



Mixing Four Generations in the Workplace

A two-program DVD featuring Cam Marston

Facilitator's Guide

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Preview Only

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Introduction

In today's business environment, with a vast range of ages and background experiences at play, you are more likely to be managing, coaching and leading people who are nothing at all like you. Let's be honest—this is the first time we've had all four generations actively working together at the same time in the workplace.

So, how do you find that all important common ground? One increasingly important starting point is to gain an understanding of generational dynamics in the workplace.

The two-DVD multi-media learning system, ***Mixing Four Generations in the Workplace***, will provide participants with the understanding and tools necessary to effectively coach, manage and retain each generation at work.

Today's workforce comprises four distinct generations; each with its own shared history, common biases and core beliefs. Learning what makes each generation tick, and taking the time to consider your communication approach, will advance your relationships and help you lead your team during good times and through stressful situations.

This course gives your participants that generational insight. Throughout this course, participants will learn the common drivers of each generation—what are they looking for, how should you interact with them, how do they make decisions, and what is most important to them.

This two-DVD program will help participants:

Communicate easier - By increasing shared understanding between the different generations.

Motivate, coach, hire and retain employees of different generations – By understanding what makes them tick.

Create and sustain a productive workforce – By increasing their understanding of one another, the different generations will work better as a team, effectively resolve conflicts and be more productive.

Enjoy and appreciate the people you work with – By understanding the different generations we learn to enjoy and appreciate who they are. This appreciation will help reduce stress in the workplace and create more enjoyable relationships.

Course Overview

The ***Mixing Four Generations in the Workplace*** course is a two-program DVD multi-media learning package designed for classroom facilitation and instructor-led training (ILT). The first program (18 minutes) focuses on defining and understanding the four generations and the second program (16 minutes) focuses on dealing with the four generations in the workplace.

You will find everything you need for either a 2- or 4-hour workshop on interacting with the four generations in the workplace.

Customization and flexibility are primary objectives of the program. Print components, including this *Facilitator's Guide*, are included on the copyright free CD-ROM in your instructor's kit. The Microsoft PowerPoint® presentation on the CD-ROM is a great tool for organizing, outlining and hammering home your key points. The PowerPoint® presentation is easy to customize and will help you stick to your agenda. You can also print out the PowerPoint® presentation as a handout and photocopy it for attendees.

Learning Objectives

By the end of the program, participants will be able to:

- Define the four generations and their workplace characteristics
- Identify the common drivers and value systems of each generation and how those drivers affect motivation and behavior in the workplace
- Describe how each generation defines success and understand how the differences affect communication and relationships in the workplace
- Determine your employees generational bias and how your approach may need to change when coaching, managing and retaining employees of different generations
- Appreciate and gain respect for what is important to each generation

Session Agenda

2-hour session

Introduction	10 minutes
View Program 1 and Discuss	30 minutes
Generational Voices Quiz	25 minutes
View Program 2 and Discuss	35 minutes
Commitment to Action	10 minutes
Session Debrief	10 minutes

4-hour session

Introduction and overview	20 minutes
How We Perceive the Four Generations	20 minutes
View Program 1 and Discuss	30 minutes
Generational Voices Quiz	25 minutes
Reviewing our Perceptions	15 minutes
Break	15 minutes
View Program 2 and Discuss	30 minutes
Determining Generational Bias	10 minutes
Coaching, Managing and Leading the Four Generations	45 minutes
Commitment to Action	15 minutes
Session Debrief	15 minutes

Preparing for Your Session

Prior to the session, make sure you:

- Review both programs several times and become familiar with the content.
- Review the *Facilitator's Guide* and determine which agenda will be appropriate for your organization. Make sure you read the *Getting Oriented* section of this guide.
- Outline your presentation, considering your audience and objectives.
- Review the exercises and try and find an opportunity in the materials where you feel you have a personal story or anecdote to add to the program. This will help support the material and personalize the session for you and your participants.
- Review the PowerPoint® slides and determine if they need to be customized for your organization.
- Determine where the training program will take place. Do you need to schedule or reserve space?
- Identify the number of attendees making sure you have appropriate accommodations for any participants with disabilities.
- Make sure you have the following equipment and materials:
 - Flip chart and markers
 - TV/DVD player with remote control
 - Computer and screen (if you choose to display the PowerPoint® slides on screen.)

Getting Oriented

The four generations in the workforce today – Matures, Baby Boomers, Generation Xers and the New Millennials – each bring a unique historical perspective that shapes their interpersonal and business biases. It is important to understand each generation, not only to determine how best to work with them, but how your own generational bias may be getting in the way of your success.

It is human nature to work and communicate from where we're most comfortable; however, that may not be a match to your employee's comfort zone. Recognizing yourself in these descriptions may make clear why you've had trouble connecting with other generations. Interact with your team on their terms and you will reap the rewards.

Generations in a Nutshell

To help you identify yourself, and those you work with, here are snapshot descriptions of each generation in the workforce today.

Matures

Born between 1909 and 1945, Matures came of age during the Great Depression. They experienced Pearl Harbor, World War II, and Hiroshima. As a result, they are driven by the ideals of duty and sacrifice. Of the four generations, the Matures are the smallest in numbers (30 million). They are also the wealthiest. They either first entered the workforce after WWII or came home from the war and got a job with companies that took care of their employees. Both the company and the employee believed that loyalty to one another created even more loyalty. Most of the Matures worked for only one company, staying with that employer until retirement.

In the workplace, Matures are loyal to their employers and expect the same in return. They possess superb interpersonal skills, viewing the workplace as a collective whole that must work together. Additionally, Matures often measure a work ethic on timeliness, productivity, and not drawing attention to oneself.

As consumers, Matures place great faith in the nation's institutions: people, companies and the government. They value quality over speed and efficiency, and do not require fancy options and customization. Though loyal, they are not afraid to shop around.

Matures often measure a work ethic on timeliness, productivity, and not drawing attention to oneself.

Baby Boomers

One of the largest generations in history, the “Me” generation of Boomers was born between 1946 and 1964. They led the Civil Rights Movement and experienced the assassinations of Martin Luther King and the Kennedys. Many fought in or protested against the Vietnam War. They are a generation focused on prosperity. And they are largely in control today. Boomers run our local, state, and national governments. They are the bosses, supervisors, managers, and CEOs of most companies, and they dominate the workforce because of their enormous numbers—80 million people.

In the workplace, Boomers believe in, champion, and evaluate themselves and others based on their work ethic, which is measured in hours spent on the job. Productivity is less important than face time. Boomers are team-oriented; they consider relationship-building skills critical for success. As such, they expect loyalty from those they work with. The term “workaholic” was coined to describe the Boomer’s work ethic.

In the workplace, Boomers are looking for products and services that help regain control of their time. They are mixed in their views on technology, believing it brings about as many problems as solutions. Status and individuality are vitally important to Boomers, who want their products and services to be customized and a personal demonstration of their own successes.

Generation X

One of the most significant impacts on the workforce came with the introduction of Generation X. Born between 1965 and 1978, Xers were quickly branded as slackers and skeptics, reluctant to grow up and conform. What many failed to recognize at first was the source of this reluctance. Raised in a world where the “national institutions” seemed to fall like dominoes—church scandals, impeachments, divorce—were almost normal. Generation X was taught to question authority. As youth they were told they’d be the first generation in the nation’s history that would not be as successful as their parents. Instead of becoming pessimists, however, they have embraced a carpe diem attitude—one that flies in the face of Boomers’ and Matures’ long-term strategizing.

In the workforce, Xers dismiss the Boomers’ work-till-you-drop ethic. They also eschew hierarchy—seeking open communication regardless of position, title or tenure. Today, productivity on the job matters more than time on the job. They are moving into management positions where they are effective, profitable and responsible, but definitely different. Perhaps most importantly, Xers invest loyalty in people, not companies.

In the workplace, Generation Xers pose a tough sell. They have been conditioned to spot a phony a mile away. They want to control the decision and the plan, selecting options that make sense to the way they live and work, not what someone has predetermined for them. They embrace technology, using it in most aspects of their lives—including competitive analysis for almost all purchases.

New Millennials

The latest entrants into the workforce are the New Millennials, born between 1979 and 1988. They have been coddled since birth, protected by their parents from all manner of atrocities and threats seeming to infiltrate the world. New Millennials were raised with terrorist attacks. They are also technology gurus. They've never known a world without cell phones, laptops, remote controls, and travels to outer space. And, as a whole, they've never known depression—New Millennials have lived almost their entire lives in a growing economy—until recently.

In the workplace, the New Millennials like to align themselves with individuals who will help them achieve their goals. They seek open, constant communication from the boss. Interestingly, they work quite well with members of the Mature generation. New Millennials seek personal fulfillment from their jobs, not necessarily financial security. Among the most overscheduled youth in our nation's history, they seek ways to shed stress in their lives.

In the workplace, New Millennials are torn between individuality and fitting in. They want to be like their peers—but with a twist. They are loyal and consider a company's altruistic attitude and culture. They don't want to be hurried and will take the time to search for a unique answer.

New Millennials seek personal fulfillment from their jobs, not necessarily financial security yet.