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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

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

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Leading The Way
35 Years

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

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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

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Why This Webinar Now?

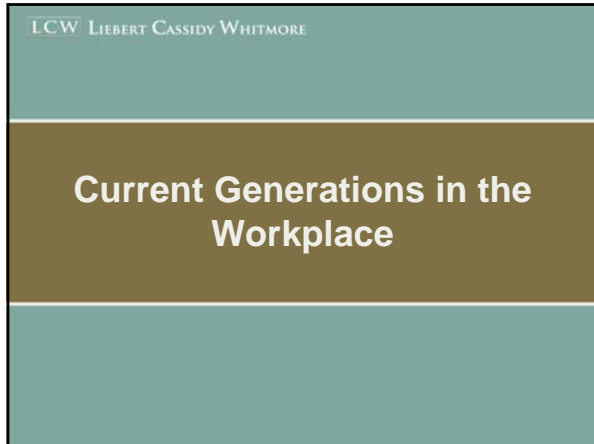
- First Time in History Five Generations Have Been in the Workplace Together

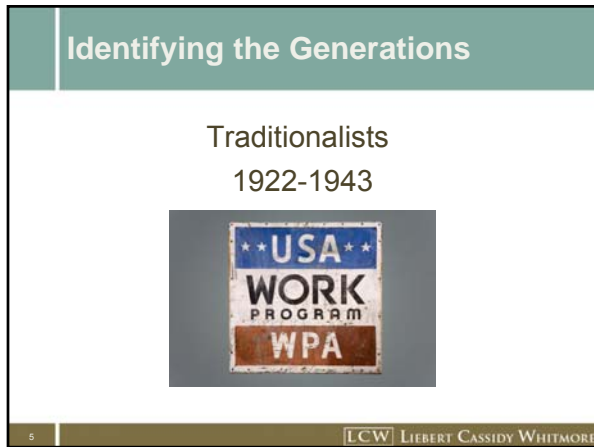
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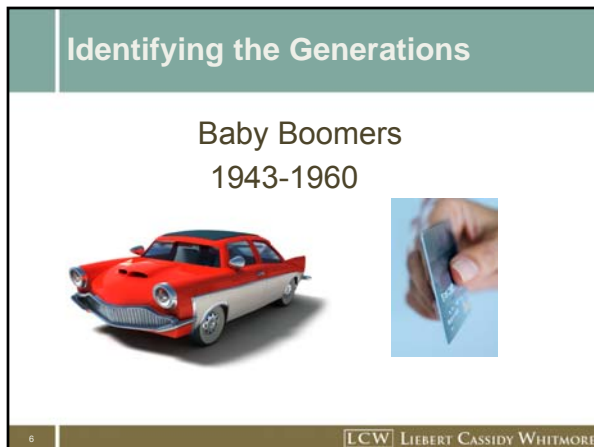
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Identifying the Generations


Gen X
1960-1980



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Identifying the Generations


Gen Y (Millenials)
1980-late 1990s/2000



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Identifying the Generations

Generation Z
Late 1990s/2000...

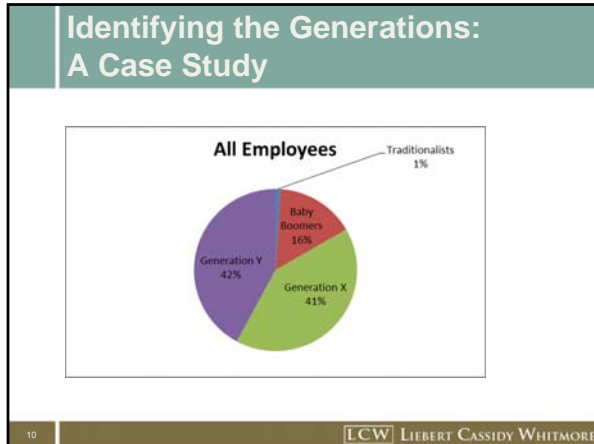


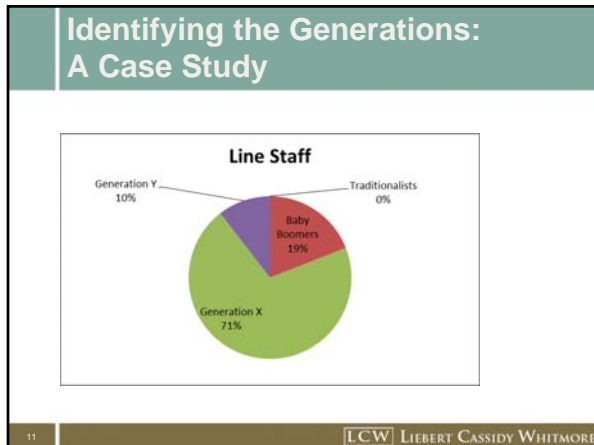
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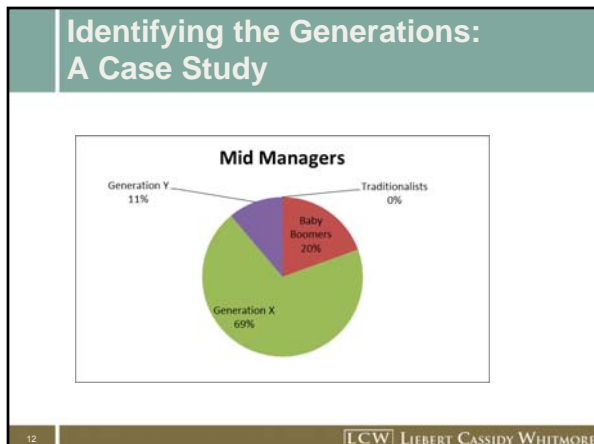
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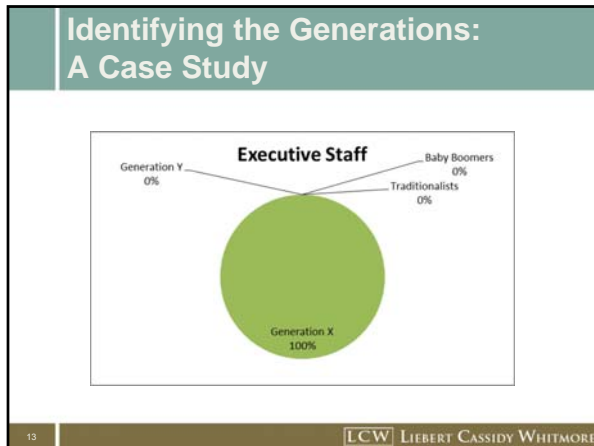




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Generational Differences and Shared Values

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

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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

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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

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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

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Generational Differences

- Workplace Relationships
 - Traditionalist = Largely Independent, Will Not Prioritize Workplace Relationships, Enjoys Mentoring.
 - 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

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The Challenge

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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

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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

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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

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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.

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Do Not Be Complacent



Act Now on Your Agency's Succession Plan!

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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



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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

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Flexibility

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



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Benefits

- **Traditionalists/Boomers**
 - Healthcare
 - Retirement
- **Gen X / Gen Y**
 - Parental Leave
 - Dependent Care
 - Wellness Programs
 - Gym Membership/Access

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Build A Strong Team

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

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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."
 - Harvard Business School "Working Knowledge" Newsletter: "Can you manage different generations"? (2006)

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Thank You!

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