

10 Tips on Establishing a Culture of Generational Inclusion and Engagement and Belonging

Across all industries, engagement of all five generations at work is currently one of the top concerns of HR executives and senior management. Realization has been growing that the degree and quality of employee engagement directly influences the organizational culture, productivity, profitability and retention.

No one has developed the magic engagement pill, but the actions below can contribute meaningfully toward the solution.

Don't isolate any generation by physical location or function. Adopt a flexible, multi-generational mindset for long-term success. It will benefit the firm and the individuals who comprise it in many ways, leading to more at-work satisfaction, better decision-making, essential mentoring and sponsoring and critical understanding of client perspectives and needs.

In order to achieve more engaged working relationships, higher productivity and tenure across the company, here are some steps to consider and implement, particularly with the younger generations in mind.

- Develop an employer-employee relationship model based on mutual expectations from Day One or orientation. Keep people engaged and talking openly about career path at the firm or subsequently elsewhere.
- Provide junior and senior colleagues networking opportunities to meet possible mentors and allow relationships to develop.
- Don't assume all generations have the same expectations, wants and definitions of success as you do. Ask, listen and observe.
- Train professionals to dialogue effectively as that is becoming more important again to coordinate, collaborate and build trusting relationships.
- Encourage Gen Y/Millennials* to develop and use their networks, and don't discourage them because sizable business from them isn't there yet. Let them see a future for themselves as connectors and rainmakers as well as service providers.
- Measure and reward impact. Millennials want to be recognized as the Boomers always have wanted, though possibly in different ways. Ask what's important to them.
- Establish "Councils" of Millennial employees to provide input to everything from workplace diversity & inclusion policies, marketing campaigns and career development.

- Invite Millennial input to hiring decisions to make them feel “heard” and help attract potential “A Players.”
- Support all the generations in impactful participation in the many and diverse communities and causes that align with their values as well as provide goodwill for the firm. Think of contributions beyond the traditional ones.
- Understand that “mobile” is more than technology; it’s a way of life. Make a cultural mind shift to accommodate and capitalize on mobile life that works for all generations and diversities.

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