

# Generations and Work

## Engaging All the Generations Handout A

### Employee Engagement

You've heard the term. We talk about *engaging* the public in the political process, *engaging* the community in conversations about critical issues, *engaging* students in their learning, *engaging* employees in their work.

Engagement is far more than simply communicating effectively. Engaged employees are those who are fully involved in their work. They are committed to their own growth and growth in their jobs. Engagement requires that employees have choices so that they act in ways that further their organization's interests. Engaged employees work smarter. They're willing to put in extra time to get the job done. They recommend the organization's services and products to family and friends.

In the workplace, collaboration, personal involvements, and trust are critical to creating engagement. In order for employees to be engaged, they must share a sense of belonging and of being part of something important. They need to trust that management is focused on the best interests of the organization and those who work there.

### Rules of Engagement

Employees will be more productive, effective, and stay longer if they:

1. See themselves as connected to, and part of, the organization.
2. Are given opportunities to problem-solve with their colleagues.
3. Connect their individual contributions with their own and their company's goals.
4. Feel valued, respected, and rewarded for their contributions.
5. Develop social and professional relationships within the organization.

-from *Millennials@Work* by Claire Raines & Arleen Arnsperger  
Claire Raines Associates, 2009

# Generations and Work

## Engaging All the Generations Handout B

### Optional Activity Employee Engagement

Search “employee engagement” online and find a webpage that interests you. Make a few notes on what you read.

For  
Preview  
Only

# Generations and Work

## Engaging All the Generations Handout C

### Mid-Screening Activity 1. A Time You Were Engaged

Think of a time when you felt particularly engaged in the work you were doing...when you felt fully involved and like you were really contributing...when your work felt like it made a difference.

What was the experience like?

What was it that made you feel so engaged?

For  
Preview  
Only

# Generations and Work

## Engaging All the Generations Handout D

### Mid-Screening Activity 2. Generational Demographics

1. Which generations are represented in your department?

2. How about your entire organization? Make some guesses about the percentage of the workforce each generation accounts for.

For  
Preview  
Only

# Generations and Work

## Engaging All the Generations Handout E

### Mid-Screening Activity 3. Work Environment & Generational Preferences

Below, make a heading for each of the generations represented in your workplace. Then brainstorm and jot down a few descriptive words for the environment each generation thrives in.

For  
Preview  
Only

# Generations and Work



## Engaging All the Generations

### Handout F

#### Mid-Screening Activity 4.

#### A Multi-Generation Project Team

Imagine that you are putting together a project team that includes people from all the generations. You want to create a work environment that engages every member of the team.

What is the work environment like?

How is the work structured?

How does the team communicate?

What are you as the leader doing and saying?

What is the one most important element each generation needs to feel engaged, and how do you incorporate those elements?

For  
Preview  
Only

# Generations and Work

## Engaging All the Generations Handout G

### Optional Activity Benefits of Team Diversity

A multi-generational team can be susceptible to misunderstandings, conflict, and clashing perspectives.

What are the potential benefits to multi-generational teams.

For  
Preview  
Only

# Generations and Work

## Engaging All the Generations Handout H

### Strengths & Assets

#### Millennials

- optimism
- ability to multi-task
- technological savvy
- global world view
- goal- and achievement-orientation
- belief in volunteerism and service to communities

#### Generation Xers

- adaptability
- technological literacy
- independence
- creativity
- willingness to buck the system

#### Baby Boomers

- committed to customer service
- dedicated
- good team members
- optimistic
- future-oriented
- experienced and knowledgeable

#### WWII Generation

- strong work ethic
- discipline
- loyalty
- emotional maturity
- stability
- belief in the "greater good"

For  
Preview  
Only

# Generations and Work



## Engaging All the Generations Handout I

### Building on Strengths

#### Millennials

- Connect their actions to their personal and career goals.
- Set them up to work with other bright, creative people.
- Give them opportunities to work with colleagues to “help turn things around.”
- Allow them adequate time and flexibility to live the life they want.

#### Generation Xers

- Offer them lots of work schedule options.
- Allow them to work autonomously.
- Tap into their adaptability.
- Give FAST (frequent, accurate, specific, timely) feedback in order to help them build skills and improve their resumes.

#### Baby Boomers

- Offer flexible work arrangements: telecommuting, adjustable scheduling, personal time to handle family matters.
- Provide challenging work, horizontal movement that provides opportunities to use skills differently, learning opportunities.
- Offer phased retirement options.
- Offer health and wellness programs to foster healthy lifestyles.

#### WWII Generation

- Use a personal touch. Make face-to-face contact.
- Show respect for age and experience. Show them that their experience is viewed as an asset.
- Capitalize on their experience. Mentoring relationships that team senior employees with younger, less experienced staff members will be welcomed by these employees.

—from *5genR8tns* by Susan Murphy & Arleen Arnsperger  
Claire Raines Associates, 2008

# Generations and Work

## Engaging All the Generations Handout J

### 6 Principles for Managing All the Generations

Organizations succeed when they create a work culture that encourages people from all generations to contribute to their fullest potential.

These organizations:

1. Know their demographics—externally and internally.
2. Are intentional about creative and responding to generational diversity.
3. Build on strengths.
4. Offer options.
5. Develop understanding of, and appreciate for, generational differences and strengths.
6. Train people to communicate effectively across generations.

—from *4genR8tins* by Susan Murphy & Arleen Arnsperger  
Claire Raines Associates, 2008