

Generations

M.E.E.T. for Respect in the Workplace

Preview Only

Facilitator Guide

These materials are intended for preview purposes only.
Use for training is strictly prohibited.

This product is fully protected by U.S. and International Copyright Law. All text, graphics, sound, code, design, arrangement and content are owned by VisionPoint Productions, Inc.

Copyright © 2006 VisionPoint Productions, Inc. All rights reserved.

VisionPoint™ and SMART-START® are trademarks owned by VisionPoint Productions, Inc.

Unless authorized in writing by VisionPoint Productions, Inc., you are not permitted and it is a violation of VisionPoint's proprietary rights to:

- Make a copy of this work in any form
- Digitize, make electronic or provide via downloading
- Embed video in a PowerPoint® or similar presentation software
- Broadcast via intranet, satellite, cable or closed-circuit TV
- Resell, rent, loan or make available to another organization

For information or to report unauthorized usage, contact VisionPoint at (515) 334-9292. Thank you for your cooperation.

These materials are intended for the personal use by the purchaser and/or end user. All other use, including, but not limited to, resale, rental or commercial use, is strictly prohibited, unless authorized in writing by VisionPoint.

This product is provided **as is** without warranties of any kind. VisionPoint and its agents and representatives do not render any legal or professional advice. This product, and any accompanying video, should not be used as a substitute for professional services. If legal or professional advice is needed, please consult with your attorney or professional advisor.

© 2002

M.E.E.T. is a registered copyright of VisionPoint Productions, Inc. and Alexander Consulting & Training, Inc.

These materials are intended for preview purposes only.
Use for training is strictly prohibited.

Table of Contents

READ THIS FIRST	1
Letter from the President	2
Program Overview.....	3
Program Benefits.....	5
Program Design	6
Learning Objectives.....	7
How to Use this Training Kit.....	8
Definitions.....	10
Icon Map.....	11
Copyright Reminder.....	12
PLAN THE SESSION	13
Roles and Responsibilities	14
Overview of Agenda Options.....	16
Preparation Checklist.....	18
CONDUCT THE SESSION.....	20
Agenda for One-Hour Overview	21
One-Hour Overview Arrival of Participants.....	22
One-Hour Overview Getting Focused.....	23
One-Hour Overview Generations: M.E.E.T. for Respect in the Workplace.....	25
One-Hour Overview Wrap up the Session.....	31
Agenda for Half-Day Workshop.....	33
Half-Day Workshop Arrival of Participants.....	34
Half-Day Workshop Getting Started.....	35
Half-Day Workshop Getting Focused.....	38
Half-Day Workshop Defining Generational Characteristics	41
Half-Day Workshop Generations: M.E.E.T. for Respect in the Workplace.....	50
Half-Day Workshop Wrap up the Session.....	68
Agenda for Manager's Module.....	71
Manager's Module Arrival of Participants.....	72
Manager's Module Getting Started.....	73
Manager's Module Managing Generations	75
Manager's Module M.E.E.T. Tools: Skill Building Activity	84
Manager's Module Wrap up the Session.....	99

These materials are intended for preview purposes only.
Use for training is strictly prohibited.

Letter from the President

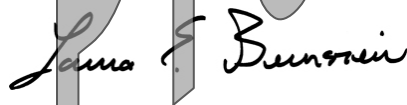
Thank you for selecting this VisionPoint program to meet your training needs. This program has been used and approved by trainers and organizations in several industries and has been updated to reflect current laws, best practices and trends in the workplace.

We're committed to providing you with resources! Reproducible participant materials, video scripts, optional activities and other valuable materials are available to you at www.visionpoint.com. Resources are updated and added regularly so check back while preparing for any new training session.

We're here to support you through the entire training experience! Should you have any questions before, during or after any training session, please feel free to contact us at trainer@visionpoint.com or the VisionPoint Trainer TALK™ helpline, 800-300-8880 x302. Our master trainers, course developers and TrainerSelect™ team are available to answer questions, share ideas, facilitate training and customize materials to meet your needs.

Thank you again for choosing VisionPoint! If there is anything I can personally do to make your experience of working with us and our programs more enjoyable or effective, please feel free to contact me directly.

Sincerely,



Laura E. Bernstein

These materials are intended for preview purposes only.

Use for training is strictly prohibited.

Program Overview

Every organization in the United States is experiencing a new set of workplace dynamics based upon the phenomenon of four generations working together—either in its own workforce or in its client, customer and supplier base.

Generations: M.E.E.T. for Respect in the Workplace uses real-world situations to teach employees and managers how to recognize, respond to and resolve differences involving generational issues where productivity, teamwork and customer satisfaction could suffer if not handled effectively.

Generations: M.E.E.T. for Respect in the Workplace can help you make your organization a place where employees of all generations can do their best work.

- The first step is to recognize the importance of understanding generational issues in the workplace.
- The second step is to identify those situations where generational issues frequently occur.
- The third step is to determine how these issues are affecting important relationships.

These steps will allow you to minimize the negative impact of generational differences and maximize opportunities for individual, team and organizational success.

Generations: M.E.E.T. for Respect in the Workplace will provide your organization with a competitive edge. Organizations that can draw on the different perspectives, skills and strengths of a multigenerational workforce will enhance creativity, productivity and innovation. It will give your employees and

These materials are intended for preview purposes only.

managers the skills necessary to acknowledge generational issues and then take action to resolve them in ways that enhance productivity and mutual respect. When people believe that who they are and what they do is respected, conflict and missed opportunities decrease and morale and productivity go up. The end result is an environment where people want to come to work—and stay.

Every organization has its own unique culture, needs and issues. ***Generations: M.E.E.T. for Respect in the Workplace*** was designed with that in mind. The program is flexible enough to be used as the foundation for a new training initiative, or you can easily adapt it to and integrate it into your existing training programs. It is especially relevant for employee orientation, leadership development and mentoring programs. It also provides practical skills and techniques useful for communications, conflict management and diversity training programs.

Program Benefits

Here are the benefits this program can deliver for your employees and managers and your organization:

For everyone:

- Communications – employees and managers will have a common language, approach and tool for understanding and acting on previously hard-to-define issues
- Skills – everyone will be better aware of and better able to use multigenerational differences to enhance teamwork, productivity and customer satisfaction—critical to your organization’s success
- Improved morale – when everyone feels valued and respected for their contributions, knowledge and experience, morale goes up
- Enhanced teamwork – M.E.E.T. provides a tool for solving problems and resolving conflict

For the organization:

- Competitive edge – employees, customers and suppliers increasingly want to be part of a successful organization—one that puts its values into practice
- Improved performance – there is a proven correlation between blending different perspectives—including generational differences—and superior organizational performance
- Recruitment and retention of top performers – we need to actively support a workplace that values all four generations in order to keep a talented workforce
- Problem prevention – resolving issues quickly keeps problems from escalating and allows us to focus on getting things done that need to be done

These materials are intended for preview purposes only.

How to Use this Training Kit

This training kit is designed to provide all the information and materials you need to conduct an effective training session.

The complete package includes:

1. This *Facilitator Guide* with multiple agenda options and optional activities
2. PowerPoint® slides, flipchart masters and other reference information available as online resources
3. Reproducible *Participant Materials*, found both in this kit and as online resources
4. A reproducible *Self-Study Guide* available as an online resource
5. VHS Video 1 – *Generations: M.E.E.T. for Respect in the Workplace*
6. VHS Video 2 – *Managing Generations*
7. DVD 1*
 - *Generations: M.E.E.T. for Respect in the Workplace* video
 - Individual vignettes (without narration)
 - **SMART-START®** *Generations: Bridging the Gap* video
 - Content Expert interview
 - TrainerTALK™ interview
8. DVD 2*
 - *Managing Generations* video
 - Individual vignettes (without narration)
 - **SMART-START®** *Generations: Bridging the Gap* video
 - Content Expert interview
 - TrainerTALK™ interview
9. One 10-pack of Foam Puzzles*
10. One Trainer Pack* (10 highlighter pens, 10 notepads, 10 name tents, 10 certificates of completion)

*These items included in the Complete Kit only (not the Basic Kit)

These materials are intended for preview purposes only.

If you are an experienced training professional, use this guide as a starting point as you prepare for training, and be sure to insert your own style, experience and examples into the session. If you are new to training or the program content, follow the step-by-step instructions and use the scripted language to help you stay focused on the key points and facilitate an effective session.

As you prepare for a session, be sure to select the agenda option that best meets your organization's training needs, and review the agenda from beginning to end. Determine whether you will use any of the optional activities provided in the *Facilitator Resources*, and if so, where you will insert them. Estimated timeframes for each agenda option assumes a group size of 8–15 people. If your session will have fewer or more participants, it's important to review each step of your agenda and decide how to best modify discussions and activities to accommodate your group size.

There is always more than one way to approach setting up and positioning activities. This guide provides best practices, based on trainer review and general market needs. Should you have any questions about how to best conduct a particular activity for your organization's unique needs, please contact our TrainerTALK™ helpline at 800-300-8880 x302 or trainer@visionpoint.com. VisionPoint's master trainers and TrainerSelect™ team are happy to answer questions, provide ideas and help customize materials.

These materials are intended for preview purposes only.

Overview of Agenda Options

This *Facilitator Guide* provides step-by-step instructions for two agenda options plus a manager's module.

You can reinforce key points and customize the training to your organization by selecting from among several optional activities that give participants the opportunity to practice and apply what they are learning.

Suggestions for prework and optional activities can be found in the *Facilitator Resources*.

The matrix on the next page will help you select the agenda option that is best for your training session.

These materials are intended for preview purposes only.
Use for training is strictly prohibited.



Generations: M.E.E.T. for Respect in the Workplace

Selecting the Agenda Option that is Best for Your Training Session

		Learning Activities					
		Video	Discussion Opportunities	Self-Assessments	Key Concepts in Detail through Activities	Case Studies	Guided Application
One-Hour Overview	This agenda introduces key concepts through video and discussion. It is ideal for organizations that want to provide participants with an overview of generational issues and an introduction to the M.E.E.T. model.	X	X				
Half-Day Workshop	This agenda provides ample opportunity for exploration of key concepts. It is ideal for organizations wanting to provide thorough coverage of the material and plenty of time for discussion about how the M.E.E.T. model works.	X	X	X	X		
Full-Day Workshop	This agenda expands on the half-day workshop. Training can be customized by selecting optional activities that give participants the opportunity to discuss, practice and apply what they are learning. It is ideal for organizations that want to maximize the learning experience and provide guided help for application.	X	X	X	X	X	X
Manager's Module	This agenda enhances and expands the half-day workshop with specially-designed activities for managers, keeping in mind their specific responsibilities. Participants will have the opportunity to discuss, practice and apply what they are learning.	X	X	X	X	X	X
Self-Study	Self-study materials are available as an online resource and are ideal for individuals who missed training or are new to a work group that has previously gone through training on this topic.	X		X	X		X

Step 1

Half-Day Workshop Arrival of Participants

Time it takes:

From the time you show up until you start the workshop

What it is about:

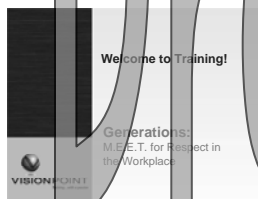
Managing the environment and getting people settled

What you will need:

- Name tents
- Markers
- PowerPoint® Slide 1 (optional)
- Video: *SMART-START® Generations: Bridging the Gap* (optional)

How to do it:

1. Get there first! This demonstrates organization and excitement—and sets a good example. Be sure the room is set up, the equipment works and everything is arranged the way you want it.
2. Have Slide #1 on the screen or have the *SMART-START®* video playing 15 minutes prior to the session start time.
3. Greet participants as they enter the room.
4. Ask each participant to use a marker to write his/her name on a name tent (both sides) in letters that are big enough for everyone to read.



These materials are intended for preview purposes only.

Use for training is strictly prohibited.

Step 2

Half-Day Workshop Getting Started

- Time it takes:** 30 minutes
- What it is about:** Introducing participants to the program and each other
- What you will need:**
- Markers
 - Flipchart
 - Masking Tape
 - *Participant Materials*
 - Video: *SMART-START® Generations: Bridging the Gap* (optional)
 - Parking Lot
- How to do it:**
1. Introduce yourself in whatever way you feel is appropriate and welcoming.
 2. Go over session logistics, including:
 - How long the session will take
 - When there will be breaks
 - Where the restrooms and emergency exits are located
 - Ground Rules
 - Parking Lot

These materials are intended for preview purposes only.



3. Say: Today's training will help us work more effectively in a multigenerational workplace. We'll talk about defining characteristics of each generation and how to leverage our differences in order to enhance creativity and innovations. We'll also apply a proven communication model to help us recognize and resolve issues that are influenced by generational dynamics.



Before we get specific, let's take a few minutes to fill out the Pre-Assessment on page 1 of your materials. At the end of the workshop, we'll complete the Post-Assessment. [Give participants 2 minutes.]



4. At their tables or in small groups (no larger than six), ask participants to take 8–10 minutes to introduce themselves to one another. Ask each person to state:
 - His/her name
 - How long s/he has been with the organization
 - What s/he does in current job
 - What generation s/he belongs to
 - What could be some challenges that people or organizations experience with respect to generational differences

These materials are intended for preview purposes only.

Step 3

Half-Day Workshop Getting Focused

Time it takes:

15 minutes

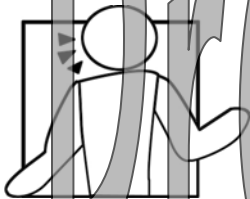
What it is about:

Introducing the topic and what participants will experience and learn

What you will need:

- *Participant Materials*
- PowerPoint® Slide 2
- Flipchart pages of challenges from Step 2

How to do it:



1. To get people focused, say/poll:
The workforce continues to change in a myriad of ways. Let's see a show of hands. How many of you are aware that there are now four generations in the workforce?
[Acknowledge awareness.]
2. Say: **People ranging in age from their late teens to their eighties now work together. But while they may share workspaces and organizational cultures, there are differences among the generations that affect values, attitudes and behaviors at work. Our goal is to recognize and respond to these differences in ways that enhance both employee and organizational success.**

These materials are intended for preview purposes only.



Learning Objectives

- Identify characteristics of the four generations in the workplace
- Recognize issues and situations that may be influenced by generational differences
- Apply practical tips for working successfully in a multigenerational workplace
- Use M.E.E.T. to communicate effectively and build a respect-filled workplace



3. Introduce the subject. Say:

Generations: M.E.E.T. for Respect in the Workplace is a program that provides us with practical skills that we can use to help create respectful and productive relationships.

4. Go over the learning objectives. Show Slide #2 and say:

If you're like me, one of the first things you want to know is, "What's in it for me? What do I get out of this?" The good news is that what we're going to cover today will help improve communications, teamwork and productivity.

This means less stress for you and better relationships with colleagues and customers.

We basically have four learning objectives today. After completing this program you will be better able to:

- Identify defining characteristics of the four generations in the workforce
- Recognize issues and situations that may be influenced by generational differences
- Apply practical tips for working successfully in a multigenerational workplace
- Use the M.E.E.T. approach to communicate effectively and build a respect-filled workplace

These materials are intended for preview purposes only.

Step 4

Half-Day Workshop Defining Generational Characteristics

Time it takes:

30 minutes

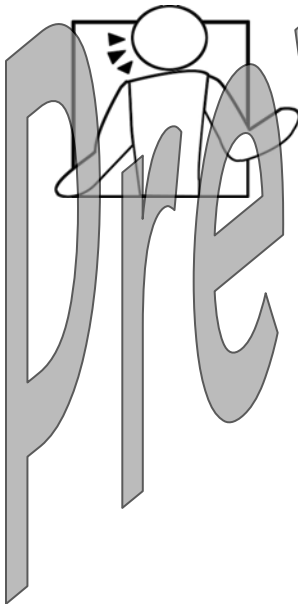
What it is about:

Giving participants an opportunity to learn the defining characteristics of each of the four generations in the workforce and to explore their own perceptions of those generations

What you will need:

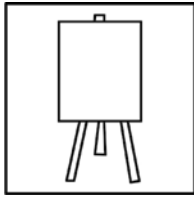
- *Participant Materials*
- PowerPoint® Slides 3–8
- Flipchart pages of generations identified by participants in Step 2

How to do it:

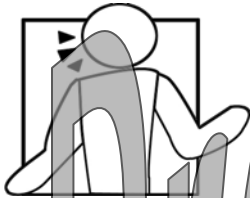


1. Say: We've all heard the term *generation*, but what is a generation? A generation is sometimes referred to as a *cohort* and is defined as the group of people who experienced the same events and similar influences within the same time frame. These people are bound together by the sharing of these experiences during their formative years. For our purposes, *generation* refers to a group of people who are living at the same time or are of approximately the same age. Here are the names *you* used to describe the four generations.

These materials are intended for preview purposes only.



Four Generations in the Workplace	
4 Generations	Birth Years
Traditionalists	1925-1942
Baby Boomers	1943-1960
Generation X	1961-1981
Generation Y	1982-2002



2. Point to the names they identified in Step 2, which you have clustered according to the four generational groups and ask:
Are there any other generation names you have heard?

3. Write additional responses on the flipchart. Cluster the names that correspond to different groups—Traditionalists, Baby Boomers, Generation X and Generation Y—together. Write the corresponding years.

4. Show Slide #3. Review the four generations and explain the concept of a *cusper*. Point to the flipchart and say:

As you can see there are many labels, but the four most common labels are Traditionalists, Baby Boomers, Generation X and Generation Y.

Currently, Traditionalists make up about 10% of the workforce, Baby Boomers are the largest group at 46%, Gen X is about 29% and Gen Y is 15% and growing rapidly and will soon exceed Baby Boomers. There is also an important group known as *Cuspers*. These are people who were born in the 3–5 years that overlap two generations.

These materials are intended for preview purposes only.

Step 5

Half-Day Workshop Generations: M.E.E.T. for Respect in the Workplace

Time it takes:

90 minutes

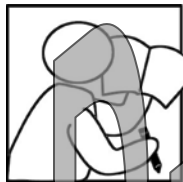
What it is about:

Demonstrating common workplace situations and introducing participants to the four-step M.E.E.T. model (For a summary of each video vignette, refer to the Video Synopsis in the Online Resources)

What you will need:

- *Participant Materials*
- PowerPoint® Slides 9–14
- Video: *Generations: M.E.E.T. for Respect in the Workplace*

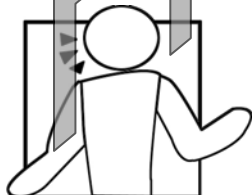
How to do it:



The M.E.E.T. Approach

M.E.E.T. helps a multi-generational workforce improve team work, productivity and customer satisfaction through:

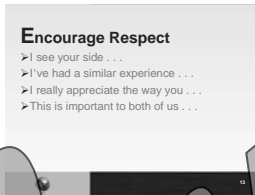
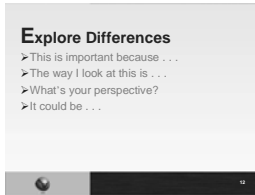
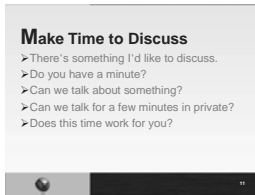
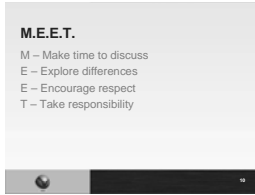
- Communications
- Conflict Resolution
- Problem Solving



1. Instruct participants to turn to page 5 in their *Participant Materials, Creating a Respectful Work Environment*, and then show Slide #9. Begin the discussion by saying:

Our organization is committed to being a great place to work. We measure success by our productivity, working relationships and customer satisfaction. Organizations that excel in these areas have three things in common: shared ways in which they communicate, resolve conflict and solve problems about workplace issues and concerns.

These materials are intended for preview purposes only.



2. Continue to the next point by showing Slide #10. Say:

Today we will learn how to do that using the M.E.E.T. approach.

First, you make time to discuss the situation. [Refer to Slide #11 for examples.] Then you explore differences. [Refer to Slide #12 for examples.] Next, you encourage respect. [Refer to Slide #13 for examples.] And finally, you take personal responsibility for your part in resolving issues. [Refer to Slide #14 for examples.]

The M.E.E.T. approach offers shared ways in which to communicate, resolve conflict, and solve problems about workplace issues and concerns. As you watch the video and discuss the vignettes, you will observe common workplace situations and learn the key steps to the M.E.E.T. approach. As you use M.E.E.T., you will learn how to address generational differences by communicating respect for other approaches to getting work done and for the different ways in which the generations interact at work.

These materials are intended for preview purposes only.

Step 6

Half-Day Workshop Wrap up the Session

Time it takes:

15 minutes

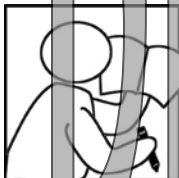
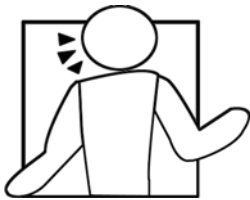
What it is about:

Summarizing and evaluating the effectiveness of the training

What you will need:

- *Participant Materials*
- *Workshop Evaluation* forms (found in Online Resources)

How to do it:



1. To wrap up the session, say:

Before we conclude, let's take a look at the Parking Lot. Have we addressed everything on it? Are there any additional questions that need to be addressed? [Answer any questions.]

Okay, please take a few minutes and think to yourself about what we have covered today.

Turn to page 14 in your materials and think about how you can apply what we've talked about today back on the job. What are two things that you can take back to the job and implement immediately? Please turn to the person next to you and tell him/her what you plan to use.

These materials are intended for preview purposes only.



Now, what were some of the things you said (or someone said to you that you liked)?

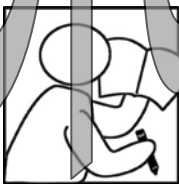
[Ask for volunteers to share their ideas.]

2. Summarize by saying:

Today we have covered a lot of material. We learned about the four generations in the workforce and how they differ. And we learned how to confront and work through these differences by using the four-step M.E.E.T. approach.

Let's review the four steps we use to M.E.E.T. Who can share the first step? (Make time to discuss) How about the second step? (Explore differences) Third? (Encourage respect) And the fourth step? (Take responsibility) And we're better prepared to handle situations involving generational differences in the future.

3. Ask each participant to fill out the Post-Assessment on page 1 in their materials by saying: It's time to look at the assessment again on page 1 of your materials. Please fill out the Post-Assessment column and then compare to your responses from the Pre-Assessment column.



These materials are intended for preview purposes only.

Agenda for Manager’s Module

Manager’s Module (3½–4 hours)

This module is designed to develop skills and competencies necessary for effective leadership and supervision and should be used as a follow-up to the half-day workshop. If you are using this module immediately following the “all employees” workshop, skip Step #1 and transition right into Step #2. If you are using this module several days or weeks after the “all employees” workshop, start with Step #1. This agenda uses pages 15–28 of the *Participant Materials*.

Step	Item	Time
#1	Arrival of Participants	N/A
#2	Getting Started	15 minutes
#3	Video 2 – <i>Managing Generations</i>	30 minutes
#4	M.E.E.T. Tools: Skill Building Activity (Includes two 10-minute breaks)	165 minutes
#5	Wrap up the Session	15 minutes

Total Time: 225 minutes

These materials are intended for preview purposes only.

Step 1

Manager's Module Arrival of Participants

Time it takes:

From the time you show up until you start the workshop

What it is about:

Getting people settled

What you will need:

- Name tents
- Markers

How to do it:

1. Get there first! This demonstrates organization and excitement—and sets a good example. Be sure the room is set up, the equipment works and everything is arranged the way you want it.
2. Greet participants as they enter the room.
3. Ask each participant to use a marker to write his/her name on a name tent (both sides) in letters that are big enough for everyone to read.

These materials are intended for preview purposes only.

Step 2

Manager's Module Getting Started

Time it takes:

15 minutes

What it is about:

Introducing the manager's role in creating and maintaining a respect-filled workplace

What you will need:

Participant Materials

How to do it:



1. Say: **We've talked about the four generations in the workforce and how important it is to find ways to work effectively across all generations. Now, as managers, we have the added responsibility to help others use the M.E.E.T. approach to create and maintain a respect-filled workplace, and there are situations unique to our position that might surface as well. Let's take a few minutes to talk about issues and situations that are influenced by generational differences and what we can do about them.**

Ask: What are the generations that you work with? Think about employees, vendors and customers. [Expect several responses that fall into all four categories.]

These materials are intended for preview purposes only.

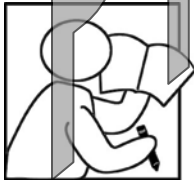
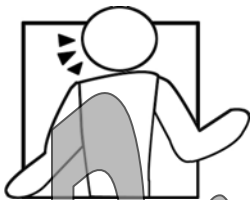
Ask: **What type of issues and situations do you observe that may be influenced by generational differences?** [Encourage and expect several examples.]

Ask: **What types of situations are most challenging for you?** [Expect several examples and acknowledge the responses.]

Say: **After we watch the video, you will practice the M.E.E.T. approach, using a real situation from your own experience. Begin to think of an example you can use.**

2. Introduce the video. Say:

We've already seen several examples of generational issues and how the M.E.E.T. approach offered a common language and structure to approach the situation. Now we're going to see two additional situations, and as we watch, our focus should be on the manager's perspective. Please take notes on page 15, the *Manager's Module Video Observation Form*, of your materials. Before we watch the video, what questions do you have?



These materials are intended for preview purposes only.

Use for training is strictly prohibited.

Step 3

Manager's Module Managing Generations

Time it takes:

30 minutes

What it is about:

Viewing the video and discussing key concepts

What you will need:

Video: *Managing Generations* (two manager's vignettes)

How to do it:



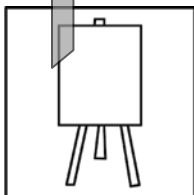
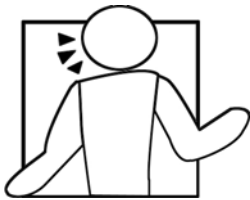
1. Start the video. Begin with the narrator and play the video to the *disguised stop tape*. Stop the video at that point.

2. Ask: **What is going on here? Has anyone experienced or observed this dynamic?**
[Possible Responses: it's hard to manage someone a lot older or younger than you; Charles was not making it easy; Amanda was too casual in her approach for Charles]

Ask: **What are some of the leadership challenges created by having multiple generations in the workplace?**

[Possible Responses: it's confusing; it seems "abnormal" or "weird"; it's easy to offend—to appear disrespectful; it's harder to deal with

These materials are intended for preview purposes only.



performance, conduct issues or concerns]

3. Say: **If you were Amanda, what would you do next?** [Possible Responses: make time to meet; start the conversation over; set up a meeting and use the M.E.E.T. approach]

4. Divide the large group into four sub-groups. Assign each group a different step of M.E.E.T. and ask the groups to come up with statements and questions Amanda can say to/ask of Charles. Say:

I want this part of the room [Point to the group.] **to come up with a couple of things Amanda can say to M = Make time to discuss.**

I'd like this part of the room [Point to the group.] **to come up with a couple of things Amanda can say to E = Explore differences. I want this part of the room** [Point to the group.] **to come up with a couple of things Amanda can say to E = Encourage respect. I'd like this part of the room** [Point to the group.] **to come up with a couple of things Amanda can say to T = Take personal responsibility.**

5. Ask each group in turn for its contribution and post the responses on the flipchart in sequence:

These materials are intended for preview purposes only.

Step 4

Manager's Module M.E.E.T. Tools: Skill Building Activity

Time it takes:

165 minutes (includes two 10-minute breaks to be built in at your discretion)

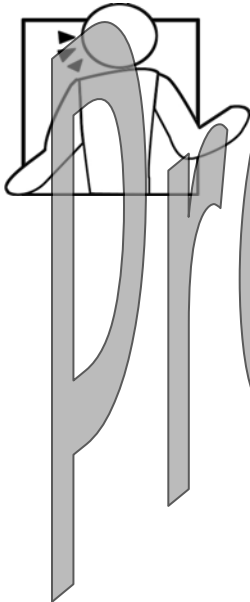
What it is about:

Building supervisory competencies in using the M.E.E.T. approach through four activities that develop specific skills

What you will need:

- *Participant Materials*
- PowerPoint® Slides 15–18
- Handout #4 “Tips for Working with Every Generation”

How to do it:



1. Say: **Before we practice each step of the M.E.E.T. model, let's take a quick look at some tips for working with all generations.** [Pass out the *Tips for Working with All Generations* handout.] **Take just a few minutes to look at this document and highlight any items that seem especially pertinent to you.** [Allow five minutes for individual work.]

Ask: **Before we move on, who would like to share something they found significant?**

[Acknowledge responses.]

These materials are intended for preview purposes only.

Conclude by saying: **Okay. We'll refer to this handout throughout the next activity.** [Spend about 30 minutes on the first step of M.E.E.T.]

Say: **The first step in the M.E.E.T. model is "Make time to discuss."** In some ways it is the most important step because it establishes *timing and purpose*. **Timing is important. Keep the following things in mind.**

- **Choose a time and place that is free from distractions and conducive to openness.**
- **Let the person know that you want to discuss a problem or issue that concerns you.**
- **Keep the time between the request for a discussion and the actual discussion short. The idea is to give the other person an opportunity to get ready for the discussion but not enough time or information to create a void that may be filled with anxiety, negative fantasies or defensive strategies.**
- **Strive for a courteous and respectful tone. Here's an example:** [Read the following example.] **"Bill, I need to talk with you about what happened at the staff meeting this morning. How about you grab some coffee and meet me in 15 minutes in my office."**

2. Say: **In preparation for the meeting, you need to be clear about what you want and why it is important. Remember, a problem is the gap between what you have and what you want.**



These materials are intended for preview purposes only.

Step 5

Manager's Module Wrap up the Session

Time it takes:

15 minutes

What it is about:

Summarizing and evaluating the effectiveness of the training

What you will need:

- *Participant Materials*
- Evaluation Forms (found in Online Resources)

How to do it:



1. To wrap up the session, say:

We've covered a lot today. Please take a few minutes and think to yourself about what has been most important to you. Turn to page 26 in your materials and think about how you can apply what we've talked about today back on the job. What are two things that you can take back to the job and implement immediately? Please turn to the person next to you and tell him/her what you plan to use.

Now, what were some of the things you said (or someone said to you that you liked)? [Ask for volunteers to share their ideas.]

These materials are intended for preview purposes only.

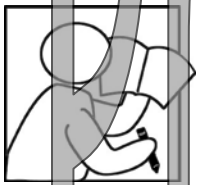
2. Summarize by saying:

Today we have covered a lot of material. Let's review the four generations and our role, as managers, in using M.E.E.T. to create a respectful work environment. Who can share some characteristics of the Traditionalists? Baby Boomers? Generation X? Generation Y?

How can we, as managers, work effectively across generations and help others?

[Possible Responses: use our similarities and differences to support teamwork and collaborative solutions; use M.E.E.T. to improve communications and work relationships; pay attention to differences affecting productivity, teamwork and customer relationships; create shared expectations; pay attention to the impact we have on others]

3. Ask each participant to complete the Evaluation.
4. Thank everyone for taking time out of their busy day to attend the session.



These materials are intended for preview purposes only.

Use for training is strictly prohibited.