

# TALENT SEARCH:

## STRATEGIES TO RECRUIT & RETAIN WORKFORCE TALENT



	<b>Traditionalists</b>	<b>Baby Boomers</b>	<b>Gen X</b>	<b>Millennials/Gen Y</b>
<b>Other Names</b>	Veterans, Silent, Moral Authority, The Forgotten Generation	“Me” Generation, Moral Authority	Xers, The Doer, Post Boomers, 13 <sup>th</sup> Generation	Gen Y, Generation Next, Echo Boomers, Chief Friendship Officers, 24/7's
<b>Work Ethic</b>	Hard Working	Workaholic	Only work as hard as need	Yet to be determined, still figuring it out
<b>Attitudes towards authority/rules</b>	<ul style="list-style-type: none"> <li>• They value conformity, authority and rules, and a top down management approach.</li> <li>• Authority is a top value.</li> <li>• Respectful</li> </ul>	<ul style="list-style-type: none"> <li>• Some may still be uncomfortable with authority figures.</li> <li>• Impressed</li> </ul>	<ul style="list-style-type: none"> <li>• They are comfortable with authorities and are not impressed with titles or intimidated by them.</li> <li>• Unimpressed</li> </ul>	<ul style="list-style-type: none"> <li>• They believe that respect must be earned</li> <li>• Relaxed</li> </ul>
<b>Expectations regarding respect</b>	<ul style="list-style-type: none"> <li>• Deference</li> <li>• Special Treatment</li> <li>• More weight given to their opinions.</li> </ul>	<ul style="list-style-type: none"> <li>• Deference</li> <li>• Special Treatment</li> <li>• More weight given to their opinions.</li> </ul>	<ul style="list-style-type: none"> <li>• They want to be held in esteem</li> <li>• They want to be listened to</li> <li>• They do not expect deference</li> </ul>	<ul style="list-style-type: none"> <li>• They want to be held in esteem</li> <li>• They want to be listened to</li> <li>• They do not expect deference</li> </ul>
<b>Feedback</b>	Attitudes closer to boomers'	May be insulted by continuous feedback	Immediate and continuous	Immediate and continues
<b>Perceived elements of success in the workplace</b>	<ul style="list-style-type: none"> <li>• Meet deadlines</li> <li>• Willingness to learn new things</li> <li>• Get along with people</li> <li>• Use computers</li> <li>• Speak clearly and concisely</li> </ul>	<ul style="list-style-type: none"> <li>• Use computers</li> <li>• Willingness to learn</li> <li>• Get along with people</li> <li>• Meet deadlines</li> <li>• Organizational Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Use computers</li> <li>• Meet deadlines</li> <li>• Willingness to learn new things</li> <li>• Speak clearly and concisely</li> <li>• Get along with people</li> </ul>	<ul style="list-style-type: none"> <li>• Use computers</li> <li>• Meet deadlines</li> <li>• Multitasking</li> <li>• Willingness to learn new things</li> <li>• Speak clearly and concisely</li> </ul>
<b>Preferred leadership attributes</b>	<ul style="list-style-type: none"> <li>• Credible</li> <li>• Listens well</li> <li>• Trusted</li> </ul>	<ul style="list-style-type: none"> <li>• Credible</li> <li>• Trusted</li> <li>• Farsighted</li> </ul>	<ul style="list-style-type: none"> <li>• Credible</li> <li>• Trusted</li> <li>• Farsighted</li> </ul>	<ul style="list-style-type: none"> <li>• Listens well</li> <li>• Dependable</li> <li>• Dedicated</li> </ul>
<b>Leadership Style</b>	<ul style="list-style-type: none"> <li>• Hierarchy</li> <li>• Directive</li> <li>• Command &amp; Control</li> </ul>	<ul style="list-style-type: none"> <li>• Consensus</li> <li>• Collegial</li> </ul>	<ul style="list-style-type: none"> <li>• Competence</li> <li>• Everyone is the same</li> <li>• Challenge others</li> <li>• Ask why?</li> </ul>	<ul style="list-style-type: none"> <li>• Achievers</li> </ul>
<b>Interactive Style</b>	Individual	Team player, loves to have meetings	Entrepreneur	Participative

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<b>Keys to Working with them</b>	<ul style="list-style-type: none"> <li>• They follow rules well but want to know procedures.</li> <li>• Tend to be frustrated by what they see as a lack of discipline, respect, logic and structure.</li> <li>• Consider their feelings</li> <li>• Tend to be conservative.</li> <li>• Like the personal touch</li> </ul>	<ul style="list-style-type: none"> <li>• Want to hear that their ideas matter.</li> <li>• They were valued youth, teens and young adults and expect to be valued as adults.</li> <li>• Their careers define them, their work is important to them.</li> <li>• Silly routines are frustrating.</li> <li>• They expect their work, and themselves to matter.</li> <li>• Before they do anything, they need to know why it matters, how it fits into the big picture and what impacts it will have on whom.</li> <li>• Do well in teams.</li> <li>• Are motivated by their responsibilities to others</li> <li>• Respond well to attention and recognition.</li> <li>• Don't take criticism well</li> <li>• Less likely to offer necessary recognition.</li> <li>• Need flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Want independence in the workplace and informality</li> <li>• Give them time to pursue other interests</li> <li>• Allow them to have fun at work</li> <li>• Give them the latest technology</li> </ul>	<ul style="list-style-type: none"> <li>• Like a team oriented workplace</li> <li>• Want to work with bright, creative people</li> <li>• Take time to learn about their personal goals</li> <li>• They expect to be treated respectfully.</li> <li>• Raised to feel valued and very positive about themselves; they see as a sign of disrespect any requirement to do things just because this is the way it has always been done or to pay one's dues.</li> <li>• Want to work with friends</li> <li>• Provide rationale for the work you've asked them to do and the value it adds.</li> <li>• Grow teams and networks with great care;</li> <li>• Pay close attention to helping them navigate work and family issues.</li> <li>• Offer structured, supportive work environment</li> <li>• Personalize work and also involve in teams.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Discrete</li> <li>• Use good grammar</li> <li>• Formal language</li> <li>• Hand-written notes, less email and more personal touch</li> </ul>	<ul style="list-style-type: none"> <li>• Diplomatic</li> <li>• In person</li> <li>• Speak open, direct</li> <li>• Learn what is important to them</li> </ul>	<ul style="list-style-type: none"> <li>• Blunt/Direct</li> <li>• Immediate</li> <li>• Straight talk</li> <li>• #1=Email</li> <li>• Don't micromanage</li> </ul>	<ul style="list-style-type: none"> <li>• Polite</li> <li>• Digital Natives</li> <li>• Be positive</li> <li>• Be humorous</li> <li>• Action oriented</li> <li>• In person-Important</li> </ul>

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<b>Core Values</b>	<ul style="list-style-type: none"> <li>• Adhere to rules</li> <li>• Conformers/Conformity Contributing to the Collective good is important</li> <li>• Dedication, Sacrifice</li> <li>• Delayed Reward</li> <li>• Discipline</li> <li>• Don't question authority</li> <li>• Duty before pleasure</li> <li>• Family Focus</li> <li>• "Giving Back" is important</li> <li>• Hard Work</li> <li>• Law and Order</li> <li>• Loyalty</li> <li>• Patriotism</li> <li>• Patience</li> <li>• Respect for authority</li> <li>• Responsibility</li> <li>• Savers</li> <li>• Stabilizing</li> <li>• Trust in Government</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-war</li> <li>• Anti-government</li> <li>• Anything is possible</li> <li>• Equal rights</li> <li>• Equal opportunities</li> <li>• Extremely loyal to their children</li> <li>• Involvement</li> <li>• Optimism</li> <li>• Personal Gratification</li> <li>• Personal Growth</li> <li>• Question Everything</li> <li>• Spend now, worry later</li> <li>• Team Oriented</li> <li>• Transformational</li> <li>• Trust no one over 30</li> <li>• Youth</li> <li>• Work</li> <li>• Want to "make a difference"</li> </ul>	<ul style="list-style-type: none"> <li>• Balance</li> <li>• Diversity</li> <li>• Entrepreneurial</li> <li>• Fun</li> <li>• Highly Educated</li> <li>• High job expectations</li> <li>• Independent</li> <li>• Informality</li> <li>• Lack of organizational loyalty</li> <li>• Pragmatism</li> <li>• Seek life balance</li> <li>• Self-reliance</li> <li>• Skepticism/Cynical</li> <li>• Suspicious of Boomer values</li> <li>• Think Globally</li> <li>• Techno literacy</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement</li> <li>• Avid consumers</li> <li>• Civic Duty</li> <li>• Confidence</li> <li>• Diversity</li> <li>• Extreme Fun!</li> <li>• High morals</li> <li>• Highly tolerant</li> <li>• Highly competitive</li> <li>• Like personal attention</li> <li>• Self-confident</li> <li>• Social ability</li> <li>• Members of global community</li> <li>• Most educated generation</li> <li>• Extremely techno savvy</li> <li>• Extremely spiritual</li> <li>• Now!</li> <li>• Optimism</li> <li>• Realism</li> <li>• Street smarts</li> </ul>

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**Presented By:**  
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