

Business

“It’s important to be aware of generational tension — loosely defined as a lack of respect for someone who’s of a different generation from you — among colleagues,” says Jeanne C. Meister; a founding partner of Future Workplace, a human resources consultancy and the coauthor of “It’s your job to help your employees recognize that they each have distinct sets of skills and different things they bring to the

transition from school to the workplace by encouraging debate. “You don’t necessarily need to take their advice, but be aware that this is where they’re coming from,” he says.

Study your employees

“Just as you would research a new product or service, you need to study the demographics of your current workforce and the projected demographics of your future workforce to determine what they want out of their jobs as these things are different generation to generation,” says Meister. If your company conducts an annual survey of vision and values, Meister suggests adding new questions to the mix, such as queries about your employees’ preferred communication style and planned professional paths. Then “use that information to look critically at your human resources and business strategies. Figure out: What matters to different sets of employees? What can you do [to attract younger or more experienced workers]? It’s a low cost way to get a pulse on generational career issues,” says Meister.

Create opportunities for cross-generational mentoring

Reverse or reciprocal mentoring programs, which pair younger workers with seasoned executives to work on specific business objectives usually involving technology, are increasingly prevalent in many offices. “The younger person — who grew up with the internet — teaches the older person about the power of social media to drive business results,” says Meister. Meanwhile, the more experienced employee shares institutional knowledge with the younger i exp: Mb

Consider life paths

When it c

professional lives

Case Study #1: Leverage your young workforce's expertise
Ron Garrow, Chief Human Resources Officer at MasterCard, is not
a teee

