

## The New Values-Based Paradigm - Employees Want a Life, Too!

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The values-based paradigm has emerged at a time when the demands of people's professions have started to eclipse people's personal lives and values.

This newer values-based paradigm is largely driven by Generations X and Y, who are described as "non-compromise generations." They *demand* to have significant work experience and *simultaneously* "have a life." In large part, if they don't get this balance from an organization – according to their own unique definitions – they leave! Unfortunately, those who leave are often the people that organizations want to retain most.

These values are captured by the following principle statements that reflect the expectations of Generations X and Y and, in all likelihood, many Baby Boomers as well (though Baby Boomers appear generally less willing to demand these values as requirements for continued employment):

1. They are not threatened by a lack of employment; they value *independence* and *freedom*.
2. They expect regular feedback about their performance; they value *honesty*.
3. They expect to be mentored, coached, and developed; they value *personal growth* and *professional development*.
4. They expect to be rewarded consistent with their performance; they value *equality* and *responsibility*.
5. They respect productivity and performance rather than position; they value *results* as the measure of *performance* or *integrity*.
6. They do not expect to "wait in line" for promotion and advancement; they value *performance* as the measure for *advancement*.
7. They expect the perks now for great things later; they value *investment* in their demonstrated *potential*.
8. They expect to be valued as a person; they value *respect*.
9. They expect a balance between work and personal life; they value the *freedom* to "have a life" as well as *understanding*, *empathy*, and *compassion* for personal situations.
10. They see the inherent richness in different cultures, backgrounds, and viewpoints; they value *diversity*.

Generation Y consists of people born roughly between 1980-1995, and comprise about 21% of the total population. They are even more diverse than both Baby Boomers and Generation X-ers. The following are general characteristics of Generation Y.

1. They are highly motivated and goal-oriented, and overwhelmingly recognize the value of education.
2. They need regular reinforcement, compliments, and motivation for encouragement.
3. They are technically savvy having grown up at the center of the high-speed, high-tech revolution.
4. They like to work in teams and in collaboration with others, more so than Baby Boomers or Gen X'ers.

Establishing workplace environments where Gen X and Gen Y, along with Baby Boomers can compatibly work together for exceptional performance is one of the greatest opportunities of this century.