

For Leaders:

# Managing a Multigenerational Workforce

It's important for managers to realize that employees of different generations have different needs and goals. The oldest generations may be more focused on their health and retirement savings while those at mid-career age may be more concerned about supporting their families. Despite being in different stages of life, most generations want engaging work and a manager who inspires them to achieve their career goals. Learning about their differences and their needs will help you be a better manager.

## Nearing Retirement

Born before the mid-60s, members of this generation are generally winding down their careers and place value in responsibility and praise. They are often work-centric and value face-to-face time with their co-workers. They gauge their success by the time they put into their work.

## Mid-Career

Born before 1980 or so, people in this generation value family time and work-life balance. Freedom and individualism are of high importance in the workplace. They are often motivated by flexible hours and challenging assignments and prefer email and text for communication over face-to-face contact.

## Early Career

Born before the mid-90s, this generation tends to be tech-savvy and to value personal growth, creative challenges and meaningful careers. Feedback and praise are especially important to them. Having never known a world without technology, they thrive on social media and prefer electronic communication to direct communication.

## Entering the Workforce

Born up to about 2012, this generation reports feeling more emotionally distressed than those who came before them. As digital natives, they are the first generation to be bombarded constantly through technology with news and opinions. Facebook, the iPhone and Twitter all were introduced during their childhoods. They want good pay and a sense of purpose, as well as a diverse staff of co-workers to bond with.

Remember that the above descriptions are far-reaching generalities that describe tendencies among the generations. Every worker, regardless of their age, offers a unique perspective and skill set. Managers should focus on learning each employee's individual ambitions and objectives. Putting time and effort into each employee can boost your team's overall productivity and morale.



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