



Mixing Four Generations in the Workplace

A two-program DVD course

Participant Guide



**Learning
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PARTICIPANT GUIDE

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Introduction

In today's business environment, with a vast range of ages and background experiences at play, you are more likely to be managing, coaching and leading people who are nothing at all like you. This is the first time we've had all four generations actively working together at the same time in the workplace.

So, how do you find that all important common ground? One increasingly important starting point is to gain an understanding of generational dynamics in the workplace.

The two-part DVD course, *Mixing Four Generations in the Workplace*, will provide you with the understanding and tools necessary to effectively coach, manage and lead each generation at work.

Today's workforce comprises four distinct generations; each with its own shared history, common biases and core beliefs. Learning what makes each generation tick, and taking the time to consider your communication approach, will advance your relationships and help you lead your team during good times and through stressful situations.

This program gives you that generational insight. Throughout this course, participants will learn the common drivers of each generation—what are they looking for, how should you interact with them, how do they make decisions, and what is most important to them.

This two-DVD program will help you:

Communicate easier - By increasing shared understanding between the different generations.

Motivate, coach, hire and retain employees of different generations – By understanding what makes them tick.

Create and sustain a productive workforce – By increasing their understanding of one another, the different generations will work better as a team, effectively resolve conflicts and be more productive.

Enjoy and appreciate the people you work with – By understanding the different generations we learn to enjoy and appreciate who they are. This appreciation will help reduce stress in the workplace and create more enjoyable relationships.

Learning Objectives

By the end of the program, participants will be able to:

- Define the four generations and their workplace characteristics
- Identify the common drivers and value systems of each generation and how those drivers and values affect motivation and behavior in the workplace
- Describe how each generation defines success and understand how the differences affect communication and relationships in the workplace
- Determine how your approach may need to change when coaching, managing and leading employees of different generations
- Appreciate and gain respect for what is important to each generation

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Session Agenda

2-hour session

Introduction	10 minutes
View Program One and Discuss	30 minutes
Generational Voices Quiz	25 minutes
View Program Two and Discuss	35 minutes
Commitment to Action	10 minutes
Session Debrief	10 minutes

4-hour session

Introduction and overview	20 minutes
How We Perceive the Four Generations	20 minutes
View Program One and Discuss	30 minutes
Generational Voices Quiz	25 minutes
Reviewing our Perceptions	15 minutes
Break	15 minutes
View Program Two and Discuss	30 minutes
Determining Generational Bias	10 minutes
Coaching, Managing and Leading the Four Generations	45 minutes
Commitment to Action	15 minutes
Session Debrief	15 minutes

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Program One Notes: Defining Four Generations in the Workplace

	Matures	Boomers
Definition		
Characteristics		
Heroes		

	Xers	Millennials
Definition		
Characteristics		
Heroes		

Program One Notes, continued

What trends affect generational change?

What is the generational repetition model and how does it apply to the workplace?

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Generational Voices

Who Am I?

The Power of Generational Insight

Matures

Born between 1909 – 1945

Boomers

Born between 1946 – 1964

Xers

Born between 1965 – 1979

Millennials

Born between 1980 – 2000

Select the generation you think the person making each statement would most likely be a member of. (Be ready to justify your response if necessary!)

1. Some people estimate that there were nearly five hundred thousand of us at Woodstock. But if you survey the country today, you'd have to think the number was more like several million.

a. Mature b. Boomer c. Xer d. Millennial

2. My sister's son contracted polio. Fortunately, when my daughter was born a few years later, the vaccine had just come out.

a. Mature b. Boomer c. Xer d. Millennial

3. John F. Kennedy was assassinated when I was in junior high. By the time I graduated, Martin Luther King and Robert Kennedy had also been killed.

a. Mature b. Boomer c. Xer d. Millennial

4. Crowded? I can tell you about crowded. The Catholic schools in my neighborhood sometimes had 60 in a class! It made everything very competitive. The good thing is you had to learn how to get along, how to team up with other people.

a. Mature b. Boomer c. Xer d. Millennial

5. I think there's a good reason you don't hear much "Oh, he's my hero," talk these days. I just don't think there are many heroes. There are

people who are rich, famous, whatever. But not too many heroes.

a. Mature b. Boomer c. Xer d. Millennial

6. You might not believe this, but sometimes I borrow my mother's CDs. I mean, we don't have exactly the same tastes in music - but we like some of the same stuff.

a. Mature b. Boomer c. Xer d. Millennial

7. The year I turned 15, the unemployment rate was nearly 25%.

a. Mature b. Boomer c. Xer d. Millennial

8. When I was a junior in high school the Grammy for Album of the Year went to Bob Dylan for Time Out of Mind.

a. Mature b. Boomer c. Xer d. Millennial

9. You might hear ludicrous and think: ridiculous. I hear it and want to turn up the radio.

a. Mature b. Boomer c. Xer d. Millennial

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10. Once in a while in elementary school, we did these silly drills where we got down on our knees and tucked our heads down with our hands on the back of our heads. That was supposed to help protect us against "The Bomb".

a. Mature b. Boomer c. Xer d. Millennial

11. I was just old enough to learn how to drive when I learned about the Chernobyl accident in the Soviet Union. Comforting... I don't think I quite understood the magnitude of that at the time. I do now.

a. Mature b. Boomer c. Xer d. Millennial

12. Three Mile Island. You don't hear that much anymore. That was pretty close to "The Big Bang" revisited. I was just out of college and starting a career. I'm lucky it wasn't a short one.

a. Mature b. Boomer c. Xer d. Millennial

13. Sometimes I get tired of hearing the word loyalty. I think people who have a lot of power like to throw that word down on the people who don't. Look at the record. Look at all the people who were supposed to have long careers and big pensions and got unemployment and social security instead.

a. Mature b. Boomer c. Xer d. Millennial

14. You pay your dues. You make the sacrifices necessary to make things work. People today ask too many questions. They expect too much too soon. Just do what you're told. Get the job done. You'll get what you deserve in time. Your company puts a roof over your head and food on your table. You have an obligation.

a. Mature b. Boomer c. Xer d. Millennial

15. It was the bi-centennial year. Everyone was in love with Colorado and looking for a Rocky Mountain high. So we packed up the dog in the van and took off cross-country with no particular route, and hardly a dollar to our name.

a. Mature b. Boomer c. Xer d. Millennial

16. On my first date we went to see a brand new movie called Gone With the Wind. It was pretty good but, my gosh, it was almost four hours long. I was late getting home and my parents were furious.

a. Mature b. Boomer c. Xer d. Millennial

17. Everybody talks about TV this and TV that; this show; that show. I don't really need it that much. There are plenty of other things to do.

a. Mature b. Boomer c. Xer d. Millennial

18. Morning routine. Newspaper. Cup of coffee. It's still hard to beat the newspaper for getting information about things. And a cup of coffee works for me any time of day.

a. Mature b. Boomer c. Xer d. Millennial

19. I was in high school when Dallas was huge on TV. The "Who shot JR?" thing was everywhere. Pretty crazy.

a. Mature b. Boomer c. Xer d. Millennial

20. A freshman in college. Planning a major in political science. The Berlin Wall comes down. I was in heaven!

a. Mature b. Boomer c. Xer d. Millennial

21. Geraldine Ferraro becomes Walter Mondale's running mate in a presidential election. I was only 17 at the time. I told my mother I was going to either own my own business or hold public office. She just grinned at me.

a. Mature b. Boomer c. Xer d. Millennial

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22. When I was a kid The Battle of the Bulge was not a book about getting rid of the "spare tire" around the middle.

a. Mature b. Boomer c. Xer d. Millennial

23. I'll never forget it. I was home from school in the summer. I sat with my mom and dad and watched as tears came to Walter Cronkite's eyes as he reported Neil Armstrong walking on the moon.

a. Mature b. Boomer c. Xer d. Millennial

24. I was the only kid in the apartment building to have two Cabbage Patch Kids.

a. Mature b. Boomer c. Xer d. Millennial

25. Some members of our generation were to be referred to as "yuppies," supposedly derived from "young, upwardly mobile professionals" or "young urban professionals." Whatever. I don't think it was generally meant as a compliment.

a. Mature b. Boomer c. Xer d. Millennial

Program Two Notes: How to Deal with the Four Generations

Workplace Considerations	
Matures	
Boomers	
Xrs	
Millennials	

Determining Generational Bias

There are several general questions you can ask to help ascertain an individual's generational bias without requesting a copy of his or her birth certificate. Luckily, most are easy to work into the conversation as they relate to technology preferences and how they see your role.

Ask questions like:

- **How do you prefer to communicate—e-mail or phone?**
- **What operating system are you running?**
- **Who are your role models/heroes?**

Add additional questions here:

Even after you ask the questions above, you may still be unable to precisely categorize your team member. Thankfully, because you now have a deep understanding how different attitudes and ideals can be addressed, you are better prepared to manage this balancing act. In this case, you must treat each aspect of managing and coaching according to the overriding attributes you've discovered. In other words, meet your employee where he/she is at during each stage in the game.

Does he/she want to complete the process in person with minimal communication via technology (Mature) but desire high levels of customization (Boomer) and intend to privately research alternatives to confirm the approach (Xer)?

In other words, customize your approach to address those various needs.

Coaching and Managing the Four Generations

The Matures: Searching for Quality

Matures occupy a scant 5% of the working population, yet their influence is recognizable in the policies, attitudes and habits of the majority of decision-makers – the Boomers they trained and groomed to lead in their absence. So while Boomers have their own biases, many of their behaviors stem from the Matures. Also, Matures that remain in the workforce today tend to carry a great deal of influence. So ignoring this small population is a large mistake.

If “duty” and “sacrifice” are the heart and soul of the Matures, it stands to reason that they expect you to earn their respect. For the Matures, good intentions or technical expertise are not enough. You must demonstrate quality, respect, and merit.

When you let Matures define the rules, you are showing respect for their belief in the hierarchy of business.

The Approach

Matures have been in the workforce for forty-plus years. They know how they like to do business. They know what works (for them). And they feel they've earned the right to be set in their ways. Allow them. Do not approach a coaching session with members of the Mature generation and expect to run the show. Ask them how you can best work together up-front.

When you let Matures define the rules, you are showing respect for their belief in the hierarchy of business. The rules of engagement cover not only the coaching approach – how often, direct or indirect – but also the preferred communication style. What about email? Does he even use email? Should all discussions be scheduled in advance?

In the decades Matures have been in the business world, they've only used computers for half that time. Some have embraced technology, some are bothered by it, some fear it, some tentatively accept it. To succeed in influencing Matures, you must be willing to communicate in the way they prefer/are most comfortable with. And the only way to know is to ask.

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The Discussion

Holding the longest tenure of anyone in the workforce today, Matures demand respect and expect quality. It is important to understand that their lifetime of personal experiences shapes that definition – not your impressive data or statements about “better, faster, more.” Let the sales professional tell you how he defines quality, then craft your conversation appropriately.

Ask “What have your experiences been with this type of situation?” As you listen to the answer, search for the key phrases that seem to exemplify his definition of what works. Now engage in a dialogue to determine how you can best support him.

The Matures’ collective experiences of living through World War II and afterward, created a faith in strong institutions. To pique the interest of Matures, and to earn their trust, show respect for the people and institutions that have long, reputable histories.

As consumers, Matures want to be provided with a solution that works, that is proven. Because their generation celebrates the collective, not the individual, customization is neither critical nor desirable. Discuss with them a problem-solving approach that has been proven to meet their definition of quality. And let them know if Charlton Heston has your back.

Whatever you do, do not mention age. Though admittedly the eldest of the generations, Matures are looking to retain their youth, not cater to advancing age.

The Plan

Once you have identified the best way to work together, demonstrated quality, and provided the testimonial support for your suggestions, it’s time to ask for the agreement.

After you are confident that you have identified the natural and proven solution for moving forward, summarize expectations, recap how you met them and ask, “What should the next steps be?”

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The Baby Boomers: Searching for Control

With the greatest numbers and the greatest leadership impact, Boomers currently rule the business world. But their grasp is weakening as the eldest Generation Xers take a seat at the management table. Caught between the highly structured hierarchy of the Matures and the free-spirited, carpe diem attitudes of the Xers, Boomers want to feel in control. The winning coaching strategy for Boomers gives them that sense of power and purpose.

Having spent the better part of three decades embodying the term “workaholic” Boomers are just beginning to see some sense in the Xer way of thinking. But despite their increasing desire for personal freedoms, they still hold tight to the belief that the team is sacrosanct. As a result, the relationship is equally important as the solution – if not more so.

Make sure you have a good sense of your employee’s views on technology before pushing electronic communication or tech-oriented solutions.

The Approach

Boomers wield tremendous power in today’s economy. They thrive on excellent relationship building and team work. You must enter the process prepared to explain how working together will add value to the team; everyone is dedicated to success.

As with Matures, technology is a nebulous area when it comes to Boomers, who may see technology as the source of innovation and possibility or the reason for a shaky retirement. Make sure you have a good sense of your sales professional’s views on technology before pushing electronic communication or tech-oriented solutions.

Finally, when beginning a dialogue with a Boomer, it is important to recognize the powerful influence others have on their decisions. They turn to team members for advice in areas where they may be less knowledgeable, such as technology.

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The Discussion

So what are Boomers looking for? In a word: Time. They've worked long hours for years on end, and frankly, they are not sure it's been worth it. While unlikely to walk away from all they've gained on the way up the corporate ladder, Boomers are ready to reevaluate how they spend their time. And they are looking for help to use time wisely.

Be wary, however, in driving technology as the sole provider of efficiency – it is not always the foremost benefit or solution. Even if technology will help them become more productive and save time, you can focus on the actions and abilities gained by the user versus the technical details that make it possible. Boomers don't want to know how things work – they haven't got time for that. They just want to know that it will work.

Boomers are also known as the "Me" generation. So try to appeal to the ego as well as the wallet. Boomers get a thrill out of being different. They want to know that they are unique. One caveat – don't assume you know exactly how they want to be coached. Let them create a plan once you both have agreed to the basics.

The Plan

While Boomers value dedication and enthusiasm, they also seek admiration. To get to yes, you must appeal to their competitive side. Appeal to their sense of ego and to the desire to win.

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Generation X: Searching for Truth

Generation X represents the second-largest age group in the workforce today – approximately 40% – and is steadily taking its place in the leadership circle. Their collective disregard for “the way things have always been done” means they have not necessarily waited in line for their turn at the top. They have seized opportunities, or created them outright, to be in the position of not always having to ask others for permission. As a result of this sidestepping of the corporate ladder, Xers are now in decision making positions where they are being courted by Boomers – instead of the other way around.

Of course, not all Xers have eschewed the traditional hierarchy. But even those who have followed the chain of command are now sitting at the management meetings and injecting their generational bias into the way things have always been done.

So how to coach the skeptics? It’s almost as simple as this: know your stuff and get out of the way. Almost that simple.

Your role in the coaching process is to provide the most complete information to allow them to form an educated opinion.

The Approach

Generation X holds the dubious distinction of being the most cynical of all the current generations. So it is your challenge to overcome that cynicism. The way to do that is to approach the Xer as a provider of information, not as his “manager.”

Xers crave knowledge. Having grown up in a world that frequently fell short of its promises, Xers trust their own decisions more than just about anyone else’s. This is a generation with no collective heroes – they are more likely to admire a close family member than a cultural or political icon. So the opinions of others carry little weight. Your role in this process is to provide the most complete information to allow them to form a considered opinion.

Be prepared to answer “why?” Repeatedly. More importantly, recognize the whys for what they truly are – an effort to learn, not a challenge on your information or attack on your credibility. While your expertise based on your personal history is important, in the Xer’s mind it is not reason enough to follow your lead. They need to make up their own minds, form their own perspectives.

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The Discussion

Xers look at the world with a short time horizon. They are not interested in the long-term solution, they want something that will work now. This is not to say Xers want to ignore the long term implications of behavior change, they simply don't want to wait for results. As their tendency to switch jobs frequently proves, Xers may not be around to see the long-term solution play out.

While many view Xers as pessimistic, most Xers will tell you what they are is realistic. They have experienced too frequently what happens with the best-laid plans of mice and men. Remember, their parents divorced in droves, their churches have been investigated, the technology bubble burst. So in discussing future options, be up front about the possibility the plan may need to be altered. Xers appreciate honesty and will expect a contingency plan. They do not view it as an admission of defeat, but rather as a fact of life. So, as you present your solution, recognize that it may not be perfect: "if this doesn't work out as we expect, we will ..."

When offering suggestions to the Xer, don't hold anything back. They want all the info you have, and then some. Be assured they will use technology – Internet, email, etc. – to check your facts and to gather more.

When planning your discussion, highlight the approach you might recommend, but acknowledge the possibility of other options.

The Plan

As we've discussed, Xers don't trust people they don't know well. You can win them over, however. First, provide all available information; then give them space to consider next steps. Place the power in their hands – "I feel we have a good plan, take time to consider this approach and then let us discuss. I'll check back next week."

Once you've established yourself as an honest and valuable resource, you may be lucky enough to become one of the few individuals an Xer will rely on. This can yield dividends as Xers are fiercely loyal to individuals over companies, so an Xer's loyalty can stay with you. Keep in mind, that this loyalty must be earned, and continually renewed. The skeptic deep within Generation X still expects to be let down at some point.

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New Millennials: Searching for Identity

The role of New Millennials in the workplace is just beginning. At present, they are not frequently in decision-making positions with heavy responsibility. They are, however, avid and experienced consumers. Raised in a time of prosperity, New Millennials are looking for uniqueness and an approach customized to reflect their individuality.

Coaching the New Millennial is a balancing act. They are less skeptical than Generation X, and frequently less self-confident. Years spent indulged by their parents have left many unprepared for the real world. But they want to find their way.

As you get to know your team member, admire him or her as an individual.

The Approach

Self esteem is important to the New Millennial. Recognizing a New Millennial's individuality and accomplishments is part of the rapport-building process. This is a generation that has been habitually told how special they are, and now they believe it. Absence of praise will not go unnoticed.

As you get to know your team member, admire him or her as an individual. This admiration must be genuine, of course. It is as simple as remarking on how impressed you were with a certain behavior or idea, showing you appreciate that which makes him or her unique.

Part of the self-esteem approach includes more handholding than Generation X or Boomers require. New Millennials want to improve their skills, but they don't really want to go it alone ... they've never had to.

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The Discussion

New Millennials just want to be happy. Having grown up in a time of plenty, they are unaccustomed to financial distress. Many have delayed responsibility in the form of family, rent, etc. and, as a result financial security is not a pressing concern. So they look to the workplace to feel better about themselves and have fun.

When positioning your approach as the ideal solution, stress the immediate effect it will have on their lives. New Millennials live in a techno world where everything is instantaneous – your solution must be too.

An interesting paradox within this generation is the struggle between conformity and individuality. New Millennials place a high value on the opinion of their peers, but don't want to be viewed as just another member of a generational assembly line. So arm yourself with peer examples of coaching successes.

As a whole, this generation has a strong sense of altruism. They are increasingly turning toward companies and causes that support their beliefs, which run the gamut from environmentalism to animal rights, political freedom to educational equality. If applicable, highlight the altruistic efforts of your company. It will appeal to the New Millennials' sense of optimism and distinguish the workplace from the competition.

The Plan

Again, New Millennials have been protected most of their lives. As a result, they are not as skilled in being decisive. They simply haven't had to be. In many cases, choices bring on stress. To ease that stress, assume a near-parental role – remaining in the process, guiding toward the best solution, and providing a safety net of responsibility.

You may choose to ask for commitment to the plan by confirming what appears to be the decision: "so what we've agreed upon is ... shall we finalize our schedule?" This approach serves to bolster the confidence of New Millennials by suggesting they've made a solid choice. It also prods them toward commitment.

As the New Millennials move up in the workplace, they will also gain a greater collective experience, which may influence their generational bias. Likely, the strategies above will evolve slightly as the leadership confidence of New Millennials builds. However, the underlying desire for individuality is expected to stay with this generation over time.

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The DOs & DON'Ts of Coaching and Managing Four Generations

<p>MATURES</p> <p>DO:</p> <ul style="list-style-type: none">• Allow the employee to set the “rules of engagement”• Ask what has worked for them in the past and fit your approach to that experience• Let them define quality and fit your approach to that definition• Use testimonials from the nation’s institutions (government, business, or people)• Emphasize that you’ve seen a particular approach work in the past, don’t highlight uniqueness <p>DON’T:</p> <ul style="list-style-type: none">• Attempt to wow with data or newness• Force the use of technology unnecessarily• Feature customization for the individual	<p>BOOMERS</p> <p>DO:</p> <ul style="list-style-type: none">• Show them how you can help them use time wisely• Assess their comfort level with technology in advance• Demonstrate the importance of a strong team• Customize your style to their unique needs• Emphasize that working with you will be a good experience for them• Emphasize that their decision is a good one and a “victory” for them – they’re competitive and want to win• Follow up and check in and ask how the individual is doing on a regular basis <p>DON’T:</p> <ul style="list-style-type: none">• Assume you understand or know their needs in advance• Assume technology is the solution• Assume they’ll tell you if they are struggling – you need to check in
<p>Xers</p> <p>DO:</p> <ul style="list-style-type: none">• Put all the options on the table• Be prepared to answer “why”• Present yourself as an information provider• Use their peers as testimonials when possible• Appear to enjoy your work – remember carpe diem• Follow up and meet your commitments. They’re eager to improve and expect you to follow through. <p>DON’T:</p> <ul style="list-style-type: none">• Try to underplay the challenge• View questions as an implied challenge	<p>MILLENNIALS</p> <p>DO:</p> <ul style="list-style-type: none">• Offer customization – a plan for just them• Offer peer-level examples• Spend time providing information and guidance• Be impressed with their decisions <p>DON’T:</p> <ul style="list-style-type: none">• Create a stressful environment• Forget the importance of the individual

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Working With Generational Bias

Identify three individuals that you work with that have a generational bias different from your own. Think of someone whom you have had challenges with in the past. **At least one of your examples need to be someone you can discuss in your small group.

Person A	
Generation	
Challenges	

Person B	
Generation	
Challenges	

Person C	
Generation	
Challenges	

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Rethinking Your Approach

Consider the individuals from the previous page. What do you need to start or stop doing to work more effectively with them?

Person A	
Things I need to START doing	
Things I may need to STOP doing	
Person B	
Things I need to START doing	
Things I may need to STOP doing	
Person C	
Things I need to START doing	
Things I may need to STOP doing	

Commitment to Action

Three actions I commit to doing as a result of this program are:

1.

2.

3.

The events that will drive the above changes are:

1.

2.

3.

Quick Review

- **Generational context is not about age, but common experiences**
- **Acknowledge your team's expectations, not just your own**
- **Different is neither right nor wrong, just different**
- **Age-ism is the death of any coaching strategy**
- **Generational understanding does not take the place of concern for the individual**
- **Different generations care about different approaches to the same problem – highlight points accordingly**
- **Technology is not universal – assess your team members' affinity level before making communication assumptions**

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Program Evaluation

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Agree
The program objectives were explained.					
I can define the 4 generations					
I can describe the values and drivers of each generation					
I understand that each generation defines success differently					
I understand how my approach may need to change when dealing with different generations					
I understand what my personal commitment should be					
The opportunity to participate was sufficient					
The facilitator connected the information to my job					
I found the questions and discussions helpful					
The facilitator was well prepared					
I would recommend this program to others					

I would improve this program by:

The best part of this program was:

About Cam Marston

Consultant, author, and speaker Cam Marston has worked with *Fortune 500* companies and small businesses throughout the world to improve multigenerational relations and communications. He has appeared in the *Chicago Tribune*, *Philadelphia Inquirer*, *New Zealand Herald*, *Entrepreneur Magazine*, *Charlotte Observer*, *HR Management Today*, on the BBC, and in numerous trade journals and city business journals across the United States.

Cam's programs and concepts are the result of more than ten years of extensive research and study inside businesses of all sizes and sectors. In the course of his work, he has interviewed hundreds of representatives of the various generations. Their answers are interesting—sometimes surprising—and always valuable.

Marston began his generational-focused consultancy after several years selling for Nestle Brands Foodservice Company. While at Nestle he discovered that he developed closer relationships with his customers when he talked to them about subjects that appealed to their value systems. He soon learned that his customers had many different values but the values were roughly the same in each generation.

In 1996 he founded Marston Communications. Originally his clients engaged him to conduct surveys, focus groups and research on both their customer and employee bases. Cam's results revealed significant generational differences that his clients had never recognized.

In June, 1997, *Time Magazine* brought Generation X and the generational differences to the forefront of American debate with the cover article "Great Xpectations." Marston read it and realized his findings were the same ones the article discussed. Soon after that he gave his first presentation on generational differences in the workplace. Using the research he himself had conducted within organizations and the explosion of information on the newly-identified generations appearing all over the media, Marston began exploring generational differences in the workplace and presenting his findings across the globe.

In 2005-2006 Marston gave more than 100 presentations. Today his clients range from small, local associations, to national conventions audiences of more than 3,000, to *Fortune 500* senior executives in corporate boardrooms.

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Appendix: Cheat Sheet

Matures: Born prior to 1946

Generational Biases

- Dedication, sacrifice
- Experience will always be the best teacher
- Conformity, blending, unity – Team
- Hard, hard times then prosperity – still value moderation

Coaching Tips

- Encourage them to talk about their experiences
- Match your approach to a good experience they've had
- Acknowledge their rules of engagement
- Focus on quality

Baby Boomers: Born between 1946 and 1964

Generational Biases

- Workaholic
- Competitive
- Success is largely visible – trophies, plaques, lifestyle elements
- Optimistic
- Consumers
- Defined by the job

Coaching Tips

- Help them feel victorious
- Provide opportunities for more positive experiences
- Become a member of their team
- Customize for the individual

Generation Xers: Born between 1965 and 1980

Generational Biases

- Cynical, pessimistic
- View the world in shorter time horizon
- Taught to question authority
- Have no shared heroes
- Comfortable with technology
- Carpe diem – Seize the day!

Coaching Tips

- Prove you are an authority, nothing is a given
- Appear to enjoy your work
- No hard answers
- Provide all the details, options, alternatives up front

New Millennials: Born after 1980

Generational Biases

- Optimistic
- Overscheduled & coddled
- Busy & stressed
- Ambitious yet appear directionless
- Technologically proficient
- Want approval of peers

Coaching Tips

- Become a non-stressful provider of information
- Demonstrate personal relevance, uniqueness
- Highlight peer-to-peer examples
- Admire them as individuals

PARTICIPANT GUIDE

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