



Generational Diversity

How Understanding Today's Leadership Styles, the Changing Workplace, and Recruitment and Retention Tactics Can Improve the Employee Experience

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Millennials Are Changing Traditional Leadership





The millennials actually want to be in charge.

According to a survey conducted by Virtuali and Work Place Trends, 91% of respondents expressed a desire to lead. Nearly 50% of them also said that they believed leadership is the empowerment of others.



They're showing a
willingness to leave when
leadership doesn't meet
standards



Millennial & Leadership Change

This is very simple but also very powerful. Millennials will leave jobs much more readily than their predecessors if they do not believe leadership meets their expectations and needs. This, combined with the sheer numbers of millennials in the workforce right now, is driving leadership change.

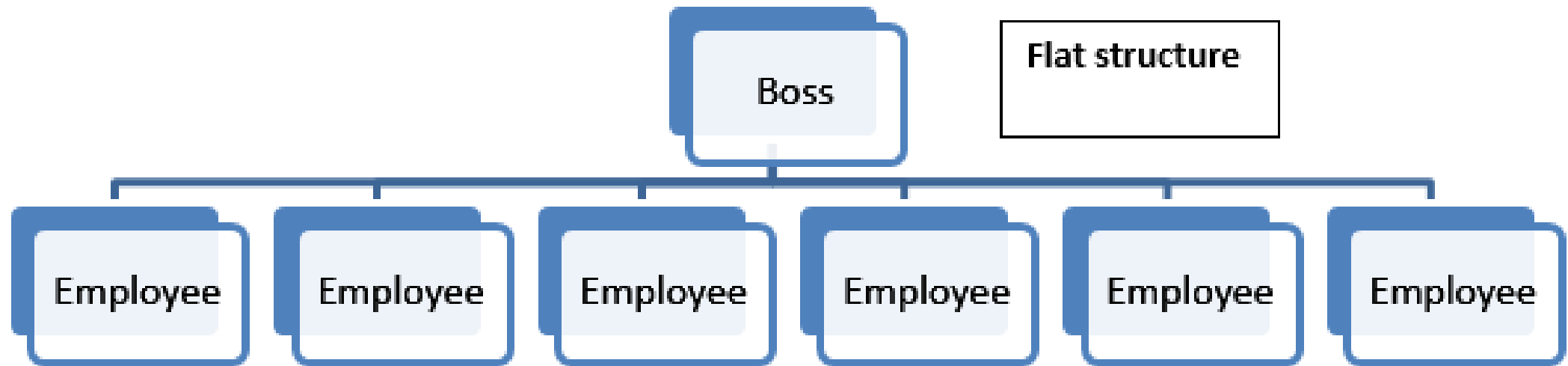


Millennial Leadership

The Millennial Leadership Survey mentioned above indicates that this generation of emergent leaders prefers to develop their careers through a combination of mentorship programs and online training.



They embrace a flat
management structure





Flat Management Structure

A flat management structure appeals to millennials for two reasons:

1. Millennials dislike the idea of having to navigate through multiple layers of management in order to do their jobs.
2. A flat management structure facilitates both communication and career development both upward and laterally.



Millennials value leaders who seek feedback from all employees

Millennials want to work with leaders who value feedback from all employees. To millennials, it simply doesn't make sense that only the thoughts and experiences of those in management should be the only factors in organizational decision making.

This is because millennials are often keenly aware that the further up the corporate food chain people are, the more they tend to lose understanding of the challenges other employees face. They also tend to dismiss the validity of their experiences.



They push back against policy for policy's sake

Millennials are actually willing to comply with and embrace questioners and disruptors by nature. If policies don't make sense to them, or if it's clear that policies no longer add value, millennials are quick to challenge them.

As employees, they have high expectations that leaders will be willing to examine and adjust policies that don't add value.





As leaders they seek to empower and transform

Millennials work best when they feel empowered to make decisions and take action to help consumers and benefit the organization that they work for.

It should also come as no surprise that they believe they can most benefit their teams and the organization as a whole by identifying ways to improve policies and processes, that provides better employee welfare, and more work flexibility.





They seek and support flexibility and work-life balance

Millennials are a larger part of the workforce, it's inevitable they will be the ones who influence leadership. Ultimately, the companies that are able to change with these new expectations are going to be most successful.

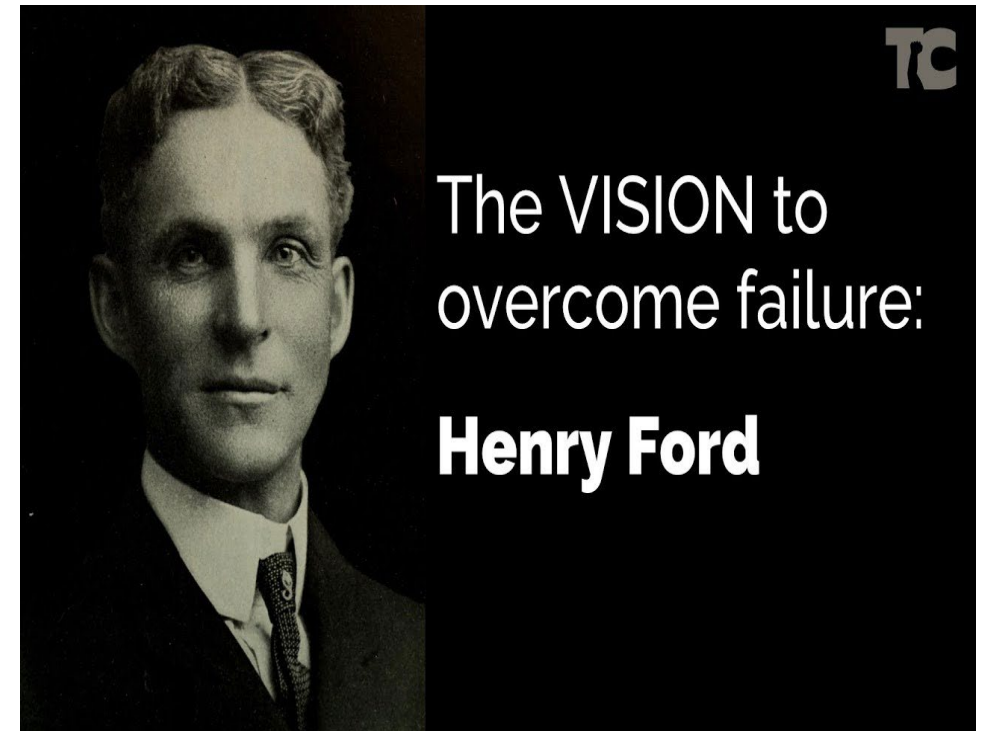


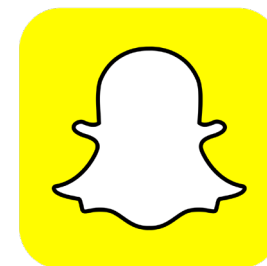
21st Century Leaders

ELON MUSK



HENRY FORD





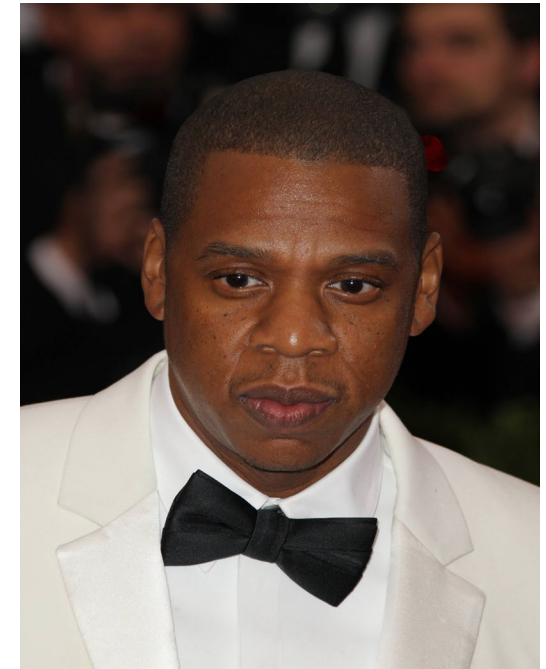
Communication

zelle





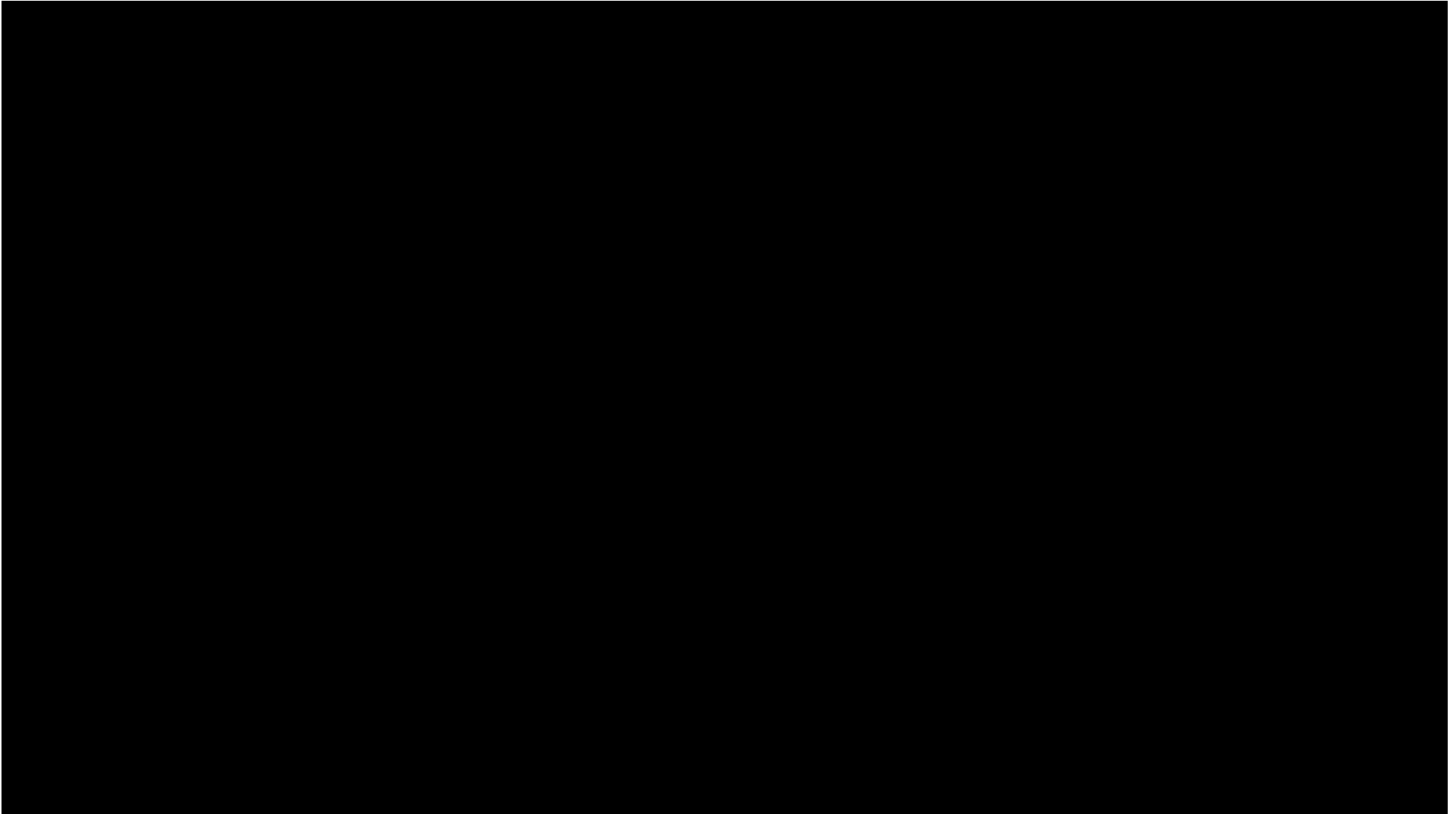
Leadership Icons- 21st Century





Why Focus on Generational Diversity for Recruitment, Retention?

- - *According to a recent HR Executive magazine article, 7.5M individuals are available to fill 11M vacancies.*
 - *Employees have many employer choices in this labor market and can choose their own employment experience and how long they stay with any one employer.*
 - *Recruitment and retention **topics are key elements of the employee's experience** in deciding to accept a job offer or in determining to stay with an organization.*



Why Understanding Generational Diversity Matters

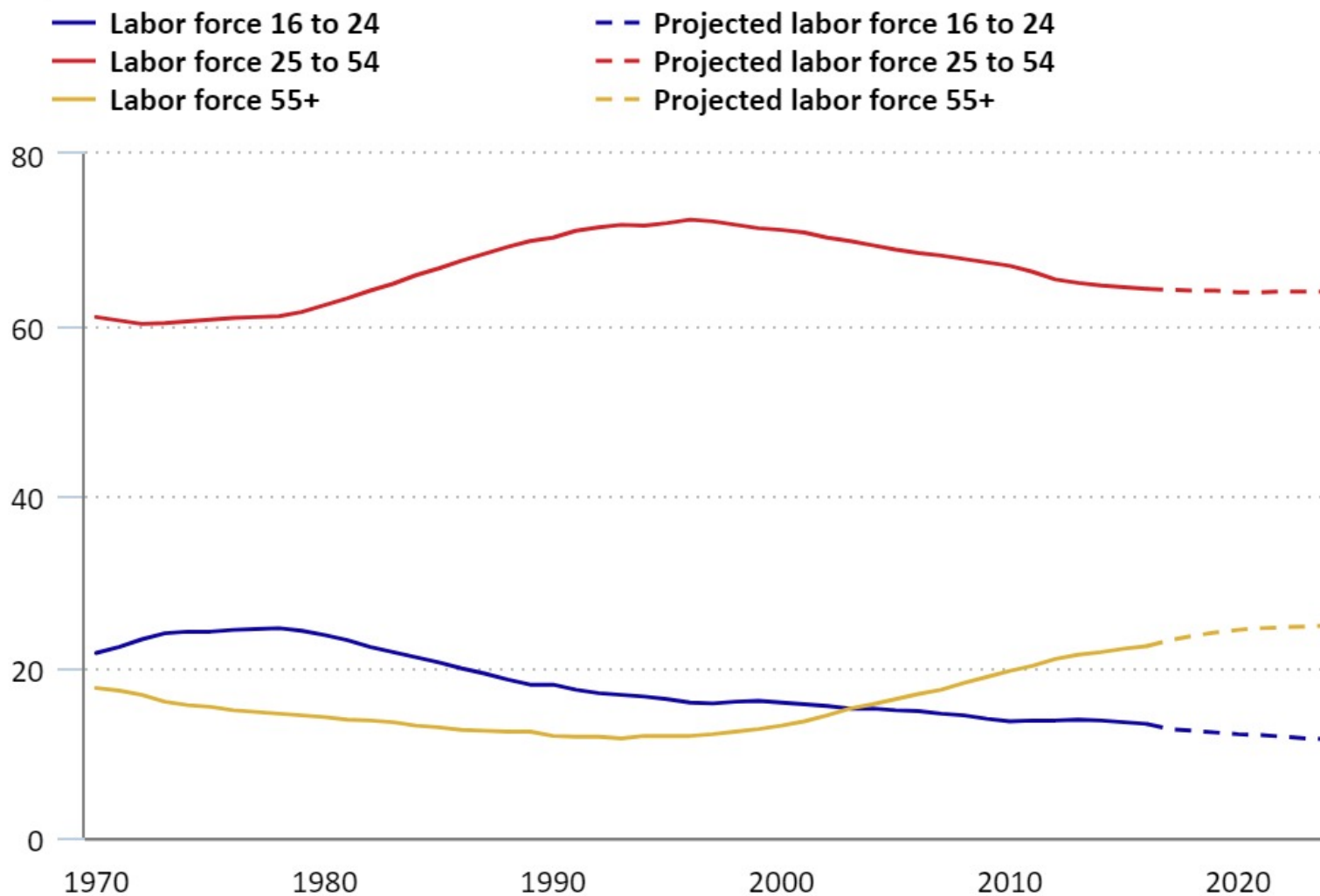
- Think of the workforce as a Five Layer Cake!
- Agencies are faced with the challenge of retaining a workforce capable of delivering efficient, quality services to our citizens regardless of the economic conditions, job market or generational qualities.
- Increases in turnover, vacancy rates and retirements makes it imperative that we retain the intellectual capital and skills that employees possess.
- ***More employees have been expecting to retire*** and others have choices to change their employment experience now more than ever before and we need to have a system in place for honoring all generations.
- What is the current data telling us about baby boomer retirements?

What's Changing in National Statistics Around Age Data?

- 40% of people ages 55 and older were working or actively looking for work in 2014.
- In 2014 we were anticipating most Baby Boomers would be exiting the workforce and retiring.
- Fast forward to today and new data suggests that by 2024, that the labor force will grow to about 164 million people.
- That number includes about 41 million people who will be ages 55 and older—of whom about 13 million are expected to be ages 65 and older and expected to grow faster than other age groups.



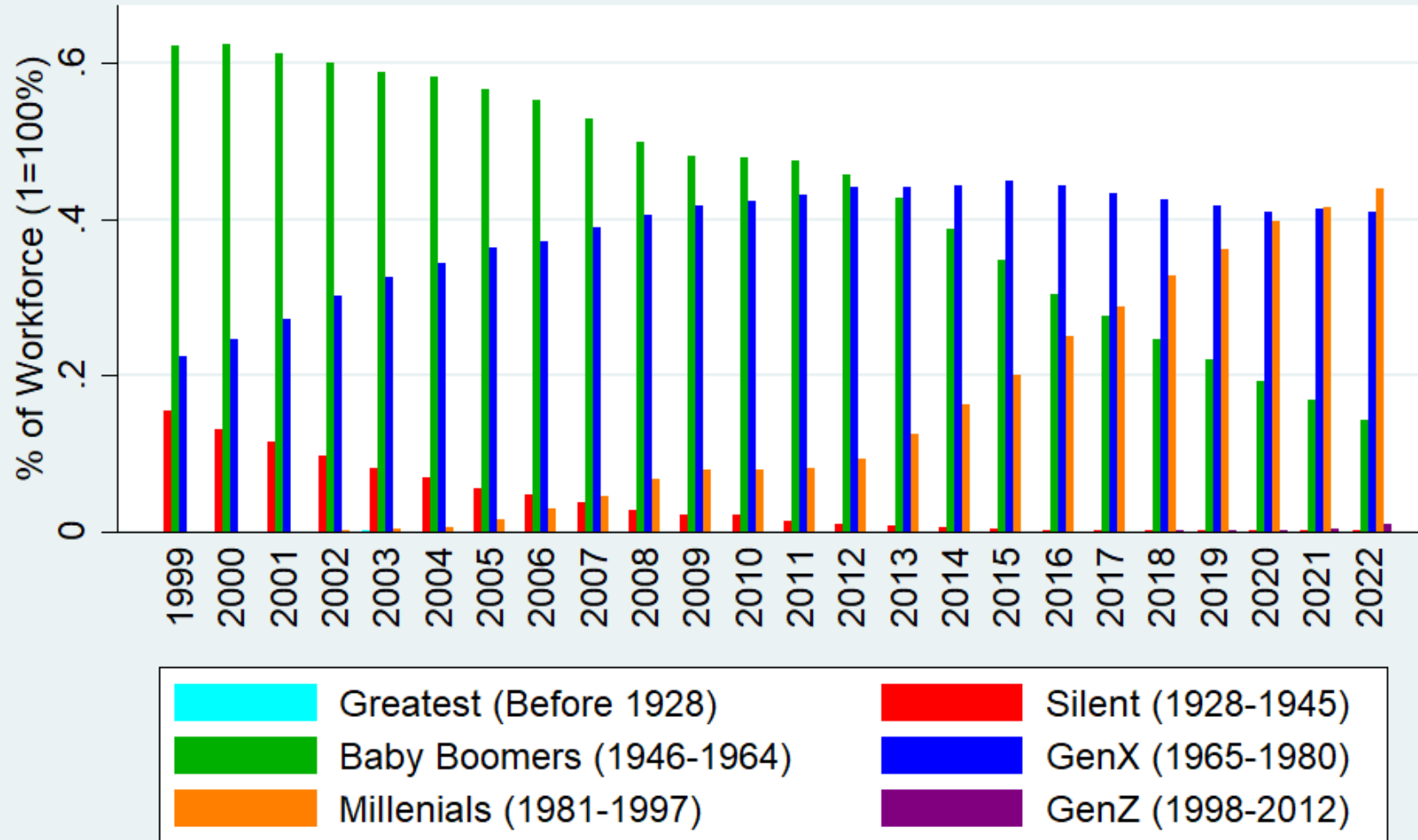
Chart 1. U.S. labor force shares by age, 1970 to 2014 and projected 2014–24 (percent)



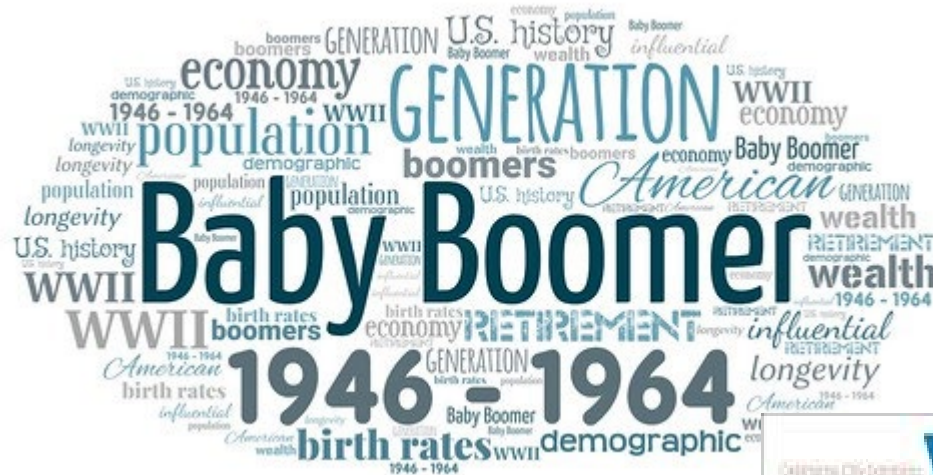
Source: U.S. Bureau of Labor Statistics

Workforce Composition by Generation & Year

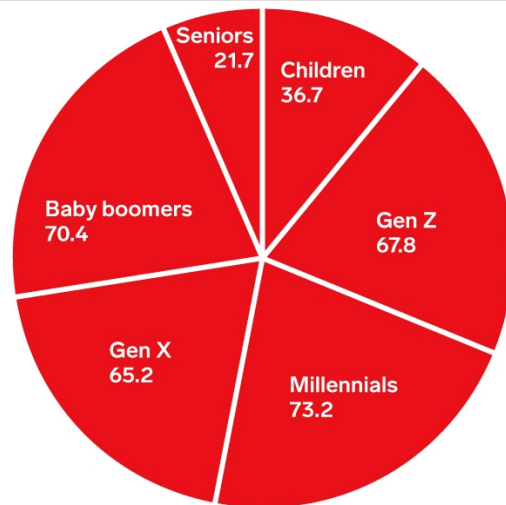
Percentage of Employees as of Jan. 1st: 1999 - 2022



Data Source: Stanislaus County PeopleSoft



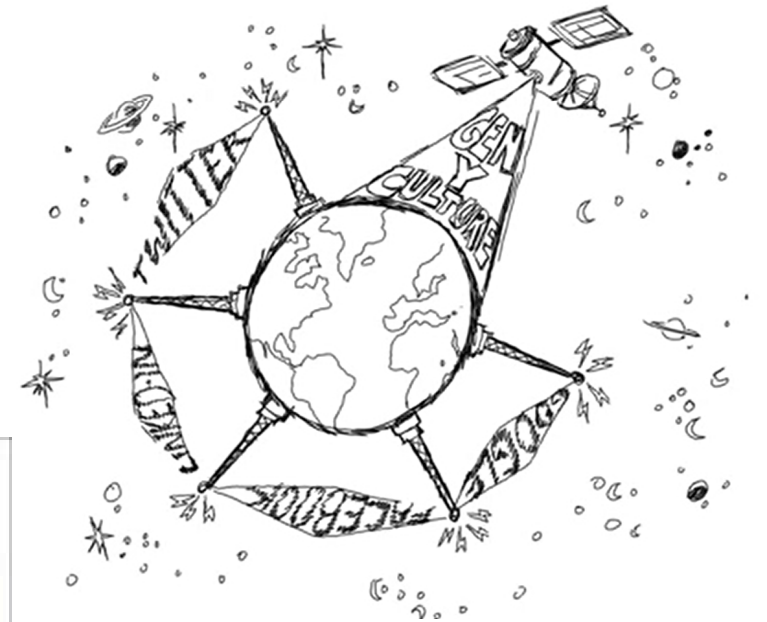
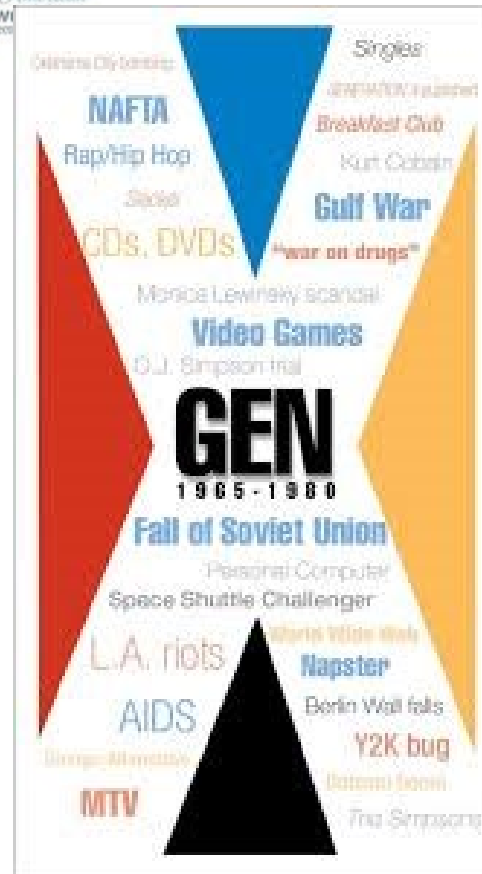
US Population Share, by Generation, 2021
millions



Note: ages 0-100; children=born after 2012; Gen Z=1997-2012; millennials=1981-1996; Gen X=1965-1980; baby boomers=1946-1964; seniors=1928-1945
Source: US Census Bureau, "US Population Projections: 2017-2060"; Insider Intelligence calculations, July 26, 2021

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eMarketer | InsiderIntelligence.com



Traditionalists

Adhere to rules

Respect
Authority

Loyal

Formal

Rewards later

Work the hours
needed to get
the job done

Team players

Baby Boomers

Responsible
and Dedicated

Confident and
Independent

Loyal

Team player

Workaholic

Well-educated

Very
competitive

Generation X

Fast-paced

Independent

Confident

Value personal
time

Challenge the
status quo

Flexible

Believes in 40-
hours work for
40-hours pay

Skeptical

Loyalty

Motivation

Push back on
ideas

Millennials Generation Y

Tech savvy

Innovative

Creative

Works well in a team environment

Goal-oriented

Work the hours to get the job done

Impatient

Lacks focus

Impulsive

High cost to the company

Loyalty

Not happy with long working hours. Set their own working hours. I want Saturdays off.



Personal Lifestyle Characteristics

	Traditionalist	Baby Boomers	Gen X	Gen Y
Core Values	Respect for Authority	Optimism & Involvement	Skepticism & Fun/Informality	Realism, Confidence, Social
Family	Traditional/ Nuclear	Disintegrating	Latch-Key Kids	Merged Families
Education	A Dream	A Birthright	A way to get there	An incredible experience
Communications	Rotary Phones, 1on1's, Write a Memo	Touch-Tone Phones, Call me anytime	Cell Phones, Call me only at work	Internet, Picture phones, email
Money	Put it away, Pay in cash	Buy now, Pay later	Save, save, Save. Conservative	Earn to spend



Personal Lifestyle Characteristics

	Traditionalist	Baby Boomers	Gen X	Gen Y
Work Ethic/Values	Hard work; Duty before fun; Rules	Workaholics; desire quality; question authority	Want structure & direction	What's next; multitasking; goal oriented
Work is...	An obligation	An adventure	A difficult challenge	A means to an end
Leadership Style	Directive; command and control	Consensual Collegial	Everyone is the same	Take charge
Interactive Style	Individuals	Team Player; loves to meet	Entrepreneur	Participative
Communication	Formal Memo	In Person	Direct and Immediate	Email or voicemail
Work/Life Balance	What's That?	Work to Live	Balance now, not at 60.	My Activities!



Generational Differences

Each Generation has been influenced by different life events and thus has different perspectives that can impact motivation and performance.

For example, each generation:

- Has unique ways of viewing quality
- Has distinct and preferred ways of managing and being managed
- Has different priorities that effect how and when they show up for work



What Does it Look Like for the Most Populous Generations in the Workplace today?

BABY BOOMERS

LIVE TO WORK, WORK, WORK



- **Born** 1946-1964
- **Technology Influence:** Television
- **Social:** Activism - Civil Rights and Women's Movement
- **Events:** Vietnam, Cold War, Space Travel
- **Economic:** Inflation
- **Work Focus:** Relationship & Results, Self Enhancement
- **Top Rank Work Values:** Intrinsic (Interesting & Challenging Work, Learn New Things, Status), Altruistic (Help Others), Social (Contact w/Others, Make Friends)

GEN X

WORK TO LIVE



- **Born** 1965-1980
- **Technology Influence:** Computer
- **Social:** First Day-Care & Latch Key Generation, Less Financial Success Than Parents
- **Events:** Energy Crisis, Y2K, End of Cold War
- **Economic:** Great Recession, Corporate Lay-offs
- **Work Focus:** Task & Results, Free Agent Model - Pay for Project, Work/Life Balance
- **Top Rank Work Values:** Extrinsic (Advancement, High Salary, Status); Leisure (Time for Other Interests, Little Supervision)

GEN Y

WORKPLACE FREEDOM



- **Born** 1981-1999
- **Technology Influence:** Internet Explosion
- **Social:** Merged Families, More Protected Play, Indoor Play Such As Video Games
- **Events:** Global Terrorism, School Shootings, Gulf War
- **Work Focus:** Global & Networked, Status & Freedom
- **Top Rank Work Values:** Leisure (Time For Other Interests, More Vacation, Little Supervision), Extrinsic (Advancement, High Salary, Respect)

What are the Types of Proven Practices that Can Shift the Multi-Generational Employee Experience?



Improving the recruitment process to boost employee experience



Special project assignments effectively created for engaged employees



Assess current state with an employee experience of surveying

Ask, “What Would Keep You Wanting to Work Here?”



Effective recruitment

A **recruitment strategy** is a plan of action for finding the best possible candidates for your company's open positions. A good recruitment strategy defines the candidates you want to attract, describes why you're looking for them, and explains how you intend to recruit them to your organization.



Generational Retention

Let's See What the Group Thinks!

Go to www.menti.com and use the code XX to type in up to three responses to this question.

As a thought leader for your Child Support agency, what do you believe is a barrier impacting recruitment and retention in your organization ?

Mentimeter



How do we Address the Employee Experience in a “Five-Layer Cake” Workplace?

Important Components Leading to an Effective Employee Experience

- Workplace inclusion
- Compensation and benefits
- How easily navigated was the recruitment process
- Were people ready for me to arrive?
- Career advancement and how their employers treat them
- Inclusion, diversity and acceptance
- A systematic way of getting things done to achieve success
- How are new ideas accepted?
- How am I valued for my contributions?



Utilizing Niche Job Boards

Posting job openings on popular sites will certainly help you to stir up large quantities of applicants. The problem with this strategy is that general job boards may not be as effective at targeting candidates for specialized roles.

Instead of sifting through endless resumes from unqualified candidates, seek out **niche job boards** that offer access to job seekers who have the **specialized skills** your company needs.

Expanding your reach on social media

Social media is one of the best ways to recruit employees today. From LinkedIn and Facebook to Instagram and Twitter, you can **showcase** your **workplace culture** and give candidates a glimpse of what it's like to work for your company.

Inspire your agency to allow applying by using a cadence of posts or targeted ads. Social media is an excellent way to expand your reach **quickly** and **inexpensively**.

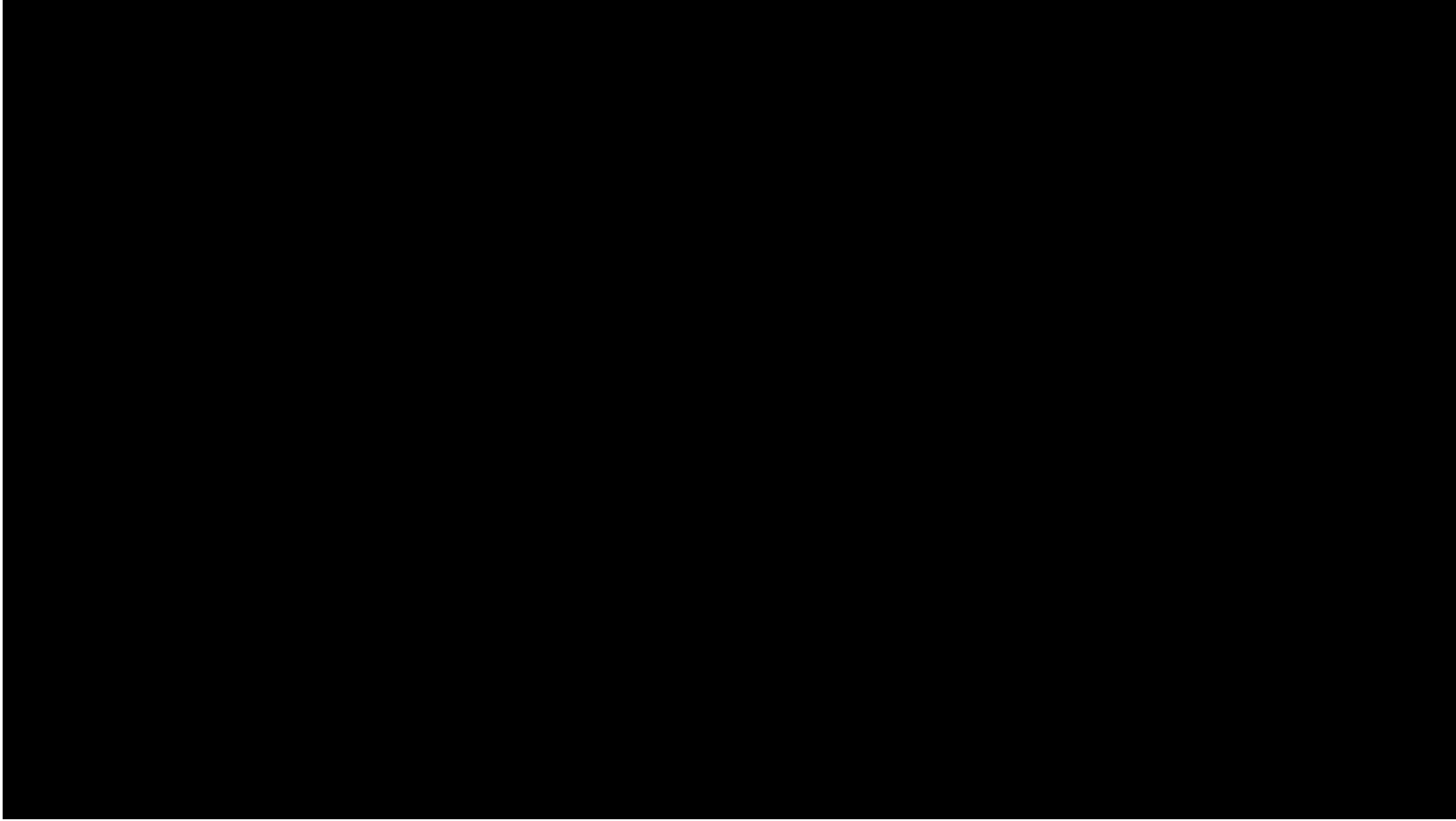
Creating Recruitment Videos

Recruitment videos can be a powerful way to show off your company's **mission, values, and workplace culture**. Tips for creating a high-quality employee recruitment video include:

- Limiting the video to include only the most critical information.
- Highlighting your values and mission.
- Answering common questions from candidates.
- Featuring employees who represent your company.
- Ending the video with a call to action to encourage applicants.

Give this recruitment strategy a try – video can be a **powerful** vehicle for bolstering your company's brand while recruiting top talent.

Take Your Place Video Spot



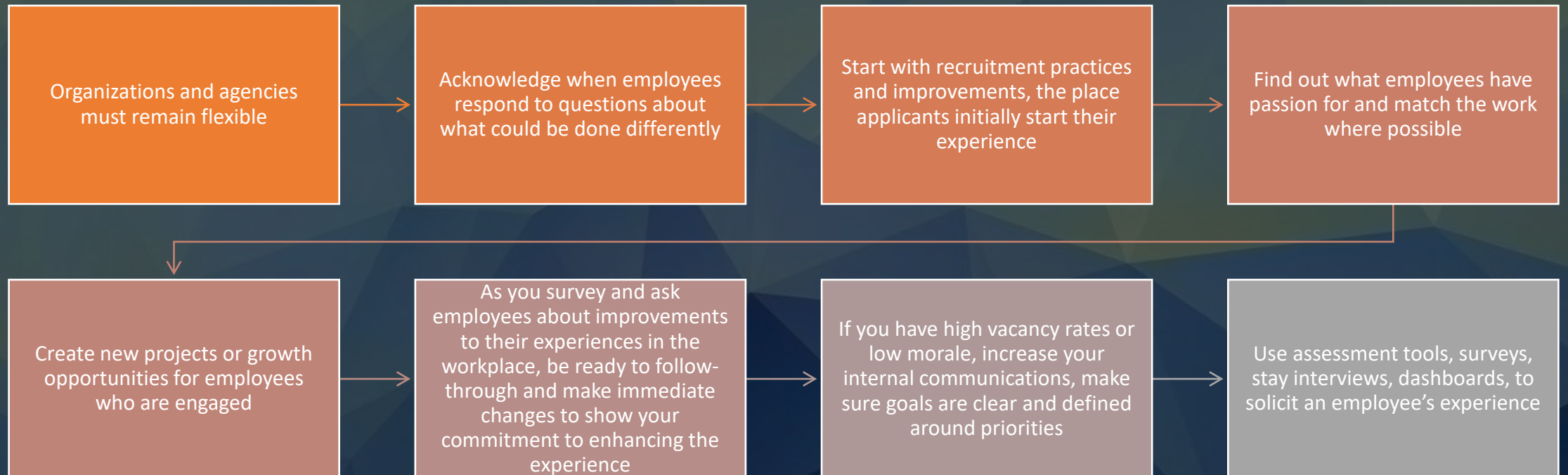


Targeting Passive Candidates

Passive candidates are individuals who are not actively seeking a new job. Still, they may be willing to make a career move if the right opportunity is presented. In fact, Indeed reports that 75% of employees say another employer has approached them about a new position.

Finding and engaging passive job seekers is a necessary tactic if you want to remain competitive, especially when the talent market is tight. Social media platforms, recruiting databases, and AI automation tools can help you find passive job seekers.

When Dealing With All Generational Diversity You Should Want to Understand, React, Improve





Recruiting at Colleges and Universities

College recruiting continues to be an excellent way to find fresh talent for entry-level positions and internships. Undergraduates may also have new skills that more seasoned employees do not.

Participate in campus recruiting events, feature open positions on online job boards, and contact career services at local colleges and universities.



Implementing an Employee Referral Program

Nobody knows your organization better than your employees. Tap into this resource when new job postings become available. Encourage your workforce to **refer quality candidates** with a **referral program** that offers bonuses and incentives. This will:

- Expand your local applicant pool.
- Provide pre-screening for your hiring team.
- Increase employee investment in the hiring process.
- Improve overall team dynamics.

Incentivizing referrals can turn your entire workforce into a **recruiting team**.



Treating Applicants, Candidates as Customers

The best candidates can **choose** where they want to work, just as customers can decide where to shop. Keep that in mind when interacting with applicants. Keep the application and interview process **friendly** and **welcoming** by:

- Showing excitement for the role and their interest in your company.
- Responding promptly to questions and being transparent in communications.
- Being open to listening and encouraging honest feedback.



Regardless of the Generation, Onboarding Very Much Matters

- New hires are twice as likely to look for a different job opportunity if they experience a negative onboarding process.
- However, only 12% of employees believe that their employer does a great job at onboarding new hires.
- This shows a disconnect between what employers and employees believe to be the right way to onboard new team members.
- With 93% of new hires allowing their onboarding process to determine whether they'd stay with a company, it's vital to get it right.



Onboarding Benefits

- Set a timetable for the new employee's activity in advance
- Make the Orientation documentation process as pain-free as possible
- Inject some humor and normality into their orientation period
- Implement a 'workplace buddy' system
- Improving the micro-experiences that impact an employee's first impression of your organization can help them to start on the right foot
- If provided a great onboarding experience, 69% of employees will stay with a company for more than three years.

<https://www.zavvy.io/blog/employee-development-statistics>

<https://www.gallup.com/workplace/244100/scary-numbers-organization-suite.aspx>



Build the Employee Experience into your Entire Organizational Development Platform

- Professional development
- Awards and recognition
- Learning and development
- Training and performance support
- Performance management (evaluations)
- Succession planning
- Critical skills gap analysis



How is the Employee Experience Different in 2022?

The world of work as we know it has changed immeasurably over the past decade. Especially noticeable post-COVID.

- Flexible working hours
- Remote and hybrid positions
- Gig economy (temporary and flexible jobs)
- One in five employees is likely to switch jobs in the next twelve months
- 68% of employees surveyed wanted a more fulfilling job
- 63% of employees surveyed wanted the ability to be more themselves while at work

https://www.indeed.com/hire/c/info/hiring-in-the-gig-economy?gclid=EAlaIQobChMI7JS7_6-E-QIVZz6tBh1roQNwEAAYASAAEgJdbPD_BwE&hl=en&aceid=&co=US

<https://www.pwc.com/workforcehopesandfears>



Employee Experience is Highly Derived by the Culture of the Organization

- Making sure that employees feel respected, valued and engaged is the foundation of a desirable employee experience
- Caring about the team means investing in them by giving them not just financial rewards, but also by giving them opportunities to succeed
- Does your organization have a defined sense of purpose that employees can be anchored to, believing in and supporting?

<https://www.gallup.com/workplace/236366/right-culture-not-employee-satisfaction.aspx>

<https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>

<https://www.peoplemetrics.com/ex-blog/calculating-the-cost-of-employee-disengagement>



In Closing...

Generational Dynamics for Leaders, Managers, Supervisors and Co-Workers

- Important for all to learn how to recognize, respond to and resolve differences involving cultural and generational issues.
- If not handled effectively, productivity, teamwork and customer satisfaction could suffer.
- Your organization can benefit from drawing on the different skills of a multicultural and multigenerational workforce.
- Doing so can enhance creativity and innovation.



Questions? Contact Information

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