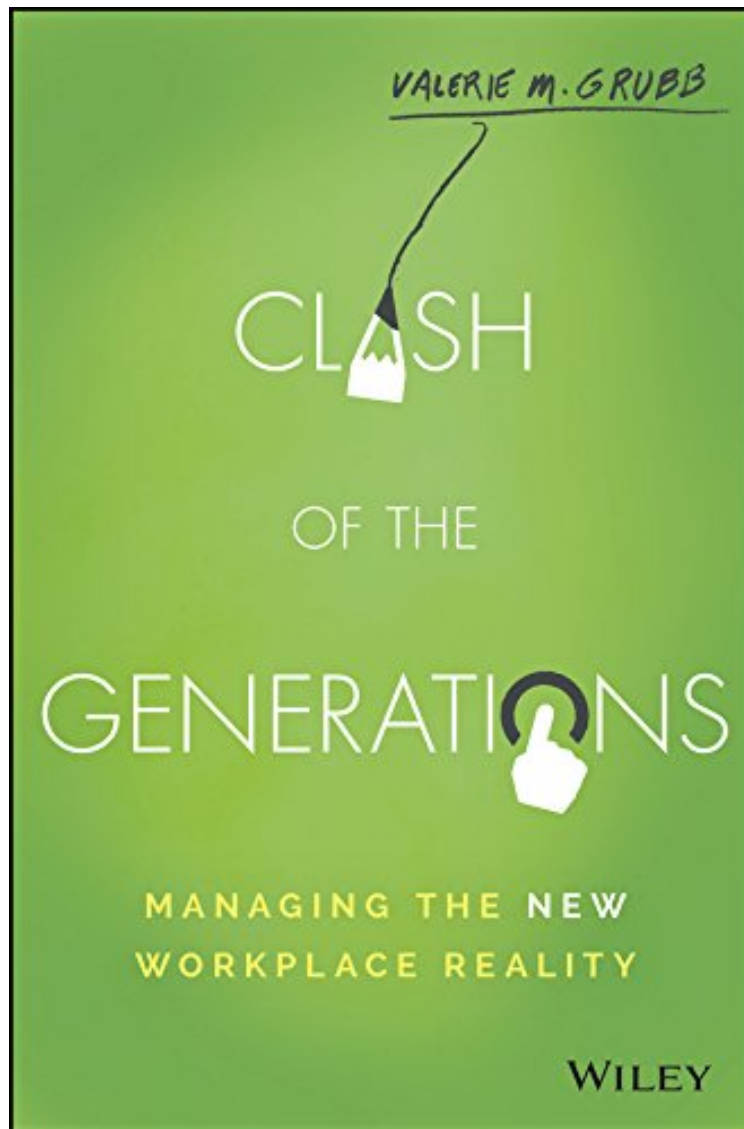


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Clash of the Generations: Managing the New Workplace Reality

Valerie M. Grubb

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Valerie M. Grubb : Clash of the Generations: Managing the New Workplace Reality before purchasing it in order to gauge whether or not it would be worth my time, and all praised Clash of the Generations: Managing the New Workplace Reality:

3 of 3 people found the following review helpful. This book couldn't have come at a better time!By Kathryn AtkinsMention the topic of generations to anyone in either public or private sectors and you'll get "the look." People are struggling to make their eight, ten or twelve hour days less stressful and more productive. This book is spot on and easy to use. Starting with the Table of Contents, each topic AND SUBTOPIC is paginated, plus Ms. Grubb has indexed her book well so that it can act as an easy reference from either the front or the back end. It's also great to see

the entire footnote references at the end of each chapter, which saves a lot of flipping around. Mostly though, the reader will have a strong sense of the author's experience in working with different generations—meaning it is not from 33,000-foot observation, but rather is gleaned from on-the-ground experiences that augment and make it a valuable IRL (In-Real-Life) how-to book of the highest order. The voice and style are direct and first-person from the heart, making it easy to read. Six case studies in the book's appendix highlight different key elements to overcoming generational angst. 1 of 1 people found the following review helpful. A hot topic in today's workforce and the author tackles it head on. By Alice Val Grubb has tackled this growing problem for many of us human resource professionals head on. I've spent the last twenty years in Human Resources and I find I spend more time trying to mediate between generations who are trying to communicate to get the job done. Many of our managers have come up through the ranks and have received their title because of the good work they did -- not necessary because they would be good leaders. But smaller companies like ours are loyal to these individuals. Now try hiring the Generation X employees, who often times have a much more advanced skill level, and putting them under a manager with very different ideas of how to get the job done. Yes, Val Grubb said it correctly -- CLASHES that happen so often that I find myself spending more time trying to help bridge this gap. Ms. Grubb states the facts right off the bat. Generation X comes in with not a great deal of faith in the business world, wants inclusion in the decision making process and value their time away from work -- all things that their manager often times doesn't recognize or accept. I would highly recommend this book not only to the Human Resources Professionals out there but to parents of generation X'ers out there as well. We have to be able to understand and embrace their differences and use these differences to help us change and grow. Kudos to Ms. Grubb for a book that will help us achieve this. 1 of 1 people found the following review helpful. Required reading. By Birgitta K Valerie Grubb does an outstanding job of addressing one of the most critical realities in the workplace today. This should be required reading for every manager not just those with generational issues! This also applies to all businesses, big or small. Ms. Grubb is a great writer who clearly and cleanly offers insight and solutions.

Case studies and strategies for more effective multi-generational management Clash of the Generations explores this new and increasingly common workplace phenomenon, and provides strategies to help managers navigate this ever more complex maze. Traditionally, older workers would retire and make room for the next generation; instead, Baby Boomers are now prolonging their time in the workplace, yet the successive generations are still coming in. Senior leaders are now left to manage a blended workplace comprised of up to four generations—each with their own ideas of work ethic, work/life balance, long-term career goals, and much more. Management is challenging at the best of times, but the new prevalence of generation gaps—sometimes even layered—add an entirely new dimension to an already complex responsibility. This book presents case studies and interviews with representatives of companies with age-diverse workforces, detailing innovative strategies for smoothing out the bumps and helping everyone work together. Managers have long wished that their positions came with an instruction manual, and this book delivers with a host of effective inter-generational management strategies illustrated by real-world companies. Manage the multi-generation workplace more effectively Navigate the generational culture clash Adopt proven strategies for helping everyone get along Promote a more positive culture amidst clashing expectations Every generation in the workplace has value, each has their own strengths, their own weaknesses, and their own unique talents. Each is indispensable, and when they come together as a synergistic force, they can be unstoppable. Effective management means bringing out the best in your workforce, and the strategies presented in Clash of the Generations help you streamline your varied workforce into a team more valuable than the sum of its parts.

From the Inside Flap All managers must learn the science and art of getting work done through others, and the most successful leaders know they've never learned it all because our world keeps changing. Difficult economic times, longer life spans, and shifting demographics are just some of the factors altering the face of today's workforce, which now spans four generations. Clash of the Generations gives managers, senior leaders, and human resource professionals instructive insight and authoritative guidance for effectively meeting the needs and expectations of team members in every stage of their careers. Whether you're preparing to lead your first team or have led an entire organization for decades, you'll benefit from this eye-opening examination of the working generations, which systematically defines each age group by the lifetime experiences shaping such core beliefs as work ethic, work-life balance, and long-term career goals. With clear caution against stereotyping people by age, this well-grounded work offers valuable insight on the dissimilarities and commonalities among workers of different ages. Through up-to-date research and illustrative, empirical examples from the author's own extensive experience, a clear picture emerges with such positive revelations as: Old habits—;not old people—;kill innovation, and pairing veteran workers with younger ones has proven to spur innovation at many companies. Learning is a lifelong pursuit, and motivating senior team members to develop their skillsets is just as important as mentoring new and mid-career members of the team. Employees and managers worry about job stability, and taking part in developing individualized career plans for your talent is a critical way to retain them. Step by step, this everyday guide outlines how to create a workplace culture in which everyone can maximize his or her contributions to the organization. Keep it at your fingertips for when you

need advice on best practices for keeping multigenerational cooperation in mind when setting goals, giving feedback, and distributing rewards; confidently allowing a flexible work schedule that maintains productivity; strategically using communication methods to build unity; and many more tasks and concerns. Finally, you get insiders' perspectives from a diverse cross section of leaders who successfully manage multigenerational workplaces in a variety of industries. Turn age difference into an asset with *Clash of the Generations*. From the Back Cover Praise for *CLASH OF THE GENERATIONS* "Clash of the Generations offers insights into what motivates and engages employees of all ages. Whether you're a new manager or a seasoned one, this book will strengthen your management game!"

—MARSHALL GOLDSMITH, Thinkers50 most influential leadership thinker in the world and author of the #1 New York Times bestseller, *Triggers* "Having supervised junior employees to senior executives, I find *Clash of the Generations* to be the ultimate how-to manual for multigenerational managers. Grubb provides numerous suggestions that leaders can implement immediately. A must-read for new and veteran managers alike."

—KATHRYN MCMANUS, founder of CNN Japan, executive consultant and faculty associate at the Walter Cronkite School of Journalism and Mass Communication "Clash of the Generations offers a fresh approach to the management book genre by drawing on both Grubb's expertise as a manager and business leader and her insights into meeting the needs of all in multigenerational environments. It is a vital resource for any manager striving to succeed in the modern workplace."

—DAN TAITZ, chief operating officer of Penthera Partners, former chief administrative officer and general counsel at Martha Stewart Living Omnimedia "Managing employees already presents many challenges—and those are compounded when the workplace includes four generations with wildly different expectations of their managers and organization. Grubb's candor and insight make this a pleasant journey through the thorny management issues that all senior leaders struggle with in their day to day."

—STACIE GRAY, chief creative officer at iN Demand About the Author VALERIE M. GRUBB is founder of the consulting firm Val Grubb Associates Ltd. She is an innovative, visionary operations leader with an exceptional ability to zero in on the systems, processes, and human capital issues hampering a company's success. During her career, she served as vice president of strategic operations and initiatives at NBC Universal and played a key role in creating both Oxygen Media and IAC. She is the author of *Planes, Canes, and Automobiles: Connecting with Your Aging Parents through Travel*.