



**REIMAGINE**  
TALENT CO.



# Leading Across Generations

**Building, Engaging, and Retaining  
a Multi-Generational Team**

September 2023



I vividly remember graduating from Spelman College and heading to Wall Street for my first job as a human resources analyst. As a bright-eyed, passionate young professional, I was both excited and incredibly nervous to join a team where I would be the only Black woman and graduate of a Historically Black College and University (HBCU). However, after a few weeks on the job, I realized those dimensions of my identity were secondary to another: my age and generational view.

A decade younger than my colleagues, I was on a team and in an industry where most colleagues were of a different generation than mine. My role was to support the people function of a global investment bank, so I experienced first-hand how generational diversity can affect day-to-day roles and personal lived experiences.

This was well over a decade ago when there were four generations in the workplace. Here's the crazy part, those challenges still exist today, and now there are five generations at play. And even more interesting, the youngest generation is expected to represent 30% of the workforce by 2030. It's no surprise that managing a diverse workforce spanning five generations is creating challenges for today's managers and company leaders.

That's where Reimagine Talent can help. Our unique advantage is our experience supporting all generations, from training young workers as they prepare for their careers, to guiding new and seasoned people managers leading diverse teams amid disruption.

We believe organizations who invest in addressing generational nuances, instead of turning a blind eye to them, will position themselves as trailblazers in both building stronger workplaces and scaling innovation that impacts the marketplace.

Our paper identifies four areas organizations must focus on to build strong multi-generational teams: understanding generational diversity, adapting to varied work environments, sharing a purpose-driven story, and creating a culture of diversity, equity, inclusion, and belonging (DEIB). This paper equips people managers with the knowledge and strategies needed to lead in today's ever-evolving workplace and marketplace.

This is a crucial time to invest in training that deepens team connection, engagement, and well-being to position your organization for sustainable growth and success.

*Chelsea C. Williams*

Chelsea C. Williams  
Founder and CEO of Reimagine Talent Co.



In the aftermath of unprecedented global events, the workplace has undergone a dramatic shift, challenging people managers like never before. As organizations emerge from the post-Covid era, the needs and concerns of employees have evolved dramatically, leaving managers unequipped and untrained for this unfamiliar territory. Today, the traditional norms that once governed the workplace have given way to a new set of values, desires, and preferences shaped by the events of our times.

This paper dives into the heart of this transformative culture, exploring how the current post-Covid work environment has redefined the expectations of employees. You will explore the profound impact of identity and what individuals seek in their professional lives and learn the tools and insights needed to navigate this new work era with confidence and purpose.

In this rapidly changing world, one business truth remains clear: understanding and responding to the unique needs of employees is the cornerstone of effective leadership and successful business growth.

This paper is for:

- Executives
- Human Resources Leaders
- People Managers
- Diversity, Equity, Inclusion, and Belonging Leaders

For all of you, engaging in this conversation is not an option. It's a necessity.

The decisions you make today will affect the future of your organization, directly impacting your ability to retain and attract the workforce needed for financial success and sustained growth.

To thrive as a people manager, you must be willing to accept change and new ideas and develop new skills and terminology. By embracing the diversity of today's workforce and being open to continuous adaptation, you can lead your team toward a future of enduring growth and prosperity.



# Post-Covid Changes Affecting Your Team

As the world continues to adapt to a post-Covid life, people managers find themselves at the forefront of this rapidly changing world, managing teams shaped by four pivotal outcomes.

- 1** First, with individuals working longer and postponing retirement, multi-generational teams are now the norm. The five different generations often clash over their values, needs, and priorities, straining the skill sets of people managers. To harness the benefits of a diverse workforce, managers must understand the unique nuances and needs of each generation.
- 2** Second, remote and hybrid work arrangements have redefined the very nature of corporate environments. Flexibility is a defining desire for ALL generations, and employees are no longer willing to return to the office full-time. Managers face the challenge of creating collaboration while bridging physical divides, all while guarding against the pitfalls of proximity bias.
- 3** Third, there's been a major change in what motivates individuals to work. While money and titles remain incentives for some, a growing group seeks purpose-driven work and social impact. Today's workers want to feel a sense of belonging and shared values with their employers, necessitating managers to paint a clear picture of how daily tasks align with their organization's overarching missions and purpose.
- 4** Finally, the emerging emphasis on diversity, equity, inclusion, and belonging (DEIB) has created a need for new skills, understanding, and education. As the American population becomes more racially diverse and open about self-identities, managers must be comfortable with and supportive of DEIB conversations.

## GENERATIONS AT ODDS

### Factors Impacting Younger Generations

Personal Finance  
Economic Climate (Jobs)  
Mental Health  
Climate Change

### Factors Impacting Older Generations

Preparedness for "Post-Career Life"  
Compensation  
Work Flexibility  
Advanced Technology

**50%** of employees quit their bosses, not their jobs.  
Gallup

## What Employees Really Want

The traditional corporate philosophy has always been to keep the workforce loyal with pay increases and promotions. But as proved by the Great Resignation—50.5 million people quit their jobs in 2022 and 47.8 million quit in 2021 (according to federal Job Openings and Labor Turnover reports)—money and titles are simply not enough anymore.

**50.5 million people quit their jobs in 2022**  
U.S. Bureau of Labor and Statistics

Today's workforce wants engagement, development, inclusion, diversity, equity, belonging, flexibility, and to feel a sense of purpose in their work, says Reimagine Talent's Williams. It's a tall order and most companies are falling short.

"Organizations who don't understand or choose to ignore this paradigm shift will be left behind," she says. "Look around. Workers are willing to leave higher paying jobs, and are leaving them in record numbers, when the culture is off. If you want to be successful in 10 years, you need to invest in improvements for your culture, understanding, and purpose."

The impact of strong people managers goes beyond just retaining employees and fostering a better workplace culture. It extends to driving innovation and creating a human-centered workplace, Williams says, which aligns with the needs and goals of today's workforce. When employees feel engaged and supported, they bring their whole selves to work, blending their responsibilities, passions, and personal lives into their contributions to your company.

For an organization to thrive, it must invest in training managers with the new skills needed to effectively lead a changed workforce. The most successful and sustainable companies in the 2030s and beyond will be those with strong cultures built by competent and passionate people managers who have the skills and desire to lead diverse, multi-generational teams.

Williams believes that true victory will lie in harnessing employees' full potential, unlocking their passion, and fostering a deep sense of connection and purpose within your organization.

Are you up for the challenge?

## Take the Multi-Gen Manager Challenge

Are you ready to level up your skills? Your path to multi-generational leadership begins now. Dive in with three actionable challenges that ignite conversations, forge connections, and elevate team performance.

- 1 Ask your direct reports what they value at work.
- 2 Schedule time with a colleague from a different generation to build understanding and connection.
- 3 Take an audit of your full team to determine each member's engagement and performance. Determine if they have what they need to be successful.

## Understanding the Needs of Each Generation

As retirement patterns shift, individuals are working longer than ever before. Baby Boomers and even Traditionalists are still working because of the pandemic and financial need, this is especially true for communities of color. Meanwhile, Gen Z is hungry for opportunities to grow quickly and move into leadership roles. All generations can become easily frustrated by a lack of understanding of their younger or older co-workers.

Embracing and promoting the benefits of generational diversity are key to creating collaborative, well-functioning workplaces.

### Tips for Bridging the Gaps

Williams says the first step is helping your multi-gen team communicate with you and each other. As a manager, show how to adapt your style for different generations' preferences. What resonates with one may not satisfy another. Use various methods, from in-person and written interactions with older generations to chat platforms and short video announcements with younger workers, to meet everyone's needs.

Next, introduce the generations to each other. Co-mentoring is a powerful way to build bridges. Pairing up tech-savvy younger workers with industry-experienced older workers creates shared opportunities for skills-based learning, as well as informal lessons in inclusivity and diversity. Work with your DEIB team or employee resource group leaders to create meaningful mentorship programs that bring together different ages, experience levels, and cultural backgrounds. As Williams notes, "Each generation has something to teach and something to learn."

Finally, acknowledge the value each generation brings to your organization. The significance of multi-gen diversity extends beyond your internal teams. All generations, as employees and consumers, play dual roles in shaping your businesses' success, Williams says. A multi-generational workforce provides a competitive advantage, offering a deeper understanding of diverse consumer segments.

By harnessing insights from different generations, you can craft strategies that truly resonate with all your customer demographics.

### Career Progression for Multi-Gen Teams

With a multi-gen workforce, culture conversations take on new significance. Catherine Wheeler, founder and chief culture strategist at Pivot One-Eighty, says it's time to reimagine workplace culture and redesign it to serve all generations.

"Lots of organizations are in a flux space because their culture is not a function of the business strategy," she says. "But Covid made us realize that business strategy and culture need to have a conversation with each other if you want to keep people happy, whole, well, and contributing."

Wheeler says one challenge all generations share is not being included in their own career conversations. Organizations mastermind career paths to serve themselves, not the individuals. Managers must create career progression processes that includes everyone and they need succession plans for every role. When this happens, each employee's skills and interests are considered when determining where they best fit in the company.

"I have a philosophy that career ladders should die," she says. "Career ladders suggest that moving up is the goal. But we know that people are looking for fulfilling experiences. When we get rid of the ladder and create succession across and not just up, we've created a very different experience for how people are successful and how work is meaningful."

**"I have a philosophy that career ladders should die."**



Catherine Wheeler, SHRM-CP, PHR  
Founder, Chief Culture Strategist  
at Pivot One-Eighty

## CONTINUED – Understanding the Needs of Each Generation

**Financial Needs Across the Generations**

April Stewart, employee financial wellness strategist at April the Money Coach, has seen a financial literacy gap across all generations. She urges employers to invest in and nurture financial learning because it leads to salary satisfaction, reduced distraction, and employee loyalty.

In fact, financial wellness has become a top-requested employee benefit, going from a “nice to have” to a “need to have” for employers, according to BenefitsPro.

Stewart shares a few insights about the different generations and their financial needs:

- Gen Zers are committed to either resetting bad financial habits or becoming educated on good habits.
- Millennial and Gen X employees have more financial responsibilities and need more support getting over the hump to financial change. When shown a light at the end of the tunnel, they get onboard.
- Gen Z and Millennials have easier access to financial education via social media channels. If there’s an interest in learning, the information is readily available to them.
- In comparison, Gen X, Baby Boomers, and Traditionalists without social media feel more stuck in terms of gaining financial education.
- Gen Z wants a solid start. While Millennials and Gen X want to correct past mistakes and teach their children financial literacy. Baby Boomers and Traditionalists are most motivated by improving retirement readiness and having a financial legacy.
- Gen Z and Millennials are more prone to take their financial future into their own hands.
- Gen X and Baby Boomers often believe that it’s too late for them. They feel the weight of squandered resources and missed opportunities.

**“Provide financial wellness services for all the generations so no one is left out.”**



April Stewart  
Employee Financial Wellness Strategist  
April the Money Coach

Stewart advises managers to offer unbiased education and guidance around a variety of financial matters, including student loan debt, managing expenses, getting on the path to wealth building, homeownership, child care expenses, funding college for children, saving for retirement, closing the gap in retirement savings, caring for aging parents, and so on.

**IDENTITIES****Focus on Mental Health and Identity**

Dr. Shaakira Haywood Stewart  
Licensed Psychologist and  
Business Consultant

Dr. Shaakira Haywood Stewart, a licensed psychologist and business consultant, stresses the importance of mental health awareness for today’s employees. She believes that openly discussing mental health not only attracts younger talent but also demonstrates genuine care for all employees as individuals.

“Identity is huge for the emerging generation but other generations as well,” she says. Workers are looking for diversity and inclusion policies – ones that ask for people’s pronouns and openly discuss their invisible identities, which could include neurodivergent (including autism and ADHD), sexual orientation, or religion.

Openly discussing mental health and using the appropriate terms will show you support individuals and their unique experiences.

## CONTINUED – Understanding the Needs of Each Generation

**Many Teams Lack Foundational Practices**

Beth Messich, principal and founder of Beth Messich Coaching and Consulting, says one of the biggest obstacles for multi-generational teams has nothing to do with the generations, but with the lack of foundational practices that facilitate effective collaboration, communication, and decision-making.

“The biggest challenges with a multi-generational workforce usually stem from the lack of foundational practices,” Messich says. “Most organizations never have conversations about how to work together as a team, how to communicate with each other, and what decision rights look like. Those challenges will be greatly compounded on teams with generational issues at play.”

To overcome this, managers must proactively create and foster these practices, tailoring them to meet the diverse communication needs of different generations.

Finally, it is important to note that while each generation has distinct characteristics, there are also fundamental similarities, particularly regarding the new work environment. Regardless of age, most of the workforce is saying no to the traditional 9-to-5 office setting. The global pandemic accelerated the adoption of remote and hybrid work models, emphasizing the need for adaptable workplaces that cater to the preferences of all employees.

**Summary of Key Recommendations:**

- Understand the generational cohorts and what makes each unique.
- Offer different methods to communicate with team members.
- Create a mentorship program.
- Spell out foundational practices to encourage strong communication.

**Generational Representation**

Generation	Born	Entered the Workplace	Age Today	Values
Generation Z	1997-2012	2010s/20s	11 - 26	<ul style="list-style-type: none"> <li>• Accustomed to change and expects it in the workplace</li> <li>• Value in-person interactions</li> <li>• Look for feedback on a frequent, ongoing basis</li> </ul>
Millennials/ Generation Y	1981-1996	2000s/2010s	27 - 42	<ul style="list-style-type: none"> <li>• Looking to be coached and mentored</li> <li>• Prefer collaborative and technology-centric training</li> <li>• Aligning with company values is key</li> </ul>
Generation X	1965-1980	1980s/90s	43 - 58	<ul style="list-style-type: none"> <li>• View change as a vehicle for opportunity</li> <li>• Embrace a hands-off management policy</li> <li>• Entrepreneurial spirit and results-oriented</li> </ul>
Baby Boomers	1945-1964	1960s/70s/80s	59 - 78	<ul style="list-style-type: none"> <li>• More reserved in communication style</li> <li>• Value traditional instructor-led courses or self-learning tools</li> <li>• Appreciates managers being ethical, fair, and consistent</li> </ul>
Traditionalist/ Silent	Before 1945	1950s/60s	79+	<ul style="list-style-type: none"> <li>• Believe in hierarchical management style</li> <li>• Strong work ethic and loyal to their company</li> <li>• Slow to adapt to new technology</li> </ul>

Source: “Where Millennials End and Generation Z Begins,” Pew Research Center, Washington, D.C. (01/17/2019)



## Fostering Connection in Hybrid Workspaces

As of 2023, Forbes reports that 12.7% of full-time employees work from home, with 28.2% adopting a hybrid model. Looking ahead, the number of remote workers is projected to reach 32.6 million Americans by 2025 and, Forbes writes, an overwhelming 98% of workers expressed a preference for remote work at least part of the time. All signs indicate a seismic shift in work preferences and the need for your organization to adapt.

However, not all organizations and leaders are onboard with a hybrid workforce. In fact, 2023 has seen a growing number of large organizations returning to traditional in-office schedules. With those mandates come proximity bias—an emerging workplace trend that’s influencing team dynamics and culture.

Proximity bias occurs when managers form closer relationships with individuals who are physically present in the office, rather than those who work remotely or visit the office less frequently. This bias can affect decisions about promotions, assignments, and recognition. Generation Z employees, who often have less face time with their managers due to their preference for flexible work arrangements, may find themselves at a disadvantage when it comes to visibility and advancement opportunities.

**98%** of workers want to work remote at least some of the time

Forbes Advisor

As leaders and managers, it’s time to recognize the significance of remote work and its impact on your employees’ satisfaction, productivity, and retention. When you willingly create a virtual culture that prioritizes communication, collaboration, and meaningful connections, you will empower your teams to excel in a remote and hybrid work environment. It’s time to reimagine how you will provide opportunities for professional development, mentorship, and networking in the digital space.

**“Soliciting feedback from your team and showing vulnerability and self-awareness shows you are open to grow within your leadership role. And don’t forget to provide others the gift of feedback, too.”**



Adanta Ahanonu  
Chief Program Officer  
at COOP Careers

### CEO PERSPECTIVE

#### Cost Savings, Support, and Diversity: Benefits of a Fully Remote Team

Williams launched Reimagine Talent as a fully remote company back in 2018.

Emphasizing the power of personal connections, she regularly organizes regional meetups and events, fostering deeper camaraderie among team members. Gratitude plays a pivotal role in a virtual work environment, too, she says, where small expressions of appreciation significantly impact team morale.

“The decision to establish a fully remote team wasn’t solely about embracing the new norm of flexible work; it also offered cost savings, regional client support, and access to a diverse talent pool,” Williams says. “Our remote setup enriches our company culture and empowers us to provide exceptional service to our clients.”

## CONTINUED – Fostering Connection in the New Hybrid Office

**How to Lead Authentic and Intentional Conversations with Your Team**

Adanta Ahanonu, chief program officer at COOP Careers, has found the key to successfully managing remote, hybrid, and in-office teams throughout her career: consistent office hours dedicated to connecting with her broader team members beyond her direct reports. Recognizing the importance of regular communication and human touch points, she offers sample topics for discussion, ensuring everyone has the opportunity to feel heard, valued, and seen. Conversations give her greater insight into team highlights and organizational needs that she may not have visibility into.

“Providing topics gives team members I don’t often interact with a tangible list of suggestions when considering how the time shared will be most meaningful to them so they have a reason to meet with me,” Ahanonu says.

Her office hour topics cover a wide range of subjects, from personal check-ins, feedback, and mentorship to thought leadership, organizational tips, and industry insights. The inclusive “Other? I’m all ears!” category invites team members to discuss anything on their minds.

This approach fosters stronger connections, addresses the need for flexibility, and overcomes proximity bias. Messich, the principal and founder of Beth Messich Coaching and Consulting, echoes the importance of being intentional and authentic.

“Twenty years ago, I accepted a job in San Francisco but continued to live in New York. Early on, my manager asked me how we could connect without the casual run-ins we’d have in an office. We committed to daily non-work conversations,” Messich says. “I felt more connected with him than I did with leaders who sat in the same office with me. And it’s because he was intentional and authentic about getting to know me.”

As a manager, it’s your job to go beyond the surface level and connect with your teams. Authenticity is the key, and managers should bring their genuine selves to interactions, allowing their team members to do the same.

**QUICK TIPS****7 Habits of a Hybrid Office Champion**

1. Invests in and uses digital collaboration tools, like Loom, Asana, Zoom, and Slido to improve interaction and engagement.
2. Allows for flexible work hours.
3. Rotates team members across projects to reduce the influence of proximity bias.
4. Establishes transparent decision-making processes that involve all team members.
5. Recognizes and provides regular feedback.
6. Acknowledges and celebrates team members beyond traditional office settings.
7. Encourages virtual networking and connecting.

**“Coaching is not telling. It’s about helping people reflect, helping them find the answers within.”**



Beth Messich  
Principal and Founder of Beth Messich  
Coaching and Consulting

**Summary of Key Recommendations:**

- Understand the impact of remote work options on employee satisfaction, productivity, and retention.
- Connect with each employee using their preferred methods.

## Delivering Purpose and Shared Values to Your Team

While all generations agree on the need for flexibility and remote office options, there is still division around the importance and acceptance of DEIB issues. This generational divide really came to light in 2020, when the summer of social justice protests sparked lots of conversations in corporate America.

“The movement started at Fresh when an employee wrote an email directly to the CEO,” recalls Natalie Overton, global director of diversity, inclusion, and belonging at Fresh. “They felt the organization supported the efforts to create a better belonging space, and thankfully, they were brave enough to speak up. From there, building a more promising culture began.”

Since 2020, many companies have created DEI Councils and Employee Resource Groups. Unfortunately, Overton says, most of these lost traction because there is no role within the company to guide and develop the work.

Overton has helped many managers begin talking about DEIB issues with their teams and companies. She says it can be broken down into three phases: build trust, engage employees, and create a welcoming environment for all.

The first crucial step is to listen and build trust with your team. Conduct a thorough assessment and research to understand where DEIB currently stands in your organization. Overton still refers to one of her favorite articles on this subject,

**“Remember what you need to feel you belong, yourself, and ensure you make space to process your own emotions and mindsets.”**



Natalie Overton  
Global Director of Diversity, Inclusion,  
and Belonging at Fresh

“The Path from Exclusive Club to Inclusive Organization: A Developmental Process” to help managers identify areas that need improvement and gather suggestions for their teams.

Next, Overton begins engaging with the diverse employees on the team, particularly those in managerial positions or below. Initiate conversations through Zoom calls, lunch-and-learn sessions, or even a book club, tailoring your interaction to what resonates with the most employees. Creating enthusiasm and involvement among the majority can serve as a springboard for more strategic and deeper conversations, she says.

**36%** of companies with the most diversity outperform those with the least in profitability

McKinsey and Company

Finally, establish a DEIB council, write a comprehensive strategy, and create a buzz around DEIB efforts to make its presence felt in your organization. This lays the groundwork for addressing specific issues, such as talent acquisition, identifying diversity ceilings, and integrating diversity and inclusion policies into recruitment, hiring, and training processes.

“DEIB should be the breath of an organization,” explains Overton. “You don’t see your breath. You’re breathing now and don’t see it, right? But if it’s really cold, you’ll see your breath and know something’s off.”

### Different Roles, Different Responsibilities

Reimagine Talent polled both employees and leaders during 2023 career development workshops about ways people can advance DEIB issues. Here's a sampling of responses:

#### How Leaders Can Advance DEIB

- Keep DEIB on the business agenda.
- Monitor/track DEIB progress.
- Fund DEIB initiatives across the organization.
- Continually assess work culture and engagement.
- Champion diversity amongst leaders.
- Hold direct reports accountable to progress.
- Champion flexible work that meets multi-generational needs.
- Serve as sponsors to diversity initiatives.
- Be a visible, active sponsor to colleagues in underrepresented communities.
- Enforce a culture that denounces hate, bigotry, and exclusion of any kind.

#### How Managers Can Advance DEIB

- Embrace the diversity of identity, experiences, and values of your team.
- Routinely ask colleagues what they need to be successful.
- Offer “wellness” breaks to support team wellbeing.
- Model wellness by sharing your own experiences.
- Offer practical, actionable feedback that propels performance.

#### How Everyone Can Advance DEIB

- Speak up when you observe exclusive, discriminatory behavior.
- Actively listen to understand, rather than to respond.
- Share your lived experiences.

- Avoid assumptions. Ask clarifying questions.
- Commit to personal education, awareness, and development.
- Participate in and champion diversity initiatives, like ERGs and BRGs.
- Avoid making decisions for individuals without their consent and collaboration.

### CASE STUDY

## Using Employee Resource Groups to Foster a Diverse, Inclusive Environment

### CHALLENGE

Reimagine Talent worked with the largest general-interest paperback publisher in the world to help cast a vision for employee resource groups (ERGs). The publisher also needed measurable key performance indicators (KPIs) to help show the value and business benefits of ERGs.

### SOLUTION

The Reimagine Talent team designed and facilitated a DEIB-focused training and development program. This workshop equipped ERG members with tools, insights, and guidance to drive progress for the organization's equity and inclusion goals.

### TRANSFORMATION

Following the training, participants reported having more clarity and confidence about their roles and ability to drive DEIB progress. They noted how valuable it was to gain skills to successfully manage different stakeholder relationships, including executive sponsors, DEIB team managers, and their ERG leader peers.

## CONTINUED – Delivering Purpose and Shared Values to Your Team

Remember, DEIB work is not a quick fix but a continuous journey of unlearning and growth. By building trust, involving employees, and creating a sense of belonging, you can create an inclusive work environment that ultimately benefits everyone involved.

### Discussing Mission, Values, and Societal Impact

DEIB issues are very important and often start discussions that lead organizations to define their greater mission. Your employees want to contribute to something meaningful and know how their individual roles align with the bigger picture. When they ask about your organization's societal impact and potential for positive change, you must be ready to answer them.

**\$17.2B** Estimated global DEIB market by 2027  
Global Industry Analysts

Another way you can bridge the gap between the technical aspects of a job and the broader impact it has on the world is by becoming a skilled storyteller. Work with other leaders to create and convey a story about the bigger picture and how your teams' work aligns with the overall mission and values.

Finally, it is essential for you and other leaders to have open and honest conversations about the current state of the company and future goals. Transparent communication allows employees to understand the challenges the organization faces, and the steps being taken to remain competitive and sustainable. It is through these conversations that managers can foster a sense of shared responsibility and a commitment to collective success.

#### Summary of Key Recommendations:

- Establish a DEIB council with participation from company leaders.
- Define your company's "why" story and how each employees' efforts align with your overall mission.

## CASE STUDY

### Driving Racial Equity Through Talent Pipeline Development

#### CHALLENGE

Reimagine Talent partnered with a beloved, global consumer packaged goods (CPG) company to support their efforts to help attract and develop the next generation of Black marketers. The company needed resources to help mitigate the biases they had identified within the lifecycle of sourcing and selecting marketers.

#### SOLUTION

Reimagine Talent designed, launched, and administered a social impact marketing MBA fellowship program. This annual program aims to foster leadership development, mentorship, and connection for Black professionals. As part of the work, Reimagine Talent helped develop an internal learning platform to support the company's hiring managers with skills to integrate more inclusive and equitable strategies into their talent sourcing practices. Finally, Reimagine Talent facilitated training programs for the hiring managers to provide best practices for talent sourcing and selection.

#### TRANSFORMATION

The CPG company said one of the most impactful outcomes of the work was helping them create a sustainable system to attract, hire, and retain a more racially representative employee base. This work also contributed to the launch of an official program between the CPG organization and a leading Historically Black College to tap into and build a pipeline of talented, socially conscious marketing professionals.

## Your Role in Driving This Work Forward

### Everyone Contributes to the Success of a Multi-Generational Team

Each of us has a role in creating a workplace environment that welcomes and creates a sense of belonging for everyone, regardless of age, generation, race, ethnicity, sexual orientation, or other important identities.

#### Action Steps for Leaders

- Proactively consider how generational dynamics impact your business, clients, product offerings, etc.
- Keep DEIB on your business agenda. It's one thing to talk about it, and another to invest in and continually build it.
- Hold direct reports accountable for their actions.
- Stay involved in your organization's employee experience. It can be difficult to stay connected with employees, but listening and talking to them about their needs is important to your success.
- Share your own personal stories and be open to the different stories of others.
- Invest in DEIB, people, and culture initiatives.
- Make sure that special initiatives and projects include a cross-generational team of employees, so all voices are heard.

#### Action Steps for Managers

- Understand the different value drivers for all members of your team.
- Support flexible work dynamics and schedules.
- Where permitted, support remote and hybrid work options, and offer reasonable accommodation for all.
- Encourage relationship building across generations and build cross-functional team exposure.
- Be a DEIB advocate.

- Serve as a mentor and coach to employees and/or help pair mentors and mentees.
- Raise awareness of, amplify, and cascade the support resources your teams need to do their jobs from where they are.
- Review and make recommendations about policies that no longer serve your teams' needs.

#### Action Steps for HR/Diversity Leaders

- Audit internal policies and practices to ensure they are generationally supportive of all your employees.
- Ensure flexible work and reasonable accommodations.
- Launch and support mentorship programs, including reverse mentoring and cross-culture mentoring.
- Continue to invest in the success of DEIB initiatives, like ERGs and ERG councils.
- Coach and advise managers and leaders about multi-generational topics.
- Support managers who are navigating this new terrain with resources, trainings, and workshops.

#### Action Steps for Everyone

- Prohibit and stop using actions, words, and behaviors that negatively depict particular generations.
- Look for the benefits and positive outcomes of working with people in different generations.
- Attend and participate in DEIB events and trainings.
- Prove the benefits of flexible work schedules by being attentive and communicative.
- Speak up! Offer to help with projects that could benefit from more diverse voices.

## Conclusion

Organizations must proactively address the challenges posed by a multi-generational workforce, changing work environments, and the growing importance of DEIB issues, shared values, and purpose. The role of people managers is crucial in navigating these complexities and building strong, inclusive cultures that foster engagement and drive success.

To unlock the full potential of people managers and create thriving organizations, it is imperative to partner with an experienced workforce development consultant. Reimagine Talent stands out as a trusted partner in upleveling people managers and preparing organizations for the challenges and opportunities of a multi-generational workforce. Our expertise in generational diversity, comprehensive development programs, and focus on DEIB make us an ideal partner to guide your organization on this transformative journey.

By investing in people manager development, you should expect tangible results. Enhanced team connection, improved performance, increased employee satisfaction, and higher retention rates are just some of the measurable outcomes that stem from our effective development initiatives.

In conclusion, the future of work demands a new breed of people managers who are multi-generationally fluent, compassionate, and committed to fostering inclusive cultures. Organizations that fail to invest in the upleveling of their people managers risk falling behind in the competitive landscape and losing top talent.

By implementing the practical tips outlined in this white paper and partnering with Reimagine Talent, your organization can navigate the complexities of the multi-generational workforce, unleash the potential of your teams, and create a workplace where all employees can thrive and contribute to their fullest. The time to act is now—let us empower your people managers and embrace the future of work together.

## OPPORTUNITIES

### Multi-Gen Learning & Development



Jewelle Brown, MBA  
DEIB & Talent Development  
Consultant for Reimagine Talent

“Regardless of generation, we must consider there is no right or wrong way to take in information,” says Jewelle Brown, MBA, DEIB & talent management consultant for Reimagine Talent. Everyone learns differently and people must value neurodiversity as much as they do age, gender, race/ethnicity, ability, and other dimensions of diversity.

Contrary to popular belief, engagement isn’t Gen Z’s issue, she says. They’re collaborative, engaged, highly social, and always connected.

As true digital natives, Gen Z grew up with the Internet, smartphones, and social networks. They have more access to information than any generation, equipping them with the ability to sift through and learn what they need to know.

Platforms like YouTube and TikTok are popular with them because they support their preferred learning style: seeing and listening to short-form visual content. Couple that with the social element and Gen Z is able to share insights and get global perspectives, quickly and easily.

“Take an inclusive approach to developing your workforce by designing multi-faceted programs that are interactive, experiential, and self-paced with the opportunity to share and socialize key takeaways,” she says. Supplement standard facilitation with videos, infographics, books, podcasts, and content that speaks to all generations.



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## About Reimagine Talent Co.

A WBEC and NMSDC certified  
workforce and talent development firm

Reimagine Talent is an award-winning national workforce and talent development firm on a mission to educate the next generation workforce and empower organizations to build workplaces of belonging. We deliver career and talent development solutions to organizations seeking to support today's multi-generational employee-base.

People leaders trust us to address the biggest workforce and workplace challenges impacting the generations. Our pioneering solutions help organizations mitigate disparities, while identifying impactful opportunities to support the future workforce and evolving workplace.

If you found value in our white paper, Reimagine Talent can provide support to your organization in several ways:

1. We are trusted partners to workforce program operators in designing and administering career and work-based learning solutions for students and emerging professionals. From education institutions to national non-profits, we are the go-to programmatic incubator for modernized career development that empowers underrepresented talent segments. Our signature workforce solutions include:
  - Student Career Exploration & Development
  - Early Career Program Design
  - Early Career Coaching & Development

2. We are trusted partners for talent engagement & transformation to meet workplace demands with intention, agility, and accountability. HR and diversity leaders trust us to design and facilitate workplace learning and development that empowers people managers and leaders. Our talent development solutions are rooted in DEIB as both a marketplace driver and employee retention tool. Our signature talent development solutions include:

- Manager Learning & Coaching
- High Potential Development
- DEI Leader Development & Community Programming

Additionally, to book Chelsea C. Williams, founder & CEO, for an upcoming event, contact SHRM Speakers Bureau: <https://speakers.shrm.org/speaker/chelsea-c-williams/>.

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