Generations in the Workplace
Generations Today

• **Silent:** Born 1928-1945
• **Boomer:** Born 1946-1964
• **Gen X:** Born 1965-1980
• **Millennials/Gen Y:** Born 1980-1995
• **Gen Z/Homelanders/iGen:** Born 1995-2010
• **Generation Alpha:** Born after 2010
Generational Experiences in COVID-19

Gen Z has experienced the most workplace challenges of any generation in Summer 2020. Almost half (45%) of Gen Z’s work hours have decreased, over one-third (37%) are not able to work or get paid, and over one-fourth (26%) have filed for unemployment in the past 30 days. What’s more, 25% of Gen Z feel that they will be worse off when the pandemic is over.
Generational Perspectives: Remote Work

• 50% of Millennials feel more productive when working remotely.
• 41% of Gen X would prefer to continue working remotely full-time after the pandemic, both Millennials & Gen X than any other generation.
• More than other generations, Millennials and Gen X agree that working remotely fosters better communication and trust in their co-workers and managers.
• Gen Z finds remote working more challenging overall. More than any other generation, Gen Z feels like remote work has negatively affected their work-life balance (36%). They also feel their employer needs to provide them with better tools to work remotely (34%).

Executive Summary: Leading Multiple Generations Remotely, Summer 2020, Center for Generational Kinetics.
Generational Perspectives: Remote Work

Generations preferred different qualities from their managers during these times:

• More than any other generation, Gen Z want their managers to be **well informed** (34%) and **empathetic** to the challenges of those they are leading (26%)

• The qualities **Millennials** most want from managers are being **well-prepared** (24%) and **quickly solving problems** (23%)

• **Gen X** and **Boomers’** most desired quality is for managers to be **honest and candid** with them (41%)

*Executive Summary: Leading Multiple Generations Remotely, Summer 2020,* Center for Generational Kinetics.
Sources of Age Diversity

• **Life cycle effects:** Young people differ from older people, but may resemble them later in life (idealism)
• **Period effects:** Major events (war, economic decline, etc.) affect people differently based on location in life cycle (recession, pandemic)
• **Cohort effects:** Period events and trends that influence young adults as they are developing their core values (education, parenting, technology)

Boomers: Who are they?

• Optimistic
• Team players
• Uncomfortable with conflict/criticism
• Expect work to matter (not fun)
• Personal appreciation (promotion and recognition)
• Career that gives identity
• Full engagement
Gen X: Who are they?

- Intuitive/Bridge
- Resourceful
- Pragmatic/Informal
- Confident with technology
- Independent
- Value flexibility
- Seek growth/development
Millennials: Who are they?

- Special/Entitled
- Sheltered/Protected
- Pressured/Achieving (Doing vs. Being)
- Collaborative/Team Players
- Connected/Informed
- Optimistic/Idealistic
- Committed to Life vs. Work
Generation Z: Who are they?

- Self Learners/Entrepreneurial
- Curious/Well Informed
- Independent/Networkers
- Individualistic
- Cautious/Realistic/Pragmatic
- Diverse/Connected
- Future-Focused/Work for Success ($ and happiness)
## Generations Compared

<table>
<thead>
<tr>
<th></th>
<th>Silent</th>
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<th>Xers</th>
<th>Millennials</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Life Paradigm</strong></td>
<td>Be grateful you have a job</td>
<td>You owe me</td>
<td>Relate to me</td>
<td>Life is a cafeteria</td>
<td>I’m hoping and coping</td>
</tr>
<tr>
<td><strong>Sense of Identity</strong></td>
<td>I am humble</td>
<td>I am valuable</td>
<td>I am valuable</td>
<td>I am awesome</td>
<td>I am fluid</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Hope to outlive it</td>
<td>Master it</td>
<td>Enjoy it</td>
<td>Employ it</td>
<td>Hack it</td>
</tr>
<tr>
<td><strong>View of the future</strong></td>
<td>Seek to stabilize</td>
<td>Create it!</td>
<td>Hopeless</td>
<td>Optimistic</td>
<td>FOMO</td>
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<tr>
<td><strong>Attitude toward</strong></td>
<td>Endure them</td>
<td>Replace them</td>
<td>Ignore them</td>
<td>Choose them</td>
<td>Do it yourself</td>
</tr>
<tr>
<td>authority figures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Role of career</strong></td>
<td>Means of living</td>
<td>Central focus</td>
<td>Irritant</td>
<td>Place to serve</td>
<td>Its my hobby</td>
</tr>
<tr>
<td>Schedules</td>
<td>Mellow</td>
<td>Frantic</td>
<td>Aimless</td>
<td>Volatile</td>
<td>Multi-tasking</td>
</tr>
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## Work Ethic Differences

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Emerging</th>
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<tr>
<td>Work comes first</td>
<td>Life comes first</td>
</tr>
<tr>
<td>Follow the rules no matter what</td>
<td>Follow the rules that work (why?)</td>
</tr>
<tr>
<td>The boss deserves respect</td>
<td>Respect must be earned</td>
</tr>
<tr>
<td>Seniority=Promotion and participation</td>
<td>Talent=Promotion and participation</td>
</tr>
<tr>
<td>9 to 5: Work based on hours</td>
<td>No defined work clock: Work based on completion of tasks</td>
</tr>
<tr>
<td>Dress the part at all times</td>
<td>Dress the part as necessary</td>
</tr>
<tr>
<td>Will change to meet the needs of the organization</td>
<td>Expect the organization to change to meet their needs</td>
</tr>
<tr>
<td>Face-to-face contact is important</td>
<td>Digital contact when possible</td>
</tr>
<tr>
<td>Compartmentalized life</td>
<td>Integrated life</td>
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Millennial values:

• To feel valued/special/appreciated
• To have authentic relationships (boss/colleagues)
• To receive feedback/affirmation
• To be a part of something meaningful
• To feel like they are making a meaningful contribution
• To have flexibility/freedom (time)
• To have opportunities for professional development/promotion
Gen Z values:

• To feel valued/unique/understood (empathy)
• To receive constant feedback/timely acknowledgement
• To use their skills, knowledge, abilities (have input)
• To incorporate latest technologies
• To have flexibility and freedom with time and opportunities
• To have a path to success (financial/career)
Effective Multigenerational Managers & Colleagues:

• Possess emotional intelligence; develop trust
• Ask good questions/listen actively to understand
• Explain the “whys” (honesty/transparency), invite input
• Seek to develop/empower individuals (gardener vs. chess master)
• Maximize the strengths of an intergenerational team with diverse needs and values (adaptability, openness to innovation/failure, options vs. one-size-fits all)
Q & A