



# Managing Four Generations in the Workplace

*A two-program DVD course*

**Participant Guide**



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# PARTICIPANT GUIDE

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# Introduction

There is an amazing and yet challenging generational mix in today's workforce. We have Baby Boomers and Matures working alongside Gen X-ers and Millennials. Understanding the four generations is an important step to working in the generational melting pot. But, what if you are managing multiple generations who each view success quite differently?

This generational divide has created a multitude of issues for managers and supervisors to face. The promise of climbing the corporate ladder no longer has the motivational force it once did, and the traditional management structure is quickly becoming obsolete.

The two-DVD multi-media learning system, ***Managing Four Generations in the Workplace*** will provide managers and supervisors with both an understanding of what each generation wants and practical advice on how to coach, motivate and get results from a diverse workforce.

The two-DVD program will help managers and supervisors deal with differing generational expectations and help bridge the gap between managers raised in one generation and workers raised in another.

The information in this course is based on effectively executed management fundamentals. It doesn't take a rocket scientist to manage four generations, but it does take managers and supervisors who are open and accepting of the four generations and are willing to hold themselves accountable for effectively executing the management fundamentals that get results.

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# Learning Objectives

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

- Describe the characteristics, attitudes, and values of each generation
- Identify specific actions a manager can take to coach, motivate and get results from each generation
- Determine how your management approach may need to change when coaching, managing and retaining employees of different generations
- Discover ways to Gen-Flex™ in order to solve generational problems in the workplace

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# Session Agenda

### 2-hour session

Introduction & Pretest	15 minutes
View Program 1 and Discuss	35 minutes
Gen-Flexing™ to Other Generations	20 minutes
View Program 2 and Discuss	25 minutes
Commitment to Action	10 minutes
Session Debrief & Posttest	15 minutes

### 4-hour session

Introduction & Pretest	20 minutes
View Program 1 and Discuss	35 minutes
Quick Break	5 minutes
Gen-Flexing™ to Other Generations	25 minutes
Reviewing Your Management Approach	15 minutes
Break	10 minutes
View Program 2 and Discuss	30 minutes
Identifying Generational Problems	20 minutes
Quick Break	5 minutes
Dealing with Generational Issues Skill Practice	45 minutes
Commitment to Action	15 minutes
Session Debrief & Posttest	15 minutes

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# Program One Notes: Learning How to Gen-Flex™

**Instructions:** As you watch the video, capture the important points for each generation on pages 7-10.

### ***Matures***

Characteristics:

What Motivates a Mature?

Actions to Consider when Dealing with a Mature:

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### ***Boomers***

Characteristics:

What Motivates a Boomer?

Actions to Consider when Dealing with Boomers:

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### *Gen Xers*

Characteristics:

What Motivates a Gen Xer?

Actions to Consider When Dealing with a Gen Xer:

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### *Millennials*

Characteristics:

What Motivates a Millennial?

Actions to Consider when Dealing with a Millennial:

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# Gen-Flexing™ to Other Generations

**Gen-Flexing™** means to treat the other generations how they want to be treated. It's about accepting and respecting differences.

Your Generation \_\_\_\_\_

Below create bulleted lists of how you would like to be treated by others. Try to identify those things that may be generational in nature. Also, be specific.

Finish these sentences:

I prefer to be treated....

I wish my manager would just ...

The one thing I wish other generations understood about my generation is...

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## Reviewing Your Management Approach

**Instructions:** Take a few minutes to think and respond to the following questions:

1. Which generations are the most prevalent in your organization?
2. Which generations do you find the most challenging to manage?
3. What is it about the other generations that you find a challenge or struggle?
4. What would you say is your management style or approach? Does that style or approach support the generational differences within your organization? Why or Why not?
5. Review the list of actions steps that you created during the video one debrief, what are some of the actions steps that you need to include in your management approach that aren't currently present in your approach or you aren't acting on as much as you could?

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# **Program Two Notes: Solving Five Difficult Problems**

**Problem One:**

**Solutions to Problem One:**

**Problem Two:**

**Solutions to Problem Two:**

**Problem Three:**

**Solutions to Problem Three:**

**Problem Four:**

**Solutions to Problem Four:**

**Problem Five:**

**Solutions to Problem Five:**

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# Dealing with Generational Issues Skill Practice

**The Activity:** To form a group of three individuals and practice using the action steps to solve generational challenges in the workplace. For each round, rotate roles so that each individual has an opportunity to serve as manager, employee, and coach.

Once your group is formed, you need to determine the roles:

- Two will participate in the feedback interaction (one person will serve as manager and the other as employee) of the skill practice.
- The third person will function as the coach.

### The Tasks:

1. **Determine your topic of discussion:** We would prefer that you use a real example from your work experience. Take a few minutes and discuss the examples with the group. Consider the issues just outlined in the last exercise.
2. **Before you begin:** Take a few minutes to discuss the situation, and then review the action steps for each generation. Realizing that you may find some of the actions steps are appropriate when dealing with any of the generations. See page 17-18 of this guide for an Action Steps Reference Guide for each generation.
3. **Begin the interaction.** Stay focused on the task; try not to get side-tracked on other discussions.

### Notes to the Players:

1. **Managers:** Do your best to incorporate all the action steps appropriate to the situation. Take the interaction seriously. You can plan your communication on the next page.
2. **Employees:** Review the situation. Don't be difficult for the sake of being difficult. The goal is for you and the manager to actually engage in a productive conversation. However, feel free to respond with typical employee, generational responses.
3. **Coaches:** it is your job to observe the interaction and then report to the large group. You are also responsible for keeping the skill practice on task. If the group starts side conversations or gets too off track, it is your job to refocus them. See the Coach's Guide on page 16.

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# Notes about the Scenario

**Step 1** – Which generational situation will you address?

**Step 2** – Describe why the situation or issue deserves feedback and the impact of the behavior.

**Step 3** – What approach will you take with the employee? What questions will you ask?

**Step 4** – What is the intended outcome of this situation?

**Step 5** – What should you do to monitor and follow up in this situation?

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# Coach's Guide

1. What effective words or phrases did the manager use when addressing the issue?
2. Was the manager actively listening? How could you tell?
3. How did the manager acknowledge and adapt to the employee's generational style?
4. List one thing the manager did well. List one thing the manager could improve.
5. How was the employee's morale affected by the interaction with his or her manager?

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# Action Steps Reference Guide

### **MATURES**

Matures often measure a work ethic on timeliness, productivity, and not drawing attention to oneself. They are motivated by accomplishment, control, and responsibility.

#### **Top Five Actions for Dealing with a Mature**

1. Offer plenty of personal interaction - ask and listen.
2. Provide clear (written) goals and expectations.
3. Show respect for age and experience.
4. Be totally honest and candid.
5. Provide plenty of technology training.

### **BOOMERS**

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. Boomers are motivated by money, recognition, control, promotion.

#### **Top Five Actions for Dealing with a Baby Boomer**

1. Show you care.
2. Give frequent recognition.
3. Treat them as equals. Coach, don't direct.
4. Give them a chance to talk.
5. Be totally honest, candid and direct.

## Action Steps Reference Guide, con't

### GEN XERS

Gen Xers 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. Gen Xers are motivated by bonuses, recognition, meeting personal objectives, mentoring and training.

#### Top Five Actions for Dealing with a Gen Xer

1. Provide a fun workplace.
2. Use written goals.
3. Involve in teams.
4. Be truthful and direct.
5. Separate career and life.

### MILLENNIALS

Millennials seek personal fulfillment from their jobs, not necessarily financial security yet. Millennials are motivated by mentoring, recognition and time off, training and meeting personal objectives.

#### Top Five Actions for Dealing with a Millennial

1. Give frequent and instant feedback and keep the energy high.
2. Communicate with graphics and bullet points when you can.
3. Offer them multi-tasking projects.
4. Provide close supervision.
5. Provide people skills training.

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# **Commitment to Action**

**Three actions I commit to doing as a result of this program are:**

1.

2.

3.

**The events that will drive the above changes are:**

1.

2.

3.

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### Quick Review

- Remember to Gen-Flex™ to other generations. Staying flexible and adaptable will help you solve generational differences in the workplace.
- Remember that it's important to keep the lines of communication open and stay honest and direct with all of the generations.
- If you are unsure what someone from a different generation needs - ask! It's the best way to open up an effective dialog.
- Realize that you may have to alter and update your current management approach in order to influence other generations.
- Remember that executing management fundamentals well is the key to managing four generations in the workplace.

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# Program Evaluation

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Agree
The program objectives were explained.					
I can describe the characteristics of each generation					
I can identify specific actions I can take to address generational challenges					
I understand how my approach may need to change when dealing with different generations					
I understand that I may need to Gen-Flex™ to my employees generational style in order to manage effectively					
The opportunity to participate was sufficient					
The facilitator connected the information to my job					
I found the questions and discussions helpful					
The facilitator was well prepared					
I would recommend this program to others					

I would improve this program by:

The best part of this program was:

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# About Cam Marston

Consultant, author, and speaker Cam Marston has worked with *Fortune 500* companies and small businesses throughout the world to improve multigenerational relations and communications. He has appeared in the *Chicago Tribune*, *Philadelphia Inquirer*, *New Zealand Herald*, *Entrepreneur Magazine*, *Charlotte Observer*, *HR Management Today*, on the BBC, and in numerous trade journals and city business journals across the United States.

Cam's programs and concepts are the result of more than ten years of extensive research and study inside businesses of all sizes and sectors. In the course of his work, he has interviewed hundreds of representatives of the various generations. Their answers are interesting—sometimes surprising—and always valuable.

Marston began his generational-focused consultancy after several years selling for Nestle Brands Foodservice Company. While at Nestle he discovered that he developed closer relationships with his customers when he talked to them about subjects that appealed to their value systems. He soon learned that his customers had many different values but the values were roughly the same in each generation.

In 1996 he founded Marston Communications. Originally his clients engaged him to conduct surveys, focus groups and research on both their customer and employee bases. Cam's results revealed significant generational differences that his clients had never recognized.

In June, 1997, *Time Magazine* brought Generation X and the generational differences to the forefront of American debate with the cover article "Great Xpectations." Marston read it and realized his findings were the same ones the article discussed. Soon after that he gave his first presentation on generational differences in the workplace. Using the research he himself had conducted within organizations and the explosion of information on the newly-identified generations appearing all over the media, Marston began exploring generational differences in the workplace and presenting his findings across the globe.

Cam Marston's clients range from small, local associations, to national conventions audiences of more than 3,000, to *Fortune 500* senior executives in corporate boardrooms.

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## Quick Reference

<p><b>Matures</b> Born between 1909 and 1945</p> <p><b>In a word</b> - Traditionalist</p> <p><b>What motivates Matures:</b></p> <ul style="list-style-type: none"><li>• Accomplishment</li><li>• Control</li><li>• Responsibility</li></ul> <p><b>Top Five Actions for Dealing with a Mature</b></p> <ol style="list-style-type: none"><li>1. Offer plenty of personal interaction—ask and listen</li><li>2. Provide clear (written) goals and expectations</li><li>3. Show respect for age and experience</li><li>4. Provide plenty of technology training</li><li>5. Be totally honest and candid</li></ol>	<p><b>Baby Boomers</b> Born between 1946 and 1964</p> <p><b>In a word</b>- Optimistic</p> <p><b>What motivates Baby Boomers?</b></p> <ul style="list-style-type: none"><li>• Money</li><li>• Recognition</li><li>• Control</li><li>• Promotion</li></ul> <p><b>Top Five Actions for Dealing with a Baby Boomer</b></p> <ol style="list-style-type: none"><li>1. Show you care</li><li>2. Give frequent recognition</li><li>3. Treat them as equals. Coach, don't direct</li><li>4. Give them a chance to talk</li><li>5. Be totally honest, candid and direct</li></ol>
<p><b>Gen Xers</b> Born between 1965 and 1978</p> <p><b>In a word</b>- Skeptical</p> <p><b>What motivates Gen Xers?</b></p> <ul style="list-style-type: none"><li>• Bonus</li><li>• Recognition</li><li>• Meeting personal objectives</li><li>• Mentoring</li><li>• Training</li></ul> <p><b>Top Five Actions for Dealing with a Gen Xer</b></p> <ol style="list-style-type: none"><li>1. Provide a fun workplace</li><li>2. Use written goals</li><li>3. Involve in teams</li><li>4. Be truthful and direct</li><li>5. Separate career and life</li></ol>	<p><b>Millennials</b> Born between 1979 and 1988</p> <p><b>In a word</b>- Eager</p> <p><b>What motivates Millennials?</b></p> <ul style="list-style-type: none"><li>• Mentoring</li><li>• Recognition</li><li>• Time off</li><li>• Training</li><li>• Meeting personal objectives</li></ul> <p><b>Top Five Actions for Dealing with a Millennial</b></p> <ol style="list-style-type: none"><li>1. Give frequent and instant feedback, keep energy high</li><li>2. Use technology to the max</li><li>3. Offer multi-tasking projects</li><li>4. Provide close supervision</li><li>5. Provide people skills training</li></ol>