DIVERSE GENERATIONS MANAGEMENT
Lynn Richardson, SPHR

“Developing The Leader Within You” John C Maxwell
“Leading Across Generations” Franklin Covey
# TRADITIONALIST 1901-1943

**Patriotic**

<table>
<thead>
<tr>
<th>Workplace Values</th>
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<tbody>
<tr>
<td>Hard working, stable, loyal, detailed oriented</td>
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<tr>
<td>Respect for chain of command</td>
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<tr>
<td>Work team is more important than the individual</td>
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<tr>
<td>Work 9-5 and be available for overtime</td>
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<tr>
<td>Everyone needs to do what they are told</td>
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<tr>
<td>Job hopping is not an option</td>
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<td>Work 9-5 and be available for overtime</td>
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BABY BOOMER 1944-1964

WORKPLACE VALUES

Team focused, knowledgeable, service oriented

Get promoted to a position that commands respect

Prefer in-person communication over emails

Work 8-5, evenings or weekends, “what ever it takes”

Need good reason for leaving current job

Change Agents
**XER 1965-1981**

**Latch Key Kids**

**WORKPLACE VALUES**

- Independent, adaptable, technology savvy
- Respect given to those who deserve it
- Straight-to-the-point communication style
- Prefer getting an email to attending a meeting
- Work/life balance important
- Work extra hours if necessary
- Changing employers = career growth strategy
MILLIONALS 1982-2003

WORKPLACE VALUES

- Multitasker, information savvy, goal oriented
- Respect given to those who take them seriously
- Prefer indirect communication (social media)
- Want meaningful work, acquire new skills
- Expect to receive constructive feedback often
- Changing companies a non issue

Special
EMERGING PARADIGM SHIFT

SUCCESS FACTORS DURING INDUSTRIAL AGE

► Strong take-charge management
► Direct oversight of people and process

SUCCESS FACTORS FOR KNOWLEDGE AGE

► Effective motivating leadership
► Inspire people and monitor process
Manager

- Responsible for ensuring work is completed

Leader

- Influences others to willingly follow his/her vision
LEVEL 1 LEADER

“Developing the Leader Within You”
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POSITIONAL LEADERSHIP

- Followers are compliance driven
- Low/moderate morale
- Catalyst for high turnover
- Difficulty leading some people (Xer, Millennial)
LEVEL 4 LEADER

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PEOPLE DEVELOPER

- Respected for how they support their followers
- Inspire followers to exceed expectation
- Recognized for ability to develop new leaders
DEFINITION

► Forces determining level of effort and commitment
► Relationship between contribution and reward
► Intrinsic/extrinsic rewards
EXTRINSIC REWARDS = MODERATE MOTIVATION

- Competitive pay/benefits
- Flexible work schedules
- Job security
- Cost of living increases
<table>
<thead>
<tr>
<th>INTRINSIC REWARDS</th>
<th>HIGH MOTIVATION</th>
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<tr>
<td>Sense of achievement</td>
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<td>Individualized recognition</td>
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<td>Skills accumulation</td>
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<td>Career advancement</td>
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<td>Personal/professional growth</td>
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