

TOOLS FOR TAPPING MULTIGENERATIONAL TALENT

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ECONOMICS

Millennials Become the Biggest Generation in the U.S. Workforce

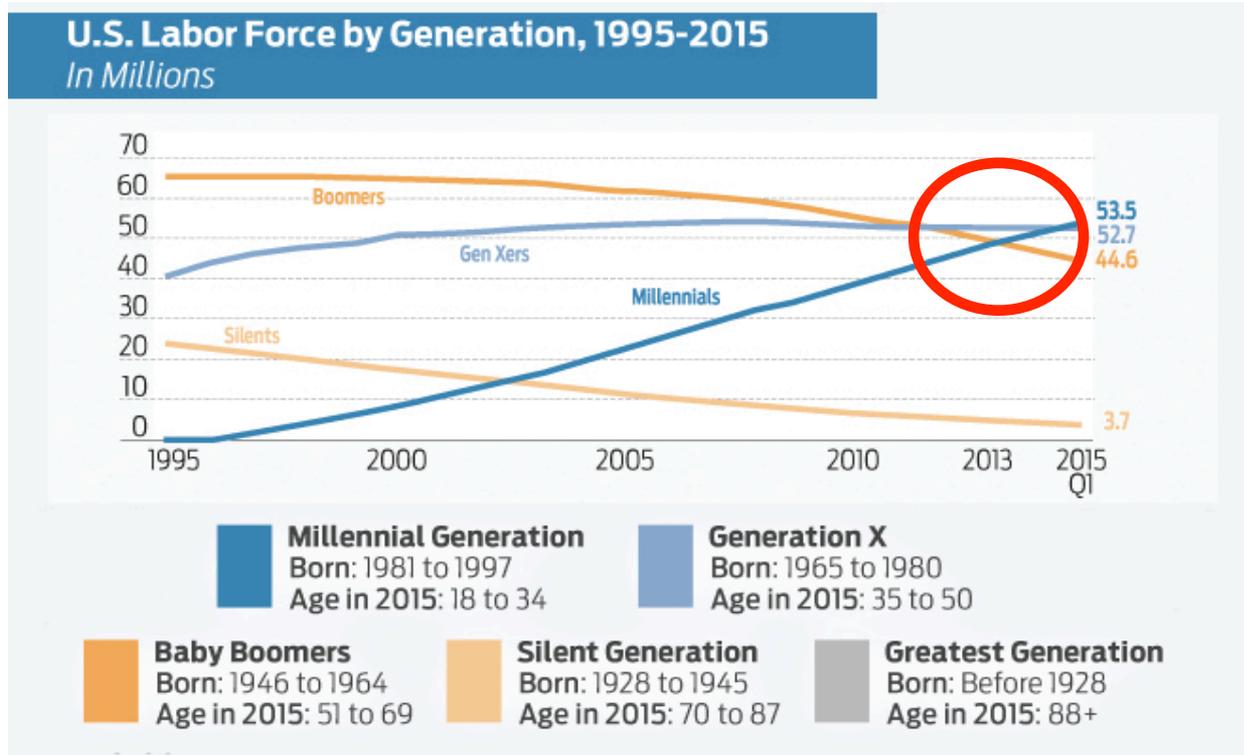
- *The Wall Street Journal*

GENERATIONS IN THE U.S.

GENERATION	BORN	U.S. BIRTHS
TRADITIONALISTS (SILENT)	1922 – 1945	50 MILLION
BABY BOOMERS	1946 – 1964	76 MILLION
GENERATION X	1965 – 1981	55 MILLION
GENERATION Y (MILLENNIALS)	1982 – 1997	80 MILLION
GENERATION Z	1998 –	

Sources: Pew Research Institute, U.S. Census Bureau, Strauss & Howe

GENERATIONAL CHANGE IN THE WORKPLACE



3 WORKPLACE TRANSITIONS

1.

THEN: COMMAND-AND-CONTROL

NOW: COACHING

2.

THEN: UNIFORMITY

NOW: VARIETY

3.

THEN: NEED-TO-KNOW BASIS

NOW: TRANSPARENCY

COACHING STRATEGIES



- Increased Feedback:
 - Feedback by app instead of annual review
 - *The One Minute Manager*
- Apprenticeship:
 - “A Millennial at every meeting”
 - Phone and email “eavesdropping”

CUSTOMIZATION STRATEGIES



- Increased Options – with Boundaries:
 - Student loan employee benefit
 - Work/life flexibility enabled by technology
- Personal Commitment to Diversity:
 - “The Style Conversation”
 - “Put an app on my phone.”

TRANSPARENCY STRATEGIES



What do you do at KPMG?

I KEEP JOBS IN THE USA.

KPMG helps companies obtain federal tax credits available to them for keeping research and development jobs in America, which enables additional R&D funding that creates even more jobs.

KPMG. You're here for a purpose.

10,000 JOBS PRESERVED

Maria Nást

KPMG Inspire confidence. Empower change.

- Access to Senior Leaders:
 - Reverse Mentoring
 - Town Halls
- Transparent Expectations:
 - “This is what excellence looks like.”
- Clarity of Purpose:
 - KPMG Purpose Project

THE BOTTOM LINE

Millennials and Gen Zs want *what we all want*.

But they expect it earlier in their careers.

And they leave organizations that don't provide it.

For a list of the resources
mentioned today...

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THANK YOU