

ADDRESSING THE NEEDS OF SPECIFIC GROUPS

TARGETING TRAINING & DEVELOPMENT AT THE PRECISE NEEDS OF SPECIFIC GROUPS

- ***A 4 level diagnosis approach is still vitally important in this context***
- ***The “Functional” level diagnosis is especially critical***
- ***Risk and reward should be assessed and the effort expended - on any analysis, agreed solutions & monitoring - should be proportional***
- ***Structured consultation about needs and learning approaches may be appropriate***
- ***Consultation should check if “perceived” training & development needs may have other causes***
- ***Structured consultation would potentially include:***
 - ***All or a x-section of the group***
 - ***A x-section of their managers***
 - ***Top management***
 - ***Internal “customers” & “suppliers”***
 - ***External stakeholders***

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- **Consider researching how other organisations make provision for comparable groups**
- **.... then incorporate the findings in a planned “best practice” approach**
- **Consider establishing a “Steering Committee” to guide the whole process:**
 - **Analysing needs**
 - **Any consultation exercise**
 - **Any external research**
 - **Agreeing solutions**
 - **Implementing those solutions**
 - **Monitoring effectiveness**
 - **Making adjustments**
- **A Steering Committee might include:**
 - **Learning & Development Professional**
 - **One or more members of the specific group**
 - **One or more managers of members of the specific group (N.B. but preferably NOT managers of other Committee members)**
 - **Internal “customers” and/or “suppliers”**

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MEETING THE EXPECTATIONS OF “GENERATION X” & “GENERATION Y” EMPLOYEES

“Baby Boomers” (b. 1946-1964)

- **Post World War 2 generation. Competitive and industrious. Enjoyed the consumerist boom of the late 1950s / early 1960s, challenged social norms in the 1960s but also retained certain “old-fashioned” values: restraint, reticence & manners**

“Generation X” (b. 1965-1977)

- **Experienced the end of the “Cold War”. Also witnessed the end of “jobs for life”. Characterised by their traits of independence, resilience & adaptability, “Generation Xs” are known for the emphasis they place on their own skill sets & work-life balance**

“Generation Y” (b. 1978-1994)

- **With the “job for life” mentality long gone, Generation Ys know that they have to survive on their own initiative. Characterised by their self-confidence, optimism & goal-orientation, “Generation Ys” are creative thinkers who relish responsibility**

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Research Findings¹

Ambition

41% of Generation Y expect to progress rapidly in their current organisation, compared to only 20% of Generation X

38% of Generation Y define themselves by their success at work, a higher proportion than any other group

Enterprise

20% of Gen Y expect to start their own business within 15 years, compared to 15% of Gen X and 11% of baby-boomers

Gen Y men are the most entrepreneurial of all, with 16% planning to start their own business within five years

Job satisfaction

66% of Gen Y are satisfied with their jobs

Gen X men expressed the least job satisfaction, at 56%, while baby-boomer women expressed the most, at 69%

Job-hopping

The average job tenure is 16 months for Gen Y, three years for Gen X and over five years for baby-boomers

54% of Gen Y have already held three or more jobs, and 30% of them expect to have a job in a different industry within five years

Perks

28% of Gen Y think gym membership is important, compared to 17% of Gen X and only 9% of baby-boomers

50% of Gen Y think sabbaticals are important, compared to 45% of Gen X and 13% of baby-boomers

Itchy feet

22% of Gen Y are likely to take time off to travel in the next five years, compared with 10% of Gen X and 9% of baby-boomers

¹ Source: FreshMinds' "Work 2.0 survey" for Management Today - February 2008

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Further Research Findings: Young Managers²

- Growing trend towards transitory employment contracts: 15% Generation Y managers now on temporary or fixed-term contracts versus 6% in 2002
- Although a third of young managers do live up to the stereotype of shorter stays with any one organisation, 31% had been in their current job more than 6 years and 32% between 3 & 5 years
- Re future career expectations, the dominant expectation (60%) is for continued promotion: 39% within their current organisation and 21% within another organisation
- 63% young managers work their contracted hours or a small amount of overtime
- Working away from the workplace is a feature of 49% young managers' lives
- Young male managers are more likely than female managers to regard it as acceptable to be in contact with work outside regular hours and to be willing to mix their personal lives and work lives
- The four most important factors in attracting young managers to new jobs:
 - Career Development
 - Working Environment & Values
 - Lifestyle (including Pay, Location & Flexibility)
 - The Need for Change
- When joining their current organisation, the dominant attractions for these Generation Y managers were:
 - Developing New Skills
 - Challenge
 - Good Career Prospects
- 97% young managers are looking to build their transferable skills

² Source: Ordnance Survey's research for the Chartered Management Institute: "Generation Y: Unlocking the talent of young managers" - June 2008

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Further Research Findings: Young Managers (continued)

- Re benefits: young managers place the greatest emphasis on solid, secure, financially based rewards. Lifestyle elements not are powerful attractors, except on-site gym membership!
- 90% Generation Y managers want to work for an organisation that does something they can believe in
- Generation Y managers are very self-directed re their learning & personal development: 68% initiate most of their learning themselves. Only 16% agreed that their development had been suggested by their line manager and only 12% that their HR Department had played a significant role
- 65% young managers are confident that they know what learning they need in order to achieve their ambitions
- 62% young managers have a Personal Development Plan; only 48% agreed that their organisation have a competency framework in place and even fewer (41%) have regular reviews with their line manager
- Formal management qualifications are considered the most effective learning & development method (by 77%), followed by reading management books/articles, other academic study and using online management resources
- Coaching & mentoring are minority experiences but are high on perceived effectiveness
- Despite the inclination towards online management resources, structured e-learning programmes are rated as the least effective method of learning (considered effective by only 41%)

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Conclusions & Guidance

- **Generation X employees do seem less committed to their current employer than their Baby Boomer predecessors but many stay in harness ... perhaps owing to financial realities**
- **Generation Y employees are the most aggressively ambitious and the most likely to switch employer but Generation Y managers seem more career-minded than the stereotype suggests**
- **The rules of engagement have changed: new social “contract” between employer and employee is based on short-term commitment, flexibility and evidence of reciprocal “loyalty”**
- **Organisations which support Generation X and especially Generation Y employees’ thirst for learning, development & challenge are more likely to retain them and to get the best from them**
- **Top management commitment to learning & development is essential but first line managers have a key role to play in supporting & coaching**

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Conclusions & Guidance *(continued)*

- ***Qualification-based management development programmes are favoured by young managers***
- ***Organisations with e-learning programmes should explore “Blended Learning” approaches***
- ***The demands of Generation X and Y employees make it more vital than ever for organisations to ensure buy-in to their values, brands & reputation***
- ***In return for their commitment, Generation Y employees demand greater personal control***
- ***Generation Y employees are prepared to work hard, providing that they feel it is worth it***
- ***Organisations should consider and publicise the different development opportunities / routes that they can offer***
- ***Notwithstanding the shared characteristics, do not forget that there are significant differences between individuals of any age group***