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EMPLOYEES ARE  
YOUR NEW  
CUSTOMER



# Understanding Your Customer

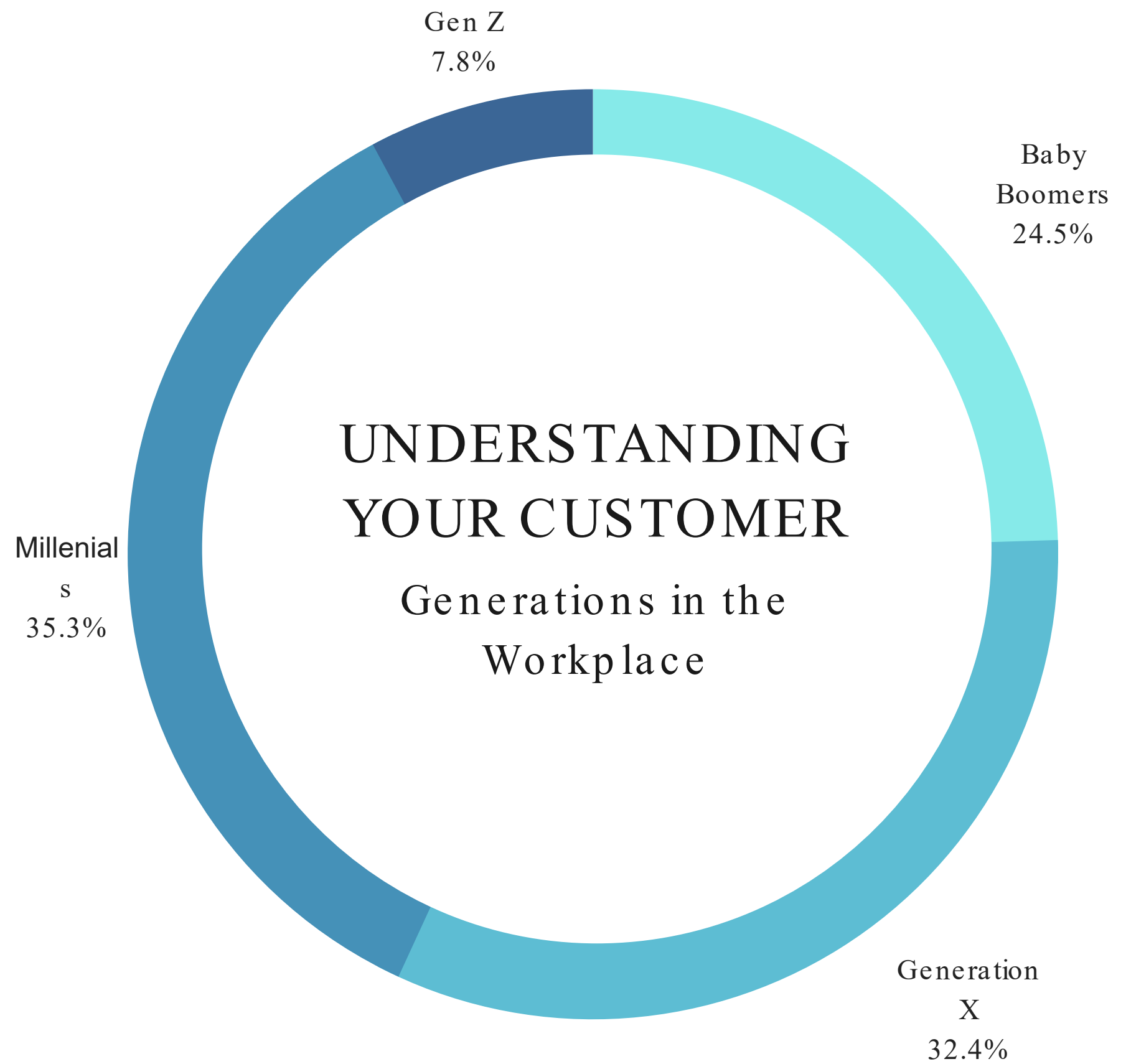
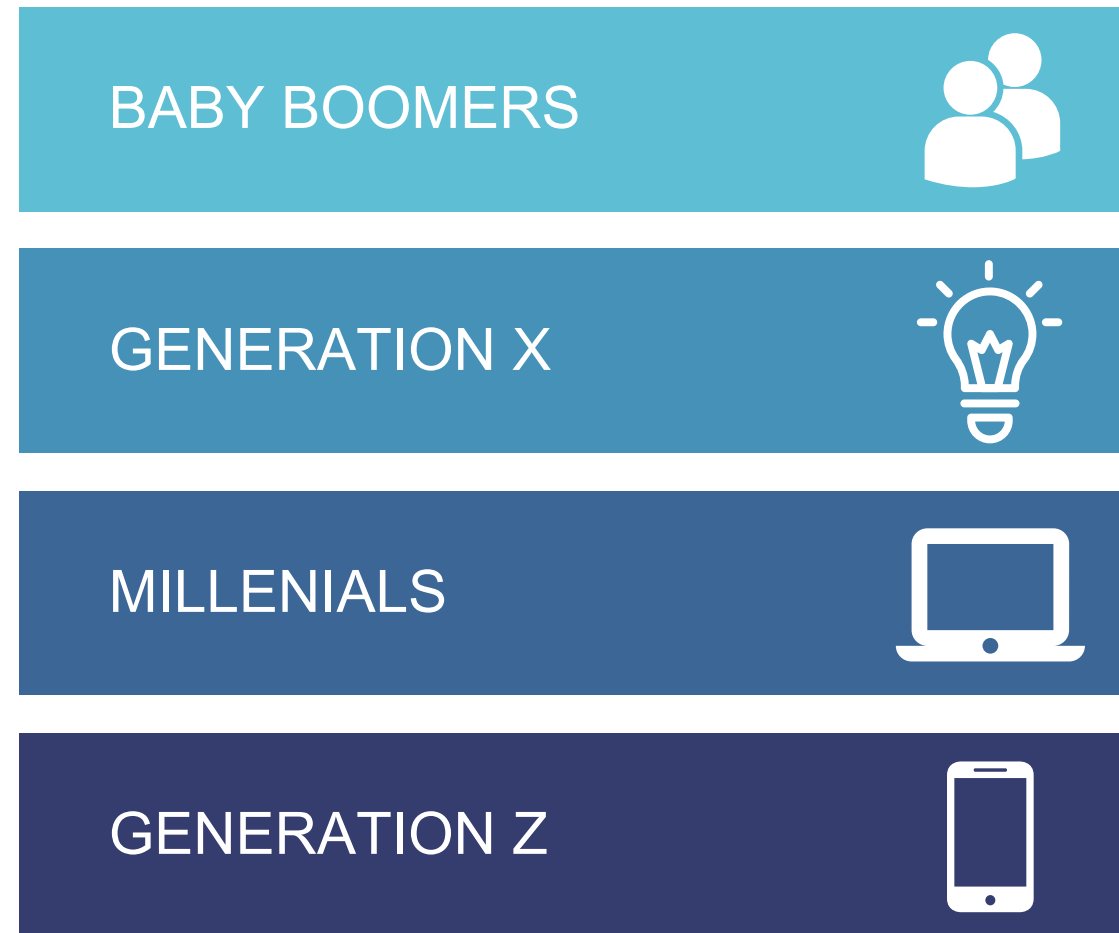
## 5 GENERATIONS IN THE WORKPLACE

To understand how to best keep people in your organization, it's important to understand generational differences.

Build a customer profile for each sub-group to understand:

- Their beliefs, values, and worldviews
- The historical events that shaped each generation
- How to motivate and manage multiple generations





# How have views on the workplace shifted?

## THE AMERICAN DREAM

Boomers, and Gen X witnessed companies taking care of employees. There were more benefits to staying with the same company.

Millennials and Gen Z saw their hard-working parents laid off, and the fallout of the recession. They have more of a distrust for companies.

## THE "LATCH KEY" KIDS

Boomers and Gen X were left to "figure things out" more often. They were raised to take care of themselves.

Millennials and Gen Z had more guidance from parents and school counselors. They seek more collaborative teamwork and advice, rather than being left alone.

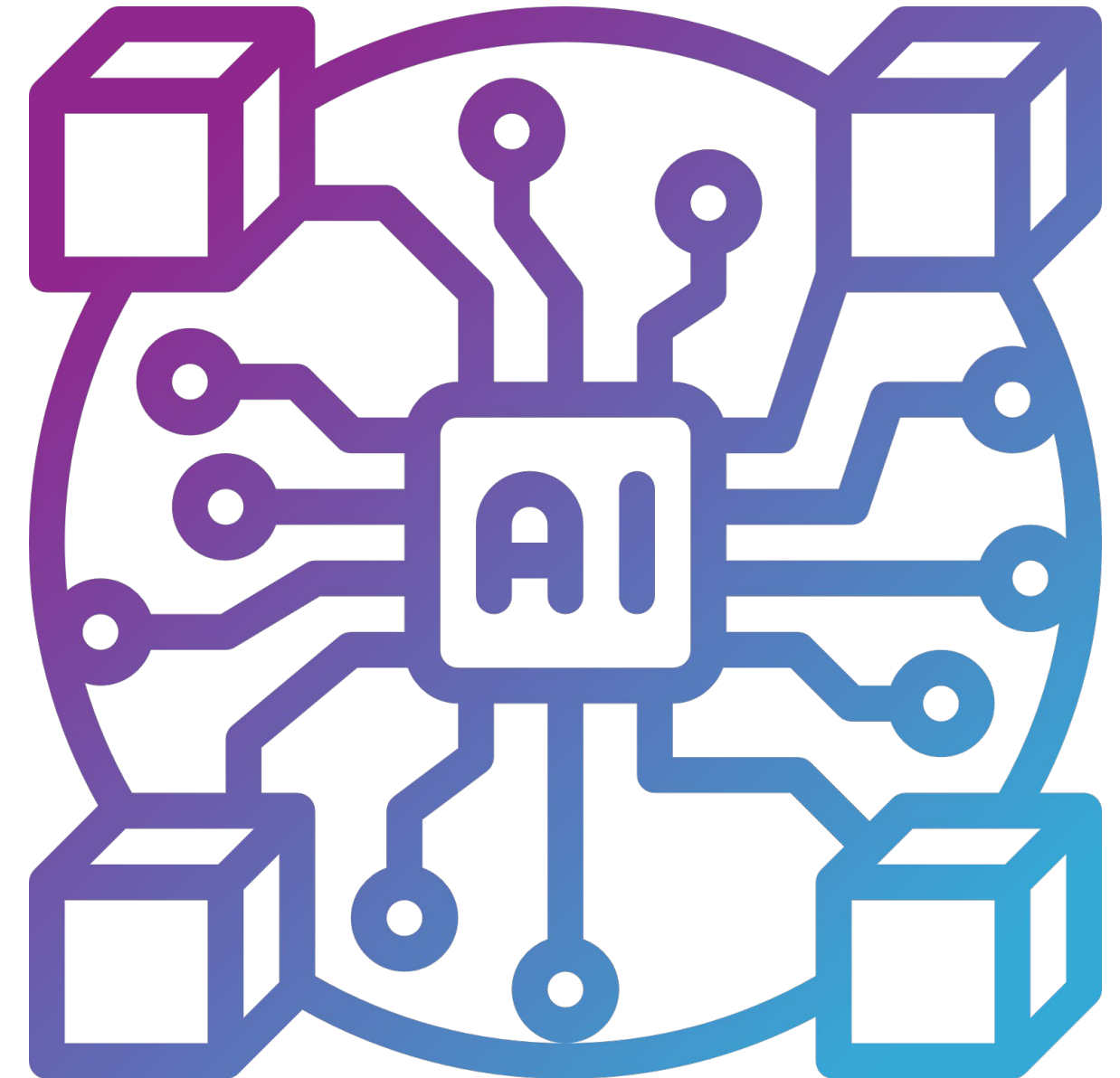
## WORK-LIFE BALANCE

Boomers and Gen X found more of their identity through their job position. They put in the long work and hours, and were rewarded.

Younger generations care more about their home life, and a balance between work. They still care about contributing, but want to make sure they have their own personal time too.

# The 4th Industrial Revolution

- Driven by technology like automation, artificial intelligence, and the internet.
- The workforce will need to be knowledgeable in technology and data analysis
- Technology may outgrow workforce skills, so it's time to invest in education and training for the workforce
- Gen Z and Millennials are more comfortable with technology, so it's time to invest in their career development



By 2025, millennials could make up 75% of the workforce.

By 2025, it is estimated that Gen Z will make up 27% of the workforce.

It's imperative to learn what matters to Millennials and Gen Z in order to attract and retain them.

Traditionalists had to make a similar shift when baby boomers entered the workforce.



# What attracts millennials to the workplace?

- 86% of millennials would take a pay cut to work somewhere that aligns with their values.
- 91% of millennials prioritize career progression opportunities when considering job offers.
- Millennials who receive continuous and accurate feedback from managers are more satisfied in their position.
- Almost 75% of millennials look for positions that offer remote work, or flexible scheduling .



# What attracts Gen Z to the workplace?

- Gen Z are early in their careers, but they aren't afraid to wait for the right opportunity.
- They prioritize a diverse workforce, 83% of Gen Z candidates say they prioritize a company dedicated to DE&I.
- Work-life balance is even more important to them than millennials. They prioritize getting the job done in time, rather than showing up on time.
- No surprise here - Gen Z is quick with technology, and prefers to work somewhere that has updated tech and systems.





# Strategies to Attract & Millennials & Gen Z

- Advertise your company culture and values. Make sure your brand on social media reflects this - millennials will do their research!
- Include career growth opportunities in job postings
- Use the interview to discuss your social impact, and how the specific job posting contributes
- Allow the candidate to meet their direct supervisor. They will want to ensure it is a good cultural fit.



# But Gen Z doesn't want to work!

## NEW GEN = NEW MOTIVATIONS

- Need to understand how their job fits into the bigger picture. Want to know they are making a difference.
- They care more about getting the job done in time, than showing up on time.
- Coaching opportunities and an engaged manager.
- Clear career growth and development opportunities. If they don't see a future, they are not afraid to go somewhere else.



# Job Descriptions to Attract Gen Z & Millennials

- Evaluate your qualifications
- If your position is truly entry-level, and you're looking for the right person to train - just say that.
- Talk about internal career pathways, and training opportunities.
- Be transparent about benefits. - Each benefit you include on your job posting increases the likelihood that someone will apply by 1-5%
- Flexible Work: Are there scenarios where people can flex their schedule within parameters?
- Write job descriptions at an 8th grade reading level.
- Use inclusive language such as "you" and "we"



# How do you Retain Younger Generations?

## Coach Employees to the Next Level

The next generation of employees needs more than good pay to invest in their work.

They want purpose and meaning, and to be recognized for their strengths. They want more than a manager - they want a coach who will take them to the next level.



## IS IT ALL ABOUT PAY?

It takes more than a 20% pay raise to lure employees away from a manager who engages them. Engagement starts with management, not their wage.

Pay is most effective when it incentivizes behaviors and outcomes, rather than tenure.

Employees who feel their pay and incentives are fair, and who are motivated by their manager, will be more engaged.



# The Great Resignation or a Workplace Culture Issue?

According to the U.S. Bureau of Labor Statics, in 2021 over 47 million Americans voluntarily left their job.

Gallup data shows that workplace culture and employee engagement is to blame.

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# Are your employees disengaged?



## Average Engagement

Between the U.S. and Canada, average employee engagement is 20-34%



## Highly Engaged Teams

Are 14-18% more productive than low engagement teams.



## Low Engaged Teams

Have turnover rates that are 18-43% higher than highly engaged teams.



## Turnover is costly

Replacing an existing worker costs 50-200% of the employee's salary.

# Low Engagement = High Turnover

Low engagement is a self-defeating cycle. Each new hire is more likely to leave sooner than desired, because the current employees are not engaged.

**IT TAKES A 20%  
RAISE**

to lure an employee from a highly engaged team.

**IT TAKES NEXT TO  
NOTHING**

to poach a disengaged worker.

**A DIRECT MANAGER**  
effects 70% of the variance in team engagement.

**DAILY FEEDBACK**

Employees who receive daily feedback are 3x more likely to be engaged.

**IT IS NOT ENOUGH FOR  
LEADERS TO TELL  
MANAGERS TO COACH  
THEIR TEAM.**

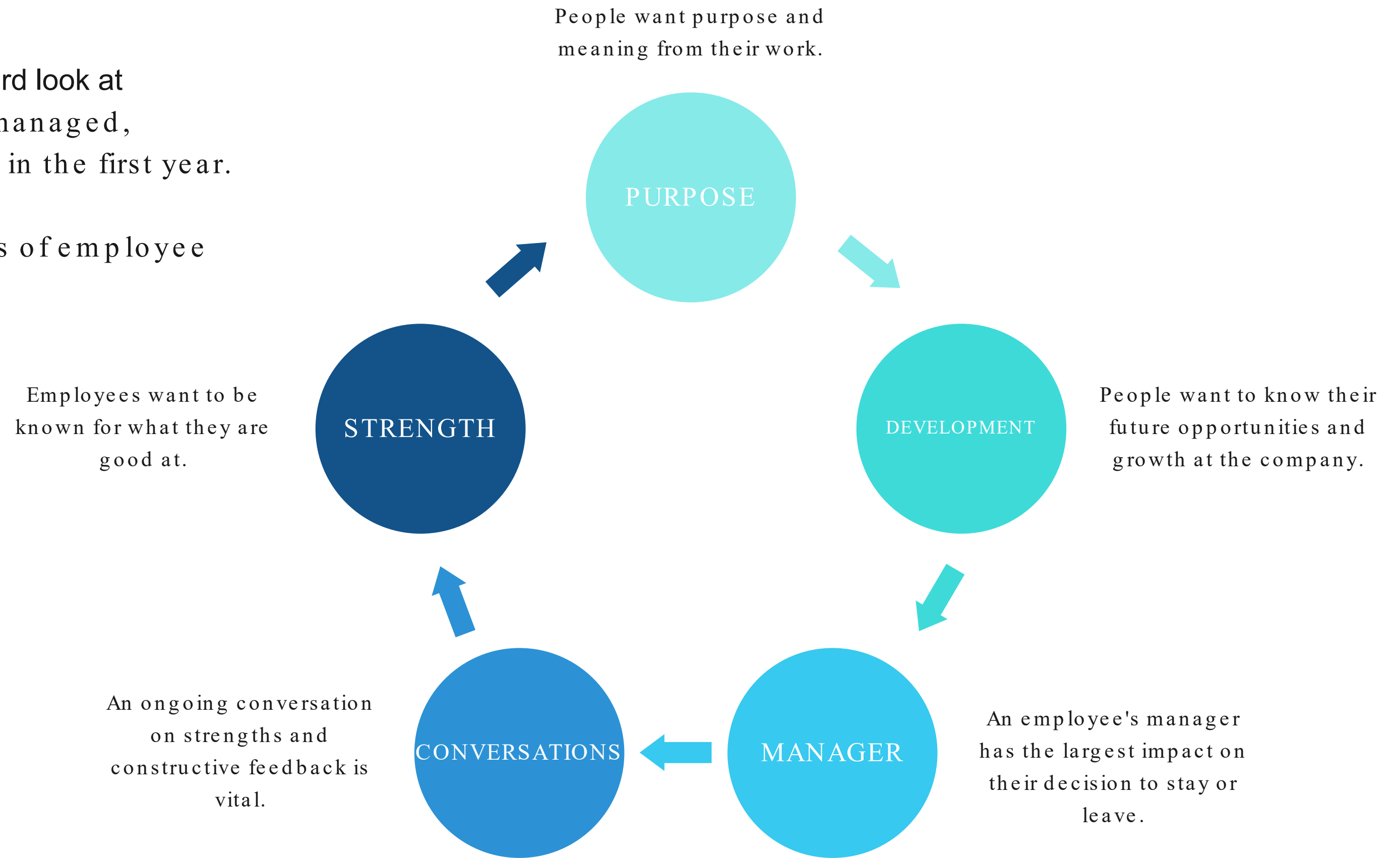




# Onboarding New Employees

We need to take a good, hard look at how a new employee is managed, onboarded, and handled in the first year.

What are the key drivers of employee engagement?



# Conclusion

## EMPLOYEES ARE YOUR CUSTOMERS

- Notice and understand different generational needs and wants.  
Train your managers and leads to understand younger generations.
- Be flexible and willing to coach up the next generation.
- Workplace culture is the most important aspect in retention, especially for younger generations.



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