PUBLIC AGENCY RISK MANAGEMENT ASSOCIATION (PARMA) WEBINAR

Generational Diversity and Succession Planning in the Workplace: Navigating for Long Term Success

10/5/2015

PRESENTED BY:

Suzanne Solomon
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Agenda
• Identify the Current Generations in the Workplace
• Discuss Generational Differences and Shared Values
• Address Legal Issues Related to Generational Diversity and Succession Planning
• Succession Planning Ideas

Why This Webinar Now?
• First Time in History Five Generations Have Been in the Workplace Together
Current Generations in the Workplace

Identifying the Generations

Traditionalists
1922-1943

Identifying the Generations

Baby Boomers
1943-1960
Identifying the Generations

Gen X
1960-1980

Identifying the Generations

Gen Y (Millenials)

Identifying the Generations

Generation Z
Late 1990s/2000…
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Identifying the Generations:
A Case Study

All Employees

Traditionalists 3%
Generation Y 43%
Generation X 43%
Baby Boomers 15%

Identifying the Generations:
A Case Study

Line Staff

Traditionalists 0%
Generation Y 50%
Generation X 25%
Baby Boomers 25%

Identifying the Generations:
A Case Study

Mid Managers

Traditionalists 0%
Generation Y 15%
Generation X 30%
Baby Boomers 20%
Identifying the Generations: A Case Study

Generational Differences and Shared Values

Generational Differences

Failing to take account of generational differences can lead to unnecessary conflict:

- Generations Feel Threatened or Unappreciated
- Generations Feel Judged
- Managers Appear Unwilling to Consider Alternative Perspectives/Attitudes
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Generational Differences

- Supervisors Must Recognize That Different Generations Subscribe to Different Norms Regarding:
  - Authority
  - Loyalty to the Employer
  - Work/Life Balance and Flexibility
  - Skill-Building
  - Workplace Relationships
  - Role of Technology

Generational Differences

- Authority
  - Traditionalist = Seniority/Tenure
  - Baby Boomer = Meritocracy/Success
  - Generation X = Skeptical of Authority, Willing to Question the Status Quo
  - Generation Y = Tests Authority, But Seeks Mentors

Generational Differences

- Loyalty to the Employer:
  - Traditionalist = Very Loyal
  - Baby Boomer = Loyal, But Less So
  - Generation X = Willing to Take Opportunities With Other Employers if it Advances Career Goals
  - Generation Y = Willing to Change Jobs or Even Careers to Focus on Personal Growth and Development
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Generational Differences

Skill Building
- Traditionalist = Skills Can Generally Be Learned on the Job
- Baby Boomer = Skills are Essential for Promotion and Success
- Generation X = Skills are Valuable Insofar as They Create Employment “Portability”
- Generation Y = Skills Allow Employee to Obtain Most Favorable Job/Career Opportunities For Their Lives

Generational Differences

Work-Life Balance and Flexibility
- Traditionalist = Do Not Seek Work/Life Balance
- Baby Boomer = Will Work Hard Despite Potentially Negative Work-Life Balance
- Generation X = Will Seek Work-Life Balance Even if it Means Sacrificing Productivity
- Generation Y = Will Demand Work-Life Balance and Flexibility Integrated Into Work Culture
- Generation Z = Expect Work-Life Balance and Workplace Flexibility

Generational Differences

Workplace Relationships
- Baby Boomer = Emphasizes Teamwork, Essential for Project Success
- Generation X = Loyal to Individuals; not Entities
- Generation Y = Workplace Relationships with Colleagues and Mentors Are Important
- Generation Z = Reliance on Technology to the Detriment of Building Strong Relationships
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Generational Differences

- Role of Technology
  - Traditionalist = Technology May Make Hesitant or Self-Conscious
  - Baby Boomer = Views Technology as a Tool For Success, but Still Feel Uneasy
  - Generation X = Welcome Technological Advancements
  - Generation Y = Rely on Technology as a Means of Enhancing Job Performance
  - Generation Z = Rely on Technology to the Detriment of Relationship Building

The Challenge

Unique Assets + Shared Values
Opportunities to Teach and Learn
Different Attitudes/Perspectives

The Challenge

- Supervisors and Managers should cultivate the generational talent in their office by:
  - Adapting to Different Generations
  - Altering Potentially Long-Held Beliefs and Attitudes About the Workplace
  - Embracing Generational Diversity for the benefit of Cultivating Tomorrow’s Leaders
  - Emphasizing Shared Values
Shared Values and Government Service

• Boomers are Idealistic and Loyal to Organizations and Their Values
• Millennials Believe that Government Can "Do Good"
  – Bridge Generational Divide by Connecting Idealistic Boomers to Cause-Driven Millennials Through These Attitudes
• Share, Don't Withhold Institutional Knowledge

Shared Values

• The Generations Have More in Common Than They Think; Focus on Shared Values:
  – Challenging Projects
  – Competitive Compensation
  – Opportunities for Advancement
  – Respect Based on Hard Work
  – Doing "Good Work"
  – Work-Life Balance

Succession Planning: Be Prepared!
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Why Should You Care?
• Currently 95% of Leadership Roles and Management Positions are Held by Traditionalists and Boomers.
• However, 60% of All Workers are Generation X or Millennials.
• 1/5 of Current American Workforce Reaching Retirement Age by 2020.
  – 25 Million Workers!
• Millennials are Set to Outnumber Baby Boomers as the U.S.’s Largest Living Generation in 2015.

Do Not Be Complacent
Act Now on Your Agency’s Succession Plan!

Succession Plan Basics
• Make Talent Development a Strategic Focus
  – The Primary Expectation and Function of Senior Management
• Invest in Professional Development
• Create a Straightforward Policy that is Communicated Clearly and Consistently
• Succession Planning Must Start from the Top Down
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Public Agency Outreach & Recruitment
• Utilize Technology
  – Update/Modernize Agency Webpage
  – LinkedIn, Facebook
  – Trade School & Post-Secondary Institution’s Webpages
• Internships and Fellowships
• Outreach to Colleges/Trade Schools/High Schools within the Community

Recruitment & Hiring
• Emphasize Agency Goals and Culture at the Outset of the Process
• Implement Online Job Applications
  – Have applicant verify contents upon submission
• Modernize Job Announcements
• Have Applicants Interview with “Team” Rather Than Individuals

Flexibility
• Utilize Technology to Provide Flexibility
• Telecommuting
• Job Sharing / Part-Time
• Sabbaticals
• Comprehensive Annual Leave
Benefits

- **Traditionalists/Boomers**
  - Healthcare
  - Retirement

- **Gen X / Gen Y**
  - Parental Leave
  - Dependent Care
  - Wellness Programs
  - Gym Membership/Access

Build A Strong Team

- Develop Strategies to Implement Your Succession Plan
- Review Your Plan Periodically and Adjust Accordingly

It’s a Big Job, Don’t Wait

- “Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don’t like ambivalence. Your move.”
Thank You!

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