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Authentic Interactions.
Extraordinary Results.

Attracting and retaining generationally
diverse talent to your organization.

GENERATIONAL INTELLIGENCE
For Organizational
& Team Sustainability

Four Generations at a Glance



Birth Years: 1946-1964
Formative Years: 1950s /'60s
Core Values:

- Optimism
- Change
- Consensus
- Achievement



Birth Years: 1965-1979
Formative Years: 1970s/'80s
Core Values:

- Realism
- Autonomy
- Flexibility
- Diversity



Birth Years: 1980 – 1997
Formative Years: 1990s /'00s
Core Values:

- Self-Expression
- Freedom
- Open-Mindedness
- Community



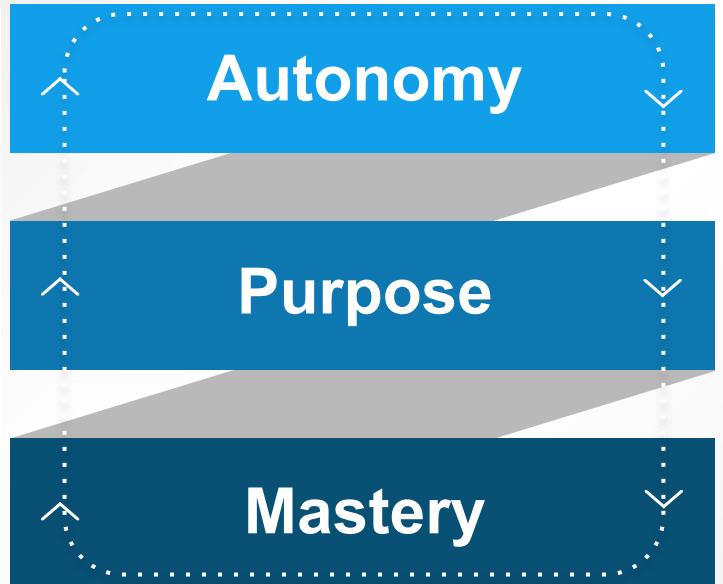
Birth Years: 1996 –
Formative Years: 00s & 2010s
Core Values:

- Hyper-connectivity:
- Concerns about future
- Entrepreneurial
- Politically aware and open

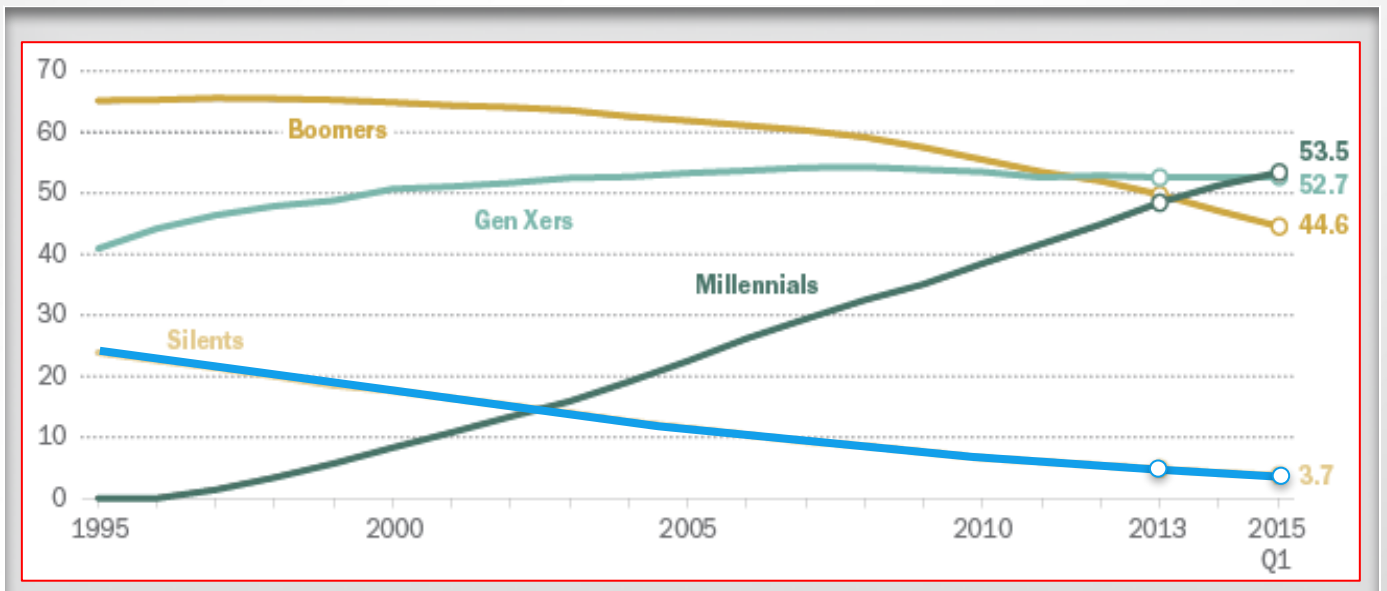


BUT AREN'T WE ALL THE SAME? YES – AND NO

SOURCES OF MOTIVATION SPAN ACROSS AGE DIFFERENCES



Shifting Workforce Composition in the U.S.



US population: Generations at a glance

Silents

Born 1928 – 1945
Approx. 46 Mill.

Baby Boomers

Born 1946 – 1964
Approx. 76 Mill.

Generation X

Born 1965 – 1979
Approx. 65 Mill.

Millennials/Gen Y

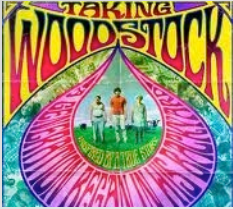
Born 1980 – 2000
Approx. 80 Mill.

Source: PEW Research Center 2015



BABY BOOMERS

DEFINING MOMENTS



Birth Years:
1946 - 1964

Formative Years:
1950s and '60s



Current Age:
53-71

Numbers:
76 Million

SOME CORE VALUES | ACHIEVEMENTS

Consensus

Loyalty

Optimism

Mission

Determination

**You can do it!
And we can
change
the world!**

SOME TOP-LINE TIPS: BABY BOOMERS

HOW TO ENGAGE BABY BOOMERS...

- Ask them to coach and mentor
- Have them document and share what they know
- Show appreciation for their energy and hard-work
- Conduct in-person meetings or actual phone calls with them
- “Rewire” or “rehire” them

WHAT BABY BOOMERS CAN DO...

- Recognize your “face time” mode; show more flexibility.
- Be more direct in communicating with younger staff
- Show an interest in the career development of your staff
- Express praise to junior staff; coach them on how to be better



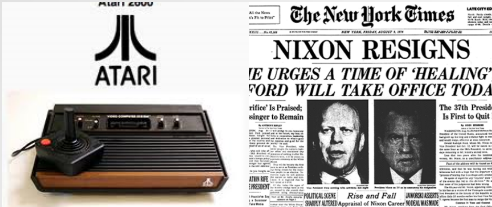
Gen X

DEFINING MOMENTS



Birth Years:
1965-1979

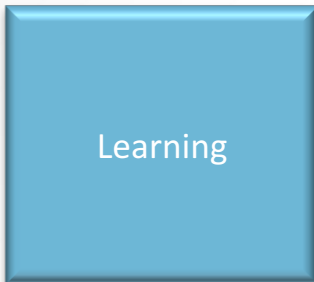
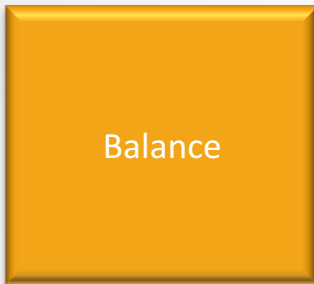
Formative Years:
1970s and '80s



Current Age:
38 -52

Numbers:
65 Million

SOME CORE VALUES | ACHIEVEMENTS



SOME TOP-LINE TIPS: GEN XERS

HOW TO ENGAGE GEN XERS...

- Give them marketable skills
- Allow them to create their own work schedules/location
- Don't use organizational "BS"
- Clear out organizational bureaucracy wherever possible
- Don't micro-manage them

WHAT GEN XERS CAN DO...

- Be understanding about others' need for in-person meetings
- Praise younger workers; balance with coaching on how to improve
- Manage younger workers with more than is your preference



Gen Y / MILLENNIALS

DEFINING MOMENTS



Birth Years:
1980 - 2000

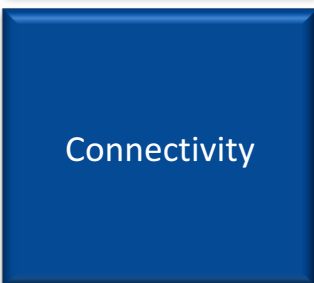
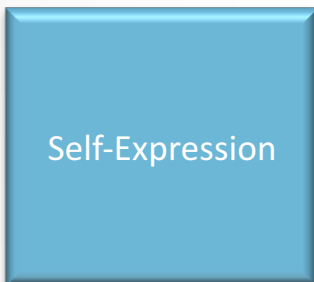
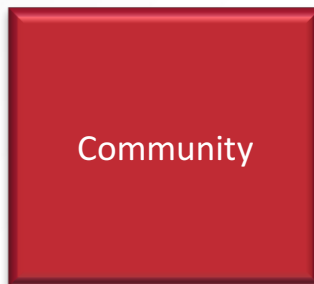
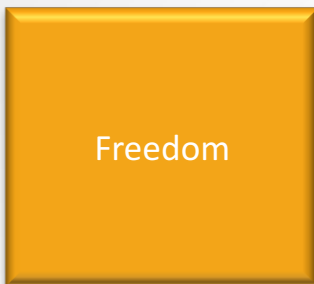
Formative Years:
1990s and '00s



Current Age:
21-36

Numbers:
80 Million

SOME CORE VALUES | ACHIEVEMENTS



SOME TOP-LINE TIPS: GEN Y / MILLENNIALS

HOW TO ENGAGE GEN Y / MILLENNIALS...

- Be honest, clear, transparent; explain your rationale for decisions
- Admit when you've made a mistake
- Be *clear* about what you are requesting of them
- Demonstrate your genuine care for them; provide on-going learning
- Respect their ideas, give them real opportunities to lead
- Minimize assigned "grunt work" – or balance with substantive work
- Bring it back to meaning: what's the impact of your work on the world?

WHAT GEN Y / MILLENNIALS CAN DO...

- Show respect to those in power— find out what respect means to *them*.
- Express your opinions without pushing TOO hard
- Demonstrate humility for what you *don't know* yet
- Take responsibility for your work; when you don't know what to do, ASK
- Don't assume you're in every decision
- Avoid gossip if you have a problem— talk to your leader/colleagues directly
- Show your value and help things move forward around you



Gen Z

DEFINING MOMENTS



Birth Years:

2001 -

Formative Years:

Late 0s -?

Current Age:

17

Numbers:

70+M and counting



SOME CORE VALUES | ACHIEVEMENTS

Hyper-connectivity:

Concerns about future

Entrepreneurial

Politically aware and open

Brains "wired differently"?

"I want to turn my hobby into a job"



Generational Readiness Report Card

Area	Aspect	My organization					My team				
		A	B	C	D	F	A	B	C	D	F
Knowledge Transfer	We regularly share stories that reflect lessons learned so that younger employees can learn from older ones.										
	Informal knowledge from experienced workers is captured and codified for future benefit.										
	Experienced employees are incentivized to share their implicit knowledge with others.										
Learning & Development	Employees have regular discussions with their managers about their career interests and aspirations.										
	Development plans are created individually and personal objectives are linked to the organization's plan for growth.										
	Learning content is provided in various ways such as classroom trainings, on-demand learning modules, interactive web-based learning management systems.										
	Cross-functional training occurs for older and younger employees.										
	We have a culture of informal mentoring; employees across levels and generations are comfortable approaching fellow staff to be mentors.										
	Mentoring occurs between older staff and younger staff; across peer levels; as well as "reverse mentoring" when younger staff mentor older staff on specific skills (such as social networking, guerilla marketing, etc.)										
	Stretch assignments place employees in intense and rewarding learning environments where they can develop transferable skills.										
	Stretch assignments are regularly given to employees of all experience levels and ages.										
Career Customization	Employees can customize their career tracks based on their current life and career preferences (e.g. workload, amount of travel, staff responsibilities, etc.)										
	The organization plays an active role in supporting employees on-leave (e.g. maternity) to maintain and grow their professional status.										

A – Ahead of the pack; leading edge

B – Doing some of this; still not a leader

C – Catching up with the rest; middle of the pack

D – Some or little awareness, no sense of urgency to act

F – No awareness of this issue



Generational Readiness Report Card

Area	Aspect	My organization					My team				
		A	B	C	D	F	A	B	C	D	F
Knowledge Transfer	It is safe for everyone to share ideas or concerns – among peers and from lower levels to higher levels.										
	Innovative ideas are generated by employees across levels and generations and are considered equally important.										
	Younger workers have an opportunity to regularly share their ideas with older, more senior-level leaders.										
	Employees are given regular opportunities to work on creative projects of personal interest to them that eventually may have application to work.										
Learning & Development	Work effectiveness is defined based on tasks and results – not “face time” at work.										
	Employees can work from anywhere anytime based on individual discretion as long as it does not interfere with team needs.										
	The organization provides the technology and encourages a culture where in-person meetings are optional and asynchronous work is facilitated.										
Inclusive Leadership	Many if not most decisions are made in a participatory and transparent manner that encourages everyone’s input regardless of age or status.										
	Information and expertise are shared openly.										
	Leaders are respected for their technical expertise as well as their ability to engage and promote their staff.										
Team Cohesion	Employees across levels give feedback to one another—in the form of regular 360 reviews as well as informal discussions.										
	Teams are regularly given opportunities to build trust, conflict resolution, and communication skills.										
	Managers are skilled in being inclusive of team members with different talents, backgrounds, skills, and generations.										

A – Ahead of the pack; leading edge
 B – Doing some of this; still not a leader
 C – Catching up with the rest; middle of the pack

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 F – No awareness of this issue



