



Robert Half®



Managing a Multigenerational Workforce

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Historical Events & Influences

Generation	Baby Boomer 1946 - 1964	Gen X 1965 - 1978	Gen Y 1979 - 1999
Also Known As		<ul style="list-style-type: none">• MTV Generation	<ul style="list-style-type: none">• Echo Boomers• Gen Next• Millennials
Events	<ul style="list-style-type: none">• Vietnam War• Civil Rights• JFK/RFK shot• Counterculture• Watergate• Disco• Tape decks• VCRs	<ul style="list-style-type: none">• Fall of Berlin Wall• Iran-Contra Affair• Gulf War (Operation Desert Storm)• Cable• Satellite• PCs; CDs• First generation on Internet	<ul style="list-style-type: none">• 9/11• Afghanistan War• Iraq• Columbine H.S.• iPods; YouTube• Facebook• Twitter• Free market economy• Global warming



Workplace Characteristics

Generation	Baby Boomers	Gen X	Gen Y
Behavior	Challenge the rules	Change the rules	Create the rules
Training	Preferred in moderation	Required to keep me	Continuous and expected
Learning style	Facilitated	Independent	Collaborative and networked
Communication style	Guarded	Hub and spoke	Collaborative
Problem-solving	Horizontal	Independent	Collaborative
Decision-making	Team informed	Team included	Team decided
Leadership styles	Unilateral	Coach	Partner
Feedback	Once per year, during the annual review	Weekly/daily	On demand
Change management	Change = caution	Change = opportunity	Change = improvement

Source: *The Changing Workforce: Urgent Challenges and Strategies*, 2007, Joe Kristy, associated partner, Human Capital Management Practice, IBM



Myth or Reality?

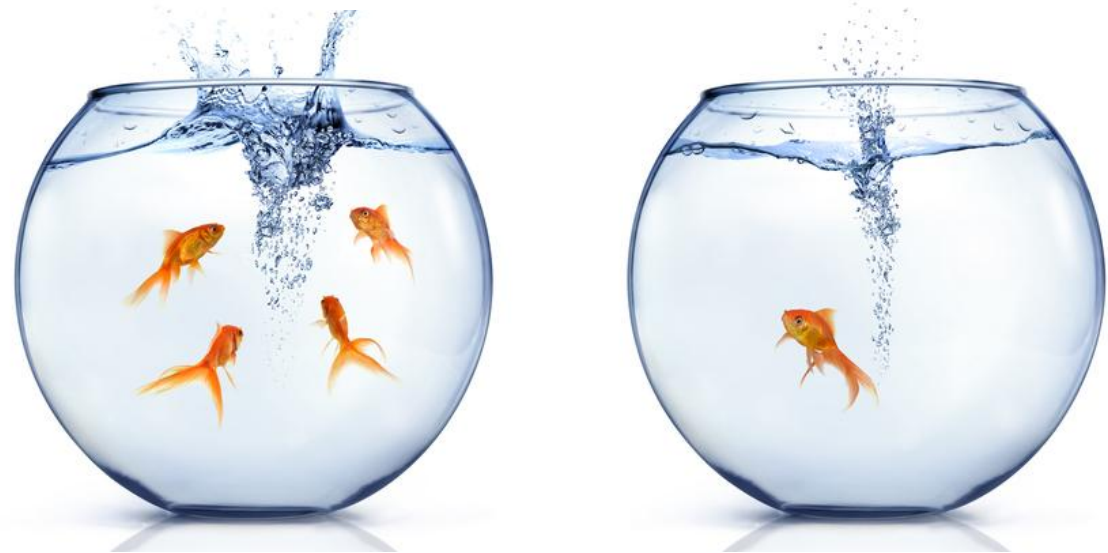
Job security and stability is of greatest concern to **Boomers, Gen X** and **Gen Y.**





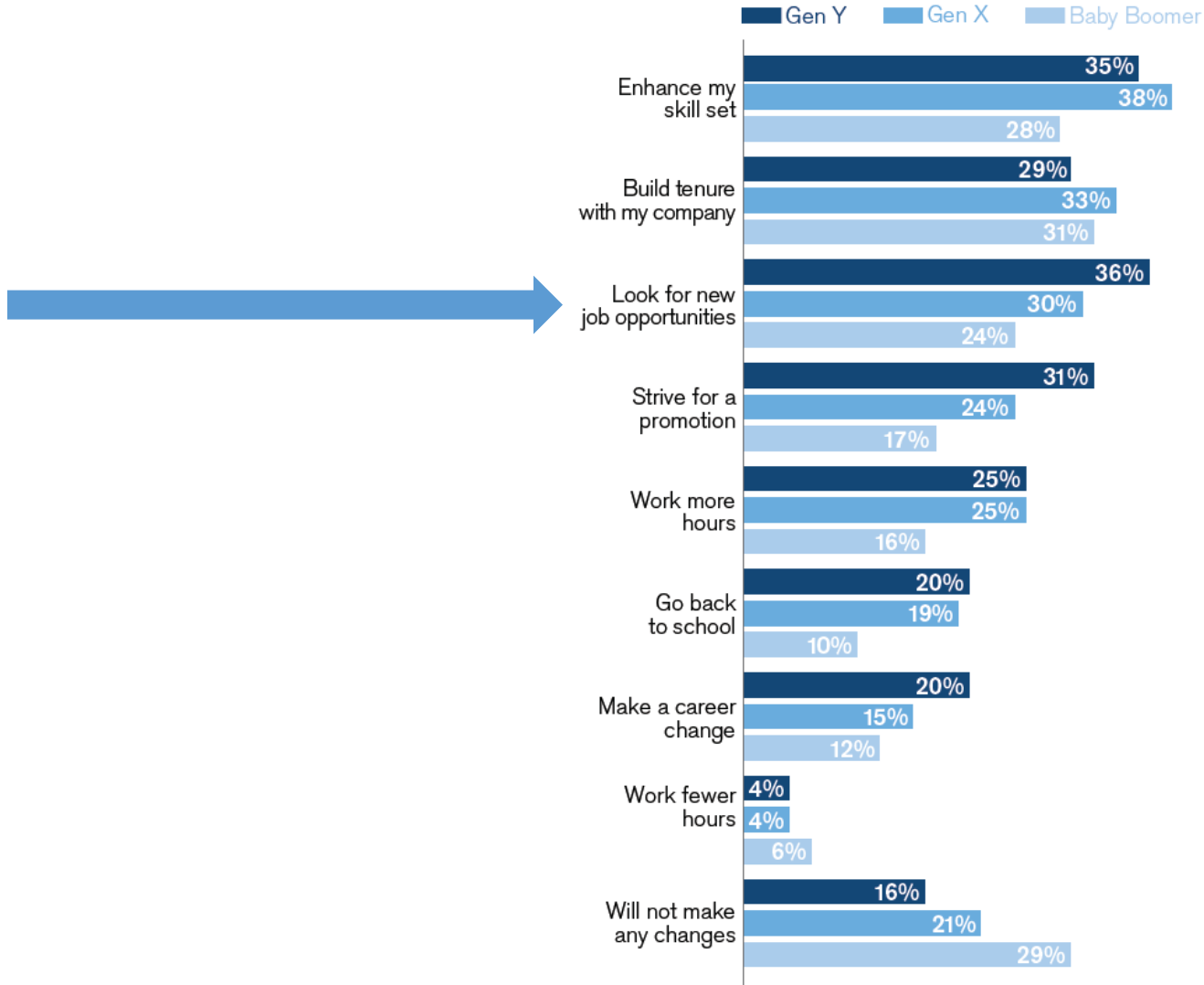
Myth or Reality?

Generation Y – the youngest members of the workforce – are the most likely job hoppers.





Post-Recession Career Plans





Recession Lessons



Gen Y

“Focus on skills and knowledge development to increase your value to your company.”



Gen X

“Don’t take your job for granted.”



Baby Boomer

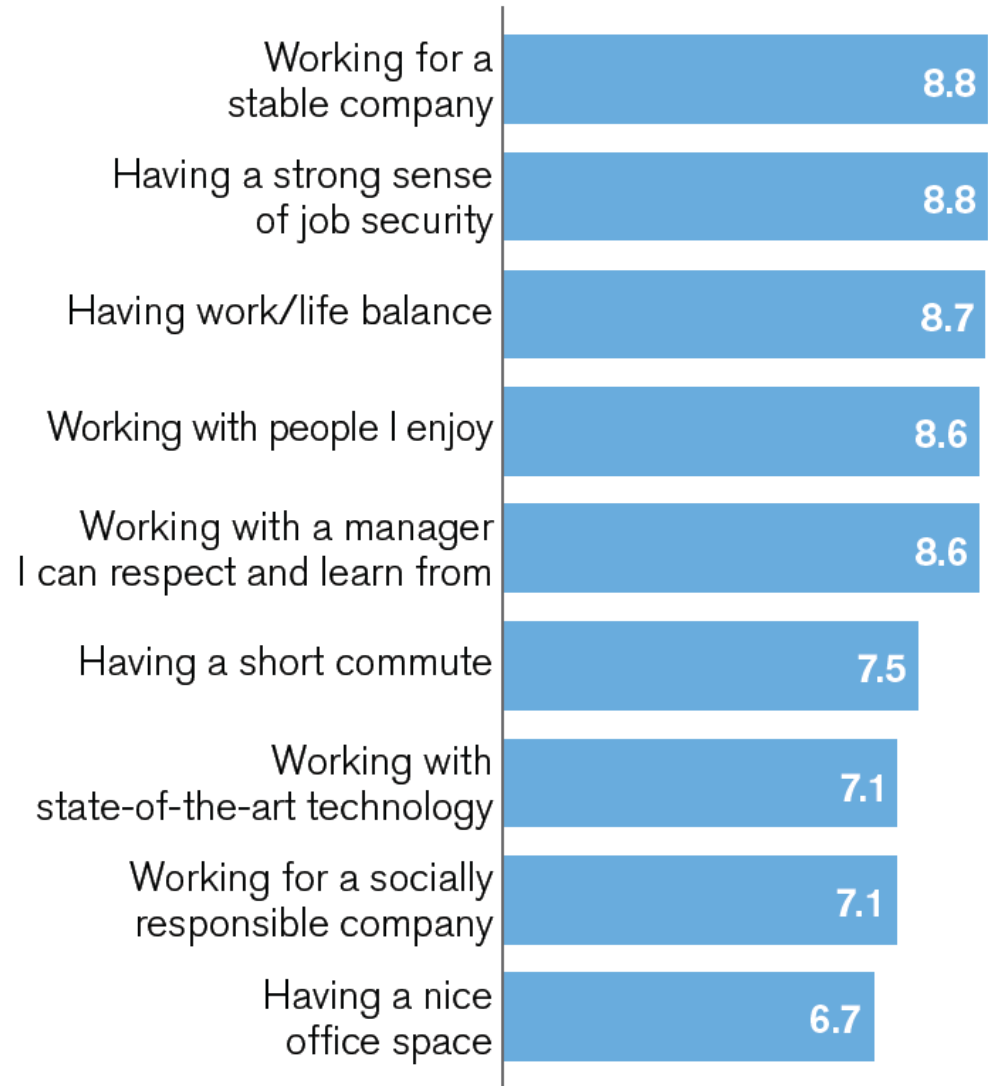
“Stability is king.”



What Workers Value Most

Employees were asked to rate the importance of the following work environment factors on a scale of one to 10

**1 = Least important*
10 = Most important



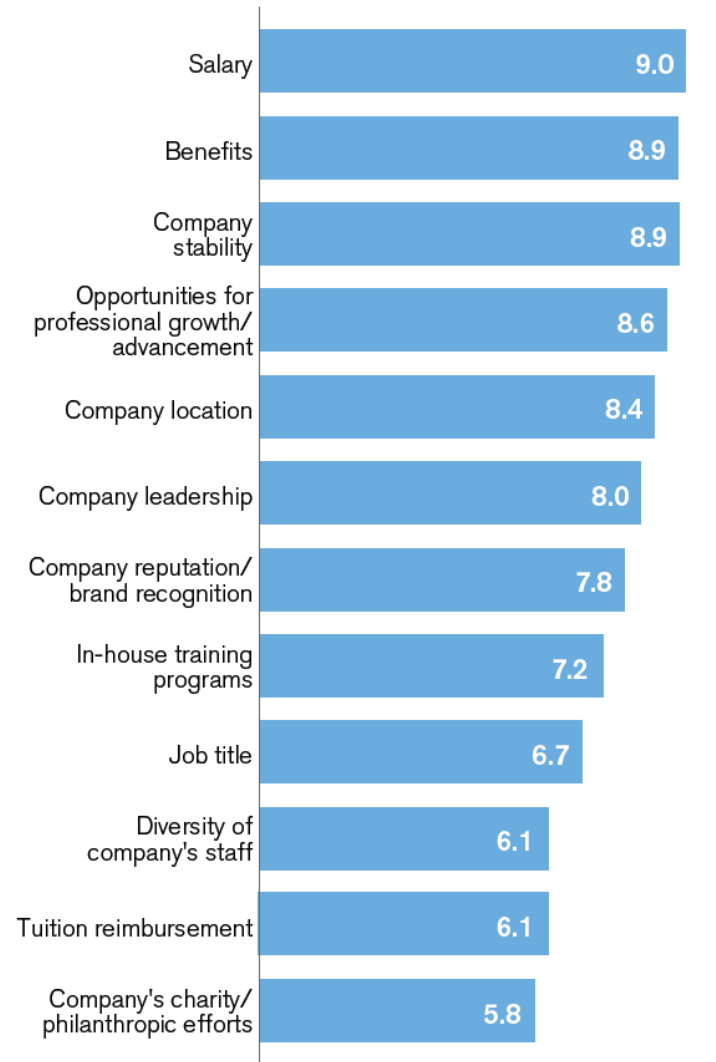


Keeping an Eye on the Prize

Employees were asked to rate the importance of the following factors when evaluating a job offer on a scale of one to 10

**1 = Least important*

10 = Most important

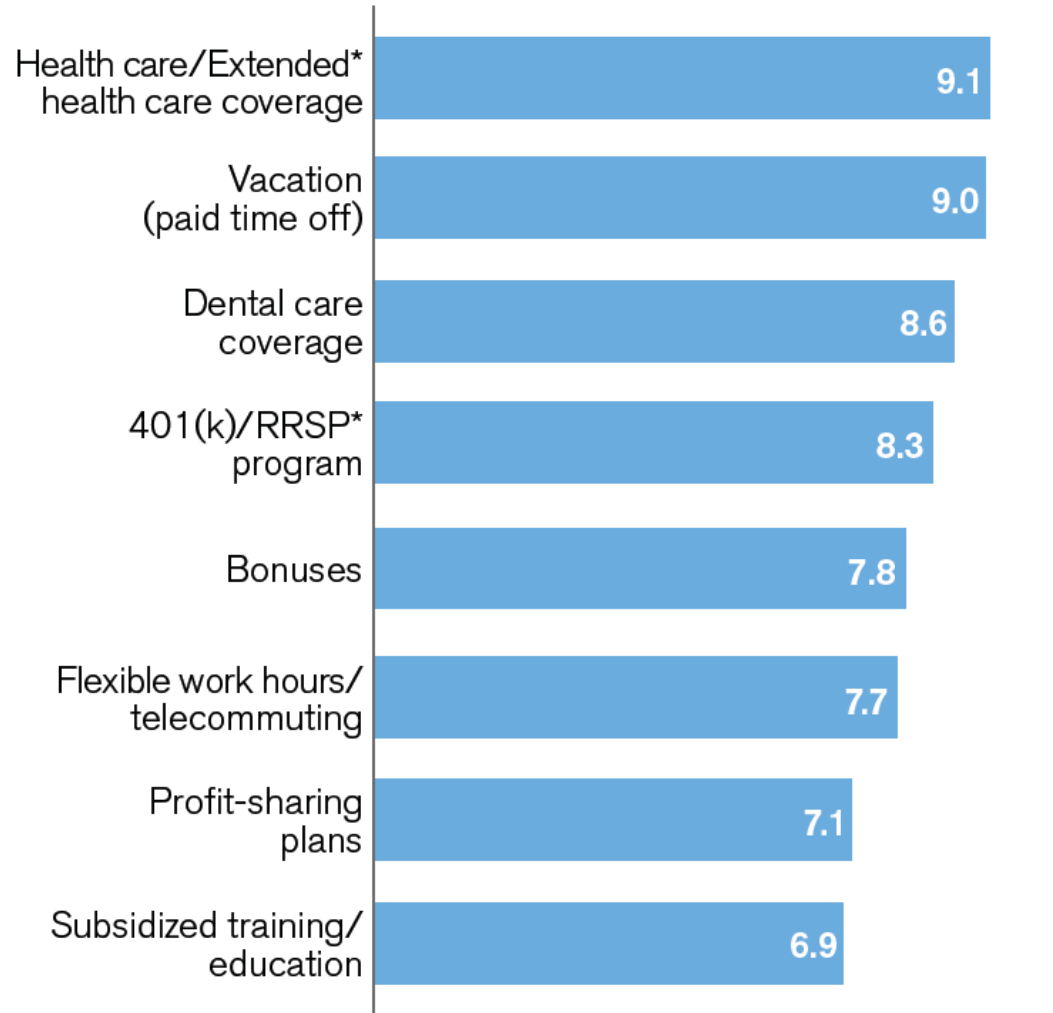




Benefits & Perks

Employees were asked to rate how important the following benefits and perks are as they pertain to overall job satisfaction on a scale of one to 10

**1 = Least important
10 = Most important*



**Unique to Canada*



Bring Back Bonuses!



Cut or reduced benefits/perks that employees want back:

1. Bonuses
2. RRSP matching programs
3. Subsidized training/education
4. Employee discounts
5. Free/subsidized snacks/lunches
6. Subsidized transportation



Appealing to Gen Y

- Eager for promotions (31 per cent)





Appealing to Gen Y

- Most likely to seek other opportunities (36 per cent)





Appealing to Gen Y

- Value professional growth and job titles





Appealing to Gen Y

- Offer regular feedback





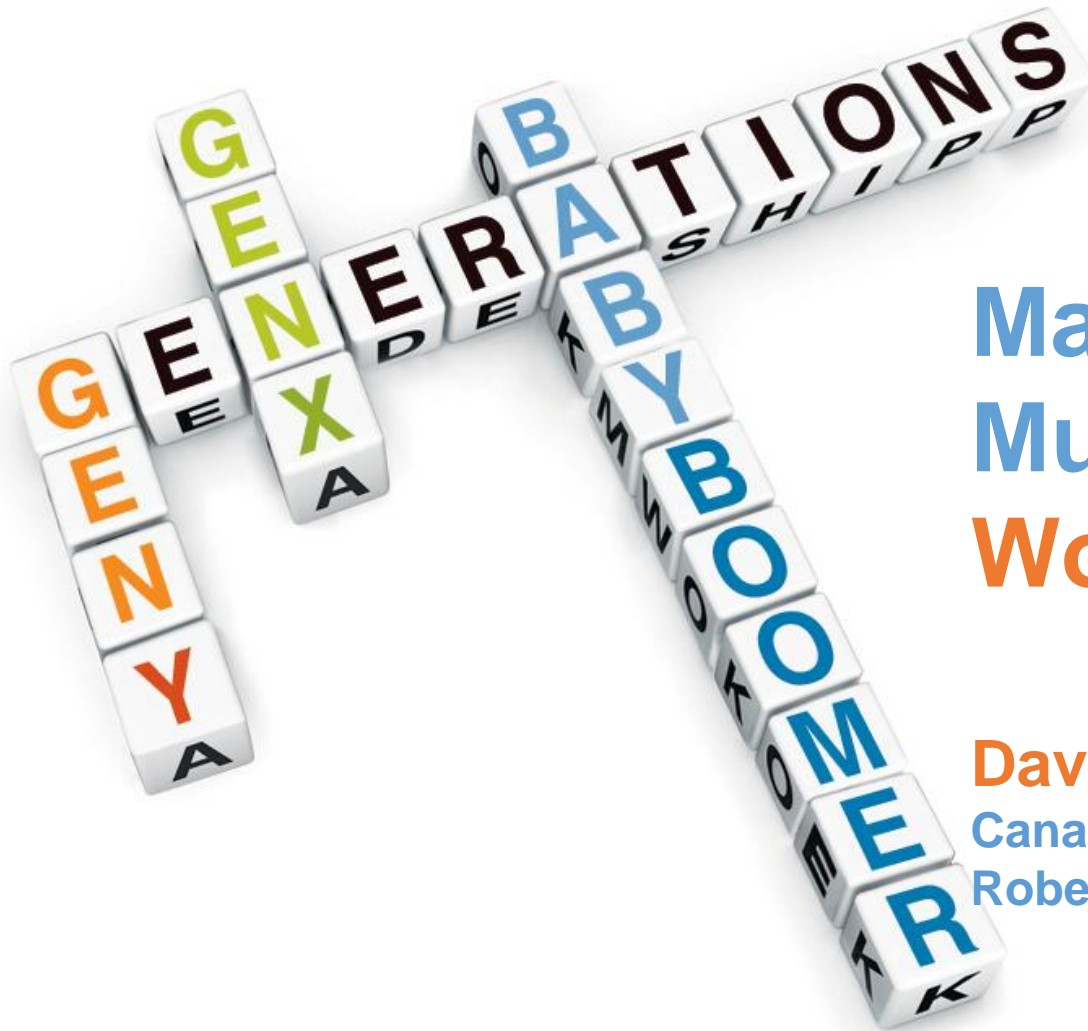
Appealing to Gen Y

- Empower them to take on new roles





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