

Thank you for all of your continued support and business. As a token of appreciation, we want to share our latest article on a new diversity challenge—multigenerational styles. It is chock full of easy to follow tips. Please feel free to forward it to any of your colleagues, or to use it for a team discussion. To unsubscribe reply to this email and type "**unsubscribe**" in the subject line, or use this link: [unsubscribe](#).

Warm regards,
Marilyn Manning, CEO

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A New Diversity Challenge: Multigenerational Styles

Diversity includes many elements. Besides communication style, gender, age, and ethnic background all create diverse perspectives. Today, we work in a multicultural, multigenerational workplace. Each culture and generation brings different values, beliefs and behaviors. For instance, women and men work side by side in the workplace, something our parents, or grandparents, might have found unusual or improper. Being respectful of differences, even when they pose challenges, is part of today's job.

However, for the first time in history, it is likely that as many as four generations are working together in your workplace. This makes generational diversity a greater challenge in the current marketplace and workplace. This reality demands that we understand the different perspectives of four generations of workers just to accomplish our everyday work. Common experiences within generations tend to affect their attitudes, expectations, and values concerning work. The experiences of people in their twenties are markedly different than those who have worked for over 30 years. The generation who

has been downsized multiple times v.s. one which has worked for only one company v.s. one which has changed jobs each year are quite different from each other.

Issues that have created increased generational conflict include the economy, outsourcing, industry consolidation, elimination of middle-management positions, and technology advances. For instance, changes in the workplace have generally reduced information jobs and have slowed upward mobility, causing people from different generations to compete for jobs. Add to that the different value systems of each generation, and it becomes difficult for managers and colleagues to know how to treat two workers in the same job if they are different ages.

Differences in value systems can impact ambitions, perspectives, behavioral norms, and emotional reactions to various work scenarios. Communications can also be tricky, since each generation is motivated by different workplace messages.

Information to help you communicate across generational gaps:

Traditionalists, born before 1945, comprise about 15% of the workforce. These workers lived through the Depression and two world wars. They tend to trust authority, respect rules, and follow the chain of command. Valuing loyalty, they are loyal to institutions. They look for courtesy, have a strong work ethic, and expect mutual accountability.

Baby Boomers, born between 1946 and 1964, make up almost half of the labor force. They grew up with traditional values, then watched their work lives crumble with layoffs and reduced benefits. Boomers tend to have a strong work ethic and hold many senior-level management positions. As a group they rebelled against authority then accepted it to attain financial security in their highly competitive, over-supplied age-group. They like recognition and prefer to be asked v.s. told. They want others to value their experience and their work ethic.

Gen Xers, born between 1964 and 1982, are about 33% of the workforce. This group grew up with computer technology. They tend to educate themselves and have high expectations. Gen Xers want multiple career paths, choices, and a voice in what's going on at work. They are collaborative, care about security, and don't like being micromanaged. They want to be left to do their work while multi-tasking, which they do well. This group values time off and work/life balance.

The Millenials, a.k.a **Generation Y**, were born between 1982 and 2000 and have been surrounded by computer technology since birth. Millenials are used to sound bytes and Internet speed. They have integrated social with technological networking so seamlessly that most do not distinguish between the two. They do not respect workplaces that do not use the technology they view as essential to their existence. They have a casual, participative style and prefer teams. They may not recognize older generational strengths and tend to discount those not technologically savvy.

Do not assume others are like you in age or style. Ask questions about their differences in preferences and values. Then attempt to treat others according to how they want to be treated, not how you want to be treated.

Leading Diverse Groups

The most productive and cohesive teams are composed of members representing a diversity of styles, ages, and other elements of diversity. Diversity brings richness to the

table. As effective leaders, we need to take stock of and improve our own styles and generational preferences, and we must coach others to do the same. To get the most out of our staffs, we need to learn to motivate them according to their needs. This includes learning to appreciate and work with all generations, rewarding them appropriately, and coaching them to strive for their fullest potential.

Has your team gone through a tune-up lately?

*For an article about benefits of diversity in the workplace, go to Embrace Diversity to Build Effective Teams, at www.theconsultingteam.com/Articles.html#diversity.

Thriving in a Challenging Economy

The headlines have been filled with news about current economic conditions - the mortgage crisis, declining housing values, unemployment, and consumer behavior. Has this made your work more challenging? Many of our clients indicate they have had budget cuts or their organizations are considering layoffs and other unpleasant measures.

- Did you have trouble making time for training when things were going great? This might be a perfect time to provide training or coaching that will serve your organization well in meeting current challenges and preparing for the economic rebound.
- Need to think differently now? Out of the box? Consider a facilitated meeting to brainstorm process improvements or customer loyalty programs.
- Need to have more competitive prices for your existing training needs? Ask us about loyal customer discounts we're offering through 2008.

Meet Our Team



Dr. Marilyn Manning, CEO



Lee Weimer

When Marilyn Manning decided to grow her team to satisfy all her client requests, she built a team of diverse professionals who reflected her commitment to excellence and had skills that complemented her own. She chose consultants and trainers who each bring over 15 years of experience to the team and whose individual expertise adds breadth and depth to the services she offers.

Over the coming months, we will introduce you to the core members of the team: Nan Andrews Amish, Ken Braly, Elaine Schmitz, Victoria Smith-Raymond and Lee Weimer.

Meet **Lee Weimer**. Her background includes International Diversity, public policy, and strategy. With her past experience working for the U.S. Chamber of Commerce, Lee excels at strategy development. She is scheduled as lead trainer for several of our upcoming projects. Lee looks forward to meeting you and your training needs. A high "I" on the DiSC, Lee is empathetic to people while being analytical when approaching problems.

Lee's philosophy is helping good organizations do better. An organization is only as good as its people are motivated--and they are motivated by what they value. Workers are more productive when working at something they can believe in. This is especially true of Boomers and following generations. Work should also be enjoyable or at least satisfying, a highly American attitude.

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*Due to tight budgets we would like to offer a **10% discount** to new clients on our coaching sessions and 360' Feedback assessments until December 15th, 2008. Please mention this offer to receive the discount.

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and/or coaching program it provides you with information that can be used for development and improvement.

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About Leadership Tips

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