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THE WORKPLACE AND BOOMERS DIVIDE

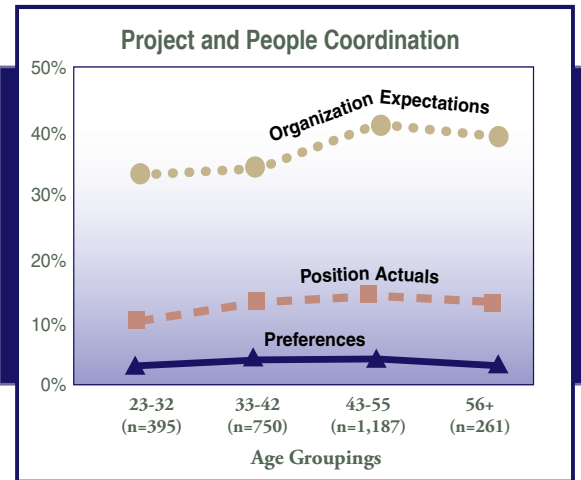
Generational WorkStyles Pose Knowledge Transfer Challenges

Some have identified the divide for knowledge transfer as a labor shortage issue. Others say the divide is a training issue. WorkStyle Patterns' research identifies yet another issue: generational preferences and workplace misalignment.

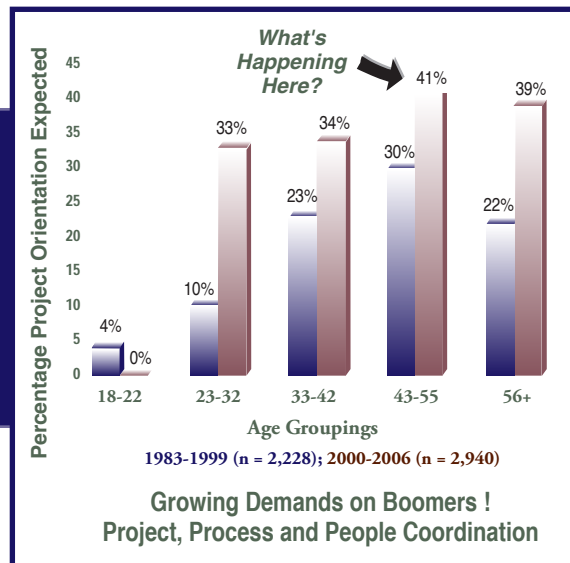
Boomers are expected to transfer knowledge – but don't want to !

Those 43-55 years of age during the 2000-2006 WSP™ study, regardless of position or management level, are expected by their organizations to coordinate and supervise to a high degree. And, by the mid-2000's, this dynamic increased from 30% to 41%.

Of the Boomers studied, only 4% prefer the WorkStyle Orientation to communicate and coordinate work process and project information. Instead, 49% prefer to offer their knowledge by influencing goals and results for the organization. An additional 22% want to influence, but only by performing their own work free from obligations to equip or involve others.



Workplace Short-term Solutions — Catalyst for the Divide



Organizations are increasing their 'hold' on the Boomers to provide knowledge transfer by relying on them to contract back after retirement.

Short term, this may be more efficient operationally. This may even ensure production sustainability with minimal leadership, oversight, limited training requirements and even reduced labor costs. Long term, however, who will have the knowledge and capability to integrate the work processes of the past to the changing and emerging processes and technology?

Conflicting Generational WorkStyles

Boomers and Xers are the two largest groups in the workforce. Boomers have knowledge to transfer to Xers. They may misunderstand and underestimate Xers' work approach – their WorkStyle Preferences. Thus a generational workplace divide... over

Generational Workplace Divide

Boomers – Born 1941/44 – 1959/60

Events & Trends	Core Values	Work Approach
Prosperity	Optimism	Driven
Television	Teamwork	Self-accountable
Suburbia	Personal Gratification	Challenges
Assassinations	Life Work Balance	Results Oriented
Vietnam	Contribution	Independent
Civil Rights	Involvement	Judgement
		Love-Hate
		Relationship w/ authority

* WorkStyle Patterns® (WSP™) Study Group 2000-2006 (n=1,420)
Years of birth vary by reference source within three year range.

Boomers prefer WorkStyle Profiles that influence organizational goals and results with a pragmatic, long-term perspective (49%).

Xer's, however, lack the patience and interest for a long-term learning curve, as a much smaller segment prefers this work approach (ranging from 35% to 39%). They would rather manage their own work independently (27%) or adapt and balance their work activities with life/work situations (23 – 27%).

How, then, can knowledge be transferred? Considering Generational WorkStyle Preferences and core values the following suggestions are offered:

- Connect long-term perspectives (Boomers) with global networks (Xer's)
- Team up doing hands-on projects where there is an informal, family style environment (Xers) while sharing organizational goals and direction (Boomers)
- Identify ways both age groups can influence knowledge transfer by planning the process (Boomers) and determining how it can happen in a self-directing manner (Xers).

Xers – Born 1958/61 – 1979/80

Events & Trends	Core Values	Work Approach
Watergate	Diversity	Family / Friends
Latchkey Kids	Thinking Globally	Short term / Today
World Exposure	Techno-literacy	Responsive
Computer	Fun	Self-manage
Wall Street Frenzy	Self-Reliance	Influence
Challenger	Pragmatic	

* WorkStyle Patterns® (WSP™) Study Group 2000-2006 (n=1,848)
Years of birth vary by reference source within three year range.

Established in 1974, The McFletcher Corporation is a research and consulting firm which specializes in aligning organizations with their market requirements and the workforce. The WorkStyle Patterns® Inventory and Database research are products and services of the McFletcher Corporation. The 2000-2006 Generational Study referred to in this Brief comprised of 3,722 employed individuals and employers from a broad base of industries and professions. This study on Boomers – those born from 1941/44 to 1959/60 – also includes what has been referred to as In-Betweeners.

Call, fax, e-mail, or look us up on the web to learn about McFletcher's products and processes which create new ways to integrate projects and people.

A consultation without obligation is available.



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