



# **WORKING EFFECTIVELY WITH MULTIGENERATIONAL COWORKERS**

**A WEBINAR FOR EMPLOYEES FROM YOUR  
EMPLOYEE ASSISTANCE PROGRAM**

June 8, 2022

# INTRODUCTION



# OBJECTIVES

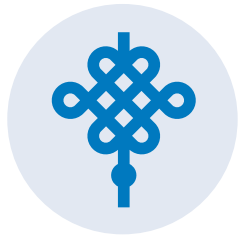
- Identify general characteristics of different generations
- Increase awareness of varied perspectives about work
- Share best practices for working productively with all generations

SECTION 1

# DIFFERENT, BUT TOGETHER

# FACE CHALLENGES AND EMBRACE DIFFERENCES

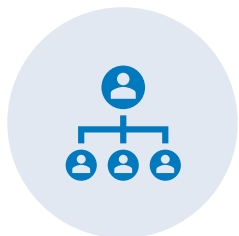
Each generation may have:



Unique social and cultural backgrounds



Different perspectives on work and accomplishing objectives



Preferred ways of managing and being managed

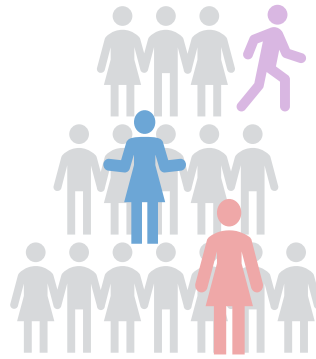


Varied views on work culture

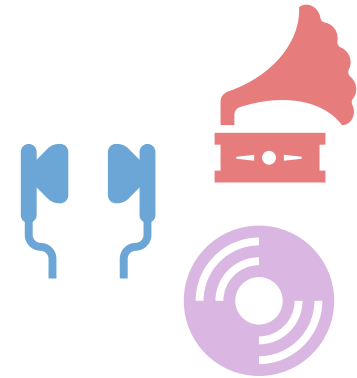
# WE ARE INDIVIDUALS, NOT JUST GENERATIONS



A generation is characterized by the thoughts, feelings, and life experiences they share



Among the generation groups, we have different individual experiences



Technology, world events, etc. affect us all in different ways

# SOCIAL AND CULTURAL FACTORS

Generations are influenced by:



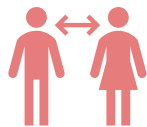
The era



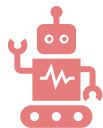
World events



Economic issues



Social shifts



Technology



Personal factors



Cultural background



Temperament

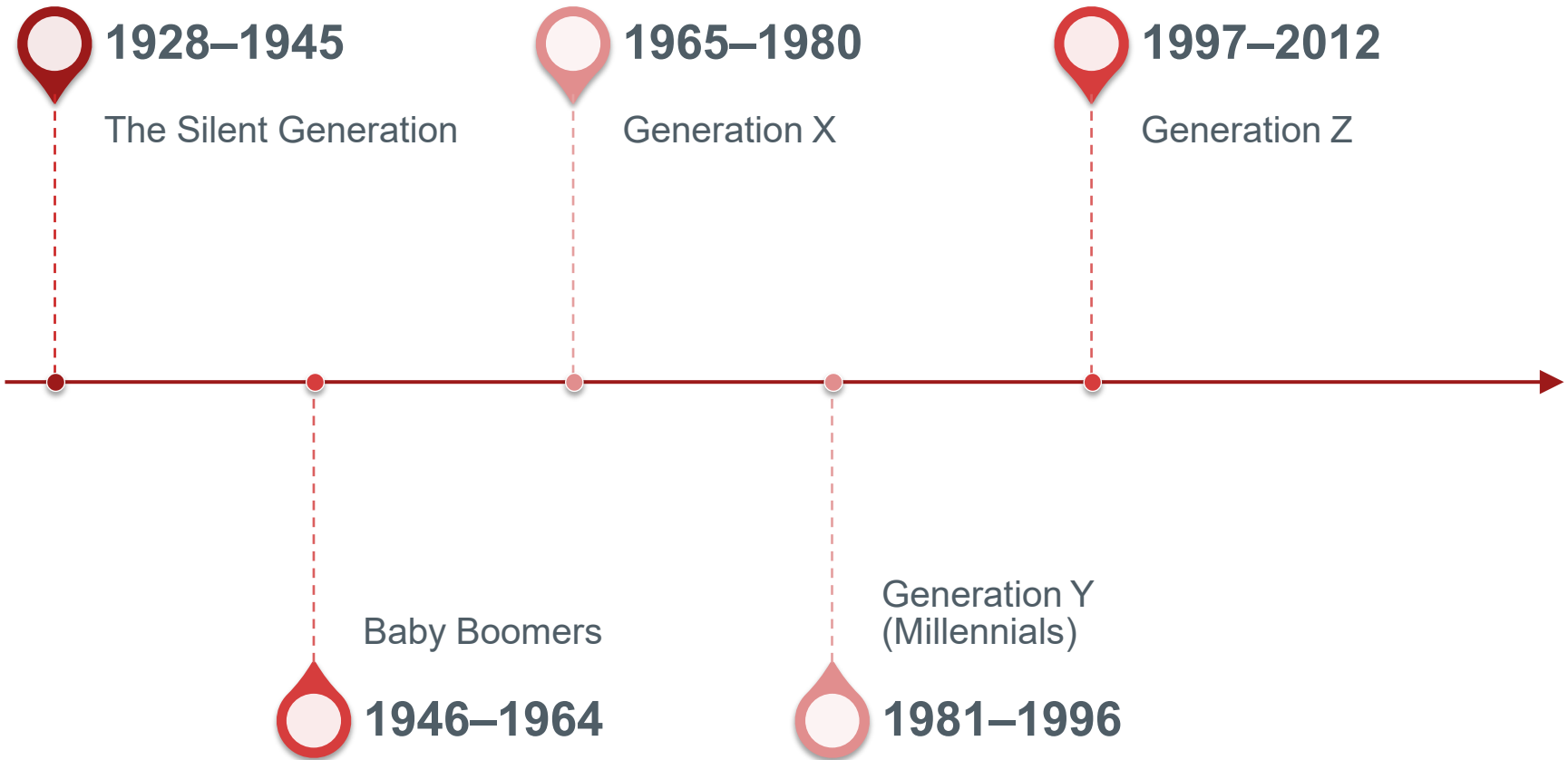


Life experience



Values

# IDENTIFY YOUR GENERATION





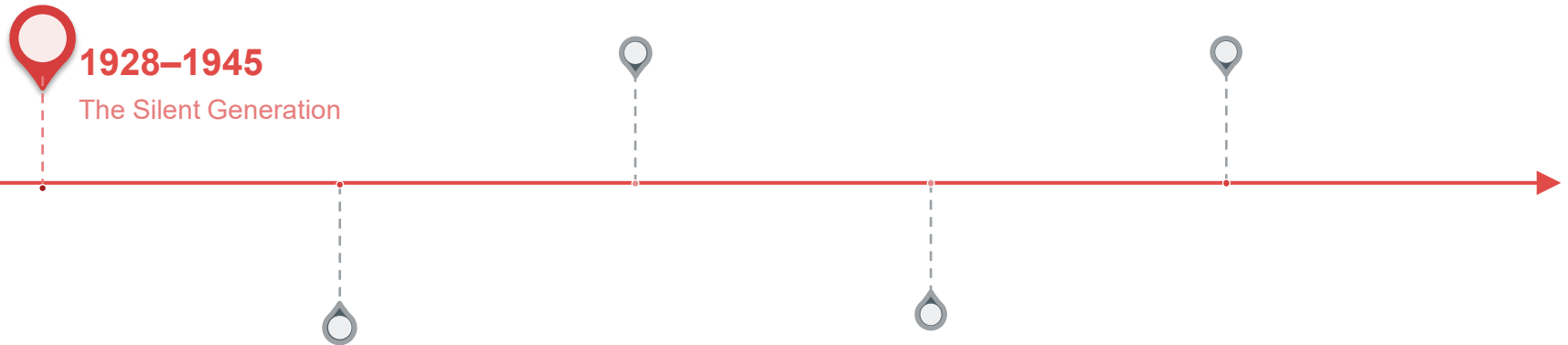
# POLL 1

*Which generation do you fall into?*

SECTION 2

# GENERATIONAL CHARACTERISTICS AND WORK ETHIC

# THE SILENT GENERATION

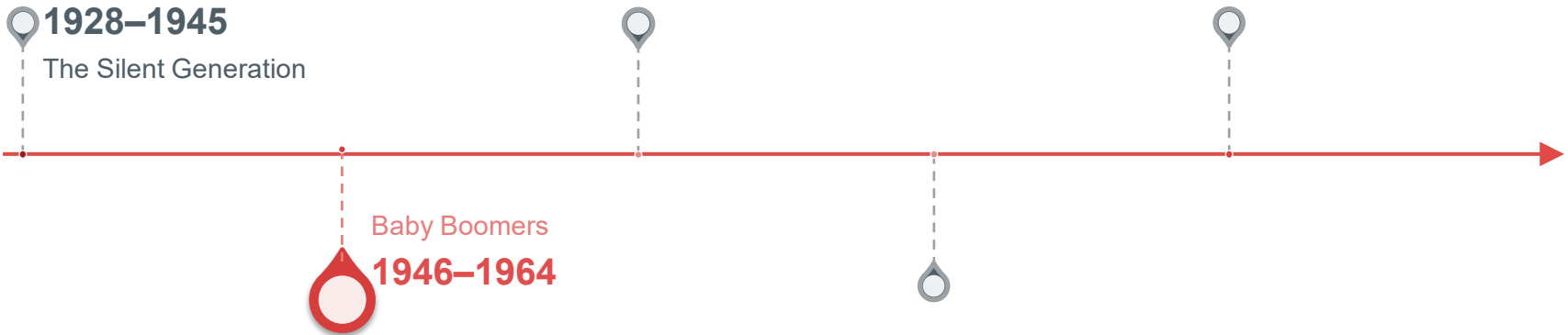


Youngest are  
77 years old

At less than 2%, it's the  
smallest generation in  
the workforce

- Vast majority have already retired

# BABY BOOMERS



Achievement-oriented

Self-reliant

Have high expectations

Tend to measure success materially

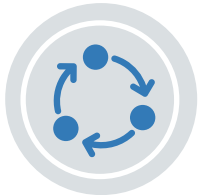
Work is central

Large cohort in terms of population, but many are retiring

# BABY BOOMERS AT WORK



Good with relationships;  
they like face-to-face  
interactions



Focus on process; service-  
oriented



May be judgmental of  
others



May struggle with work/life  
balance

## Leadership:

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Consensus decisions

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Want to please

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Less comfortable with conflict

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May micro-manage

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Don't like surprises

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Like to talk things through

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Appreciate open-door policy

# WORKING WITH BABY BOOMERS



Most comfortable  
with face-to-face  
communication



See face-to-face  
conversation  
as part of a  
warmer, friendlier  
workplace

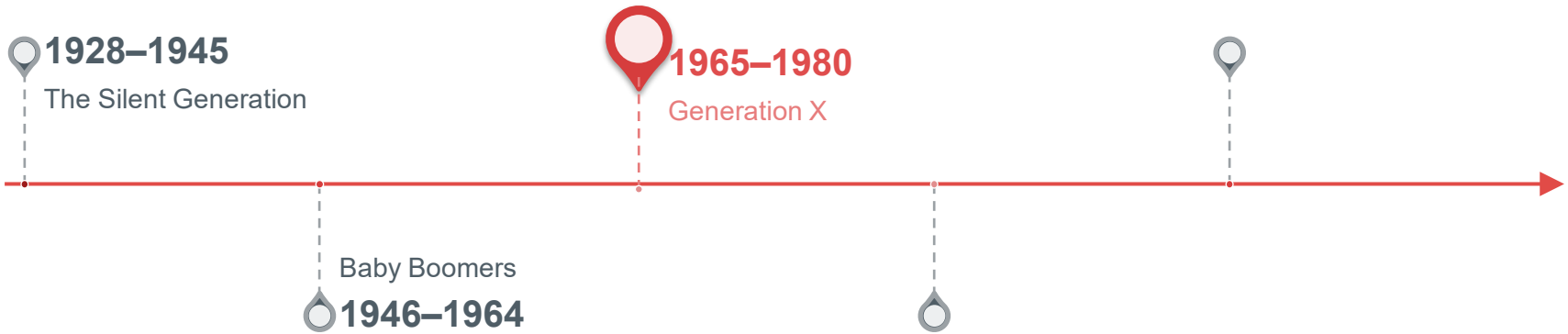


Adaptable due to  
experience



Credible due to  
work history

# GENERATION X



Individualistic

Self-directed

Outcome-oriented

Skeptical, less respect for authority

More likely to change jobs for more challenging work, higher salary, or better benefits

Entrepreneurial, diverse, fun, "work to live"

# GENERATION X AT WORK



Aware of reduced job security



Independent, outspoken, impatient, skeptical



Adaptable, willing to take risks



May have challenges with people skills



Want contributions recognized

## Leadership:

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Tend to have little patience for office politics

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Are not impressed by titles

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Believe that respect is earned, not given



# WORKING WITH GENERATION X



Most comfortable with email



Want to minimize discussion

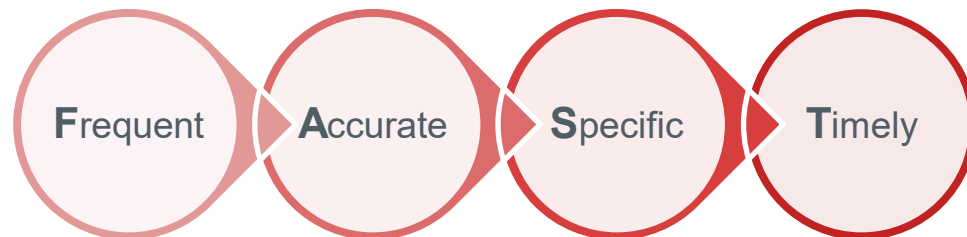


Don't like chatty meetings

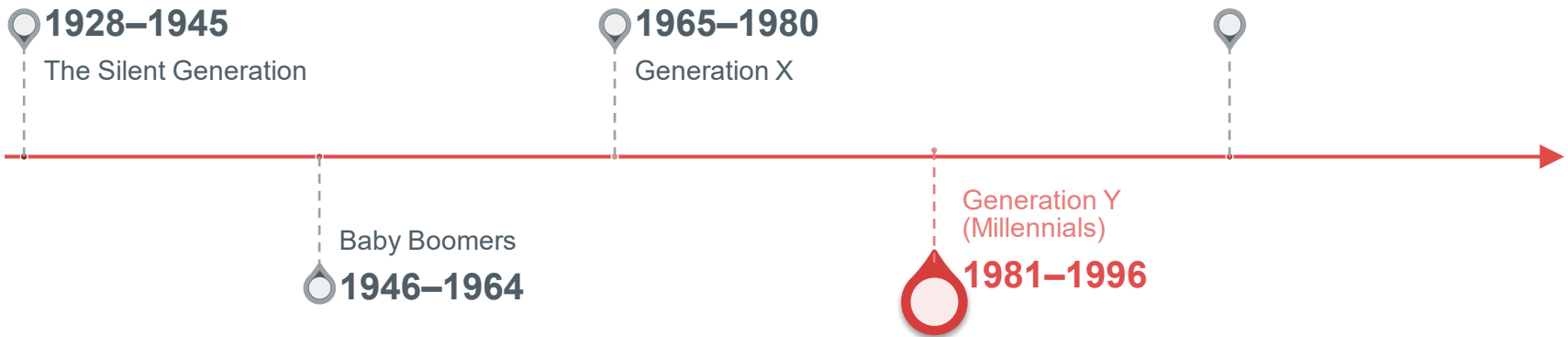


Want to explore and problem-solve on own

**Thrive on FAST feedback:**



# GENERATION Y: MILLENNIALS



Enthusiastic and confident

Achievement-oriented

Hard-working

Want flexibility

Willing to take a pay cut, forgo a promotion, or move for work-life balance

Value inclusion

Accustomed to diversity and teamwork

# MILLENNIALS AT WORK



Need to see how they fit into the big picture



Want feedback and praise



Expect a flexible, relaxed environment



Reluctant/unwilling to sacrifice life for work



May be inexperienced in handling setbacks



May be quick to judge others' technical competency (or lack thereof)

## Leadership:

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Tend to prefer flat structure

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Value feedback from all levels

# WORKING WITH MILLENNIALS



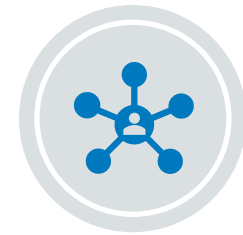
Accustomed to sticking up for themselves



Not threatened by authority

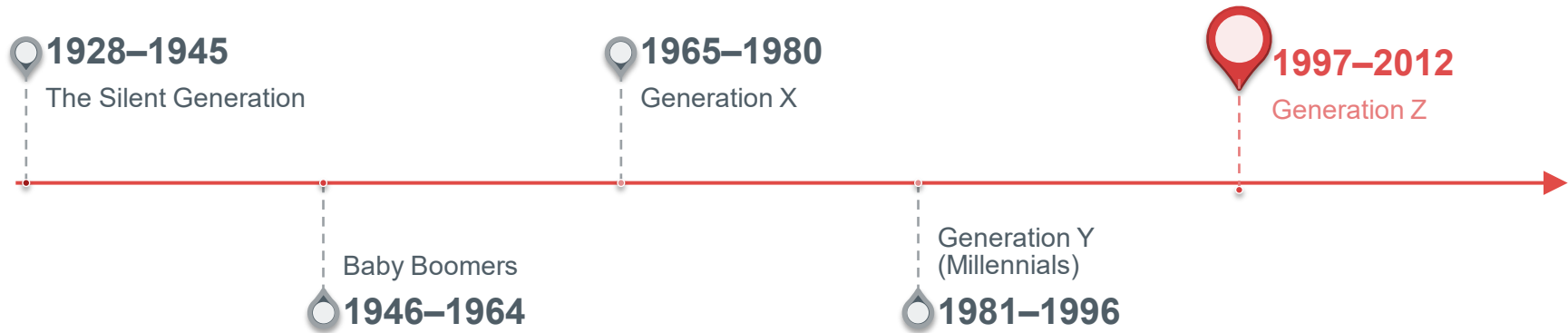


Ready to contribute and collaborate right from the start



Like to train across different functions

# GENERATION Z



Motivated by security

Competitive

Grew up in an “always on” tech environment

Believe social media is important  
Yet concerned about privacy and maintaining relationships

Prefer face-to-face communication more than millennials

Value skill development

Expect workplace diversity

# GENERATION Z AT WORK



Feel at home in and value diverse environments



Willing to put in extra hours for financial reward



Place importance on face-to-face connection



Less focused on work-life balance



View technology as a vital tool, not as a “toy”



Want regular feedback and contact with boss



Driven by security: salary and healthcare are of prime importance

# WORKING WITH GENERATION Z



Want a positive day-to-day work experience



Display a curious and open mindset, which prompts innovation



Expect technology to be integrated into work environment



Need regular face-to-face feedback from supervisor

## POLL 2

*Do you relate more to a different generation than the one you're assigned?*



## SECTION 3

# CHALLENGE YOUR GENERATIONAL STEREOTYPES AND ASSUMPTIONS

# CHALLENGE YOUR GENERATIONAL STEREOTYPES

## **Stereotypes**

Our views and beliefs about people of a different generation than our own

## **Meta-stereotypes**

Our beliefs about what other generations think of us

## **Effects of stereotypes can:**

- Evolve into self-fulfilling prophecies
- Reduce learning and comprehension
- Decrease workplace productivity
- Increase conflict in teams

# CHALLENGE GENERATIONAL DIFFERENCES

A 2012 study found no meaningful differences among generations when it comes to attitudes about and toward the workplace



A 2019 study indicated that U.S. employees may be more influenced by the belief that differences exist among generations at work

**“What if I told you these generations may not exist?”**

# DIVERSITY, EQUITY, AND INCLUSION



# CHALLENGE YOUR ASSUMPTIONS

## 1. Identify your beliefs



# CHALLENGE YOUR ASSUMPTIONS

## 1. Identify your beliefs





# CHALLENGE YOUR ASSUMPTIONS

## 2. Adjust your lens



# CHALLENGE YOUR ASSUMPTIONS

## 3. Build intergenerational cooperation



What are we doing well as a team to accomplish our shared goals?



What are we doing that is keeping us from reaching our goals?



What opportunities should we take advantage of that we currently aren't?



If you were in charge, what would you continue, stop, or start doing?



# CHALLENGE YOUR ASSUMPTIONS

## 4. Embrace mutual learning



# SUMMARY



# RESOURCES

## Online Articles

- Generational Differences in Work-related Attitudes: A Meta-analysis
  - [doi.org/10.1007/s10869-012-9259-4](https://doi.org/10.1007/s10869-012-9259-4)
- Harnessing the Power of Age Diversity
  - [hbr.org/2022/03/harnessing-the-power-of-age-diversity](https://hbr.org/2022/03/harnessing-the-power-of-age-diversity)
- Why Reverse Mentoring Works and How to do it Right
  - [hbr.org/2019/10/why-reverse-mentoring-works-and-how-to-do-it-right](https://hbr.org/2019/10/why-reverse-mentoring-works-and-how-to-do-it-right)

## Videos

- How to Work with a Multigenerational Team
  - [ideas.ted.com/how-to-work-with-a-multigenerational-team](https://ideas.ted.com/how-to-work-with-a-multigenerational-team)
- How Reverse Mentorship Can Help Create Better Leaders
  - [youtube.com/watch?v=NMVgg6zuiB0](https://youtube.com/watch?v=NMVgg6zuiB0)

## Infographic

- [Global Insights on the Multigenerational Workforce](#)
  - AARP International

# THANK YOU



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