



COMPETITIVE EDGE, INC.

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The Competitive Edge, Inc. Newsletter



Photo by Hugh Foster

“BE DARING, BE FIRST, BE DIFFERENT.”

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Resolving Multigenerational “Clash Points”

“Hmmm,” you are thinking, “That young man just hired for the new IT position can’t be a day over twenty.” Probably so ---the Millennials, the new kids on the block---hit the ground running and have already infiltrated corporate America. Ready or not, here they come! The Millennials are savvy in many ways, but especially so when it comes to getting the most out of electronic technology. While many older workers are just becoming comfortable with sending and receiving emails, this “electronically leashed” generation is already doing the same only with the latest Palm Pilot wizardry. How each generation handles email is just a small part of a larger quandary: With four generations in the workforce, numerous questions arise beginning with the interview process and continuing with the management, retention and motivation of each group. Each of the four generation brings a different set of needs, wants, values, attitudes and abilities to the table. It is important to understand what drives each of these groups.

First, let’s define these groups. The oldest workers are the Traditionalists born anywhere from 1900 to 1945. World wars, the depression, Joe Louis and Franklin D. Roosevelt defined their world. Their value to a corporation can best be described with the adjective: loyal. Many of us fit into the Baby Boomer generation being born somewhere between 1946 and 1964. We were influenced by John F. Kennedy, Richard Nixon, Martin Luther King, Jr., and the Beatles, and are as diverse in thinking and acting as were those who influenced us. Boomers are optimistic, filled with the idea that anything is possible.

Those born between 1965 and 1980, the Generation Xers, identify with Beavis and Butt-Head, Dennis Rodman and Madonna; real heroes are almost nonexistent in this period. This group likes access to decision-makers, so you can never over-communicate with them. They are more culturally diverse than the previous generation and can think in global terms. The Millennials, born between 1981 and 1999, can relate to the Backstreet Boys and Tinky Winky, but more so to the latest technology and media events. Four groups; each shaped by different times, people, events and changes.

There was a time when diversity in business included race, ethnicity or sex. Today, with the entrance of the

Millennials in the 9 to 5 scene, diversity also includes thinking styles, educational background, geographic location, lifestyles, and sexual orientation along with work experience. So, if you are involved in human resources training, for example, there are several things you can do to resolve those “clash points” which are certain to occur among the generations.

When performing multigenerational training, it is important to put each generation on an equal level that you control by creating an environment that meets each style. It’s a good idea to remember that Traditionalists do not enjoy role-playing, but need to be encouraged early on in the session to being involved. Boomers prefer an environment in which it is okay to disagree, while Xers prefer a potpourri of activities and exercises. Millennials want to seek their own solutions using a speed-o-meter along with a fun -odometer. How do you perform this miracle?

For the Traditionalists, you will want to supply them with an agenda so they will know how to dress and what to expect during the training session. Make certain to provide them with a well-organized participant workbook that includes plenty of resources and references for follow-up. You will also want to include some video support training in the program. Boomers will benefit from the behavioral values and training components that use case studies situations in which they can identify problems and then suggest solutions. Don’t forget to reward them with plenty of prizes; even the Traditionalists will appreciate prizes, as they will usually give them to someone else. The Xers prefer experiential exercises in which they learn, individually or within a team, by their own personal experiences. Millennials expect training to be quick, fun and want to rely on their own resources. Therefore, competitive training games such as “Business Jeopardy” or a Grand National Drag Race in which they would design, build, market and compete, would more than meet their needs. They need plenty of opportunity to move around.

Lastly, make high use of new technology with plenty of color and graphics; that means no boring overheads. The Boomers, Xers and Millennials will appreciate the latest training aids, while the Traditionalists’ curiosity will be piqued. If, at the end of your training session, a Millennial says, “You are phat,” don’t be alarmed; that’s the new generation’s way of saying, “You’re cool.” Have fun as each group brings its own challenges and rewards to the training process.

Our next issue:

**Got a question?
Need an answer?**

ASK JUDY

Let *Advice from the Edge* know your questions and then watch for Judy’s advice in future issues.

CEI's Preferred Providers

Lisa Baird is president of DMI Productions, LLC and one of the most creative, energetic and enthusiastic people with whom I have ever had the privilege of working. DMI Productions is a one-stop event planning and productions company that offers one of the most customized event planning in the world of special events. Recently, DMI designed and orchestrated the Tyco 2002 Hobart Grand National Dragster Road Race. In the words of the plant manager, "I've been through training in the military and in corporate America, and this is the most awesome training experience I have ever experienced. I can hardly wait until next year."

We, here at CEI, are pleased with our association with Lisa Baird and DMI Productions and look forward to working with them again. You can contact Lisa at www.dmievents.com or email her at dlbaird@mindspring.com DMI will be happy to customize a unique event meeting or training session for your organization that will meet your budget and time schedule.

"A leader is someone you chose to follow to a place you would not go by yourself."

**Joel Barker
International Consultant**

Coming Up...

Training for Success

January 15 – 17, 2002

8:30 a.m. to 5:00 p.m.

Hampton Inn

Peachtree City, GA

Day 1 & 2: \$858.00

Day 3: \$429.00

All Three Days:

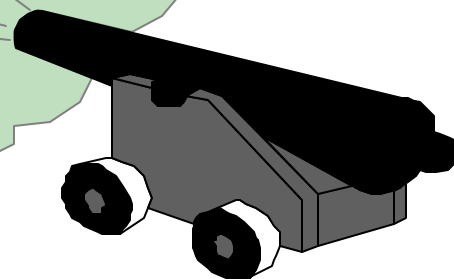
\$1195.00

For more information, call 770-487-6460 or visit our website.

ADVICE FROM THE EDGE

Many of my clients, associates and business acquaintances often ask this question: "What can I do to keep my customers loyal to my organization?" The following suggestions usually work for me:

1. Stay in touch, either by phone, snail mail or email. As an example, we just sent the "Good to Great" book summary to many of our long-standing clients.
2. Remember to say, "thank you".
3. Keep your customers abreast of all the new products and/or services you offer.
4. Have a "real" person answer the phone whenever possible.
5. Always give them more than they expect.
6. If you promise something, give them fair warning if it is going to be late.
7. Treat each customer as if he/she is the most important client you have.



The Inner Circle



Judy, and her staff, in coordination with her Strategic Partners in the United States and her international connections in United Kingdom, Portugal, Hungary and the Netherlands successfully design and conduct training programs both nationally and internationally.

WHAT JUDY RECOMMENDS:

Meet on Common Ground: Speaking Up For Respect In The Workplace: This video (formatted in six timely realistic vignettes) provides practical skills that your employees can use to create and maintain a respectful and inclusive workplace. Because this product focuses on understanding and communication, this program teaches your employees how to recognize and respond to any situation with professionalism and respect. Great for use in training on: Diversity Awareness, Communication, Teamwork, Orientation, Harassment & Discrimination, Conflict Resolution and Coaching & Mentoring. Provided by Trainer's Toolchest, LLC (1-877-288-6657, www.trainerstoolchest.com).

It's The Law: The Legal Side Of Management: Managers today are expected to do more than just supervise daily work activity. We are legally obligated to understand and enforce Company policies and procedures to reduce the chance of discrimination and lawsuits. This video uses a variety of workplace scenarios to explain that taking critical precautions coupled with a clear understanding of the law will minimize employment discrimination and maximize equal employment opportunity. *It's The Law* covers: ADA, Discrimination & Harassment, Recruiting & Hiring, Progressive Discipline & Termination and FMLA. Also provided by Trainer's Toolchest, LLC .

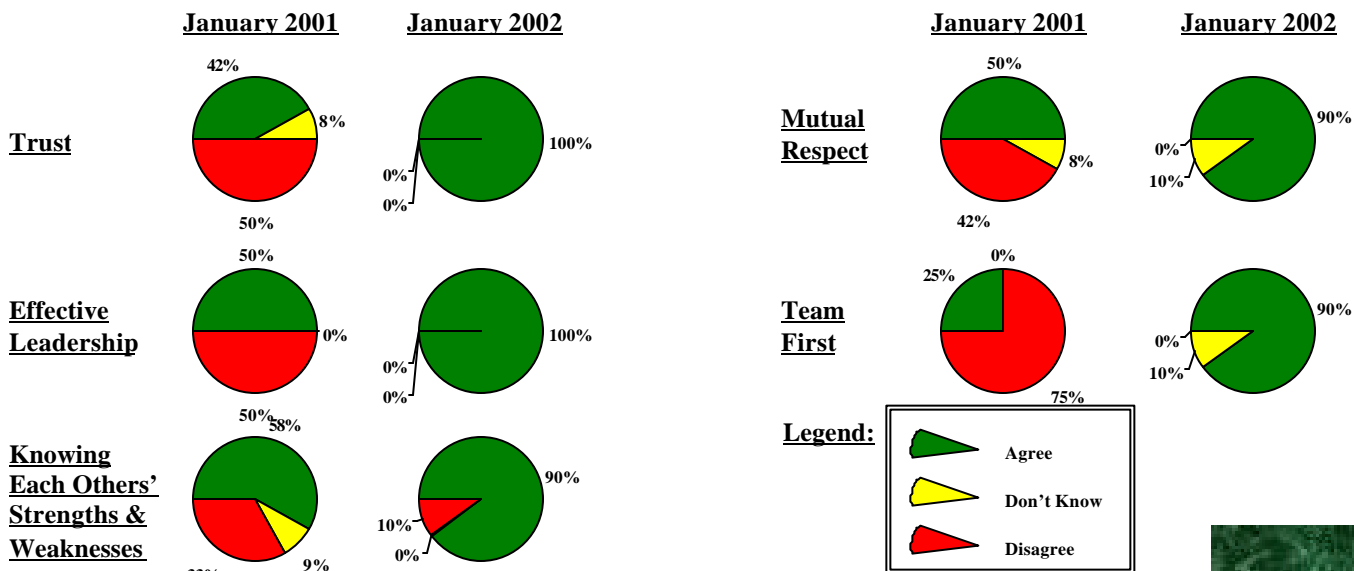
“Some succeed because they are destined to, but most succeed because they are determined to.”

- Unknown

WHAT COMPETITIVE EDGE OFFERS OUR CLIENTS...

In each issue of the **Competitive Edge Newsletter**, we will highlight one of the products or services offered by our company. This month, the focus is on **CEI's Team Effectiveness Process**, a program we can customize to meet your organization's objectives and time frame. Recently, we witnessed the overwhelming efforts and amazing results of teamwork in the coal mines of Pennsylvania. The success of what could have resulted in another tragedy was because both groups, in the mines and aboveground, worked tirelessly and unselfishly bringing about a successful rescue. There was no one major hero in this rescue mission; the victory belongs to teamwork. Both teams shared one of the major characteristics of teamwork which Renis Likert of the Institute for Social Research at the University of Michigan identified: The members and leaders have a high degree of confidence and trust in each other. In interview after interview with the rescued miners, each one has identified that particular characteristic as being the key to their survival.

We, at **Competitive Edge**, hope that your organization will never have to experience such an event; however, we have a **Team Effectiveness Process** that will definitely bring about greater cohesiveness, increased trust and a sense of shared commitment among your employees. Here are some of the results of a recent **Team Effectiveness Process** program provided to one of our clients' leadership teams.



“Choose not what is easiest or most expedient. Choose what is true, what is right, and you'll be making the best choice for your life.”

- Ralph Marston

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