

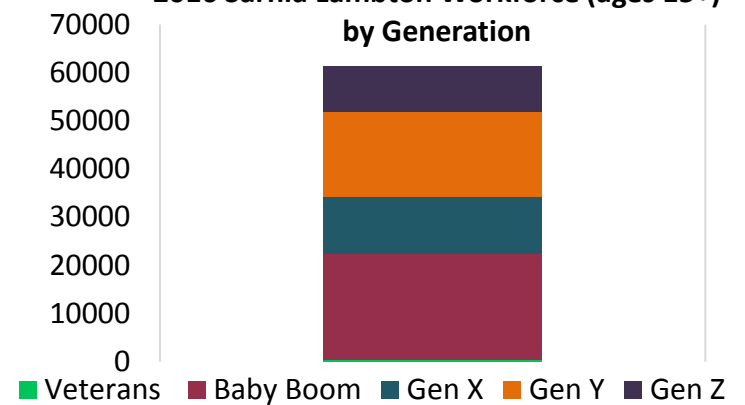
Managing A Multi-Generational Workforce

5 different generations can be working together in one workplace.

Generations are not defined by time but by the significant events & conditions to which people are exposed as they grow up. Common experiences influence & shape attitudes & motivations. The result: different generations often have different values, motivations, attitudes, etc. from other generations.

These differences can cause human resource challenges & opportunities in the workplace. Tailoring strategies to meet generational needs may help establish a more cohesive & productive work environment.

2016 Sarnia Lambton Workforce (ages 15+) by Generation



(Note: sources may vary on exact dates & names of generational categories. Due to data categories, some age cohorts overlap.)

Chart depicts traits & characteristics usually attributed to different generations.

	Veterans 1930-1945	Baby Boomers 1946-1964	Generation X 1965-1976	Generation Y 1977-1991	Generation Z 1992 - later
Influences	Great Depression World War II Atomic Bomb	Civil Rights Movement Birth Control Pill Vietnam War Moon Landing	Economic recessions AIDS Nuclear threat "latch key" kids Personal computing	Grew up with technology Dual income parents Divorce increasing Child-focused society	Information technology Violence & terrorism Strong relationships with parents Economic instability
Values	Rules Authority Loyalty Hard work Patriotism Discipline Cautious	Equal rights Optimism Experimental Self-fulfillment Non-conforming Spend now, save later	Balance Independence Self-reliance Skepticism/cynical Adaptive to change Diversity	Continuous learning Self-confident "street smarts" Global connectedness Diversity Fun	Value opportunities Innovation Digital-centric Constant learning Stability
Work ethic	Dedicated Work hard Respect Authority Company first	Driven Workaholic Quality	Balance Structure & direction Results driven Self-reliance	Ambitious Multitasking Tenacity Entrepreneurial	Innovative Entrepreneurial Expect hard work
Leadership style	Hierarchical	Collegial / Consensual	Coaching	Partnerships	Teaching
Learning style	On-the-job-training	Facilitated	Independent	Collaborative & networked	Technology-based
Communication at work	Discrete Formal	Diplomatic Guarded	Blunt/Direct Immediate	Polite Collaborative	Collaborative Face-to-face
Feedback	No news is good news	Once per year	Regular	On demand Frequent	Consistent Frequent
Motivated by	Being respected Security	Being valued Money Title recognition	Freedom & removal of rules Time off	Working with other bright people Time off	New opportunities Financial security

Management Strategies for Generational Categories:

Veterans	Baby Boomers	Generation X	Generation Y	Generation Z
<ul style="list-style-type: none"> -Offer new challenges & opportunities that capitalize on experience -Show respect -Personal interaction -Clear & direct info -Subtle, private recognition 	<ul style="list-style-type: none"> -Offer work that allows career advancement & is interesting -Offer policies to help balance work-life & reduce stress (e.g. job sharing, telecommuting) 	<ul style="list-style-type: none"> -Provide opportunities to expand knowledge & skills -Don't micromanage -Create fun & "family-like" environment -Use current technology 	<ul style="list-style-type: none"> -Provide meaningful work -Offer interactive learning -Use latest technology -Provide social opportunities (e.g. volunteering, sports) -Offer flexibility with salary/benefits 	<ul style="list-style-type: none"> -Provide meaningful work -Display honesty & integrity -Provide mentor/coach -Provide lots of feedback -Use latest technology -Offer opportunities to be creative/innovative

Resources:

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Updated July 2018
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