Making it Stick: Engaging Your Multigenerational Workforce

Shira Harrington
Founder & President, Purposeful Hire
Kids These Days!

“Children today are tyrants. They contradict their parents, gobble their food and tyrannize their teachers.”

Socrates (470-399 B.C.)
Have you ever heard yourself say...

“I just can’t find good people anymore!”

“Why won’t younger workers just show up and WORK?”

“Why is turnover of my younger staff so high?”

“Why do my older managers alienate younger staff?”

“Why can’t older workers adapt to new technology?”

“How can I maintain continuity as my Boomers retire?”
Disclaimers About the Generations

- Generational diversity vs. age diversity
- People are individuals
- Use to archetype, not to stereotype!
Which generation are you?
Traditionalist Values

- Hard work
- Sacrifice
- Respect for authority
- Following the rules
- Frugality
- Military focus
- God and country
Baby Boomer Values

- Bucked the system then...
- Learned to respect authority
- Live to work
- Pay your dues
- Face time
- Career-focused
- Competitive
- Long-tenured jobs
- Women in leadership
- Diversity / Civil rights
Generation X Values

- Independence
- Self-reliance
- Cynicism
- Questions authority
- Entrepreneurism
- Work to live
- Work-life balance
Millennial Values

- High expectations / Self-esteem
- Strong parental influence
- Global diversity
- Saving the environment
- Tech-focused
- Team oriented
- Work-life integration
- Multi-tasking
- Rapid career advancement
- Frequent feedback
- Question everything
- Personal branding
Generational Factors Impacting The Workplace
Shift in Global Economies

Agrarian Age

Industrial Age

Information Age
Rise in Affluence Led to Decline in Work Ethic

YOU CAN'T HAVE A MILLION DOLLAR DREAM WITH A MINIMUM WAGE WORK ETHIC
Technology has Provided Options
But Not Everyone Embraces It
Parenting Styles Affected Manager – Employee Relationship

1940s and 1950s
Command and Control

1960s and 1970s
Independent Decision Making

1980s and 1990s
Teamwork and Collaboration
Increased Emphasis on Work-Life Balance
Employer Loyalty is Nonexistent
Employee Disengagement is Rising

72%

US employees who are disengaged or actively disengaged
High Turnover of Millennials

18 months
Average tenure of Millennials
(and declining)

They are paid volunteers!
Traditional Longevity Based on Tenure

4 Years tenure

BUT it’s socially unacceptable for Millennials to stay in their jobs for longer than 2 years

10 years tenure

Start date

Until retirement
Millennial segment grows as Boomers start to retire

- 75% by 2025
- 50% by 2020
- 35% in 2015
Major Challenges Facing Wire Producers

- Recruitment
- Employee Engagement
- Succession Planning
Manufacturing Skills Gap is Widening

- 3.4 Million
  Manufacturing jobs needed by 2025

- 2.7 Million
  Baby Boomers Retiring

- 2 Million
  Jobs May Go Unfilled Due to Skills Gap

Source: Manufacturing Institute 2015 Skills Gap Report infographic
Parental Perceptions of Manufacturing Careers

- Only 1/3 Parents would encourage child to pursue manufacturing career
- 66% Worried about job security and stability
- 45% Believe industry has limited career prospects

Source: Manufacturing Institute 2015 Skills Gap Report infographic
Best Workforce Strategies to Meet Advanced Manufacturing Requirements

- **94%**
  - Involvement with local schools and community colleges

- **72%**
  - External training and certification programs

- **64%**
  - Creation of new veteran hiring programs

Source: Manufacturing Institute 2015 Skills Gap Report infographic
Recruitment Challenges

• Manufacturing is facing a graying workforce
• Millennials told pursue knowledge worker jobs
• Blue collar see manufacturing as job, not career
• They have options and will go after the $$
Recruitment Opportunities

• Hire from ag backgrounds, military, women

• Make it easy for applicants to apply
• Hire fast...or lose them to the competition
• Offer (above) market pay and incentives
• Hire for career motivators, not just skill set
• Consider hiring excellence for short term
Recruitment Opportunities

Recruit from diverse pools of candidates
Craiglist (entry level)
Newspaper (seasoned)
Letters to local churches
Offer part-time / weekend work
Employee referral program
Community events (pass out cards)
Community Colleges
Eligible Training Providers

http://www.servicelocator.org/WIB_MAP_flatfile.asp
Retention/Engagement Challenges

• Turnover for blue collar can be up to 100%
• Non-ag backgrounds need more training
• Loyalty almost non-existent
• Emphasis on work-life balance
• Many Millennials have parental safety net
• Millennials don’t like to conform to standards
• Use of cell phones on plant floor
• Gen-X management conflicts with Millennials
Retention/Engagement Opportunities

• Reward behavior you want to see (eg. “Pay For Skills”)
• Use performance coaching / mentoring
• Use “quick hit feedback” with Millennials
• Show how work matters to mission/supply chain
• Tell Millennials WHY things are done that way
• Give them opportunity to innovate
• Allow staff to “fail up”
• Use “Platinum Rule” of management
Succession Planning / Aging Boomers Challenges

• “Retiring in place” Boomers want $ but less work
• Less physically able to do manual labor
• Expensive to keep them but so is turnover
• Knowledge transfer critical to replacing skills
• Delayed retirement becomes glass ceiling for Xers
• Boomers expect Millennials to “pay dues”
• Boomers less likely to give positive feedback
• Gen-X conflicted about moving up or out
• Boomers not as comfortable with new technology
Succession Planning / Aging Boomers Opportunities

• Ask Boomers + Xers what they want to do next
• Incentivize knowledge transfer
• Use train the trainer tools
• Tap rising Gen-Xers + develop leadership skills
• Millennials “reverse mentor” Boomers on tech
• Re-recruit retired Boomers / hire older workers