

Generations@Work FORUM



**Getting The Most From
A Multi-Generational
Workforce**



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FROM Gen Y's to BABY BOOMERS UNDERSTANDING THE DIFFERENT GENERATIONS IN THE WORKFORCE

Kathy Kostyrko April 2013

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INTRODUCTION

- **Hays is Australasia's leading specialist recruitment consultancy.**
- **Hays dates back to 1969 in the UK, 1976 in Australia and 1999 in New Zealand**
- **Hays is a global specialist recruiter with 255 offices in 33 countries employing over 7,500 consultants.**
- **Hays Office Support commenced operations in Australia in 1981 as Metier Personnel – 31 years placing office professionals in Australia.**



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& Ireland

Continental
Europe &
Rest of World
Austria
Belgium
Brazil
Canada
Czech Republic

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France
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India
Italy
Luxembourg
Mexico

Netherlands
Poland
Portugal
Russia
Spain
Sweden
Switzerland

United Arab
Emirates
USA

Asia Pacific
Australia
China
Hong Kong
Japan
New Zealand
Singapore

OUTLINE

- Understanding workforce generation characteristics
- What are employees really looking for?
- Profiles and communication styles of the different generations :
 - Baby Boomers
 - Gen X
 - Gen Y
 - Gen F
 - Gen Z
- Summary

CHARACTERISTICS OF BABY BOOMERS, GEN X & GEN Y

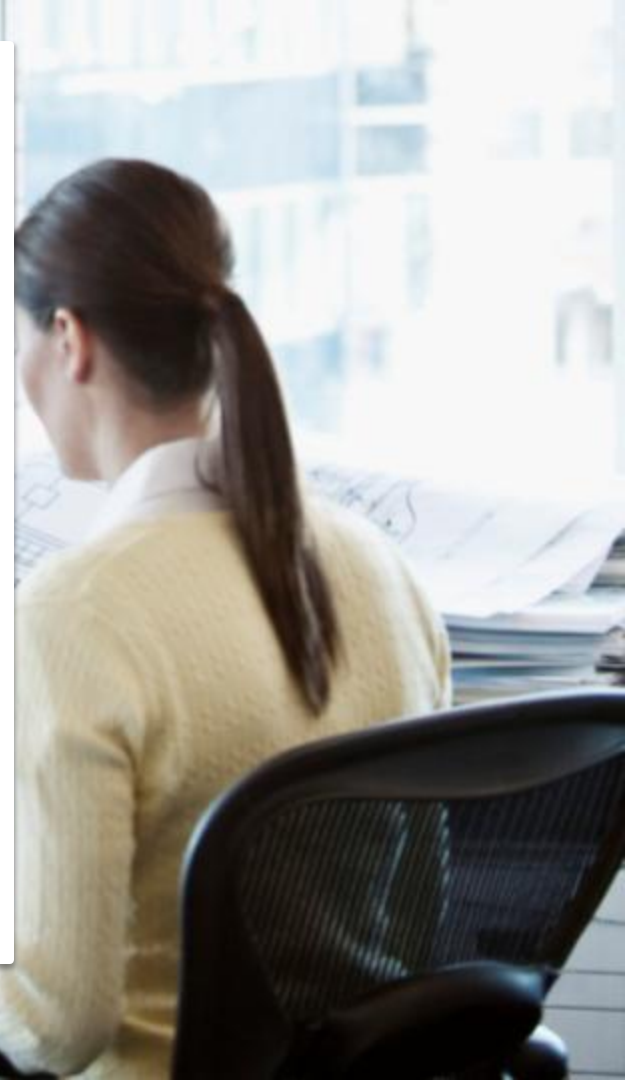
	Baby Boomers 1946 – 1964 Aged 48-66	Gen X 1965 – 1981 Aged 31 - 47	Gen Y 1982 – 1995 Aged 17 – 30
Work Ethic & Values	Workaholics Question authority Work efficiently Personal fulfillment	Self reliance Want structure & direction Skeptical	What's next? Multitasking Tenacity, Tolerant Goal oriented
Messages that Motivate	You are valued You are needed	Do it your way Forget the rules	You will work with other bright creative people
Work is ...	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Rewards	Money Title recognition	Freedom is the best reward	Meaningful work

CHARACTERISTICS OF BABY BOOMERS, GEN X & GEN Y continued

	Baby Boomers 1946 – 1964 Aged 48-66	Gen X 1965 – 1981 Aged 31 – 47	Gen Y 1982 – 1995 Aged 17 – 30
Dealing with Money	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend
Communications	In person	Direct Immediate	E-mail Voice mail
Leadership Style	Control Thinkers	Coordination Doers	Consensus Feelers
Work & Family Life	No balance Work to live	Balance	Balance
Core Values	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun, social

WHAT ARE EMPLOYEES REALLY LOOKING FOR? - HAYS SURVEY

- Work/life balance - flexibility
- Salary & benefits on offer
- Development & career opportunities
- Strong leadership
- A place where their contribution will be recognised & valued
- The type of work – challenging & rewarding
- Location of the role
- Reputation of the employer
- A job with meaning, purpose & good relationships



WORKFORCE STATISTICS

- In 2012, one in three workers in Australia will be aged over 45.
- More than 85% of the growth in the Australian workforce over the next decade will be in the 45+ age group.
- Today less than one in three Australian employers are seeking to attract mature aged workers.
- In future years there will be more than double older employees than younger in the workforce, eg in 2025 75% of the workforce will be the Gen X's of today & will be aged 44-60.
- When deciding between 2 job offers the top 3 factors across all generations and gender were :
 - 84% - Work/life balance
 - 81.5% - Salary
 - 80.9% - Training & development

BABY BOOMERS

PROFILE OF BABY BOOMERS

- Are well established in their careers and hold positions of “power and authority”
- Are loyal, work-centric and cynical
- They equate salaries and long hours with success and commitment to the workplace
- They value face to face time in the office and may not welcome work flexibility or work/life balance trends
- Motivators are high levels of responsibility, perks, praise and challenges
- Older boomers fought against the Vietnam war and for Civil and Women’s rights – sometimes called Hippies
- Youngest grew up without war and with economic prosperity – called Yuppies as prospered as young professionals

WHAT ARE BABY BOOMERS LOOKING FOR?

- Autonomy & responsibility
- They like new work challenges and are workaholics
- Highly loyal and want respect
- They are looking for adventure rather than relaxation
- Teamwork – embrace a team based approach to business
- An individual approach to remuneration and conditions
- Ongoing professional development & training
- Reward and recognition
- Many (80%) looking to stay in the workforce beyond retirement age.

COMMUNICATING WITH BABY BOOMERS

- Boomers are the “show me” generation so body language is important when communicating
- Speak in an open, direct style but avoid controlling, manipulative language
- Answer questions thoroughly and expect to be pressed for the details
- Present options to demonstrate flexibility in your thinking
- Like telephone, face to face, email, group/team meetings, mobile phones for talking not necessarily texting
- Challenges – social networking sites, blogging, texting

STRATEGIES TO RETAIN BABY BOOMERS

- Remove age discrimination
- Needs to be an attitude change in most organisations
- Job flexibility – offered not asked for; Offer flexible work structures
- No ceiling on retirement age
- Provide continuous training and up-skilling
- Promote career progression
- Use as mentors/training younger workers (and visa versa)
- Alumni
- Don't make them feel old
- Realise the valuable resource you have

GENERATION X

PROFILE OF GENERATION X

- Significantly smaller generation than previous ones
- Ambitious and hard working but value work/life balance
- Prefer to work alone and are fiercely independent
- Entrepreneurial – thrive on diversity, challenge, responsibility and creative input
- Place a premium value on family time
- Grew up in a time of relative peace and economic prosperity
- Value freedom and autonomy to achieve goals – dislike rigid work requirements
- Dislike meetings and don't want face time. Do want flexible hours and challenging assignments

WHAT ARE GENERATION X LOOKING FOR?

- Want a “lattice” structure rather than a hierarchical structure.
- Positive relationships with colleagues/bosses
- Value education and seek continuous opportunities for learning & development
- Family and work/life balance is of great importance
- No strong loyalty to an employer – will take their skills & experience to an employer that best meets their needs
- Value access to information and need plenty of it
- Will work hard to have more time to balance work and life responsibilities

COMMUNICATING WITH GENERATION X

- Use email as a primary communication tool
- Talk in short sound bites to keep their attention – present the facts using straight talk
- Ask them for their feedback and provide them with regular feedback
- Share information with them immediately and often
- Prefer to choose own communication method and how often they do it, email, mobile, texting, blogging, instant messaging and online forums
- Challenges - face to face communication, formal letter writing, team discussions, find it difficult to communicate up or down a generation

GENERATION Y

PROFILE OF GENERATION Y

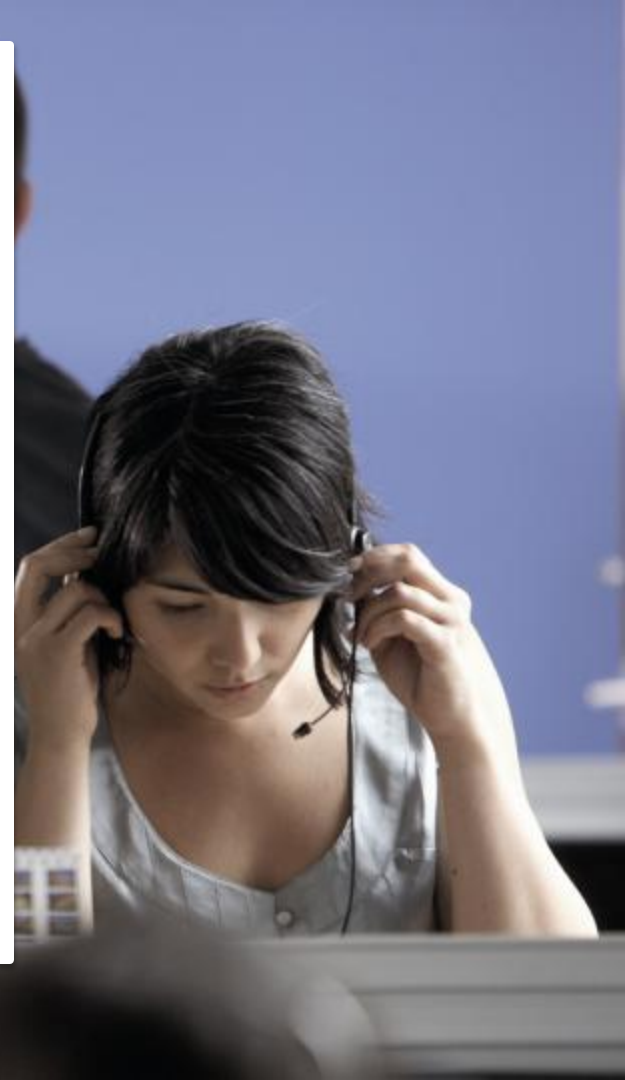
- Fastest growing segment of today's workforce
- Accustomed to computer technology, immediacy and multitasking
- Driven, ambitious, and hard-working
- Want to save the world or make it a better place.
- At ease with technology, diversity, complexity and uncertainty
- The “here and now” generation - they want immediate payoffs.
- The line between work and home doesn't really exist and Gen Y workers will choose a job just to be with their friends.
- Y Gen are commitment phobic

WHAT ARE GENERATION Y LOOKING FOR?

- An organisation's reputation or brand is most important
- Have short attention spans but value professional development and strive to work faster and better
- Want creative challenges and projects with deadlines and to build up ownership of their tasks
- Want to be understood, accepted & respected
- Want jobs with flexibility, telecommuting options and the ability to work part time
- Desire a community at work - staff activities
- Inspiring leadership

WHAT ARE GEN Y LOOKING FOR?

- Move for big salary increases
- Latest technology
- Volunteer opportunities
- Limited barriers to transition
- Personal growth
- Meaningful career



COMMUNICATING WITH GENERATION Y

- Don't talk down to them, they will resent it
- Show respect through your language and they will respect you
- Use email and voicemail as primary communication tools
- Use visual communication to motivate them and keep them focused
- Constantly seek their feedback
- Encourage them to take risks and break the rules so they can explore new paths and ways of learning
- Prefer text, online social networks, emails for work
- Challenges – face to face and telephone conversations, letter writing

GENERATION F

WHAT ARE GENERATION F LOOKING FOR?

Generation F – women aged between 16 – 65

48% of labour force and want mostly same as men except:

- Good record of promoting & supporting women
- 20% more want flexible work conditions
- Organisation with a large number of women in senior positions
- Position that doesn't require long hours or overtime & paid maternity leave
- 1. Supportive bosses 2. Good pay 3. Job security
4. Personal satisfaction 5. Good relationship with colleagues

GENERATION Z

PROFILE OF GENERATION Z

Generation Z (TimeOut.com) (Aged 1-16 today)

- They are the most highly connected generation – ABS says 95% of children use a computer regularly & 64% have access to the internet.
- Australian Mobile Telecommunications Association says 80-90% of high school students have mobile phones and more than 20% of primary school-aged children. Parents say it's for convenience and safety, kids like it as a status symbol and social tool.
- Gaming is the main reason children go online today. 65% participate in online gaming at least once a week.
- Z'ers want many "friends" even if they will never meet them.
- Many have a second identify – "avatar" as their cyberspace representative – for communication, interaction, fun and education. Everything from shopping, working, playing games and socializing.

PROFILE OF GENERATION Z

- They will be ultra-independent, thoughtful and moral – primarily raised by older parents with greater disposable income and resources.
- They will be very multi-tasked being able to do 10 things at once – they're being bombarded with information, predominantly from digital sources.
- They will always be in demand because they're small in numbers and big on smarts – will have their pick of jobs and lifestyles.
- Looking to be the most highly educated generation of all time with an estimated matriculation rate of over 90%.
- They have invented a whole new language – SMS and email messaging has led to new codes - @TEOTD, EZ, P2P, TMWFI – what will come next?

SUMMARY

Understanding the differences between the generations in the workforce today is vital to ensure your communications are understood and that you understand others – this will be a key to your success.

THANK YOU

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