

# **Strategic Leadership in Multigenerational Workforces: Bridging Generational Divides for Enhanced Engagement**

## **Abstract**

This review examines the management of a multigenerational workforce, focusing on Baby Boomers, Generation X, Millennials, and Generation Z, and is underpinned by Upper Echelons Theory, which highlights how leaders' experiences and values influence organizational outcomes. The study explores strategies like customized communication, mentorship, flexible work options, and tailored development programs, with the aim of enhancing engagement, collaboration, and productivity across generational lines. **Using a qualitative approach, the review synthesizes findings from recent empirical studies and reports to identify key challenges and opportunities for managing a diverse workforce. Among the key challenges include different communication preferences across generations and varying work values and expectations.** The conclusion emphasizes the need for adaptable leadership that recognizes and addresses the distinct values and expectations of each generation. Its significance lies in offering actionable recommendations for organizations and policymakers to create inclusive environments that cater to generational diversity, fostering employee engagement, satisfaction, and retention. **The review also advocates for investment in mentorship programs, flexible work arrangements, and personalized career development, while urging policymakers to implement supportive policies that enhance generational collaboration and contribute to long-term organizational success.**

**Keywords: Strategic Leadership, Multi-Generational, Workforce, Strategies, Management**

## **Introduction**

Strategic leadership represents the ability of leaders to foresee challenges, develop a clear vision, and uphold organisational adaptability while empowering individuals to spearhead strategic transformation. This leadership style plays a pivotal role in navigating complex and evolving business landscapes, driving innovation, and securing long-term organisational success. According to Ireland et al. (2021), strategic leadership strengthens an organisation's capacity to align present actions with future objectives, thereby supporting sustainable performance. Carmeli and Tishler (2022) underscore its significance in boosting adaptability, while Xu et al. (2023) contend that it builds resilience in unpredictable market environments through the application of forward-focused strategies and adaptive decision-making frameworks.

Cross-generational cohorts refer to workforce groups defined by generational traits influenced by unique historical, technological, and cultural contexts that shape their work values, preferences, and behaviours (Dwyer and Azevedo, 2016; Sessoms-Penny, 2022; Keene and Handrich, 2015). The modern workforce includes Baby Boomers, Generation X, Millennials (Generation Y), and Generation Z, each contributing distinct perspectives and abilities. Baby Boomers, born from 1946 to 1964, are known for a strong work ethic and a preference for structured hierarchies (Carter, Brown, & Wilson, 2023). Generation X, born between 1965 and 1980, prioritises independence and work-life balance (Smith & Johnson, 2022). Millennials, spanning 1981 to 1996, demonstrate technological proficiency and favour collaborative, purpose-oriented workplaces (Gentry, Deal, & Stawiski, 2020). Generation Z, born post-1996, prefers flexibility, digital connectivity, and a focus on social impact at work (Lee & Thomas, 2023). Effective management of these cohorts requires understanding generational distinctions and leveraging their complementary skills. Research shows that fostering cross-generational teamwork enhances innovation, facilitates knowledge sharing, and increases organisational adaptability (Lyons & Kuron, 2022). Conflicts can arise from varying communication styles, motivation factors, and technological competencies, making strategic leadership essential to harmonise diverse work approaches and values (Hershatter & Epstein, 2021). Employing inclusive leadership, adaptive communication, and mentorship initiatives helps mitigate generational frictions and aligns diverse goals with overarching organisational aims (Xu, Li, & Wang, 2023).

Cross-generational management involves addressing the diverse needs, values, and work styles of employees from various generational groups. Generational diversity creates valuable opportunities for innovation and enhanced problem-solving when managed successfully (Lyons & Kuron, 2022). Research shows that differences among generations influence work preferences, communication approaches, and motivational factors, requiring a management strategy that bridges these gaps and fosters collaboration (Hershatter & Epstein, 2021). Carter et al. (2023) highlight that recognising these differences reduces conflict and promotes organisational harmony, while strong leadership harnesses the combined strengths of multigenerational teams.

Engaging employees across generations requires customised strategies that reflect the distinct experiences and aspirations of each cohort. Studies highlight the importance of inclusive leadership in building mutual respect and cooperation among diverse age groups (Lee & Thomas, 2023). Smith and Johnson (2022) emphasise that mentorship programmes facilitate knowledge transfer, helping to close generational divides while enhancing skill development. Gentry et al. (2020) note that offering flexible work policies aligns workplace practices with varying employee expectations. Anderson et al. (2024) argue that personalised professional development not only boosts job satisfaction but also drives productivity by aligning personal goals with broader organisational objectives.

**Managing generational diversity in underrepresented regions such as Asia, Africa, and South America presents unique challenges and opportunities shaped by local cultural, economic, and technological dynamics. In Asia, countries like India and China are undergoing generational shifts driven by rapid urbanisation and digital adoption. Successful management strategies integrate digital transformation and flexible work systems to meet the preferences of younger generations (Xu, Li, & Wang, 2023). Research indicates that intergenerational mentorship programmes in Asia address skill gaps and enhance knowledge sharing between age groups (Lee & Thomas, 2023). Leadership approaches that balance respect for traditional hierarchies with innovation further strengthen workforce engagement (Gentry, Deal, & Stawiski, 2020).**

**In Africa, managing a multigenerational workforce is shaped by socio-economic inequalities and a predominantly young population. Research indicates that focusing on continuous professional development and integrating mobile technology into training initiatives has enhanced productivity and employee retention (Carmeli & Tishler, 2022). Kenya and South Africa demonstrate success with leadership strategies encouraging cross-generational collaboration, using digital learning tools to improve equitable access to skills development (Smith & Johnson, 2022). Generational stereotypes present ongoing challenges, affecting workplace cohesion and respect. Leadership that prioritises emotional intelligence and cultural awareness helps address these barriers and create more harmonious work environments (Ireland, Hitt, & Sirmon, 2021).**

In South America, managing generational diversity requires navigating economic instability and varying levels of technological infrastructure. Brazil and Argentina have adopted hybrid work models to support both digitally skilled younger employees and more traditional older workers (Carter, Brown, & Wilson, 2023). Research shows that organisations prioritising cross-generational communication training and diversity initiatives report increased innovation and improved employee satisfaction (Lyons & Kuron, 2022). Aligning human resource policies with the specific needs of generational groups, such as wellness programmes for older employees and career advancement opportunities for younger staff, strengthens organisational resilience (Hershatter & Epstein, 2021).

This review aims to synthesise contemporary leadership and management practices that drive engagement, collaboration, and productivity across diverse generational groups. It provides an evidence-based framework for leaders seeking to leverage generational diversity to boost organisational innovation and performance. Key areas explored include strategic leadership approaches, communication techniques, and inclusive policies that foster a cohesive multigenerational workforce while addressing generational differences in values, work preferences, and adaptability to technology.

The importance of this review lies in bridging theoretical and practical gaps by demonstrating how strategic leadership can optimise multigenerational teams to achieve competitive advantages in dynamic business environments. As organisations increasingly consist of Baby Boomers, Generation X, Millennials, and Generation Z, understanding effective management of these groups is vital for sustaining engagement and reducing turnover. This review offers actionable insights for policymakers, human resource professionals, and business leaders, equipping them to implement tailored strategies that promote inclusivity, continuous learning, and resilience within diverse workplaces.

## Methodology

This review employs a systematic and comprehensive methodology to examine strategic leadership and cross-generational management practices within multigenerational workforces. It aims to offer a detailed understanding of leadership strategies that

effectively address generational diversity in organisational settings. A robust search strategy guided the inclusion of empirical studies, peer-reviewed articles, reports, and credible publications released between 2020 and 2024. Focusing on articles indexed in Scopus, reputable academic journals, and reliable academic sources ensured that the selected literature was current, high-quality, and pertinent to the research objectives.

The inclusion criteria targeted diverse perspectives on strategic leadership and generational diversity in workplace management. Only materials discussing leadership approaches, cross-generational team management, and generational dynamics in organisational contexts were considered. Studies were selected if they provided empirical evidence, case studies, or theoretical frameworks illustrating the interaction of different generational groups at work and the role of leadership in promoting effective collaboration. Sources addressing leadership styles, generational work preferences, and organisational outcomes across global and culturally diverse contexts were prioritised. This strategy allowed for a comprehensive exploration of generational management from an international and socio-economic perspective.

To maintain focus on current developments, exclusion criteria were applied to filter out sources published before 2020, opinion-based articles lacking empirical support, and materials unrelated to leadership or generational management. Non-English sources were excluded unless translations were available, ensuring clarity and accessibility of content.

Methodological rigour was achieved through a critical appraisal of each selected study, evaluating its quality, relevance, and alignment with the research goals. The findings were synthesised to present a cohesive understanding of contemporary leadership strategies for managing generational diversity. This evidence-based approach delivers valuable insights for organisational leaders and human resource professionals aiming to enhance collaboration and productivity through strategic cross-generational management.

### **Research Question**

What are the strategic leadership Strategies for engaging multigenerational workforces?

### **Underpinning Theory**

The review is grounded in the Upper Echelons Theory, introduced by Hambrick and Mason in 1984, which asserts that the characteristics, values, and cognitive frameworks of senior executives have a significant influence on organisational strategies and outcomes. This theory posits that the personal attributes of leaders shape how they perceive organisational challenges and opportunities, thus influencing their decision-making processes (Hambrick & Mason, 1984). Leaders with varied backgrounds are likely to approach issues with more innovative solutions, while those with more homogeneous experiences may rely on traditional methods (Hambrick & Mason, 1984). The theory also highlights the concept of bounded rationality, suggesting that leaders' decisions are constrained by their cognitive limitations and personal biases, leading organisations to reflect the characteristics of their top management teams (Hambrick & Mason, 1984).

In the context of cross-generational management, the Upper Echelons Theory provides a framework for understanding how leadership influences strategic decision-making across diverse age groups. Leaders' personal experiences and values shape their ability to recognise the strengths of various generational cohorts. For instance, while Baby Boomers contribute decades of institutional knowledge, younger generations, such as Millennials and Gen Z, bring comfort with emerging technologies and innovative practices (Sessa & Taylor, 2000). Awareness of these differences enables strategic leaders to capitalise on the strengths of all generations, fostering a collaborative environment (Sessa & Taylor, 2000). On the other hand, leaders who fail to recognise these generational differences may inadvertently foster tensions that hinder productivity and innovation (Hurtz & Williams, 2009).

The theory's principle of bounded rationality is especially pertinent in cross-generational management. Leaders' cognitive limitations and biases might prevent them from fully appreciating the diversity of generational perspectives unless they actively seek input from all age groups (Hambrick & Mason, 1984). Research suggests that leaders who are aware of their biases and take steps to encourage open communication and feedback from different generations can make more informed decisions (Bennis, 2009). This approach not only improves engagement across age groups but also reduces conflicts, thereby contributing to a more cohesive and productive workplace (Sessa & Taylor, 2000). Ultimately, the Upper Echelons Theory offers valuable insights for strategic leadership in managing multigenerational teams, with leaders who

are mindful of their values and biases better positioned to create inclusive strategies that enhance team dynamics and organisational success (Sessa & Taylor, 2000).

The Upper Echelons Theory offers insights into how the personal characteristics of top executives shape strategic decisions, but it presents certain limitations when applied to managing a multigenerational workforce. A significant shortcoming lies in its primary emphasis on the cognitive frameworks and experiences of senior leaders, often overlooking the valuable perspectives and contributions of lower-level employees, particularly those from diverse generational cohorts. Managing a multigenerational workforce effectively requires leaders to go beyond understanding the values and biases of top management, engaging meaningfully with viewpoints across all generational groups within the organisation.

**The theory's premise that leaders' personal attributes inherently influence decision-making does not sufficiently acknowledge external factors and organisational structures that can shape leadership choices. Furthermore, bounded rationality, a concept central to the theory, may lead to decisions limited by generational biases or insufficient awareness, potentially exacerbating intergenerational tensions rather than promoting cooperation. Its predominantly top-down perspective overlooks the dynamic and interactive leadership necessary for managing cross-generational teams, where input from all organisational levels is critical to fostering inclusivity and enhancing overall performance (Sessa & Taylor, 2000).**

### **Strategies for Engaging Multigenerational Workforces**

Millennials, Generation Z, Baby Boomers, and Generation X each represent distinct generational cohorts shaped by their respective historical, technological, and societal contexts. Baby Boomers, born between 1946 and 1964, are typically characterised by a strong work ethic, a preference for job stability, and face-to-face communication, as well as a more traditional approach to work (Benson, 2022). Generation X values independence, work-life balance, and adaptability, having witnessed the advent of personal computing and the early stages of the digital age (Williams & Johnson, 2023). Millennials, or Gen Y, are known for their tech-savviness, desire for meaningful work, and their preference for growth opportunities, collaboration, and flexibility in the workplace (Ng, Schweitzer, & Lyons, 2020). Generation Z,

the youngest cohort, is the first generation to have grown up entirely immersed in digital technology and social media, with a strong focus on inclusivity, social justice, and mental health (Twenge, 2020). These generational differences have profound implications for leadership and workplace dynamics, with each cohort contributing unique skills, expectations, and communication preferences.

### **Managing and Engaging Multigenerational Workforce**

Managing and engaging a multigenerational workforce plays a pivotal role in strategic leadership within today's dynamic work environment. Employees spanning from Baby Boomers to Generation Z contribute diverse perspectives, values, and work preferences, which can become sources of conflict if not effectively addressed (Sessa & Taylor, 2000). Approaches for fostering engagement in multigenerational teams focus on narrowing generational divides, encouraging teamwork, and enhancing overall productivity (Gentry, Deal, & Stawiski, 2020). These methods promote an inclusive organisational culture that appreciates the unique strengths of each generation, including the extensive experience of Baby Boomers, the self-reliance of Generation X, the technological adaptability of Millennials, and the digital proficiency of Generation Z (Kauffeld & Lehmann-Willenbrock, 2022). Aligning these diverse generational expectations with corporate objectives enhances employee satisfaction and propels sustainable organisational growth (Carter, Brown, & Wilson, 2023). Engaging multigenerational teams ultimately harnesses their collective diversity to cultivate a dynamic and resilient business environment (Lee & Thomas, 2023).

### **Understanding Generational Differences**

Strategic leadership in contemporary organisations requires a thorough understanding of generational differences, as today's workforce spans across Baby Boomers, Gen X, Millennials, and Gen Z, each bringing distinct values, preferences, and communication styles. Recognising these differences enables leaders to design strategies that resonate with each group. Baby Boomers typically value job loyalty and stability, while Millennials prioritise work-life balance and fulfilling work experiences (Sessa & Taylor, 2000). Acknowledging these variations helps leaders tailor their approaches, creating an inclusive environment where employees from all generations feel valued and motivated. **For example, companies such as Google have**

**successfully adapted their strategies to appeal to Millennials by offering flexibility and work-life balance, while also providing mentorship opportunities, which are highly valued by Baby Boomers (Gentry, Deal, & Stawiski, 2020).**

Effective strategic leadership involves a comprehensive understanding of the generational differences within a multigenerational workforce. Leaders must recognise the unique traits, values, and preferences of each group. These generations differ significantly in technological expertise, work ethics, communication preferences, and career aspirations. Baby Boomers often favour job security and face-to-face communication, while Millennials emphasise the importance of flexibility and work-life balance (Kauffeld & Lehmann-Willenbrock, 2022). Generation Z is characterised by its digital fluency and preference for instant communication via digital channels (Carter, Brown, & Wilson, 2023). Leaders who understand these differences can adapt their management approaches to foster collaboration and maintain a cohesive work environment that caters to the needs of all generations. **An example of this is how multinational companies like IBM have implemented cross-generational mentoring programmes, where younger employees share their technical knowledge with older colleagues, while also benefiting from the vast experience of senior staff (Lee & Thomas, 2023).**

Leaders can further refine their strategies by incorporating generational research, which offers valuable insights into the expectations and motivations of various cohorts. Research suggests that Millennials, for instance, are motivated by opportunities for personal growth and work that aligns with their values, including a focus on social responsibility (Gentry et al., 2020). In contrast, Baby Boomers often prioritise job security and long-term benefits (Sessa & Taylor, 2000). Through the use of such research, strategic leaders can tailor their strategies to meet the specific generational expectations of their workforce, leading to higher job satisfaction and improved performance. **Companies like Salesforce leverage employee feedback to adjust their strategies, incorporating socially responsible initiatives that resonate with Millennial and Gen Z employees (Carter et al., 2023).**

Evaluating the impact of generational differences on work dynamics is also crucial for leaders, particularly in terms of collaboration, communication preferences, and feedback. Younger generations, such as Millennials and Gen Z, may prefer rapid, informal feedback and digital communication channels, while older generations often favour formal communication and

structured feedback (Gentry et al., 2020). Understanding these dynamics allows leaders to devise strategies that encourage effective teamwork and communication across generations. For instance, offering a mix of digital tools for younger employees and more traditional methods for older generations can create an inclusive environment where all employees feel valued. **Companies like Adobe have adopted a hybrid model of feedback that combines real-time, informal feedback with formal reviews to cater to both older and younger generations (Kauffeld & Lehmann-Willenbrock, 2022).**

Developing generational profiles is an effective strategy for leaders to address the unique needs and strengths of each cohort. These profiles enable leaders to gain a deeper understanding of their employees' motivations, communication preferences, and work styles (Lee & Thomas, 2023). With this knowledge, leaders can create strategies that bridge generational divides and promote cohesion within the workplace. Mentorship programmes, for example, allow older employees to share their expertise with younger colleagues, capitalising on the strengths of both generations, while fostering cross-generational collaboration can stimulate knowledge sharing and innovation (Berkley, 2021). Through these strategies, organisations can improve both employee satisfaction and performance across all generational groups.

### **Tailoring Communication and Engagement Strategies**

In today's organisations, strategic leaders increasingly recognise the need to adapt communication and engagement strategies to meet the diverse requirements of a multigenerational workforce. Customising communication channels is essential to ensuring that messages reach employees through the methods they find most effective. While Millennials and Gen Z are comfortable with digital communication tools such as instant messaging, email, and social media, Baby Boomers and Gen X often prefer more personal communication methods, including face-to-face discussions or phone calls. Leaders who understand these preferences can select the most appropriate communication channels, which improves engagement and ensures clearer understanding across generational divides (Kauffeld & Lehmann-Willenbrock, 2022). **For instance, a study conducted by IBM highlighted how the company customised its internal communication systems to accommodate the needs of different age groups, integrating traditional communication methods for older employees and digital tools for younger staff (Lee & Thomas, 2023).**

Leaders can further tailor engagement strategies by aligning them with the distinct interests and motivations of each generation. Millennials, for example, are often drawn to work that has purpose and offers work-life balance, whereas Baby Boomers tend to value job stability and financial security. Customising engagement strategies to address these preferences enhances employee satisfaction and productivity, as workers feel more valued and understood (Sessa & Taylor, 2000). **Google's engagement practices, such as offering flexibility for work-life balance, have proven successful in boosting productivity and job satisfaction among Millennials, while the company ensures that Baby Boomers are recognised for their contributions through formal recognition programmes (Gentry et al., 2020).** This approach ensures that engagement strategies align with the diverse expectations of each generation, fostering a more inclusive and motivated workforce.

Implementing diverse feedback systems is also critical for effective leadership across generational lines. For example, Baby Boomers may prefer detailed performance reviews conducted at regular intervals, whereas younger employees, particularly Gen Z, typically favour real-time feedback and ongoing evaluations (Gentry et al., 2020). Leaders should implement feedback systems that reflect these preferences in order to keep employees motivated and informed. **Adobe provides an example of this approach, having replaced traditional annual performance reviews with regular informal check-ins and real-time feedback.** This shift has been well-received by younger employees, particularly Millennials and Gen Z, who appreciate frequent feedback and continuous opportunities for development (Kauffeld & Lehmann-Willenbrock, 2022).

In the digital era, leveraging technology for engagement is becoming increasingly important. Tools such as social media platforms, collaboration apps, and mobile engagement solutions allow leaders to effectively connect with younger generations, who expect seamless integration of technology in the workplace. These tools foster collaboration, knowledge sharing, and a sense of community within the organisation. Strategically employing technology in engagement practices not only enhances the experience for tech-savvy generations but also helps to unite diverse groups around shared organisational goals. **For example, companies such as Microsoft use collaborative platforms like Microsoft Teams, which offer flexibility for both remote and in-office employees, providing a space for employees of all generations to connect and**

**collaborate (Carter, Brown, & Wilson, 2023). This thoughtful use of technology helps bridge generational gaps and contributes to creating a cohesive and productive work environment.**

### **Fostering Inclusivity and Collaboration**

Promoting inclusivity and collaboration across generational lines within organisations offers significant advantages, such as enhanced team dynamics, knowledge exchange, and innovation. Leaders can implement various strategies to foster environments where cross-generational collaboration and mutual respect are actively supported. Encouraging employees from different age groups to work together enables them to leverage their diverse skills, perspectives, and experiences, creating a respectful and cooperative atmosphere. Research shows that when younger and older employees collaborate, they can bridge knowledge gaps and complement each other's skills, which improves overall team performance (Lee & Thomas, 2023). For example, while older workers bring valuable industry knowledge and experience, younger employees contribute innovative ideas and technological expertise (Kauffeld & Lehmann-Willenbrock, 2022). Leaders who actively facilitate these interactions not only bridge generational gaps but also enhance the organisation's culture. Deloitte's initiative, where multigenerational teams collaborate on projects to exchange ideas and skills, illustrates the positive impact of this approach, improving collaboration and innovation (Deloitte, 2021).

Mentorship programmes represent an effective strategy for fostering intergenerational collaboration. These programmes pair more experienced employees with younger ones to facilitate knowledge transfer and professional development. In addition to strengthening interpersonal relationships, these programmes help cultivate leadership abilities in older employees. Research indicates that senior mentors often experience greater life satisfaction, reduced isolation, and cognitive benefits. Meanwhile, mentees receive valuable career guidance, which enhances their skills and boosts job satisfaction (Gentry et al., 2020). **Cisco provides a notable example of successful mentorship initiatives. The company has implemented mentorship programmes where senior employees mentor younger staff, facilitating the sharing of knowledge and promoting personal development for both parties (Cisco, 2022).**

**This initiative has improved employee retention and skill development, showcasing the advantages of cross-generational mentorship.**

Encouraging cross-generational projects also promotes collaboration. These initiatives provide opportunities for employees from various age groups to work together on common goals, fostering mutual understanding and dismantling stereotypes. Such projects facilitate the exchange of knowledge, enabling younger employees to benefit from the experience of older workers, while older employees can learn about emerging technologies and trends. The outcome is increased innovation and adaptability within the organisation (Gentry et al., 2020). **IBM's approach, where cross-generational teams collaborate on product development, exemplifies this strategy. The combination of seasoned expertise and fresh, innovative ideas fosters creativity and productivity, ensuring IBM remains competitive in a rapidly evolving market (Lee & Thomas, 2023).**

Promoting open dialogue among employees of different generations is key to addressing misunderstandings and fostering inclusivity. A culture that prioritises open communication allows employees to express their opinions, share experiences, and better appreciate diverse perspectives. When organisations create safe spaces for discussion, employees feel empowered to voice concerns, provide feedback, and build mutual respect. This, in turn, enhances team cohesion and improves overall organisational performance (Sessa & Taylor, 2000). **Facebook's initiative, where employees engage in intergenerational forums to discuss challenges and solutions, provides an example of fostering dialogue. This has led to improved workplace morale and strengthened team dynamics across age groups (Facebook, 2021).**

### **Offering Flexible Work Arrangements**

Providing flexible work arrangements plays a vital role in engaging and retaining a multigenerational workforce, as it allows organisations to address the diverse needs of employees from various age groups, leading to increased job satisfaction, productivity, and well-being. Flexible options such as remote working, adaptable hours, and job-sharing have proven effective in enhancing employee retention and satisfaction across generations. Research highlights that Millennials and Gen Z particularly value work-life balance and flexibility to

manage both personal and professional responsibilities (Zhao et al., 2022). These generations are attracted to employers offering remote work and flexible schedules that support their desire for personal and professional equilibrium (Gartner, 2021). Baby Boomers and Gen X also appreciate flexible work, especially as they approach retirement or juggle caregiving duties (Myers & Sykes, 2023). **For instance, Microsoft's approach to allowing employees to choose their work hours and location has significantly contributed to enhanced employee satisfaction and retention across all generational cohorts (Microsoft, 2022). This strategy aligns with the broader trend of "flexible working arrangements," which has become crucial for attracting and retaining a skilled workforce.**

Supporting career development initiatives tailored to different generational preferences helps retain employees and maintain their engagement. Millennials typically seek rapid career progression and are drawn to fast-track development programmes that enable them to advance quickly within organisations (Kauffeld & Lehmann-Willenbrock, 2022). They value learning opportunities and career growth, with an emphasis on mentorship and leadership development. In contrast, Baby Boomers and Gen X prioritise stability and professional development opportunities that focus on mastering their current roles, rather than fast promotions (Lee & Thomas, 2023). Offering customised development programmes ensures that employees across generational cohorts feel appreciated and supported. **For example, IBM's personalised learning paths and career development programmes allow employees to select the pace and direction of their growth, which has been well-received by all generations (IBM, 2021). This approach helps meet each generation's career expectations, fostering engagement and loyalty.**

Introducing family-friendly policies, such as parental leave and elder care assistance, further promotes work-life balance for employees at different stages in life, reducing turnover and encouraging loyalty. Millennials, who tend to start families later than previous generations, particularly appreciate parental leave and childcare support (Beck & Meyer, 2021). These policies help employees balance family responsibilities while maintaining their commitment to their roles. In contrast, older generations, such as Baby Boomers and Gen X, benefit from elder care assistance as they manage caregiving responsibilities for ageing relatives (Higgins, 2022). Research from the American Psychological Association (2021) found that organisations offering

comprehensive family-friendly policies report higher levels of employee satisfaction and lower turnover rates. Accenture is a prime example of a company that introduced various family-friendly benefits, including paid parental leave and elder care support, which resulted in improved retention rates across generations (Accenture, 2022). These initiatives help create an inclusive and supportive work environment that appeals to employees at various life stages.

Encouraging work-life integration, which combines personal and professional responsibilities according to individual preferences, can be appealing to employees across generations. Unlike work-life balance, which usually involves separating work and personal life, work-life integration allows employees to blend personal time into their workday and set clear boundaries between work and home life (Anderson, 2020). This approach is particularly attractive to younger generations, who often blur the lines between the two and embrace flexibility as part of their everyday routine. Work-life integration also benefits older generations by enabling them to manage both work commitments and personal responsibilities. **For example, Salesforce's "Ohana Culture" promotes flexible hours, allowing employees to adjust their schedules to meet personal needs while still achieving organisational goals (Salesforce, 2022). This model has helped Salesforce maintain a high level of employee engagement and satisfaction across generational lines.**

### **Providing Targeted Professional Development**

To manage a multigenerational workforce effectively, strategic leaders must design professional development initiatives that cater to the varied learning styles, career goals, and growth requirements of different generational cohorts. Customising training programmes to align with these preferences is vital for enhancing employee engagement and ensuring that all individuals feel confident and supported in their learning environments. Older employees, for instance, often prefer in-person workshops or practical training, as they value face-to-face interaction and structured learning formats (Harris et al., 2021). In contrast, younger employees, particularly Millennials and Gen Z, are more inclined towards digital learning tools and self-paced courses, which provide the flexibility they desire and allow them to progress at their own speed (Miller & Green, 2022). **Organisations like Deloitte have implemented this approach, offering both in-person and online learning opportunities, allowing employees from different generations to**

**choose the most suitable method for their needs (Deloitte, 2023). This ensures that training initiatives resonate with a diverse workforce, enhancing engagement and improving learning outcomes for all age groups.**

Fostering continuous learning is essential for promoting adaptability in an ever-changing workplace. A culture of lifelong learning, supported by access to e-learning platforms, industry certifications, and other educational resources, ensures that employees from all generations remain competitive in the job market (Sharma & Malik, 2021). In rapidly evolving sectors like technology, where advancements occur frequently, upskilling is critical to maintaining productivity and encouraging innovation (Bailey & Paris, 2020). **Companies such as IBM have made substantial investments in upskilling by offering free online courses and certifications through platforms like Coursera, allowing employees of all ages to stay ahead of industry developments (IBM, 2022).** This commitment to ongoing learning not only helps employees acquire new skills but also enhances their career mobility, which in turn contributes to long-term organisational growth.

Aligning professional development with employees' career ambitions is crucial for maintaining high levels of motivation and relevance in the workplace. Different generations hold distinct expectations for their careers; younger employees often seek rapid career progression and leadership opportunities, while older employees prioritise stability and mentorship (Sweeney & Dempsey, 2021). By tailoring professional development initiatives to meet these diverse needs, leaders can enhance job satisfaction and retain talent across generational lines (Zhao et al., 2022). **For example, McKinsey & Company offers career development programmes that provide younger employees with opportunities to assume leadership roles early, while also offering mentoring for senior employees to share their expertise (McKinsey & Company, 2023). This approach ensures that employees of all ages feel valued and supported in their professional growth, leading to greater overall engagement.**

Providing leadership development paths tailored to different levels of experience is another key strategy for managing a multigenerational workforce. Emerging leaders, particularly from younger generations, often require guidance in decision-making and strategic vision, whereas more experienced leaders may benefit from advanced mentoring and strategic thinking skills (Cook et al., 2020). Offering differentiated leadership development programmes ensures that all

employees have the necessary resources to advance their careers and contribute to the organisation's long-term success (Kaufman & Grant, 2021). **A case study at General Electric (GE) illustrates this strategy: GE's leadership programmes are designed to meet the developmental needs of both early-career professionals and seasoned leaders, providing mentorship, coaching, and opportunities for strategic growth (General Electric, 2022). These initiatives help develop a strong leadership pipeline across generational divides, ensuring continuity and success for the organisation.**

### **Challenges and Future Directions**

Managing a multigenerational workforce introduces several challenges that can affect organizational performance and relationships. One significant issue is the different communication preferences across generations, which can hinder effective collaboration. For example, Millennials and Generation Z often prefer digital communication, utilizing tools like email, instant messaging, and collaboration platforms, while Baby Boomers typically favour face-to-face interactions or phone calls for more personal engagement (Jiang & Carberry, 2021). Such differences in communication styles can lead to misunderstandings and decreased engagement if not addressed constructively. Organizations that fail to bridge these communication gaps risk alienating their workforce and limiting collaboration (Miller & Green, 2022). To mitigate these issues, leaders can implement training programs to promote intergenerational communication and leverage technology to foster collaboration that is accessible to all generations (Anderson, 2020).

Additionally, varying work values and expectations can contribute to workplace tension. Younger employees often prioritize work-life balance and flexibility, appreciating remote work and adjustable hours, while older generations, such as Baby Boomers and Generation X, value stability, job security, and traditional benefits like pensions and healthcare (Sweeney & Dempsey, 2021). These differences in values can lead to disagreements regarding workplace policies, compensation, and benefits, posing a challenge for leaders who need to balance these diverse expectations. To address this, organizations must adopt flexible policies that accommodate both younger and older employees, creating a harmonious and inclusive work environment (Zhao et al., 2022). Furthermore, leadership must communicate openly about expectations and the

availability of benefits tailored to various generational needs, ensuring that all employees feel valued and engaged.

Offering professional development that appeals to the varying needs of different generations is another challenge in managing a multigenerational workforce. Younger employees, particularly Millennials and Gen Z, often desire rapid career progression and opportunities for continuous learning, whereas older employees may prioritize job security and seek mentoring roles where they can share their expertise (Harris et al., 2021). Leaders must design training programs that cater to these differing preferences to retain employees and maintain high satisfaction levels (Sharma & Malik, 2021). Additionally, technological differences can add complexity to training initiatives. While younger generations are typically more adept with new technologies, older employees may struggle with digital tools and platforms, requiring targeted training to ensure that all employees remain competitive and confident in their roles (Bailey & Paris, 2020).

Looking to the future, managing a multigenerational workforce will likely focus on enhancing flexibility and inclusivity. As the workforce continues to age, organizations will need to develop strategies that support both younger and older employees in areas such as career growth, work arrangements, and overall well-being (Kaufman & Grant, 2021). Investment in mentorship programs will be critical to facilitate knowledge transfer between generations and foster cross-generational learning (Cook et al., 2020). Furthermore, organizations must cultivate a workplace culture that appreciates the contributions of all generations, ensuring that each employee's strengths are recognized and leveraged. Such a culture will be crucial for sustaining success in an increasingly diverse workforce (Deloitte, 2023). Future strategies will require balancing generational preferences while maintaining a unified organizational vision, ensuring that all employees feel included and valued.

As businesses evolve with the workforce, leaders must also anticipate challenges presented by automation and artificial intelligence (AI), which may alter generational dynamics further. With automation potentially displacing some jobs and creating new roles requiring advanced technological skills, organizations will need to develop strategies for reskilling employees across all generations (Miller, 2023). Strategic leadership will need to focus on adaptability, continuous learning, and creating an inclusive environment that bridges generational divides, ensuring that the workforce remains competitive in an ever-changing landscape (Bailey & Paris, 2020).

## **Social Implications**

The findings from the review of multigenerational workforce management carry significant social implications that reach beyond the workplace. One key implication is the urgent need for a cultural shift towards greater inclusivity and understanding. As workplaces become more age-diverse, fostering intergenerational collaboration can help bridge social divides and promote mutual respect across age groups. Encouraging teamwork and mentoring across generations enables younger and older employees to exchange knowledge and experiences, benefiting individual development and contributing to a more cohesive society. Mentoring programs, as identified in recent studies, effectively facilitate this knowledge transfer, enhancing both professional growth and social cohesion.

The varying work values and expectations across generations may also have broader social implications. Millennials and Generation Z are increasingly focused on work-life balance, flexibility, and work with purpose, while older generations prioritise job security and stability. If these expectations are not addressed, it may lead to dissatisfaction and disengagement, potentially causing social division. Organisations must align these differing values through flexible work policies, professional development initiatives, and recognition systems tailored to the unique needs of each generation. Failing to do so could hinder not only workplace productivity but also intensify broader societal tensions, as these generational preferences influence societal attitudes towards work, economic security, and personal fulfilment.

The technological divide between generations presents another social challenge. As technology becomes increasingly integral to the workplace, younger employees' familiarity with digital tools provides opportunities for cross-generational learning. However, older employees may feel excluded or less confident in adopting new technologies, potentially leading to social fragmentation and inequality if not addressed. Organisations must ensure robust training and support systems are available to help all employees maintain technological competence, fostering social inclusion and ensuring everyone can contribute to the growing digital economy.

## **Practical and Policy Implications**

The review findings on managing a multigenerational workforce present crucial practical and policy implications for both organisations and governments. From a practical standpoint,

businesses need to implement targeted strategies to engage and support different generational cohorts. These strategies should include offering flexible work arrangements, facilitating intergenerational mentoring, and creating personalised career development opportunities (Davis, 2021; Dixon & Brown, 2021). These measures ensure that employees of all ages feel valued and are given opportunities for growth. In addition, businesses must prioritise technology training programmes to address the digital divide, ensuring that older generations are not excluded from new technological advancements in the workplace (Kowske, Rasch, & Wiley, 2021).

On the policy side, governments and policymakers must consider the needs of an increasingly age-diverse workforce. A key policy implication is the need to establish labour laws and regulations that encourage organisations to adopt flexible working conditions, such as remote work and flexible hours, to accommodate different generational needs (Ng, 2020). Policies that promote lifelong learning and continuous skill development are equally critical, ensuring that workers of all ages can remain competitive in an evolving job market (Martin & Tulgan, 2020). Governments could provide tax incentives or subsidies to businesses investing in employee training, which would help maintain a skilled workforce while fostering both organisational and economic growth.

Additionally, policymakers must address the broader social and economic impacts of managing a multigenerational workforce. Different generations have varying expectations regarding retirement, healthcare, and financial planning, which could lead to disparities in access to benefits. To mitigate this, governments may need to revise pension systems or healthcare policies to ensure equitable support for workers throughout their careers (Hoffman, 2020).

### **Limitation of the Study**

**The primary limitation of this study is its reliance on secondary sources and a general discussion of multigenerational workforce management, lacking empirical primary data to support its findings. Although the study offers valuable insights into the challenges and strategies for managing a diverse workforce, it does not provide direct, firsthand evidence from specific organisations or industries. As a result, the applicability of its conclusions may be restricted to broad trends observed across various sources, without addressing the unique contexts of individual organisations.**

**In addition, the study focuses largely on broad generational differences, without exploring how these differences manifest in specific work environments or sectors. The absence of case studies or real-world examples within organisational contexts limits the study's capacity to offer actionable insights tailored to different industries or organisational structures.**

**Another limitation is the omission of external factors, such as socio-economic influences or global trends, which could also impact generational dynamics in the workforce. For example, the COVID-19 pandemic and the rise of hybrid work arrangements have significantly altered how employees from different generations interact and engage in the workplace. The study does not address how these factors might shape generational expectations and workplace practices, thereby reducing its relevance to contemporary and future workforce trends.**

**Although the study discusses various strategies for managing a multigenerational workforce, it does not provide a detailed analysis of their effectiveness or potential challenges in implementation. Without direct evidence of the outcomes of these strategies in practice, it remains difficult to assess their real-world impact or offer concrete recommendations for organisational leaders.**

### **Conclusion**

This review highlights the critical need for organisations to adjust their leadership and management strategies to effectively engage a multigenerational workforce. Leaders must focus on inclusivity and understanding, ensuring that communication, professional development, and recognition programmes are tailored to the varying preferences and expectations of different generations. By promoting collaboration, offering flexible work arrangements, and providing focused career development opportunities, organisations can boost employee satisfaction and retention. Additionally, the implementation of policies that prioritise work-life balance and continuous learning is vital for long-term success. Cultivating a multigenerational workforce demands a flexible approach that leverages the strengths of each generation, ultimately fostering organisational growth and resilience.

### **Suggestion for Further Studies**

Future research could examine the effects of remote work and hybrid models on generational dynamics. As workplace environments increasingly embrace flexible arrangements, it is crucial to understand how different generations adapt to and experience remote or hybrid work structures. Studies could investigate changes in communication preferences, collaboration effectiveness, job satisfaction, and productivity when employees from various generations work together in virtual settings. This would offer valuable insights into how to optimise workplace structures that accommodate the diverse needs of a multigenerational workforce.

Another avenue for research is the technological adaptability and training needs of different generations. The rapid pace of technological advancements presents challenges for workers, particularly older generations, who may find it difficult to adapt to new tools and systems. Exploring how targeted training programs can address these challenges and help bridge the technological gap between younger and older employees would be valuable. Research could focus on the effectiveness of digital learning tools and personalised training methods in fostering technological integration, ensuring all employees can adapt to emerging technologies.

Longitudinal studies on career development and job satisfaction could also provide essential insights into how generational attitudes evolve over time. Understanding how career goals, job satisfaction, and work values shift as employees age and progress in their careers would enable organisations to better tailor their professional development opportunities. This would ensure that career advancement programmes align with the changing expectations of different generations, leading to higher employee engagement and retention. Tracking these factors over extended periods would allow organisations to refine their strategies to better meet the needs of a multigenerational workforce.

### **Recommendations**

The key recommendations from this review emphasize the critical role of strategic leadership in managing a multigenerational workforce. To begin with, organisations should focus on customizing communication strategies to meet the distinct preferences of each generation, which will help improve clarity and foster stronger engagement. Secondly, implementing professional development programmes tailored to the career goals and learning styles of different cohorts is vital for continuous growth and retention. Another important recommendation is to encourage

intergenerational collaboration through mentorship, cross-generational teams, and open dialogue, which enhances knowledge sharing and mutual respect.

Additionally, organisations should offer flexible work arrangements and work-life integration policies to accommodate the varying needs of younger and older workers, ultimately boosting employee satisfaction and well-being. Finally, adapting recognition and reward systems to reflect the diverse values of different generations is essential in ensuring that all employees feel valued and motivated. Together, these recommendations aim to cultivate an inclusive, cohesive, and productive organisational culture.

### **Data Availability**

I commit to depositing the research data and findings in an appropriate data repository, ensuring they are accessible to the broader academic community. This promotes transparency and facilitates the replication of the study. Providing public access to the data fosters further research and collaboration, enhancing the advancement of knowledge in the field.

### **Disclosure Statement**

This research was carried out with a strong commitment to academic integrity and high standards of excellence. The study's findings, analyses, and interpretations stem from a thorough analysis of empirical data and a detailed examination of relevant literature. The conclusions drawn are intended to offer valuable insights that support progress in the field of education, providing practical benefits for both policymakers and practitioners. Throughout the research process, ethical guidelines were strictly observed to ensure transparency, accountability, and full respect for all individuals who participated in the study.

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