APPLICATION GUIDE – MAY 2019
Generational Diversity in the Workplace, Part 2

BOTTOM LINE:
Navigating generational diversity in the workplace can be challenging. In order to work better together, we need to understand the differences between each generation.

KEY TAKEAWAYS:
Four Keys to Navigating Generational Diversity in the Workplace:
1. Communication: What does each generation prefer when it comes to communication?
   ▪ Baby Boomers: Give them the bottom line.
   ▪ Gen X: Keep it real and authentic.
   ▪ Millennials: Make it interactive and conversational.
   ▪ Gen Z: Keep it short.
2. Motivation: What motivates each generation?
   ▪ Baby Boomers: Want the corner office, a higher position, a bonus.
   ▪ Gen X: Wants the freedom to work on their own terms. No micromanaging.
   ▪ Millennials: Want to do meaningful work.
   ▪ Gen Z: Want to do things their way, preferably on a screen.
3. Feedback and Evaluation: How to approach feedback and evaluation for each generation.
   ▪ Baby Boomers: Give annual reviews with full documentation.
   ▪ Gen X: Give steady, honest feedback; share all pros and cons.
   ▪ Millennials: Give immediate, frequent feedback.
   ▪ Gen Z: Keep feedback short and on a screen.
4. Change: How does each generation deal with change?
   ▪ Baby Boomers: "It worked fine the way we've done it in the past."
   ▪ Gen X: "I love change when it's my idea."
   ▪ Millennials: "I want change every three months."
   ▪ Gen Z: "My attention span is eight seconds."

Visual Metaphors to Help You Lead Each Generation
Chess vs. Checkers
   ▪ Effective leaders play chess, not checkers. Chess requires you to understand each piece of the game, whereas in checkers you treat each piece the same.
   ▪ There is no one size fits all for leadership. Each generation has its own strengths, weaknesses, personalities, and learning style.
      o Velvet-Covered Brick
         • People need leaders to balance being responsive and being demanding.
      o Surgeons vs. Vampires
         • Feedback must be given like a surgeon—careful and calculated, not reckless like a vampire.
         • Give feedback because you believe in this person, not because you need to vent.
      o Bridges, not Walls
         ▪ We naturally migrate to those who are like us and prejudge those who are not.
         ▪ Take the time to get to know those who are different than you.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:
   1. Think through your relationships with the people you work with each day. How can you build more bridges and fewer walls?
   2. Feedback and evaluations have the potential to damage relationships, especially with generational differences. Are you currently giving feedback like a surgeon or a vampire? What can you improve the current process?