Managing diversity case study

Business

In reading both scenarios the generation differences are very clear. In the first situation with Stan and Alex at the Davis Agency the biggest difference was the technological advances that could be under taken to improve process to deal with the client's needs. Stan being with the company for 33 years was having a very difficult time trying any new ideas that he did not understand.

Even though Alex conferred with Connor on his way of doing a project, Stan felt as if Alex was being insubordinate and wrote Alex up. The problem was that Stan was use to doing things his way and did not want to change anything or use new technology. When dealing with different generations in the workplace it is good to evaluate all employees and give them training that they need to keep up on technology. Also, Alex should have explained the project to Stan before sending to clients. The second scenario you have three different individuals involved in community effort.

All three members try to include older members and younger members there always seems to be someone who leaves feeling that their issues or suggestions have not been heard. Rick's doesn't care about either side, he is very busy and he wants the meetings to run smoothly and without any interruptions from anyone. This way of approaching the planning of this event leaves all that is involved to try and push their ideas through and walk away feeling as if nothing has been accomplished. While Molly tends to try and find out what is on everyone's mind she tends to alienate the younger generation whereas they feel their input is not needed. Being that the older residents have been there so long they believe they should have the most input with know the most history.

Unfortunately, Barbara follows the same type of meeting style as Molly although the meetings never stay on task and nothing seems to be accomplished. In both of these scenarios the older generation feels put off by the younger generation. In addition, it is as if the older individuals feel that they have lived a long life and can't gain any viable or solid information from the younger generation sustaining that they may actually have something valuable to provide. Age and length of time within the organization played the biggest part in these conflicts. On both sides the older generation felt that the younger generation was stepping on their toes and disregarding them as unimportant and unknowledgeable.

In either scenario it would have benefited both organizations to take a look at how processes could be improved by using emails, and also by using the Internet. Using new technology would cut off some of the face-to-face meetings. This would allow more time in recruiting client's and cutting down on meetings. The technological advances although the older generation is afraid that something will go wrong, the older generation have to consider their clients and the people they are serving. The numerous people that one is able to reach with the advances would allow business to multiply, as well as the number of donations. The decision making for employee retention, employee's age, length of employment, organizational position and the individual's ability to change reflects the company and how they deal with the different generations in the workforce.

Employee retention is very important at any age. Retention of employees can lower costs of training and hiring someone new to do the job. Keeping aged workers working, companies could offer flex schedules and training on

new technology and also on organizational change. Employees no matter what generation they are from will stay with a company when the company's values matched what their own values are. Organizations have to respect all generations and all their talents in order to retain employees.

Employees at any age need to be treated as valued members of the organization and not as disposable assets. Organizations that acknowledge the experience of the older workers and respect the talents of the younger worker will experience high rates of retention (Tolbize, 2008). The ethical and legal implications in terminating someone in the baby boomer age may fall under the Age Discrimination Act. The Age Discrimination Employment Act protects any person forty years of age and above for being fired or mistreated because of age. I believe in the scenario of Stan and Alex the age difference is a problem in the way of thinking and dealing with clients.

Both of the scenarios made very valid points for both generations, yet they failed to find a common ground that both sides can agree on when trying to generate business or donations. Boomer's can try to learn from the Gen-Xer's by not discounting what they say and the Gen-Xer's can try some empathy with Boomers. In addition, the Gen-Xer's shouldn't be so quick to discount the Boomers and what they know, there are some valuable lessons to be learned from the older generation. Although, the older generation has some very valuable input they must be willing to change with the times and allow growth whether it be for profit or nonprofit. The only way either sector can be successful is to utilize the input from both sides and come up with a collaborative effort that each side can be satisfied with.

Additional generational issues that should be considered with working with non-profit groups could be the baby boomers starting to retire. A recent study found that 65% of baby boomers plan to work in some capacity throughout their retirement years and more than half of these respondents would like to find work that enhances the well-being of others such as in education, health and human services. Nonprofit organizations may be well positioned to take advantage by offering opportunities to baby boomers looking to engage in meaningful work in their retirement years. This sector may not have the infrastructure needed to absorb the volunteer labor provided by retiring boomers (Halpern, 2006). References Halpern, R. (2006, May).

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