



**2008 National Survey
Generational Differences in the Workplace**

**SPECIAL EXECUTIVE SUMMARY REPORT
FOR SURVEY RESPONDENTS**

Submitted by:



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2008 GENERATIONAL DIFFERENCES IN THE WORKPLACE REPORT

EXECUTIVE SUMMARY & KEY FINDINGS

Generational Diversity Training is an important and emerging interest for the training profession.

Organizations need to understand the generational differences to better recruit, retain, communicate, motivate and develop different learners to benefit the long-term needs of the organization.

TriMax Direct was commissioned to conduct an online survey for *Training* magazine and Learning Communications to learn more about how training and HR professional use diversity training products – and more specifically, generational training products – in their organizations.

The following is a special report of the key findings of the survey, crafted exclusively for the survey participants, that will be useful in terms of examining how their activities and investments align with their peers in the training and HR profession.

More than 128,000 professionals were sent invitations to take this, the largest study ever fielded in this interest area. The overall response rate provides for a +/- 2.1% at the 95% confidence interval, and is considered to be reliable and statistically valid.

The survey's results yielded important and valuable insights into the generational landscape in organizations throughout the United States, and how learning organizations intend to address learning needs.

The survey grouped questions into four major categories. These were used to help organize the rather long and complex survey for ease of use by the respondents.

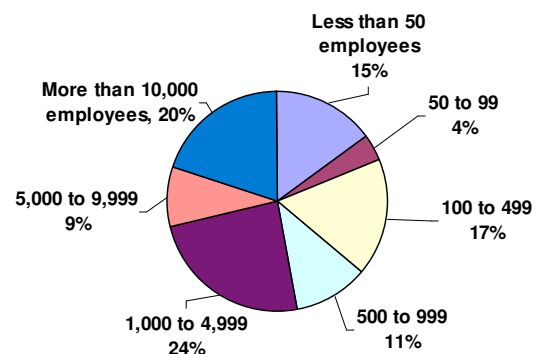
These sections were:

- About You and Your Organization? (demographic questions)
- Understanding Generational Differences in the Workplace
- Understanding Training Programs and Investment Plans
- Purchase Intentions and Influence

ABOUT YOU AND YOUR ORGANIZATION:

Respondents to the survey represented a cross-section of the training and learning management profession. 38% of respondents were from either Government or Education Industries. 14% of respondents reporting being in the Business Services industry, the Health Care industry represents 12% of respondents. Other industries represented were represented by less than 10% of respondents.

Number of Employees



There was a balanced representation of organizations' number of employees.

- 53% of respondents were from organizations reporting more than 1,000 employees
- 20% of respondents were from organizations more than 10,000 employees
- 19% reported less than 100 employees

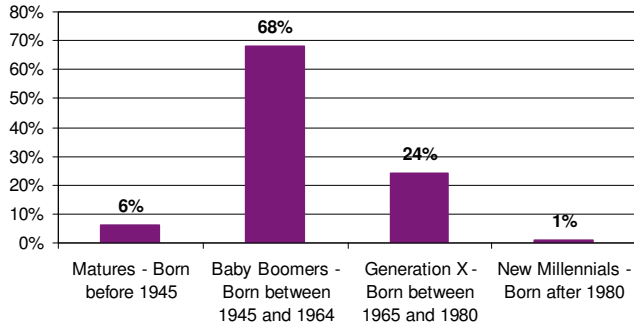
The majority of respondents (69% overall) were trainers, HR professionals, or highly placed professionals responsible for training and learning in their organization.

Respondents to the survey are generally very experienced. 46% of respondents have been in the profession 16 or more years, 29% have more than 20 years experience. 45% reported being in the industry between 5 and 15 years while only 10% of respondents are new to the industry (5 years or less).

UNDERSTANDING GENERATIONAL DIFFERENCES IN THE WORKPLACE:

A very important starting point for this process, as we understand who is participating in the survey, is to learn what generation they belong to. The majority of respondents (68%) belonged to the Baby Boomer generation. About a quarter were GenerationXers.

Which Generation Do YOU Belong?



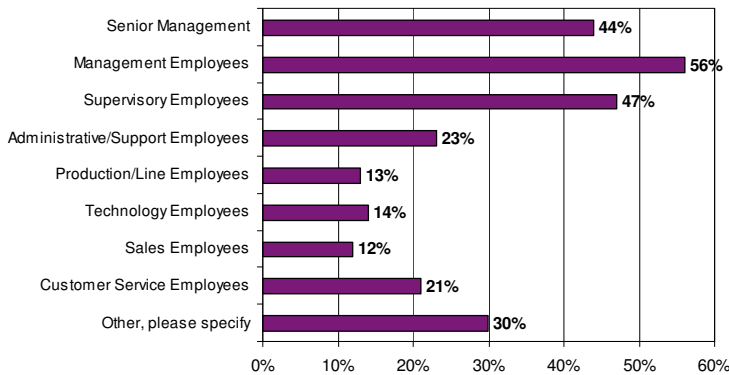
Respondents described what generation their overall workforce belongs to:

- 64%, report that Matures represent less than 5% of their workforce
- 73% report that Baby Boomers are more than 26% of their workforce
- 50% have between 26 and 50% of their workforce classified as GenX
- 78% of respondents' workforces are represented by 25% or fewer New Millennials

The survey findings indicate a significant percentage of employees who have supervisory and management responsibilities receive generational difference training.

- 56% management
- 47% supervisory
- 44% senior management

Who is Trained on Generational Differences?



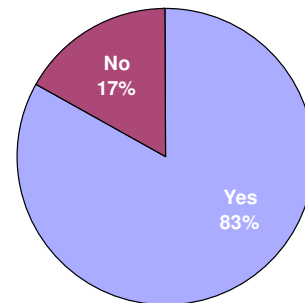
There were 11 different learning outcomes that were posed to survey participants, seeking to learn what outcomes were desired, when offering generational differences training. The most important desired outcome was "Improving Communications between Generations." The least important learning outcome was "Creating Reward and Recognition Programs."

Score	Topic	Rank
3.11	Improving communications between generations	1
2.93	Identifying specific leadership needs of each generation	2
2.93	Improve coaching/mentoring/ leadership programs	3
2.91	Understanding common generational characteristics	4
2.86	Improving employee retention programs	5
2.81	Identifying core values for generations	6
2.77	Assisting in multi-generational team building	7
2.73	Enhancing recruiting strategies	8
2.70	Eliminating generational discord	9
2.70	Directing different communication strategies for different generations	10
2.49	Creating reward/recognition/motivation programs	11

All of the learning outcomes were perceived to be important. There was a minor measurement difference between the top ranked items to the lowest ranked item.

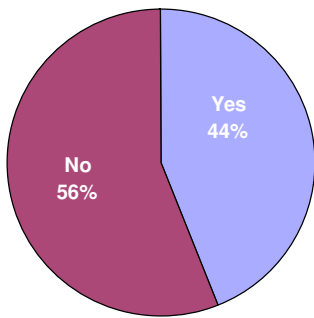
Overwhelmingly (83%), respondents reported that their organizations perceive it is effective to train generations differently.

More Effective to Train Generations Differently?



Even though it was felt that there is importance in learning outcomes for generational training the training priorities for organizations have not changed dramatically due to the generation mix of the organization. 44% said that generational differences in the workplace have changed their training priorities.

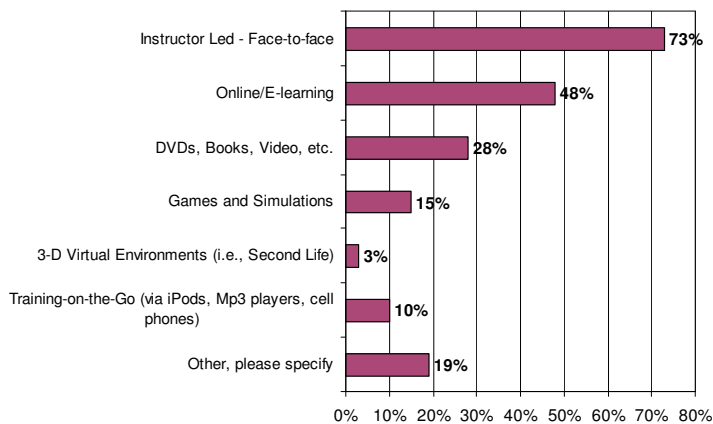
Training Priorities Changed Due to Generational Mix?



The question “How does your organization plan to deliver generational training in the coming year?” was asked of all survey respondents.

- The most frequently cited delivery method was Instructor Led – Face to-face with 73% of respondents making that selection. 48% will deliver generational training via online/e-learning methods and 28% will use DVDs, books, video, etc.
- 3-D Virtual Environments, Training-on-the-go methods and games/simulations were selected by 15% or fewer of respondents, as they are still emerging delivery methods for most organizations.

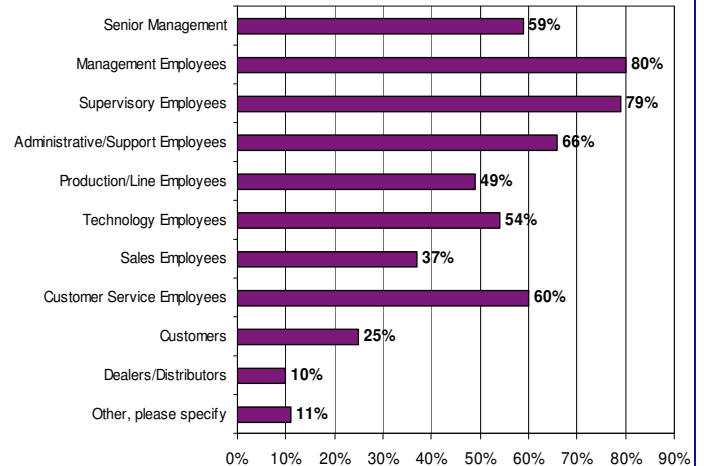
How to Deliver Generational Training Plans



UNDERSTANDING TRAINING PROGRAMS AND INVESTMENT PLANS:

The responses to “who received formal training?” closely paralleled the breakdown of generational training - in that employees with management and supervisory responsibilities were selected by up to 80% of respondents.

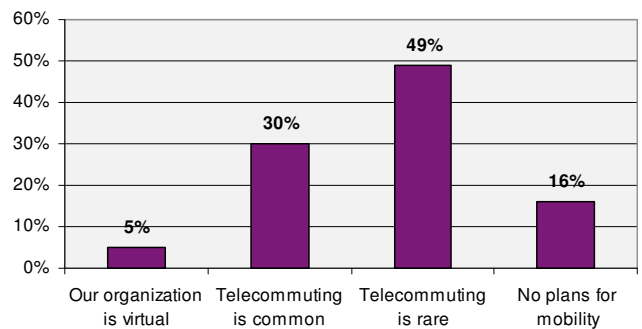
Who Receives Formal Training?



Formal training is offered to many more of the other employees groups. Additionally, formal training is provided to customers (25%) and dealers/distributors (10%).

Regarding the question of workforce mobility, 30% of respondents told us that telecommuting is common in their organization, with an additional 5% indicating their organization is virtual.

Position on a Mobile Workforce?



Most respondents indicated a more traditional approach to a mobile workforce – 16% do not have plans to promote telecommuting - while 49% indicated telecommuting was rare in their organization.

An extensive list of training topics was presented to survey participants, requesting they evaluate each of the topics in terms of importance to their organizations.

The Top 5 topics are: Communications Skills; Customer Services; Leadership; Management Skills and Employee Orientation.

Score	Topic	Rank
3.16	Communication Skills	1
3.02	Customer Service	2
3.01	Leadership	3
2.99	Managerial/Supervisory Skills	4
2.98	Employee Orientation	5
2.94	Compliance (i.e., EEO, HIPAA, etc.)	6
2.75	Sexual Harassment	7
2.70	Diversity	8
2.70	Safety	8
2.66	Technical Skills	10
2.64	Coaching/Mentoring	11
2.62	Conflict Resolution	12
2.60	Business Skills	13
2.54	Respectful Workforce	14
2.38	Quality/Process Improvement	15
2.27	Project Management	16
2.25	IT /IS Training	17
2.23	Interviewing	18
2.23	Presentation Skills	18
2.23	Time Management	18
2.23	Wellness or Health	18
2.22	Effective Meetings	22
2.19	Customer Education	23
2.14	Certification	24
1.99	Generational Differences	25
1.69	Sales	26
1.64	Onboarding	27
1.13	English or Remedial Math Skills	28
0.89	Microinequities	29

The topics of least importance are Microinequities; Remedial Skills training; Onboarding; Sales and Generational Differences.

These low importance topics reflect new or emerging terms as well as highly-specialized types of training programs.

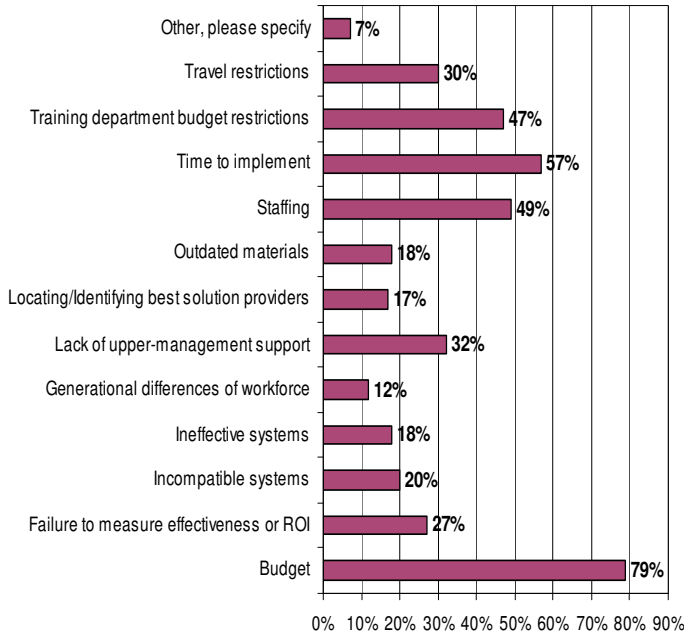
A question was asked to learn respondents' intention on using the various delivery methods.

By sorting each in descending order of offering intentions, we are able to rank them in overall intention of use:

	Will utilize	Considering offering	Will not offer
Classroom Training (in-house)	91%	6%	3%
Custom Developed Content/Training Materials	75%	16%	9%
In-House Workshops/Seminars	74%	19%	7%
Conferences	72%	18%	10%
Computer-Based Training/Software	71%	20%	9%
Custom Training Materials/Manuals Development	71%	17%	12%
Seminars/Workshops	67%	23%	10%
E-Learning	61%	27%	12%
DVDs, Books, Videos (off-the-shelf)	53%	26%	20%
Outside Training/Consultants	52%	29%	19%
Webinars/Web Conferencing	51%	31%	18%
Blended Learning	50%	31%	19%
Degree Programs/Certification	37%	25%	38%
Simulations	31%	34%	35%
Streaming Video/Broadcast	27%	38%	35%
Games	25%	34%	41%
Training-on-the-Go (via iPods, Mp3 players, cell phones)	10%	31%	59%
3-D Virtual Environments (i.e., Second Life)	5%	16%	79%

As we examine the training programs being offered and the delivery methods that will be used, it was important to learn what respondents felt were the obstacles that they faced to achieve their organization's learning objective. Budget limitations (79%) and restrictions (47%), time to implement (57%) and staffing (49%) are the most frequently cited obstacles.

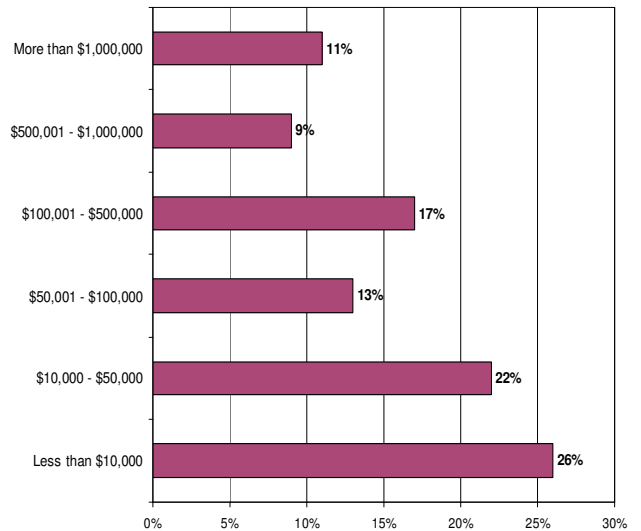
Obstacles to Achievement?



- 67% of the respondents indicated they have intentions to purchase "Off the shelf" products, such as DVDs, books, videos, etc in the coming year.
- Nearly half (48%) of the respondents indicated they would contract with outside experts/consultants to deliver specific training programs.
- E-learning programs, consultants to develop custom content and train-the-trainer programs will be all purchased in the coming year by more than 30% of respondents.

Training budgets for the respondents to the survey varied. 11% reported budgets in excess of \$1,000,000. 50% reported budgets in excess of \$50,000.

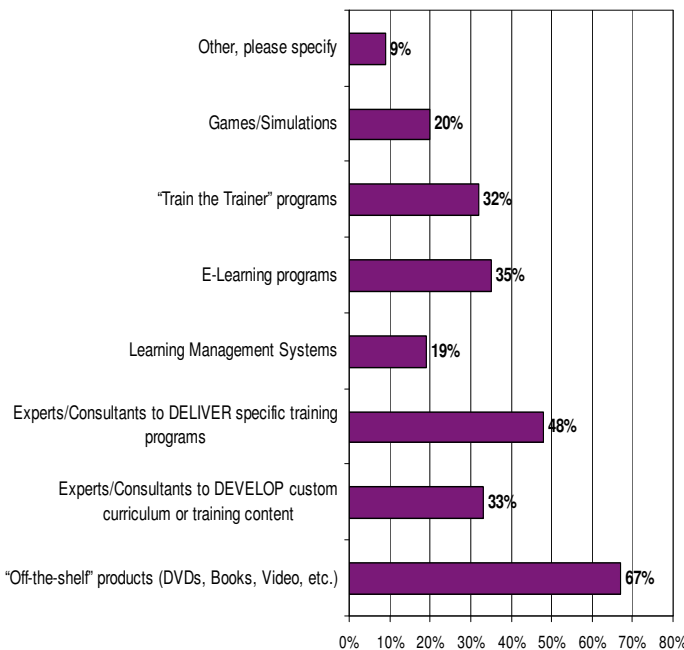
Training Budget Range?



PURCHASE INTENTIONS AND INFLUENCE:

Survey participants were asked, "In the coming year, does your organization INTEND TO PURCHASE or contract for any of the following products and services?"

Purchase Intentions?



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