

Is Your Organization Multigenerational Friendly?

In this issue

Evaluating Your Current People Practices

How Do You Analyse?

Using Organizational Characteristics to Get It Right

n-gen's Organizational Engagement Survey

n-gen's E-learning Course

Upcoming Events

January 30 - Feb1: Toronto
HRPAO – Exhibitor Hall
Booth #831

Feb 6, 2008: Toronto
Conference Board of Canada –
Council for Inclusive Work
Environments

February 6, 2008: Canadian
Management Centre
One-day Generational Diversity
Program

February 20, 2008: Ottawa
Conference Board of Canada
Council of HR Executives - East

Evaluating Your Current People Practices

It is hard to open up any major newspaper and not read a reference to the generational divide that exists in the workplace. Sometimes the articles are focused on a single generation. There have been articles on whether Baby Boomers are remaining engaged, how organizations can retain their Baby Boomers, and why and how Baby Boomers want to work even after they are eligible for retirement. Alternatively, sometimes the focus is on the younger cohorts, how does one successfully recruit Gen Ys, how do we get Gen Ys to work like Baby Boomers, how do we successfully manage them?

The risk of only focusing our attention on one generational group is that organizations may be alienating the other cohorts. The key to success is to ensure that your people practices speak to *all four generations*. After understanding the values, behaviours and expectations of Traditionalists, Baby Boomers, Gen Xers and Gen Ys, as senior leaders and HR professionals you need to evaluate your organizational culture and your people practices. On whose values, behaviours and expectations is the status quo based? How do your cultural norms – formal and tacit – motivate all four generations? If you cannot explain how your culture, norms and practices speak to all four generations, then your organization is not multigenerational friendly.

How Do You Analyse?

There are a number of methods by which you can analyse your generational friendliness quotient.

- ❖ Analyse the current language in your recruitment materials, offer letters, program announcements, employee newsletters – which words are being used? What is the underlying meaning? How can you incorporate key messages that resonate with all four generations?
- ❖ Analyse your engagement results along generational lines. Often there is a discrepancy in the way the different generations answer survey questions, because they interpret the questions differently. For example, 'does your manager provide frequent feedback' – the word frequent means something different to a Baby Boomer than it does to a Gen Y.
- ❖ Conduct focus groups. Gather a group of (senior) leaders who have been educated on the values, behaviours and expectations of all four generations. Ask them to evaluate your organizational culture and practices to determine which generational cohort dominates. Compare this evaluation with your engagement score data. In our experience, two interesting revelations may occur. With one senior group, the leaders, who were all Gen Xers, realized that they behave and expect to be treated according to Xer values, but that as leaders, they lead the company just like Traditionalists. Another senior group thought that their culture was very Gen Y, given that the largest number of employees were Gen Ys. However, when compared to their engagement data, they discovered that it was the Baby Boomers who were the most satisfied.

Quick Links

[n-gen People Performance Inc.](#)

[Events Calendar](#)

[Book, Research & News](#)

[Canadian Management Centre](#)



313 Richmond St. E
Suite 569
Toronto, Ontario
M5A 4S7



info@ngenperformance.com

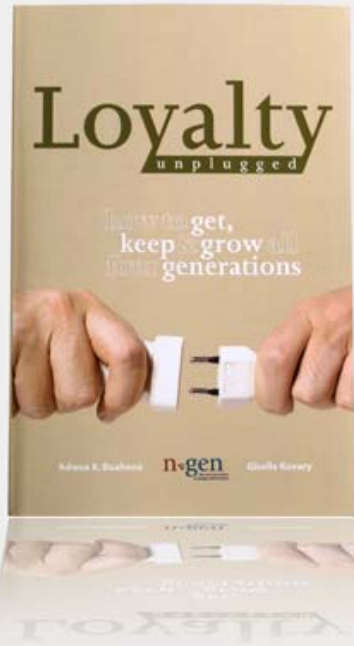
Phone: (416) 362-7564

Toll Free: 1-877-362-7564

Fax: (416) 362-7564



www.ngenperformance.com



Using Organizational Characteristics to Get It Right

Once your analysis is complete, you may discover that your organization does have all the programs and practices to appeal to a multigenerational workforce, but that you have not been consistently executing those programs. Whether in construction or execution of programs, we encourage leaders to use the framework of organizational engagement. This framework, described below, allows you to ensure that your practices are transparent, responsive and partnering, given your knowledge of all four generations.

Transparent means an organization and its leaders are open, honest and forthcoming with information. Their motives and intentions are obvious. A transparent organization shares information with all levels within the organization and highlights how individual roles, responsibilities and/or accountabilities are impacted.

Responsive requires that an organization actively listen to its employee groups and be committed to taking action in a timely manner. A responsive organization communicates what it can and cannot do to meet employee expectations and proactively manages expectations.

Partnering means that an organization recognizes that employees are equal partners and investors in the organization. It seeks a win-win relationship with its employee groups. An organization that partners with employees has leaders and managers who view themselves as part of the team, not outside of it.

Product Update 2008: n-gen's Organizational Engagement Survey

n-gen's Organizational Engagement Survey (OES) is the next generation of engagement surveys. It is shorter and more targeted than traditional surveys, allowing for faster deployment and analysis. The objective is to measure your organization's execution on programs, practices and culture by asking behavioural based questions. It can be customized to focus on different areas of your people practices, from recruitment to retention to succession planning, and can either be deployed across a department or organizational-wide. The online tool has been created to be interactive, designed to increase participant completion rates by making it fun to complete.

n-gen's E-learning Course – Increasing Collaboration

In response to client demands that not only managers need to know how to respond to the generational identities, but also associates and team members, we have created a 25-minute e-learning course. The objective is to raise awareness and increase team collaboration. The course uses a mixture of interactive elements – animation, video, scenarios and on-screen activities. The course also provides a downloadable job aid. Customization of the content and design or creation of specific modules is available to our clients.

Our book *Loyalty Unplugged: How to Get, Keep & Grow All Four Generations* tackles the why, what, and how-to, for all stages of the employee life-cycle. It layers on a generational perspective to HR challenges and people strategies. To purchase a copy visit our website www.ngenperformance.com or Books for Business in Toronto.

