



NAVIGATING A SUCCESSFUL MULTIGENERATIONAL WORKFORCE

The need for: Empathy, Coaching, Communication

Leonidas Alexandrou | High Performance Trainer

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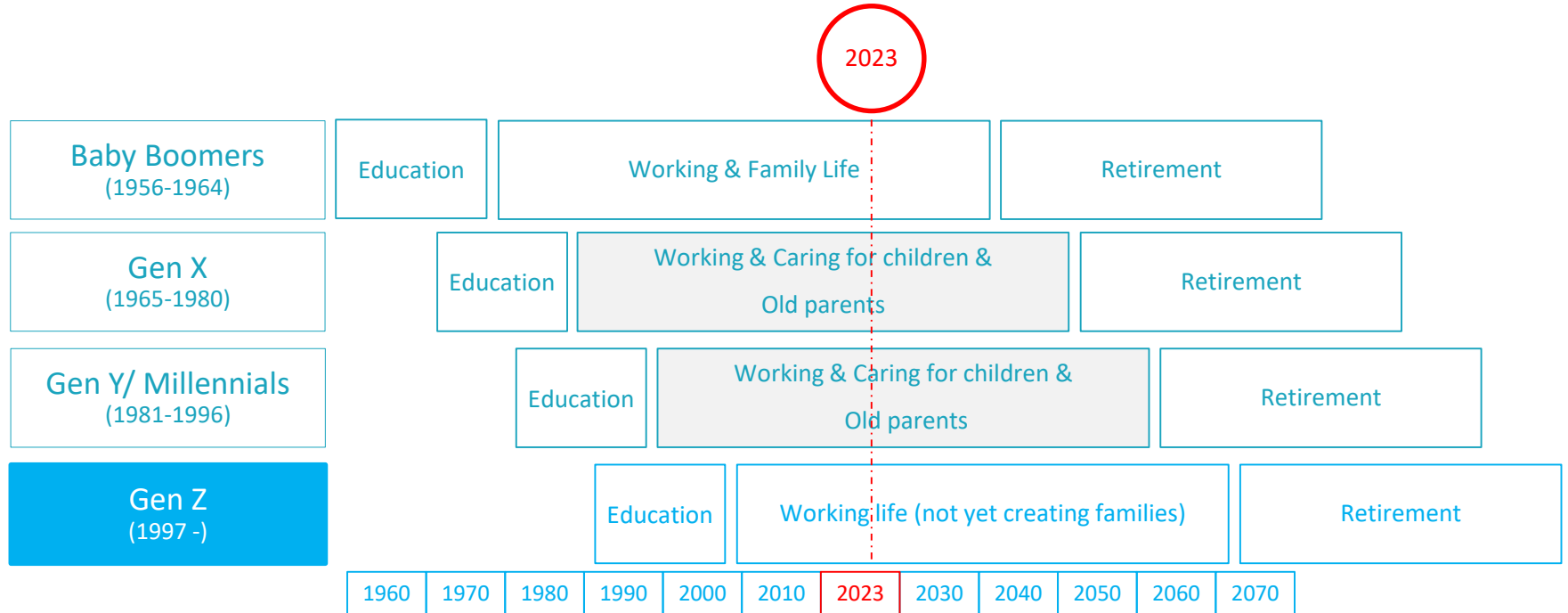
**WHY DO ORGANISATIONS TODAY NEED
TO TACKLE THE CHALLENGE OF A
MULTIGEN WORKFORCE?**



THE STATUS QUO

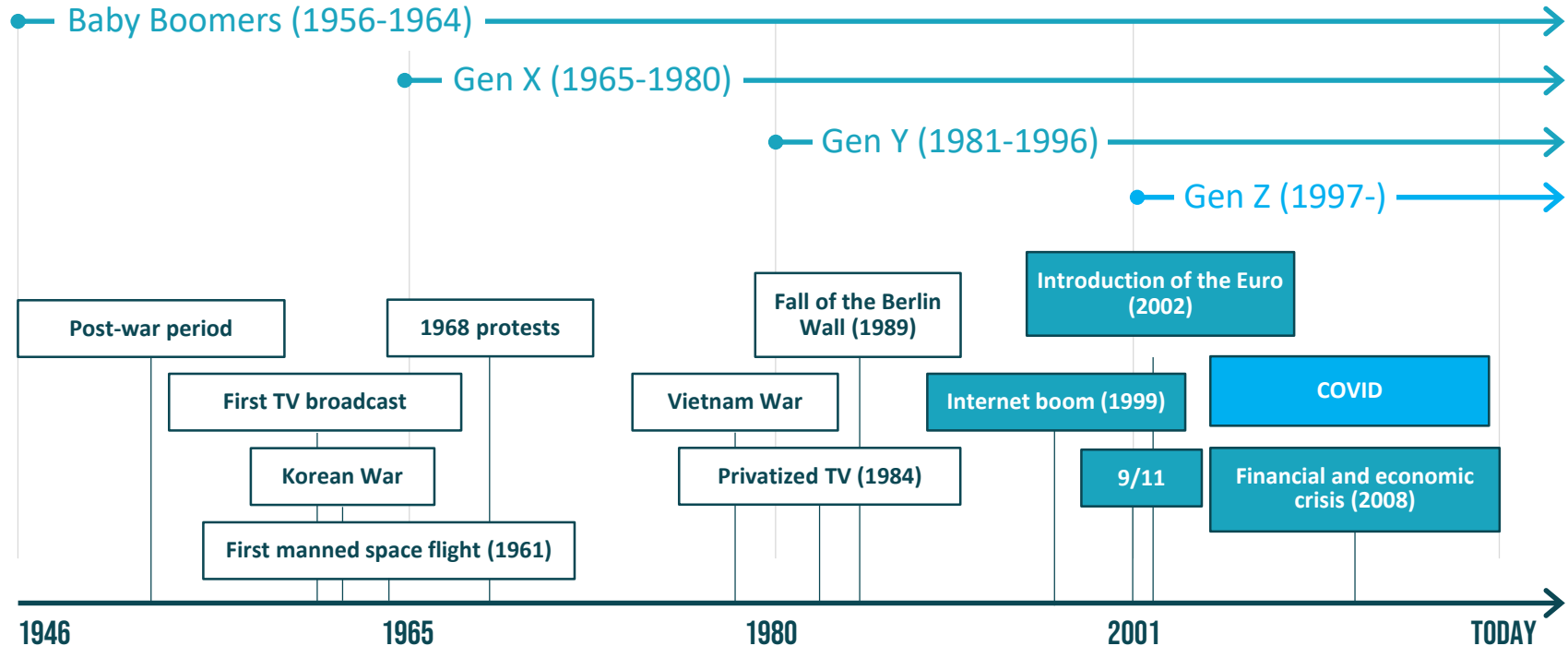
DIFFERENT GENERATIONS IN THE WORKFORCE

Empathy, Coaching, Communication



THE GENERATIONS AND THEIR FORMATIVE EVENTS

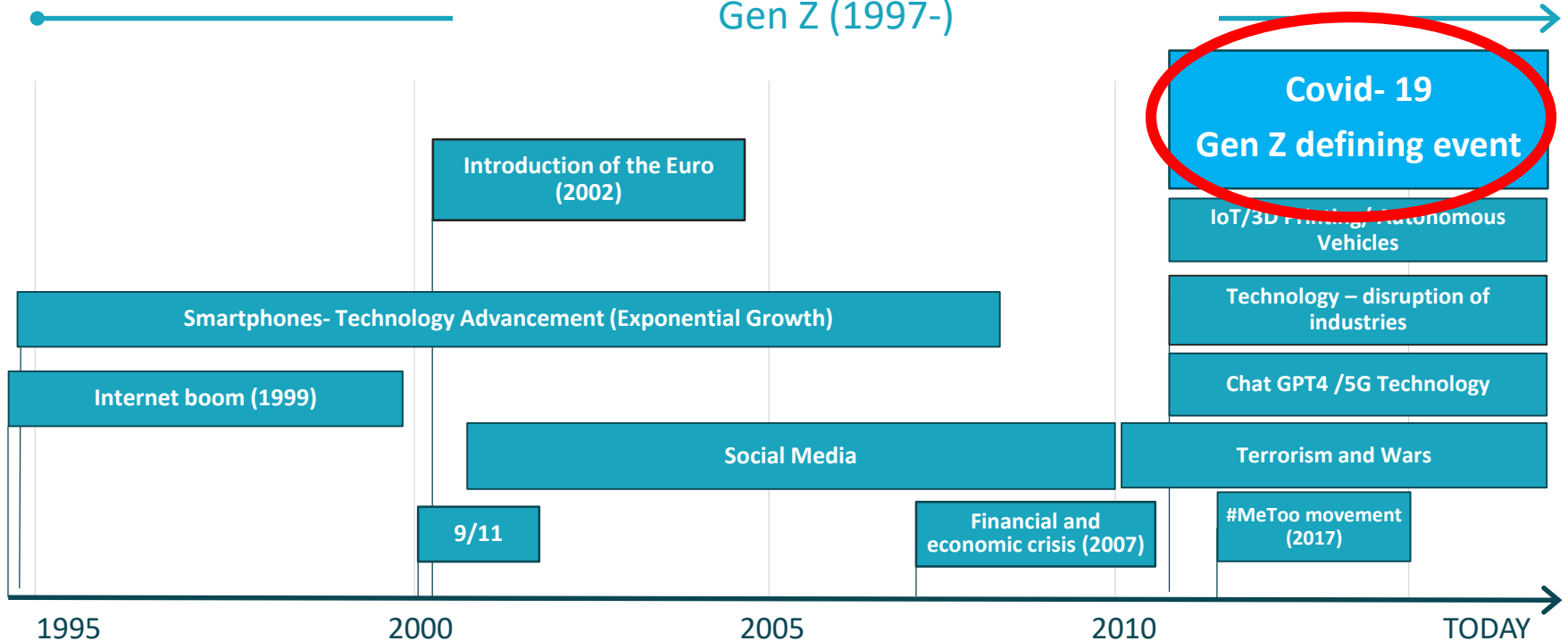
Empathy, Coaching, Communication



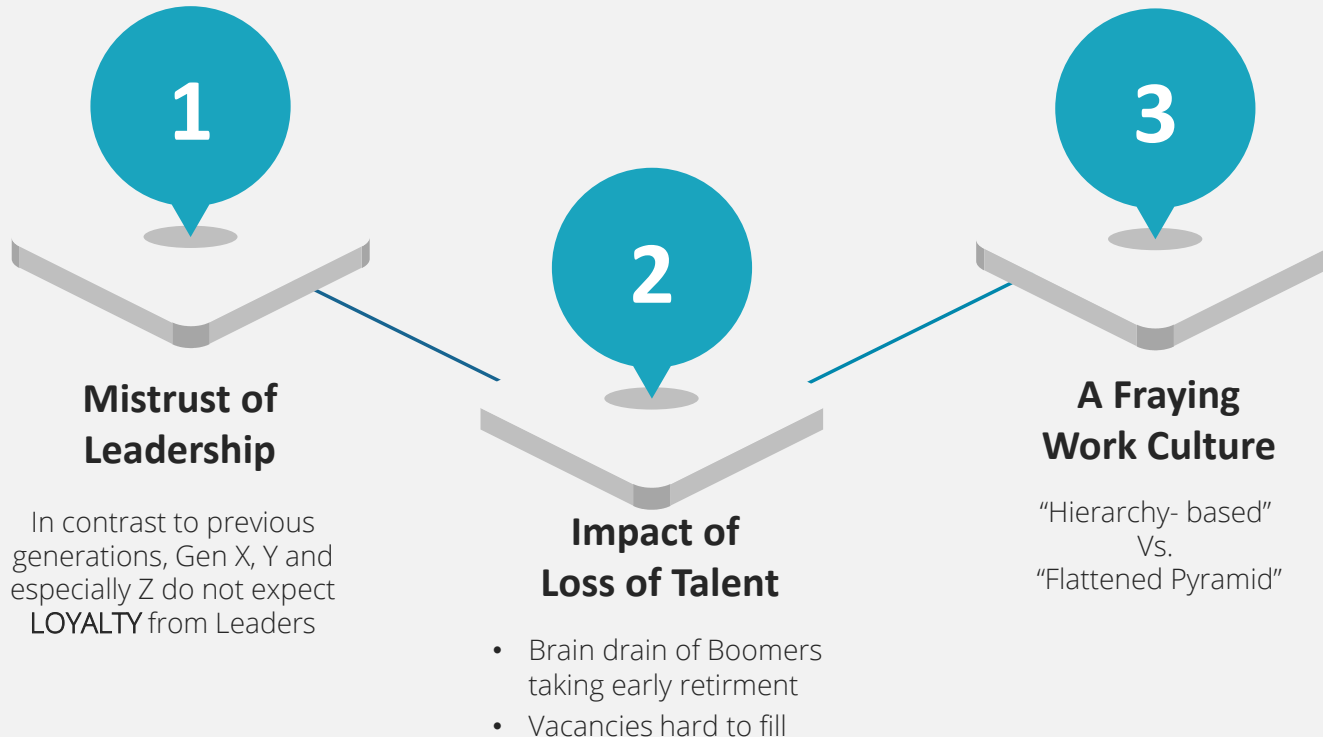
EVENTS THAT SHAPED GEN Z

Empathy, Coaching, Communication

Gen Z (1997-)



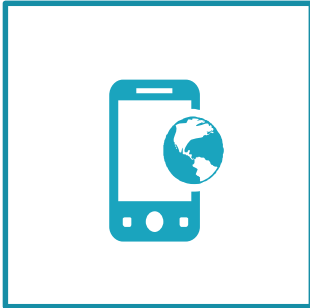
DISRUPTION ON THREE KEY LEVELS



MISTRUST OF LEADERSHIP



WHY GEN Z MISTRUST LEADERSHIP



ACCESS TO INFORMATION

Gen Z don't rely on authority figures to provide information.

They trust what THEY Discover & Share



HIGHLY DIVERSE GENERATION

Less likely to trust leadership that does not reflect their values or understand their experiences

“Walking the talk”



CAME OF AGE AT PEAK DISRUPTION

Financial crisis, impact of social media, climate change & COVID-19.

Existential Fear



VALUES AUTHENTICITY & TRANSPARENCY

Gen Z are less likely to trust leaders who are perceived as being insincere or dishonest.

Transparency is particularly important

A man in a dark suit, light blue shirt, and dark tie is smiling and looking upwards. He is holding a silver laptop in his left hand and has his right hand on the handle of a glass door. The background is a bright, modern office interior with large windows. A blue gradient overlay covers the right side of the image.

IMPACT OF LOSS OF TALENT

A TRINITY DRIVING TALENT LOSS



ONGOING BOOMERS BRAIN DRAIN

Reverse mentoring relationships



GEN Z STRUGGLES TO DEVELOP KEY SKILLS

Without reverse mentoring its more challenging for Gen Z



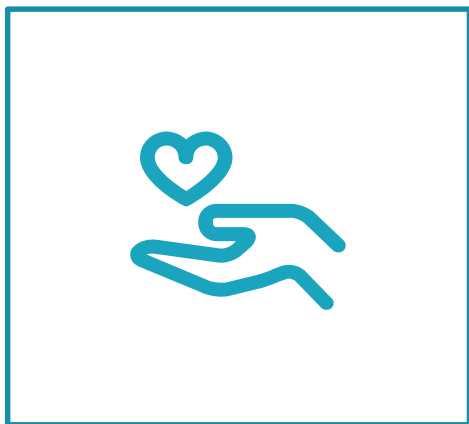
ORGS UNREADY TO MITIGATE EFFECTS

Insufficient mentorship = Ineffective strategies for attracting and retaining younger workers

A FRAYING WORK CULTURE



THREE DRIVERS OF CONFLICT



MULTI-GEN VALUES CLASH

What the Boomers and Xers view as lack of drive & loyalty, Millennials and Gen Z view as adapting to diminished opportunities for upward mobility.



MID-MANAGERS BURNING OUT

Holding the center between senior management and frontline employees are mid and newly promoted managers who are under supreme pressure from all sides.



INADEQUATE COMMUNICATION

The messaging norms and etiquette of older gens are not familiar to younger recruits (Gen Z) who have their own tech-shaped communication preferences.

**RESPONDING TO THE CHALLENGE OF
A FRAYING WORK CULTURE
SOLVES THE PROBLEM OF
MISTRUST OF LEADERSHIP
& LOSS OF TALENT**

EXPECTATIONS FROM EMPLOYERS

Empathy, Coaching, Communication

BABY BOOMER

Payment & Social security

Hard work as something to be respected

Equating authority with experience

Competitiveness & Commitment to employers

Above and beyond in the workplace

GENERATION X

Particularly sought-after: childcare subsidies

Clear separation of work and private life

Entrepreneurial, educated and independent thinkers.

Value diversity, challenges, and responsibility.

Enjoy creative input and resourceful.

Embrace technology and social media.

WHAT DO EMPLOYEES OF
DIFFERENT GENERATIONS
EXPECT FROM THEIR
EMPLOYER?

GENERATION Y / MILLENNIALS

Majority are willing to forgo a higher salary for stability of income

Way down by debts

Technology dependent / Expect collaboration

Interest in new work models and flexible working hours

Healthy work atmosphere and respect

GENERATION Z

- Investment in their ongoing development
- Being recognized and appreciated
- Most vulnerable to burn-out
- Need mental health support
- They differ public and private life
- Work that is engaging and meaningful
- Flexibility and new work models
- Work and private life take place simultaneously

EXPECTATIONS FROM EMPLOYERS

Empathy, Coaching, Communication

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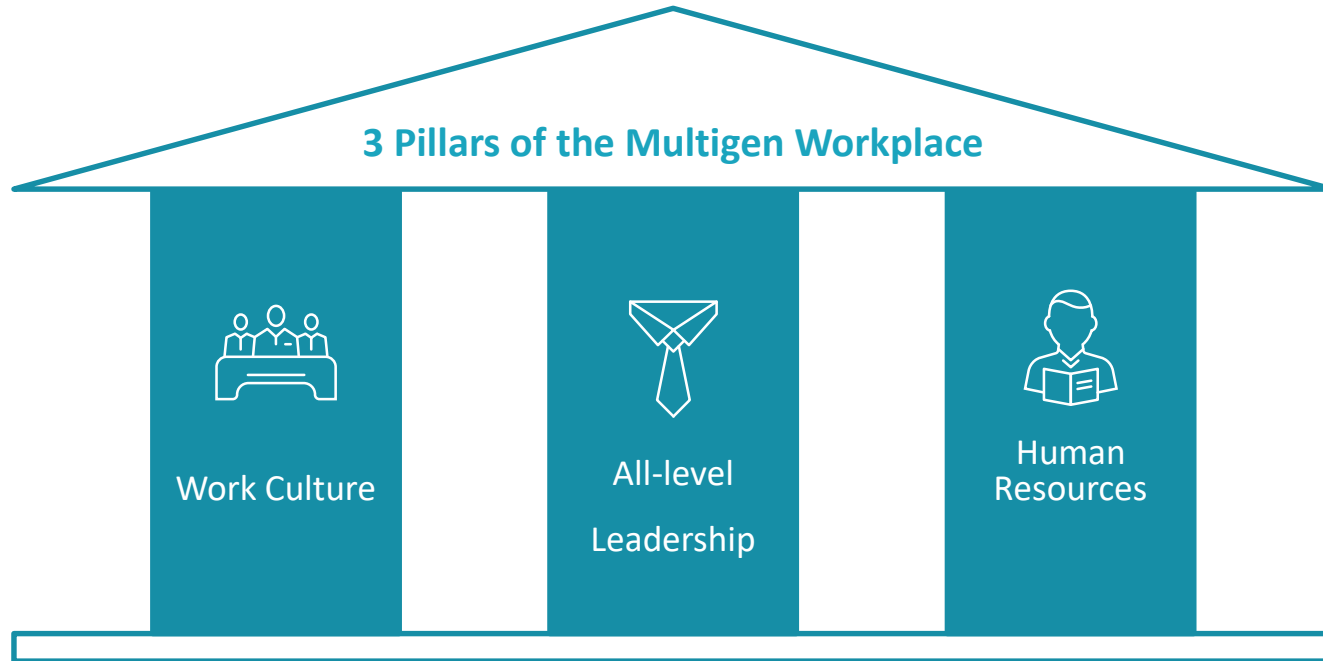
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GEN Z: NO EXPERIENCE OF PRE-INTERNET LIFE

WHAT IS THE SOLUTION ?

BRINGING ALL THE AGE GROUPS TOGETHER



CORPORATE CULTURE

Empathy, Coaching, Communication

VALUES AND NORMS

Ways of thinking that shape how all employees behave.

MISSION STATEMENT

Example: “Valuing the abilities of all generations.”

ALL-GEN ALIGNMENT

Investment in all Gen buy in of corporate culture.

ENCOURAGE FLEXIBILITY

Flexible work arrangements - employees to balance work and personal life. (CARE)



MAKE THE WORKPLACE MORE EMPATHETIC

Invest in much more coaching. Build empathy through reverse mentoring (i.e. **Time Capsule Method**)

ACTIVE ENGAGEMENT

Addressing values, taboos, myths and stigmas.

FOSTER A CULTURE OF INCLUSIVITY AND RESPECT

Create a culture where everyone feels valued and respected regardless of their age, gender, race, or background.

TIME CAPSULE METHOD

CREATE THE ENVIRONMENT TO EXCHANGE AND
ESTABLISH EACH GENERATIONS' OUTLOOK.

BUILD EMPATHY THROUGH REVERSE
MENTORING AND COACHING

LEADERSHIP

Empathy, Coaching, Communication

A POSITIVE ATTITUDE

Accept all generations

ENCOURAGE POTENTIAL

Recognizing each individual's abilities
and address them specifically

SELF-REFLECTION

Understand one's
own aging process



CAREER PATHS

Create non- traditional, deeper and
extensive career pathways

SATISFACTION

This change will satisfy all generations desire
for development

CREATE A “JUNGLE GYM”

Instead of climbing the “ladder” create a
structure where talent of all ages specially
Gen Z can explore and experience work roles
in every direction across, up and down

LADDER ≠ JUNGLE GYM

A METAPHOR THAT ENCOURAGES
ALL GENS TO DESIGN THEIR CAREERS WITH
FLEXIBILITY, OPENNESS, AND A WILLINGNESS TO
TAKE RISKS AND TRY NEW THINGS.

HUMAN RESOURCES DEVELOPMENT

Empathy, Coaching, Communication

DEVELOP A MULTIGENERATIONAL WORKFORCE STRATEGY

Create a strategy that recognizes the unique strengths and needs of each generation and finds ways to leverage these differences to drive business success

CONTINUOUS EDUCATION

An integral part of HR development for every employee, regardless of age.

RECOGNIZE AND REWARD EMPLOYEES

Celebrate the achievements of employees from all generations. Create recognition programs that reward employees for their contributions to the organization.



**HUMAN RESOURCES
DEVELOPMENT**

INVEST IN “FLATTENING THE PYRAMID”

Gen Z is brought up with minimal deference for hierarchical authority.

MOVEMENTS AROUND THE WORLD

China: “Lying flat” & “Let it Rot”. Crisis of ambition among the Gen Z because they don’t believe upward mobility is truly possible and the planet is in crisis so the future is VERY UNCERTAIN.

AGE-APPROPRIATE LEARNING METHODS

These are particularly important for new technology and advanced training.

INVEST IN “FLATTENING THE PYRAMID”

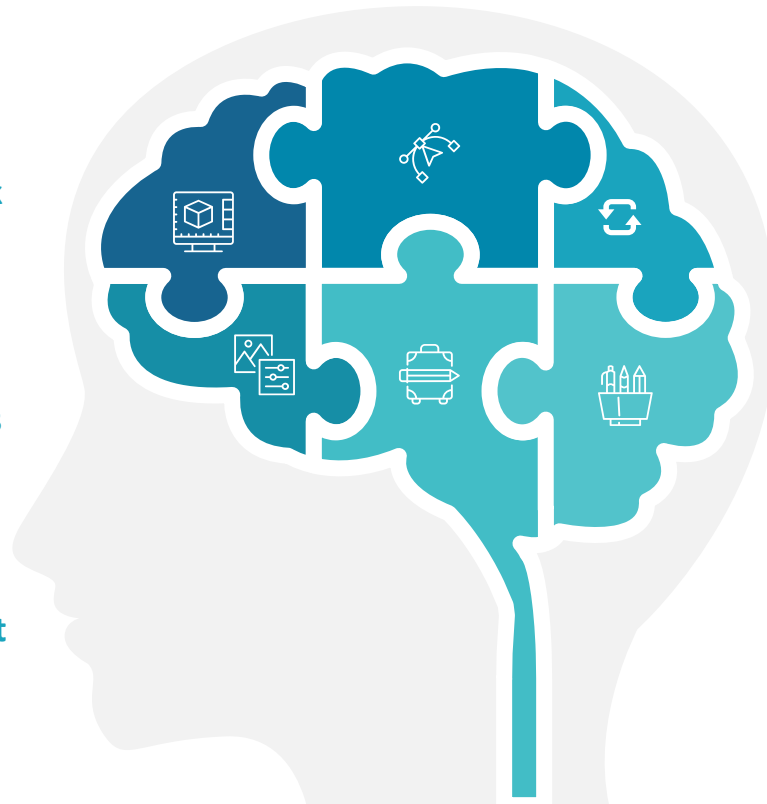
GEN Z HAS GROWN UP WITHOUT OLDER GENERATIONS' DEFERENCE FOR AUTHORITY, SO THE STRUCTURE OF THE WORKPLACE SHOULD BE MADE FLATTER TO ENCOURAGE THEIR FEELING OF BELONGING.

HOW GEN Z THRIVE IN WORKPLACE

Purposeful Work

Flexible Work Arrangements

A Culture of Inclusivity & Respect



Flatter Org Structures

Personalized Career Development

**Investment in Continuous
Training & Feedback**

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**WHY DO ORGANISATIONS TODAY NEED
TO TACKLE THE CHALLENGE OF A
MULTIGEN WORKFORCE?**

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TREATING AGE-RELATED DIVERSITY

AS AN ASSET ENSURES

BUSINESS SUSTAINABILITY

THANK YOU