

Participant Worksheet: Manager Workshop

Title: Workforce Evolution: Talent Development & Retention Across Generations



Team Generational Representation

Baby Boomers (1946-1964)	Gen X (1965-1980)	Millennials (1981-2000)	Gen Z (2001-2012)

Generation Insight Summary:

Highest Represented	<i>[Enter generation name]</i>
Core Values	<i>[Enter what they value]</i>
Learning Preference	<i>[How they learn best]</i>

Communication Assessment

Instructions: For each statement, circle the number that best reflects your team member's current norm. 1 = Strongly disagree, 5 = Strongly agree.

- Employees prefer quick, informal updates (chat/IM). 1 2 3 4 5
- Employees prefer scheduled, structured updates (email/meetings). 1 2 3 4 5
- Employees respond well to frequent, short feedback. 1 2 3 4 5
- Employees prefer formal performance conversations quarterly or less. 1 2 3 4 5
- Employees value transparency about career pathways. 1 2 3 4 5

Communication Takeaway:*[Describe one specific change to make communication clearer]*

Open-Ended Questions

Communication - When you need information or support, what's the communication method that helps you feel most confident and clear? Email vs phone calls vs. instant messaging.

Learn Best - When you're learning something new, what helps you pick it up fastest? Watching, doing, practicing with someone, online, process document, infographic or something else?

Growth - What skills or experiences do you want to develop over the next few months?

Values- What parts of your work feel most meaningful or motivating to you right now?

Instructions: Write two open-ended questions you will use with your team.

Draft Question 1:

Draft Question 2:

Skill Mapping

Instructions: Pick one role on your team. List three core skills & requirements.

Target Role for Analysis: *[Enter Role Name]*

Requirement Category	Required Proficiency (1–5)
Skill 1:	
Skill 2:	
Skill 3:	
Technologies:	
Credentials/Education:	

1. Are these roles entry points into the company/industry?
2. Do these roles have identified internal feeder positions?
3. Are these jobs hard to fill?
4. Do these jobs require prior training and credentials that would take significant time to acquire?
5. Can we do a better job in filling critical jobs by upskilling current employees and providing stronger career pathway opportunities from entry-level jobs/ feeder positions?

Team Skill Mapping

Instructions: List of current team members. Note: strengths, skills needed and development action (mentee, mentor, group training facilitator, cross-training, internal job shadowing for career advancement).

[illegible]

Build vs Buy : Talent Pathway Planning

Instructions: Identify one internal and one external pathway to fill the team's needs.

Internal Pathway (Build)	External Pathway (Buy)
Strategy: _____ (e.g., apprenticeship, stretch assignment)	Strategy: _____ (e.g., hire, contractor, temp-to-perm)
Implementation Steps: 1. _____ 2. _____ 3. _____	Implementation Steps: 1. _____ 2. _____ 3. _____
Timeline: _____ Resources: _____	Timeline: _____ Costs: _____

Preferred Pathway: Build / Buy / Hybrid

Rationale: _____

Strategic Development Pathways

Specific Skill Training

Notes: _____

Seat Promotion

Notes: _____

Other Departmental Promotions for Job Shadowing

Notes: _____

Build vs Buy Checklist

Factors Favoring BUILD	Factors Favoring BUY
☐ Needs org-specific knowledge	☐ Immediate expertise required
☐ Long-term retention is priority	☐ Internal training capacity limited
☐ Internal capacity to train exists	☐ Strong market supply of talent
☐ Time to competency is flexible	☐ Short timeline to fill role

Final Decision: Build / Buy / Hybrid **Rationale:** _____

Schedule time with Apprenticely for Talent Pathway support and to learn:

- State and Federal Training Funds available
- Tax incentives in your area for skills development
- Create and Implement Apprenticeship for existing employees or new hires
- Recruiting support

*All services provided at no cost

Contact Jenny Sales at jsales@apprenticely.org

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