

## To Engage Baby Boomers

### Managers Should...

- Adopt a "get it done" and "whatever it takes" attitude.
- Be visible and active in the workplace. Boomers value "face time" and do not want to be managed from afar.
- Demonstrate how you have earned your leadership role.
- Have first-hand knowledge of subordinate's work, preferably having done the same job at some point.

### Communications Should...

- Highlight team goals, accomplishments, and celebrations.
- Focus on team goals, preferably posted in public places where everyone can be reminded of them.
- Avoid text-messaging abbreviations.
- Demonstrate understanding of stated team goals and be focused on helping the team towards those goals.
- Be delivered in person where possible. Email is secondary.

### The Corporate Culture Should...

- Offer the tools Boomers need to do the job better, faster, and more thoroughly.
- Promote visibility of bosses and workplace peers. "Face time" matters.
- Acknowledge both individuals and teams who have achieved their goals.
- Promote collaborative meetings where everyone can provide input as desired.
- Allow Boomers time to anticipate and prepare for change.

### Training Programs Should...

- Keep Boomers up-to-date and competitive in a quickly changing and evolving workplace.
- Allow all levels of technology skills to learn without feeling inferior or intimidated. Pre-evaluate skills, don't assume.
- Be participatory and interactive, allowing for deliberation and discussion versus one-way instruction. Ask them more questions than they ask you.
- Create realistic examples to utilize in the learning process.

### Rewards & Recognition Should...

- Celebrate the individual as well as the team.
- Be public and/or able to be displayed. Trophies, plaques, lapel pins, etc. are valued by the Boomer.
- Encourage celebrations within the team as well as company-wide acknowledgements.

## To Engage Gen Xers

### Managers Should...

- Honor commitments at all cost. Gen Xers place a high value on reliability.
- Recognize that work does not equal life. Celebrate Xers' hobbies or passions in addition to their work skills.
- Allow for flexibility and negotiate schedules when needed.
- Regularly review individual and team goals and the individual's role on the team.
- Revisit deadlines as needed.

### Communications Should...

- Get straight to the point. Gen Xers loathe fluff.
- Be consistent and supported with actions as well as words. The company must walk their talk every day.
- Be infrequent. "Official Corporate Communications" should be saved for the critical messages. Most communication should be individualized and delivered personally.
- Email is usually the preferred method of communication followed by interpersonal, face-to-face conversation.

### The Corporate Culture Should...

- Trust the employee's time management skills. Check in regularly but not frequently.
- Allow them to get their work done without interference or unnecessary interruptions. Leave them alone when they're focused on their tasks.
- Seek their input frequently on what you can do to "make things better, easier, faster."
- Respond to their requests with actions and results.

### Training Programs Should...

- Address the employee's career goals. Ask "What skills do you need to get where you want to go?"
- Be flexible and numerous. Gen Xers want information and choices.
- Demonstrate commitment to the Gen Xer mantra to "work smarter not harder."
- Include leaders and peers, which demonstrates management's commitment to the training as a valuable use of time.
- Promote new ideas on how to "get things done."

### Rewards & Recognition Should...

- Offer variety. Allow Gen Xers to choose from a list of reward options with roughly equal values.
- Express gratitude for the individual's contribution in private. Xers don't want a fuss for doing their jobs.
- Honor commitments to goals that are solid and achievable. Don't keep upping the ante or you will lose trust.

## To Engage Millennials

### Managers Should...

- Have a sincere interest in the individual. Spend time with them and get to know their goals and personalities.
- Offer and commit to develop new, valuable, and relevant skills in their employees.
- Recognize that work does not equal life. Have fun.
- Offer scheduling flexibility with negotiations (Like Gen X).
- Articulate how working for you will help them achieve their personal goals while achieving the company goals at the same time.

### Communications Should...

- Outline the steps needed to achieve a goal.
- Establish "checkpoints" along the way to document progress towards goals and provide frequent feedback.
- Celebrate individual contributions to team goals where possible.
- Be positive. When giving criticism be prepared with a 3:1 positive to negative ratio - three compliments for every one reprimand.

### The Corporate Culture Should...

- Ask "What have you learned today? Anything you think I need to know?"
- Avoid strict hierarchy/chains of command. An egalitarian approach is preferred.
- Seek input from everyone, not just leaders, managers, supervisors, etc.
- Encourage optional social activities that are open to all employees and are held outside the office, after hours. Adopt and develop an employee Social Calendar.
- Give credit to individuals for their ideas and involvement.

### Training Programs Should...

- Involve the whole group, where practical.
- Clearly identify how they'll benefit from learning this information both at this job and beyond.
- Be interactive and fun.
- Allow everyone to take a role in some part of the teaching process.

### Rewards & Recognition Should...

- Offer options, similar to Gen X needs. Millennials cherish their individuality.
- Be celebrated publicly, in front of the team and/or visible to the customer where appropriate (lapel pin, etc).
- Offer special "top performer" learning opportunities to reward initiative and help propel employees toward their future goals.
- Happen during the work day. Validate the reward by celebrating on company time.

## Engage Me

info@generationalinsight.com 251.479.1990  
www.generationalinsight.com © 2008 Generational Insight

Keynotes, Seminars, Workshops, and Consulting

## To Engage Matures

### Managers Should...

- Take care not to "overdo" recognition, especially for simply doing what is expected.
- Be open to alternative schedules. Matures are now typically working because they want to, not because they have to. Retaining them may require flexibility.
- Understand and recognize the importance of teamwork. Matures believe the group is more powerful and more important than the individual.

### Communications Should...

- Be spoken and written. This is particularly important for messages that impact the company or their work.
- Use traditional formats. Text-messaging terms are considered rude and indecipherable.
- Come from authority figures in the company, those that have tenure.
- Clearly communicate what is needed from them and their teammates.

### The Corporate Culture Should...

- Allow Matures to feel confident and able regarding technology. Don't expect mastery without proper training.
- Operate under clear rules and expectations. Communicate changes properly to all.
- Provide opportunities to stay in touch with changing expectations, particularly technological skills.
- Value their Institutional Wisdom. Call upon Matures for guidance and opinion when appropriate; they are superb teachers.

### Training Programs Should...

- Be immediately and clearly relevant.
- Use their time wisely.
- Invite discussion throughout the training, including how the training will help and its implications on their work.
- Provide insights regarding their workplace peers and existing/potential clients.
- Be delivered by someone with "earned" authority, not someone who could be their grandchild (unless it is technology skills training).

### Rewards & Recognition Should...

- Celebrate the efforts of the whole team, not any single individual.
- Be genuine and sincere. Nothing beats a handshake and a personal "Thank you" from the boss.
- Recognize true achievements, not simply rewards for doing the job.