

Manager's Guide

OTHER GENERATION ⇕ YOUR GENERATION ⇔	TRADITIONALIST	BABY BOOMER	GENERATION X	MILLENNIAL
TRADITIONALIST	As long as policy and procedures are clear, this is a well-oiled team who will get the job done right the first time. Vague goals and blurry procedures may cause significant delays in a finished work product.	Begin your work session by defining how the project fits into the "bigger picture" of the organization. Then, set clear goals and procedures to accomplish the final product.	This team will excel by first establishing a clear goal. Then, allow room for flexibility in the manner in which the project is completed.	Ensure success by establishing a mentoring relationship and sharing your knowledge. Be prepared for a product that incorporates institutional knowledge with a creative twist.
BABY BOOMER	Start by looking for ways to incorporate logic, order, and structure as you plan your final product. Be sure you understand the details before defining how the project satisfies the "greater good" of the organization.	Begin by connecting with your teammate and discussing the overall impact of the assignment. This team may be less motivated when given an unstructured assignment without a clear tie to the "bigger picture".	Begin with an open dialogue about how to carry out the project. Set clear goals to ensure a product that's consistent with the agency's needs, then step back and allow flexibility in the means to the end.	Define the importance of the project, then look for innovative ways to make a difference. Create an agreement for providing consistent feedback and evaluation of progress.
GENERATION X	Begin by working with your teammate to ensure a clear understanding of processes and procedures. Then, establish an agreement for areas of the project that can be completed in a more flexible manner.	This team thrives on the greater good of the project, especially how it will benefit them in the long run. Ensure time spent working together is complimented with portions of the project that can be completed alone.	Give this team an assignment and step back and allow them to perform. This team prefers to have fun while they work and will thrive with a clear understanding of "what's in it for me."	Expect the Millennial's achievement-oriented personality to be a compliment to your desire to have fun while working. Before jumping in, be sure to discuss specifics to establish a goal. Regular feedback is key to success.
MILLENNIAL	With an appreciation for gaining road-tested institutional knowledge, you will thrive in this relationship. New ideas and creativity should be interjected only after you have a clear understanding of policies and procedures.	Look for creative ways to incorporate the "bigger picture" in your processes. Begin by establishing a good relationship, then work as a team toward the final product.	Give this team clear guidelines and they will have fun while producing an innovative product. This team may feel constrained by too many policies and procedures – allow them space to add creativity.	This is a team that will take on new responsibility and excel. The sky is the limit for this team – it may be helpful to give clear boundaries on a project. Be careful not to jump in before you understand the details!

Leading Working Generations

Generation Motivator	
Millennial	Provide opportunities to work with experts across the organization. Acknowledge and address the desire for ongoing personal growth.
Generation X	Provide opportunities to work independently and try new things. Acknowledge and address the need for a life outside work.
Baby Boomer	Provide opportunities to be a star performer in the organization. Acknowledge and address individual achievement that contributes to the organization as a whole.
Traditionalist	Provide opportunities to share experience and ensure adequate training on new technology and processes. Acknowledge and address the value the organization places on experience and institutional knowledge.



Leading Generation X

Gen X Motivator

Provide Recognition and Feedback

Gen Xers want quality time with the boss. Provide feedback, recognition, and rewards immediately. Employee-of-the-month type programs may not provide much motivation.

Care about the Person

Gen Xers want to be treated as individuals. They don't like stereotypes or general characterizations. Build a strong sense of community and personal relationships in the workplace.

Provide Challenging Work

Gen Xers want new challenges and the opportunity to build new skills. Training is one of the best motivators. Minimize routine, repetitive work; avoid endless rounds of meetings. Give them variety to keep them longer.

Allow

Gen Xers are most comfortable and productive when allowed the freedom to work on their own. Avoid micro management.



Leading Millennials

Millennial Motivator

Provide Leadership and Feedback

Millennials want their leaders to be role models so they learn from them and grow. They expect honest, performance-focused feedback. Provide a clear career track linked to performance appraisal that lets them know how they are doing and encourages them to keep improving.

Foster Teamwork

Millennials like working with people and look to co-workers for friendship. Create an environment that allows co-workers to share ideas and interact with each other. Consider regularly scheduled brainstorming sessions and knowledge transfer opportunities.

Make it OK to Have Fun

Millennials want to look forward to coming to work every day. They thrive in and expect a fun, friendly, creative environment that allows them to work and grow as individuals.

Ensure Growth Opportunities

Millennials want their current job to prepare them for the next job. They expect customization from managers to fit their personal needs. This generation wants to learn and be assigned to projects that will help them meet their personal growth goals.

Be Flexible

Millennials like to work hard and they desire and expect a life outside work. Work-life balance can be a deal maker or breaker.