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Autore	Grubb Valerie M.
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Nota di contenuto	Cover; Title Page; Copyright; Contents; Preface; Acknowledgments; Chapter 1: The New Workplace Reality; The Changing Nature of Leadership; The Changing Role of the Manager; The Changing Role of HR; The Changing Role of the Employee; Building on These Changes; Notes; Chapter 2: Defining the Generations; What the Experts Say; The Big Three-and a Newcomer; Baby Boomers (1946-1964); Generation Xers (1965-1980); Millennials (1981-1997); Generation Zers (1998-present); Generational Characteristics; The More Things Change; Notes; Chapter 3: Fostering a Culture of Inclusion The Business Case for Diversity The Role of Company Culture; Overcoming a Negative Culture; Creating an Age-Diverse Culture; Stimulate Idea Generation; Protect Idea Generators; Don't Slaughter Someone for Mistakes; Promote Good Ideas; Broaden Your Knowledge Base; Push Yourself beyond Your Comfort Zone; Employ Diverse Employees and Teams; Recognize and Reward Risk-Taking; Notes; Chapter 4: Setting the Stage for Great Performance; Goal Setting;

Getting Started; Getting SMART; Evaluating Employee Performance; Effective Feedback; Effective Coaching; You Get What You Reward Senior Leadership versus Peer-to-Peer Recognition The Basics of Recognition; Intrinsic Motivators; Career and Development Recognition; Notes; Chapter 5: Being an Inclusive Manager; The Benefits of Inclusion; Breaking Bad Habits; False Thinking of New Managers; Lead by Example; Don't Emulate Bad Managers; Promoting Respect; Innovation at Both Ends of the Spectrum; Managing Workers Older Than You; The Consequences of Not Being Inclusive; Notes; Chapter 6: Promoting Growth Opportunities; The Power of Effective Delegation; Empower Your Employees; Accommodating Different Learning Styles Experiential Training Establish a Mentoring Program; Notes; Chapter 7: Managing Differences in Work Ethic; Defining Work Ethic; The Importance of Mission to Millennials; Connecting Company Mission to Social Goals; What Managers Can Do; What Companies Can Do; Notes; Chapter 8: Managing Different Work-Life Balance Expectations; The Birth of Work-Life Balance; Work-Life Blending versus Balancing; Performance versus Face Time; Managing Flexibility; Managing Virtual Teams; Notes; Chapter 9: Managing Differences in Career Development Planning; Expectations of Career Development by Generation Baby Boomers Generation X; Millennials; Generation Z; Using Career Development for Succession Planning at All Levels; To Train or Not to Train; Tying Succession Planning to Career Development; Five Easy Steps to Creating a Career Plan; Step 1: Start with Company Goals; Step 2: Involve Your Employees; Step 3: Decide What Competencies Are Missing; Step 4: Create an Action Plan; Step 5: Monitor, Measure, and Make Adjustments as Needed; Creating a Company-Wide Development Program Specific to Leadership; Determining What Matters; Identifying Candidates; Assessing Current Leadership Skills Developing Employees' Skills

Sommario/riassunto

"Case studies and strategies for more effective multi-generational management Clash of the Generations explores this new and increasingly common workplace phenomenon, and provides strategies to help managers navigate this ever more complex maze. Traditionally, older workers would retire and make room for the next generation; instead, Baby Boomers are now prolonging their time in the workplace, yet the successive generations are still coming in. Senior leaders are now left to manage a blended workplace comprised of up to four generations--each with their own ideas of work ethic, work/life balance, long-term career goals, and much more. Management is challenging at the best of times, but the new prevalence of generation gaps--sometimes even layered--add an entirely new dimension to an already complex responsibility. This book presents case studies and interviews with representatives of companies with age-diverse workforces, detailing innovative strategies for smoothing out the bumps and helping everyone work together. Managers have long wished that their positions came with an instruction manual, and this book delivers with a host of effective inter-generational management strategies illustrated by real-world companies. Manage the multi-generation workplace more effectively Navigate the generational culture clash Adopt proven strategies for helping everyone get along Promote a more positive culture amidst clashing expectations Every generation in the workplace has value, each has their own strengths, their own weaknesses, and their own unique talents. Each is indispensable, and when they come together as a synergistic force, they can be unstoppable. Effective management means bringing out the best in your workforce, and the strategies presented in Clash of the Generations help you streamline your varied workforce into a team

more valuable than the sum of its parts"-- Provided by publisher.
"Clash of the Generations details proven strategies that managers and senior leaders can employ to ensure that everyone gets along in the sandbox"-- Provided by publisher.
