Adecco

THE REALITY OF TALENT

Issue Thirteen - Managing Multigenerations

STATS AND FACTS

- Australia's population and workforce is ageing rapidly, with projections from the Government's Intergenerational Report citing the number of Australians aged 65 and over to more than double over the next 40 years
- In 2020, Australia's median age will be almost 40. Today it is 37 and in 1980 it was just 29
- By 2020, research* indicates that more than one in three workers will be employed on a casual basis
- Baby Boomers currently make up almost 30% of Australia's workforce, but many are retiring. The Australian Bureau of Statistics predicts that, due to this exodus, there will be a shortage of labour and skills in the coming years, particularly in the education and healthcare industries
- To counter this, Millennials are on the rise. In five years' time, they will make up half of the Australian workforce, and increase to 75% in 2025**
- Millennials average 3.4 years in their roles, compared to 5.8 years for Gen X and 7.3 years for Baby Boomers**
- Research indicates that Gen X are likely to admit to "being stuck" in their jobs due to other forces and commitments – this has led to more than 50% of employees in this middle age group to be disengaged in their work^^
- Increased pay is cited from Baby Boomers, Gen X and Millennials as being the number one reason why they would remain with an employer**
- Around 80% of mature-age people (aged 60+) not currently employed said working for an organisation that was supportive of their learning and development needs and careers was important or very important in influencing their decision to remain in the workplace^
- Some 97% of mature-age people indicate that working for an organisation that is supportive of older workers was important or very important in influencing their decision to remain in the workplace^

Source:
*McCrindle Research: 'Australia in 2020'
**Kronos 2016 White Paper: 'Motivating Millennials: Managing tomorrow's workforce, today'
^^Mercer: 'Inside Employees' Minds' research
^Diversity Council Australia: 'Grey Matters' research

THE MULTIGENERATIONAL CHALLENGE: AN INTRODUCTION

"Our youth now love luxury. They have bad manners, contempt for authority; they show disrespect for their elders and love chatter in place of exercise; they no longer rise when elders enter the room; they contradict their parents, chatter before company; gobble up their food and tyrannize their teachers."

Who said that? It must be an unhappy Baby Boomer, right? Perhaps a disgruntled Gen X? Wrong. That was Socrates (469–399 B.C.)

Every generation thinks the one that follows it knows everything, is lazy and disrespectful. In the workplace, these perceptions are magnified. And yet, in 2016, managers must cope with the idiosyncrasies and quirks of up to four generations in the workplace (Gen Z, Gen Y or Millennials, Gen X and Baby Boomers).

It's this last group that perhaps has the greatest focus – for good reason. It has been well documented that it is an economic imperative for Australian businesses to keep people working well past the traditional retirement age of 65 for men and 60 for women. As far back as 2003, the then Prime Minister John Howard made a compelling case for business leaders to embrace the merits of older workers to create a multigenerational workforce, going so far as to suggest 70 could be the new retirement age.

Yet keeping Baby Boomers engaged is just the tip of the multigenerational challenge. With an age gap of nearly 50 years between the oldest and youngest employees in some organisations, there is a broad range of perspectives, needs and attitudes floating around the office.

Over the following pages Adecco provides tips for managing this diverse workforce – a workforce where, hopefully, the sum is far greater than its multigenerational parts.

GEN Z

Born:
1995-2010

% of Total Population:
4.43 million (19%)

Average Tenure:
3 years or less

Biggest Misconceptions:
Susceptible to distractions; short attention spans; focused on dream job and will 'job-hop' until they find it.

Likes:
Freedom to express entrepreneurialism traits; online and social collaboration; lots of rewards – they are used to rewards for small accomplishments; 'on the job'

GEN Y

Born:
1980-1995

% of Total Population:
5.15 million (22%)

Average Tenure:
3.4 years

Biggest Misconceptions:
narcissistic and prone to jump from job to job.

Likes:
Flexible work schedules; 'me time' on the job; steady and instantaneous feedback from managers; a sense of connectivity; instant gratification; collaboration

GEN X

Born:
1965-1979

% of Total Population:
4.86 million (21%)

Average Tenure:
5.8 years

Biggest Misconceptions:
Adaptable, yet sceptical and quick to disengage..

Likes:
Deserved rewards, efficient systems, regular feedback, flexible work benefits that allow them to juggle life priorities.

BABY BOOMERS

Born:
1946-1964

% of Total Population:
5.20 million (22%)

Average Tenure:
7.3 years

Biggest Misconceptions:
favour of 9-5 work days; struggle with technology; loyal to just one employer; no interest in up-skilling.

Likes:
Respect for authority; dedication to work; enthusiasm.

INTERGENERATIONAL CONFLICT

While most organisations have acknowledged the importance of age diversity in their ranks, employees may not be quite so enthusiastic.

One report* indicates that younger workers find it more difficult to cope with age diversity than their older counterparts.

Researchers found that 16% of those aged 16-34 felt their older managers were out of touch with modern trends and a further 15% said older workers were resistant to change.

However, mature workers didn't feel the same way – and were in fact generous in their assessment of younger workers. An overwhelming 94% of older workers said they thought younger generations were armed with the skills to be successful in their role.

The survey found three overarching issues cause intergenerational conflict:

- Younger and older workers have different views on how things should be done
- Older employees stay in the workforce for longer and leave less room for new talent
- Different approaches to organisational values and corporate responsibility

Easing conflict
To ease the friction that naturally arises within any group of human beings, but particularly in the tight confines of the workplace, managers can try the following approaches:

- Data collection: gather information regarding the generational composition of the workforce, and use that demographical data to guide HR management. Regularly distribute surveys to gauge interest in flexible work options, and ask departing staff if they would have remained with the organisation if those options had been provided

- Train HR and people leaders in workforce analytics, and encourage them to partner with IT to make full use of data technology. This data will provide insights into how people want to work, their preferences, their motivations, etc.
- Maintain ongoing dialogue about generational differences and create a culture of respect for those differences. Also, managers should ensure that generational gaps are part of regular diversity training
- Since flex work is appreciated by every generation, adapt existing practices to be more nimble and employee-friendly. Allow employees to work from home when applicable. Although this is often seen as a way to entice Millennials, ageing Baby Boomers and Gen X juggling multiple life priorities also consider it a top priority

*UK-based report by ADP
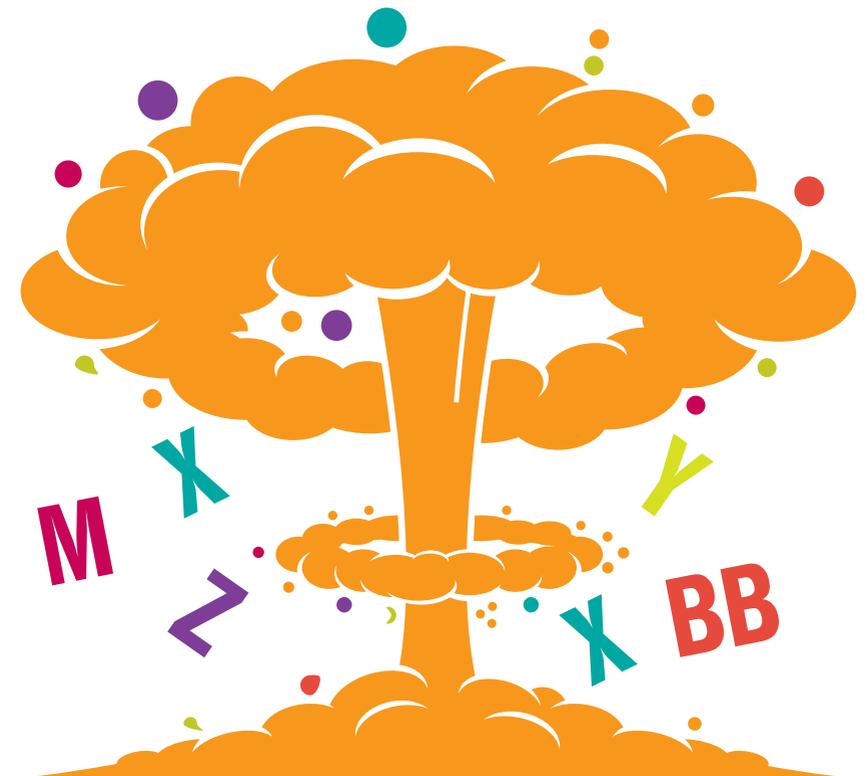
MATURE-AGE WORKERS AROUND THE WORLD

How does Australia stack up globally when it comes to employing mature-age workers? Not well. PwC's 2015 Golden Age Index is an OECD ranking of nations by their employment of mature-age workers.

The index is a weighted average of seven indicators that reflect the labour market impact of workers aged over 55:

- *Employment rate, 55-64*
- *Employment rate, 65-69*
- *Gender gap in employment 55-64*
- *Incidence of part time work, 55-64*
- *Full time earnings, 55-64, relative to 25-54*
- *Average effective labour force exit age*
- *Participation in training, 55-64*

Australia was well and truly a middle of the pack runner, coming in at 15th (of 34 nations) – which was actually up five places from the 2014 rankings.

Iceland, the occupier of the top spot, has retained that position since 2003. New Zealand, at number two, is the surprise.

PWC'S RANKINGS

The top 20 countries for employing mature workers are:

1. Iceland	11. Switzerland
2. New Zealand	12. Denmark
3. Sweden	13. Mexico
4. Israel	14. Canada
5. Norway	15. Australia
6. Chile	16. Finland
7. United States	17. Portugal
8. Korea	18. Germany
9. Japan	19. United Kingdom
10. Estonia	20. Netherlands

PwC modeling shows that if Australia's employment rate for workers aged 55-69 grew to be equal to that of New Zealand's by 2050, Australia could:

- *Increase GDP by 4.7% – $198 billion at today's value*
- *Improve the Commonwealth and state/territory budgets by 1.7%*
- *Reduce net debt by 11% GDP by 2050*

MATURE-AGE WORKERS AROUND THE WORLD

COUNTRY SPOTLIGHT:
IS SWEDEN'S APPROACH THE ANSWER?

According to the index, Sweden has one of the OECD's highest employment rates for older workers, particularly amongst women.

This is likely the result of a series of policy measures since the early 1990s to counteract early retirement and support older workers. A new state pension regime introduced in the 1990s provided incentives to keep working beyond 65, supported by tax incentives for both individuals and employers.

Policies to keep women in the workforce after maternity leave also seem to be reflected in longer working lives for women.

TALKIN' ABOUT MY GENERATION: KEEPING BOOMERS ENGAGED

A 2015 report by the Society for Human Resource Management (SHRM) Foundation offered some insights into strategic approaches to engaging older workers.

First, it was suggested organisational leaders address the following questions:

- What skills do we need to achieve our goals for the next five years or so?
- What skills do we have onboard to achieve this?
- What will our pipeline realistically deliver (minus attrition)?
- How could mature workers serve our long-term goals?
- How do we effectively manage knowledge transfer?

Just like any business investment, it's critical to be fully aware of the benefits of engaging mature age workers. Consider these for starters:

Knowledge: Older workers have often accumulated a wealth of knowledge, experience and skills during their time in the workforce

Desirable traits: Generally, mature workers are highly dependable and committed, with more life experience and wisdom

Established networks and external experiences: Both of which also add value to business

Workplace training and mentoring: Mature age workers' wealth of knowledge and experience are valuable resources in workplace training and mentoring programs, helping businesses save costs on staff development and knowledge transfer

Matching profiles with customer base: As the population ages, mature age employees will increasingly reflect the profiles of your customer base, allowing them to better empathise with and meet the needs of your customers

ATTRACTING AND RETAINING
MATURE-AGE WORKERS

There are a number of strategies that businesses can deploy to increase the retention rates of workers over the age of 60 and encourage them to work beyond the traditional age of retirement.

Age-friendly practices: Create an age-friendly workplace by ensuring your organisation has policies in place to eliminate stereotyping and discrimination against older employees.

Family-friendly and flexible work practices: Older workers often have more commitments around extended family and caring for others. Flexible work arrangements can encourage them to stay in the workforce longer.
These can be offered in various forms including:

- Scaling back to part-time positions or job-sharing
- Flexible work hours adjusted to allow older employees to honour outside commitments and still contribute to the business
- Working remotely
- Working as a consultant (potentially even post-retirement)

Role swapping: Older workers may prefer to transfer to a role with reduced pay and reduced responsibilities. This is win-win, as the organisation retains corporate knowledge and skills while the employee is given a less-demanding but still rewarding job.

Phased retirement: Valued mature-age workers can stay engaged with the business longer by offering them a customised phased-retirement plan, which gradually reduces their working time or workload over an agreed period.

Training and up-skilling: One of the biggest myths around Baby Boomers is that they no longer wish to upgrade their skills – but up-skilling older workers and helping them maintain relevant skills to meet the requirements of the workplace and keep up with the pace of change is a highly valued motivator for most mature-age workers.

Pre-retirement career planning: Speak to employees as they enter their early 50s and map out the next decade of their working life. Work with them as they revaluate their priorities and any changes in lifestyle needs.

ADECCO'S TOP MANAGEMENT TIPS: BABY BOOMERS

- Reinforce that they are needed
- Offer promotional opportunities
- Treat them as an equal with a valid perspective
- Reach out to them personally; avoid indirect methods of communication
- Encourage them to get involved regularly

THE FORGOTTEN GENERATION: GEN X

Independent, resourceful, adaptable. These are just a few of the favourable adjectives thrown around about Gen X. Born in the late 1960s through to the late 1970s, Gen X currently make up the largest chunk of the workforce (35%). And yet, despite their numbers, they have often been overlooked in the rush to pander to retiring Baby Boomers and fussy Millennials. Mercer uncovered some home truths about Gen X in their research, 'Inside Employees' Minds':

- For the most part, Gen Xers' minds are overloaded with other concerns. They know planning for retirement is important because they've seen the challenges facing their parents, but they view retirement as being too far away to save money seriously. They need money now

- This generation started out with high expectations, entering the workforce during a period of ample job opportunities. They enjoyed signing bonuses and rode the wave of the first dot com boom. But then they saw the tech bubble burst. And just as they were regaining stability, the GFC pulled the economic rug from under their feet. They didn't fall as hard as the Baby Boomers, but the GFC left many of them financially shaken and wary about the future

- As a result, many feel they are lucky to have a job today and may not have the confidence, opportunity, or flexibility to make the career changes they'd like. This feeling of "being stuck" due to other forces and commitments has led more than 50% of employees in this middle age group to be disengaged in their work

So how can this generation be managed effectively? Here are three tips:

1. Shy away from micromanaging
Gen X employees don't need approval with every project or every minute task. In fact, doing so will quickly result in disengagement. Gen X relish the time and the space to get projects and assignments done on their own time in their own way. And because they fall between the traditional learning preferences of the Baby Boomers and the tech-centred learning style of the Millennials, they are capable of gleaning information from both styles.

2. They love transparent, regular communication – so give it to them
Much like Millennials and Gen Y, Gen X employees value immediate and ongoing feedback and recognition in the workplace. They want both negative and positive feedback to improve their work; and interestingly enough, research has shown they are less averse to giving negative feedback than other generations

3. Understand their passions
Like their younger counterparts, Gen X employees are likely to be more engaged in projects they are passionate about. Take the time to know what makes them tick, what motivates them, and reap the benefits of a more engaged group of workers. Finally, remember that Gen Xers were brought up in an era of technological and social change. They are tech-savvy and open to change. They possess a different work ethic to the Boomers – Gen X thrives on diversity, challenge, responsibility, honesty and creative input, compared to the Boomers' preference for a more rigid, work-centric approach

ADECCO'S TOP MANAGEMENT TIPS: GEN X

- Be direct about expectations and deadlines
- Trust them to meet expectations once they are defined give them space
- Show that you are a hard worker to earn their respect
- Prove that their workplace will be flexible
- Offer efficient and clear feedback on a regular basis

'ME TIME': MANAGING MILLENNIALS

Has more newsprint (or webspace) been devoted to any other generation than Millennials? While some of this may be unjustified hype, there is a reason why those born between 1980 and 1994 have been the centre of attention for the past decade: they will soon represent the largest generational group in the workforce and they continue to flood the workforce.

Gen X and Baby Boomers have long expressed nervousness at managing this group. The Millennial reputation of being difficult to manage, having high expectations of their roles and being flight risks has caused much debate.

A 2013 survey from American Express and Millennial Branding found that 47% of managers think Millennials have a poor work ethic, 46% think they're easily distracted and 51% said they have unrealistic compensation expectations.

Yet are they all that different to generations that have come before? What drives and motivates them? Deloitte asked 300 Millennial employees in Australia for their view of why they chose one organisation over another.

Relative degree of importance when choosing to work for an organisation (excluding salary)

It offers good work-life balance	17.1%
Opportunities to progress/take on leadership role	12.3%
Flexible working – ie flexible hours, working remotely	10.8%
I can derive a sense of meaning from my work	9.0%
Training programs offered to support professional development	8.6%
Opportunities for international travel/work abroad	7.3%
The impact it has upon wider society	7.0%
The quality of its products/services	6.1%
Inspirational/has a strong vision or sense of purpose	5.8%
A leading company that people admire	4.5%
Is fast growing/dynamic	4.1%
Invests in and uses latest technology	3.8%
The reputation of its leaders/senior executives	3.6%

Research from Kronos* indicates Millennials are constitutionally more comfortable with career change; indeed, they single-mindedly pursue it:

- Two thirds (62%) of Millennials say that they'll stay with an employer as long as they are acquiring the skills and training that will leapfrog them onto the next role – compared to a third (35%) of Generation X and 27% of Baby Boomers who would do the same
- One in seven Millennials spend less than two years on average in a role, compared to just 6% of Generation X and 1% of Baby Boomers
- 10% of Millennials actively try not to stay at an employer for more than two years; 7% say they attempt to cap their contracts at a year

KEEPING MILLENNIALS ENGAGED

By their own admission, Millennials appear far more likely than other generations to move on quickly after their enthusiasm ebbs away. It seems this connection between motivation and mobilisation also exists amongst older colleagues – but only for a minority. 6% of Generation X resigned within a fortnight of recognising they were no longer giving their best, compared to 5% of Millennials and 3% of Baby Boomers.

Ultimately, their list of 'wants' are not so different to other generations – but their preferences may be ordered differently. Consider these easy-to-achieve fundamentals:

- Provide training. Gen Y, more than any other generation, want guidance. Providing them with a strong grounding of training – and continual feedback – will help them understand where the older generations are coming from, as well as settle them in more to the working world
- Understand their priorities. Gen Y seek greater work-life balance. While some may harbour entrepreneurial desires and a drive to progress, the majority want to be able to enjoy life outside of work. To a point, managers must understand this is the attitude this generation adopts towards work. Just like other generations, providing flexibility is critical
- Acknowledge and reward. While it would be unrealistic to be giving cash rewards for every accomplishment, Gen Y are driven by a feeling of contribution. Simply acknowledging their contribution verbally or in writing will help drive productivity. This can be applied to other generations as well
- Create meaning. Gen Y are not interested in working simply for the benefit of a shareholder. It is important to demonstrate to Gen Y the impact their work is having on the community more broadly

ADECCO'S TOP MANAGEMENT TIPS: MILLENNIALS

- Remind them that they will work with talented people
- Send a message that their contributions can impact the entire company
- Show them that, as a manager, you are ambitious and smart
- Look for ways to acknowledge and reward them
- Avoid being cynical and don't treat them as though they are "too young"

Source:
*Kronos White Paper: 'Motivating Millennials: Managing tomorrow's workforce, today'

NEW KIDS ON THE BLOCK: GEN Z

Just as employers have started to come to grips with the expectations and quirks of the Millennials comes the next wave: Generation Z. By 2020, Generation Z – those born between 1995 and 2010 – will make up 20% of the workforce. The time for employers to start thinking about this generation is now, as they finish their studies and start entering the workforce.

What do business leaders need to know about this generation? A global report by employer branding firm Universum* outlined these traits:

1. They are digital natives. Gen Z is the first generation who, as teenagers, did not experience a world with slow or stationary internet access. They are used to interacting online with others, and can consume and share content with ease. They easily adapt to new technologies and implement them into their work practices. Companies can leverage this proficiency
2. They are pragmatic. Having grown up during the War on Terror and the economic crises, Gen Z is said to be goal focused and target oriented. They are said to plan their careers and seek job security early on. Starting the long path of university education might be less attractive to them; a better option may be early internships and apprenticeships
3. They are looking at employers right now. Members of Gen Z are on the brink of making the decision about where their careers are headed. With knowledge of what is attractive to them right now, employers can be part of the decision process (for example, convincing more students to choose science, technology, engineering and mathematics subjects) and position themselves on Gen Z's desired employer list before they even enter the job market
4. They are diverse and global. Gen Z is believed to be the first truly diverse and global generation. Traditional gender segregation in jobs does not apply to them as strongly as for previous generations, and they are the first generation able to communicate with and find friends globally. This has major repercussions for those employers who lag on diversity & inclusion issues, and also the technology options they offer to workers

ATTRACTING AND RETAINING GEN Z

When it comes to recruitment, 58% of Gen Z globally dislike receiving unspecific adverts in their social media feeds; however, when it comes to specific work opportunities, 82 % of Gen Z is open to be contacted in this form – yet 68% claimed to have never had such an approach. What other insights do employers need to know?

When asked which aspects of a corporate culture should match their own personality, Gen Z provided these factors in their top five:

- Friendliness of the people (68%)
- The view on equality/diversity (48%)
- Style of office environment (39%)
- Organisational structure (38%)
- The level of empowerment of the employees (32%)

When asked, in conjunction with representatives from the Millennial generation, which career goals were most important to them, Gen Z responded:

Gen Z responded:	%Global	%APAC	%Gen Y
To have work-life balance	40	36	54
To be secure in my job	40	35	44
To be autonomous or independent	32	35	22
To be a leader or manager of people	31	35	30
To be a dedicated to a cause	27	23	27
To be entrepreneurial or creative/innovative	27	28	31
To have an international career	26	23	30
To be competitively or intellectually challenged	19	17	32
To be a technical or funcitonal expert	17	17	16

Source:
*Universum white paper, Gen Z: A look at the next generation of talent, a survey of 49,000 Gen Z across 47 countries

IS LEARNING & DEVELOPMENT THE KEY?

Interestingly, another study* revealed that the key to the heart of Gen Z may be through further personal development. In fact, Gen Z rated 'that I will get stuck with no development opportunities' as their greatest fear regarding their work life (39% of APAC participants voted this as number one; number two was that they would not get a job that matches their personality).

Gen Z are keen to learn more on the job skills during their studies in order to be more desirable candidates for potential employers, as well as being adequately prepared with relevant and practical workplace skills.

- 84% believe there needs to be much more workplace training for students today
- 64% believe universities are not sufficiently equipping students with practical skills to help fulfil workplace needs

ADECCO'S TOP MANAGEMENT TIPS: GEN Z

With this generation only now considering their working lives as they finish up study, employers should be taking steps now – particularly around training options:

- Provide regular reviews, industry consultation and industry-led subjects and vocational training components to ensure learning & development offerings are world class and appealing to Gen Z
- Partner with universities to provide periodic reports and seminars on how 18-29 year olds can get themselves career-ready and position themselves for employment, covering topical matters such as branding via social media channels, particularly LinkedIn.
- Provide practical skills training and subjects, in conjunction with workplace training. For example, tie cadetships and internships with credited university subjects throughout the duration of degrees to give students necessary hard
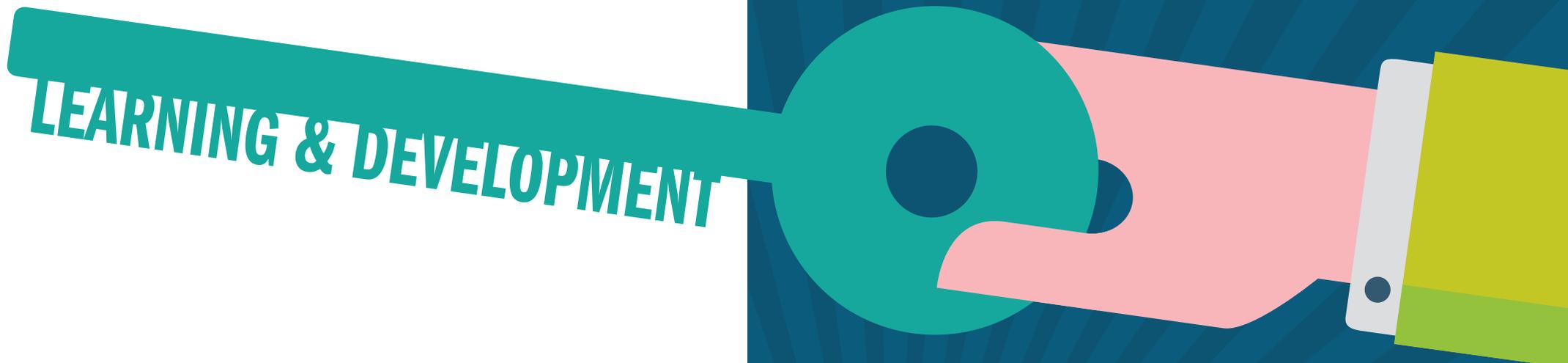
LEARNING & DEVELOPMENT

THE QUESTION OF PERKS AND BENEFITS

A huge part of recruiting and retaining employees is the benefits package. This holds true for every generation. A one-size-fits-all approach to benefits does not work for any group of employees, let alone entire generations of employees. New generations in the workforce are forcing employers to reassess what engagement interventions work, when, and with whom. Kronos asked employees to rank common sweeteners.

	%Gen Y	%Gen X	%Baby Boomers
Increased pay	61	41	44
Promotion	44	22	29
Better flexible working opportunities	31	30	36
Better personal development	29	25	15
Different role or country opportunities	28	25	28
Better training	23	7	12
Formalised mentorship	8	7	4
Better social/work intergration	8	5	3

Looking at the findings, training is valued by Millennials more than other generations, but other incentives, for example changing roles or countries, are welcomed equally across the workforce.

There are some surprises. Mentoring, which is often cited as a way to nurture young talent, does not have a significant following. Only 2% of Millennials put mentoring as the single most motivating intervention, compared to 3% of Generation X workers.

When asked about money, 84% of Millennials agreed they'd stay in a job that was well paid, compared to 75% of Generation X and 69% of Baby Boomers. However, when asked to quantify the additional time they'd spend in a role the data implies there's a clear expiry date on the loyalty bought from cash and prestige packages. For example, Millennials will increase their service by a factor of 18 months, while promotion extends their work cycle by 19 months.

Interestingly, according to Kronos' study, two thirds (65%) of Millennials say they'd have stayed longer if managers had shown interest in them as an individual – a greater proportion than amongst Generation X (48%) and Baby Boomer respondents (49%).

Benefits in a nutshell

Baby Boomers
- Set up a retirement plan. Boomers will always look for and expect this opportunity in their benefits package. Boomers will also pay attention to companies with a focus on health, and value healthy lifestyle incentives in a benefits package
- Give Boomers parameters and flexibility when it comes to family time

Gen X
- Show them that their work schedule is flexible and can be personalised to meet their needs
- Emphasise how your benefits are unique from other companies; Gen Xers are often looking for added incentives and are sensitive to being taken advantage of

Millennials
- Include them in any financial benefits, such as superannuation plans Millennials want opportunities to become financially sound (and savvy)
- Highlight your flexibility when it comes to work-life integration. 'Integration' is the new work-life 'balance', and it is important to showcase that your company is aware of the realities of the modern workplace

FINAL TIPS

Be personal and flexible with policies

Managers must make an effort to understand their employees on an individual level whenever possible. Doing so will reveal the unique needs of each employee and/or generation, which ultimately provides the necessary information for a manager to personalise policies when the opportunity presents itself. As always, being empathetic to employee needs should not go overlooked. When facing a generational issue directly, it is helpful to offer options. The ideal scenario won't always be met for each employee, but reaching a balance or mutual compromise is the next best step.

Instigate a dialogue

When dealing with potentially sensitive topics based on generational values, it doesn't hurt to be upfront. Direct the conversation by asking specific questions without shying away from the central theme of the topic. Allow yourself to open up about the challenges you may face, or your own generational tendencies, which often spurs your employees to discuss the same topic. Starting a conversation helps everyone on your team become more aware of their own work styles as well as the styles of others, and can be the first step towards greater collaboration.

Always build on strengths

Rather than accommodating for weaknesses, pay attention to the specific strengths of each generation. Understanding your employee's strengths on a personal level allows you to build on these strengths. For example, there will be occasions where an employee from the Boomer generation will be more equipped for a certain task - and this may or may not have to do with their generational grouping.

Offer resources and opportunities

Listen to your employees and look for ways that they can develop professionally. By seeking out ways to support your employees based on their unique needs, you can create a baseline from which each individual can grow in the workplace.

Encourage generational understanding

Showcase how different perspectives benefit your team dynamic. By calling attention to what makes each generational skill set valuable, you can drive a company culture through which each group understands the other better and finds opportunity in hearing new perspectives. Encouraging a level of understanding company-wide will only result in more cohesive teams and successful projects.

Develop a work-life integration culture

One of the most noteworthy shifts in workplace culture in recent years is the advent of work-life integration, rather than work-life balance. Work-life integration is a shift that many employers have adopted to meet multigenerational needs while trying to keep up with the fast pace of business in our technological age. With constant access to email and other methods of work and communication, employers have begun revising expectations that work is meant to be done from 9-5 alone. Employees and their employers should look to strike an understanding that work will be accomplished on time, emphasising a culture of trust, even if that time doesn't fall within the archetypical 9-5, Monday-Friday frame.

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