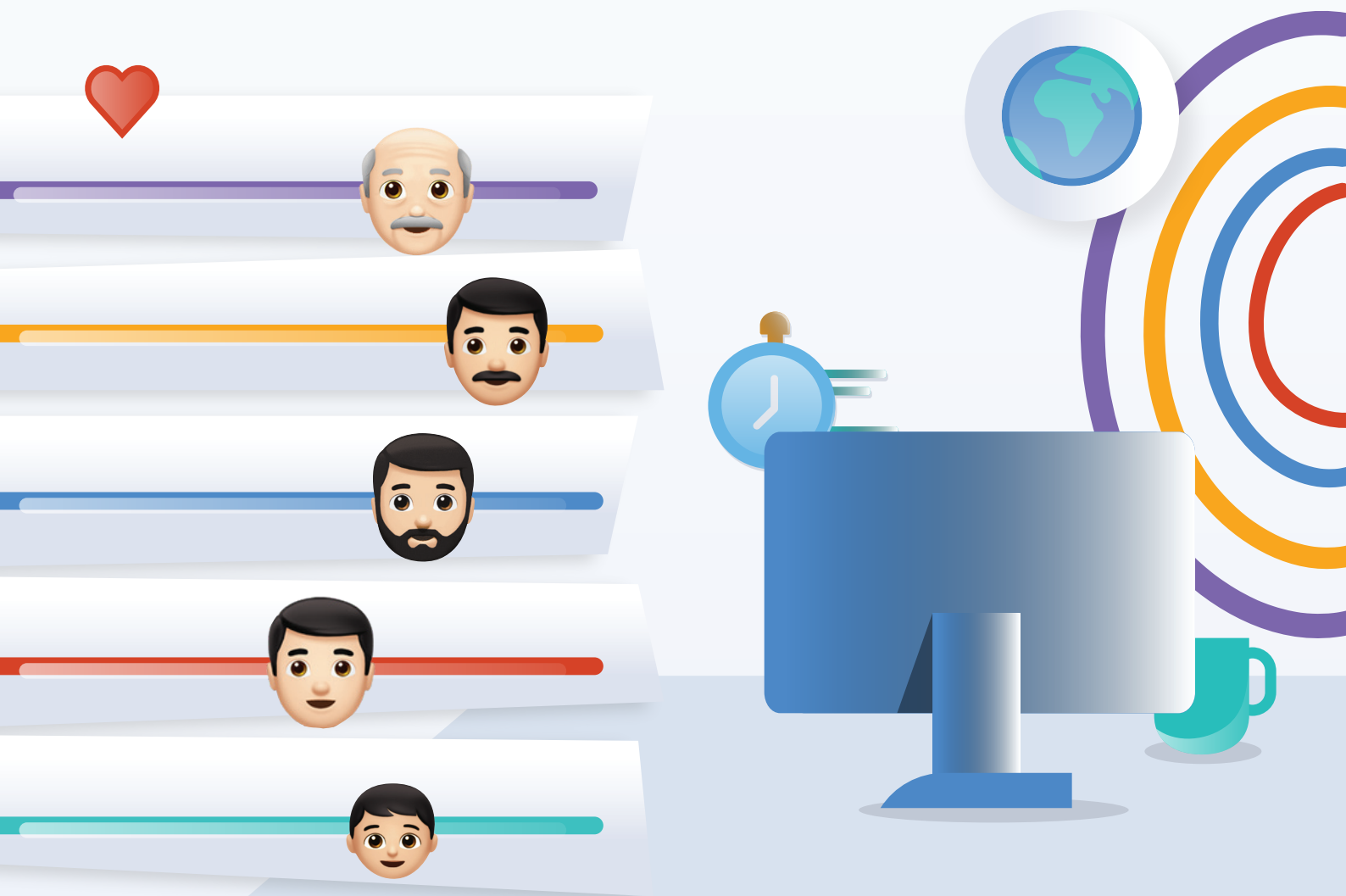




Your Guide to Managing **Different GENERATIONS** in the Workplace



WHITEPAPER

Today's workforce is a mosaic of all different generational backgrounds, with employees spanning four generations: **Baby Boomers, Generation X, Millennials, and Generation Z.**

To manage and make the most out of this diversity, the key is to **view and treat each generation as a culture.**

Every generation has its own perspective, values, and skills, which really add to the workplace. However, we know that some of these differences can also lead to potential friction, disagreements, and possible conflict.

By understanding and appreciating what each generation brings to the table, employers can keep their best employees, attract new talent, and get the most out of a **multigenerational team.**

What are the different generations in the workplace?

The **4 generations** dominating today's workforce: **Baby Boomers, Gen X, Millennials, and Gen Z.** Some work environments might even still include **Traditionalists**, which are those born between **1928-1945**. Though most Traditionalists are in retirement, some remain in the workforce and are usually in part-time, seasonal, or casual work opportunities.

Baby Boomers

1946 - 1964



Generation X

1965 - 1980



Millennials

1981 - 1996



Generation Z

1997 - 2012



More commonly, however, **you'll find these four generations in the workplace:**



1

• **BABY BOOMERS**

1946 - 1964

Baby Boomers entered the workforce when digital technologies were less common in the workplace. They tend to prefer face-to-face communication or written notes to emails, text, or virtual meetings. These experienced and dedicated workers have a **strong work ethic** and **value job security, stability, and career advancement**.

How to motivate Baby Boomer in the workplace:

With their decades of experience in the workforce, Baby Boomers have a lot to bring to the table. You can motivate them by:

- Recognizing their **contributions**.
- Acknowledging their **experience**.
- Creating an **age-inclusive company culture**.
- Encouraging them to **mentor** younger employees.

Keep older Baby Boomers engaged by offering them reduced schedules, flexible work, or providing health-related accommodations. Since many Baby Boomers are **approaching retirement**, you can retain valuable employees longer by giving them **healthcare, pension, and retirement benefits**.



How to retain Baby Boomer employees:

Here are some work options and benefits you can offer **Baby Boomer employees** to retain them:



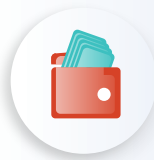
Mentorship opportunities



Age-inclusive company culture



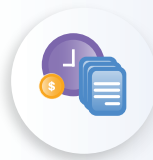
Health and wellness benefits



Company benefits for retirement



Personal & health-related accommodations



Phased retirement option & assistance



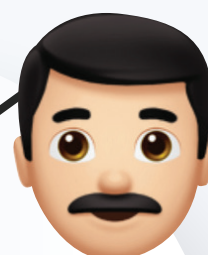
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GENERATION X

1965 - 1980

Gen X is currently the **second largest generation** in the workforce behind the Millennials. They are sometimes known as the “latchkey generation” since Gen X grew up during a time when the traditional family structure shifted toward dual-income households, with both parents employed in full-time or part-time positions. As a result, Gen Xers tend to be more **independent, adaptable, and entrepreneurial** and value work-life balance – a term they introduced to the workplace.

Although once colloquially called the “**MTV Generation**” – a broad generalization and criticism of Gen X’s supposed cynical, apathetic, and slacker attitude – many have shed that moniker and taken on leadership roles in organizations. Some even became **startup entrepreneurs** and **independent business owners**.



How to motivate Gen X in the workplace:

In general, **Gen X** employees enjoy working independently with minimal supervision. You can motivate Gen Xers by giving them **challenging assignments, autonomy at work, and opportunities for skill development**. Keep Gen X employees engaged by allowing them to take **ownership** of their projects and greater freedom in **decision-making**.

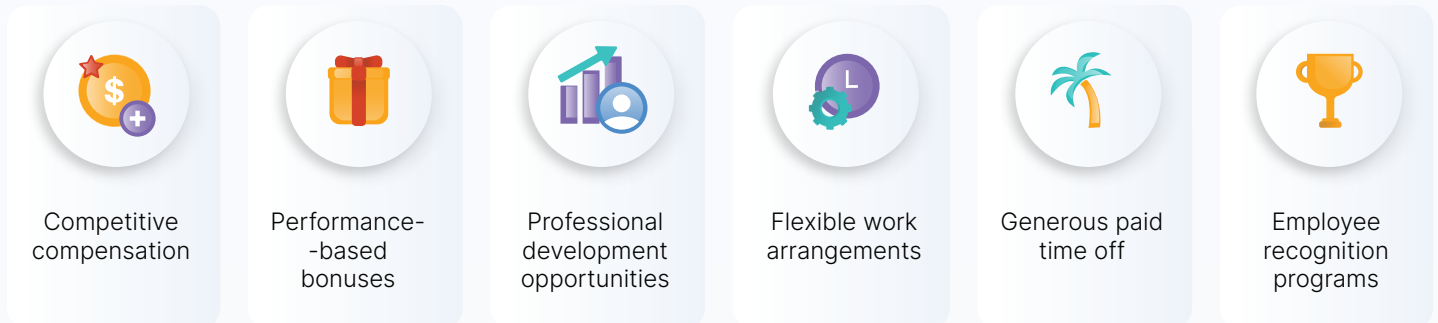
You can also retain valuable, experienced Gen X employees by:

- Offering them **leadership positions**.
- Recognizing their **contributions** through performance-based rewards, public appreciation, or personalized feedback.

Gen X employees will also appreciate their employers **giving them flexible work arrangements** since many of them are parents or even grandparents.

How to retain Gen X employees:

Here are some work benefits and incentives you can offer **Gen X employees**:



3

MILLENNIALS

1981 - 1996

Millennials are digital natives. They were introduced to the Internet, social media, cell phones, and smartphones when they became readily available to consumers. It's no wonder your Millennial employees are so **well-versed in digital tools** for work and communication.

Most **Millennials** entered adulthood during the **late 2000s** and are influenced by events like the Great Recession, climate change, and conflicts in the Middle East. This makes them more **socially conscious** than previous generations, and many of them are interested in **purpose-driven work** that aligns with their personal values.

How to motivate Millennials in the workplace:

In professional environments, **Gen Y** employees value career progression and recognition of their work. They are likely to become disengaged if they feel their contributions are not recognized or rewarded. Unlike earlier generations, **Millennials** won't stay with an employer that refuses to advance their career. They are known to job hop frequently for **better salaries, career growth**, and to seek out **more meaningful work experiences**.

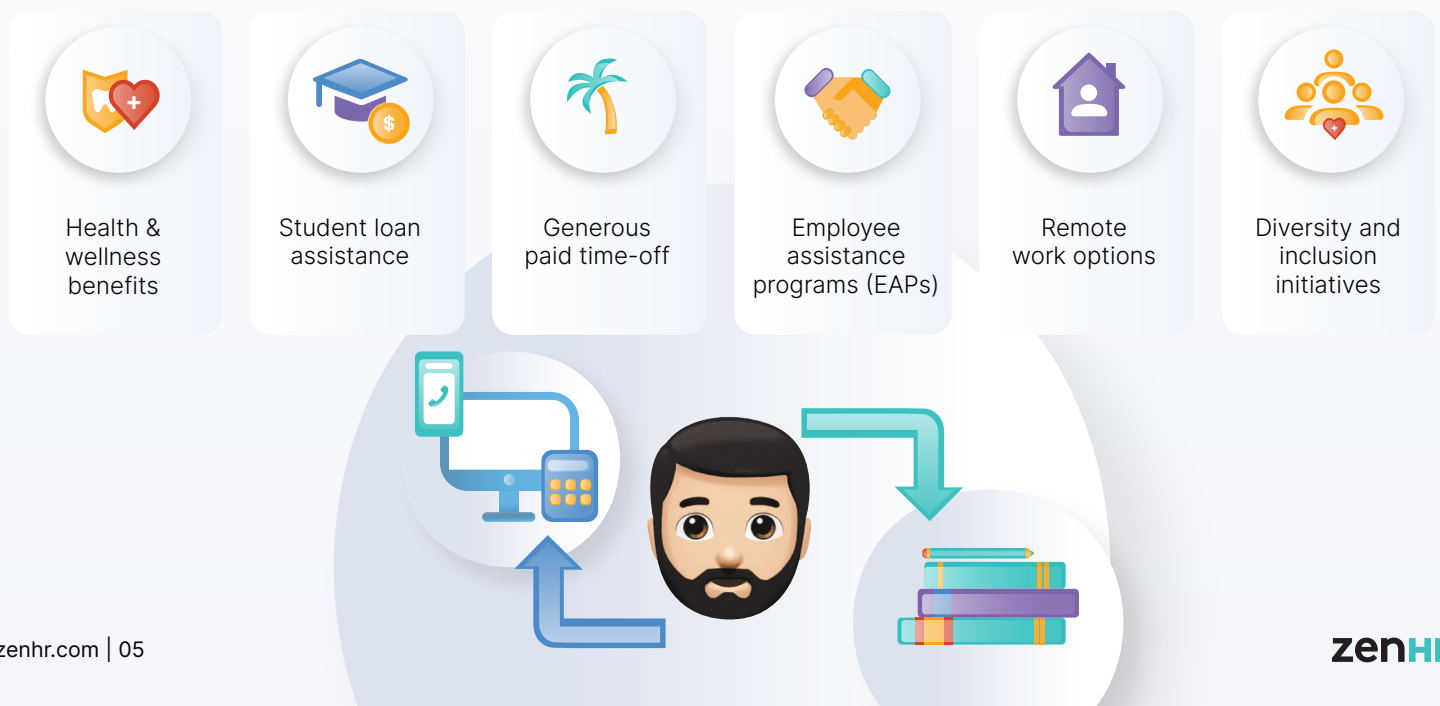
When managing **Gen Y** employees, try motivating them by:

- **Aligning** their tasks with the organization's mission and values.
- **Engage** them through regular feedback, mentoring programs, and opportunities for professional development and advancement.

Keep high performers around longer by creating a **collaborative work environment**, embracing **new trends and technology**, and providing **flexible work options** and **generous vacation policies**. You can also consider offering employee assistance or repayment programs (EAPs) since many Millennials are saddled with student loan debt.

How to retain Millennial Employees:

Here are some benefits and incentives you can offer **Millennial employees** to retain them:





4

GENERATION Z

1997 - 2012

Although **Gen Z** is the **newest generation** to emerge in the workforce, they are set to surpass the Millennials as the dominant generation in the workplace in the coming years. Unlike the Millennials who were introduced to the internet, cellphones, and smartphones, most Gen Zers were born when these technologies were already widely in use and never knew a world without them.

Many Zoomers started using messaging apps, social media, and video calls at an early age, which makes them **one of the most tech-savvy generations** ever to exist. The downside to this constant digital connectivity, however, is that a significant number of Gen Z, more than any other generation, suffer from poor mental health, according to a **new research study**.

Recent events, such as the **COVID-19 pandemic**, the Russia-Ukraine conflict, the Me Too Movement, and various racial equality and social justice activism, have influenced Gen Z to adopt a diverse, inclusive, but somewhat pragmatic and pessimistic mindset. Like the Millennials, though, Gen Z employees also seek out workplaces that align with their personal values and go where they feel they can make a positive social impact.

How to motivate Gen Z in the workplace:

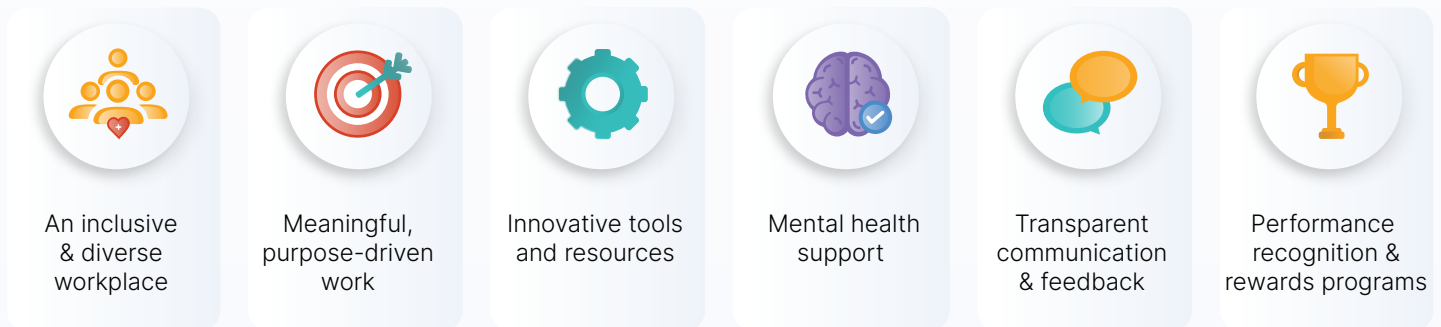
Many **Gen Z** employees entered the workforce **during the COVID-19 pandemic** and are used to remote work, video conferencing, and virtual meetings and events. When it comes to workplace communication, Gen Zers prefer **informal, concise, and to-the-point text, chat, or emails** over interpersonal interactions. But this doesn't mean they avoid in-person interactions altogether. Rather, they prefer those to be **transparent, direct, and authentic**.

As the generation that made '**quiet quitting**' viral, Gen Zers can easily disengage from their jobs if they feel undervalued. To keep them engaged at work, you can:

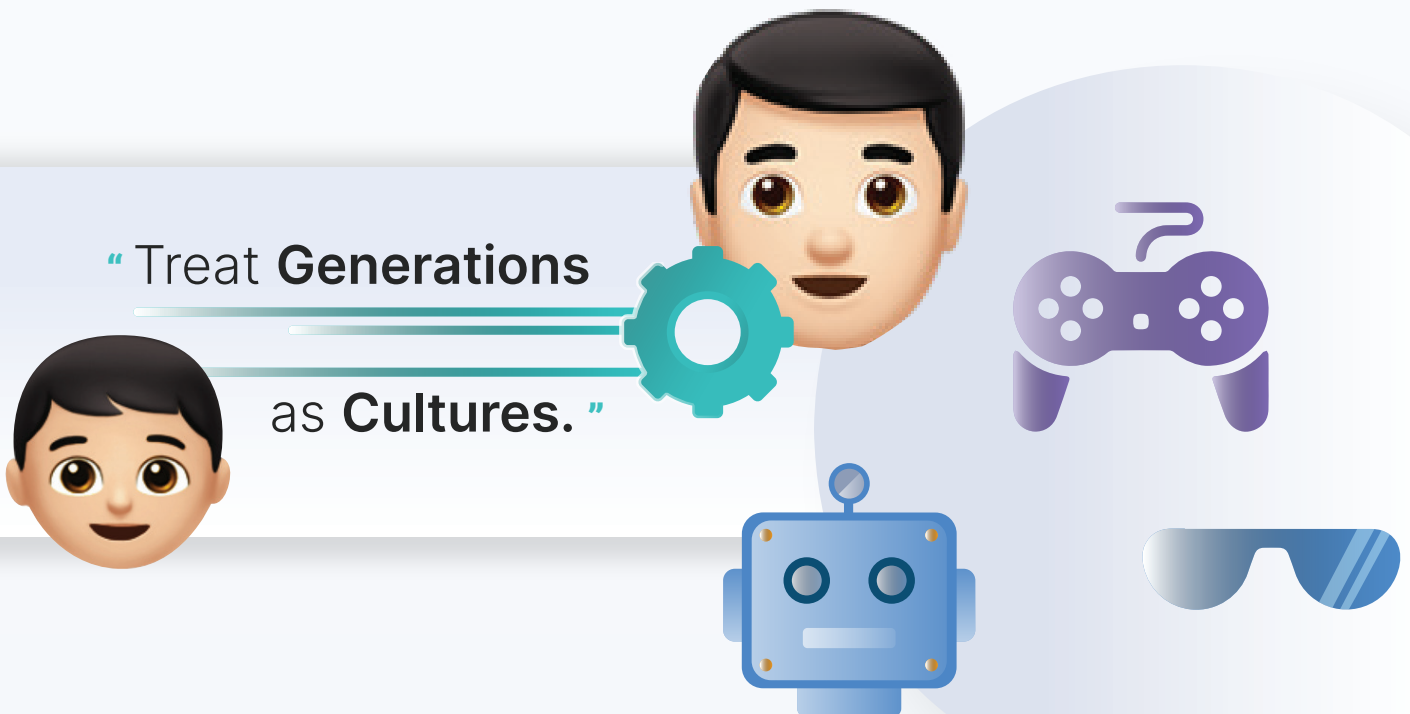
- Conduct **regular one-on-one** check-ins with Gen Z employees.
- Give them **constructive feedback**, and let them know you acknowledge and appreciate their contributions.
- You can also ask them to **provide suggestions** on ways to improve their work situations.

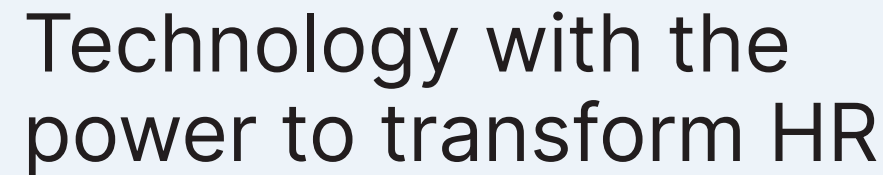
How to retain Gen Z Employees:

You can offer the following to engage and retain valuable **Gen Z employees**:



“Treat **Generations**
as **Cultures.**”





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