

**tRHiple**

Managing  
Multigenerational  
Talent



# Multigeneracional Talent

## Talent Management and Human Capital are strategic components of BS HR Plan

The main challenge related to Talent Management is to capture, develop, retain and transfer talent in line with each generation's expectations.

BS is in the middle of a profound demographic change and is advancing towards a more diverse and ageing workforce.

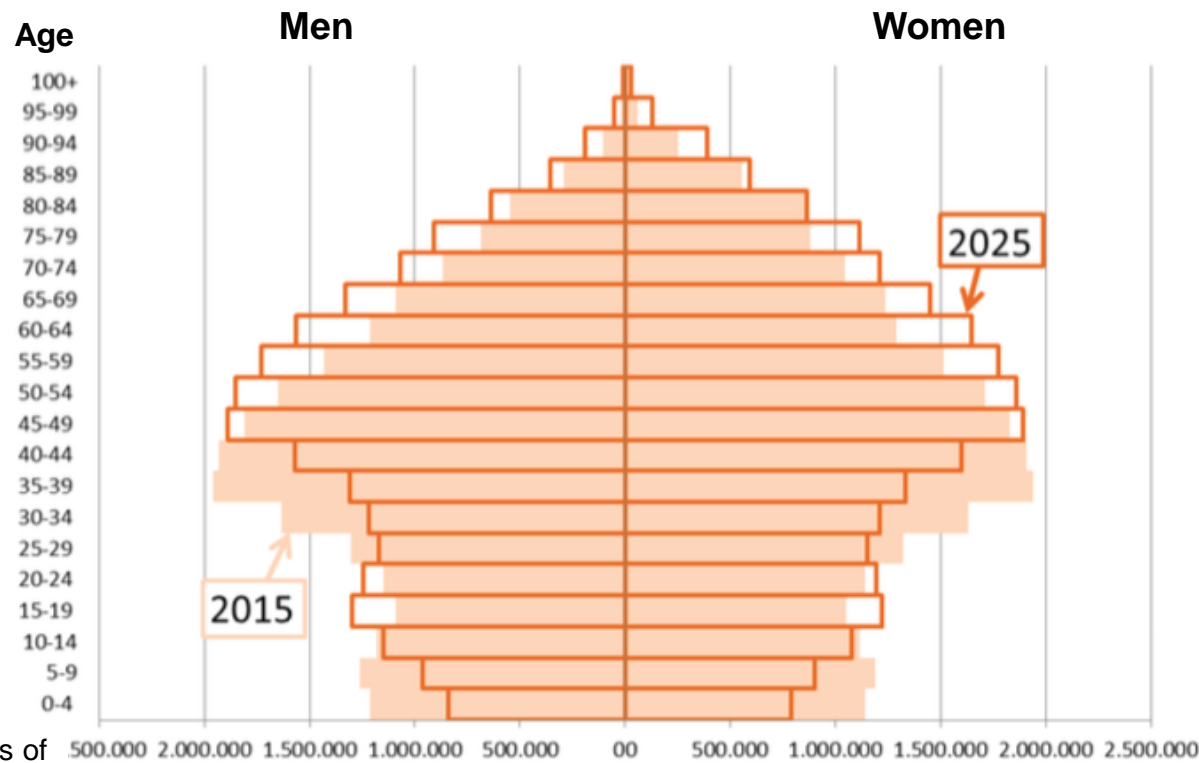
Current times demand an excellent multigenerational talent management:

- ✓ Identifying profiles, knowledge and skills of each generation.
- ✓ Recognizing the experts so they can transfer their knowledge and younger employees their abilities.
- ✓ Training managers in multigenerational management.



# Demographic Evolution - Life expectancy

## Spanish population pyramid 2015 – 2025

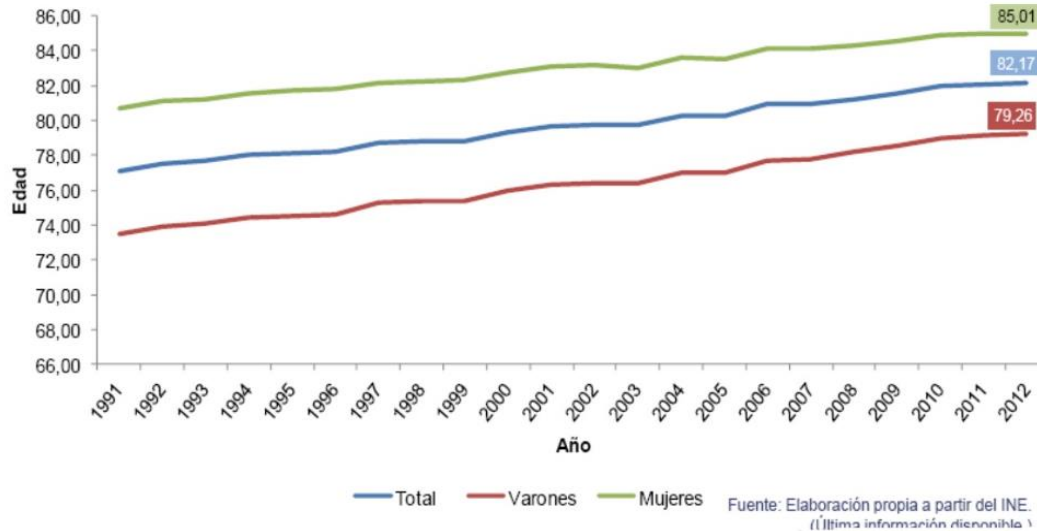


Millions of residents

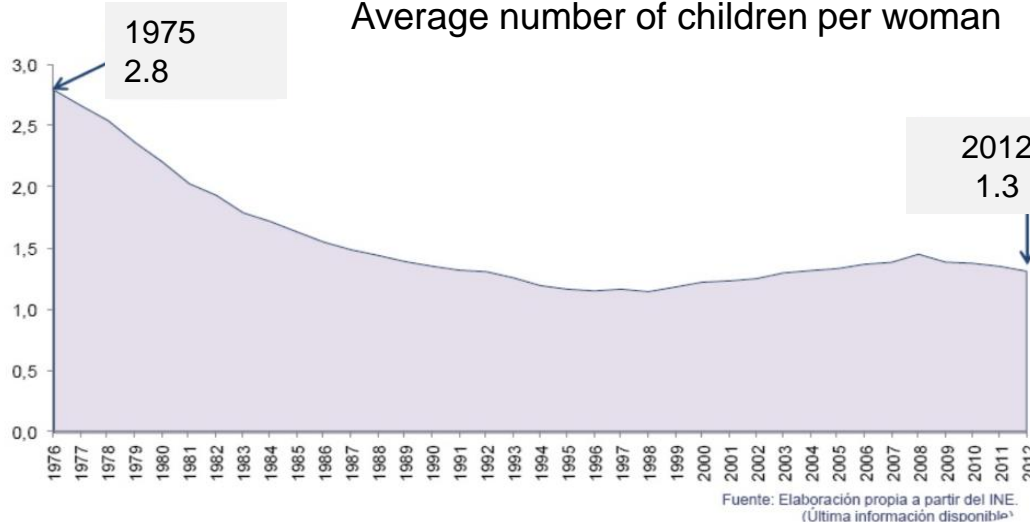
- ✓ Spanish population is ageing.
- ✓ In Spain and Europe there are more people over 50 than under 18.
- ✓ That's why the workforce is getting older.

# Demographic Evolution - Life expectancy

Life expectancy evolution



Average number of children per woman



- ✓ Spain is one of the countries with the **lowest birthrate** (1.3 children) in the world.
- ✓ Birthrate will not improve.
- ✓ Talent will be scarce.
- ✓ It will be more difficult to find great **talented young people**.

## Talent Model at BS

Our goal is to **capture** new talent, **develop and retain it**.  
Furthermore, we want to share the accumulated talent to avoid putting at risk the execution of the business plan by not using the right talent at the right time.

## Managing Multigenerational Talent

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Managing several generations in BS involves:

Recognizing  
different  
generations.

Managing each  
generation  
according  
to their  
expectations.

Appreciating  
differences,  
abilities,  
capacities and  
skills,  
regardless of  
age.

Understanding the  
importance  
of transferring  
talent  
and the  
know-how  
of experts.

# BS Generations

The Multigenerational Management project started as a result of different workshops with **BS Experts (employees over 55 )**

The goal was identifying the needs of this group.



# BS Generations

We have done Focus Groups with participants from all different generations of HR, the Commercial Network and Corporate Center in order to understand them better:

## Focus groups to explore:

- What are they like?
- Their learning style
- Their values
- Development Plans
- Technology

<p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b>Workshops</b></p>	<p style="text-align: center;"><b>20</b></p> <p style="text-align: center;"><b>Participants</b></p>	<p style="text-align: center;"><b>HR Professionals</b></p> <p style="text-align: center;">Millennials Generation X Baby Boomers</p>
<p style="text-align: center;"><b>4</b></p> <p style="text-align: center;"><b>Workshops</b></p>	<p style="text-align: center;"><b>52</b></p> <p style="text-align: center;"><b>Participants</b></p>	<p style="text-align: center;"><b>Commercial Network Professionals Corporate Center Managers</b></p> <p style="text-align: center;">Millennials Generation X Baby Boomers</p>



# BS Generations – BS Experts (over 55)

<b>Main challenges</b>
Managing Multigenerational Teams
Transferring know-how and knowledge
Recognition
Flexibility and Personal Time
Taking care of health
Succession Plan. Participate in new projects.
Learning new technologies
Information about BS Retirement Policies.

# BS Experts - Challenges and Solutions

Stress at work

Workload

Lack of personal time

## Solution: Offer flexibility

Specific actions:

- Increase vacation days (**Proposal**).
  - Over 58 : 1 extra day of vacation
  - Over 59 : 2 extra days of vacation
  - Over 60: 3 extra days of vacation
  - Over 61 : 4 extra days of vacation
  - Over 62 : 5 extra days of vacation
  
- One day of holidays for grandchild's birth
- Flexitime to take care of the elderly.
- Time for activities such as Volunteerism



# BS Experts - Challenges and Solutions

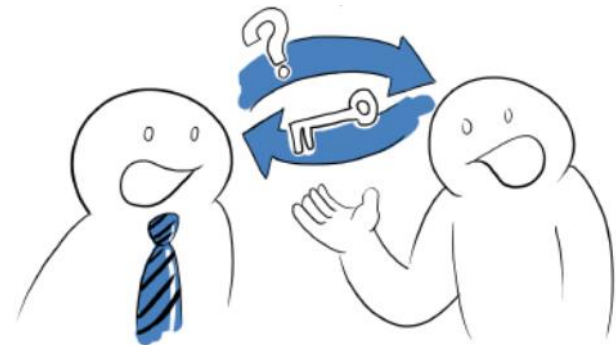
## Information about BS Retirement Policies

### Solution: Transparency

Provide information about BS Retirement policies.

Provide answers and homogeneous information at all levels of the organization, to questions such as:

- What is the retirement age?
- The expectations of BS Experts
- What are the Bank's retirement policies?



## Recognition

### **Solution: Commitment to carry out recognition actions**

- Increase recognition actions for their professional career in the Bank.
- Make employees feel that the Bank values their experience.
- No age discrimination.

For example:

Offer projects that make Baby Boomers feel recognized for their talent.

Managers congratulate employees for their 30, 35 and 40 years of dedication to the Bank.

Transmit messages of recognition for the work done, the experience provided and for sharing their talent.

# BS Experts - Challenges and Solutions

## Recognition

**Solution: Commitment to perform recognition actions**



# BS Experts - Challenges and Solutions

## Leading multi-generational teams

### **Solution: Training “Leading multigenerational teams”**

Goal: Training program to empower managers with the resources needed to successfully lead the different generations.

#### Content

- Dimensions of each generation.
- The role of the leader to get the best out of each generation.
- Tools to encourage conversations between Managers and employees about the characteristics of each generation. Elaborate a Development Plan with new challenges for BS Experts.
- Video and infographic about each generation’s strengths.

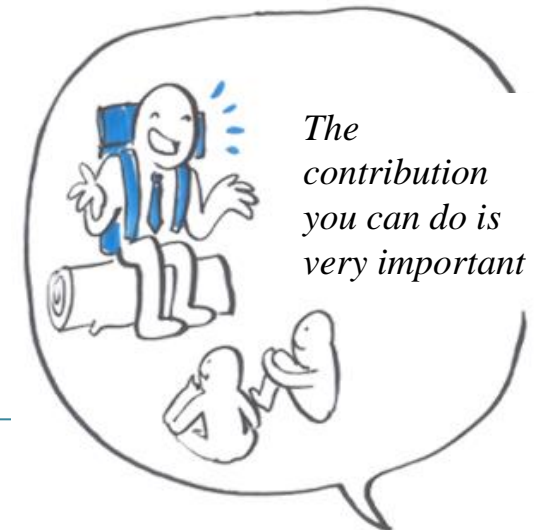
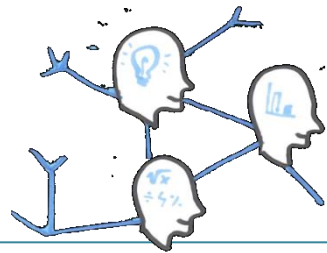
# BS Experts - Challenges and Solutions

## Transfer Knowledge

### Solution: BECOME A MENTOR

Goal: Leverage the experience of Baby Boomers and make it available to the Bank so that everyone wins.

- ❑ Develop a knowledge map of Baby Boomers. (Talent Matrix).
- ❑ Mentoring is a part of the Learning Strategy.
- ❑ Design a work plan for Baby Boomers. Facilitate that they dedicate time to share their knowledge to younger generations.



# BS Experts - Challenges and Solutions

## Learning new Technologies

### **Solution: REVERSE MENTORING**

Goal: Youngest employees become mentors of Experts

- Helping them acquire new digital skills.
- Providing managers with the tools so that young generations become mentors of Baby Boomers.
- Define the competences, skills and abilities that Millennials and Gen X can share with Baby Boomers.





# BS Experts - Challenges and Solutions

## Healthy Life

### **Solution: CREATE NEW HEALTHY HABITS**

Encourage healthy habits with healthy thinking

- Wellness programs.
- Sabadell Life Healthy Platform.
- Healthy Nutrition Training.
- BS Sports and CBS Gym model for everyone.
- Internal employees network to promote health and sports.
- Aid to each employee who practices physical activity.



# BS Experts - Challenges and Solutions

## Retirement preparation

### Solution: ADVICE

Provide advice, information and assessment about:

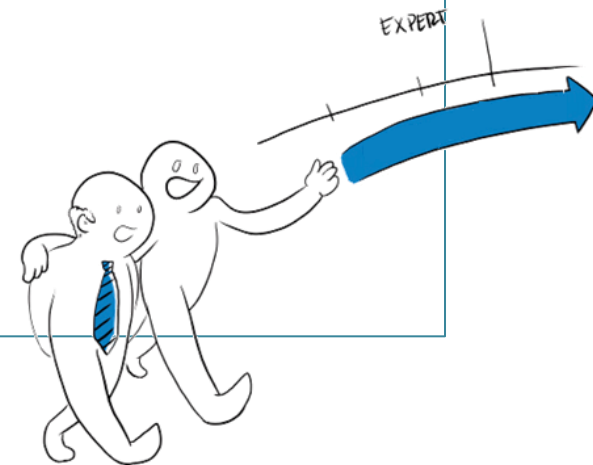
- Pension.
- How to get the most out of retirement.
- Pension plans: future taxation.
- How to manage the personal transition to retirement.
- Maintain active links with BS Senior group.

# BS Experts - Challenges and Solutions

## Retirement preparation

### Solution: SUCCESSION PLAN

- ❑ Smooth transition in the workplace.
- ❑ Generate Recognition.
- ❑ Horizontal career development with different challenges and goals.
- ❑ Working for projects that generate recognition.
- ❑ International projects BS to transmit BS culture.



**B Sabadell**

**GENERACIONES**

- MILLENNIALS**  
1980 - 1994
- GENERACIÓN X**  
1965 - 1979
- BABY BOOMERS**  
1950 - 1964

## ¿QUÉ VALORAN?

- |   |   |   |
|---|---|---|
| <input checked="" type="checkbox"/> APRENDER                            | <input checked="" type="checkbox"/> AUTONOMÍA                             | <input checked="" type="checkbox"/> ESTABILIDAD                 |
| <input checked="" type="checkbox"/> RECOMPENSAS PERSONALES              | <input checked="" type="checkbox"/> TENER VISIBILIDAD                     | <input checked="" type="checkbox"/> SENTIRSE MÁS ÚTILES         |
| <input checked="" type="checkbox"/> SER ESCUCHADOS POR SUS LÍDERES      | <input checked="" type="checkbox"/> CRECER EN LA EMPRESA                  | <input checked="" type="checkbox"/> COMPARTIR SU CONOCIMIENTO   |
| <input checked="" type="checkbox"/> RECIBIR FEEDBACK DE FORMA INMEDIATA | <input checked="" type="checkbox"/> PARTICIPAR EN PROYECTOS TRANSVERSALES | <input checked="" type="checkbox"/> BUENA COMPENSACIÓN SALARIAL |
| <input checked="" type="checkbox"/> DIVERSIDAD DE TAREAS                | <input checked="" type="checkbox"/> APORTAR SUS IDEAS                     | <input checked="" type="checkbox"/> ESTAR EN BUENOS PROYECTOS   |

Quieren...

- TIEMPO PARA SUS MÚLTIPLES INTERESES
- CONVERSACIONES FRECUENTES DE DESARROLLO
- DISEÑAR SU PLAN DE DESARROLLO
- EQUILIBRIO ENTRE VIDA PERSONAL Y LABORAL
- QUERER SER RECONOCIDOS COMO EXPERTOS EN LA MATERIA
- RECONOCIMIENTO POR TODO LO QUE HAN APORTADO AL BANCO

# Multigenerational Talent - Conclusions

- ❑ Current times require excellent multigenerational management.
  
- ❑ Proper management and talent transmission involves:
  - Building a matrix of talent: Experts profiles, knowledge and skills of each one.
  - Recognizing those Experts with talent capable of transmitting knowledge and young people capable of transmitting digital skills.
  - Defining and implementing a range of solutions to offer to each generation. The solutions are not universal and not for everyone.
  - Having our managers trained in multigenerational management.