



What's a Manger to Do?

Understanding the generations and what has shaped them increases tolerance and acceptance of differing core values rather than evoking a critical response to the employee about being 'difficult'.

Recognising differences allow employers to recruit and hire for best 'fit' into their teams – and to utilise the strengths of each generation to benefit the organisation as a whole.

When employers understand that motivation for employees of one generation may not be effective for employees of another generation, flexible incentive programs that take these differences into account can increase an organisation's ability to retain employees.

Knowing the core values of each generation allows managers to become leaders by communicating the vision of the organisation in terms that can be understood, and leads to a greater understanding of the work values and how to best lead employees to success.

Work Values Resulting from Formative Influences + Core Values

Silent	Baby Boomers	Gen X	Gen Y
<ul style="list-style-type: none"> ▪ Loyalty ▪ Dependability ▪ Persistence ▪ Hard Working ▪ Values wisdom and experience over technical knowledge ▪ Team orientation: leader orders, team follows ▪ Authoritarian – <i>expects</i> respect through position or age 	<ul style="list-style-type: none"> ▪ Questioning: disagrees to explore possibilities ▪ Workaholic: wants more than parents had ▪ Views stress as consequence of success ▪ 'Work hard, play hard' ▪ Values title and status symbols and winning ▪ Team orientation: debate, discuss, but leader makes the final decision ▪ <i>Demands</i> respect and sacrifice from sub-ordinates 	<ul style="list-style-type: none"> ▪ Works within the system ▪ Sacrifices personal life for advancement ▪ Dependent on close supervision or regular, consistent approval ▪ Dedicated to goal achievement ▪ Desires job security but does not trust organisation so will go elsewhere if it appears beneficial ▪ 'What's in it for me?' ▪ Desires to be recognised for effort ▪ Team orientation: Expects to be consulted or to have decisions explained, over-reliant on consensus ▪ Requires authority figures to 'earn' respect 	<ul style="list-style-type: none"> ▪ Independence and autonomy ▪ Challenge seeking ▪ Variety seeking ▪ Entrepreneurial ▪ Distrust of hierarchy and authority ▪ Continuous development of skills ▪ Lack of loyalty and unwillingness to commit over long term ▪ Work-life balance ▪ Fun and communal workplace ▪ Team orientation: little to none – 'it's all about me' ▪ 'Respect' is an abstract concept with little value – need to be taught specific behaviours that signify 'respect'

(Note: Remember, these are all generalisations. Additions and exceptions can be added)

Leadership Powered Management

More than 80% of managers are not taught how to be managers. Promotions are rewarded for a job well done with little or no instruction about how to make the transition from worker-bee to *supervising* worker-bees. Even fewer are taught the most basic principles of Leadership and how to apply them in the workplace.

Regardless of generation or gender, employees agree that their bosses are the most influential determination in whether or not they stay with an organisation. The three most important qualities identified as needed by a Leader are Trust, Credibility, and Vision.

Creating trust, credibility and vision in an organisation can be achieved through simple, practical behavioural techniques. By applying these techniques and principles, Managers become Leaders and retention is improved. Empowering each person in our employ to pick up the baton and become a leader themselves is the aim *and* result of effective Leadership.