

# The Age Advantage: Maximizing Multi-Generational Talent in Today's Workplace



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# Generational Humor



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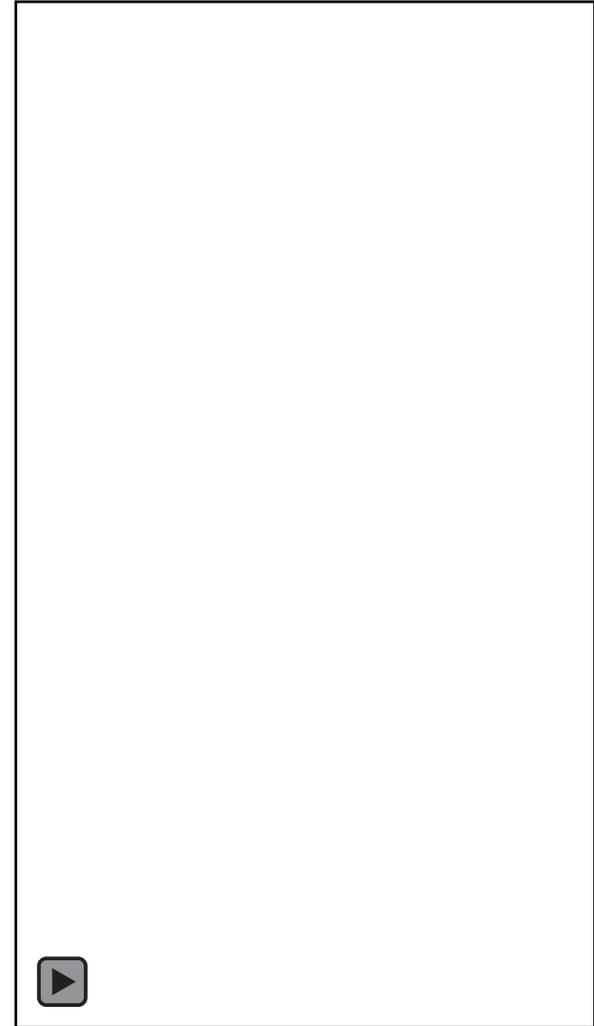


champagnecruz 2024 Out: Staying past 5pm 🙄

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# Goals for Today

Understand generational differences



Maintain legal compliance



Transform generational differences from a challenge into a strategic advantage

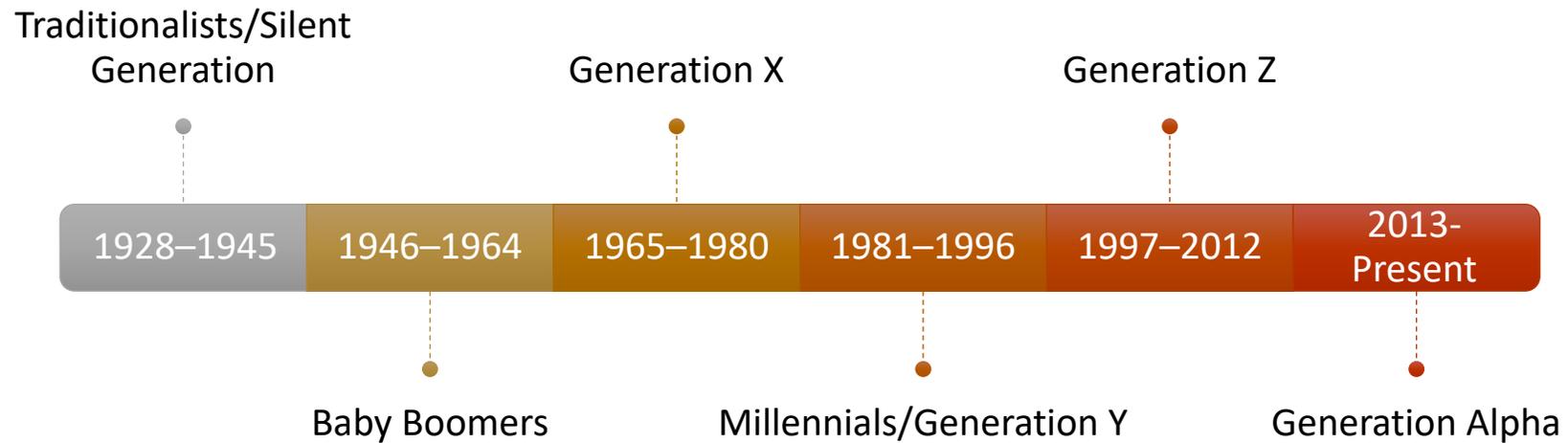




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# The Generations

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# Baby Boomers

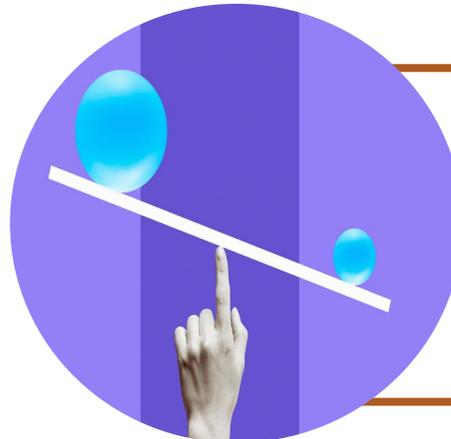
## Defining characteristic –

Grew up in post-war prosperity; defined by social change movements; value competition and achievement



## Strengths

- Strong work ethic and career focus
- Extensive professional networks and industry knowledge
- Willingness to put in extra hours to achieve goals



## Challenges:

- May struggle with work-life balance
- Can be resistant to newer workplace methodologies
- Sometimes less adaptable to rapid technological changes

# Baby Boomers

## Communication Style

**Appreciate** in-person meetings and discussions

**Value** relationship-building conversations

**Comfortable** with phone calls and emails

**Prefer** some context and detail in communications

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## Feedback Preferences

**Respond** to achievement-focused feedback

**Appreciate** public recognition of accomplishments

**May be sensitive** to criticism but value detailed performance reviews



# Generation X

**Defining characteristic** – The “latchkey generation;” independent and pragmatic; value work-life balance and self-reliance



## Strengths

- Self-reliant problem solvers
- Adaptable to both traditional and digital approaches
- Strong critical thinking and pragmatism



## Challenges:

- Can be skeptical of authority and institutional systems
- May be less inclined toward company loyalty
- Sometimes perceived as cynical in workplace settings

# Generation X

## Communication Style

**Prefer** direct, honest, efficient communication without unnecessary meetings

**Value** honesty and authenticity in messaging

**Comfortable** with both digital and traditional communication methods

**Appreciate** having information to make independent decisions

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## Feedback Preferences

**Prefer** straightforward, candid feedback

**Appreciate** being trusted to self-correct

**Value** specific, actionable recommendations

**Prefer** private conversations about performance issues



# Millennials (Generation Y)

**Defining characteristic –**  
First digital natives; came of age during economic uncertainty; value purpose, development, and work-life integration.



## Strengths

- Technological fluency and digital adaptability
- Collaboration and team orientation
- Desire for meaningful work and social impact



## Challenges:

- May struggle with ambiguity and lack of structure
- Sometimes perceived as requiring more feedback and guidance
- Can have high expectations for advancement and recognition

# Millennials (Generation Y)

## Communication Style

**Comfortable** with digital-first communication (text, chat, email)

**Value** transparency and authentic messaging

**Prefer** frequent, informal check-ins over formal meetings

**Appreciate** visual and multimedia communication

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## Feedback Preferences

**Desire** regular, ongoing feedback rather than annual reviews

**Appreciate** coaching-style guidance

**Value** personal development aspects of feedback

**Respond** well to recognition of their contributions and impact



# Generation Z

## Defining characteristic –

True digital natives; grew up during economic recession and heightened global awareness; value security, diversity, and authenticity.



## Strengths

- Digital intuition and technological adaptability
- Value diversity and inclusion naturally
- Practical approach to career development and security



## Challenges

- May struggle with in-person communication and conflict
- Sometimes experience higher levels of anxiety in workplace settings
- Can have difficulty with ambiguity and unstructured work environments

# Generation Z

## Communication Style

**Prefer** brief, visual, and immediate communication

**Comfortable** with multiple digital platforms simultaneously

**Value** authenticity and transparency in messaging

**Appreciate** concise, to-the-point information

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## Feedback Preferences

**Desire** immediate, frequent feedback

**Appreciate** digital feedback tools and platforms

**Value** constructive guidance for skill development

**Respond** well to visual examples and demonstrations



# Generation Alpha

## Defining characteristic –

Born entirely in the 21st century; growing up with AI, voice assistants, and highly personalized technology; most diverse generation.



## Projected Strengths

- Intuitive understanding of AI and advanced technologies
- Highly adaptable to rapid technological change
- Global perspective and comfort with diversity



## Potential Challenges

- May struggle with sustained attention on single tasks
- Potential difficulties with in-person social dynamics
- Could have high expectations for personalization and customization

**Note:** As the oldest members of this generation are only about 12 years old in 2025, their workplace characteristics are still emerging. The qualities below are preliminary observations and projections.

# Generation Alpha

## Emerging Communication Preferences

**Likely to favor** highly visual, interactive communication

**Comfortable** with voice interfaces and AI-mediated communication

**May prefer** asynchronous, on-demand information exchange

**Likely to value** authenticity and personalization

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## Potential Feedback Preferences

**May expect** immediate, personalized feedback

**Likely to value** gamified achievement recognition

**Could prefer** coaching via digital tools and AI systems

**May respond** well to immersive feedback (AR/VR)





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# Understanding Generational Differences

# Understanding Generational Differences



**1**

**Acknowledge without  
stereotyping**

**2**

**Identify shared values**

**3**

**Map communication  
preferences**

# Differences Show Up In:

 Communication



 Decision Making



 Knowledge Transfer





# Legal Department Examples

## Legal Risk Tolerance

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Boomers might favor more conservative, precedent drive approach

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Gen X might like balancing precedent with practical business needs

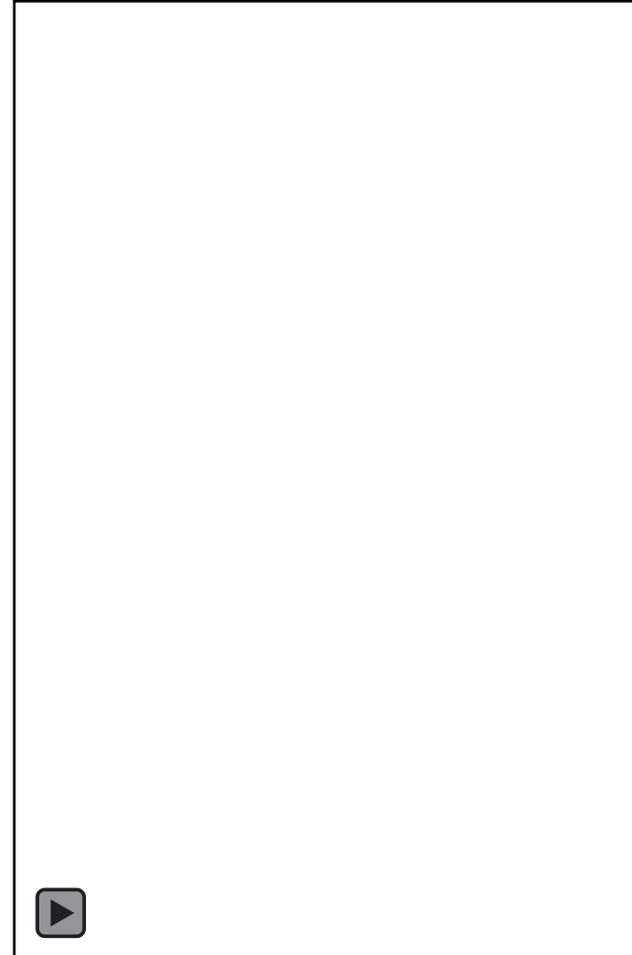
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Millennials/Gen Z might be more comfortable with innovative legal frameworks and new areas of law (cybersecurity, data privacy, AI).

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# Communication Style Differences



# Workplace Communication Styles



Generational preferences in document drafting, review and management

Balance formal documentation with real-time communications

Structured v. Informal

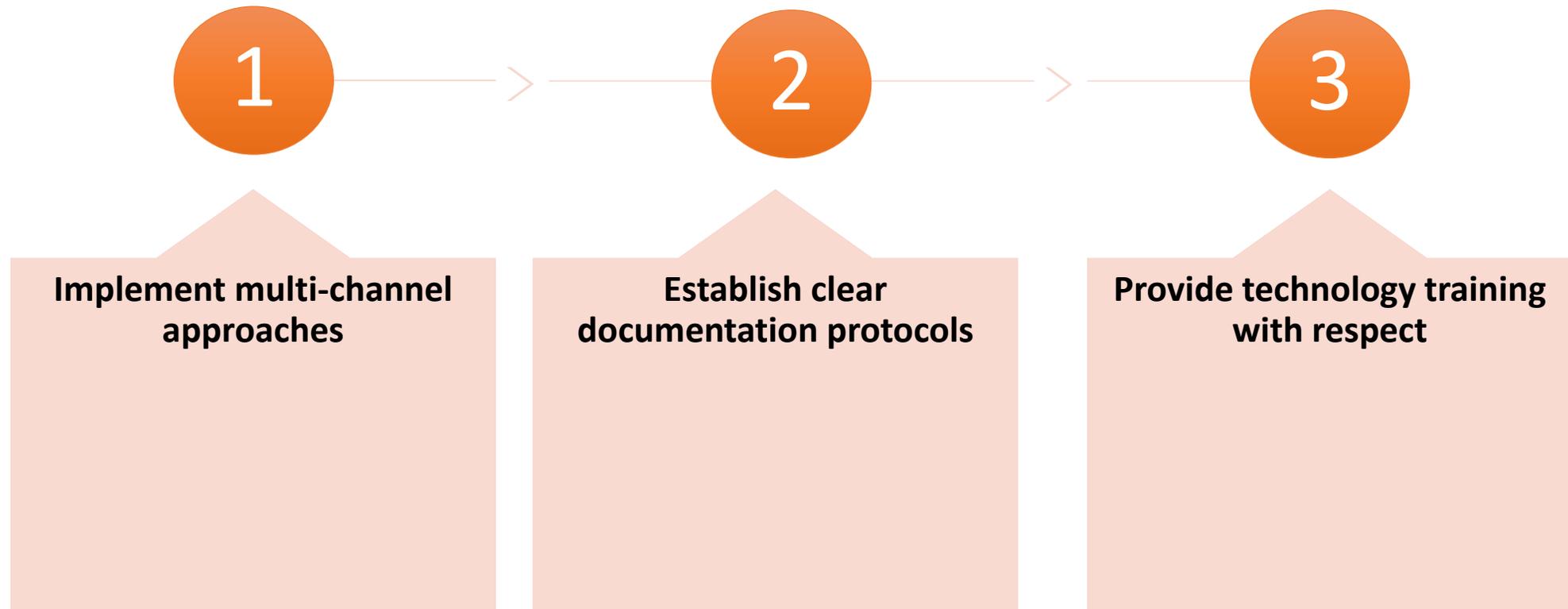


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# Workplace Communication Styles

- Attached please find
- Attached is
- I've attached
- Here's the doc you asked for

# Creating Inclusive Workplace Communication



# Documentation and Knowledge Transfer

- Formal manuals and collaborative knowledge bases
- Capturing expertise from senior staff and understanding the why
- Organization and access preferences



# Fostering Cross-Generational Knowledge Transfer



Create structured mentoring programs:  
Pair team members from different generations



Implement reverse mentoring: Allow younger staff to share technological expertise with senior colleagues



Document institutional knowledge: Create systems to preserve valuable experience from senior team members



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# Generational Work Conflict

Communication Style

Expectation of Responsiveness

Work Arrangements

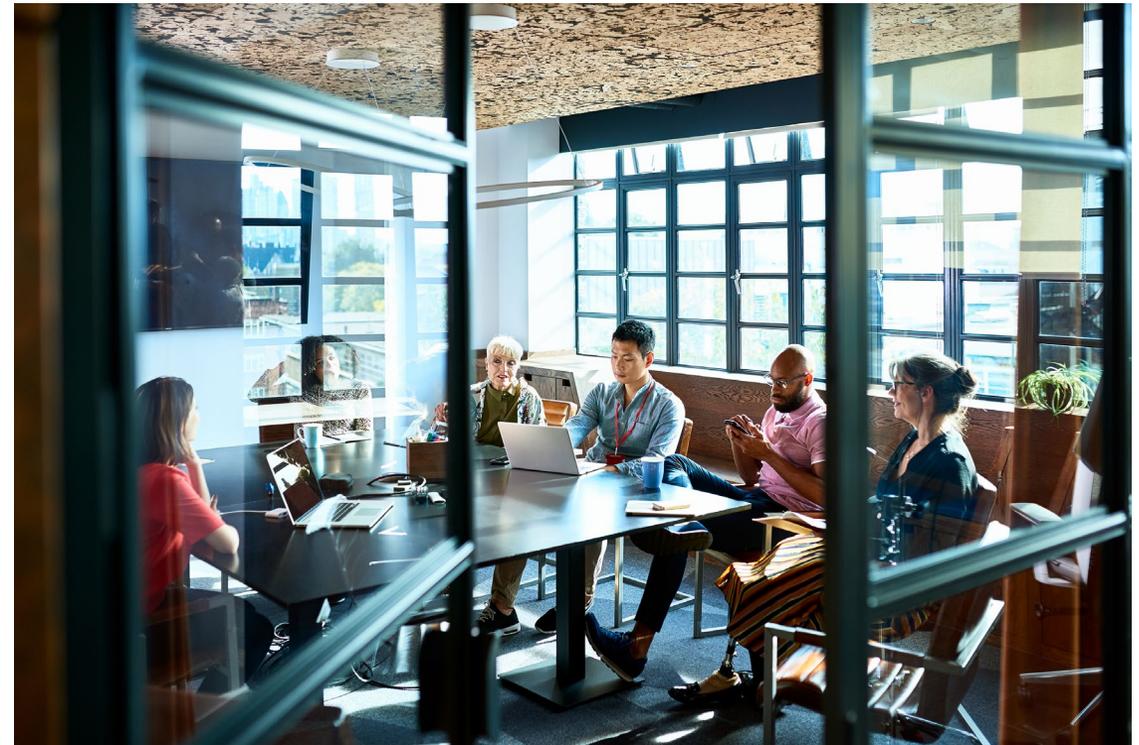
Technology Adoption

Authority and Decision Making

Work Life Balance

# Managing Conflict Effectively

- Address issues directly: Don't allow generational friction to fester or be dismissed as "just how they are"
- Use neutral mediators: Bring in unbiased facilitators for significant conflicts
- Celebrate different perspectives: Acknowledge how different generational viewpoints strengthen analysis





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# Legal Compliance Considerations

# Legal Compliance Considerations

Age  
discrimination  
prevention  
strategies

Compensation  
equity issues

Harassment  
prevention with  
generational  
context



# Compensation Equity Issues

- Younger workers may receive higher starting salaries
- Older workers may experience slower or less frequent raises
- Older workers may be placed in lower-paying positions



# Age Discrimination in Employment Act

## ADEA Prohibits:

- Discrimination against persons over 40 years of age
- Policies or practices that have a disproportionate negative impact on older workers
- Mandatory retirement ages (with limited exceptions)
- Age-based harassment that creates a hostile work environment



# Age Discrimination Prevention Strategies

- Focus on skills, qualifications, and experience
- Mentorship programs across generations
- Ensure access to professional development, advancement, and training
- Consider disparate impact of Reductions in Force



# Age Discrimination Prevention Strategies

- Age-neutral language in company communications
- Blind resume screening to focus on qualifications over graduation dates
- Regular compensation equity audits across generations
- Diverse interview panels representing multiple generations





# Harassment Prevention with Generational Context

- Generational experiences shape perspectives on humor, formality, and professional boundaries
- What may seem like harmless joking to one generation can feel like harassment to another
- Identify who might be a "generational translator" within the organization
- Offer training on generational patterns in harassment reporting



# Multi-Generational Workforce Takeaways

- Each generation brings unique perspectives and experience
- Conflicts often mean complimentary approaches
- Manage and pass down knowledge with a structured base while layering on innovation
- Create multi-generational teams and mentorship relationships

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# Age Appropriate: How to Leverage a Multigenerational Workforce and Win the Market by Rick Grimaldi





**Thank You!**

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