

A Facelift for Your Board of Directors

NAHC 2015



Meet Your Estheticians

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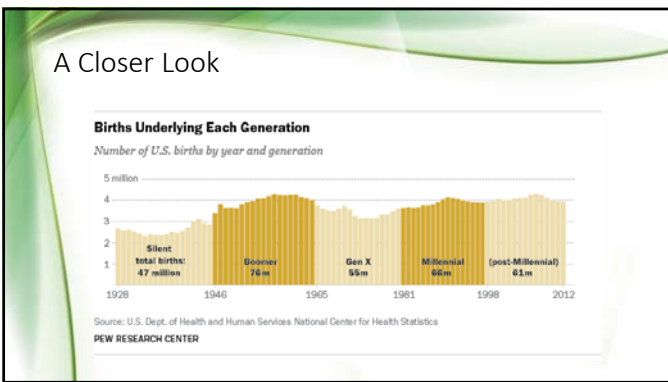
Client Consultations

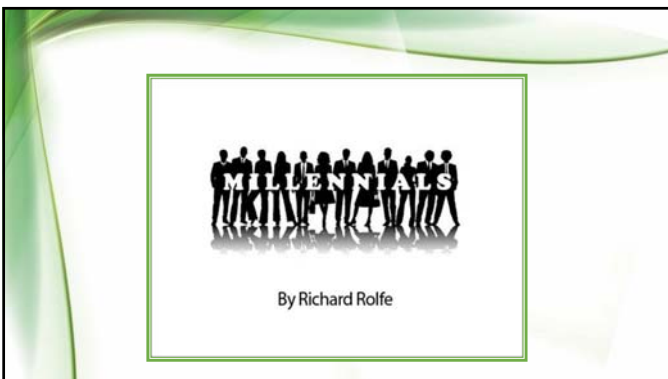
- All the benefits of a Face Lift
- No major reconstructive surgery
- Add a few additions to daily regimen

Full Disclosure

- Representation
- Stereotypes
- Maybe Offensive







Common Features

Baby Boomers
Refusing to Retire
Idealism of 1960's
Anti Micro-Management
Experience
Team Work
Loyal Company
Financial Security and Stability



Common Features

Millennials
Generations Overlap (Gen Y & Millennials)
Technology Influenced
Require Work-Life Balance
Micro-Management Welcomed
Value Community
Ambitious
Team Environment

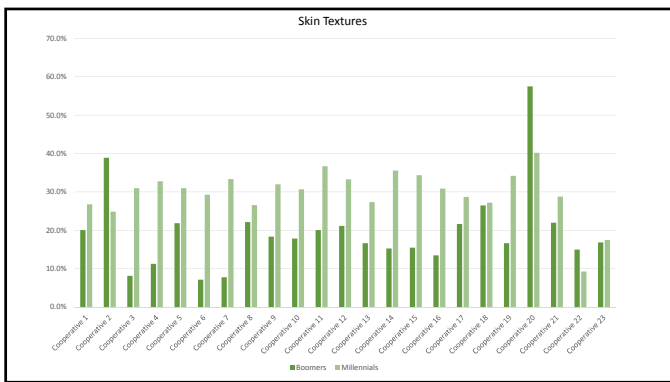


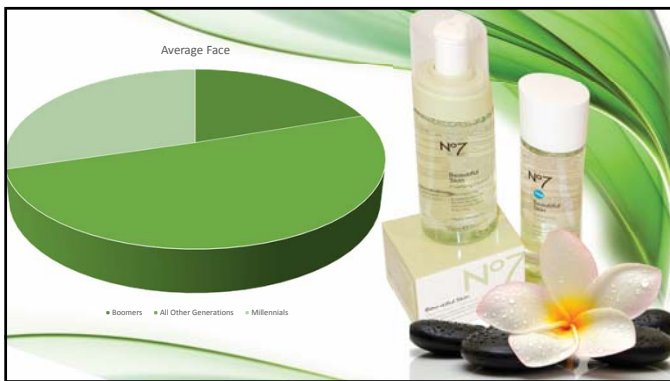
Skin Irritations

Boomers	Millennials
Live to Work	Work to Live
Set Schedules	Flexibility
Hate Micro-Management	Crave Detailed Instructions
Undervalue Younger Generations	Rude & Offensive
Resist Change	Impatient
Experienced	Entitled
Wealth of Knowledge	Tech Savvy


Natural Beauty

Common Features
Optimistic
Crave Training & Development
Value Teamwork
Politically Savvy
Community Service





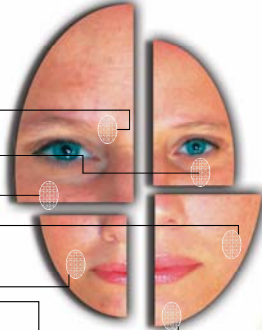
Exfoliate, Tone & Moisturize



Recruiting Tips
Serious Commitment
Realistic Criteria
Inform Membership
Mixers
Be Approachable

Grooming the Millennials

- Create a Mentoring Program



Initiative

Goals

Experiences

Challenge

Respect


Guidance

Health

Benefits

Happy Membership = Happy Board

Balanced Board
Increased Membership Involvement
Expanded Experience & Knowledge
Stabilization



Custom Beauty Regimen

- Who in your community fits this mold?
 - Millennial
 - Involved
 - Professional
- How can they brighten and tone your board?
 - Fresh look
 - New ideas
 - Broader approach



“When recruiting, organizations should ultimately focus on the individual – regardless of which generation he or she belongs to.”



Generational Differences

	Traditionalist	Baby Boomers	Generation X	Millennials
Birth Years	1900-1945	1946-1964	1965-1980	(1977-1994) 1981-200
Current Age	63-86			
Famous People	Bob Dole, Elizabeth Taylor	Bill Clinton, Meryl Streep	Barak Obama, Jennifer Lopez	Ashton Kutcher, Serena Williams
#		80 Million	51 Million	75 Million
Other Names	Veterans, Silent, Moral Authority, Radio Babies, The Forgotten Generation'	"Me" Generation, Moral Authority	Gen X, Xers, The Doer, Post Boomers, 13th Generation	Generation Y, Gen Y, Generation Next, Echo Boomers, Chief Friendship Officers, 24/7's
Influencers	<p>WWII, Korean War, Great Depression, New Deal, Rise on Corporations, Space Age</p> <p>Raise by parents that just survived the Great Depression.</p> <p>Experienced hard time while growing up which were followed by times of prosperity.</p>	<p>Civil Rights, Vietnam War, Sexual Revolution, Cold War/Russia, Space Travel</p> <p>Highest divorce rate and 2nd marriages in history.</p> <p>Post War Babies who grew up to be radicals of the 70's and yuppies of the 80's.</p> <p>"The American Dream" was promised to them as children and they pursued it. As a result they are seen as being greedy, materialistic, and ambitious.</p>	<p>Watergate, Energy Crisis, Dual Income families and single parents, First Generation of Latchkey Kids, Y2K, Activism, Corp. Downsizing, End of Cold War, Mom's work, Increased divorce rate</p> <p>Their perceptions are shaped by growing up having to take care of themselves early and watching their politicians lie and their parents get laid off.</p> <p>Came of age when USA was losing its status as the most powerful and prosperous nation in the world.</p> <p>The first generation that will NOT do as well financially as their parents did.</p>	<p>Digital Media, child focused world, school shootings, terrorist attacks, AIDS, 9/11 terrorist attacks</p> <p>Typically grew up as children of divorce.</p> <p>They hope to be the next great generation & to turn around all the "wrong" they see in the world today.</p> <p>They grew up more sheltered than any other generation as parents strived to protect them from the evils of the world. Came of age in a period of economic expansion. They were kept busy as kids as they were the first generation of children with schedules.</p>
Core Values	<p>Adhere to rules</p> <p>Conformers/Conformity</p> <p>Contributing to the Collective good is important</p> <p>Dedications/Sacrifice</p> <p>Delayed Rewards</p>	<p>Anti-war</p> <p>Anti-government</p> <p>Anything is possible</p> <p>Equal rights</p> <p>Equal opportunities</p> <p>Extremely loyal to their children</p> <p>Involvement</p>	<p>Balance</p> <p>Diversity</p> <p>Entrepreneurial</p> <p>Fun</p> <p>Highly Educated</p> <p>High Job expectations</p> <p>Independent</p>	<p>Achievement</p> <p>Avid Consumers</p> <p>Civic Duty</p> <p>Confidence</p> <p>Diversity</p> <p>Extreme fun</p> <p>Fun!</p>

Generational Differences

	<p>Discipline Don't question Don't questions authority Duty before pleasure Family Focus "Giving Back" is important Hard Work Law and Order Loyalty Patriotism Patience Respect for authority Responsibility Savers Stabilizing Trust in Government</p>	<p>Optimism Personal Gratification Personal Growth Question Everything Spend now, worry later Team Oriented Transformational Youth Work Want to "make a difference"</p>	<p>Informality Lack of organizational loyalty Pragmatism Seek life balance Self-reliance Skepticism/Cynical Suspicious of Boomer values Think globally Techno literacy</p>	<p>High morals Highly tolerant Hotly competitive Like personal attention Self-confident Socialability Members of global community Most educated generation Extremely techno savvy Extremely spiritual Now! Optimism Realism Street smarts</p>
Attributes	<p>Committed to company Competent Confident Conservative Dedication Doing more with less Ethical Fiscally prudent Hard-working Historical viewpoint Honor Linear work style Loyal to organization/employers (duty, honor, country) Organized Patriotic Respectful of Authority Rules of conduct Sacrifice Strong work ethic Task oriented Thrifty-abhor waste</p>	<p>Ability to handle a crisis Ambitious Challenge authority Competent Competitive Consensus Leadership Consumerism Ethical Good communication skills Idealism Live to work Loyal to careers and employers Most educated as compared to other 2 generations Multi-taskers Rebellious against conversion Beginning with their Conservative parents. Traditionally found their worth in their work ethic but now seek a healthy life/work balance Optimistic Political correctness Strong work ethic Willing to take on responsibility</p>	<p>Adaptable Angry but don't know why Anti-establishment mentality Big Gap with Boomers Can change Crave independence Confident Competent Ethical Flexible Focus on results Free agents Highest number of divorced parents High degree of brand loyalty Ignore leadership Independent Loyal to manager Pampered by their parents Pragmatic Results driven Self-starters Self-sufficient Skeptical of institutions Strong sense of entitlement Unimpressed with authority</p>	<p>Ambitious but not entirely focused. Look to the workplace for direction and to help them achieve their goals. At ease in teams Attached to their gadgets & parents Best educated – Confident Diversity focused – Multiculturalism Have not lived without computers Eager to spend money Fiercely independent Focus is children/family Focus on change using technology Friendly scheduled, structured lives Globalism (Global way of thinking) Greatly indulged by fun loving parents Heroism – Consider their parents their heroes High speed stimulus junkies Incorporate individual responsibilities into their jobs Innovative – think out of the box Individualistic yet group oriented</p>

Generational Differences

	Trust hierarchy and authority		Willing to take on responsibility Willing to put in the extra time to get a job done Work/Life Balance Work to live	Invited as children to play a lead role in family's purchasing and travel decisions Loyal to peers Social – Make workplace friends “Me First” Attitude in work life Most doted upon of any generation at work Net-centric team players Open to new ideas Optimistic Parent Advocacy (Parents are advocates) Political Savvy (like the Boomers) Respect given for competency not title Respectful of character development Self-absorbed Strong sense of entitlement Techno Savvy – digital generation Think mature generation is “cool” Want to please others Hope to make life contributions to world Very patriotic (shaped by 9/11) Seek responsibility early on in their roles
Family Experience	Traditional Nuclear	Disintegrating “Clever Family” Mom stayed home As children were seen as “special”	Latch-key kids Women widely expect to work outside the home The first “day care” generation Dual income families	Merged families Coddled kids (they get a trophy for coming in 8 th place)
Education	A dream	A birthright	A way to get there	An incredible expense
Value	Family/Community	Success	Time	Individuality
Dealing with Money	Put it away Pay cash Save, save, save	Buy now, play later	Cautious Conservative Save, save, save	Earn to spend
% of Workplace	5%	45%	40%	10%
Work Ethic	Dedicated Pay your dues	Driven Workaholic – 60 hour work weeks	Balance	Ambitious What's next?

Generational Differences

	Work hard Respect Authority Hard work Age = Seniority Company first	Work long hours to establish self-worth and identity and fulfillment Quality	Work smarter and with greater output, not work longer hours Eliminate the task Self-reliant Want structure & direction Skeptical	Multitasking Tenacity Entrepreneurial
Focus	Task	Relationships and Results	Task and Results	Global and Networked
Technology	Adapted	Acquired	Assimilated	Integral
Entitlement	Seniority	Experience	Merit	Contribution
Workplace View on Respect for Authority	Authority is based on seniority and tenure.	Originally skeptical of authority but are becoming similar to Traditionalist – Time = Authority	Skeptical of authority figures Will test authority repeatedly	Will test authority but often seek out authority figures when looking for guidance
Workplace View on Time at Work	Punch the clock Get the job done	Workaholics Invented 60 hr work week Visibility is the key	Project oriented Get paid to get job done	Effective workers but are gone at 5pm on dot. View work as a “gig” or something that fills the time between the weekends
Workplace View on Skill Building	Training happens on the job Newly developed skills benefit the company, not the individual	Skills are an ingredient to success but they are not as important as work ethic and “face time”	Amassed skills will lead to next job, the more they know the better Work ethic is important, but not as much as skills	Training is important and new skills will ease stressful situations Motivated by learning/want to see immediate results
View on Work/Life Balance	Work hard to maintain job security	Were hesitant of taking too much time off work for fear of losing their place on the corporate team As a result there is an imbalance between work and family	Because of parent who are Boomer workaholics, they focus on clearer balance between work and family Do not worry about losing their place on the corporate team if they take time off	Not only balance with work and life, but balance with work, life, and community involvement and self-development. Flex time, job sharing, and sabbaticals will be requested more by this generation.
Business Focus	Quality	Long hours	Productivity	Contribution
Work Ethic and Values	Adhere to rules Dedicated work ethic Duty before fun Expect other to honor their commitments and behave responsibly Individualism is NOT valued Like to be respected Like to hear motivational messages Linear work style	Challenge authority Crusading causes Dislike conformity and rules Heavy focus on work as an anchor in their lives Loyal to the team Question authority Process oriented Relationship focused at work Strive to do their very best Value ambition Value collaboration Value Equality	Care less about advancement than about work/life balance Expect to influence the terms and conditions of the job Work/family balance is important to them Enjoy work, but are more concerned about work/life navigation Have a work ethic that no longer mandates 10 hr days Like a casual work environment Looking for meaningful work and innovation	Believe that because of technology, they can work flexibly anytime, anyplace, and that they should be evaluated on work product-not how, when or where they got it done Expect to influence the terms and conditions of the job Have a work ethic that no longer mandates 10 hr days High expectation of bosses and managers to assist and mentor them in attainment of professional goals

Generational Differences

	<p>Socialization is important Their word is their bond Value due process and fair play Value Honor Value compliance Value sacrifice Value dedication Value hard work Value good attitude Value Attendance Value practical knowledge Value loyalty</p>	<p>Value personal fulfillment/gratification Value personal growth Value teamwork Value youthfulness Want respect from younger workers Want a flexible route into retirement Willing to take risks Work efficiently</p>	<p>Move easily between jobs and criticized for having no attachment to a particular job/employer Outcome oriented Output focused Prefer diversity, technology, informality, and fun Rely on their technological acuity and business savvy to stay maktetable Want to get in, get the work done, and move on to the next thing</p>	<p>Want long-term relationships with employers, but on their own terms “Real Revolution” – decrease in career ambition in favor of ore family time, less travel, less personal pressure Goal oriented Looking for meaningful work and innovation May be the first generation that readily accepts older leadership Looking for careers and stability Mentoring is important to them Obsessed w/career developments Prefer diversity, technology, informality and fun Recognize that people make the company successful Tolerant Thrive in a collaborative work environment Training is important to them Understand importance of great mentors Want to enhance their work skills by continuing their education</p>
Preferred Work Environment	<p>Conservative Hierarchal Clear chain of command Top-down management</p>	<p>“Flat” organizational hierarchy Democratic Humane Equal Opportunity Warm, friendly environment</p>	<p>Functional, Positive, Fun Efficient Fast paced and Flexible Informal Access to leadership Access to information</p>	<p>Collaborative Achievement oriented Highly creative Positive Diverse Fun, flexible, want continuous feedback</p>
Work is...	<p>An obligation A long term career</p>	<p>An exciting adventure A career Work and then retire</p>	<p>A difficult challenge A contract Just a job</p>	<p>A means to an end Fulfillment Flexible work arrangements</p>
What They Are Looking for In a Job	<p>Recognition and respect for their experience Value placed on history/traditions Job security and stability Company with good reputation and ethics</p>	<p>Ability to “shine”/”be a star” Make a contribution Company represents a good cause Fit in w/company vision/mission Team approach Need clear and concise job expectation, and will get it done Like to achieve work through teams</p>	<p>Dynamic young leaders Cutting edge systems/tech Forward thinking company Flexibility in scheduling Input evaluated on merit, not age/seniority If they can’t see the reason for the task, they will question it. If you</p>	<p>Want to be challenged Don’t want a boring job Expect to work with positive people and company that can fulfill their dreams Strong, ethical leaders/mentors Treated w/respect in spite of age Social network</p>

Generational Differences

	Clearly defined rules/policies Do what you know needs to be done		can't keep them engaged then they will seek it in another position.	They expect to learn new knowledge and skills (They see repeating tasks as poor use of their energy and time and an example of not being taken seriously) Friendly environments Respond poorly to inflexible hierarchical organizations Respond better to more networked, less hierarchical organizations Flexible schedules Want to be evaluated on output not input (on the work product itself) They expect to be paid well They want to make a difference Because of being a product of the "drop down and click menu" they may need to be given a list of options
Work Assets	Bring value to the workplace with their experience, knowledge Consistent Disciplined Dependable Detail Oriented Hardworking Loyalty Stable Thorough Use their institutional experience and intuitive wisdom to face changes in the workplace	Anxious to please Challenges the status quo Can creatively break down the big picture into assignments Good at seeing the big picture Good team players Mission oriented Politically savvy – gifted in political correctness Service oriented Will go the extra mile Works hard	Adapt well to change Consumer mentality Direction communicators Don't mind direction but resent intrusive supervision Eager to learn, very determined Good task managers Good short term problem skills Highly educated Multitaskers Not intimidated by authority Thrive on flexibility Technologically savvy Will do a good job if given the right tools Value "information" Want feedback	Consumer mentality Collaboration Goal oriented Highly educated Multitask Fast Optimistic Positive attitude Technical; savvy Tenacious
Work Liabilities	Don't adapt well to change Don't deal well w/ambiguity Hierarchical Typically take a top down approach modeled by the military chain of command Avoid conflict	Expect everyone to be workaholics Dislike conflict Don't like change Challenge authority of traditionalists Judgmental if disagree Not good with finances Peer loyalty "Process before results"	Built "portable" resume Cynical; skeptical Dislike authority Dislike rigid work requirements Impatient Lack people skills No long term outlook Respect competence	Distaste for menial work (they are brain smart) Inexperienced Need supervision Need structure Lack discipline High expectation

Generational Differences

	Right or wrong	Self-centered	Mistrust institutions Reject rules Don't understand the optimism of Boomers and Gen Y (Millennials)	Lack of skills for dealing with difficult people Impatient Lack of experience Respond poorly to those who act in an authoritarian manner and/or who expect to be respected due to the their higher rank alone
Keys to Work With	Think that work is not supposed to be fun They follow rules well but want to know procedures Tend to be frustrated by what they see as a lack of discipline, respect, logic and structure especially if the workplace is more relaxed and spontaneous Consider their feelings Tend to be conservative in the workplace Like the personal touch	Want to hear that their ideas matter Their careers define them; their work is important to them Silly routines are frustrating They expect their work and themselves to matter Before they do anything, they need to know why it matters, how it fits into the big picture, and what impact it will have on whom Do well in teams Are motivated by their responsibilities to others Respond well to attention and recognition Don't take criticism well Less likely to offer necessary recognition Need flexibility, attention and freedom	Want independence in the workplace and informality Give them time to pursue other interests Allow them to have fun at work Give them the latest technology	Like a team oriented workplace Want to work with bright, creative people Take time to learn about their personal goals Expect to be treated respectfully Raised to feel valued and very positive about themselves; they see as a sign of disrespect any requirement to do things just because this is the way it has always been done to pay one's dues Want to work with friends Provide engaging experiences that develop transferable skills Provide rationale for the work you've asked them to do and the value it adds Provide variety Grow teams and networks with great care; develop the tools and processes to support faster response and more innovative solutions Provide a work environment that rewards extra effort and excellence Pay close attention to helping them navigate work and family issues Offer structure, supportive work environment Personalize work and also involve teams Interactive work environment
Leadership Style	Hierarchy Directive Command-and-control	Consensus/Consensual Collegial	Competence Everyone is the same Challenge others Ask why	Achievers TBD (This group has not spend much time in the workplace, so this

Generational Differences

				characteristic is yet to be determined)
View of Authority	Respectful	Impressed	Unimpressed	Relaxed
My heroes are...	The unit	Kennedy, Martin Luther King	What's a hero? Boss	My grandparents Boss – If things are right Themselves
Interactive Style	Individual	Team Player Loves to have meetings	Entrepreneur	Participative
Technology is...	Hoover Dam	The microwave	What you can hold in your hand: Cell, PDA	Ethereal – intangible
Communications Media	Rotary phones One-on-ones Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Communication	Discrete Present your story in a formal, logical manner Show respect for their age/experience (address as Mr, Sir, Mrs) Use good grammar and manners (no profanity) Deliver you message based on the history/traditions of the company and how they can fit Use formal language Don't waste their time Use inclusive language (we, us) Focus-words not body language Slow to warm up Memo Like hand-written notes, less email and more	Diplomatic In person Speak open – direct style Use body language to communicate Present Options (flexibility) Use E-Comm's/face-to-face Answer questions thoroughly and expect to be pressed for details Avoid Manipulative/controlling language Like the personal touch from Managers Get consensus-include them or they may get offended Establish a friendly rapport OK to use first names Learn what is important to them Emphasize the company's vision and	Blunt/Direct Immediate Use straight talk, present facts Use email as #1 tool Learn their language & speak it Use informal communication style Talk in short sound-bytes Share info immediately and often Has the potential to bridge the generation gap b/w youngest and oldest workers. Don't micro-manage Use direct, straightforward approach Avoid buzz words and company jargon Tie your message to "results" Emphasize "WIIFM" in terms of training and skills to build their resume	Polite Use positive, respectful, motivational, electronic communication style.(Cell phones, email, IM, text)-these are "fun" Communicate in person if the message is very important Use email and voice mail as #1 tools Don't talk down-they will resent it Show respect through language and they will respect you Use action verbs Use language to portray visual pictures Be humorous-show you are human Be careful about the words you use and the way you say it(they are not good at personal communication because of technical ways of communicating) Be positive Determine your goals and aspirations and tie message to them Prefer to learn in networks, teams using multi-media while being entertained and excited

Generational Differences

<p>Feedback and Rewards</p>	<p>No news is good news Satisfaction is a job well done Feedback on performance as they listen Want subtle, private recognition on an individual level without fan-fare.</p>	<p>Feel rewarded by money and will often display all awards, certificates and letters of appreciation for public view. Like praise Title recognition Give something to put on the wall. Somewhat more interested in soft benefits than younger generations Enjoy public recognition Appreciate awards for their hard work & the long hrs. they work</p>	<p>Not enamored by public recognition. Want to be rewarded with time off. Freedom is the best reward Prefer regular feedback on their work but as less dependent on being told that they are good people. Somewhat more interested in benefits than younger generations Need constructive feedback to be more effective Are self-sufficient, give them structure, some coaching, but implement a hands-off type of supervisory style</p>	<p>Like to be given feedback often and they will ask for it often. Meaningful work Be clear about goals and expectations Communicate frequently Provide Supervision & Structure Want recognition for their heroes; bosses and grandparents. Managers who balance these frames of reference in rewarding workers create a more valuable experience for both the employee and worker</p>
<p>Messages that Motivate</p>	<p>“Your experience is respected”</p>	<p>“You are valued” “You are needed”</p>	<p>Do it your way Forget the rules</p>	<p>You will work with other bright, creative people</p>
<p>Motivated by...</p>	<p>Being respected Security</p>	<p>Being valued, needed Money</p>	<p>Freedom and removal of rules Time Off</p>	<p>Working with other bright people Time Off</p>
<p>Money is...</p>	<p>Livelihood</p>	<p>Status symbol</p>	<p>Means to an end</p>	<p>Today’s payoff</p>
<p>Work and Family Life Balance</p>	<p>“Ne’er the two shall meet” Keeps them separate At this point in their lives they are interested in flexible hours and are looking to create balance in their lives after working most of it</p>	<p>No balance “Live to work” At this point in their lives they are interested in flexible hours and are looking to create balance in their lives They have pushed hard; all work and no play. They are beginning to wonder if it was worth it</p>	<p>“Work to live” Balance is important They will sacrifice balance, but only occasionally Do not live to work</p>	<p>“Work to live” Balance is important They will sacrifice balance, but only occasionally They value their lifestyle over upward mobility. If presented with a work promotion that will throw their life out of balance, they will choose their lifestyle</p>
<p>Mentoring</p>	<p>Investment in long term commitment Support long term commitment Show support for stability, security and community Actions with focus on standards and norms Allow the employee to set the “rules of engagement” Ask what has worked for them in the past and fit your approach to that experience</p>	<p>Stellar career important as they question “Where have I been and Where am I going?” Appreciate they paid their dues under the hierarchical rules Teach them balance: work, family, financial, etc. Need to know they are valued Show them how you can help them use their time wisely Pre-assess their comfort level with technology before new projects Demonstrate the importance of a strong team and their role</p>	<p>Offer a casual work environment and lighten up Get them involved Encourage creativity Allow flexibility Be more hands off Encourage a learning environment Listen – and learn! They work with you, not for you Offer variety and stimulation May need help in taking responsibility for full process completion and in appreciating how their input affects the whole</p>	<p>Encouragement to explore new avenues through breaking the rules Raise the bar on self as they have high expectations Goals – in steps and actions Establish mentoring program Honor their optimism and welcome and nurture them Be flexible Challenge them Respect them Offer customization – a plan specific to them Offer peer-level examples</p>

Generational Differences

	<p>Let them define the outcome that you both want</p> <p>Use testimonials from the nation's institutions</p> <p>Respect their experience</p> <p>Emphasize that you have seen a particular approach work in the past; don't highlight uniqueness or need for radical change</p>	<p>Emphasize that their decision is a good one and a "victory" for them</p> <p>Follow up, check in, and ask how the individual is doing on a regular basis, but DO NOT micro-manage</p>	<p>Need their managers to appreciate that they have a life/can be more efficient one task at a time</p> <p>Will leave in a second if a better deal comes along</p> <p>Provide learning and development opportunities</p> <p>Provide situation to try new things</p> <p>Ask for their input in selecting an option</p> <p>Be prepared to answer "why" often</p> <p>Present yourself as an information provider, not Boss</p> <p>Use their peers as testimonials</p> <p>Appear to enjoy your work</p> <p>Follow up and meet you commitments</p> <p>Eager to improve and expect you to follow through with information</p>	<p>Spend time providing information and guidance</p> <p>Allow options, including work from home and flex time</p> <p>Be impressed with their decisions</p>
Career Development	<p>Not really an option for Traditionalists</p> <p>Just taught to keep their nose to the grindstone</p> <p>The ultimate goal was simply to move up within the organization but realized this only happened to a select few</p>	<p>Focus on developing their careers through opportunities within one organization or at least one industry</p> <p>Moved up based on seniority, not always based on skill and expertise</p>	<p>Take a pro-active approach to career development through more degrees and experience both within the organization and outside.</p> <p>Often seen as being dis-loyal to the company, but Gen Xers see it as being loyal to themselves</p>	<p>Millennials will enter the workforce with more education/experience than any generation before them.</p> <p>Will continue to seek this through requests for more experiences and opportunities. If they don't get it at work, they will seek it elsewhere</p>
Training and Development	<p>Training should contribute to the organizations' goals</p>	<p>Training is a contribution to the organization's goals, but is also a path to promotion and additional compensation</p>	<p>Training enhances their versatility in the marketplace and investment in their future</p> <p>Not necessarily loyal to the company who trained them</p>	<p>Willing and eager to take risks</p> <p>Don't mind mistakes – consider this a learning opportunity</p>
Retirement	<p>Put in 30 years, retire and live off pension/savings</p>	<p>If I retire, who am I?</p> <p>Haven't saved any money so need to work, at least part time.</p> <p>Been downsized so need to work, at least part time.</p>	<p>I may retire early; I've saved money.</p> <p>I may want different experiences and may change careers.</p> <p>May want to take a sabbatical to develop myself</p>	<p>Jury is still out, but will probably be similar to Gen Xers</p>
Fundraising Tips	<p>Offer them conservative planned giving and financial management tools</p>	<p>Put them out front and in spotlight</p> <p>Get them involved; allow them to find self-fulfillment through work with your organization</p>	<p>Use humor in appeals</p> <p>Allow them to work independently for your agency and on their own terms</p>	<p>Use them for focus groups, ask their opinions</p> <p>Put them in charge of using technologies for appeals – no long appeal letters</p>

Generational Differences

	<p>Have one on one meetings and ask for their advice No email fundraising – the more personal the better Will respond better to traditional solicitation strategies like personal letters and face to face meetings</p>	<p>Offer them more aggressive planned giving and financial management tools Appeal to their idealism</p>	<p>Cannot stand infinite committee meetings Social entrepreneurs – “micro-loans” Creative use of new technologies Understand their primary focus is their family Lone ranger philanthropy and volunteerism</p> <p>Younger generations have shorter attention spans. The trick is to engage them quickly, let them see how they can make a difference, and connect things they care about like their families and environment. Message cans be delivered by technology, but need to be short and to the point.</p>	<p>Utilize their networks – have them plan events that interest them Act fast on their interest or you will lose them Link your cause to sustainability Mid Century Modem is cool again</p>
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