

Breakfast Briefing:

Effectively managing a multi-generational workforce

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Agenda

- 01** Leadership across generations
- 02** What defines a generation?
- 03** The 4 Generations
- 04** Core values and Characteristics
- 05** Zooming in on Gen Z

Leadership across generations



- The workforce has diversified over the past several decades and will continue to do so.
- Our workforce is getting more age diversified
- We need to respect diversity in the workplace
- Assumption that differences between generations causes workplace conflict and dissatisfaction (*King et al., 2011*)
- Top 2022 Workforce Trends (*Emeritus, December 2021; Forbes, January 2022*)
 - *Employee retention*
 - *Remote and hybrid work*
 - *A focus on skills over jobs*
 - *Soft skill development*
 - *Emphasis on continued employee growth*
 - *Match of company and personal values*

What defines a Generation?

A generation is defined as:

“all of the people born and living at about the same time, regarded collectively.”

It can also be described as:

“the average period, generally considered to be about 20-30 years, during which children are born and grow up, become adults and begin to have children.”

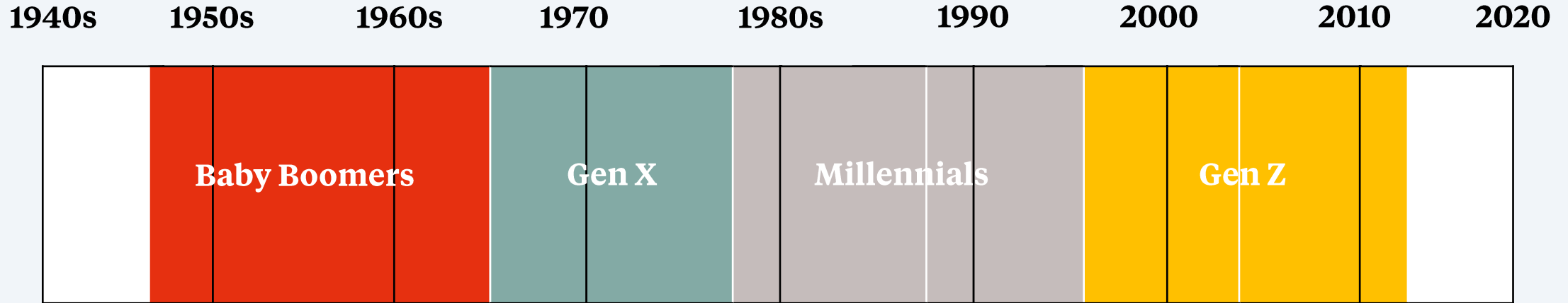
The term generation is also often used in the social sciences to mean:

“a delineated population who experience the same significant events within a given period of time.”

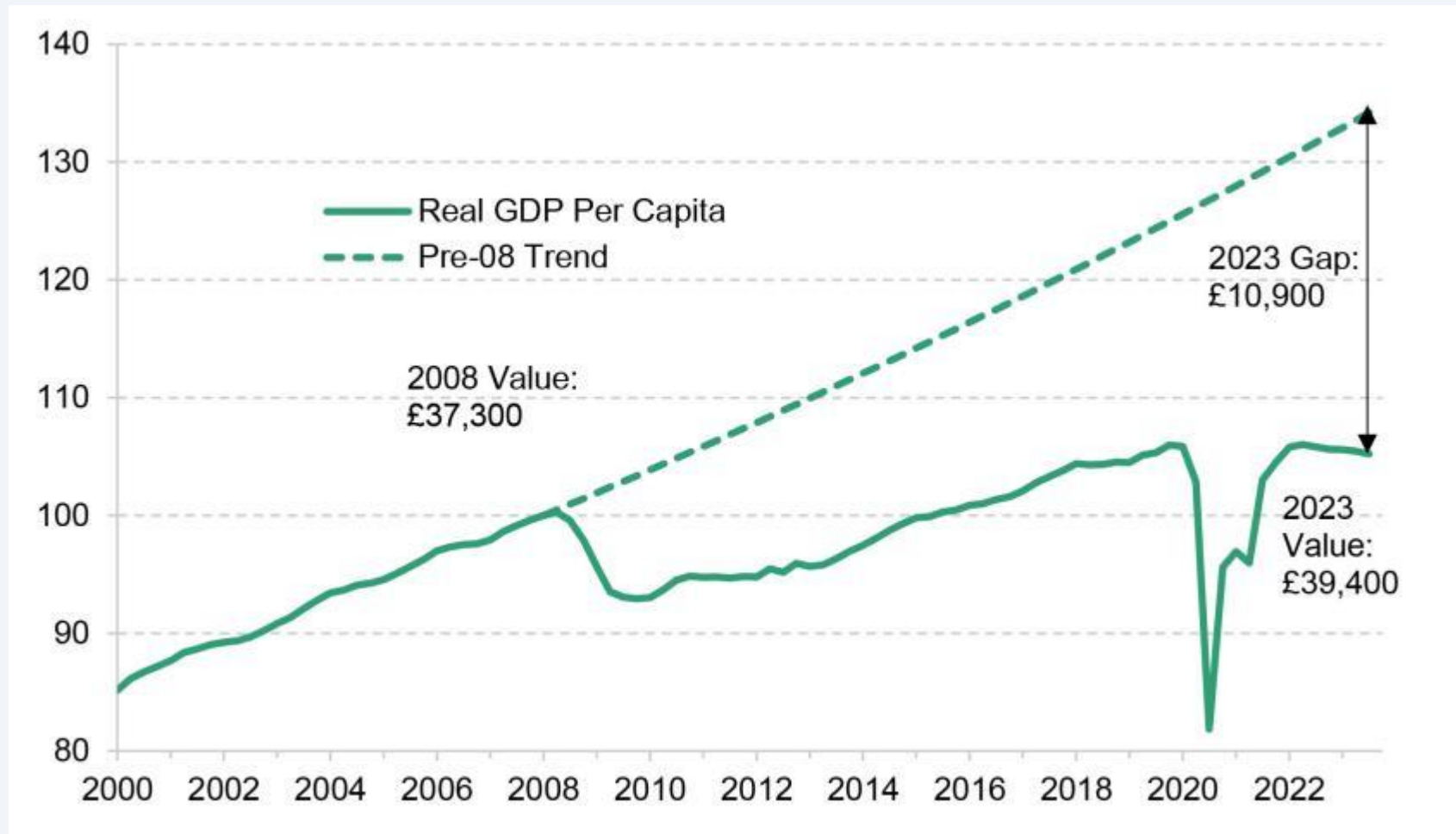
The 4 Generations



Generations In & Entering the Workforce up until 2012

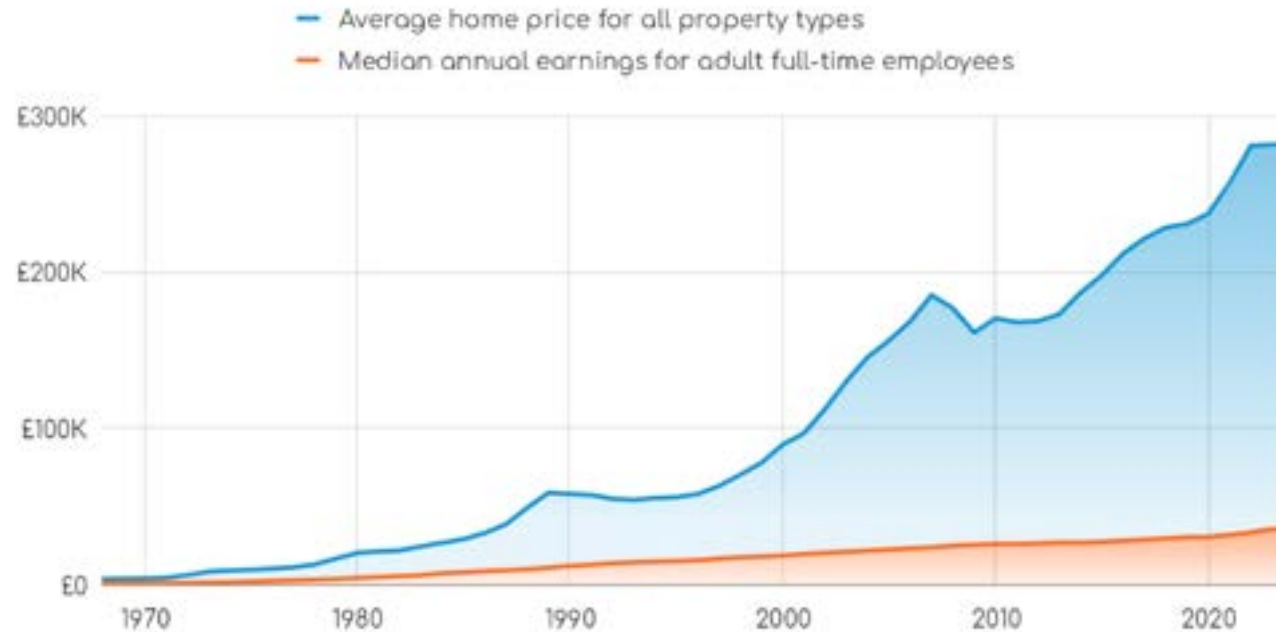


The Economic Backdrop



The Economic Backdrop

Change in home prices and annual earnings
from 1968 to 2024 in the United Kingdom



Data Sources: HM Land Registry, Office for National Statistics,
Bank of England, StatsWales

Core values and Characteristics



Baby Boomers

1946—64

- Formal
- Follow protocol
- Social
- Politically Sensitive
- Idealistic
- Individualistic
- Engaged
- Respect and Appreciation
- Work ethic
- Team player

Generation X

1965–80

- Fast paced
- Independent
- Loyal to leader
- Value personal time
- Challenge status quo/question authority
- Time a currency equivalent to money
- Work/Life balance
- Have adapted to technology
- “Prove it to me”

Millennials \ Gen Y

1981—1996

- Task orientated
- Tech savvy
- Expect attention
- Impatient
- Need leadership
- Think 'digital'
- View their generation as 'problem solvers'
- Time = currency
- Success driven
- Optimistic

Getting along with Millennials/Gen Y...

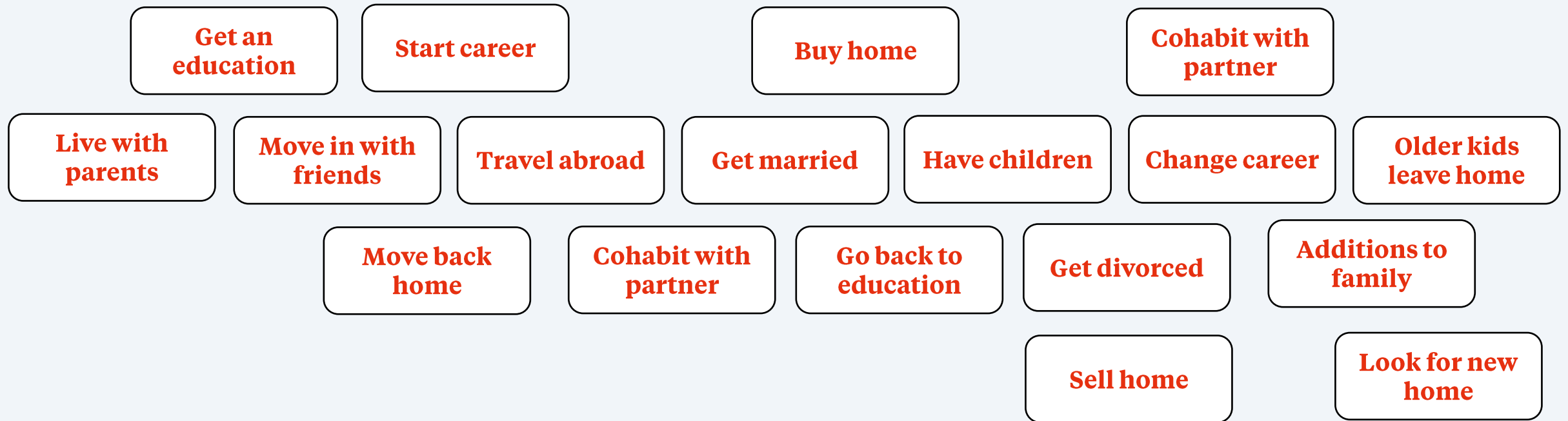


- Challenge them
- Give the big picture
- Collaborate with them
- Value their opinion
- Provide timely/frequent feedback
- Lighten up
- Allow flexibility
- Be inclusive

Traditional linear life stage trajectory



Possible Millennial/Gen Z trajectories



Zooming in on Gen Z



Generation Z

1996—2012

- Gen Z is the most diverse generation yet, with the most inclusive views and expectations
- COVID-19 has impacted Gen Z's education and entry into the workforce — remote working
- Gen Z are true digital natives
- Gen Z are passionate about solving the world's wrongs
- Most inclined to protect the planet, attracted to the argument their ancestors have ruined it
- Most financially endowed generation in history

Understanding Gen Z in the workplace

In the workplace, Gen Z is often:

- More cautious
- More independent
- Competitive
- Tech savvy
- Expecting authenticity, feedback and respect
- Looking for how they can make a direct impact
- Maintaining boundaries between professional and personal lives
- Seeking new opportunities within organizations
- Breaking boundaries, with emphasis on skills and character than professional appearance
- Focused on Diversity, not just race and gender but identity and orientation

Understanding Gen Z in the workplace

- Their Finances are different
- Their living circumstances are different
- Their attitudes to work and life are different.
- Other generations may not be aware of this.

How can we retain Gen Z talent

- Double down on flexibility
- Alignment with values (e.g. Diversity and Inclusion, Mental Health and Wellness etc)
- Prioritise the onboarding process
- Focus on Learning and Growth
- Help develop their careers
- Don't generalise — take a personal approach

“ *I don't define myself by my work*

“ *Quality of life and work life balance is paramount*



“ *I don't want to be like you!* ”

“ *What have you done for me lately?* ”



What do 4G have in common?

Generations have more in **COMMON** than we realise:

- Personal values
- Family
- Integrity
- Achievement
- Love
- Competence
- Happiness
- Being flexible
- Independence

The difference is how different generations **ACT** on these values, not the values themselves.

How can we reconcile this in a work environment?

- Reverse mentoring
- Diverse teams
- Increased empathy
- Provide personal satisfaction
- Provide meaningful work
- Give a clear sense of purpose
- Balance between work and life

Thank you.
Let's discuss...



Talking Points

- Different communication styles
- Attitudes towards hierarchy
- Differing work expectations and motivation
- Technology adoption
- Workplace flexibility v stability
- Mental health and work-life balance prioritisation
- Knowledge transfer and mentorship
- Perceptions of job loyalty



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Acting as an extension of your team, we provide flexible, bespoke support to meet your specific needs and will support you as you prepare for the upcoming changes.

Contact our HR Consultancy Team:



Amy Beecham
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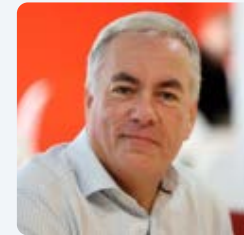
Upcoming
Events



Free face-to-face event

Mental Health Issues & Employers' duties under the Equality Act 2010

Speakers:



Richard Thomas
Partner



Evie Williams
Solicitor

Tuesday 25th March
9:30am – 11:30am

Capital Law, Capital
Building, Tyndall Street,
Cardiff, CF10 4AZ





Breakfast Briefing:
**Business Immigration and
Labour's skills policy update**

**Tuesday 22nd April
9:00am – 10:00am**



Get in touch



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