

THE GREAT GENERATIONAL SHIFT

There are three real punchlines to what generational difference means in today's workplace:

- 1 One-size-fits-all doesn't work anymore.
- 2 Generations are more alike than they are different.
- 3 The key to engagement and retention is situational leadership.

Generations in the Workplace Today*

Older Boomers, First Wave (1946-54)
2024: <5% of the workforce

Young Boomers, Second Wave (1955-64)
2024: 11% of the workforce

Generation X (1965-77)
2024: 23% of the workforce

First Wave Millennials (1978-89)
2024: 24% of the workforce

Second Wave Millennials (1990-1996)
2024: 22% of the workforce

Generation Z (1997 -)
2024: >15% of the workforce

*US, Canada, Germany, UK, Japan



Considerations for Leaders and Managers

The 8 Dream Job Factors

1. Performance-based compensation
2. Supportive leadership
3. Role and responsibilities
4. Location and workspace
5. Scheduling flexibility
6. Training and development
7. Relationships at work
8. Autonomy and creative freedom

Post-Pandemic Work: 6 Macro Forces

1. Globalization
2. Technology
3. institutional insecurity
4. The information environment
5. Human diversity
6. Online identity

Situational Leadership

- Based on Who, Why, What, Where, and How an individual should be managed.



Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace - and one of the foremost experts on leadership & management practices and supervisory relationships. He is an advisor to business leaders all over the world, and the author/co-author of numerous books including the best-seller IT'S OKAY TO BE THE BOSS (Revised Updated 2014). His newest book, THE ART OF BEING INDISPENSABLE AT WORK, is available now from Harvard Business Review Press. Since founding the management training firm RainmakerThinking, Inc. in 1993, he has been a sought-after keynote speaker and seminar leader.



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