



Welcome

Innovation

Generations in the Workplace

Employee
Engagement™
Specialist



Housekeeping



RESTROOMS

MEN WOMEN

IN CASE OF FIRE

EXIT BUILDING
BEFORE TWEETING
ABOUT IT

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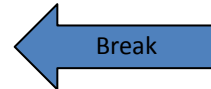
Agenda

8:00 – 9:15

- Icebreaker
- Review of assignments

9:15 – 11:30

- Innovation
- Generations in the Workplace



11:30 – 12:00

- Assignments for Session 6 and Pre-work for Session 7
- Time to work on your Engagement Action Plan

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Review Assignment

- Conduct a '12 Needs a Leader Must Fill' evaluation with your staff (or people who see you as a leader)
 - What can you do to be a more engaged leader?
- Share the '12 Needs' tool with other leaders in your organization and teach them to how to use it
- Get to know several employees on a professional and personal level – what did you learn?
- Create a draft Communication Protocol document starting with the CEO and cascading at least 3 levels
 - Share the document with your leadership team and discuss

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Innovation

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What's an Innovation?

Invention – creating something new

Innovation – creating something new from, or making an improvement to, an existing product, service, or process.

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“All Great Ideas Are Obvious After the Fact”

Ben Shapiro, Harvard Business School



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Icebreaker

What are
some common
innovations
you can
name?

Think about
your pre-work
assignment

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Why don't we innovate more?

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Our ability to 'create' lessens as we age

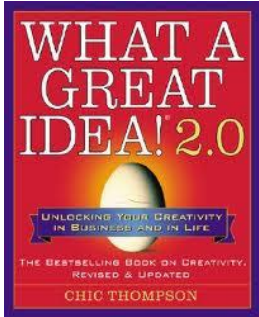
98% of 5 year olds test as highly creative...*



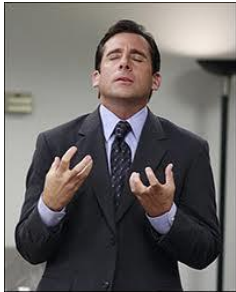
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But...



Only 2% of 44 year olds test as Creative*



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*Management is about compliance,
Employee Engagement is about self direction*

Dan Pink, 2013 Vital Smarts Talk

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For Innovation to work,

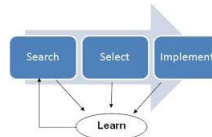
- You need the right **people**



- Create a supportive right **culture**



- Build institutional **processes** (pathway)



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Techniques for Innovation

1. Brainstorming
2. Patterning
3. Job rotation
4. Innovation idea solicitation (and Committee)
5. Allocating time to innovate

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1. Brainstorming



Page 6 - 3

- Select a topic or an issue to be resolved
- Using a round-robin or 'chaos' format, shout out ideas for solutions
 - Quantity over quality
 - No judging idea
- Discuss and evaluate ideas
- Select ideas that require more attention

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Brainstorming Exercise



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2. Patterning

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- Patterning - taking ideas from different industries and applying to your own
 - Select an industry that is different from your own (retail, food service, manufacturing, entertainment)
 - Identify things they do that could be applied to your industry


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Patterning Exercise

Page 6 - 4




Hotel Industry


E-commerce

Supermarket

Banking

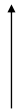


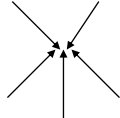
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Page 6 - 5

3. Job Movement

Option		Movement
1		Vertical
2		Horizontal (rotation)
3		Job Realignment
4		Job Enrichment



Page 6 - 5



Job Rotation Exercise



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4. Innovative Ideas Process



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- Create an Innovation Solution process
 - Not Suggestion Boxes
 - Formal way to submit innovative ideas
 - Education component (what is an innovative idea vs. a suggestion)
- Innovation Committee
 - Made up of employees and management
 - All ideas are valued, successful ideas are communicated company-wide

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5. Create Free Time To Innovate



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- Allocate a certain number of hours, budget, or % of time each week, month, or year to innovate
- Not to be confused with R&D
- Example
 - Intuit – all engineers must allocate 10% of their work week
 - No mobile apps were created by their business units within a set period of time
 - 7 created during free time by engineers

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Rate your Innovation Culture

Look at the 3 areas that impact innovation below and discuss how your organization meets the criteria for an innovative culture.

People

- We have innovative leadership
- We develop and promote innovative people
- Our employees are encouraged to be innovative
- Innovation is part of our recruitment and hiring criteria

Culture

- Encourages experimentation with new ways of doing things
- We have a tolerance for failure
- We have time and freedom to innovate
- Everyone knows what innovation at our company means

Processes

- There is a known strategy, purpose, and mandate for innovation
- We have a process for encouraging innovation
- We use social media to communicate and encourage innovation
- We apply outside ideas to innovate internally

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Rate your Innovation Culture Exercise

Page 6 - 7

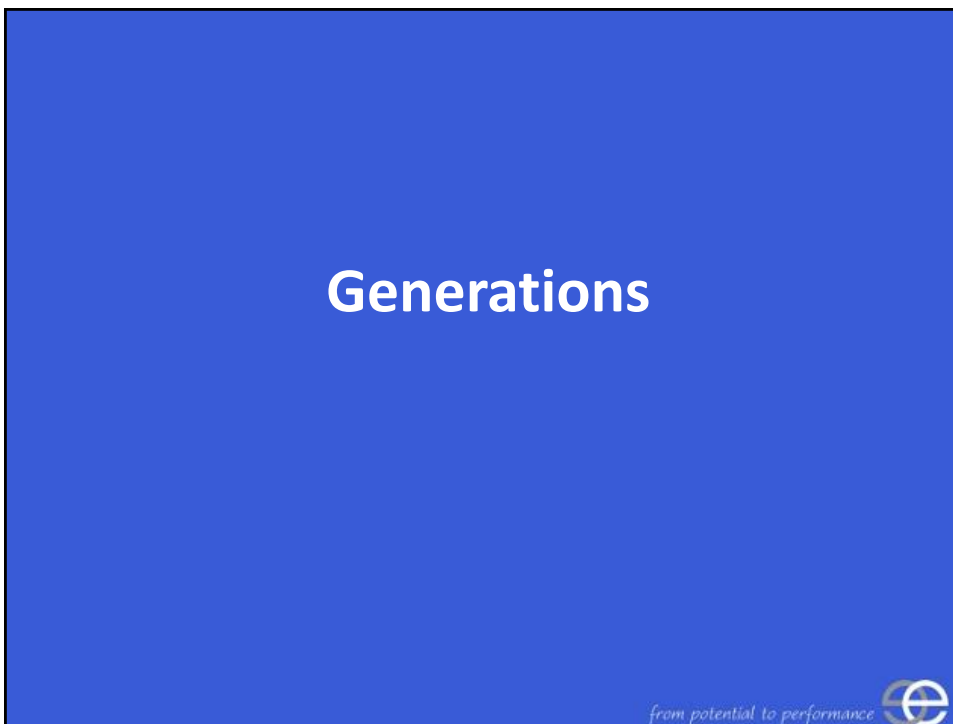
Using the form in your workbook, rate your organization in the areas that impact innovation:

- People
- Culture
- Processes

Rate your Innovation Culture
Circle the number that best describes the innovation culture in your organization.

People	Low				High
• We have innovative leadership	1	2	3	4	5
• We develop and promote innovative people	1	2	3	4	5
• Our employees are encouraged to be innovative	1	2	3	4	5
• Innovation is part of our recruitment and hiring criteria	1	2	3	4	5
Culture	Low				High
• Encourages experimentation with new ways of doing things	1	2	3	4	5
• We have a tolerance for failure	1	2	3	4	5
• We have time and freedom to innovate	1	2	3	4	5
• Everyone knows what innovation at our company means	1	2	3	4	5
Processes	Low				High
• There is a known strategy, purpose, and mandate for innovation	1	2	3	4	5
• We have a process for encouraging innovation	1	2	3	4	5
• We use social media to communicate and encourage innovation	1	2	3	4	5
• We apply outside ideas to innovate internally	1	2	3	4	5
Total the circled numbers in each column					

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Generations Overview

- We have four different generations working side by side in the workplace
 - Traditionalists – born 1922 – 1945
 - Baby Boomers – born 1946 - 1964
 - Generation X – born 1965 - 1980
 - Gen Y – born 1981 – 1995
- No one generation is better or worse than the other generations
- Changing your leadership approach is easier than changing the values developed over a lifetime

Generation	Percentage
Traditionalist	4.7%
Baby Boomer	38.6%
Generation X	32.1%
Gen Y	24.7%

Statistics from Bureau of Labor Statistics (2011)

From your pre-work, what is the mix of generations at your organization?

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Getting to Know Each Generation

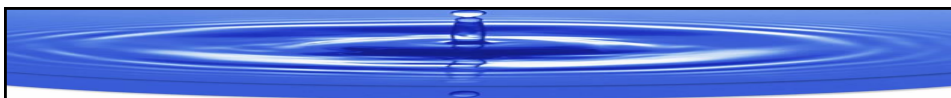


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Getting to Know Each Generation

<p>Traditionalist</p> <ul style="list-style-type: none"> • Born 1922 – 1945 • Conformity • Stability • Upward mobility • Security • Respects authority 	<p>Boomer</p> <ul style="list-style-type: none"> • Born 1946 - 1964 • Personal and social expression • Idealistic • Questions authority • Materialistic • Workaholic
<p>Generation X</p> <ul style="list-style-type: none"> • Born 1965 - 1980 • Free agency and independence • Street smarts • E-mail • Cynicism • Work/life balance 	<p>Gen Y (aka Millennials)</p> <ul style="list-style-type: none"> • Born 1981 - 1995 • Hope about the future • Highly structured • Instant everything • Social activism, family centricity • Demand for diversity

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Generations at Work Quick Guide

	Traditionalist <i>Born 1922 - 1945</i> Age 66+	Baby Boomer <i>Born 1946 - 1964</i> Age 47 - 65	Gen X <i>Born 1965 - 1980</i> Age 31 - 46	Gen Y <i>Born after 1980</i> 30 and under
Values	Hard work Dedication/sacrifice Conformity Respects authority Delayed reward Law and order Optimism	Workaholic Competitive Innovation Questions authority Materialism Personal/social expression Skepticism	Life balance Global thinking Diversity Unimpressed by authority Fun Self-reliance Cynicism/pessimism	Child focus Team player Enthusiasm for change Respect for authority Tempered hopefulness Sociability Optimism
Work is:	An obligation	An exciting adventure	A difficult challenge	A means to an end
Leadership style	Directive	Consensual, collegial	Challenges others	To be determined
Communication	Formal, memos	In person, meetings	Direct, immediate	E-mail, voice mail, IM
Feedback	No news is good news	Doesn't appreciate it	Asks, "How am I doing?"	At a push of a button
Rewards	A job well done	Money, title, recognition	Freedom	Meaningful work
Motivation	Respected	Valued and needed	Do it my way Work/life balance	Work with bright staff Work/life balance
Strategies	<ul style="list-style-type: none"> Don't rush Acknowledge experience Build rapport Don't make assumptions May resent young supervisors 	<ul style="list-style-type: none"> Establish non-authoritarian environment Offer fresh assignments Provide developmental experiences Tap into their expertise Ease pressure of complex life 	<ul style="list-style-type: none"> Allow time for questions Provide references Use time efficient approaches Keep up a quick pace Be specific about growth Allow time to earn their respect 	<ul style="list-style-type: none"> Provide interaction with colleagues Bring up to speed quickly Encourage mentoring Use technology Non-parental approach

In general, generations have different views on:


- Authority
- Teamwork
- Development/skill building
- Work/life balance


No matter what generation we are from, we all want:

- Achievement** – to take pride in one's work
- Camraderie** – positive, inclusive, and productive relationships
- Equity** – being treated fairly in matters such as pay, benefits, developmental opportunities, etc.

Page 6 – 8

Note: There will be a more detailed version of this guide posted on the Specialist web site.

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Generations Statistics

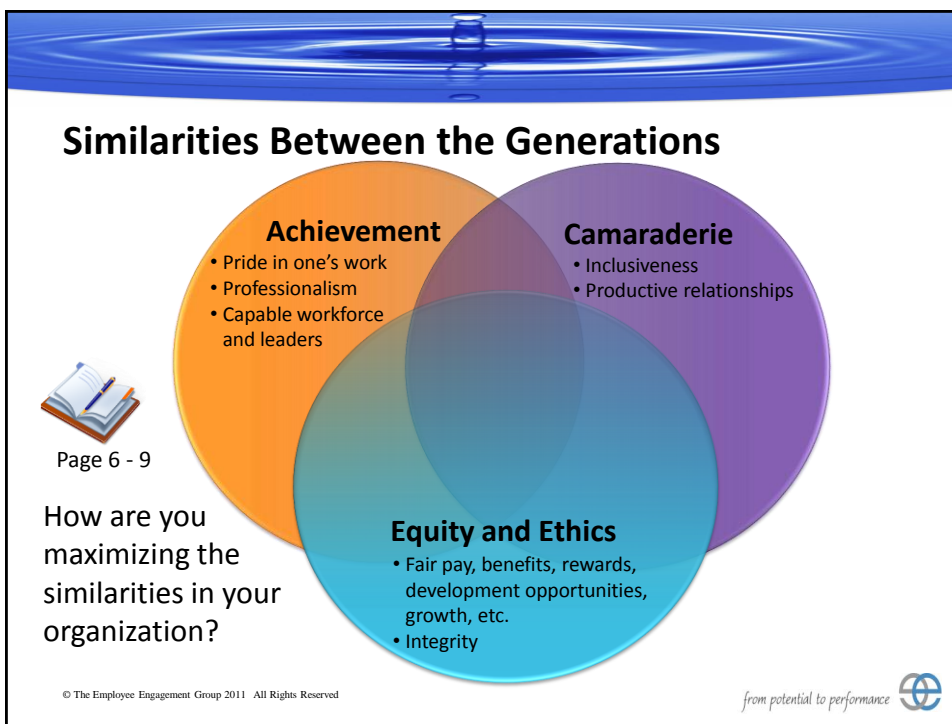
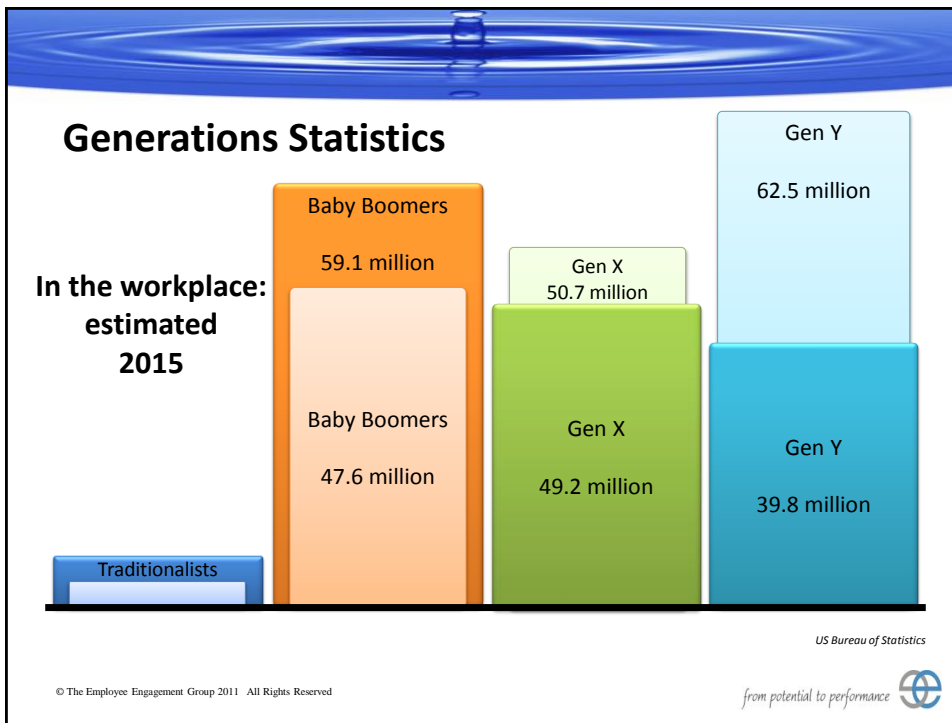
**In the workplace:
Now**

Traditionalists 7.1 million	Baby Boomers 59.1 million	Gen X 49.2 million	Gen Y 39.8 million
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18



Challenges with Each Generation

Boomers

- Want to stay employed
- Increase focus on purpose
- Career escalation replaced by satisfaction

Generation X

- Frustrated by lack of growth opportunities
- Smallest generation – inferiority complex
- Tired of hearing about Millennials (Gen Y)
- Concerned with work-life balance (raising kids)

Millennials (Gen Y)

- Don't want to wait for promotion
- Used to instant gratification
- Views things a mile wide and an inch deep
- Thirst for learning
- Demand for latest technology

Exercise

Make a list of ways you can address your assigned generation's challenges in your workplace.

Baby Boomer

- Want to stay employed
- Increase focus on purpose
- Career escalation replaced by satisfaction

Generation X

- Frustrated by lack of growth opportunities
- Smallest generation – inferiority complex
- Tired of hearing about Millennials (Gen Y)
- Concerned with work-life balance (raising kids)

Millennials

- Don't want to wait for promotion
- Used to instant gratification
- Views things a mile wide and an inch deep
- Thirst for learning
- Demand for latest technology

Page 6 - 10

What the “Older Generation” Assumes

This new generation wants exactly what I have

The definition for success is the same for all generations

They need to pay their dues, just like I did!

They sure have it easier than I had it!


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What the “Younger Generation” Assumes

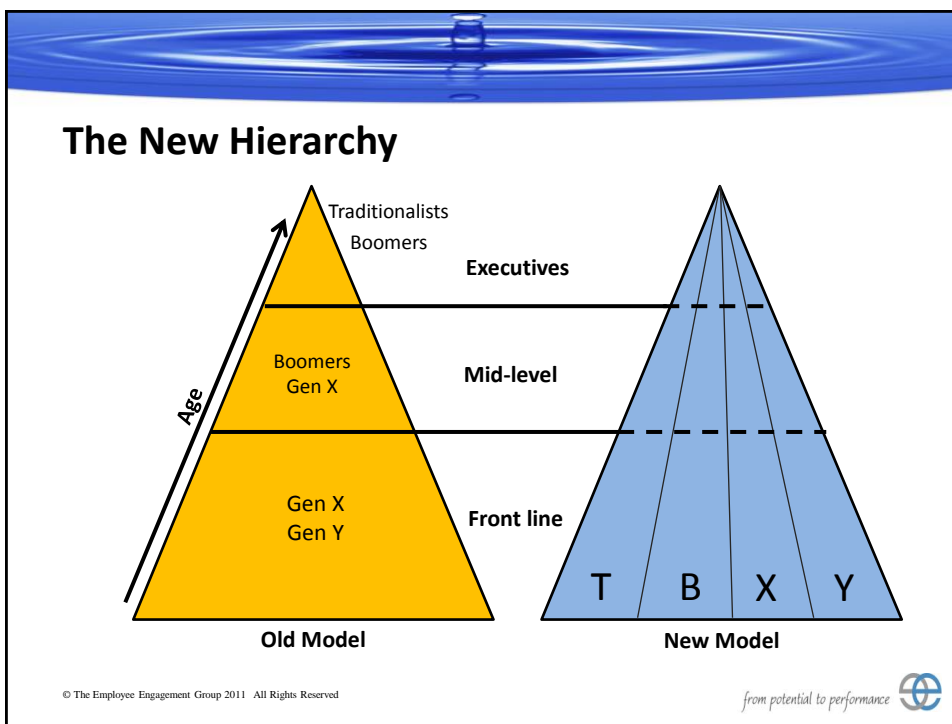
The people in the older generations are so inflexible!

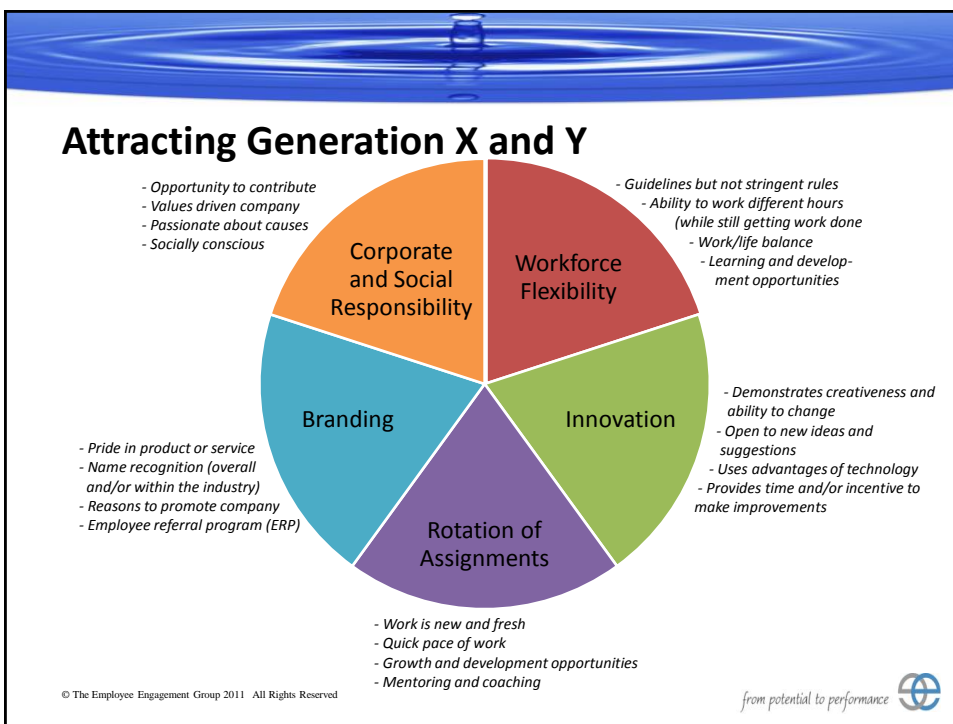
These people just don't understand me or my friends

They can't use an iPad, they won't text, they treat their cell phone – what's wrong with them?




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Attracting Generation X and Y



Page 6 - 11

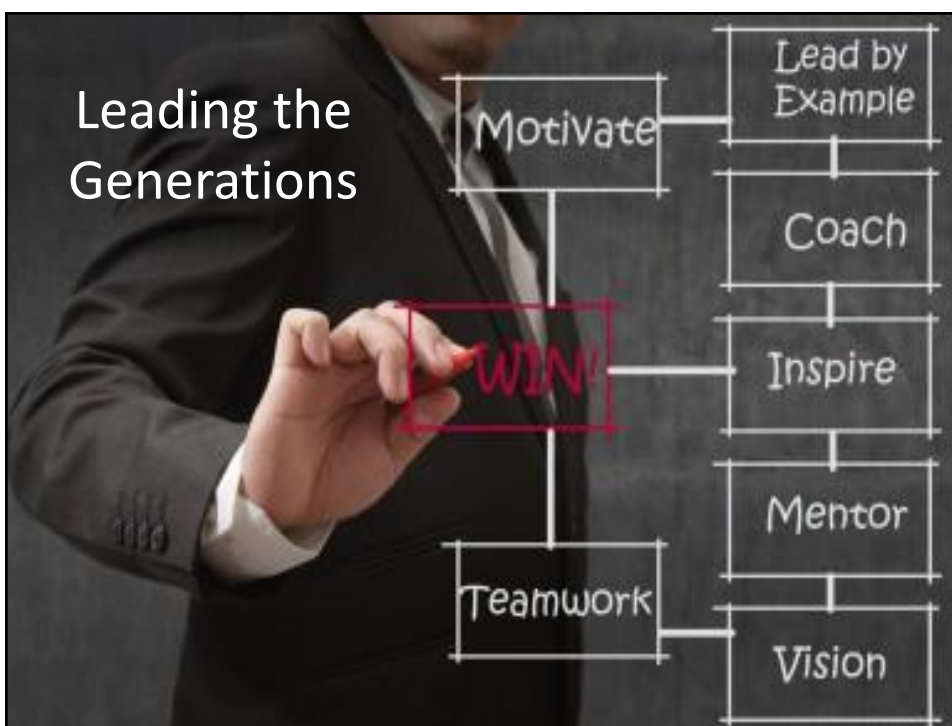
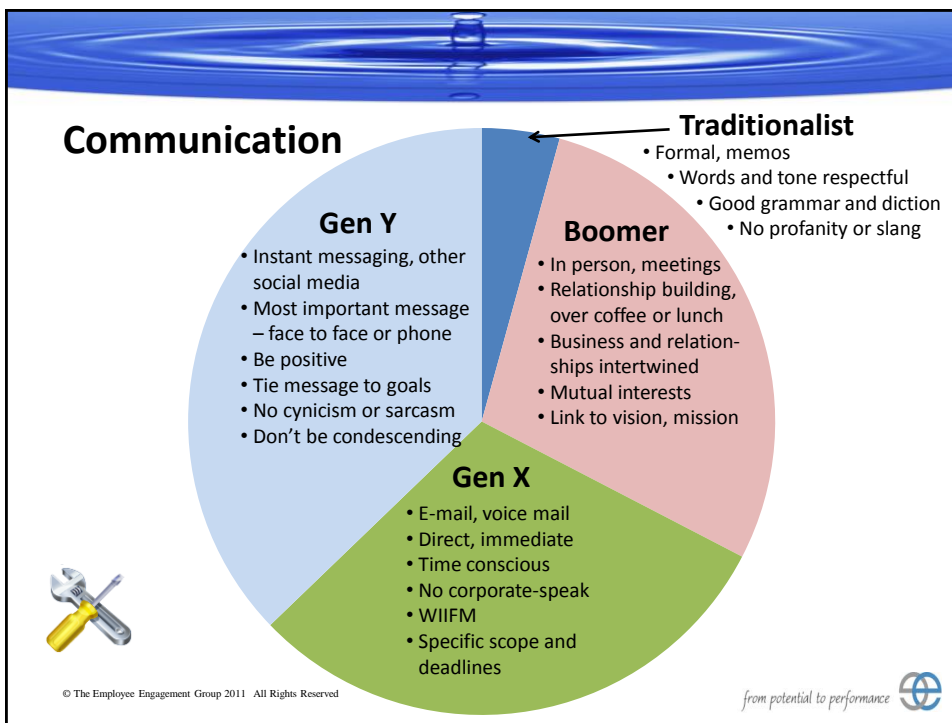
Exercise: Would a Gen X or Y want to work for you?
What does your company do now from the list that meets the needs of Gen X and Y? What could your company do (differently, new) to attract X and Y?

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Communicating with the Generations

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Leading the Generations

B

- Demonstrate your knowledge and experience
- Create mentor relationships
- Use coaching techniques
- Establish non-authoritarian environment
- Offer fresh assignments
- Provide developmental experiences
- Recognize and tap into their expertise
- Understand their work ethic – allow it but don't abuse it

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Leading the Generations

X

- Be patient about earning respect
- Allow time for communication and questions (open door policy, pause during meetings)
- Maintain a quick pace and manage time effectively
- Be specific about growth opportunities; they are looking to transition
- Coach for promotion and succession

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Leading the Generations

Y

- Demonstrate competence
- Provide interaction with colleagues
- Set clear, realistic expectations
- Take advantage of their speed
- Connect with the heart – learn their passions
- Let them solve problems
- Use technology
- Encourage mentoring and provide coaching

Note: 98% percent of Gen Y surveyed believe working with strong coaches and mentors is an important part of their development”.

Price Waterhouse Cooper 2011

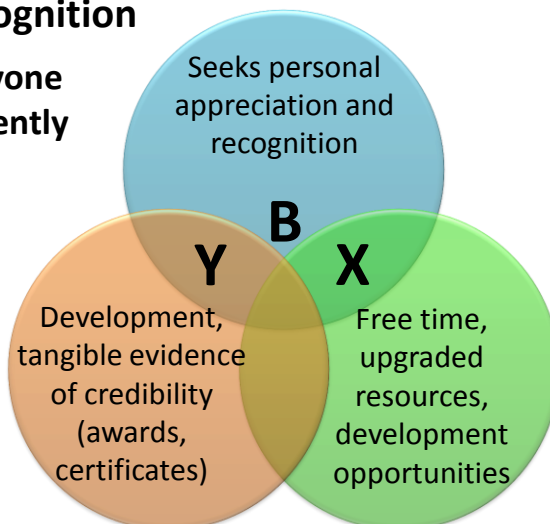
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Rewards and Recognition

- **Available to everyone**
- **Delivered consistently**
- **Valuable**

“For Gen Y, training and development is the most highly valued employee benefit. The number choosing training and development as their first choice of benefit is THREE times higher than those who chose cash bonuses.

Price Waterhouse Cooper 2011



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A Message from Gen Y
"We're working, really we are, but..."

We don't need schedules – we'll get our work done without start and end times

Facebook, Twitter, Gmail open on my computer screen? Not a problem!

My hair? My beard? My clothes? We don't always look like you (and that's okay).

I wonder why texting my boyfriend at work is such an issue?

Why does it surprise people that I've never had a summer job?

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A Message from Gen Y
"We're working, really we are, but we do our best in a ROWE!"

Results
Oriented
Work
Environment

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Pre-work for Session 7



Check the Engagement Specialist web site after January 1 for your pre-work assignment

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Thank You

See you on January 17

Topics:

- Motivation
- High Performance

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