

Talking about our generations: retaining and developing talent

Dr Paul Redmond

‘Every generation is a new people.’

Our understanding of the world is shaped by 3 forces: the shared historical period in which we live; our personal lifecycle stage; and our generational cohort.

Silent Generation	Baby Boomers	Generation X	Millennials	Generation Z	Generation Alpha
1928-1945	1946-1964	1965-1980	1981-1996	1997-2012	2013-2024
Duty	Idealists	Reactive	Civic	Collaborative	AI

Source: Pew Research Centre, 2019

**'Technology is neither good
nor bad, nor is it neutral.'**

69%

Percentage of Gen. Z who believe having the option to work from home in the future will help relieve stress (M=68%)

Source: Deloitte, '2020 Millennial Survey'

RETAINING AND DEVELOPING TALENT:

The Three C's

#1

CONNECT

‘Only eight percent of organisations have a policy for building multigenerational teams.’

To listen, leaders:

- **Speak last**
- **Ask for everyone's opinions first**
- **Never miss a chance to shut up!**

#2

CUSTOMISE:

Because one generation never fits all

'In 1992, 71% of employees reported having a 'great deal' of control over how hard they worked. By 2017 this had fallen to 46%.'

‘Hospitality employees have experienced some of the largest declines in involvement ... in 1992, 44% of staff reported having some say over key decisions. By 2017, this was only 19%.’

#3

CULTURE

‘Culture eats strategy for breakfast’

Peter Drucker

‘Fewer than half of adults in lower socio-economic groups have engaged in any learning in the last three years. Adults who left school at 16 or younger are less than half as likely to engage in learning as those who left education at 21.’

‘The people most likely to participate in adult learning already have degrees.’