



Managing a Multi-generational and Wired Workforce



Presented by:
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Notes:

Objectives

This session will enable you to:

- Describe the factors that affect the new breed of employees' behavior and performance
- Explain your role in managing a wired, multigenerational, and multicultural workforce
- Use specific approaches to build bench strength within your audit department and motivate today's employees

Notes:

Focusing on Today's Work Force

Baby Boomers (1943-1960)
also known as Boomers



Gen Xers (1960-1980)
also known as Gen X, Xers, Post-boomers



Millennials (1980-2000)
also known as Gen Y, Nexters, Generation Net



Notes:

Employee Perspectives and Attitudes Then and Now



Get hired by a large firm to enjoy a long-term, stable work environment and terrific benefits.



Get hired by someone who will serve as an effective mentor and show you the ropes.

VS.



Notes:

Employee Perspectives and Attitudes Then and Now



Once hired, do your best and work your way up the corporate ladder.

VS.

NOW

Once hired, acquire as many skills as possible that will be needed to leverage your career.



THEN

Notes:

Employee Perspectives and Attitudes Then and Now



Work hard and you
will get promoted.

VS.



Work hard to
promote yourself
and keep your
network alive.



THEN

Notes:

Employee Perspectives and Attitudes Then and Now

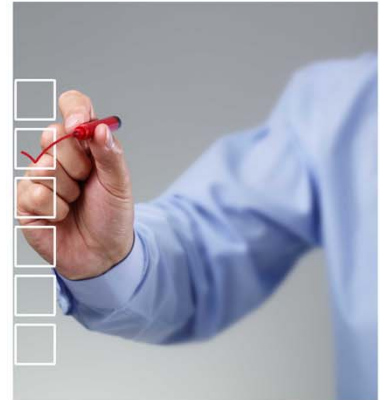


Be loyal to the
company.

VS.



Be loyal to
yourself... the
company may not
be here tomorrow.



THEN

Notes:

Employee Perspectives and Attitudes Then and Now



Keep your nose to the grindstone and your ear to the ground.

VS.

NOW

Keep your eyes, ears and options open because you never know when a better job will become available.



THEN

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Notes:

Managing Down – Being the Boss



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Notes:

Some General Tips

- Avoid stereotyping.
- Express your performance goals and expectations clearly.
- Communicate the future in terms that enable your team members to see how they fit into this picture.
- Find out what motivates each person on your team.
- Leverage the similarities among your team members' needs and interests when making decisions and establishing ground rules and policies.
- Pair people with difference strengths to create synergy and cross-train.
- Provide your multi-generational team with training so they can appreciate the differences and acquire techniques to capitalize on them.
- Offer different working options like telecommuting and flex hours.

Notes:

Three Keys to Motivation

- Autonomy
- Achievement
- Recognition



Notes:

The Baby Boomer as a Manager

- Prefers structure and documented processes
- Prefers traditional 9-5 work schedule
- Is cautious with new technology
- Is leery of automation – needs a paper trail



Notes:

Tips for the Baby Boomer as Manager of

Baby Boomers

- Take advantage of similar work perspectives
- Team up to mentor others
- Encourage Baby Boomers to use new methods and technology

Gen Xers

- When possible, be flexible with work schedule and provide telecommuting
- Use as mentor for younger employees
- Provide training in short CBTs, video conference, abbreviated training sessions

Millennials

- Spend time training to build core competencies
- Capitalize on their use of technology

Notes:

Gen Xers (1960-1980)



CORE VALUES

Balance, diversity, technoliteracy, informality, self-reliance, pragmatism, “you can’t have it all”, “I am a product available for sale to the highest bidder”

ON THE JOB ASSETS

Adaptable, technoliterate, independent, unintimidated by authority, creative

ON THE JOB LIABILITIES

Impatient, poor people skills, cynical, inexperienced

TYPICAL ROLE

Partners, Principals, Directors, Managers, Seniors, Staff

Notes:

The Gen Xer as Manager

- Is energetic
- Gets it done now
- Wants to know what other departments are doing and values networking events
- Is curious about new technology and procedures, e.g., CAATs, Lean, Agile



Notes:

Tips for the Gen Xer as Manager of...

Gen Xers

- Communicate that similar perspectives may not always mean collaboration or consensus decision-making
- Establish an open door policy
- Provide direct and immediate feedback

Baby Boomers

- Use a personal touch to communicate that they will make a difference
- Focus on near term plans and challenges
- Provide individual recognition, even if it was a team effort

Millennials

- Provide clear and balanced orientation, i.e., the good and the bad
- Offer lots of training
- Provide mentoring programs that pair the Millennials with seasoned staff

Notes:

Millennials (1980-2000)



CORE VALUES

Determination, optimism, confidence, achievement, sociability, street smarts, diversity, civic duty, immediacy

ON THE JOB ASSETS

Optimism, tenacity, multitasking capabilities, technological savvy

ON THE JOB LIABILITIES

Need for supervision and structure, stumped by difficult people (coworkers and customers)

TYPICAL ROLE

Seniors, staff, new hires, interns

Notes:

The Millennial as Manager

- Prefers collaborative environments -- ones that may be virtual or live
- Demonstrates intrapreneurship and an achievement orientation
- Prefers mobile communication
- Prefers flexible work arrangements



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Notes:

Tips for the Millennial as Manager of ...

Millennials

- Pair with Boomers to optimize Millennial techno-savvy and Boomer institutional knowledge
- Offer lots of training
- Provide mentoring programs that pair the Millennials with seasoned staff

Gen Xers

- Provide direct and immediate feedback
- Leverage their techno-savvy to explore ways to accelerate workflow and achieve performance targets

Baby Boomers

- Encourage Boomers to gain competency with new technologies and applications
- Provide individual recognition, even if it was a team effort

Notes:

Dealing with the Generational Differences when Managing Up and Across

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Notes:

Some general tips for managing up and across with any generation...

- Follow protocol
- Tie your message to results and the effect on performance
- Anticipate and respond to the inevitable “So what?” and “WIIFM or WIIFU” reaction from your manager
- Manage up in a timely manner
- Select a communication style and method that resonates with the person with whom you are trying to communicate



Notes:

Things to keep in mind with Baby Boomers as you manage up and across

- Use a personal touch to communicate that they will make a difference.
- Explain where they can excel, compete, and get results.
- Leverage their life experience and institutional memory.
- Provide individual recognition, even if it was a team effort.
- Recognize their experience and work ethic and hours.



Notes:



Things to keep in mind with Gen Xers as you manage up and across....

- Use a collaborative , informal (yet professional) style.
- Allow them lots of freedom regarding how the work is done.
- Keep the written communication brief and bulleted.

Notes:



Things to keep in mind with Millennials as you manage up and across....

- Prefer an inclusive style.
- Value clear and balanced messages and feedback, i.e., the good and the bad.
- Are comfortable with email, IM, and texted messages.
- Expect a technology-based solution or approach.

Notes:

“When you do the right things in the right way, you have nothing to lose because you have nothing to fear.”

Zig Ziglar
American author, salesman,
and motivational speaker

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Wrap Up & Q&A

Notes:

About Ann M. Butera, CRP



President of The
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Project, Inc.

Ann M. Butera, CRP is President of The Whole Person Project, Inc., an organizational development consulting firm that specializes in assisting companies to introduce, handle, and manage change. She has worked with organizations of all sizes to provide auditors and business managers with the tools and techniques needed to improve risk management practices within their organizations.

She has been a columnist for Protiviti's KnowledgeLeader since 2001 and she is a frequent speaker at internal audit conferences and IIA and ISACA Chapter meetings.

She is a member of the IIA, the American Society for Training and Development, and the National Association of Corporate Directors. She served on the Audit Committee for a financial services firm.

Ann Butera received her Masters of Business Administration in Organizational Development from Adelphi University. She holds a CRP (Certified Risk Professional) designation from BAI, and is a Summa Cum Laude graduate of Long Island University/C.W. Post College.

Ann has published her first book, *Mastering the Five Tiers of Audit Competency: The Essence of Effective Auditing*. In it, she shares best practices for every stage of the audit and explains how and why the most effective auditors master five essential competencies. New and seasoned auditors will benefit from her insight culled from over 30 years' experience in training thousands of their peers.

When she's not tackling risk management issues, she is on a tennis court, in her garden or at the theater.

Notes: