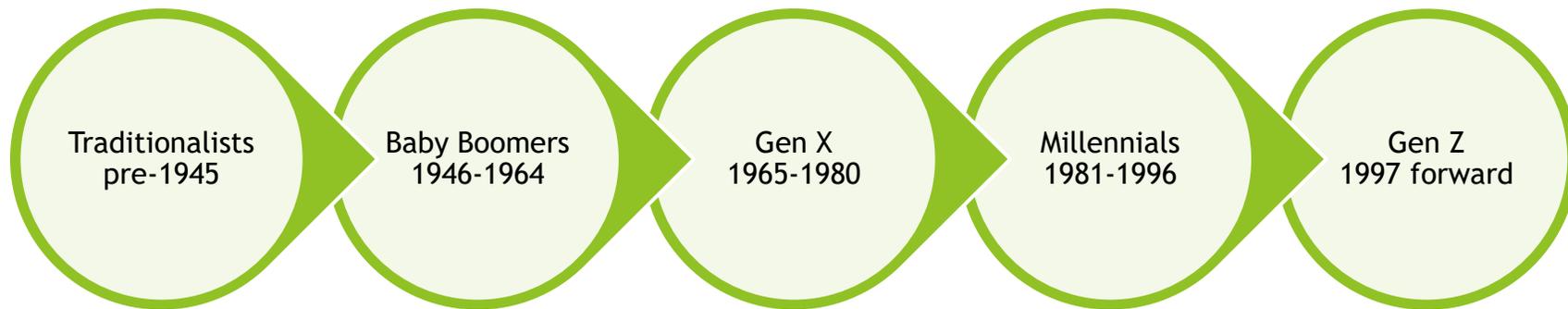


# Engagement and Realities of a Multigenerational Workforce

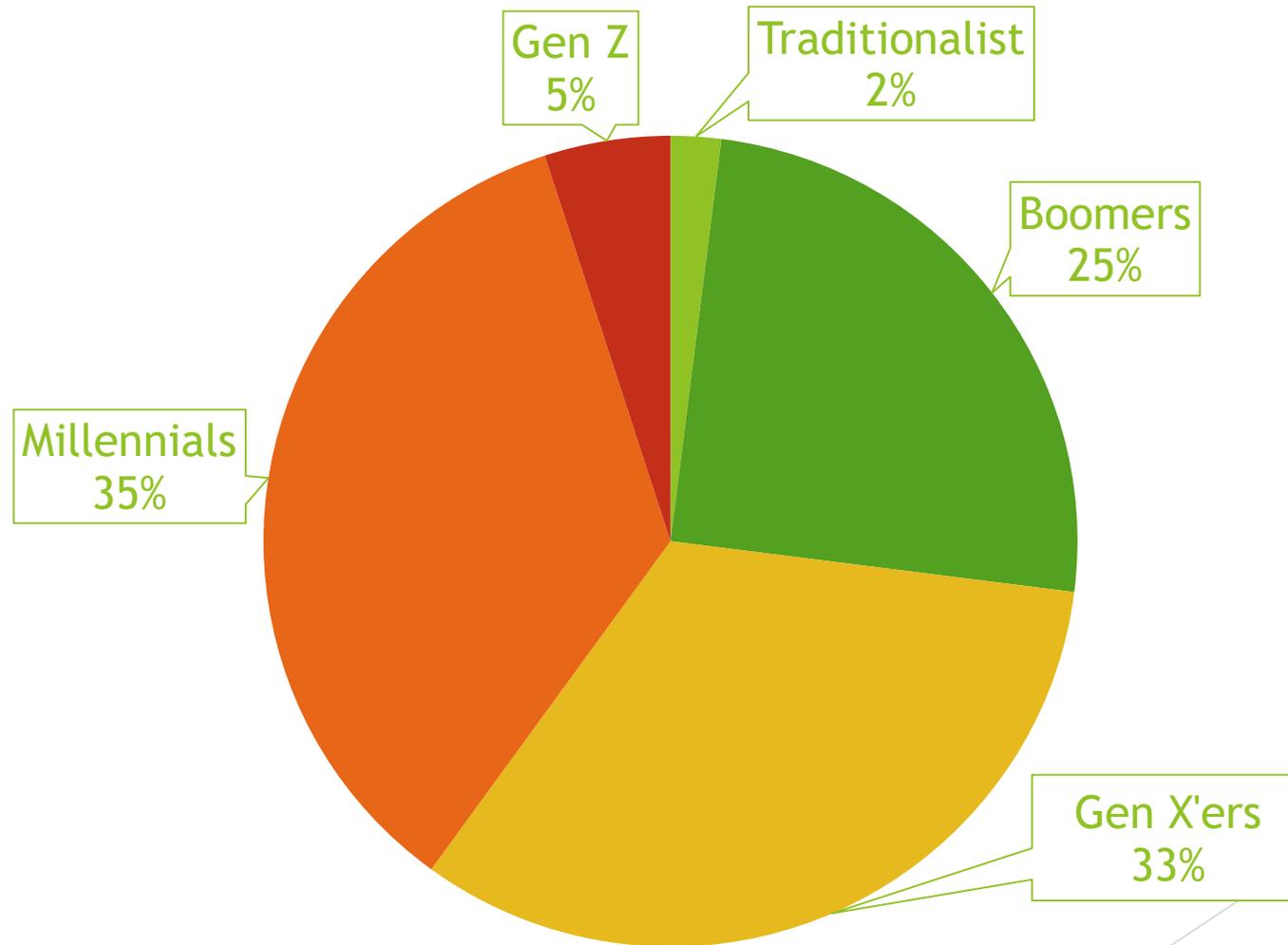
Amy Stengel, JD, Wilmington Trust  
Joan Wool, M.Ed, CAGS, Talent Map



# A Changing Workforce - By the Numbers



# A Changing Workforce - By the Numbers



2017 Percent of Working Population\*

\*Pew Research Center Data

# M&T Bank - Challenges

Aging workforce  
with large  
population of  
pending retirees

InterGenerational  
“frictions”

Culture of “earn  
your stripes”

Significant early  
career  
professional  
attrition rate

Perceived lack of  
mobility



# M&T Bank - iGen Success Story



## ▶ BRIDGING THE GENERATIONS

Honor and enrich our culture by providing a bridge between new and more seasoned professionals and promoting intergenerational (iGen) understanding.

## ▶ LEADERSHIP DEVELOPMENT

Develop future leaders by providing networking, engagement and career growth opportunities for employees at every stage of their careers with M&T.

## ▶ MAKE CHANGE

Act as a change agent for the Bank by proactively identifying ways to increase our adaptability, recruit and retain talent, improve efficiencies and generate revenue, and by acting as a "think tank".

# iGen Results

Reverse  
Mentoring

Shark Tank

Think  
Tanks

Random  
Lunches

Book Event

Community  
Service



# Filling in the Gaps: Baby Boomers / Gen Z Realities

- ▶ Retirement is not your grandfather's retirement
  - ▶ When retirement isn't your choice
    - ▶ Age is just a number: Being "retired" at a certain age
    - ▶ Layoffs, forced separation
  - ▶ Finding another job at 65-75
  - ▶ Realities of maintaining your lifestyle without regular income
- ▶ Gen Z Realities
  - ▶ Post-College Student Debt
  - ▶ Underprivileged Student realities: "I got into college, now I can't stay"



# Just One Call

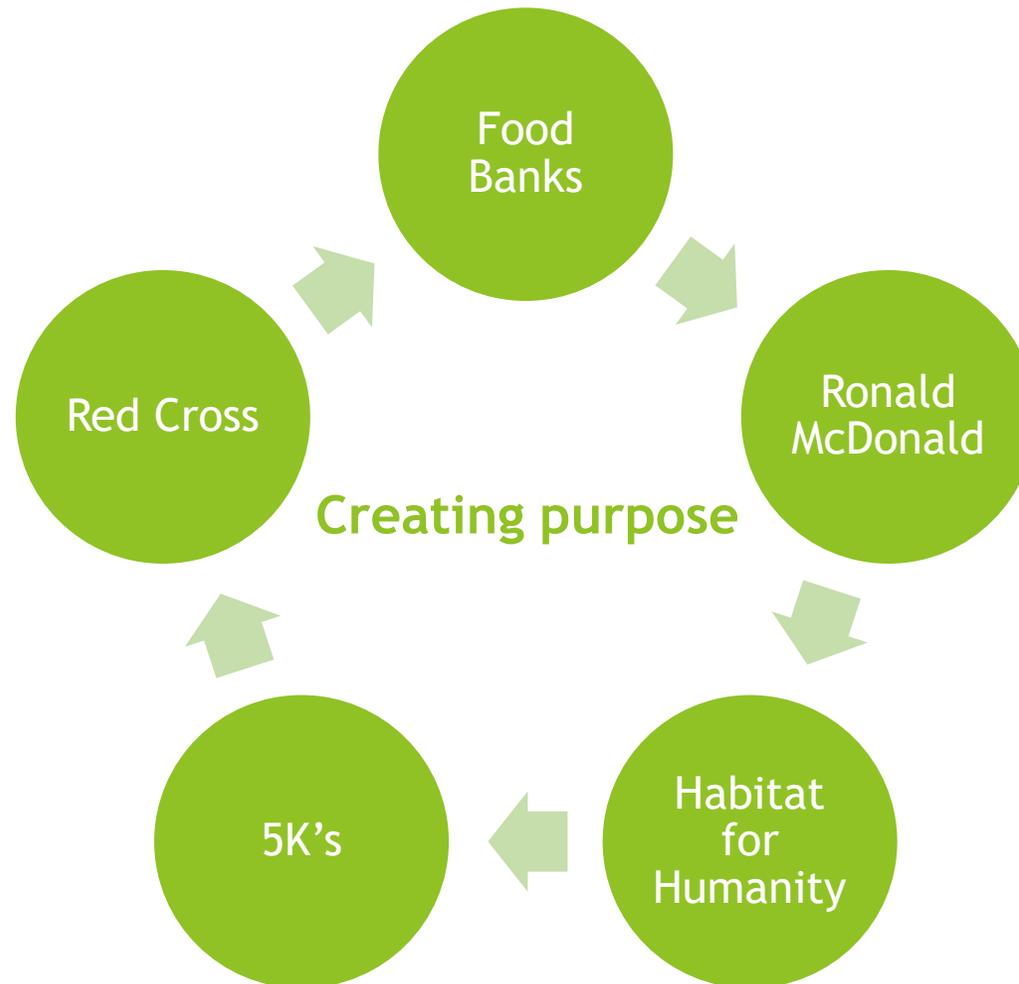
## Using your “Power” for Good

- ▶ Harrison P. Success Story
- ▶ Took the initiative to help me, which precipitated conversations.
- ▶ Graduated from a two-year MA college with an Associate’s Degree, but was unsure of how to get to the next step.
- ▶ As Adjunct Professor at Bridgewater State College, I encouraged him to apply and assisted him with the process.
- ▶ Simple, unofficial mentoring at a workplace with distinct age differences.
  
- ▶ AUDIENCE: WHAT POWER DO YOU HAVE? STOP AND THINK!

# What does it mean to be there for someone?

- ▶ Making a connection
- ▶ Listening
- ▶ Communication
- ▶ Role Model
- ▶ Mentoring

# Community Service - A Unifier



# Hiring in the Future

- ▶ Consider the full life-cycle:
  - ▶ Recruitment
  - ▶ Development
  - ▶ Retention
- ▶ Communication
  - ▶ Honor the differences but bring people to the table to discuss them
- ▶ Empathy
  - ▶ Every “new” generation grows up with a different set of realities
  - ▶ Also about “stage of life”

# “Call” to Action - What will YOU do?

- ▶ Be clear about purpose - can't always be about “the numbers”
- ▶ Be mindful of feedback opportunities and poor performers
- ▶ Avoid falling for the “office perk” trap
- ▶ Consider how to expand “the table” in your organization
- ▶ Find a Reverse Mentor
- ▶ Ask for more opinions
- ▶ Plan for knowledge transfer



# Questions

# Thank you!

- ▶ Joan Wool
- ▶ Amy Stengel