Multi-Generational Impacts on the Workplace

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Gloria Cordes Larson
Center for Women
and Business

About the Gloria Cordes Larson Center for Women and Business (CWB)

Advancing women and workplace diversity, equity, and inclusion.

The CWB provides thought leadership and training on critical diversity, equity, and inclusion issues. CWB facilitators lead hundreds of sessions with businesses worldwide, providing knowledge and tools to foster inclusive organizations.

Our dynamic programs focusing on workplace inclusion range from strategic sessions for senior leaders to hands-on workshops for emerging professionals. Topics include:

- Corporate Culture, Unconscious Bias, and Inclusive Leadership
- Allyship, including Men in Partnership to Advance Women
- Building Confidence and Overcoming Unseen Barriers
- The Role of Courageous Conversations
- Mentorship, Sponsorship, and Networks
- Talent Pipeline Issues from Entry Level to the Boardroom

- The Impact of Intersectionality
- Authentic Leadership and Team Development
- Effective Negotiations
- Workplace Flex and Parental Leave
- Taking Employee Resource Groups to the Next Level
- Developing Diversity and Inclusion Metrics
- The Multigenerational Workforce—Issues and Impacts

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About This Report

The Gloria Cordes Larson Center for Women and Business (CWB) at Bentley University has compiled this report based on a literature review and synthesis of current practical research and media coverage on the five generations in the U.S. workforce. What are the traits and values that define each generation, including key differences and similarities? How do the formative influences of each generation impact their career approach, and what are the consequences of inaccurate stereotyping?

This report also looks at the perspective of Millennial women, explores the challenges of the multigenerational professional landscape, and offers advice for employers looking to strategically engage and support a diverse employee workforce.

THE GENERATIONS DEFINED

Today's workforce is comprised of five distinct generations, each with defining characteristics, values and attitudes shaped by the formative events of their time. Note that the "Greatest Generation" is retired and no longer in the workforce.

The Silent Generation
Born 1928 - 1945
Age 71 - 89

2%
of the U.S. Labor Force[1]

- The Silent Generation is also known as the "Traditionalists" and the World War II Generation.

- Most were children during World War II and regard it as their most formative experience.[2]

- Raised in disciplined, nuclear families, Silents typically embrace a strong sense of loyalty to their family, community, and country, and are committed team members and collaborators.[3&4]

Generation X
Born 1965 - 1980
Age 37 - 52

34%
of the U.S. Labor Force[10]

- This generation's landmarks include the energy crisis, Watergate, the AIDs epidemic, Chernobyl, and the fall of the Berlin Wall.[11]

- Although Gen Xers are not as widely studied as Boomers or Millennials, research demonstrates that they tend to be more independent, adaptable, and technically savvy, than prior generations.[12]

- Credited with creating the concept of work-life balance, Gen Xers are likely to question authority and place a lower priority on work.[13]

The Baby Boomers
Born 1946 - 1964
Age 53 - 70

29%
of the U.S. Labor Force[5]

- Until recently Baby Boomers boasted the largest generational representation in the workplace.[6]

- Their childhood was marked by the moon landing, the civil rights movement, President Kennedy's assassination, the Vietnam War, Woodstock, and the women's liberation movement.[7]

- They are known as the hardest working generation, often prioritizing work over personal life.[8]

- Due largely to the decline of many Boomers' wealth in the 2008 recession, members of this generation are working later in life than expected.[9]

Millennials
Born 1981 - 1998
Age 19 - 36

34%
of the U.S. Labor Force[14]

- Millennials are also known as "Generation Y."

- Considered the most educated and diverse generation, Millennials tend to be energetic, technically savvy and socially conscious.[15&16]

- This population's coming of age bore witness to the Columbine shootings, 9/11, Enron, Hurricane Katrina and — most influentially — the emergence of the Internet.[17]

- Millennials are on track to comprise 46 percent of the U.S. workforce by 2020, and 75 percent of the global workforce by 2025.[18&19]

Generation Z	Born 1999 - Present Age 0 - 18

- Gen Z is the youngest generation and is beginning to enter the workforce in internships and entry-level roles. Their arrival to the professional world will be felt, as they are expected to represent twenty percent of the workforce by 2019.[21]

1%

of the U.S. Labor Force[20]

- Gen Zs share many Millennial traits, but tend to be more entrepreneurial, cautious , and concerned with career stability after watching their parents struggle financially during the recession.[22&23]

- Gen Z is the first generation to grow up in a completely wireless world; these tech natives never knew a time without Facebook or smart phones.[24]

- Future employers can expect Gen Z employees to be hard working, ambitious, and innovative, with a desire to make a societal impact.[25]

The Evolving U.S. Workforce

As we write this report, Millennials are surpassing Boomers and Gen Xers as the largest generation of workers in the U.S. workforce. [See Figure 1] The number of Millennials in the workforce will continue to grow as Boomers retire and the last of the Millennials transitions from college into the labor force. Immigration will also contribute to the Millennial workforce. From 2010-2015, more than half of all new immigrant workers in the U.S. were Millennials.[26]

Figure 1

U.S. Labor Force by Generation, 1995-2015
In millions
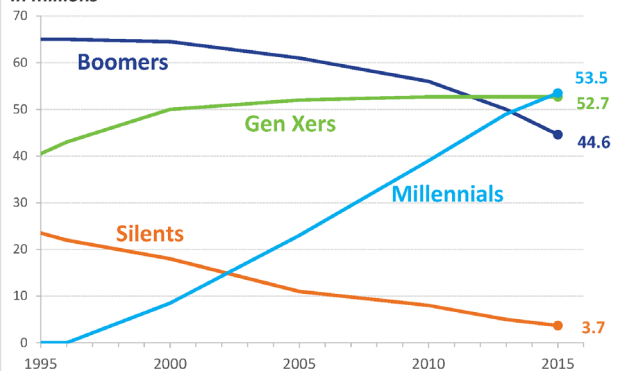
Note: Annual averages plotted 1995-2014. For 2015, the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015. Source: Pew Research Center tabulations of monthly 1991-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS).

GENERATIONAL DIFFERENCES AND SIMILARITIES

In this section, we examine the generational profiles, differences, and similarities in more depth. Points of focus include formative influences, motivations and values, workplace loyalty, work style, and management preferences.

Work-Life Balance and Flexibility

When it comes to career attitude, generational perspectives both diverge and overlap. For instance:

■ As "children of The Great Depression generation," Silents are unique in considering work a privilege. Like later generations, however, they value flexibility in number of hours worked per week.[27]

■ Gen X's comparatively low prioritization of work established the concept of work-life balance.[28]

■ After watching their Boomer parents sacrifice personal time in favor of work, Millennials are more protective of their time outside of the office. [29] Like Silents, Millennials want leeway from employers in terms of how, when, and where they work.[30]
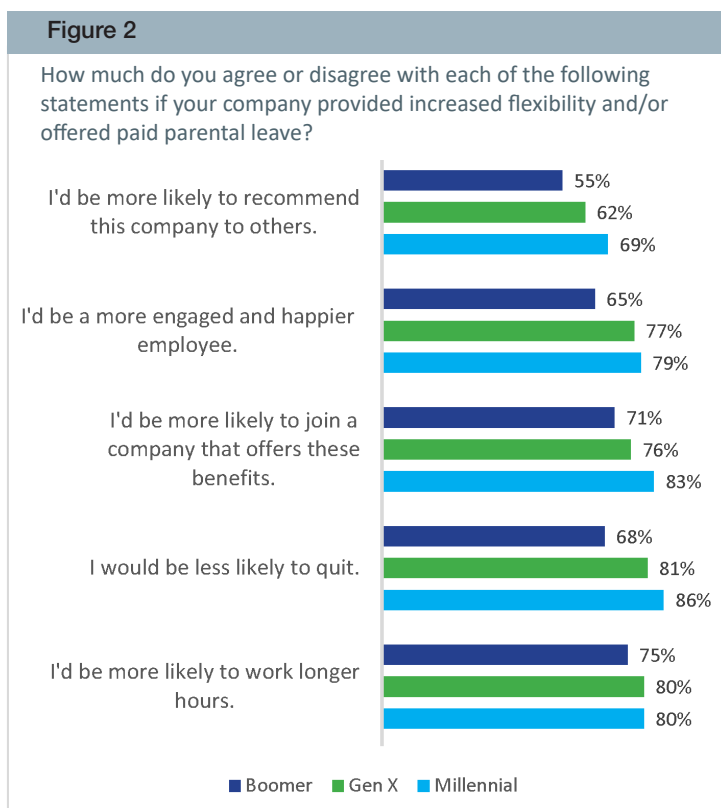
While there *are* differences in attitude towards work-life balance, they are not as pronounced as some literature implies. Research conducted by PwC reveals "widespread similarities" between its Millennial and non-Millennial employees' prioritization of work-life balance and workplace flexibility. The study reveals that employees across generations all want greater flexibility and "…a significant number of employees from all generations feel so strongly about wanting a flexible work schedule that they would be willing to give up pay and delay promotions in order to get it."[31]

Millennials lead the generations in the desire for workplace flexibility. According to EY's *Global Generations* study, this population globally is more

likely to say they want flexibility for childcare and paid parental leave. EY's statistics provide a clear explanation: U.S. Millennial employees are almost twice as likely to have a spouse/partner working at least full-time than Boomers (78 percent of Millennials versus 47 percent of Boomers).[32] Consequently, the predominant challenges identified by Millennial parents who are managers in the U.S. are:

■ "Finding time for me" (76 percent)

■ "Getting enough sleep" (67 percent)

■ "Managing personal and professional life" (67 percent)[33]

EY also found that Millennials value increased flexibility and paid parental leave more than other generations. As a result, the positive impact of these benefits on engagement and productivity are higher for Millennials. [See Figure 2]

Figure 2

How much do you agree or disagree with each of the following statements if your company provided increased flexibility and/or offered paid parental leave?

	Boomer	Gen X	Millennial
I'd be more likely to recommend this company to others.	55%	62%	69%
I'd be a more engaged and happier employee.	65%	77%	79%
I'd be more likely to join a company that offers these benefits.	71%	76%	83%
I would be less likely to quit.	68%	81%	86%
I'd be more likely to work longer hours.	75%	80%	80%

■ Boomer ■ Gen X ■ Millennial

Source: EY. *Global Generations: A Global Study on Work-Life Challenges Across Generations*. 2015. Page 21.

Values and Motivations

Boomers are often known to "live to work." While they largely rejected the conformity of the Silent generation, they did adopt their affinity for hard work. Boomers value team interaction, rank, prestige, and loyalty. Gen X entered the workforce with a "work to live" attitude, one which Millennials also embody.[34]

Like the Silent generation, Millennials are team-centric, patriotic, and family-oriented. As the first global-centric generation, this group has an increased appreciation for diversity and inclusion, and they expect their workplace to reflect their values of civic engagement and social responsibility.[35] Deloitte's 2016 Millennial Survey found that 56 percent of Millennials globally have ruled out working for a company on the basis of its values or standard of conduct.[36]

Millennials crave meaningful work and want to feel they are contributing to their organization's mission. Wanting more than a paycheck, they value work-life balance, flexibility, and the chance to help others. Further investigation finds that these values are largely shared across generations, and that perception of the differences in generational values is often skewed.[37]

A survey published by Harvard Business Review found that employees of all generations value meaningful work, yet "every generation perceived that the other generations are only in it for the money, don't work as hard, and do not care about meaning."[38]

Gen Z's upbringing amidst the recession, mounting student debt, and rising healthcare costs have naturally influenced what they value in a workplace. Like other generations, Gen Z wants work-life balance and opportunities for career advancement, but they may be slightly more jaded and financially-driven than Millennials.[39]

Loyalty/Longevity

Company loyalty is largely driven by employees' need for security, but not every generation defines security the same way. For Baby Boomers, *job* security is paramount. Gen Xers and Millennials, however, prioritize *career* security, and therefore value opportunities that will serve them in the long-term over finding a job and staying put.[40]

Millennials' more frequent job changes lead some to view this generation as lacking company loyalty, but they are just as committed to their jobs as previous generations.[41&42] Reasons for this trend:

- Millennials' frequent career changes reflect a shift in the definition of commitment, which "no longer encompasses making your job your only priority."[43]

- The perpetual search for the ideal fit and flexibility leads Millennials to change jobs more frequently.[44] They prioritize continuous professional development in order to cement future employability, and therefore view individual jobs as steps to personal growth, not destinations.[45]

- A 2015 EY study points out that Millennials are more likely than other generations to switch roles because of the economy. Insufficient wage growth is this generation's most common reason for quitting, suggesting their greater willingness to leave a less-than-ideal employment situation.[46] [See Figure 3]

Figure 3 - Top Reasons Millennials Quit Current Job	
Minimal wage growth	76%
Lack of opportunity to advance	74%
Excessive overtime hours	71%
A work environment that does not encourage teamwork	71%
A boss who doesn't allow you to work flexibly	69%

Source: Source: EY. *Global Generations: A Global Study on Work-Life Challenges Across Generations*. 2015. Page 13.

Management Preferences

When it comes to the workplace and views about management, the generations display understandable differences influenced by their formative experiences, including national and global events, economic factors, social dynamics, and perhaps their stage of life. Sometimes the differences are nuanced, and once again, there are surprising areas of agreement.

Boomers and Gen X bring a general distrust of authority to the workplace — a trait which most Millennials do not share.[47] Because Millennials were raised under such close parental supervision, they tend to place more faith in authority than Gen X, which had less parental supervision. Consequently, Millennials crave constant feedback and praise, which plays into their expectations of managers.[48]

Despite a desire for flexibility and autonomy, research shows that Millennials want more input and support from supervisors, and not via the online channels stereotypes suggest. They value face-to-face communication when it comes to discussions around career decisions and performance, which can be counterintuitive to employers who regard this group as electronic communicators.[49]

In a survey of PwC employees, 96 percent of Millennials indicated a preference for face-to-face communication regarding career plans and progress, and 95 percent of non-Millennials reported the same.[50]

Millennials prefer managers who get to know their personal and professional goals and provide collaborative guidance in a positive, structured way.[51] In fact, eight out of ten Millennials would like their manager to behave as a coach or mentor, investing in their professional development.[52]

Myths and Overstated Differences

The discussion around generational differences is riddled with stereotypes. While some hold shreds of truth, others are under-contextualized, oversimplified, or conflations of generational membership and life stage.

Gen X, for instance, is often dubbed the "slacker" generation, but Boomer managers expecting a lack of dedication will find Gen Xers devoted to developing their skill sets and ready to embrace professional challenges.[53]

Millennials, too, have been accused of lacking motivation, yet globally "seventy-three percent report working more than 40 hours a week," and the average work week for Millennials in the U.S. is 45 hours. They are working "as hard, if not harder, than other generations," according to a 2016 Manpower Group report.[54]

Interestingly, each generation has been accused of laziness at this same life stage, which begs the question: Do we overestimate the significance of generational membership?[55]

The IBM Institute for Business Value explores this propensity for exaggeration in its 2015 survey and report on Millennial-specific myths, challenging a widespread assumption that Millennials are inherently different from previous generations. Contrary to popular belief, Millennials' goals and expectations generally align with those of other generations. The survey revealed, for example, that Boomers, Gen X, and Millennials all similarly value financial security and promotion, as well as working with diverse groups of people.[56] [See Figure 4]

Figure 4

Top Career Goals

	Millennials	Gen X	Baby Boomers
Make a positive impact on my organization	25%	21%	23%
Help solve social and/or environmental challenges	22%	20%	24%
Work with a diverse group of people	22%	22%	21%
Work for an organization among the best in my industry	21%	25%	23%
Do work I am passionate about	20%	21%	23%
Become an expert in my field	20%	20%	15%
Manage my work/life balance	18%	22%	21%
Become a senior leader	18%	18%	18%
Achieve financial security	17%	16%	18%
Start my own business	17%	12%	15%

Source: IBM Institute for Business Value Millennial Survey 2014, Millennials n=1,153; Gen X n=353; Baby Boomers n=278.
Q15: Select the 2 long-term career goals that are most important to you.

In sum, the generations are more similar than some think, and experts caution against reducing the generations to their stereotypes. Unique characteristics do exist, but studies show that differences in the workplace are often overly attributed to generational membership, when age, life stage, and individual experience are equally legitimate factors.[57]

"THE THINGS THAT MILLENNIALS ARE ASKING FOR ARE JUST THINGS THAT WILL MAKE THE WORKPLACE BETTER FOR EVERYONE. THOSE WHO HAVE BEEN IN THE WORKFORCE A LOT LONGER ARE WANTING THESE POLICIES AND BENEFITS TOO."[58]

—Paula Parnagian, Manager of Diversity and Inclusion at Eversource Energy, CWB Corporate Partner

MANAGING THE MULTI-GENERATIONAL WORKFORCE

Each generation brings its own style and set of strengths to the workplace. While every individual is different, multi-generational teams and supervisory relationships may benefit from awareness that certain generational traits could be at play.

Generational Work Styles

Silents still in the workplace value hard work, respect authority, avoid risks, and follow rules.[59] In comparison, **Boomers** are often more optimistic, open to change, and likely to question authority. They are also known for their efficiency and willingness to work long hours.[60]

The **Gen X** employee tends to be more independent and technically savvy. Research demonstrates that Gen Xers are often more flexible and inclusive, and possess better communication skills than Millennials.[61] Their skepticism also leads them to constantly ask "why?"[62]

More so than other generations, **Millennials** want a "cohesive, team-oriented culture at work."[63] In addition to valuing collaboration, this group is goal-oriented, multitasking, and entrepreneurial, and they crave room for creativity.[64&65]

While they are just poised to enter the work force, studies suggest that **Gen Zs** may be more strategic and entrepreneurial than their Millennial predecessors.[66] Their hyper-connectivity and constant digital interaction also drives them to seek instant gratification — the implications remain to be seen in the workplace, but could make them strong collaborators and prompt communicators.[67]

Challenges

Certain generational differences are more critical than others, sometimes giving rise to workplace challenges. Possible stumbling points can include varying skills gaps, formality expectations, views of the work environment and communication styles.

The difference in technology fluency between Boomers and digitally native Millennials may be at the root of some workplace conflict. And beyond skills gaps, Boomers and Millennials tend to have the most trouble working together. A difference in formality can lead Boomers to label Millennials (and Gen Xers) as disrespectful, which can contribute to tension.[68]

In a 2014 Association for Talent Development Survey, both Boomers and Millennials reported the perception that the other dismissed their past experience; lacked respect; or were unwilling to change or innovate.[69]

Difficulties may also arise from the generations' divergent views of the workplace environment. For instance:

- The Boomers began their careers in a hierarchical, vertical landscape where the flow of information was somewhat restricted.[70]

- Millennials prefer transparency, have come to expect information immediately, and reject traditional top-down communication.[71]

- When it comes to changes in policy or procedures, Silents and Boomers prefer verbal communication, while Gen Xers and Millennials may prefer to receive news electronically.[72]

- Despite growing up in the digital age, Gen X, Millennials, and Gen Z share a preference for in-person communication with managers and around topics with career impact.[73]

Given differing communications preferences, a single approach is unlikely to be effective for all generations. Instead, multiple workplace communication strategies are necessary. The American Management Association gives this advice: "By making the same message available in multiple formats (thus increasing the number of times you communicate a message), you'll ensure that you reach all workers."[74]

With many Boomers uninterested in or financially unable to retire at 65, they may find themselves reporting to Millennial managers. Not all older employees are comfortable reporting to a younger manager with fewer years of experience, and a Millennial manager may encounter resistance to new ideas and changes. In order for this relationship to be successful, both sides will need to cultivate effective communication strategies and build trust, sensitivity, and mutual respect.[75]

Advice for Business Leaders

Savvy, forward thinking employers will embrace strategies that leverage the strengths and unique characteristics of the generations. Organizations should enlist some of the following methods to combat negative stereotyping that can lead to conflict and in turn affect commitment and job satisfaction.[76]

■ Focus on the Similarities

Ultimately, the generations are more similar than different, and focusing on these intersections will encourage understanding and productivity.[77] Find ways to "…honor the differences between generations while focusing on the similarities when developing plans to recruit, retain, and engage employees from different generations."[78]

For example, leverage the fact that all generations value meaningful work. Ensure all employees understand the company's strategic goals, business model, and how their role contributes to success. This taps into common intrinsic motivation that drives engagement and satisfaction.[79&80]

■ Encourage Dialogue and Solicit Feedback

To encourage a healthy and supportive workplace environment, employers can conduct generational information and sharing sessions to promote understanding, facilitate dialogue, and encourage smoother collaboration. Effective approaches to address misunderstanding and negative stereotyping include conducting annual engagement studies; allowing managers discretion to tailor their styles; and establishing cross-generational mentoring programs.[81&82]

For example, pairing younger employees with older employees based on specific goals and developmental needs can improve not only knowledge transfer, but also cross-organizational relationship building.[83]

■ Support Diversity (of all kinds)

Generational differences are one element of an increasingly diverse workplace and pipeline. Millennials, in particular, are redefining diversity in the workplace, and not just in race or ethnicity. This generation comes from more "single-parent homes, blended families, and same-sex families than ever before," and expects their workplaces to be inclusive.[84] In this changing environment, it is more essential than ever that managers support diverse teams of all ages, genders, and cultures.

As companies become increasingly global, they must address issues pertaining to the range of ethnicities, faiths, and lifestyles in their workforce. For instance, they might establish faith rooms, flexible working hours, and community and team building to promote inclusion.[85] Arcardis' *2016 Trends in the Workplace* suggests creating "space and opportunity for mission-driven groups such as weekly yoga classes or volunteer events, which are more effective at building community than a typical happy hour."[86]

■ Attract and Engage Talent

Securing and engaging talent from each generation requires tailored approaches based on awareness of different motivators. For example, Boomers want "post-retirement" careers, Gen Xers want challenging but balanced work assignments, and Millennials want high perks in exchange for loyalty and technological savvy.[87] In order to appeal more widely, organizations may consider revamping compensation and benefits programs.
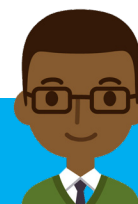
Atract and Engage Millennials

Prioritize Social Impact

Millennials are socially conscious, and they want their work to make an impact in the world.[88] 82 percent of Millennials who align with their company's values plan to stay with the organization for another five years,[89] making a clear business case for investing in corporate responsibility programs to retain Millennial talent.

This generation is also particularly skeptical of the motivations behind large corporations' social responsibility activities. According to Deloitte's 2017 Millennial survey, only 50 percent believe these motivations are pure, so businesses wishing to change this would be wise to improve communication and personally involve Millennials.[90]

Allow Autonomy and Flexibility

More so than Boomers, Millennials want independence in how they complete their work. Managers can cater to this by giving them the opportunity to innovate and make an impact by changing processes, developing new programs, and taking risks.[91]

Research confirms Millennials' desire for interesting work opportunities and flexibility. It also points out the mutual benefit in leveraging this group as contingent workers, and expanding employment options while enabling a more flexible, dynamic workforce that can scale up or down to meet an organization's changing needs.[92]

Provide Meaningful Work and Recognition

Employers who provide meaningful projects will find their Millennial employees more invested. HR and talent managers may also benefit from inviting Millennial employees into the recruiting process to engage and attract young talent.[93]

Moreover, employers should not underestimate Millennials' need for recognition and affirmation, as studies show that half would consider leaving their current job due to lack of appreciation. Managers should offer frequent, face-to-face feedback.[94&95]

> **"Millennials are used to a faster-paced world and…they want varied careers that progress more quickly."[96]**
>
> —Mara Swan, Executive Vice President, ManpowerGroup, Global Strategy and Talent

Attract and Engage Gen Xers

Adopt a More "Hands-off" Approach

Gen Xers often report feeling micromanaged. This generation appreciates well-defined, measurable goals; values direct, timely feedback; and will deliver when granted a degree of autonomy.[97&98]

Organizations should also provide room for flexibility regarding how and where work gets done. Gen Xers value independence and fewer rules.

Provide Growth Opportunities

To satisfy Gen X's desire for new experiences and skills development, find ways to grant employees the freedom to take on opportunities horizontally and vertically throughout the organization.

This generation prefers working on multiple assignments to remain motivated and engaged.[99] Opportunities for ongoing training also contribute to satisfaction.

Attract and Engage Boomers

Create Phased Retirement Programs

As the Boomer workforce approaches retirement, companies can retain valuable employees by offering flexible working solutions and phased retirement programs.[100]

Encourage Mentorship and Reverse Mentorship

To avoid a loss of knowledge with this generation's departure, businesses should encourage Boomers to train younger employees. Mentorship programs can help to address this issue.[101] In return, younger employees, especially Millennials and Gen Z, can reverse mentor their older coworkers, particularly around technology.

While hiring managers often focus on younger talent pools, organizations can benefit from attracting and retaining more seasoned, knowledge-rich employees and their ability to transfer knowledge through mentorship.[102]

In addition to experience, Boomers often bring greater emotional intelligence, which is an asset in handling business and client relationships.

Foster Opportunities for Collaboration

Leaders should understand that Boomers often prefer collaborative work and appreciate the opportunity to interact in meetings.[103]

When it comes to feedback, however, this generation most values recognition through compensation and promotion.[104]

Leverage and Value Individual Capabilities

While Boomers are generally not as tech-savvy as younger generations, this is not true of every employee. Managers should get to know each individual's skill set before assuming weaknesses based on stereotypes.[105]

Despite high hopes for a new era of women in the workplace, many Millennial women encounter some of the same professional obstacles as their Boomer mothers.

A 2016 McKinsey & Co. and LeanIn.Org survey found that "23% of Millennial women believe their gender has prevented them from getting ahead at work," which is only marginally lower than reports by women of previous generations.[106] Findings published in Forbes reflect the significant challenges that Millennial women face at work, which "extend far beyond their paycheck."[107] A few examples these women reported:

- Having to work harder than male team colleagues to garner recognition and praise.

- Feeling constantly under scrutiny for how they dress. Unfair associations are often made between a woman's appearance and work performance — a dynamic that does not exist for men.

Millennial women are still optimistic and more ambitious than their female predecessors, but the ambition gap between men and women aiming for the C-suite is nearly as large for Millennials (14 percent) as for older employees (17 percent).[108]

Findings by the Pew Research Center paint a slightly brighter picture, pointing to the closing ambition gap between Millennial men and women compared to that of Gen X and Boomers. Pew also points out that while Gen X men are more likely to ask for pay raises and promotion than Gen X women, similar percentages of Millennial men and women say they have sought salary increases and promotions.[109]

"As career expectations between men and women continue to converge for the next generation of employees, companies have to get the gender parity issue right to stay ahead of the curve in their talent management practices," writes Julie Coffman, Chair of the Women's Leadership Council and Partner at

Bain.[110] Pew's *Millennial Women's Views on Gender and Work* chart below indicates the work still to be done. [See Figure 5]
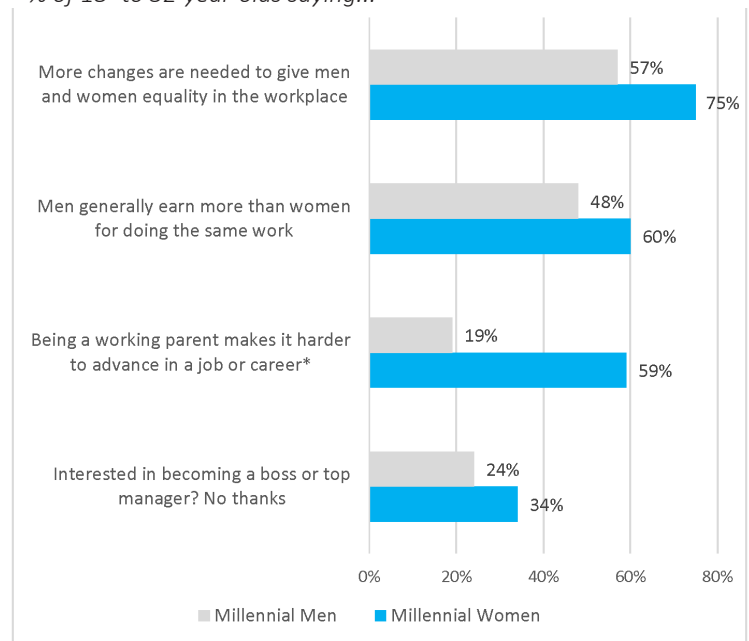
While organizations must work to better support and advance their female workforce, Millennial women can take steps to get ahead. Bentley's "Prepared U" Project identifies steps they can take, such as:[111]

- Clearly communicating their dedication, drive, and goals.

- Speaking up when their needs aren't being met.

- Actively seeking out mentorship opportunities and being assertive and explicit about what they hope to gain from the relationship.

- Seriously considering an organization's diversity and inclusion practices when evaluating job opportunities.

Figure 5

Millennial Women's Views on Gender and Work

% of 18- to 32-year-olds saying...

More changes are needed to give men and women equality in the workplace — 57%, 75%

Men generally earn more than women for doing the same work — 48%, 60%

Being a working parent makes it harder to advance in a job or career* — 19%, 59%

Interested in becoming a boss or top manager? No thanks — 24%, 34%

■ Millennial Men ■ Millennial Women

* Working parent findings based on those who are employed and have at least one child under age 18. For Millennial women, n=105; for Millennial men, n=141.
Source: Taylor, P. et al. "On Pay Gap, Millennial Women Near Parity- For Now." Pew Research Center, 11 December 2013, www.pewsocialtrends.org/2013/12/11/on-pay-gap-millennial-women-near-parity-for-now/.

CONCLUSION

"Employers need to listen up. We can't afford not to appeal to the next generation. The employer-employee relationship is changing."[112]

The five-generation workforce presents an array of opportunities and challenges. Forward-thinking managers can add business value and personally benefit by developing workplace strategies, programs, and policies tailored to the unique needs and qualities each generation embodies. Progressive supervisors will simultaneously remain mindful that members of every generation are individuals with distinct characteristics, values, and desires. Finally, wise employers will seek and leverage the benefits of shared beliefs and attitudes towards work — tapping into such mutual characteristics and motivators will result in more engaged employees and yield better business results.

"TO MAKE MEANINGFUL PROGRESS ON GENDER PARITY GOALS — AND INDEED TO MORE EFFECTIVELY LEAD THE NEXT-GENERATION WORKFORCE — FRONTLINE MANAGERS MUST RETHINK AND REINVIGORATE THEIR EFFORTS IN THE CONFERENCE ROOM TO CATALYZE THE TALENT AND AMBITION IN THEIR RANKS THAT MAY OTHERWISE GO UNAPPRECIATED."[113]

— Bain, "Everyday Moments of Truth: Frontline Managers Are Key to Women's Career Aspirations"

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