



# LEAD & WORK ACROSS GENERATIONS

STRATEGIES FOR CONNECTING &  
ENGAGING A MULTI-GENERATIONAL  
WORKFORCE

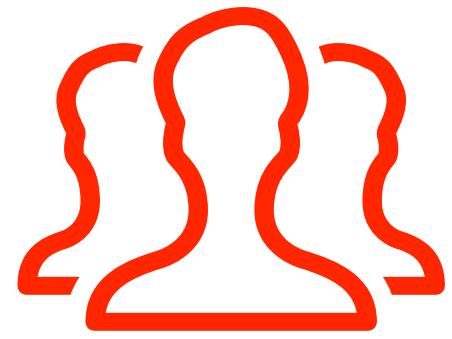
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**by Ryan Jenkins**

[ryan@ryan-jenkins.com](mailto:ryan@ryan-jenkins.com)



# AGENDA



**GENERATIONS**  
who are they



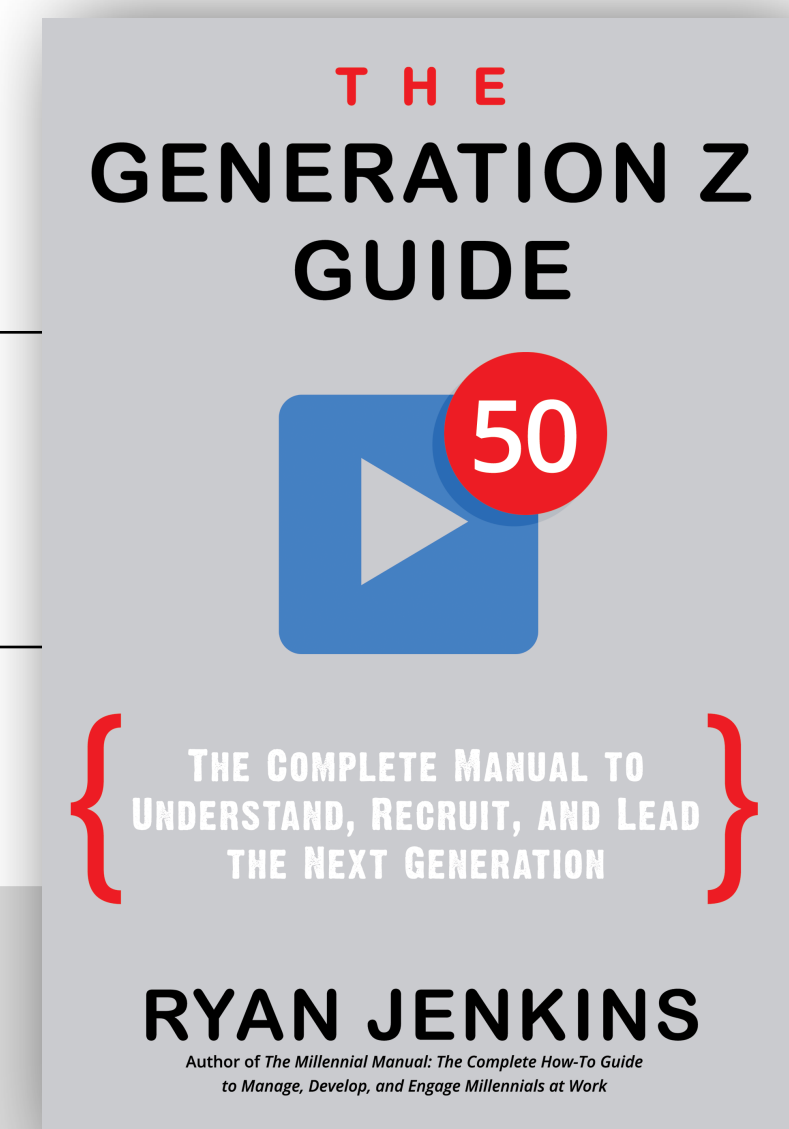
**STRATEGIES**  
to work &  
lead across  
generations



**Q & A**  
wrap-up

**PLUS:** a competition to win a book!

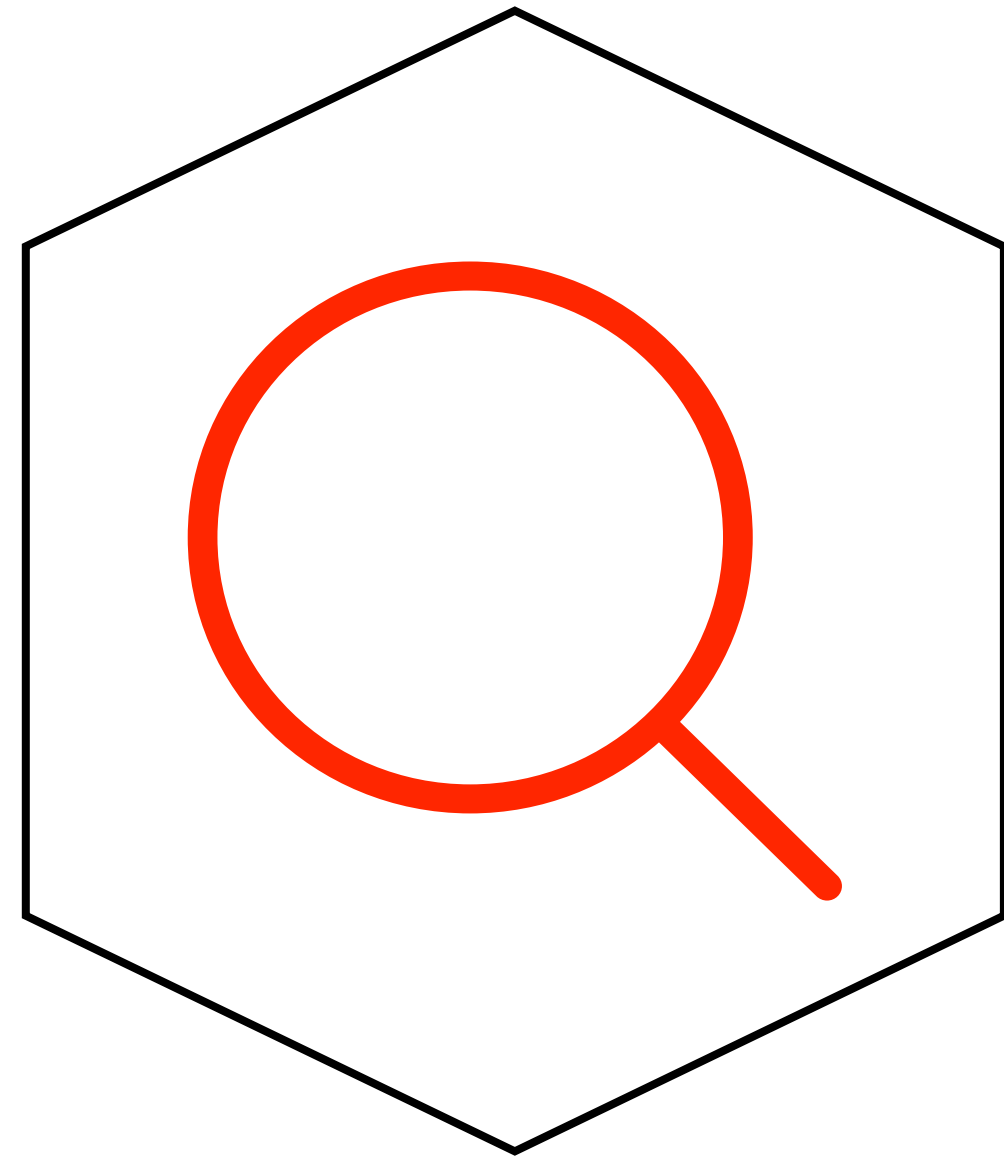
**ryan@ryan-jenkins.com**



# THE GENERATIONS

GENERATION NAME	2020 AGE RANGE	U.S. PEAK POPULATION
GENERATION Z	5 - 22	73 MILLION
MILLENNIALS	23 - 39	76 MILLION
GENERATION X	40 - 55	51 MILLION
BABY BOOMERS	56 - 74	75 MILLION
BUILDERS	75 - 92	56 MILLION*
G.I. GENERATION	93 <	60 MILLION*

# GENERATIONS ARE...



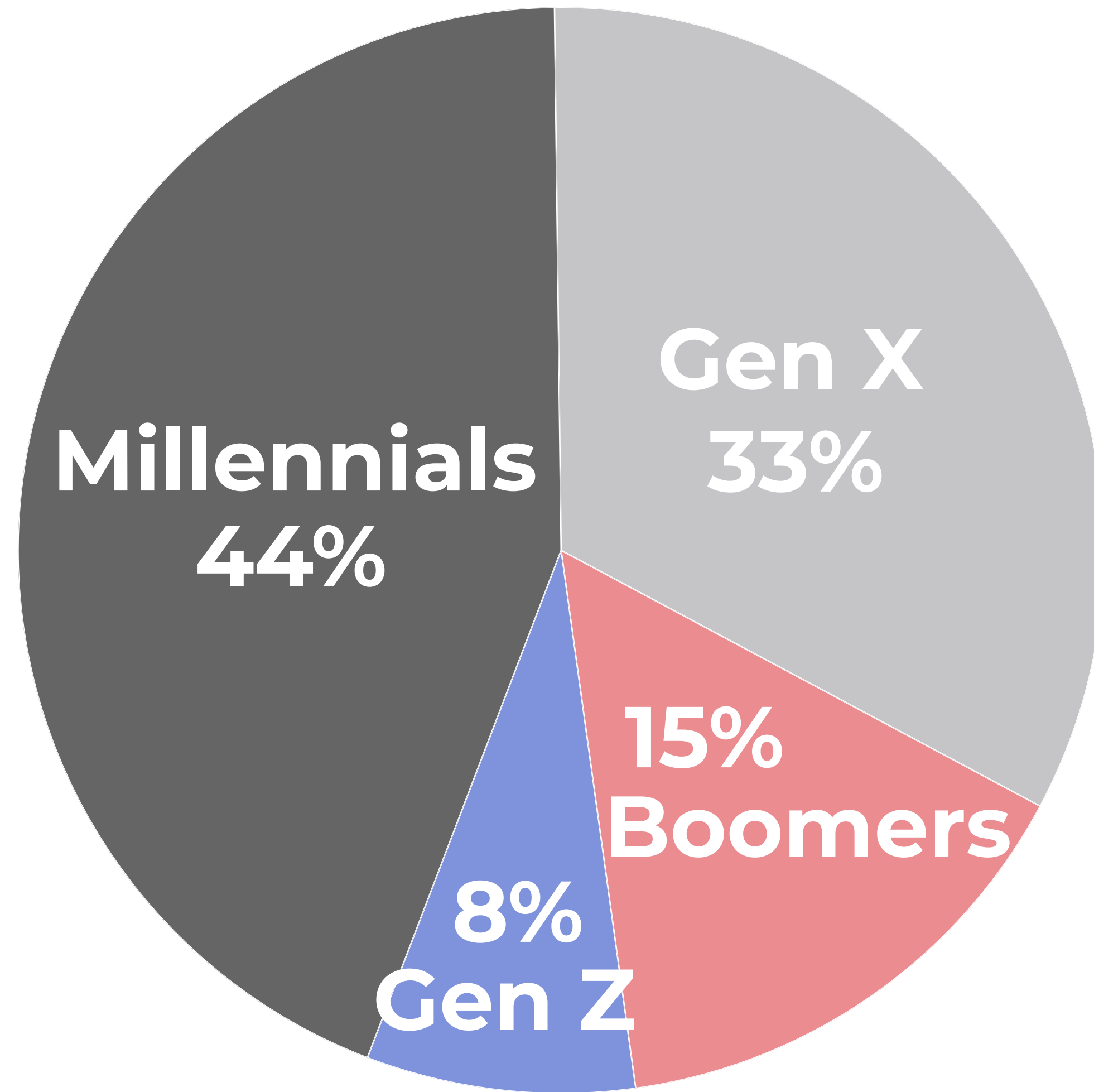
## CLUES

not

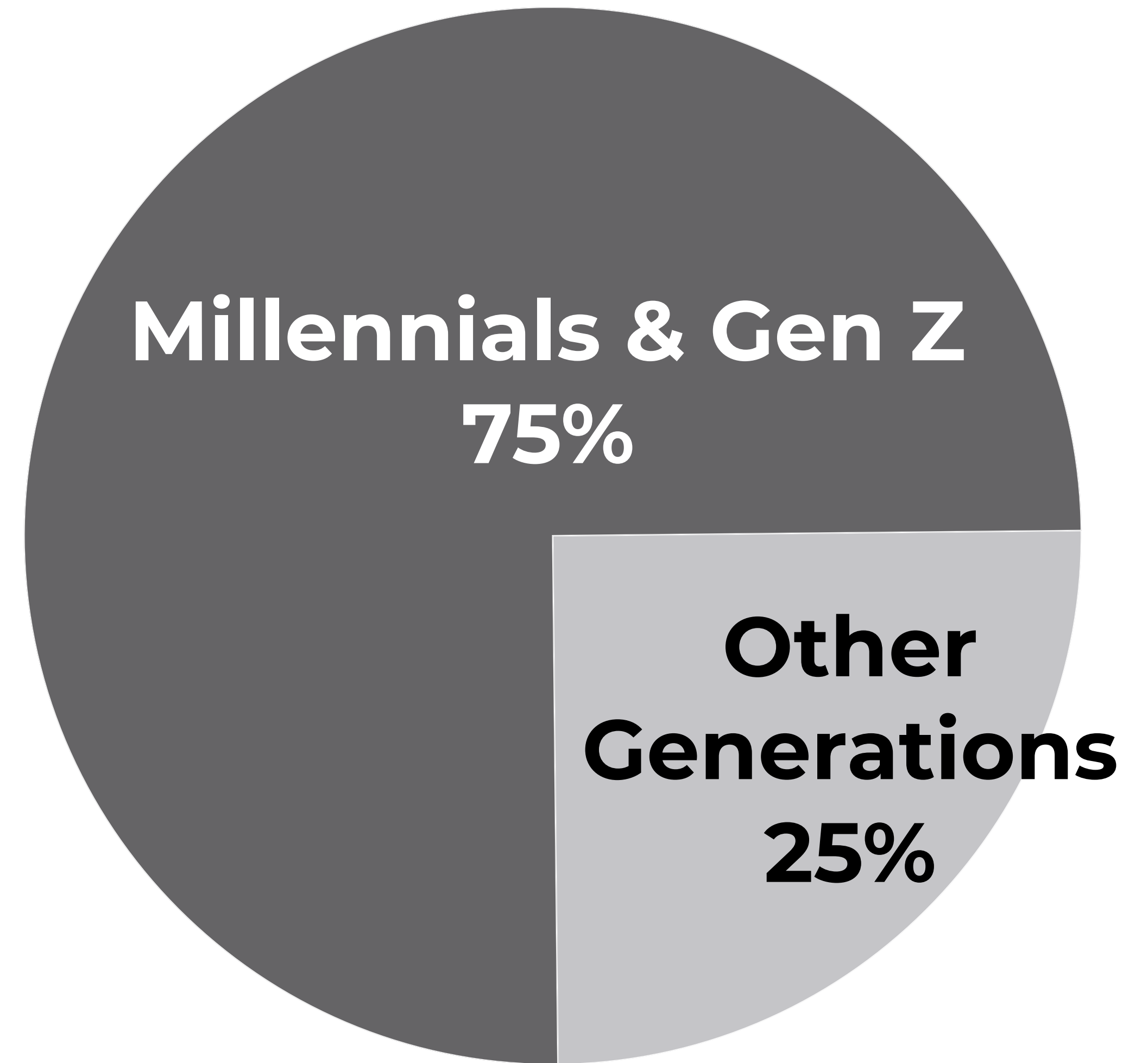
## ABSOLUTES

Very **BIG clues** on how you lead,  
communicate, recruit, sell, etc.

# GENERATIONS IN THE WORKFORCE



**2020**



**2025**

# WHY GENERATIONS MATTER

S O M U C H I S A T S T A K E



52%

of workers say they're least likely to get along with someone from **another generation.**

62%

of Generation Z anticipate **challenges working with** Baby Boomers and Gen X, yet **only 5%** anticipate challenges working with Millennials.



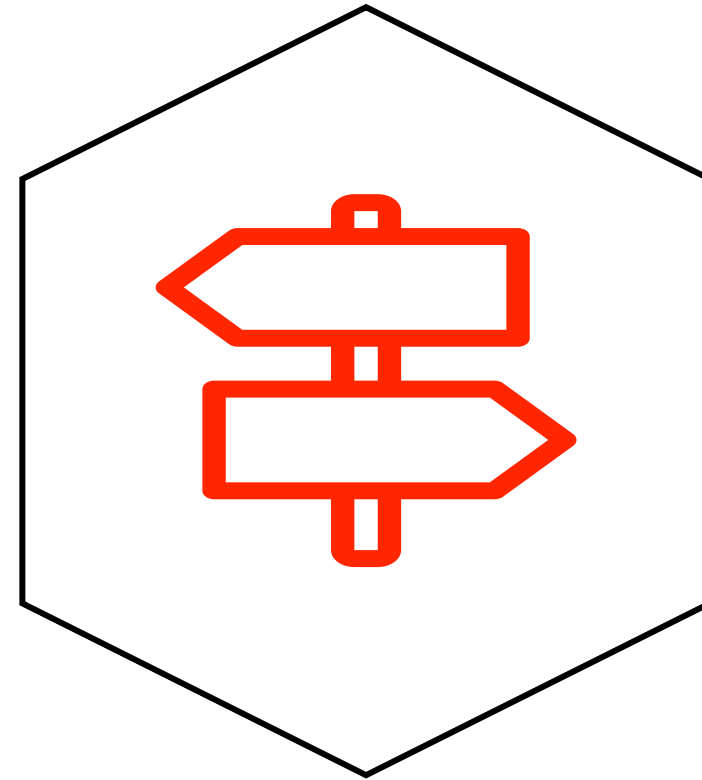
# GENERATIONAL CHALLENGES

Y O U ' R E   N O T   A L O N E



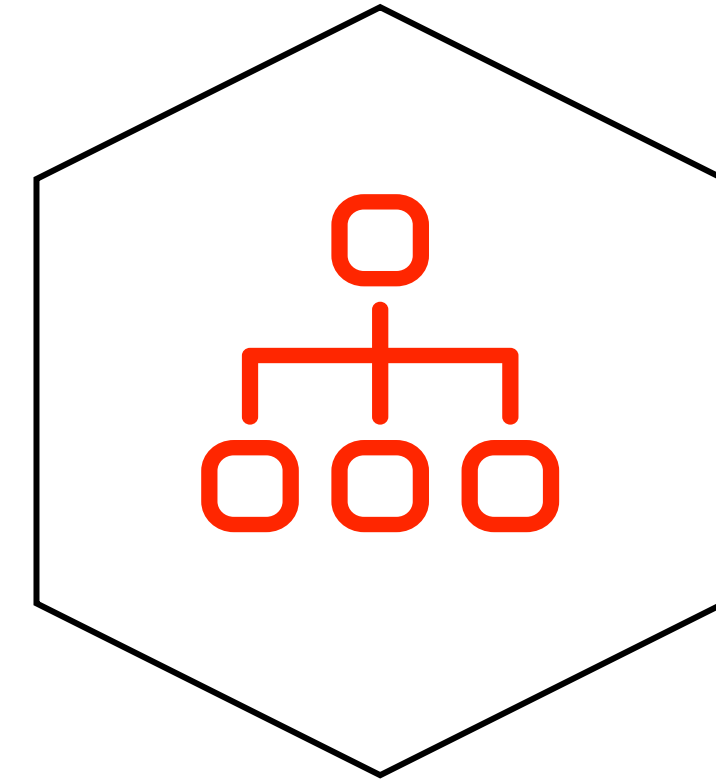
**75%**

of managers report  
that managing  
multigenerational  
teams is a  
challenge.



**77%**

of workers identify  
“different work  
expectations across  
generations” as a  
challenge.



**72%**

of workers identify a  
lack of comfort with  
younger employees  
managing older  
employees.

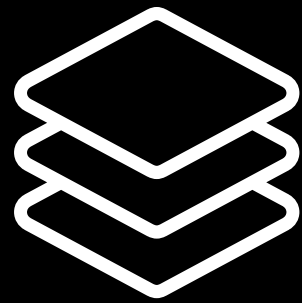


A S E I S M I C S H I F T C A U S I N G  
**GENERATIONAL FRICTION**



# WHY GENERATIONS MATTER

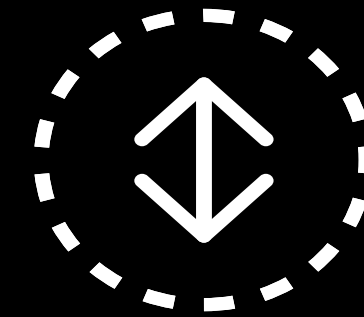
D I V E R S I T Y   S P U R S   I N N O V A T I O N



Generational diversity creates diversity of thought or **cognitive diversity**.



Cognitive diversity creates a **wellspring of creativity**.



Enhancing innovation by **20%**  
Reducing risk by **30%**

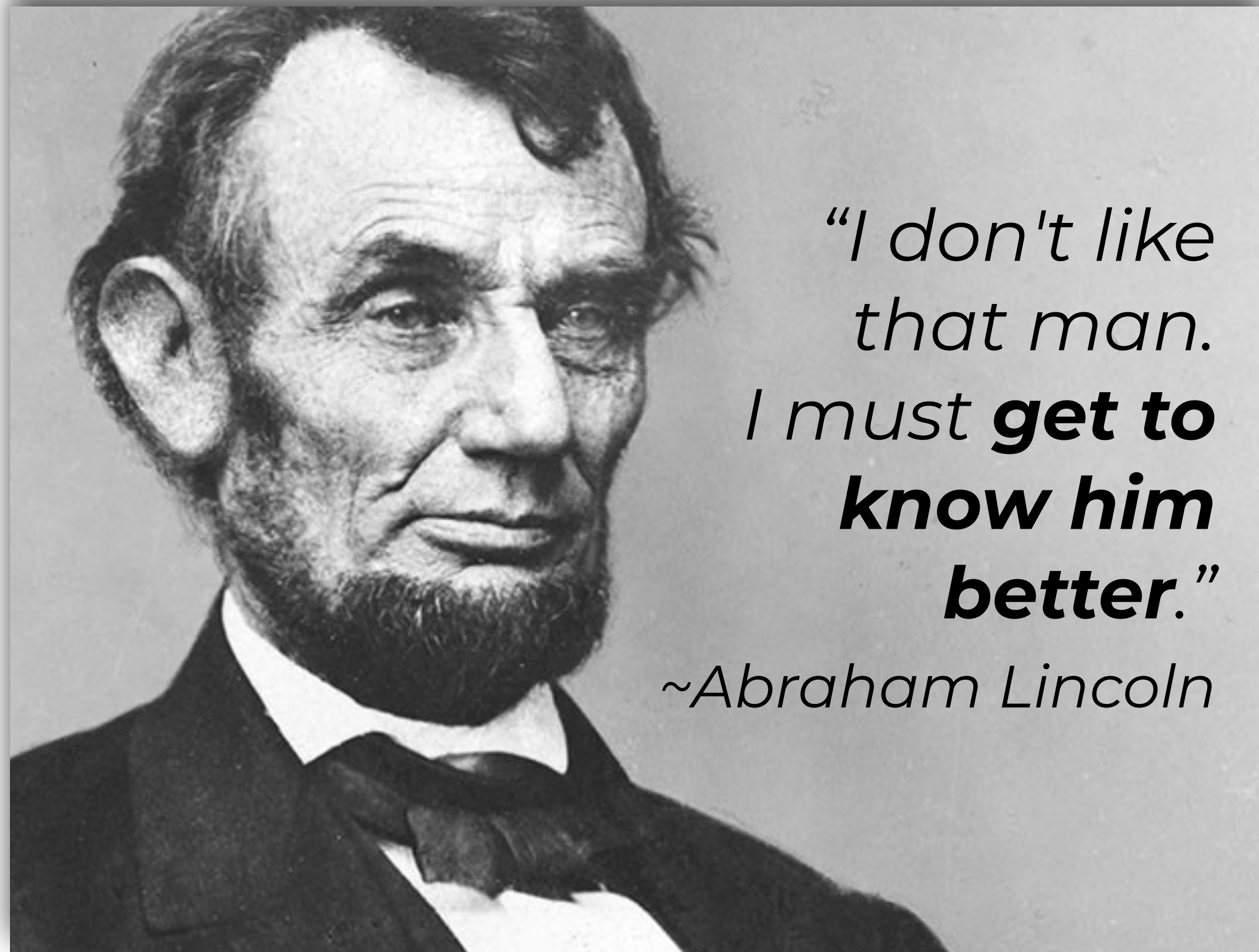


Like-minded teams **maintain**.  
Diverse teams **innovate**.

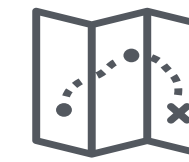


# GENERATIONAL BIAS

H O W   T O   O V E R C O M E   I T



There's a **wealth of information** today but a **poverty of understanding.**



Today's high-flux, info-inundated, and multi-generational world demands that we **seek more understanding.**



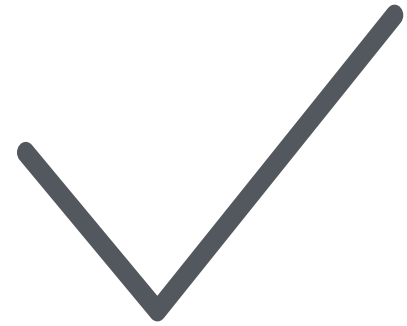
If you don't like that view, technology, policy, or generation...  
**Get to know it better.**

# GENERATIONAL BIAS

O V E R C O M E I T B Y B E I N G . . .

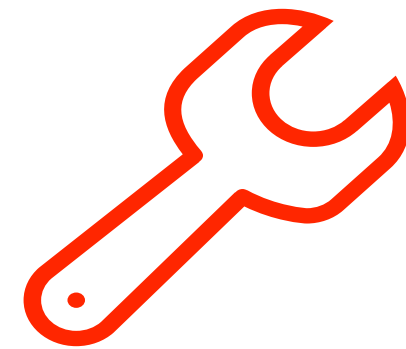
more **CURIOUS**  
less **CERTAIN**

# AGENDA



## **GENERATIONS**

who are they



## **STRATEGIES**

to work &  
lead across  
generations



## **Q&A**

wrap-up

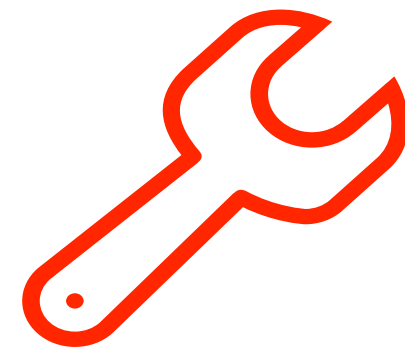
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# AGENDA



## **GENERATIONS**

who are they



## **STRATEGIES**

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**Slides?  
Or explore  
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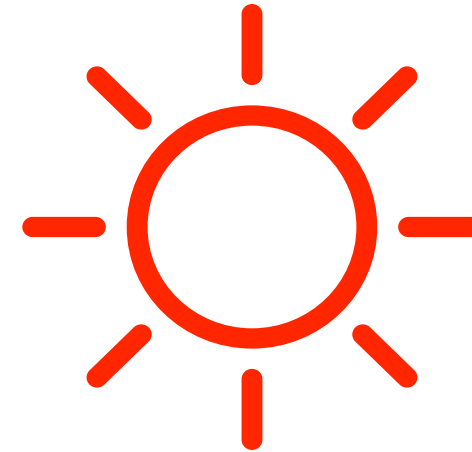
# 3 MUST-HAVES AT WORK

F O R   T H E   E M E R G I N G   G E N E R A T I O N S



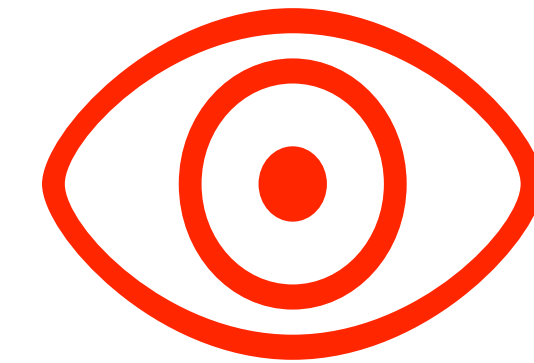
## BETTER BOSS

Top talent view  
**effective leaders**  
as a must.



## BRIGHTER FUTURE

Top talent have a  
proclivity to be  
**future oriented.**



## BIGGER VISION

Top talent want  
to **connect work**  
**with impact.**

***Doesn't every generation want these 3 things in a job?*** Yes.

For previous generations, these are **“nice-to-haves.”**

For emerging generations, these are **conditions of employment.**



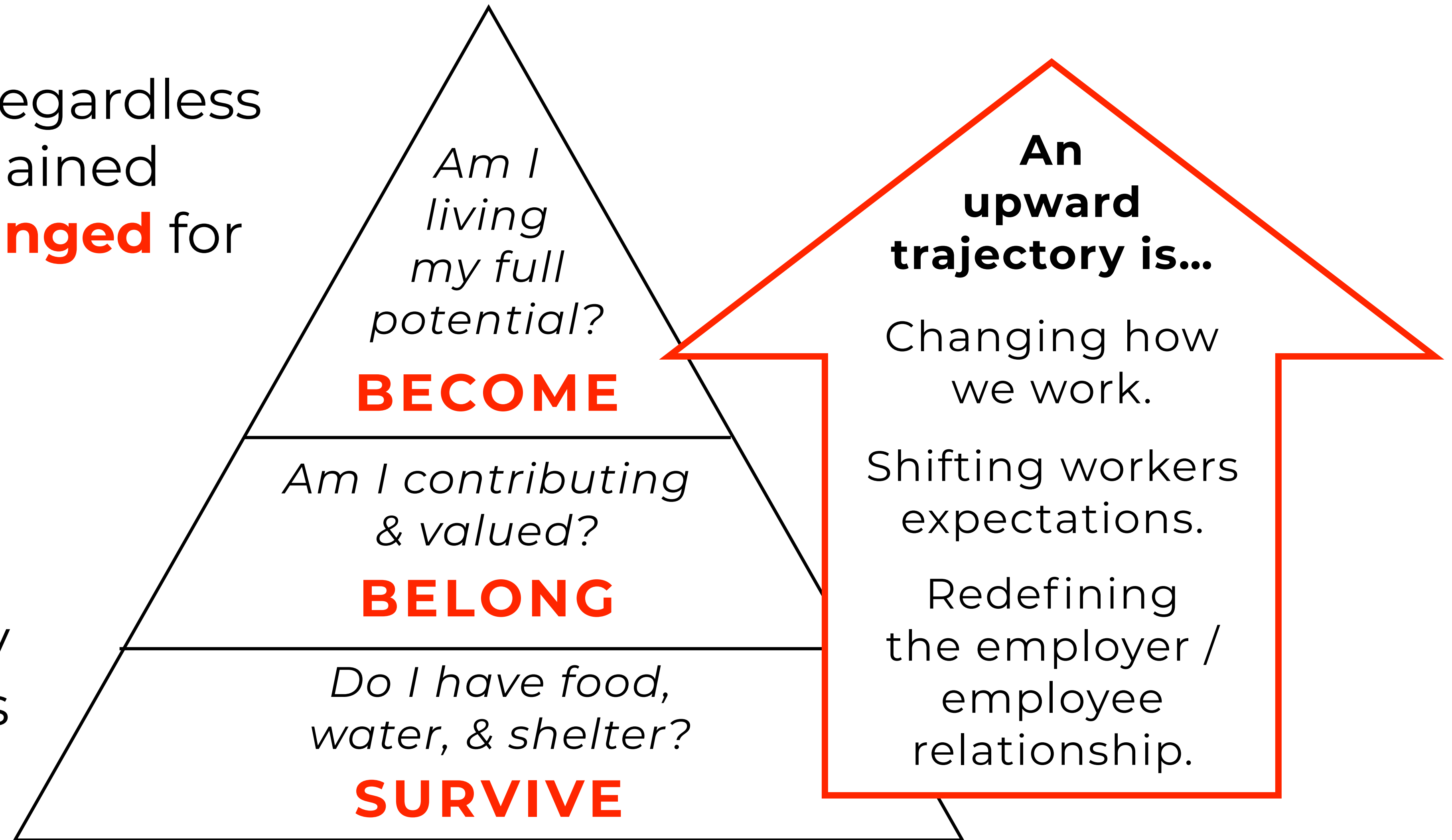
# GENERATIONAL NEEDS

M O R E   S I M I L A R   T H A N   D I F F E R E N T

Human **needs** (regardless of age) have remained **relatively unchanged** for centuries.

But...

**How** humans fill these needs is changing rapidly and varies across generations.



~Britt Andreatta, PhD

# GENERATIONAL NEEDS

T H E   D I F F E R E N C E   I S   I N   T H E   H O W

	BOOMERS	GENERATION X	MILLENNIALS	GENERATION Z
COMMUN- ICATION	Need Background Info & Details	Keep Professional	Efficient & Mobile First	Mobile Only, Video & Voice-Command
TRAINING	On-the-Job & Classroom	E-learning	Micro & On-Demand	Mobile, Just-in-Time, V.R. & A.R.
FEEDBACK	No News is Good News	Semi-Annual Reviews	Routine Check-ins	360° Real-time Feedback

# COMMUNICATION

V A R Y I N G   P R E F E R E N C E S

	BOOMERS	GENERATION X	MILLENNIALS	GENERATION Z
SUMMARY	Formal & Direct	Informal & Flexible	Authentic & Fast	Transparent & Highly Visual
VIEW	Face to Face, Phone & Email	Email, Text & Facebook	Text, Chat, Email & Instagram	Snapchat, TikTok, FaceTime, YouTube, WhatsApp, Twitch & Face to Face
ATTITUDE	Need Background Info & Details	Keep Professional	Efficient & Mobile First	Mobile Only, Video & Voice-Command

# COMMUNICATION DIVIDE

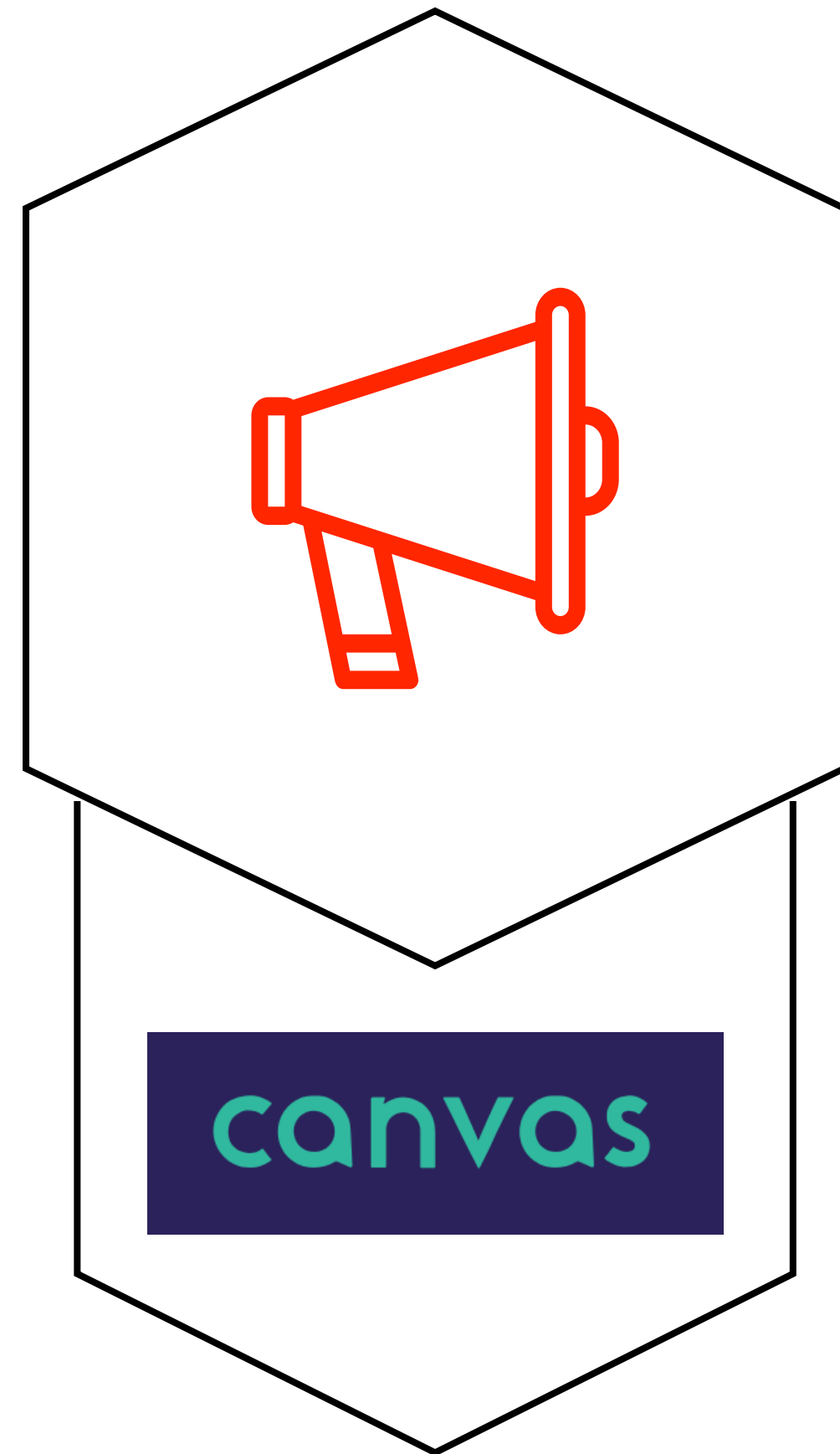
J U S T   1   E X A M P L E





# COMMUNICATION

C R O S S - G E N E R A T I O N A L   S T R A T E G Y



## DEFER YOUR COMMUNICATIONS

🔍 Use generations as **clues**.

↻ Adjusting our communications is the **new norm**.

.....

Canvas, the world's first **text-based interviewing platform**, shifts recruiter's conversations to the preferred channel of Gen Z candidates, texting.

# WORK

## VARYING PREFERENCES

	BOOMERS	GENERATION X	MILLENNIALS	GENERATION Z
SUMMARY	A Place	A Means to an End	A Vehicle	Life
VIEW	Responsibility	Drive Outcomes	Fulfilling	Earn & Learn
ATTITUDE	Loyalty is Rewarded	Work Hard, Play Hard	Work Smart	Work Fluidly

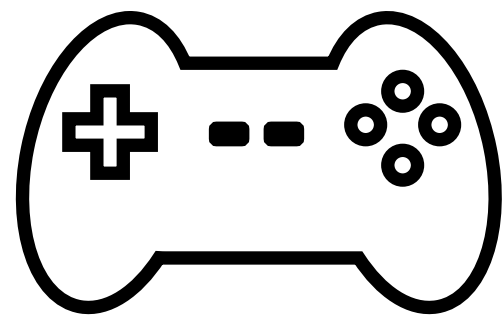
# WORK

W H Y   A R E   V I D E O   G A M E S   S O   E N G A G I N G ?



66%

of Generation Z say gaming is their **main hobby**.



53%

of 23-36-year-olds **pay for gaming services**, outpacing those who pay for cable TV (51%).



948

million hours (or over 107,305 years) of **streamed gaming content are watched**...in only 1 month...at work.

**PROGRESS**

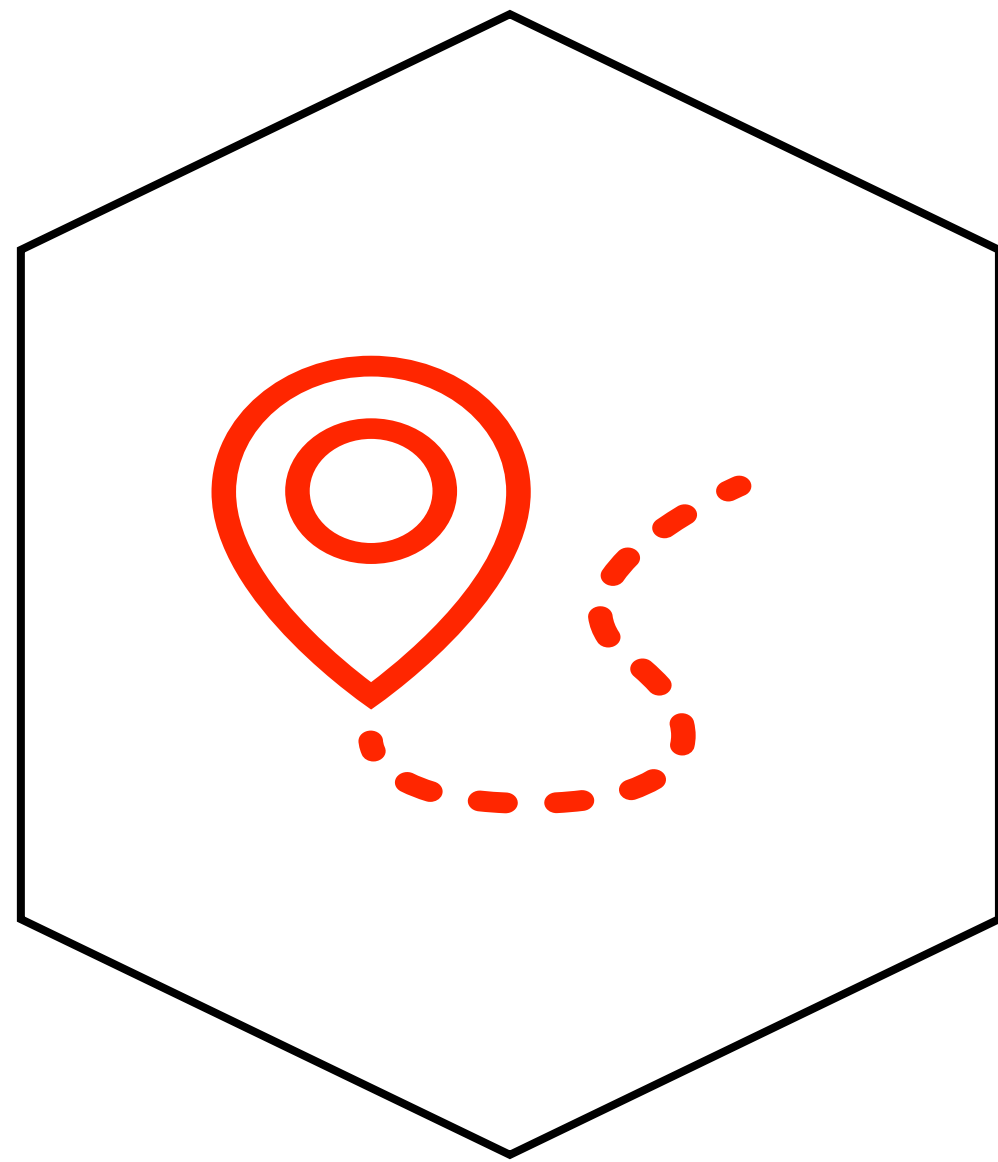


**Games inform players of where they started, how far they've come, and what's left to accomplish.**



# WORK

C R O S S - G E N E R A T I O N A L   S T R A T E G Y



## ACKNOWLEDGE PROGRESS

 **Recognize and reflect back** the progress you see in others.

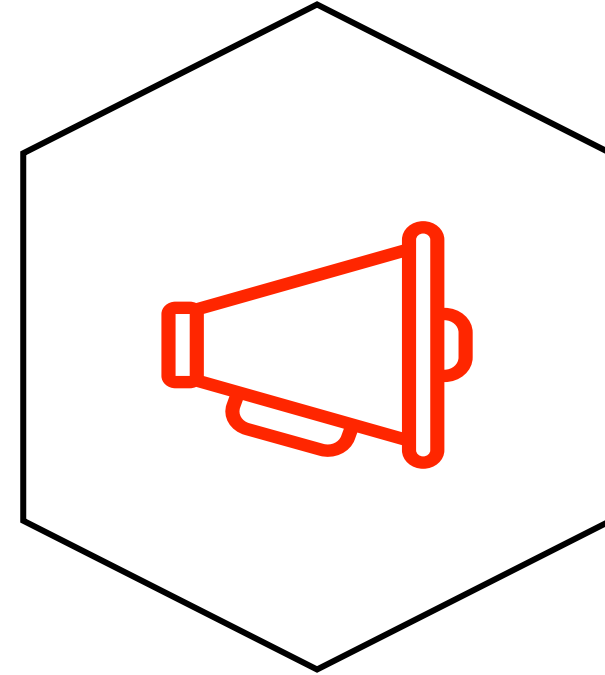
- ✓ Completing a **goal**
- ✓ Accomplishing a **small win**
- ✓ Overcoming an **obstacle**
- ✓ Learning a **new skill**
- ✓ Achieving a **breakthrough**

# WORK

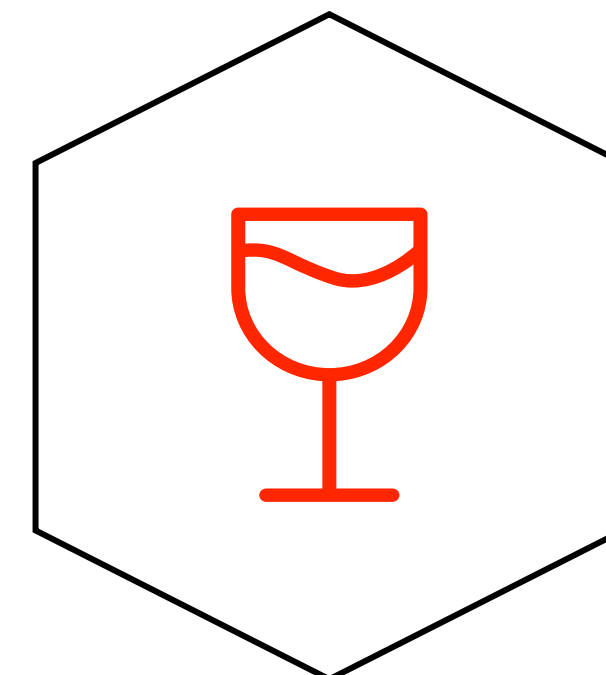
W H A T   D O   T H E S E   H A V E   I N   C O M M O N ?



Scholarship fundraisers felt **more motivated** to secure donations when they had contact with scholarship recipients.



Lifeguards were **more vigilant** after reading stories about people whose lives have been saved by lifeguards.



Cooks were **more motivated and worked harder** when they saw those who would be eating their food.

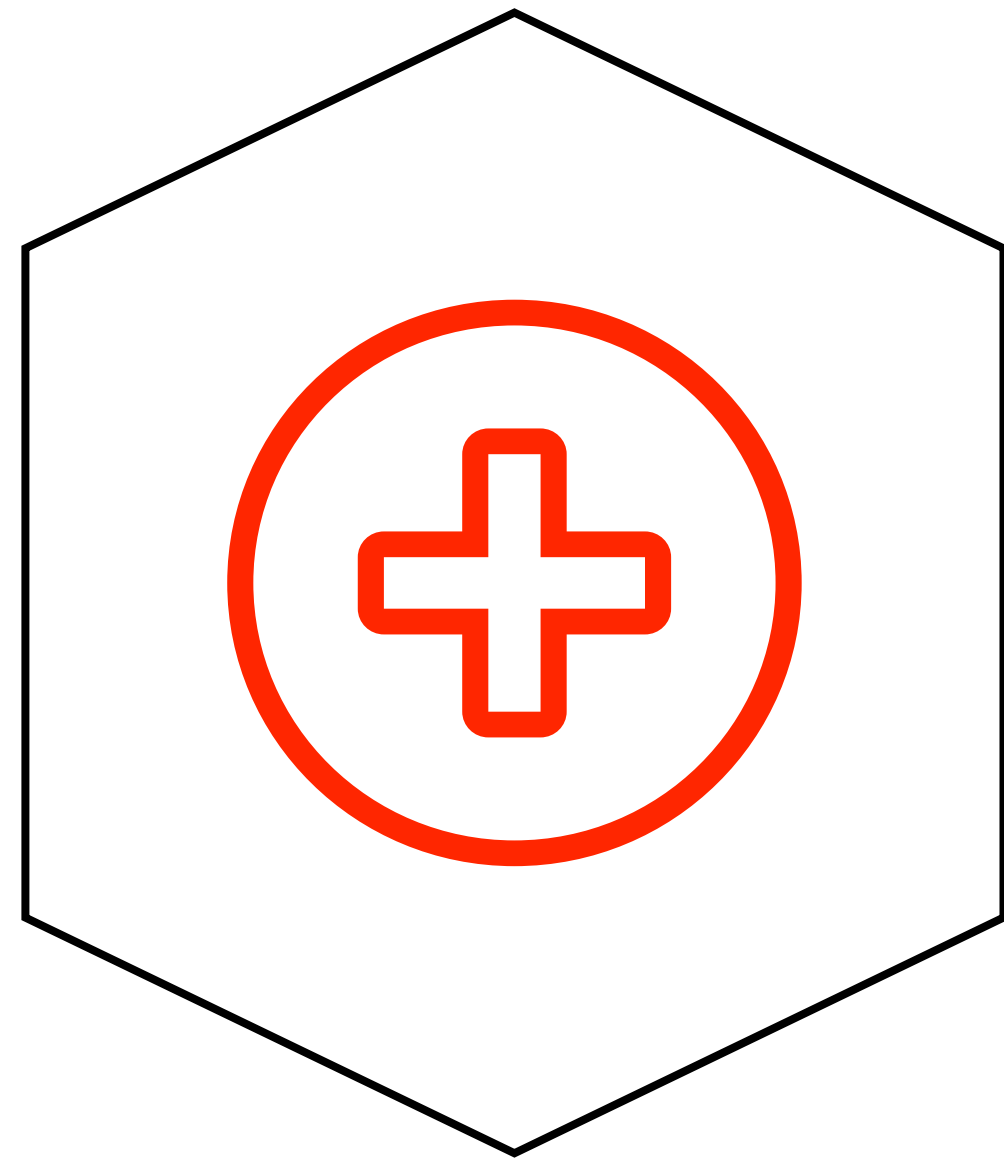


Radiologists were **more accurate** reading x-rays when shown a picture of the patient.

**Workers connected to the people benefiting from their labor, improves performance.**

# WORK

C R O S S - G E N E R A T I O N A L S T R A T E G Y



## IDENTIFY THE BENEFICIARIES OF THE LABOR

Connecting workers to the beneficiaries of their work creates **more engagement, motivation,** and allows employees to **transcend their task lists.**

# WORK

H O W   T O   I D E N T I F Y   T H E   B E N E F I C I A R I E S

## ASK WHY REPEATEDLY

---

**Why do you clean  
hotel rooms?**

“Because  
that’s what  
my boss tells  
me to do.”

**Why does  
that matter?**

“Because it  
keeps the  
rooms from  
getting  
dirty.”

**Why does  
that matter?**

“Because it  
makes the  
rooms more  
sanitary and  
more  
pleasant.”

**Why does  
that matter?**

“Because it  
provides a  
clean space  
for **customers  
to relax and  
rejuvenate.**”

LEADERSHIP

VARYING PREFERENCES

	BOOMERS	GENERATION X	MILLENNIALS	GENERATION Z
SUMMARY	Authoritative	Hierarchy	Coaching	Networked
VIEW	Sage	Sherpa	Soldier	Student
ATTITUDE	No News is Good News	Semi-Annual Reviews	Routine Check-ins	360° Real-time Feedback

# LEADERSHIP

Q U A L I T Y   F E E D B A C K   E L E V A T E S   P E R F O R M A N C E

## Group A



**40% of students**  
revised and resubmitted  
their papers.

## Group B



High  
Standards  
+  
Assurance

---

Doubled  
Performance

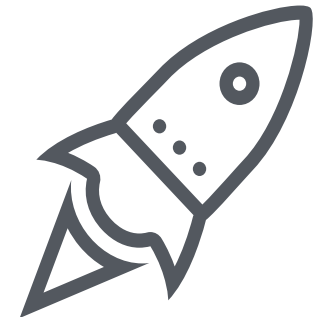
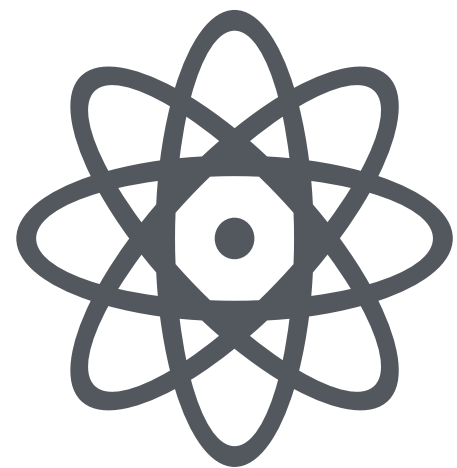
**80% of students**  
revised and resubmitted  
their papers.

And they made **2x as many  
corrections** as Group A.

# LEADERSHIP

Q U A L I T Y   F E E D B A C K   E L E V A T E S   P E R F O R M A N C E

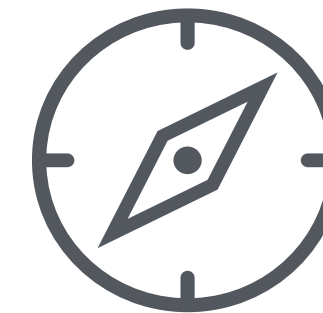
## THE FEEDBACK FORMULA



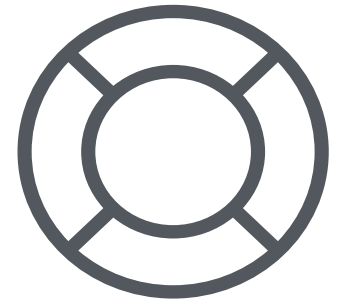
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### HIGH STANDARDS

*I have **high expectations** for you.*

### ASSURANCE

*I know you can **meet them**.*

### DIRECTION

*So try this **new challenge**.*

### SUPPORT

*And if you fail, **I'll help you** recover.*



# LEADERSHIP

C R O S S - G E N E R A T I O N A L   S T R A T E G Y

## TRY THE FEEDBACK FORMULA

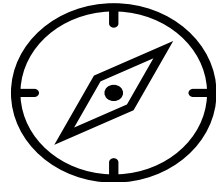


  
HIGH  
STANDARDS

+

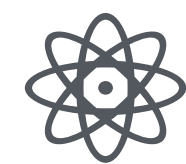
  
ASSURANCE

+

  
DIRECTION

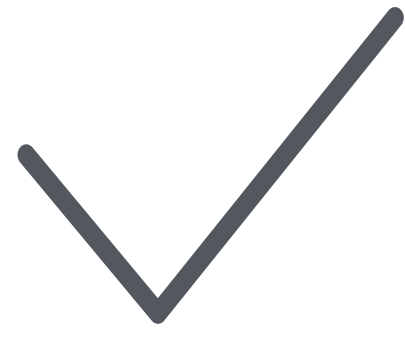
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SUPPORT



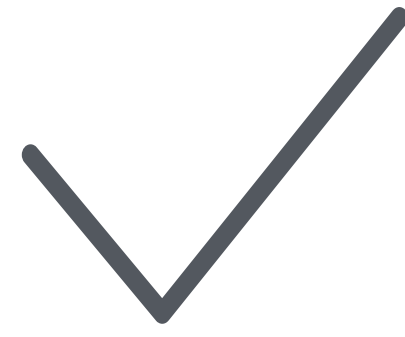
Use this formula to **inspire belief**,  
**transform work ethic**, and **instill**  
**confidence** among a team.

# AGENDA



## **GENERATIONS**

who are they



## **STRATEGIES**

to work &  
lead across  
generations



## **Q&A**

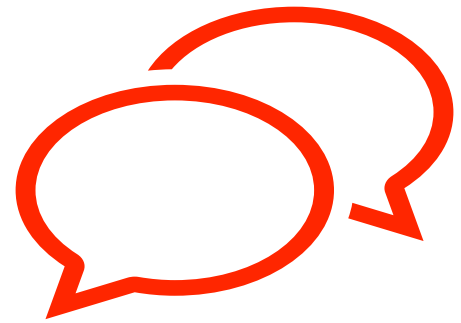
wrap-up

**Slides?  
Or explore  
working  
with Ryan?**

**[ryan@ryan-jenkins.com](mailto:ryan@ryan-jenkins.com)**

# RECAP

W H I C H   S T R A T E G I E S   W I L L   Y O U   E X E C U T E ?



## COMMUNICATION



Defer Your  
Communications



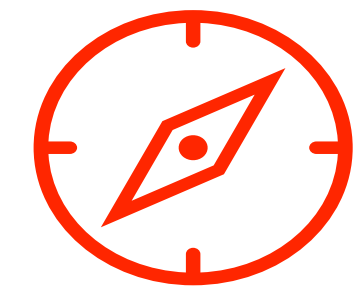
## WORK



Acknowledge  
Progress



Identify the  
Beneficiaries of the  
Labor



## LEADERSHIP



Try the Feedback  
Formula

Visit **POLLEV.COM/LIVEPOLL** to  
submit questions and vote.







A “This is always how  
we’ve done it” mindset is...  
a slippery slope to  
irrelevance.

---

Prioritize **WHY**  
over the **WAY**



# THANK YOU

**Slides?  
Or explore  
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with Ryan?**



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