

MANAGING ACROSS GENERATIONS



MILANO, MARCH 16TH 2016

Fondazione ISTUD's Permanent Research Program "Young people and Work"

Aims

- To explore the characteristics and attitudes of young graduates entering the labour market
- To identify guidelines for HR and line manager useful to effectively manage this peculiar segment of the labour market

Overall figures (2008-2015)

- Extensive surveys involving around 10.000 university students
- Focus groups with 430 students from 12 different universities
- Focus groups with more than 400 young new recruits (1-3 years) from partner companies
- Surveys, in depth interviews and focus groups con oltre 500 senior manager (HR e *line*)

Digital technologies

**Generation Y,
Millennials,
Echo Boomers,
Net generation?**

Post Modernity

Focus on present

Subjectivity

Multiple membership



COMPARISON WITH OTHER GENERATIONS



HOW “BOOMERS” DESCRIBE THEMSELVES

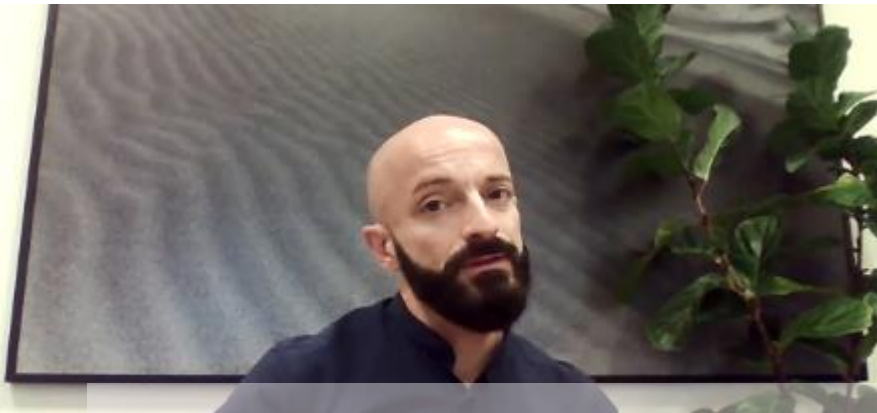
«*We have sound values: respect, humility, hierarchy, family, call of duty*»

«*We are able to sacrifice and wait (we were lucky in having a certain return on our personal and working effort)*»

«*We grew up with a **clear project** about our life: school, university, work (= permanent job and security), retirement*»

«*We feel more **loyal** to the organization*»

«*It is difficult for us to undergo the **digital revolution***»



HOW “XERS” DESCRIBE THEMSELVES

«Differently from boomers, for us often the **opportunities** were **only** on the paper: we couldn't reap the benefits of our investments in education»

«Compared to previous generations, we have less ideals and ideologies, less constraints, but also less reference points on which to rely on»

«We grew up in an affluent society, without losing the willingness to sacrifice»

«We went through major social transformation (globalization, ICT revolution, etc.), being able to adapt and survive»

«We perceive ourselves as a generation in transition, we are looking for more space and responsibility which the older are not giving up (“If not now, when?”)»



HOW “YERS” DESCRIBE THEMSELVES

«We are flexible and multitasking»

«What make us unique is being open towards innovation, wanting always to do **something new** in order to increase our employability but also **not to get bored**»

«Familiar with new technologies and **always on!**»

«**We want it all, we want it now!** Without paying our dues»

«We are somehow **unwilling** to accept **hierarchy and formality**»

«We feel **disenchanted** in facing a very **unpredictable and precarious future**»

«Sometimes we are **forced to fight** each other because of decreasing job opportunities (even if we don't like it) »




Motivational drivers

The common **hygiene factor** is compensation (for Yers, a stable job/contract)




Then there are differentiated **motivators**:

BOOMERS	XERS	YERS
To transfer experience, competencies and tacit knowledge Don't feel put aside, but still valued	Decision-making responsibilities Real chances for career advancement W&L balance	Chances to increase employability Opportunity to frequently change activities To feel recognized and rewarded

Positive and negative expectations towards the organization

	BOOMERS	XERS	YERS
Positive	<ul style="list-style-type: none">• Careful about everybody's needs• Integrated, oriented to move all together	<ul style="list-style-type: none">• Meritocratic• Able to develop people• Focused on W&L and valuing diversity	<ul style="list-style-type: none">• Respectful of individual needs (W&L services, work time, etc.)• Informal• Transparent (information flow)
			
Negative	<ul style="list-style-type: none">• Fragmented (vertically and horizontally)• With unclear objective	<ul style="list-style-type: none">• Not meritocratic• Not involving and not able to value people's talents	<ul style="list-style-type: none">• Heavy, rigid and bureaucratic• With missing and unclear information

Positive and negative expectations towards the boss (authority)

	BOOMERS	XERS	YERS
Positive	<ul style="list-style-type: none">• Skilled, expert• Fair and coherent (“keeping promises”)	<ul style="list-style-type: none">• Able to listen to team members and call him/herself into question• Oriented to empowerment	<ul style="list-style-type: none">• “Parachute”, “filter”, protective shelter• “Colorful” and exciting
			
Negative	<ul style="list-style-type: none">• What if he/she’s younger?	<ul style="list-style-type: none">• A “centralizer”	<ul style="list-style-type: none">• Disorganized• Inconsistent

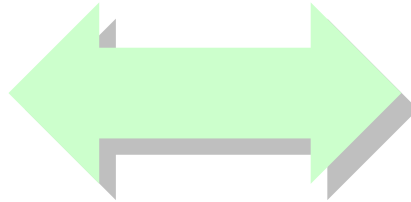
Generations and new technologies

There is a gap between **self** and **hetero** perception, especially between Boomer and Yers

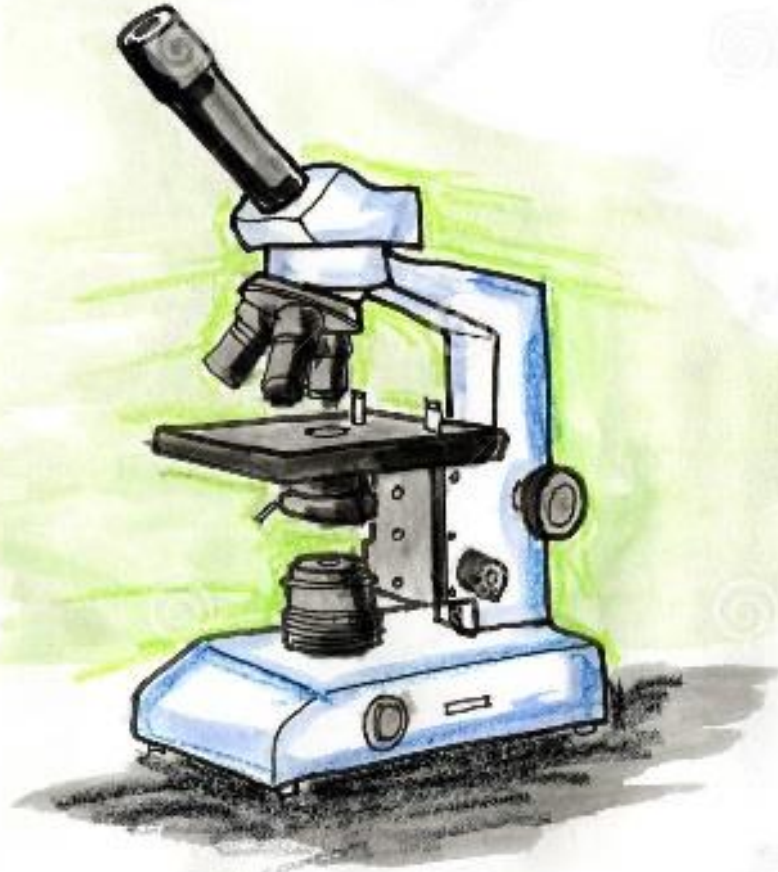
Strong prejudices do emerge

Boomers

believe that Yers use “new tech” just for **fun**, wasting a lot of time instead of working



Yers believe that Boomers owns “new tech” mainly for **status**, not being able to exploit their potential



FOCUSING ON GENERATION Y

As “organizational citizens” what do Yers expect?

- A “glass room”
- Continuous feedback
- News and changes in their job
- Being treated as “pro-sumer”
- Fun and informality

As “organizational citizens” what do Yers expect?

- Horizontal integration
- Meritocracy
- Learning opportunities
- Tailor-made “work & life balance” services
- Cutting-edge ICT

A collection of colorful climbing holds (yellow, green, pink) scattered on a grey surface. The holds are of various shapes and sizes, some with holes, and are arranged in a somewhat random pattern across the surface. The background is a plain, light-colored wall.

**WHAT ARE THE MANAGERIAL
IMPLICATIONS FOR HR?**

References

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