

Generations at Work: Workplace Perspectives

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Agenda

1 What does Gallup know about the different generations?

2 What makes us who we are and how we think?

- Strengths
- Life Stages
- Experiences

3 What are ways that companies can work with differing generations?

Pop Quiz

How old is the
oldest millennial?

The oldest millennial is
44 years old.

How young is the
youngest boomer?

The youngest boomer is
60 years old.

Reviewing the Generations

Generation	Age range (years)	Birth year range
Silent Generation	79 and older	Before 1946
Baby boomers	60-78	1946-1964
Generation X	45-59	1965-1979
Millennials	28-44	1980-1996
Generation Z	12-27	1997-2012
Generation Alpha	11 and younger	2013-present

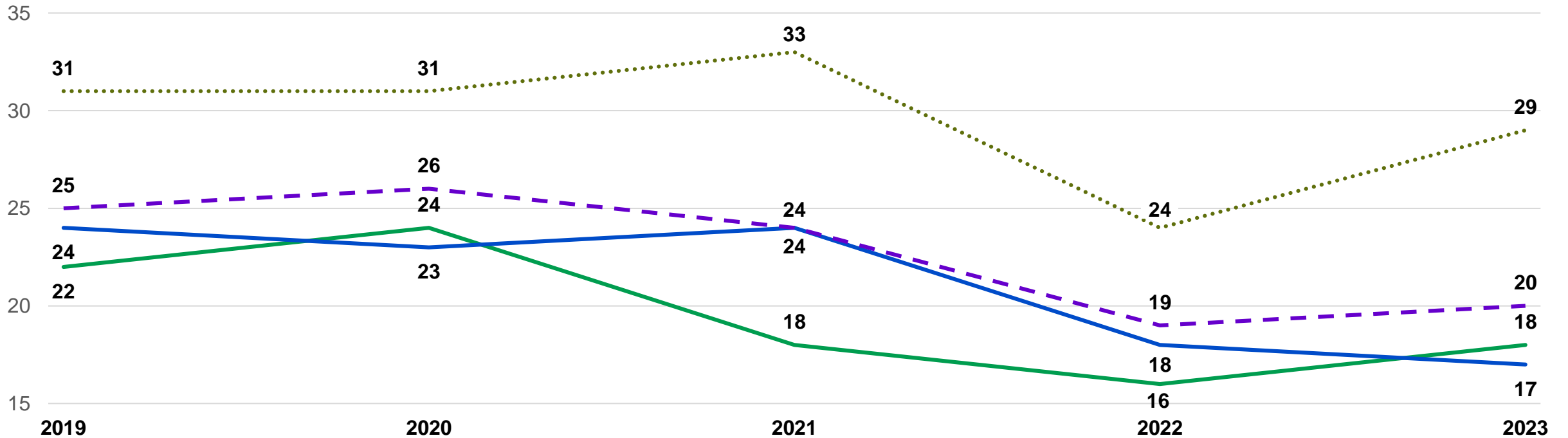
Overall Satisfaction, by Generation

ANNUAL

How satisfied are you with your company as a place to work?

% Extremely satisfied

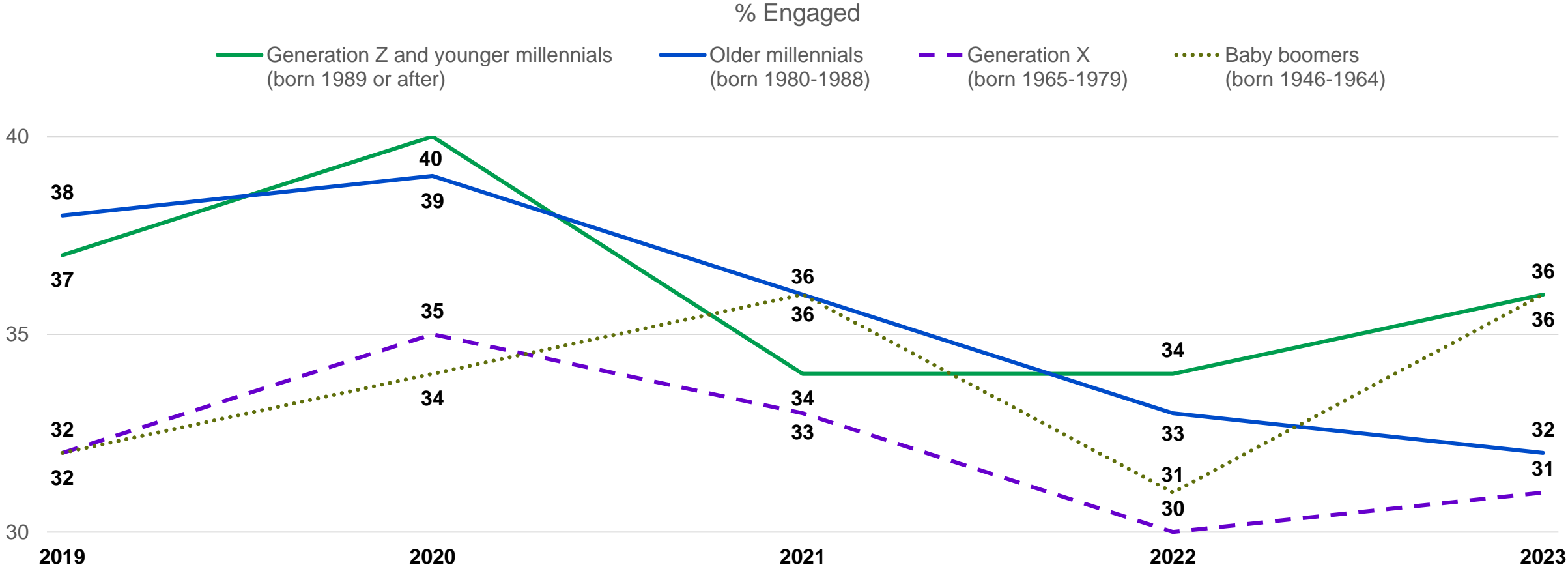
- Generation Z and younger millennials (born 1989 or after)
- Older millennials (born 1980-1988)
- Generation X (born 1965-1979)
- Baby boomers (born 1946-1964)



Employee Engagement, by Generation

ANNUAL

Percentage of Engaged Employees Over Time, by Generation



Feeling Great Responsibility for Quality, by Generation

ANNUAL

I feel great responsibility for the quality of products/services our customers receive.

% Strongly agree





SO, THE QUESTION IS ...

Are the **differences that we see truly generational, due to life experiences, or part of our life stages?**

From what year is the following quote?

POLL SLIDE

“We defy anyone who goes about with his eyes open to deny that there is, as never before, an attitude on the part of young people which is best described as grossly thoughtless, rude, and utterly selfish.”

- 2024
- 1969
- 1925
- 1940

ANSWER

The Conduct of Young People, Hull Daily Mail, 1925



From what year is the following quote?

POLL SLIDE

“Young people think they know everything, and are always quite sure about it.”

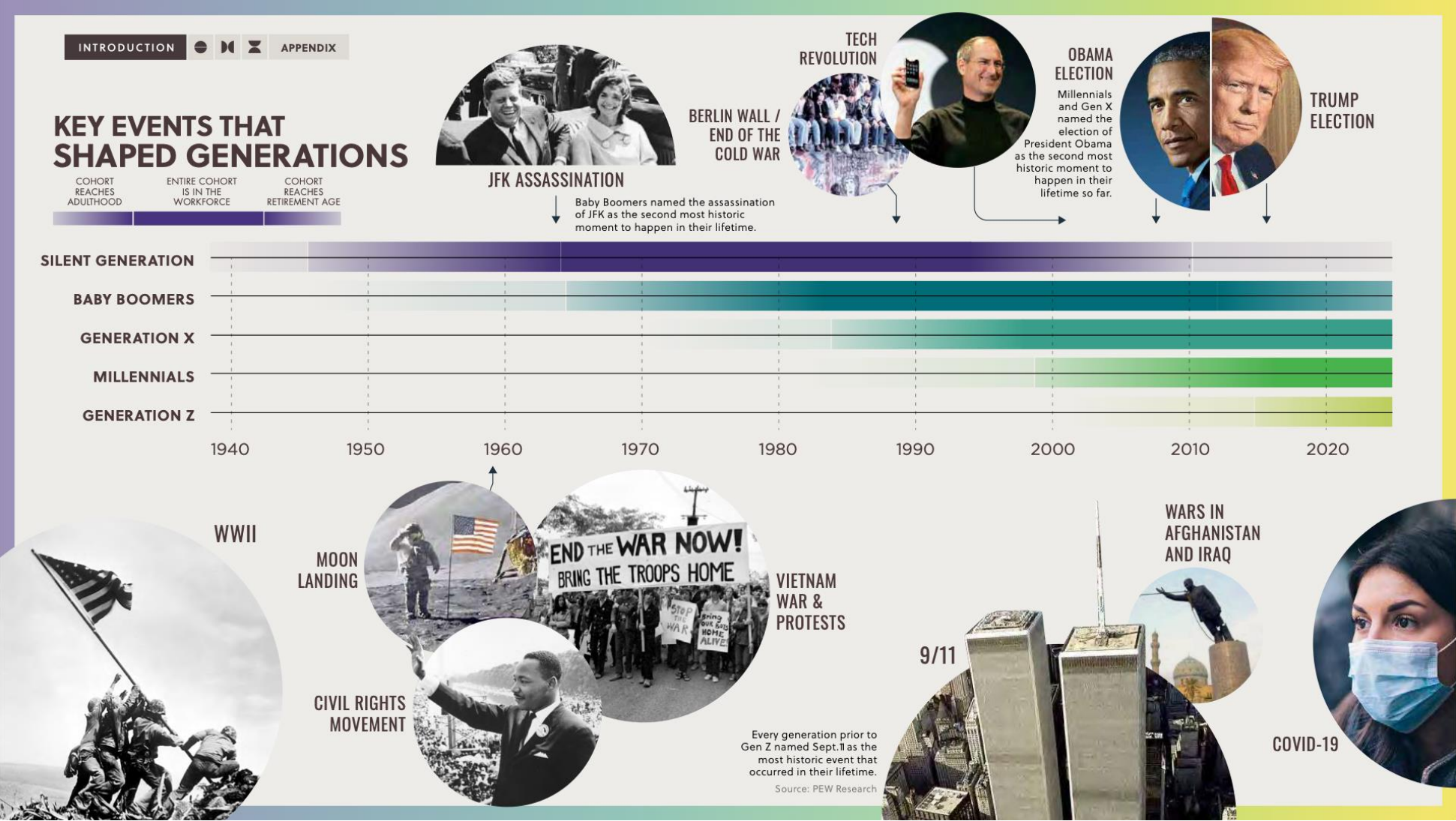
- 1825
- 1736
- 4th Century BC
- 2023

ANSWER

Rhetoric, Aristotle, 4th Century BC



Let's Look at Life Experiences



Source: *Generational Power Index*, Visual Capitalist (2021). Retrieved from <https://www.visualcapitalist.com/wp-content/uploads/2021/05/generational-power-index-2021-1.pdf>

Known for ...

Baby Boomers

- Driving Economic Growth
- Technological Influence
- Geopolitical Stimulus
- Cultural Impact
- Suburban Expansion
- Social Change

Generation X

- Resourcefulness and Independence
- Technological Pioneers
- Work-Life Balance
- Cultural Influences
- Social Liberalism
- Diversity

Millennials

- Digital Savvy
- Educational Attainment
- Economic Challenges
- Diversity
- Values
- Social Tendencies
- Delayed Milestones

Generation Z

- Digital Natives
- Educational Pursuits
- Diverse and Inclusive
- Social and Environmental Consciousness
- Pragmatic and Analytical
- Independent and Entrepreneurial
- Mental Health Awareness

Gen Alpha is the first generation in the U.S. that does not have a majority White population.

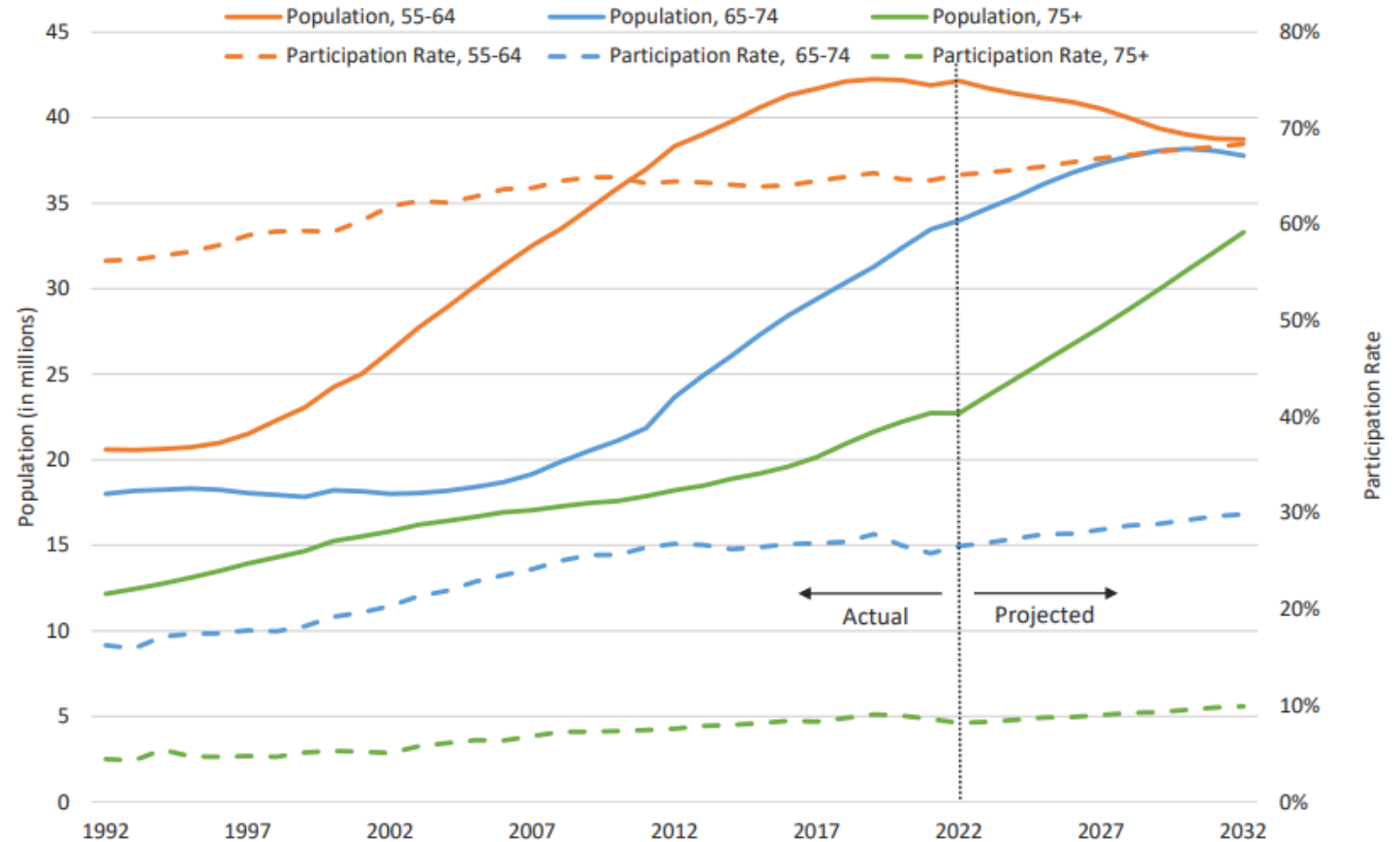
Gen Z's ethnic composition shows that a bare majority are non-Hispanic White, with one in four being Hispanic, 14% Black, 6% Asian, and 5% some other race or two or more races.

The Aging Workforce

By 2032:

- Those aged 55 to 64 will be the majority of the workforce.
- Those aged 75+ will increase their participation in the workforce.

Chart 3. Population and Labor Force Participation Rate, by select age group, 1992–2022 and projected 2022–32

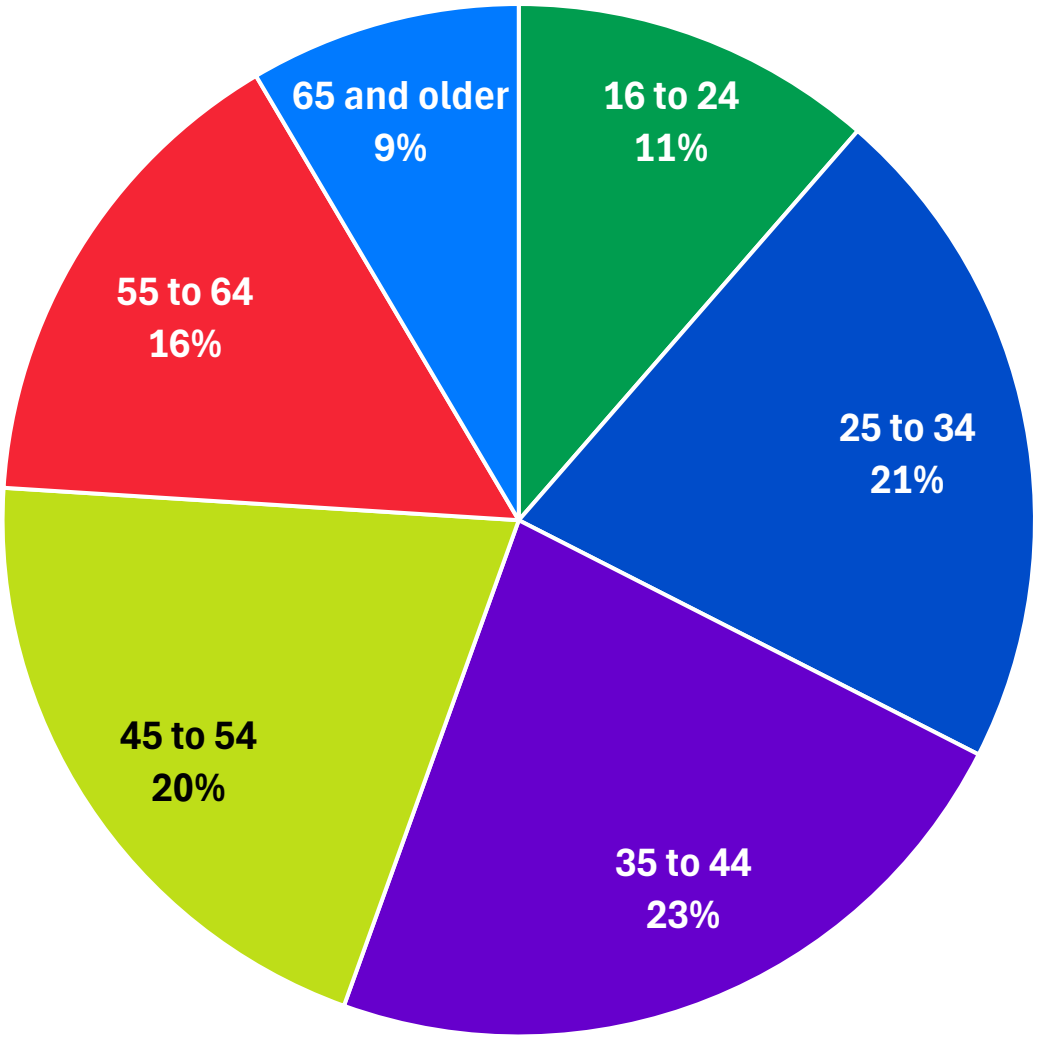


Note: Reference to population in the text and charts refers to the civilian noninstitutional population, 16 years and over.

Source: U.S. Bureau of Labor Statistics

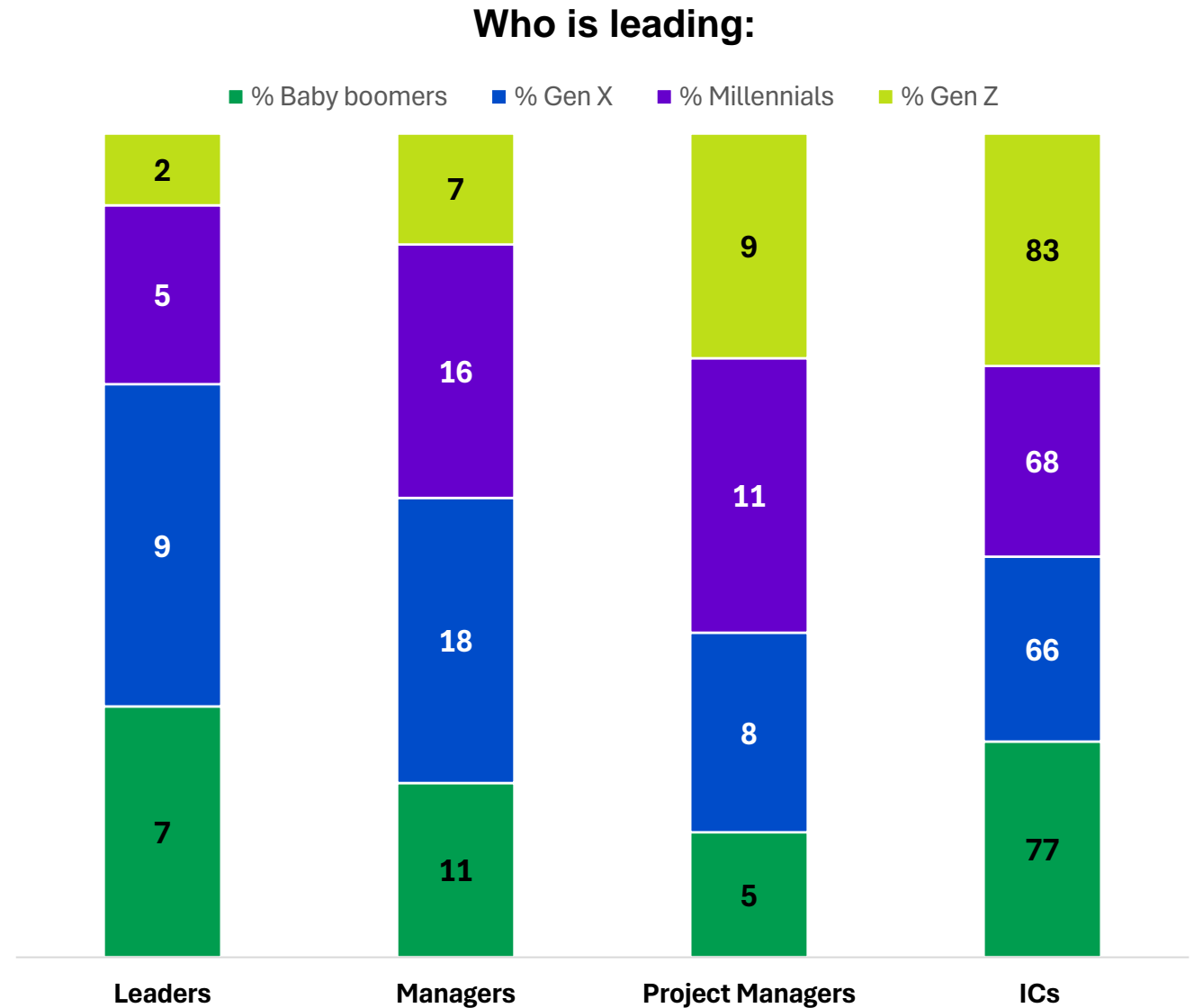
Workforce by 2032

Is your organization prepared for an integrated and diverse workforce that values every individual from any generation?



Source: U.S. Bureau of Labor Statistics

Are your leaders and managers prepared to **build relationships, drive accountability, and inspire associates** from different generations?

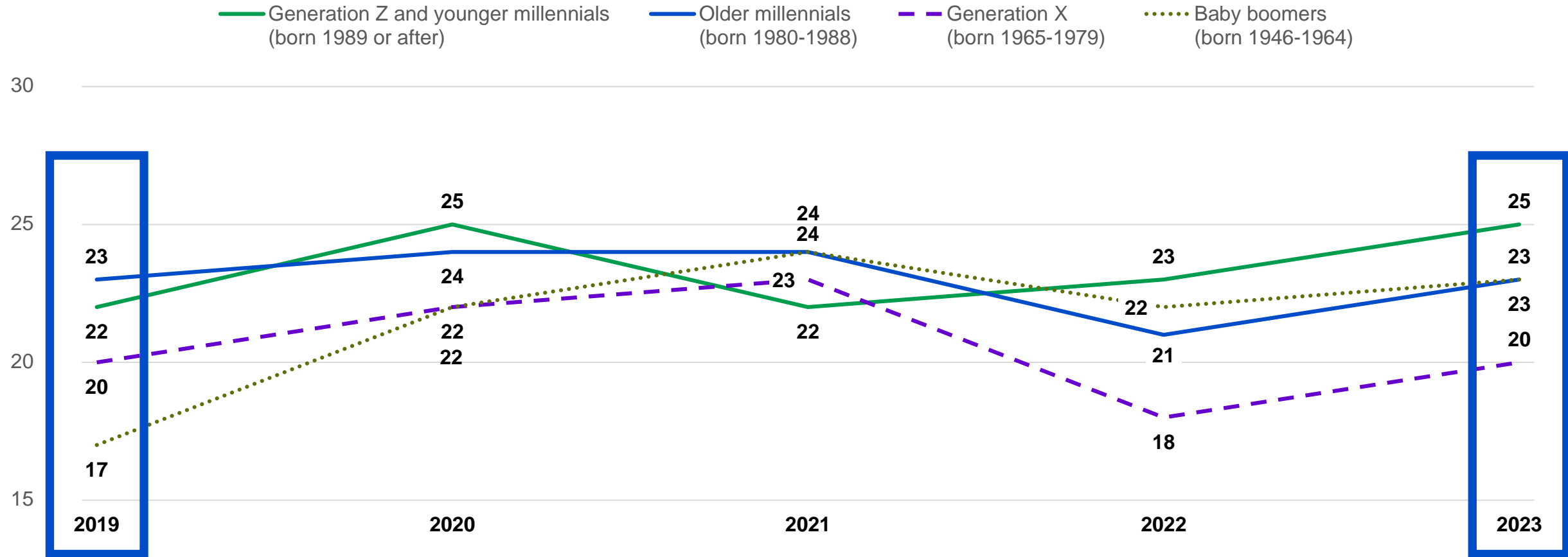


Meaningful Feedback, by Generation

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I have received meaningful feedback in the last week.

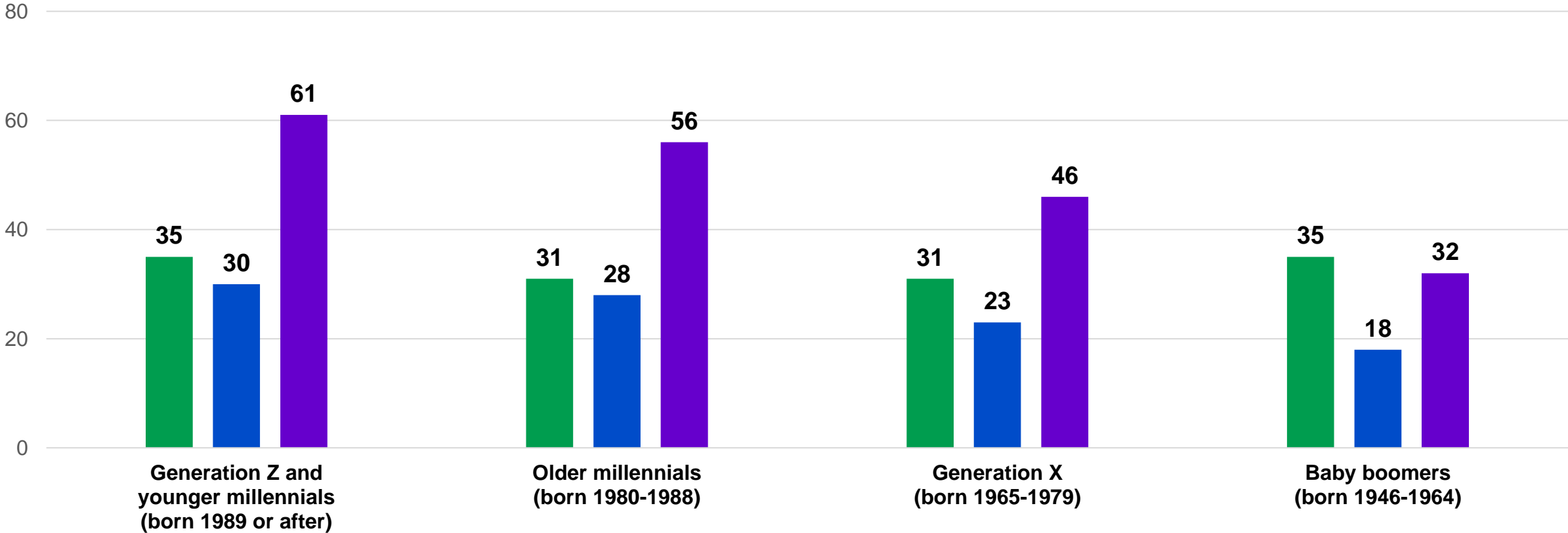
% Strongly agree



Burnout and Stress Lowest for Baby Boomers

Percentage Engaged, Burned Out and Stressed, by Generation

■ % Engaged ■ % Very often/Always feel burned out at work ■ % Stressed



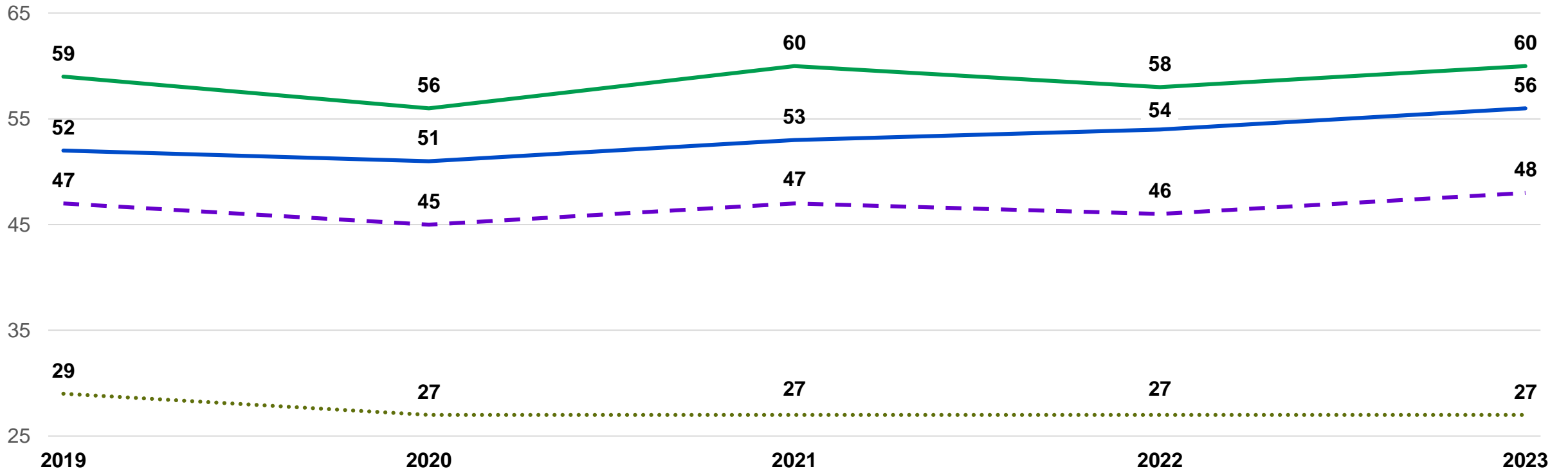
Intent to Leave, by Generation

ANNUAL

To what extent are you currently looking for a different job than the one you have now?

% Watching for or actively seeking new job

— Generation Z and younger millennials (born 1989 or after) — Older millennials (born 1980-1988) - - - Generation X (born 1965-1979) Baby boomers (born 1946-1964)





So, how do we create **strong working partnerships across generations?**

Strengths Accelerate Understanding

Executing

People with dominant Executing themes make things happen.

Achiever[®]
Arranger[®]
Belief[®]
Consistency[®]
Deliberative[®]
Discipline[®]
Focus[®]
Responsibility[®]
Restorative[™]

Influencing

People with dominant Influencing themes take charge, speak up and make sure others are heard.

Activator[®]
Command[®]
Communication[®]
Competition[®]
Maximizer[®]
Self-Assurance[®]
Significance[®]
Woo[®]

Relationship Building

People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.

Adaptability[®]
Connectedness[®]
Developer[®]
Empathy[®]
Harmony[®]
Includer[®]
Individualization[®]
Positivity[®]
Relator[®]

Strategic Thinking

People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.

Analytical[®]
Context[®]
Futuristic[®]
Ideation[®]
Input[®]
Intellection[®]
Learner[®]
Strategic[®]

Bridging the Gap

Bridging the generation gap in the workplace involves creating an inclusive environment that values the unique perspectives and strengths of each generation. Here are some strategies to consider:

1

Focus on Similarities and Celebrate Differences

Remind associates to look for connections with each other and to use differences to advance work goals and generate new ways of working.

2

Honor Experience

Teach associates to honor experience no matter “what age it is packaged within.” In today’s technological world, a 15-year-old can have more experience with certain apps than a 30-year-old.

3

Know Your People

Create the expectation that all managers should know their people. Use strengths to accelerate the understanding of how unique each team member is and the talent they bring to the team.

4

Reverse Mentoring Programs

Involve younger employees to mentor more experienced colleagues, particularly in areas like technology and social media, fostering mutual learning and respect.

5

Shadow Boards

Create shadow boards composed of younger employees who work alongside the senior leadership team to provide fresh perspectives on strategic decisions.

6

Senior Talent Pools

Maintain pools of senior talent who can offer their expertise on a consulting basis, ensuring that valuable knowledge is retained and shared.

7

Intergenerational Employee Resource Groups

Bring together employees from different generations to discuss issues, share experiences and support each other’s professional development.

8

Learn Together

Activities like trainings, retreats or seminars can help team members of different ages bond and understand each other better through learning activities.

9

Organizational Team-Bonding Activities

Virtual or in-person social events, such as trivia nights or book clubs, can help build camaraderie across generations.



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Questions?



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