



Nonprofit**HR**

Working Across Generations: Building Inclusive Workplace Cultures

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YOUR NONPROFIT HR
PRESENTERS



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LEARNING OBJECTIVES

Gain a deeper understanding of the different generational cohorts in the workforce, their values, expectations, and how these can be aligned to further your mission.

Explore innovative approaches to engage and motivate a multigenerational team, focusing on cross-generational relationship-building and tailored professional development.

Discover how to bridge generational differences, minimize bias, and foster a culture where everyone, from interns to seasoned professionals, feels they belong and can thrive.

Equip yourself with leadership skills and strategies that resonate across generations, enhancing communication, collaboration, and organizational cohesion.

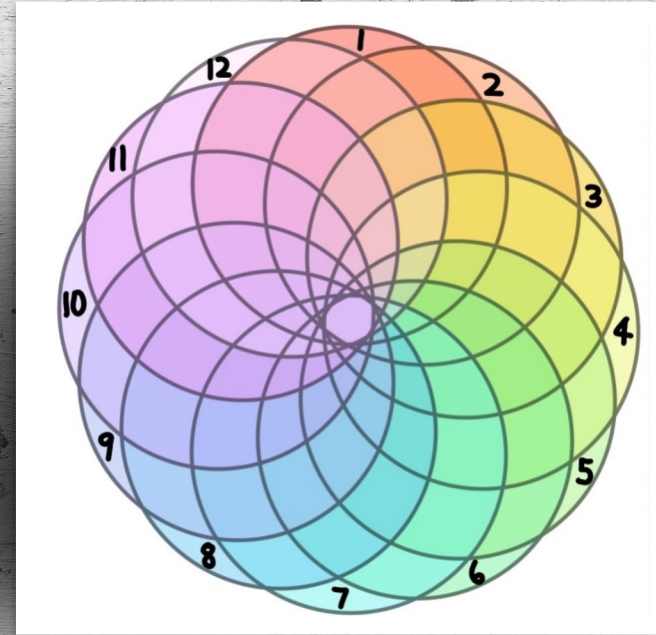
Prepare your organization for future generations, ensuring it remains adaptable and attractive to emerging talent by anticipating their needs and values.



INTERSECTIONALITY

Generational equity is a necessary part of DEIB

What might this mean?



- 1 Race
 - 2 Ethnicity
 - 3 Gender identity
 - 4 Class
 - 5 Language
 - 6 Religion
 - 7 Ability
 - 8 Sexuality
 - 9 Mental health
 - 10 Age
 - 11 Education
 - 12 Body size
- (...and many more...)

Intersectionality is a lens through which you can see where power comes and collides, where it locks and intersects. It is the acknowledgement that everyone has their own unique experiences of discrimination and privilege.

— Kimberlé Crenshaw —

@sylviaaduckworth



WHAT IS AN **INCLUSIVE CULTURE?**



A positive environment that promotes harmony and collaboration among co-workers of all backgrounds.



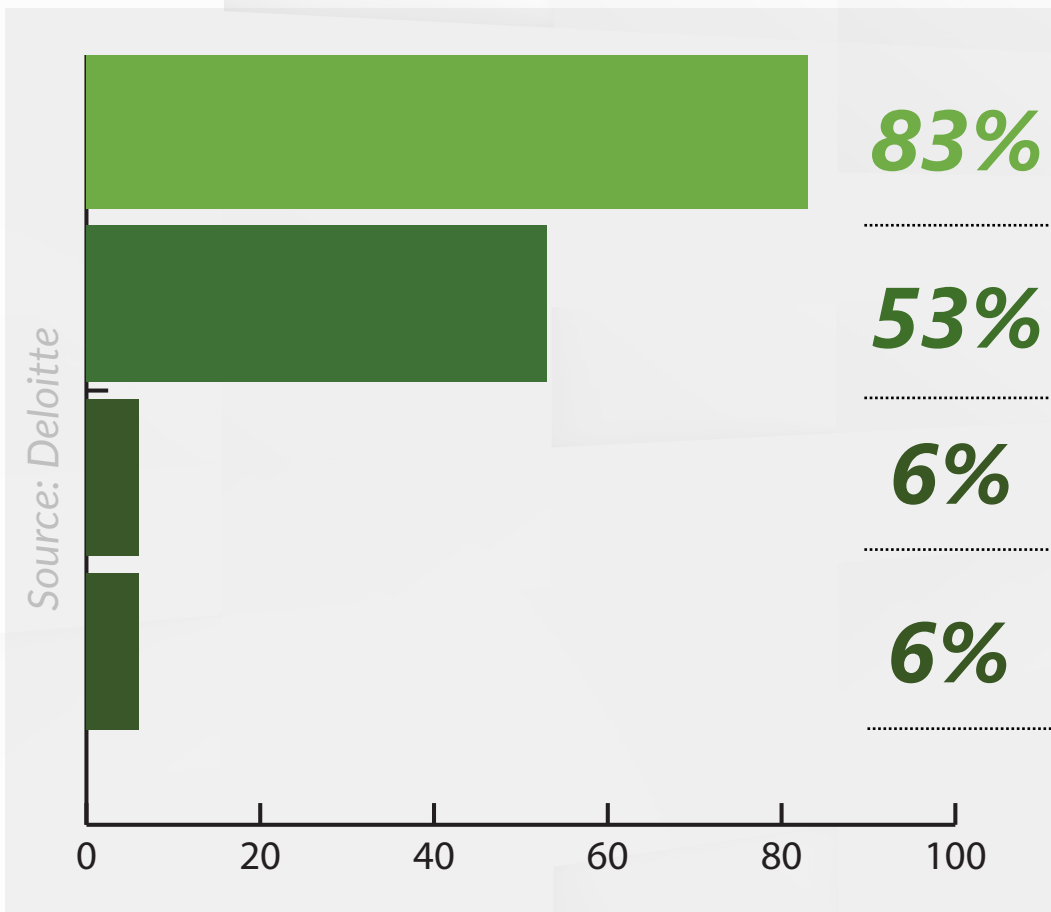
Where every employee is respected as their authentic selves and empowered to contribute and be supported with equal access to resources and opportunities.



Adhesive that keeps employees feeling valued and motivated to deliver their best.



WHY IS GENERATIONAL DIVERSITY IN THE WORKPLACE IMPORTANT?



83%

of global leaders recognize that generational diversity is important for growth.

53%

of employers include age diversity in their DE&I initiatives.

6%

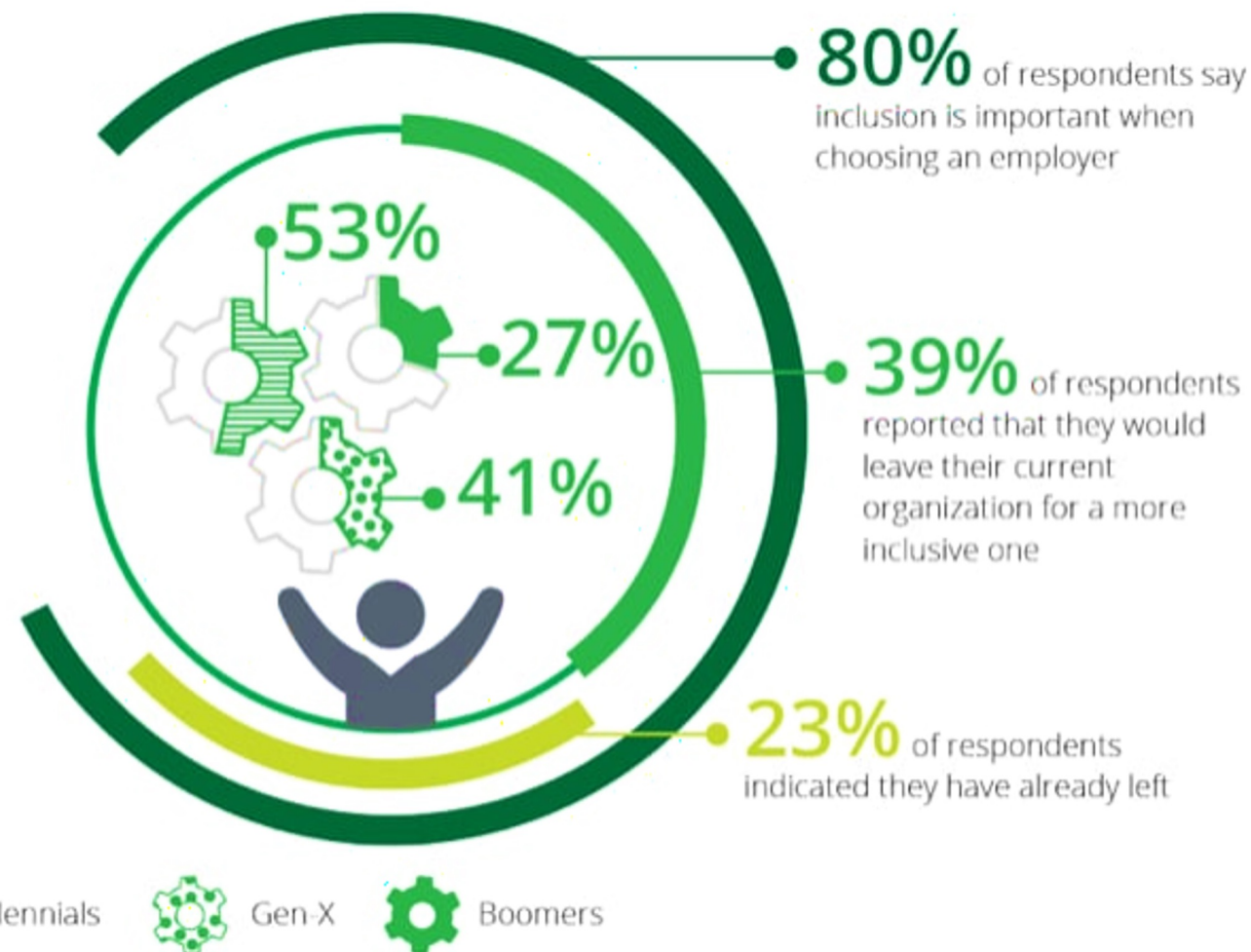
of employers have adopted unbiased hiring practices.

6%

of people believe their leaders are equipped to manage a multigenerational workforce.



■ INCLUSION IS ESSENTIAL FOR ENGAGING AND RETAINING TODAY'S WORKFORCE





■ UNDERSTANDING **BIAS AND STEREOTYPES**

Bias

The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

Stereotypes

The characteristics that society instinctively attributes to groups of people to classify them according to age, weight, occupation, skin color, gender, etc.

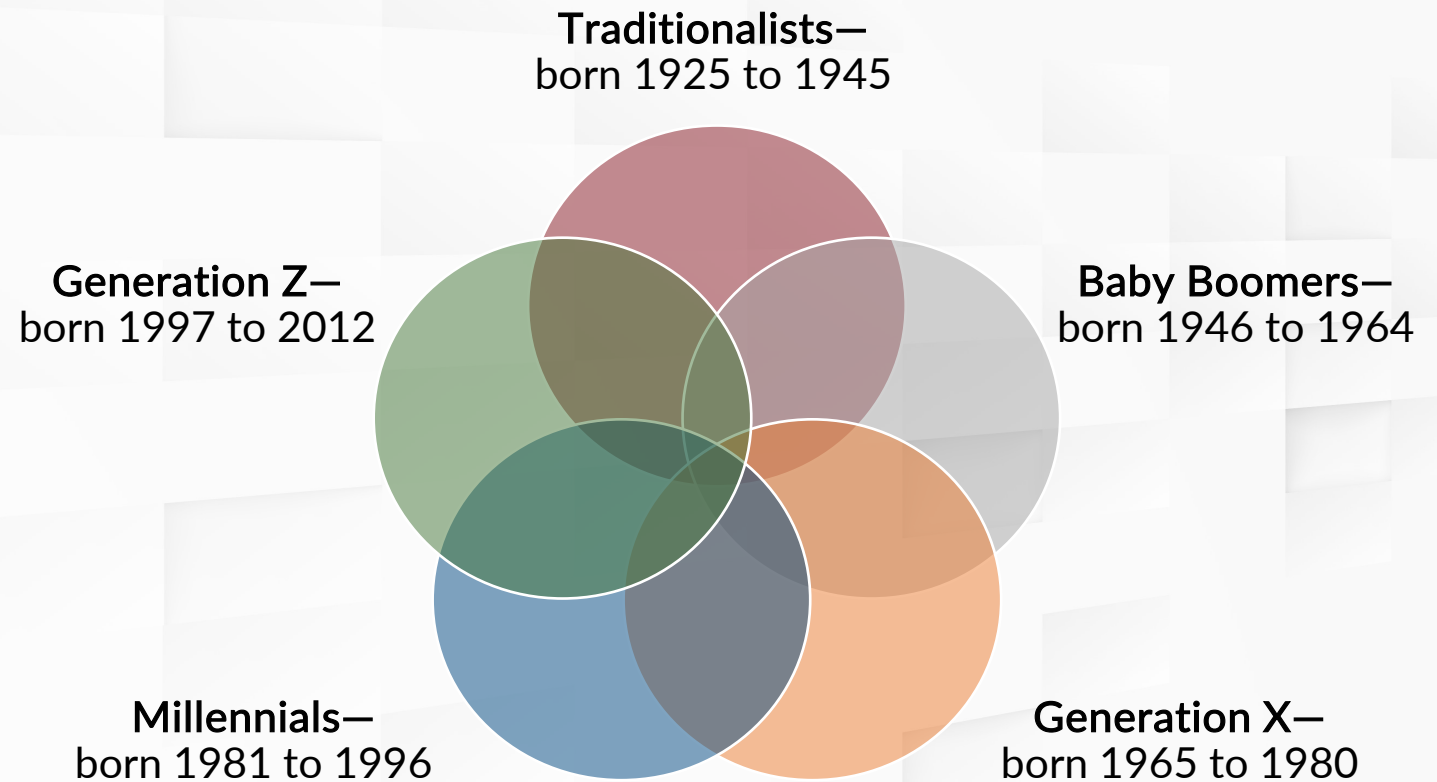


FOR THE FIRST TIME IN HISTORY, THERE ARE FIVE GENERATIONS IN THE WORKPLACE

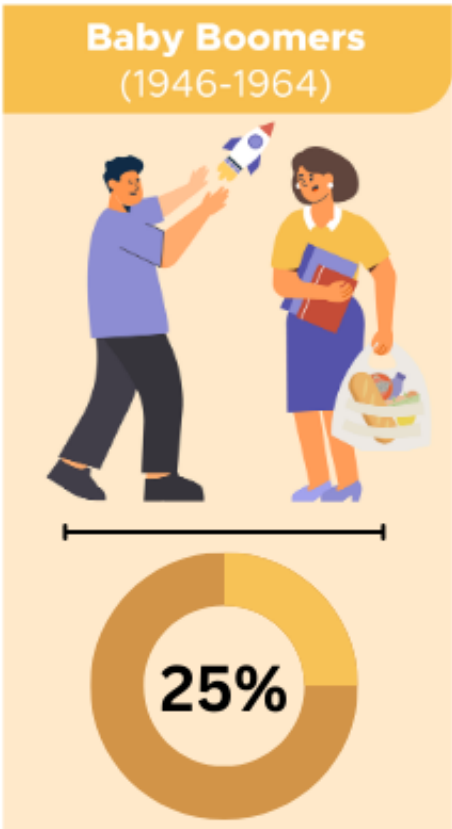
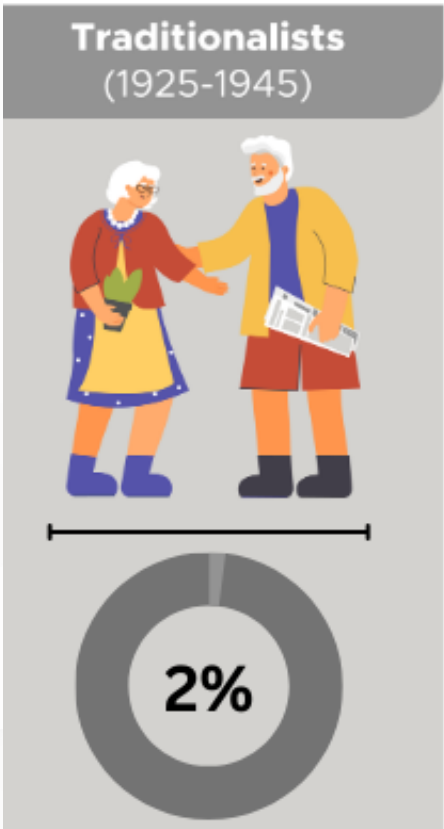
What kinds of challenges does this present for your organization?

How do generational workforce differences affect your ability to manage people effectively?

What role do biases and stereotypes play?



Purdue Global (2024)







TRADITIONALISTS Born: 1925 – 1945

Dependable | Straightforward | Tactful | Loyal

Shaped by:

The Great Depression, World War II, radio, and movies

Motivated by:

Respect, recognition, providing long-term value to the company

Communication style:

Personal touch, handwritten notes instead of email

Worldview:

Obedience over individualism; age equals seniority; advancing through the hierarchy



BABY BOOMERS

Born: 1946 – 1964

Optimistic | Competitive | Workaholic | Team-Oriented

Shaped by:

Vietnam War, Civil Rights Movement, Watergate

Motivated by:

Company loyalty, teamwork, duty

Communication style:

Whatever is most efficient, including phone calls and face-to-face

Worldview:

Achievement comes after paying one's dues; sacrifice for success



Baby Boomers who expect to or already are working past age 70 or do not plan to retire¹

10,000

Baby Boomers reach retirement age every day²



GENERATION X

Born: 1965 – 1980

Flexible | Informal | Skeptical | Independent

Shaped by:

The AIDS epidemic, the fall of the Berlin Wall, the dot-com boom

Motivated by:

Diversity, work-life balance, their personal-professional interests rather than the company's interests

Communication style:

Whatever is most efficient, including phone calls and face-to-face

Worldview:

Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives



Startup founders who are Gen Xers—the highest percentage³

BY 2028

Gen Xers will outnumber Baby Boomers⁴

MILLENNIALS

Born: 1981 – 2000

Competitive | Civic- and Open-Minded | Achievement-Oriented

Shaped by:

Columbine, 9/11,
the internet

Motivated by:

Responsibility,
the quality of their
manager, unique work
experiences

Communication style:

IMs, texts, and email

Worldview:

Seeking challenge,
growth, and development;
a fun work life and work-
life balance; likely to leave
an organization if they
don't like change



Percentage of global workforce to
be made up of Millennials by 2025¹

18% men

12% women

Millennials ages 25–34 living at
home with their parents²



GENERATION Z

Born: 2001 – 2020

Global | Entrepreneurial | Progressive | Less Focused

Shaped by:

Life after 9/11,
the Great Recession,
access to technology
from a young age

Motivated by:

Diversity,
personalization,
individuality, creativity

Communication style:

Social media, texts, IMs

Worldview:

Self-identify as digital device
addicts; value independence
and individuality; prefer to
work with Millennial managers,
innovative coworkers, and new
technologies



Gen Zers who want to work at com-
panies where they can learn skills to
“advance their careers”³



Gen Zers who believe government and em-
ployers should subsidize, pay full tuition or
provide direct training for students.⁴





■ QUESTIONS TO ENGAGE YOUR TEAM



What generation are you part of?



What descriptions feel correct or incorrect as a collective description of your generation?



How can we push back against generational stereotypes in the workplace?



What are some of the ways generations can learn from each other?



■ ENGAGING ACROSS GENERATIONS





EFFECTIVE CROSS-CULTURAL COMMUNICATION



Use empathy while seeking understanding



Actively listen to better understand nonverbals



Be open-minded to different ideas and approaches



Use common language



Foster relationships



■ UTILIZE THE LEARN MODEL

Listen

Aim to understand the perspective and information being shared.

Explain

Convey your own perceptions of the situation, keeping in mind your colleague may be thinking through the lenses of their culture or ethnic background.

Acknowledge

Be respectful when discussing the differences between other's views and your own. Point out areas of agreement as well as difference and try to determine whether dissimilar belief systems may lead to a dilemma.

Recommend

Develop and propose a plan to better collaborate.

Negotiate

Reach an agreement on the partnership, incorporating culturally relevant approaches that fit with your colleague's perceptions and understanding.



■ THE 4V FRAMEWORK FOR DECISION MAKING

VOICE: when leadership listens to the voices of staff and use their input to influence decisions.

VOTE: when staff has active involvement in decision making and determining outcomes.

VIEW: when leadership has already made a decision and communicates that decision, rationale and process to staff.

VETO: when staff adamantly opposes a change and use their collective to strongly demand or resist change.



FOSTERING INCLUSION ACROSS GENERATIONS

Hold training sessions
with horizontal
exchange of
information

Engage conversation
about communication
methods and
preferences

Push back against
stereotypes

Engage employee
feedback surveys and
exit interviews to ensure
benefits, communication,
and culture work

Embrace differences

Remember generational
equity is not possible
without also centering
intersectionality



■ ENGAGING GEN Z IN THE WORKPLACE

Alignment between candidate interests and organizational mission

- Meaningfully contributing to mission through position

Career pathing & planning

- Acclimation to technology at work

Focus on engagement at work

- Navigating in person, hybrid and fully remote environments
- Increased desire for flexible work arrangements

More holistic health benefits

- Emphasis on mental health benefits
- Reproductive healthcare coverage

Financial wellness benefits

- Current rates of inflation and increasing expenses of necessities can be at odds with entry level pay/salaries. Emphasize how your organization balances this via covering % of healthcare, student loan reimbursement/repayment, etc..
- Ex. Secure Act 2.0 (passed in 2022)



■ MAKING A COMMITMENT: IT BEGINS WITH US





■ MAKING A COMMITMENT:

Reflect on what we have covered today

Write down 1 thing you will commit to based on your learnings

Challenge: Share your commitment to action with a teammate or a colleague





THANK YOU & CONTACT US

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