INTERGENERATIONAL MANAGEMENT

⇨ Experience of 15 years as **manager in operational and strategic positions - member of the operational board**

⇨ Certified **business Coach** (executives and top managers) and **team builder since 2004 - consultant in leadership, strategy and change**

⇨ Co-founder and CEO of **EArise**, a Thai company specialized in high-quality consulting in:
Leadership
Strategy and change
Operational excellence

What is a generation?

The concept of generation can be defined in four ways:

- ❏ family
- ❏ demographic
- ❏ political /historical
- ❏ and social

❑ **family**: allows individuals to be located in a lineage (parents / children…)

❑ **demographic**: group of individuals born in the same time

❑ **political / historical**: mobilizations, collective experience (/particular events, conflicts…) create a collective identity

❑ **social:** a combination of demographic and historical : a group of individuals defined by age and characterized by a common historical experience

We will consider the social point of view because as the German sociologist Karl Mannheim (1926) demonstrated:

« Being confronted with similar circumstances at the same age is not enough to constitute a homogeneous group, but encourages generational crystallizations »

The intergenerational management challenge?

- the art of making all generations work together

- taking advantage of their diversity

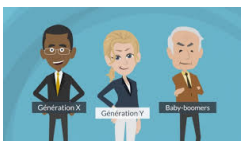- adapting management style and practices to attract, recruit, integrate and retain talent of all ages

Succeeding in intergenerational management requests:

- **A good understanding** of the **different generations**, their differences, qualities, values and needs

- **Some knowledge and skills** to individualize the management of **people of each generation**

- Some **knowledge** to **promote cooperation** between the generations

—> **We will focus on the first point and share on point 2 for Gen Y**

Génération X   Génération Y   Baby-boomers

3 generations in organizations

Baby Boomers (Boomers):
born between 1945 and 1965

X Generation (Gen X or Xers):
born between 1966 (1968) and 1980 (1977)

Y Generation (Millenials, Gen Y, Net Generation, Nexters):
born between 1981 (1978) and 2000 (1995)
—> between late teens and late 30s

❑ Have experienced full employment, continuous growth, in a bipolar world.

❑ Invented the consumer society. They believe in social success.

In Thailand:

❑ They were born when Thailand had a smaller but rapidly growing population. Thailand was largely rural (20% lived in cities) with agriculture as the dominant occupation.

BOOMERS AND ORGANIZATIONS

❑ Respect the institutions, the organizations

❑ Are loyal to the company and the hierarchy

❑They seek professional success

❑ Have an attraction for collective expression

In organizations, a discreet form of generation segregation is developing.
We note an under-utilization of their skills and a significant rate of professional wear and tear.

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❑ Period of uncertainty

❑ Has experienced many changes in entrepreneurship, society and technology.

❑ Is marked by the economic crisis (in the 80s, Asian Economic crisis in 97, global financial crisis (08-09)), the collapse of values, the shock of the technological revolution

In Thailand:

❑ Political instability with terrorism and a government changing from a parliamentary system to military takeovers to civil rules again

❑ Generally skeptical about the future

❑ Discouraged by the world of work

❑ Lost the confidence that previous generations could have in their superiors

❑ They have a managerial culture of merit

❑ They rely on themselves

In Thailand:

❑ Hard workers

❑ Achievement oriented

❑ Focused on evaluation and recognition

❑ Dislike close supervision

❑ Conformist

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- ❑ **A culture of the ephemeral in an unstable world**: born after two oil crises: they only heard about crisis, unemployment, restructuring, increased competition

- ❑ **The crisis of generational solidarity**: exhaustion of energy resources, state debts…

- ❑ **Precarious start in working life**: internships, small jobs, …

- ❑ **Technology** is an extension of their lives; they are highly connected

- ❑ They are used to **multi-tasking**

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❑ Is the most ethnically exposed with access to other cultures at their fingertips

In Thailand:

❑ Witnesses the conflicts with insurgents (South), the war on drugs, the tsunami, political instability

❑ Has seen prosperity and advanced technology

❑ Influenced by MTV and Hollywood movies

❑ Continues to struggle financially

❑ The 5 top issues that Gen Y rates as the most important: illegal drugs, economy, environment, traffic problems and the loss of Thai identity

THE GEN Y AND ORGANIZATIONS

❑ Does not support traditional hierarchy

❑ Is waiting for a framework but not a rigid authority

❑ Is waiting for authenticity and transparence

❑ Desires evaluation on its individual ability (self directed)

❑ Is attentive to its work environment and seek a work-life balance

❑ Less loyal - Tends to change their jobs often

❑ Its « target » of belonging is not the company but the group of people working within the company

❑ Values a lot the on-the-job training

Some tips to manage the Gen Y

What concerns the management, importance of :

- **Explaining expectations and rules**
  - ❑ including the most obvious
  - ❑ be concrete
  - ❑ giving sense to rules
  - ❑ link to values

- **Framing their desire of autonomy**
  - ❑ limiting their scope of action
  - ❑ explaining to the rest of the team to avoid frustrations

Individualizing management

- ❑ Create a personalized link
- ❑ Follow up closely
- ❑ Be ready to negotiate

thank you ☺

- ❏ m.chaillet@ea-rise.com
- ❏ 097 005 5352
- ❏ consulting-ea.rise.com