



Leading Across Generations

Maximizing a Multi-Generational Organization



Marcey.Walsh@DaleCarnegie.com



**Dale
Carnegie®**

Objectives

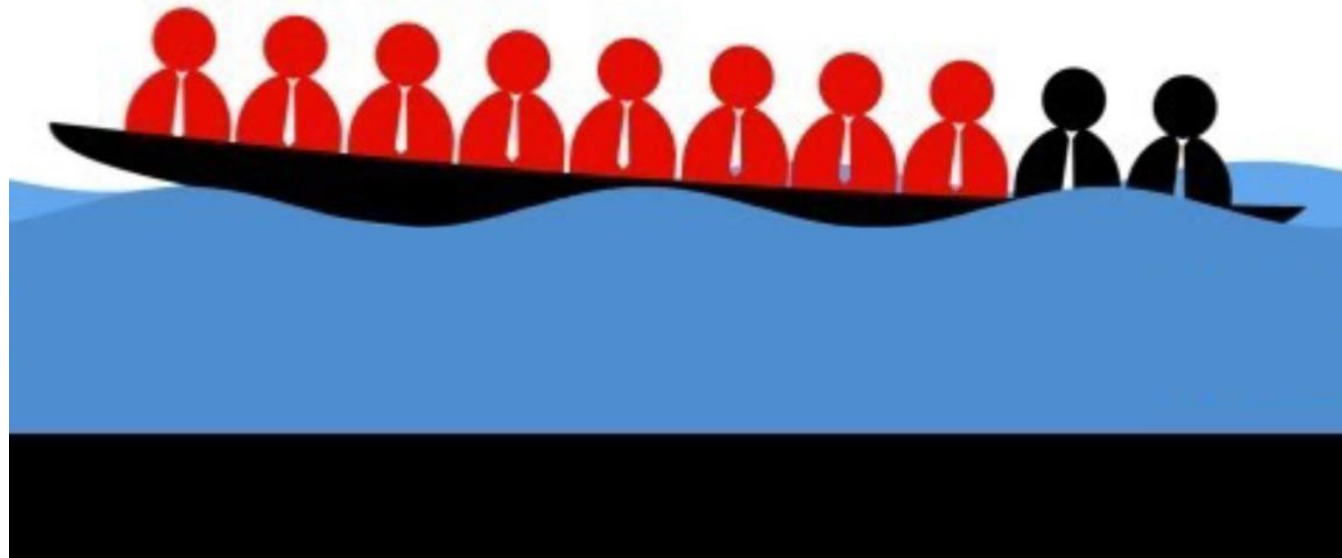
1. Employee Engagement & Generational Communications are linked
2. What has shaped the world view of each generation
3. Examine tools to bridge the gap in TRUST



For Slide Deck and Comprehensive Handout
– Text email to 813-474-6333



WHO'S SINKING YOUR BOAT?



Engaged

Disengaged

Actively
Disengaged

30%

52%

18%



This is your company today



DEFINING EMPLOYEE ENGAGEMENT

“The mutual commitment between the company and employee that leads to **discretionary** effort.”

- **Bob Kelleher**

The Employee Engagement Group (Boston)



DEFINING EMPLOYEE ENGAGEMENT



“If I feel appreciated, and I believe I am making some sort of difference, I am happy to stick around and give my job maximum effort.”

- David Osborne



DISENGAGEMENT

“If I **DON'T** feel appreciated, and / or I **DON'T** believe I am making some sort of difference, I will have one foot out the door, and give you just enough effort not to get fired until I find another job.” - David Osborne



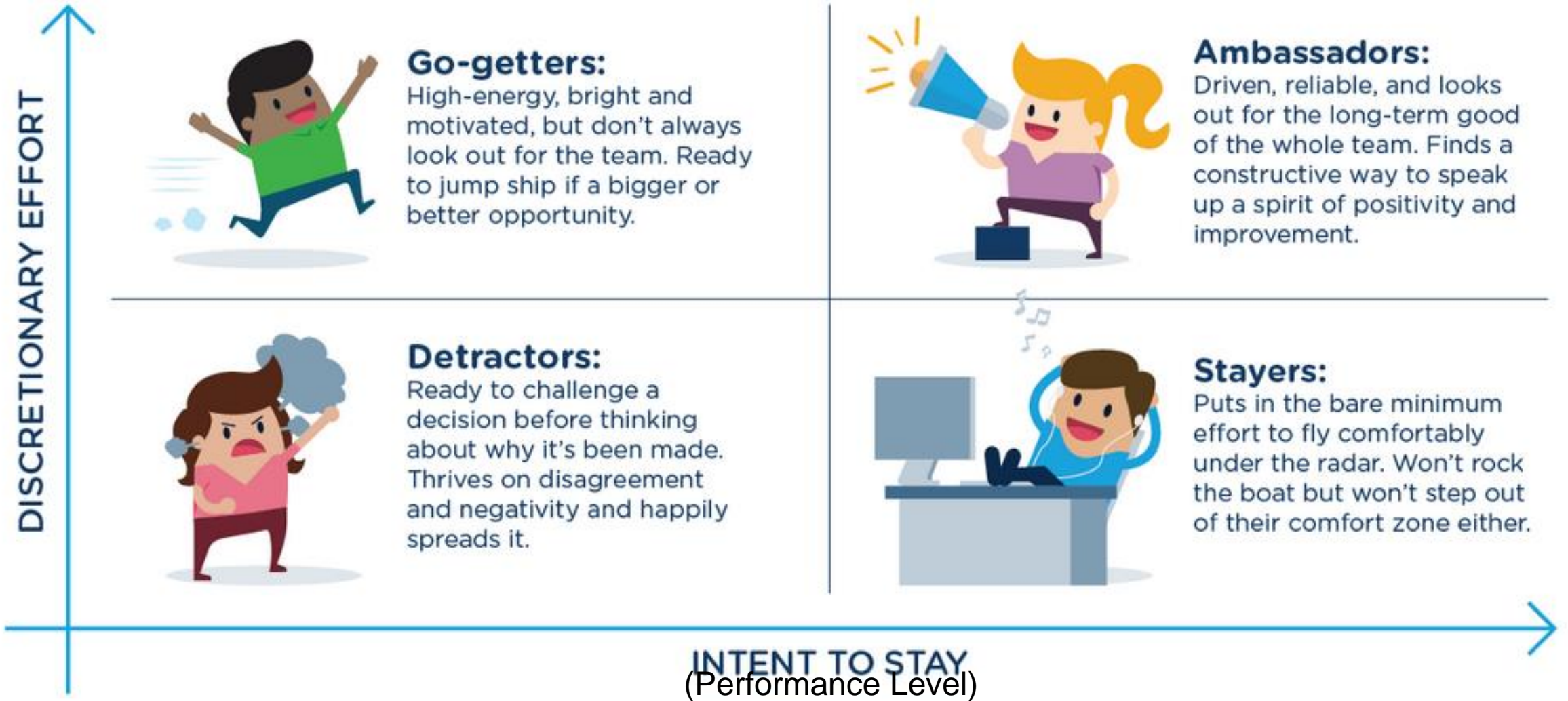
DRIVERS OF ENGAGEMENT



Source: DCT/MSW
Research, 2012-20



Quadrants of Employee Engagement



Five Generations



Veterans
Before 1945

2% - Most have
left the workforce



Five Generations



Veterans
Before 1945

2% - Most have
left the workforce



**Baby
Boomers**
1946-1964

45 million –
shrinking due to
retirements

Five Generations



Veterans
Before 1945

2% - Most have left the workforce



Baby Boomers
1946-1964

45 million – shrinking due to retirements



Generation X
1965-1982

Second largest generation in the US workforce (52.9 million)

Five Generations



Veterans
Before 1945

2% - Most have left the workforce



Baby Boomers
1946-1964

45 million – shrinking due to retirements



Generation X
1965-1982

Second largest generation in the US workforce (52.9 million)



Millennials
1983-1995

Largest generation in the US workforce (53.5 million)

Five Generations



Veterans
Before 1945

2% - Most have left the workforce



Baby Boomers
1946-1964

45 million – shrinking due to retirements



Generation X
1965-1982

Second largest generation in the US workforce (52.9 million)



Millennials
1983-1995

Largest generation in the US workforce (53.5 million)



Gen Z
1996 to present

As of 2020, Z makes up 20% of the workforce



To which generation do you belong?



Veterans
Before 1945



Baby Boomers
1946-1964



Generation X
1965-1982



Millennials
1983-1995



Gen Z
1996 to present

	Veterans
Nicknames	<p>“Traditionalists”</p> <p>“Greatest Generation”</p>
Years	Born Prior to 1945
Events Lived Through	<ul style="list-style-type: none"> • Great Depression • WWII • Korean War • Silver Screen
Comm. Expectations w/ Supervisor	“No news is good news.”
Company Changes	0-1

Dates according to AARP



Message passed from Veterans to their kids:

“Go to school.

Get a stable job.

Climb the ranks.

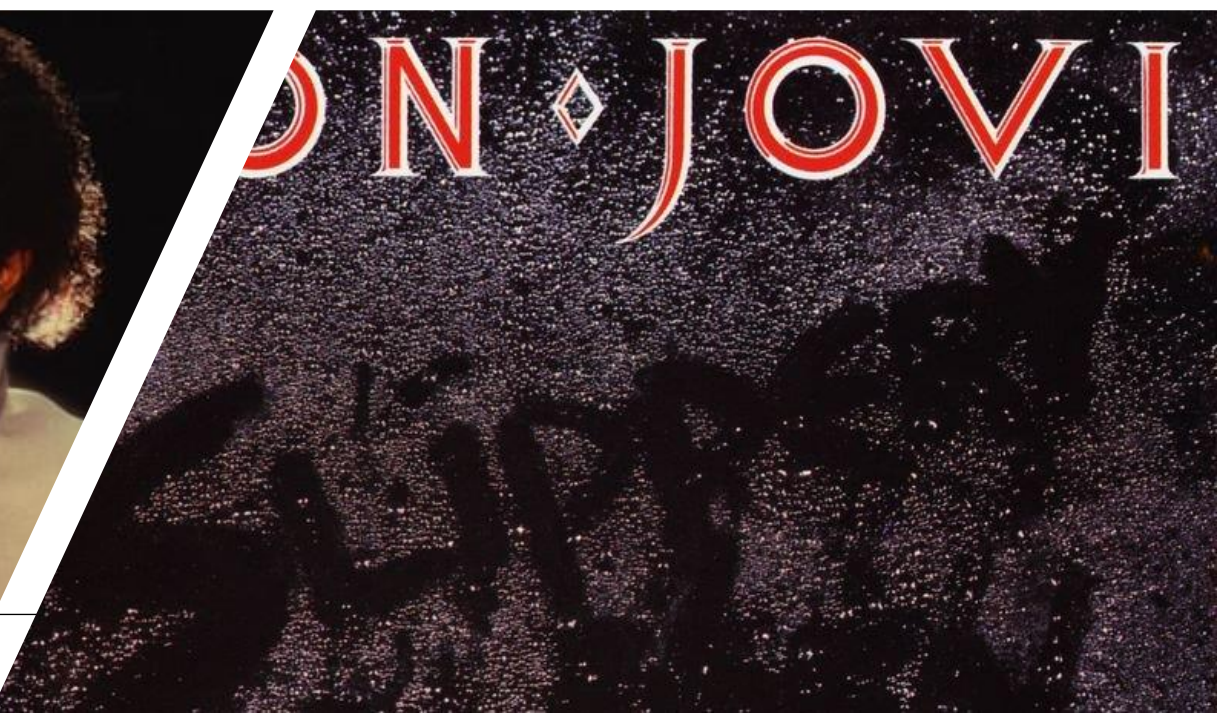
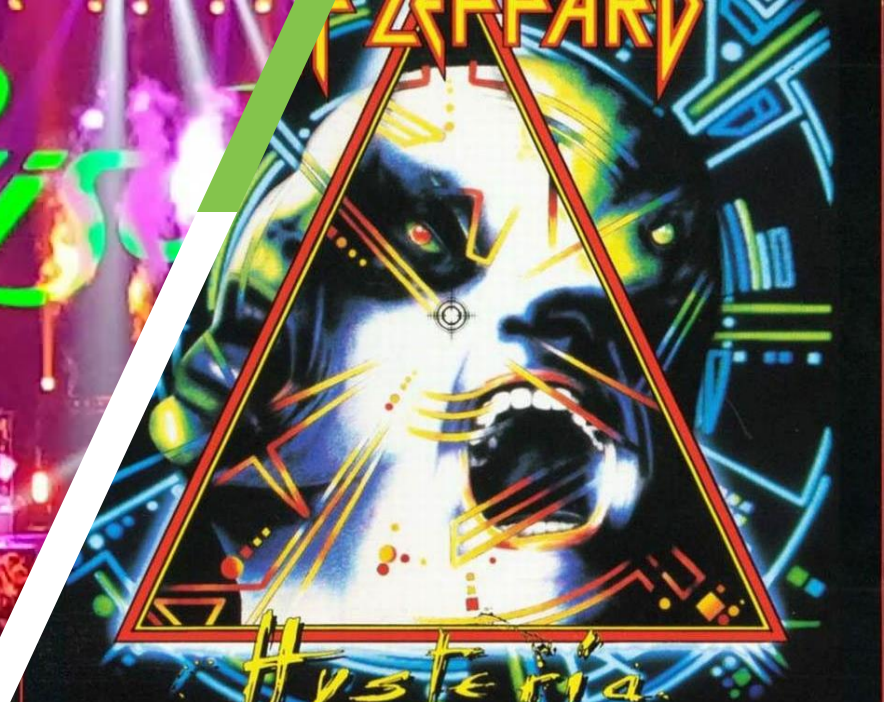
Provide for your family.”

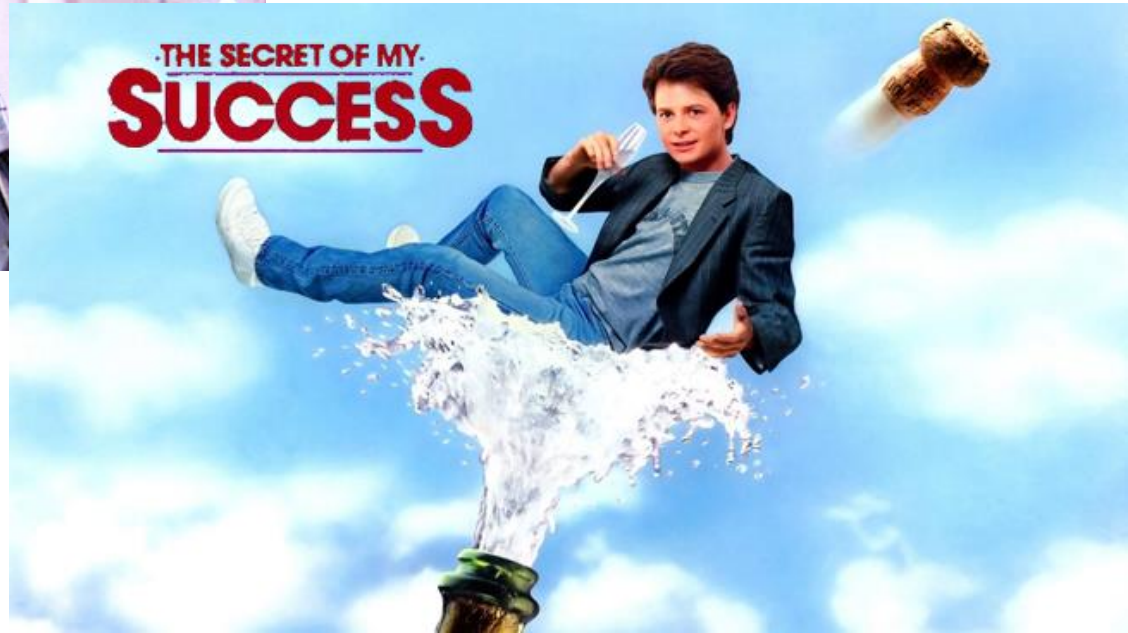
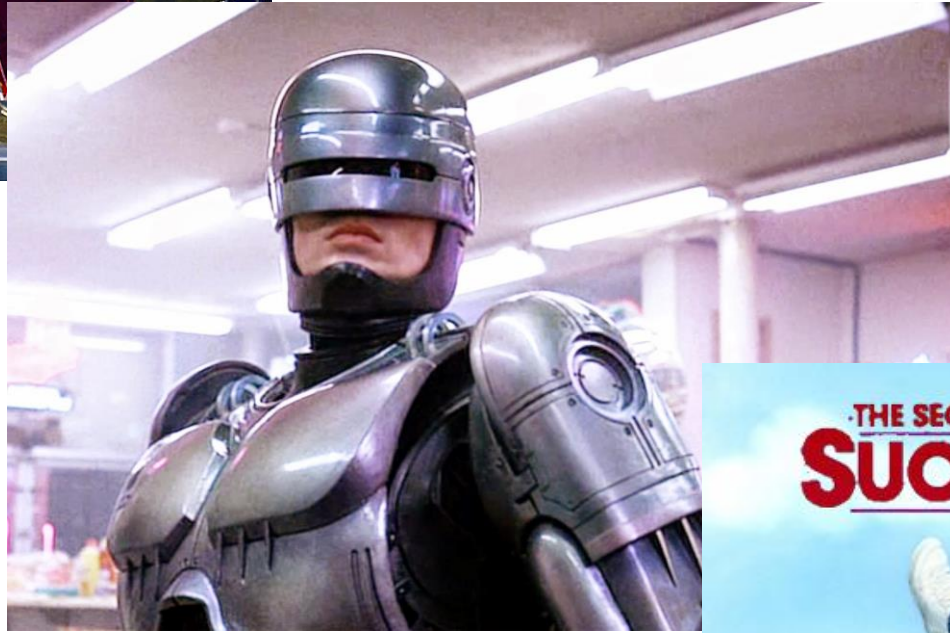


	Veterans	Baby Boomers
Nicknames	“Traditionalists” “Greatest Generation”	“Me Generation”
Years	Born Prior to 1945	1946-1964
Events Lived Through	<ul style="list-style-type: none"> • Great Depression • WWII • Korean War • Silver Screen 	<ul style="list-style-type: none"> • Vietnam • Women’s Lib • Divorce • Civil Rights • Cold War • Space Travel • JFK Assassination
Comm. Expectations w/ Supervisor	“No news is good news.”	“I want a formal review, once a year, in writing.”
Company Changes	0-1	1-3

Dates according to AARP







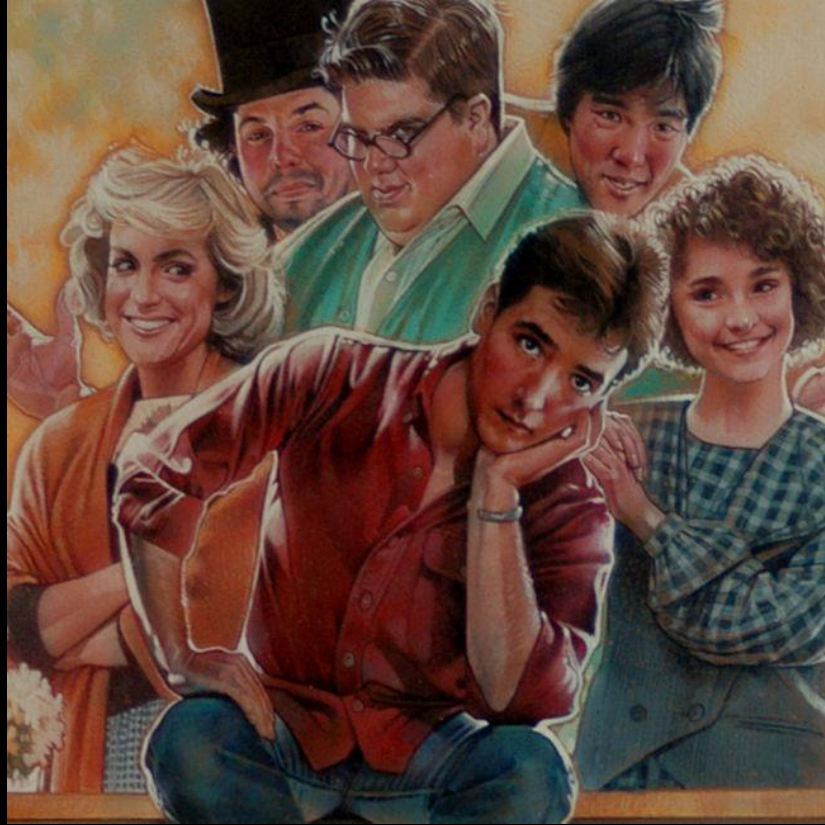
Unintentional messages passed from Baby Boomers to their kids:

“I’m too busy working to provide for you, so I can’t spend time with you.

You aren’t important enough / You’re interrupting me.

It’s all about ME.”





	Veterans	Baby Boomers	Gen. X
Nicknames	“Traditionalists” “Greatest Generation”	“Me Generation”	“Latch-Key Kids” “Slackers”
Years	Born Prior to 1945	1946-1964	1965-1982
Events Lived Through	<ul style="list-style-type: none"> • Great Depression • WWII • Korean War • Silver Screen 	<ul style="list-style-type: none"> • Vietnam • Women’s Lib • Divorce • Civil Rights • Cold War • Space Travel • JFK Assassination 	<ul style="list-style-type: none"> • Berlin Wall • Single Parents • AIDS • Computers • Video Games • Gulf War • Challenger • MTV
Comm. Expectations w/ Supervisor	“No news is good news.”	“I want a formal review, once a year, in writing.”	“Sorry to interrupt. How am I doing?”
Company Changes	0-1	1-3	3-9

Dates according to AARP



Message passed from Gen Xers to their kids:

“I didn’t feel like I was important.

I felt like I didn’t have opportunity.

So, I want to make sure you know how important you are.

And I will groom you to seek opportunity and work-life balance.”



	Veterans	Baby Boomers	Gen. X	Gen. Y “Millennials”
Nicknames	“Traditionalists” “Greatest Generation”	“Me Generation”	“Latch-Key Kids” “Slackers”	“Entitled”
Years	Born Prior to 1945	1946-1964	1965-1982	1983-1995
Events Lived Through	<ul style="list-style-type: none"> • Great Depression • WWII • Korean War • Silver Screen 	<ul style="list-style-type: none"> • Vietnam • Women’s Lib • Divorce • Civil Rights • Cold War • Space Travel • JFK Assassination 	<ul style="list-style-type: none"> • Berlin Wall • Single Parents • AIDS • Computers • Video Games • Gulf War • Challenger • MTV 	<ul style="list-style-type: none"> • School Shootings • 9/11 • Environmental Disasters • 24 Hour News • Social Media • Information at Fingertips
Comm. Expectations w/ Supervisor	“No news is good news.”	“I want a formal review, once a year, in writing.”	“Sorry to interrupt. How am I doing?”	“I expect instantaneous feedback at the push of a button.”
Company Changes	0-1	1-3	3-9	9-27

Dates according to AARP



Why is the Millennial turnover rate so high?

GEN. X currently runs the economy.

GEN. X felt largely unmentored & untrained.

As a result, much of GEN. X is disengaged.*

Many have been promoted because they were in the last position they had, or because of tenure – not because they have leadership skills.

Disengaged managers are 3x more likely to have disengaged employees.*

Employees with lower engagement are 4x more likely to leave their jobs.*

* The Employee Engagement Group

What do you think the message from
Millennials is to their kids?



	Veterans	Baby Boomers	Gen. X	Gen. Y “Millennials”	Gen. Z “iGen”
Nicknames	“Traditionalists” “Greatest Generation”	“Me Generation”	“Latch-Key Kids” “Slackers”	“Entitled”	“Screenagers”
Years	Born Prior to 1945	1946-1964	1965-1982	1983-1995	1996-2020
Events Lived Through	<ul style="list-style-type: none"> • Great Depression • WWII • Korean War • Silver Screen 	<ul style="list-style-type: none"> • Vietnam • Women’s Lib • Divorce • Civil Rights • Cold War • Space Travel • JFK Assassination 	<ul style="list-style-type: none"> • Berlin Wall • Single Parents • AIDS • Computers • Video Games • Gulf War • Challenger • MTV 	<ul style="list-style-type: none"> • School Shootings • 9/11 • Environmental Disasters • 24 Hour News • Social Media • Information at Fingertips 	<ul style="list-style-type: none"> • Great Recession • Smart Phones • Digital World • Terrorism • Hyper-Security
Comm. Expectations w/ Supervisor	“No news is good news.”	“I want a formal review, once a year, in writing.”	“Sorry to interrupt. How am I doing?”	“I expect instantaneous feedback at the push of a button.”	“Instant streaming feedback”
Company Changes	0-1	1-3	3-9	9-27	?

Dates according to AARP



BOTTOM LINE

Veterans
Born
Before
1945

**Baby
Boomers**
1946-
1964

Trust between company & employee extended until given a reason not to

Trust between company & employee must now be earned

Gen X
1965-
1982

Millennials
1983-
1995

Gen Z
1996-
2015



SO HOW DO WE FIX THIS?



Working Together Across Generations – What Opportunities for **Conflict** Might Exist?

Boomers

Technology Adopters
Live to Work
Rigid Belief System
Face to Face Communication
Question Authority
Team Players
Expect Respect
Efficient
Security Motivated
“Life was unstable & tumultuous”

Technology Practical
Challenge Others' Leadership
Direct Communication
Independent
Loyal to People vs Company
Pragmatic & Focused
Creative & Adaptive
Skeptical of Tradition
Don't like surprises
“Life was a bummer”

Gen X

Millennials

Technology Natives
Generation is Diverging
Delayed Adulthood
Brand Loyal
Want to Make a Difference
Influenced by Social Media
Socially Conscious
Want to be heard
“Life was scary”

Technology Reliant
Socially Liberal
Global Relationships
Driven by Curiosity
Entrepreneurial
Early Starters
Value Work/Life Blending
Want and Fear Job Security
Strong Work Ethic

Gen Z

Successful Cross-Generational Teams

Be interested in
generational
differences

Know your own
generation

Know other
generations

Avoid holding
grudges

**Criteria for
Success**

Have positive
feelings toward
different
generations

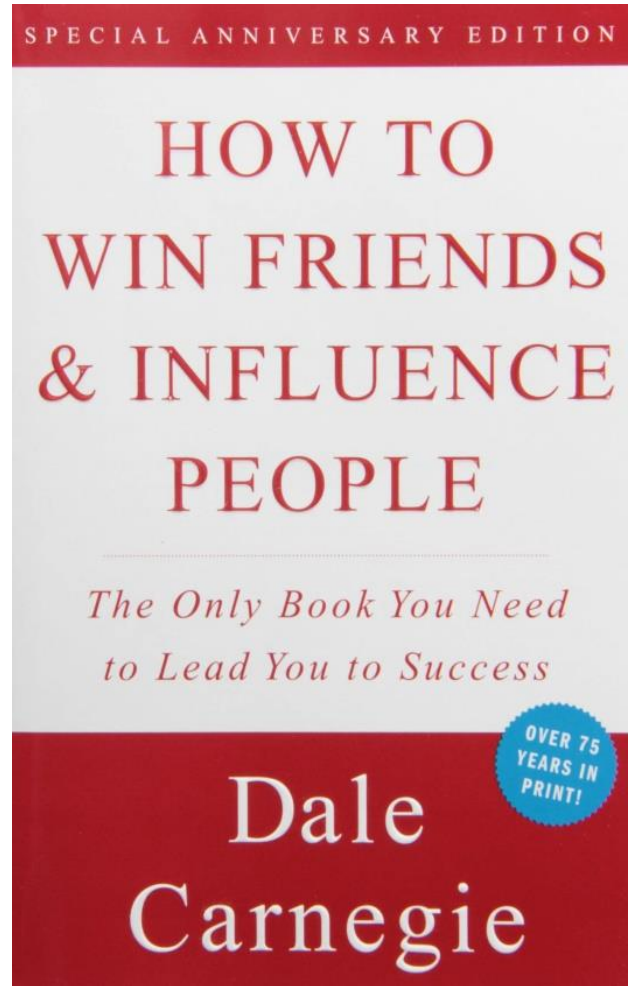
Focus attention on
thinking, feelings,
and behavior

Recognize how our
perceptions impact
our encounters

Be aware of the
impact of our
behavior on other
generations



HOW DO WE START TO BUILD TRUST?

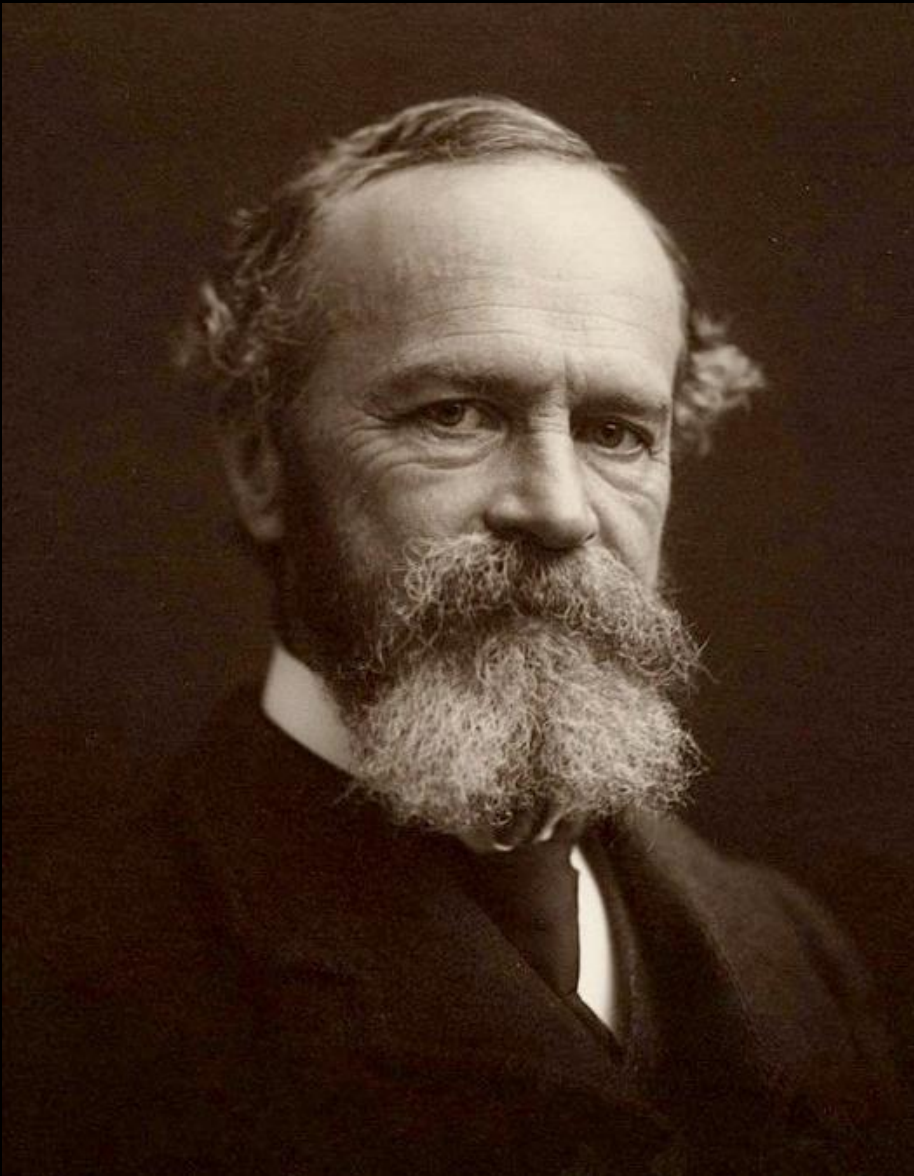


- Dale Carnegie's first 9 Human Relations Principles from *How to Win Friends & Influence People*
- Giving Recognition



Human Relations Principles

- 1. Don't criticize, condemn, or complain.**
- 2. Give honest, sincere appreciation.**
- 3. Arouse in the other person an eager want.**
- 4. Become genuinely interested in other people.**
- 5. Smile.**
- 6. Remember that person's name is to that person the sweetest and most important sound in any language.**
- 7. Be a good listener. Encourage others to talk about themselves.**
- 8. Talk in terms of the other person's interest**
- 9. Make the other person feel important – and do it sincerely.**



“The deepest craving of human nature is the need to be appreciated.”

– William James

“When you said /did [**this specific thing**],
it shows you are _____.”



5-STEP PROCESS FOR BUILDING & MAINTAINING A CULTURE OF EMPLOYEE ENGAGEMENT





Communicating with Diverse Generations

Baby Boomers
1946-1964



- Speak in an open and direct style with plenty of body language.
- Answer questions frankly and thoroughly, expect to be pressed for details.
- Do not use controlling, manipulative language.
- Ask for or provide options to demonstrate flexibility in your thinking.
- Communicate in person or electronic communication.

Generation X
1965-1976



- Learn their language and speak it.
- Be direct when presenting facts.
- Challenge them, ask for their input, use informal communication style.
- Listen and show respect for their opinion.
- Use e-mail as primary communication tool.

Millennials
1977-1995



- Let words paint visual pictures to inspire, motivate, and focus them.
- Use action verbs to challenge them.
- Don't be condescending; show respect through your language.
- Regularly seek feedback and use humor.
- Use e-mail, texting, IM, and voicemail as primary communication tools.

Gen Z
1996 to present

- Give one-on-one, honest and open feedback.
- Use 8 second sound bytes to keep their attention.
- Treat them like adults.
- Communicate in person. Use e-mail, texting, IM, and voicemail as secondary communication tools.



What Motivates All Generations?

A positive relationship with one's manager

Recognition and appreciation

Stimulating and fulfilling work

Clear career path and growth opportunities

Managers who respect a balanced life

Competitive compensation and benefits



Summary Topics

1. It's not a Generational Issue – It's an Employee Engagement issue.
2. Generations Overview
3. The Break in Trust
4. Carnegie's Principles for Building Trust
5. Giving Recognition
6. 5-Step Process for Building A Culture of Engagement



NEXT STEPS

**Are you in the
Tampa Bay Area?**
We have a
FREE Training
for your leaders!

**Would you like
this training
for your team?**

Marcey.Walsh@DaleCarnegie.com

813.474.6333



“If you are not in the process of becoming the person you want to be, you are automatically engaged in becoming the person you don't want to be.”

- Dale Carnegie





- **BONUS SLIDES**

Targeting Feedback to Each Generation

Veterans

- “No news is good news.”

Boomers

- “Once a year and put it in writing.”

Gen X

- “Sorry to interrupt, but how am I doing?”

Millennials

- Continuous feedback at the push of a button.

Gen Z

- Frequent feedback- make it honest, open and plentiful.





Generational Approach to Coaching



Boomers

- Involve them in “task forces” and recognize their efforts.
- Appreciate their foundational accomplishments and contributions that built the organization.

Gen X

- Provide numerous opportunities to learn new skills.
- Keep coaching brief and straightforward.



Millennials

- Show them flexibility and provide self-development and growth.
- Authenticity is critical- share successes and failures.

Gen Z

- Show you care, be encouraging, and involve them in the process of creating an improvement plan.



WHAT DO EMPLOYEES REALLY WANT?

The “LeBow Study” done by Chicago’s International Survey Research:

2.4 million workers in 32 industrial sectors over 17 years

1. To be treated with uncompromising truth
2. To be trusted by one’s associates
3. To mentor and be mentored unselfishly
4. To be receptive to new ideas, regardless of their origin
5. To be able to take risks for the organization’s sake
6. To be given credit where it’s due
7. To behave ethically
8. To consider the interests of others before one’s own interests

