

## COMMUNICATING ACROSS GENERATIONS



**Singapore** – Generation Y employees in Singapore are less willing to change their communication styles to suit their other colleagues compared to the Gen X and Baby Boomers.

In the Kelly Global Workforce Index survey which polled 3,000 employees in Singapore, 81% of the Gen X and 82% of the Baby Boomers surveyed said they are willing to adapt their communication styles to colleagues from a different generation, as compared to 72% of Gen Y.

However, 76% agreed that generational differences affected workplace operations and an additional half also agreed that generational differences interfered with workplace productivity.

Baby Boomers also faced the most inter-generational conflicts at work (61%) as compared to Gen X (54%) and Gen Y (51%). So in order to facilitate intergenerational communication in the workplace, 81% of Baby Boomers said they preferred face-to-face communication with colleagues of a different generation, the highest compared to 75% of Gen Y and 76% of the Gen X population.

According to Dhirendra Shantilal, senior vice president of Kelly Services, Asia Pacific, these survey findings show that even though there is concerted effort from all age groups to bridge the communication gap, more can be done to create a better understanding of how these different generations work and think.

"From this survey, we know that all three age groups are finding their own solutions to resolve intergenerational conflict," Shantilal said. "However, more must be done to analyse the workplace dynamics and the importance of intergenerational management if organisations want to enhance their productivity and remain successful in the long term."

### Employees' level of attraction towards traditional monetary rewards

Respondents	Percentage
Gen Y	68%
Gen X	70%
Baby Boomers	71%

Source: Kelly Global Workforce Index, Kelly Services

## IT HURTS TO SAY GOODBYE



**US** – The type of separation benefits an organisation offers to terminated employees during a restructuring can hurt the morale and productivity of its remaining workforce if HR isn't careful.

According to a survey of 1,200 business leaders from 45 countries by Drake Beam Morin (DBM), 81% believe providing higher levels of separation benefits would most significantly impact the morale and productivity of their remaining employees. An overwhelming 95% of HR professionals agree keeping the morale levels among remaining employees stable would indicate a successful downsizing. But there are others who reported otherwise.

Seven out of ten respondents noted decreased levels of morale among their remaining employees with 62% saying there has been reduced loyalty among surviving workers. The declining employee morale could be attributed to the fact that only 45% of respondents polled provide severance packages to all of their employees, including part-time workers. There are still 85% of organisations that provide severance packages to only some of their employees.

The most common factors used to determine the amount of severance compensation are the employees' years of service (85%), followed by their ranks within the organisation (50%). About half of organisations polled do provide executives (49%) and senior executives (48%) with at least three weeks of severance pay for each year of service. Workers at managerial level and below, on the other hand, generally receive at least two weeks' pay per year of service.

As for providing outplacement support, only three quarters of organisations with 100 or more employees polled provide such services to some

terminated workers. The primary motivation respondents cited for doing so is abiding to corporate values (76%) with less than one in ten identifying labour relations or legal considerations as a rationale for their separation policy. Robert Gasparini, CEO and chairman of DBM, said, "Separation policies are now viewed as integral to business strategy, helping to safeguard the company brand and reinforce relationships with employees, consumers, and stockholders."

**62%**  
of companies retrenching say there has been reduced loyalty among remaining workers..

The factor most frequently used to determine levels of outplacement support is employees' ranking within an organisation (63%), followed by years of service (39%). In fact, more than half polled would increase the levels of outplacement support under

circumstances such as mergers, acquisitions and facility closings.

Companies that manage employee separation well can help "fortify loyalty and mitigate retention risk" among their remaining workforce, said Gasparini. "When employees leave an organisation, they don't just become ex-employees. Departing employees become customers, referral sources, competitors, and perhaps even future employees returning to the organisation."

### Separation benefits employers place most emphasis on

	Respondents
Consideration of departing employees	84%
Protection of morale and commitment of remaining employees	82%
Financial considerations	68%
Return of investment	40%

Source: Global Trends in Separation Practices, DBM