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# How to Successfully Work Together Across Generations When Apart

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# TODAY

- ✓ **Why this conversation matters**
- ✓ **Definitions & numbers**
- ✓ **Generations in today's work world**
- ✓ **Now what?**

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1997 – 2012

# GEN Z

- 9 years old – 25 years old
- Digital natives; mobile-first
- COVID:
  - Graduating high school/college
  - Likely to be living with family and/or roommates
  - When it comes to work:
    - **45%** decreased hours
    - **37%** furloughed
    - **32%** shift in job focus
    - **25%** salary/wage cut





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1981 – 1996

## MILLENNIALS

- 26 years old – 41 years old
- Internet explosion, Afghan War/9/11
- COVID:
  - Balancing young kids at home
  - Large portion of the workforce's middle managers (most demanding workloads, particularly those who operate as contributors as well)
  - 43% said their emergency savings is less in 2022 than start of pandemic, with 54% of younger millennials (26–32) citing a decline in savings





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1965 – 1980

## GEN X

- 42 years old – 57 years old
- Computer revolution, Desert Storm/Afghan War/9/11
- COVID:
  - Many still balancing young kids at home
  - Large portion of the workforce's middle/senior managers
  - 54% report deep concerns about contracting COVID, the highest of any generation
  - 18% lost their jobs during the pandemic
  - Sandwiched between caring for their own kids and their aging parents



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1955 – 1964

## BOOMERS II

- 58 years old – 67 years old
- Television expanded, Desert Storm
- COVID:
  - Older kids at home or empty nesters
  - Late in career, more seniority in role
  - Many have more ideal home office setups or authority to choose to come in office prior to official openings
  - Only 16% report COVID had an extreme or very negative impact on financial security



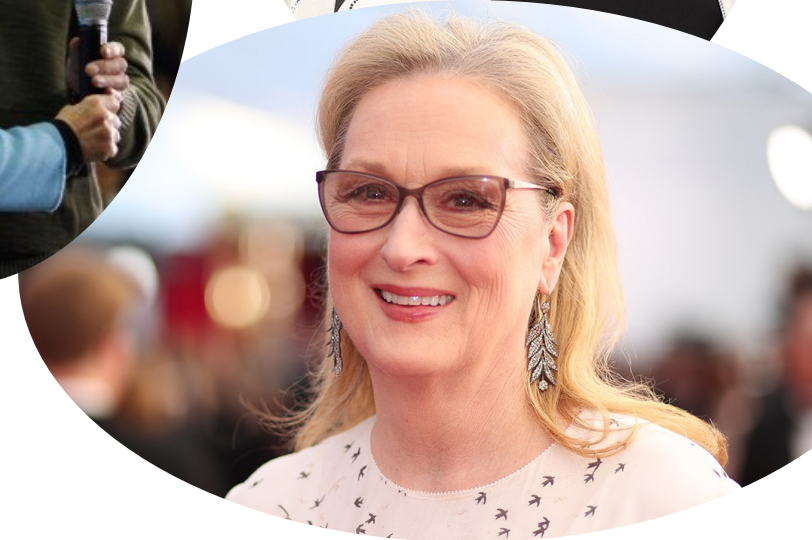


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1946 – 1954

## BOOMERS I

- 68 years old – 76 years old
- Television expanded, Vietnam War
- COVID:
  - Late in career, more seniority in role
  - No kids at home
  - Many have more ideal home office setups or authority to choose to come in office prior to official openings
  - Higher risk for severe illness and 80% of COVID deaths are among boomers



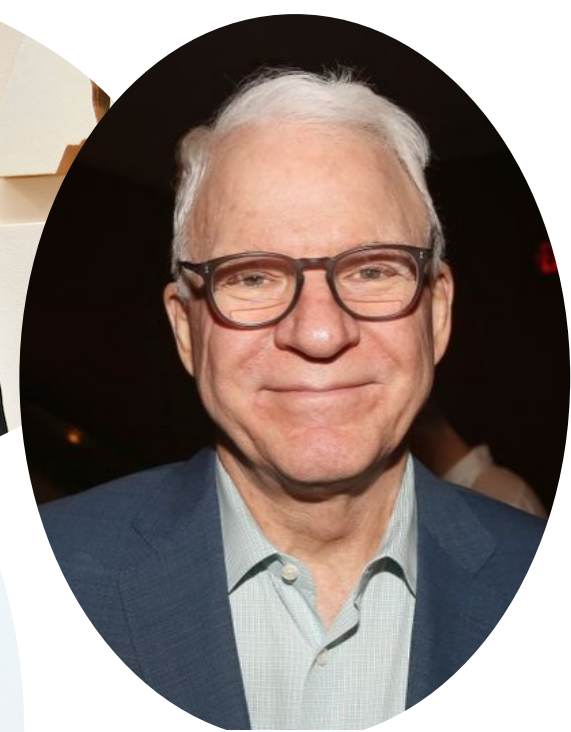


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1928 – 1945

## Post War

- 77 years old – 94 years old
- Korean War, Great Depression
- COVID:
  - More financially secure
  - Many are retired and weren't threatened by loss of job
  - Higher risk for severe illness and 80% of COVID deaths are among boomers



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**12%** of workers want to return to the office full-time (Slack)

Gen Z is **17%** more likely than other generations to apply for a remote job; Boomers are 15% more likely (LinkedIn)

**60%** of Gen Z between ages 18-25 claim to be “merely surviving or flat-out struggling” (Microsoft, Adobe)

## What does it all mean?

**51%** of Millennials and Gen Z workers want to remain working from home the bulk of the time (Citrix)

**40%** of college students/recent grads would prefer fully in-person work (Generation Lab)

**30%** of Gen Z want to stay remote full time, while **34%** said they were “more productive/engaged while working from the office.” (Ten Spot)

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# MYTH BUSTERS

## Fact or Fiction?

- Older generations want people in the office, younger generations want to be fully remote free spirits.



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# MYTH BUSTERS

## Fact or Fiction?

- Older generations/managers want people in the office, younger generations want to be fully remote free spirits.
- Millennial/Gen Z are the most adept for this virtual work world.
- Gen X's pessimism hurts them in the workplace and makes it hard to relate to other generations.

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# HOW ARE GENERATIONS SHOWING UP IN TODAY'S WORK WORLD?



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## COMMUNICATIONS

The tools used, processes followed and norms around interacting and information sharing throughout your workforce.

- Assume positive intent. Ask for clarification.
- Set expectations around communications. Train (and retrain) the basics!
- Be mindful of meeting expectations/requirements.

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## ENGAGEMENT & WELLBEING

The level of employee involvement, enthusiasm and commitment to their work and workplace. The ability to set boundaries around work and personal life, develop one's career and maintain overall health.

- Flexibility means different things to different people, and the desire for/type of flexibility may evolve through life stages.
- Recognize a range in development needs, but don't ignore development desires.
- Align on boundaries.

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## OPERATIONS

The “rules and tools” (i.e., policies/procedures and technology/platforms) that harness employees’ energy and efforts to drive the organization.

- Identify where any groups may still feel under-equipped with tools/technology or their home office setup in general.
- Train all groups on required tools and technology; anticipate some to adapt quicker than others and provide additional training where needed.



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## MANAGER DEVELOPMENT

Managers directly impact employee engagement and performance. Remote/hybrid managers need environment-specific upskilling as well as ongoing coaching and retraining as the workforce evolves.

- This is an exceptionally challenging time to be a manager with five+ generations in the workforce and a rapidly evolving landscape (they too are navigating).
- Burnout is a serious threat to middle managers.
- Managers need both generational *and* individual people awareness.

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## CULTURE

Core values and shared norms that develop within a work environment.

- The health and success (or lack there of) of all other elements impacts culture.
- Be mindful of how respect may be shown and perceived to be earned by varying generations.

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# **SOLUTIONS**

## **Short-term/ Start today**

- **Open lines of communication**
- **Don't assume**

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## **SOLUTIONS**

### **Long-term**

- **Conduct an internal audit/review your data**
- **Train (and retrain) your managers**
- **Understand and emphasize individuals' strengths › generational norms**

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Executive Director of NACE

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Putnam, CEO of Motion Infusion

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