



Generation X & Y: Secrets to Engaging Dynamic Young Employees

Motivators for employee engagement

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Enormous Environmental Challenges

- **Constant and Rapid Change**
- **Work Force Diversity - Generational differences**
 - War-time
 - Baby Boomers
 - Generation X and Y
 - Pop Generation
- **Globalization**
- **Legislation**
- **Evolving Work & Family Roles**
- **Increasing Importance of the Service Sector**
- **Impact of culture**
- **Media**



Enormous Environmental Challenges

- **Customers and employees are moving targets**
- **Having employees figured out is like humility**
 - **As soon as you say you've got it, you realize you really don't**



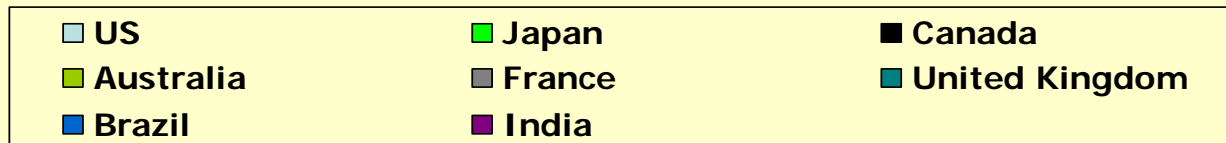
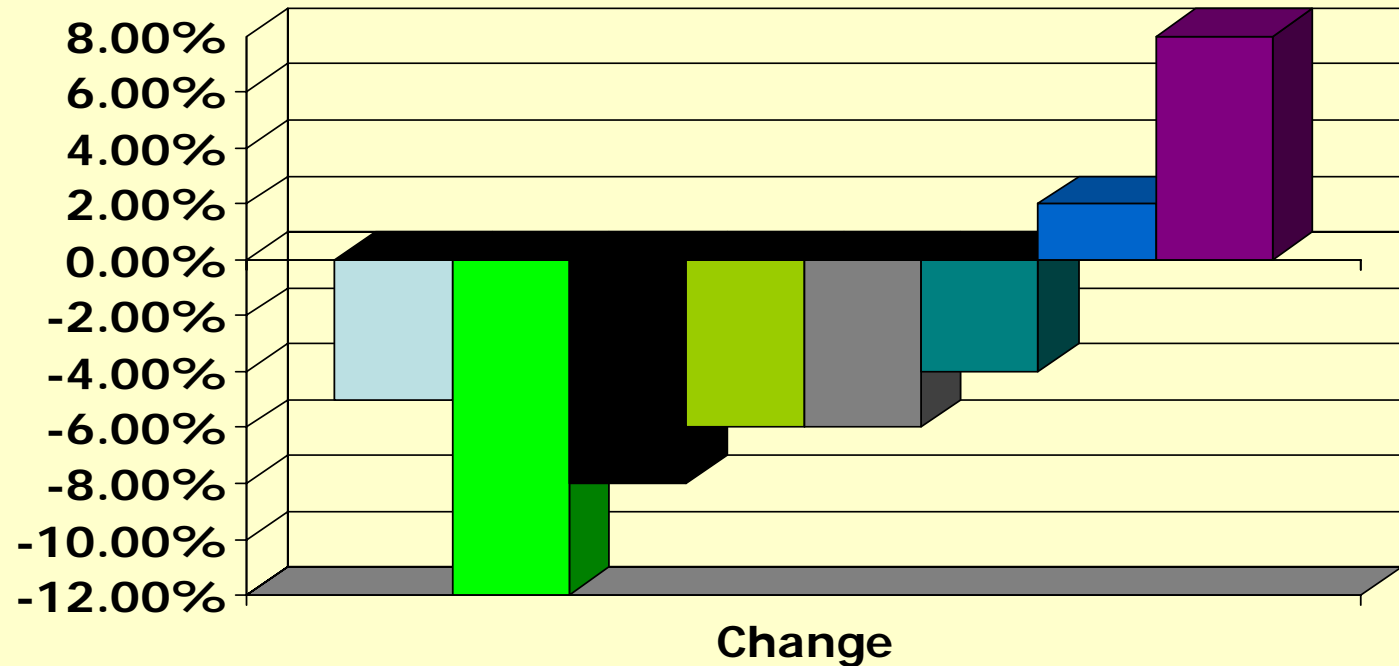
Why It Matters

Herb Kelleher of Southwest Airlines said,

“Attracting and retaining employees can be more important than attracting and retaining customers”

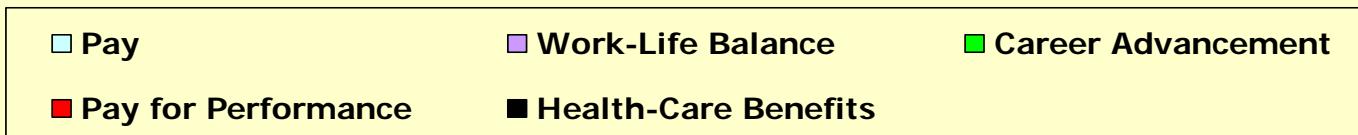
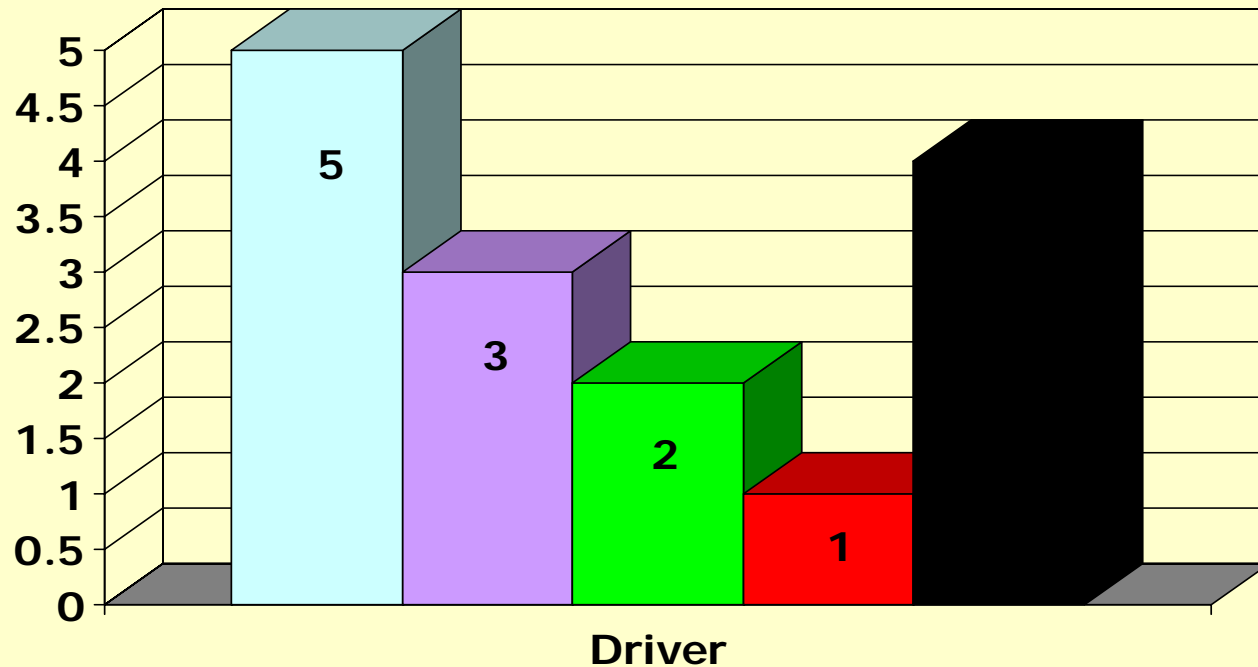


Percent Change in Working-Age Population (Aged 15 – 64), 2005 – 2025 World-Wide (2005-TP)



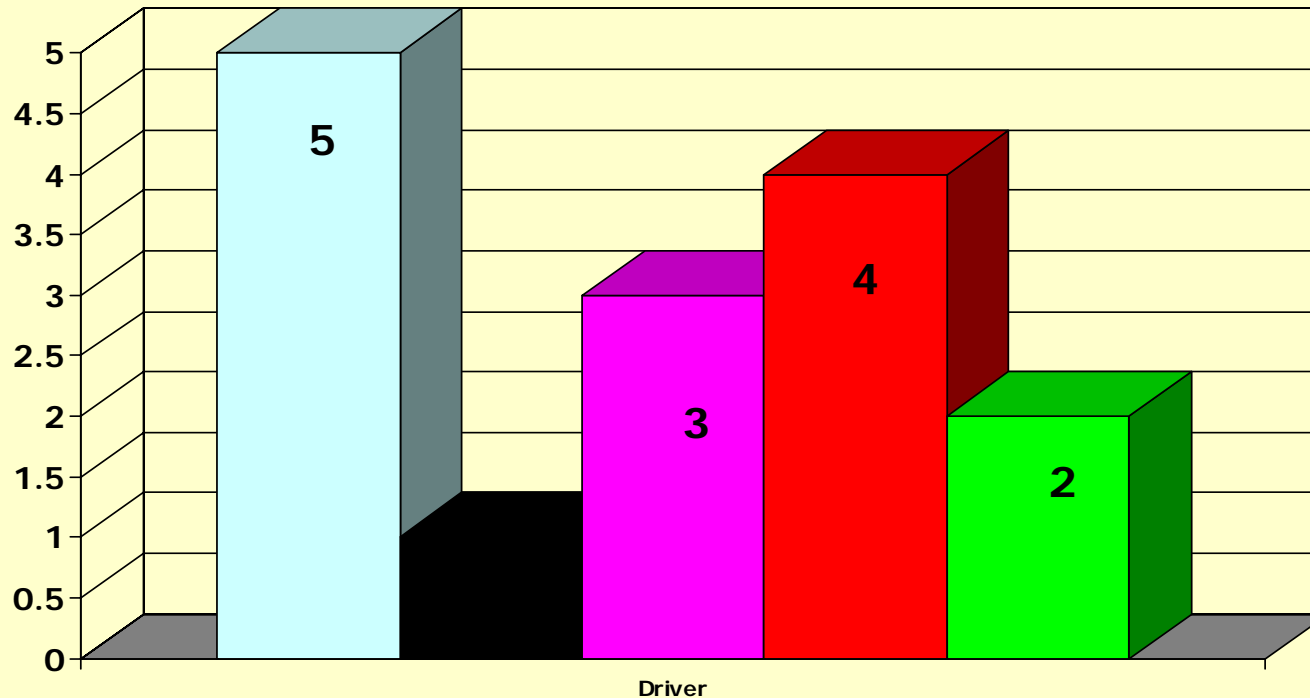


Top 5 Drivers to Attract Employees of Choice - 2005





Top 5 Drivers to Retain Employees of Choice - 2005



- Effort of Organization to Retain Quality Staff
- Reputation of Employer
- Fairly Compensated for the Work
- Manager Motivation
- Opportunities to Learn



5 Key Drivers of Employee Engagement

1. Being part of a winning organization
2. Working for admired leaders
3. Having positive working relationships
4. Doing meaningful work
5. Recognition and appreciation



What Would You Change?

- **Asked retiring CEO – “If you could change one thing in your career, what would that be?”**
- **Employees – how to have them WANT to do it versus COMPELLED to do it**
- **Success inextricably tied to employees their willingness to change**



Barriers to Engaging and Motivating Employees

1. **Believing You and Employees Are Very Similar**
 - There are some similarities, but far more differences:
Priorities, Motivations, Skills, Fears, Attitudes, Ambitions

2. **Making it Too Difficult for Employees**
 - Translate what you want to be into something relevant and meaningful that employees can understand and deliver to your customers

3. **One Dimensional Relationship with Your Employees**
 - Why important? – “WANT” or “COMPELLED”
How do you get beyond ONE DIMENSIONAL relationship with employees?



What is Engagement?

- **A clear view of the behaviors demonstrated by the engaged employee is:**
 - Belief in the organization
 - Desire to work to make things better
 - Understanding of business context and the 'bigger picture'
 - Respectful of, helpful to, colleagues
 - Willingness to 'go the extra mile'
 - Keeping up to date with developments in the field



Understand their expectations

- First, open up lines of communication – seek, ask, invite; ---throw “OPEN DOOR POLICY” out of your vocabulary
- Second, focus on **MANAGER - EMPLOYEE** relationship
 - People don't leave companies, they leave managers
 - Frontline employees reflect what their managers pay attention to, not what their organization or company represents
- Third, redefine boundaries of relationship



Generational Diversity

- There are likely to be up to 4 Generations in your company at present
- Each generation has its own distinct set of values, view of authority, orientation to the world, sense of loyalty, and expectations of leaders and the work environment
- Each generation having specific and distinct motivators and areas of concern
- Companies will lose out in the war for good talent because they misunderstand the issues, and don't ask the right questions:
 - Who is currently in our organization? (retention)
 - Who do you want to ATTRACT to your organization?
 - What motivates them? (ATTRACTION & RETENTION)



Overview

- **VETERANS (born between 1909 and 1945)**

- Have a sense of accomplishment and strong sense of self
- Are motivated by their pride in knowing what they can accomplish
- Act to take charge, make decisions and delegate responsibility
- Operate in a command-and-control decision-making system – may translate to others as “having all the answers”

- **BOOMERS (born 1945 – 1965)**

- Get involved because it is the right thing to do, because one should give back to their community
- Hold a strong sense of hope
- Value tradition, teamwork and loyalty
- Have time to give to volunteer, as many women stayed home to raise a family



Overview

- **GENERATION X (born 1965 – 1980)**
 - Drawn to opportunities that offer them opportunities to learn, enjoy, and be recognized
 - Have been described as tough to motivate, too expectant, lazy, skeptics and loners
 - Describe themselves as caring, committed and seeking opportunities for learning and leadership
 - Value frequent feedback on their performance, recognition, increased responsibility and exposure to decision-makers
 - Attracting and retaining these members will depend upon an organization's ability to be flexible, adaptive and responsive to their needs.



Overview

- **GENERATION Y (born 1980 – 1994)**

- Most valued traits are individuality and uniqueness
- Have a global and diverse perspective that other generations did not have
- Can be cynical and driven by a need for instant gratification
- Strengths are their adaptability, innovativeness, efficiency, resiliency, tolerance and commitment
- Challenge is motivating them to get involved and retaining them for a sustained period
- To engage this group, organizations need to tell the truth, explain the why, tune in to their frequency, make them a star, and look for rewarding opportunities



Generation Specific Motivators

Generation X (1965-1979)

- Tell them what needs to be done, but not how
- Give multiple tasks, but allow them to set priorities
- Ask for their reactions and opinions
- Informal recognition e.g. days off
- Effective **Leadership**
- **Regular honest feedback**, and mentoring/**coaching**
- Managers who live up to 'espoused' values
- Opportunities to learn **new skills**

Generation Y (1980-now)

- Provide opportunities for continuous learning & building skills
- Know their goals & explain how they fit into the 'big picture'
- Be more a coach, less of a boss
- Communicate informally, thro' email and hallway conversations
- Inspiring **Leadership**
- A supportive environment which encourages new ideas, & gives **constructive regular feedback**
- An environment that respects skills, creativity and entrepreneurial flair



Engagement, commitment and loyalty are far more determined by our feelings than rationale, deductive thought



Gen X & Y Programs

- **Employee Leadership Academy**
 - What about partnering with recognized College or training group to offer a monthly seminars focused on leadership development.
 - Seminar participants could be nonmanagement employees.
 - The curriculum could include guest speakers, readings, exercises, and assessments.
 - The goals of the seminar are to provide employees with experiences their current job assignment may not offer, and to develop these employees so they might become managers in the organization sooner than they would in other organizations.



Gen X & Y Programs

- **Mentoring and Access**
 - The department heads and managers should be readily accessible to all employees for discussions about careers and professional development.
 - Your organization's culture strongly encourages the mentoring of employees, if they so desire.
 - It would be common for managers to take younger employees with them to professional workshops and conferences, high-level meetings, and community events.
 - Your door is always open to all employees.
 - You enjoy hearing of their professional goals and are committed to ensuring that earnest employees are able to achieve them.



Gen X & Y Programs

- **A Chance Behind the Wheel**
 - **Part of the culture should involve giving younger employees experiences that they probably wouldn't have in other organizations.**
 - **Interns and administrative aides are given opportunities to make presentations before the Boards or City Groups.**
 - **Give them an opportunity to participate in and chair working groups and task forces.**
 - **Experience shows that when high expectations are set, these employees are able to deliver.**



Gen X & Y Programs

- **Recognition and Incentive Bonuses**
 - A bonus program could include several levels of recognition, which can be instantly awarded to employees who exceed expectations in their work assignments.
 - Employees could nominate each other for a cash bonus of up to \$500 for an employee's performance of an outstanding action
 - You could introduce a final level of recognition, the President's Award of Excellence, perhaps a \$1,000 cash award presented by the President for exceptional performance on a project of great significance to the company or organization or community.



Gen X & Y Programs

• Recruiting in the 21st-century Process

- Traditional three-month-long government hiring process consisting of tests, multiple oral boards, interviews, and eligibility lists detracts from the younger generation's interest in public service.
- Gen Xers and Yers expect to apply for a job and to be hired within two weeks
- Streamline the recruitment process by tightening the notification and application period and quickly scheduling interviews.
- In some cases, for specialized positions, you could encourage employees to recruit colleagues directly from other communities. If these candidates are a "fit," they are hired immediately. This streamlined process is extremely appealing to younger workers.



Gen X & Y Programs

- **Be creative and offer a different or flexible vacation schedule**
 - This can provide a life balance that is important
- **Comprehensive Intranet Site**
 - Make every effort to create innovative, effective, user-friendly technology infrastructures to support communication.
 - i.e. portable electronic devices, laptop computers
 - develop extensive intranet sites that support: all staff reports, minutes, agendas, administrative policies, codes, and ordinances
- **Create a Bulletin Board that is Available for Employees to Post Information**
 - Important because it can allow all employees access to information, regardless of their positions, and gives them the opportunity to see and comment on what is going on in the organization.



Gen X & Y Programs

- **Be creative in offering flexible use of the Health-Benefits**
 - This option is popular with younger employees, who may not have families yet and therefore might not normally be able to use the entire health benefit plan amounts
- **Alternative Work Schedule**
 - Depending on the area of assignment, employees could schedule an alternate workweek that works best for their personal and family needs
- **Telecommuting**
 - Working from home, as needed, is an appealing option. Laptop computers could be available for employees to check out, and dial-up access aids employees in connecting to the organization



What is the Psychological contract you are creating?

- What kind of company are you promising to be:
 - what you say on your website
 - What you say to people in your interviews
 - What you say and promise to your staff



Retaining Tips – Show Respect

- A recent study found:
 - only three out of 10 employees feel an obligation to stay with their current employers
 - fewer than half (45 percent) of respondents said they felt a strong personal attachment to their organizations
 - utility and public administration/government workers were more likely (76 and 71 percent, respectively) to stay with their companies than their counterparts in business services (51 percent), retail trade (56 percent) and technology (also 56 percent)
- intangible of "soft" aspects of work culture--including low- or no-cost items such as praise and recognition from the boss--had a stronger influence on their commitment than salaries or bonuses

(Employee Relationship Report Benchmark, conducted by Walker Information and the Hudson Institute)



- **RECRUIT** them by being the Company of choice!
- **RETAIN** them by living up to It!



‘Example is not
the main thing in
influencing
others.....It is
the **ONLY** thing’

Dr. Albert Schweitzer