

ProvenHR

Retaining Talent Through Communication

Adapting Across Generations, Styles & the Employee Life Cycle

A photograph of two women in a professional setting. One woman is pointing at a laptop screen while the other looks on attentively. They are surrounded by papers, a smartphone, and a glass of water on a table. Bookshelves filled with books are visible in the background.

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About Me

Over 20 years of HR experience across diverse industries.

Specialize in building strategic HR frameworks that support organizational growth and align with each organization's goals.

Passionate about empowering leaders to create resilient, people-centered cultures that drive engagement and efficiency.

A portrait of a woman with long, wavy blonde hair, wearing a bright red top. She is smiling slightly and looking directly at the camera against a plain, light-colored background.

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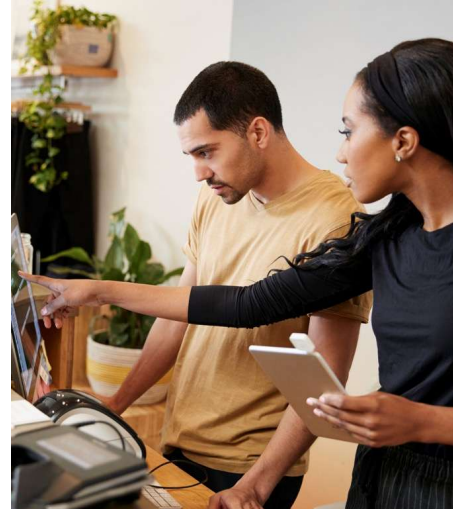
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Welcome & Session Overview

Today, we'll explore how trust, clear communication, and practical strategies can strengthen retention and enrich the employee experience.

Objectives:

- Build **trust** and **clarity** across your team
- Adapt communication to **generational + personality** differences
- Apply **practical strategies** across recruitment, onboarding, daily engagement, and performance
- Strengthen **retention** and the **employee experience**



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Factor 1: The Employee Life Cycle







Each stage creates a communication “moment of truth” for retention.

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Factor 2: Generation

 <p>Gen Z 1997 - 2012</p> <p>Communication Preference: Fast, digital, visual; want quick feedback</p> <p>Communicate Using: Online Face-to-Face</p>	 <p>Millennials 1981 - 1996</p> <p>Communication Preference: Collaborative, transparent, recognition-driven</p> <p>Communicate Using: Social Media & Text</p>	 <p>Gen X 1965 - 1980</p> <p>Communication Preference: Independent, concise, prefer autonomy</p> <p>Communicate Using: Email & Text</p>	 <p>Boomers 1946 - 1964</p> <p>Communication Preference: Formal, respectful, value in-person conversations</p> <p>Communicate Using: Phone & In person</p>
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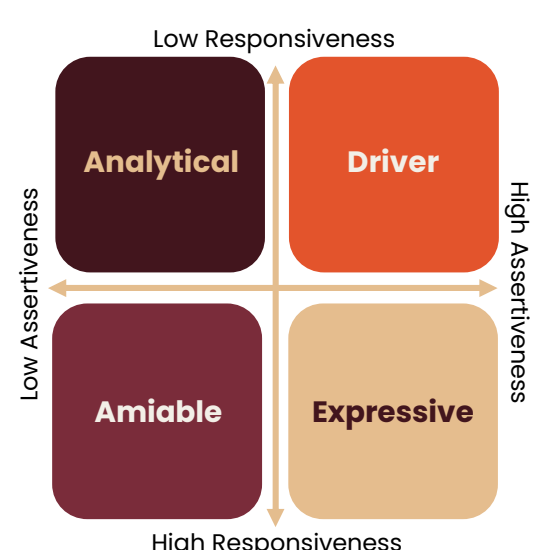
Factor 3: Personality

Analytical → Detail & data-driven

Driver → Results-focused, direct

Expressive → Energetic, idea-driven

Amiable → Relationship-oriented, supportive



Low Responsiveness

High Responsiveness

Low Assertiveness

High Assertiveness

(Social Styles Model)

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Insights: How to Spot Each Personality Style

- Driver** → Results-focused, direct
- Analytical** → Detail & data-driven
- Amiable** → Steady pace, people-focused, harmony-seeking, collaborative
- Expressive** → Fast-paced, people-focused, energetic, idea-oriented

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Recruitment & Onboarding

First Impressions = Retention Drivers

Gen Z → Analytical	Digital onboarding checklist, clear metrics
Millennial → Amiable	Team buddy, collaborative intro sessions
Gen X → Driver	Autonomy early, clear goals & expectations
Boomer → Expressive	Acknowledge expertise, encourage input

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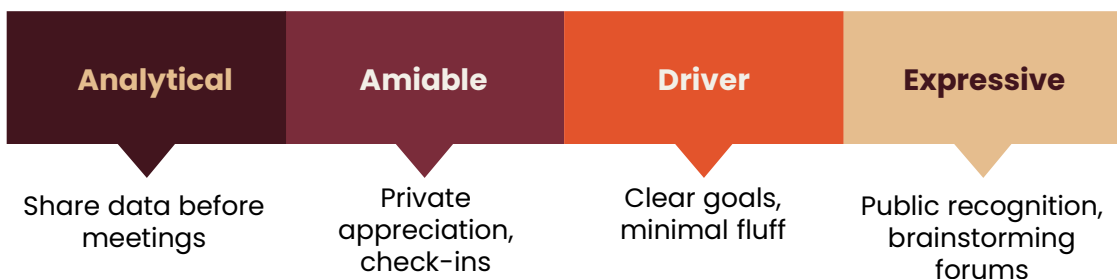
Day-to-Day Engagement

Style	Typical Behaviours	Communication Clues
Analytical	Methodical, data-driven, cautious	Asks for evidence, prefers structure, avoids risk
Driver	Fast-paced, decisive, task-focused	Direct, impatient with detail, wants action
Amiable	Cooperative, supportive, people-focused	Values harmony, avoids conflict, seeks reassurance
Expressive	Enthusiastic, idea-driven, outgoing	Talks big picture, enjoys recognition, may interrupt

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Day-to-Day Engagement

Keep trust alive with consistent communication



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Case Study: Rolling Out a New Expense Software

Scenario:

Your company is rolling out a new expense management software. Everyone must learn a new system and follow a new approval workflow.

Here's how your team reacts:

- **Driver:** "Okay, how fast can we implement this?"
- **Analytical:** "I need to see how this integrates with our current systems."
- **Amiable:** "I'm worried this will frustrate people — the old system works just fine."
- **Expressive:** "This is exciting! I already have ideas for other improvements!"

Instructions:

Write down how you would approach each person to get their buy-in.

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Performance Management



Feedback lands differently by style & generation

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Integration Tips: Bringing it All Together

3 Principles for Managers:

1. Don't assume — ask.

Example: "Would weekly check-ins help, or would monthly reviews be better for you?"

2. Match style to stage.

Example: Amiable in onboarding → personal connection; in reviews → supportive coaching.

3. Small shifts = big impact.

Example: Emailing an Analytical? Add data.

Emailing an Expressive? Summarize big picture and invite ideas.

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Quick Scenario Exercise

Case Study:

Your new hire is a **Gen Z Analytical** who seems disengaged after 2 weeks. How do you reset?

Possible Adjustments

- *More structure*
- *Clear expectations*
- *Short digital feedback loop*

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Wrap-Up & Action Steps

Key Takeaways:

- Adapt to the person + stage, not one-size-fits-all
- Communication is retention
- Use the toolkit handout to keep adjustments top-of-mind