



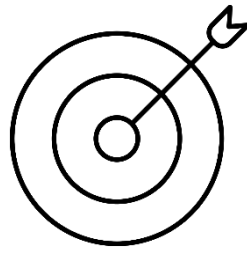
Center for
Executive Development
MAYS BUSINESS SCHOOL

Generational Differences in the Workplace

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Outcomes



- Describe the unique characteristics of different generations in the workplace
- Identify your own mental models, and how they impact your engagement with the generations
- Examine the impact of generational differences on people and organizations
- Determine leadership strategies and actions you can take to more effectively traverse generational differences

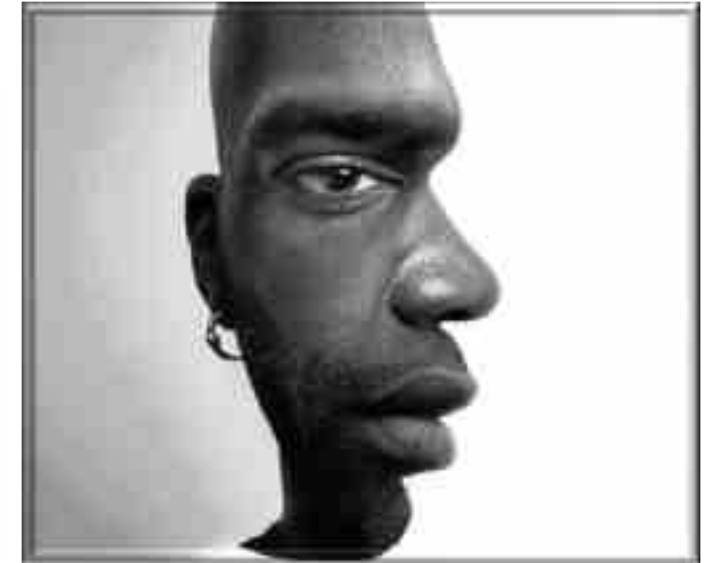
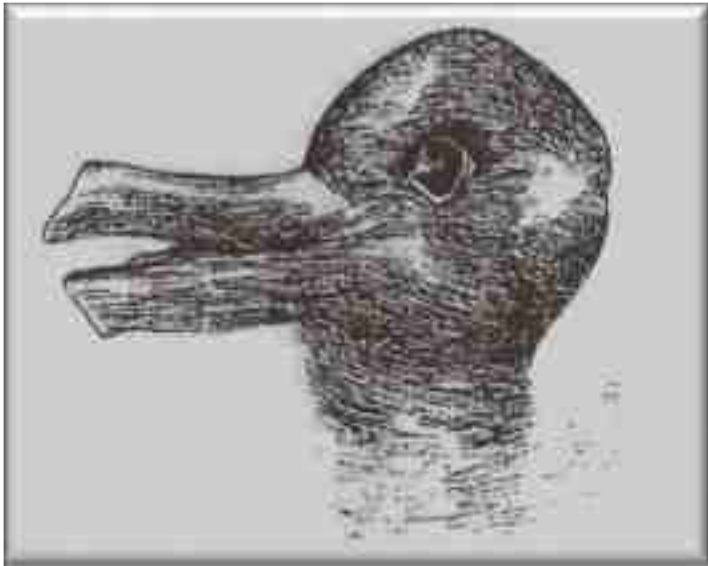
Outline



- Mental Models
- Why Talk About Generations
- What is a Generation
- Overview of Generations
- Working with Different Generations
- Questions

Mental Models

Our images of reality that influence how we act... They are *changeable*, but we have to see them to change them!



Be a cryptologist code-breaker & finder of hidden code



Why should we talk about different generations in the workplace?



For the First Time in History...

- We have **five** generations in the “**workplace**” – a sixth on the way!
- Each generation has different cultural context, goals, life influences, and behaviors (different mental models)
- Shaped by ~20 years in length and factors such as pop culture, television, movies, technology, family, geography, historic events, communication
- We can better understand and appreciate our employees, co-workers, friends, family, and stakeholders when we understand factors that drive



Source: Strauss & Howe, 1991; Mannheim, 1952

The Generations in the Workplace



The Generations

- “The Lost Generation.” Born 1883-1900.
- “The Greatest or G.I. Generation.” Born 1901-1927.
- “The Silent Generation.” Born 1928-1945. ~Ages: 79+
- “Baby Boomers.” Born 1946-1964. ~Ages: 60-78
- “Generation X.” Born 1965-1980. ~Ages: 45-59
- “Millennials.” Born 1981-1996. ~Ages: 28-44
- “Generation Z.” Born 1997-2012. ~Ages: 12-27
- “Generation Alpha.” Born 2013-2025. ~Age: <12
- “Generation Beta.” Born 2025-2039? ~Age: <1

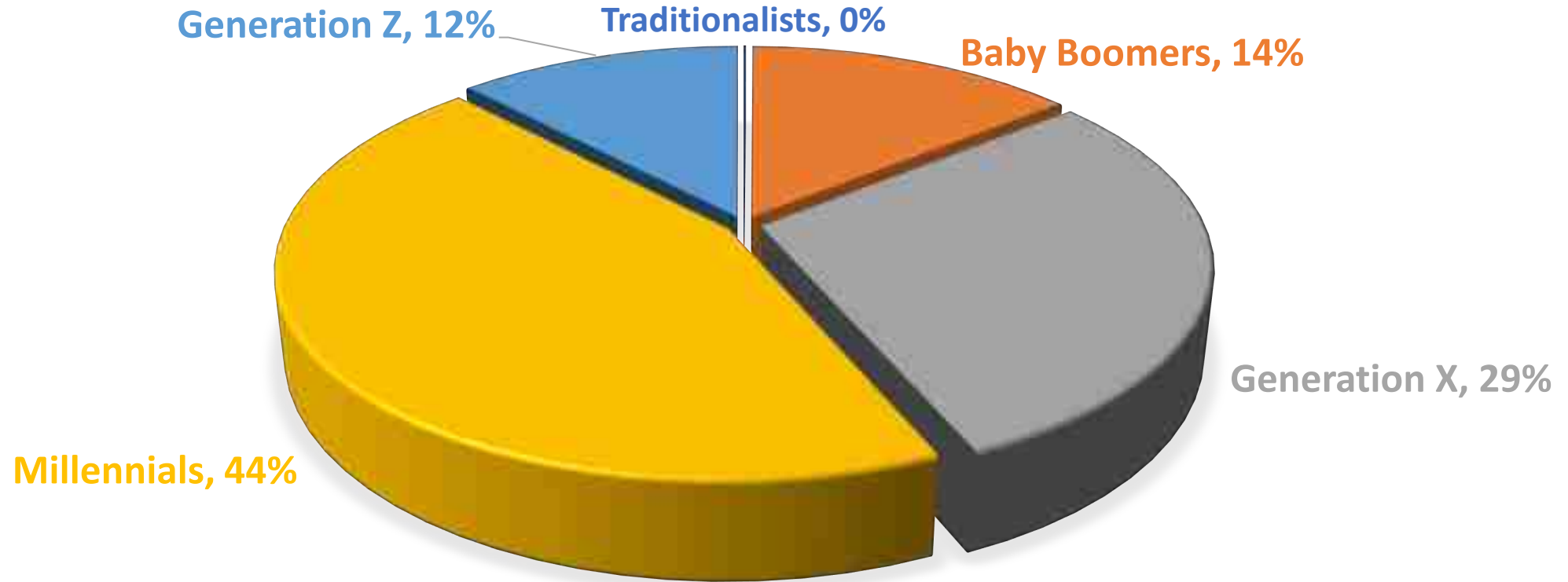


Lenses...Not Labels

- Generational trends are...trends
- Common language tool
- Context matters
- Personality styles | preferences | strengths
- Emotionally intelligent leadership is needed



Generations in the Workplace, 2025

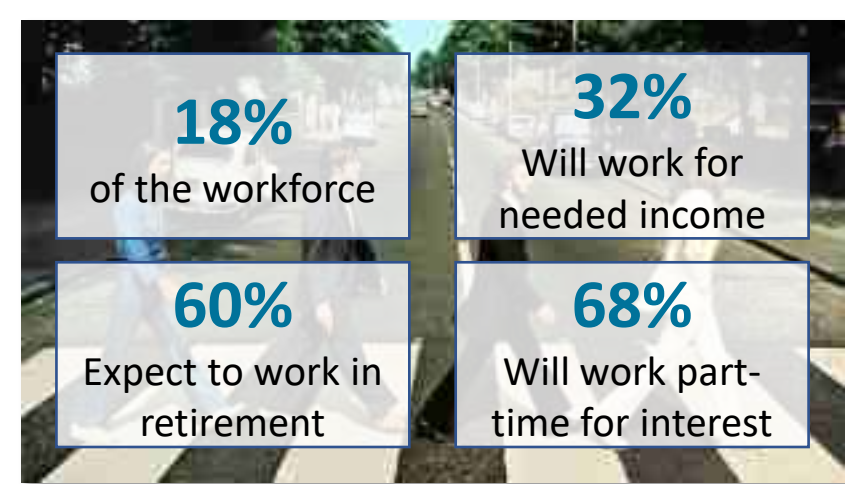


Source: Pew Research Center & Bureau of Labor Statistics

The Generational Stories



- Find a partner
- Choose one of the generations to explore & answer some of the questions on page 1
- Discuss with your table







More health conscious



Millennial's job turnover costs the US economy **\$30.5 billion** per year.



~211 minutes per day



12 second attention span



ChatGPT



Digital Literacy



8 second attention span

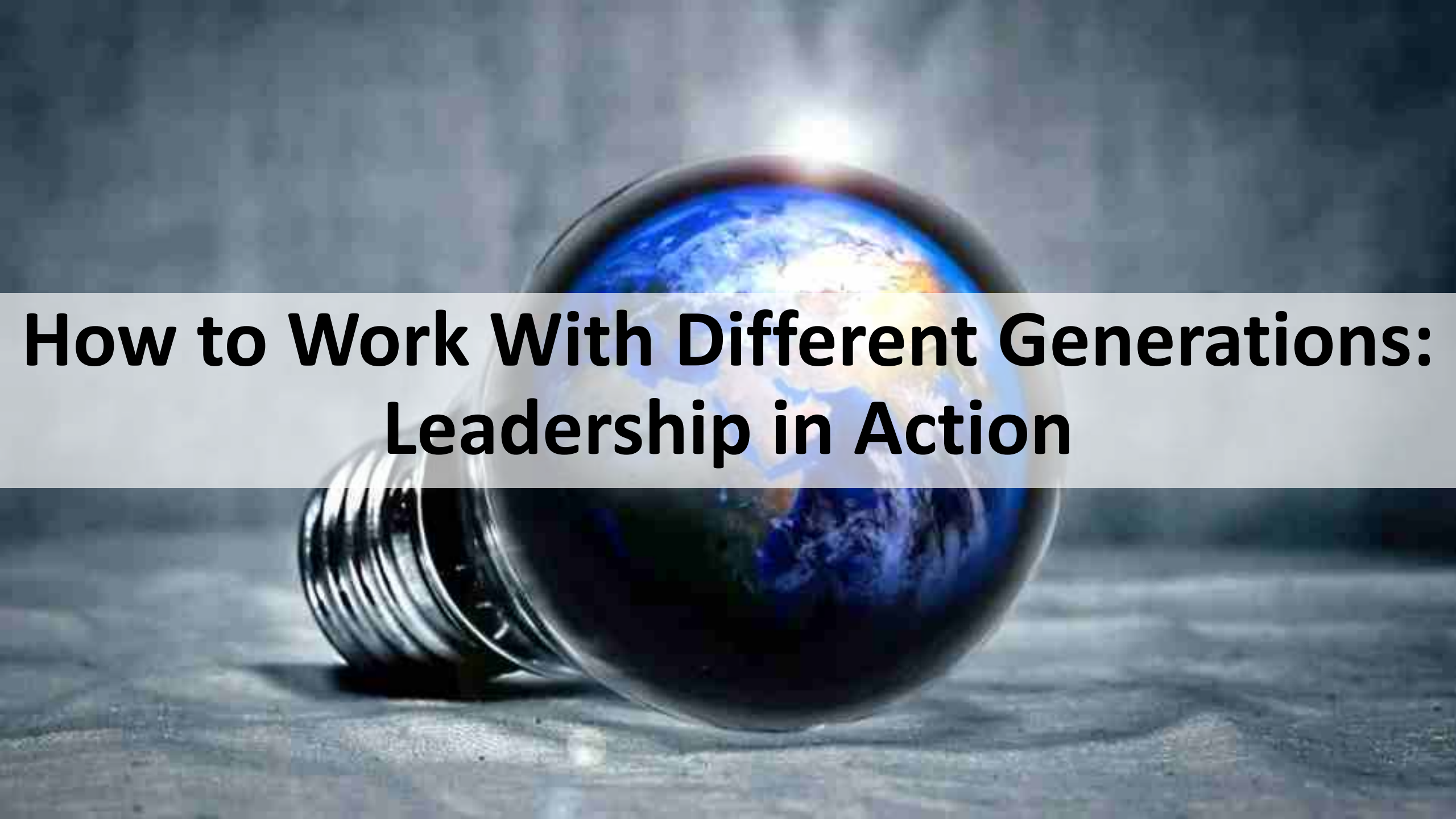


25% feel emotionally distressed

The Six Generations

Name	Traditionalists	Boomers	Generation X	Millennials	Generation Z	Alpha
Type	Adaptive	Idealist	Reactive	Civic	Adaptive	
~Birth Years	1929-1945	1946-1964	1965-1980	1981-1996	1997-2014	2015-present
Life Paradigm	Be grateful you have a job	You owe me	Get real	Life is a cafeteria	I'm coming and hoping	Thoughts?
Technology	Hope to outlive it	Master it	Employ it	Enjoy it	Hack it	Thoughts?
Market	Goods	Services	Experiences	Transformations	Reinventions	Thoughts?
View of Future	Seek to stabilize	Create it	Skeptical	YOLO	FOMO	Thoughts?





How to Work With Different Generations: Leadership in Action

Stop trying to **MANAGE**
different generations and
LEAD.



LEAD Through the Generations



Life Cycle – Know where people are on the life cycle of their employment journey.



Environment – Recognize & evaluate the environment of your organization. Know the culture. This requires both an internal & external scan.



Aspirations – Ensure that the team KNOWS the goals. Which means that you have to know the goals.



Direction – Give direction so the team knows the written & unwritten rules, policies, procedures (know the difference). Provide the bumpers.

Reflection

What was your most **significant takeaway**
from our discussion?

What is one action you'll commit to
to better navigate
generational differences?

