning is being driven by a number of factors, including talent shortages, impending retirement of senior staff and growth goals that require new skills and larger workforces.

1. Determine Organizational Needs
Questions to ask yourself:

What roles are critical to the organization? Which are not? Now vs. future?

How far should succession planning reach? What is the “scope”?

What competencies are needed for the future? How long does it take to acquire them?

What gaps exist between current and future talent demand and supply?

Identify Positions Based on Impact and Retention Outlook

Critical positions significantly affect key performance measures and are critically important to the business strategy.
Identify Key Competencies and Skills
These proficiencies directly impact the success of the organization.

Company's Core Values
• Innovation
• Caring
• Excellence
• Accountability
• Integrity
• Determination

Possible Behavioral Competencies
• Innovation/Creative Problem Solving
• Continuous Learning
• Cultural Awareness
• Customer Focus
• Managing Risk
• Ethics and Values
• Drive for Results

Multi-Stage Competency: Customer Focus Example
Identify Behaviors and Skills Critical to Success

CUSTOMER FOCUS
Dedicated to meeting and exceeding internal and external customer expectations; acts with customer in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

<table>
<thead>
<tr>
<th>Developing</th>
<th>Effective</th>
<th>Role Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Speaks to customers in a way that is clearly understood and conveys</td>
<td>• Listens attentively to customer’s concerns and complaints and takes</td>
<td>• Actively works to understand all of the customer’s needs and concerns in</td>
</tr>
<tr>
<td>important messages</td>
<td>prompt action to address their needs</td>
<td>order to develop “best fit” solutions</td>
</tr>
<tr>
<td>• Keeps the customer abreast of the status of project activities and results</td>
<td>• Anticipates customer needs and concerns and prepares oneself to</td>
<td>• Continuously strives to improve the quality of work to better meet customer needs</td>
</tr>
<tr>
<td>important to them</td>
<td>address them in advance</td>
<td>• Organizes work schedules and site logistics to minimize inconveniences</td>
</tr>
<tr>
<td>• Follows up with customers to ensure that service commitments have been</td>
<td>• Sets priorities that effectively respond to and balance the needs of</td>
<td>and disruptions to customers</td>
</tr>
<tr>
<td>met</td>
<td>all of one’s internal/external customers</td>
<td>• Tactfully shares relevant issues and service limitations with customer</td>
</tr>
<tr>
<td>• Demonstrates respect for the customer in all situations, even when</td>
<td>• Promotes a positive impression of by explaining the purpose and value</td>
<td>so that discussions</td>
</tr>
<tr>
<td>receiving criticisms or unreasonable demands</td>
<td>of activities that affect</td>
<td></td>
</tr>
<tr>
<td>• Actively works to understand all of the customer’s needs and concerns</td>
<td>• Continually strives to improve the quality of work to better meet customer needs</td>
<td></td>
</tr>
<tr>
<td>in order to develop “best fit” solutions</td>
<td>• Organizes work schedules and site logistics to minimize inconveniences</td>
<td></td>
</tr>
<tr>
<td>• Sustainably strives to improve the quality of work to better meet customer needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Tactfully shares relevant issues and service limitations with customer so</td>
<td>• Continuously strives to improve the quality of work to better meet customer needs</td>
<td></td>
</tr>
<tr>
<td>that discussions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Identifying and Assessing Top Talent

Why are top performers so important?
• Greater engagement
• Higher productivity (3-10 times more)
• Lower absenteeism (20% lower)
• Champion for attracting top talent
• Improved customer satisfaction/loyalty
• Sustainable growth
• Resilient in the face of change
Identify High Performers...with High Potential (HIPOs)

<table>
<thead>
<tr>
<th></th>
<th>Low Potential</th>
<th>Moderate Potential</th>
<th>High Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Performers</strong></td>
<td>Highly valued, seasoned professional in current role; remain at current level</td>
<td>Does extremely well at current job with potential to do more; give stretch assignments to help prepare for next position.</td>
<td>Consistently performs well in a variety of assignments, prime targets for recruitment by other companies.</td>
</tr>
<tr>
<td><strong>Effective</strong></td>
<td>Probably solid performers in current roles. Could progress higher in specialty and become a high performer.</td>
<td>These individuals should be considered for a bigger job at the same level if they can deliver better results.</td>
<td>Current role may still provide opportunity for growth / development; focus should be on helping them improve performance.</td>
</tr>
<tr>
<td><strong>Low Performers</strong></td>
<td>Consider reassignment, reclassification or exit.</td>
<td>Tight performance management is crucial, consider helping leader manage time more effectively.</td>
<td>Maybe job mismatch, new hire with lots of potential, or new assignments. May require coaching to improve performance.</td>
</tr>
</tbody>
</table>

Identify HIPOs
Utilize Cross-Calibration Meetings

- Conduct at end of the performance review cycle
- Managers identify “benchmark” employees for both performance and potential, both high and low
- Develop a “common picture”
- Ensures consistency
- Identifies those at risk vs. those that may need a PIP

3. Developing Talent
Provide Career Opportunities - Employees of all generations want to be able to navigate their careers.

![Graph showing career satisfaction by generation]

- Traditionalists: 55%
- Baby Boomers: 78%
- Generation X: 88%
- Millennials: 85%
Career Level/Pathing
Allows employees to chart a path within your organization; increasing retention and growing talent organically.

Keys Elements of Successful Talent Development

A. **Organization** needs a process in place to help those who want to grow

- Communicate objectives and employee’s role in success
- Define...
  - Method for determining HIPOs
  - Career paths and opportunities
  - Key competencies
- Build a culture of learning agility
- Hold managers/leaders accountable for development

B. **Individual** has to be motivated (“ambitious”) and willing to do what is required to grow and progress

C. **Managers/Leaders** need to take an active role in development (take time, interest and effort)

A: Keys to Successful Talent Development

*Organization* needs a process in place to help those who want to grow
B: Keys to Successful Talent Development

*Individual* has to be motivated (“ambitious”) and willing to do what is required to grow and progress

- Consider career aspirations
- Communicate individual ownership and accountability
- Understand how to leverage strengths
- Consider individual competencies necessary for success
- Understand what is personally motivating

C: Keys to Successful Talent Development

*Managers/Leaders* need to take an active role in development

- Assess Talent (strengths/gaps)
- Understand career goals/individual motivators
- Provide direction and ongoing coaching
- Encourage employees
- Provide learning/developmental opportunities
- Assign mentors and use stretch assignments
- Provide assignments and goals that are meaningful and impactful to key objectives

Adult Learning: Best Practice

<table>
<thead>
<tr>
<th>Experience Based</th>
<th>Relationship Based</th>
<th>Education Based</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Rotation</td>
<td>Coaching and Mentoring</td>
<td>Workshops, Seminars</td>
</tr>
<tr>
<td>Projects, Stretch Assignments</td>
<td>Observing, Shadowing</td>
<td>Classroom and on-line training</td>
</tr>
<tr>
<td>Cross Functional Move</td>
<td>360 feedback</td>
<td>Reading, Researching</td>
</tr>
</tbody>
</table>

70/20/10 Rule

<table>
<thead>
<tr>
<th>More</th>
<th>Developmental Impact</th>
<th>Less</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Stretch Assignments
A Career Enrichment Opportunity

Company Perspective
Tap broader skills of employees
Avoid time and cost of hiring and training new staff
Helps retention efforts to offer growth opportunities

Employees Perspective
Broader skills, increases confidence and provides richer resume
Makes them feel more needed and challenged and less inclined to leave

Stretch Assignments

- **Delegate key assignments** – take a key priority that isn’t getting done and assign the job
- **Trade tasks and assignments between two direct reports** – have them do each others work
- **Fix-its/Turnarounds** – clean up a mess when it is the last chance
- **Projects/Task Forces** - one-time, short-term events
  - Manage a new product launch
  - New system rollout
- **Diversity** – lead a cross cultural, enterprise-wide team

Driving Engagement Across the Generations
## Workforce 2020 Engagement Model

<table>
<thead>
<tr>
<th></th>
<th>Blended Rank</th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong values</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Develop skills for future</td>
<td>2</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Flexible benefits &amp; rewards</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Blend work &amp; life</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Good employer brand</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Clear career path</td>
<td>6</td>
<td>8</td>
<td>8</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Reputation for corp. social responsibility</td>
<td>7</td>
<td>6</td>
<td>6</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Allow me to work from any location</td>
<td>8</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Pay for continuing education</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Has EEs I think I could be friends with</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>6</td>
</tr>
</tbody>
</table>

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### Culture is More Important Than Ever!

*Managers/Leaders need to adapt their leadership style…*

**Adapt attitudes**
- Be open and abandon the ‘one size leadership style’ works for all

**Understand what makes each generation tick**
- Make a point to ask employees about their individual needs, views and preferences.

**Leverage strengths**
- Allow people to do what they do best rather than pushing them to conform.

**Build bridges between generations**
- Acknowledge different perspectives and needs – compromise and educate.

**Communicate uniquely**
- Observe and use different communication styles based on personal preferences.

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### Become a Coach (Versus a Manager)

*Shift from “Command and Control” to “Develop and Empower”*

- **Establish trust**
  - Create a safe, supportive, blame-free and challenging environment

- **Allow for input and suggestions into solutions, processes, projects**

- **Listen and get to know employees on a professional and personal level**

- **Understand individual skills, preferences and motivators and align with departmental and organizational goals**

Coaching is helping another person figure out the best way to achieve his/her goals, build skills sets or expertise and produce the results the organization needs.
Bridging the Gap: Ways to ACE Engagement

Emphasize universal needs and interests, developing them to create strong common ground to engage all employees.

- Activate careers
- Create climate
- Emphasize communication

Activate Careers

Discuss career aspirations and options
- One-on-one discussions with employees

Prompt and useful feedback

Share lessons of experience
- Share mistakes, missteps, career changes

Informal mentoring
- Cross-generational mentoring is a two-way street

Create Climate

Create your own “weather system,” regardless of the overall climate of the organization.

- Delegate work to needs of individual
- Celebrate individual and team accomplishments
- Use different means of recognition to appeal to all generations
- Show openness to employees’ ideas
- Arrange camaraderie-building events
- Embrace flexible work schedules
- 80% of ALL ages say spending time with family is a TOP priority!
- For many employees, more important than compensation and promotion
Adopt Flexible Work
Make your practices more nimble and employee-friendly

<table>
<thead>
<tr>
<th>Prevalence %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telework (ad-hoc) 85%</td>
</tr>
<tr>
<td>Flex time (flexible start/stop) 82%</td>
</tr>
<tr>
<td>Part-time schedules 82%</td>
</tr>
<tr>
<td>Phased return from leave 56%</td>
</tr>
<tr>
<td>Telework on a regular basis (1x+ a month, but not FT) 56%</td>
</tr>
<tr>
<td>Telework on a regular, weekly basis (1x+ a week, but not FT) 53%</td>
</tr>
<tr>
<td>Combination of programs 50%</td>
</tr>
<tr>
<td>Compressed work week (4/10, 9/80) 48%</td>
</tr>
<tr>
<td>Shift flexibility 48%</td>
</tr>
<tr>
<td>Telework (full-time) 34%</td>
</tr>
<tr>
<td>Phase retirement 30%</td>
</tr>
<tr>
<td>Job share 21%</td>
</tr>
<tr>
<td>Career on/off ramps 18%</td>
</tr>
</tbody>
</table>

Source: Trends in Workplace Flexibility (WorldatWork, September 2015)

Emphasize Communication
Communicate often and in as many different ways as possible.

- Use all methods of communication
- Proactively communicate
- Tailor communication to the different generations
  - Know their preference
  - Strike a balance between styles

Use Multiple Communication Methods
Last Word on Culture...

Be Good, Do Good
• Your reputation is important!
  • Reputation encompasses your employer brand and also your company’s social responsibility efforts, such as corporate giving, volunteerism and sustainability.

22% of organizations offer separate time off to volunteer, provide services to the community

Summing It Up...

Compensation
- Traditionalists and Boomers are more interested in traditional compensation forms
- Gen X, Y and Z want market competitive compensation balanced with non-traditional rewards

Benefits
- Be creative with design (install non-traditional benefits – gym or child care subsidies, workplace flexibility, college loan assistance) enabling choice

Work Environment
- Gen X and Y seek a fun, social and informal environment
- Mentoring programs are a win for all generations
- Office space should respect older generations but encourage collaboration by all

Training and Development
- Traditionalists like formal training programs
- Programs should capitalize on the experience and hard work of Traditionalists and Boomers
- Gen X, Y and Z are more team based and interested in innovative problem solving
You Can’t Be Everything to Everybody…
But you can better align your Human Capital Strategy considering each generation

Analyze workforce demographics
  ▪ Use this information to guide your HR strategies

Identify generational gaps and commonalities
  ▪ Facilitate regular conversations about generational differences

Incorporate workforce planning, succession management and talent development into your Talent Management Strategy
  ▪ Identify ways to transfer knowledge so crucial expertise and resources are not lost

Create a culture that is conducive for all generations
  ▪ Ensure leaders have the knowledge and skills needed to lead and communicate effectively (and regularly) with all generations
  ▪ Adopt programs and strategies that make your workplace a positive experience and sought out by others
  ▪ Create work environments where employee opinions are valued and react accordingly

Remember that despite generational differences, all employees at their core desire the same things:
  equal and fair treatment,
  appreciation for their contributions,
  open communication with their superiors and advancement opportunities.

Make these core components of your HR Strategy.

Thank You
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### Generations at a Glance

<table>
<thead>
<tr>
<th>Major Trait</th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Values</td>
<td>Loyalty</td>
<td>Competence</td>
<td>Self-Reliance</td>
<td>Immediate</td>
</tr>
<tr>
<td>Bread Traits</td>
<td>Sacrifice, loyalty, discipline, respect for authority</td>
<td>Competitive, long work hours</td>
<td>Existism, self-reliance, free agency, work/life balance, independence</td>
<td>Community service, urban living, tolerance, diversity, confidence</td>
</tr>
<tr>
<td>Influential Events</td>
<td>Great Depression, World War II, Korean War, Cold War, Korean War, suburban sprawl begins, first satellite launches</td>
<td>Watergate, women's rights, JFK assassination, civil rights, and Martin Luther King, Jr., Vietnam War, man walks on moon</td>
<td>OPEC, AIDS, Gulf War, 9/11 terrorist attacks, fall of communism, Berlin Wall, Challenger shuttle explosion</td>
<td>Internet, social media, 9/11 terrorist attacks, death of Princess Diana and Mother Theresa</td>
</tr>
<tr>
<td>Defining Invention</td>
<td>Fax machine, radio</td>
<td>Personal computer, telephone</td>
<td>Mobile phone, Walkman, computer</td>
<td>Internet, smartphones/text messaging, social media, instant messaging</td>
</tr>
<tr>
<td>Family</td>
<td>Traditional, nuclear</td>
<td>Disintegrating</td>
<td>Latchkey kids, high divorce rate</td>
<td>Blended families</td>
</tr>
<tr>
<td>Education</td>
<td>A dream</td>
<td>A bright future</td>
<td>A way to get there</td>
<td>An incredible expense</td>
</tr>
<tr>
<td>Money</td>
<td>Put it away, pay cash</td>
<td>Buy now, pay later</td>
<td>Cautious, conservative, save, save, save</td>
<td>Earn to spend</td>
</tr>
</tbody>
</table>

Source: Adapted from a compilation by “Future Workforce” found in The 2020 Workplace by Meister, J. and Willyerd, K., 2010.

### Generations at a Glance (continued)

<table>
<thead>
<tr>
<th>Work Ethic and Values</th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethic</td>
<td>Hard work</td>
<td>Work efficiently</td>
<td>Eliminate the task</td>
<td>What's next</td>
</tr>
<tr>
<td>Work Value</td>
<td>Respect authority</td>
<td>Drive quality</td>
<td>Self-reliance</td>
<td>Multi-tasking</td>
</tr>
<tr>
<td>Work Life</td>
<td>Sacrifice</td>
<td>Achieve success</td>
<td>Work/life balance</td>
<td>Entrepreneurial</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Directive</td>
<td>Consensual</td>
<td>Challenge others</td>
<td>Goal-oriented</td>
</tr>
<tr>
<td>Interactive Style</td>
<td>Individual</td>
<td>Teamplayer</td>
<td>Entrepreneur</td>
<td>Participative</td>
</tr>
<tr>
<td>Communications</td>
<td>Formal/ stove</td>
<td>In person</td>
<td>Direct and immediate</td>
<td>Email, voice mail</td>
</tr>
<tr>
<td>Feedback and Rewards</td>
<td>No news is good news</td>
<td>Don’t appreciate it</td>
<td>Success is the best reward</td>
<td>Wherever I want it, at the push of a button</td>
</tr>
<tr>
<td>Messages That Work</td>
<td>Your experience is respected</td>
<td>You are valued</td>
<td>Do your work</td>
<td>You will work with other bright, creative people</td>
</tr>
<tr>
<td>Work and Family Life</td>
<td>Meet the team, stay with them</td>
<td>Balance</td>
<td>Balance</td>
<td>Balance</td>
</tr>
</tbody>
</table>

Source: Adapted from a compilation by “Future Workforce” found in The 2020 Workplace by Meister, J. and Willyerd, K., 2010.