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Arlington, VA



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SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

**Recruiting, Engaging and Developing  
Future Gen X and Gen Y Leaders**  
Giselle Kovary, M.A. • November 19, 2010

**SHRM Leadership Conference**

## Agenda

- Generational Identities – A Quick Review of Gen X & Gen Y
- Organizational Factors – How Identities Translate Into Behaviors
- How Recruitment & Development Support Succession Planning
- Gen X & Gen Y Leadership Development & Succession Planning Expectations
- Recruitment, Engagement & Development Tips

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# GENERATIONAL IDENTITIES

Traditionalists (1922-1945)  
***Goal is to build a legacy***

65 – 88 years old

Baby Boomers (1946-1964)  
***Goal is to put their stamp on things***

46 – 64 years old

Gen Xers (1965-1980)  
***Goal is to maintain independence***

30 – 45 years old

Gen Ys (1981-2000)  
***Goal is create life and work that has meaning***

10 – 29 years old

# **ORGANIZATIONAL FACTORS**

## **Identities Translate Into Behavior**

Generational identities translate into distinct workplace behaviors as they relate to:

- ❖ Relationship with organization
- ❖ Relationship with authority
- ❖ Relationship with colleagues
- ❖ Work styles
- ❖ Management styles
- ❖ Learning styles

	Traditionalist	Boomer	Gen X	Gen Y
Definition	Loyal to organization	Loyal to team	Loyal to manager	Loyal to colleagues
Behaviors & Expectations	<p>Long term commitment and tenure</p> <p>Career = Opportunity</p>	<p>Add value by going that extra mile</p> <p>Career = self-worth</p>	<p>Exceed expectations and deliver results</p> <p>Career = one part of me</p>	<p>Ensure equitable treatment</p> <p>Career = opportunity to add value &amp; contribute</p>

	Traditionalist	Boomer	Gen X	Gen Y
Definition	Linear	Structured	Flexible	Fluid
Behaviors & Expectations	<p>Follow the rules</p> <p>Change = Something is broken</p>	<p>Challenge the rules</p> <p>Change = Caution</p>	<p>Change the rules</p> <p>Change = Opportunity</p>	<p>Create the rules</p> <p>Change = Improvement</p>

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# How Recruitment & Development Support Succession Planning

## Creating a Transparent, Responsive & Partnering Process

Import to demonstrate the characteristics of organizational engagement:

- ❖ **Be Transparent:** recruitment messages that align to employee experiences; the process and the criteria for development and succession planning; realistic timelines
- ❖ **Be Responsive:** manage expectations up front; career collaboration; performance management; coaching
- ❖ **Be Partnering:** communicate the win-won; bottom-up self-identification; flexible career paths; varied learning and development opportunities that extend beyond current role

# Gen X & Gen Y Leadership Development & Succession Planning Expectations

*How do the younger generations differ in their expectations of leadership development— both as employees and / or as volunteers?*

- ❖ Very transparent process as to how to become a leader
- ❖ Performance management - I am told about my rating /ranking – what I need to do to improve or maintain my rating
- ❖ With increased responsibility comes increased pay or flexibility
- ❖ Leadership positions that align with their career goals and desired career path
- ❖ My colleague leaders are competent – to be part of a competent leadership pool

- ❖ Leadership can be rotational – leader today, associate tomorrow, leader the next day
- ❖ Shared leadership / co-leadership
- ❖ Leadership development happens faster, in shorter cycles
- ❖ Development as a leader is according to my interests (must have, not nice to have)
- ❖ Frequent rewards

<b>Traditionalist</b>	My dedication and service have been rewarded
<b>Baby Boomer</b>	It's about time! I've paid my dues.
<b>Gen X</b>	What do you mean I can't be promoted yet? I have delivered the results for which you asked.
<b>Gen Y</b>	What's my next career move? I've been here for 12 months haven't been promoted yet.

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# Recruitment, Engagement & Development Tips

- ❖ Clearly articulate what the benefits are of the position – what's in it for them?
- ❖ What are the 'costs' of the role?
- ❖ Recruit from within whenever possible
  - ❖ Gain an understanding of how many of your Gen X and Gen Y would like to move up, rather than moving laterally
- ❖ Communicate the types of leadership paths available (functional vs. people leadership)

## Discussion Question

*Discuss with your neighbor ways you have engaged and developed your Gen X and Gen Y employees and/or volunteers*

### Gen Xers

- ❖ Provide on-going opportunities to gain new, marketable skills
- ❖ Establish a 'win-win' contract – focus on work/life balance
- ❖ Provide the tools required to be successful
- ❖ Reward results

### Gen Ys

- ❖ Ask, don't tell
- ❖ Solicit opinions and ideas
- ❖ Leverage their creativity & innovation
- ❖ Reward the team, not just the individual

## Development Tips

- ❖ Performance management discussions that are objective, more frequent & build individual learning plans that align to the interests of the employee as well as the interests of the organization
- ❖ Put more high-potential employees into high-profile assignments
- ❖ Hold regular discussions with emerging leaders as to how their strengths and development link to future organizational goals and strategies
- ❖ Support future leaders who want to develop themselves outside of your organization (make it easy for them to go, so it's easy to come back)
- ❖ Regularly communicate the win-win outcome - don't expect high potentials/future leaders to martyr themselves for the organization (pay/promotion/learning)

# Questions ?

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