

Engaging a Multigenerational Workforce



Objectives

- Describe the five generations currently in the workplace.
- Learn how each generation influences the workplace.
- List tips to help you successfully embrace the multigenerational workforce.

Gen Z

Approximate birth years: 1996–2015

- Do not remember the 9/11 terrorist attack because they were not yet born or too young to form memories of the event.
- Has a global mindset and values diversity and innovation.
- Technology is "assumed" in daily living.
- Values “skills competency” and expects employers to provide training and education to learn work skills.
- Values enjoying their work and the people they work with.

Millennials (Gen Y)

Approximate birth years: 1977–1995

- This population group will be the largest in the U.S. workforce and worldwide.
- Highly impacted by 9/11 terrorist attack, nationally and globally.
- Experienced the fastest technological changes when growing up, so welcomes technology.
- The largest U.S. military veteran age group in the civilian workforce comprises those with college degrees and high employability and competency skills.
- Values loyalty, making a difference and personal growth.

Gen X

Approximate Birth Years: 1965–1976

- The first generation to experience personal computers and personal technology:
 - Atari
 - Commodore64
 - Walkman
- In the workforce, beginning to step into senior leadership roles.
- Values work-life balance and family connections.
- Values competency on the job.

Baby Boomer

Approximate Birth Years: 1946–1964

- This population does not have memories of World War II.
- Experienced massive social changes during their formative years.
- Sees technology as useful for getting a job done.
- May appear to challenge authority but follow the rules.
- Loyal to the company, values teamwork and doing your fair share.
- Prefers structure and non-frequent change.

Traditionalist

Approximate Birth Years: 1945 or earlier

- The first generation to experience television and radio technology.
- Shaped by the global events of World War II and the Great Depression.
- Reliable and straightforward.
- Because they are people-oriented, they prefer in-person communication.
- At work, they expect seniority to be based on age and longevity, reflecting their commitment to their employer.
- Thrives on recognition of a job done well.

Generational Influences in the Workplace: Influences of life span development

Each generation is in a different stage of lifespan development.

Working well together requires respecting the life-stage differences between coworkers.

With life experiences, adults have continuous emotional and social development.

Expect that coworkers may change their views over time.

Adults at any age can bring their strengths to the work environment through:

Regular interpersonal interactions that build collaboration, for instance.

Helping each other develop work performance skills when challenges surface. Understanding and patience help others hone their skills.

Generational Influences in the Workplace:

Influences of career stage development

Each person is in a different career development stage—not based on age.

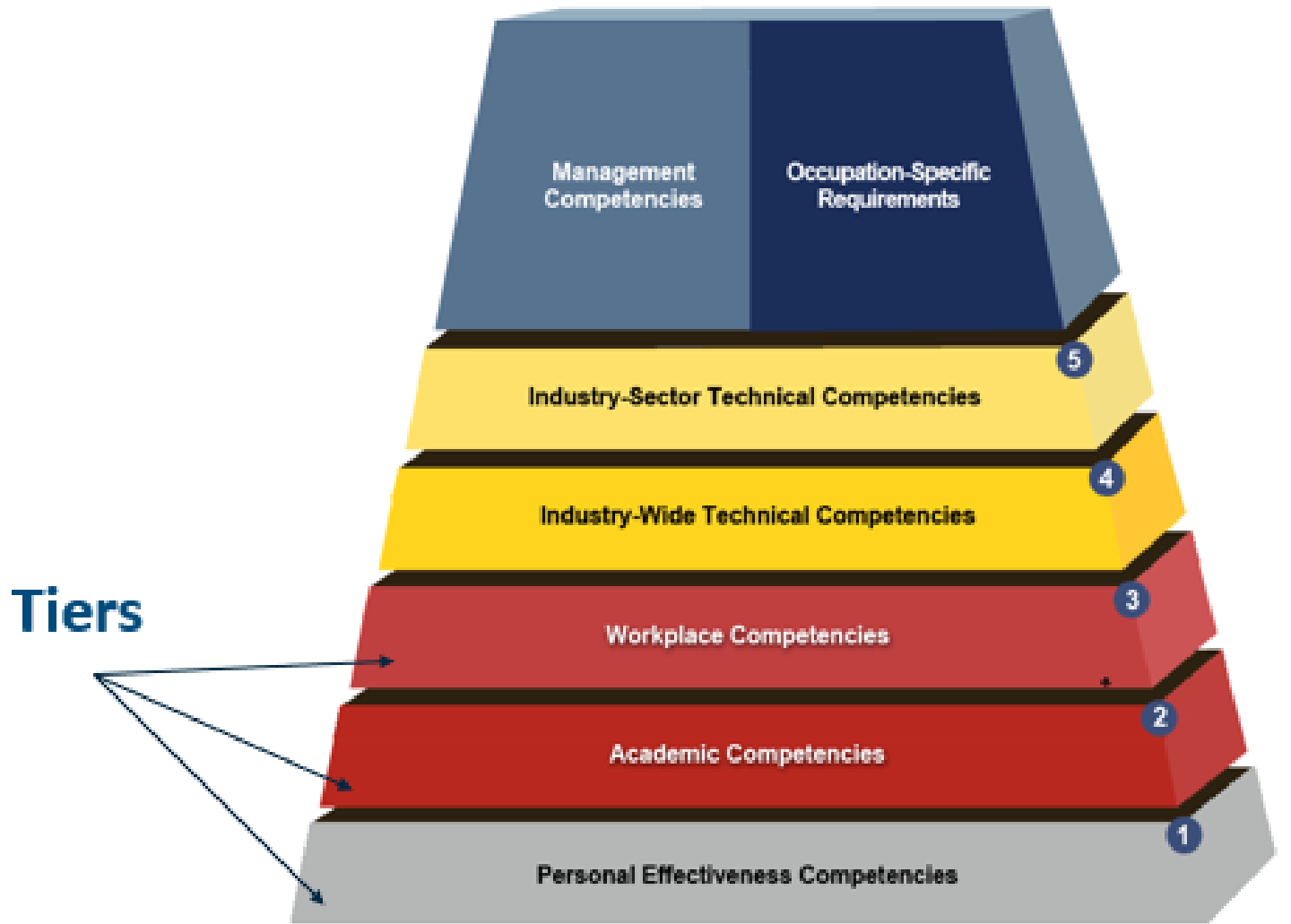
Some experienced individuals may have transferred to a new industry or role.

Veterans may bring helpful competencies to the workplace, such as knowledge in:

- Career Development
- Communication
- Critical Thinking
- Equity and Inclusion
- Leadership
- Professionalism
- Teamwork
- Technology

Workers displaced from their original careers such as with the COVID-19 response.

U.S. Department of Labor
CareerOneStop
Competency Model Tiers



Tips To Help You Successfully Engage a Multigenerational Workforce

- Recognize the need for flexibility when considering all the different approaches and skills of the employee team.
 - All generational characteristics can be useful to the team.
- Understand that seeing employees through the lens of generational stereotypes is faulty.
 - Get to know the individuals and their experiences, personal and professional, to understand your team's strengths.
- Stress the value of open conversations and mentoring among all team members.
 - Regularly inquire about what's going well and why.
 - Encourage them to provide solutions.
- Develop a communication plan and expect employees to follow it so that team members communicate with each other in multiple ways that capture their communication preferences: in person, via telephone, email, text, personal group apps, etc.

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