

# GENERATION Y: MAIN MANAGERIAL AND EDUCATIONAL CHALLENGES



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# Major questions and sample

## Questions:

- How the companies – employers - view the generations X and Y?
- What kind of differences among them they identified in their companies?
- Have they found these differences appealing enough for the corresponding actions in their HR policies?

## Sample:

- 250 FDI-invested companies in Slovakia with the FDI above 330,000 EUR (chosen randomly), 98 participated (36% response rate)
- Interview with top and middle managers (face-to-face, phone and skype interviews)
- Časové obdobie: 2012

# Four Generations in the workforce

**Traditionalists**

in their 60s

**Baby Boomers**

mid 40-60

**Generation X**

early 30- mid 40

**Generation Y / Net Gen/Millennial**



# Silent/Traditionalist generation



**Silent/Traditionalist generation, born 1909 – 1945:**

- » **Hard work**
- » **Save \$\$**
- » **Stability**
- » **Sacrifice**
- » **Respect authority**
- » **Formality over informality**
- » **Face to face communication**

- **Top Four Actions for Dealing with them:**
  1. Offer plenty of personal interaction—ask and listen
  2. Provide clear (written) goals and expectations
  3. Show respect for age and experience
  4. Provide plenty of technology training

# Baby Boom generation

**Baby Boom generation, born 1946 – 1964:**

- » Competition
- » **Teamwork**
- » Change
- » Emphasis on success
- » **Clear steps & Focus on getting ahead**



## Top Four Actions for Dealing with them:

1. Show you care
2. Give frequent recognition
3. Treat them as equals. Coach, don't direct
4. Give them a chance to talk

# Generation X

## Generation X, born 1965 – 1980:

- » Entrepreneurial focus
- » Give feedback, ask for opinions
- » Technology
- » Creativity
- » Multiple tasks but independent planning
- » Emphasis on quality of life



## Top Five Actions for Dealing with them:

1. Provide a fun workplace
2. Use written goals
3. Involve in teams
4. Be truthful and direct
5. Separate career and life



# Millennials/Generation Y

**Millennials/ Generation Y, born 1981 – 1994 :**

- » **Accelerated pace + Continuous learning**
- » Increasing reliance on technology
- » Autonomy, how tasks fit overall goal
- » Diversity
- » **Expect positive reinforcement, coaching**
- » Communicate informally
- » Me Now
- » Real entrepreneurs, some of them owned business since high school



## Top Five Actions for Dealing with them:

1. Give frequent and instant feedback, keep energy high
2. Use technology to the max, they rely on social
  - 3. Offer multi-tasking projects
  - 4. Provide close supervision
  - 5. Provide people skills training

# Generation Z

**Generation Z, born 1995 – 2009: (example Sam)**

**Tech Savvy with a strong work ethic, as a result of the more mature parents and the economic downturn.**



**Generation Alpha, born 2010 – 2024:**

- » Will be the largest generation yet due to the birth spike larger than post WWII.
- » Generation is likely to be most formally educated ever, start schooling earlier and study longer.



## Understanding different generations

	Silent Age 61 +	Boomers Age 45-60	Gen-X Age 31-45	Gen-Y Age 17-30
Historical Defining Event	WW II	Vietnam Woodstock	Man on the Moon Collapse of Communism	School Shootings Terrorism
Technology	LP Record	Cassette/ &-Track	CD	MP 3
Best way to communicate	Face to face	Telephone	Cellular Phone	Email & Text messaging
Time at work	Punch a clock	Visibility	Why does it matter? The job gets done	It's 5:00 pm. I have a life!
About feedback	No news is good news	Once a year	Sorry to bother, how am I doing?	Feedback must be immediate.
Reward	Respect	Title/ Recognition	Flexible work & positive work environment	Work that has meaning

## Understanding different generations

Issues	Silent Age 61 +	Boomers Age 45-60	Gen-X Age 31-45	Gen-Y Age 17-30
Outlook	Practical	Optimistic	Skeptical	Optimistic/ High Self-Esteem
Work Ethic	Dedicated	Driven	Balanced	Eager but anxious
Authority	Respectful	Automatic	Polite	Whatever!
Leadership	Hierarchy	Consensus	Competence	Collaborative
Relationships	Self-sacrifice	Personal Gratification	Reluctance to Commit	Social, Diverse, Street Smart
Stereotype	Adaptive	Idealists	Reactive	Civic-minded
Technology	Non-existent	Ignorant of it	Comfortable with it	Masters of it
Change	Question it	Resist it	Accept it	Want it

# Differences between Y and X

(from our sample)

- Generation Y - more flexible, mobile, open to innovations and changes, has more opportunities at home and abroad, speaks foreign languages and are fully computer- and ICT-literate
- This leads to their willingness to change jobs more frequently and to the lower loyalty towards the employers
- As for leading generation Y, this generation requires a dominant leader who is an interesting and respectful personality (they do not respect their managers based on the superiority), and is very patient
- In many cases, they do not have strong work ethic which they compensate for by their flexibility and strong drive in the case that they are interested and involved

# New policy towards Gen Y?

- Does the generation Y compared to the generation X require new approaches in HR policies?
- 76 out of 90 participants responded
- 52 companies (58%) admitted that they adjust their HR strategy to the new generation
- 24 companies (26%) are not changing their approach
- The rest (15%) did not answer this question

# New policy towards Gen Y?

Factors of the specific approach to the generation Y	
<b>Communication</b>	
Different tools, trends and themes	Relaxed and easy-going way (non autocratic)
<b>Behavior of manager</b>	
New up-to-date leadership approach	Consultative leadership style
More patience	Constant challenging (otherwise they get bored)
More attention to their team involvement (resulting from lower loyalty)	Supporting initiative
More attention to coaching and mentoring, training and development	Supporting them in taking responsibility New appropriate ways of motivation
<b>Corporate policies</b>	
New programs for needs identification, getting feedback, supporting new ideas	Possibility to express opinion Trainee programs
Emphasis on specialization, career and professional growth, flexibility – “free-hand” however with enough control	Communication during the university of high school study Appropriate set of motivation tools and policies Creation of space for professional and personal growth



# Conclusions

- To unleash the potential of generation Y, we propose much closer cooperation between the companies and universities, implementation of a semester or trimester in the companies into the study programs, common projects solving the most pressing issues in the companies related to the entry of generation Y on the labor market, exchange of the faculty, common courses taught by practitioners as well as faculty members.
- We believe that the entry of generation Y into the labor market requires a lot of attention from the companies as employers and assume that only those who will take into the account the fact how different the new-comers are, can succeed in the competition for the best talent, in the competition for customers, and the competition in markets.
- Future research could be directed in the study of correlation of the implementation of special HR policies for generation Y and business results of the companies. Another stream of the future research can be focused on the case studies – on the best practices of those who implemented special policies, challenges they faced and results they achieved.

# Sources

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Thank you!