

Making it Stick: Engaging Your Multigenerational Workforce

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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

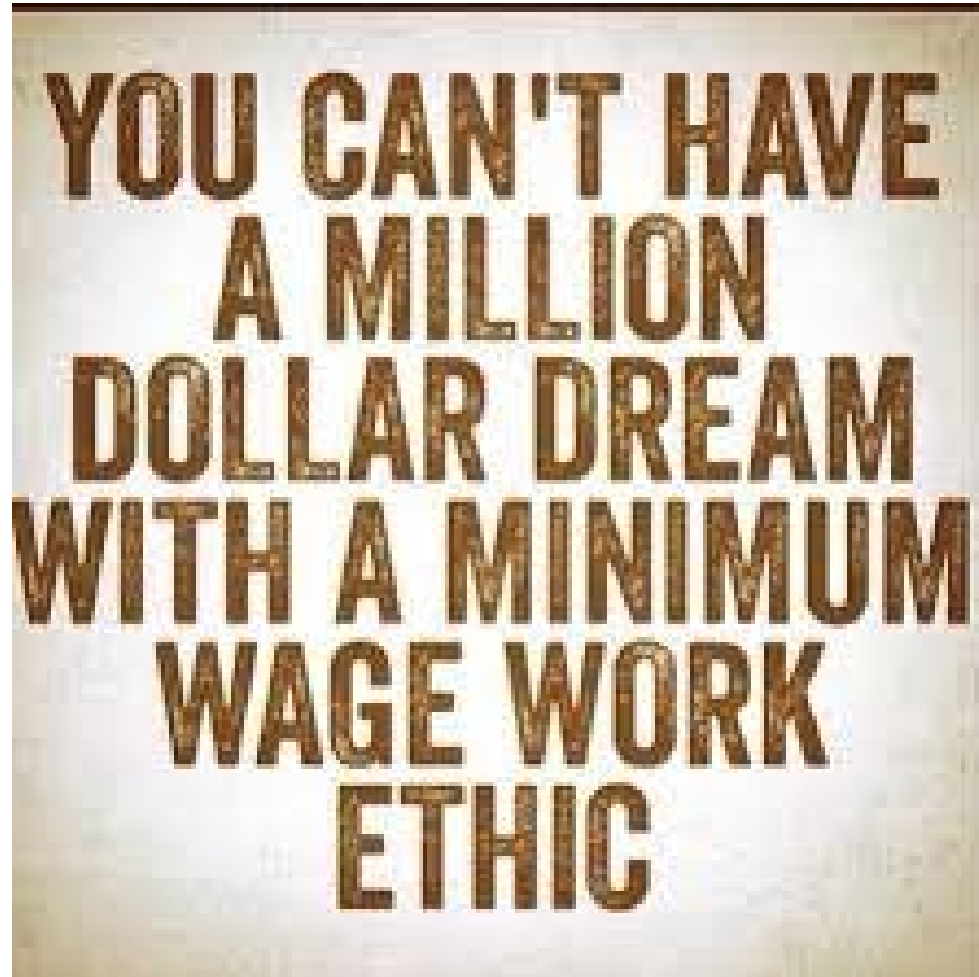
Agrarian
Age

Industrial
Age

Information
Age



Rise in Affluence Led to Decline in Work Ethic



Technology has Provided Options



But Not Everyone Embraces It



Parenting Styles Affected Manager – Employee Relationship

1940s and 1950s



Command and Control

1960s and 1970s



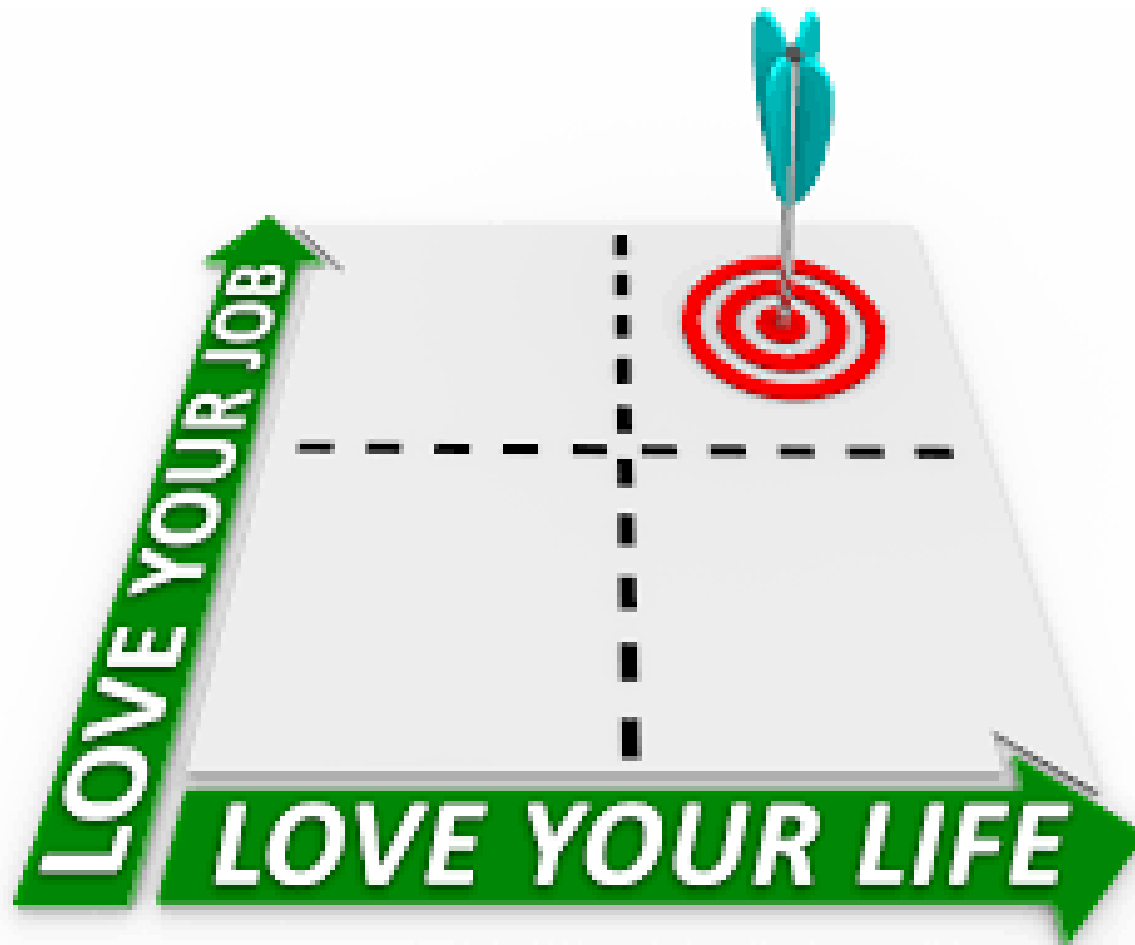
Independent Decision Making

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

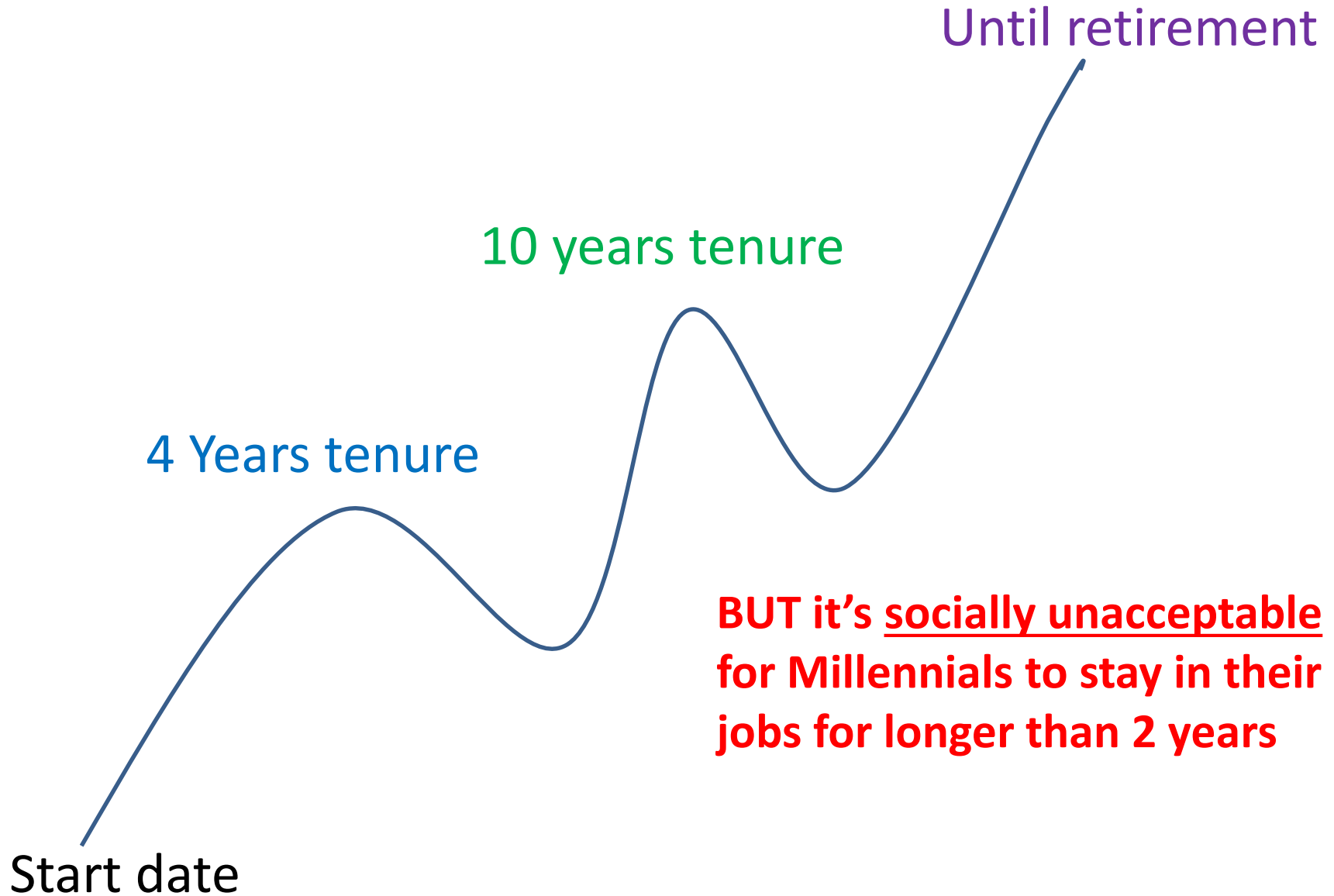
High Turnover of Millennials

18 months

Average tenure of Millennials
(and declining)

They are paid volunteers!

Traditional Longevity Based on Tenure



Millennial segment grows as Boomers start to retire



75% by 2025

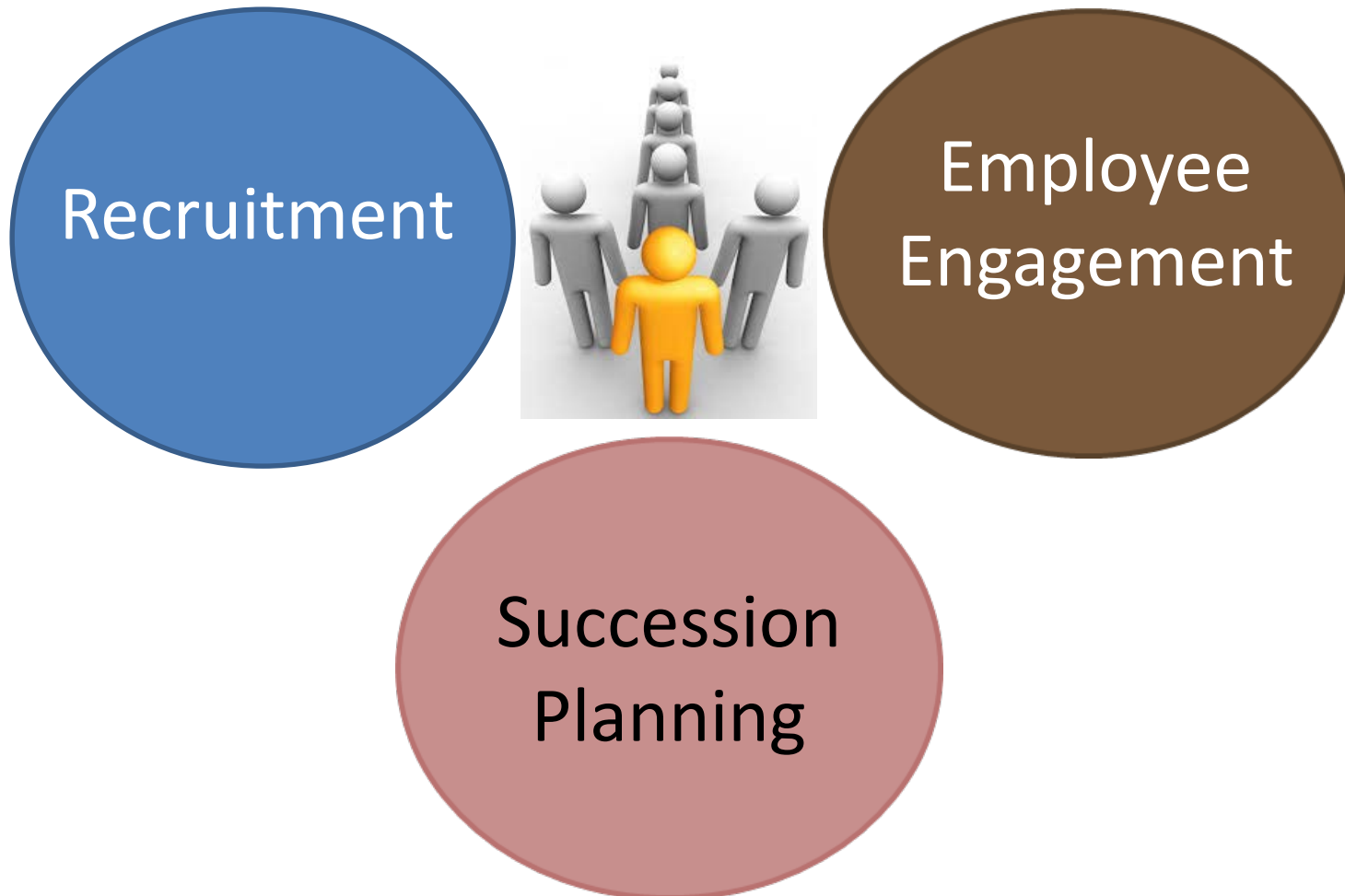
50% by 2020

35 % in 2015

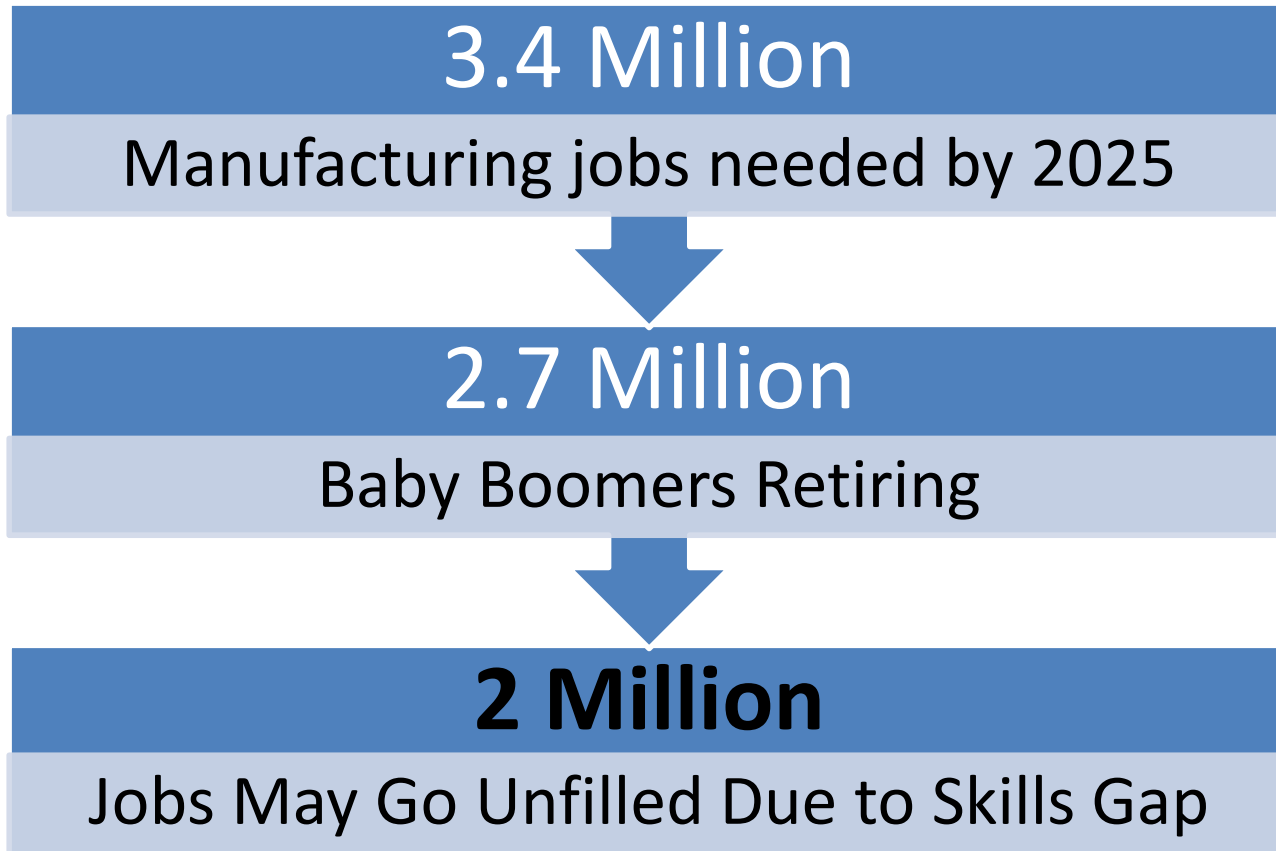
The Baby Boom: 1946-1964



Major Challenges Facing Wire Producers

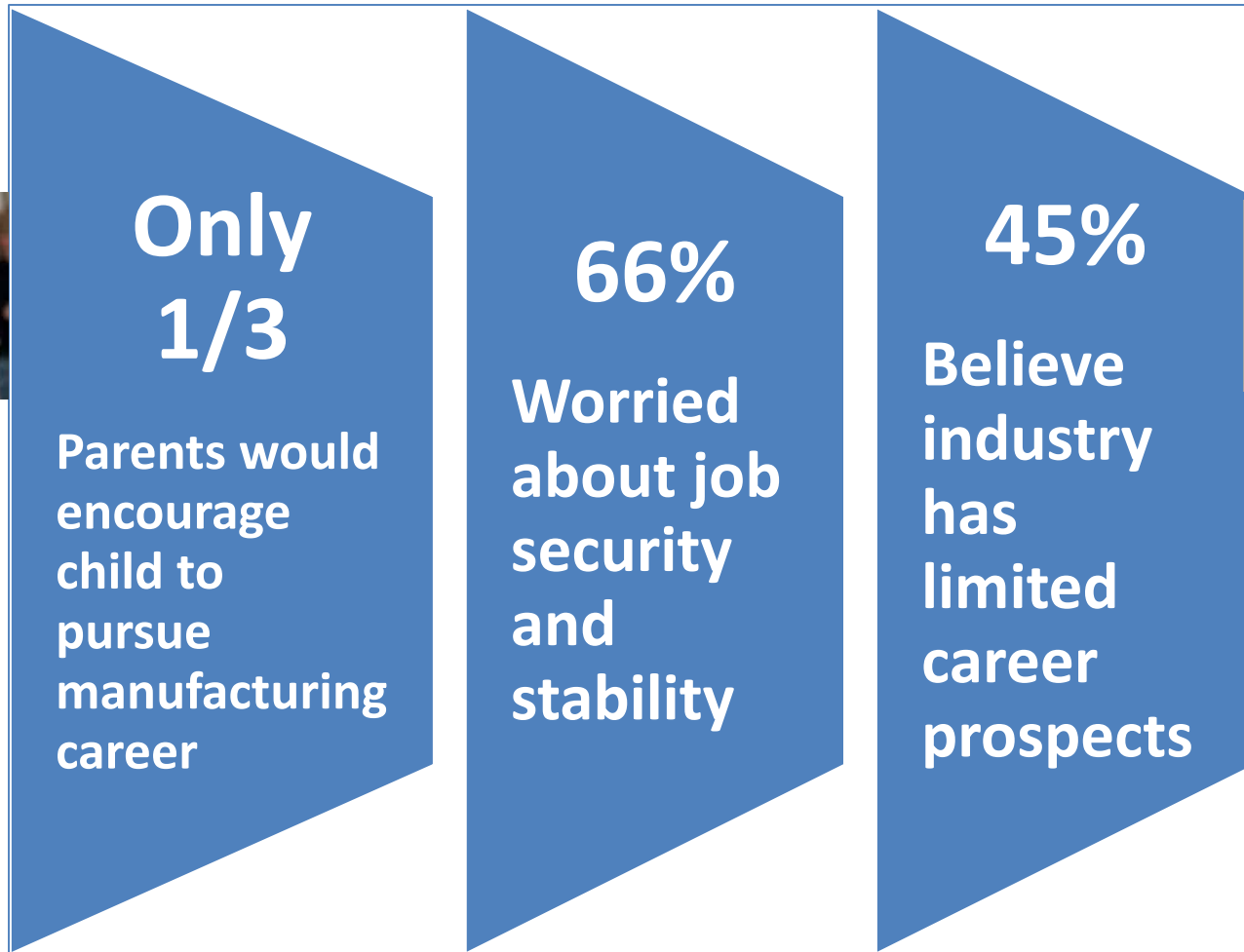


Manufacturing Skills Gap is Widening



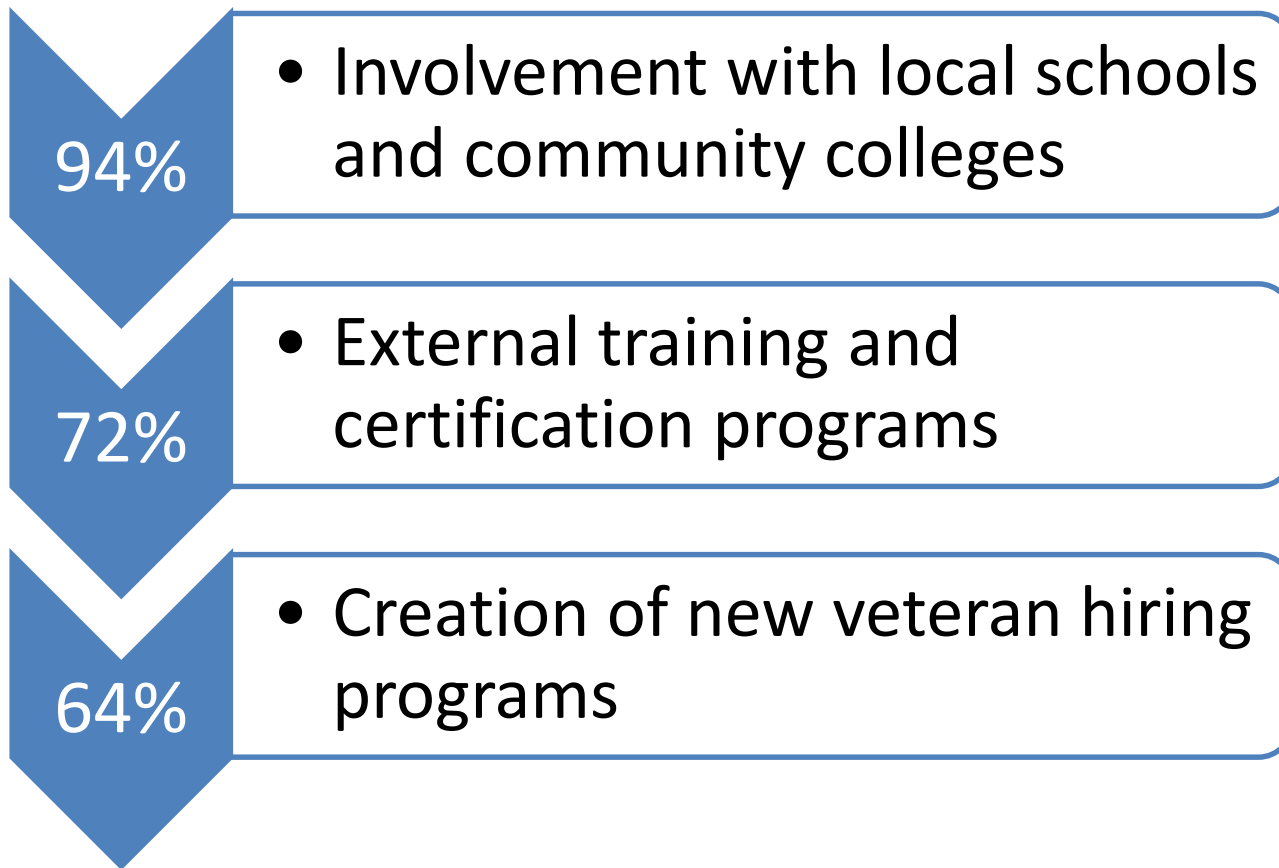
Source: Manufacturing Institute 2015 Skills Gap Report infographic

Parental Perceptions of Manufacturing Careers



Source: Manufacturing Institute 2015 Skills Gap Report infographic

Best Workforce Strategies to Meet Advanced Manufacturing Requirements



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

<http://www.themanufacturinginstitute.org/Initiatives/Military-and-Veterans/Military-and-Veterans.aspx>

- 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

Craigslist (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

