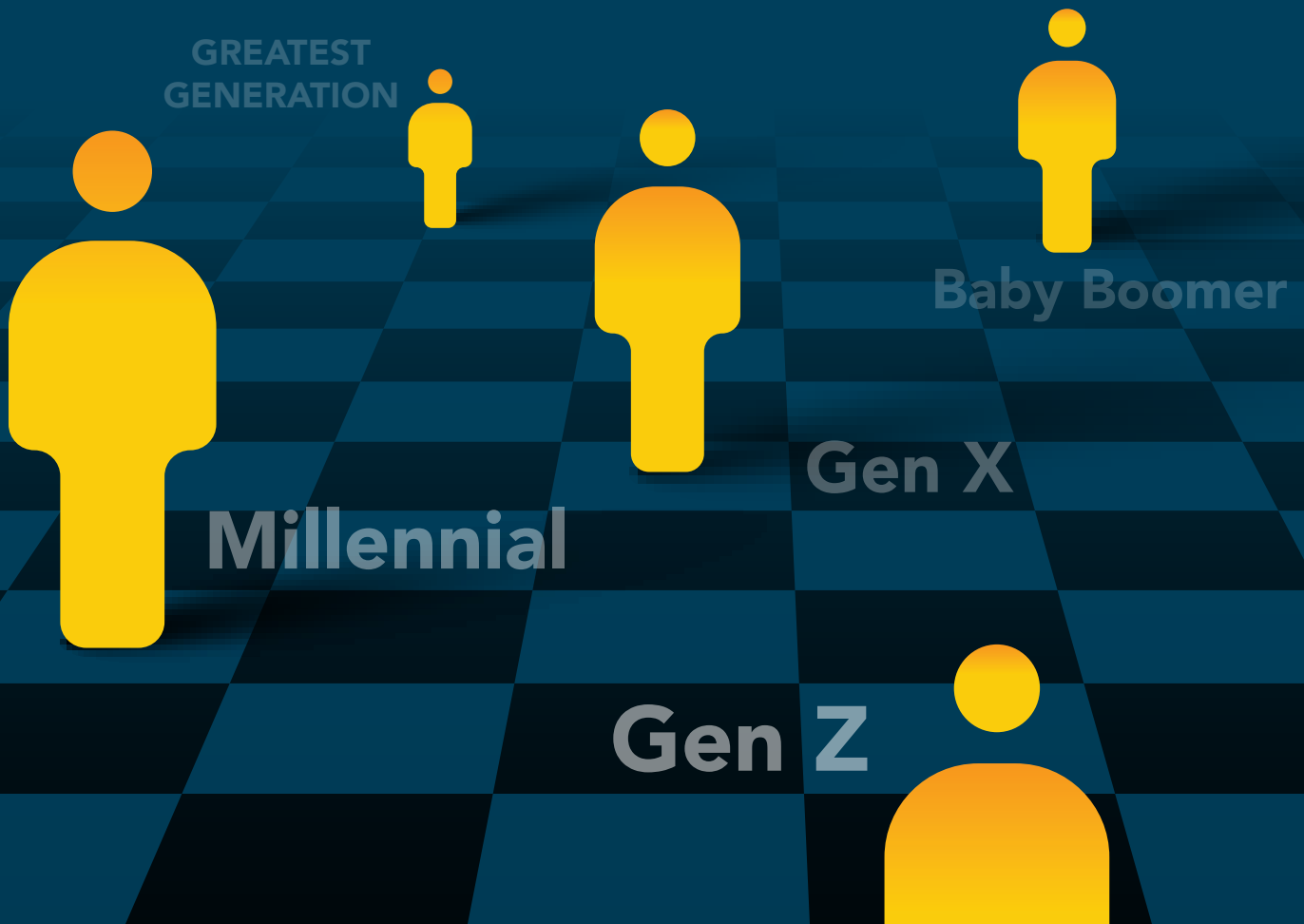




# GEN GAME

WINNING WITH A  
MULTIGENERATIONAL  
TEAM



# THIS E-BOOK WILL EXPLORE:

**PG  
03**

**A WORKFORCE  
SPANNING FIVE  
GENERATIONS**

**PG  
07**

**WINNING THE  
GEN GAME**  
*GENERATIONAL INSIGHT AND  
EXPECTATIONS*

**PG  
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**GENERATIONAL  
INSIGHTS**

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11**

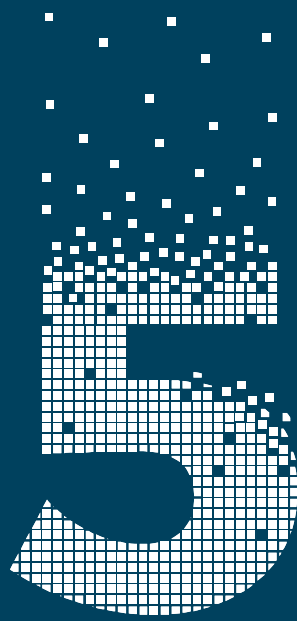
**EAGER TO MAKE  
THE MOST OF YOUR  
MULTIGENERATIONAL  
WORKFORCE?**

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**QUESTIONS TO  
CONSIDER**



# A WORKFORCE SPANNING



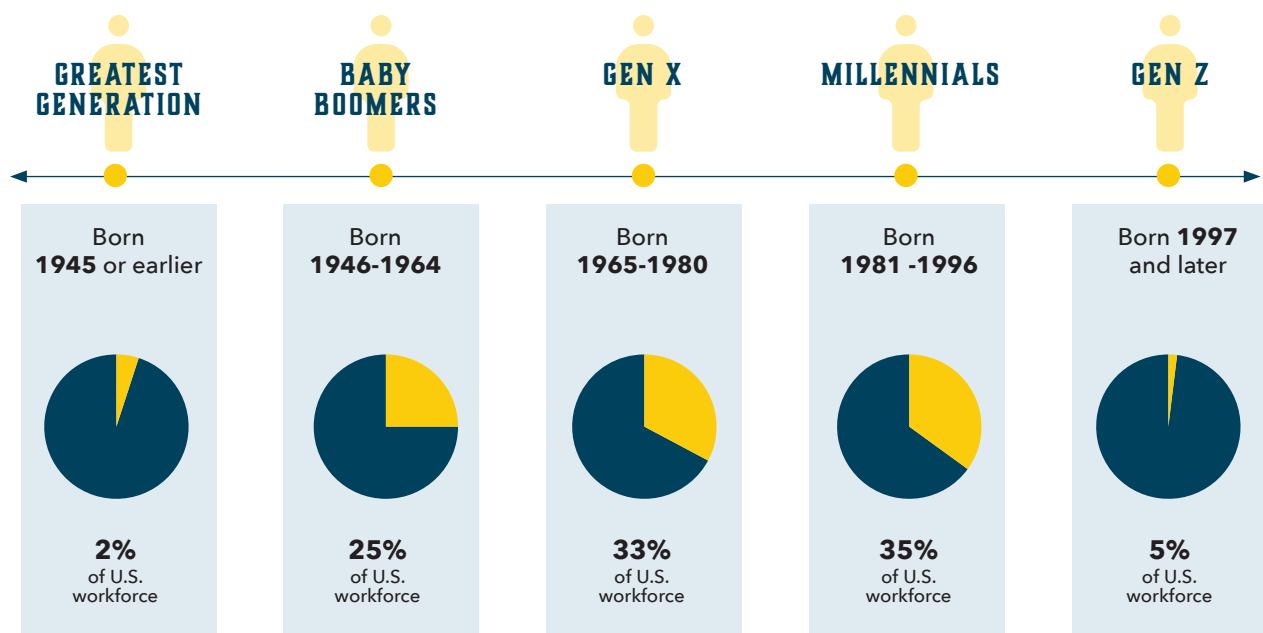
# GENERATIONS

U.S. business leaders and managers today often find themselves leading highly diverse teams, bringing together workers with a wide range of backgrounds, experiences and perspectives. If respected and nurtured, such workforce diversity can produce better solutions and improved outcomes, given the intrinsic value of varied perspectives.

Generational diversity is just one of many aspects of workforce diversity. Today, executive leaders and managers must lead and inspire workers drawn from five generations: Generation Z, Millennials, Generation X, Baby Boomers and The Greatest Generation.

Even experts who study generational differences don't entirely agree on the precise definitions of U.S. generations and the age ranges within each cohort. There are broad and useful similarities across generations, though managers should always think of workers as distinctive individuals with disparate experiences, perspectives and workplace expectations.

## PEW RESEARCH DEFINES THE GENERATIONS AS FOLLOWS:



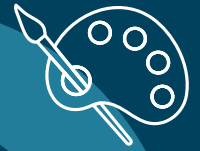
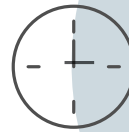
# GENERATION Z

Born in 1997 and after, Gen Z represents a relatively small but fast-growing segment of the U.S. workforce. Having grown up with the web and smart phones, Gen Zers often value personalization, individuality and creativity. In terms of their worldview, Gen Zers tend to be globally minded, progressive and entrepreneurial.

At work, Gen Z may enjoy the challenge and variety of working on multiple projects at the same time. While this cohort has a reputation for self-direction and independence, 40 percent of Gen Z also expects to interact with their supervisors at least once a day. Young and relatively inexperienced, an overwhelming majority of this generation—84 percent—believes employers should provide formal training to augment what they've learned in academic settings.

Web and Smart Phone Savvy

Individuality and Creativity Are Important



GEN Z

40% Expect to Interact with Their Supervisors at Least Once a Day



80% Believe Employers Should Provide Formal Training

1997 AND AFTER

# MILLENNIALS

Born between 1981 and 1996, Millennials became the largest segment of the U.S. workforce in 2016, eclipsing Generation X. Older Millennials felt the brunt of the "Great Recession" from 2007 to 2009, and the entire cohort has grown up during the internet era. This generation was also shaped by shocking events, including 9/11 and its aftermath. About 15 percent of Millennials aged 25 to 35 live with their parents.

Tech- and web-savvy, Millennials tend to adapt well to technological change. Motivated to follow good managers, this group seeks out challenges and growth as well as opportunities to enjoy work. Competitive, civic-minded and achievement-oriented, Millennials may prefer to communicate via email, text and instant messenger.

Seek Out Challenges & Growth

Communicate via Email, Text and IG



Achievement-Oriented



15% Aged 25-35 Still Live with Parents



Motivated to Follow Good Managers

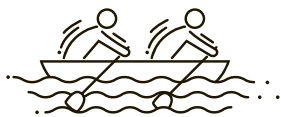
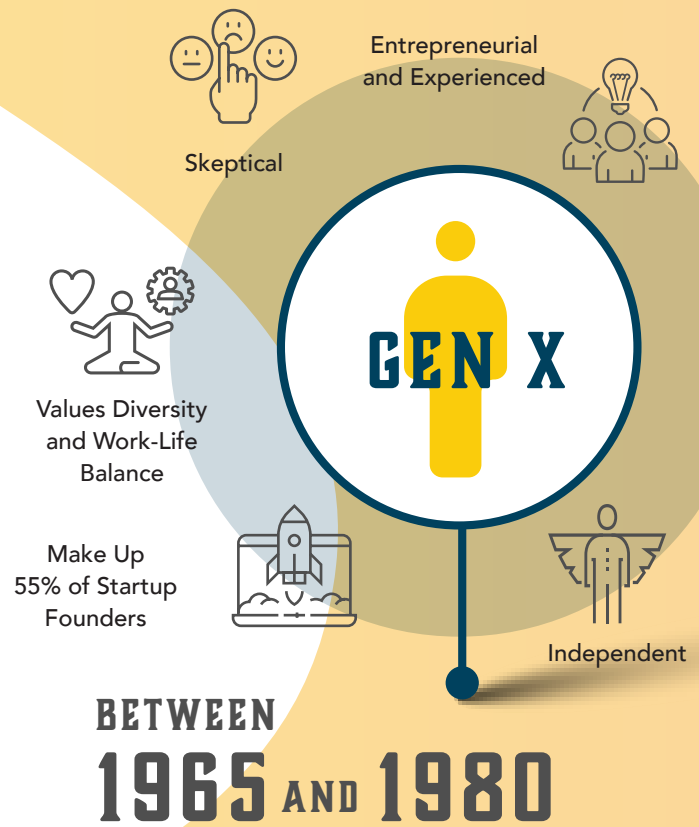
MILLENNIALS

BETWEEN 1981 AND 1996

# GENERATION X

Born between 1965 and 1980, Generation X was shaped by the rise of personal computers and the boom and bust of the dot-com era. Gen X was the hardest hit during the housing collapse of 2008, but they are the only generation to have fully recovered wealth lost during the crisis.

In the workplace, Gen X tends to be flexible, skeptical and independent, valuing diversity and work-life balance. Most members of this cohort have worked for multiple companies over the course of their careers, having entered the workforce at a time of reduced loyalty between employers and workers. Entrepreneurial and now experienced, Gen Xers today make up about 55 percent of startup founders.



Believe Achievement Comes through Hard Work



Communicate via Phone or Face-to-Face



Stay Longer with Employer



Optimistic



65% Plan on Working Past Age 65

**BETWEEN 1946 AND 1965**

# BABY BOOMERS

Born between 1946 and 1965, the massive post-war Baby Boom generation has impacted American life and society for decades. Shaped by the relative peace and prosperity of the 1950s and later by the challenges of Vietnam and Watergate, Baby Boomers are often optimistic and competitive.

On the job, Boomers tend to stay longer with their employers than younger workers, demonstrating the belief that achievement comes through hard work and dedication. Boomers communicate well via phone and face-to-face meetings.

With 10,000 Boomers reaching retirement age every day, this generation is a shrinking but still significant part of the workforce, making up about 25 percent of all U.S. workers. In addition, 65 percent of Boomers plan to work past age 65, making them a lingering force in the workplace.

# THE GREATEST GENERATION

Americans born between 1925 and 1945, prior to the end of World War II, are often called the Greatest Generation. With this age cohort's youngest members now in their upper 70s, the overwhelming majority of the Greatest Generation is no longer in the workforce. Today, this group makes up about 2 percent of U.S. workers.

Members of this generation have a reputation for being dependable, straightforward and loyal. They were shaped by the challenges and upheavals associated with the Great Depression, World War II and the dawning of the atomic age. In the workforce, they may be eager to earn respect and recognition while contributing to an employer's long-term success. They are less comfortable working with new tools and technology than younger generations.

*(Note: Given its small presence in today's workforce, this generation has not been included in further analysis.)*



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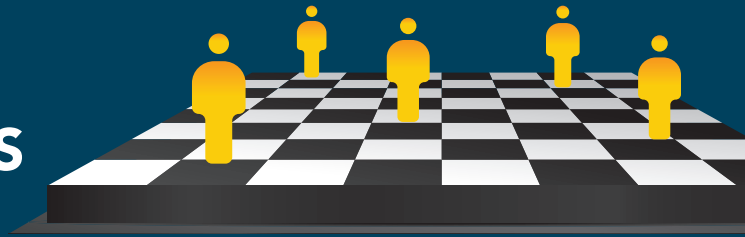
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# WINNING THE GEN GAME

## GENERATIONAL INSIGHTS AND EXPECTATIONS



*Studying the experiences, attitudes and expectations of different generations can provide employers and managers with valuable insights into leading workers of different ages.*

*Of course, these insights only go so far. Each U.S. generation includes millions of workers, each with their own strengths, weaknesses, preferences and viewpoints. Managers should take the time and make the effort to understand and get to know workers as unique individuals.*

*Even so, we can gain some worthwhile understanding by examining what researchers and other experts have concluded about the four primary generations that make up today's workforce in the United States.*

## WORKING WITH GENERATION Z

As the youngest age group in today's workforce, Gen Z grew up with the everyday availability of online resources via smart phones, tablets and computers. As a result, they tend to look to the internet as an authoritative information source. As children and teens, many Gen Zers participated in coach-led activities. As workers, they respond well to coaching as a leadership style, seeing this as a supplement to finding answers online. Leading by coaching can also inspire self-reflection and self-evaluation, generating solutions that Gen Z workers are at least partly responsible for creating.

Managers coaching Gen Z should ask questions, including: How does this work? What's on your mind? What's the challenge here for you? How can I help you? Managers can also probe deeper by simply asking workers to "tell me more." It is also important for managers to coach Gen Zers at the right time and keep such interactions brief.

Ultimately, a coaching approach to leading can reassure Gen Z that a manager cares about them as individuals, with a genuine interest in their wants, needs and desires. Working for a caring supervisor is important to Gen Z. When surveyed, this cohort ranked "care" near the top of preferred manager attributes, trailing only "trust" and "support."

There's a pronounced disconnect in preferred methods of on-the-job communication. While 83 percent of Gen Zers want to engage with supervisors in person, 82 percent of managers think this generation prefers instant messenger and other electronic means. When working with employees of any generation, it's important to establish expectations for communication.

### HOW TO COACH GEN ZERS TO WIN:

- Reassure workers that you care about them as individuals.
- Remember to coach at the right time.
- Keep interactions brief.
- Show a genuine interest in their wants, needs and desires.
- Establish expectations for communication.

# WORKING WITH MILLENNIALS



Providing workers with a positive and edifying company culture is very important for attracting and retaining Millennials, as this generation seeks supportive and inclusive workplaces. Managers can take steps to enhance Millennials' work experience by providing them with personal support and ensuring open lines of communication between managers and employees. Millennials expect employers to make it easy to communicate in multiple ways, via phone, email, text and more—but don't underestimate the power of simply checking in with your employees in person and getting to know them as individuals.

Improving the worker experience can also include offering classes on topics they care about, either in their professional or personal lives. This group values on-the-job learning and development, viewing such training as a means to gain the knowledge and skills needed for future advancement. This is important, as workers who feel like they can build a career with an employer are more likely to stay.

Like Gen Zers, Millennials tend to respond well to a coaching approach to management. Savvy employers and managers

also make a point of staying in touch with workers who leave and keeping the door open to their return. Millennials and Gen Z workers have a pattern of returning to previous employers, so this represents a significant opportunity for companies in a tight labor market.

## HOW TO COACH MILLENNIALS TO WIN:

- Offer a supportive and inclusive workplace.
- Make communication easy in multiple ways; via phone, email and text.
- Support workers as they build their careers.
- Offer development opportunities and skills training.
- Keep the door open in case they want to return.
- Get to know your employees as individuals.

# WORKING WITH GEN X

Today, the youngest Gen Xers are in their early 40s, which means most of this generation has plenty of life and work experience under their belts. Managers should look for ways to respect and leverage the experience of Generation X, even when a member of this group is new to a specific role. Gen Xers tend to value independence and, like most employees, may bristle when subjected to micromanagement. Managers can expect to get the best out of Gen X workers by providing opportunities for them to lead and show what they can do.

In addition, at this stage of life, many Gen X workers have families and busy lives outside work. Managers should look for ways to support the away-from-work needs of Generation X by providing flexible work schedules where possible, as well as paid time off. Gen Xers also place a high priority on using time efficiently. As part of this, they may prefer to communicate in direct and succinct ways, whether these interactions come in the form of in-person meetings or conversations over email and text.

## HOW TO COACH GEN XERS TO WIN:

- Respect and leverage their experience.
- Offer flexibility as well as paid time off.
- Offer direct and succinct communication.
- Respect their away-from-work needs.
- Do not micromanage.
- Respect their independence.



# WORKING WITH BABY BOOMERS

Devoting more resources and effort to cross-generational development can help retention for both Boomers and younger workers.

While about 10,000 Baby Boomers turn 65 every day, many workers from this generation are remaining in the workforce beyond traditional retirement age. Experts believe about 20 percent of U.S. adults over age 65 are working full or part time. All told, these workers now make up more than 6 percent of all working Americans, up from just 3 percent in 2000.

Labor force participation rates for those age 65 to 72 are significantly higher than previous generations at the same age. This dynamic represents an opportunity for employers to hire and retain more Boomers at a time when many companies are eager to fill open positions. Such workers often have decades of work experience to draw from on the job and share with others.

Managers of Boomers can help keep them engaged by establishing ways for this generation to share some of what they've learned with younger workers. This can be a meaningful experience for all involved workers—and create value for employers by reducing the loss of knowledge

associated with retiring workers. Instead of taking all their skills with them at retirement, Boomers can help transfer knowledge to other generations of workers.

As part of a broader culture of learning and knowledge sharing, employers can invite Boomers to teach courses and provide informal training to others. In addition, reciprocal mentoring between Boomers and younger workers can give each generation an opportunity to share their strengths. A Boomer, for example, could share proven tips and techniques with a younger worker who, in turn, shares insights into the latest tech tools.

Simple video recordings of Boomers performing unique job tasks can safely and effectively foster knowledge sharing. And devoting more resources and effort to cross-generational development can help improve retention for both Boomers and younger workers.

## HOW TO COACH BABY BOOMERS TO WIN:

- Show respect and appreciation for Boomers' knowledge and expertise.
- Invite them to teach courses and provide informal training to younger workers.
- Reciprocate by having younger workers share their insights, too.
- Don't forget this generation of experienced workers to fill job openings.

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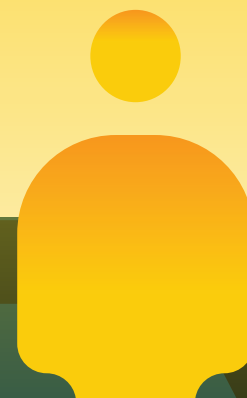
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# BROADLY APPLIED GENERATIONAL INSIGHTS

Many of the generational insights and actions outlined above have broad appeal across other worker cohorts. Using these insights more widely can improve a workplace, helping recruit, engage, inspire and retain more good workers of all generations.

- Millennials appreciate coming to work in a **positive and edifying environment**, but they are not alone. Employers committed to **nurturing a workplace** culture that values and respects all workers **will experience lower turnover rates** while achieving higher productivity and better overall results.
- A coaching approach to leadership is particularly valued by the Gen Z and Millennial generations. Even so, managing via coaching is also appealing to Gen Xers and Baby Boomers. Workers appreciate being **led by managers who are genuinely interested in understanding them and helping them grow** in caring, collaborative ways.
- Micromanagement or overly hands-on leadership doesn't work for Gen X—or other worker cohorts. In general, it is more constructive for managers to **establish objectives and give workers some autonomy** in figuring out how to achieve them.
- Employers should be eager to **welcome back workers in good standing** who left to take another job. Returning workers know what to expect from the company—and the company knows what to expect from them. Managers can help keep the door open by conducting **exit interviews and making it easy for former workers to stay in touch**.
- While young people value training and development, so do more seasoned workers. Regardless of generation, **workers appreciate opportunities to learn new skills and sharpen existing ones**. Upskilling is good for workers and employers, as worker development tends to increase productivity and retention.
- Successful managers know most people—not just those in Generation X—have busy lives and responsibilities outside work. Other cohorts can also be experiencing stress associated with economic hardships, personal relationships, living arrangements, child and elder care, health concerns, transportation, and more. It is always right—and more effective—to **treat others with courtesy, dignity, and respect**.
- While Boomers get a lot of satisfaction from sharing their knowledge, other generations also enjoy training their colleagues. Providing regular and accessible **opportunities for knowledge-sharing** across all generational cohorts can nurture a more positive work culture and allow more workers to find fulfillment in helping others.

RECRUIT, ENGAGE,  
INSPIRE AND RETAIN GOOD  
WORKERS BY OFFERING:



A POSITIVE WORKING  
ENVIRONMENT



A NURTURING  
WORKPLACE



MANAGERS THAT ARE  
UNDERSTANDING



ROOM FOR  
WORKER AUTONOMY



ESTABLISHED  
OBJECTIVES



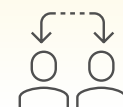
AN OPEN DOOR-POLICY FOR  
RETURNING EMPLOYEES IN  
GOOD STANDING



NEW OPPORTUNITIES  
FOR LEARNING

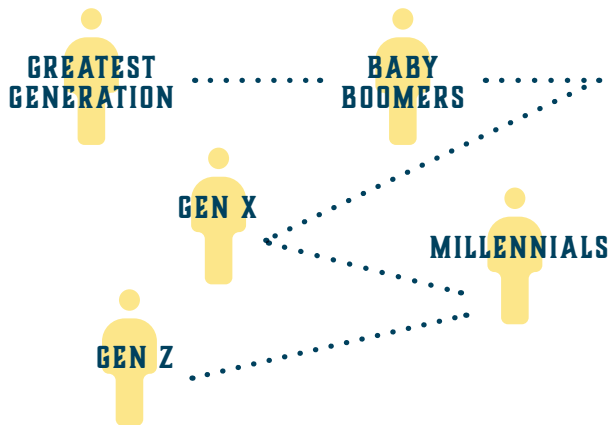


RESPECT AND  
COMPASSION



OPPORTUNITIES FOR  
KNOWLEDGE-SHARING

# EAGER TO MAKE THE MOST OF YOUR MULTIGENERATIONAL WORKFORCE?



Understanding and appreciating the distinctive generational traits of today's workers can help. After all, generations share many common experiences that shape the way they work, live and view the world.

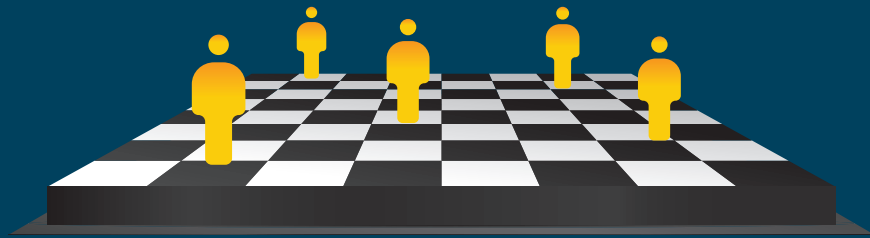
That said, people are individuals, with unique backgrounds and perspectives. Leading a diverse workforce takes time, effort and commitment, as leaders seek to understand the unique strengths, wants and needs of each worker.

Making a point of getting to know your workers shows you care. And companies led by caring leaders are positioned to succeed and grow by attracting, engaging and retaining workers of all kinds, from every generation.

## QUESTIONS TO CONSIDER

- Do we understand our workforce's generational makeup?
- How well are we attracting and retaining workers from different generations, and what could we do to improve?
- How well are we leveraging the know-how of our workforce for training and upskilling?
- Are we providing enough training and development opportunities to keep workers on the job now—and prepare them to fill higher-skilled roles in the future?
- Do our managers tend to lead through coaching—or command and control?
- Do we have a problem with micromanagement, or could we give workers more agency to solve problems and get things done?
- Are we losing too many workers to policies and procedures that are overly restrictive or needlessly punitive?
- Are we recruiting well, and doing enough to attract and retain good workers?
- Are we keeping the door open to workers in good standing who leave?
- What could we do to make it easier and more desirable for good workers to come back?
- Do we understand the personal and professional stresses facing our workforce?





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