

# Welcome!

The webinar will begin shortly...

**3:00**

**minutes**

*until the webinar starts*

## While you wait, here are some fast facts about HR outsourcing:

Companies that outsource HR to a professional employer organization (PEO) are **50% less likely** to go out of business.



The webinar will begin shortly...

**2:00**

**minutes**

*until the webinar starts*

## While you wait, here are some fast facts about HR outsourcing:

Companies that use a professional employer organization (PEO) are 28% more satisfied with their available selection of employee benefits.



The webinar will begin shortly...

## While you wait, here are some fast facts about HR outsourcing:

**1:00**  
**minute**  
*until the webinar starts*

G&A Partners has an average Net Promoter Score (NPS) that is **35x higher** than that of the HR outsourcing industry.





# Bridging Generational Gaps at Work: How to communicate effectively with every employee

Tracy Winn, SPHR & SHRM-SCP



# Before we begin...

We are recording this webinar. The on-demand recording will be available on our website by the end of the week.

This webinar has been pre-certified by the Human Resources Certification Institute (HRCI) and The Society for Human Resource Management (SHRM) for one hour of HR general recertification credit.

If at any time during the presentation you have a question that you'd like us to answer, please send it to us using the "Questions" tab in the GoToWebinar menu bar.

# About G&A Partners

G&A Partners delivers world-class HR solutions that help build thriving businesses and make a difference in the lives of the clients and employees we serve.

G&A Partners has a local presence in the following markets:





# Bridging Generational Gaps at Work: How to communicate effectively with every employee

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# Presentation Overview

- **Events that shaped each generation**
- **Stereotypes of the generations**
- **Communication expectations for each generation**
- **Bridging generational barriers – becoming a more inclusive workplace**
- **Flexible working arrangements**
- **Encouraging a more adaptive work environment**

# Things never change!

“The children now love luxury; they have bad manners, contempt for authority; they show disrespect for elders and love chatter in place of exercise. Children are now tyrants, not the servants of their households. They no longer rise when elders enter the room. They contradict their parents, chatter before company, gobble up dainties at the table, cross their legs, and tyrannize their teachers.”

- Socrates 470 BC

# The Story of Little Golden Books



<http://www.littlegoldenbooks.com/>

- **60% of workers report generational conflict at their places of work\***
- **70% of “older” employees, and nearly 50% of “younger” employees, regularly dismiss the abilities of co-workers in alternate generations.\***
- **35% of employees feel that their company’s culture and processes favor one generation over others.\*\***
  - **45% feel that their employers are biased toward Millennial workers.\*\***

\*Harnessing the Power of a Multigenerational Workforce, SHRM/AARP (October 2017)

\*\*Addison Group study – Age is Just a Number - 2021 (1,000 employees surveyed)

# Poll Question

**Have you ever had to manage/mediate a disagreement between two employees that was the result of perceived generational differences?**

- Yes
- No
- Not sure





Defining the generations

# 5 Generations in the Workforce

- ▶ **Silent Generation (1928-1945)**
- ▶ **Baby Boomers (1946-1964)**
- ▶ **Generation X (1965-1980)**
- ▶ **Millennials (1981-1996)**
- ▶ **Generation Z (1997-2012)**

# Who are the Silent Generation?

- **Also known as Traditionalists**
- **Born prior to World War 2 (75+ years in 2021)**
- **A good number of them lived through the Great Depression in the 1930s**
- **May be owners/board members/founders of your company**
  - **Their beliefs/ways of doing things may have shaped how you are doing business today**



# Who are the Baby-Boomers?

- **Born during the years after World War 2**
- **Born 1946-1964 (57-75 years old in 2021)**
- **Experienced significant political and social upheaval in their lives (Civil Rights Movement, Vietnam, MLK and JFK assassinations)**
- **Witnessed the first moon landing**
- **10,000 Boomers hit retirement age every day**
- **40% of Boomers plan to continue working until they die**

# Famous Baby-Boomers



**George Clooney**

<https://www.gettyimages.com/detail/news-photo/george-clooney-attends-the-lost-in-space-event-to-celebrate-news-photo/673506976?adppopup=true>



**Oprah**

<https://www.gettyimages.com/detail/news-photo/oprah-winfrey-at-the-david-makes-man-press-conference-at-news-photo/1166543579?adppopup=true>



**Barack Obama**

<https://www.gettyimages.com/detail/news-photo/president-barack-obama-waves-to-reporters-after-returning-news-photo/486307258?adppopup=true>



**John Travolta**

<https://www.gettyimages.com/detail/news-photo/john-travolta-attends-the-premiere-of-quiver-distributions-news-photo/1169674718?adppopup=true>



**Madonna**

<https://www.gettyimages.com/detail/news-photo/singer-madonna-arrives-at-the-marquee-nightclub-at-the-news-photo/494171282?adppopup=true>

# Who are the Gen-X'ers?

- **Also known as the MTV generation**
- **Born 1965-1980 (41-56 years old in 2021)**
- **“Latchkey” kids**
- **Greatly impacted by the Great Recession of 2008**
- **Comprises the smallest percentage of the *entire population (excluding the Silent Generation)***
- **Because their numbers are small, they tend to be “ignored”**

# Famous Gen-X'ers



**The Rock**

<https://www.gettyimages.com/detail/news-photo/season-1-pictured-news-photo/1061959920?adppopup=true>



**Celine Dion**

<https://www.gettyimages.com/detail/news-photo/pictured-celine-dion-rehearses-for-the-2019-macys-news-photo/1185188146?adppopup=true>



**“Friends” Cast**

<https://www.gettyimages.com/detail/news-photo/the-cast-of-friends-clockwise-from-top-left-matt-leblanc-news-photo/901156?adppopup=true>



**Tom Brady**

<https://www.gettyimages.com/detail/news-photo/tom-brady-of-the-tampa-bay-buccaneers-heads-off-the-field-news-photo/1293217005?adppopup=true>



**Brooke Shields**

<https://www.gettyimages.com/detail/news-photo/brooke-shields-attends-momas-twelfth-annual-film-benefit-news-photo/1187272081?adppopup=true>

# Who are the Millennials?

- **A person reaching young adulthood in the early 21st century**
- **Also known as Generation Y or the Net Generation**
- **Born 1981-1996 (25-40 years old in 2021)**
- **They came of age in the Information Age (comfortable in their usage of digital technologies and social media)**
- **Many are currently saddled with student loan debt**
- **Comprises close to half of today's workforce (largest generation in the workforce)**

# Famous Millennials



**Lebron James**

<https://www.gettyimages.com/detail/news-photo/lebron-james-of-the-los-angeles-lakers-poses-for-a-portrait-news-photo/1039547504?adppopup=true>



**Lady Gaga**

<https://www.gettyimages.com/detail/news-photo/singer-lady-gaga-attends-the-fashion-awards-2016-on-news-photo/627846246?adppopup=true>



**The Olsen Twins**

<https://www.gettyimages.com/detail/news-photo/ashley-olsen-and-mary-kate-attend-wsi-magazine-2018-news-photo/1058971194?adppopup=true>



**Duchess of Cambridge**

<https://www.gettyimages.com/detail/news-photo/prince-william-duke-of-cambridge-and-catherine-duchess-of-news-photo/654484020?adppopup=true>



**Beyonce**

<https://www.gettyimages.com/detail/news-photo/beyonce-knowles-carter-attends-the-european-premiere-of-the-news-photo/1161989557?adppopup=true>

# Who are the Zoomers?

- **Also known as Generation Z**
- **Born 1997- 2015 (6-24 years old in 2021)**
- **Saw the first Black president elected**
- **Have grown up with significant terrorism (9/11) and gun violence**
- **Environmental issues/climate change have had an impact on their choices**
- **Smallest generation in the workforce (many are just graduating college and looking for their first job)**



# Famous Z's



**Simon Biles**

<https://www.gettyimages.com/detail/news-photo/simone-biles-visits-the-lower-eastside-girls-club-with-sk-news-photo/1210336425?adppopup=true?adppopup=true>



**Billie Eilish**

<https://www.gettyimages.com/detail/news-photo/billie-eilish-visits-the-siriusxm-studios-on-november-5-news-photo/1057715960?adppopup=true>



**BTS**

<https://www.gettyimages.com/detail/news-photo/in-this-image-released-on-november-22-j-hope-suga-v-jimin-news-photo/1287144893?adppopup=true>



**Greta Thunberg**

<https://www.gettyimages.com/detail/news-photo/greta-thunberg-addresses-the-national-assembly-in-paris-on-news-photo/1157407728?adppopup=true>



**Shawn Mendes**

<https://www.gettyimages.com/detail/news-photo/shawn-mendes-attends-the-62nd-annual-grammy-awards-at-news-photo/1202825320?adppopup=true>



# Poll Question

## What generation of workers would you say make up the largest portion of **YOUR** workforce?

- Boomers (57-75)
- Gen-X (41-56)
- Millennial / Y (25-40)
- Gen-Z (24 and younger)
- Unknown





# Generational stereotypes



# Positive & Negative Stereotypes - Boomers

## Positive

- Optimistic
- Ambitious
- Solid work ethic
- Committed
- Self-assured

## Negative

- Don't care about younger generations
- Just want to retire
- Lead inactive lives
- Set in their ways
- Afraid of/slower to adapt to technology



*"I'll have someone from my generation get in touch with someone from your generation."*

<https://condenaststore.com/>

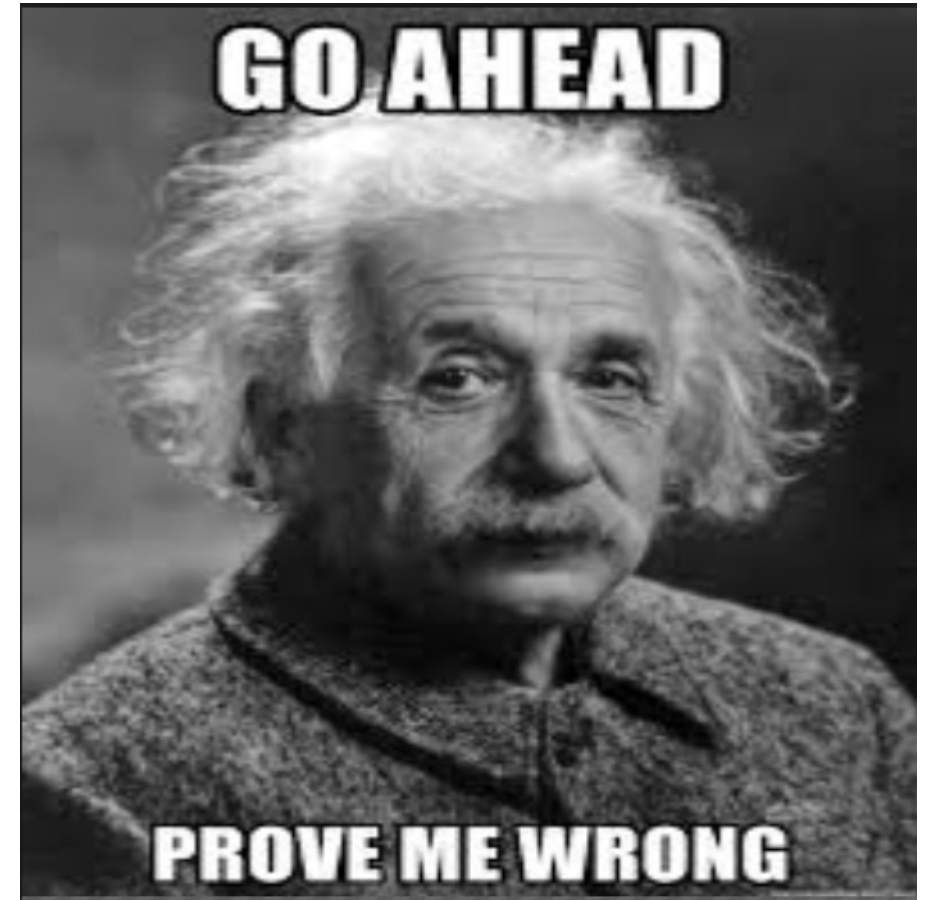
# Positive & Negative Stereotypes – Gen X

## Positive

- Value independence
- Value work/life balance (work hard/play hard)
- Highly educated
- Flexible
- Self-sufficient
- Multi-taskers

## Negative

- Cynical
- Disaffected
- Skeptical



<https://memegenerator.net/>

# Positive & Negative Stereotypes - Millennials

## Positive

- Work smarter, not harder
- Work-life balance
- They don't fear change
- Collaborative
- Adaptive
- Innovative
- Integrity
- Independent thinking
- Optimistic
- Curious

## Negative

- Lazy
- Poorly prepared
- Without aspirations
- "Me" generation
- Entitled
- Everyone gets a trophy
- Job-hoppers
- Demand special privileges
- Snowflakes



<https://offleashpr.com/enough-with-millennial-stereotyping-folks/>

# Millennial Stereotypes debunked

## **Headphones on = distracted/not working:**

Millennials have earbuds in 24/7; they are able to focus when listening to music. It does not make them less efficient.

## **Asking for constant feedback = needy/give me a trophy:**

Millennials grew up in a world where everything was instant (texting, social media) and they value feedback to confirm they are on the right track.

## **Asking for flexible hours = lazy:**

They want to be empowered to complete their tasks efficiently and effectively. Mobile technology allows them to work from anywhere at any time; they don't need/want to be tethered to an office.



# What Millennials think of Baby Boomers

- **Don't think they are willing to take risks and are afraid of change.**
- **All about the profit of today, not sustainability.**
- **They are tired of hearing from other generations how lazy and unmotivated they are.**
- **54% of Millennials say Baby Boomers are the biggest roadblocks to progression/change in the workplace.**
- **Believe that Boomers are holding on to all the good jobs and just need to get out of the way.**



[www.sora.org](http://www.sora.org)

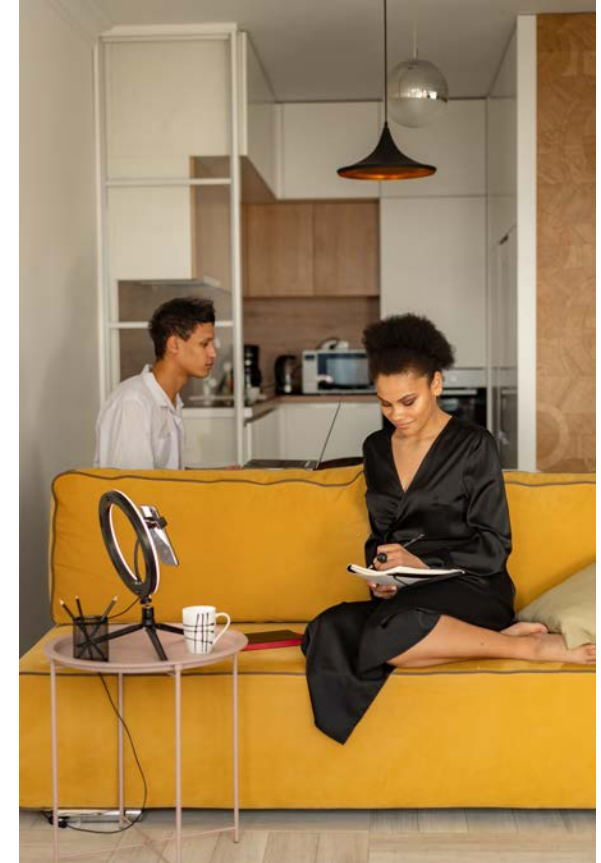
# Positive & Negative Stereotypes – Gen Z

## Positive

- Communicate effectively and concisely
- Great multi-taskers
- “Go-to” experts in the office for technology
- Will stand behind their strong beliefs
- Don’t “settle” for a just a “job”
- Diverse
- Open-minded
- Innovative

## Negative

- Short attention spans
- Addicted to technology
- Tend to job-hop / ghost employers



<https://www.pexels.com/photo/light-man-person-people-7593773/>





# Communication Expectations

# Technology/Learning Preferences

- **Boomers: TV – auditory learners**
- **Gen X: Personal computers – visual learners**
- **Millennials: Internet – hands-on learners**
- **Gen Z: Mobile devices/social media – self-directed learners**

# Communicating with Different generations

- **Boomers: Keep conversations more relational, link communications to team/individual values and goals**
- **Gen X: Be direct and straightforward, avoid “corporate speak”**
- **Millennials: Be positive**
- **Gen Z: Keep messages short**

**Provide a variety of communication channels; not everyone fits into their designated category.**

**Managers must learn to adapt their style to different employee styles.**

**When it comes to understanding another person, regardless of generation, nothing replaces a good, old-fashioned conversation.**



**Bridging  
Generational  
Barriers**

# Optimizing Talent - Boomers

- **Consider them for leadership positions and to handle special projects**
- **Communicate through one-on-one interactions as much as possible**
- **Publicly recognize their achievements**
- **Offer them formal, structured work schedules involving being in the office**
- **Provide opportunities for technology training**

# Optimizing Talent - Gen X

- **Be clear on expectations but give them space (autonomy)**
- **Use both face-to-face and electronic communications**
- **Provide work-life balance opportunities**
- **Promote to leadership positions, where appropriate, to show appreciation**
- **Don't overlook their tech skills**
- **They can be a “bridge” between Baby Boomers and the Millennial/Gen-Z team members**

# Optimizing Talent - Millennials

- **Offer trainings to develop skills, advance their careers**
- **Treat them like a mentee vs. employee**
- **Share the company's vision, mission, and goals**
- **Provide timely feedback**
- **Ask their opinions!**
- **Keep the perks, rewards, and flexible work options coming**

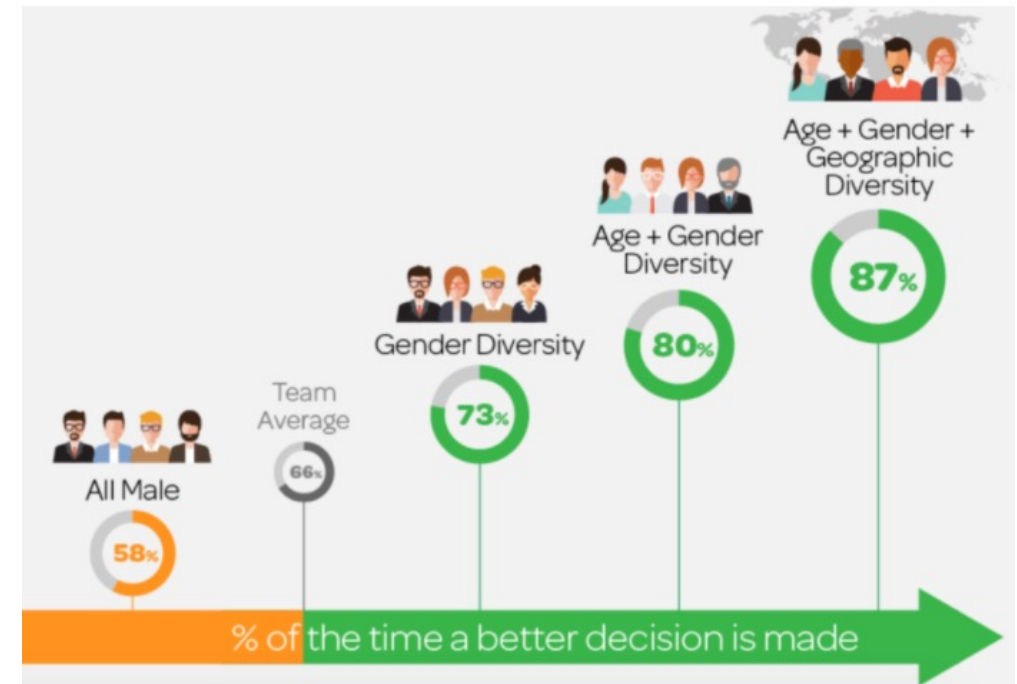
# Optimizing Talent - Gen Z

- **Keep messages short and to the point**
- **Use their tech skills when testing new technology/ideas**
- **Make sure they know how they fit into the big picture**
- **Provide benefits and pay that promote stability**
- **Offer flexible work schedules (hours and days)**



# Benefits of Generational Diversity

- **Drives innovation**
- **Variety of skills**
- **Multiple perspectives**
- **Future-proofing your workforce**
- **Competitive advantage**
- **Better performance and productivity**



\*Graphic from AIHR Digital, Why We Should Embrace Generational Differences in the Workplace, 2020

# Best Practices

- **Teach RESPECT (and practice it)!**
- **Don't make assumptions**
- **Be careful not to segregate**
- **Deal with conflict proactively**
- **Keep all employees engaged**
- **Recognize that each generation has its own strengths and weaknesses**
- **Mentoring goes both ways**

# Poll Question

**Do you feel like you have an inclusive work environment when it comes to all the generations you have in your workforce today?**

- Yes
- No
- Unsure





Flexible  
Working  
Arrangements

# What's important: Post-COVID

## Hours and location flexibility:

Boomers = 44%    Gen X = 50%  
Mill = 55%      Gen Z = 50%

## Work/life balance:

Boomers = 34%    Gen X = 47%  
Mill = 53%      Gen Z = 49%

## Benefits (including PTO):

Boomers = 37%    Gen X = 40%  
Mill = 48%      Gen Z = 41%

## Salary/income:

Boomers = 29%    Gen X = 36%  
Mill = 41%      Gen Z = 45%

## Workplace culture:

Boomers = 34%    Gen X = 34%  
Mill = 41%      Gen Z = 36%

# What's important: Post-COVID

## **Safety at the office**

- COVID screenings
- Cleaning
- Physical distancing
- Travel

## **Vaccines**

- Yes/No/Maybe

## **Flexible days in/out of the office**

- Exceptions

## **Reuniting teams**

## **Policy changes**



# Encouraging a more adaptive work environment



# Being adaptive with your team

- **Do you have some team members who are slower to adapt to technology?**
- **Do you have some working different schedules?**
- **Do you have some who need different equipment than others?**
- **How do you get everyone, with all their differences, on the same page to get the work done?**
- **If you can cater the job to different working styles, each member of your team will be more productive.**



# Common ground

## **It's not what divides us that makes us great—it's what we have in common.**

- We all want our organizations to succeed.
- We all want the same thing from our leaders.
- We all want some measure of success in our careers.
- We all want to be heard and respected.
- We will all face challenges / uncertainty in the workplace in the future.
- We are all aging!

# Common ground

- **Understanding each other's views and values will allow different generations to increase their appreciation for one another. When people feel heard, understood, and valued, they are more likely to invest time and energy into their projects and they are more likely to stay with your organization.**
- **When team members get behind a common vision, purpose, or goal in the workplace, there will be a greater sense of unity that will translate into a better customer/client experience.**

# Best Places to Work share their advice!

- **The Dallas Business Journal asked companies on its "Best Places to Work" list to share their tips on how they are successfully managing their multigenerational workforce.**

Leverage your people at every step of their career.

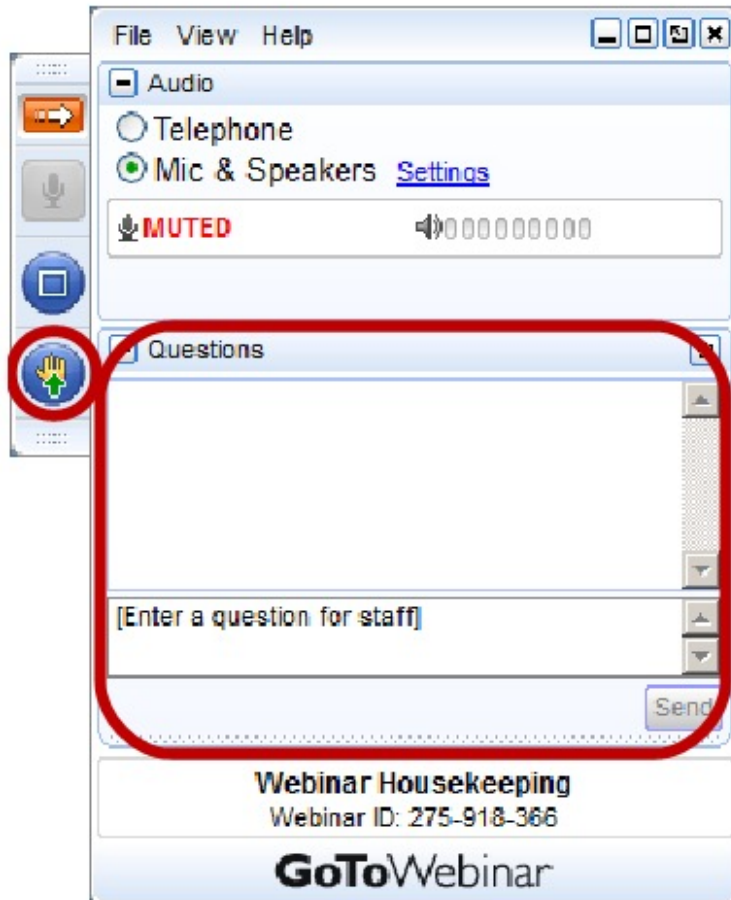
- Internships
- Mentorships
- Leadership Series
- Succession Planning

Baby Boomers are more likely to have been with companies "from the ground up". Consider adding them to integration meetings with new hires.

Ensure service offerings are relevant by pulling from the multiple experiences your employees in different generations may have had.

<https://www.bizjournals.com/dallas/news/2018/09/24/best-places-to-work-multigenerational-workforce.html>

# Questions



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If we don't get to your questions during the Q&A session of this presentation, you can email them to [info@gnapartners.com](mailto:info@gnapartners.com).

# Upcoming Webinar

Webinar



## Promoting a Positive Culture in a Hybridized Workplace

Thursday, May 20, 2021

11 a.m. CT



[Register Now](#)



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