Managing A Multi-Generational Workforce

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Benefits

"People resemble their times more than they resemble their parents." –Arab Proverb

- Improved Employee Engagement and Morale
- Increased Innovation and Creativity
- Retention

Improved Culture

- Diversity
  - Job Related Qualities
  - Adaptation

- Mentoring
  - Teach, learn
  - Two-way relationship

Relationships

- Internal
  - Cross functional teams
  - Collaboration
- External
  - Establishing and maintaining relationships
  - Communication

Innovation & Creativity:

Personal

- Personal
  - Individual strengths
  - Workforce development
  - Family life

Innovation & Creativity:

Professional

- Professional
    - Energy
    - Experience and knowledge
    - Risk-taking
    - Integration
    - Workforce continuity

Retention

- Mentoring programs utilize hours in the work day to train and "get work done."

- Workday flexibility

- High morale

- Cost effective

- Legacy

Open Door Policy

- Initiate conversation with employees concerning generation gaps at all levels of the organization
- Allow open communication in the work force where employees can have a voice and speak to leadership respectfully, yet freely

All Employee Management

- Offer flexibility to meet talent shortages- allow all ages to cross level or give ideas for success
- Give Employees meaningful and ongoing feedback at all levels
- Define clear goals and link them to organizational goals- no matter what roll they have in the company
- Recognition and reward- look at the 3 generations reward them based on what makes them happy
- Adopt " Distributed decision making- allow all generations involved with the decision making of company so they feel apart of the team college degree or no college degree, blue or white collar

Education

- Present various forms of training and college tuition reimbursement for employees of all ages
  - Example would be on the job Microsoft Office training

Other Benefits

- Offer appealing benefits that apply to all employees of all ages

- Free local gym membership

- Insurance plan with no deductibles

- Free yearly health screening

- Day care assistance

One Fight, One Team

- If all employees of all ages, all walks of life, feel as a part of a team, the employer will have success. The employee will feel more a sense of need to the company

- Every age brings a benefit to a company. As a manager, we just have to use those talents of every generation and the possibilities for company success is endless.

Tools for Managing the Workforce

Liberating Structures –

Easy to learn microstructures that enhance relational coordination and trust.

TRIZ

- **Stop** counter productive activities and behaviors to **make space for Innovation**.

- TRIZ challenges sacred cows safely and encourages "heretical thinking".

- What must we **Stop** doing to make progress on our deepest purpose?

TRIZ

How Is Space Arranged:

- Unlimited Number of Small Groups 4 to 7
- Paper to Record

TRIZ

How Is Participation Distributed:

- <u>Everybody</u> involved in the work is <u>included</u>

- Everyone has an equal opportunity to contribute

TRIZ

TRIZ Activity STEP 1

- Make a list of all you can do to make sure that you achieve the worst result imaginable with respect to your top strategy or objective.

TRIZ

Examples:

- For IT Professionals: "How can we make sure we build an IT system that no one will want to use?"

- For reducing harm to patients experiencing safety lapses (e.g. wrong-side surgery, patient falls, medication errors): "How can we make sure we always operate on the wrong side?"

- For leadership groups: "How can we make sure we keep doing the same things with the same people while asking for different results?"

TRIZ Activity STEP 2

- Go down this list, item by item, and ask yourselves, "Is there anything that we are currently doing that in any way, shape or form resembles this item?"

- Be brutally honest, to make a 2nd list of all your counterproductive activities/programs/procedures.

TRIZ Activity STEP 3

- Go through the items on your 2nd list and decide what first steps will help you **STOP** what you know creates undesirable results!

- Don't accept ideas for doing something new or additional: be sure suggestions are about **stopping** activities or behaviors, not about starting new things. It is worth the wait.

TRIZ Report Out

- Summary of "What Needs to Stop"

- Who's Role Is It?

- Reflection on Activity

QUESTIONS?