



Balanced Perspectives

How to Recruit a Multigenerational Workforce

For the first time in history, four generations are working side-by-side in the workplace: the Silent Generation, the Baby Boomers, Generation X and Generation Y.

They share ideas, challenges and responsibilities. They must communicate, collaborate and successfully work together to meet goals and build a competitive advantage. This is the new workforce—diverse, dynamic, multigenerational.

It is also dangerous. As employers race to understand the changing workforce, they run the risk of over-stressing and even stereotyping generational differences and decision drivers. For although the different generations have been influenced by common events and social norms, contemporary workers still seek career paths that meet their individual needs and interests.

In this white paper, we will explore the delicate balance between shared generational traits and individual career aspirations that ultimately shape the way we must approach recruiting.

Why the Generational Fuss? New Challenges of a Changing Workforce

Growing interest in the make-up of the workforce may, in reality, be less about generational differences and more about how the workforce itself is changing.

Four major shifts are radically affecting the workforce and its recruitment, retention and strategies:

The aging population, transfer of authority, increased employment options, and redefined work life.

1. The Aging Population

In 1950, the median age was 29. Today the median age is 37, and by 2050, the median age is projected to reach 45. In the space of a century, the median age will have jumped from 29 to 45—more than 15 years.

One reason for this sizeable shift is increased life expectancy. Another is the simple fact that Baby Boomers—the largest population segment in the United States—are growing older.

A rapidly aging population leads directly to a rapidly aging workforce. This is already evident in many occupations. Today, the average age of a nurse is 47, and the median age of workers across all industries is 39. Soon the majority of the workforce will retire. And even though the population continues to grow, the percentage within working age will continue to decline.

Contemporary workers still seek career paths that meet their individual needs and interests

As Boomers retire, they will take a significant amount of the labor force, talent resources, and intellectual capital with them.

2. Transfer of Authority

Younger generations will need to fill the labor void left by Boomers; however, that doesn't mean they're passively waiting in the wings for Boomer departure. Generations X and Y are beginning to assume greater responsibilities at work, as employers prepare to transfer Boomer leadership and knowledge to their upcoming counterparts.

Furthermore, Generations X and Y are moving into positions of innovation and authority in their own right. Through education, specialized skills and thought leadership, X and Y professionals are driving new business opportunities and growth—toppling traditional corporate structures in the process.

In the past, age groups were stratified across the workplace. Young people worked at the front desk or factory floor. Veteran professionals worked in management and made the decisions that mattered. Today, professionals of all ages work in diverse teams to execute projects and solve problems.

A mix of generations in the workplace is nothing new—but a mix of shared generational authority and responsibility is completely changing the workforce dynamic.

3. Increased Employment Options

Nine-to-five at the office is no longer the only acceptable work model. New tools and technologies make self-employment, remote employment and alternative work arrangements more efficient than ever. Tools such as e-mail, telecommuting, teleconferencing and virtual offices allow employees to rethink how, when and where they work.

In addition, workers have more career options from a wide range of existing industries, developing industries and areas of specialization. Professionals may also choose to travel, work overseas, consult, or retrain for yet another career.

4. Redefined Work Life

Twenty-first century careers are not always linear or sequential. The traditional route of completing one's education, climbing the corporate ladder and transitioning to retirement is no longer the norm.

Nine-to-five at the office is no longer the only acceptable work model

Today, workers change professional direction with greater frequency. They manage a number of roles, phases and work experiences all at once. Education often extends well into adulthood and throughout one’s work life. Workers may even retrain several times, with new career directions taking them to distant cities, states and countries.

With so many changes and options overtaking the workforce, it has never been harder to attract, recruit and retain talent. In order to do so, many are turning to demographic profiling, and an obvious place to start is the generations.

Lifestyle Characteristics by Generation

| | Veterans/Silent Generation (1922–1945) | Baby Boomers (1946–1964) | Generation X (1965–1980) | Generation Y/Millennials (1981–2000) |
|---------------------|---|--|--|--|
| Core Values | <ul style="list-style-type: none"> • Respect authority • Discipline | <ul style="list-style-type: none"> • Optimism • Involvement | <ul style="list-style-type: none"> • Skepticism • Fun • Informality | <ul style="list-style-type: none"> • Realism • Confidence • Extreme fun • Social |
| Family | <ul style="list-style-type: none"> • Traditional • Nuclear | <ul style="list-style-type: none"> • Disintegrating | <ul style="list-style-type: none"> • Latch-key kids | <ul style="list-style-type: none"> • Merged families |
| Education | <ul style="list-style-type: none"> • A dream | <ul style="list-style-type: none"> • A birthright | <ul style="list-style-type: none"> • A way to get there | <ul style="list-style-type: none"> • An incredible expense |
| Communication Media | <ul style="list-style-type: none"> • Rotary phones • One-on-one • Write a memo | <ul style="list-style-type: none"> • Touch-tone phones • Call me anytime | <ul style="list-style-type: none"> • Cell phones • Call me only at work | <ul style="list-style-type: none"> • Internet • Picture phones • E-mail • Text messaging |
| Dealing with Money | <ul style="list-style-type: none"> • Put it away • Pay cash | <ul style="list-style-type: none"> • Buy now, pay later | <ul style="list-style-type: none"> • Cautious • Conservative • Save, save, save | <ul style="list-style-type: none"> • Earn to spend |

The Generations at Work

Common Traits to Typecasting

If managers and employers are paying extra attention to the different generations in today's workforce, we must first understand how each generation is being profiled and classified. Most research, studies and reports emphasize what makes each generation unique—how each generation is different.

1922–1945 >>>

The Silent Generation

Born in the deprivation of the Great Depression or in the crossfire of the Second World War, the Silent Generation went on to fight the Korean War, ignite the Civil Rights Movement and reinvent Rock N' Roll. They are the Beatles, Marlon Brando, Martin Luther King, and Gloria Steinem. Silent?

The Silent Generation at Work

Often labeled as “artistic” and “adaptive,” members of the Silent Generation are now in the twilight of their professional careers. They are the generation that is most satisfied with their employers: 85% reporting job satisfaction. However, do not assume this is because they have longer tenure and enjoy higher earning power. Employer approval is consistent regardless of how long they have been in a particular role. Silent Generation workers have a higher tendency to feel their skills are being best utilized and understand how their jobs connect to the overall goals of their companies.

Delayed Silent Retirement

Socio-economic change is affecting Silent Generation retirement plans. Today's mature employees are able to work later in life due to improved health conditions and less physically demanding jobs. Traditional pensions—that once penalized participants who worked too long—have been replaced by defined contribution plans as the dominant type of employer-sponsored retirement. Retirement health benefits—which provide health insurance to retirees before Medicare begins at age 65—are disappearing, making early retirement more expensive. Social Security's full retirement age has increased, and delayed retirement credit is now eight times as high as it was in the mid 1970s. All of these factors have kept the Silent Generation working.

Retirement at age 65 has become much less common over the past 30 years: falling from 56% for those born between 1913 and 1917 to 26% for those born from 1933 to 1937, down to only 7% for those born from 1943 to 1947. Workers today

Today's mature employees are able to work later in life

are more likely to partially retire before they retire completely. In addition, workers are more likely to “unretire” today than in the past.

Still, the working days of the Silent Generation are coming to a close. And the generation behind them is also working towards retirement.

1946–1964 >>>

The Baby Boomers

This generation would move through the American narrative like a tidal wave. Baby Boomers were born into the prosperity, exuberance and optimism of the years following World War II. They grew up firmly believing you can do anything and be anything. As their name suggests, Boomers largely outnumber the generations that come before and after them. Today they make up approximately 30% of the population.

Boomers at Work

Boomers are determined to “make a difference.”

After coming of age during the fight for civil rights, women’s rights and war protests, Boomers are determined to “make a difference.” They have a strong work ethic, are focused on their career paths and care a great deal about professional status. They like important titles and are less concerned about vacation time, flex time or even compensation (provided their financial needs are met).

Boomers are now entering retirement age, although they are likely to postpone their exit from the workforce. As with the Silent Generation, full retirement is not financially viable for many Boomers, especially in the wake of the recent recession. As a result, Boomers will need to continue working, at least part-time.

Beyond financial burdens, Boomers are genuinely interested and invested in their work and are happy to continue in their careers. However, unlike their earlier years, Boomers would like to cut back on long hours.

Yet sooner or later, without question, the coming decades will see a permanent Boomer exit from the workforce—this time resulting in a boom of job vacancies.

Boomer Job Selection Criteria:

- **Location.** The less they have to commute, the better. Boomers increasingly value balance as they age. They no longer wish to work an exhaustive week or commute an hour to and from work.
- **Loyalty and work ethic.** Boomers were taught to value employer-employee commitment based on trust and tenure. They desire to work for companies that are loyal to employees and reward hard work and years of dedication.
- **Financial security and stability.** As Boomers age, they become increasingly risk averse, especially with financial matters. Boomers seek opportunities with short-term financial rewards; however, they focus on long-term financial security, including retirement, 401k, pension and stock options.
- **Opportunities for post-retirement employment.** Boomers either can't afford to stop working or feel their lives will be less fulfilling without work of some kind. They are interested in what has become known as “active retirement” or flexible/part-time arrangements.
- **Mentoring others.** At this stage of their careers, Boomers seek ways to give back and share their experiences. They have worked hard, achieved success and like to share their knowledge with others.

1965–1980 >>>

Generation X

Generation X is the first generation to be raised in the postmodern age in which widely-accepted social standards and institutions were questioned and deconstructed. From an early age, members of this generation were therefore seen as skeptical, cynical nonconformists. Uncertainty became a rule for this generation rather than an exception.

Generation X at Work

When Generation X went to work, they brought a radical concept with them: work-life balance. The view of heading into the office changed from “live to work” to “work to live.” Generation X makes family time a top priority. They believe in value, and do not believe you need to work 60 hours every week to feel fulfilled. They will work hard and be productive, but they will not make work their life. They’ve seen Baby Boomers get laid off. They’ve seen friends lose big money in the dot-com era. They don’t believe they’ll benefit much from Social Security. As a result, they will pursue a less prestigious career path if it means more time for the people they care about and for personal interests.

Generation X makes family time a top priority.

Generation X Job Selection Criteria:

- **Employer stability.** Gen X watched as their parents were laid off multiple times by corporations that no longer valued loyalty or were financially affected by multiple recessions. They value longstanding companies, with strong portfolios, plans for the future, and longevity.
- **Forums to question authority.** Raised by parents who were children of the '60s, or born themselves during that free-spirited time, Gen X was taught that rules don't always apply. Again, they have seen their parents' loyalty go unrewarded—blind loyalty is not in their DNA.
- **Flexibility and work-life balance.** Gen X has worked hard since joining the workforce. Now they are in their prime child-rearing years. Family is first in their lives, and both parents of Gen X households usually work outside of the home. They often need support from their employers in order to care for both growing children and aging parents. Because their lives are often filled with the stress of work and life, they seek opportunities for balance and ways to recharge their batteries.

1981–2000 >>>

Generation Y

The youngest segment in today's workplace is still working to define itself. Also known as the Millennial Generation, Echo Boomers, Generation Next, Net Generation and Trophy Kids, the group born between the early 1980s and the turn of the twenty-first century are many times portrayed as something of an anomaly. Perhaps that is because Gen Y tends to be defined less by ideals, attitudes and social movements, and more by the abrupt proliferation of media and technology.

Generation Y is universally seen as being technologically savvy. They never knew a world without cell phones, instant messaging or the ever-present Internet. Yet this generation has also been affected by significant historical events and social change: 9/11, the War on Terror, Hurricane Katrina and the greatest economic crisis since the Great Depression.

Gen Y brings new technical skills and networking solutions into the workplace

Generation Y at Work

Generation Y is making its way into the workforce and creating a lasting first impression on employers. They bring new technical skills and networking solutions into the workplace. They think globally, whether they are working at a regional or international company. And they are only beginning to point the way to new business opportunities. However, youth unemployment in the U.S. reached record highs in 2009, at nearly 19%. Today—due to the recession—Generation Y struggles to find work or advance their careers, but exactly how recent social and economic events will affect their long-term work philosophy remains to be determined.

Generation Y Job Selection Criteria:

- **Meaningful work.** Gen Y wants to add value to their organizations. They are not happy simply shuffling papers. They want to contribute and need to feel that their work has meaning.
- **Socially conscious employers.** Gen Y seeks out employers who provide community development opportunities and have a strong commitment to civic and environmental causes.
- **Team environment.** Gen Y grew up in team environments—from school projects to youth sports—and seek work opportunities that are structured this way.
- **Cutting-edge employers.** Gen Y wants to work for companies that are industry leaders, are cutting-edge and have the latest technologies and resources available to them.
- **Education.** The youngest working generation wants to be someplace where they can grow professionally, personally and academically.
- **Forums to provide input.** Gen Y seeks the ability to communicate up and down in a corporation. Formal processes for communication only go so far with them. They believe in open-door policies and that all team members should be able to speak freely.
- **Flexibility.** Flexible arrangements—from work hours to attire to environment—work better for this generation than a strict, button-down culture.

Yet, for all the behaviors and traits they share in common, we must be careful not to force generational workers into “types.” In recruiting strategies, we should take generational trends into account, but it is equally important not to over-rely on generational profiling to draw top talent.

Y Generational Stereotypes Don't Work

There is a thin line between understanding the generations and stereotyping them. Gen Y stereotypes provide a good example here. The “otherness” often ascribed to Generation Y points to some of the misconceptions that can result from overemphasizing generational differences.

Misconceptions can result from overemphasizing generational differences

Entitlement

It is widely believed that Generation Y wants it all right now and doesn't want to work for it. They complete their orientation and immediately ask to be promoted. They demand a raise before their first paycheck. They know it all before they accumulate a drop of experience.

Today, Generation Y enjoys more authority in the workplace, as professionals of all ages increasingly collaborate on projects. As a result, age stratification breaks down, and influential thinking becomes shared. This may be the reason for Generation Y's perceived entitlement.

Unlike the high-power executives of yester-years, Boomer and Gen X business leaders don't favor a closed-door policy when it comes to problem solving. True to their generational profiles, they believe everyone can "make a difference" and seek unconventional solutions. This gives Generation Y greater opportunities early in their careers.

No Work Ethic

They may in fact be very productive, but Gen Y may not know what behaviors *signal* a solid work ethic. Veteran workers assume Generation Y should understand what is meant by dress neatly, be punctual and provide prompt service. Just remember, Generation Y learned to style themselves during the "grunge" era. The long work hours of their Boomer parents made "running late" part of their everyday vocabulary. And they are less familiar with service that is personal and prompt, and more familiar with service that is automated and instant.

Responsibility in the workplace is a two-way street. Boomers and Gen X must effectively onboard Gen Y employees to establish what is expected and acceptable in the workplace, and Gen Y must make the effort to meet those expectations.

Self-obsessed

Gen Y spends large amounts of time on self-promotional social networking sites like MySpace and Facebook. Yet, social networking is still networking—an essential part of professional development and smart business practices.

Today, most organizations recognize the value of social media as a business tool. This is why Boomers and Gen X are also highly active on social media. In fact, the greatest growth of Facebook profiles now belongs to users aged 35 to 49.

No Manners

Generation Y grew up in a social environment where “yes sir” and “no sir” were considered antiquated. Instead, Generation Y developed its own vocabulary for expressing appreciation and gratitude. “You are welcome” has been replaced with “No problem.” “Thank you” now comes in the form of “Cool.”

A proper “please” and “thank you” may be the hallmarks of politeness, but Gen Y supplements are no less genuine.

Stubborn

“Determined” was used to describe the Boomers. “Defiant” was applied to Gen X.

If a common thread unites all the generations, it is their determination to challenge and evolve preexisting standards. Generation Y may not like your company policy, may challenge your company policy, may grudgingly adhere to your company policy, but this makes them more like you than you may even realize.

Workplace Characteristics by Generation

| | Veterans/Silent Generation (1922–1945) | Baby Boomers (1946–1964) | Generation X (1965–1980) | Generation Y/Millennials (1981–2000) |
|------------------------|---|---|--|--|
| Work Ethic and Values | <ul style="list-style-type: none"> • Hard work • Respect authority • Sacrifice • Duty before fun • Adhere to rules | <ul style="list-style-type: none"> • Workaholics • Work efficiently • Personal fulfillment • Desire quality • Question authority • Do what it takes | <ul style="list-style-type: none"> • Eliminate the task • Self-reliance • Want structure • Want direction • Skeptical | <ul style="list-style-type: none"> • What's next • Multitasking • Loyal to people, not companies • Entrepreneurial • Tolerant |
| Work is... | <ul style="list-style-type: none"> • An obligation | <ul style="list-style-type: none"> • An exciting adventure | <ul style="list-style-type: none"> • A difficult challenge • A contract | <ul style="list-style-type: none"> • A means to an end |
| Leadership Style | <ul style="list-style-type: none"> • Directive • Command and control | <ul style="list-style-type: none"> • Consensual • Collegial | <ul style="list-style-type: none"> • Everyone is the same • Challenge others • Ask why | <ul style="list-style-type: none"> • I deserve to be boss, I have my MBA |
| Interactive Style | <ul style="list-style-type: none"> • Individual | <ul style="list-style-type: none"> • Team player • Loves to have meetings | <ul style="list-style-type: none"> • Entrepreneur | <ul style="list-style-type: none"> • Participative |
| Communications | <ul style="list-style-type: none"> • Formal • Memo | <ul style="list-style-type: none"> • In person | <ul style="list-style-type: none"> • Direct • Immediate | <ul style="list-style-type: none"> • E-mail • Voice mail |
| Feedback & Rewards | <ul style="list-style-type: none"> • No news is good news • Satisfaction in a job well done | <ul style="list-style-type: none"> • Don't appreciate it • Money • Title recognition | <ul style="list-style-type: none"> • Sorry to interrupt, how am I doing? • Freedom is the best reward | <ul style="list-style-type: none"> • Whenever I want it, at the push of a button • Meaningful work |
| Messages that Motivate | <ul style="list-style-type: none"> • Your experience is respected | <ul style="list-style-type: none"> • You are valued • You are needed | <ul style="list-style-type: none"> • Do it your way • Forget the rules | <ul style="list-style-type: none"> • You will work with other bright people |
| Work and Family Life | <ul style="list-style-type: none"> • N'er the twain shall meet | <ul style="list-style-type: none"> • No balance • Work to live | <ul style="list-style-type: none"> • Balance | <ul style="list-style-type: none"> • Me time |

Recognizing Individual Career Aspirations Within the Generations

To effectively recruit candidates, it is essential to connect with them as individuals, not merely as representatives of a generation. Resorting to generational types

can result in misunderstandings, and turn off otherwise interested candidates. Because—for everything they share in common—each generation is missing a crucial component: consensus.

Variation exists within the generations. It is wrong to assume every Boomer, every Gen X or every Gen Y wants the same things from his or her career. For example, let us consider what Generation Y has to say about their career choices.

Results from a recent study imply Gen Y workers gravitate towards big companies with big names—or at least that is how the results were interpreted. When seeking a job, 37.5% of Gen Y surveyed said they prefer working at a company with 50 or more people on staff. Yet this means over 60%—a solid majority—indicated no preference for a career at a large company. So the interpreted results are misleading. Therefore, highlighting company size in a recruiting strategy might resonate with 37.5% of Generation Y, but to the other 60% it will make little or no difference.

The way to finally win over top-choice candidates is to appeal to their individual career aspirations

This is true for every aspect of your recruiting strategy. From work culture and options to benefits and opportunities, there will always be some element of hit or miss. There will always be an exception—a remaining percentage. The data collected on Generation Y simply points to this:

- 38% selected “opportunity for advancement” as one of their top three job must-haves; the remaining 62% are more interested in other job must-haves.
- 42% placed “relationship with peers” as one of the top reasons for getting or keeping their job; 58% are less interested in “relationship with peers.”
- 32.7% preferred colleagues to be of different ages; 35.1% said age didn’t matter at all; 32.2% have a different age preference.

And so on and so on. Work preferences, traits, behaviors and aspirations are not ubiquitous across any given generation. They vary from worker to worker, professional to professional, individual to individual.

Your approach to recruiting must recognize this. Otherwise, you might aggressively promote x—based on majority percentages and stereotypes—when the desired individual candidate is actually more interested in y. That can be a problem.

Recruit Talent, Not Just Generational Types

Recruiting today’s multigenerational workforce is a balancing act between changing workforce expectations and the professional needs of individuals.

As a whole, the generations have ushered in varied workforce dynamics, from the way they communicate to more flexible work-life options. Yet the way to finally win over top-choice candidates is to appeal to their individual career aspirations.

For this reason, we must get to know the generations but, more importantly, get to know our candidates. In this way, multi-generational recruiting strategies are multi-dimensional—using tools and tactics relevant to the generations at large with options and messaging that is adaptable to individual candidate needs.

Communicate

Communication is increasingly problematic for recruiting. Not only do recruiters sometimes communicate the wrong things, communication channels tend to be mismatched or underutilized. How workers find jobs and how employers fill them are not always in sync.

Regardless of age, most workers look for new jobs through newspapers and periodicals, online career boards and aggregators, or third party placement agencies. However, most employers seek new hires through referrals (the leading source of hire, averaging 30%) or job postings to their corporate website. Even then, most companies only post 30-40% of their open positions.

Many job openings simply remain in a manager's head. Managers know departing employees will need to be replaced, or that new business opportunities will require new talent, but they do not always advertise these facts. Instead, they loosely ask around. This is how highly qualified workers and employers often miss one another in the recruitment process. They are not communicating.

Job seekers and employers need to get on the **same page**, in the **same place**, at the **same time**. Emerging communication channels—such as professional networking sites—make this possible.

The generations have come to expect the unexpected and be prepared for change

It is wrong to think online networking is exclusive to younger job seekers. If a glimpse into the generations has shown us anything, it is that Boomers, Gen X and Gen Y promptly adapt to change and technology. In fact, nearly 75% of Boomers alone maintain online profiles. Job seekers and employers of all ages are increasingly using online tools—like social media—to advance their professional goals.

Yet online tools are not the only effective means of communication. There are many ways to communicate—online and off. The challenge is identifying which mix works best for you. As the different generations embrace new forms of communication, recruiting must be present where the workforce is seeking information and having meaningful conversations.

Be Flexible

Commonalities exist between the different generations. Employers can address these. The Silent Generation, Boomers, Gen X and Gen Y all seek greater flexibility in their work lives, albeit for different reasons. From flexible hours and telecommuting to job sharing and part-time work options, employers can explore how they can make work life more desirable for sought-after candidates. Demonstrating that work options exist at your organization will speak well for your overall employer brand.

Offer Diverse Experiences and Challenges

Workers from different generations also seek careers that offer a wide range of work experiences and varied professional challenges. Through their collective life experiences, the generations have come to expect the unexpected and be

prepared for change. They learned to multi-task. They enjoy variety. Economic change has also taught them the importance of broadening their skill sets. If employers introduce employees to new ideas, challenges, education and situations, they are more likely to improve their retention rates.

Evolve with the Workforce

It is important to recognize that some generational needs will change with time, while others will not.

To say that generational characteristics are a passing fad—that generations will “grow out of it”—is a mistake. This was believed of Generation X. It was assumed they would outgrow their persistent need for work-life balance. That has not been the case. Values, attitudes and priorities are established early in life. Generations do not change over time to resemble previous generations at the same life stage. A generation is a product of their own times, formative years and technologies.

Many employers confuse engaging candidates with impressing them.

On the other hand, select generational behaviors and attitudes will evolve. Boomers are an excellent example of this. For years they committed to long work hours, but today they strive to work fewer hours and make time for personal interests, as they approach retirement. In this way, Boomer work behaviors have evolved.

It is impossible to know which generational work behaviors are permanent and which will evolve with time. Therefore, employer recruiting must connect and reconnect with workforce trends and changed generational behaviors.

Engage Top-choice Talent

Posting jobs tailored to generational profiles will not guarantee successful hires. To make that happen, employers must engage and build a relationship with top-choice talent.

Many employers confuse engaging candidates with impressing them. They make assumptions and push perceived job benefits on a candidate before they know what actually interests the candidate. Here, they risk saying the wrong things.

To hit on the right things, recruiters must get to know the professional aspirations of each individual candidate. Effective recruiting is a two-way conversation, not a one-way pitch. Skilled recruiters understand this. They make phone calls, facilitate meetings, hold discussions and, most importantly, listen closely. They listen to what the employer needs, but they also listen to what the individual candidate needs. This is the only way to determine a best fit for a job.

In that process, it is crucial not to get entirely caught up in generational profiles. All candidates, companies and job positions are unique. To some extent, they may fit generational trends, but they will ultimately base decisions on their own unique set of abilities, desires and challenges.

As the workforce continues to change, balancing overall trends with individual needs will give employers a distinct advantage with top-choice candidates. For although following generational patterns may uncover top-choice candidates,

winning them over will require meeting their individual career demands. Because before they share workspace, share ideas or share company goals, the generations share the need be recognized as individuals.

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