



Leveraging The Power of a Multigenerational Workforce

Sandi Mauro

Today's Learning Moments

- ✓ Our Top Business Problems
- ✓ The Shifting Demographic
- ✓ Stereotyping that hurts
- ✓ We're more alike than I thought . . . And why
- ✓ Leveraging strengths on our teams so we thrive

Our Top Business Problems

- ✓ Cyber Security
- ✓ Development of Future Leaders
- ✓ Talent Acquisition and Talent Retention
- ✓ Ability to pay competitive wages / salaries

Generations In The Workplace

Generation/Start year	2015	2025	2035
Traditionalists (1928 - 1945)	2%	0%	
Baby Boomers (1946 - 1964)	30%	12%	0%
Gen X (1965 - 1980)	33%	27%	21%
Millennials (1980 - 1994)	34%	34%	29%
Gen Z (1995 - 2009)	1%	27%	31%
Alpha (2010+)			19%

Generational Preferences

Generation	Communication	Work Approach	Expertise
Baby Boomers	Call Me/F2F	Loyalty	Mentor
Gen X	F2F / Technology Details are Good!	Work Life Balance	Business/Revenue Generation
Millennials	Technology Be Brief	Innovation	Adventurous
Gen Z	Direct Message Really Brief!	Flexibility	Entrepreneurial Spirit

Stereotypes

***Oh I Think I Know You So
Well!!!***



Generational Stereotypes

Have You Ever Thought?

Way over the hill, Can't remember the journey → Baby Boomers

Out of Touch and can't learn new things! → Gen Z

Cynical and terrible team members! → Gen X

Everyone gets a prize and Entitled! → Millennials

Lazy and can't think without asking social media! → Traditionalist

Which Generation Does This?

- ✓ Unprofessional dress/grooming
- ✓ Does the minimum
- ✓ Everything is a crisis
- ✓ Disrespectful toward others
- ✓ Fails to commit / Can't tell time
- ✓ Deflects responsibility
- ✓ Talks a lot – and says nothing

Is It Possible It Isn't Generational At All?



Is It Just The Circle of Life?

Generations vs Adult Development

*Ever met a very mature 20-year-old?
How about a 50-year-old who seems like they will
never grow up?*

*Generational Studies identify individuals by age
Adult Development identify individuals by Stage of Life*

Horizontal Growth vs Vertical Growth

Horizontal – What we do, efficiency, effectiveness

Vertical – Who we are, what we value

Adult Development Theory – 4 Stages

- ✓ ***Self Centric*** – It's all about me (Early Life)
- ✓ ***Group Centric*** – Finding belonging (Friends)
- ✓ ***Skill Centric*** – Who I am and What I do blends (Interests)
- ✓ ***Achiever*** – Finding success/elevation (Work/Earning Pay)

You do not stop growing/adapting by 30 years of age

My Values Today vs 10 Years Ago



Voting Paddle! Do you value the same thing today you did 10 years ago?

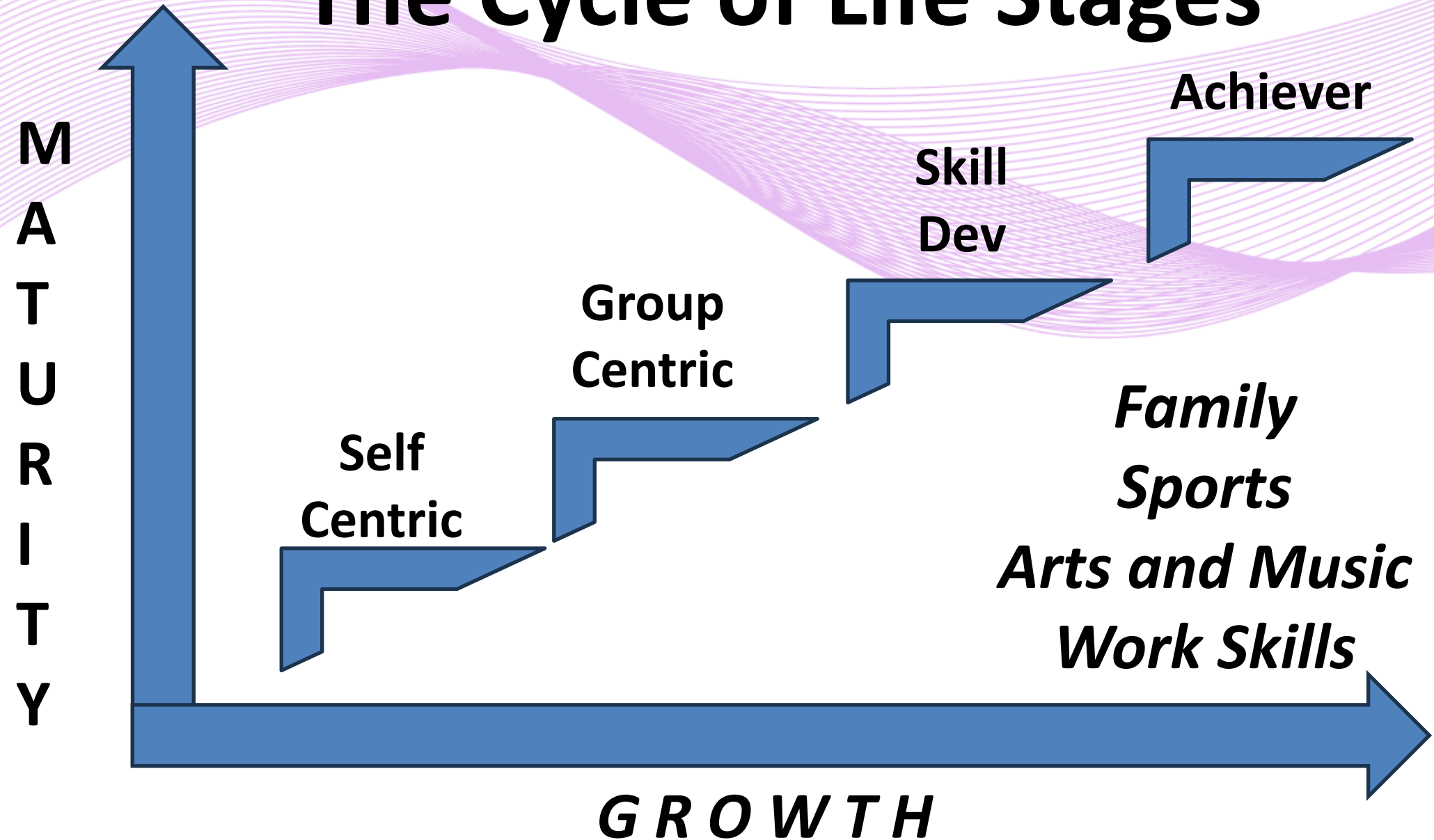
Quick Partner Share: One thing that has changed!

What We Value: The Life Stages

Self Centric	Group Centric	Skill Dev	Achiever
Looking Inward	Mirrors Self to Others	Focused on those who can teach them	Focused on Evaluator
Self gratification	Group Think/Belonging	Benchmark against others	Measured by Rewards

Remember – Horizontal vs Vertical

The Cycle of Life Stages



Adult Development Believes



- ✓ We have the power to expand our mental complexity
- ✓ At plateau, self awareness level determines next steps

Does How We Lead Matter?



Leadership

Leadership is a personalized approach with each of our direct reports

Strong Cultures Have Leaders Who:

- ***Coach***
- ***Transform***
- ***Set the Pace***



Leadership and Motivation



Motivators are stage of life driven –
not Age

Leadership isn't development

Things We Have in Common

- ✓ Loyalty depends on context
- ✓ Everyone wants to learn
- ✓ Feedback is Good - it's the delivery
- ✓ All generations have similar values
- ✓ Everyone wants respect (valued opinion vs listen to me)
- ✓ Leaders must be trustworthy
- ✓ Nobody really likes change

What Makes Us Different

- ✓ Work Experience
- ✓ Education/Training
- ✓ Subject matter expertise
- ✓ Technology expertise
- ✓ Desire



EVERY JOURNEY

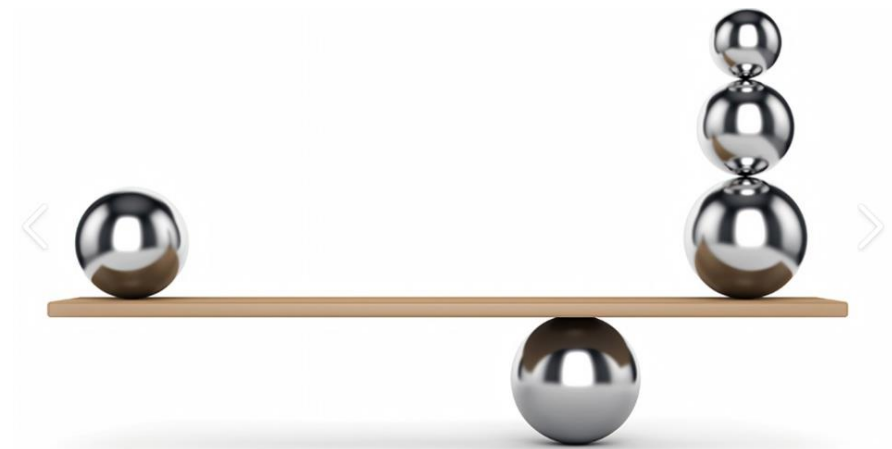
Begins with a single step..

Building Bridges Not Walls

- Remove stereotype phrases from the workplace
- Set Expectations and Provide meaningful work
- Train openly, fairly and timely – no holding back!
- Embrace leadership to maturity level
- LISTEN – Encourage open dialogue and transparency
 - *Showing respect is a non-negotiable core value*

Leveraging The Power

- Empower sharing of ideas
- Recognize strengths and expertise - not age
- Learning never stops – no matter who the learner is



Leveraging The Power

- Give everyone a voice – and act
- Set boundaries
- Communicate with a person's preference – not ours

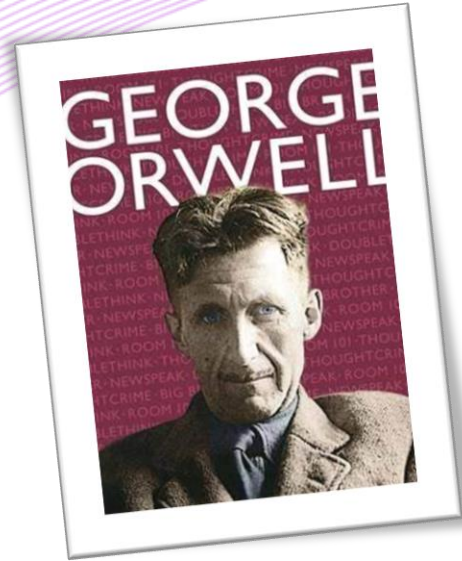
How do you know a person's preferences?

Solving Our Business Problems!

- ✓ Cyber Security
- ✓ Development of Future Leaders
- ✓ Talent Acquisition and Talent Retention
- ✓ Ability to pay competitive wages / salaries

What Generation/Adult Development Stage – do you want working on yours?

The Truth Is



Every generation imagines itself to be more intelligent than the one that went before, and wiser than the one that comes after it.

Truth is, we should all strive to make sure every generation that follows ours grows and thrives – and doing better should be celebrated.



LEADERSHIP
SUMMIT

Thank You

How Do You Learn To Bake A Cake?



Baby Boomer!

**Grandma's
Recipe Cards!**

Gen X!

Cookbook!

Millennial!

Google It!

Gen Z!

TikTok It!