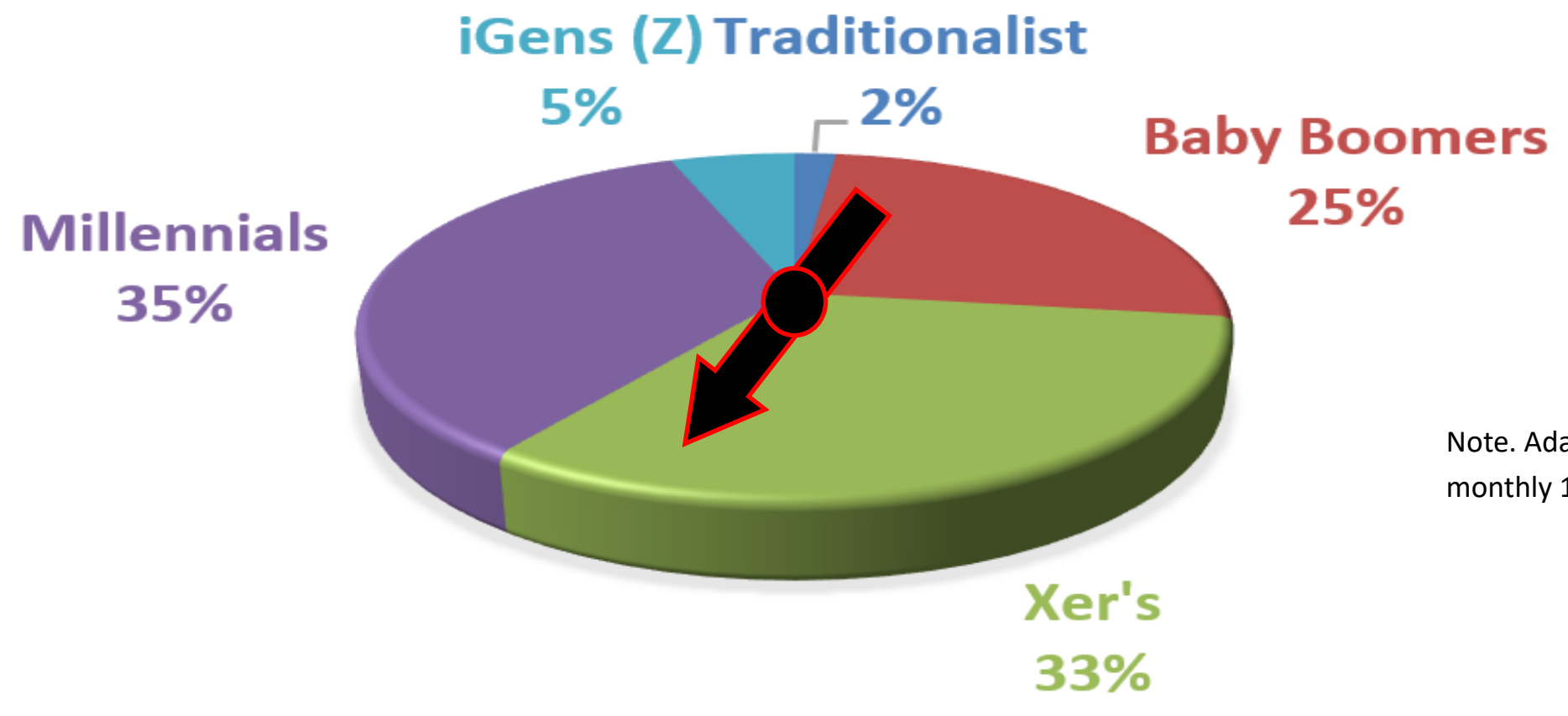


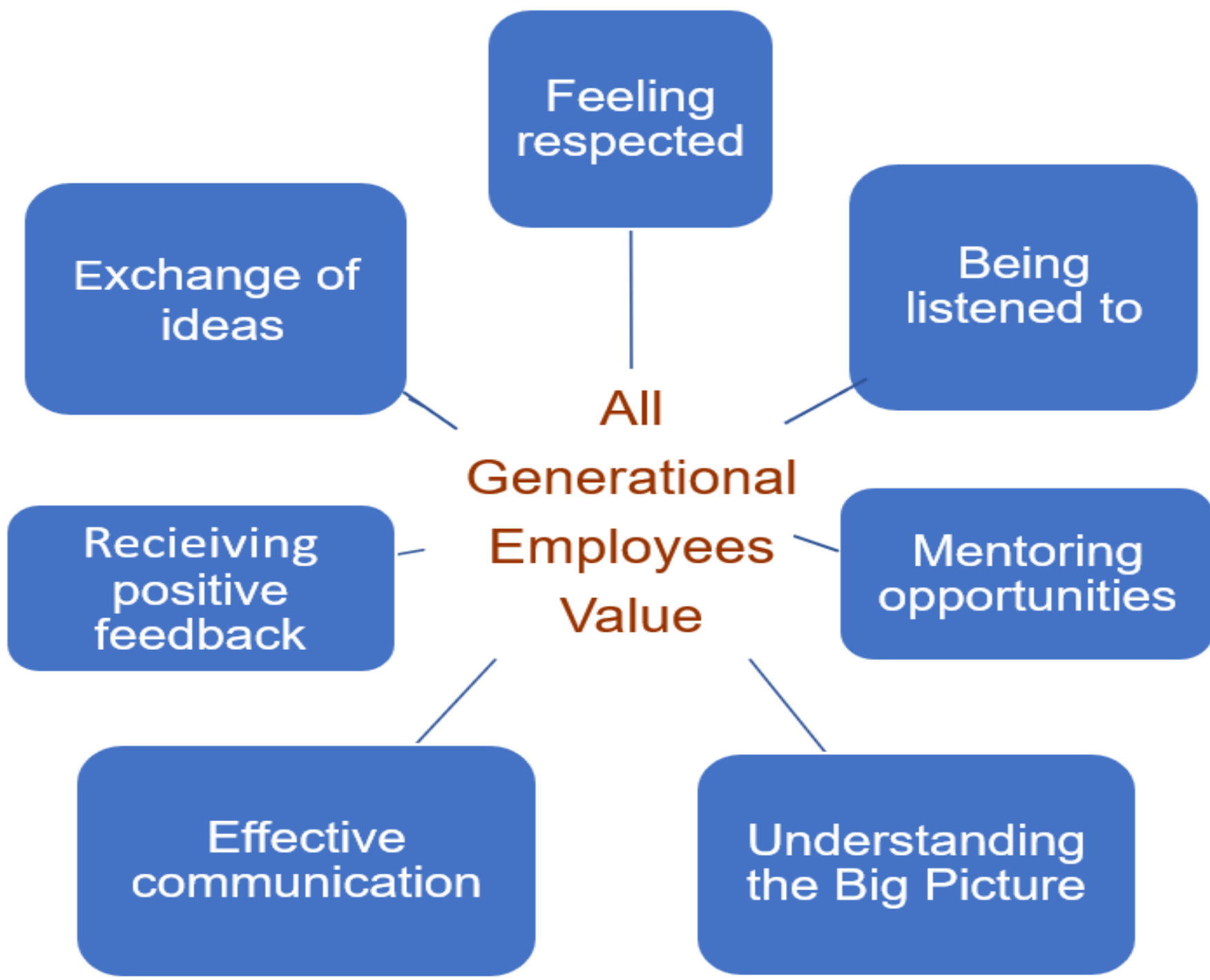
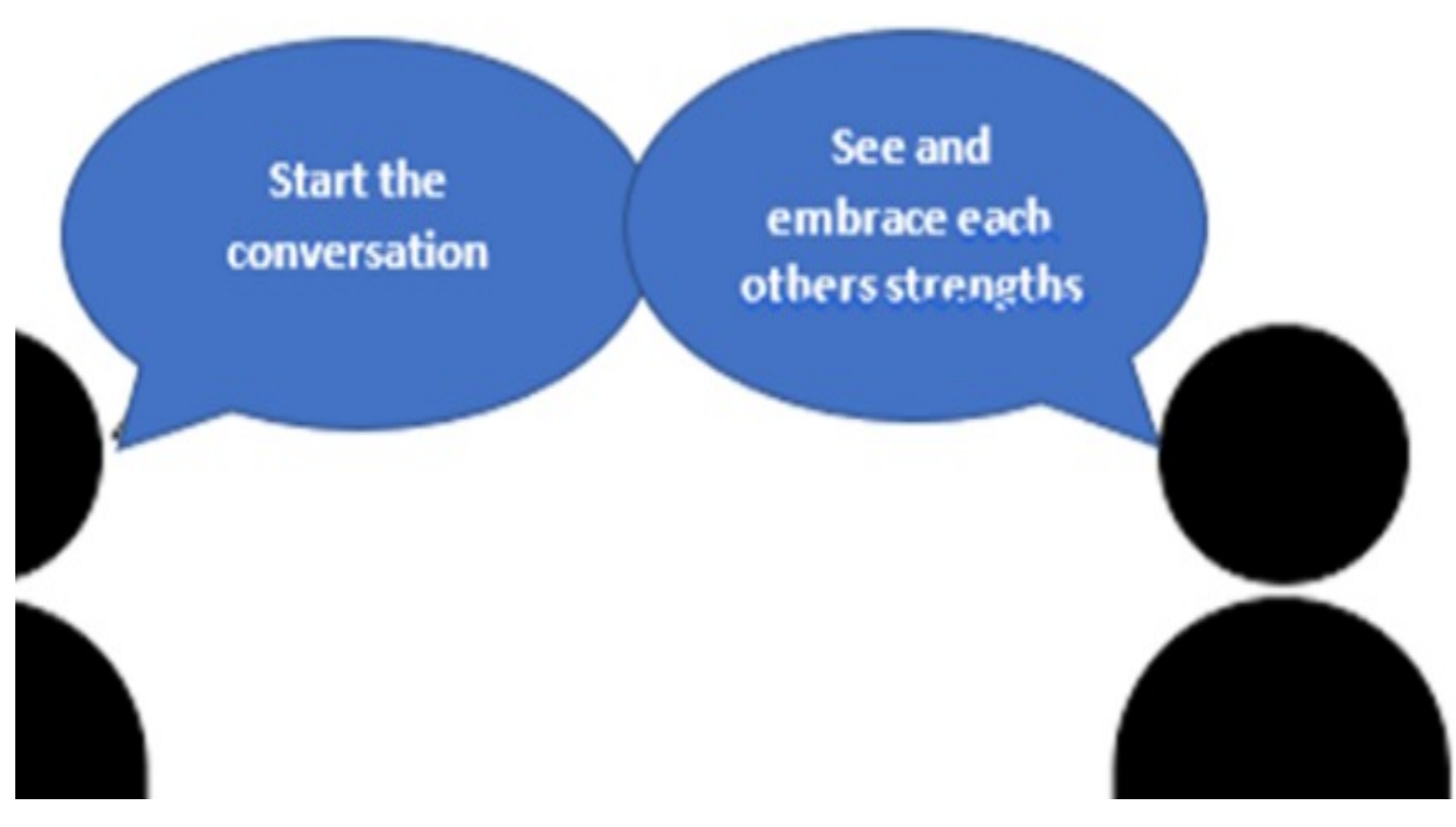
MULTI-GENERATIONAL WORKFORCE NUMBERS



Note. Adapted from PEW Research Center analysis of monthly 1994 and 2017 Current Population Survey (IPUMS)

Leadership Strategies to implement

- Leaders "Need-To-Do" List**
- As the Traditionalists and Baby Boomers leave for retirement:
- Develop strategies to ensure knowledge transfer and capture organizational memory.
 - Make mentoring a part of the employment life cycle.
 - Ensure everyone in the organization understands that "working together" is not negotiable.
 - Create a respectful, open and inclusive environment without fear of being judged, "fixed," or changed.
 - Create a flexible work environment that values all people and keeps them productive.
 - Must avoid projecting their own expectations about work and remain open to different perspectives based on generational attitudes.



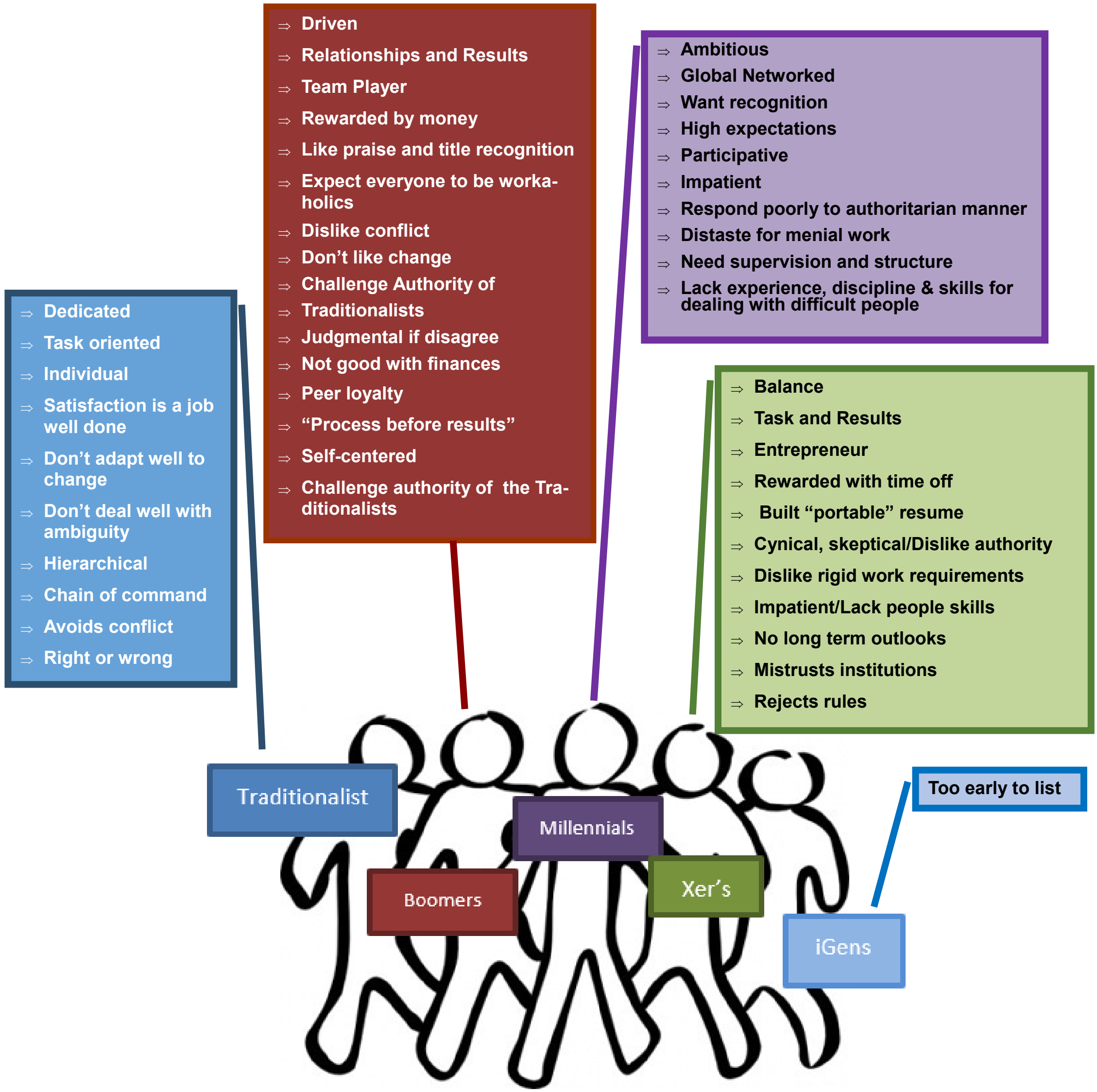
Note. Adapted from Scott Lesnick
<https://www.youtube.com/watch?v=KCLeQPinnr8>

As leaders of your workforce to navigate amongst your generational workforce, become more aware of shared similarities and differences amongst your employees.

Leadership Theories

iGens	Millennials	Xer's	Boomers	Traditionalists
Post-Millennial generation Born: 1997 and later	Millennial generation Born: 1981 to 1996	Generation X Born: 1965 to 1980	Baby Boom generation Born: 1946 to 1964	Silent Born: 1925 and 1945
B- People Oriented C- Fielder's contingency theory C- Hersey-Blanchard Situational Leadership Theory C- Cognitive Resource Theory C/T- Path-Goal Theory TF- Bass Transformational Leadership Theory TF- Leadership Participation Inventory	B- People Oriented C- Fielder's contingency theory C- Hersey-Blanchard Situational Leadership Theory C- Cognitive Resource Theory C/T- Path-Goal Theory T- Leader-member Exchange (LMX) TF- Bass Transformational Leadership Theory TF- Leadership Participation Inventory	B- People Oriented C- Fielder's contingency theory C- Hersey-Blanchard Situational Leadership Theory C- Strategic Contingencies Theory T- Leader-member Exchange (LMX) TF- Bass Transformational Leadership Theory TF- Bass Transformational Leadership Theory	B- Task Oriented Leaders B- People Oriented C- Hersey-Blanchard Situational Leadership Theory C/T- Path-Goal Theory C- Vroom-Yetton-Jago Decision-making C- Cognitive Resource Theory T- Leader-member Exchange (LMX) TF- Bass Transformational Leadership Theory TF- Leadership Participation Inventory	B- Task Oriented Leaders C- Fielder's contingency theory C- Hersey-Blanchard Situational Leadership Theory C- Vroom-Yetton-Jago Decision-making C- Cognitive Resource Theory C- Strategic Contingencies Theory

- B- Behavioral Theories of Leadership:** focuses on the behaviors of the leaders and how these behaviors will influence individuals; these behaviors are either task-oriented or people-oriented
- C- Contingency Leadership Theories:** believes each situation of leadership style is dependent upon the situation and leadership is best delivered when receptive by the followers
- T- Transactional Leadership Theories:** known as the exchange theories due to the transactional relationship between the leader and followers; an environment of motivation and mutual reinforcement must co-exist so organizational goals and tasks can be achieved
- TF- Transformational Leadership Theories:** based on the leader's charismatic personalities and inspiration by transforming their followers by leading by example; there is a sense of trust and unity amongst the followers in identifying with the leader and their purpose



iGENS	Millenials	Xer's	Boomers	Traditionalists
Starting to enter the workforce.	Building their careers	Moving into "Top" of their careers.	Want to retire, but can't.	Retiring.
Empathetic and accepting, they are natural collaborators and realistic about challenges.	Most resilient in navigating appreciation for diversity and inclusion.	Naturally question authority figures and are responsible for creating the work/life balance concept.	Generally distrust authority/large systems. Values shaped primarily by 1960's civil rights, Vietnam, and inflation.	Their values were shaped by the Great Depression, World War II, and the postwar boom years.
Entering the workforce doing non-skilled labor as they finish their primary education/begin higher education.	A job is a means of getting where you want to be.	Most mobile in moving from job to job.	Had to reinvent themselves after financial crisis in 1990's; broken promises.	Expected to work and retired from the same company.
Grew up not knowing a world without digital or computers.	Prefer direct communication and constant feedback	Want to communicate directly with leaders.	Prefer face-to-face interaction.	Prefer face-to-face interaction, communicate best formally.
E-mail, instant messages, or corporate broadcasts			Verbal communication about changes in policy or procedures	
Value more flexibility in their careers, like assignments that foster new skill sets they can apply later in their careers			Letters of memorandums	
			Want research assignments and paid sabbaticals during which they can engage in learning programs	

Adapted from the wmf. org/differences in generational