

Management's Role in Working with the Five Generations

(including a glimpse of the Workforce 2020)

Lake County Safety Council - August 18, 2017

Introducing Five Generations

Generation	Years Born	% of Workforce	Initials
Traditionalists	Prior to 1946	<10%	
Baby Boomers	1946-64	>35%	
Generation X	1965-1976	>20%	
Millennials	1977-1997	>30%	
Generation 2020	Born after 1997		

Management's Role in Managing Generations

Accommodate employee differences

- Treat employees as you do your customers.
- Work to meet their specific needs and serve them according to their unique preferences.
- Accommodate personal scheduling needs, work/life balance issues and nontraditional lifestyles.

Create workplace choices

- Allow the workplace to shape itself around the work being done, the customers being served and the people who work there.
- Shorten the chain of command and decrease bureaucracy.

Operate for a sophisticated management style

- Give your direct reports the big picture, specific goals and measures. Then turn them loose.
- Give them feedback, rewards and recognition.

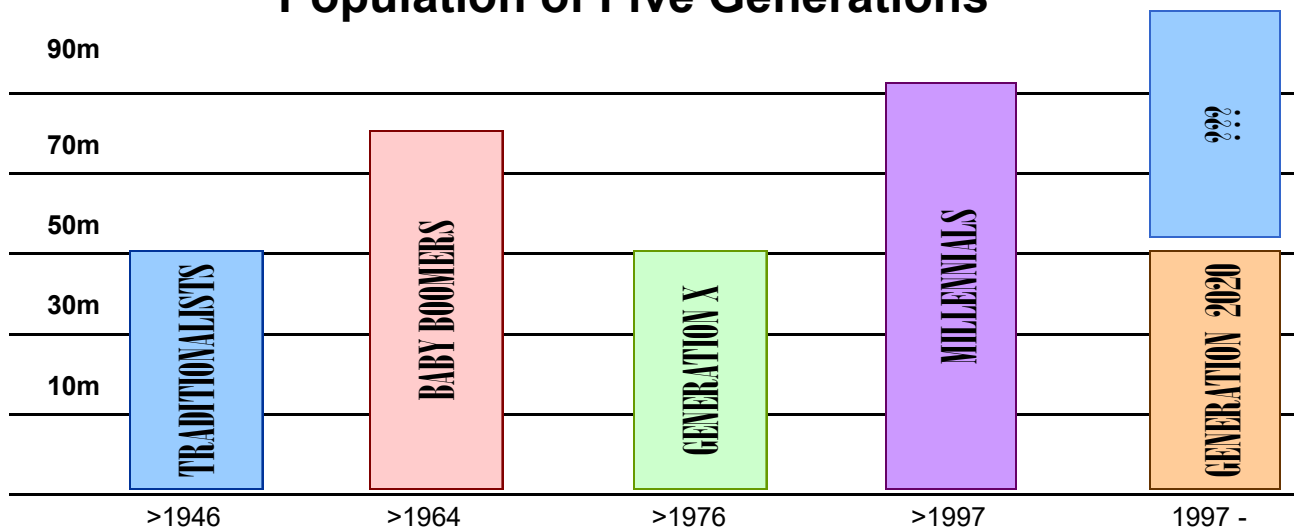
Respect competence and initiative

- Treat everyone, from the newest recruit to the most seasoned employee, as if they have great things to offer and are motivated to do their best.
- Hire to assure a good match between people and work.

Nourish retention

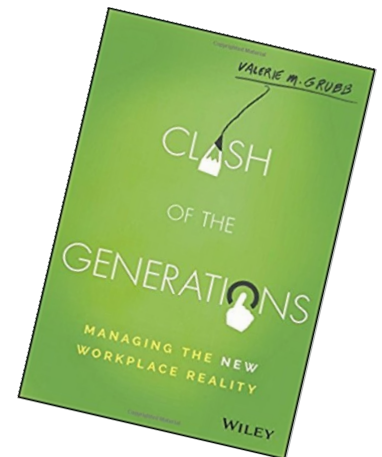
- Keeping valuable employees is as important as retaining customers.
- Offer lots of training, from one-on-one coaching sessions, to interactive computer-based classes, to an extensive and varied classroom curriculum.
- Encourage lateral movement and broader assignments.

Population of Five Generations



Five Points to Understand Millennials

1. Millennials seek peer affirmation and feedback
2. Millennials aren't all about money
3. Give Millennials the full package
4. Get comfy: Millennials like to work in a warm and collaborative environment
5. Millennials are very driven by technology



What Do They Expect from Employers?

1. Provide a sense of purpose – help us realize our part
 - Millennials judge the performance of a business on what it does and how it treats people.
2. Value employees and develop them
 - For THEIR growth, not just company gain
3. Recognize us for the contributions we make
 - Stop referring to us as Millennials!
4. Let us use our skills in creative ways
 - Don't micro-manage
5. Work Life Balance



2020 Workplace Predictions

1. Hired based on reputation capital (on-line)
2. Mobile device will be your office, classroom, concierge
3. Acute global talent shortage
4. Recruiting will start on social networks
5. Web commuters will reinvent offices
6. Companies will hire entire teams
7. Blogging will be a CEO job requirement
8. Video games, simulations, alt reality games will be corporate curriculum
9. 2020 mindset—social, global, big, fast, diverse
10. HR Focus on crowd sourcing, not outsourcing
11. Social networks inside companies
12. Elect your leader
13. Lifelong learning will be a business requirement
14. Work/life flexibility will replace work/life balance
15. CSR will attract employees
16. Diversity a business not HR issue
17. Business lines will blur
18. Corporate app stores will offer ways to manage work and personal life better
19. Social medial literacy will be required
20. A portfolio of contract jobs will lead to full-time employment

Challenges with Generation 2020

- Heightened social networking will likely cause an increase in “**presenteeism**” caused by the stress of multitasking
- Initiatives that **retain employees** will increase in importance
- Constant **social networking** will make job openings known before they are even posted
- Employees who feel their company **actively cares** about their well being are less likely to change jobs



The 2020 Leader

Being This Kind of Leader...Requires These Management Behaviors

Collaborative Mindset	<ul style="list-style-type: none"> • Inclusive decision making • Genuine solicitation of feedback
Developer of People	<ul style="list-style-type: none"> • Mentors and coaches team • Provides straight feedback
Digitally Confident	<ul style="list-style-type: none"> • Uses technology to connect to customers and employees
Global Citizen	<ul style="list-style-type: none"> • Has a diverse mindset • Prioritizes social responsibility
Anticipates and Builds for the Future	<ul style="list-style-type: none"> • Builds accountability across levels • Champions innovation

Resources

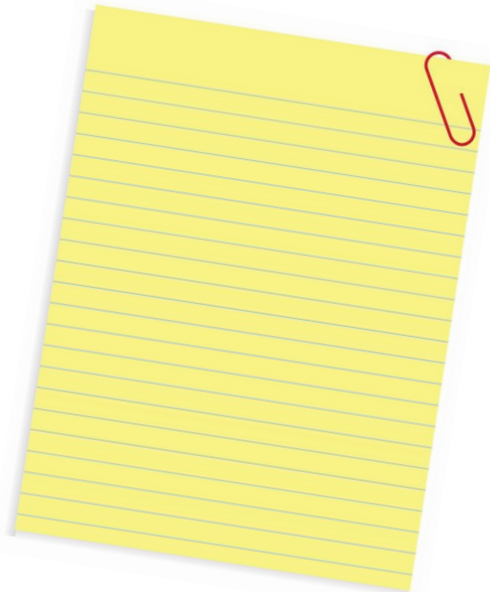
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Amy B. Shannon



Amy B. Shannon, President, Pinnacle Leadership Solutions, LLC, has specialized in Organizational Development, Human Resources and Training for over 20 years. For the past thirteen years, Amy has been an Organizational Development consultant working with clients in manufacturing, service, financial and healthcare industries. Most recently, Amy served as the Executive Director II/Vice President of Corporate College where she built robust leadership training curriculum to serve clients throughout the Greater Cleveland Ohio area. Prior to her OD work, she spent six years as a Human Resources Manager in service and manufacturing organizations, and then she moved into Director level positions with Western-Southern Enterprise and at Kendle International, Inc. In both of these organizations, Amy built competency-based corporate universities that were recognized on a national level as well as noted numerous times in trade magazines.

While serving as an OD Consultant, Amy helped several clients build their corporate universities for various industries such as medical, health and life insurance, and an education provider with annual revenue of \$4.8 million. In each one, she captured their ROI through implementation of financial and training measurement tools. Kendle College, her most prestigious corporate university initiative, served 1300 employees in eight countries and was taught in three languages.

Amy holds certifications with numerous nationally known training vendors and is a national speaker. She recently presented at the 2017 HR Star Conference on the topic of Introvert and Extroverts in the Workplace & Managing Both Leadership Types. She also presented at the Cleveland SHRM, 2016 HR Star Conference and at the Careerbuilder Client Conference on *The Future of Work*. Amy also presented at the *Cleveland 2015 Annual HR Star Conference on Office Drama: Management's Role in Managing It*. She received ratings that ranked her the top session speaker for the year. In 2014, she spoke at the HR Star on the topic: *Managements Role in Office Politics: A Positive Approach* and in 2013 on *Managing the Five Generations with a Glimpse of the Workforce 2020*. As a result of her high ratings, she has also been a key speaker at the *HR Star Atlanta*. She is a regular speaker at Ohio SHRM Associations.

Amy serves as the Board President of the Northeast Ohio HR Leadership Group, Chairperson of Faces of Hope Campaign for Volunteers of America and is an advocate of community service. She relocated to Cleveland, Ohio with her husband and two children in 2003.



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