

Today's Young Workers, Tomorrow's Leaders: What we know about Inter-generational Differences

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Do Inter-generational
Differences Exist?

YES

However...

- In many ways, the generations are more alike than they are different
- The differences that have been observed are significant enough to lead to conflict
- Like any form of diversity, we must understand and be mindful of differences as well as similarities

Today's Workplace

<u>Generation</u>	<u>Born</u>	<u>Ages</u>
Mature	1925-1945	65 to 85
Baby Boom	1946-1964	46 to 64
Generation X	1965-1979	31 to 45
Millennial	1980-1994	16 to 30

Today's Young People Relative to Previous Generations

- Are more individualistic (Twenge, 2006)
- Are more materialistic (Trzesniewski & Donnellan, 2010)
- Women are more assertive (Twenge, 2001)
- Have lower need for social approval (Twenge & Im, 2007)
- Have higher self-esteem (Twenge & Campbell, 2001)
- Exhibit a greater degree of narcissism (Twenge et al., 2008)
- Exhibit an external locus of control (Twenge, Zhang & Im, 2004)
- Place less importance on hard work itself (Trzesniewski & Donnellan, 2010)
- Have heightened expectations for pay and advancement (Ng, Schweitzer, & Lyons, 2010)

The Challenge...

- The Federal Public Service seeks young people with a public service motivation:
 - Serving the public interest
 - Societal well-being vs. careerism
 - Maintaining the public trust through competence and ethical behaviour
 - Institutional loyalty

Adapted from the Values and Ethics Code for the Public Service - http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TB_851/vec-cve1-eng.asp#_Toc46202803

and Lyons, Duxbury & Higgins (2006)

The good news...

These young people exist

The bad news...

They may be harder than ever to
attract, recruit and retain

The question...

What are you willing to do to recruit, engage and retain Canada's best young talent?

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