

08/21/2024

# Leading and Managing Multigenerational Teams

The key to unlocking the potential of the multigenerational workplace is to, first, understand each generation represented in your organization. Once you understand how generational differences influence workplace relationships, you can work toward even more organizational innovation. Learn practical strategies to more effectively leverage generations in the workplace and ultimately build a workplace that is 'generation agnostic'.

Presented by Dr. Michael G. Strawser, Associate Professor of Communication at the University of Central Florida and the principal of Legacy Communication Training and Consulting, L.L.C. Michael delivers workshops, keynote addresses, and communication consulting services. Consulting services broadly focus on instructional design, training design and facilitation, strategic planning, and problem-solving. His expertise includes Strategic Corporate Communication, Talent Optimization, and Employee Engagement. Dr. Strawser earned a Ph.D. in Instructional Communication from the University of Kentucky.



# Agenda

01.

The Cycle Continues

02.

Generational Differences  
and Managing a  
Multigenerational Team  
& Differences Debunk'd

03.

Strategies





Write down 1 thing you want to get out of this session.

The Cycle  
Continues



# Young People Lazy? No, Just More Competition

ANN LANDERS

DEAR READERS: In yesterday's column, I ran several letters from angry readers who had a lot to say about how hard it is to find a decent job today. They resented my suggestion that perhaps today's young people aren't willing to work as hard as the generation I grew up with.

Our mail room at the Chicago Tribune darn near caught on fire from all the heat. And it continues. Here's a sampling:

DEAR OLD BATTLE AX: When did you last look for a job? How in the hell do you know what it's like out there? How dare you suggest that people between 21 and 30 miss opportunities because we are lazy?

I am fed up with people of your generation who think they are the only ones who know what hard

work is. The truth is, you are growing old on our backs and we are going to have to shell out for pensions and medical care for people in your age group. This is not a pleasant prospect.

—P.O.'D IN SEATTLE

DEAR P.O.'D: In all honesty, I must say I heard from a great many more readers who agreed with you than with me. Here's a letter from a Detroit reader that required asbestos gloves. And she made some excellent points:

DEAR ANN: My husband and I are both 27 years old and college graduates. Our joint annual income is \$67,000.

Are you aware that there are fewer opportunities today because there are more college graduates

eager replacement immediately.

It's a different world today. When your daughter was growing up in Chicago, were you worried about the cost of sending her to private school because she might get shot in a public school? Well that's what it's like out there now. Don't you read the papers?

—ANONYMOUS PLEASE!

DEAR ANONYMOUS: I do know what it's like out there. In fact, probably know a lot more about the real world than most of the people who write to me. My mail is an honest reflection of what life is like for people of all ages and from every social and economic segment of society. Here is a letter that rang very true to me:

DEAR ANN: You are going to

## GET THEM ON OUR PAYROLL

What do you think of the big husky, healthy, individual who just lops around and refuses to work? Lazy?

That's what we would call it.

Then what about those big husky, healthy dollars of yours that lay around?

They're lazy too.

Bring them to us. We'll put them to work—see that they stay on the job — and pay you 4 per cent interest.

## What about lazy old folks?

This is in regard to the July 4 one-liner that states most young people are lazy, sloppy, and always looking for something for nothing. That's baloney! I know a heck of a lot of older people who are just as lazy as any young person I've ever met. I'm 17 years old. I've always done my own sewing, my own money making and have always worked. If I can do it, so can all you lazy, old people.

I don't think young people are lazy, sloppy and always looking for something for nothing. The young people are good for a lot of things. You make most of the young people do all of your errands and everything. If you old people think the young people are lazy, sloppy and always looking for something for nothing, you've got another think coming.

nero. Thanks for the windup. I found the exchange fascinating. I hope my readers did, too.

## "TOO LAZY TO WORK"

Attempt to so Classify All Unemployed Is Depreciated

To the Editor of The Union

Sir: "Old Timer" writes of a young man who replied to a help-wanted advertisement and secured a job for himself and for his sister. He asks, "What kind of men would the others be who did not reply?" Having many years experience in dealing with unemployment and its causes, permit me to answer for them.

In the first place, unless this instance was quite unusual, many, more or less, according to the locality, did reply. Most of the other 10 million unemployed did not see the advertisement or hear of it, or were too far away.

Some, however, did not reply because they knew they could not do the work, and so would stand no chance of being hired. Or even if they could mislead the advertiser into hiring them, knew they would soon prove undesirable and be discharged. If one cannot fully meet requirements there is no use to apply. Nevertheless, some do apply and obtain jobs for which they are not fitted—sometimes with serious consequences to themselves, like office workers who have fallen dead trying to shovel snow.

Another kind who did not apply, the kind "Old Timer" may have been reading about and so had in mind, are those called "too lazy to work." There is an effort on foot to represent all the unemployed as being of this kind. As evidence of their now being jobs for all there are the "Janitor in Texas," and other improbable stories being published. Almost everyone is familiar with this kind of fable.

There are those who may seem to be "too lazy to work," but the defenders of our economic system should be the last ones to announce it. It is one of the most shameful things the system can be charged with. After men have hopelessly hunted for work long enough, they do become too discouraged to try another thousand or so times, or even one more time. "Lazy," our smug and self-righteous call it. Some of these men become so disheartened they commit suicide or go insane or, still worse, go insane and murder their families.

Another kind of "too lazy to work"—there are a good many of them, and they are on the increase—look back over years of grinding toil which barely paid enough to exist on, toil interspersed with frequent periods of heart-breaking job-hunting. This kind are saying, "What's the use to work? It don't get you anywhere. To hell with it."

Too "lazy to work." It is one of the most damning charges that can be made against our economic system.



# Motivation doesn't grow by itself

**Lack inspiration?**  
Author provides hints  
for recapturing dreams.

By MARY E. CORCORAN

Essayist Susan Sontag once noted that the acceleration of human change brings about a type of "intellectual vertigo." But what about the occasions when there is no movement:

The tempo when time stands still?

You're convinced there's a power outage because the clock just hasn't moved?

You find yourself taking extra-long lunches and breaks. You "tune out" your boss and your daydreams begin to look like Walter Mitty extravaganzas. All of these are signs that motivation has slipped considerably and signal a need for immediate change.



factors, such as isolation, affect job motivation.

"Work overload, poor communication, the inability to express yourself and fear of job loss all lead to isolation," says Raskin.

Isolation on the job is a signal of a need to change direction. You need a fresh perspective and an expanded point of view. "When you are isolated, the idea that people are unreceptive to your ideas becomes firmly implanted in your mind," says Raskin.

Sometimes it's difficult to probe our own motivation, particularly when we're functioning like a speeding sloth. It's then we have to remember our value system: What intrinsically motivates us? Most reply, automatically, money, but often it's more likely that we are motivated by loftier values such as recognition, a need to help others or a need to meet certain standards of excellence on the job.

The key to unleashing your motivation is to keep fixed on your values. Raskin outlines seven ways "to relight your fire." First,

talk to people who believe in you and your work. Second, "Get confirmation and letters of recommendation from people who recognize your ability." Stash them in a folder marked A.I.G. (Aren't I Great!), and reread them when you're discouraged.

Third, read motivational books and tapes. Fourth, approach people who are interested in what you do.

Next, take a break and do something different and enjoyable. You need a fresh perspective, so scramble your day, take a short trip or try out a new experience. Sixth, "Use your intuition to figure out what is holding you down," suggests Raskin.

Finally, help someone else who appreciates your work.

Motivation doesn't just arrive with the morning coffee; it has to be nourished and kept growing.

Mary E. Corcoran is a management and organization consultant in Kansas City.



# Happy workers more cost-effective

By Charles P. Bird  
Special to the News Journal

Most people in the business world are familiar with the concept of **job satisfaction**. Essentially, **job satisfaction** refers to how pleased or displeased employees are with their assignments and their working conditions. Such things as the challenge and variability of tasks, the clarity of expectations and rewards, as well as personal relationships, hours, and the working environment all affect **job satisfaction**.

The image of an employee with high **job satisfaction** suggests someone who is a "happy worker." Somewhere along the line you have probably heard the argument that, "a happy worker is a productive worker." People associated with the human relations point of view are especially likely to believe that an increase in **job satisfaction** (happiness) will cause employees to work harder and produce more. But can you count on that? Research on the impact of **job satisfaction** suggests not.

Interest in **job satisfaction** has been around for a long time. One summary of this research looked at 46 studies in which an attempt was made to relate an increase in **job satisfaction** to productivity. Interestingly enough, 22 percent of the studies found an increase in productivity, a matching 22 percent actually found a decrease, and the remaining 56 percent found no effect. If your only concern is production, there is not much support here for worrying about happiness.

Does that mean companies should not be concerned about **job satisfaction**? Hardly. Any experienced manager knows that, if employees become sufficiently unhappy, bad things will happen. Conversely, there are some definite payoffs for raising satisfaction — payoffs that will affect profits and broad organizational success, if not productivity.

## Commentary

For example, when **job satisfaction** is high, absenteeism and turnover tend to be low. Less absenteeism and turnover may not mean that a plant will produce more widgets, but they sure imply lower personnel and training costs, which have a definite impact on profits. High **job satisfaction** is also associated with lower rates of employee sabotage and fewer grievances being filed. Again, there is an obvious benefit to the company in paying attention to **job satisfaction**. When employees are likely to quit or otherwise interfere with a smooth operation, you can be sure that stress levels will be high and communication will be poor.

Only in an organization where training costs are minimal, the available workforce is nearly unlimited, close supervision is possible and alternative jobs are rare could a company consider ignoring **job satisfaction**. Even then there is every likelihood that, over time, the best employees will leave and recruiting strong newcomers will become difficult.

It seems clear that, on balance, it is important to create and maintain a high level of **job satisfaction** among employees. Just keep in mind that the effects of high **satisfaction** may not appear in your production records. What, then, can be done to encourage a happy work force?

First, work to build a positive climate in your organization. Encourage friendliness and cooperation. Make a genuine top-down effort to create a feeling in employees that

they can count on support from their superiors. All of the activities that develop a sense of family will be helpful, including picnics, recognition programs, bowling or softball teams, and so on. Make people feel important and encourage a positive sense of pride in being part of the company. Special incentive programs, such as bonus systems for cost-saving ideas, will be worthwhile on many grounds.

The importance of climate rests on the fact that **job satisfaction** is strongly affected by peer attitudes. Again, encourage and reward positive efforts by employees to support one another. There may be arguments for a philosophy of "divide and conquer," but it is an unnecessary strategy in a healthy organization. Concentrate on winning over the high status models, those who are respected and looked to for advice, and the good feelings will spread.

Next, give attention to the work itself. An increase in variety or challenge can be very energizing for all but the most cynical employees. Rely on participation from employees to find ways of making jobs more interesting. Without participation, your efforts may seem exploitive or manipulative, and there will be resistance. Offering greater independence (less supervision) and more participation in significant decisions will also help create a sense of commitment and responsibility.

Finally, take a look at compensation practices. The better employees understand your expectations and can see a relationship between their efforts and various rewards, the more positive they will feel about their work. Remember, however, that an effective compensation program requires a system that will allow reliable evaluations and encourage communication about individual performance.



Charles P. Bird, Ph.D., is associate professor of psychology and OSU-Mansfield

**Job satisfaction** is in process of any organization that a sense of well-being are part of prodmate. However, don't f of work itself. Turning lions proverb on its he research suggests that ing productive. Facilit if you can't be of help, their way. It just may t worker is a happy work

## LEVEL OF JOB SATISFACTION HAS A LOT TO DO WITH WHERE YOU LIVE

EDMUND PHELPS  
For Bloomberg News

IT IS WIDELY ASSUMED that people in economically "advanced" countries do not differ significantly in how satisfied they are with their jobs. Because they are about equally productive, the reasoning is, they must produce things the same way, and so their work experience must be the same, too.

In fact, there are striking differences in **job satisfaction** within the West. Britain, with very low wages relative to the country's wealth, reports a pretty decent level of **job satisfaction**. Yet Germany, with its fairly high wages relative to wealth, reports an undistinguished level of **job satisfaction** — below Italy and Spain.

The waves of data on reported **job satisfaction** that have washed up in recent decades have led to misuses and misinterpretation. Some observers, pointing to Sweden's high score, take this to be evidence that the Swedish economic system — a unique mixture of capitalism and welfare-ism with little dynamism — is "best." Others, pointing out that Denmark scored even higher, conclude that the Danish system — with its flexibility or some other attraction — is the best. That way of using the data is absurd. It's a schoolboy error in Statistics 101 to draw inferences from outliers rather than from the data as a whole.

The plausibility of the **job-satisfaction** levels reported in surveys receives a big boost from the way people assess the pride they take in their work and the importance they place on their **job**. The rankings of countries by these two measures are very similar to their ranking by **job satisfaction**. Among the Group of Seven, the U.S., one of the top countries in mean **job satisfaction**, scored highest in both pride and importance.

A contrarian interpretation argues that a country's low score on reported **job satisfaction** may be more about how demanding the respondents are than how

unstimulating their jobs are. They may suffer low **satisfaction** because, as in Italy and France, they are spoiled by their wealth. But the U.S. and Canada have not lacked for wealth especially in 2001, after the dot-com boom, and they continually rank high in **job satisfaction**. And when Ireland went from being poor to rich in a decade, it remained near the top among advanced countries in **job satisfaction**.

In recent decades, comparative studies of Western European economies have implicitly assumed that their basic economic system — a corporatist system that lets big business, big labor and big government have a veto over market outcomes — is about as effective as the modern capitalist system in meeting a variety of goals. Some have argued that European countries tripped up by injecting one or more impediments and hindrances in the market — unemployment insurance benefits, high taxes and so on — apparently in the belief that their cost was negligible or modest enough to be worth paying.

This view, pronounced by academic economists from the University of Chicago to the Massachusetts Institute of Technology, is a tenet of neoliberalism, which holds that, to succeed, a country has only to prohibit the government and the market from overturning competitive prices and wages. Yet a country cannot do well without high economic dynamism. And it cannot have much dynamism without institutions and an economic culture that support conceptions of new commercial ideas, facilitate entrepreneurs to develop these new ideas, allow employees to contract to work long and hard, and protect against fraud.

An institution that is basic to the operation of modern capitalism is company law: protection from creditors through bankruptcy, protection from self-dealing by managers, protection from employees who do not perform, limits on what employees may be asked to do,

and so forth. Law is needed to set limits on the resolution of conflicts. Without it, an entrepreneur or an investor might hesitate to embark on new creations.

A country's economic policy may also induce or thwart entrepreneurship. Relying on scant data, conservatives leap to the conclusion that every element of economic policy that provides a role for the government has a cost exceeding the benefit. But while, in the pastoral economies of mercantile capitalism, there may have been a presumption that this or that intervention by the state in the business sector — more corn and less cloth — would be harmful, there is no presumption that, say, more money for education or less money for education would disturb innovation. We do not know whether this or that concrete governmental activity would be constructive or detrimental for the dynamism of the economy and thus for **job satisfaction**.

There is evidence that countries with high levels of state spending on medical care, retirement benefits and education do not tend to have depressed levels of **job satisfaction**.

Regulatory institutions appear to be a significant depressant on **job satisfaction**, particularly credit-market regulations (such as interest-rate controls) and goods-market regulations. The institutions of collective bargaining and regulations on hiring and firing are also estimated to depress mean **job satisfaction**.

An economy consists of an economic culture as well as a set of institutions. Prevailing attitudes and beliefs have consequences for one's efforts at work and for the effectiveness with which one can collaborate with others.

The French businessman Philippe Bourgoignon, whose working life has been divided about evenly between the U.S. and Europe, has portrayed the two regions as having quite distinct cultures. In his analysis, the differences originate in the very different upbringing

ings of children. French mothers, he observed, watch their children closely in the playground, warning them to be careful. American mothers, on the other hand, pay little attention and do not teach caution. As a result, Americans grow up taking failures in stride.

Many values play a part in a country's generation of high economic performance, affecting people's capacity and desire to conceive novel ideas, develop these ideas into new products and try out the new products. Other values may affect economic conditions that support or damage the commercial prospects for innovation.

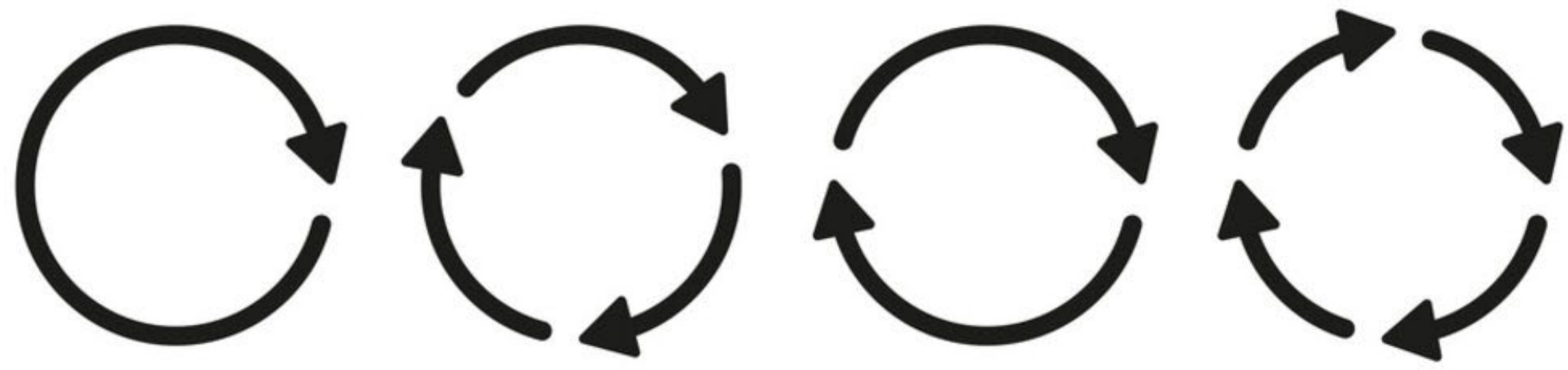
Consider, for example, the West's culture of problem-solving, curiosity, experimentation and exploration. A research program at Columbia University's Center on Capitalism and Society has found that several of the workplace attitudes in the World Values Surveys are significantly associated with a country's high economic performance.

How much people in a given country value the "interestingness of a **job**" is significantly related to how well the country scores in several dimensions of economic performance. So are people's scores on acceptance of new ideas and the desire to have some initiative. On the other hand, a low willingness to take orders, which is conspicuous in some European nations, is associated with lower economic performance.

A readiness to accept change and a willingness to accept competition are also quite helpful. But a desire to achieve matters little: It is not some object people want; it is the experience — the life.

*Edmund Phelps, the director of the Center on Capitalism and Society at Columbia University and dean of the New Huadu Business School at Minjiang University, received the Nobel Memorial Prize in Economic Sciences in 2006. This is an excerpt from his new book, MASS FLOURISHING: HOW GRASSROOTS INNOVATION CREATED JOBS, CHALLENGE, AND CHANGE.*







Michael G. Strawser • You

Communication Professor - TEDx Speaker - Consultant - Trainer - Communicati...

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Gen Z is the worst! (really, they aren't...)

A survey by [ResumeBuilder.com](#) is picking up traction in 'generation' circles with a mainstream publication referring to [#generationz](#) as 'the hardest generation to work with according to survey: 'They lack discipline' and 'like to challenge you'.

Well... 😏

A few notes about the survey:

They surveyed 1,344 (only 1,000 completed the survey) [#managers](#) and [#business #leaders](#) in the U.S. They also used a convenience sampling method. We know nothing about the demographics of the group other than they were screened according to who actually manages or hires employees. A second screening was used to only ask follow-up questions of those who did find Gen Z to be the most difficult group to work with.

As you can imagine, I have some issues with a convenience sample of only 1,000 where survey creators then targeted those who fit their narrative.

Now, the results. The survey does tell us a couple of points that I believe are interesting:

Of the 1,344 total respondents, 1,000, or 74%, did say Gen Z is more difficult to work with than other generations. Now, here is where we need some correlation or comparison data to back up our sample. What generations were represented as respondents? Was it mostly Baby Boomers, Gen X, Millennials, Gen Z or a similar number of each...this is important and a must know before we generalize results from only 1,000 individuals.



Our eyes and ears should perk up though once we see the reasons WHY managers find it difficult to work with Gen Z:

- o 39% said a lack of technological skills make Generation Z difficult to work with
- o 37% said effort and motivation
- o 36% said because they are easily distracted and easily offended
- o 21% said because they are dishonest

Managers then say they would prefer to hire Millennials or Generation X (again...who is completing the survey? Millennials and Gen Xers?!). This is not a biased thought by the way, I'm a Millennial, not a Gen Z'er'.

1 in 8 respondents have fired a GenZer within a week of their start date. 😬



Michael G. Strawser • You

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I came across an article yesterday 'lamenting' the status of [#generationz](#) (those born between 1997-2012 according to [Pew Research Center](#)). The article was titled Is Gen Z more difficult to work with than other [#generations](#)...

Well, here's the deal (and I may dive deeper into the ResumeBuilder survey the article pulls from in another post):

- 1) Guess what, there were an unbelievable number of articles written on the same topic about [#Millennials](#) (still are by the way)
- 2) Gen Z members will be fine-collectively they may not be as productive now, no generation is when they first enter the workforce
- 3) I'm over the 'back in my day' generational assessment-let's lead unique humans, not 'generations'

I spoke on this in 2019 and the [TEDx](#) talk is still relevant today. Let's strive for a Generation Agnostic Workplace:

<https://lnkd.in/gBbazywX>

[#work](#) [#culture](#) [#organizationalculture](#) [#communication](#)

Obama's New Boss • McCain vs. Brzezinski • ...

# TIME

## THE ME ME ME GENERATION

Millennials are lazy, entitled narcissists  
who still live with their parents

Why They've Failed  
By [Author Name]





**VIRAL TRENDS**

# After mocking millennials, Gen Z are now coming for Gen Alpha: 'They're just not all there'

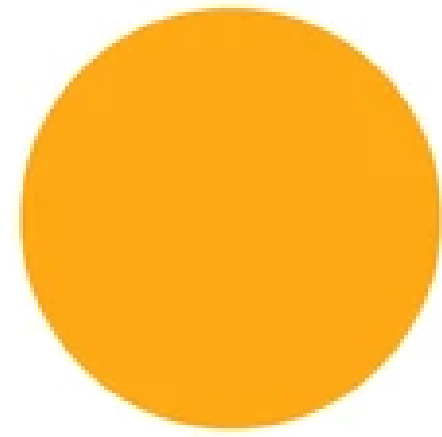
By [Andrew Court](#)

Published June 12, 2024, 1:44 p.m. ET

 57 Comments



**NEW  
YORK  
POST**



*Nothing new under the sun*

# Generational Differences and Managing a Multigenerational Team



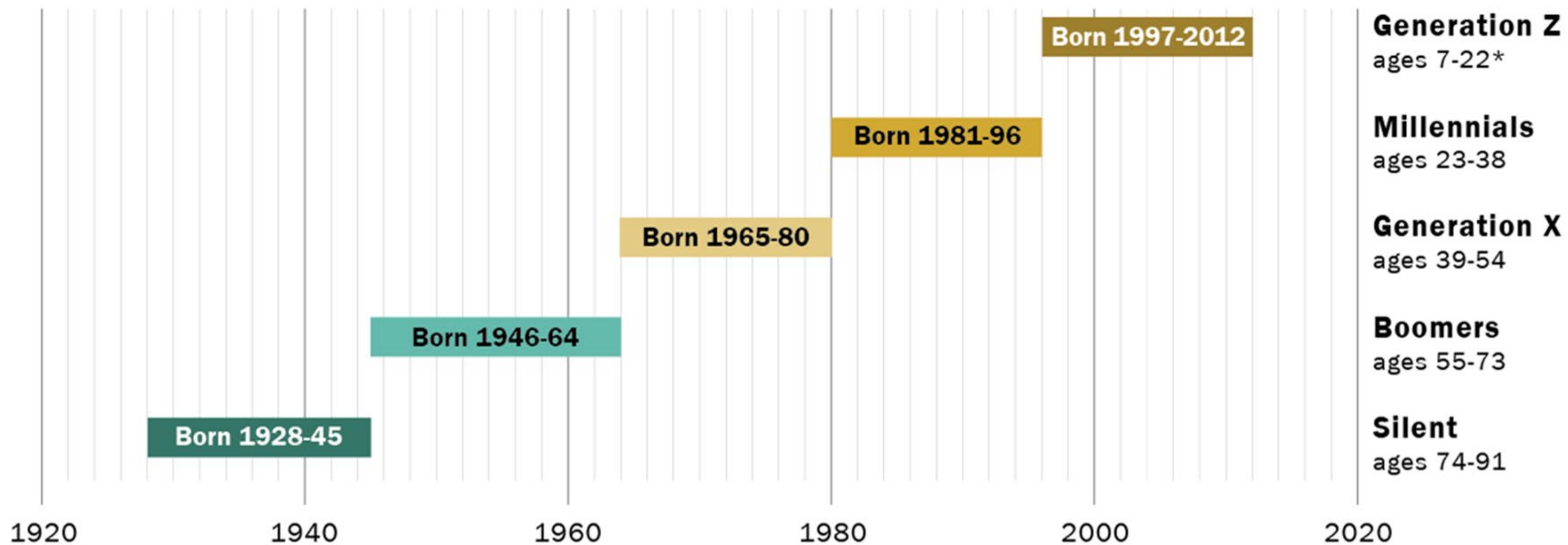


*A generation consists of those born between a specified year range who often share life experiences of their formative years including pop culture, economic conditions, world events, natural disasters, and technology*

*(Schullery, 2013)*

# The generations defined

GENERATION AGE  
IN 2019



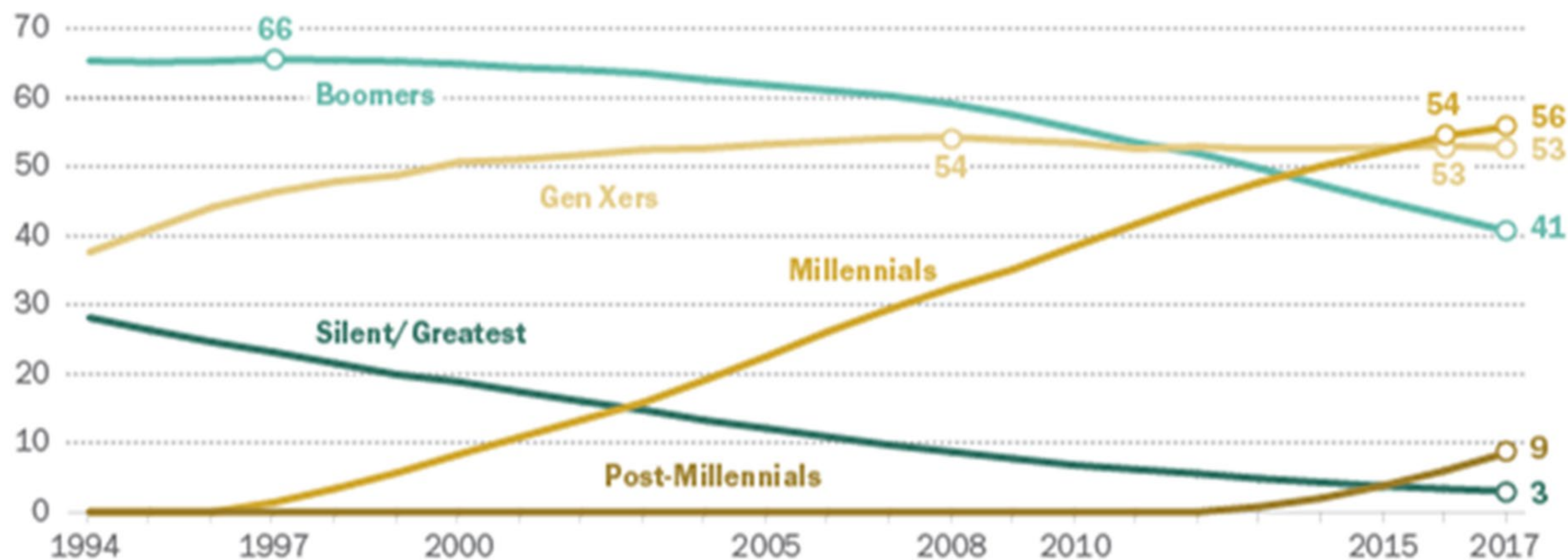
\*No chronological endpoint has been set for this group. For this analysis, Generation Z is defined as those ages 7 to 22 in 2019.

PEW RESEARCH CENTER



## Millennials became the largest generation in the labor force in 2016

*U.S. labor force, in millions*



Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.  
Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

PEW RESEARCH CENTER

# Generational Timeline

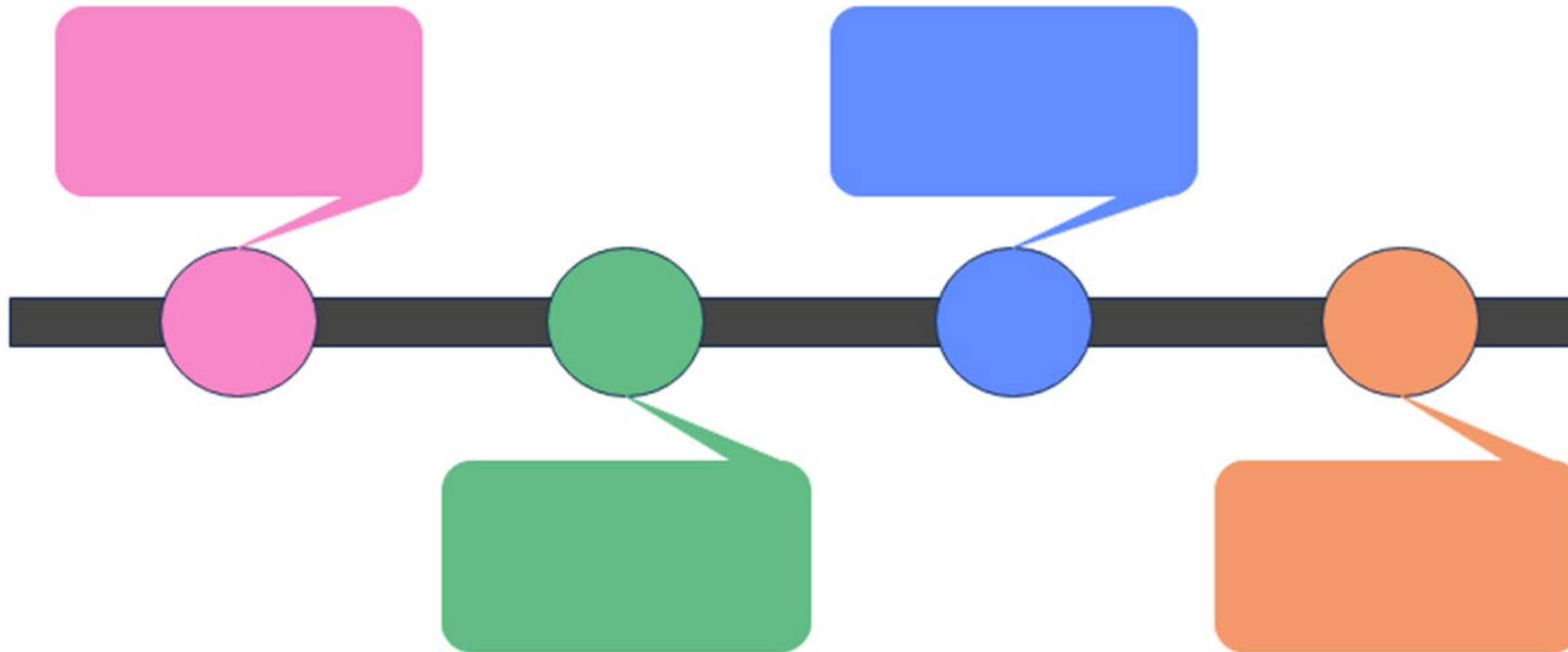


Chart major events from your formative years (ages 10-20). Compare events and discuss their impact on your worldview and work ethic.



# The 'Silent Generation'



# The Silent Generation: Born Pre-1945

Rule Followers

Dedicated

**Loyal**

Responsible

Sacrificial

**Top-Down Management**

Hierarchical Work

Environment

**Do Not Value**

**Individualism**

Conformists

Hard Workers

Patient

Conservative

Linear Work Style

Desire Respect

**Respect the Chain of**

**Command**

**Do Not Adapt To Change**



Baby Boomers



# Baby Boomers: Born 1946-1964

**Workaholics**

Materialistic

The “American Dream”

Greedy

Ambitious

Anti-Establishment

Big Spenders

Loyal To Children

**Work/Life Imbalance**

**Strong Work Ethic**

**Competitive**

Live To Work

**Career Loyalists**

Responsible

**Hard To Trust Young**

**Flat Organizational**

**Workers**

**Hierarchy**





Gen 'X'

# Generation X: Born 1965-1980

**Balance**

Highly Educated

**Independent**

**Angry**

Informal

Confident

Global Thinkers

**Pragmatic**

Self-Reliant

**Results Oriented**

Skeptical

Responsible

**Cynical**

Ignore Leadership

Lack of

**Latch-key Kids**

**Organizational**

**Loyalty**



Millennials



# Millennials: Born 1981-1996

**Achievement**

**Perfectionists**

**Civic Minded**

Tolerant

Confident

Social

Tech-Savvy

**Instant Gratification**

**“Spiritual”**

**Optimistic**

Idealism

**Teams/Collaboration**

**Diversity/Inclusion**

**Entitled**

**Self-Absorbed**

Open to New Ideas

**Value Individuality**





Gen Z

# Generation Z (iGen): Born 1997-2012

**Financially Focused**

**Concerned about Debt**

**Anxious**

Entrepreneurial

**Mobile**

Realistic

Ethical

Unique Identities

**Authentic**

**Open-Minded**

**Communaholics**

Social Networks

Diverse and Inclusive

Justice-Minded

**Risk Averse**

Competitive

Independent

**Unlimited Media**

**Consumption**



Differences

Debunk'd

## Career Shift?

42 million workers left their jobs voluntarily in 2019, costing companies 630 billion (a 30 billion increase from 2018). Pew compared data from millennials to Xers at the same life stage, 69% of gen xers stayed with an employer through 13 months compared to 70% of millennials)...

Millennials are just more vocal...

## Remote Work?

National research group did a study, in it they found that Gen Zers were most likely to report decreased productivity being remote; SHRM study – 60% of millennials reported being as more productive online, compared with 67% of xers and 72% of boomers.



## Work-Life Integration?

Have you ever thought about Gen Xers and parent care-a study found that elder care absenteeism costs companies up to \$5 billion annually.



**GENERATIONAL STEREOTYPES...  
ARE ONLY 'KIND OF' HELPFUL.**

- 1) Adjust Your Mindset
- 2) Adjust Misaligned Expectations



EACH GENERATION IMAGINES ITSELF TO BE MORE  
INTELLIGENT THAN THE ONE THAT WENT BEFORE IT,  
AND WISER THAN THE ONE THAT COMES AFTER IT.

-GEORGE ORWELL

# SWOT:

Analyze generational Strengths, Weaknesses, Opportunities, and Threats to maximize team efficiency.





What are some benefits of having a true multigenerational workplace?



# Multigenerational Workforce Benefits



# Managing a Multi-Gen Team

- ✓ Understand Generational Differences

- ✓ Assume the Best of Others and Empathize

- ✓ Be Flexible and Transparent

- ✓ People are People

# Generational Agnosticism

A generation agnostic perspective recognizes that generational differences exist but does not assume that every individual's identity is constrained by these broad distinctions. Instead, generational agnosticism, especially in our workplaces, transcends generational categories and allows workers to prove themselves on their own merit, without falling victim to unhelpful stereotypes.





**You**  **Tube**

# Common Intergenerational Problems

01

## Power Struggle

Discover team member strengths; Emphasize how this work fits into the broader context

02

## Team Needs

Make sure your people know where to find you for support

03

## Decision Making

Conferring authority to oldest team members leads to potential conflict and dysfunction

04

## Communication Norms

Give the team space, listen and learn, share what you know

THERE ARE FOUR VALUES THAT RESEARCH SHOWS ALL GENERATIONS  
SHARE:

- RESPECT (FEELING VALUED)
- COMPETENCE (THE PERCEPTION THAT ONE IS KNOWLEDGEABLE  
AND SKILLED)
- CONNECTION (COLLABORATION TO AN EXTENT AND MUTUAL  
TRUST)
- AUTONOMY (FREEDOM AND INDEPENDENCE TO EXERCISE  
JUDGMENT AND MAKE SOUND DECISIONS)



# Values Chart

RESPECT

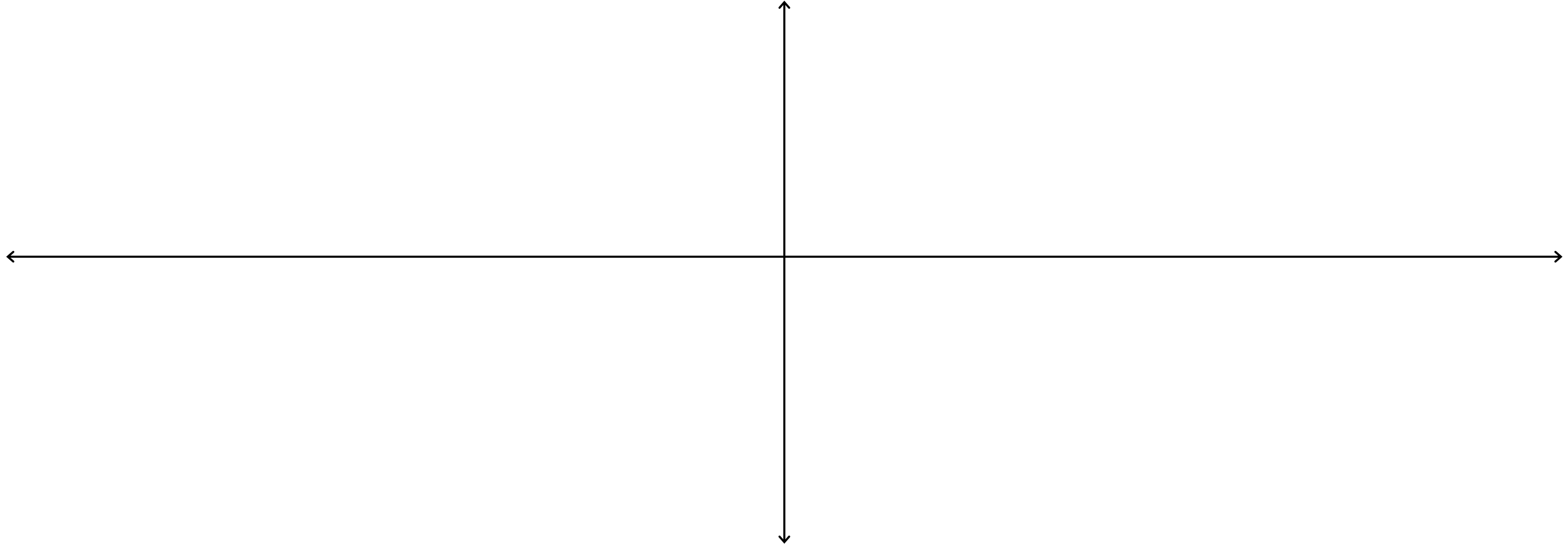


CONNECTION

AUTONOMY



COMPETENCE



# Talent Optimization

Who?

Who will your talent be?

What?

What will they need to stay committed?

When?

When and where will they work?

Why?

Why will they work?

Why?

How will they work?

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# Goals

## Culture

Have you, as the employer, created a culture where people understand the mission and buy into the vision? An effective workplace culture doesn't frustrate generational differences, it embraces and uses them.

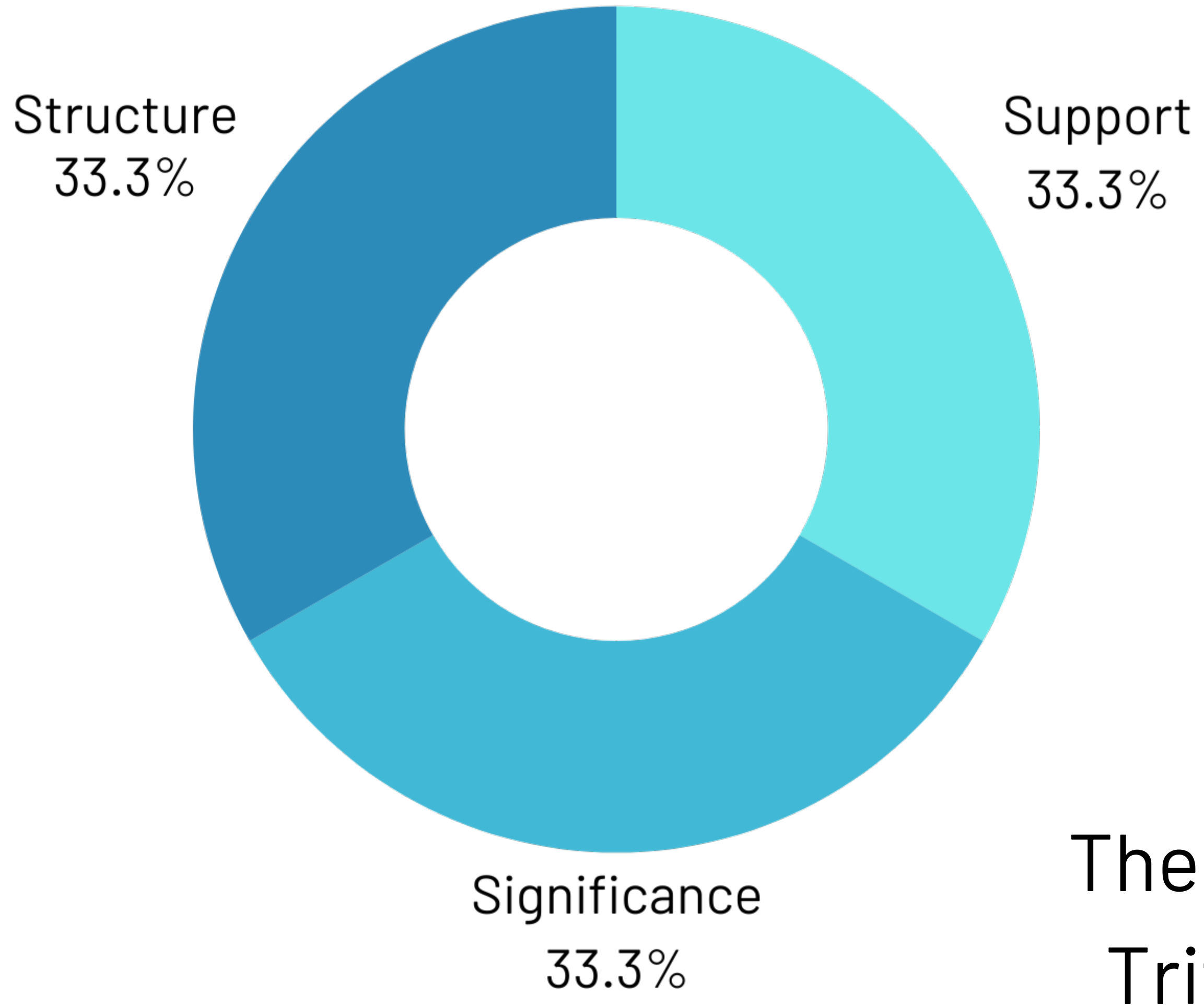
## Conditions

Is the workplace you have designed one that emphasizes balance, compensation, justice and mobility? Does your organization reinforce these conditions to your employees?

## Clarity

Your workers must understand, clearly, what is expected of them. Clarity transcends generational differences. Clarity allows workers to meet, and exceed, expectations. Clarity removes exasperation because it reinforces maximization and satisfaction.





The *TEAM*  
Trifecta



*Perfect is the enemy of  
good.*

- Voltaire

# Strategies



## Culture

Have you, as the employer, created a culture where people understand the mission and buy into the vision? An effective workplace culture doesn't frustrate generational differences, it embraces and uses them.

ACCOMMODATE EMPLOYEE DIFFERENCES BY LEARNING ABOUT THEIR UNIQUE NEEDS AND SERVING THEM ACCORDINGLY

CREATE WORKPLACE CHOICES WHEN YOU CAN

OPERATE FROM A SOPHISTICATED MANAGEMENT STYLE WHICH INVOLVES ADAPTING LEADERSHIP STYLE TO CONTEXT OR BALANCING CONCERNS FOR TASKS AND CONCERNS FOR PEOPLE

CREATE MULTIGENERATIONAL COLLABORATION

## Conditions

Is the workplace you have designed one that emphasizes balance, compensation, justice and mobility? Does your organization reinforce these conditions to your employees?

PROVIDE ENRICHING EXPERIENCES

LISTEN

MANAGE STRESS AND UNCERTAINTY

ESTABLISH A 'CULTURE' OF ADVOCACY AND  
TRANSPARENCY

CREATE AN EMPLOYEE ENGAGEMENT PLAN

## Clarity

Your workers must understand, clearly, what is expected of them. Clarity transcends generational differences. Clarity allows workers to meet, and exceed, expectations. Clarity removes exasperation because it reinforces maximization and satisfaction.

MULTIPLE CHANNELS

HAVE AN INTERNAL COMMUNICATION STRATEGY

ANALYZE, AUDIT, AND ADJUST WHAT YOU'RE DOING



Talent

Retention and Recruitment

Employee Employer Relationship

Leadership

Changing Expectations of the Leader

Feedback Expectations

People Management

Instructions

Acknowledgement

Communication

Communicate

Communication Chameleon

Training and Development

Younger Generations Prefer Learning Opportunities

Onboarding and Skill Development

Mentoring and Networking

Mentoring as 'two-way' Interaction

Mentors Help Build Loyalty

Culture

Work-Life Integration

Employee Benefits

## TALENT 'WORK': DEEPER DIVE

- 1) WHAT ENRICHING EXPERIENCES DO YOU PROVIDE FOR YOUR EMPLOYEES? HOW OFTEN?
- 2) HOW DO YOU HELP YOUR PEOPLE MANAGE STRESS AND UNCERTAINTY?
- 3) HOW ARE YOU ESTABLISHING A CULTURE OF ADVOCACY AND TRANSPARENCY?

## LEADERSHIP 'WORK': DEEPER DIVE

- 1) WHAT IS IT ABOUT YOUR LEADERSHIP STYLE THAT MAY NEED TO CHANGE TO ADJUST TO CHANGING GENERATIONAL EXPECTATIONS?
- 2) ASSESS HOW YOU OFFER FEEDBACK, WHAT STRATEGIES CAN YOU INCORPORATE TO BE MORE ADAPTABLE?
- 3) HAVE YOU GIVEN MUCH THOUGHT TO YOUR SUCCESSOR?



## PEOPLE MANAGEMENT 'WORK': DEEPER DIVE

- 1) CONSIDER HOW YOU DELEGATE AND PROVIDE INSTRUCTIONS, ARE YOU CLEAR?
- 2) WHAT REWARD OR ACKNOWLEDGEMENT SYSTEMS EXIST IN YOUR WORKPLACE?
- 3) ARE THESE RECOGNITIONS FLEXIBLE?

## COMMUNICATION 'WORK': DEEPER DIVE

- 1) DO YOU KNOW WHICH CHANNELS WORK MOST EFFECTIVELY FOR TRANSFERRING INFORMATION INTERNALLY?
- 2) HOW WOULD YOU DESCRIBE YOUR ORGANIZATION'S COMMUNICATION STRATEGY?
- 3) HOW OFTEN DO YOU AUDIT YOUR COMMUNICATION PRACTICES AS A LEADER AND AS AN ORGANIZATION?

# TRAINING AND DEVELOPMENT 'WORK': DEEPER DIVE

1) WHAT LEARNING EXPERIENCES DOES YOUR ORGANIZATION PROVIDE THAT YOU CAN 'PITCH' TO DIFFERENT GENERATIONS?

2) HOW CAN YOU ADJUST YOUR ONBOARDING STRATEGIES TO BE MORE FOCUSED ON MULTI-GENERATIONAL AWARENESS?

## MENTORING AND NETWORKING 'WORK': DEEPER DIVE

1) IMAGINE THE PERFECT MENTORSHIP PROGRAM THAT ADDRESSES DIFFERENT GENERATIONS, WHAT WOULD IT LOOK LIKE?



## CULTURE 'WORK': DEEPER DIVE

- 1) ASSESS YOUR ACCOMMODATION OF EMPLOYEE DIFFERENCES (DO YOU SURVEY EMPLOYEES, ASK WHAT THEY NEED/WANT?).
- 2) HOW MUCH AGENCY DO YOUR EMPLOYEES TRULY HAVE?
- 3) IN WHAT WAYS DO YOU ADAPT YOUR LEADERSHIP STYLE?
- 4) WHERE CAN YOU PURPOSEFULLY PLAN FOR MULTIGENERATIONAL COLLABORATION?

# EMPOWERING A MULTIGENERATIONAL TEAM

## 1) UNDERSTAND GENERATIONAL DIFFERENCES

UNDERSTANDING HOW EACH GENERATION IS WIRED IS HALF THE BATTLE. MAKE SURE YOU KNOW WHAT EACH GENERATION VALUES AND CARES ABOUT. KEEPING YOURSELF INFORMED CAN HELP MAKE YOU A BETTER AND MORE SELF-AWARE LEADER.

## 2) ASSUME THE BEST OF OTHERS AND EMPATHIZE

THERE IS AN UNDERLYING GENERATIONAL DISTRUST. AS LEADERS, WE NEED TO START BY ASSUMING THE BEST OF OUR TEAM AND TRYING TO EMPATHIZE-INSTEAD OF GETTING DEFENSIVE.

## 3) BE FLEXIBLE AND TRANSPARENT

MILLENNIALS AND GENERATION Z, ESPECIALLY, VALUE TRANSPARENCY FROM THEIR LEADERS. BUT YOU CAN ONLY BE SO FLEXIBLE AND TRANSPARENT. ALLOW FLEXIBILITY TO PENETRATE YOUR CONTEXT WHEN YOU CAN (MAYBE ALLOWING SOME REMOTE WORK OPPORTUNITIES) AND GIVE AS MUCH INFORMATION AS YOU CAN AND EXPLAIN WHEN YOU CAN'T.

## 4) REMEMBER, PEOPLE ARE PEOPLE

GENERATIONAL DIFFERENCES IN YOUR WORKPLACE ARE PROBABLY NOT AS PRONOUNCED AS YOU THINK. WHILE TOPICS LIKE TIME-OFF AND TECHNOLOGY ARE SURE TO BRING ABOUT VARYING OPINIONS, PEOPLE GENERALLY WANT THE SAME THINGS. THEY WANT TO KNOW THEIR VALUES ALIGN TO THE VALUES OF THE ORGANIZATION, THEY WANT TO BE COMPENSATED FAIRLY (NOT NECESSARILY MONEY BY THE WAY), THEY WANT CLEAR DIRECTION, AND THEY WANT TO KNOW THEY HAVE REACHED OR EXCEEDED EXPECTATIONS.

### **PEOPLE ARE PEOPLE.**

DO NOT ASSUME ALL GENERATIONS ARE AS DIFFERENT AS YOU THINK AND INSTEAD FOCUS ON WHERE PEOPLE ARE SIMILAR IN WHAT THEY WANT AND NEED.

Resist assumptions that consign you to old patterns and adjust your lens to redefine what kinds of knowledge and experience are valuable.

# Legacy Academy



THE  
MULTIGENERATIONAL  
WORKPLACE

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LEGACY

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COMMUNICATION



# Thank You!



Let's Keep in Touch



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