In this book, “the 2020 workplace” means one that provides an intensely personalized, social experience to attract, develop, and engage employees across all generations and geographies. The organizations that create a competitive advantage in the 2020 workplace will do so by instituting innovative human resource practices. We encourage you to listen up and be prepared to become distinctive in the workplace! In this recap, we are sharing a number of the 20 predictions for the 2020 workplace.

You will be hired and promoted based upon your reputation capital. This is the total sum of your personal brand, your expertise and the breadth, depth and quality of your social networks.

Your mobile device will become your office, your classroom and your concierge. Mobile phones and tablets will become the primary connection tool to the internet for most people in the world in 2020.

The global talent shortage will be acute. The global competition for highly-qualified workers will take shape in 2020. Despite five generations in the workplace, there will be a shortage of certain skills, not just workers.

Recruiting will start on social networking sites. Recruiting for the vast majority of professional jobs will start in one of the highly trafficked social networking sites, such as Facebook, LinkedIn, YouTube, Bebo, and Second Life.

A 2020 mindset will be required to thrive in a networked world. Employees in the 2020 workplace will communicate, connect and collaborate with one another around the globe using the latest forms of social media.

Human resources’ focus will move from outsourcing to crowdsourcing. HR leaders at the forefront of change will create an innovation agenda by leveraging crowdsourcing -gaining from the ‘wisdom of crowds.’

Corporate social networks will flourish and grow inside companies. Corporate participation in social networks may be as critical as cash flow, as companies use social networks to extend the reach of conversations.

You will elect your leader. Companies that encourage employees to elect their leader will be seen as employers of choice, especially for team-oriented Millennials.

Lifelong learning will be a business requirement. In 2020 and beyond, we will see branded lifelong learning centers to ensure ease in continually updating one’s skills for both one’s current job and one’s next job.

Work-life flexibility will replace work-life balance. In today’s 24/7 global economy, 67% of people check their e-mail while in bed in their pajamas. Work/life flexibility reinforces that view that there is no such thing as work time and home time. Hyper-connected workers will aspire to have flexibility to manage work and home lives.

Companies will disclose their corporate social responsibility programs to attract and retain employees. The focus on people, planet and profits, also known as the triple bottom line, will become the main way organizations attract and retain new hires.

Corporate APP stores will offer ways to manage work and personal life better. On the business side, these could include an expense report app, goal-tracking app, or a micro-feedback app.

Social media literacy will be required for all employees. Companies must ensure employees know how to use this media to collaborate, connect and innovate in the global marketplace.

Building a portfolio of contract jobs will be the path to obtaining permanent full-time employment. Companies will farm out more work to be done on a contingency basis and, in so doing, test potential future employees to ensure that there is not only a fit of skills but also a cultural fit.
Bridging the Generation Gap: How to Get Radio Babies, Boomers, Gen Xers and Gen Yers to Work
by Linda Gravett, Ph.D., and Robin Throckmorton, MA

Why can’t we all just get along?

Miscommunication and conflict across generations can cost your company thousands of dollars in lost revenue and employee turnover.

You need to pay attention! By 2010, the US will be short 10 million workers – this is actually 10 million workers with the right skills.

There are not as many Gen Xers (40 million born 1965 to 1976) to replace the retiring Baby Boomers (80 million born 1946 to 1964).

The numbers alone tell us that we need a plan for recruiting – and then keeping employees fully engaged!

Retention is important. Turnover costs range from 50 percent to 150 percent of the departing employee’s annual wage.

Because of the shrinking labor pool, focus on retaining emerging retirees: offer a part-time flexible schedule with benefits; suggest semi-retirement and benefit from their skills and knowledge as they mentor and teach others.

So, who are the generations?

**Radio Babies (born between 1930 and 1945)**

Here’s what they have to say today:

- My mind still works. I’m still creative, and I care about the quality of my work.
- I can do more than share stories. I can help shape the future.
- I’d like to stay in the workplace another ten years if I could find a company that’s willing to be just a little bit flexible.

**Baby Boomers (born between 1946 and 1964)**

Here’s what they have to say today:

- Keep me interested or I’ll leave, start my own company and become your competitor.
- I still want to reach far out to attain my career dreams.
- I’ve paid my dues. Can’t young people make an occasional sacrifice?

**Generation X (born between 1965-1976)**

Here’s what they have to say today:

- I have a family life so sue me!
- It’s hard to manage people over 40 because they want to tell me what to do and how to do it!
- I want respect for my education and techno-savvy.

**Generation Y (born between 1977-1990) and the most demanding generation in history!**

Here’s what they have to say today:

- So I have a pierced tongue – what does that have to do with my IQ?
- Doesn’t anyone over 40 have values?
- I can work just as effectively on a report at home.

Recruitment strategies must be tailored to each generation! The message and the way it’s communicated must entice each unique generation.

Retain Radio Babies through respect for their experience and inclusion in planning for the future.

Retain Baby Boomers through challenging assignments, career growth and engagement.

Retain Generation Xers through tailored benefits, tailored work hours and tailored rewards/recognition.

Retain Generation Yers by providing opportunities to make contributions quickly with challenging career development opportunities.

Look out, here come the millennials (born after 1990) and they want cutting edge technology, tailored services, feedback and recognition.

In general, younger workers expect and feel entitled to consistent, balanced, high quality feedback and older bosses tend to be uncomfortable, unqualified or uninterested in delivering feedback! This creates a significant disconnect and feeling of unmet expectations.
40-50% of HR professionals have observed conflict among employees as a direct result of generational differences!

The biggest sources of conflict across the generations are differences in work ethic and work/family balance.

If you work for a younger boss remember:
- Your boss doesn't want a parent
- Your boss wants you to listen
- Expect a laid back management style
- Do NOT call the boss after hours

If you have direct reports who are older than you, remember to:
- Acknowledge their experience
- Listen to their ideas
- Provide hands-on experience for learning new technology
- Provide recognition for their contributions

The generational differences and challenges present in today's workplace require every leader to now tailor leadership tools and strategies in a unique manner for each generation.

A core competency for effective leadership today is the ability to manage multiple generations simultaneously within any work team.

The three keys to recruiting, developing and retaining qualified staff across generations are:
- One size does not fit all.
- Leverage the skills and competencies available in all age groups.
- Build a brand as an organization that values diversity.
Keeping the Millennials
by Dr. Joanne G. Sujansky and Dr. Jan Ferri-Reed

As Baby Boomers retire and Millennials enter the workforce, the massive demographic shift is creating the need for organizations and leaders to re-evaluate all their internal systems. Many companies alienate and lose this highly educated and talented population of young workers rather than developing a workplace that welcomes employees of all generations. In the book “Keeping The Millennials,” you will learn about the fascinating generation of Millennials and gain great insight into how companies can best attract, hire and retain them!

**Millennials (Generation Y) – Who are they?**

- Born between 1980 and 1999, the millennial generation is nearly as large a cohort as the boomers.
- Millennials seek a multidimensional life by satisfying themselves through their work and their personal lives.
- Millennials tend to be more results-oriented than time-oriented.
- Millennials are responsible and dedicated AND they expect flexible work schedules that will enable them to lead fulfilling lives.
- Millennials see the world as a union of people and countries connected electronically and technologically 365 days a year, 24 hours a day, and 7 days a week.
- Millennials have no trouble trying to work in ways that are better, faster and easier.
- Millennials look for companies that truly take an interest in their employees; companies whose leaders inspire and challenge them to grow, who create ways for them to use their talents and skills.
- Millennials have grown up relying heavily on their parents for guidance and help in reaching decisions.
- Millennials are loyal to people, not companies.
- Millennials are well educated, skilled in technology, and very self-confident bringing to the workplace high accomplishments and even higher expectations.

**Leading Millennials**

- When it comes to leading Millennials, communication is hypercritical.
- Take a fresh look at work rules and job procedures with your Millennials.
- Millennials like to feel appreciated and valued. They need to know that they are making a contribution so frequency of positive feedback is very important.
- Challenge your Millennial employees to take on more responsibilities. Toss them a challenge or ask them to pick up the slack on an important goal or project as they thrive on these types of assignments.
- Be zany – add fun to the workplace and celebrate!
- Pay close attention to building a climate of trust, risk taking and high expectations.
- Look at your organization’s vision, mission and values as potential cool factors to attract Millennials.
- Choose your language carefully to inform, inspire and persuade.
- Don’t over-rely on snail mail (letters or interoffice memos) for critical communications as Millennials may not respond to “tree killer” communication forms.
- Leaders need to carefully give Millennials feedback regarding corrections they need to make without demotivating them.
- Be sure to develop valid, reliable measures for performance and clearly communicate those expectations to Millennials so there are no surprises or misunderstandings.
- In recruiting Millennial candidates, take a marketing perspective and promote your organization as an ideal, cool place to work!
**Gen Y Leadership Strategies**

Recently I spoke to a group of HR Leaders at the statewide SHRM Conference in Madison about attracting, leading and retaining Gen Y employees. I'm intrigued by the number of leaders who, as we talk about the differences in the emerging workforce, well, they just kind of shake their heads in disapproval. This is fairly common.

Nick Sarillo, the successful founder of Nick's Pizza and Pub in Crystal Lake, Ill., has almost 300 employees, 75 percent of whom are under the age of 24. He retains them in a culture of very high expectations. One of the things he said to me when I talked to him recently is, "These young people have high expectations of their leader."

What I really liked about Nick's corporate philosophy is that he accepts this reality. And, he has high expectations of them, as well.

I'd like to address eight leadership strategies that will help you succeed in meeting the high expectations of this generation of the workforce.

**Eight Strategies for leading Generation Y**

1. **Stop it!** Stop thinking the worst of them. This is as good a place to start as any. Reframe your thinking about Generation Y. This is a large population of people. They will all plot on a bell curve for performance and productivity, just like every generation that preceded them. You'll find high performers, medium performers and low performers. Treat them as individual people, and you'll find that you can move away from a stereotype that, somehow, they're all frustrating.

2. **Get them off to a great start.** They will respond well to a 90-day orientation process. When they show up on day one, be ready for them. Make them feel important. They're used to this level of acknowledgment, attention and structure.

3. **Define your expectations at a high level.** Don't underestimate the fact that the young professionals want to be part of something great. Overall, too many leaders are unwilling to put a stake in the ground with a declaration: "I have high expectations of the people who work with me. I will hold you accountable. If I see you doing things well, I'm going to tell you. If I see that you're off track, you're going to hear from me, as well."

4. **Ask each Gen Y employee what he or she is looking for!** Do not lump your individual workers into a big pot and label them. Treat them as individuals. Know what is important to each. An engineering director called me a year or so ago and said, "I have just successfully recruited a fantastic young engineer. Now that I have him, I'd like to keep him. Do you have any ideas for me so that I can successfully retain him?" First of all, this is a great question, driven by a great mindset – "I'm lucky to have this guy." My advice was simple: Ask him!

5. **Respond to each Gen Y employee relative to what he or she is looking for.** This is a continuation of the "ask him" philosophy. Just ask, "What is important to you while you're a member of our team?" It is conceivable that you will be able to give your Gen Y employees some of what they want, and they will have to give you some of what you (or the organization) want. Be very clear about what the middle ground is. This is perfectly fine. What's not okay is to not ask.

6. **Teach context!** When your Gen Y employee asks to be considered for a director role, this is a teaching opportunity, not a criticizing opportunity. Or if your Gen Y employee is too casual, help them understand the proper protocol. Or, if they text too much during meetings, sit down with them and help them understand. If you can envision beginning by meeting them where they are, even if you think it's inappropriate, that's a good start. You might say something like, "Matt, I understand that this is something that seems perfectly normal to you. I'd like to talk to you about what will be more appropriate." We call this approach "affirm then redirect." This will work more favorably than a disapproving approach.

7. **Affirm them!** The bottom line is this: This generation was raised in a context of high attention and affirmation. They are not prepared to come into your organization and be ignored or de-valued.

8. **Hold them accountable for results.** From our experience, employees want to be held accountable for something great. If you talk with your employees about their performance, in the spirit of helping them be the best they can be, it should be easy for you to view this as a very positive move on your part. Keep in mind, also, that you're holding them accountable for expected results so that they can be assured of a role on your team for a long time. It's okay to say this.
Generation Y: A Different Kind of Satisfaction

I met with one of the trainers on our team right after the first of the year to talk about a few of his client projects, and he shared, “I’m really concerned about the young professionals at ABC Corporation. The theme, as I talk with them, is that they’re unhappy with the lack of forward thinking at their company. I think some of them will leave. And, I don’t think the leadership gets it at all.” And you may recall in an earlier column, I made note of a client who shared with me that all of the Gen Y employees hired in 2010 were gone by mid 2011.

A quick aside: If you’re not retaining your young professionals, you may be interested in knowing the cost of turnover. I came across a handy calculator to help you with this: http://www.cepr.net/calculators/turnover_calc.html

Before you continue reading, I encourage you to pause for a moment and answer three questions:

1. Do you CARE about attracting and retaining young professionals?
2. Do you think it is necessary to accept that the world of work is changing?
3. Are you willing to make significant changes in your approach to work (if you haven’t already)? Willingness will best precede ability.

Let’s put some current context around the issue. In November of 2011, CISCO commissioned an international workforce study of nearly 3000 people, all members of the new generation of tech-savvy professionals and students (Reference: www.cisco.com/go/connectedreport). You will not find it a surprise that their job requirements are different from their parents. In fact, the study revealed that one in three college students and young professionals consider the internet to be as important as air, water, food and shelter.

I’d like to turn the CISCO findings into a quiz for you. For each of the findings, I suggest that you determine if you are willing to acknowledge it as indicative of the changing world of work. And I also encourage you to ask yourself if you are willing to accept that these things are NOT wrong.

1. Yes or No: I acknowledge that 40% of college students and 45% of young professionals would accept lower-paying jobs if they had more access to social media, more choice in the devices they could use at work and more flexibility in working remotely.
2. Yes or No: I acknowledge that more than 50% of college students surveyed indicated that if an employer banned access to networks like Facebook at work, they would not accept a job offer from them or would join and find a way to circumvent.
3. Yes or No: I accept that 25% of college students said issues like allowing employees to choose an iPhone over a Blackberry and opening up access to social networks, (while baffling to older generations) would represent key factors in their decision to accept a job offer.
4. Yes or No: I accept that 1/3 of college students and young professionals prioritize social media freedom/device flexibility/mobility over salary.
5. Yes or No: I acknowledge that 68% of employees and 71% of college students believe corporate devices should be used for social media and personal use, too.
6. Yes or No: I acknowledge that 3/5 of students think they have the right to work remotely with a flexible schedule.
7. Yes or No: I acknowledge that 25% think productivity increases if they work from home.
8. Yes or No: I acknowledge that 70% of students believe being in an office regularly is unnecessary (in 2010, this number was 60%).
9. Yes or No: I acknowledge that employees are entering the workforce with entirely new expectations, demanding the liberty to access personal sites at work, and work from everywhere else.

How did you do? Did you answer yes or no for more than half of the above findings? Do you accept these things, or are you stuck in the way it’s been? Dr. W. Edwards Deming shared valuable inspiration that may help any of you who are stuck: “It is not necessary to change. Survival is not mandatory.”

What are these young people chasing if not the fierce work ethic, sacrifices and dues-paying work habits of the generations that preceded them? Perhaps a different kind of satisfaction.