

## Inventory

### How Cross-Generationally Friendly Is your Work Group, Department, Business, or Organization?

#### Accommodating Employee Differences

1. There is no one successful “type” in this organization: Managers, leaders, and those in the most desirable jobs are a mix of ages, sexes, and ethnicities.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/somewhat false	Somewhat true	Completely true

2. When a project team is put together, employees with different backgrounds, experiences, skills, and viewpoints are consciously included.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

3. Employees are treated like customers.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

4. There is lots of conversation—even some humor—about differing viewpoints and perspectives.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

5. We take time to talk openly about what different cohorts—and the individuals within them—are looking for on the job...what makes work rewarding...which environment is most productive...what types of work load, schedule, and policies work best.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

#### Creating Workplace Choices

6. Our atmosphere and policies are based on the work being done, the customers being served, and the preferences of the people who work here.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/somewhat false	Somewhat true	Completely true

7. There is behind-the-back complaining, passive-aggressive behavior, and open hostility among groups of employees.

1	2	3	4	5
Always	Usually	Occasionally	Rarely	Never

8. There is a minimum of bureaucracy and “red tape” here.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/some- what false	Somewhat true	Completely true

9. The work atmosphere could be described as relaxed and informal.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/some- what false	Somewhat true	Completely true

10. There’s an element of fun and playfulness about most endeavors here.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/some- what false	Somewhat true	Completely true

**Operating From a Flexible Management Style**

11. Managers here are a bit more “polished” or professional than in most companies.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/some- what false	Somewhat true	Completely true

12. Manager adjust policies and procedures to fit the needs of individuals and the team.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

13. Managers here are known for being straightforward.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

14. Managers give those who report to them the big picture along with specific goals and measures, then turn their people loose.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

**Respect for Competence and Initiative**

15. We assume the best of and from our people: we treat everyone—from the newest recruit to the most seasoned employee—as if they have great things to offer and are motivated to do their best.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

### **Nourishing Retention**

16. We are concerned and focused, on a daily basis, with retention.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

17. We offer lots of training, from one-on-one coaching to a varied menu of classroom courses.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/somewhat false	Somewhat true	Completely true

18. We encourage regular lateral movement.

1	2	3	4	5
Completely false	Somewhat false	Somewhat true/somewhat false	Somewhat true	Completely true

19. Work assignments here are broad, providing variety and challenge, and allowing each employee to develop a range of skills.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

20. We market internally, “selling” the company to employees and continually looking for ways to be the employer of choice.

1	2	3	4	5
Never	Rarely	Occasionally	Usually	Always

### **If Your Score Was**

Under 70    Your organization is in danger. The high costs of losing, recruiting, and training employees will seriously damage your bottom line, if they haven’t already.

70-79    You’re typical of most organizations. Although you’re doing some good things, you must make major improvements to your work environment if you’re going to survive and thrive in today’s competitive market.

80-89    Your turnover is probably lower than the industry average. You are doing a good job, but there’s room for improvement.

90-100    Congratulations! Not only is turnover lower than the average for your industry, but the work atmosphere you’ve created is so attractive to employees that recruiting nearly takes care of itself. Good job.

Taken from: Ron Zemke, Claire Raines & Bob Filipczak’s *Generations at work: Managing the clash of Veterans, boomers, Xers and Nexters in Your Workplace*. New York: Amacom, 2000.