

Five Mindsets, One Goal; Generations

You will learn:

-  The face of each generation- their core values
 - ✓ Traditionalists
 - ✓ Baby boomers
 - ✓ Gen X, Y, & Z
-  The research
 - ✓ Expectations
 - ✓ Motivations
-  Generational conflicts



***Presented by:
Lynne Curry, PhD. SPHR***

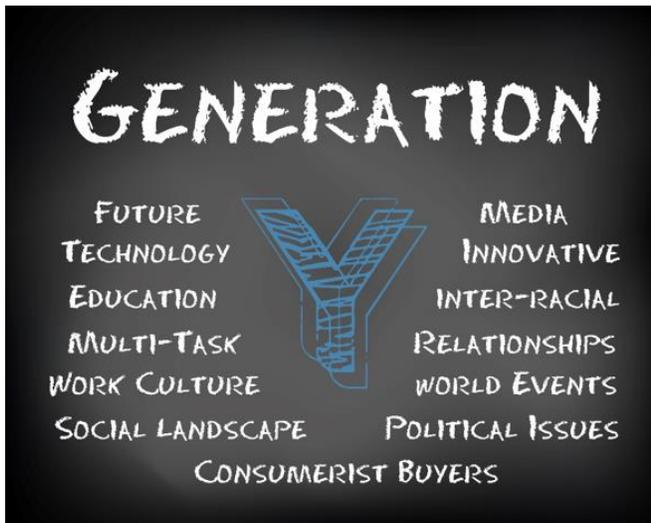
Generation X



-  **Techno-literate**
-  **Independent** and **want those above them to let go the reins as soon as possible**
-  **Relationship** with the company is one of service rendered for **dollars** paid
-  **Immediacy**; impatient
-  **Skepticism** and **unintimidated by**/lack of respect for **authority**:
-  **Money and balance** (not money or balance)
-  **Training** and development
-  Their parents “**sought after**” them so they believe you should too;
 - They value being prized and place a high value on their **individuality**

Credit: The information on this page comes from original research from Dr. Lynne Curry in 2002 and 2003 and from Bruce Tulgan, 2000, [Managing Generation X](#)

Generation Y



-  Demand to know the “**why**”:
-  Impact of heavy **TV**. (And what they saw on the TV.) & **Video**
-  They want to live **now** because they don’t know that the future will be better
-  **Desensitized**
-  Grew up with **rapid, radical change**:
-  **Techno-savvy** & highly educated
-  **Non-gullible**:
-  Doesn’t treat authority with fear, reverence or even respect
-  **New rules re: engaged in work** or dis-engaged
-  **Training** is important because every job is a transition to the next step
-  Hope to **socialize** and form friendships with co-workers, human connections make work fun
-  **Lofty financial** and personal **goals**, expect to earn very high salaries by the time they’re 30

Credit: The information on this handout is a combination of original research by Lynne Curry in 2002 and 2003 and information by Eric Chester, 2002, [Employing Generation Why?](#) and Bruce Tulgan and Carolyn Martin, [Managing Generation Y](#), 2001

Generation Z



-  Born between 1996 and 2001
-  What sets them apart:
 - 9/11; the War on Terror & global warming
 - Severe economic recession
 - Grow up fast
 - Digital natives
 - Social justice
 - Gen X parenting
-  Open-minded; adaptable; flexible
-  More realistic than Gen X/Y
-  Independent
-  Entrepreneurial
-  Future-focused (v. Gen Y: now-focused)
-  Will work
-  Self-directed; look for solutions on their own
-  Live online/social network
-  Crave constant & immediate feedback
-  Prefer texting to email

Managing

-  Responsively communicate (speed of texting v. voicemail or email)
-  Expect flexibility
-  Process massive amounts of information quickly
-  Motivated by opportunities for advancement
-  Expect managers to listen to them
-  Don't sideline them
-  They won't wait years

Generational Conflicts

-  Conflicts may have generational issues as their cause
 - Work ethic
 - Job or organizational commitment
 - Respect
 - Expectations toward work
 - Preferred communication methods
-  One-third of those surveyed¹: often offended by someone from another generation
-  24% of Traditionalists, 30% of Baby Boomers, and more than 60% of Xers said their generation is not viewed positively by the other generations²
-  Baby Boomers: frustrated by a Gen Y's sense of entitlement
-  Gen Ys: insulted when the Boomer or Gen X employee doesn't respect his/her opinion or input simply because he hasn't paid his dues

Strategies:

1. Address conflicts: *they won't resolve without work*
2. Use "talent search"
3. Adopt a variety of communication methods

HR Matters *By Dr. Lynne Curry*

STAY INTERVIEWS

By DR. LYNNE CURRY

If you've ever been blindsided by a valuable employee's resignation and conducted an exit interview, you may have asked the right questions six months too late.

Like autopsies, exit interviews detail why employees leave your organization. In contrast, stay interviews, which are rarely done, provide a valuable tool for retaining valued employees.

Stay interviews uncover what really matters for each key employee—whether it be a raise, dental as well as health benefits, decision-making autonomy, knowing their supervisor cares, challenging work or something you might not realize. You may learn your employees are looking for opportunities to grow faster or beyond what they see as achievable within your company, while you have viable ideas for letting them gain additional skill and authority while remaining with your company. Stay interview responses give managers the ability to address factors that significantly increase employee discretionary effort and retention—before the employees hit the exit ramp.

Start Today

Interested? You can start today, by calling in a consultant or handling the interviews yourself. If you conduct the interviews yourself, begin the interview by saying, "I want to talk with you today about the key reasons you stay with us, because we want our organization to have a great and satisfying work environment. My goal is to learn what I can do to make us an employer of choice for you in areas we can control."

For best results, you need to ask easily answered questions on hard topics. Employees may not honestly answer a question about whether they have ever thought of leaving the company

More Questions for the Stay Interview

What do you like best and least about your job?

What makes for a great day at work?

- What is something new you want to learn this year?
- Is there anything you'd like to change about your job or department?
- What is one thing that would make your job more satisfying and rewarding?
- What kind of recognition would be meaningful for you?
- When you travel to work each day, what are you looking forward to?
- How can I best support you?
- How does working here compare to what you thought it would be like?
- What leads you to stay with us?
- Is there one person in the organization who has really been helpful to you of late (so we can thank them appropriately)?

for fear it may make them seem less dedicated or result in other ramifications. Instead ask: "If you won Publishers Clearinghouse and decided to leave us, what would you miss most and least?" Also ask: "If you can imagine your dream job, or your job here could be enhanced, what would you be doing?"

During the stay interview, really listen and don't attempt to either guide the conversation toward what you want to hear or defend the status quo. Although you'll want to follow-up each stay interview with strategies that meet your employee's needs, don't turn the interview into a negotiating session. For best results, you'll want to conduct the stay interview as a separate event. If you couple it with a performance or salary review, you'll muddy the waters.

What if you learn you can't give an employee what the employee most desires? Be honest. Stay interviewees produce good results even when all you can do is demonstrate you care and will do what you can to explore options.

Finally, expect to spend 30 minutes on each stay interview, a minor-investment given the results they produce. O



Dr. Lynne Curry is a management/employee trainer and owner of the consulting firm The Growth Company Inc.

She consults with individuals and organizations and can be contacted via thegrowthcompany.com.