

## The arrival of new generations in the company: challenges and/or opportunities?

### CHAPTER

# FRANCE

Article written by :



**Géraldine Blarel**  
Founder  
**Well k'Homme**

**LEAD Network asks:** Challenges are changing with the arrival of new generations in the workplace. Should we rejoice or be afraid of moving from a model where employees were supposed to fit into the mold, adapt the company's culture to a reverse model where the company has to learn how to lead a wide range of personalities and adapt to them?

### **Géraldine Blarel's perspective:**

The world, workplace, people are changing

- Management of health, economic, social crises
- Digital era and speed of evolution
- Need for purpose and eco-responsibility
- Focus on personal and corporate sustainability

It leads to new challenges for companies to perform:

- Contribute to the public good, have a purpose
- Even more focus on People: reveal and nurture the talents
- Rethink leadership: head (Vision & Mission/Objectives/strategies/plans), heart (emotions at the service of the firm), body "*mens sana in corpore sano*")
- Innovate
- Be quick and agile...

## **What are the key components of yesterday's mold? What are the needed adjustments?**

Yesterday's mold was based on the recruitment of similar profiles, common, very precise processes, learning methods, same areas of interest, jargon, communication, informal codes linked to expected behaviors.

Without a doubt, some adaptations need to be made. Firstly, recruitment needs to focus on more diverse profiles. Secondly, employees should be given more space to express themselves while maintaining a structured and effective framework. Maintaining strong company culture is also key.

## **How to capture all possibilities new generations have and make them a key strength of the company versus seeing them as a threat?**

- Understand their needs and motivations:
  - Purpose
  - More Work-Life balance
  - Spontaneity
  - Multi-tasks
  - Information obsessed
  - Hungry for technology
  - Self-esteem
  - Sustainability focused
  - Hyper communicative
- Respond to their needs and motivations for improved performance and Well-Being

- Inspire them: corporate purpose full of meaning and valuable to the public good, role model behaviors in terms of leadership and human values
- Listen to them: they are bursting with ideas
- Let them dream, create: respond to consumers, which media to use.

### **Create projects serving the public good: how make the company sustainable in our day-to-day?**

- Straight talk: speak frankly, share the key codes
- Involve them: it's not about giving them a topic and explaining how they will operate in all details based on a well-defined methodology. It is about sharing precise objectives and guidelines, letting them work, and sharing inputs when needed. Leaving them some space
- Optimize their digital know-how
- Help them grow thanks to Training and coaching. What is the difference between the 2 ? Training is about nurturing them with knowledge and letting them acquire new skills. Coaching consists in helping the team member find the solution. I use the GROW model (Goal, Reality, Options, Willingness) developed by John Whitmore.
- Encourage and reward them
- Bring some flexibility: Work-Life balance, home-working, flex hours...
- Create a pleasant work environment: a fun and engaging place to work.

**To conclude, the challenge for a performing company and new generations consists of mutual adaptation and focus on a common, purposeful goal and a win-win relationship. It's a unique opportunity to improve performance further. It is essential to include all generations in its companies' culture and growth.**