

Connections

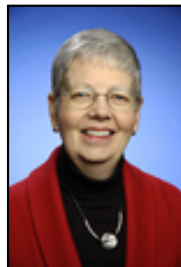
Covering the people side of contact center management



October 2008

Effectively Managing Your Multigenerational Team

By Ruth Mitman, Ph.D.



Every generation has a unique way of seeing and doing things, and never sees entirely eye to eye with other generations. Many economies — for the first time in their histories — now have four distinct generations of employees working together, each with very different values, attitudes, and expectations. These generational differences represent a critical new aspect of workplace diversity.

Generations in the U.S. Workforce

	Born	Attitude Toward Work
Silents	1933-1945	You have to work your way up the corporate ladder.
Baby Boomers	1946-1964	Live to work
Gen X	1965-1979	Work/life balance
Gen Y	1980-1994	Don't micromanage me; just measure the results.

Quickly Screen Out Unreliable Job Applicants

The Productivity Index is a personality test that measures interpersonal and service traits to help you enhance client and coworker relationships. It assesses job candidates' willingness to perform productively and cooperatively on the job, avoid engaging in counterproductive behaviors, and remain in the job.

Each candidate report summarizes five key productivity indicators and risk factors:

- Personal productivity
- Work effort and persistence
- Service and support
- Counterproductive work behavior
- Turnover risk

Visit us [online](#) to view a sample. For more information on this program, please contact Rhonda Giacomarra (860-298-3951 or rgiacomarra@limra.com) or Nicole Overmeyer (770-984-6450 or overmeyern@loma.org).

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By effectively managing generational differences, you can achieve critical business objectives:

Improving Recruiting and Retention

Understanding generational differences can help you more effectively recruit and retain team members. A cookie-cutter approach won't meet the expectations of different generations. For example, members of Gen Y are used to being the center of attention. They want frequent feedback and a clear career path to pursue. Gen Xers, on the other hand, are looking for one-on-one coaching (not classroom training) and help identifying new opportunities. And Boomers are experienced workers who want you to support their participation in professional organizations. These differing expectations have a multitude of implications for your career presentations, initial and ongoing training programs, and management and communication style.

Creating Success

Because each generation has its own expectations, attitudes, and communication styles, it is important that everyone on your team better understands generational differences. If generational differences are allowed to become a source of misunderstanding, they will harm customer service, not to mention teamwork within your call center.

Understanding and embracing generational diversity, on the other hand, will help your reps improve customer service and enhance internal operations. When effectively managed, the operational excellence of Silents, the teamwork of Boomers, the entrepreneurism of Xers, and the tech savvy and community focus of Yers can be a very powerful combination.

Improving Decisions

Similarly, multigenerational teams bring a greater variety of input to decisions. Their spectrum of input sparks more ideas and greater innovation, providing a stronger foundation for business decisions. Embracing input from other generations can be difficult, but it will lead to stronger, more broad-based decisions.

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Enhancing Service and Sales

There is an old rule of thumb that people prefer to talk with people who have a sympathetic ear. A team of reps who understand generational differences will help your center better serve the needs of a diverse clientele.

The Generation Gap Is Alive and Well

Each generation is shaped by what happened in the world around them as they grew up, and in reaction to the generations that came before them. What younger workers view as normal and necessary often contrasts with the views of coworkers from other generations, and vice versa. Your reps must understand the similarities of people within a generation, their differences from other generations, and how this impacts communication and interaction.

For more information about how to effectively manage and serve generational differences, please contact us at 888-785-4672 or assessment@limra.com.

