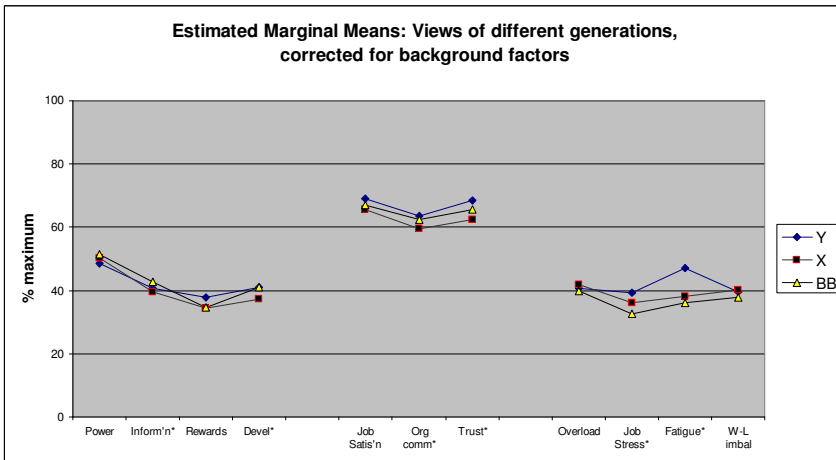


## Generational differences: Local Research



### How different are the Generations in views of work practices, work attitudes and outcomes?

Power and autonomy, Information about org'n\*, Rewards (intrinsic & extrinsic), Development opps\*, Job satisfaction, Org commitment\*, Trust in mgmt\*, Work overload, Job stress\*, Fatigue\*, Work-life imbalance.

\* statistically significant differences between generations – after controlling for gender, permanent/temporary, job level, dependents at home, hours worked, firm size, job security, take-home pay, years tenure, managerial demands on time.

Macky, K., Forsyth, S., Boxall, P. submitted for publication. Generational differences at work: The impact of cohort on work attitudes and outcomes.

### Gen X & Y views of leadership

- Leadership increases commitment and enhances retention. Both groups (Gen X & Y) crave appreciation, feedback, development opportunities. Y>X appreciation & feedback; X>Y development
- Individuals expect skilled coaching and mentoring, plus a balance of autonomy and support. Both generations appreciate one-on-one support, coaching, mentoring and role modeling
- Employees follow people they believe in, those they admire, rather than those they report to.

Focus groups with 21 Gen X and 20 Gen Y employees; 20% NZ, 80% Australia

Hudson & Excelerator. ( 2005) The generational mirage? A pilot study into the perceptions of leadership by Generation X and Y.

Top Candidate Attractors	Rank for Gen X	For Boomer
Co-workers are good people to work with:	1	1
The work is interesting and challenging:	2	2
Wage rate or base salary significantly higher than alternative options:	3	3
The organisation is committed to a long term vision rather than simply short term results:	4	7
The organisation has a good reputation for the quality of its goods or services:	14	4
There is a varied range of work:	5	10
The organisation takes the well being of its people very seriously:	8	5
You have a good relationship with your supervisor:	6	6

### What attracts candidates of different generations?

The members of both generational groups agree on what are the top 3 attractors. And they are not too different about the also-rans.

Preliminary results from ongoing online survey. Participant's rate 27 different propositions for relative attractiveness. Try it out - <http://www.fxc.co.nz/survey/survey>

Forsyth, S. (2007) Better than all the rest. Employment Today.