Training, Engagement and Globalization: Lessons from the Trenches

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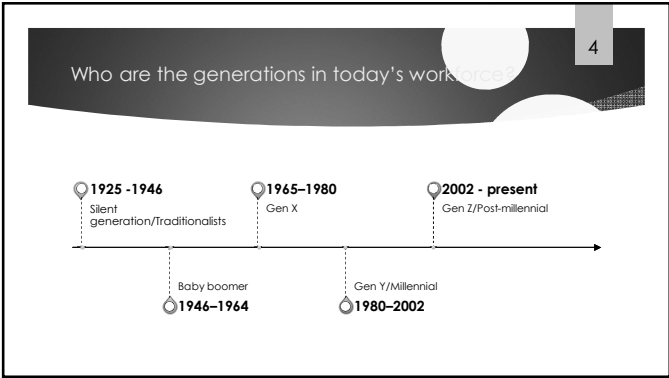**SAN FRANCISCO • MAY 18, 2018**

An Interview

- It's important how you say it....

Objectives

Define	Define the generations in today's workforce
Understand	Understand generational and other cohorts outside the US
Recognize	Recognize what people want besides a paycheck
Identify	Identify ways we can drive engagement across cultures in US and in global work locations
Discuss	Discuss how we can best communicate essential information in a multigenerational, multicultural environment

Who are the generations in today's workforce?

1925 -1946
Silent generation/Traditionalists

1965–1980
Gen X

2002 - present
Gen Z/Post-millennial

Baby boomer
1946–1964

Gen Y/Millennial
1980–2002

The Silent Generation

Motivated by conformity, stability, security and upward mobility

Pledge allegiance to the company they work for

Respect for authority

Fidelity to company blends with loyalty to superiors and co-workers

Less interested in technology and portable skill sets

More interested in current company expectations

Training: Traditionalists (1925 - 1944)

New Stuff

Include team activities (hands on training)

Let participants experience different team roles (job rotation…walk a mile in her shoes)

Align training with the company's strategic plan (goal oriented)

Allow time after training for participants to evaluate (60-90 days after the training event)

Training: Baby Boomers (1946 - 1964)

Training: Gen X (1965 - 1980)

What They Like

▶ Experiential activities and experiences
▶ They have *ideas and want to share them,* many high potentials
▶ Clear connection between training and contribution to company's overall mission
▶ "Instant" real time reporting on the experience

Training: Gen X (1965 - 1980)

Development Opportunity

Include experiential activities and experiences, individual report backs

Have more than one solution to case studies

Align training with the company's mission

Allow participants to provide feedback during the training session

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Training: Gen Y (1980 - 2002)

Most in Need of Training

▶ Use Technology and Lots of Variety in Teaching Methods
  (bullet points, multi-media, infotainment…no data intense power points)
▶ Don't Have Just One Solution to Case Studies
  (much *to offer, will push inclusion of technology, mobile apps, cloud, social media, gamification, etc)*
▶ Align Training With The Company's Values and Positive Image (*a purpose driven organization, link values and brand for longer-term learning stickiness)*
▶ Allow Participants To Provide Feedback During The Training Session (*expect praise for immediate feedback)*

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How Do Generations View Themselves?

Millennials

➢ Negative stereotypes of their own generation

• 59% agree "self-absorbed" describes their generation
  compared with 30% among Gen Xers,
  20% of Boomers and
  only 7% of Silents.

Common Parameters

▶ People may self-identify and share attributes with different generation, if born close to preceding or next

▶ Cultural relativity

Pew Research Center

What do people want besides a paycheck?

Millennials	Gen X	Boomers
• A full-time job, not a gig or internship	• Post financial crisis - awaiting the next big opportunity	• Ambitious
• Benefits even if part-time	• Money is more of a driver	• Interested in Corporate Social Responsibility (CSR)
• Flexible work schedule	• Many still owe more on their homes than market value	• Positive view of jobs with altruistic themes
• Ethical organizational culture	• Fairness	• Variety
• Professional Development	• Development Opportunities	• Travel
• Respect	• Benefits	• Opportunities to learn new skills
	• Portable training and technology skills	• Opportunities to mentor and teach

How Do We Effectively Drive Engagement?

- How can we effectively drive engagement across generations and cultures in global offices?
  - How is training relevant to engagement?
  - Whose responsibility is it to drive engagement? Is it the CCO?
  - If not, what is the CCO's role?

Engagement and Globalization

US/West vs. The Developing World

- US/West Gen Y will be the first generation that WILL NOT make as much money as their parents did.
- Developing nations tell a different story
  - For example, this age group in India and China will see opportunities their parents were never offered

Aligning US/Western Age Cohorts with the Developing Nations

- Gen Y workers in developing nations behave more like Baby Boomers than Gen Y counterparts in the US/West
- Many are even Traditionalists (1925-1944) by nature
  - Equally committed to their company as they are to family
- Work Life Balance is less important than it is to US counterparts

Communicating Essential Information

- ▶ How can we best communicate essential information to multigenerational, multicultural employees (and contractors)?

- ▶ What have you found to be effective training techniques across the generations?
  - ▶ Focus on expected behavior and managing risky situations

- ▶ Do/should companies rely on contractors to self-train?

Adventures in Training
SELECTED EXPERIENCES

Latin America

Our endeavor

Live anti-corruption training of all employees in Latin America in Spanish or Portuguese at the regional offices in Argentina, Brazil, Chile, Columbia and Mexico.

Benefits Achieved

* Leveraged their knowledge of local business customs and issues
• Improved translation of written materials incorporating local idioms
• Enhanced participant understanding through interactive discussions
• Increased follow-up and outreach as situations arise

⊛ Engaged colleagues in every region throughout the process

Germany

Our endeavor:
Live anti-corruption training of all employees in Latin America in Spanish or Portuguese at the regional offices in Argentina, Brazil, Chile, Colombia and Mexico.

Germany
(continued)

Benefits Achieved

1. Focus on achieving the task at hand
2. Risk adverse and great deference to people in authority. Rank is very important.
3. Formal and direct, almost to the point of bluntness
4. Suspicious of hyperbole, promises that sound too good to be true or displays of emotion
5. Closed door working environment. Co-workers knock and wait for invitation before entering
6. There is a strict separation between private life and work
7. Value order, privacy and punctuality
8. Respect perfectionism in all areas of business and private life

Training – China

▶ Training For Chinese Millennials
  ▶ Know your business
  ▶ Seek input
  ▶ Understand "face" *mianzi*
  ▶ Demonstrate maturity
  ▶ Show interest in their development

  ▶ ZW HR Consulting 2017 survey http://www.zwhrconsulting.com
  ▶ Inc. Magazine, Maya Hu-Chan, 9/18/17 http://www.inc.com/maya-hu-chan/the-fascinating-chinese-millennial-worker.html.com

Training Millennials: India

50 million+ millennials in India – common characteristics:

► Digital natives
► Improvisation-friendly
► "Exponential" entrepreneurs
► Happy to learn and participate
► Limited only by legacy desire to meet family expectations to achieve and provide a return on family financial and emotional support

Imagining India: Ideas for the New Century, Nandan Nilekani, Penguin Books

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Training – India

Our endeavor	Benefits Achieved	Considerations
Train Agents in India to follow accepted supervisory protocols for financial product sales in a sweeping geographic area including rural, urban and super technology centers	Create a true marriage between local culture(s) and corporate best practices to carry out sales suitability regulations for financial product sales.	• Localized cultural norms • Call Center lifestyles and changing family dynamics • Technological leaps (tin cans to 5G technology)

Training – Saudi Arabia

Our endeavor:	Benefits Achieved:	Considerations
Identify organizational values of a multinational workforce in a new Saudi-owned NGO	• Engagement: Over 90% of employees participated in values survey • Universal values identified • Appreciation of cultural differences and similarities	• Traditional separation of the sexes • Women Entering Workplace • Entitlements • Arab Spring

25 Tone at the Top – and the Middle

Does senior management take active leadership role in commitment to ethical business behavior?

Seek ways for senior management to communicate their commitment to training.

How do you look for signs of management's commitment to ethical behavior?

How does management ensure its commitment is effective across organization?

Is management receptive to feedback?

Does middle management face different challenges than senior management?

What is the evidence for effectiveness of tone?

26 Positive and Negative Incentives

- ▶ Included in performance objectives?
- ▶ Included in annual review?
- ▶ Recognition of ethical behavior, for example,
  - Refusing a bribe, raising a concern, cooperating in an investigation
  - Types of rewards may include management acknowledgment (private, personal, in peer setting, formal award)

27 Effective Training: Top Ten Tips

1. Educate yourself about local regions where you train
2. Check for unconscious biases
3. Avoid a US-centric approach
4. Incorporate local business issues
5. Engage management and regional teams

6. Train the trainers
7. Recognize no one size fits all
8. Course fatigue vs. proof of training
9. Communication and program branding
10. Engagement: style, substance, delivery and presentation! They all matter!

Conclusion

*Educate yourself first
to optimize communication and engagement*

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