



DISCRIMINATION AND HARASSMENT SOLUTIONS LLC

2024 Workplace Training

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AGENDA

- Forms of unlawful discrimination
 - Definitions
 - Identify protected classes
- Harassment
- Supervisory responsibilities
- Generational Differences

FORMS OF UNLAWFUL DISCRIMINATION

UNLAWFUL DISCRIMINATION

Disparate
treatment

Harassment

Disparate
impact

Accommodation

Sexual or non-
sexual

Disability,
pregnancy, or
religion

EMPLOYEE CONDITIONS



Selection and promotion



Salary, leave, and other benefits



Training and professional development



Discipline and evaluation



Termination

WHO IS COVERED?

- Employees are protected from all forms of discrimination by anyone who enters the workplace:
 - Other employees
 - Vendors
 - Customers

MICROAGGRESSIONS

Microaggressions are intentional or unintentional verbal or nonverbal behaviors that occur in everyday interactions.

They are often unacknowledged, and casually degrade, demean, or put down someone who is part of a group (for instance, a gender, race, or ethnic group).

PROTECTED CATEGORIES

Age

Criminal records (inquiries only)

Disability

Gender

Pregnancy and pregnancy-related conditions

Gender identity

Genetics

Military status

National origin or ancestry

Race or color

Religion

Retaliation

Sexual orientation

AGE

- 40 years of age or older
- Substantially younger and less qualified
- Generally, your employer may not require you to retire at a certain age. There are exceptions to this rule for certain public employees and for certain highly compensated executives.

AGE

Over-explaining
technology to an
older employee

Speaking more
slowly to an
older person

CORI

- The CORI Reform Act prevents employers from seeking disclosure of job applicants' criminal record information prior to the interview stage of the hiring process
- Criminal record protection can only consider convictions and felonies over 10 years; misdemeanors over 5 years not considered

DEFINITION OF “DISABILITY”

- And individual with a disability...
 - Has a physical, psychiatric, or mental impairment
 - Has a record of having an impairment
 - Is perceived as having an impairment

EXCLUSIONS FROM “INDIVIDUAL WITH A DISABILITY”

- Current illegal drug user
- Direct threat to property or safety of self and/or others
- Pregnancy
- Personality traits such as “sensitive to stress”

DEFINING “QUALIFIED INDIVIDUAL WITH A DISABILITY”

- Must have a “substantial limitation”
- Must be able to perform the essential functions of a position with or without a reasonable accommodation

DEFINING “REASONABLE ACCOMMODATION”

- Enables an otherwise qualified individual with a disability to perform the essential functions of his or her position
- Employee is aware of disability and need for accommodation
- Not required if it poses an undue hardship on the business

DEFINING “INTERACTIVE PROCESS”

- Once employer is notified of need for accommodation, they should initiate an interactive dialogue
- Process should identify potential reasonable accommodations to overcome employee's limitations

DEFINING “UNDUE HARDSHIP”

- Depends on:
 - Size of employer, including number of employees, type of facilities, and size of budget or assets
 - Type of operation, including composition and structure of workforce
 - Nature and cost of needed accommodation

INTELLECTUAL DISABILITIES

- The Amended Americans with Disabilities Act (“ADAAA”) prohibits discrimination against qualified individuals with disabilities, including those with intellectual disabilities.
- Around 2.5 million Americans have an intellectual disability
- This act allows an employee with an intellectual disability to receive a reasonable accommodation to more effectively complete their work.
- *Neurodivergent – Diagnosed with a developmental or learning disorder, such as autism, ADHD, dyslexia, or Tourette’s syndrome.

DEFINING “INTELLECTUAL DISABILITIES”

- Significant limitations in both intellectual functioning and adaptive behavior
 - Cognitive functioning, such as learning, problem solving and judgement.
 - Adaptive functioning, activities of daily life such as communication skills and social participation
- This behavior can manifest in individuals with attention deficit disorders, impulse control disorders, depression, anxiety, etc.
- Accommodations: Workstation placement, additional time and material for trainings, visual communication supports, modified work schedule or shift change, noise-cancelling headphones or earplugs, etc.

DISCRIMINATION BY ASSOCIATION

Discrimination by association occurs when a person is treated significantly worse than others based on their relationship or association with a protected group. Crucially, the individual does not need to be a member of the protected group to receive protection.

POLL QUESTION

Which of these trigger the duty to engage in an interactive process?

- A. A rumor is circulating that the speech therapist just got diagnosed with Lupus
- B. A new aide mentions he is allergic to peanuts
- C. A teacher tells her principal she's been depressed since her husband's death, and asks for flex time to get therapy
- D. The librarian begins missing work a few days per week because of his daughter's leukemia

POLL QUESTION

When an employee makes a request for an accommodation, the employer may not ask which of the following?

- A. Questions about the employee's workers' compensation history
- B. Functional limitations of the employee in the job because of the disability
- C. Possible accommodations needed by the employee

POLL
QUESTION

Which of the following is not considered a disability?

- A. Depression
- B. Cancer
- C. Illegal Drug User
- D. Diabetes

NATIONAL ORIGIN/ANCESTRY

- Because that person is from a different country or part of the world, or because of ethnicity or accent, or because that person is perceived to be of a particular ethnicity.
- In some circumstances, national origin discrimination may involve discrimination based on unjustified English-fluency requirements and English-only rules and policies.
- It also may include treating a person unfavorably because of his or her association with someone or some group generally associated with a particular national origin (e.g., civic or cultural organization).

GENDER

- Treating someone unfavorably because of the person's sex
- Gender discrimination, although predominantly an issue for women, can sometimes be directed toward men as well

GENDER

A co-worker
dismissing a female
employee's upset as
"being hormonal."

In a meeting, the men
constantly talk over
and interrupt the
women.

BENEVOLENT SEXISM

- Benevolent sexism is believing or acting as if women are weak and need the protection of men.
- An example is thinking or saying that a woman would not want the same type of stress, workload or challenging assignment as a man.

MA PREGNANT WORKERS FAIRNESS ACT

Effective April 1, 2018, the Massachusetts Pregnant Workers Fairness Act (“PWFA”) imposes new obligations on employers to accommodate an employee’s pregnancy or a condition related to pregnancy. Federal legislation effective June 27, 2023

A new protected class: pregnancy and pregnancy-related conditions are now protected classes in Massachusetts.

Employee Rights: no discrimination based on pregnancy or a pregnancy-related condition; reasonable accommodation must be provided in the same manner as it would be to a disabled employee.

MA PREGNANT WORKERS FAIRNESS ACT

- Some examples of reasonable accommodations include:
 - Provide a private, non-bathroom space for expressing breast milk
 - Provide light duty and schedule modifications (and/or frequent breaks)
 - Provide a modified work schedule
 - Provide assistance with manual labor

PREGNANCY AND PREGNANCY-RELATED CONDITIONS

Employers are required to "engage in a timely, good faith interactive process to determine an effective, reasonable accommodation to enable the employee or prospective employee to perform the essential functions of the employee's job or the position to which the prospective employee has applied."

PREGNANCY AND PREGNANCY-RELATED CONDITIONS

- New changes: “unnecessary delay” in responding to a reasonable accommodation request may result in a violation.
- A covered entity “cannot justify the denial or delay of a reasonable accommodation based on an employee or applicant failing to provide supporting documentation, unless requiring the supporting documentation is reasonable under the circumstances for the covered entity to determine whether to provide the accommodation.”

PREGNANCY AND PREGNANCY-RELATED CONDITIONS

Employers may request documentation to support the need for an accommodation, except when requesting:

More frequent or longer paid or unpaid breaks

Time off to attend to a pregnancy complication or recover from childbirth with or without pay

Acquisition or modification of equipment

Seating

Temporary transfer to a less strenuous or hazardous position

Job restructuring

Light duty

Private non-bathroom space for expressing breast milk

Assistance with manual labor

Modified work schedules

PREGNANCY AND PREGNANCY-RELATED CONDITIONS

- Employers must provide employees with written notice of the Act, outlining the right to reasonable accommodations for pregnancy and related conditions. Written notice should be provided to:
 - New employees at time of hire
 - Within 10 days of any employee notifying their employers of their pregnancy

POLL QUESTION

Employer must provide employees with written notice of the Act, outlining the right to reasonable accommodations for pregnancy and related conditions, within how many days of the employee notifying the employer of the pregnancy?

- A. 1 week
- B. 2 weeks
- C. 10 days
- D. At time of hiring

GENDER IDENTITY

- A person's gender-related identity, appearance or behavior, whether or not that gender-related identity, appearance, or behavior is different from that traditionally associated with the person's physiology or assigned sex at birth"
- Gender identity is a person's internal sense of their own gender. The law provides that gender identity must be "sincerely held as part of a person's core identity"

GENDER IDENTITY

- The law also protects persons whose gender identity is consistent with their assigned sex at birth, but who do not adopt or express traditional gender roles, stereotypes or cultural norms
- For example, discrimination against a person designated as female at birth and who identifies as a woman but who does not act, dress, or groom herself in a manner consistent with feminine stereotypes, is unlawful discrimination based on sex and gender identity

BEST PRACTICES

- Revise non-discrimination to include gender identity
- Update personnel records, payroll records, email systems, and other documents to reflect employee's stated name and gender identity, and ensure confidentiality of any prior documentation of an employee's pre-transition name or gender marker;
- Prohibit derogatory comments or jokes about transgender persons
- Use names, pronouns, and gender-related terms appropriate to employee's stated gender identity

BEST PRACTICES

- Avoid gender-specific dress codes and permit employees to dress in a manner consistent with their gender identity;
- Provide the public and employees access to any sex-segregated facility, i.e. bathrooms, locker room facilities, based on the employee's stated gender identity;

GENETICS

A predisposition to a condition, not
a current condition—results of
DNA testing



MILITARY STATUS

- Involves past, current, or future membership, service, or obligation in a uniformed service
- An employer must reemploy a person who leaves employment for specified time periods for military deployment, service, or training unless the employer can prove a statutory defense
- Military status discrimination could take the form of refusing to hire, failing to reemploy, discharging, failing to promote, harassing, or discriminating against a person with respect to any other term, condition, or privilege of employment

RACE OR COLOR

- Treating someone unfavorably because he/she is of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features)
- Color discrimination involves treating someone unfavorably because of skin color

MICROAGGRESSIONS

Telling an African American: "You're so articulate."

Complimenting someone of Asian descent: "You speak English so well!" even though English is their first language.

Mistaking the only two African/Asian Americans for each other.

THE CROWN ACT

- Creating a Respectful and Open World for Natural Hair Act (“CROWN Act”)
- Effective October 24, 2022 – expands the definition of “race” to provide protections against discrimination for “traits historically associated with race, including but not limited to, hair texture, hair type, hair length, and protective hairstyles.”
- “Protective hairstyles” include “braids, locks, twists, Bantu knots, hair coverings and other formations.”

SEXUAL ORIENTATION

- Having an orientation for or *being identified as* having an orientation for heterosexuality, bisexuality, or homosexuality or other.
- This language has been interpreted to include discrimination based on perception. For example, if a person is fired because they are perceived to be gay, they may invoke the protection of the anti-discrimination law regardless of their actual orientation

RELIGIOUS DISCRIMINATION

- Can not discriminate against someone based on thier sincerely held religious belief
- Social, political, economic philosophies, or personal preferences aren't considered to be religious beliefs

Incivility Behavior in the Workplace

- Low Morale
- Brand Damage
- Low Productivity
- Reduced Engagement
- Decreased Trust / Collaboration
- Increased Turnover
- Accidents and Safety Concerns
- Increased Toxicity Tolerated
- Charges, Conciliation, Litigation © Costs, Settlements, Damage

Topics that are off limits at work

- Conversations which implicate characteristics protected under federal or state law can create a hostile work environment in violation of those same laws.
- Title VII of the Civil Rights Act of 1964 prohibits discrimination based on race, color, religion, national origin and sex.
- The Age Discrimination in Employment Act prohibits age discrimination for those age 40 or over.
- The Americans With Disabilities Act prohibits disability discrimination.
- Harassment based on these protected characteristics is a form of illegal discrimination.

Divisive Topics Can be Problematic

The public is divided on several issues. For example:

- Which political party should be in power;
- Whether and when abortion should be legal;
- Israeli-Hamas War;
- Russian-Ukrainian War; and
- Transgender issues like bathroom usage and participation in sports.

These issues can quickly implicate protected characteristics:

- Sex
- National Origin

Best Practices

- Review and, if necessary, update harassment and discrimination policies.
- Train management and staff regarding these policies.
- Remind employees that work is a place where everyone should feel welcome, safe, and respected.
- Encourage positive and constructive communication.
- Remind employees of the importance of agreeing to disagree.
- Lead by example.

RELIGIOUS ACCOMMODATION

- Religious accommodations are any adjustments employers make to the work environment that allows an applicant or employee to practice their religion
- What religions are recognized



RELIGION

- Title VII includes these religions:
 - Christianity
 - Judaism
 - Islam
 - Hinduism
 - Buddhism
 - Other traditional, organized religions
 - New, uncommon, or informal religious beliefs

RELIGIOUS ACCOMMODATION

An undue hardship is more than a minimal burden on a business. Some undue hardships include jeopardizing security, violating a seniority system, and causing a lack of necessary staffing.

RELIGIOUS ACCOMMODATION EXAMPLES

- Company's dress and grooming code
- Time off to attend mass or pray
- Avoidance of a religious invocation
- Unpaid leave to attend a ritual ceremony
- Vaccinations

RETALIATION

Taking an adverse action against a person because he or she has *opposed* a discriminatory employment practice (e.g., disability, religious, or pregnancy and pregnancy-related conditions), has *complained* about discrimination, or has *assisted* in the investigation of a complaint of discrimination

WHAT IS RETALIATION?

- Any action to alter an employee's terms and conditions of employment *because* that individual engaged in protected activities.
- Examples:
 - Sudden change in work schedule or work location
 - Demotion

WHAT IS NOT RETALIATION?

- A negative employment action is not retaliatory merely because it occurs after the employee engages in protected activity.

POLL QUESTION

Which is not considered an example of retaliation:

- A. Excluding the employee/witness from work-related emails
- B. Giving the employee a bad evaluation when their performance was positive
- C. Not eating lunch with the employee
- D. Piling on assignments to the employee after they file a complaint

SEXUAL HARASSMENT

WHAT IS SEXUAL HARASSMENT?

Sexual harassment:

- Is a form of sex discrimination and is unlawful
- Includes harassment on the basis of sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity and the status of being transgender.
- Is unlawful when it subjects an individual to inferior terms, conditions, or privileges of employment.

SEXUAL HARASSMENT

Quid Pro Quo:
“this for that”

Hostile work
environment

QUID PRO QUO SEXUAL HARASSMENT

- Submission to or rejection of sexual advances, requests for favors or other sexual conduct that is explicitly or implicitly a term or condition of employment
- Submission to or rejection of conduct is a basis for employment decisions

QUID PRO QUO SEXUAL HARASSMENT

- Occurs when a person in authority trades, or tries to trade, job benefits for sexual favors.
- Occurs between an employee and someone with authority, who has the ability to grant or withhold job benefits.

POWER IMBALANCE

- Power dynamics are commonly thought to be associated with an individuals' seniority, age or value to a business.
- For instance, a harasser might be in a position of power due to being the owner of a business, a valued customer of a business, a direct supervisor of a person harassed, or in a position to influence that person's future career prospects.

HOSTILE WORK ENVIRONMENT SEXUAL HARASSMENT

- Sexual or discriminatory displays or publications anywhere in the workplace
- Hostile actions taken against an individual because of that individual's sex

EXAMPLES: HOSTILE WORK ENVIRONMENT SEXUAL HARASSMENT

- Written or verbal sexual remarks or jokes including posters, emails, and text messages
- Comments on one's body
- Leering, whistling, brushing against the body, gestures
- Inquiries into or discussions of sexual activities
- Repeated requests for dates
- Grunts, whistles, catcalls
- Terms of endearment such as "babe," "honey," or "sweetie"

EXAMPLES: HOSTILE WORK ENVIRONMENT SEXUAL HARASSMENT

- Harassment doesn't have to include harsh words or gestures exchanged directly.
- More insidious forms of harassment can include things like:
 - Consistently getting too physically close to a colleague or physically approaching them in a way that corners them or feels threatening.
 - Any kind of physical touch — even the kind that could be played off as casual and friendly — could be perceived as harassment, including annoying or intimidating invasions of someone's personal space or work area.

OTHER EXAMPLES OF SEXUAL HARASSMENT

- Sometimes it's not a colleague's behavior that displays animosity towards others; it's what they post, display, wear, watch or listen to in full view or earshot of the rest of their colleagues.
- Negative body language such as rolled eyes, cutting glances and grimaces, crossed arms and shaking heads directed toward certain employees or groups of employees.

JOKING AROUND

- Humor or inappropriate or offensive remarks at work are frequently disguised as jokes.
- Jokes are not exempt from claims of harassment.
- “Humor” (such as in the form of a biting sarcastic comment) can be hurtful, and employees cannot hide behind the excuse that they were “just joking around.”

MICROAGGRESSIONS

- Invasion of Space and Inappropriate Touching – putting hand on lower back, shoulder or anywhere
- Use of Endearing Names – babe, hun, sweetie
- Sexist Language – Mankind v. Humankind; Girls v. Women

RECENT TRENDS



Rumors



Off-duty incidents spilling into
the workplace



Motives



Digital evidence

PREVENTING HARASSMENT

- Never assume friendliness equals sexual interest
- Do not assume your behavior is okay just because no one has objected to it
- If someone indicates your behavior is unwanted, STOP immediately
- If in doubt, DON'T say it or do it—err on the side of caution

WORKPLACE RELATIONSHIPS

- Consensual relationships among coworkers are not unlawful, but they can cause liability
- Proceed with extreme caution!

WHO CAN BE THE TARGET?

- Sexual harassment can occur between any individuals, regardless of their sex or gender.
- The law protects employees, paid or unpaid interns, and non-employees who work in the workplace.

WHO CAN BE THE PERPETRATOR?

Anyone in the workplace:

- A coworker
- A supervisor or manager
- Any third-party (non-employee, intern, vendor, customer, etc.)

WHERE CAN WORKPLACE SEXUAL HARASSMENT OCCUR?

Whenever and wherever employees are fulfilling their work responsibilities, including:

- Employer-sponsored events
- Conferences
- Office parties
- Off-site or during non-work hours

TRUE OR FALSE

Sexual harassment means bothering someone in a sexual way.

TRUE

- Sexual harassment is any unwanted act or behavior that is sexual in nature that negatively affects the recipient's work or academic environment.
- If the conduct is not sexual in nature, it may be another form of harassment.

TRUE OR FALSE

Sexual harassment must persist over a long period of time to be considered actionable.

FALSE

- A single incident can be considered sexual harassment. **Quid pro quo** harassment can occur in only one incident as can **hostile environment** sexual harassment if the single incident is severe enough.

TRUE OR FALSE

A consensual sexual relationship between two people cannot be deemed sexual harassment.

FALSE

- The issue is not one of *consent*. The issue is whether the advances are welcome. One may consent and yet not welcome the advances.
- Ex. Two people of unequal status - a subordinate may be unable to refuse sexual advances due to the fear of adverse employment or education action.

TRUE OR FALSE

Sexual harassment can be perpetrated by a subordinate against his or her supervisor.

TRUE

- Even though instances of sexual harassment most often involve a power differential, it is not necessary for the harasser to have more power or authority than the victim. A subordinate employee can create a hostile environment for his or her supervisor.

TRUE OR FALSE

If you believe you have been sexually harassed, you need **not** personally confront the harasser to give him/her a chance to correct the behavior before reporting the conduct.

TRUE

- There is no requirement that a person who has been harassed personally confront the harasser with objections to the conduct.

TRUE OR FALSE

You make a sexually- charged joke at work. Your co-workers all seem to laugh and enjoy that humor. This does not constitute sexual harassment since it is not “unwelcome” conduct.

FALSE

- The test has two components: (1) victim’s subjective standard and (2) reasonable person’s objective standard.
- The victim could allege they laughed to avoid an adverse reaction from the rest of the co-workers or supervisor. In addition, the reasonable person test would consider the severity and pervasiveness of the joke(s).

SUPERVISOR'S RESPONSIBILITY



THE SUPERVISOR'S RESPONSIBILITY

Supervisors and managers are held to a high standard of behavior. They are:

- Required to report any harassment reported to them or which they observe.
- Responsible for any harassment or discrimination they should have known about.
- Expected to model appropriate behavior.

MANDATORY REPORTING

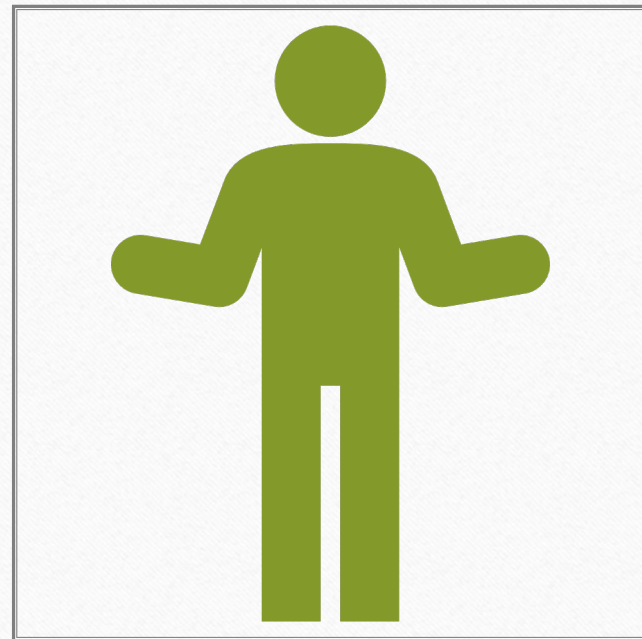
Supervisors must report any harassment that they observe or know of, even if no one is objecting to it.

- Harassment must be promptly reported to the employer.
- Supervisors and managers will be subject to discipline for failing to report suspected sexual harassment.
- Supervisors and managers will also be subject to discipline for engaging in retaliation.

MANAGERS' AND SUPERVISORS' ADDITIONAL RESPONSIBILITIES

- Monitor the environment and counsel anyone who behaves inappropriately
- Report any potential policy violation to personnel immediately
- Stop the behavior
- Prevent retaliation
- Document... document... document!

WHAT SHOULD
I DO IF I AM
HARASSED?



WHAT SHOULD I DO IF I AM HARASSED?

- The harassment policy will provide you the name of the employee to whom you need to report.
- You may also report a complaint to your supervisor.
- You may also make reports verbally.

WHAT SHOULD I DO IF I WITNESS SEXUAL HARASSMENT?

- Anyone who witnesses or becomes aware of potential instances of sexual harassment should report it to a supervisor, manager or designee.
- It is unlawful for an employer to retaliate against you for reporting suspected sexual harassment or assisting in any investigation.

INVESTIGATIVE AND CORRECTIVE ACTION

- Anyone who engages in sexual harassment or retaliation will be subject to remedial and/or disciplinary action.
- An investigation of any complaint should be commenced immediately and completed as soon as possible.
- The investigation will be kept confidential to the extent possible.
- Any employee may be required to cooperate as needed in an investigation.

INVESTIGATION PROCESS

- Human Resources will conduct an immediate review of the allegations, and take any interim actions.
- Relevant documents, emails or phone records will be requested, preserved and obtained.
- Interviews will be conducted.
- The individual who complained and the individual(s) accused of sexual harassment are notified of final determination and that appropriate administrative action has been taken.



WHAT IS THE MCAD?

WHAT IS THE MCAD?

- Massachusetts Commission Against Discrimination
 - The state's chief civil rights agency
 - We will focus on employment
 - Required to file a charge within 300 days
 - May award damages, fines, attorneys' fees, interest, mandatory training
 - No right to a jury

ADDITIONAL
PROTECTIONS
AND REMEDIES



UNITED STATES EMPLOYMENT OPPORTUNITY COMMISSION (EEOC)

An individual can file a complaint with the EEOC and/or the MCAD anytime **within 300 days** from the alleged sexual harassment.

- You do not need to have an attorney to file.
- A complaint must be filed with the MCAD or the EEOC before you can file in court.
- More information: www.EEOC.gov or www.mass.gov/orgs/massachusetts-commission-against-discrimination

LOCAL PROTECTIONS

Many localities enforce laws protecting individuals from sexual harassment and discrimination.

- Contact your county, city or town to find out if laws exist.

Harassment may constitute a crime if it involves things like physical touching, coerced physical confinement or coerced sex acts.

- Contact the local police department.

DIFFERENT GENERATIONS IN THE WORKPLCE

Traditionalists: 1925-1945

Baby Boomers: 1946-1964

Generation X: 1965-1979

Millennials: 1980-1994

Generation Z: 1995-2012

GENERATIONAL DIFFERENCES

Toxic cultures decrease productivity significantly

Rude cultures damage the chances of success

Positive cultures can boost productivity sign

- *Maximize the benefits each employee brings to the organization

- *Embrace changes and make it a positive

PURDUE GLOBAL: GENERATIONAL DIFFERENCES IN THE WORKPLACE

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 retire*

10,000

Baby Boomers reach retirement
age every day*



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 percentage*

BY 2028
Gen Xers will outnumber
Baby Boomers*

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 2025*

18% men

12% women

Millennials ages 25-34 living at
home with their parents*



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"*



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

GENERATIONAL DIFFERENCES

Understanding generational differences can help build a more cohesive and respectful environment.

As younger generations enter the workforce, there is an increased focus on...

- Balance between work life and personal life
- Hybrid and remote work models/Non-traditional flexible schedules
- Mental wellness programs and a focus on employees' mental health
- DEI programs and initiatives

BRIDGING THE GENERATIONAL DIVIDE

- Open Communication
 - Discuss differences in work styles and communication preferences (in-person meetings, calls, emails, etc.) to prevent miscommunications and tension
- Don't Judge or Stereotype
 - Keep an open mind when working across generations and understand that generational stereotypes do not always apply across the board

BRIDGING THE GENERATIONAL DIVIDE

- Encourage Collaboration
 - Collaborative work between coworkers of different generations and/or mentorship programs can begin to breakdown differences and facilitate sharing knowledge
- Recognize and Value Different Contributions
 - Celebrate diverse working and thinking

Helpful language to assist in collaboration

Do it my way

That's not a problem

You're doing it wrong

Here's how you should do this

We don't have time for mistakes

I'm in charge here

Figure it out on your own

I'm too busy for this

I trust your judgment

How can I support you

Let's find a solution together

How do you think we should do this

Mistakes are part of learning

Your input is valuable

I'm here to help you succeed

I'm here when you need me

Helpful language to assist in collaboration

That's your problem, not mine

I'll present this to management

I expect you to stay late

I need this done tomorrow

You're not paid to think

You're responsible if this fails

Why did you mess this up

How can I help resolve this

I want you to present to mgtmt

How can we balance your workload

Let's agree on a timeline that works

Your ideas matter

We're in this together

What can we learn from this



*Thank you
I hope this presentation was helpful!*