

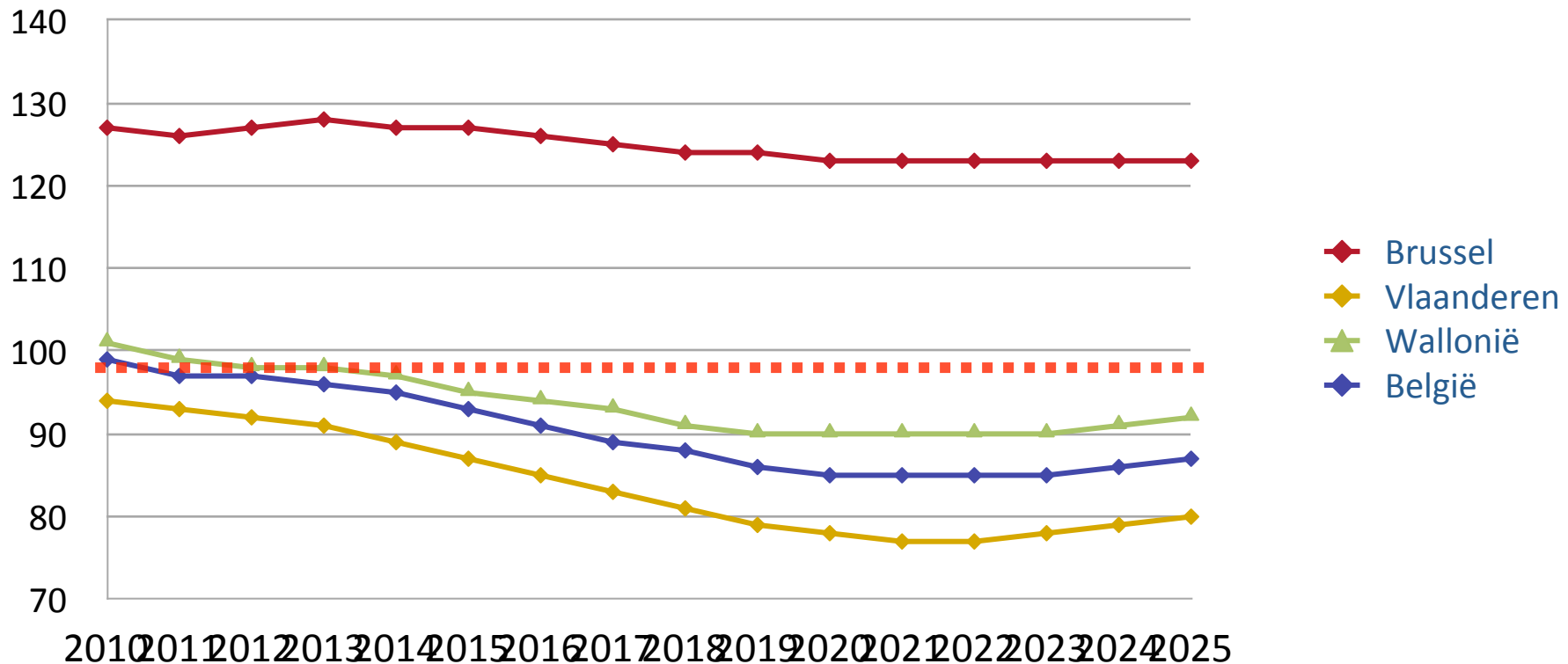
# 4 generations at work



Social Profit 2013

# Belgium demographic evolution and its impact on employment

## *Replacement Ratio 55-64y/15-24y*



# Born into different perspectives

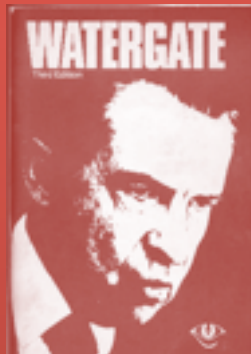
1946-1964

## BABYBOOMERS



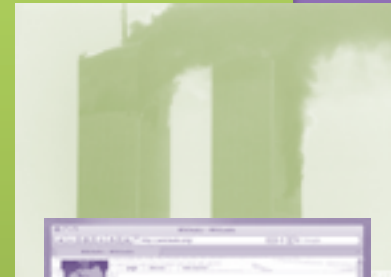
1965-1979

## GENERATION X



1980-1992

## GENERATION Y



1993-2005

## GENERATION Z

# Study 2013: differences and similarities between generations + impact on business



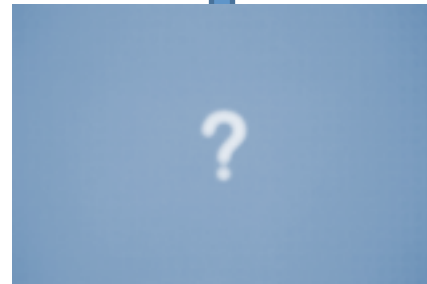
Methodology: 2 online surveys (Generation Z seperate)



Perceptions



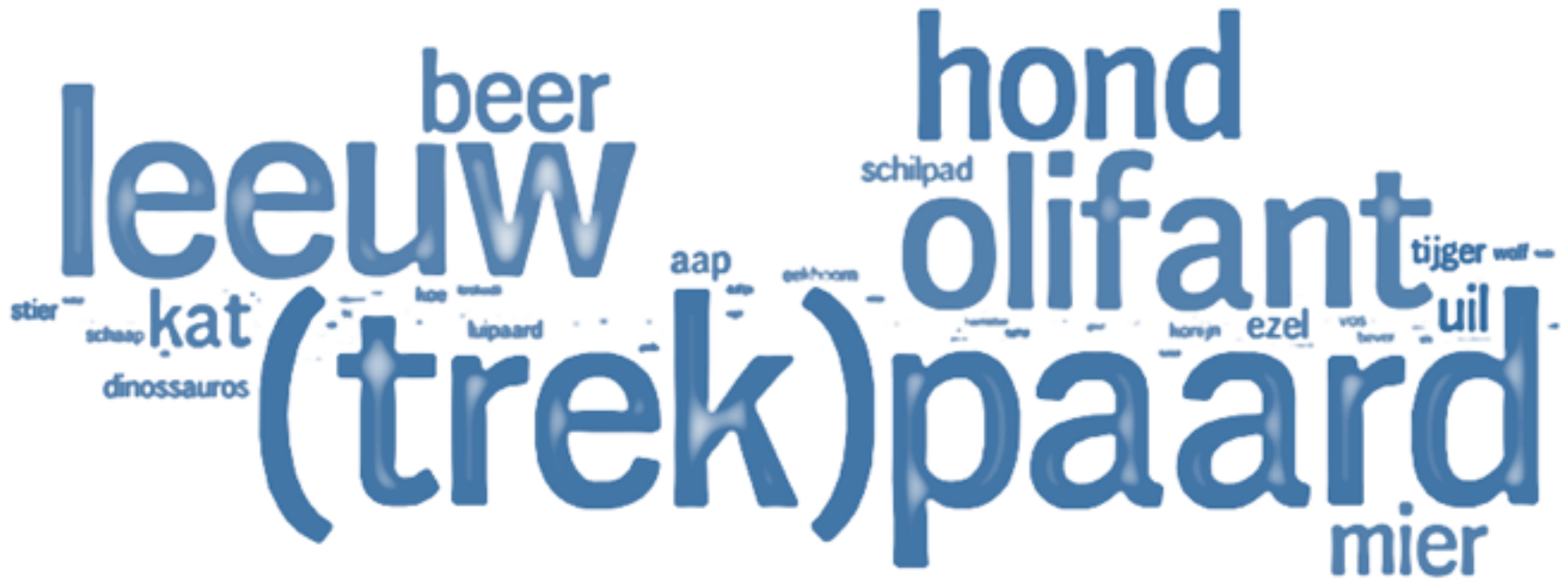
Results



Work that fits 4 generations

# How are Babyboomers perceived at work ?

If you would compare generations with animals, which animal would you choose for Babyboomers (44-66 years)?



# How are Generation X perceived at work ?

If you would compare generations with animals, which animal would you choose for Generation X (30-43years)?



## How are Generation Y perceived at work ?

If you would compare generations with animals, which animal would you choose for Generation Y (20-30years)?





# How are Generation Z perceived at work ?

If you would compare generations with animals, which animal would you choose for Generation Z (<20years)?



# First view: we are more similar than we think...

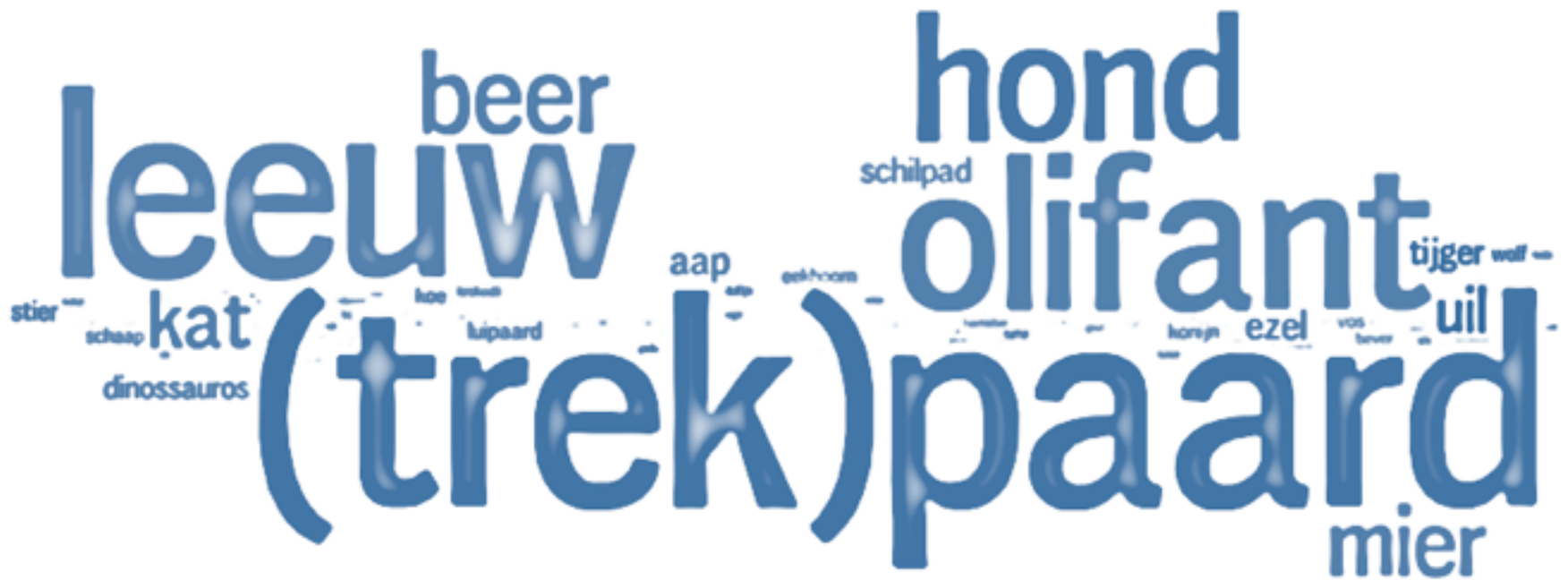
**No statistical differences** between generations with respect to the following topics:

- Enriching job content
- Nice workplace, up-to-date software, reasonable distance from the workplace
- Importance of people management and credibility of the supervisor
- Results-driven and competitive
- Importance of recognition and remuneration
- Open communication, good atmosphere and company culture
- Use of social media at the workplace !

**Very small differences between Generations Y and Z**

# Are perceptions in line with results?

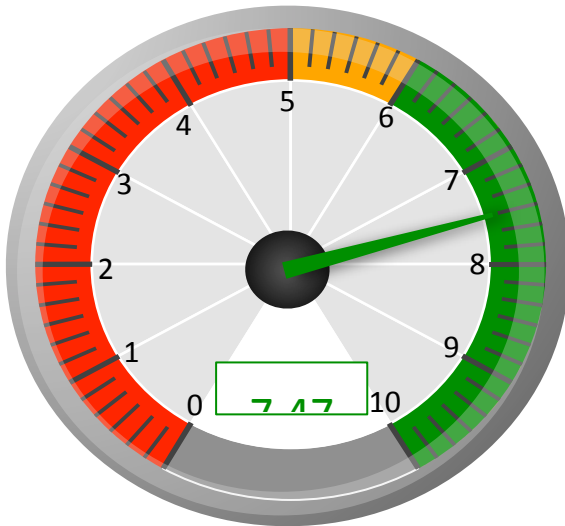
If you would compare generations with animals, which animal would you choose for Babyboomers (44-66 years)?



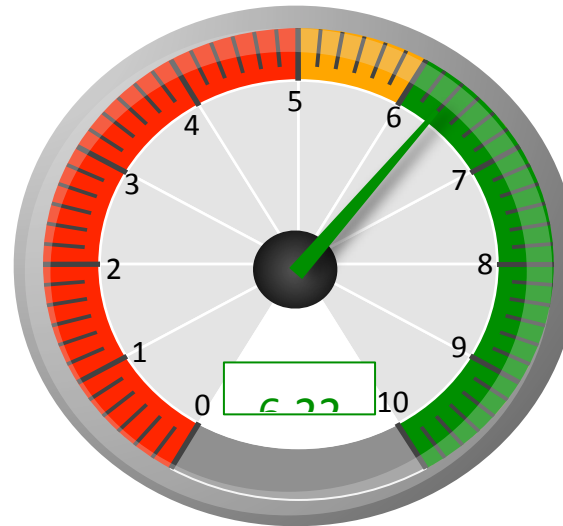
# Babyboomers bring stability

Intention to stay

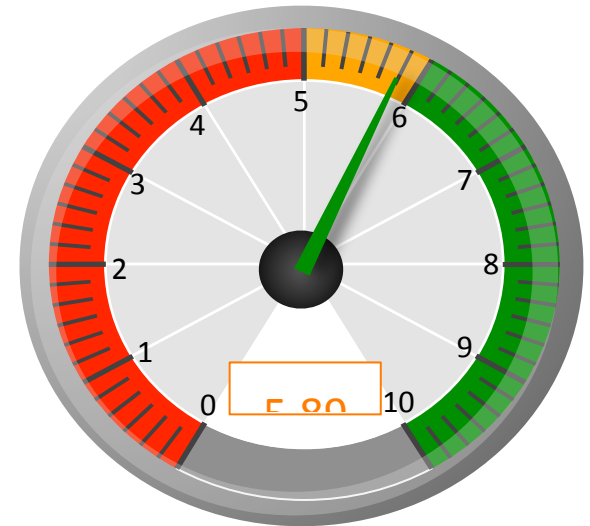
I want to stay in the company where I'm actually working



Babyboomers



Generation X

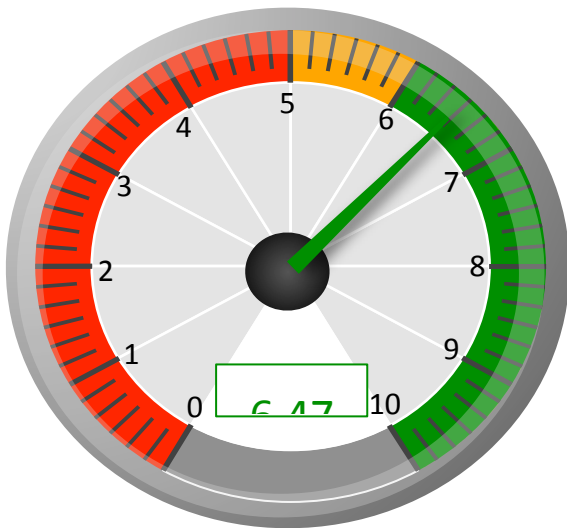


Generation Y

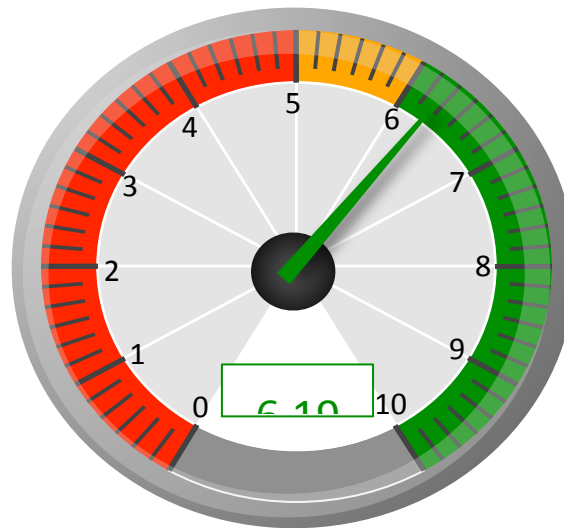
Legend: red:  $\leq 4,99/10$  // orange:  $\geq 5/10$  en  $\leq 5,99/10$  // green:  $\geq 6/10$

# they are most engaged in their job

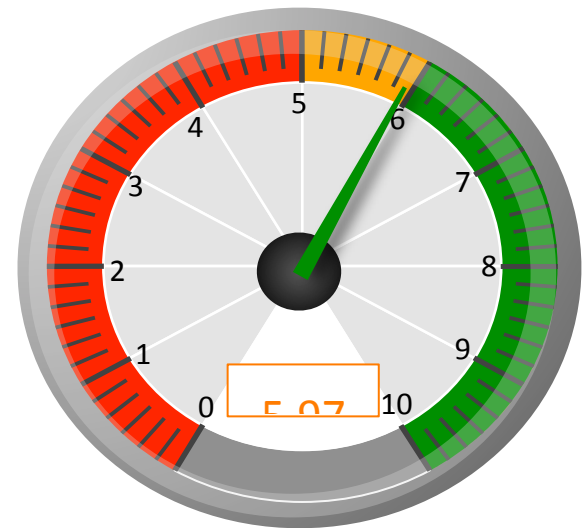
Engagement (job)



Babyboomers



Generation X

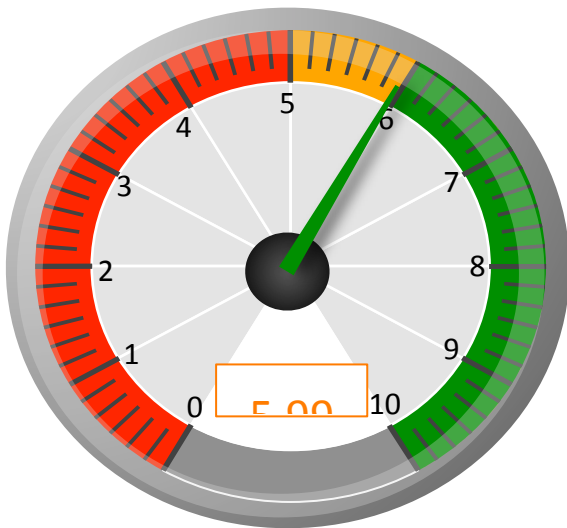


Generation Y

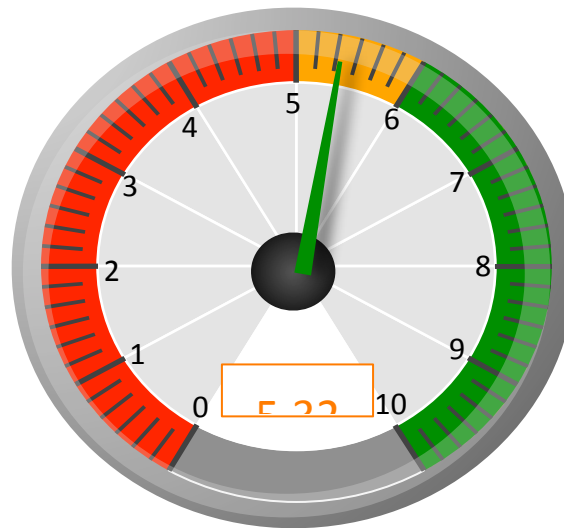
Legend: red:  $\leq 4,99/10$  // orange:  $\geq 5/10$  en  $\leq 5,99/10$  // green:  $\geq 6/10$

# and most loyal to their company

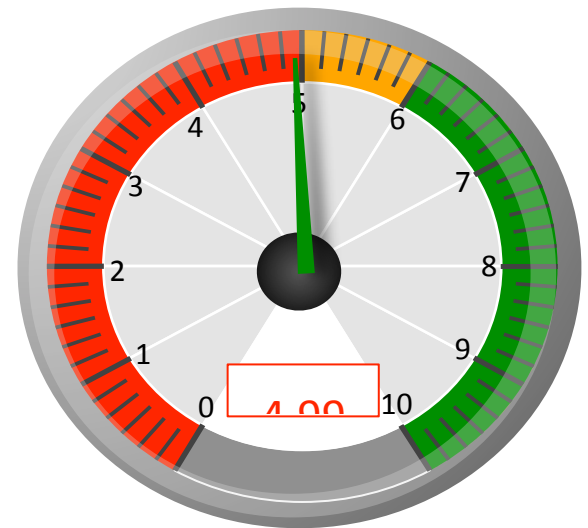
Engagement (company)



Babyboomers



Generation X

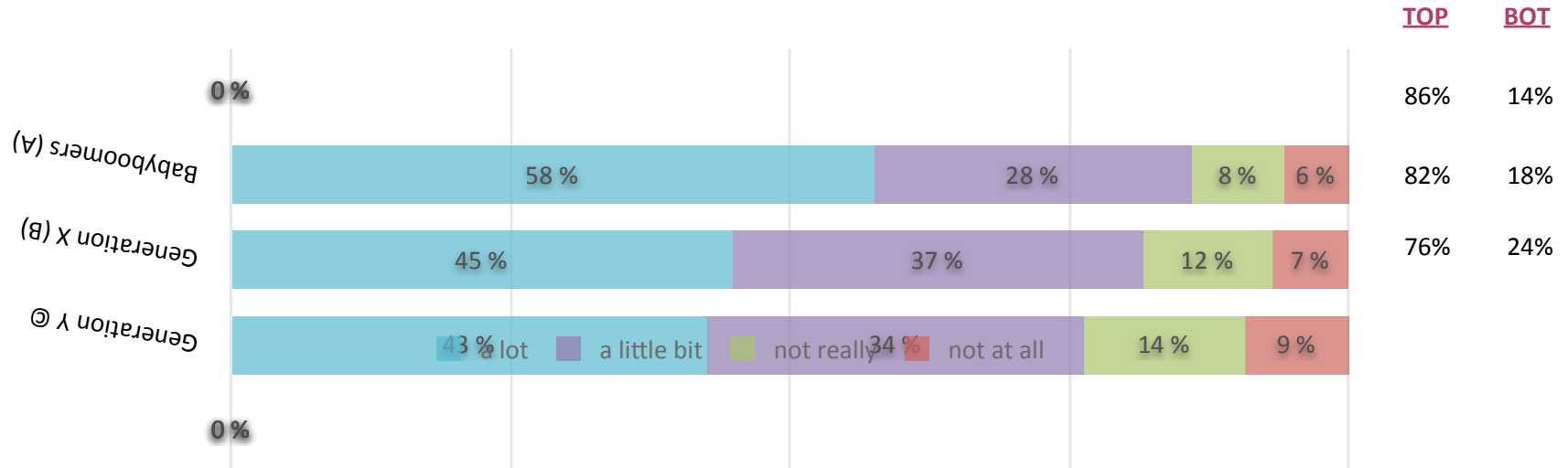


Generation Y

Legend: red:  $\leq 4,99/10$  // orange:  $\geq 5/10$  en  $\leq 5,99/10$  // green:  $\geq 6/10$

# Surprisingly, they value honesty towards clients more than the younger generations

It irritates me that my company is not honest towards clients



# Are perceptions in line with results ?

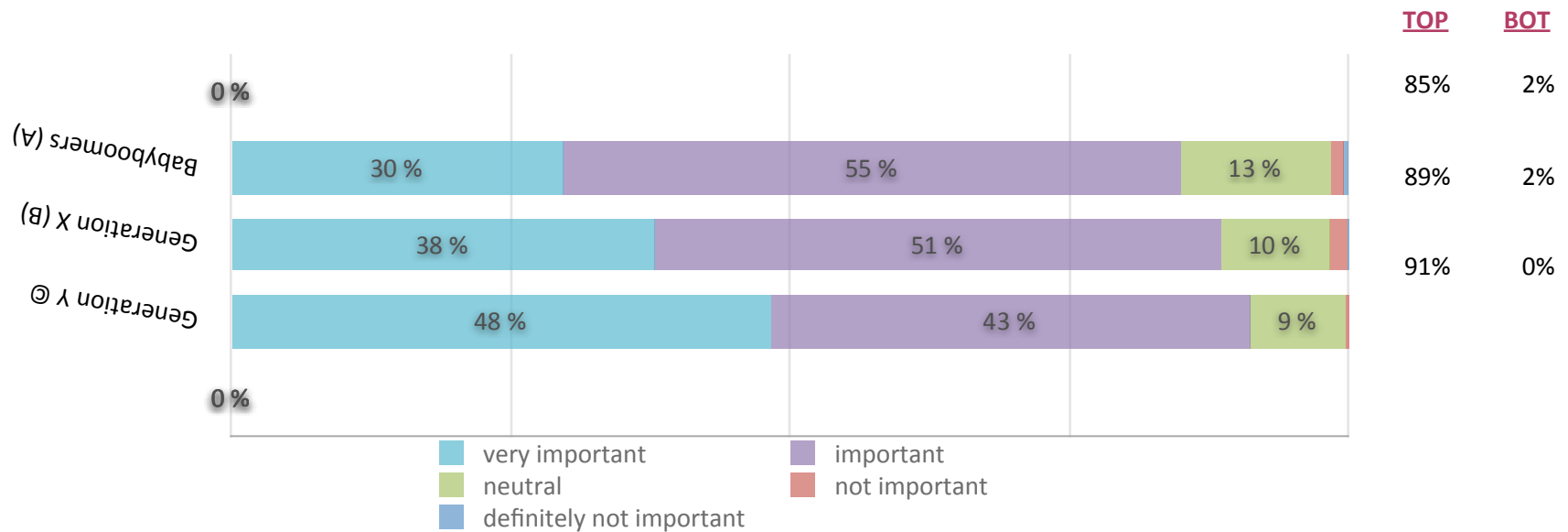
If you would compare generations with animals, which animal would you choose for **Generation X (30-43years)**?





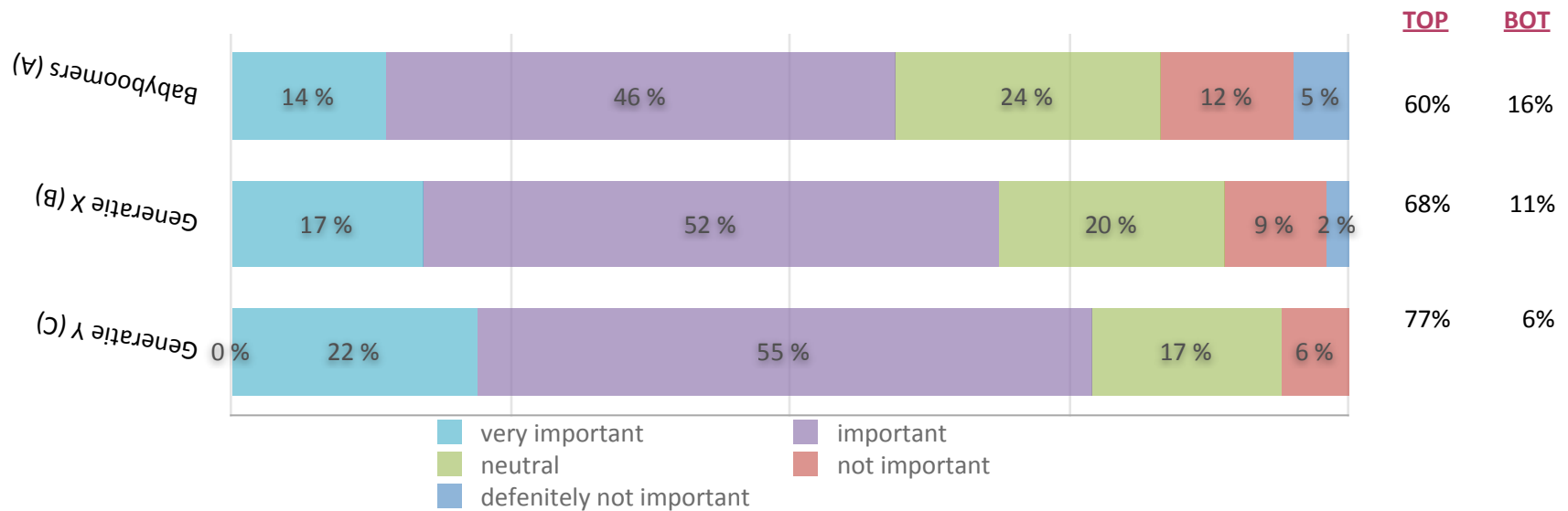
# Generation X are very often bridge builders

A job that allows me to learn new things and acquire knowledge

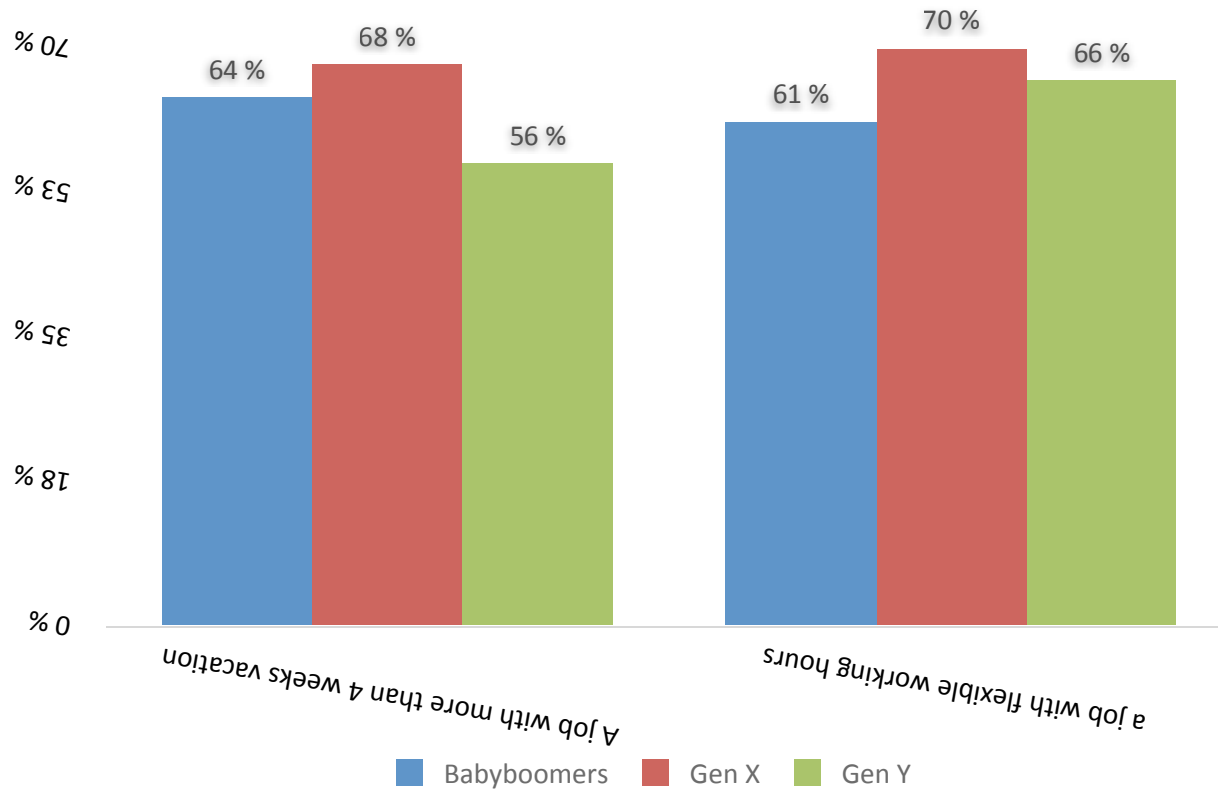


# Generation X are very often bridge builders

A job that gives me enough time to do things after working hours



# The need to combine a family and work differentiates Gen X from the other generations



## Are perceptions in line with results?

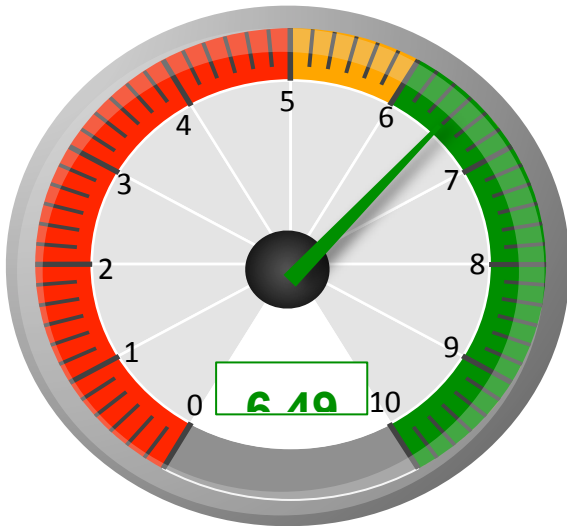
If you would compare generations with animals, which animal would you choose for **Generation Y (20-30years)**?



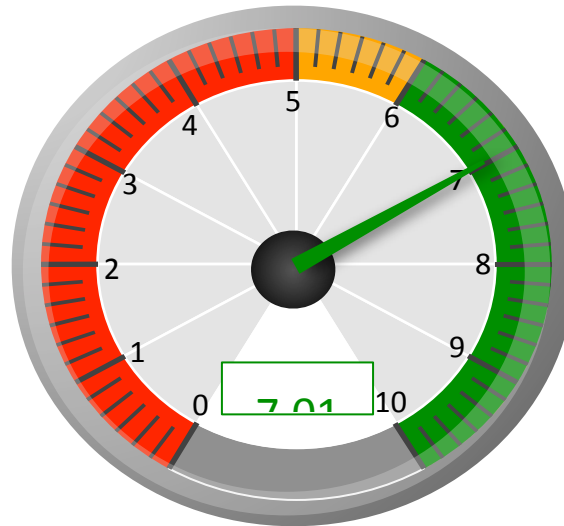
# Work is more important for the younger generations

## Attitude towards work

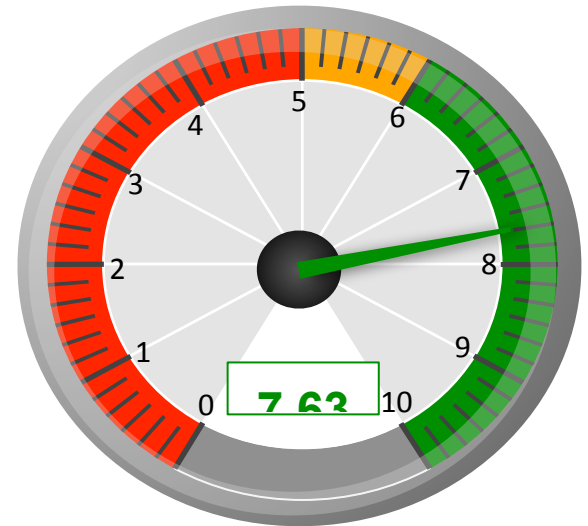
Without a job I would be bored, and even if I would win the lottery, I still would continue to work



Babyboomers



Generation X

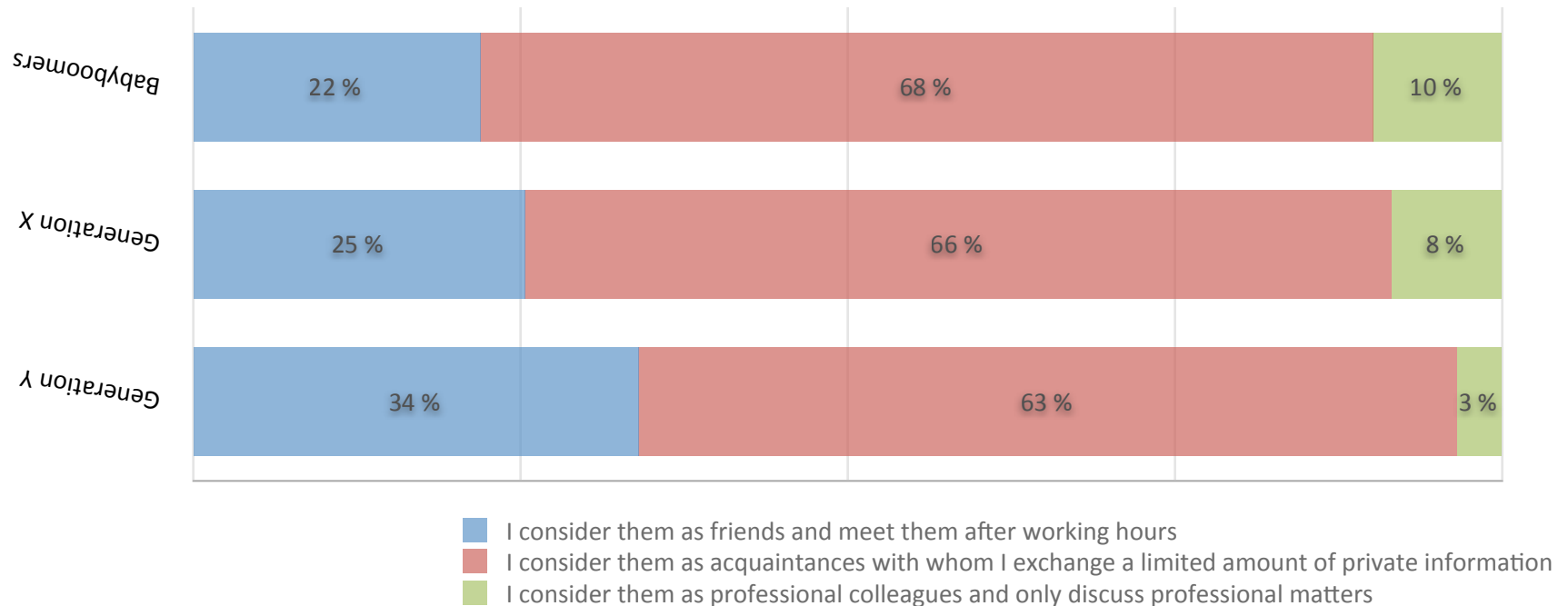


Generation Y

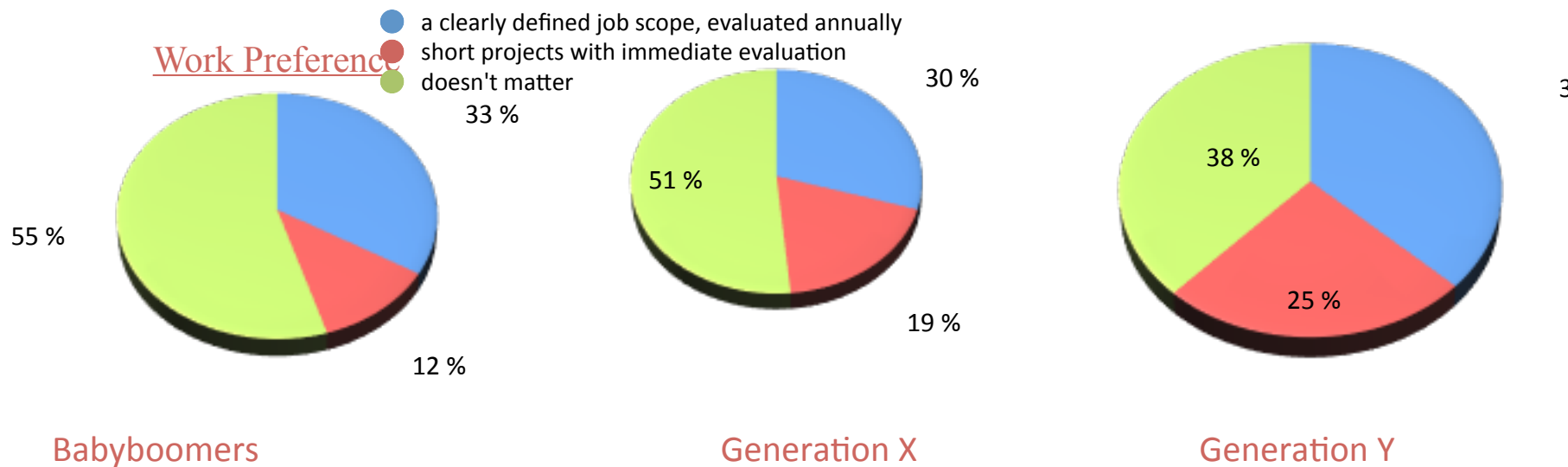
Legend: red:  $\leq 4,99/10$  // orange:  $\geq 5/10$  en  $\leq 5,99/10$  // green:  $\geq 6/10$

# but the relationships they seek at work are different

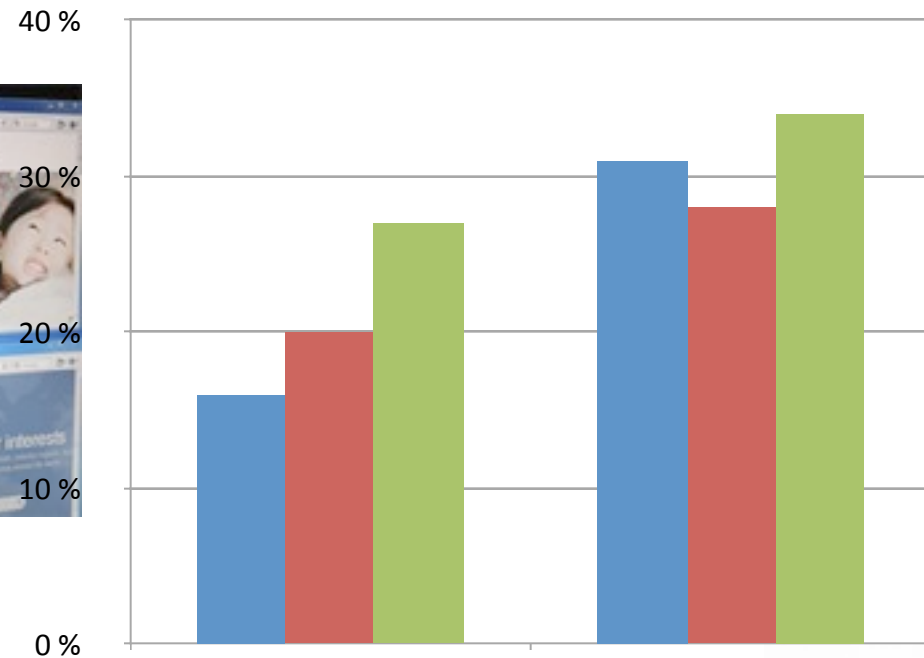
## Relationship with colleagues



# and the way they prefer to work is different



# Generation Y multitasking ?

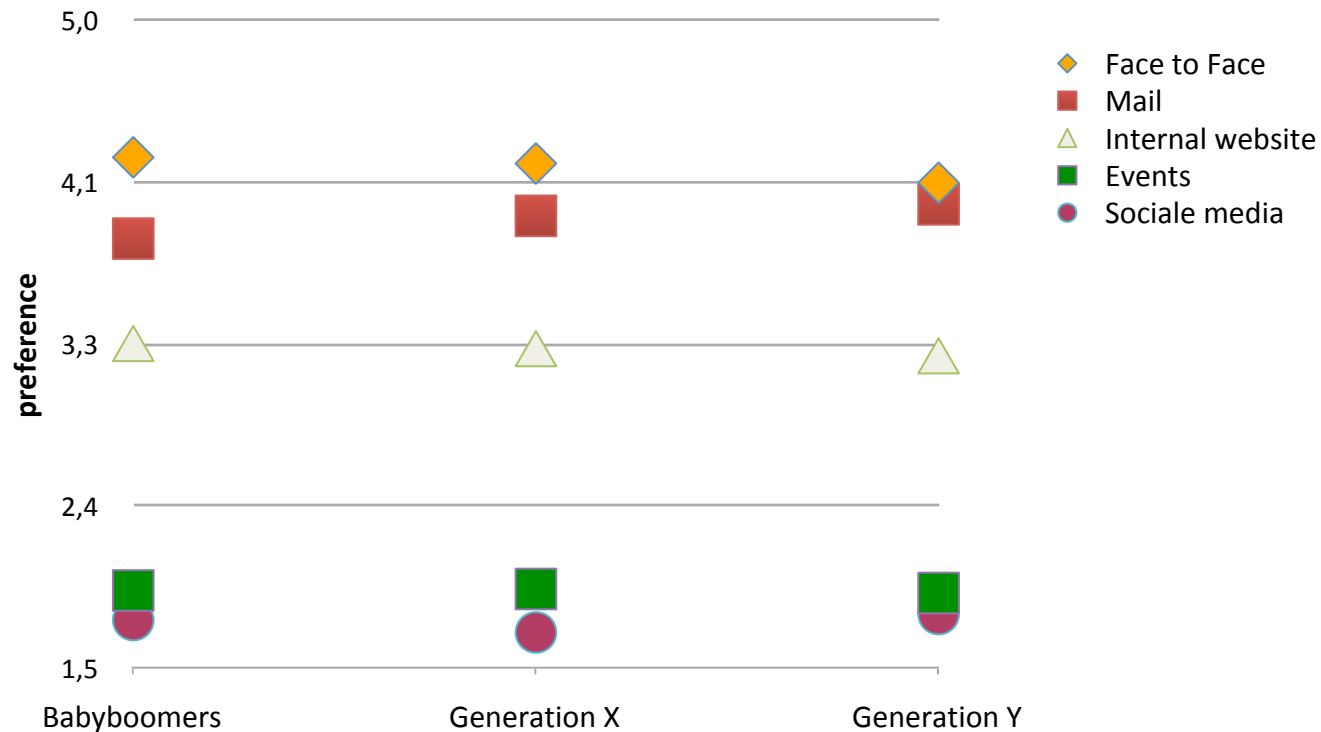


A job in which most tasks are not so challenging to manage different tasks simultaneously





# The biggest surprise: small difference between generations with respect to communication



# Conclusions: generations in a nutshell

Babyboomer	Generation X	Generation Y/Z
Structure	Process	Project
Status	Flexibility	Advancement
Work $\neq$ Private	Bridge Builder	Work $\approx$ Private
Company first	Me first	Colleagues first




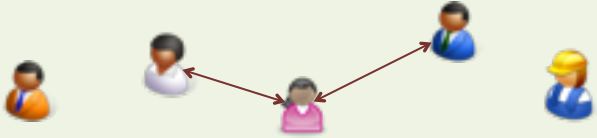
**BUT : VARIATIONS WITHIN GENERATIONS !!!**

# What can companies do ?

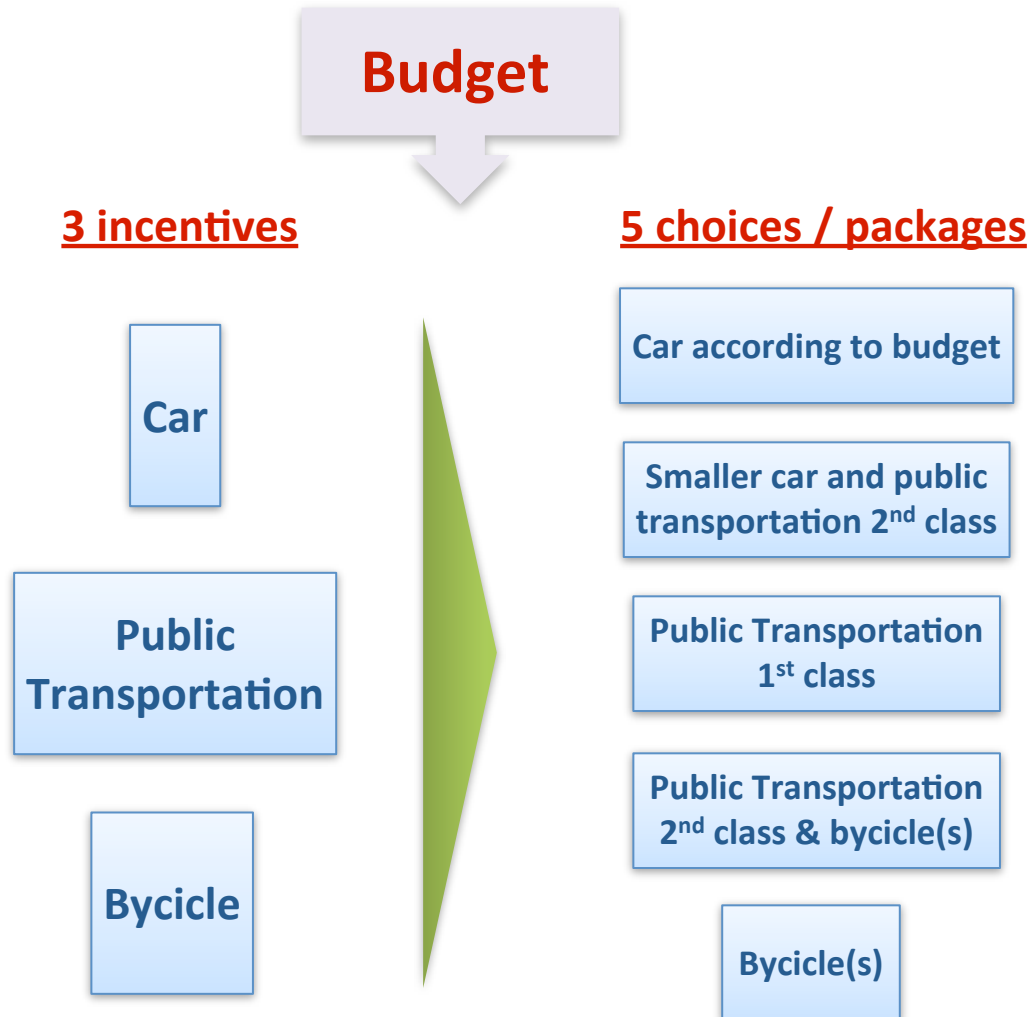


- **Uniformity will evolve towards tailor-made to address differences in lifestyle (and productivity) : the employee as an individual**
- **Leadership will evolve towards inclusion**
- **Organizations will have to treat generations differently in order to keep all employees engaged**

# Workforce of One (Susan Cantrell & David Smith)

Workforce segmentation	<p>HR creates _____ _____ _____</p> <p>a variety of practices customized for specific <u>groups</u></p> 
Modular choices	<p>HR creates _____ _____ _____</p> <p>a variety of practices from which all can choose</p> 
Broad & simple rules	<p>HR creates _____</p> <p>a broad rule with clear boundaries which can be interpreted in a variety of ways by individuals</p> 
Employee-defined	<p>HR supports _____</p> <p>individuals in defining their own personalized people practices</p> 

# Example of modular choices: Cafeteria mobility plan



# a new leader?

If the western industrialised world wants to keep the same level of welfare as it has today, one of the biggest challenges will be the inclusion of the many.

**This might mean that the manager or leader in the future might need the skills, the creativity and the empathy to work in an imperfect world, instead of being good at surrounding him or herself with other stars.**

**“Believe me, fellows, everyone from the Pharaoh on down is an equally valued member of the team.”**



From “HC” to “HC<sup>2</sup>”



+

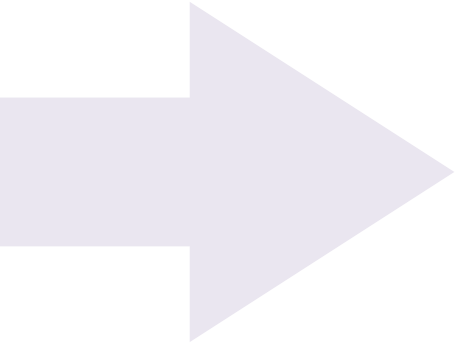


**The new leader will adapt the company's focus on operational efficiency and will enlarge it with a targeted human capital strategy**



# Example: BMW's Dingolfing plant,

- problem: the average age of the workers was expected to rise from 39 to 47 by 2017. Because older workers tend to call in sick for longer periods and must work harder to maintain their output, the plant's ability to execute BMW's strategy of enhancing competitiveness through technological leadership and productivity improvements.
- They chose one of the plant's production lines for a pilot project and staffed it with a year-2017 mix of workers—that is, workers with an average age of 47. They then worked with the people on the line, supported by senior managers and technical experts, to develop productivity-improving changes, such as managing health care, enhancing workers' skills and the workplace environment, and instituting part-time policies and change management processes.

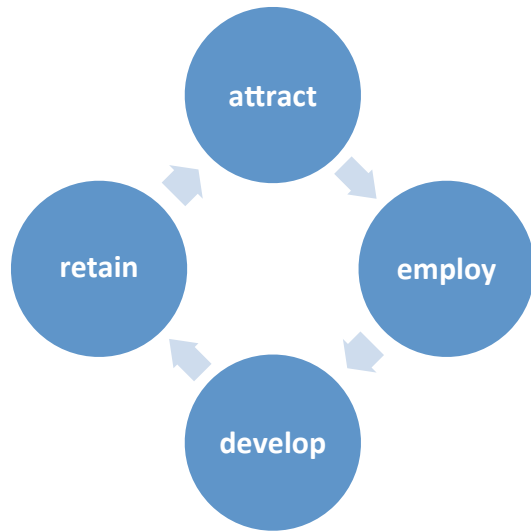


**7% productivity  
increase  
= younger lines**

**2% absenteeism  
lowest in the plant**

**Zero defects**

# How ? a structured approach



## AWARENESS

- Employee survey
- Identification
- Plan

## EMOTIONS

- Employee focus groups
- Symbols
- Training

## COMMITMENT

- Determine KPIs
- Mentor/Sponsor programs
- Succession planning
- Coaching

Changes in HR Practices, training of recruiters and HR Staff, Communication Program etc.

# Example of focus group results among 45+

see their own added value in:

- higher **maturity** to handle stress
- **availability** (decreasing family obligations)
- **knowledge** of the company
- **coaching** of younger colleagues

see as main challenges:

- organisational **transformation**
- **new** norms, jargons, technologies
- keep **listening** to younger people
- take their **future** in hands (training, career...)

In general, they are **motivated to work longer**  
if they can feel **valorised** and if some **barriers** are taken away :

less access to training programs trainings not adapted to needs of 45+  
higher work pressure for older people as they are supposed to master the subject  
subjective evaluation (perception that younger people get better scores)  
45+ get more routinuous tasks, less interesting projects  
less access to internal mobility  
not enough flexibility in work regimes, volumes and geographic location  
not enough support from the direct manager: personal development, training, ...

are motivated by

- **knowledge** transfer
- new **projects**
- **variation**
- continuous **learning**
- **development**

have the following needs :

- **personal** touch
- **direct communication** (oral iso written)
- adapted **training** (contents and duration)
- **flexibility** (time schedule and geographic)
- **take into account** age linked difficulties

HR ROLE

More **proximity** / focus on **competencies** / ensure **objectivity** of **evaluations** and  
take into account **mobility aspirations** / active role in proposal of **jobs** / facilitate  
**flexible job content** / **sensitization** of people managers

# Possible solutions?

## Health programmes

- stimulate health-conscious behaviour through company health programmes  
e.g. regular health checks  
e.g. stress management, burn-out prevention

## Further training

- constant qualification  
e.g. adapted learning offer & repetition modules

## Career planning

- continuous career development planning  
e.g. horizontal career design  
e.g. tandems, coaches, mentoring

## Workplace design

- ergonomic design of the workplace
- having also a preventive effect for younger employees

## Work organisation

- promote variety and learning at work  
e.g. duo jobs, mixed functions

## Working time organisation

- location, duration and distribution of working time over the working day or the entire work life  
e.g. transition to retirement (gradual reduction of working time)  
e.g. Saving up working time throughout the career for later use

## Possibilities for a “soft landing” field

- in the area of pre-retirement and remuneration  
e.g. possibility to take a step back at the end of the career  
e.g. volunteering projects

## Corporate Culture

- values, standards and behaviours geared to diversity and intergenerational work, in order to engage and retain older people  
e.g. intergenerational mgt training  
e.g. screen HR processes on age neutrality  
e.g. individualized HR approach

## Reintegration

- increase of chronic illnesses  
e.g. medical rehabilitation programmes

# Conclusion

If the western industrialised world wants to keep the same level of welfare as it has today, one of the biggest challenges will be the inclusion of the many. **This might mean that the manager or leader in the future might need the skills, the creativity and the empathy to work in an imperfect world**, instead of being good at surrounding him or herself with other stars.



“The past few decades have belonged to a certain kind of person with a certain kind of mind – computer programmers who could crank code, lawyers who could craft contracts, MBA’s who could crunch numbers. But **the future belongs to a very different kind of person with a very different kind of mind – creators and empathisers, pattern recognisers and meaning makers.**”

**Dan Pink, “A Whole New Mind”**