

FOUR GENERATIONS ONE WORKPLACE



RECRUITING, RETAINING & LEADING THE CHANGING WORKFORCE

*It's no longer about how workers must adapt
to their employers
but, how employers must adapt to the new world of work*

-VALUES SHIFT:
RECRUITING, RETAINING AND
ENGAGING THE MULTIGENERATIONAL
WORKFORCE

Developed by
THE IZZO GROUP
Presented by
OLIVIA MCIVOR



OLIVIA MCIVOR

National HR Expert, Author and Retreat Leader

Olivia's successful 23-year career in business management has been supported by a 19 year background in the field of Human Resource Management and Leadership.

Her approach to people management is as innovative as it is creative. Combine that with her philosophical mind and her vast library of experiences and you have a unique blend inspiring management. Her diverse background includes progressive careers in retail and tourism prior to establishing a name in the financial industry as the 'Human Touch' HR Director. It was here that Ms McIvor gained valuable experience working in a unionized environment and dealing with a diverse, multinational staff of the financial sector. She pioneered and spearheaded the implementation of numerous innovative **workplace wellness** and **employee engagement** initiatives within the financial sector with outstanding results.



In 2000 Olivia ventured into the Entrepreneur world herself as the owner of a unique bookstore devoted to Personal and Professional Leadership. In 2001 Olivia was nominated **Female Entrepreneur of the Year** by **Working Women** magazine and has been featured on the Knowledge Network/Discovery Channel for a segment on workplace wellness. Her speaking endeavors have included numerous conferences including **the US Food Service, The Georgia Power Company, Family Services of Ontario, Credit Union Central of BC and Saskatchewan, Capital Savings & Credit Union, Health Work and Wellness Conference, UBC Symposium on Wellness, the Alliance for Education Leadership - Board Retreat** and **Soul @ Work, The Good Samaritan Society and many others.**

Her empathy and knowledge of workplace issues is forefront in her newly released book (Oct 2006) **"The Business of Kindness....creating work environments where people thrive"**. This break-through initiative raises awareness for creating safe, healthy and vibrant workplace through improving collegial relationships and communication. She has trained, consulted and spoken to numerous associations, organizations and conferences across North America.

She is a senior consultant, facilitator and presenter with The Izzo Group Ltd. were over the past five years has engaged audiences with her inspiring and thought provoking programs on **"Four Generations-One Workplace", "Creating Buzz in the Workplace", "Branding from the Inside Out", "Values Shift: Attracting the Emerging Workforce" and "People Centered Leadership: Management for Engagement" and "Renewing the Spirit at Work Program"**.

Ms. McIvor lives in Vancouver, British Columbia.



THE SIX SHIFTING WORKPLACE VALUES

1. THE EXPECTATION OF PARTNERSHIP

People want involvement and a stake in a company. They have little tolerance for hierarchy and meaningless processes.

2. THE EXPECTATION FOR BALANCE AND SYNERGY

They want alignment between corporate and personal values (work/life integrity). They are not willing to sacrifice personal life for professional life or vice-versa.

3. THE EXPECTATION THAT WORK HAS A NOBLE CAUSE

People want hands on ways to be involved in worthy causes. They expect work to be more than a way to earn a living, they want to see it contribute to the community, the environment, and to feel their work makes a difference in people's lives.

4. THE EXPECTATION OF GROWTH AND DEVELOPMENT

Work as a form of identity. They expect growth as a person and as a professional. They are concerned with maintaining employability and the development of a self-aware and compassionate individual that maintains high levels of competence and awareness. Exciting work is the best predictor of retention

5. THE EXPECTATION OF COMMUNITY

They want connection with others, friendship and for work to be fun. They want a day-to-day expression of caring from managers. They want to develop a support network that contributes to personal and professional development. They are in search of a corporate culture that supports compassionate feedback, holds one another accountable to live their values and challenges each other daily to live them.

6. THE EXPECTATION OF TRUST

Corporate openness (inside as well as outside the company), ethical and honest business practices, truth telling company, people are aware of where they stand with the company and feel they are always "in the know"



THE IMPACT OF IMPRINTS IN THE WORKPLACE

PRE-BOOMERS

TRANSLATES TO WORK

<ul style="list-style-type: none"> • Grew up during the depression/war • Raised in the industrial age • Paid cash, no loans • Loyalty to church, institutions, country & government 	

BOOMERS

TRANSLATES TO WORK

<ul style="list-style-type: none"> • Time of optimism/job opportunity abundant • Civil Rights/women's movement • Vietnam/Peace Corps • Corporate downsizing • King, Kennedy & the space shuttle • 'Do your own thing' • Inherited old values – work hard and pay your 'dues' • Company loyalty a given • Raised by traditional family • Sparked the divorce movement • Healthiest/wealthiest 	

GEN X

TRANSLATES TO WORK

<ul style="list-style-type: none"> • Time of brutal recession/pessimism • Saw parent/sibling being downsized • Time alone, less with parents • Value making a difference & "changing the world" 	



- Epidemic divorce
- Inherited most of old values-work hard
- Marrying/children later due to economics
- Consumer age lead to social conscious

GEN Y

TRANSLATES TO WORK

- Few rules grew up as latch key kids
- Internet, cell phones, 120+ TV stations, MTV
- World problems (Global warming, ozone hole, war, terrorism)
- Blended families
- Tech bubble & burst
- Delayed adulthood-College becomes High School



LEADERSHIP VALUES SELF-ASSESSMENT

The Expectation of Balance and Synergy

- My team knows that they can come to me regarding their personal and work commitments and we will discuss it openly and try to resolve the conflict
- I never penalize staff for personal commitments or make it difficult for them to gain promotions and maintain their status
- I would support a staff member who asks me for a sabbatical to achieve a personal goal
- I try hard to monitor and make every attempt to ensure that my staff prevent work burnout
- I am involved in and support company social, leisure or sport teams and support my staff to be involved also.

“A lack of balance between work and personal life is one of the top 6 reasons why new managers fail.”

-Values Shift

RESPONDING TO THE SHIFT

The Expectation of Partnership:

- As a manager I spend a great deal of time listening to employee’s ideas, formally and informally
- I strive hard to create an environment that has limited hierarchy and where leadership decisions can be challenged
- I believe it’s important to have an open book environment where strategic information and team performance is shared regularly
- I have a style of management that encourages people to take responsibility and authority with little micromanaging
- I tend to lead more by values and principles rather than by policies

“Working here is truly an unbelievable experience; they use your ideas to solve problems. They encourage you to be yourself. I love coming to work!”

-Southwest Airlines Employee

RESPONDING TO THE SHIFT



The Expectation of Community at Work:

- Building community through social activities and having fun is a stated goal in my department
- I strive hard to ensure that acts of kindness in times of crisis are frequent and that I am a good role model
- I get out of my office and walk around my department with the intention of getting to know my people on a personal basis
- When I have team members that are in remote areas I try to get them together on a regular basis for 'face time'
- I encourage my team to become personal friends outside of work as well as at work

“Community, trust and fun have become critical to worker loyalty...are they a central part of your company’s strategic landscape?”

-Values Shift

RESPONDING TO THE SHIFT

The Expectation of Personal Growth & Development:

- I routinely sit down with my staff every 6 months and discuss their development and the company’s plans for their growth
- I support my staff by looking for opportunities for them to be part of task groups and to be involved in assignments outside their core job responsibilities so they can grow
- I support my staff by encouraging them to be responsible for their own career development by sitting down with them and discussing their career development plans so we can identify skills they want to learn and include them in these plans
- I don’t create barriers for my staff who want to transfer to a new project, assignment, or division in our company
- During the first couple of years I am aware that I need to ensure that new recruits have been given opportunities for growth in doing interesting work.

“To meet employee’s expectation for learning, employers must focus not simply on providing opportunities, but on communicating that company’s commitment and intention to develop people.”

-Values Shift

RESPONDING TO THE SHIFT



The Expectation of Work as a Noble Cause

- I support my staff's involvement in community service or volunteerism on behalf of the company
- My team has created their own vision statement that describes a deeper meaning of the products or services in the company that they are responsible for
- My team is fully aware and can name the corporate values that inspire them to act with higher ethics and to do the right thing
- I am involved in helping my company to develop a positive reputation in the community
- I am aware of how our products/services impact people not just profits

“Workers today want their work to be about something deeper than the bottom line.”

-Values Shift

RESPONDING TO THE SHIFT

The Expectation of Trust

- When tough decisions have to be made my staff can count on me to do this in an honest and timely manner
- There are few unmentionables in my department, I expect everyone to be honest and upfront across the ranks
- I always emphasize the ethical responsibility to customers and the community as prime importance in making decisions
- If at all possible I make every attempt to avoid layoffs through cross training, project shifting, and other means.
- I am not known as someone who says one thing and does something else. I walk my talk and can be trusted.

“Our company culture places emphasis on trust and respect, and we try to follow the golden rule.”

**-Joe Demarte,
VP Nordstrom Inc**

RESPONDING TO THE SHIFT



BRIDGING THE COMMUNICATION GAP WITH OPEN DIALOGUE

- Leaders need to understand the key differences in approaches and become an example of reaching out first
- Start to create a “flexible” culture, not one size fits all. Benefits, social gatherings, recognition programs, learning and development tracks need to be unique
- Have dialogues across the generations-how we see you, how we think you see us, discuss what you need from each other and how you can support each other
- Cultivate an understanding that value differences are simply “what is true” for each person
- Ask question to clarify rather than assuming. Seek to learn from each other by actively listening with respect and without judgment
- Provide a safe environment that practices open and honest feedback without reprimands
- Practice transparency: share what you know, share what you don't know and if you know and can't say then share that too
- Provide support for learning and growth that fits personally for each person as much as possible
- Ask people what they need, how they learn, what motivates them, how do they want to be coached and then wait for the answers
- Show obvious respect for others values and differences as you would for your own
- Encourage all generations to be teachers and to cross share their knowledge



THE CHANGING VALUES OF THE WORKFORCE

CROSSING OVER THE BRIDGE BETWEEN THE GENERATIONS

	Pre - Boomers command approach	Baby Boomers collaborative approach
DEFINING CHARACTERISTICS OF THE GENERATION	<ul style="list-style-type: none"> • Many went to war • 'I am my work' • Many still interested in growing & learning • Many still working • Loyal to work, government & church • Still believe in institutions • Hard work ethic • One of the most content, regretless and selfless in our population • Family was the nucleolus 	<ul style="list-style-type: none"> • Gave all to corporation and perceive they got little in return. • 'My work is my life' • Wondering if "this is all there is" • Alternate between desire to drop-out & search for renewal • Severe tension around work-personal balance • Burned out on corporate life • Still want to believe in the company
PRIMARY DRIVER	<ul style="list-style-type: none"> • To be respected for their wisdom • Financial independence • Traditionally "live to work" • Loyal to the organization • Stability 	<ul style="list-style-type: none"> • The ability to be themselves at work • Harmony between life inside & outside of work • Balance of getting ahead and doing good • They want it to be fun again • Likes achievement-"live to work" • Loyal to the their chosen profession
PRIMARY VALUES	<ul style="list-style-type: none"> • Trust • Noble Cause • Retirement 	<ul style="list-style-type: none"> • Balance & Synergy • Growth • Noble Cause
KEY RECRUITMENT STRENGTH	<ul style="list-style-type: none"> • Part time employment opportunities • Appreciating their experience & wisdom 	<ul style="list-style-type: none"> • Life/work balance • "Being themselves" on the job • Being able to make a significant difference
BENEFITS	<ul style="list-style-type: none"> • Retirement benefits • More interested in benefits than pay • Promotions to retirement sites (ocean, golf/desert) 	<ul style="list-style-type: none"> • Retirement benefits • Less business travel for balance • More interested in benefits than pay • Life/work balance benefits • Elder care benefits • Promotions to retirement sites (ocean, golf/desert)
MOTIVATION TECHNIQUES	<ul style="list-style-type: none"> • Likes to be in charge of the direction the organization is going • Honor their wisdom & experience • Ask for their assistance/mentorship 	<ul style="list-style-type: none"> • Want to be change agents-to be involved • Expects recognition for their work & tenure • Likes an open door approach • Provide opportunities to lead • Desires to stay on top of trends



	Generation X entrepreneurial approach	Generation Y entrepreneurial approach
DEFINING CHARACTERISTICS OF THE GENERATION	<ul style="list-style-type: none"> • Watched parents and concluded that lifetime job security is not realistic. • 'My work allows me my life' • Have accepted that there is no job security except in their own career marketability • Seen as 9-5'ers because they value balance between life & work. • Dislike organizational politics • Little tolerance for authority & structure • Work should foster personal growth • Want to know WIFM • Expect it to be fun & values community 	<ul style="list-style-type: none"> • Indulged by wealthy boomer parents • 'My work allows me my life' • Has a sense of entitlement • Embraces cultural diversity • Believe in flattened structures • Corporate loyalty is in the past • Learned to fend for themselves @ young age • Very entrepreneurial thinking • Highly technologically advanced • Prefer to discuss via a series of emails
PRIMARY DRIVERS	<ul style="list-style-type: none"> • Community and sense of contribution • The ability to grow personally • Growing mastery as opposed to security • Value making a difference & "changing the world" • Traditionally 'work to live' • Family loyalty 	<ul style="list-style-type: none"> • Want their opinions heard at work • Need mentors to support them • A sense of community and connection • Meaningful work that makes a difference in the world • Create partnerships at work • Work to live
PRIMARY VALUES	<ul style="list-style-type: none"> • Balance & Synergy • Growth and Development • Noble Cause 	<ul style="list-style-type: none"> • Balance & synergy • Community • Partnership
KEY RECRUITMENT STRENGTH	<ul style="list-style-type: none"> • Career growth opportunities • Making work fun • Describe diversity of skills & challenges of the work • Offer a compelling career experience • Provide competitive compensation 	<ul style="list-style-type: none"> • Social responsibility • Making work fun • Describe diversity of skills & challenges of the work • Offer a compelling career experience • Provide competitive compensation
BENEFITS	<ul style="list-style-type: none"> • Educational reimbursement • Flexibility over work hours, methods of work (i.e. telecommuting). • More interested in pay than benefits • Health club memberships • Daycare facilities • Life/work balance 	<ul style="list-style-type: none"> • Educational reimbursement • Health club memberships • Flexibility over work hours, methods of work (i.e. telecommuting). • More interested in pay than benefits • Life/work balance
MOTIVATION TECHNIQUES	<ul style="list-style-type: none"> • Task variety/ stimulating work • Attach rewards to performance • Re-write the job description • Provide opportunities to lead/advance • Allow room for creativity & innovation • Share all your knowledge not selected pieces • Don't misinterpret confident for 'cocky' • Doesn't want to hear "pay your dues" • Won't work where they can't grow • Consistent 	<ul style="list-style-type: none"> • Task variety/stimulating work • Work is their social environment • Don't misinterpret confident for 'cocky' • Doesn't want to hear "pay your dues" • Won't work if there isn't room to grow • Avoid micromanaging • Give regular performance review with substance • Attach rewards to performance • Work has to be challenging & interesting





THE IZZO GROUP

The group of committed individuals that make up the Izzo Consulting Group, have all been in the personal, professional and organizational development industry for decades. We assist people in becoming happier, spiritually healthier individuals who feel their contribution to the world uses their gifts and talents fully. We also use our combined strengths to assist today's leaders in creating healthy workplace cultures.

Four Generations One Workplace- Seminar, Full-day Learning Module and Train the Trainer programs available. Please ask for information

The Program:

It's no longer about how workers must adapt to their employees, but how organizations must adapt to the new work world. Partnership, Balance, Personal Growth and Community, are some of the values shaping the work ethic that is transforming the workforce. An understanding of this transformation is essential for business leaders who want to attract and keep the very best in their industry. It is not our differences that separate us but a lack of understanding of those generational differences.

In this experiential and interactive workshop we will explore how and why our work ethic is changing, the potential conflict that having four generations in the workplace at one time is causing and include a focus on what the research is telling us about the six major value shifts people expect from work. Tips and practical ideas on what companies and managers can do to retain, inspire and communicate more effectively with their greatest asset: their employees.

Learner Objectives:

1. To gain an understanding of the 4 generational styles in the workplace and the imprints that make each generation unique
2. To learn practical methods for improving communication, enhancing performance, de-escalating conflict and how to facilitate learning in each generation
3. To explore in depth what the current trends and research are telling us about the 6 expectations and new shifting values of each generation
4. To gain tips and tools for each generation and each of the 6 expectations by learning what other organizations are doing to recruit, retain and motivate each generations by meeting their individual needs
5. To learn practical tools and tips for motivating & engaging the changing workforce.

For more information please call us or e-mail us at the contact information below.

Thank you for your attention today.

