present

BRIDGING THE TALENT GAP
Recruiting and Retaining a Multigenerational Workforce

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www.generations.com
Who are the Generations?

Age Breakdown and Population Size:

<table>
<thead>
<tr>
<th>GENERATION</th>
<th>POPULATION SIZE</th>
<th>BIRTH YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRADITIONALISTS:</td>
<td>75 million</td>
<td>Prior to 1946</td>
</tr>
<tr>
<td>BABY BOOMERS:</td>
<td>80 million</td>
<td>1946-1964</td>
</tr>
<tr>
<td>GENERATION XERS:</td>
<td>46 million</td>
<td>1965-1981</td>
</tr>
<tr>
<td>MILLENNIALS:</td>
<td>76 million</td>
<td>1982-2000</td>
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</table>

Influences and Traits:

<table>
<thead>
<tr>
<th>GENERATION</th>
<th>INFLUENCES</th>
<th>TRAITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BABY BOOMERS:</td>
<td>Booming Birthrate, Economic Prosperity, Recession, Expansion of Suburbia, Vietnam, Watergate, Protest and Human Rights Movements, Sex, Drugs, and Rock 'n' Roll</td>
<td>Idealistic, Competitive, Questioners of Authority, Eager to Put Their Own Stamp on Things, the Sandwich Generation</td>
</tr>
<tr>
<td>GENERATION XERS:</td>
<td>Sesame Street, MTV, Personal Computer, Divorce, AIDS, Crack Cocaine, Missing Children on Milk Cartons</td>
<td>Eclectic, Resourceful, Self-Reliant, Distrustful of Institutions, Highly Adaptive, Skeptical</td>
</tr>
<tr>
<td>MILLENNIALS:</td>
<td>Fall of the Berlin Wall, Expansion of Technology and the Media, Mixed Economy, Natural Disasters, Violence, Drugs and Gangs</td>
<td>Globally Concerned, Integrated, Cyber Literate, Media Savvy, Realistic Environmentally Conscious</td>
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Why All the Energy Around Bridging the Talent Gap?

TODAY...
- Organizations that engage every generation of workers will be more productive and will have the greatest ability to embrace change.
- A multigenerational workforce helps agencies better serve multiple generations of customers.
- Better morale and positive energy result in greater productivity.

IN THE FUTURE...
- Demographers predict a coming worker shortage as Boomers retire.
- Within seven years, 30 million currently employed workers will be over age 55.
- For the first time ever, the next generation of skilled workers will be neither larger nor better educated than the previous one.
- The skilled worker gap is estimated to be 5.3 million by 2010.
- Organizations that become “employers of choice” now will have the advantage in finding and keeping employees in the future.

**TRADITIONALIST:** “Deserve loyalty.”
**BABY BOOMER:** “Deserve to change.”
**GENERATION XER:** “Are highly suspect.”
**MILLENNIAL:** “Judged on their own merit.”

Institutions
**ClashPoint™ — Institutions**

The generations view institutions in very different ways. This can affect the strategies we use to recruit, engage, manage and retain them.

<table>
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<tr>
<th>GENERATION</th>
<th>FACTOIDS</th>
<th>TIPS</th>
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</table>
| With **Traditionalists**... | • 40% of Traditionalists said their company did not do a good job of making them want to stay.  
• 48% said training opportunities play a role in staying with the company.  
• 65% said they would not feel comfortable talking with their manager about a different career track within the company.  
• 73% plan to return to work in some capacity after they retire. | • Consider “mining for silver.”  
• Recognize and tap into their loyalty.  
• Focus on *evolution*, not *revolution*.  
• Remember, Traditionalists need career paths too.  
• Mix the generations in work teams. |
| #1 reason for staying on the job—loyalty to clients and customers | | |

| With **Baby Boomers**... | • 43% of Boomers said they lack opportunities to be mentored where they work.  
• 30% said that not having a mentor contributes to their job dissatisfaction.  
• 75% said that time off would be the greatest reward they could receive. | • Understand that Boomers want to put their own stamp on things.  
• Focus on “making an impact.”  
• Continue to offer training and career-pathing opportunities.  
• Encourage Boomers to mentor the next generation.  
• Beware of Boomer burnout. |
| #1 reason for staying on the job—making a difference | | |

| With **Generation Xers**... | • Only 17% of Xers thought a lifetime career with one company was a good goal (compared to 35% of Boomers and 70% of Traditionalists).  
• 30% of Xers have left a job due to lack of training opportunities.  
• 80% of Xer men said time with family is more important than challenging work or a higher salary. | • Respect their skepticism.  
• Pick up the pace of recruiting.  
• Know they expect change and handle it well.  
• Focus on *career security* not *job security*.  
• Create opportunities for work-life balance. |
| #1 reason for staying on the job—building a career; #1 reason for changing jobs—building a career | | |

| With **Millennials**... | • They are globally aware, cyber-literate, and techno-savvy.  
• Millennials recently ranked “personal safety” as their No. 1 workplace issue.  
• Millennials don’t just accept diversity, they expect it. | • Expect them to judge institutions on their own merit.  
• Make sure they know about you.  
• Focus on how they can make a difference.  
• Understand they need to collaborate.  
• Help them visualize a career path with you. |
| #1 reason for staying on the job—work that has meaning | | |