

## EXECUTIVE DEVELOPMENT PROGRAM

**JANUARY 30, 2014**  
**8:30 A.M.—4:30 P.M.**

**PUBLIC \$995**  
**UD ALUMNI \$945**  
**PARTNER \$870**

# GENERATIONAL SHIFT: CREATING A WORKPLACE THAT WORKS FOR TALENT OF ALL AGES

Generational issues in the workplace have never been more pressing or complex. For nearly two decades, Bruce Tulgan and his firm RainmakerThinking Inc. have been tracking the hopes, fears, and aspirations of people across all generations. RainmakerThinking's ongoing study, *Generational Shift in the Workplace*, reveals strong generational trends in career paths, management practices, attitudes, expectations and behavior in the workplace.

With the last of the preboomers exiting the workforce, the baby boomers (35% of the workforce; born 1946-64) will soon follow. In the middle, generation X (28%; born 1965-77) is now the prime age workforce, moving into positions of leadership and responsibility. The prime age work force has traditionally been the stable center organizations take for granted. But gen-Xers, lifelong free agents, are fast redefining the role of the prime age workforce.

In *Not Everyone Gets a Trophy*, Bruce describes generation Y (those born between 1978 and 1989) – already 30% of the North American workforce – as “the most high-maintenance workforce in history” but with the potential to be “the most high-performing workforce in history.” Now, RainmakerThinking is tracking the new cohort, generation Z (born 1990 and later) – already 6% of the workforce and the fastest-growing segment.

Tulgan separates the facts from the myths about today's young workers and shares verbatim (and often hilarious) quotes from young workers and their managers. Tulgan offers actionable advice for leaders to better recruit, train, engage, develop, motivate and retain the best of the next generation of talent.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Use generational diversity as a lens to understand the changing workplace.
- Evaluate the generation mix in your team organization.
- Offer the latest strategies and best practices for engaging Generations X, Y and Z.



**Bruce Tulgan**

*Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace and one of the leading experts on leadership and management. Bruce is a best-selling author, an adviser to business leaders all over the world, and a sought-after keynote speaker and management trainer.*

*In recent years, Tulgan was named by Management Today as one of the few contemporary figures to stand out as a “management guru” and was named to the 2009 Thinkers50 rising star list. He has been called “the new Tom Peters.”*

*Tulgan's newest book is titled It's Okay To Manage Your Boss. He authored the recent best-seller It's Okay To Be The Boss and The Classic Managing Generation X. His other books include Winning The Talent Wars, the best-seller Fast Feedback, Not Everyone Gets A Trophy: How To Manage Generation Y, and Managing The Generation Mix.*

*Tulgan's writing appears regularly in human resources, staffing and management journals, magazines and newspapers, including a new regular column in TRAINING magazine called “Sticky Notes” a regular column in the New York Enterprise Report. His work has also been published in the Harvard Business Review, Businessweek, HR Magazine, The New York Times, the Los Angeles Times and USA Today.*