



# Overview Generations at Work: Attract, Retain, Engage

With three generations—Baby Boomers, GenXers, and Millennials—in the workplace, the challenge of attracting, retaining, and engaging them all may seem daunting, if not impossible.

The apparent difficulty is heightened by assumptions that what works for one generation doesn't work for another, necessitating three separate, multilayered attraction/retention/engagement programs.

While it's true that each generation develops a kind of collective identity, Herman Miller believes that it's more helpful, and fair, to view generations as groups of individuals with all kinds of values, goals, and points of view—and that amid their distinguishing differences, people appreciate and respect many of the same things.

Given the commonalities of the human experience, here are 10 suggestions for attracting, retaining, and engaging people of all generations:

- **Be welcoming.** Listen. Respond. Show respect.
- **Be open.** Communicate clearly and regularly. Encourage debate.
- **Be fair.** Define expectations. Manage with attention and appreciation.
- **Be visible.** Interact. Participate. Walk around. Chat.
- **Be inspiring.** Find original, imaginative ways to stimulate and motivate.
- **Be visionary.** Address the future. Encourage others to do the same.
- **Be inclusive.** Involve everyone. Build an atmosphere of trust.
- **Be appreciative.** Reward. Recognize. Celebrate.
- **Be positive.** Instill a sense of pride. Promote a sense of social responsibility.
- **Be together.** Create a community of common goals and mutual respect.