



ENGAGING THE MULTIGENERATIONAL WORKPLACE



How to Communicate Across Generations

This session is eligible for 1 Continuing Education Hour.

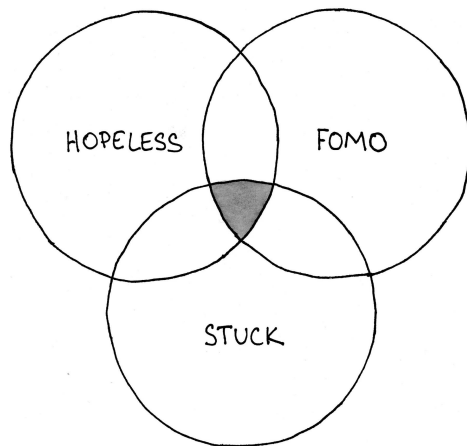
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Online Evaluation

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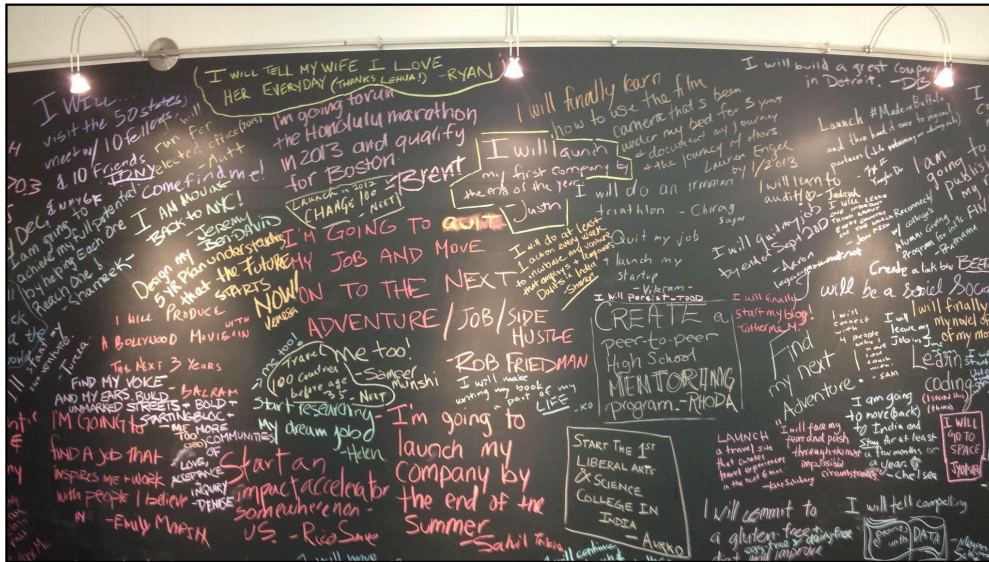


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FIND BELIEVERS



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CARE FOR OTHERS



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"Being human always points, and is directed, to something or someone, **other than oneself**—be it a meaning to fulfill or another human being to encounter.
The more one forgets himself—by giving himself to a cause to serve or another person to love—the more human he is."

-Viktor Frankl



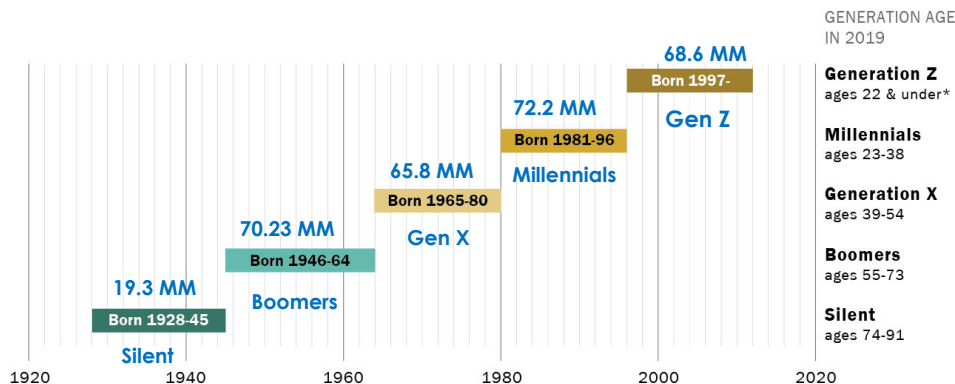
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5 GENERATIONS AT WORK



*No chronological endpoint has been set for this group. Generation Z age ranges vary by analysis.

PEW RESEARCH CENTER



GEN Z WANTS

- Timely, fast, digital, personalized updates on hiring process → **FREQUENT COMMUNICATION**
- Hybrid work, not traditional schedule or title → **FLEXIBILITY**
- True commitment to DEI initiatives → **ACCOUNTABILITY**
- Personal + professional success → **THRIVING**
- A culture built on mental health + wellness → **LIFE > WORK**



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“Managing millennials
is **nurturing** millennials.”

-Esther Perel



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LONELINESS

- 61% of Americans are lonely (Cigna)
- 80% of Gen-Z and 70% of Millennials are lonely (Cigna)
- Friendship at its lowest rate in 30 years (AEI)
- 15% of men have NO close friends at all (AEI)



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THE COSTS

- Missed days at work (2x sick days)
- 45% lower productivity, Lower quality of work
- Higher risk of turnover

Lonely employees cost **\$406 billion** per year



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BELONGING CURES LONELINESS

- Don't have to hide true self at work (9 points less lonely)
- Have a best friend at work (6 points less lonely)
- Technology used to make meaningful connections (4 points)

Source: Loneliness and the Workplace: 2020 U.S. Report, Cigna, 2020. <https://www.cigna.com/static/www.cigna-com/docs/about-us/newsroom/studies-and-reports/combating-loneliness/cigna-2020-loneliness-factsheet.pdf>



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BELONGING CURES LONELINESS

- Shared goals with colleagues (8 points less lonely)
- More phone calls and in-person conversations (less lonely)
- Work-life balance; "leave work at work" (7 points less lonely)

Source: Loneliness and the Workplace: 2020 U.S. Report, Cigna, 2020. <https://www.cigna.com/static/www.cigna-com/docs/about-us/newsroom/studies-and-reports/combating-loneliness/cigna-2020-loneliness-factsheet.pdf>



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Source: BetterUp, BetterUp Insights Report: The Connection Crisis, 2022. <https://www.betterup.com/blog/connection-crisis-impact-on-work>



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BELONGING MATTERS

- 56% increase in job performance
- 50% drop in turnover risk
- 75% reduction in sick days
- 18x more promotions, 2x raises
- 167% increase in employer promoter score

→ Annual savings of \$52M for a large company

Source: Evan W. Carr, Andrew Reece, Gabrielle Rosen Kellerman, and Alexi Robichaux, "The Value of Belonging at Work," Harvard Business Review, 12/16/2019.



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BELONGING

"Diversity is having a seat at the table,
inclusion is having a voice, and
belonging is having that voice be heard."

-Liz Fosslein & Mollie West Duffy

Source: Liz Fosslein and Mollie West Duffy, authors of No Hard Feelings, <https://www.lizandmollie.com/workshops>



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BELONGING QUESTIONS

- Are you **Seen** for your unique contributions?
- Are you **Connected** to your coworkers?
- Are you **Supported** in your daily work and career development?
- Are you **Proud** of your organization's values and purpose?

-Research by Coqual (Center for Talent Innovation)

Source: Coqual, as cited by Julia Taylor Kennedy and Pooja Jain-Link, "What Does It Take to Build a Culture of Belonging?" Harvard Business Review, 6/21/2021. <https://hbr.org/2021/06/what-does-it-take-to-build-a-culture-of-belonging>



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BELONGING AT WORK

- I am listened to, **accepted**, and celebrated.
- I have time to **connect**, play, learn and create with my team.
- I can **ask for help** and receive care.
- I can **share my gifts** and find more alignment in my life/work.



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SHIFT #1

RE-IMAGINE PURPOSE

FROM “WE’RE CHANGING THE WORLD” TO
WE’RE LISTENING TO OUR PEOPLE



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EMPLOYEE ENGAGEMENT

- Purpose
- Value
- Renewal
- Focus

Source: The Energy Project & Harvard Business Review, Tony Schwartz and Christine Porath, “Why You Hate Work,” New York Times.



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FLEXIBILITY TODAY

Freedom to work **where** you want,
when you want,
with **whom** you want,
on **what** you want,
how you want.

*Not usually possible, but we can help people
re-imagine their purpose and potential.*



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SHIFT #2

FROM “TALK TO HR” TO
BELONGING IS
EVERYONE’S JOB



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“THE PERFECT TEAM”

Psychological safety:

Team members feel safe to take risks and be vulnerable in front of each other

Source: "The five keys to a successful team," Re:Work Google, <https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/>



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TEAM PSYCHOLOGICAL SAFETY

A shared team belief that it's safe for interpersonal risk taking

1. Frame work as a learning problem, not an execution problem
2. Acknowledge your own fallibility
3. Model curiosity and ask lots of questions

-Amy Edmonson, Harvard Business School

Source: Amy Edmonson, "Building a psychologically safe workplace," TEDxHGSE, May 4, 2014. As cited in Re:Work Google, "Tool: Foster psychological safety," <https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/foster-psychological-safety/>



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SHIFT #3 FROM “CULTURE FIT” TO TRANSFORMATIVE LEARNING



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TREAT CULTURE LIKE A PRODUCT

VALUES

- INCLUSION
- OPEN COMMUNICATION
- CO-CREATION
- COLLABORATION
- GROWTH
- CLARITY & TRANSPARENCY



PROGRAMS

- DIVERSITY RECRUITMENT
- EMPLOYEE RESOURCE GROUPS
- REAL TALK EVENTS
- ROADMAP GOAL-MAPPING WEEK
- PROFESSIONAL DEVELOPMENT TIME
- CONSCIOUS LEADERSHIP TRAINING
- COACHING BENEFIT
- APPROACHABLE LEADERS
- ONBOARDING COHORTS





Karen Prescott-Loeffler

Director of Government Affairs and Economic Development, San Diego Chapter, NECA



1. Have compassion for an evolving workforce:

Re-think assumptions, understand that 20- and 30-somethings are getting advice from everywhere, not just their parents; expecting more rapid changes.

2. New generation values both family + career:

New gen wants more flexibility and balance. "That's what I wanted too when I became a Mom, but the times were different."



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Karen Prescott-Loeffler

Director of Government Affairs and Economic Development, San Diego Chapter, NECA



3. Set clear expectations about in-person responsibilities during hiring:

30-yr old candidate was perfect; but added demands about working 3-days a week from home AFTER the interview process. Karen realized she hadn't communicated importance of being in-person. "I didn't qualify the applicant." Then she redesigned role to attract a FT M-F office candidate.

4. Add flexibility whenever possible: Even if a role is in-person, offer more WFH for new parents, make compromises to get the best possible applicant.



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Karen Prescott-Loeffler

Director of Government Affairs and Economic Development, San Diego Chapter, NECA



5. Celebrate your team: Admin Appreciation Days, goodbye parties, birthdays, team building events, Board Retreats in Montana + Idaho with Board + family members.

6. Create a culture of learning and dialogue: Offer education sessions on Leading and Communicating in a Multigenerational Workplace for Executives, HR managers, and employees. Embrace the balance between setting clear expectations for hard work + meeting new demands of talent.



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SHIFT #4

FROM "HUSTLE" TO

HUMAN CONNECTION



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The average employee

switches between applications **1 100 times** a day,
sends and receives **125 business emails** per day,
checks their Inbox **77-400 times** a day,
checking email or Slack every **6 minutes**.

Source: Cal Newport, A World Without Email, (Portfolio: New York, 2021).



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85% of employees would be motivated to come into the office if they could socialize with co-workers or rebuild team bonds.

Source: Microsoft Work Trend Index 2022, <https://www.microsoft.com/en-us/worklab/work-trend-index/>



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80% of Gen Z and Millennials are looking to connect with senior leadership and their managers in-person

Source: Microsoft Work Trend Index 2022, <https://www.microsoft.com/en-us/worklab/work-trend-index/>



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PRACTICAL TIP

MAKE ONBOARDING + TRAININGS A COMMUNITY BUILDING EXERCISE



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PRACTICAL TIP

MORE 1-ON-1s

OFFICE HOURS

FACE-TO-FACE MOMENTS



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PRACTICAL TIP

SCHEDULE BREAKS

TIME FOR RENEWAL

LEAVE WORK AT WORK



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PRACTICAL TIP

**DON'T (ALWAYS)
TALK ABOUT WORK**



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PRACTICAL TIP

**LEARN HOW YOUR TEAM
DOES THEIR BEST WORK**



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PRACTICAL TIP

**TRY 1 NEW THING
EVERY MEETING**



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PRACTICAL TIP

**GRADUALLY BUILD
VULNERABILITY**

“One key pattern associated with the development of a close relationship among peers
is **sustained, escalating, reciprocal, personal self-disclosure.**”

-Study on The Experimental Generation of Interpersonal Closeness, SUNY Stony Brook

Source: Dr. Arthur Aron and others, "The Experimental Generation of Interpersonal Closeness: A Procedure and Some Preliminary Findings,"
<https://journals.sagepub.com/doi/pdf/10.1177/0146167297234003>, 1997.



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SHIFT #5

FROM “EXPONENTIAL GROWTH” TO

A CARE MINDSET



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PRACTICAL TIP

“THRIVE” INTERVIEWS

**GO BEYOND STAY INTERVIEWS
AND EXIT INTERVIEWS**



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PRACTICAL TIP

INTERGENERATIONAL CO-LEADERSHIP OPPORTUNITIES



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PRACTICAL TIP

LITTLE ACTS OF KINDNESS



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PRACTICAL TIP

SMALL WIN PARTIES + SHARING MISTAKES + DOUBT CLUBS



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PRACTICAL TIP

FREQUENT FEEDBACK + AFFIRMATIONS + PRAISE



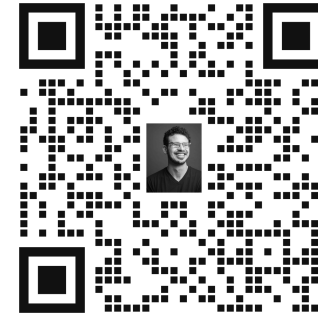
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MAKE THE **ASK**



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GET SMILEY'S SLIDES



ADAM SMILEY POSWOLSKY



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Complete the Online Evaluation



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