



5 Generations: Supporting an Intergenerational Workforce



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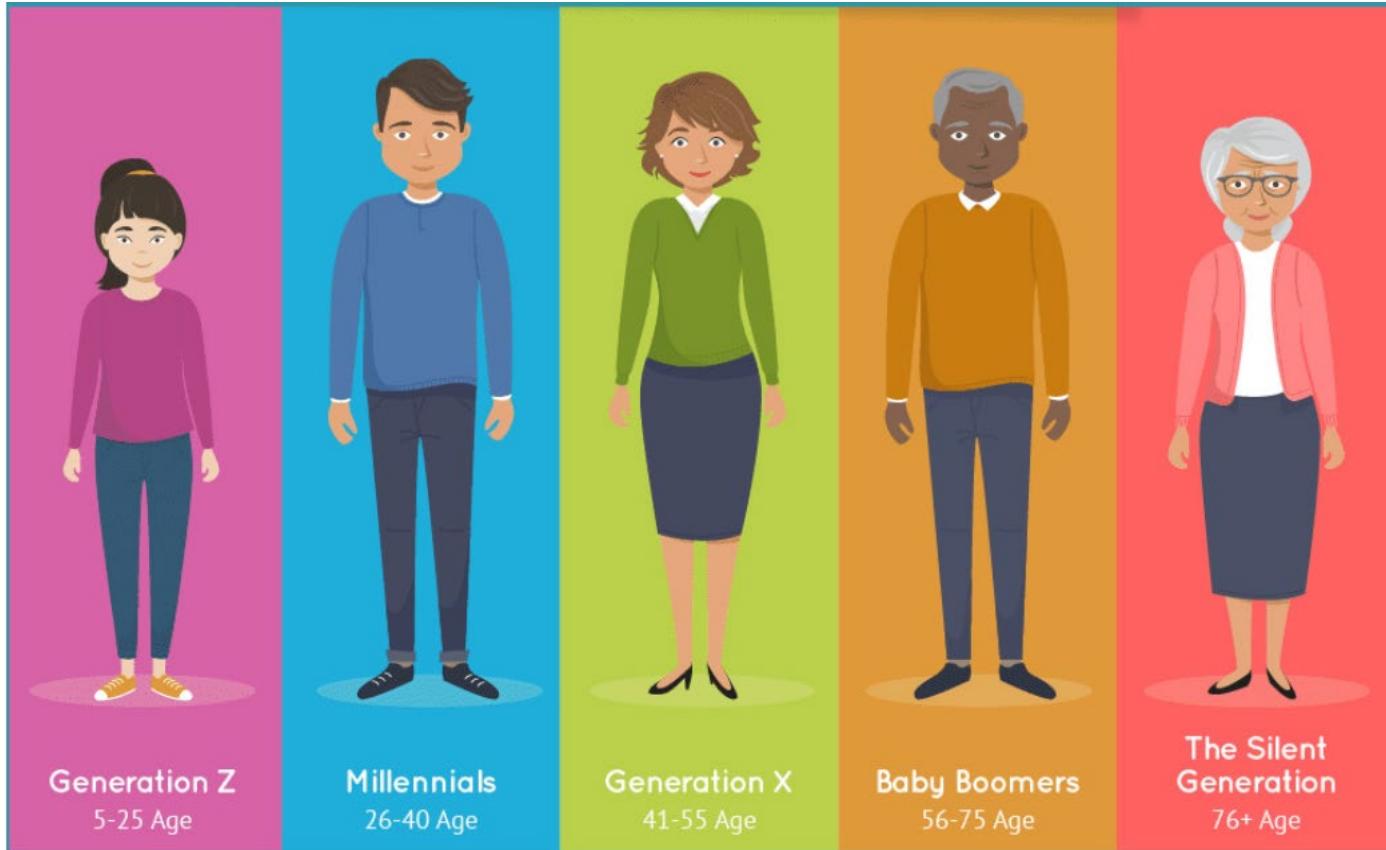
Objectives

- Identify the 5 generations currently in the workforce
 - Obtain a basic understanding of each generation
- Understand what each group is seeking in the workplace
- Determine key practices for improving intergenerational trust, productivity and communication



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The 5 Generations



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Managing: The Silent Generation

Prefer traditionally structured workplace

Open to learning

Expect respect

Managing: Baby Boomers

Like to be involved
Respectful of hierarchy
Like structure

Managing: Generation X

Use their peers as testimonials whenever possible

Put all options on the table

Follow up on and meet your commitments



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Managing: Millennials

Offer customization, peer examples, support flexibility

Take the time to provide details, information, guidance

Acknowledge their decisions and let them know you
appreciate their work

Managing: Gen Z

Lay out clear expectations

Embrace their inherent skills and be supportive during challenges

Provide feedback, be prepared to be challenged, find ways to connect

Where are the gaps?

What are some places that generational differences can contribute to discord?

12 Points of Generational Culture Clash

- 1. Communication
- 2. Decision Making
- 3. Dress Code
- 4. Feedback
- 5. Fun at Work
- 6. Knowledge Transfer
- 7. Loyalty
- 8. Meetings
- 9. Policies
- 10. Respect
- 11. Training
- 12. Work Ethic

Communication*

- **Silent Gen:** Print, face to face, phone/voice call
- **Boomers:** Formal written agendas & meetings, phone calls
- **Gen X:** Email or instant message
- **Millennials:** Text, instant messaging - informal grammar/punctuation; social networks
- **Gen Z:** Email is preferred for most things, but pick the best method for the situation



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Decision Making

- **Silent Gen:** Defer completely to the boss; do as they are told
- **Boomers:** Collaborative decision making but final decision made by the boss
- **Gen X:** Research and aim for general agreement, person best versed in subject matter decides
- **Millennials:** Collaborate and work through options collectively; if no consensus, boss decides
- **Gen Z:** Research and aim for general agreement, person with most knowledge or experience in the subject makes final decision



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Dress Code*

- **Silent Gen:** Formal dress or uniforms in and out of the workplace
- **Boomers:** Accepts a dress code at work but casual outside the workplace
- **Gen X:** Prefers casual but not worth the fight if formal is required; work is about getting things done, not what you wear
- **Millennials:** Believe what a person contributes at work is what is important, not what they wear; recognize attire can impact opportunities
- **Gen Z:** Dress for the occasion and read the room/situation. Little focus on what a person is wearing.



Feedback*

- **Silent Gen:** Relies entirely on the boss to tell if something is going on or incorrect on their time
- **Boomers:** Prefer regular (quarterly, annual) performance reviews
- **Gen X:** When there is a respectful, positive working relationship formal meeting is not preferred – feedback is simply given in the moment
- **Millennials:** Prefer instant, quantifiable feedback
- **Gen Z:** Want clear direction, continuous feedback and emotional support; prefer coaching style



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Fun At Work

- **Silent Gen:** Work first, fun later
- **Boomers:** Fun is important, but the work itself should be what is fun.
- **Gen X:** Work is work. If it's not fun, at least the workplace culture should be.
- **Millennials:** Feel more productive if fun is involved.
- **Gen Z:** Tentative about fun – want to make sure they are taken seriously first.



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Learning Style

- **Silent Gen:** Hands on and verbal instruction
- **Boomers:** Hands on and verbal instruction
- **Gen X:** Verbal and written instruction
- **Millennials:** Written instruction and video
- **Gen Z:** Video and verbal instruction

Loyalty

- **Silent Gen:** Job hopping is bad professionally; enjoyed pensions and seniority structures
- **Boomers:** Job hopping won't end a career, but doesn't help; enjoyed pensions and seniority structures for majority of career
- **Gen X:** Understand that leaving may be necessary for a promotion or pay increase; wider array of experience seen as a positive, not negative
- **Millennials:** It's ok to change careers until you find the right fit; if you like your company, just change your job!
- **Gen Z:** Open to staying with a career or company if there are increases/promotions, if they are continuing to grow and succeed



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Meetings*

- **Silent Gen:** Boss does the talking –for announcements, not group discussion
- **Boomers:** Meetings are for information sharing and face time with others in your organization you may not see regularly
- **Gen X:** Will multitask if meetings do not move efficiently or are irrelevant to them; “This could have been an email”
- **Millennials:** Meetings should be interactive; may send emails or bring up items not on the agenda – not intended to be rude
- **Gen Z:** Meetings must be psychologically safe and relevant to the task; if the group is too slow discussing a topic, conversations should be 1:1



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Workplace Policies*

- **Silent Gen:** Everyone just needs to follow the rules
- **Boomers:** Created procedures and policies in an effort to be most democratic
- **Gen X:** “Rules are made to be broken;” “one size does not fit all”
- **Millennials:** Policies need to make sense and be enforced equally, otherwise it will be treated as a guideline or ignored
- **Gen Z:** Respect policies that make sense and are fair and equitable; rules must be flexible to be inclusive



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Training*

- **Silent Gen:** Live and Learn.
- **Boomers:** Training means you've proven yourself to be ready for the next step.
- **Gen X:** Training is viewed as job security and preparation for the future.
- **Millennials:** Expect interaction, engagement, networking. Training should be applicable and results driven, not just memorization and recitation of facts.
- **Gen Z:** Want go-to people when new on the job, use YouTube/video to learn new skills.



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Respect* *

- **Silent Gen:** Hierarchical; the boss gets respect because they are the boss
- **Boomers:** Hard work and education will get me a job that comes with respect
- **Gen X:** Do not assume that a position means someone is competence; respect is earned
- **Millennials:** Everyone is worthy simply as a person, not based on accomplishments or special skills.
- **Gen Z:** Respect is shown by appreciating the individual; they respect those who care about people, not winning



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Work Ethic*

- **Silent Gen:** Hard work will pay off eventually.
- **Boomers:** Career-focused, not “job”; title is status symbol and status is highly prized
- **Gen X:** Work provides a paycheck; high value placed on work-life balance.
- **Millennials:** Work hours are not rigid. More closely resemble Boomers with long hours and desire to advance but know they can long on anytime.
- **Gen Z:** Know career must come first for the next 10 years. Hardworking but need guidance.



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Roadblocks

- **Generational Shaming**
 - Creates “Us vs. Them” mindset; blames others
- **Age Biases**
 - Ageism; Federal Age Discrimination Employment Act of 1967 only protects those over the age of 40
- **Value Perceptions**
 - Respect, Competence, Connection, Autonomy
- **Knowledge Relevance**
 - Have experience and skills that remain relevant, despite changing environment; all have value



Moving Forward

- **Don't Assume, Don't Generalize!**
 - Increase awareness of biases, make personal connections across generations
- **Change Your Lens and Your Perspective**
 - Pay attention to the intent and function behind behaviors, not the behavior itself
- **Build and Strengthen Relationships/Trust**
 - Individual mindset is crucial to intergenerational cooperation; establish shared goals and complimentary roles
- **“Expand the Pie”**
 - Challenge the idea that we are competing amongst ourselves, but rather collaborating might create more “pie” for everyone



New Research

What research is showing about GenZ college grads across the nation.



Gen Z & Workforce Preparedness: What New Research Shows

Top Missing Skills

1. Dependable, timely, attention to detail
2. Conflict management and resiliency
3. Understand and demonstrate verbal, written and non-verbal abilities

Top Strengths

1. Quickly adapt to tech
2. Use tech to provide solutions based change
3. Able to manipulate information and ideas and use technology to achieve objectives



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Your Takeaways

What did you learn today?

Reference, Additional Reading & Resources

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