

Sightings

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The Longview Group will conduct several full-day seminars in February 2005.

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February 4, 2005

Generations at Work

Traditionalists hate waste.

Boomers want recognition.

Gen-Xers prefer to limit the hours they spend on the job.

Millennials love multi-tasking.

Take a look at your workforce. Today, many businesses will have all four generations represented on staff.

Do you understand the considerable influences their generational membership may exert in their job performance?

Understanding the generational forces will help you motivate and optimize your human capital. It is always dangerous to lump individuals into groups and apply attributes. But there are distinct trends that will provide management into the work preferences of your staff.

Traditionalists survived the Great Depression and a world war. They know tough economic times. As a result, they love job security...even when they may not financially need it. They are very employer loyal. They are excellent mentors. Motivate them with recognition that is private and personal.

The BOOMERS are the single largest group in the workforce today. Many managers in firms are part of this group.

When they are optimally placed in their work positions, they will be on task for hours. Many are "one" with their work. They like titles and public recognition. But shift to the Gen-Xers--those born between 1965 to 1980, and differences couldn't be more striking.

Gen-Xers enjoy work as long as they can be part of a team and have plenty of challenge. They want to limit the number of hours they work and reserve time for fitness, family, and friends. There is considerably less loyalty to the employer.



Millennials, I refer to them as the ~~THUMBERS~~ since there has been a Nintendo controller with them their entire life). They have spent a lot of time with adults. They enjoy working with older people. They like simultaneous work challenges and find current technology essential to their work tasks.

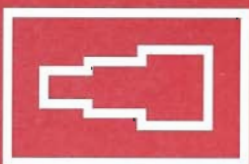
Use your knowledge of the generations as the basis for applying the best rewards and assignments to your workers. You will have a happier, more productive group of employees.

Use the chart on the next page to compare the four generations of workers.

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INSIGHTS...IN SIGHT

Generations at Work

| | Traditionalists | Baby Boomers | Generation X | Millennials |
|---------------------------------|---|---|--|--|
| Year Born | 1900-1944 | 1945-1964 | 1965-1980 | 1981-2000 |
| Percent of workforce* | 13 | 48 | 33 | 6 |
| Personal Characteristics | Loyal Conservative Self-sacrifice Disciplined Less technologically oriented | Idealistic Question authority Competitive Personal gratification | Skeptical Independent Distrust of institutions Instant gratification Entrepreneurial | Positive Cooperative Respect for authority Multitasking Highly motivated |
| Work Styles | Stable Strong work ethic | High personal expectations Democratic workplace | Willing to transfer jobs and companies Balance personal life and work | Seek immediate feedback Like to be asked for input Like teamwork |
| Management Styles | Top down management | Consensus management Micromanage | Based on competence | Inclusive |
| Motivators | Quiet feedback Value their experience | Perks Titles Value their importance Value their uniqueness | More control of time Individual recognition Challenge and flexibility | Value hard working co-workers Appreciate concrete Specific recognition |
| Communications | Positive, direct approach | Direct orders Strong need for "process" | Want to be heard | Direct |
| Lifestyle | Work hard Save money | Work hard Play hard Spend hard | Work hard if it doesn't interfere with personal life Save money | Save money |

*2000 census

Look for Dennis Schrag's feature article "Selling in Deep Carpet: Retaining Clients When the Rainmaker Leaves." It is available in the December 2004 edition of the Society for Marketing Professional Service magazine, **The Marketer**.

WHAT IS THE LONGVIEW GROUP?

Seeking more efficiency and effectiveness in your professional service business? The Longview Group provides you INSIGHTS through training, on-the-job coaching, expert counsel, and extra-hands services. We provide strategic planning services, market research, and image/reputation studies.



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