

JULY 2010

ENGAGE EVERY AGE

Why Traditional Management Techniques Fail with Generation X and Generation Y, and How to Adapt for Improved Performance



“Understanding a generation's defining characteristics and core values can help businesses create products and craft messages that capture the customer's attention.”

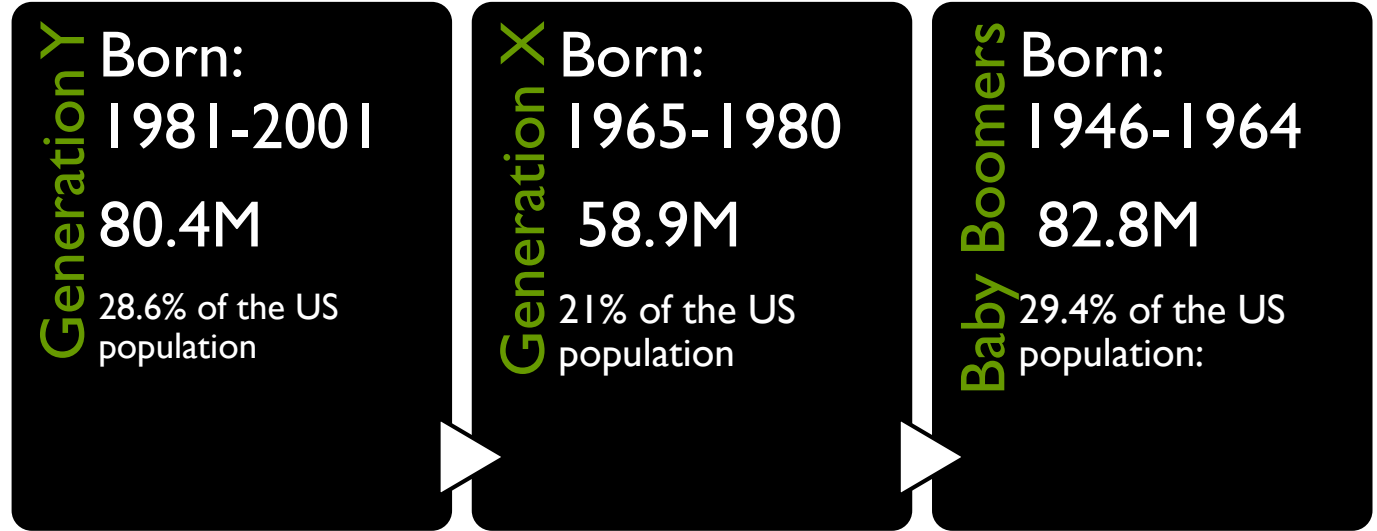
- Yankelovich Report

Anne Loehr

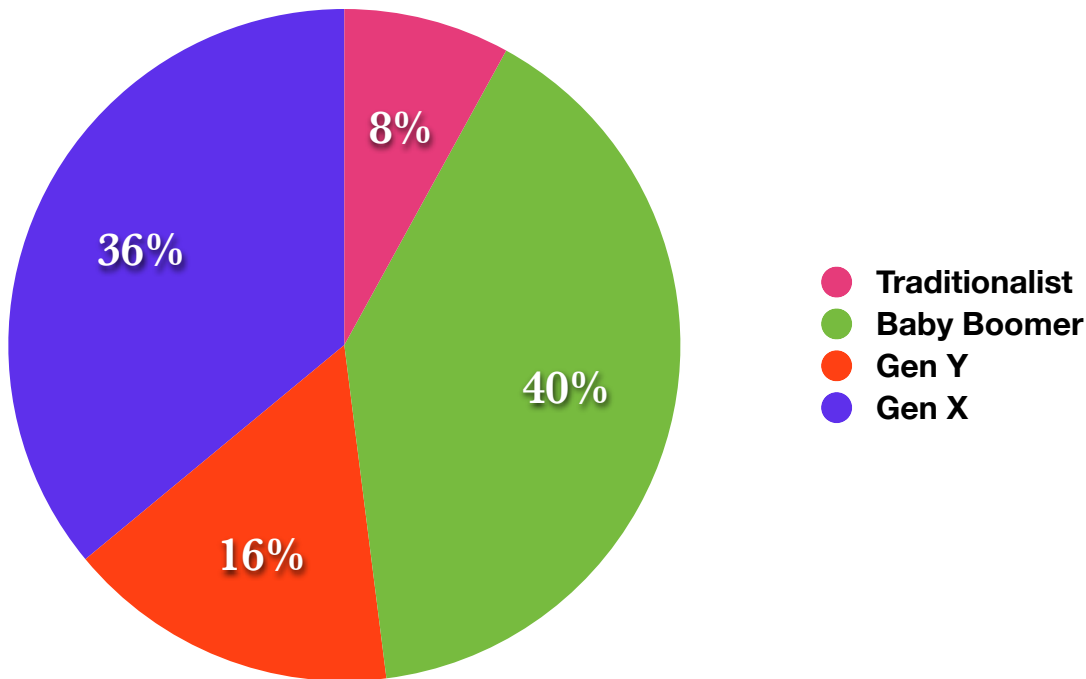
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Basic Statistics



Generations in the Workforce



	Shaping Events	Traits	Strengths	Key Words
Baby Boomers (1946-1964)				
Gen X (1965-1980)				
Millennials (1981-2001)				

Notes to Self

KEY TAKEAWAY #1:

Each generation has its own motivations, definitions of success, values and traits. Connect your message to their values.

	Mentor	Interactions	Delegations
Baby Boomers (1946-1964)			
Gen X (1965-1980)			
Millennials (1981-2001)			
Notes to Self			

KEY TAKEAWAY #2:

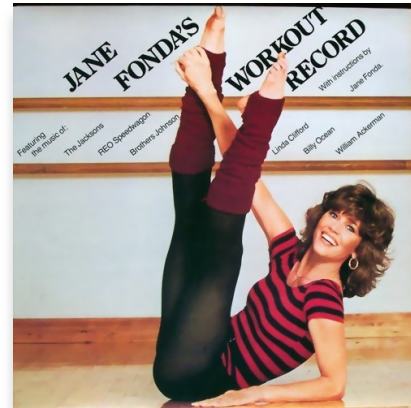
Each generation has its preferred working style. Adapt your leadership style to the generation.



Words That Work

Boomers (1946-1964)	we consensus giving back making a difference	features and benefits independence creativity community
Gen X (1965-1980)	results I what's in it for me? brand	pragmatic risk play hard, work hard metrics
Gen Y (1981-2001)	we team global citizen technology	innovation connecting friends and family interactive

Notes to Self



KEY TAKEAWAY #3:

Each generation has its own language, so use the Platinum Rule and speak their language.

Case Study

Rahul, 48, is the founder and CEO of Cventure, a fledgling, Internet start-up. Experiencing explosive growth, his 43 employees are working long hours to meet the sales demand.

Subeera joined the Cventure sales team immediately upon receiving her Cornell undergrad degree. After working there for 3 years, she is known for her effective communication skills, strong sales and constant research into international companies, which help create Cventure best practices. Six months ago, Rahul started mentoring her for a more prominent role in his company.

Lately Rahul has noticed that Subeera isn't following the standard communication procedures. She texts Rahul quick bullets, instead of sending a weekly sales status report to the entire management team. Instead of answering direct questions about a new best practice, she questions Rahul on the Cventure sales procedures.

Rahul feels that Subeera is questioning his decisions and instructions too much. He also thinks that Subeera is becoming "high-maintenance" due to the amount of feedback she is requiring.

Subeera is visibly upset when Rahul suggests that she improve her communication style. She feels that she is an excellent communicator, with great ideas and input that will help transform Cventure to a national player. She is committed to doing her best, but now wonders how much longer she will stay at Cventure.

The Questions:

1. What generation is Subeera? What are her generational values?
2. What generation is Rahul? What are his generational values?
3. Which values are clashing?
4. How would you structure the conversation, using some of the tools you have been taught today, if you were Rahul?
5. How could the generation gap be effectively bridged?
6. How will this contribute to the strategic success of the organization?

Notes to Self

