

association **FOCUS**

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6 Tips to Attract Younger Members to Join Your Association

Young Professionals Are More Important to
Your Association Than You Think

Contents

- 3 **People Are Talking**
- 4 **The Ultimate Value Proposition**
A Culture of Belonging
- 8 **6 Tips to Attract Younger Members
to Join Your Association**
Young Professionals Are More Important to
Your Association Than You Think
- 12 **Creativity in Action!**
- 14 **Print and Multi-Generation Communication**
- 16 **Generational Differences Chart**
- 24 **The Art of Being an Effective Company Spokesperson**
- 26 **2023 MarCom Award Winners**
- 27 **Buzzwords**
Use With Caution

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People Are Talking

"This is really turning out to be a great publication filled with rich content, including the spotlights on Dealerships and their employees. I really like how this one is shaping up. Thanks again to everyone for all the changes. This looks amazing!"

STEVEN HOFFMAN

VIRGINIA AUTOMOBILE DEALERS ASSOCIATION



"Our members are so impressed with the look and feel of the magazine. We have had two charter schools reach out and ask to be featured in the magazine — they want to be a part of the excitement!"

GINA JAMES

DIRECTOR OF COMMUNICATIONS

UTAH ASSOCIATION OF PUBLIC CHARTER SCHOOLS

"The last issue of our magazine was gorgeous! Thank you for getting it out so quickly."

ALLISON BOYD

DIRECTOR OF MARKETING AND COMMUNICATIONS

WEST VIRGINIA BANKERS ASSOCIATION



"I am so happy with how clean and beautiful the magazine looks. I am excited to read through every page!"

ANTHONY JACOBSEN

AIA WYOMING



"I'm looking to improve NICB's communications overall, and I definitely see the magazine as a piece of that. When I made bank visits this year, bankers told me they really enjoyed our magazine, which solidified for me that the magazine should be more of a focus of mine."

S. DEXTER SCHRODT, JD

PRESIDENT & CEO

NEBRASKA INDEPENDENT COMMUNITY BANKERS

The Ultimate Value Proposition

A CULTURE OF BELONGING



By Sophie Hanson, The newsLINK Group LLC

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Best-selling author and marketing expert Seth Grodin writes that what people want today is connection. He believes that we are in a connection economy, where those who connect with others will succeed.

Having strong social connections has been directly linked to a long list of positive outcomes, from higher job performance and the ability to innovate and make clear decisions to greater physical well-being, decreased cardiovascular mortality, fewer depressive symptoms and improved overall mental health. In fact, science has given us ample evidence to suggest that social support and the experience of connectedness impact an array of facets of our everyday lives.

New research from BetterUp, *The Connection Crisis: Why Community Matters in The New World Of Work*, reveals just how important connection actually is. They surveyed 3,000+ U.S. workers, evaluated data from over 150,000 BetterUp members and analyzed 78 leading companies on Glassdoor to understand better what connection means and what benefits the individual and organization experience when they get connection right.

The research showed that employees don't need more money or bigger titles to rediscover their commitment and reignite a passion for their job — they need opportunities for social connection. And they're not getting it.

Let's replace the word "employees" with "members" and see if that resonates.

It should, and here's why: The core value proposition of an association is membership — belonging to something that is bigger than just the one.

Association membership is the one commodity that speaks directly to a human's basic need, and therefore, it should be an easy sale. Membership drives and membership engagement should be easy to accomplish, but after 30-plus years in the association communication industry, it doesn't seem to be as easy as it should be.

Membership engagement has always been a point of focus for all association communication professionals. Engagement will not happen if connection and a sense of belonging are not there. Belonging, after all, is a psychological need. Both Jung and Maslow theorized that it is part of the human makeup to feel the need to belong with others. If a member does not feel a sense of belonging, it will have a negative impact.

That begs the question: How do you engage members from an emotional perspective to form relationships and feel that sense of belonging that we all crave?

COMMUNICATE EFFECTIVELY

There are three ways to communicate — face-to-face, through electronic means and through print. That's it. Everything falls into one of these platforms. So, the discussion of which one is best and which one for any association to use really is a moot point. Every association, in our opinion, should use all three. A lot. Overcommunication, when fostering a sense of belonging for members, is a myth.

PRACTICE THE 5 LOVE LANGUAGES

It might sound strange to suggest using love languages to improve your professional relationships.

What does love have to do with the workplace? Your work is comparable to a marriage, whether you like it or not. According to FreshBooks, the average person will spend one-third of their life at work. That's roughly 90,000 hours at work over a lifetime. Your colleagues and customers get to see you at your best (and worst). Business relationships need work to keep them alive and thriving.

The 5 Love Languages is a concept that was first introduced in 1992 by Gary Chapman, and it has rapidly gained popularity in recent times. The theory focuses on identifying

specific communication preferences to improve connections with romantic partners and provides advice on maintaining mutually rewarding relationships with others around you based on the five language categories.

Not everyone expresses or experiences love in the same way, and likewise, people are diverse in the ways they prefer to receive affection. The 5 Love Languages are distinct ways to communicate and receive affection:

- Words of affirmation.
- Quality time.
- Receiving gifts.
- Acts of service.
- Physical touch — handshake, a fist bump — but, by photographing events for many of our clients, I have seen a lot of hugs.

The idea is that there's no one-size-fits-all approach to expressing care and compassion to others. This thoughtful approach is also astonishingly useful as you attempt to acquire new members, build client connections or keep your associates happy.

Everyone's motivation is different and fueled by a unique set of beliefs and preferences. Whether it's a pat on the back, a cash reward for going above and beyond or some one-on-one time with someone who recognizes your effort, we each have distinct feelings about what makes us feel most valued.

When we give and receive the right kind of praise, encouragement and award for efforts, stronger connections between colleagues are built, fortifying an organization's overall strength. Doesn't that sound good?

MAKE IT FUN

The good times you share with a friend or colleague work on a deeper level than you might realize. Research published in 2021 in *Current Opinion in Behavioral Sciences* found that having positive emotional experiences with another person deepened the bonds of a relationship. If you can share a laugh, even better! A study published in 2021 in *PLOS One* showed that laughter can enhance social bonding.

Conventions, lunch and learn events and seminars are all social and fun activities. Following up

those events with spreads in a magazine is a great memento and reminder of the connections made and that community members belong.

GO AHEAD AND BE VULNERABLE

Yes, being vulnerable can be perceived as “being weak,” “giving ammunition to your adversaries,” “becoming a target” and a whole slew of negative connotations. Unfortunately, sometimes, that can be true, especially in a toxic culture. But here is the inescapable truth: If you (and your team) regard and use vulnerability that way, you are fated to be forever stressed out, defensive, on edge and, ultimately, just plain miserable at work — and possibly in life. And members will leave. There’s that.

Trying to hide your vulnerability is where a real struggle begins. No one is perfect; therefore, everyone is vulnerable. Period. If you try to hide your vulnerability from yourself and those around you with excuses, rationalizations and overbearing attitudes, you will undoubtedly destroy every single opportunity for synergy, connection and joy around you. So, it makes sense to try and approach vulnerability differently.

In the leadership realm, research has shown there is an advantage in embracing vulnerability and its effect on improving team culture and overall performance. The underlying principle of this is rather straightforward — when leaders embrace vulnerability, an environment of honesty is created that nurtures trust and opens lines of communication, both of which are integral components of learning and innovation. Have you heard of a successful business that is unable to learn and innovate? I didn’t think so. Here are what some experts have to say:

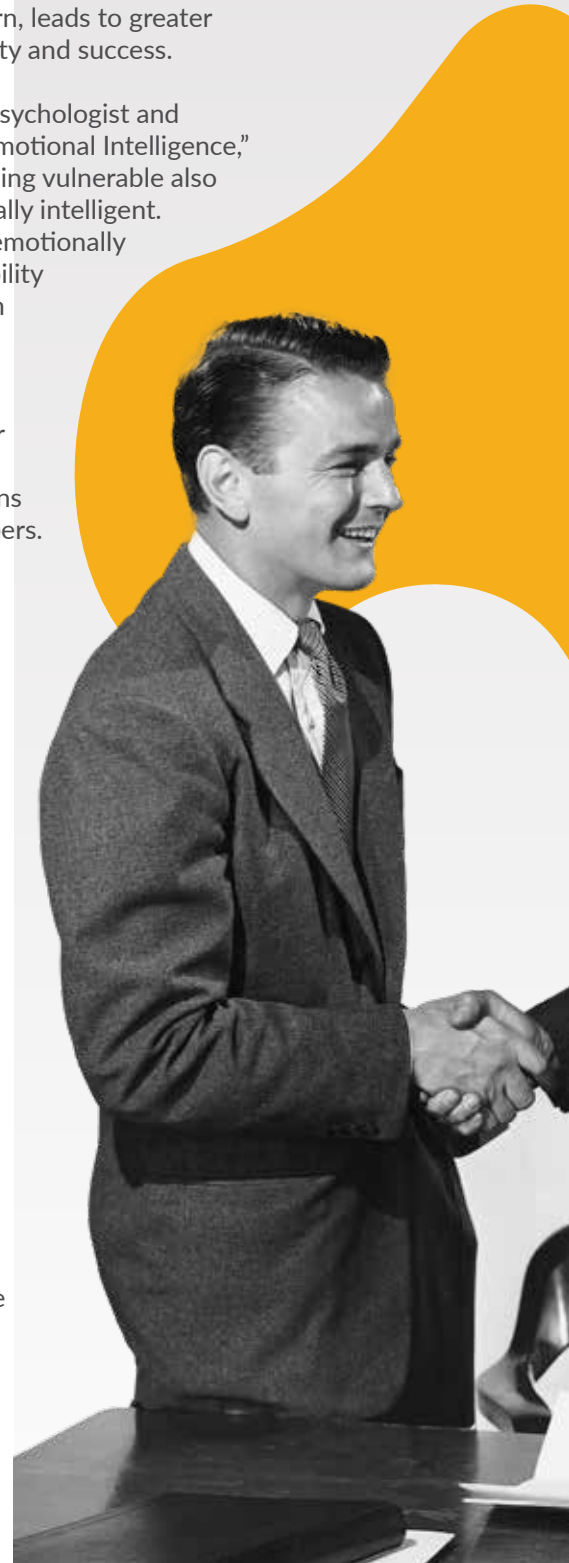
1. Brené Brown, research professor at the University of Houston and author of “Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead,” emphasizes that vulnerability is not weakness, but rather “our most accurate measurement of courage.” Brown’s research has shown that leaders who embrace their vulnerability are more likely to build trusting relationships, encourage innovation and foster communities with a culture of creativity and growth.
2. Simon Sinek, renowned author and motivational speaker, believes in the power of vulnerability in leadership. In his book “Leaders Eat Last: Why Some Teams Pull Together and Others Don’t,” Sinek contends that leaders who are vulnerable and share

their weaknesses and struggles create a sense of trust and safety within their teams. This, in turn, leads to greater team collaboration, creativity and overall success.

3. In his book “The Five Dysfunctions of a Team: A Leadership Fable,” Patrick Lencioni emphasizes the great importance of being vulnerable in leadership. Lencioni asserts that leaders who admit their mistakes and show vulnerability are much more likely to create an environment where team members feel comfortable sharing their own struggles and learning from each other. This, in turn, leads to greater innovation, productivity and success.
4. Dr. Daniel Goleman, psychologist and author of the book “Emotional Intelligence,” says that the act of being vulnerable also means being emotionally intelligent. And leaders who are emotionally intelligent have the ability to recognize their own emotions and those of others. This allows them to navigate hard situations with greater ease and create more meaningful connections with their team members.

By 2025, there will be more machines in the workplace than humans, which means that human touchpoints are an even greater advantage today than ever before. For associations, face-to-face, print and digital touchpoints are essential to creating connections and cultivating a sense of community.

It’s the human experience that will create relationships that foster feelings of belonging. And that sense of belonging for members is the emotional core value of those membership dues. Yes, there are many services and products that go along with membership, both those are transactional, and it’s the emotional connection that moves the needle when it comes to engagement.





The BEST Community Building (Marketing) Strategy Ever!

Back in 1958, two associations were founded with the intent to sell insurance products and other services to Americans 55 and older. One of the associations was AARP. The insurance company behind the formation of the associations was Colonial Penn.

Over the years, there have been lawsuits raised by consumers, members and disgruntled employees — however, this is not a commentary about the legalities of the organizations but more about the creation of one of the best community-based marketing efforts in the past 60+ years, and one that is still going strong.

So, how does an insurance company sell insurance products to one in four older Americans and instill a level of loyalty that propelled the company to one of the largest in the world, with more than 3.6 billion of life insurance in force? Well, you create a community where the seniors belong to something and can share ideas and lifestyles founded on peace of mind.

The AARP magazine is at the center of this juggernaut, and it brings in \$1.6 billion in revenue, not counting the revenue from the insurance products.

First, AARP members pay dues and receive the AARP magazines for free.

The magazine is published bi-monthly — in print — to 47 million members and its tagline is: Feel Great. Save Money. Have fun.

The magazine is distributed in print and also in a digital format, and it actively sells insurance products, Medicare and travel services, among other things — but it does so wrapped in lifestyle features specifically geared towards age demographics, which starts at age 50.

Over the years, the covers have featured older famous people engaging with grandchildren, pets, volunteering and otherwise living their best ordinary lives — much like we all can, once we are 55 and members of AARP, and happily buying their products.

The point of this is that if an insurance company can create an emotional connection and sell billions of dollars of insurance products to millions of people by creating a community based on belonging and inclusion, all associations can learn from their marketing strategy.

AARP's members aren't buying insurance products per se, but a lifestyle and an emotional connection. 🐟



6 TIPS

to Attract Younger Members to Join Your Association

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Young Professionals Are
More Important to Your
Association Than You Think



Presently, millennials comprise about 35% of the U.S. population; Gen Z, about 12%. According to Gallup, both generations contribute nearly half (47%) of today's full-time workforce, and some studies estimate they will account for up to 75% of the labor market by 2030.

These two groups of workers grew up with smartphones and computers; they are digital natives living online. They don't remember when telephones were attached to a wall or that their televisions didn't have a remote and only had three channels from which to select programming.

The world has changed as it has progressed. And attracting young professionals to join your association may be more important than you might believe. As these generations enter the workplace, they may seek to further their online lives, look for networking opportunities within their specific industries, and, subsequently, elect to join an association. A Community Brands study found that 76% of workers join a professional organization within their first five years of employment.

Early careerists represent the future of your association, and you should begin brainstorming and developing ways



to bring in newer and younger members. Becoming part of your members' lives early in their careers may assist overall member engagement and retention at your association.

Here are six effective tools to help you strategize ways for more millennials and Gen Zers to join your association. These tools may assist you in recruiting young professionals, increase their engagement and — perhaps most importantly — retain them on behalf of your association's future.

1. Know Your Audience

As you look to attract younger members to your association, you must understand what motivates them. Transparency, trustworthiness, social responsibility and personal and professional growth are some of the factors that will sway a millennial or Gen Zer to your association.

Also, according to the Community Brands Association Trends Study, over half of early-career members value training as the most important member benefit. For young professionals, the second most important member priority is raising awareness, and the third is fueling the industry's growth. However, early-career designation doesn't always signal a member is a young professional — it could indicate a recent switch in industries. Half of mid-career members value training as the second member priority, and 48% value raising awareness as the third priority.

As you build recruitment and member engagement communications for early careerists, focus on training initiatives, opportunities to raise awareness and fuel growth in your industry, and the benefits of professional education. Additionally, focus on job and networking opportunities, career tips and resources to help them in their early professional stage.

2. Offer Job and Career Advancement Opportunities

Community Brands' research shows that job opportunities and career advancement are the top reasons people join a membership organization. For young professionals in your association, put multiple offerings in place to help them grow their careers:

- **Provide mentorship opportunities.** Connect young professionals with experienced members to mentor them. To ensure a good fit between mentor and mentee, ask members to complete profiles specifying their demographic data, individual skill sets and what expectations they may have for your program. If you use association management software (AMS), input the profiles to streamline the matching process.
- **Develop an internship board.** Offer an internship board to connect students and new graduates with employers with internship opportunities. Encourage current members to post these opportunities at their companies or professional networks.
- **Offer an online career center.** Provide a huge benefit for members — especially those in the first five years of their careers — by connecting them with job opportunities.
- **Create digital and printed career resources.** Support your young professionals by designing industry-specific resources so they can build a career roadmap to assist them in reaching their professional goals. Remember to include professional development, employer recruitment and industry-required training materials.



3. Provide Learning Opportunities

Because young professionals value training opportunities, your association should gear up its learning program. Although most organizations offer conferences or virtual and in-person learning courses, association members — including the younger ones — value various learning experiences.

To take your learning program to the next level, you may consider the following options:

- **Offer engaging learning content.** To engage young careerists in your learning program and — importantly — keep them coming back for more courses, add a variety of content to your association learning program. Try offering live webinars, webcasts of live events, videos, social learning, virtual conferences, recommended courses and on-demand learning opportunities.
- **Organize training and certification opportunities.** As young professionals seek to grow their careers, arrange for your association to offer them training and certification relevant to helping them become more attractive in the job market.



4. Make Your Association Easier to Join

Though you may attract the attention of young professionals, membership costs may be a hardship for them when deciding to join your association. Review your membership fees and consider offering different levels at a reduced price. Levels could include student, new graduate or first-year professional membership. Also, allow flexible payment options, like installments, scheduled payments or recurring payments. This may assist a prospective member in feeling even more comfortable about joining.

5. Offer Incentives

A compelling incentive can break down final barriers for those on the fence about joining. Perhaps a free month of membership will give students and new graduates a taste of what they can expect as fully-fledged members. Or grant them a special discount toward an online learning opportunity or webinar registration. Promote these incentives on your association's home page, blog, targeted email campaigns and social media.



6. Engage Early Careerists

Once young professionals join your association, the first interactions will make a lasting impression and set the stage for a long-term relationship. Here are some tips on how to welcome and engage with early careerists:

- **Provide a memorable onboarding experience.** Personally thank young professionals for joining. This touch ensures new members feel glad they decided to join. Let them know you'll be sending more communications with information about their new membership, and then **do it**. Give them a short, simple list of communications they can expect to receive, from whom and where they can find more information and resources.
- **Invite your new, young members to connect.** Get young professionals involved by asking them to virtually connect with your organization and other members. Engaging with new members as soon as they join your association is the best way to boost their involvement with your online community. For example, invite new members to a subgroup or channel designated for young professionals. Consider pairing new members with volunteer member ambassadors in your online community to welcome them and help them get to know your organization better.
- **Ask for feedback.** One of the best ways to understand how to attract young millennials and Gen Zers to your organization is to request input from them. Forward a survey asking how they found out about your organization and why they joined. Also, ask what benefits they find most useful and what would make their experience as a member more valuable. Then, use their feedback to inform your recruitment, onboarding and engagement activities.

WHAT IS THE NEXT STEP?

Since the next generation of your membership is of the “technological” age, attracting new members is important to the ongoing success of your association. So it's vital that you utilize and embrace the technology available to you. You need to invest in new digital marketing strategies, create user-friendly online member portals, use video content and ensure your content is mobile-friendly.

And, if you're at a loss about how to help your new generation of members and what they need, be sure to ask them! Use them as a resource. It's possible these new generations can assist your association further into the future than you ever thought possible. 🐟



Creativity in Action!

Being creative and having fun is the name of the game when it comes to bringing a bit of excitement to conventions and events. Our clients have a knack for being creative and thinking outside of the box. Here is what a couple of associations did to do just that.



Christina "Chris" M. Bennett, CMP, Vice President of Meetings & Events at the Indiana Bankers Association, was looking for something to add energy to their convention sessions. They had previously used an emcee, which had worked well, but wanted to mix it up and do something different. Chris saw an event online that had used an illustrator, so she started asking around and someone suggested Matt Orley and Big Paper.

The onsite buzz about the illustrator was great. Here are some comments from the post-convention evaluation:

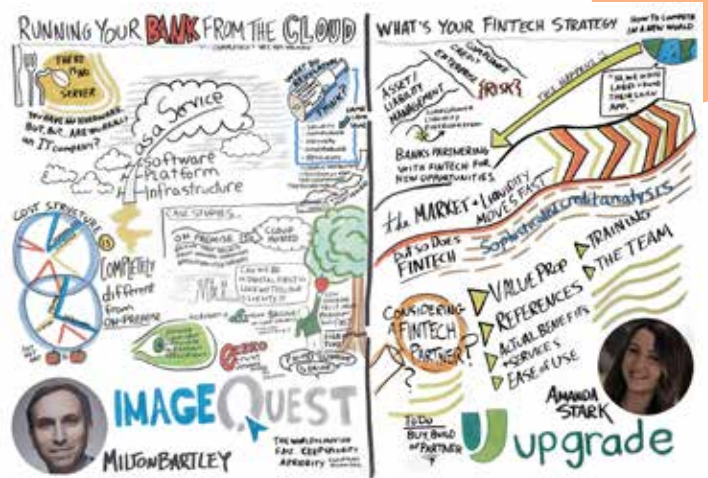
"They were excellent! Very entertaining and kept the crowd engaged."

"Matt Orley did a great job; I thought this was a very nice addition. He captured the essence of the sessions very well."

"Great addition to the conference and fascinating to watch him work!"

The artboards were large in size, so after the event, they were scanned and PDFs were shared with attendees and two of the speakers asked to take their board home!

"I would definitely do this again — maybe for a different audience or at this event after a few years have passed." Chris said.



While planning for the latest annual convention, the team at the Montana Automobile Dealers Association — Bruce Knudsen, Executive Vice President; Jillian Nash, Communications & Events Manager and Debbie Jean, Office Manager — knew they wanted to do something fun and unique to acknowledge their sponsors.

They came up with the idea of having a race car driver's suit customized with all of their sponsors' logos for each member of the team. Bruce, Jillian and Debbie wore their suits during MTADA's convention, and it was a big hit! Attendees loved it and wanted their picture taken with the team. The sponsors were just as excited and made sure their logo was proudly displayed in photos.

Because of the great feedback, MTADA will be doing this again. The team is also planning some new creative things, like a dunk tank with a chance to dunk Bruce. 🐟





Print

and Multi-Generation Communication

By Sophie Hanson, The newsLINK Group, LLC

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"In the age of fake news, trolls and bots, print can give that trust, authority and credibility."

— Amy Hutchinson, Marketing Director, BPIF

For the first time in history, we have five generations in the workplace, which also means associations are juggling the interests, needs and communication styles of members whose ages span over a half-century. Each of these groups has been influenced by the socio-cultural events that took place during the formative years of their lifetimes, including how each generation views its financial needs, goals and communication preferences. A generation is defined as "a group of people born around the same time and raised around the same place. People in this birth cohort exhibit similar characteristics, preferences and values over their lifetimes."

This generational melting pot presents an interesting puzzle for association communication directors because a one-size-fits-all approach is no longer an effective way to engage all members. In order for members to be fully engaged and participate, more and more, the feedback is to communicate with members how they want to be communicated with.

Generations have differences in the values, beliefs and opinions of different groups of people. While some believe strongly in the differences, others believe they are a myth. Those believing in the differences assert they are important to recognize and accommodate,

especially in settings with multiple generations, such as in today's workforce, and in turn, in today's association membership:

- **Traditionalists** value workplaces that are conservative, hierarchical and have a clear chain of command and top-down management.
- **Baby boomers** value workplaces that have flat hierarchies, democratic cultures, humane values, equal opportunities and warm and friendly environments.
- **Generation X** values workplaces that are positive, fun, efficient, fast-paced, flexible, informal and have access to leadership and information.
- **Millennials** value workplaces that are collaborative, achievement-oriented, highly creative, positive, diverse, fun, flexible and continuously providing feedback.
- **Generation Z** is motivated by security, is competitive, is independent, will multi-task, is entrepreneurial, wants to communicate face-to-face, is digital-native and wants to be catered to.

Print is a medium that speaks to all generations, as it can be tailored and nuanced. Many brands have turned to magazines to communicate with both employees and customers.

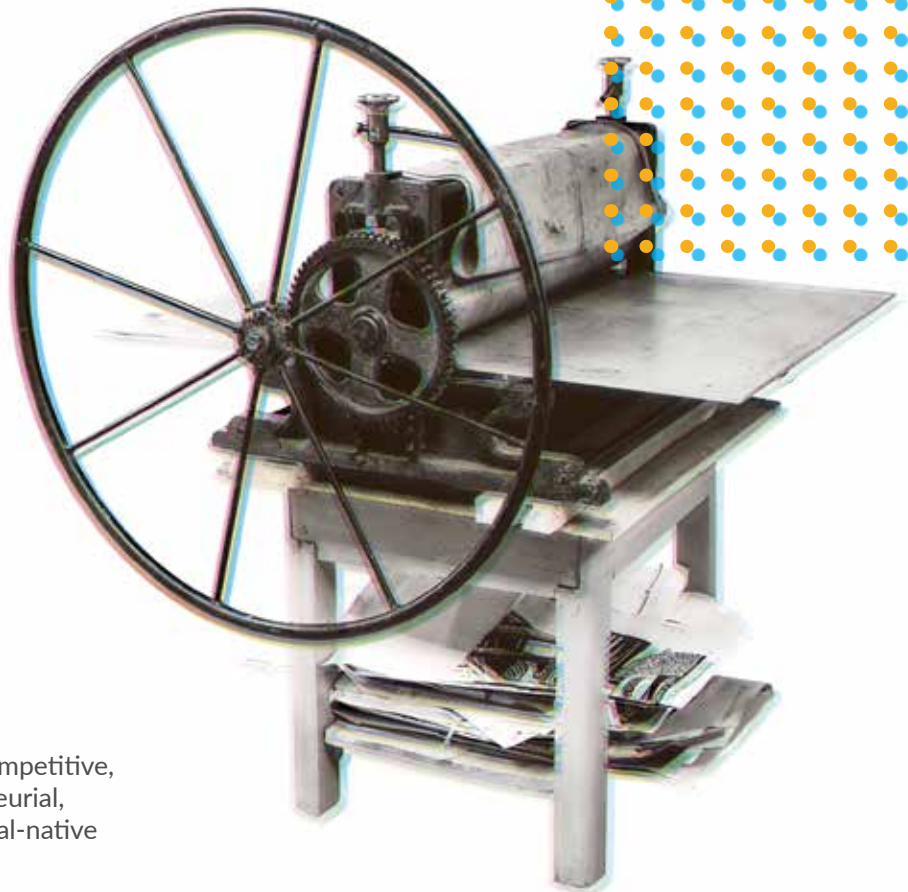
Are these brands feeling nostalgia for the 1990s? Possibly. But it's more likely they understand that Generation Z and millennials see novelty in print, thus leveraging printed media as a special component in their media mix. In a rush to digitize everything, sophisticated print magazines are a great way to stand out from the crowd.

There is a huge misconception that younger generations are so addicted to their phones that they are no longer interested in reading physical products. The opposite is, in fact, supported by statistics. According to MNI:

- Baby boomers read 9.2 magazines per month
- Gen Xers read 9.1 magazines per month
- Millennials read 8.9 magazines per month

This means younger generations are reading almost as much as older ones.

FedEx Office found 90% of all consumers prefer to read printed materials vs. digital screens, and "despite the



familiarity with digital, nearly half of millennial respondents (ages 18-34) reported having something professionally printed at least once a month."

In his book, "The Revenge of Analog: Real Things and Why They Matter," David Sax, a Canadian journalist, explains that the millennial fascination for print comes from digital burnout:

"Because the millennial generation came of age with broadband, internet, smartphones and social media, we assume that is all they want. But, in fact, when you look at who is driving the return of things like vinyl records, print books, paper books, new magazines and niche publications, it's exactly that demographic of millennials and those younger than them."

In a world where consumers are fed up with too many online ads and retargeting campaigns, the payoff for print ads seems to be higher than for digital ones. According to MarketingProfs, 92% of 18- to 23-year-olds find it easier to read print over digital content, and the response rate for direct-mail marketing is 37% higher than the email rate.

Building product stories around people creates ongoing success and brand loyalty. Good content always comes first, and print should always balance quality editorials with commercial goals. 🐟

Generational Differences Chart

	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
Birth Years	1946-1964	1965-1980	1981-1997	1998 & after
% in Workplace in 2020	22%	20%	50%	7%
"Famous People"	Bill Clinton, Meryl Streep	Elon Musk, Jennifer Lopez	Ashton Kutcher, Serena Williams	
# in USA — 2016	80 Million	61 Million	87 Million	60 Million
Other Names	"Me" Generation, Moral Authority	Gen X, Xers, The Doer, Post Boomers, 13th Generation	Generation Y, Gen Y, Generation Next, Echo Boomers, Chief Friendship Officers, 24/7's, Trophy Generation	Net Generation, Digital Natives, Screenagers, Digital Immigrants
Influencers	<ul style="list-style-type: none"> • Civil Rights, Vietnam War (1965-1973), Sexual Revolution, Cold War/ Russia, Space Travel, Neil Armstrong (1969), Decimal Currency (1966) • Highest divorce rate and 2nd marriages in history • Suburbia, TV, Watergate Protests • Human Rights Movement • Drugs, Rock and Roll • Post War Babies who grew up to be radicals of the '70s and yuppies of the '80s. • "The American Dream" was promised to them as children and they pursue it. As a result they are seen as being greedy, materialistic and ambitious. 	<ul style="list-style-type: none"> • Challenger Explodes (1986) • Haley's Comet (1986) • Stock market Crash (1987) • Berlin Wall Torn Down (1989) • Newcastle Earthquake (1989) • Watergate, Energy Crisis • Dual income families and single parents • First Generation of Latchkey Kids, Y2K, Energy Crisis, Activism, Corp. Downsizing, End of Cold War, Moms work • Increased divorce rate • Their perceptions are shaped by growing up having to take care of themselves early and watching their politicians lie and their parents get laid off. • Sesame Street, MTV, Gameboy, PC, Divorce Rate Tripled 	<ul style="list-style-type: none"> • Columbine Shooting (1999), New Millenium (2000), digital media, child-focused world, school shootings, terrorist attacks, AIDS, 9/11 • Grew up in an era that saw a return to child-centered households • Typically grew up as children of divorce • They hope to be the next great generation and to turn around all the "wrong" they see in the world today. • They grew up more sheltered than any other generation as parents strived to protect them from the evils of the world. • Came of age in a period of economic expansion • Kept busy as kids 	<ul style="list-style-type: none"> • Iraq/Afghanistan War • Asian Tsunami (2004) • Wikileaks • Grew up in the shadow of 9/11 and 2 financial collapses • Have grown up in worst economic environment since the Great Depression • Born into social media and mobile • Parents are Gen Xers • Online video bloggers are real people that they can relate to • Raised amid institutional and economic instability • Globally connected via social media • Global warming
Core Values	<ul style="list-style-type: none"> • Anti war • Anti government • Anything is possible • Equal rights • Equal opportunities • Extremely loyal to their children • Involvement • "Me" Generation • Optimism • Personal gratification • Personal growth • Question everything • Success • Spend now, worry later • Team oriented • Transformational • Trust no one over 30 • Youth 	<ul style="list-style-type: none"> • Balance • Diversity • Entrepreneurial • Fun • Highly educated • High job expectations • Independent • Informality • Lack of organizational loyalty • Pragmatism • Seek life balance • Self-reliance • Skeptical/cynical • Suspicious of Boomer values • Think globally • Techno literacy • Time 	<ul style="list-style-type: none"> • Achievement • Avid consumers • Been involved entire life • Change • Civic duty • Common and natural for them to have 10-14 jobs in their lifetimes • Confidence • Diversity • Extreme fun • Extremely techno savvy • Extremely spiritual • High morals • Highly tolerant • Hotly competitive • Individuality • Like personal attention • Members of global community 	

	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
Attributes	<ul style="list-style-type: none"> • 40% of marriages ended in divorce, a fact that compromised the parenting of their offspring • Ability to handle a crisis • Ambitious • Anti-establishment • Challenge authority • Competent • Competitive • Consensus leadership • Consumerism • Ethical • Focused on individual freedoms • Goal oriented • Good communication skills • Grew up at a time of national unrest which created strong sense of individualism in them. • Idealistic • Independent • Institutions deserve to change • Invested in real estate • Job hopping — will do so if it serves their interests • Late boomers chose to focus on their families rather than their jobs • Live to work • Loyal to careers and employers • Most educated as compared to other 3 generations • Multi-taskers • Optimistic • Political correctness 	<ul style="list-style-type: none"> • Adaptable • Angry but don't know why • Antiestablishment mentality • Apathetic • Big gap with boomers can change • Crave independence • Created child-focused families and became helicopter parents • Confident • Competent • Distrustful of institutions/ government and slacker stereotypes • Eclectic • Ethical • First generation of “latchkey kids.” As a result, they became independent, resourceful and comfortable on their own. • Fiscally conservative • Flexible • Focus on Results • Free agents • Graduated college into a tough job market • Highest number of divorced parents • High degree of brand loyalty • Highly adaptive to change and tech • Ignore leadership • Independent Institutions are suspect • Invested in the stock market • Loyal to manager 	<ul style="list-style-type: none"> • 57% will move home after graduating college. Tough competition for top jobs forces them back home where their parents are happy to have them • Achievement oriented • Ambitious but not entirely focused. Look to the workplace for direction and to help them achieve their goals. • Appreciate being kept in the loop • Are not afraid to question authority • At ease in teams • Attached to their gadgets (24/7) & their parents • Best educated • Confident • Crave attention because they were given a lot of attention as children • Crave feedback and guidance • Need frequent praise and reassurance • Cyber literate • Do not see investment as a wise decision • Diversity Focused — Multiculturalism • Excited about their jobs (tend to be) • Family-Centric: Willing to trade high pay for flexible schedules and better work/life balances. • Prioritize family over work (Older generations see this attitude as narcissistic or see it as a lack of commitment, discipline and drive) • Have not lived without computers 	<ul style="list-style-type: none"> • Activists • Collaboration • Creative • Culture creators • Cynical • Do not know what a floppy disk is • Most have not known a time when there was not an iPhone • They have never known a world without social media or internet • Information and communication with anyone, anywhere in the world can be accessed instantly at any time — they don't know any different • Growing up in a fast-paced, cloud-connected world of social media and pervasive devices and can be reached by more channels than any generation ever before • Dream big • Driven • Entrepreneurial • Fast-paced • Go-getters • Have issues with complex problem solving • Highly informed • Hyper aware • Increasingly “in the moment” • Industrious • Instant gratification (Google, internet, Twitter, text)
Family Experience	<ul style="list-style-type: none"> • Disintegrating “Cleaver Family” • Mom stayed home as children were seen as “special” 	<ul style="list-style-type: none"> • Latch-key kids • Women widely expected to work outside the home • The first “daycare” generation • Dual income families 	<ul style="list-style-type: none"> • Merged families • Coddled kids (they got a trophy for coming in 8th place) 	<ul style="list-style-type: none"> • Expect to experience a lower standard of living than their Gen X parents
Education	<ul style="list-style-type: none"> • A birthright 	<ul style="list-style-type: none"> • A way to get there 	<ul style="list-style-type: none"> • An incredible expense 	
Value	<ul style="list-style-type: none"> • Success 	<ul style="list-style-type: none"> • Time 	<ul style="list-style-type: none"> • Individuality 	
Dealing with Money	<ul style="list-style-type: none"> • Buy now, pay later 	<ul style="list-style-type: none"> • Cautious • Conservative • Save, save, save 	<ul style="list-style-type: none"> • Earn to spend 	<ul style="list-style-type: none"> • Care little for traditional rewards programs or special offers • E-stores
Work Ethic	<ul style="list-style-type: none"> • Driven • Workaholic-60 hr. work weeks • Work long hours to establish self-worth and identity and fulfillment • Work ethic = worth ethic • Quality 	<ul style="list-style-type: none"> • Balance • Work smarter and with greater output, not work longer hours. • Eliminate the task • Self-reliant • Want structure & direction • Skeptical 	<ul style="list-style-type: none"> • Ambitious • What's next? • Multitasking • Tenacity • Entrepreneurial 	
Work Focus	<ul style="list-style-type: none"> • Relationships and Results 	<ul style="list-style-type: none"> • Task and Results 	<ul style="list-style-type: none"> • Global and Networked 	

	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
Technology	<ul style="list-style-type: none"> Acquired TV (1956) Audio Cassette (1962) Transistor radio (1955) 	<ul style="list-style-type: none"> Assimilated VCR (1976) Walkman (1979) IBM PC (1981) 	<ul style="list-style-type: none"> Integral Internet, Email, SMS DVD (1995) PlayStation, Xbox, iPod 	<ul style="list-style-type: none"> MacBook, iPad Google, Facebook, Twitter, Wii, PS3, Android
Entitlement	<ul style="list-style-type: none"> Experience 	<ul style="list-style-type: none"> Merit 	<ul style="list-style-type: none"> Contribution 	
Workplace View on Respect for Authority	<ul style="list-style-type: none"> Originally skeptical of authority but are becoming similar to Traditionalists Time equals authority 	<ul style="list-style-type: none"> Skeptical of authority figures Will test authority repeatedly 	<ul style="list-style-type: none"> Will test authority but often seek out authority figures when looking for guidance 	<ul style="list-style-type: none"> Respect is earned, not simply given Want leaders who are creative and inspiring Co-creators
Workplace View on Time at Work	<ul style="list-style-type: none"> Workaholics Invented 50 hr. work week Visibility is the key 	<ul style="list-style-type: none"> Project-oriented Get paid to get job done 	<ul style="list-style-type: none"> Effective workers but gone at 5 P.M. on dot View work as a “gig” or something that fills the time between weekends 	
Workplace View on Skill Building	<ul style="list-style-type: none"> Skills are an ingredient to success but they are not as important as work ethic and “face time” 	<ul style="list-style-type: none"> Amassed skills will lead to next job — the more they know the better Work ethic is important, but not as much as skills 	<ul style="list-style-type: none"> Training is important and new skills will ease stressful situations 	
View on Work/ Life Balance	<ul style="list-style-type: none"> Were hesitant of taking too much time off work for fear of losing their place on the corporate team — as a result, there is an imbalance between work and family 	<ul style="list-style-type: none"> Because of parents who are Boomer workaholics, they focus on clearer balance between work and family. Do not worry about losing their place on the corporate team if they take time off 	<ul style="list-style-type: none"> Not only balance with work and life, but balance with work, life and community involvement and self-development Flex time, job sharing and sabbaticals will be requested more by this generation. 	<ul style="list-style-type: none"> They want balance between work and personal life.
Business Focus	<ul style="list-style-type: none"> Long Hours 	<ul style="list-style-type: none"> Productivity 	<ul style="list-style-type: none"> Contribution 	
Work Ethic and Values	<ul style="list-style-type: none"> Challenge authority Crusading causes Dislike conformity and rules Heavy focus on work as an anchor in their lives Loyal to the team Question authority Process-oriented Relationship focused at work Strive to do their very best Value ambition Value collaboration Value equality Value personal fulfillment/ gratification Value personal growth Value teamwork Value youthfulness Want respect from younger workers Want a flexible route into retirement Willing to take risks Work efficiently 	<ul style="list-style-type: none"> Care less about advancement than about work/life balance Expect to influence the terms and conditions of the job Work/family balance is important to them Enjoy work, but are more concerned about work/life navigation Have a work ethic that no longer mandates 10 hr. days. Like a casual work environment Looking for meaningful work and innovation Move easily between jobs and criticized for having no attachment to a particular job/ employer Outcome-oriented Output focused Prefer diversity, technology, informality and fun Rely on their technological acuity and business savvy to stay marketable. Want to get in, get the work done and move on to the next thing Want to build a stellar career 	<ul style="list-style-type: none"> Believe that because of technology, they can work flexibly anytime, anyplace and that they should be evaluated on work product-not how, when or where they got it done Expect to influence the terms and conditions of the job Have a work ethic that no longer mandates 10 hr. days High expectations of bosses and managers to assist and mentor them in attainment of professional goals. Want long-term relationships with employers, but on their own terms “Real Revolution” — decrease in career ambition in favor of more family time, less travel, less personal pressure Goal oriented Looking for meaningful work and innovation May be the first generation that readily accepts older leadership Looking for careers and stability Mentoring is important to them Obsessed with career developments 	

	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
Preferred Work Environment	<ul style="list-style-type: none"> • “Flat” organizational hierarchy • Democratic • Humane • Equal Opportunity • Warm, friendly environment 	<ul style="list-style-type: none"> • Functional, Positive, Fun • Efficient • Fast-paced and flexible • Informal • Access to leadership • Access to information 	<ul style="list-style-type: none"> • Collaborative • Achievement-oriented • Highly creative • Positive • Diverse • Fun, flexible, want continuous feedback • Good inter-office relationships 	<ul style="list-style-type: none"> • Offer flexible hours • Offer ability to work remotely • Time off for personal needs
Work is...	<ul style="list-style-type: none"> • An exciting adventure • A career • Work and then retire 	<ul style="list-style-type: none"> • A difficult challenge • A contract • Just a job 	<ul style="list-style-type: none"> • A means to an end • Fulfillment • Flexible work arrangements 	
What They Are Looking For In a Job	<ul style="list-style-type: none"> • Ability to “shine”/“be a star” • Make a contribution • Company represents a good cause • Fit in with company vision/mission • Team approach • Need clear and concise job expectations and will get it done • Like to achieve work through teams 	<ul style="list-style-type: none"> • Dynamic young leaders • Cutting-edge systems/tech • Forward thinking company • Flexibility in scheduling • Input evaluated on merit, not age/seniority • If you can't see the reason for the task, they will question it. If you can't keep them engaged, then they will seek it in another position. 	<ul style="list-style-type: none"> • Want to be challenged • Don't want boring job • Expect to work with positive people and company that can fulfill their dreams • Strong, ethical leaders/mentors • Treat with respect in spite of age • Social network • They expect to learn new knowledge and skills (they see repeating tasks as a poor use of their energy and time and an example of not being taken seriously) • Friendly environments • Respond best to more networked, less hierarchical organizations. • Flexible schedules • Want to be evaluated on output not input on the work product itself • They expect to be paid well • They want to make a difference because of being a product of the “drop-down and click menu,” they may need to be given a list of options 	<ul style="list-style-type: none"> • Entrepreneurial • Focused on businesses that fit their smartphone screen • Health Insurance • Midsize company • Headed for careers that don't exist in today (2016)
Work Assets	<ul style="list-style-type: none"> • Anxious to please • Challenges the status quo • Can creatively break down the big picture into assignments • Good at seeing the big picture • Good team players • Mission oriented • Politically Savvy-gifted in political correctness • Service oriented • Will go the extra mile • Works hard 	<ul style="list-style-type: none"> • Adapt well to change • Consumer mentality • Direct communicators • Don't mind direction but resent intrusive supervision • Eager to learn • Very determined • Good task managers • Good short-term problem skills • Highly educated • Multitaskers • Not intimidated by authority 	<ul style="list-style-type: none"> • Consumer mentality • Collaboration • Goal oriented • Highly educated • Multitask quickly • Optimistic • Positive attitude • Technical; savvy • Tenacious 	

	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
Work Liabilities	<ul style="list-style-type: none"> • Expect everyone to be workaholics • Dislike conflict • Don't like change • Challenge authority of the Traditionalists • Judgmental if disagree • Not good with finances • Peer loyalty • "Process before results" • Self-centered • They are burning out with today's workload • Not impressed with less ambitious Gen Xers 	<ul style="list-style-type: none"> • Built "portable" resume • Cynical; skeptical • Dislike authority • Dislike rigid work requirements • Impatient • Lack people skills • No long-term outlook • Respect competence • Mistrust institutions • Rejects rules • Don't understand the optimism of boomers and millennials • Do not want to follow boomers into burnout • Think millennials need too much hand holding 	<ul style="list-style-type: none"> • Distaste for menial work (they are brain smart) • Inexperienced • Need supervision • Need structure • Lack discipline • High expectations • Lack of skills for dealing with difficult people • Impatient • Lack of experience • Respond poorly to those who act in an authoritarian manner or who expect to be respected due to higher rank alone. • Feels that basics like punctuality and dress code are less important 	
Keys to Working With	<ul style="list-style-type: none"> • Want to hear that their ideas matter • They were valued youth, teens and young adults and expect to be valued in the workplace. • Their careers define them, their work is important to them. • Silly routines are frustrating. • They expect their work, and themselves to matter. • Before they do anything, they need to know why it matters, how it fits into the big picture and what impacts it will have on whom. • Do well in teams • Are motivated by their responsibilities to others • Respond well to attention and recognition • Don't take criticism well • Less likely to offer necessary recognition • Need flexibility, attention and freedom • Offer them flexibility, authority, respect • Challenge them to keep growing in their own way 	<ul style="list-style-type: none"> • Want independence in the workplace and informality • Give them time to pursue other interests • Allow them to have fun at work • Give them the latest technology • Manage them with a coaching style • Want FAST feedback • Want credit for results • Push them to keep learning 	<ul style="list-style-type: none"> • Like a team-oriented workplace • Want to work with bright, creative people • Take time to learn about their personal goals • They expect to be treated respectfully. Raised to feel valued and very positive about themselves; they see as a sign of disrespect any requirement to do things just because this is the way it has always been done or to pay one's dues. • Want to work with friends • Provide engaging experiences that develop transferable skills • Provide rationale for the work you've asked them to do and the value it adds. • Provide variety • Grow teams and networks with great care; develop the tools and processes to support faster response and more innovative solutions. • Provide a work environment that rewards extra effort and excellence • Pay close attention to helping them navigate work and family issues 	<ul style="list-style-type: none"> • This highly mobile generation may see the 9-5 standard disappear as work is defined by mobile work and supported by mobile corporate learning and development.
Leadership Style	<ul style="list-style-type: none"> • Consensus/Consensual • Collegial 	<ul style="list-style-type: none"> • Competence • Everyone is the same • Challenge others • Asks why 	<ul style="list-style-type: none"> • Achievers • TBD (this group has not spent much time in the workplace so this characteristic is yet to be determined) 	
View of Authority	<ul style="list-style-type: none"> • Impressed 	<ul style="list-style-type: none"> • Unimpressed 	<ul style="list-style-type: none"> • Relaxed 	
My heroes are....	<ul style="list-style-type: none"> • Kennedys, Martin Luther King 	<ul style="list-style-type: none"> • What's a hero? • Boss 	<ul style="list-style-type: none"> • My grandparents • Boss — if things are right • Themselves 	
Interactive Style	<ul style="list-style-type: none"> • Team player • Loves to have meetings 	<ul style="list-style-type: none"> • Entrepreneur 	<ul style="list-style-type: none"> • Participative 	

	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
Technology is...	<ul style="list-style-type: none"> • The microwave 	<ul style="list-style-type: none"> • What you can hold in your hand; cell, PDA 	<ul style="list-style-type: none"> • Ethereal – intangible 	<ul style="list-style-type: none"> • MacBook, iPad, Wii, PS3, Android
Communications Media	<ul style="list-style-type: none"> • Touch-tone phones • Call me anytime 	<ul style="list-style-type: none"> • Cell phones • Call me only at work • E-mail 	<ul style="list-style-type: none"> • Internet • Picture phones • E-mail • Google, Facebook, Twitter, Text 	<ul style="list-style-type: none"> • Connect with others digitally and not face to face • Snap Chat, Secret, Whisper, Slingshot, Tumblr
Communication	<ul style="list-style-type: none"> • Diplomatic • In-person • Speak open – direct style • Use body language to communicate • Present options (flexibility) • Use E-Comm's/face-to-face • Answer questions thoroughly and expect to be pressed for details • Avoid manipulative/controlling language • Like the personal touch from managers • Get consensus-include them or they may get offended • Establish a friendly rapport • OK to use first names • Learn what is important to them • Emphasize the company's vision and mission and how they can fit in 	<ul style="list-style-type: none"> • Blunt/direct • Immediate • Use straight talk, present facts • Use email as No. 1 tool • Learn their language & speak it • Use informal communication style • Talk in short sound bytes • Share info immediately and often • Has the potential to bridge the generation gap b/w youngest and oldest workers. • Don't micro-manage • Use direct, straightforward approach • Avoid buzz words and company jargon • Tie your message to "results" • Emphasize "WIIFM" in terms of training and skills to build their resume 	<ul style="list-style-type: none"> • Polite • Use positive, respectful, motivational, electronic communication style (cell phones, email, IM, text – these are "fun") • Communicate in person if the message is very important • Use text, email and voice mail as No. 1 tools • Prefer text messages to phone calls because they can multi-task while communicating and they find it easier to carry on more than one conversation at a time • Don't talk down to them-they will resent it • Show respect through language and they will respect you • Use action verbs • Use language to portray visual pictures • Be humorous-show you are human • Be positive 	<ul style="list-style-type: none"> • Strategic timing • Make it easy for them • Reach them early • Have a responsive website • Prefer a variety of ways to communicate • Tweets • Live updates from events, live promotions • Need to respond promptly to them (12 hrs. is no longer good) • Be responsive-you cannot let their tweets hang • They will take pictures at photo booths • They will take advantage of apps throughout facility • "Hunts" using smartphones
Feedback and Rewards	<ul style="list-style-type: none"> • Feel rewarded by money and will often display all awards, certificates, and letters of appreciation for public view • Like praise • Title, recognition, money • Give something to put on the wall • Somewhat more interested in soft benefits than younger generations • Enjoy public recognition • Appreciate awards for their hard work & the long hrs. they work • Once a year whether needed or not 	<ul style="list-style-type: none"> • Not enamored by public recognition • Want to be rewarded with time off • Freedom is the best reward • Prefer regular feedback on their work but are less dependent on being told that they are good people • Somewhat more interested in benefits than younger generations • Need constructive feedback to be more effective • Are self-sufficient, give them structure, some coaching, but implement a hands-off type of supervisory style • "So, how am I doing?" 	<ul style="list-style-type: none"> • Like to be given feedback often and they will ask for it often • Meaningful work • Be clear about goals and expectations • Communicate frequently • Provide supervision and structure • Want recognition for their heroes; bosses and grandparents. Managers who balance these frames of reference in rewarding workers create a more valuable experience for both the employee and worker. • Work that has meaning • Virtual coach/touch of a button 	
Messages that Motivate	<ul style="list-style-type: none"> • You are valued • You are needed 	<ul style="list-style-type: none"> • Do it your way • Forget the rules 	<ul style="list-style-type: none"> • You will work with other bright, creative people 	
Motivated by...	<ul style="list-style-type: none"> • Being valued • Needing money 	<ul style="list-style-type: none"> • Freedom and removal of rules • Time off 	<ul style="list-style-type: none"> • Working with other bright people • Time off 	<ul style="list-style-type: none"> • Rewards • Free stuff
Money is...	<ul style="list-style-type: none"> • Status symbol 	<ul style="list-style-type: none"> • Means to an end 	<ul style="list-style-type: none"> • Today's payoff 	

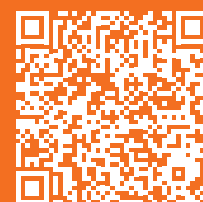
	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
Work and Family Life Balance	<ul style="list-style-type: none"> • No balance • “Live to work” • At this point in their lives they are interested in flexible hrs. and are looking to create balance in their lives. They have pushed hard, all work and no play and they are beginning to wonder if it was worth it. 	<ul style="list-style-type: none"> • “Work to live” • Balance is important. They will sacrifice balance, but only occasionally. • They work to live, not live to work. • Many Gen X women are leaving high-powered careers to focus on their families. 	<ul style="list-style-type: none"> • “Work to live” • Balance is important. They will sacrifice balance, but only occasionally. • Want a work-life balance that affords them to spend their time in meaningful ways 	<ul style="list-style-type: none"> • Want balance
Mentoring	<ul style="list-style-type: none"> • Stellar career important as they question where I have been and where I am going • Appreciate they paid their dues under the hierarchical rules • Teach them balance: work, family, financial, etc. • Need to know they are valued • Show them how you can help them use their time wisely • Pre-assess their comfort level with technology before new projects • Demonstrate the importance of a strong team and their role • Emphasize that their decision is a good one and a “victory” for them • Follow up, check-in, and ask how the individual is doing on a regular basis, but DO NOT micro-manage 	<ul style="list-style-type: none"> • Offer a casual work environment. And lighten up. • Get them involved, encourage creativity • Allow flexibility, be more hands off • Encourage a learning environment • Listen — and learn! • They work with you, not for you • Offer variety and stimulation • May need help in taking responsibility for full process completion and in appreciating how their input affects the whole. • Need their managers to appreciate that they have a life/can be more efficient one task at a time • They will leave in a second if a better deal comes along. • Provide learning and development opportunities • Provide situations to try new things • Ask for their input in selecting an option • Be prepared to answer “why” often • Present yourself as an information provider, not Boss • Use their peers as testimonials • Appear to enjoy your work • Follow up and meet your commitments. They are eager to improve and expect you to follow through with information 	<ul style="list-style-type: none"> • Encouragement to explore new avenues through breaking the rules • Raise the bar on self as they have high expectations • Goals — in steps and actions • Establish mentoring programs • Honor their optimism and welcome and nurture them • Be flexible • Challenge them • Respect them • Offer customization-a plan specific to them • Offer peer-level examples • Spend time providing information and guidance • Allow options, including work from home and flex time • Be impressed with their decisions 	
Career Development	<ul style="list-style-type: none"> • Focus on developing their careers through opportunities within one organization or at least one industry • Moved up based on seniority, not always based on skill and expertise 	<ul style="list-style-type: none"> • Take a proactive approach to career development through more degrees and experiences both within the organization and without — this is often seen as being disloyal to the company, but Gen Xers see it as being loyal to themselves 	<ul style="list-style-type: none"> • Millennials will enter the workforce with more experience than any generation before them. • They will continue to seek this through requests for more experiences and opportunities. If they don't get it at their work, they will seek it elsewhere. 	

	 BABY BOOMERS 	 GENERATION X 	 MILLENNIALS 	 GEN Z
 Training and Development 	<ul style="list-style-type: none"> • Training is a contribution to the organization's goals but is also a path to promotion and additional compensation. • Training Focus: technical, data, evidence 	<ul style="list-style-type: none"> • Training enhances their versatility in the marketplace and investment in their future. • Not necessarily loyal to the company that trained them • Training Focus: practical, case studies, applications 	<ul style="list-style-type: none"> • Willing and eager to take risks; don't mind making mistakes- they consider this a learning opportunity • Prefer webinars and online technology to traditional lecture-based presentations • Training Focus: emotional, stories, participative 	<ul style="list-style-type: none"> • Student-centric, kinesthetic, multi-modal, eLearning, interactive, lounge room style, multi-stimulus • Pair them with mentors who can train them and introduce them • Training Focus: multi-model, eLearning, interactive
 Retirement 	<ul style="list-style-type: none"> • If I retire, who am I? I haven't saved any money so I need to work, at least part-time. • I've been downsized so I need to work, at least part-time. 	<ul style="list-style-type: none"> • I may retire early; I've saved my money. I may want different experiences and may change careers. I may want to take a sabbatical to develop myself. 	<ul style="list-style-type: none"> • Jury is still out but will probably be similar to Gen Xers. 	
 Fundraising Tips 	<ul style="list-style-type: none"> • Put them out front and in the spotlight. • Get them involved, allow them to find self-fulfillment through work with your organization. • Offer them more aggressive planned giving and financial management tools. • Appeal to their idealism. • Could your agency be where they spend their "third age"? 	<ul style="list-style-type: none"> • Use humor in appeals. Allow them to work independently for your agency and on their own terms-can't stand infinite committee meetings. • Social entrepreneurs- "micro-loans" • Creative use of new technologies • Understand their primary focus is their family • Lone ranger philanthropy and volunteerism • Younger generations have shorter attention spans 	<ul style="list-style-type: none"> • Use them for focus groups, ask their opinions. • Put them in charge of using technologies for appeals-no long appeal letters. • Utilize their networks. • Have them plan events that interest them. • Act fast on their interest or you will lose them. • Link your cause to sustainability. "Mid Century Modern" is cool again. 	



This chart is a free resource created with the intent to help professionals and businesses take the next step in their growth. To download the full chart, please scan the QR code. 🐟

<https://thenewslinkgroup.org/wp-content/uploads/2022/09/GenerationalDifferencesChartUpdated2019.pdf>



The Art of Being an Effective Company Spokesperson

Being a resource to journalists and working with the media can be an effective part of any PR strategy. When journalists see us going the extra mile to help them meet editorial deadlines, a rapport is built. So, it's important to have spokespeople that are media trained in place and ready with essential talking points.

Having an untrained spokesperson talk to the media can create serious problems, which no one wants. Here are a few tips to help you and your team be prepared to effectively deal with the media.

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TIPS ON SPEAKING WITH THE MEDIA

Be Prepared

- Before the interview, decide what you do and do not want to say to a reporter.
- Have one or two main talking points ready that you want to get across.
- Write your key points down and have supporting facts at the ready.

Listen

- Don't be afraid to ask what the story is about before you accept an interview request from a journalist. The story you want to tell may not be the angle the reporter is pursuing.
- Do your homework to decide how your points fit into the story being told.
- Make sure you understand the question and ask for clarification if needed.

Be Concise

- Respond quickly, reporters work on tight deadlines.
- Lead with your key points and make your key points over and over.
- Get to the point. Deliver your message in one or two clear and concise sentences.
- Offhanded or sensational comments WILL find their way into a story, so get to the point and stay there.
- Always remember, things you say outside the "interview" can find their way into a story, so be careful. If you talk off the record, you must announce that in advance.

Keep it Simple

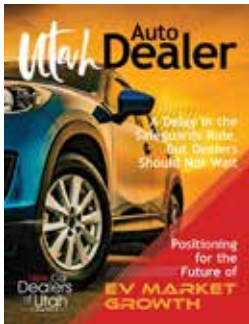
- Reporters are looking for simple, clear, interesting quotes that can be understood by a wide audience. Avoid jargon.
- Stick to your key points. Don't throw a lot of information at a reporter and assume they will know what to emphasize.

Handling the Tough Stuff

- Set ground rules for the interview up front.
- Is the reporter willing to repeat/email the quotes he/she will use? It's worth asking.
- Don't assume a reporter understands the background of a story. Be prepared to talk background if needed.
- Avoid answering loaded or unreasonable questions.
- If you misspeak, simply say so and then correct your response. If the interviewer presents incorrect information, mention the error and provide the correct data.
- When in doubt, leave it out. If you don't know the answer to a question or need time to research and collect your thoughts, tell the reporter you will get back to them later with an answer. 🐟

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Since its inception in 2004, MarCom has evolved into one of the largest, most respected creative competitions in the world. The award recognizes excellence in all elements of the printed material, including creativity, communication and marketing. Congratulations to our clients and their publications for winning such a prestigious award for a printed association publication!



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HONORABLE MENTION
Montana Automobile Dealers Association
2023 DIRECTORY



Buzzwords/ Use With Caution

When communicating with colleagues in the business world, it may feel like you have to learn a secondary language to understand the corporate speak that everyone uses on a daily basis.

Corporate speak is a collection of buzzwords and phrases with double meanings used to communicate smoothly and enhance credibility. Buzzwords act as shortcuts to communicate longer, more complex ideas to save time or effort.

However, the trouble comes in when those buzzwords are used badly or incorrectly. The supposed shortcut to clearer communication becomes an even more confusing misunderstanding. This leads to individuals disliking having to use corporate speak but continuing to use it to sound more professional.

A recent survey was conducted by Preply Business (a global language learning marketplace for businesses and teams) of more than 1,500 American office workers about the corporate speak they use at their jobs.

And here they are, the top 10 most annoying business buzzwords (or catchphrases) :

1. New normal.
2. Culture (as in “company culture”).
3. Circle back.
4. Boots on the ground.
5. Give 110%.
6. Low-hanging fruit.
7. Win-win.
8. Move the needle (*haha, see Sophie's message at the end of page 6*).
9. Growth hacking.
10. Think outside the box.

Why do we talk in corporate speak if not everyone likes or understands it? Psychology Today, after also delving into corporate jargon, suggests that these buzzwords and phrases do help simplify a complex concept, but they just get overused.

Chances are, however, those business buzzwords — annoying or not — are most likely here to stay because they help many of us feel like we're really part of a group or team that has embraced a shared language. But like anything, they have a time and place. Using them with intention and purpose can clearly communicate your ideas and take your business language to another level. 🐟

For those of you that need some instruction on real corporate speak, or just a self-deprecating laugh (and you know who you are), scan the QR code.



<https://www.tiktok.com/@lisabevolving/video/7300970816316001578?lang=en>



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