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Research Summary on Generational Differences

Organisation: CWEP

Country: Poland

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Content
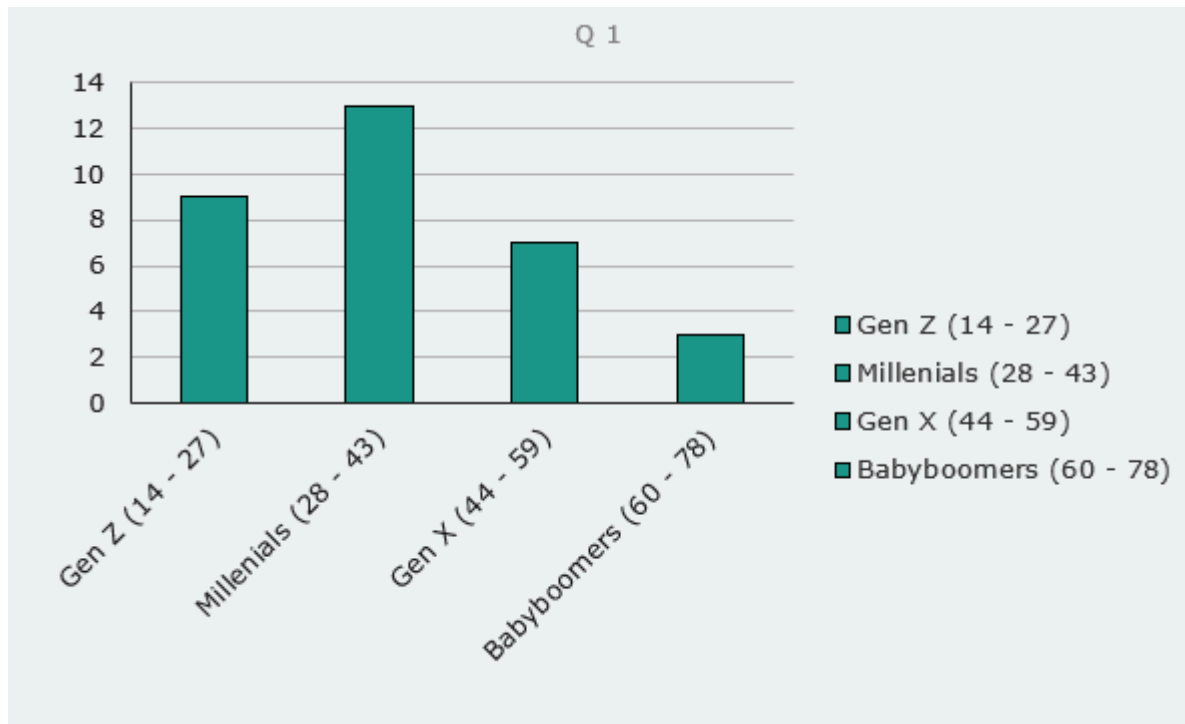
1. General Information

Breakdown of sample by generation (Q1)

Each generation is represented in the sample of 32 participants in the survey for Poland.

Approximately 41% of the sample belongs to Millennials.

Gen Z accounts for about 28%, while Gen X represents roughly 22%.

The oldest generation, the Baby Boomers, make up around 9% of the sample.
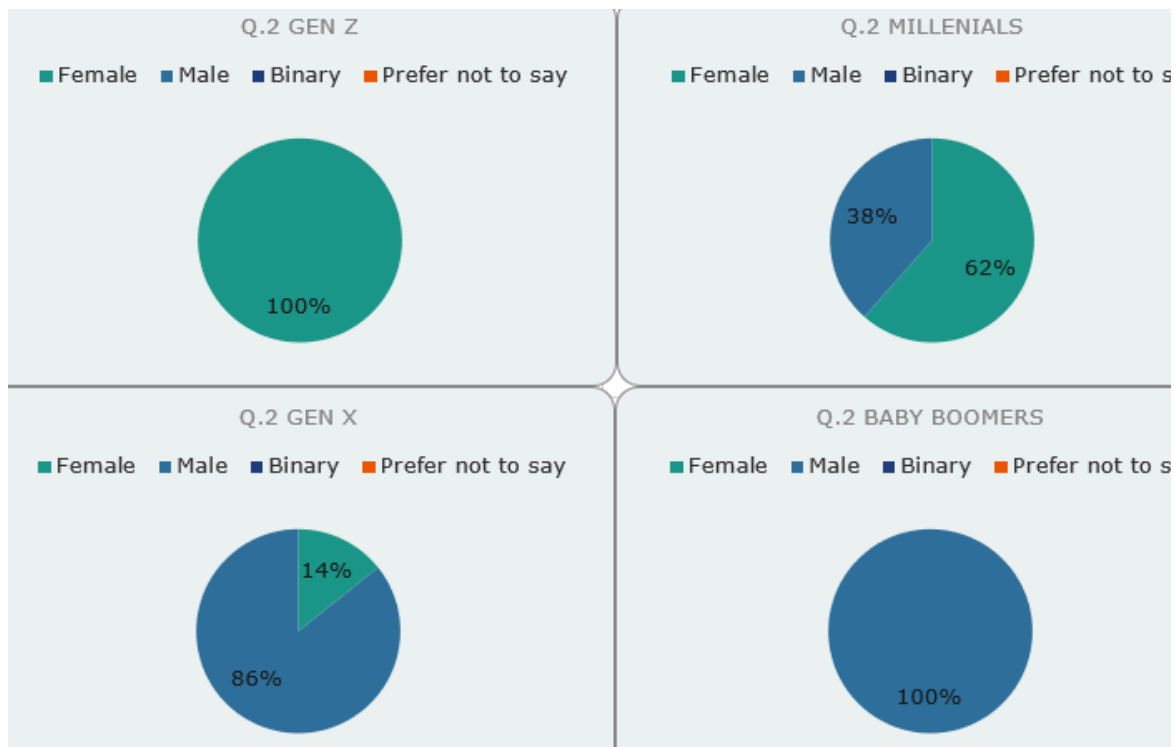

Breakdown of sample by gender (Q2)

As far as gender is concerned, the sample includes a slight female majority, with approximately 56% identifying as female and 44% as male.

The graphs below show the distribution of the sample by gender.

For Gen Z and Millennials, the majority of respondents are female. In Gen Z, all participants are female, while Millennials show a strong female presence as well. Gen X reverses this pattern, with the majority of participants being male. The Baby Boomer group is exclusively male in this sample, reflecting a complete gender imbalance in that generation's representation.

No respondents identified as binary or selected "Prefer not to say" in any generation.

Q.2 GEN Z / Q.2 MILLENIALS / Q.2 GEN X / Q.2 BABY BOOMERS

Breakdown of sample by size of companies they work for (Q3)

When analysed as a whole, the sample is distributed across all company sizes, with a relatively balanced representation. Micro and small enterprises account for the majority of respondents, particularly among the younger generations, reflecting the growing trend of flexible, less structured employment arrangements. Medium and large enterprises are also represented, with Millennials showing the broadest distribution across all company sizes.

The graphs below show the distribution across generations.

Q.3 GEN Z / Q.3 MILLENIALS
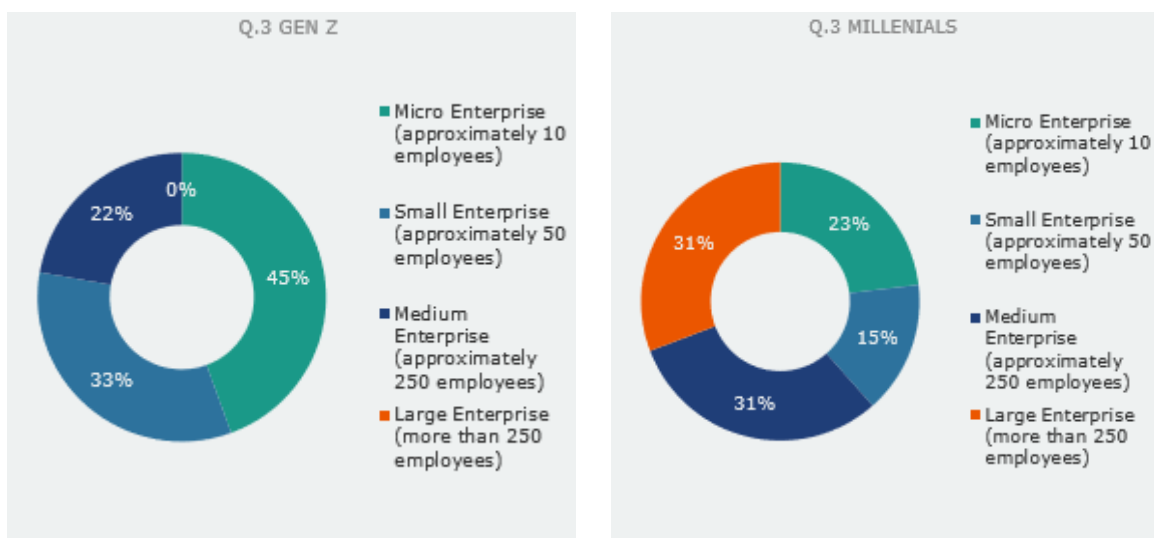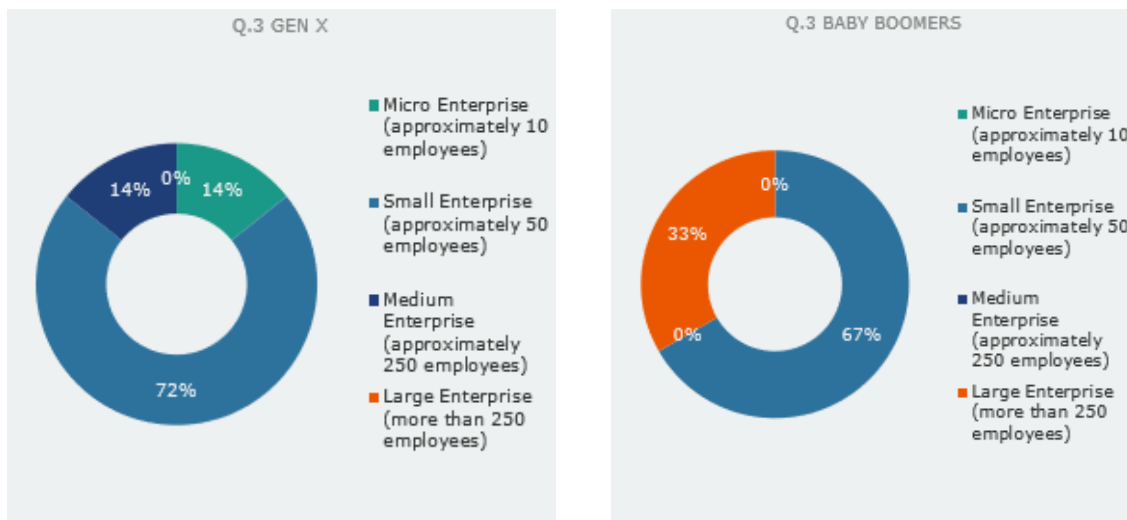
An interesting finding is that large enterprises are represented almost exclusively by Millennials and Baby Boomers, with no representation from Generation Z or Generation X in this category. This aligns with broader labour market trends, where economic instability and hiring freezes have limited younger generations' access to stable positions in large organisations, contributing to an ageing workforce in such companies.

Micro and small businesses are particularly common among Gen Z and Millennials, possibly due to greater accessibility and lower barriers to entry. Medium-sized enterprises appear in every generation except Baby Boomers, with Millennials being the most represented group in this category.

Distribution of the sample by location of the companies they work for (Q4)

Around 78% of the sample works for organisations based in an urban setting, while the remaining 22% are employed in rural areas. This prevalence of urban-based employment is consistent across all generations.

In Gen Z and Millennials, 67% and 77% respectively work in urban areas. Gen X shows an even stronger urban presence, with 6 out of 7 participants working in cities. Among Baby Boomers, two-thirds are also employed in urban settings, though this generation shows the highest relative share of rural employment.

These figures reflect broader labour market trends in which urban centres continue to dominate in terms of job opportunities and business concentration across all age groups.

Q.4 GEN Z

Q.4 MILLENIALS

Q.4 GEN X

Q.4 BABY BOOMERS
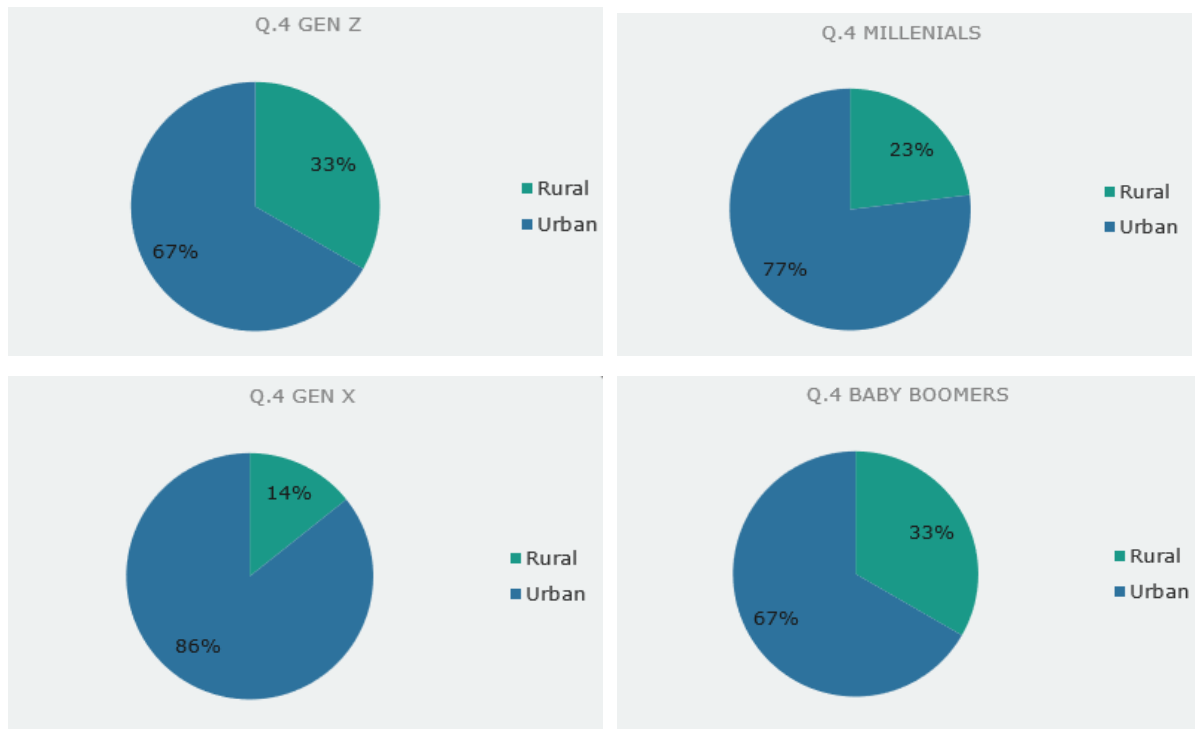
Distribution of the sample by sector in which the companies they work for operate (Q5)

62.5% of the sample works for organisations operating in an international context.

This figure reflects a moderate international presence across all generations. Notably, all Baby Boomers in the sample are employed in internationally oriented organisations, while Generation X also shows a strong international presence, with 5 out of 7 respondents working in such contexts.

Among younger generations, the distribution is more balanced: two-thirds of Gen Z participants work in international organisations, while Millennials are evenly split, with nearly half working in international contexts and half in domestic-only settings.


Q.5 GEN Z

Q.5 MILLENIALS

Q.5 GEN X

29%

71%

■ Yes
■ No

Q.5 BABY BOOMERS

0%

100%

■ Yes
■ No
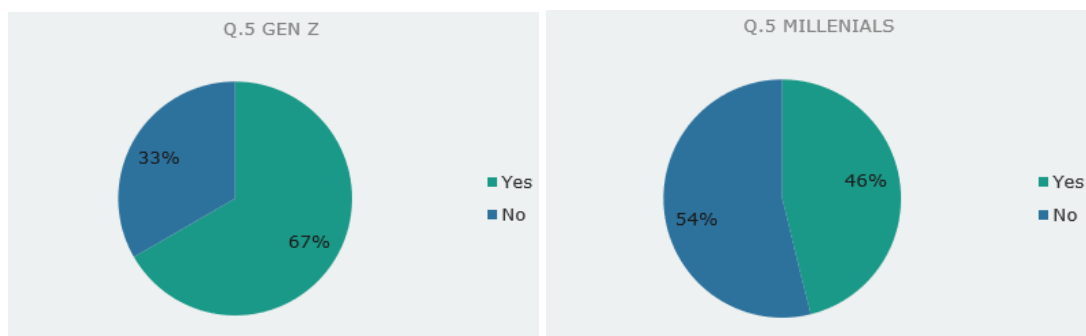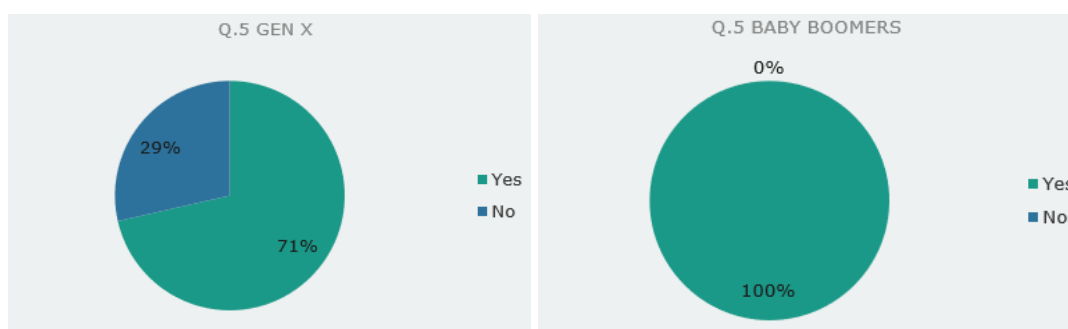
Breakdown of the sample by product sector in which the companies they work for operate (Q6)

More than half of the sample (59.4%) works in the services and commerce sector, making it the most represented field among respondents. The remainder of the sample includes 18.75% employed in the industry sector, 15.6% in the non-profit sector, and 6.25% in agriculture, forestry, and fishing.

The graphs below clearly show that the services and commerce sector dominates across most generations—particularly among Gen Z and Millennials. Gen Z participants are split between services/commerce and the non-profit sector, while Millennials are concentrated almost entirely in services/commerce.

Industry is primarily represented by older generations, especially Generation X and Baby Boomers. Agriculture, forestry, and fishing are the least represented sector, with only a few participants from older generations working in this field.
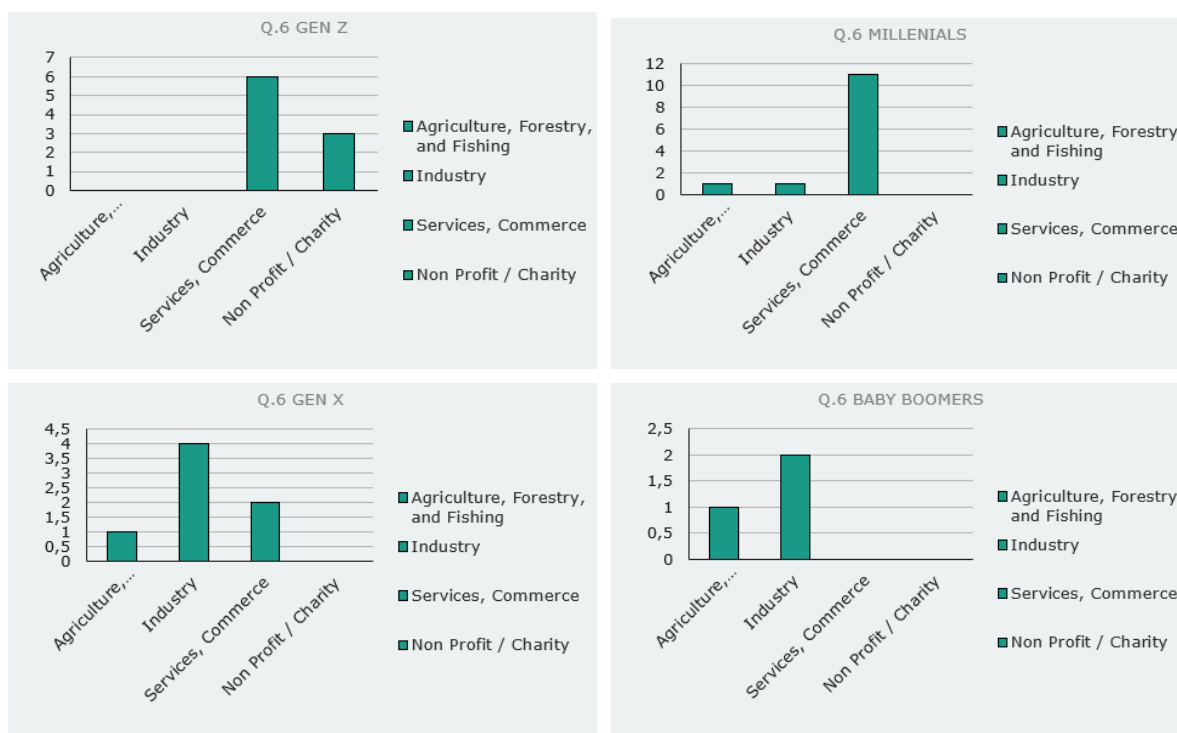
Breakdown of the sample that indicated the sub-sectorservices/commerce (Q7)

The data reveals that IT and communication services are the most prominent sub-sector, particularly among younger respondents. Education and financial services also show notable representation, while areas like healthcare, tourism, and retail trade see little to no engagement. A significant portion of respondents across all age groups did not answer, suggesting either non-participation in these sectors or lack of response. Overall, technology-driven and knowledge-based fields dominate, while traditional service industries remain underrepresented.
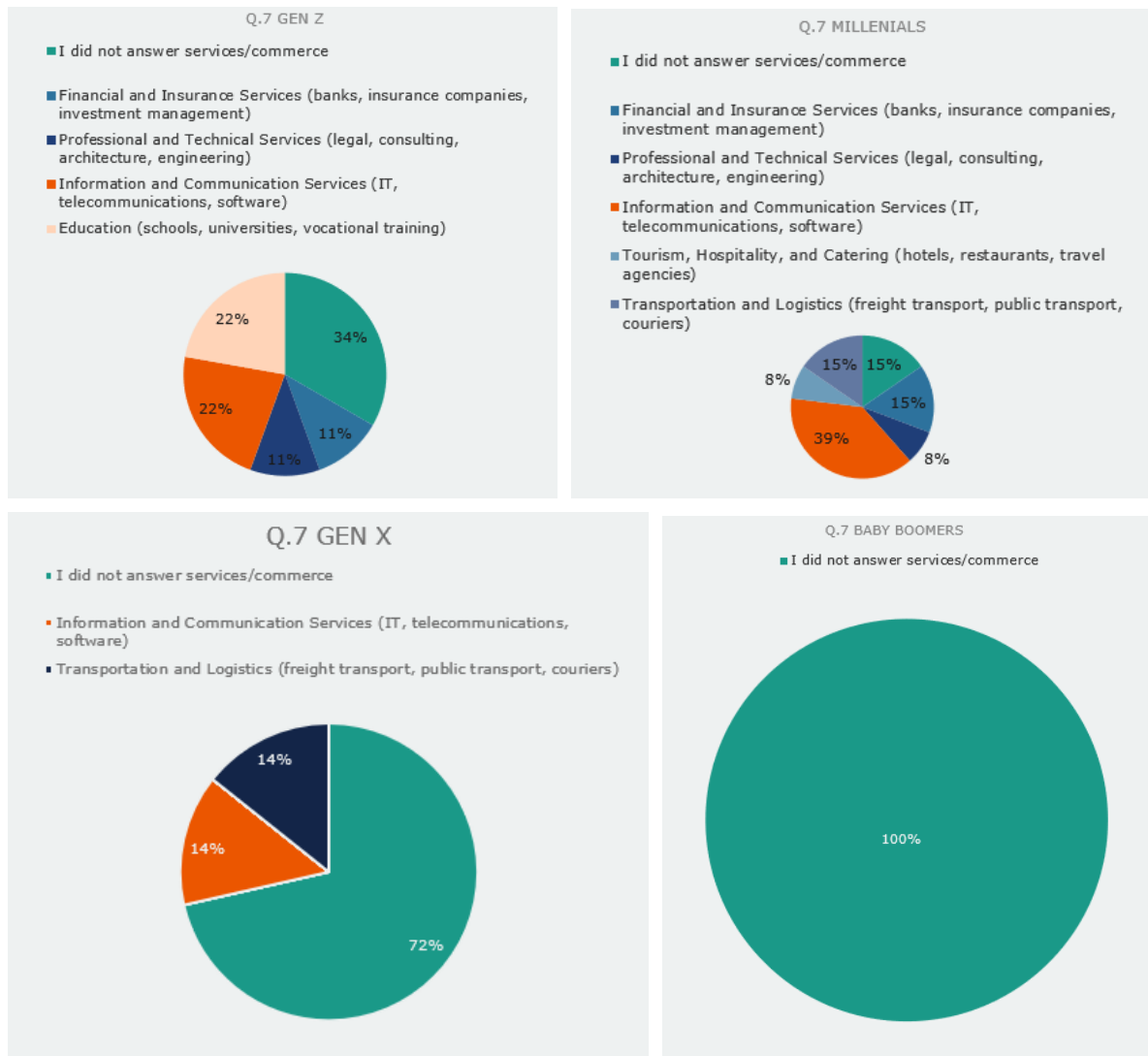
Breakdown of sample by role in companies (Q8)

The majority of respondents across all generations identify as workers, with Millennials having the highest count (9). Managerial roles are primarily held by Millennials and Gen X/Baby Boomers, while clerks appear sparsely across older generations. Notably, employers, HR professionals, and trade unionists are rare or absent in most groups. Gen Z shows some diversity with one HR representative and one employer. Overall, the workforce is predominantly composed of non-managerial employees.

Q.8 GEN Z

- Worker
- Clerk
- Manager
- Trade Unionist
- Human Resources
- Employer

11% · 11% · 0% · 78%

Q.8 MILLENIALS

- Worker
- Clerk
- Manager
- Trade Unionist
- Human Resources
- Employer

0% · 23% · 8% · 69%

Q.8 GEN X

- Worker
- Clerk
- Manager
- Trade Unionist
- Human Resources
- Employer

14% · 0% · 14% · 72%

Q.8 BABY BOOMERS

- Worker
- Clerk
- Manager
- Trade Unionist
- Human Resources
- Employer

0% · 50% · 50%
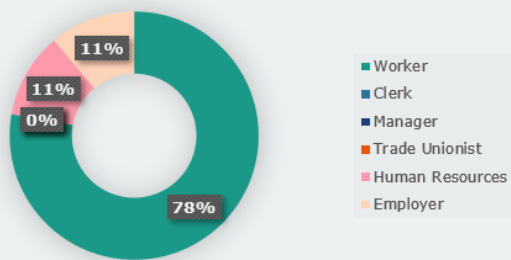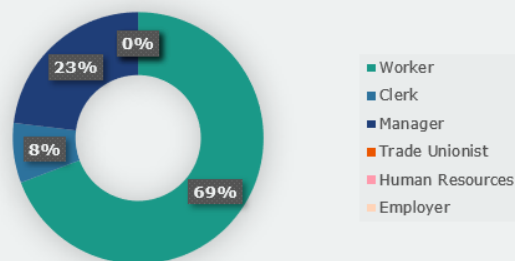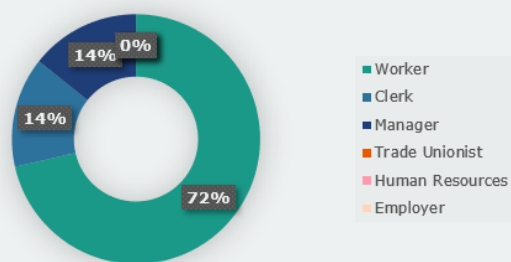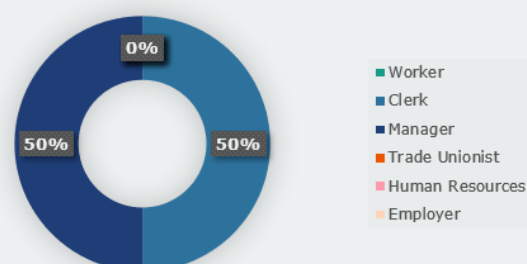
## 2. Culture and Generations

Assessment of the influence of cultural backgrounds other than one's own on intergenerational cooperation in the workplace (Q9)ì

Most respondents across generations believe cultural backgrounds moderately to quite a bit influence workplace cooperation, with Millennials perceiving the strongest impact (notably "Quite a bit" at 6 responses). Gen Z and Gen X also lean toward significant influence ("Quite a bit"), while Baby Boomers see it as less pronounced. Only a small minority ("A little") downplay its role, and no generation selected "Not at all." Overall, cultural diversity is seen as a meaningful factor in intergenerational collaboration.
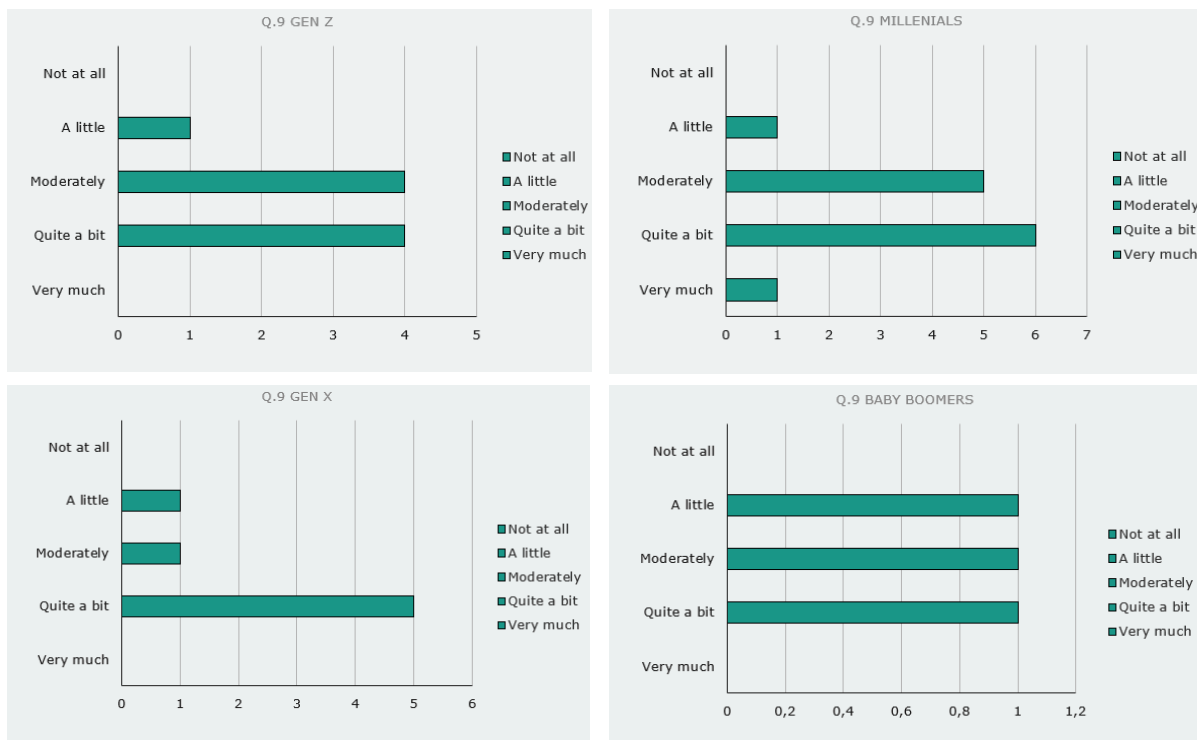
Examples of situations in which intercultural differences between generations were evident (Q10)

The responses highlight consistent intercultural differences between generations, primarily in work organization, communication styles, and values.

Work Approach: Older generations (Baby Boomers/Gen X) prioritize stability, formal processes, and in-office presence, while younger workers (Millennials/Gen Z) favor flexibility, remote work, and results over hours logged.

Communication: Younger employees prefer instant messaging, collaborative platforms, and visual presentations, whereas older colleagues lean toward formal emails, structured meetings, and traditional formats.

Technology & Tools: Younger workers adopt digital tools (AI, cloud collaboration) more readily, while older generations often rely on emails, paper, or in-person methods.

Career Expectations: Younger employees seek rapid feedback, quick career progression, and purpose-driven work (e.g., CSR, sustainability), while older workers value hierarchy, experience-based advancement, and long-term roles.

Values: Work-life balance and ethics motivate younger generations, whereas older employees often view work as central to identity and loyalty.

Examples include clashes over rigid vs. flexible schedules, formal vs. dynamic presentations, and differing responsiveness to messages. Despite tensions, many noted that bridging these gaps—through compromise or shared rules—can turn diversity into a strength.

While generational differences create challenges, they also offer opportunities for mutual learning when addressed with openness and adaptation.

The challenges that the champion encounters in their organisation when different generations from different cultural backgrounds work together (Q11)

The data reveals clear challenges when different generations and cultural backgrounds work together. Communication styles are a major issue, especially for younger employees like Gen Z and Millennials, who often prefer digital and informal communication, while older generations lean toward formal and face-to-face interactions. This disconnect is particularly strong, with over half of Millennials and 70% of Gen Z seeing it as a significant hurdle.

Management styles and expectations also create tension. Younger workers often expect flexibility, rapid feedback, and quick career progression, while older colleagues and managers tend to value hierarchy, experience-based advancement, and traditional work structures. These differences are especially pronounced for Millennials, with many reporting moderate to high levels of friction in this area.

Values and priorities further divide generations. Younger employees prioritize work-life balance, ethical work practices, and personal well-being, whereas older workers often view long-term job stability and in-person presence as key. Time management is another point of conflict, with younger generations favouring flexible schedules and asynchronous communication, while older employees may expect strict adherence to set hours and deadlines.

Interestingly, mutual learning and knowledge sharing between generations are not as strong as they could be. While some collaboration exists, many respondents—especially younger ones—feel that cross-generational learning is limited. This suggests missed opportunities for mentorship and skill exchange.

Older generations, like Gen X and Baby Boomers, generally perceive these challenges as less extreme but still acknowledge differences in communication, priorities, and work habits. Their responses indicate a more moderate level of friction, though it remains a factor in workplace dynamics.

Overall, the findings highlight that generational and cultural differences can create real obstacles in collaboration, communication, and work expectations. However, these gaps also present an opportunity—if organizations actively address them through better policies, training, and open dialogue, they can turn diversity into a strength rather than a source of conflict. The key is recognizing these differences and finding ways to bridge them constructively.

Specific examples of the challenges mentioned in question 11 (Q12)

The responses provide concrete examples of how generational differences create workplace challenges:

Communication gaps frequently arise, with older workers preferring in-person discussions or detailed emails while younger colleagues opt for quick messaging apps. This leads to missed information - like when lengthy reports from senior staff were overlooked by younger team members accustomed to concise summaries, or when instant messages from junior employees went unanswered by colleagues who expected formal meetings.

Work pace and decision-making styles also clash. Younger employees push for rapid execution and iterative changes, often frustrating older coworkers who value careful planning and thorough documentation. One example described a project where younger team members wanted to divide tasks dynamically via chat while older colleagues insisted on detailed upfront planning through official channels.

Career expectations reveal deep divides. Younger workers expressed frustration with traditional promotion timelines, with one case where a Gen Z employee resigned after being passed over for a project due to lack of seniority - a decision their older colleague couldn't understand as they valued gradual career progression.

Work formats cause friction too. While younger staff embrace flexible hours and remote collaboration tools, older workers often emphasize office presence and structured schedules.

These differences sometimes delay projects, like when a time-sensitive request sent via chat wasn't addressed promptly by a colleague who preferred face-to-face communication.

Approaches to work content also vary significantly. Younger generations tend to prioritize efficiency through technology (like task automation apps) and value constant feedback, while older workers may view these expectations as impatient or unnecessary if systems appear to be functioning adequately.

These real-world examples demonstrate how generational preferences in communication, work rhythms, career mindsets and technological adaptation can create tangible operational hurdles. However, some respondents noted these differences don't necessarily cause conflict when teams acknowledge and adapt to varying working styles. The key challenge lies in bridging these gaps before they impact productivity or morale.

Assessment of the perception of cultural differences in the workplace by generation (Q13)
The data reveals varying attitudes toward diversity, cooperation, and challenges in cross-cultural collaboration.

1. Gen Z's Perspective
- **About Themselves:** Mixed views—some see cultural differences as an opportunity (40% "Quite a bit/Very much"), while others recognize challenges in acceptance (30% "Quite a bit/Very much"). A notable portion (30%) feels cultural differences strongly influence work styles.
- **About Millennials:** Mostly neutral to moderately positive, with 40% seeing cooperation opportunities but also acknowledging communication challenges.
- **About Gen X & Baby Boomers:** Perceive stronger cultural divides, with nearly 40-50% reporting that differences "Quite a bit/Very much" affect work and communication.

2. Millennials' Perspective
- **About Gen Z:** Recognize cultural differences as impactful (45% "Quite a bit/Very much"), with some challenges in acceptance (35%).
- **About Themselves**: Similar to Gen Z's view of them—moderate awareness of differences, with some seeing opportunities for cooperation.
- **About Older Generations (Gen X & Baby Boomers):** See clearer cultural gaps, particularly in work/communication styles (40-50% "Quite a bit/Very much").

3. Gen X's Perspective
- **About Gen Z & Millennials:** Mostly neutral to moderately aware of differences, with some seeing challenges in acceptance (30-40%).
- **About Themselves & Baby Boomers:** More likely to acknowledge cultural influences on work (40% "Quite a bit/Very much"), though a minority denies any differences.

4. Baby Boomers' Perspective

- **About Younger Generations (Gen Z/Millennials):** Generally perceive moderate cultural differences, with some seeing challenges (30-40%).
- **About Themselves & Gen X**: Mixed responses—some recognize differences (30-40%), while others downplay them.

Overall Trends

- Younger Generations (Gen Z/Millennials) are more likely to see cultural differences as both an opportunity and a challenge, especially with older colleagues.
- Older Generations (Gen X/Baby Boomers) tend to view differences as more moderate but still acknowledge their impact on work dynamics.
- Communication & Work Styles are the most cited areas where cultural differences create friction.

While all generations recognize cultural differences in the workplace, their perceptions vary in intensity. Younger workers are more attuned to both the benefits and challenges of diversity, whereas older employees see these differences as less extreme but still relevant. Bridging these perceptual gaps—through inclusive policies and cross-generational dialogue—could enhance collaboration.

Assessment of the generation with regard to the best approach to cultural differences and description of the motivation (Q14)

When asked which generation has the best approach to cultural differences, respondents overwhelmingly highlighted **Millennials and Generation Z** as the most adaptable and open-minded. However, some also acknowledged Generation X for their balanced perspective.

Generation Z

- Naturally inclusive, seeing cultural differences as enriching rather than problematic.
- Flexible in communication, comfortable with multicultural environments.
- Treat diversity as a norm, not an exception.

Sample Quote: "Gen Z has the most open approach—they grew up online, where cultural diversity is just part of everyday life."

Millennials

- More understanding of older generations (likely due to having Gen X/Boomer parents).
- Balance between traditional and modern workplace values.
- Often act as mediators between younger and older colleagues.

Sample Quote: "Millennials are in the middle—they get both sides, making them great at bridging cultural gaps."

Generation X
- Experience with both analog and digital work environments.
- Less rigid than Baby Boomers but more structured than Gen Z/Millennials.

Sample Quote: "Gen X understands everyone's struggles—they're not as resistant to change as Boomers but not as radical as Gen Z."

Babyboomers
- Seen as more traditional, less exposed to globalized cultural influences early in their careers.
- Some perceive them as slower to adapt to modern diversity dynamics.

Gen Z excels in natural inclusivity and digital-cultural fluency.

Millennials are seen as the most balanced, able to navigate both old and new workplace norms.

Gen X gets credit for adaptability but isn't viewed as proactively embracing diversity like younger generations.

The most effective multicultural workplaces likely benefit from a mix—Gen Z's openness, Millennials' mediation skills, and Gen X's experience—while ensuring all generations learn from one another.

3. Communication between generations – Conflict Prevention and Management

Assessment based on experience of the importance of different modes of communication for each generation (Q15)

1. Generation Z (Gen Z)
- **About Themselves:**
  - **Top Preferences:** *Collaborative tools (70% "Quite a bit/Very much")* and *instant messaging (70%)* are most valued.
  - **Least Preferred:** *Face-to-face meetings* (only 10% rate as "Very much" important).
  - **Moderate Use:** *Email (70% "Quite a bit")* and *video calls (30% "Very much")*.
- **About Other Generations:**

- o **Millennials:** Seen as balanced—high on *email (60% "Quite a bit/Very much")* and *instant messaging (80%)*.
- o **Gen X & Baby Boomers:** Viewed as preferring *face-to-face (50-70% "Quite a bit/Very much")* and *phone calls*, with less reliance on digital tools.
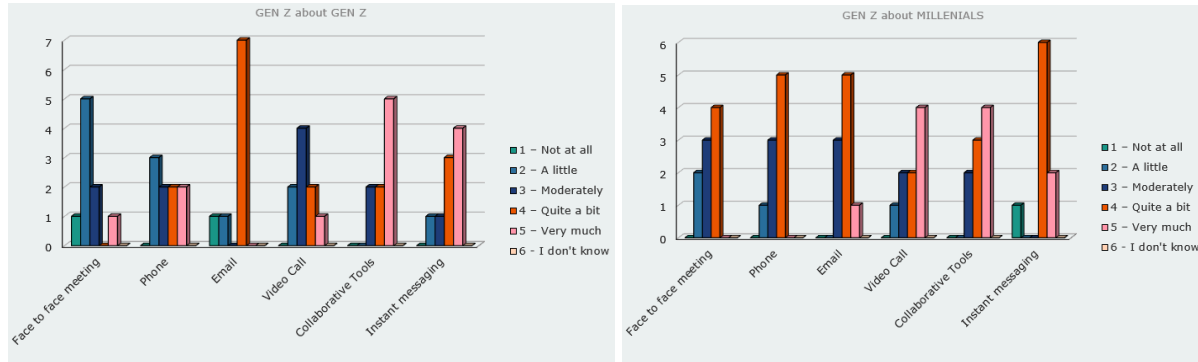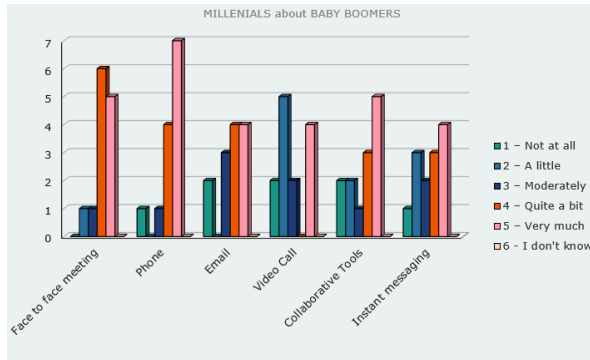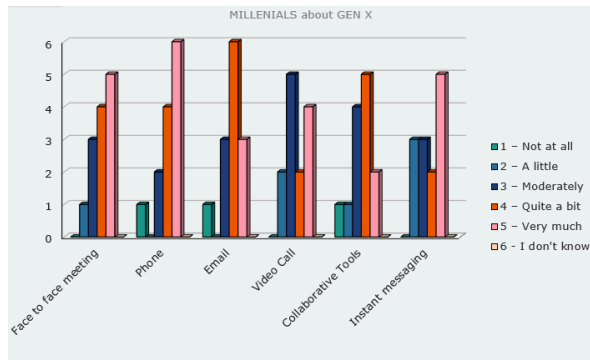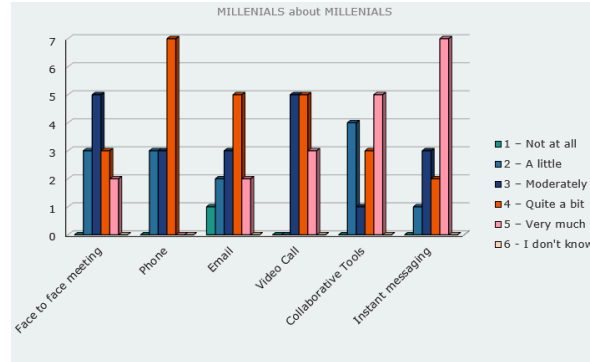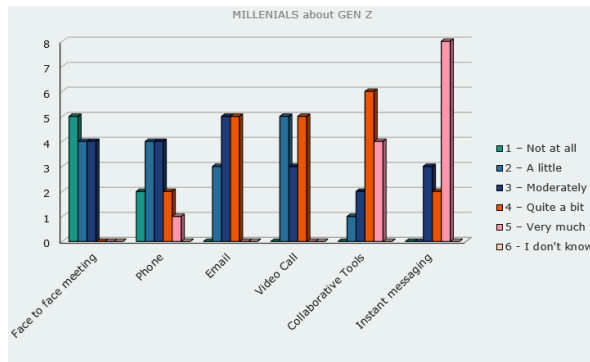

2. Millennials (Gen Y)

- **About Themselves:**
  - o **Hybrid Preferences:** *Instant messaging (90% "Quite a bit/Very much")* and *collaborative tools (80%)* dominate, but *email (70%)* and *video calls (80%)* are also key.
  - o **Face-to-face** is moderately important (50%).
- **About Other Generations:**
  - o **Gen Z:** Strongly associated with *instant messaging (100% "Quite a bit/Very much")* and *collaborative tools (100%)*.
  - o **Gen X & Baby Boomers:** Perceived as favoring *face-to-face (80-90%)* and *phone calls (70-80%)*, with less emphasis on modern digital tools.

MILLENIALS about GEN Z

MILLENIALS about MILLENIALS

MILLENIALS about GEN X

MILLENIALS about BABY BOOMERS

3. Generation X (Gen X)

- **About Themselves:**
  - o **Mixed Methods:** *Email (40% "Very much")* and *phone calls (70% "Quite a bit/Very much")* are primary, but *collaborative tools (40%)* and *instant messaging (30%)* are also used.
  - o **Face-to-face** is still relevant (40% "Very much").
- **About Other Generations:**
  - o **Gen Z & Millennials:** Seen as heavily reliant on *instant messaging (70-80% "Quite a bit/Very much")* and *collaborative tools (60-70%)*.
  - o **Baby Boomers:** Strongly linked to *face-to-face (60% "Very much")* and *phone calls (50%)*.

GEN X about GEN Z

GEN X about MILLENIALS

GEN X about GEN X

GEN X about BABY BOOMERS
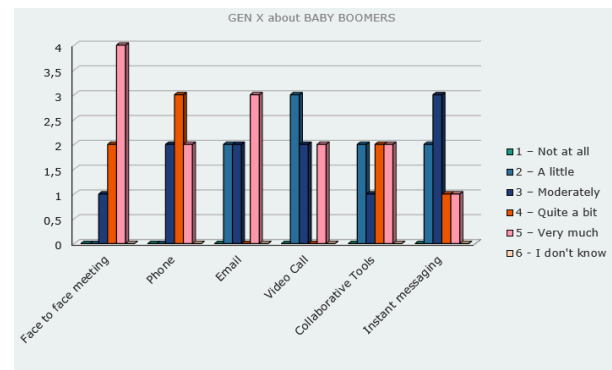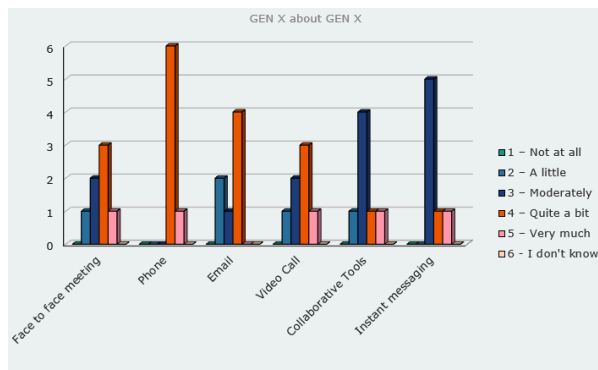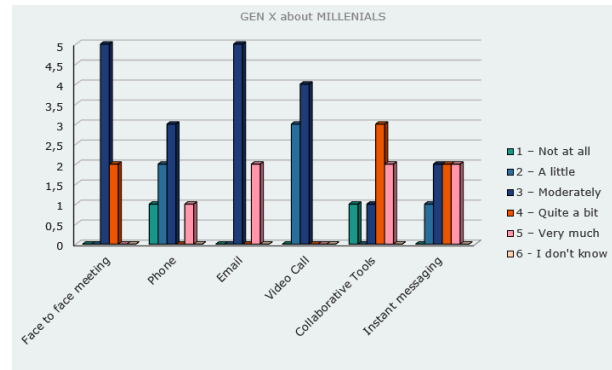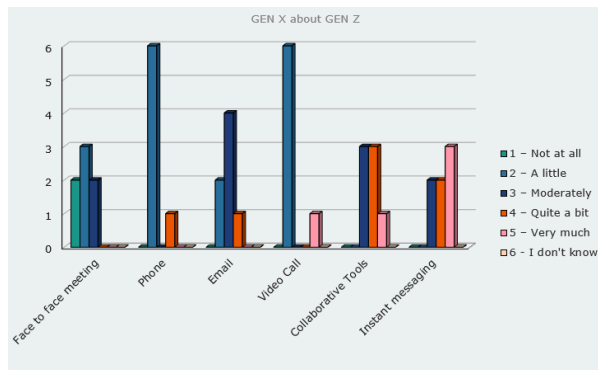
4. Baby Boomers

- **About Themselves:**
  - o **Traditional Preferences:** *Face-to-face (60% "Very much")* and *phone calls (50%)* are most important.
  - o **Low Adoption:** *Instant messaging* and *collaborative tools* are rarely rated as "Very much" important.
- **About Other Generations:**
  - o **Gen Z & Millennials:** Recognized as *digital-first*, with high importance placed on *instant messaging (70-80%)* and *collaborative tools (60%)*.

Baby Boomers about GEN Z

Baby Boomers about MILLENIALS

Baby Boomers about GEN X

BABY BOOMERS about BABY BOOMERS
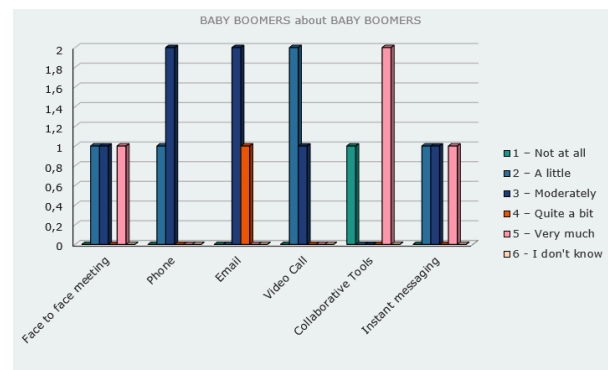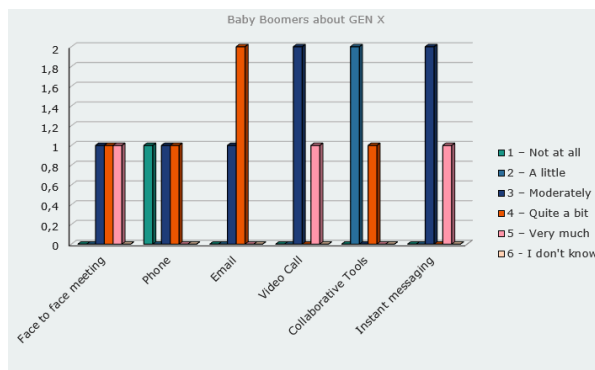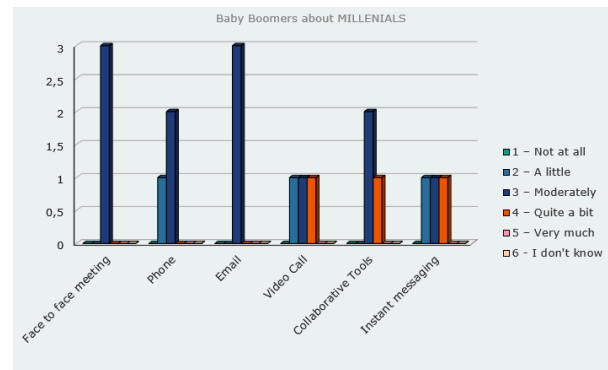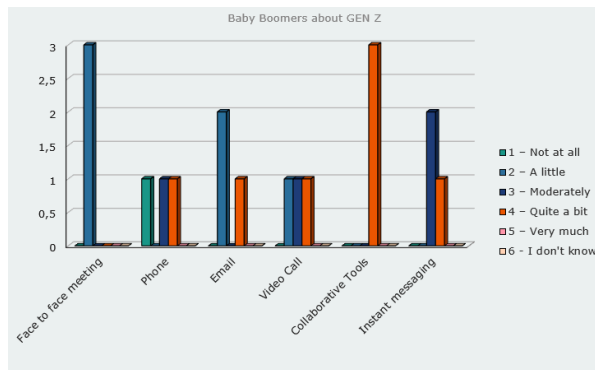
Description of a situation in which communication preferences in the workplace led to a misunderstanding (Q16)

The data reveals recurring patterns where differences in communication styles between generations lead to conflicts, delays, and frustration. Here are the most common scenarios:

1. Digital vs. Analog Communication

Problem: Younger employees (Gen Z/Millennials) rely on instant messaging (Slack, Teams) or collaborative tools, while older colleagues (Gen X/Boomers) expect emails or face-to-face meetings.

Example: A younger worker sent an urgent request via Slack, but the older manager, who rarely checks the platform, missed it entirely—delaying the project and causing tension.

2. Informal vs. Formal Tone

Problem: Younger workers use casual language (emojis, abbreviations) in professional communication, which older generations perceive as unprofessional.

Example: A Gen Z employee added a smiley face to an email, prompting an older colleague to ignore the message entirely, deeming it inappropriate.

3. Lengthy vs. Concise Updates

Problem: Older workers send detailed emails or reports, while younger teams skim or overlook them, preferring bullet points or summaries.

Example: A Boomer's lengthy project instructions were ignored by younger colleagues accustomed to quick bullet points, resulting in missed deadlines.

4. Scheduling Conflicts

Problem: Older generations assume in-person/phone meetings are self-evident, while younger workers rely on digital calendar invites.

Example: A senior employee scheduled a meeting verbally, but younger staff no-shows because they expected a calendar notification.

5. Task Management Tools

Problem: Younger employees assume everyone uses project management apps (Asana, Trello), but older coworkers don't check them.

Example: Tasks stalled because a Gen X employee didn't update assignments in the shared tool, while the Gen Z team assumed they were on track.

6. Urgency Gaps

Problem: Younger workers expect instant responses to messages, while older colleagues prioritize emails and may delay replies for days.

Example: A Millennial flagged an issue via chat, but the Boomer supervisor didn't respond for days, assuming it wasn't urgent.

Root Causes
- **Assumption Gap**: Younger workers assume digital fluency is universal; older workers assume traditional methods are still standard.
- **Priority Clash**: Speed vs. thoroughness, formality vs. efficiency.
- **Tool Literacy**: Older generations may lack familiarity with newer platforms, while younger workers dismiss "outdated" methods.

Assessment based on experience of potential sources of conflict between generations in the workplace (Q17)

The data highlights how different generations perceive the likelihood of conflict arising from **identity, values, behavior, and organizational culture** in the workplace.
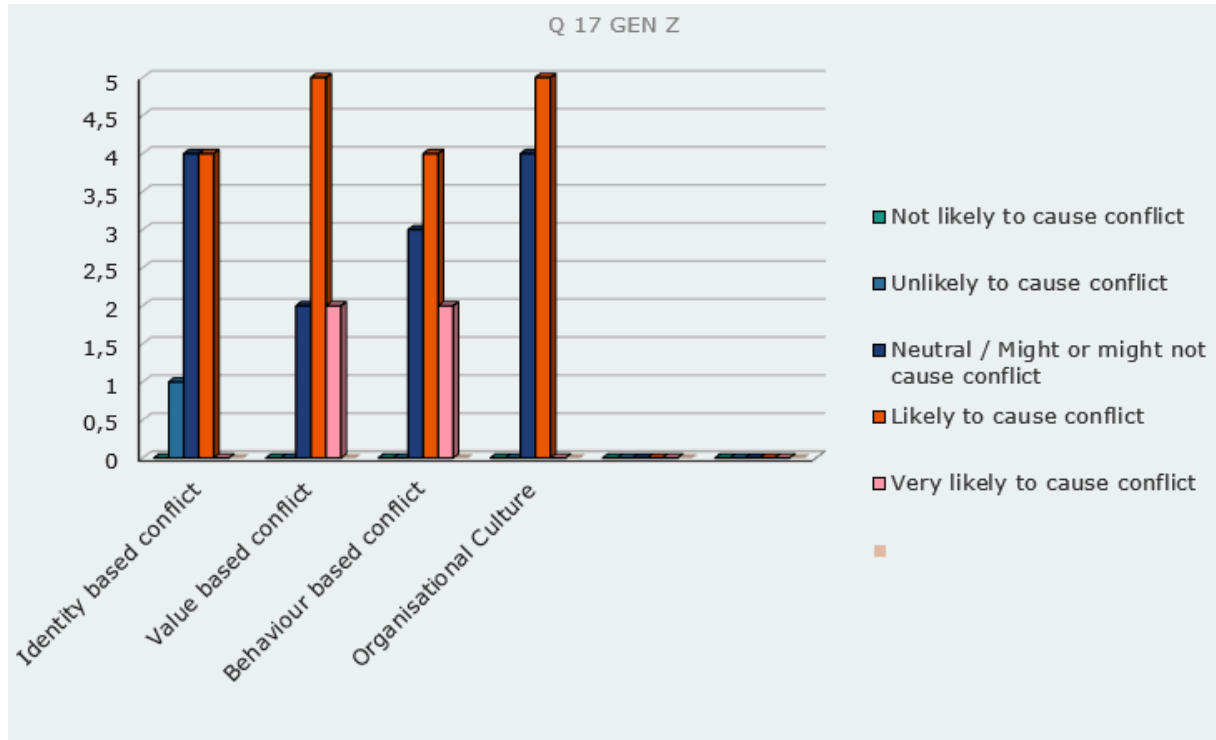
Key Findings by Generation

1. Generation Z
- **Primary Concerns:**
  - **Value-Based Conflict (70% likely/very likely)** – Differences in work ethics, priorities (e.g., work-life balance vs. loyalty).
  - **Behavior-Based Conflict (60%)** – Clashes over communication styles, flexibility, and feedback expectations.

o **Organizational Culture (50%)** – Misalignment with traditional corporate structures.

- **Least Concern:** Identity-based conflict (still 40% see as likely).

Insight: Gen Z sees the biggest risks in **values and behaviors**, particularly when older colleagues resist change or dismiss their preferences.

Q 17 GEN Z

Legend:
- Not likely to cause conflict
- Unlikely to cause conflict
- Neutral / Might or might not cause conflict
- Likely to cause conflict
- Very likely to cause conflict

2. Millennials

- **Primary Concerns:**
  - **Behavior-Based Conflict (60% likely/very likely)** – Differences in work habits (e.g., remote work, meeting styles).
  - **Value-Based Conflict (40%)** – Generational divides in career expectations (e.g., promotions, job-hopping).
- **Moderate Concern:** Organizational culture (40%) and identity (30%).

Insight: Millennials, as the "bridge" generation, are most frustrated by **behavioral mismatches** (e.g., younger workers' informality vs. older workers' rigidity).
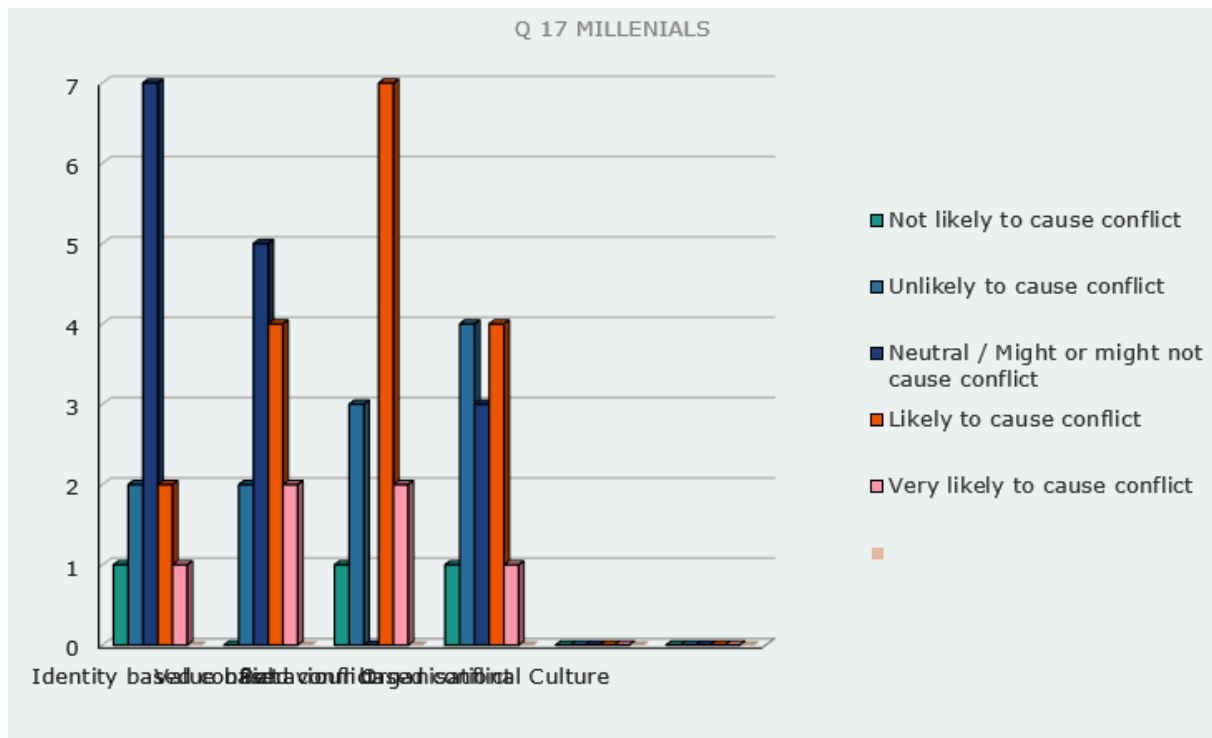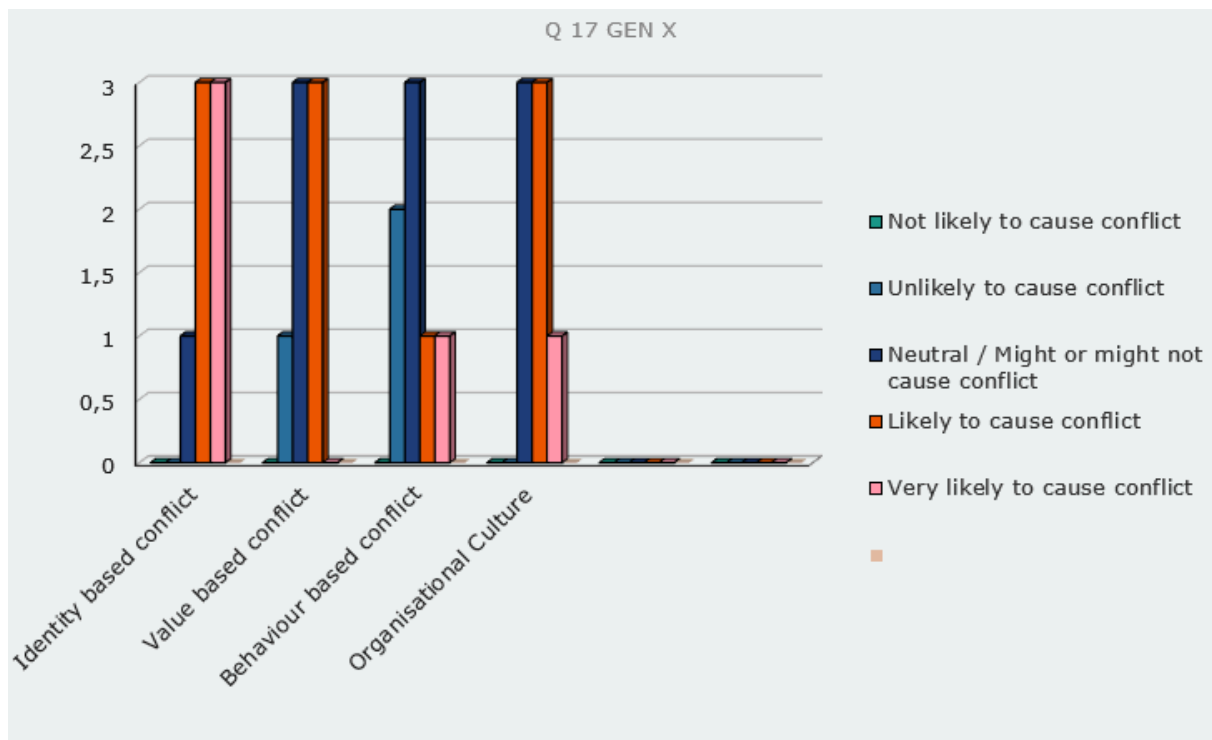

3. Generation X

- **Primary Concerns:**
  - **Identity-Based Conflict (60% likely/very likely)** – Feeling caught between younger and older colleagues' expectations.
  - **Organizational Culture (40%)** – Struggles adapting to rapid digital transformation.
- **Less Concern:** Value and behavior conflicts are seen as moderate (30-40%).

Insight: Gen X is most sensitive to **identity clashes**, possibly due to being sandwiched between Boomers' traditions and Gen Z's digital-first mindset.

Q 17 GEN X

Legend:
- Not likely to cause conflict
- Unlikely to cause conflict
- Neutral / Might or might not cause conflict
- Likely to cause conflict
- Very likely to cause conflict

Categories: Identity based conflict, Value based conflict, Behaviour based conflict, Organisational Culture
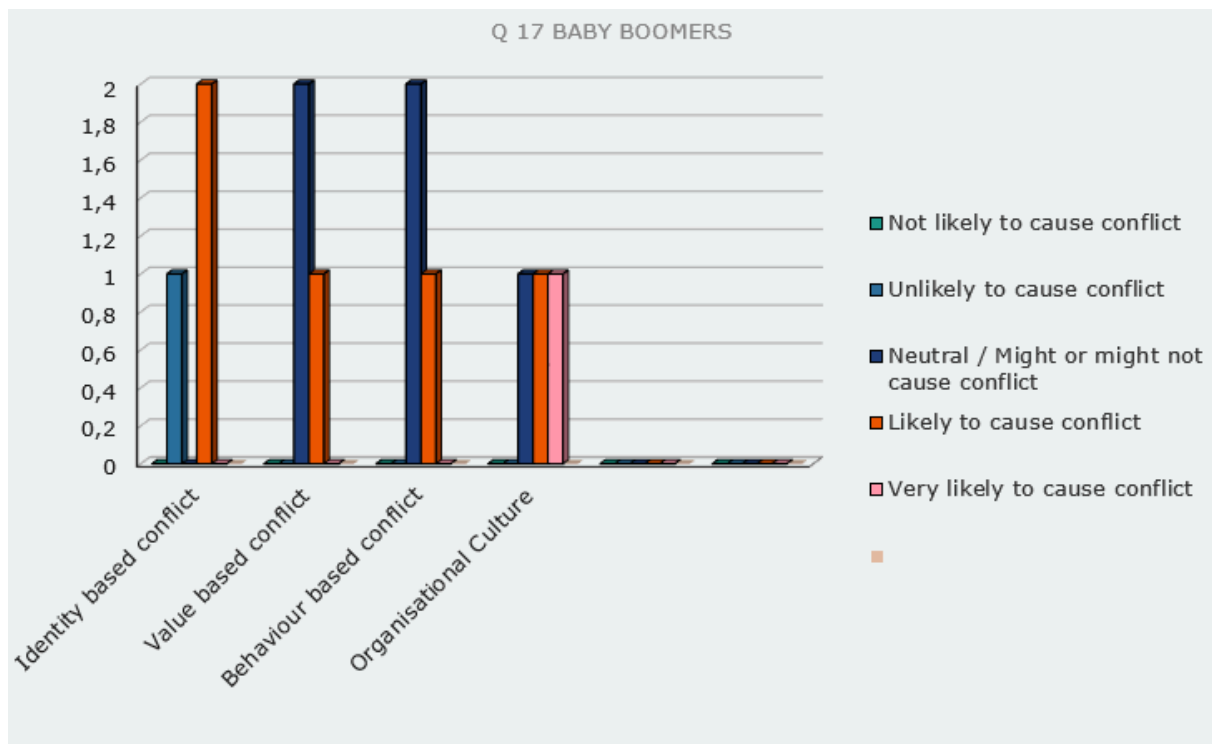
4. Baby Boomers

- **Primary Concerns:**
  - o **Organizational Culture (40% likely/very likely)** – Discomfort with rapid changes (e.g., remote work, agile methods).
  - o **Value & Behavior Conflicts (20-30%)** – Mild concerns about younger workers' professionalism.
- **Least Concern:** Identity-based issues (only 20% see as likely).

Insight: Boomers are most resistant to **shifts in workplace culture**, particularly when traditional structures are disrupted.

Q 17 BABY BOOMERS

Legend:
- Not likely to cause conflict
- Unlikely to cause conflict
- Neutral / Might or might not cause conflict
- Likely to cause conflict
- Very likely to cause conflict

Description of a situation in which one or more of the factors in question Q17 caused a conflict at work (Q18)

The data reveals several recurring patterns where generational differences in **values, work styles, and organizational culture** led to workplace tensions. Here are the most common conflict scenarios:

1. Clash Over Work Flexibility & Schedules

- **Conflict:** Younger employees (Gen Z/Millennials) pushed for flexible hours and remote work, while older colleagues (Gen X/Boomers) insisted on strict office attendance.
- **Example:** A team divided when younger members demanded hybrid work, leading to heated debates. The compromise (partial remote work) left lingering resentment.
- **Root Cause:** *Value-based conflict* – Younger workers prioritize work-life balance; older workers equate presence with productivity.

2. Technology Adoption & Training Gaps

- **Conflict:** Older employees struggled with new digital tools, while younger colleagues grew impatient.
- **Example:** A Boomer's difficulty with cloud-based reporting frustrated a Gen Z manager, who dismissed their struggles as resistance to change. Collaboration broke down.
- **Root Cause:** *Behavior-based conflict* – Differing tech fluency and communication of support.

3. Dress Code & Workplace Formality

- **Conflict:** Older workers criticized younger colleagues' casual attire (e.g., hoodies, headphones) as "unprofessional."
- **Example:** A Gen X graphic designer clashed with a Gen Z teammate over her relaxed style, sparking a team-wide debate about "what professionalism means."
- **Root Cause:** *Identity-based conflict* – Generational norms around self-expression vs. tradition.

4. Communication Styles

- **Conflict:** Older workers preferred emails; younger ones used instant messaging, leading to missed information.
- **Example:** A Gen Z employee's urgent Slack request was ignored by a Boomer who only checked email, delaying a project.
- **Root Cause:** *Organizational culture* – Lack of agreed-upon communication protocols.

5. Hierarchical vs. Flat Management

- **Conflict:** Younger employees challenged top-down decision-making, frustrating senior leaders.
- **Example:** A Millennial suggested democratizing project management, which a Boomer executive viewed as insubordination.
- **Root Cause:** *Value-based conflict* – Younger workers expect autonomy; older workers value chain of command.

6. Meeting Culture

- **Conflict:** Older teams insisted on frequent in-person meetings; younger workers saw them as inefficient.
- **Example:** A Gen X manager scheduled weekly check-ins, while Gen Z employees argued for "as-needed" updates via chat.
- **Root Cause:** *Behavior-based conflict* – Differing views on time efficiency.

How These Conflicts Were Resolved

1. **Mediation & Dialogue**
   - Example: A manager facilitated a discussion where both sides voiced frustrations (e.g., the graphic designer vs. Gen Z employee). They agreed on "quiet zones" and flexible dress codes.

2. **Hybrid Policies**
   - Example: Compromise on remote work (e.g., 3 days in-office for older workers, 2 days remote for younger staff).

3. **Training & Mentorship**
   - Example: Reverse mentoring (Gen Z trained Boomers on tech) paired with senior leaders coaching juniors on organizational norms.

Key Takeaways

- **Most conflicts stem from:**

o   **Values** (autonomy vs. stability)
o   **Behaviors** (communication, tech use)
o   **Identity** (self-expression vs. tradition).

Assessment, based on experience, of conflict prevention and management tools (Q19)
GEN Z about each generation

The data reveals distinct generational attitudes toward conflict resolution strategies, with younger and older employees valuing different approaches. Here's a cohesive analysis of how each generation perceives these tools:
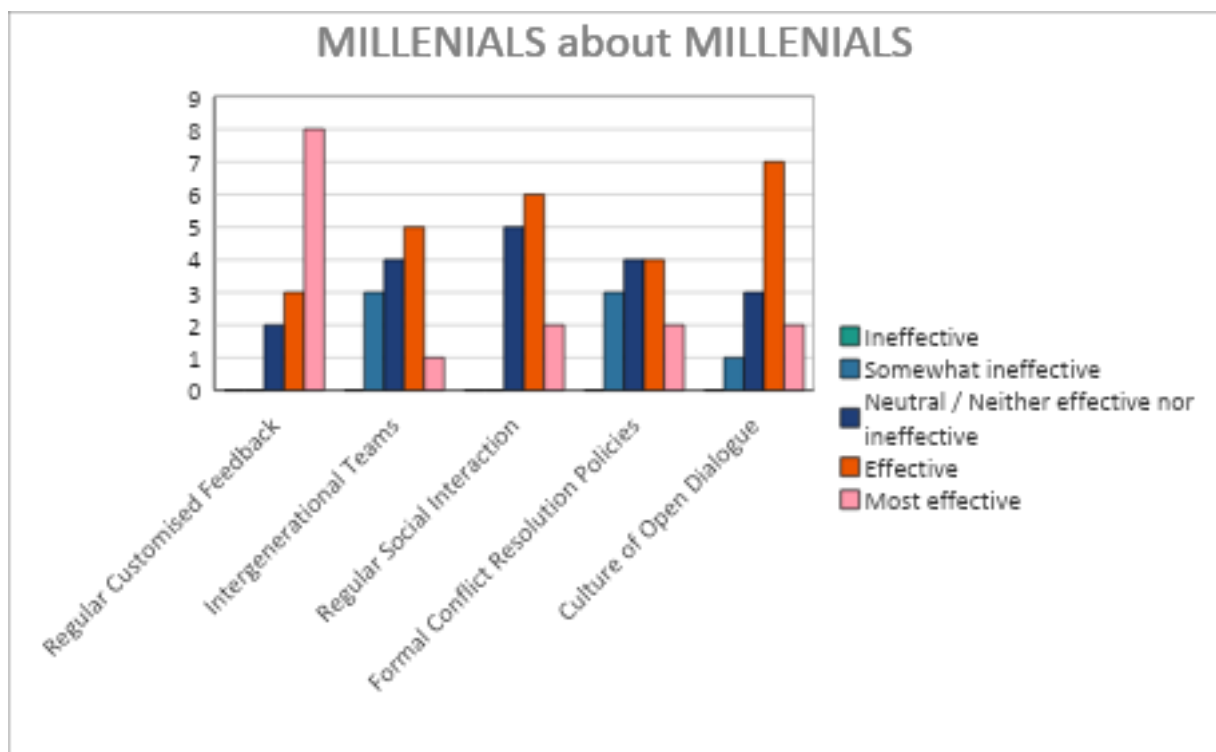
Gen Z

## GEN Z about MILLENIALS

GEN Z about BABY BOOMERS
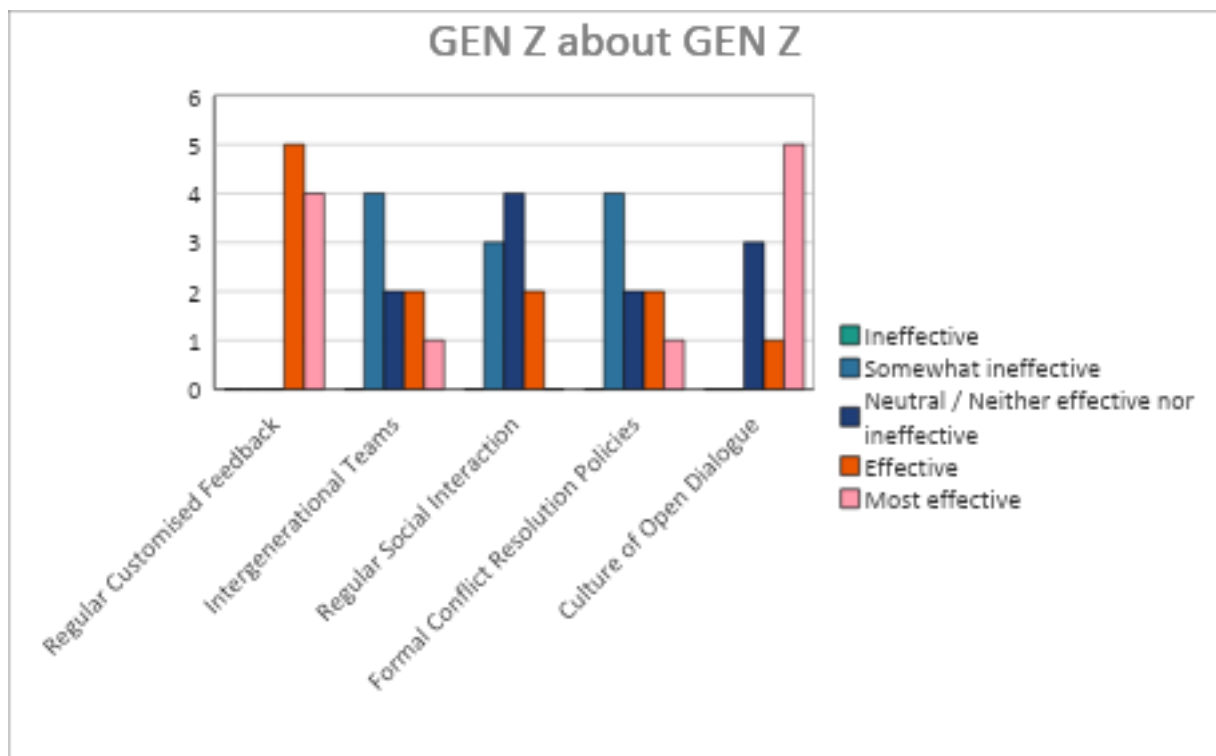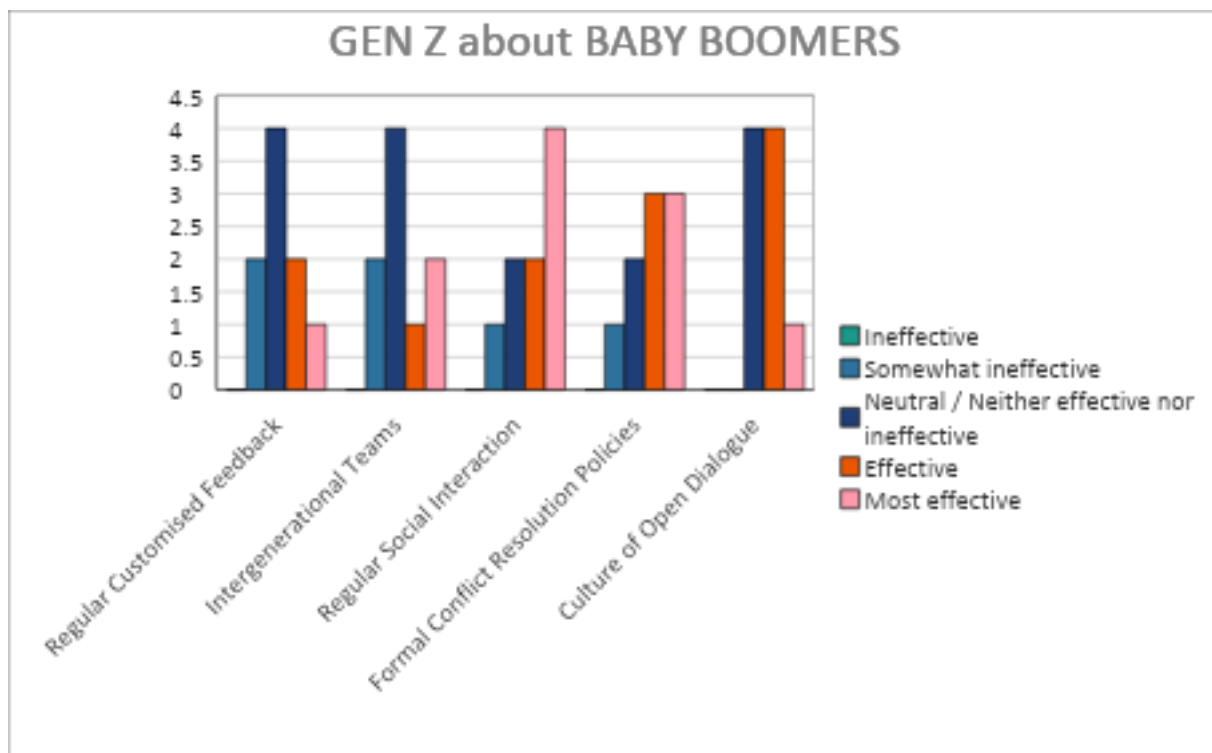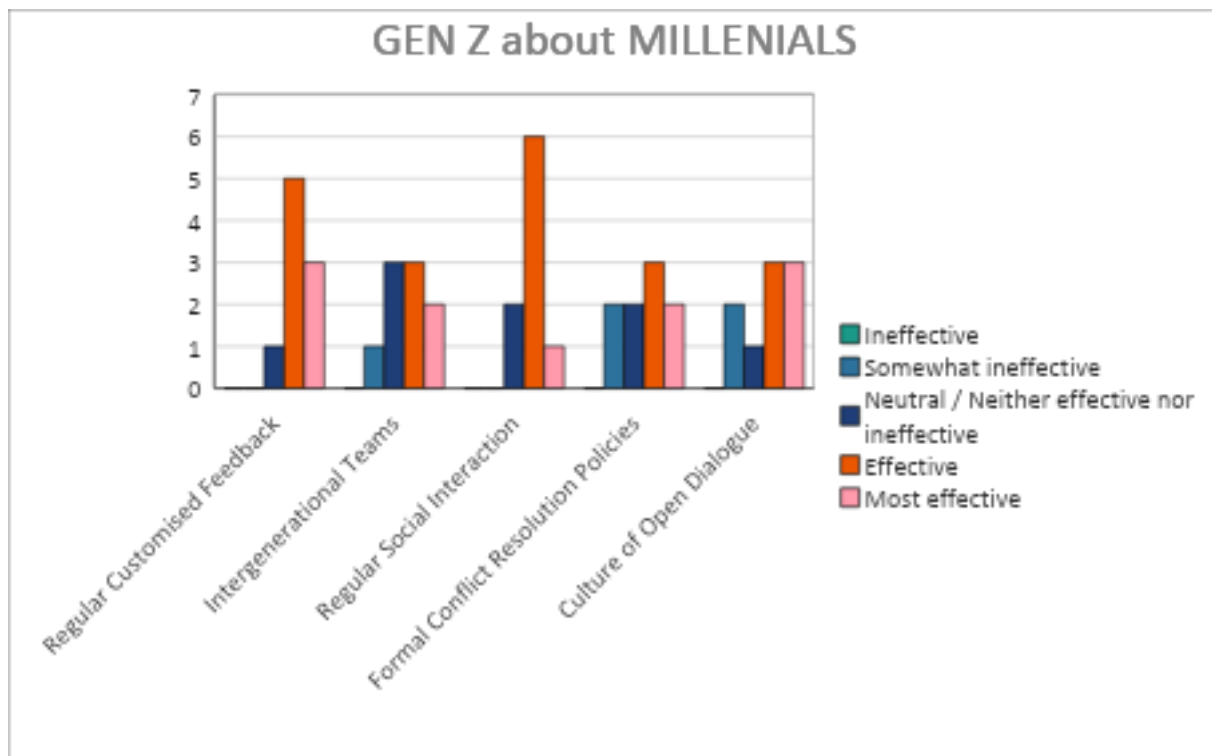
When evaluating their own generation, Gen Z strongly favours a culture of open dialogue, with half rating it as the "most effective" tool. They also appreciate regular customized feedback, though they show scepticism toward structured interventions like formal policies or intergenerational teams. This suggests Gen Z prefers direct, informal communication to resolve conflicts.

Their perspective shifts when assessing other generations. They see Millennials as responsive to social interaction and open dialogue, likely due to Millennials' bridging role between age groups. For Gen X, they believe feedback and social interaction work best, while Baby Boomers are perceived as only moderately receptive to any strategy, with a slight preference for formal policies.

Millennials

MILLENIALS about GEN X


MILLENIALS about BABY BOOMERS
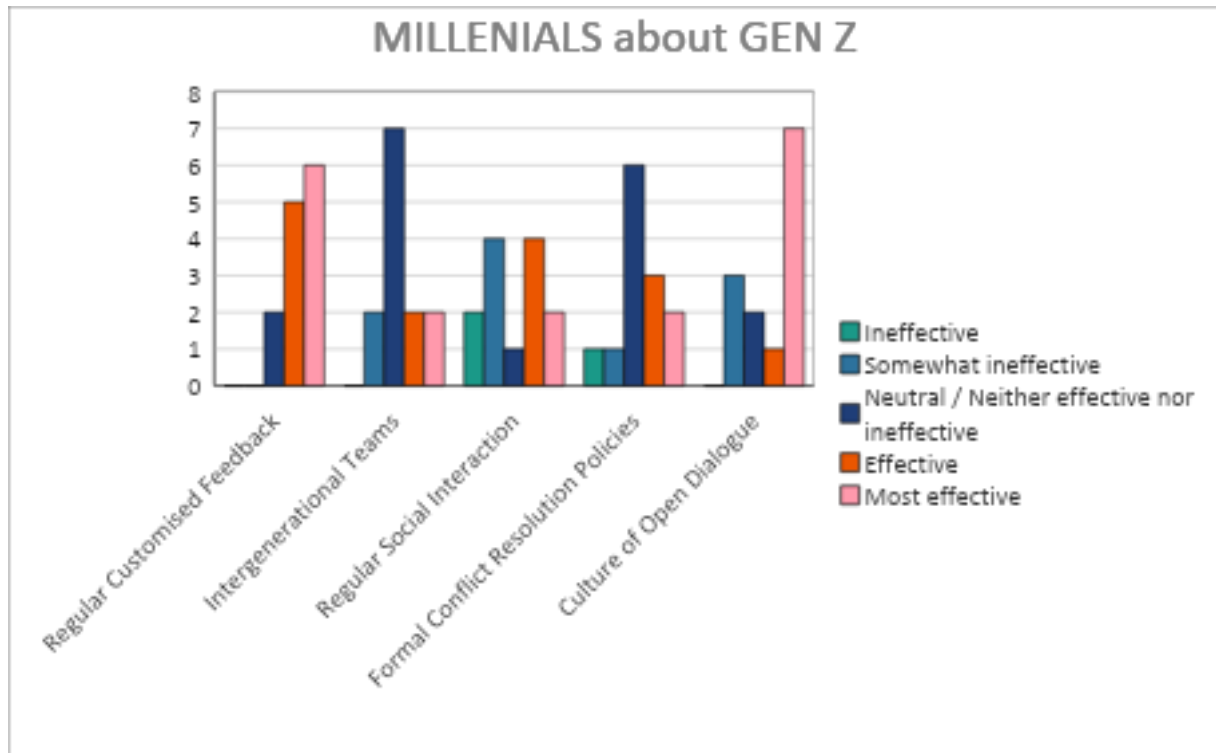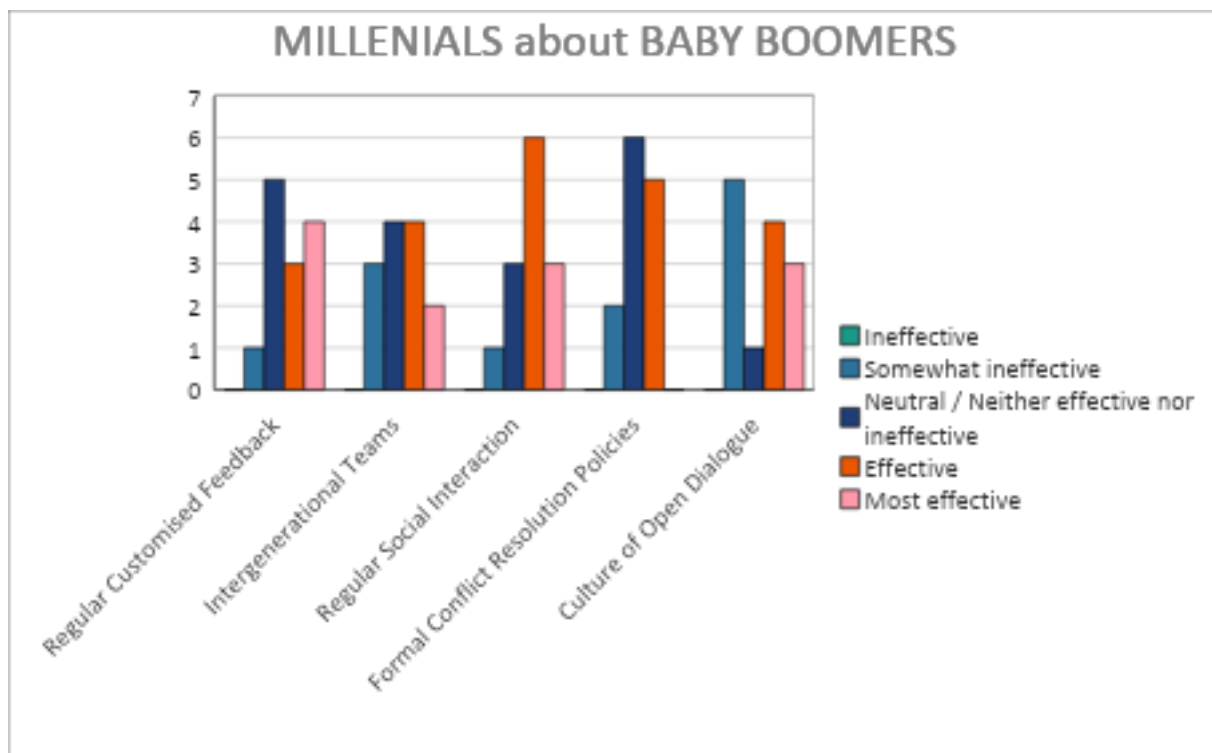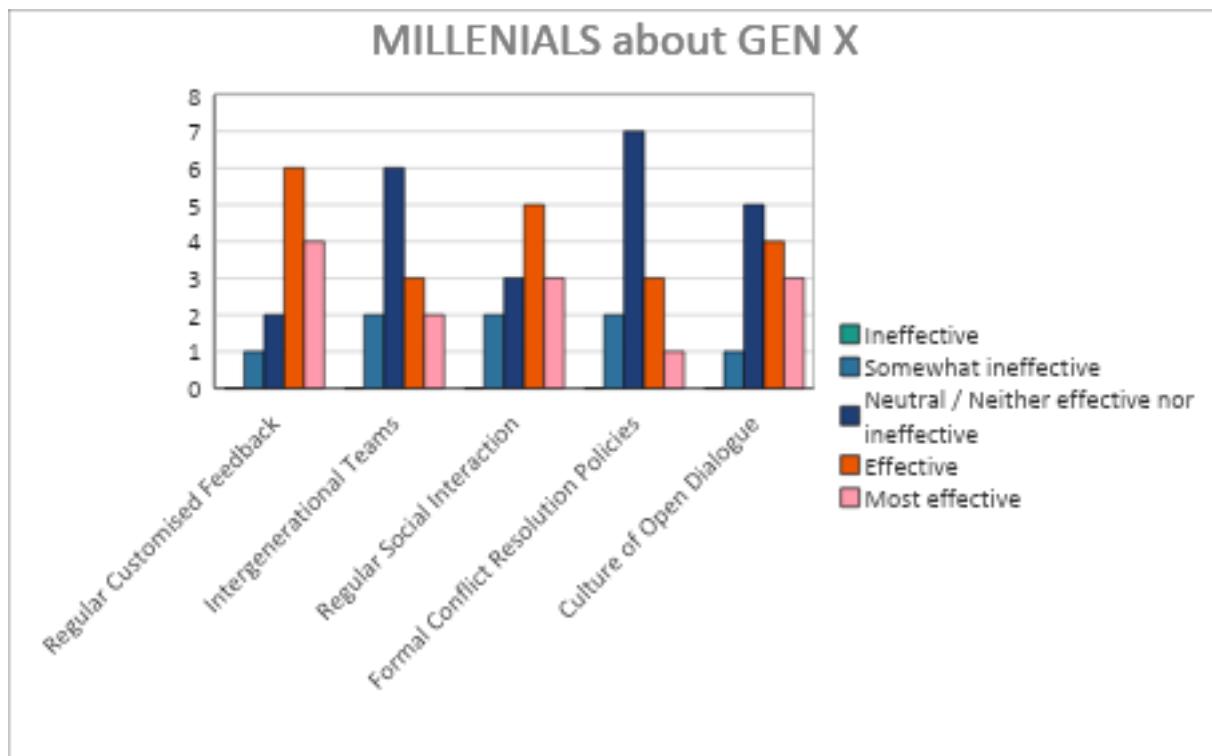
Millennials view open dialogue and feedback as universally effective, especially for Gen Z and themselves. However, they recognize that intergenerational teams yield mixed results, indicating that simply mixing age groups doesn't guarantee harmony.

When it comes to older colleagues, Millennials note that Gen X responds well to feedback, while Baby Boomers are harder to engage—formal policies and social interaction are seen as marginally useful, but open dialogue often falls flat. This aligns with Boomers' preference for traditional hierarchies over informal discussions.

Gen X

GEN X about MILLENIALS

GEN X about GEN X

GEN X about BABY BOOMERS
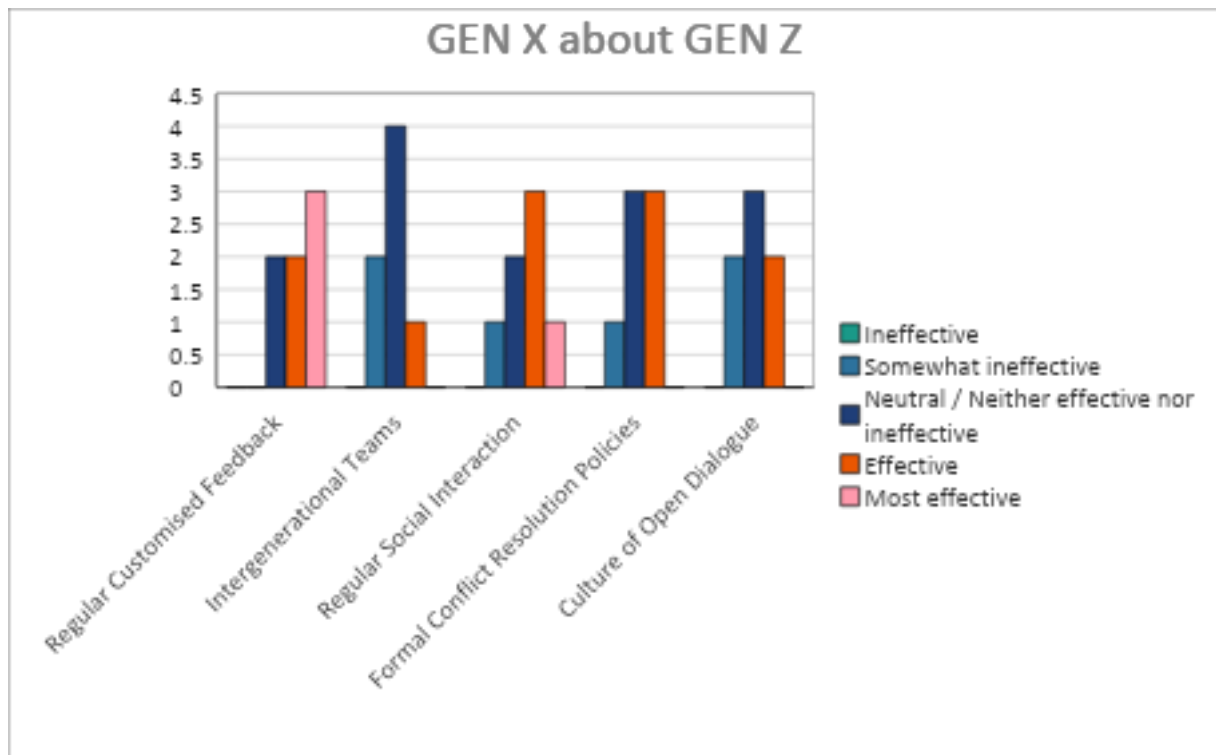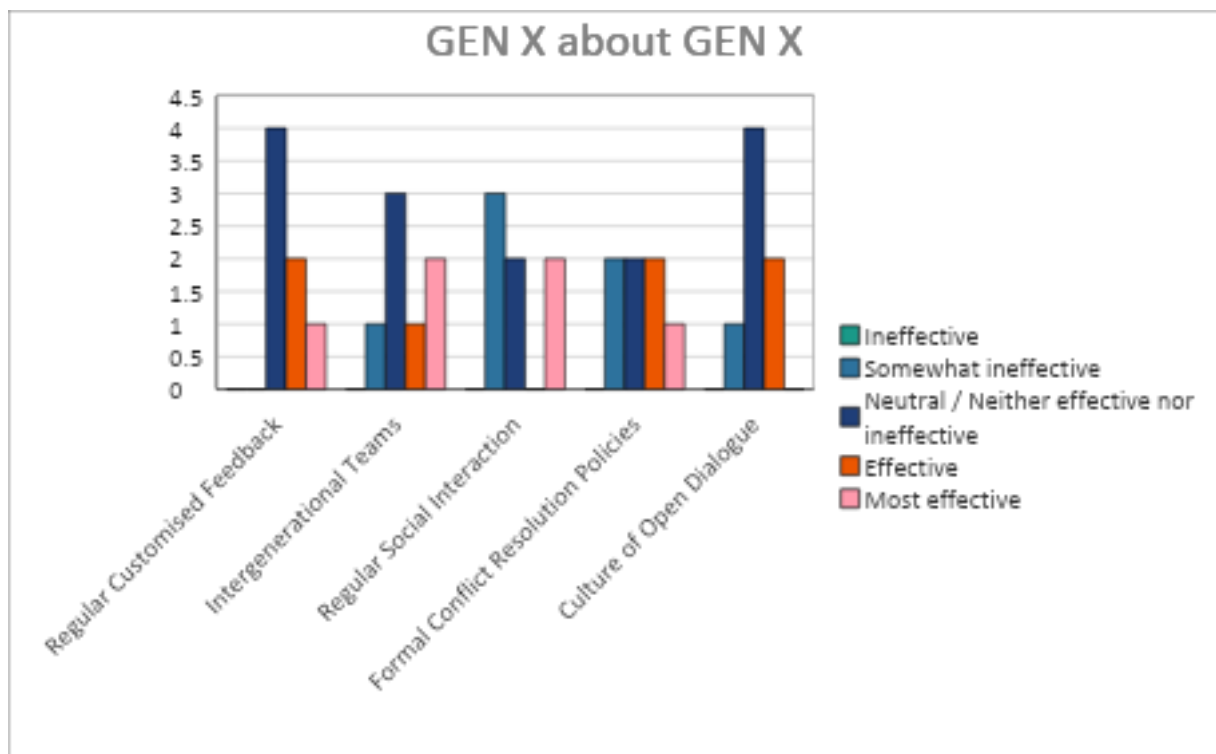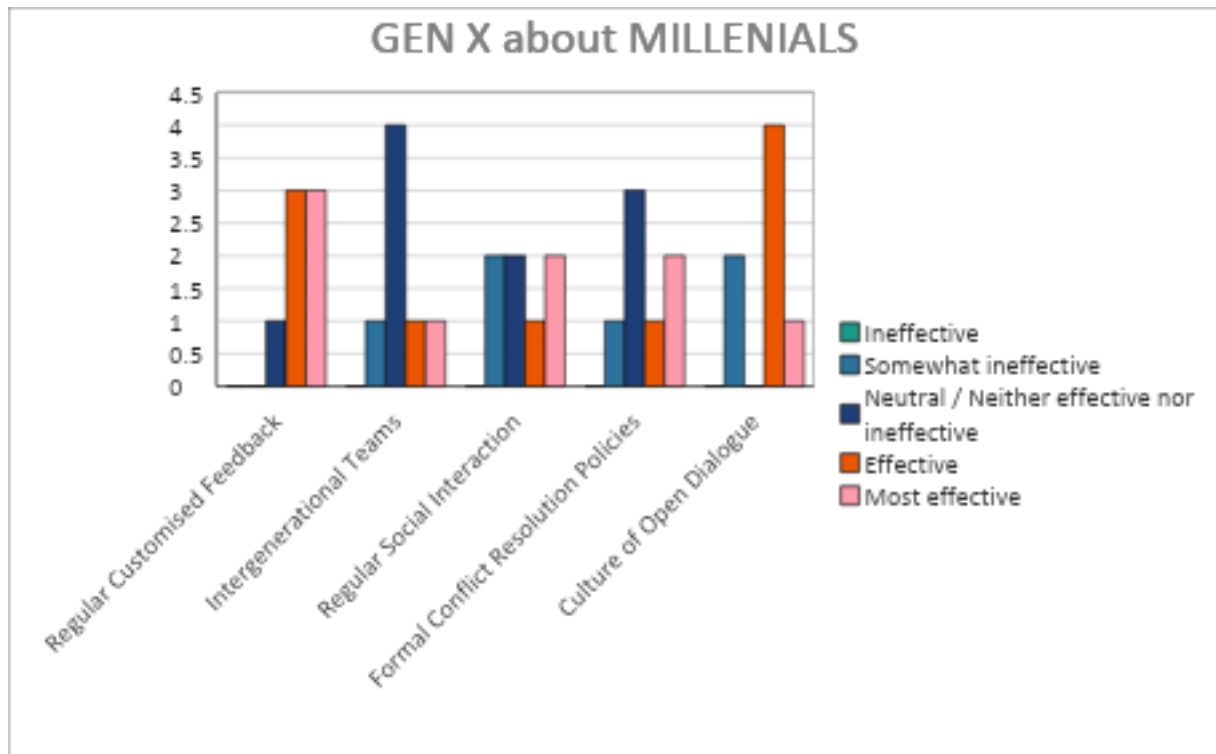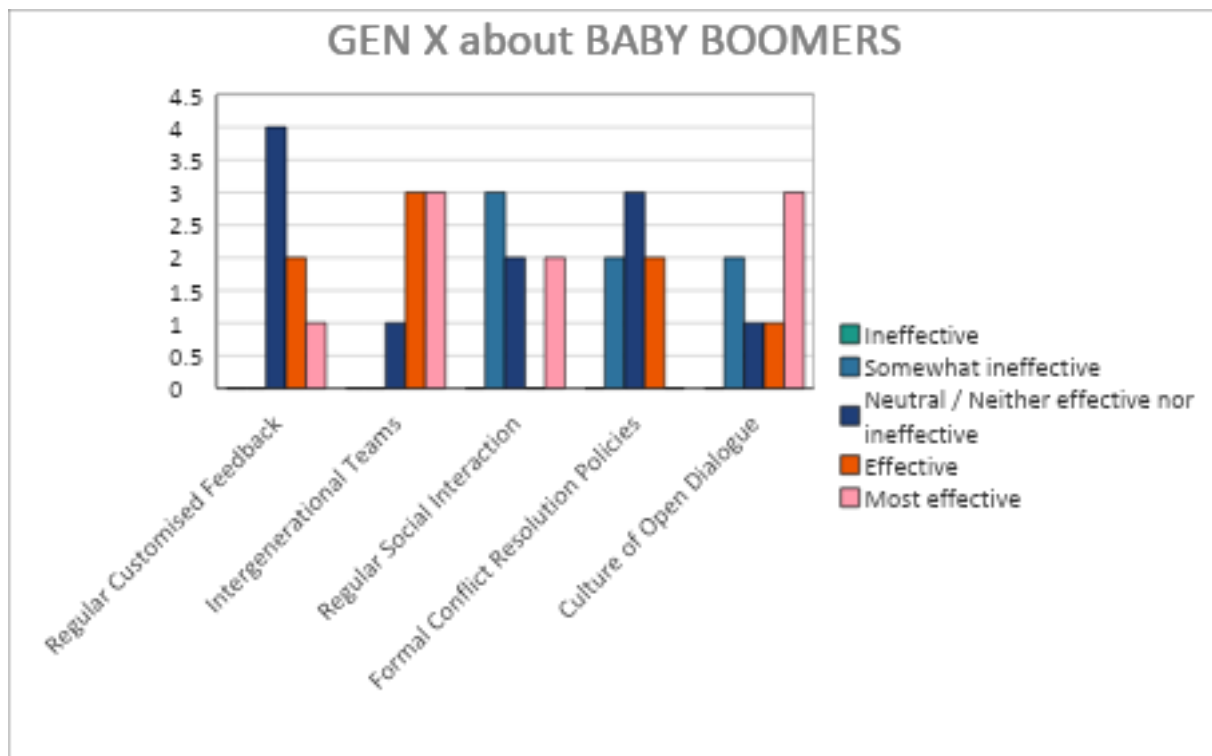
Gen X takes a measured stance. They see feedback as the most reliable tool for younger generations (Gen Z and Millennials), but they doubt the effectiveness of open dialogue with them, possibly due to differing communication styles.

For their own generation, Gen X values feedback and social interaction, though they rate all tools as moderately effective at best. Their view of Baby Boomers is even more reserved, with only social interaction standing out as somewhat useful. This suggests Gen X feels caught between younger generations' desire for openness and Boomers' adherence to tradition.

Baby Boomers

Baby Boomers about GEN Z

Baby Boomers about MILLENIALS

Baby Boomers about GEN X


Baby Boomers about BABY BOOMERS
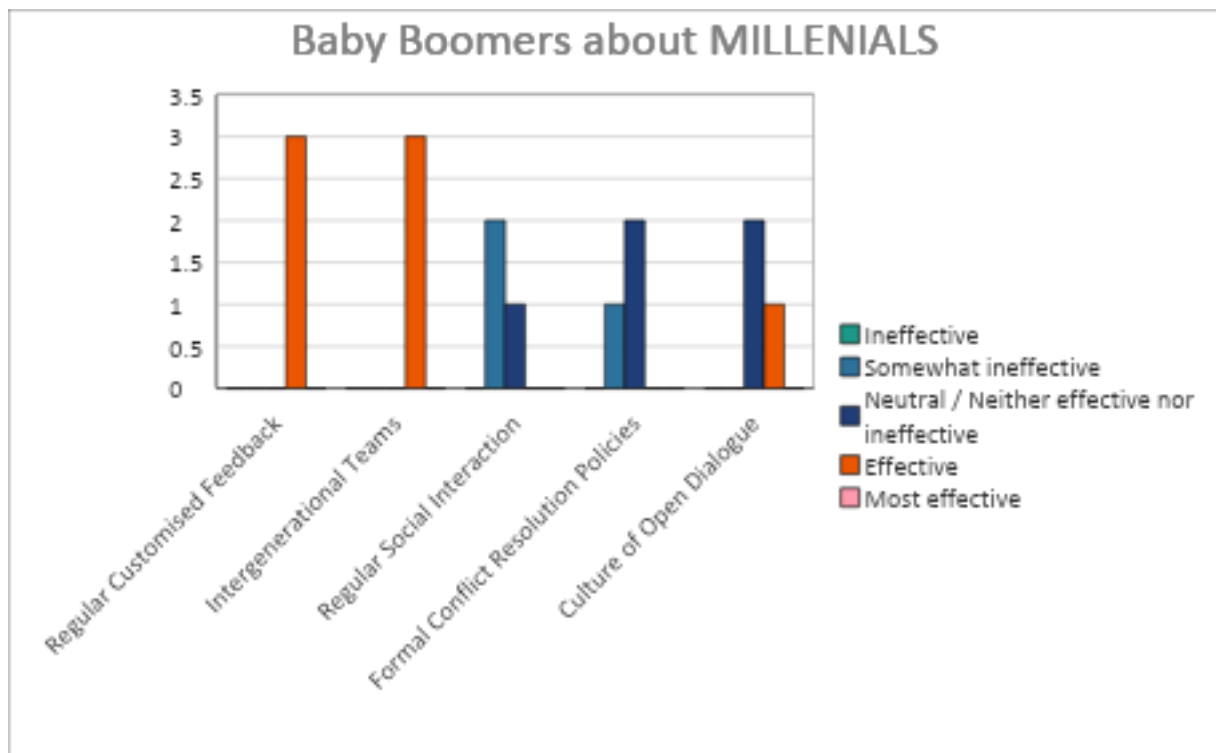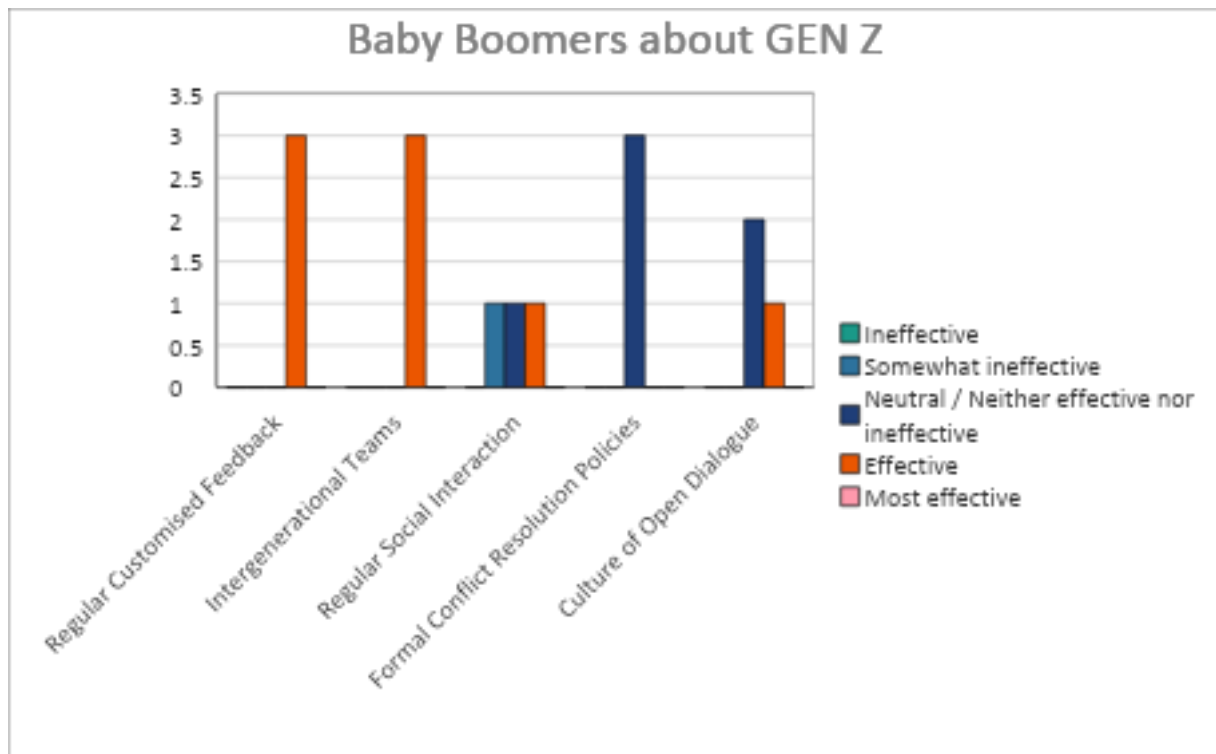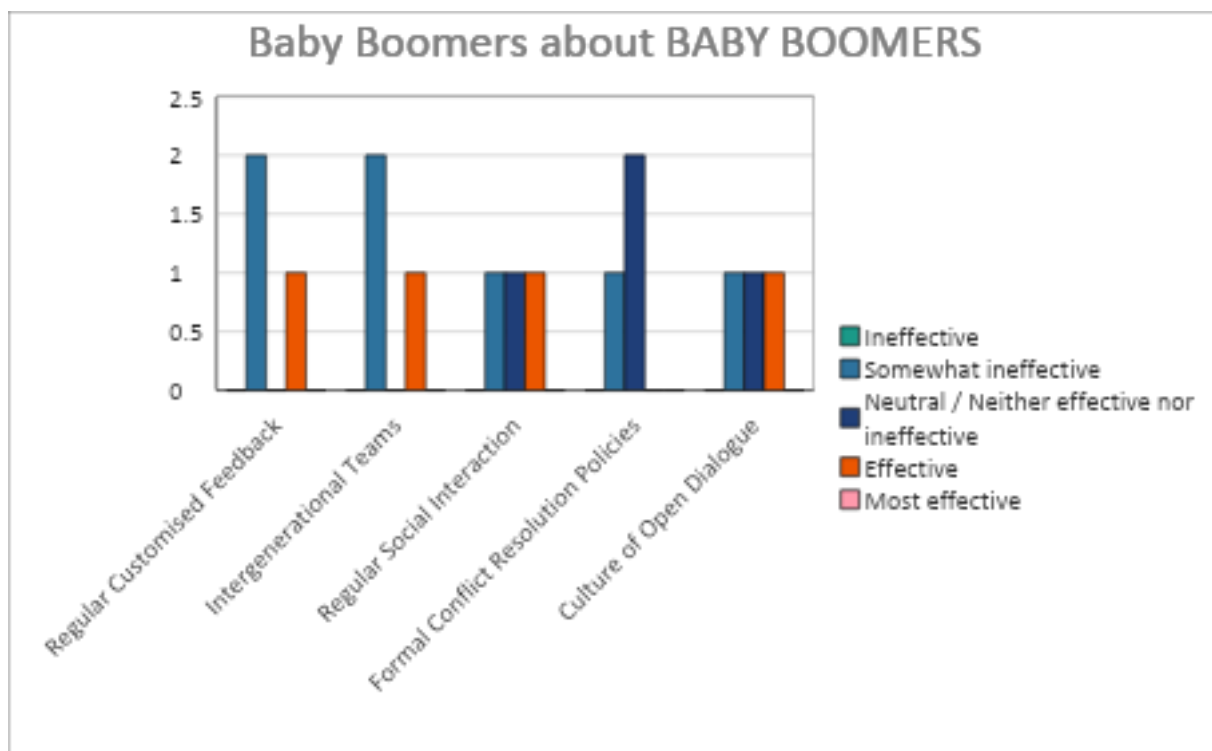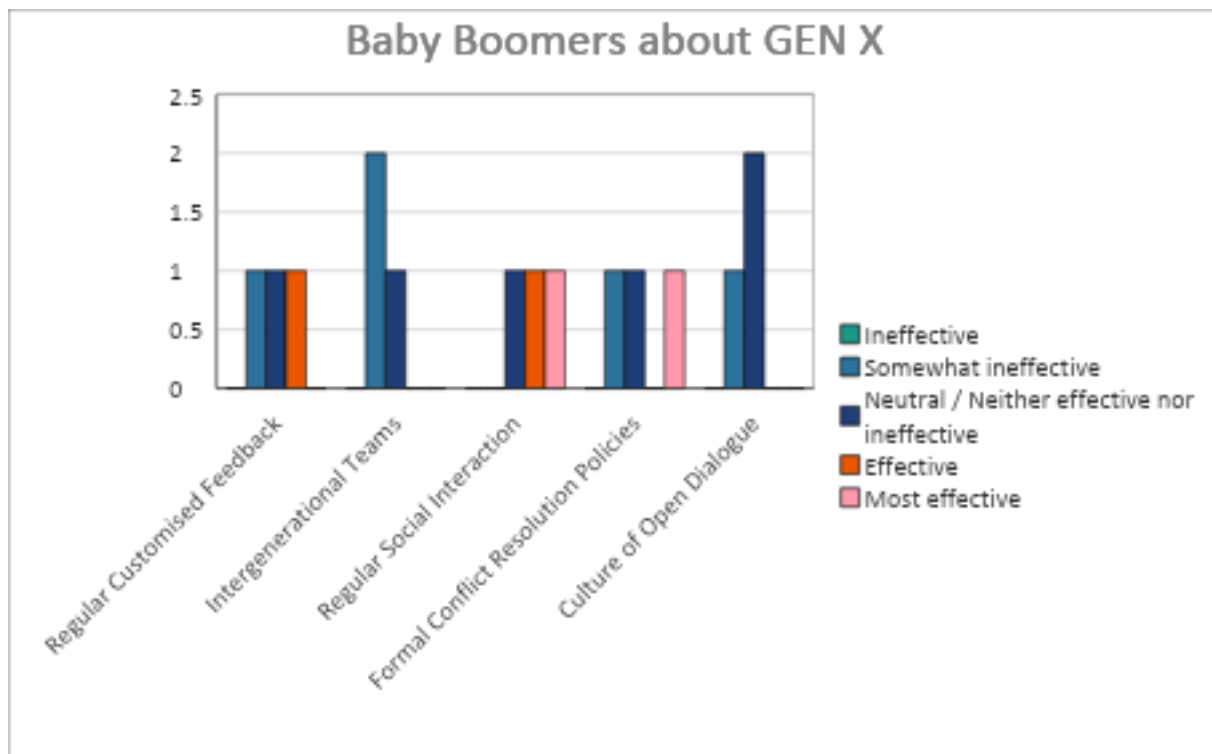
Boomers stand apart in their assessments. They rate feedback as the only consistently effective tool for younger workers, dismissing nearly all other strategies as neutral or ineffective. Even for their own generation, they show little confidence in any method, underscoring their preference for experience and hierarchy over structured conflict management.

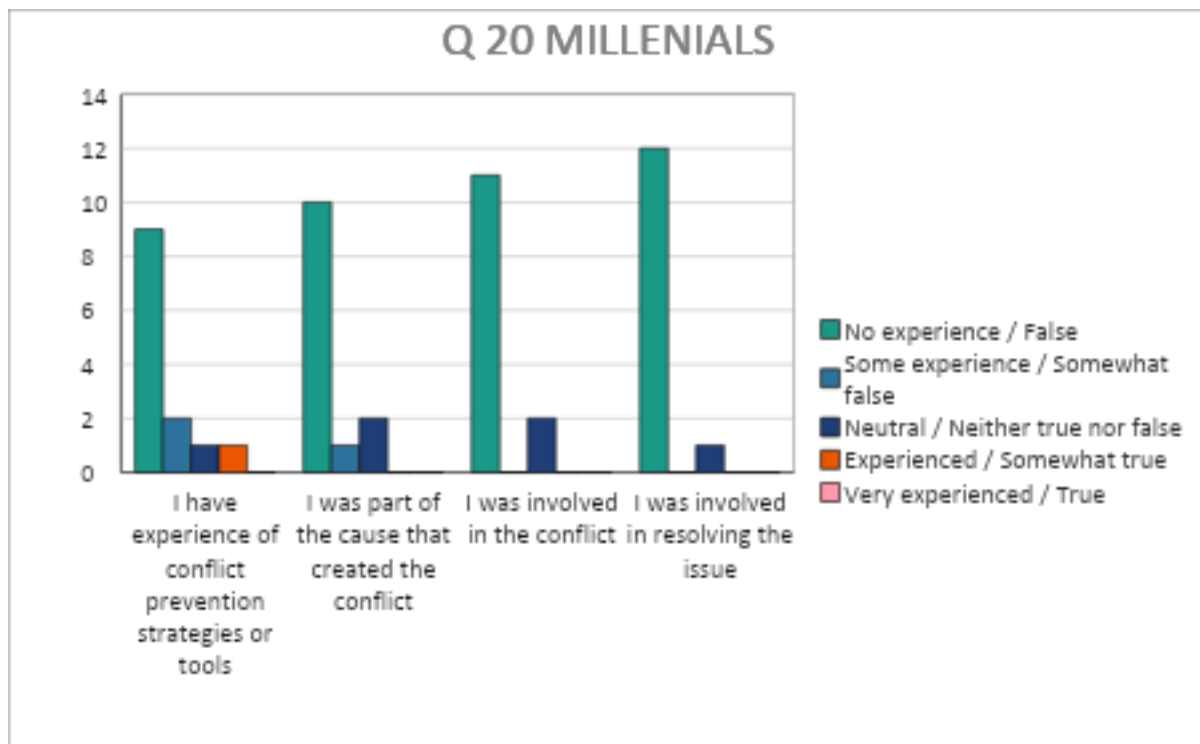**Assessment of the relevance of statements (Q20)**

The data reveals striking differences in how generations perceive their involvement with workplace conflicts, from prevention to resolution. These findings challenge common assumptions about intergenerational dynamics in professional settings.

Gen Z
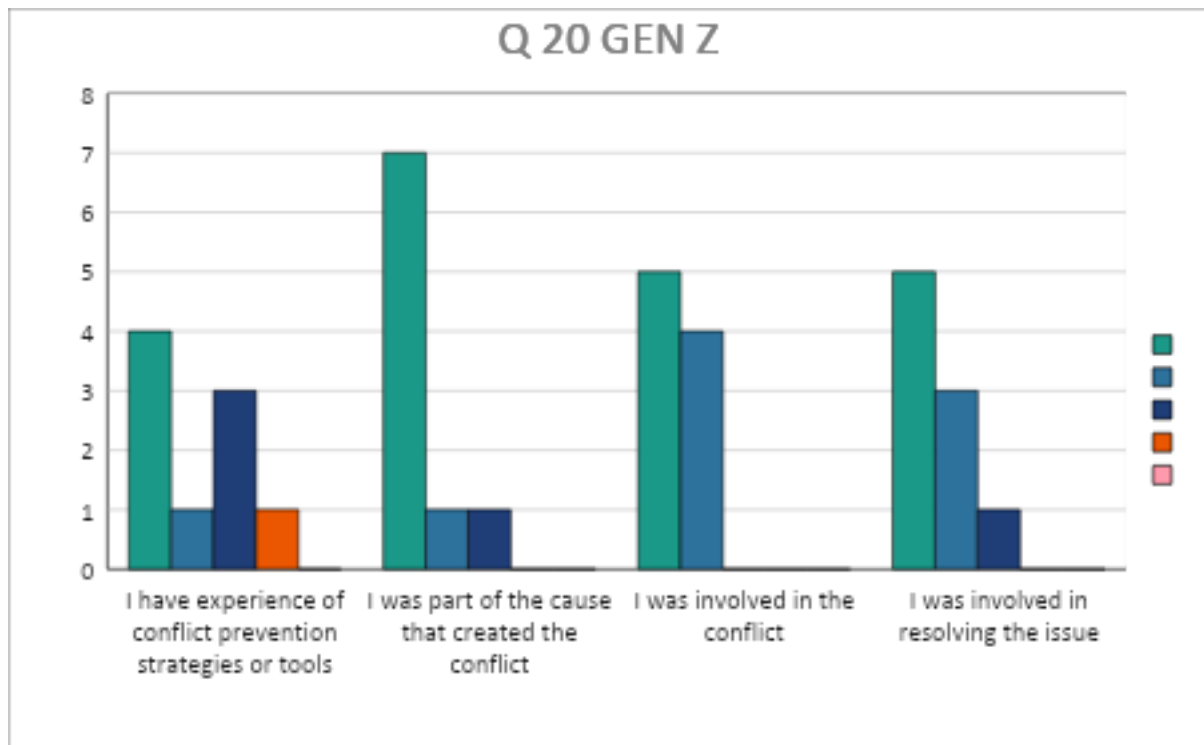
Younger employees show a notable lack of hands-on experience with conflict management. A majority (60-80%) report no experience with prevention strategies, conflict creation, or resolution. This suggests Gen Z workers are often bystanders to workplace tensions rather than active participants - possibly due to their junior positions or organizations shielding newer employees from difficult situations. The few who acknowledge some involvement tend to describe it as minimal ("somewhat false" or neutral responses).

Millennials

Q 20 MILLENIALS

Legend:
- No experience / False
- Some experience / Somewhat false
- Neutral / Neither true nor false
- Experienced / Somewhat true
- Very experienced / True

Contrary to their reputation as mediators, Millennials demonstrate the lowest conflict engagement across all measures. Overwhelming majorities (75-90%) claim no experience with any aspect of workplace conflicts. This unexpected finding may indicate that Millennials either avoid confrontations altogether or work in environments where conflicts are exceptionally rare - both scenarios raising questions about their actual bridging role between generations.

Gen   **X**
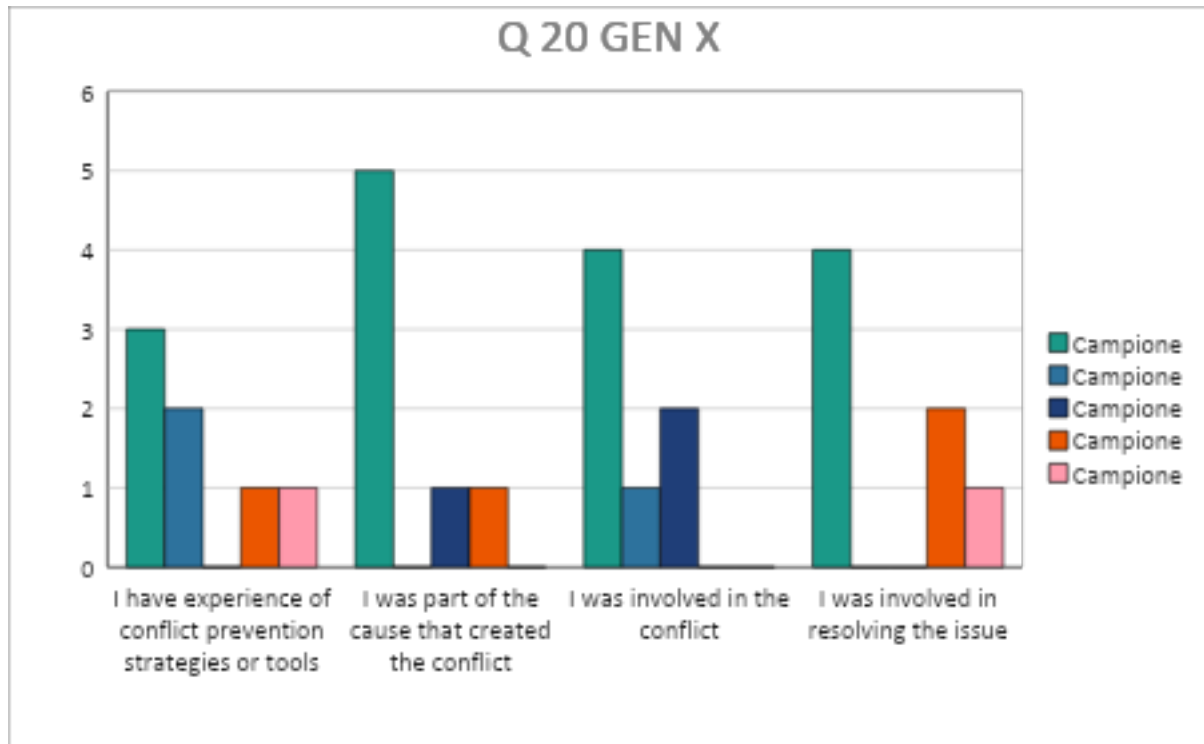
Generation X emerges as the most conflict-savvy cohort. While many (40-60%) still report limited experience, this group contains the highest proportion of members who have:

- Actively used prevention strategies (20% somewhat/very experienced)
- Been involved in conflict resolution (30% somewhat/very experienced)
  This aligns with their typical mid-career positions requiring mediation between junior and senior staff.

Baby Boomers

Q 20 BABY BOOMERS
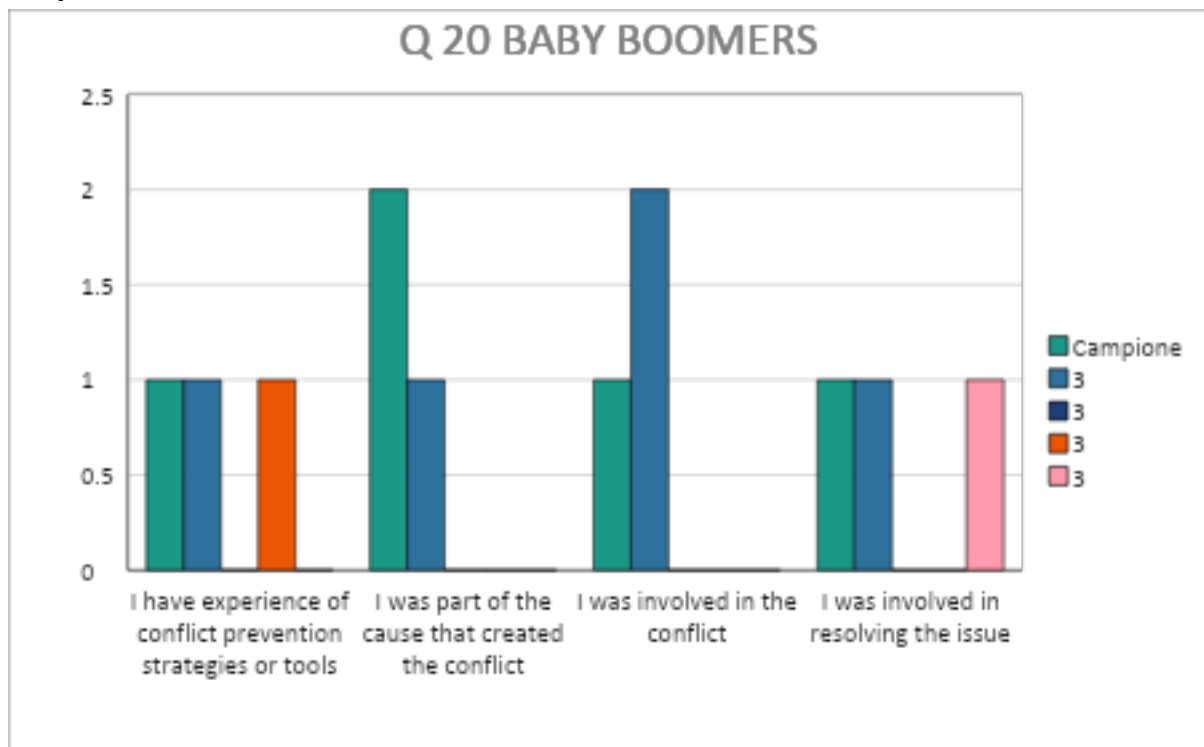
The oldest workers show polarized experiences. Most claim limited conflict involvement, but a significant minority (20-25%) report substantial experience with both prevention and resolution. This likely reflects their senior roles - often above the fray of daily tensions but called upon to settle major disputes. Their responses suggest conflicts either don't reach their level or they choose not to engage until absolutely necessary.

Description of a personal experience of resolving a conflict in the workplace (Q21)

The collected experiences reveal several common patterns in how workplace conflicts emerge and get resolved across generations. These real-world examples provide valuable insights into intergenerational dynamics in professional settings.

Many conflicts stem from differing approaches to workplace tools and systems. Younger employees frequently push for digital solutions, while older colleagues often prefer traditional methods. One respondent described how introducing a new online task management tool created tension with an older team member who resisted change. The resolution came through compromise - gradual implementation with training options - showing how flexibility can bridge technological divides.

Presentation preferences frequently spark disagreements. A particularly vivid example involved a generational divide over how to present project results. Younger team members created a dynamic, visual presentation that an older analyst dismissed as "unprofessional," insisting on a traditional report format. This escalated into mutual accusations until mediation helped find middle ground. Such cases highlight how different communication norms can create friction.

Several respondents shared how they implemented systematic changes to prevent recurring conflicts:

- Regular check-ins to address missed deadlines
- Cross-departmental meetings to improve collaboration
- Clear procedures for information management
- Voting systems for project decisions

Multiple examples emphasized how face-to-face dialogue resolved tensions. One account described how an initial refusal to adopt new technology created a communication breakdown. Resolution only came when a manager facilitated a meeting where both parties could voice concerns. Another case showed how a frank conversation about ignored feedback led to behavioral changes that improved teamwork.
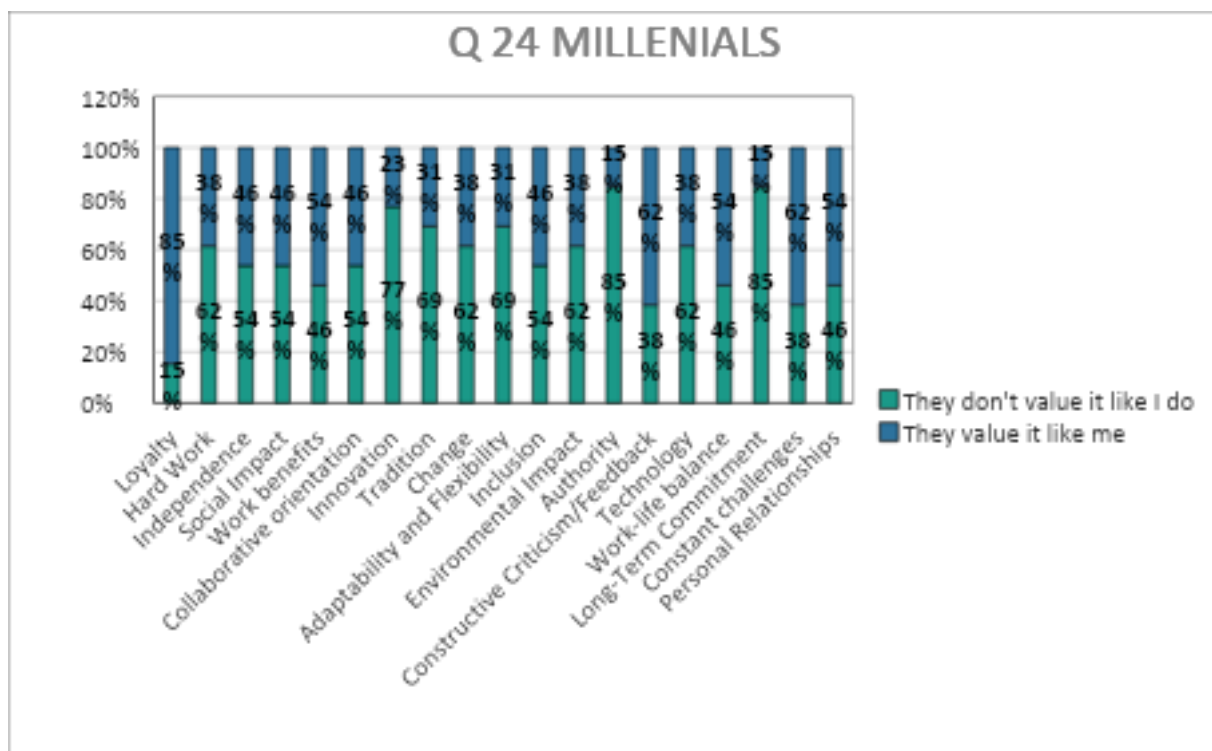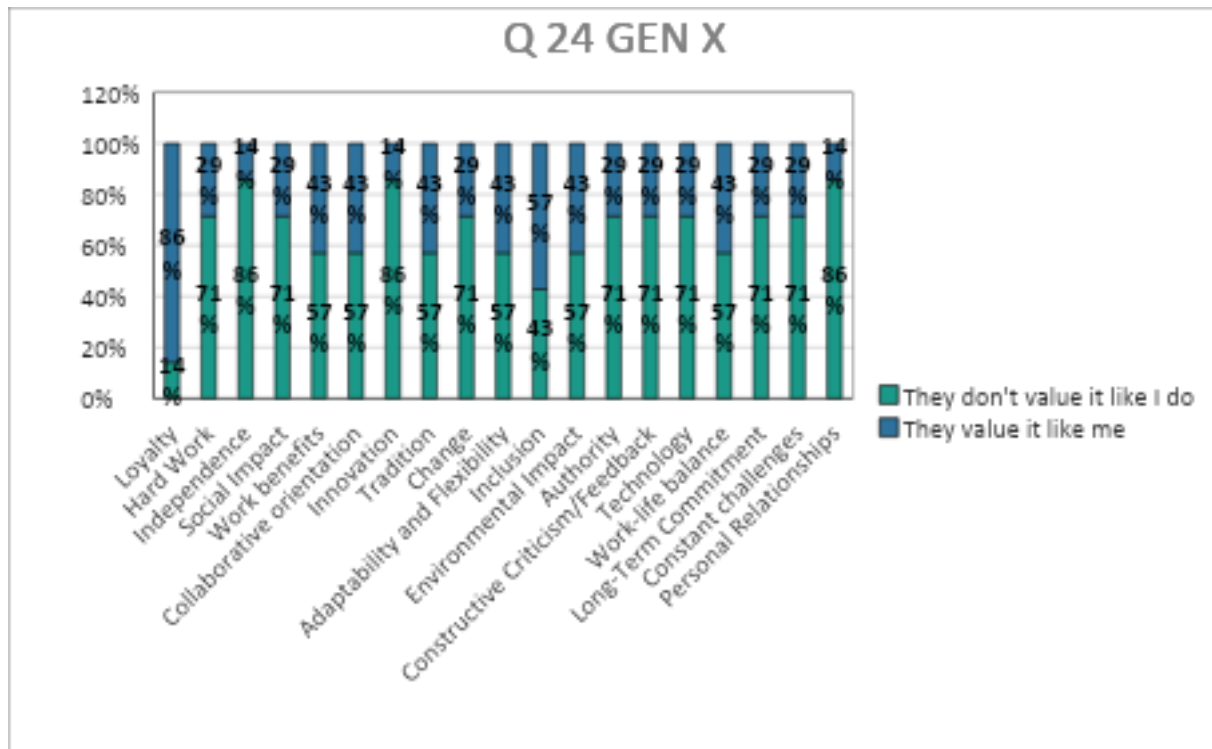
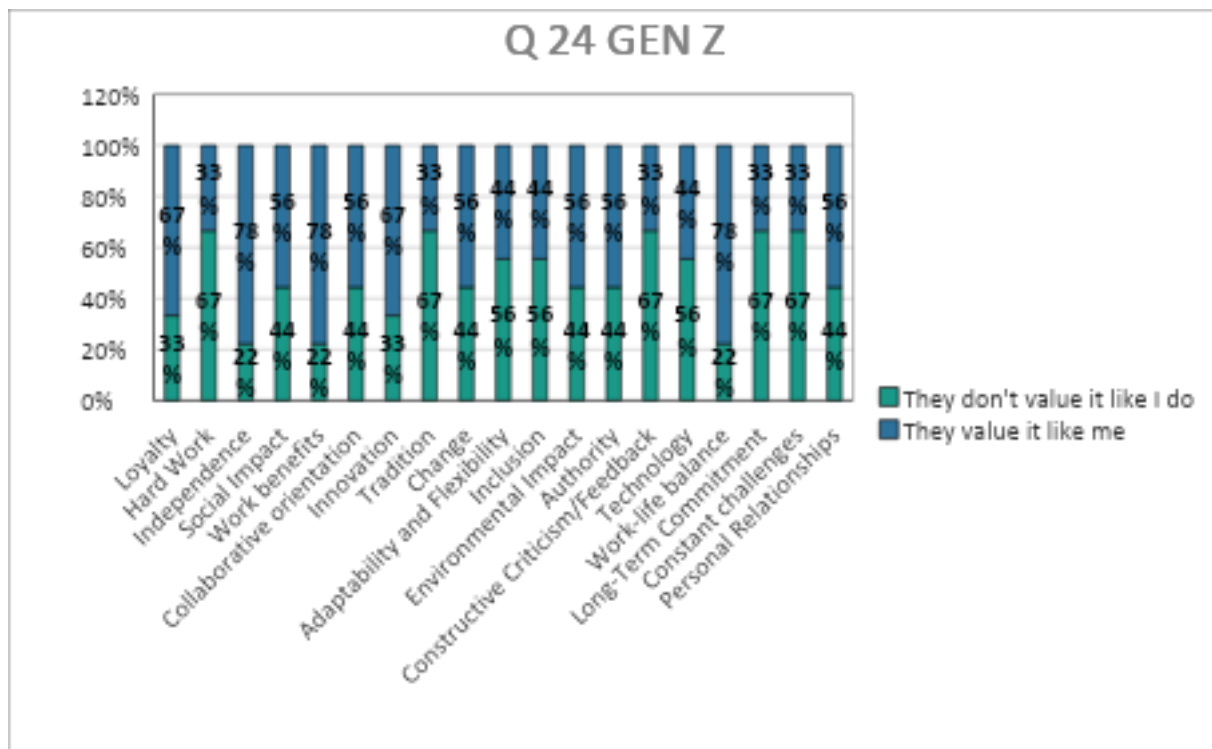# 4. Differences in Approach to Work

Respondent's assessment of the similarity of appreciation of certain aspects (Q24-Q25-Q26-Q27)

The data reveals striking differences in how generations perceive each other's workplace values, with several clear patterns emerging across age groups.

Gen Z's Perspective

Q 24 GEN X

Q 24 MILLENIALS

Q 24 GEN Z
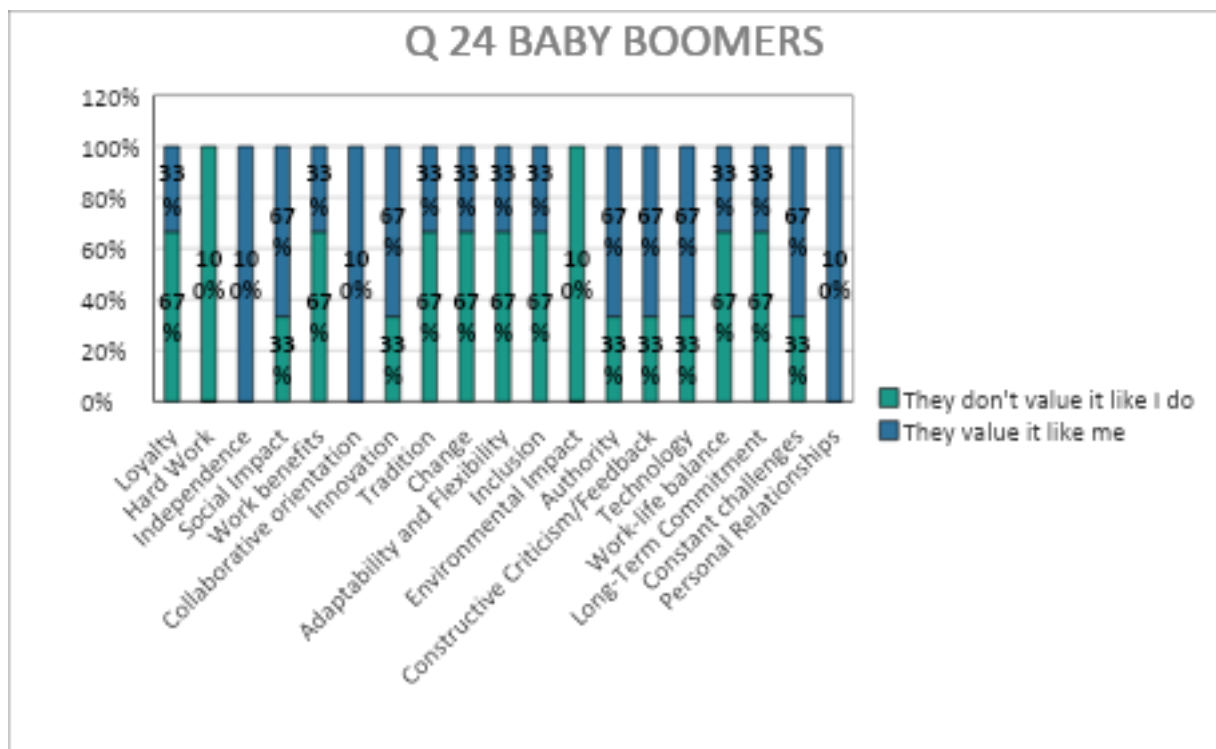
Younger workers report significant gaps with older colleagues, particularly around:

- Innovation (86% feel Gen X doesn't value it as much)

- Change (71% for Gen X, 67% for Boomers)

- Technology (71% for Gen X, 67% for Boomers)

- Work-life balance (56-67% across older generations)

Interestingly, Gen Z sees Millennials as closer allies, with smaller gaps except in innovation (77% gap) and tradition (69% gap). They feel most aligned with their own generation on work benefits (78% alignment) and independence (78%).

Millennials

Q 25 BABY BOOMERS

Q 25 GEN X

43

Q 25 MILLENIALS

Q 25 GEN Z
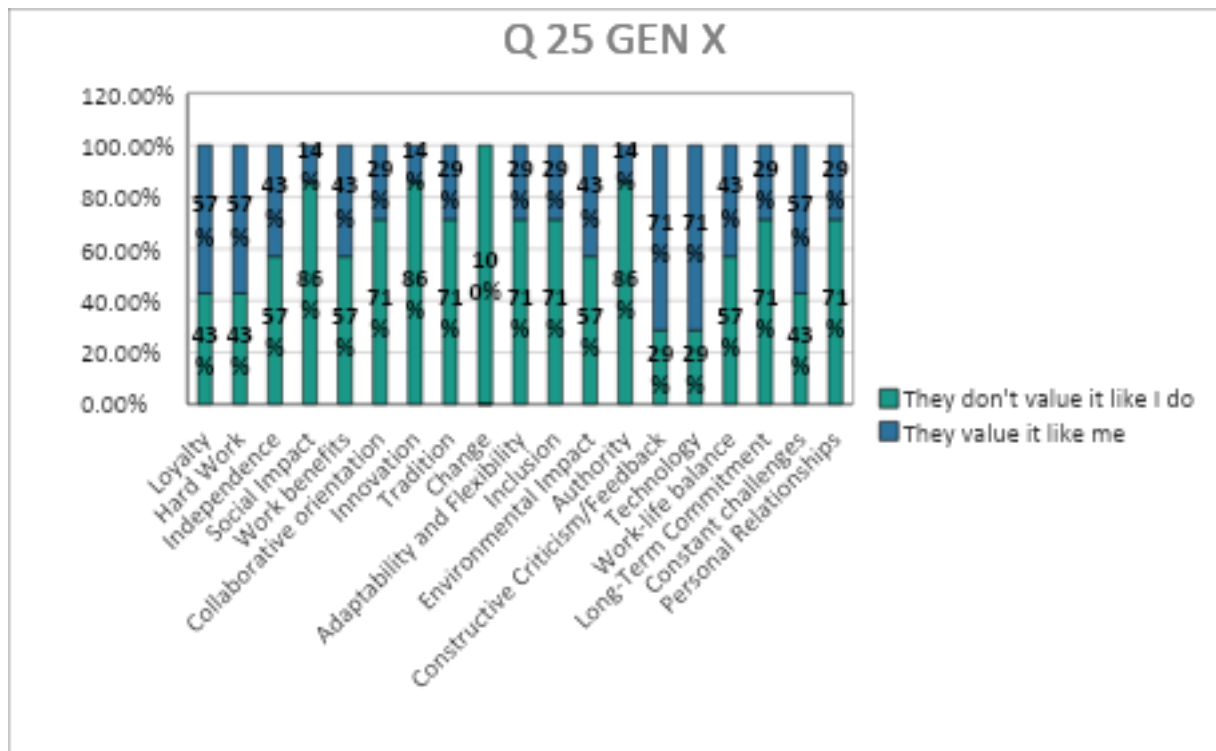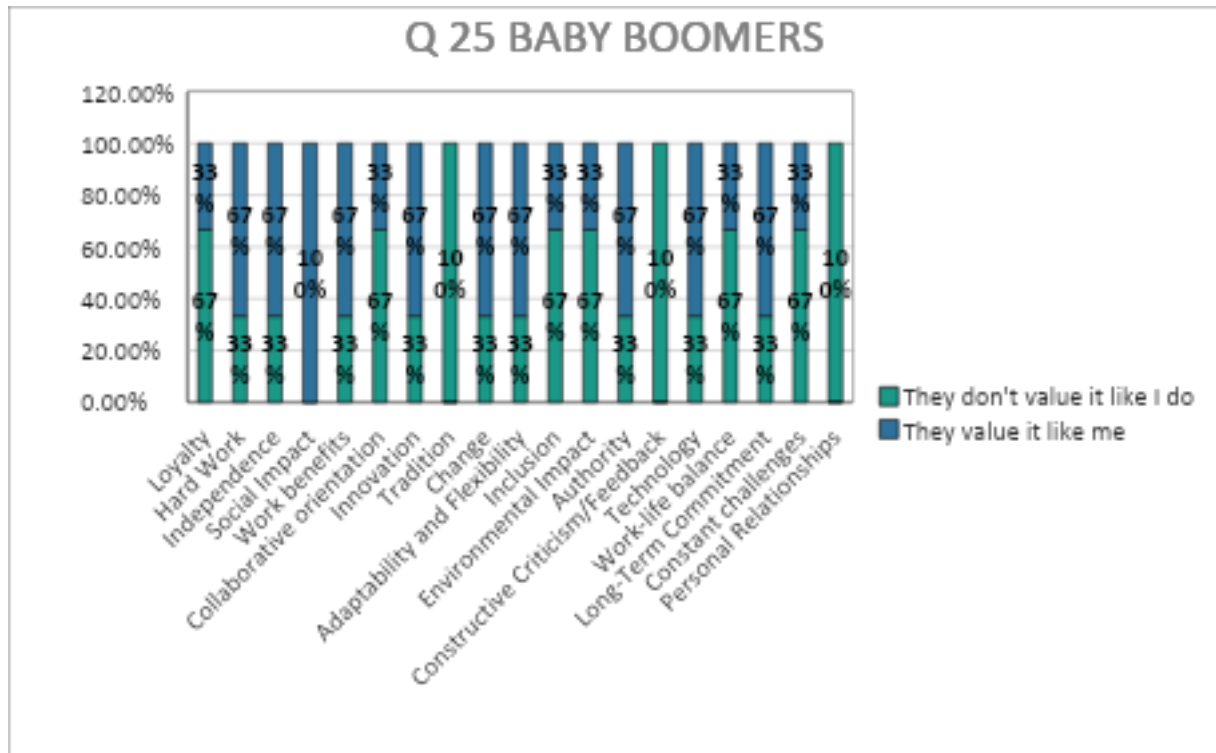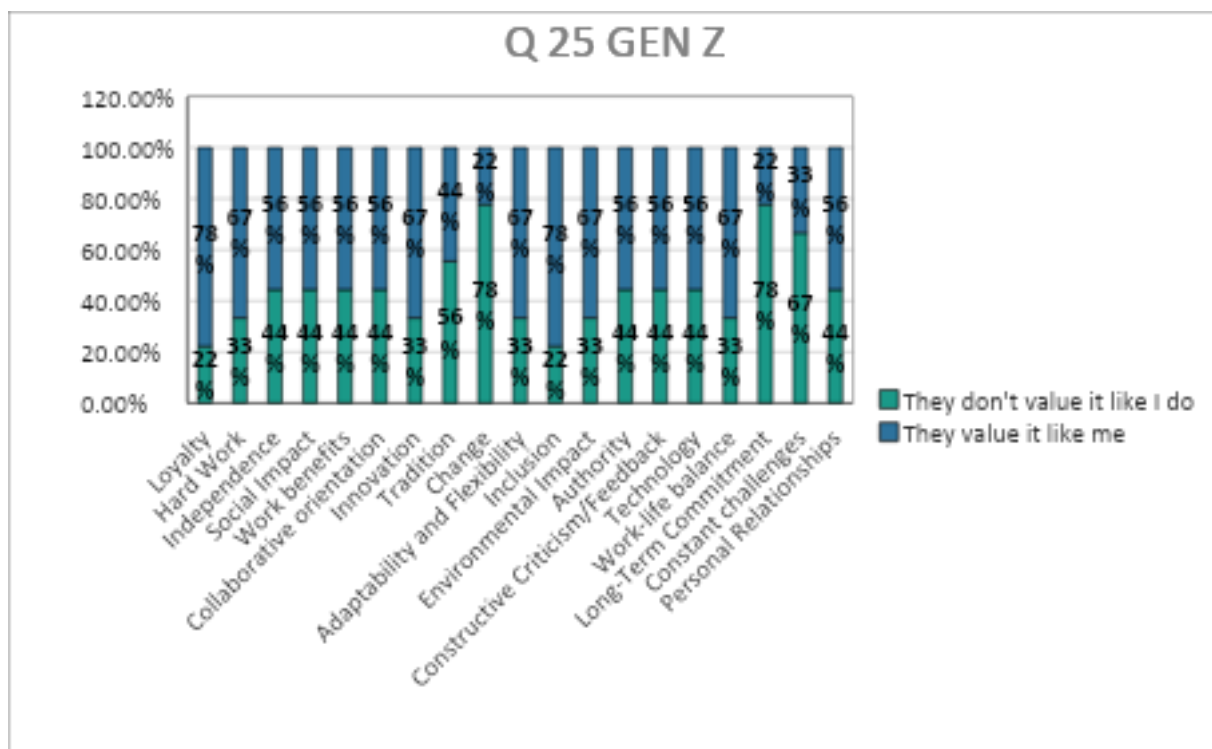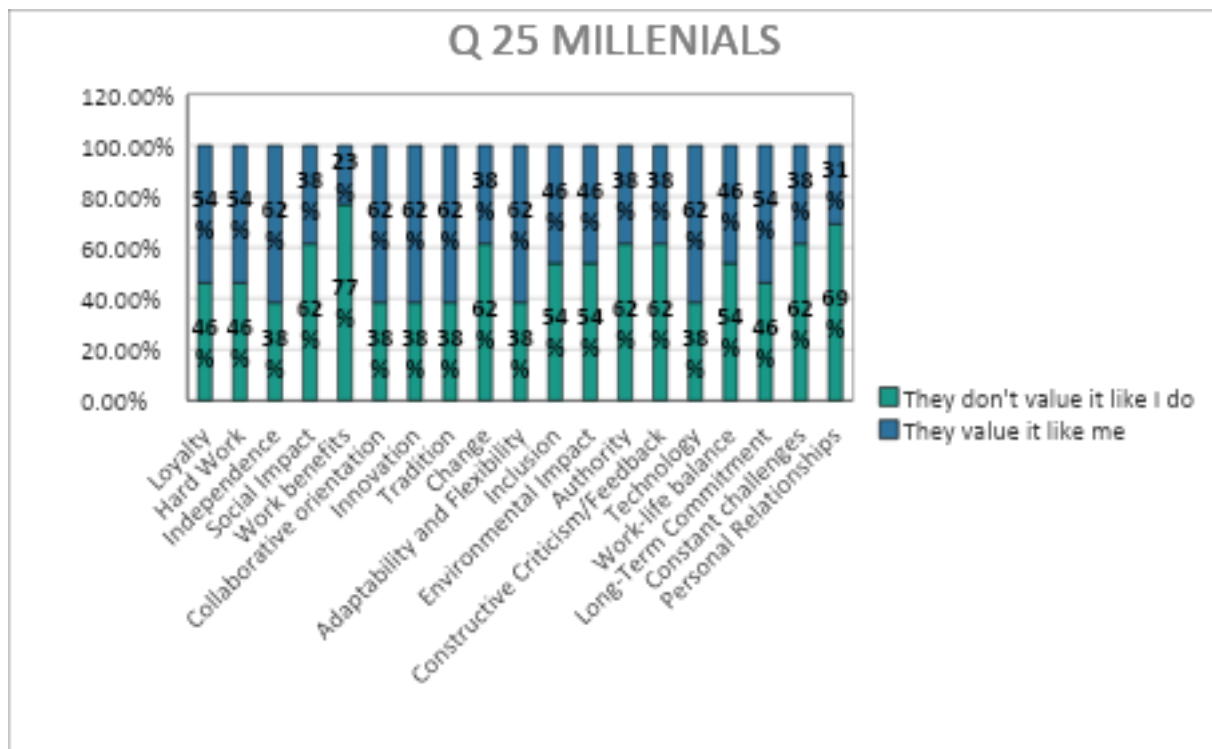
Millennials show a nuanced perspective:

- They see Gen Z as undervaluing loyalty (22% gap) and long-term commitment (78% gap)

- With Gen X, they report major gaps in change (100%), innovation (86%), and social impact (86%)

- They surprisingly align with Boomers on social impact (0% gap) and tradition (100% alignment)

Gen X

Q 26 BABY BOOMERS

Q 26 GEN X

Q 26 BABY BOOMERS

Q.26 GEN Z
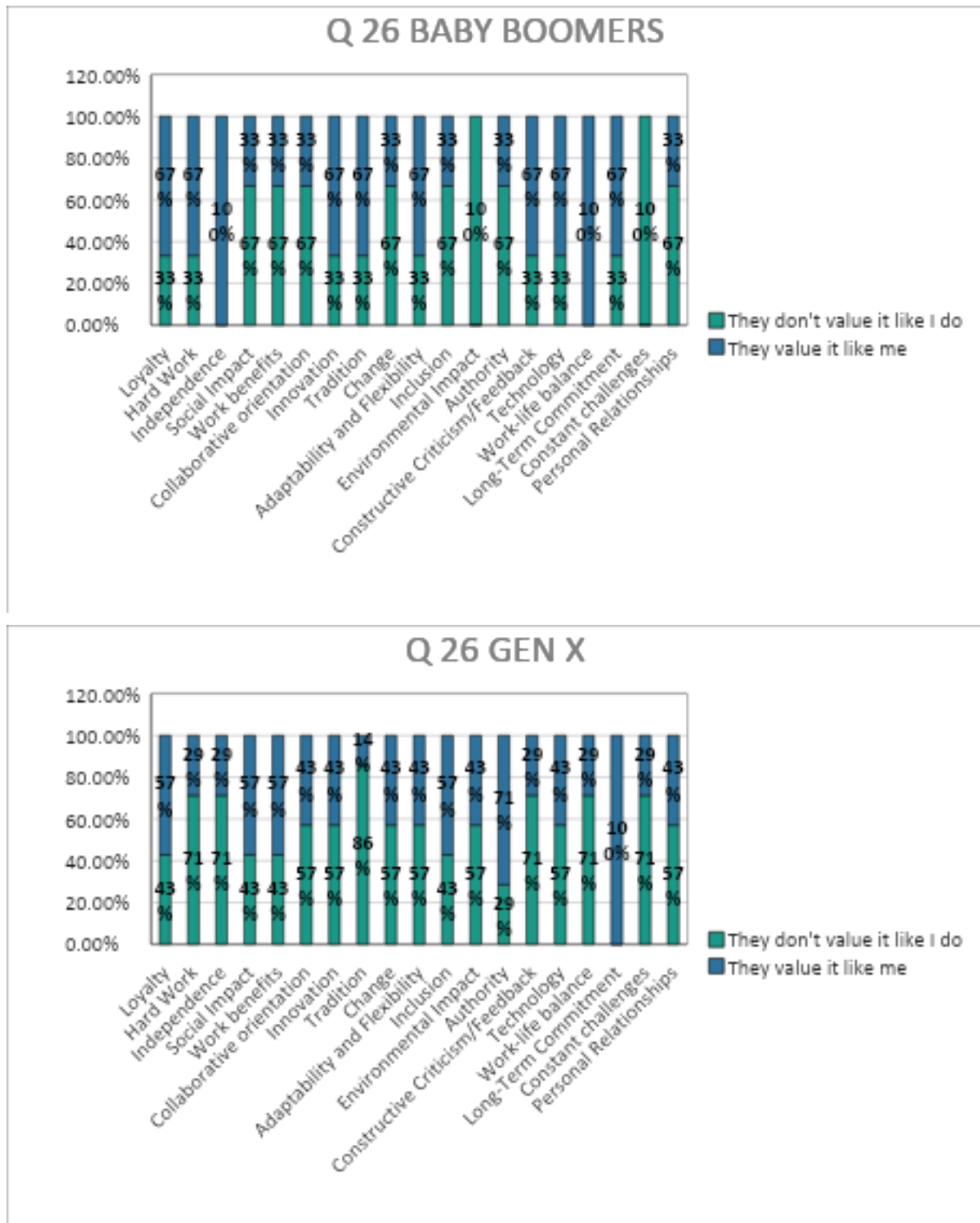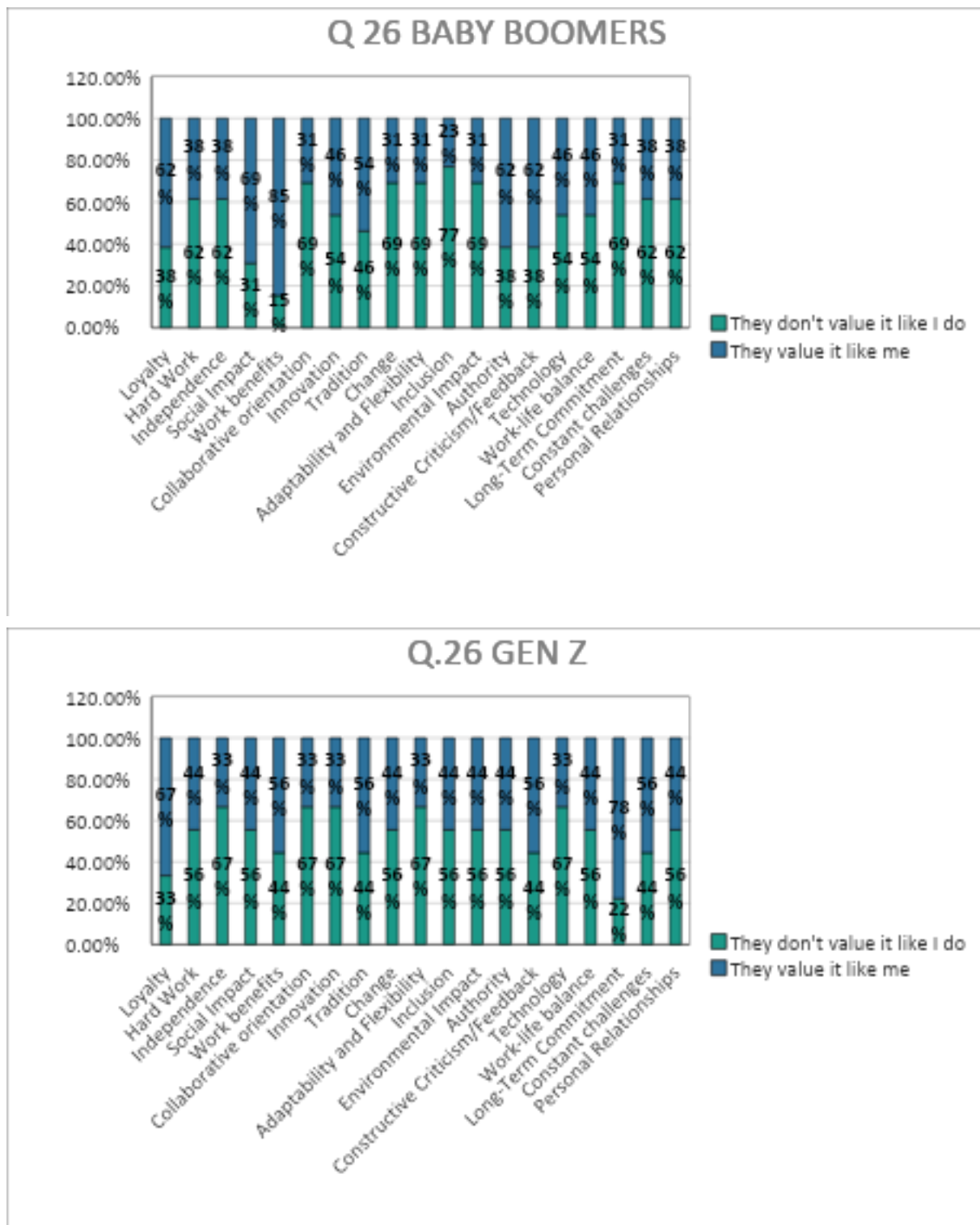
Middle-aged workers express:

- Strong gaps with Gen Z on independence (67%), collaboration (67%), and innovation (67%)

- With Millennials, they note differences in collaboration (69%) and inclusion (77%)

- They feel Boomers undervalue environmental impact (100% gap) and constant challenges (100%)

Baby Boomers

Q 27 BABY BOOMERS

Q.27 GEN X

Q.27 MILLENIALS

Q.27 GEN Z
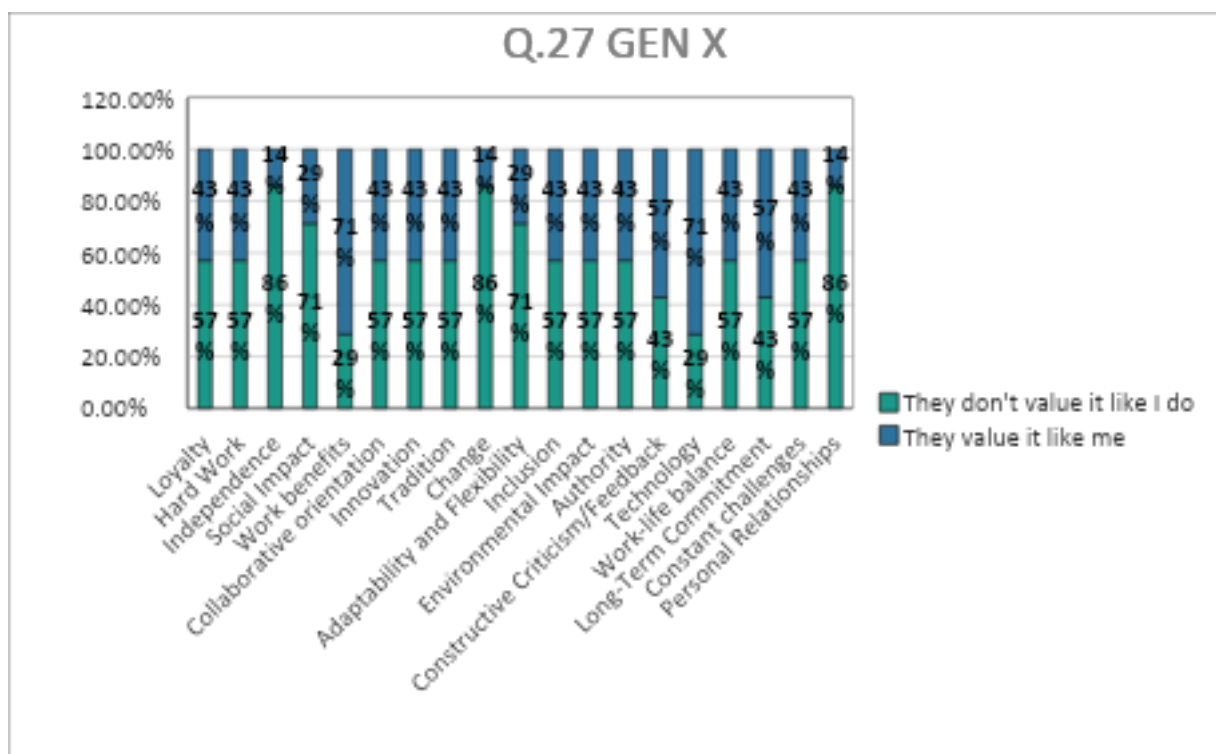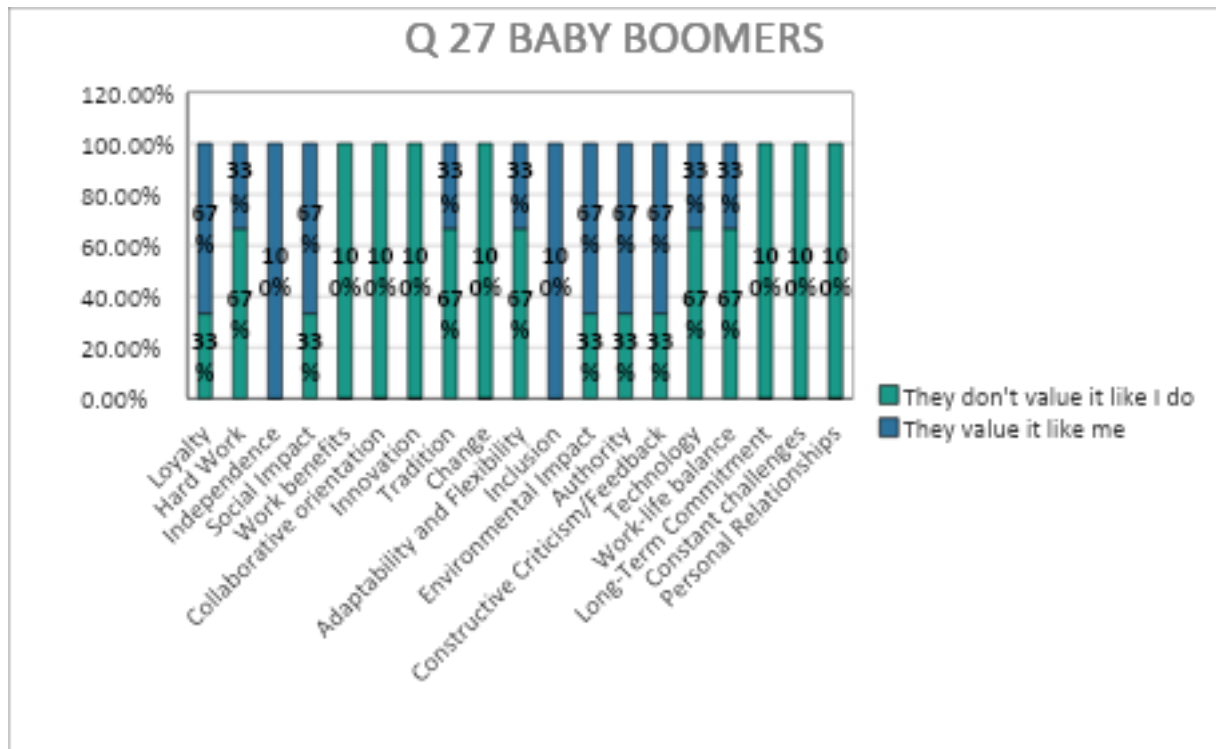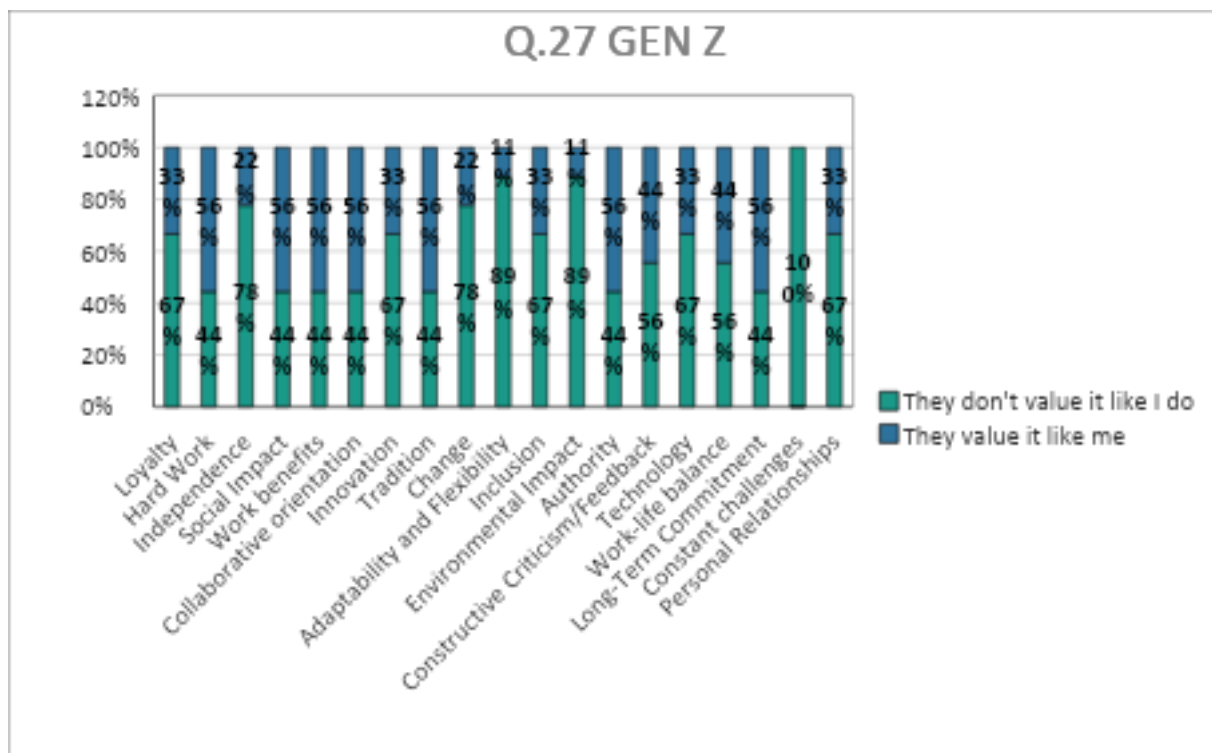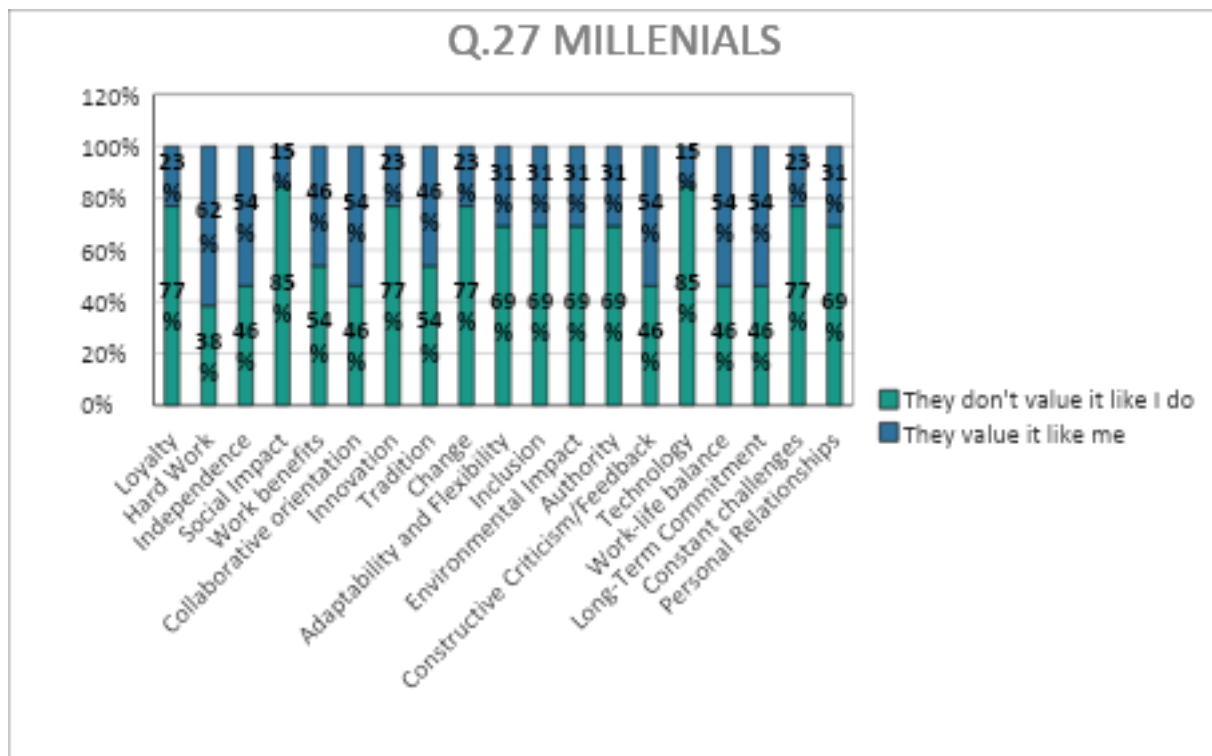
The oldest workers show:

● Extreme gaps with Gen Z on constant challenges (100%), change (78%), and adaptability (89%)

- With Millennials, major differences in innovation (85%), social impact (85%), and technology (85%)

- They're most critical of their own generation's resistance to innovation (100% gap) and change (100%)

Key Findings:

1. Younger generations feel consistently undervalued in their innovative approaches by older colleagues.

2. Long-term commitment shows one of the largest gaps (67-100%) between younger and older workers.

3. Every generation perceives others as not valuing technology as much as they do.

4. Environmental impact and social responsibility show significant generational divides.

5. Each generation is surprisingly critical of their own cohort's limitations.

Keywords describing your ideal workplace (Q28)

The data reveals distinct generational priorities in workplace ideals, with some surprising areas of alignment and clear divergences that reflect broader work culture expectations.

Gen Z
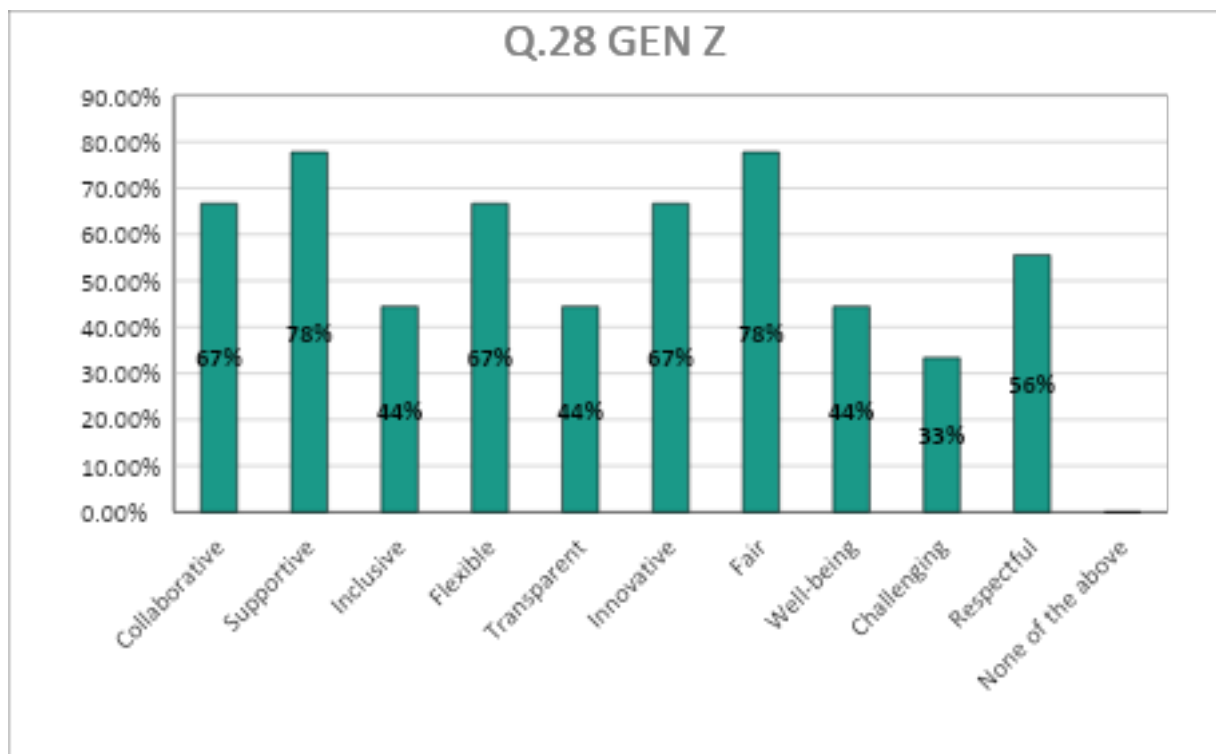
Younger workers prioritize workplaces that are:

- Supportive (78%) and fair (78%) above all else
- Collaborative (67%), flexible (67%), and innovative (67%)
- Surprisingly less concerned with inclusivity (44%) compared to older generations

This paints a picture of a generation seeking security and fairness first, while still valuing modern work structures. Their relatively lower emphasis on well-being (44%) contradicts common assumptions about this "burnout-aware" cohort.

Millennials
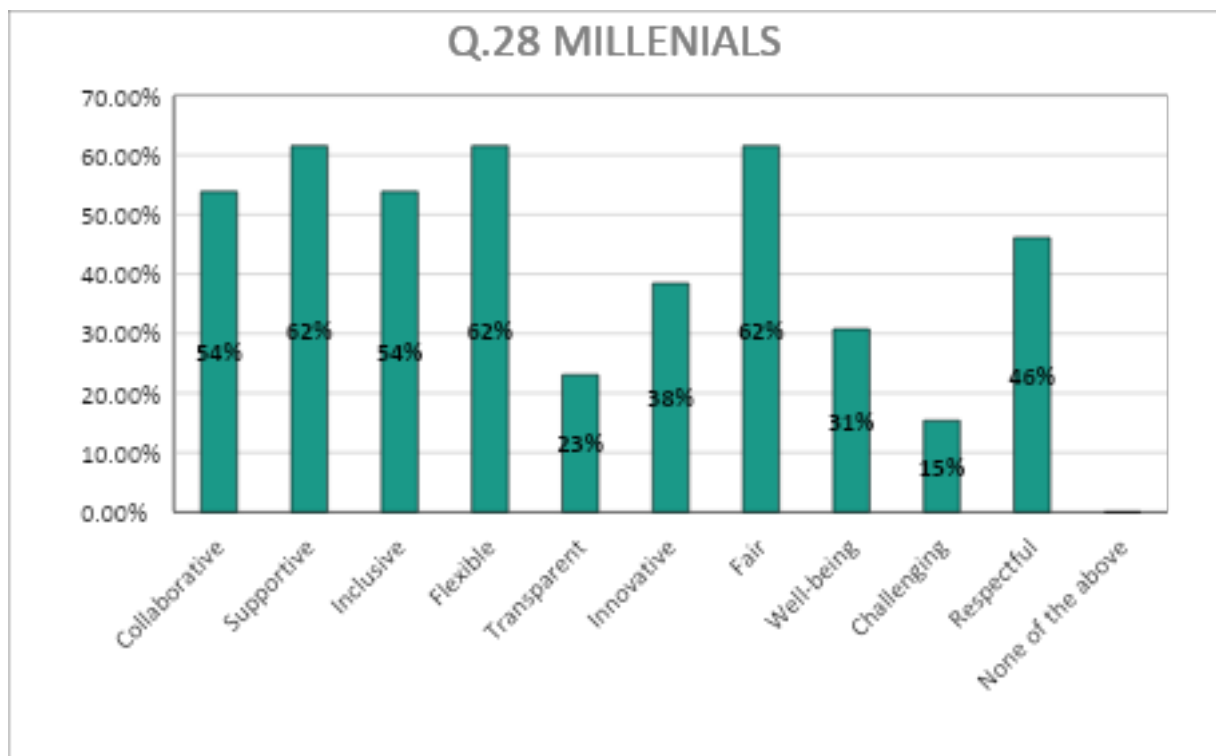
Millennials show moderated but similar priorities to Gen Z:

- Supportive (62%), fair (62%), and flexible (62%) environments lead
- Value inclusivity (54%) more than Gen Z
- Show notably less interest in transparency (23%) and challenge (15%)

As the bridge generation, Millennials blend Gen Z's social priorities with some traditional expectations, though with less intensity than either younger or older workers.

Gen X
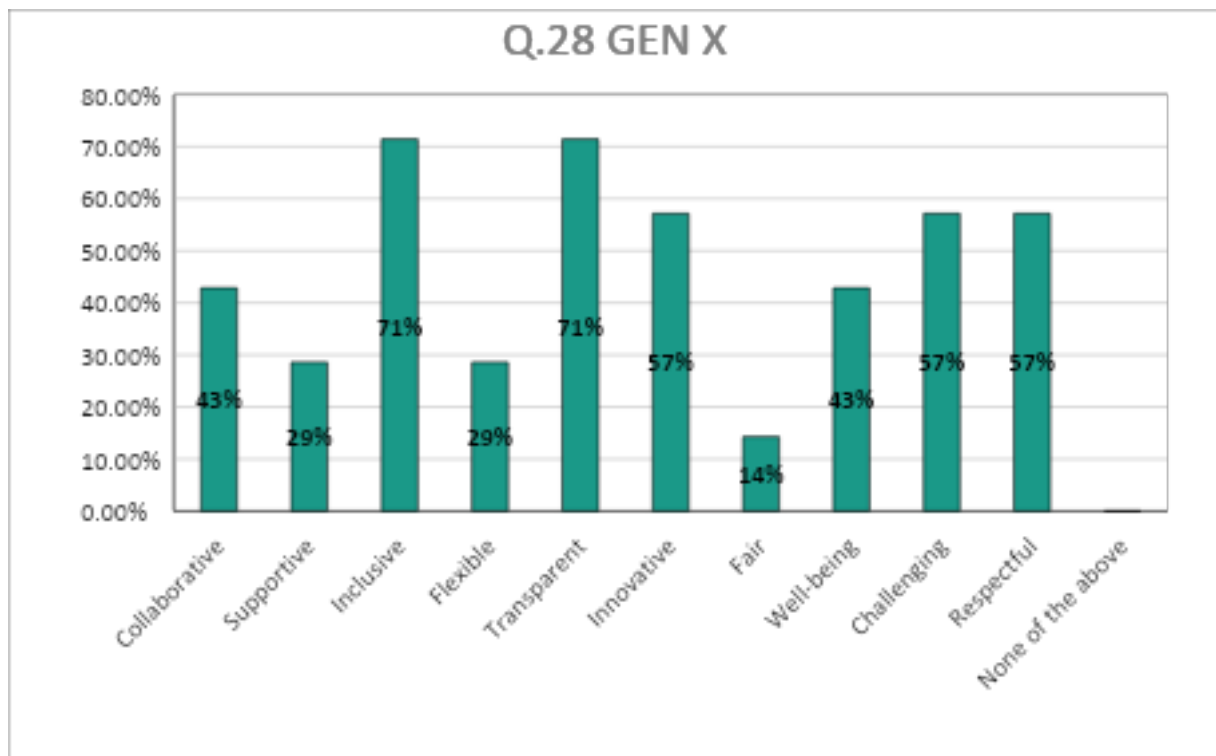
The middle generation presents unexpected preferences:

- Highest value on inclusivity (71%) and transparency (71%)
- Unique emphasis on challenging work (57%)
- Surprisingly low priority for fairness (14%) and support (29%)

This suggests Gen X professionals prioritize clear boundaries and growth opportunities over emotional support - possibly reflecting their position as seasoned employees focused on merit-based advancement.

Baby Boomers

Q 28 BABY BOOMERS
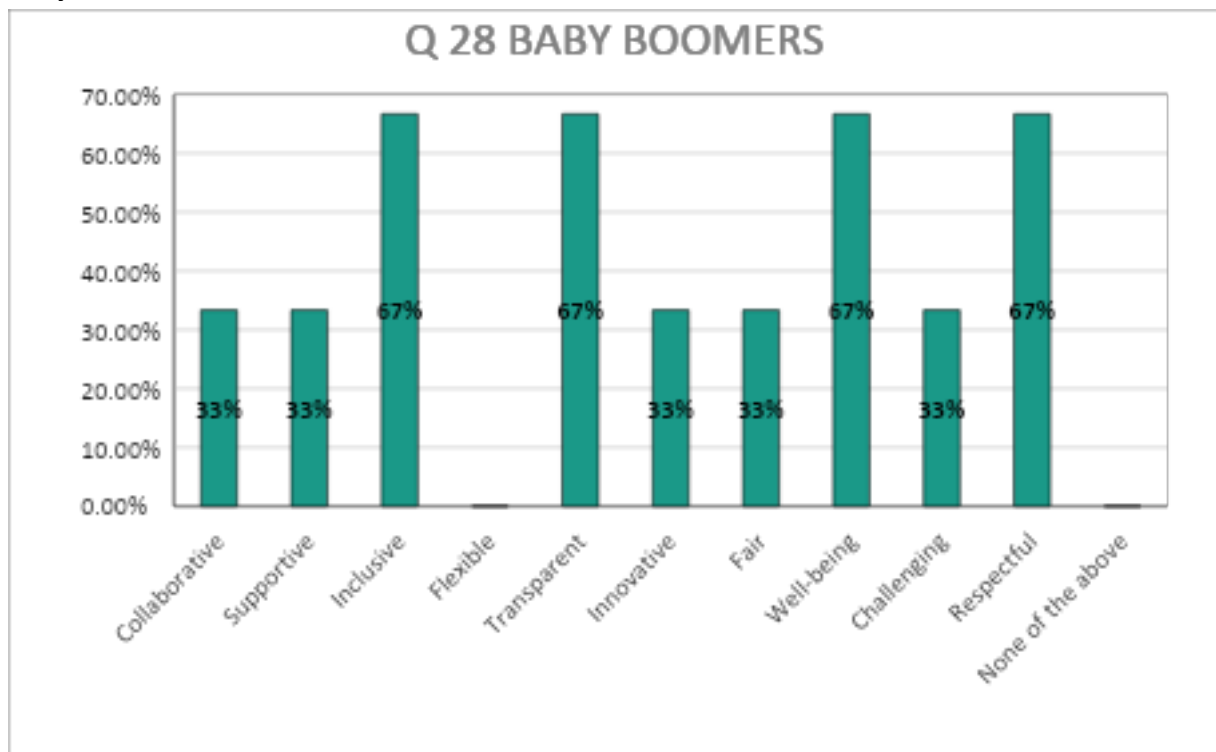
The oldest workers defy stereotypes with:

- Strong focus on inclusivity (67%) and respect (67%)
- Zero interest in flexibility (0%)
- Equal splits on innovation (33%) vs. tradition (implied by low flexibility)

Their combination of progressive values (inclusivity) with traditional structures (no flexibility) creates a unique profile distinct from younger cohorts.

Motivational factors in the workplace (Q29)

Gen Z
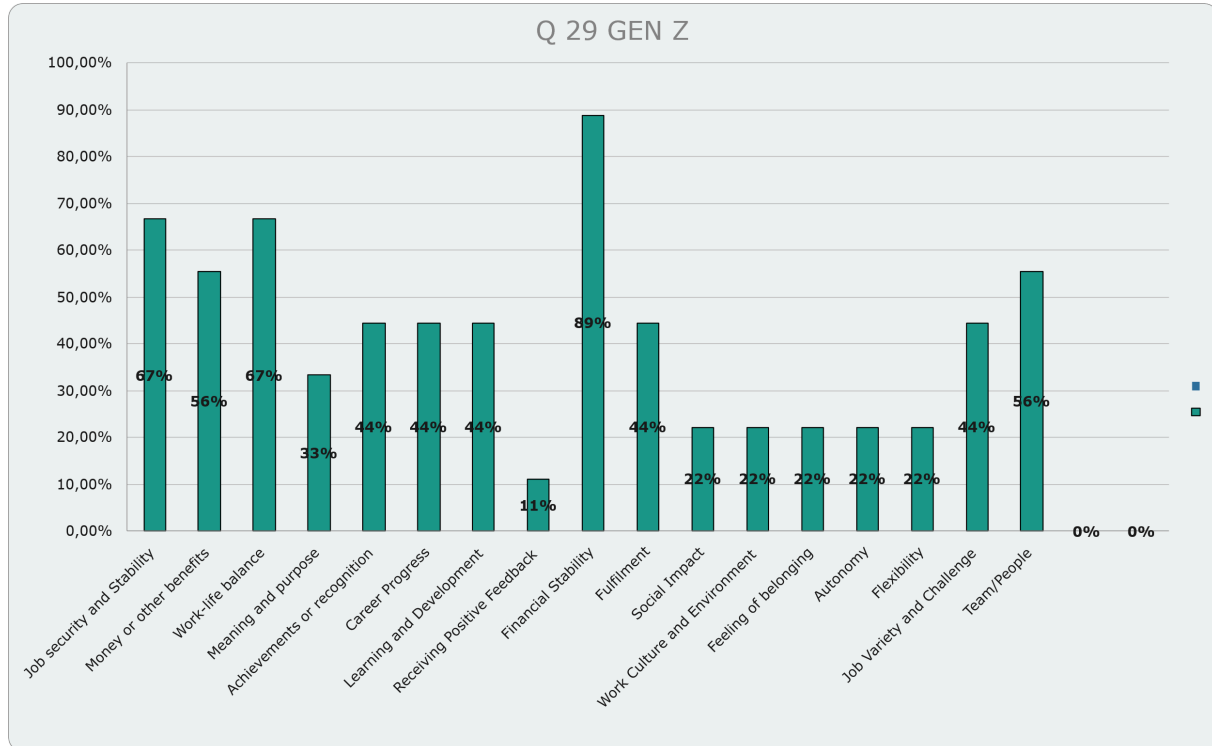
Gen Z prioritizes financial security above all, with 89% citing it as their top motivator—far surpassing other generations. This overwhelming focus reflects their heightened economic concerns, likely shaped by the pandemic and unstable job markets. Work-life balance and job security are also important to this group (67% each), reinforcing a desire for predictable and sustainable careers.

Interestingly, Gen Z appears less interested in purpose-driven work than commonly assumed—only 33% value meaning and purpose. Feedback (11%) and a sense of belonging (22%) also rank low, suggesting they prefer autonomy and self-direction over external validation. While 44% express interest in career progression, it's not as critical as financial or personal stability.

Millennials

Q 29 MILLENIALS
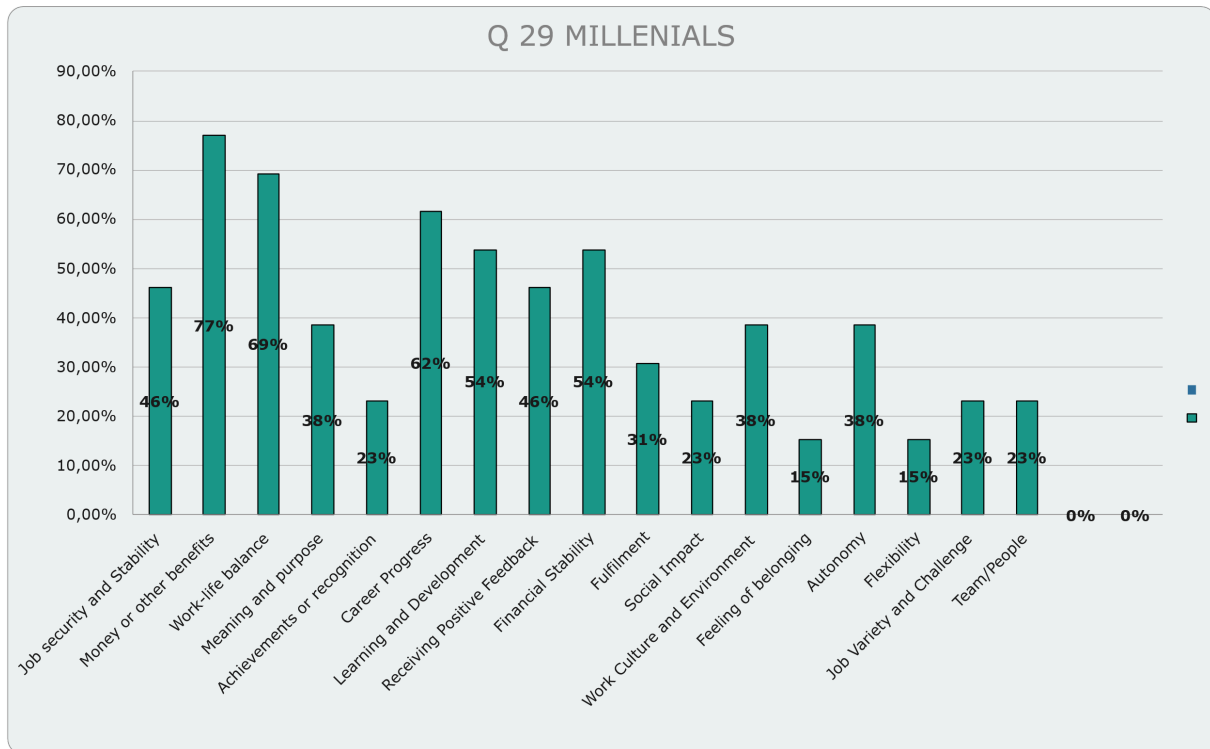
Millennials are the most financially motivated generation after Gen Z, with 77% prioritizing money and benefits. However, they also show a strong desire for growth—69% value work-life balance, and 62% cite career progression as a key motivator. Over half (54%) want learning and development opportunities, indicating an ongoing investment in their skills.

Compared to Gen Z, Millennials are more focused on moving up the ladder and are more receptive to positive feedback (46%), using it as a tool for self-improvement.

Gen X
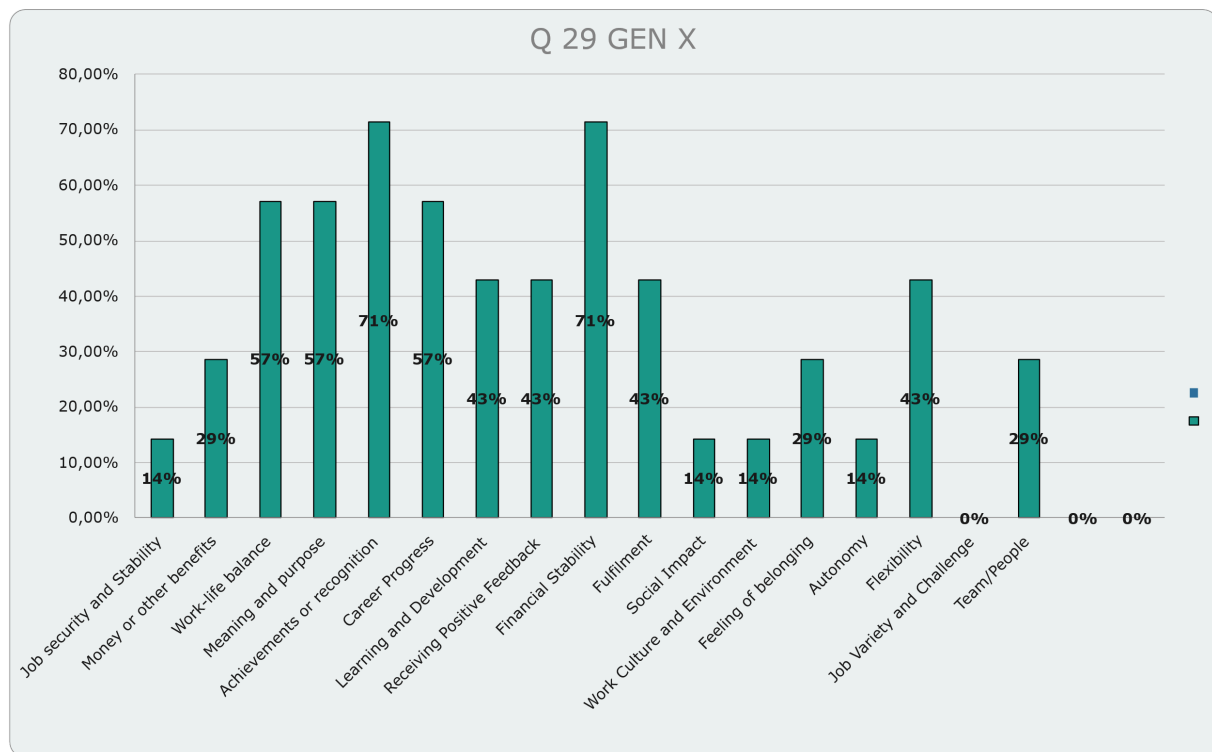
Gen X stands out for its strong desire for recognition—71% of respondents rank achievements and public acknowledgment as key motivators. Financial stability (71%) and meaning or purpose (57%) also play major roles, suggesting that this group seeks to balance tangible rewards with personal fulfillment.

They show the least concern for job security (14%) and social impact (14%), likely due to their career experience and self-sufficiency. Gen X also values autonomy highly (43%), preferring to work independently without micromanagement.

Baby Boomers
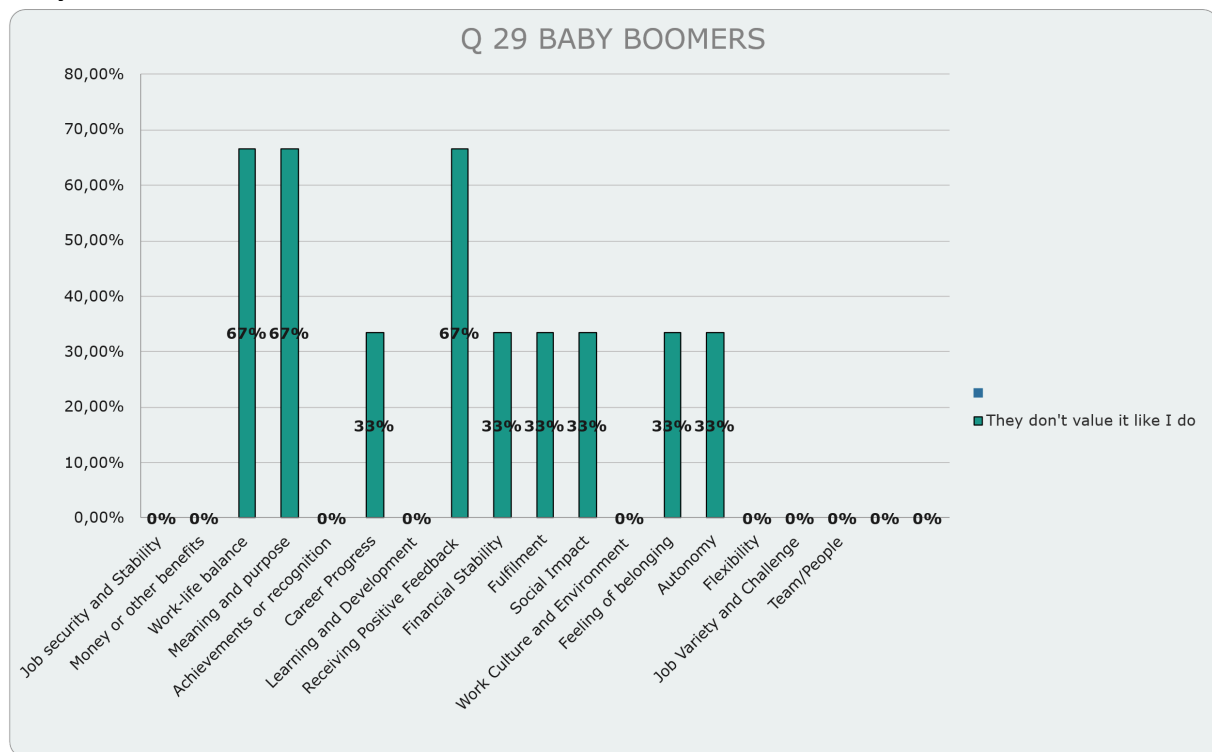
Q 29 BABY BOOMERS

As they approach retirement, Baby Boomers are driven by meaning (67%), work-life balance (67%), and a strong desire for positive feedback (67%). Financial stability is less of a concern (33%), and they are the only generation where appreciation and belonging (33%) outrank financial incentives.

Strikingly, none of the Baby Boomers in the sample listed money, job security, flexibility, or job variety as priorities—highlighting a shift from performance-based motivation to purpose-based engagement.

Implication: Organizations should provide Boomers with opportunities to share their knowledge through mentorship and honor their tenure through legacy-building projects.

Cross-Generational Trends and Insights

Several patterns emerge when comparing motivations across age groups:

- Financial motivators peak with Millennials (77%) and dominate Gen Z (89%, in terms of stability), but drop off completely for Boomers (0%).
- Feedback is least valued by Gen Z (11%) and most valued by Boomers (67%). Millennials use it for growth, Boomers for validation.
- All generations prioritize work-life balance (57–67%), showing a shared desire for flexibility and wellbeing.
- While meaning is essential for Boomers and Gen X (67% and 57%, respectively), Gen Z ranks it far lower (33%), challenging the idea that younger workers are more purpose-driven.

Description of a specific example of a situation in which a task, project or team approach is demotivating to contribute to teamwork or complete the work (Q30)

One clear example of a demotivating situation occurred in a project where **goals were unclear or entirely absent**, leading to chaos and disengagement. Team members reported feeling ignored, frustrated, and unsupported due to:

1. **Lack of Clear Objectives**:
   o Respondents highlighted that the project lacked structure or direction.
   o Meetings were disorganized, with no clarity on priorities or outcomes.

2. **Poor Communication and Coordination**:
   o Critical information was lost or poorly shared.
   o Decisions were made unilaterally without team input, even excluding the project coordinator.

3. **Unfair Work Distribution and Lack of Recognition**:
   o Tasks were assigned inequitably, with some members overburdened.
   o Contributions were dismissed, and feedback was delayed or focused only on errors without appreciation for effort.

4. **Toxic Team Dynamics**:
   o Criticism outweighed solutions, and collaboration collapsed.
   o The atmosphere became demoralizing, with agreements frequently abandoned.

Workplace preferences (Q31)

The data highlights clear generational differences in workplace preferences, particularly in organizational structure, work environment, and collaboration styles.

Q.31 GEN Z
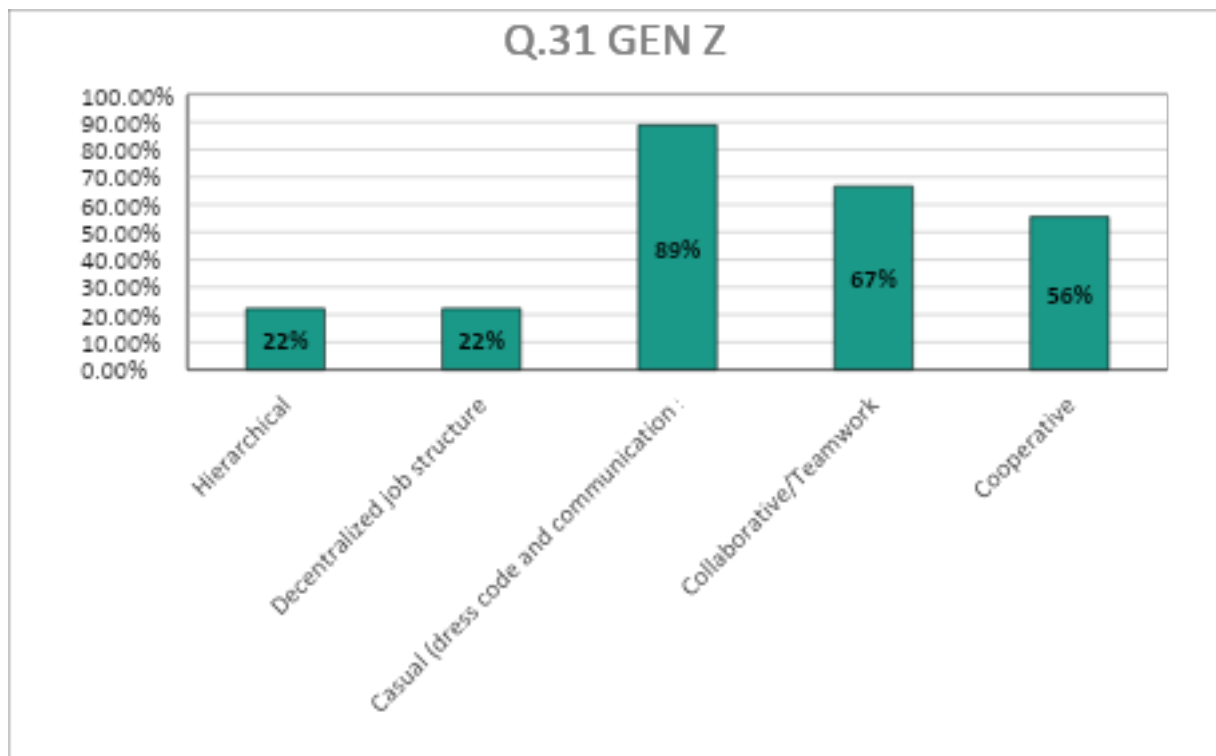
Gen Z stands out as the generation most inclined toward a **casual work environment**, with 89% favoring relaxed dress codes and communication styles. They also show a strong preference for **collaborative and cooperative work cultures** (67% and 56%, respectively), while being equally split between hierarchical and decentralized job structures (22% each). This suggests they value flexibility, teamwork, and a less formal atmosphere.

Q.31 MILLENIALS
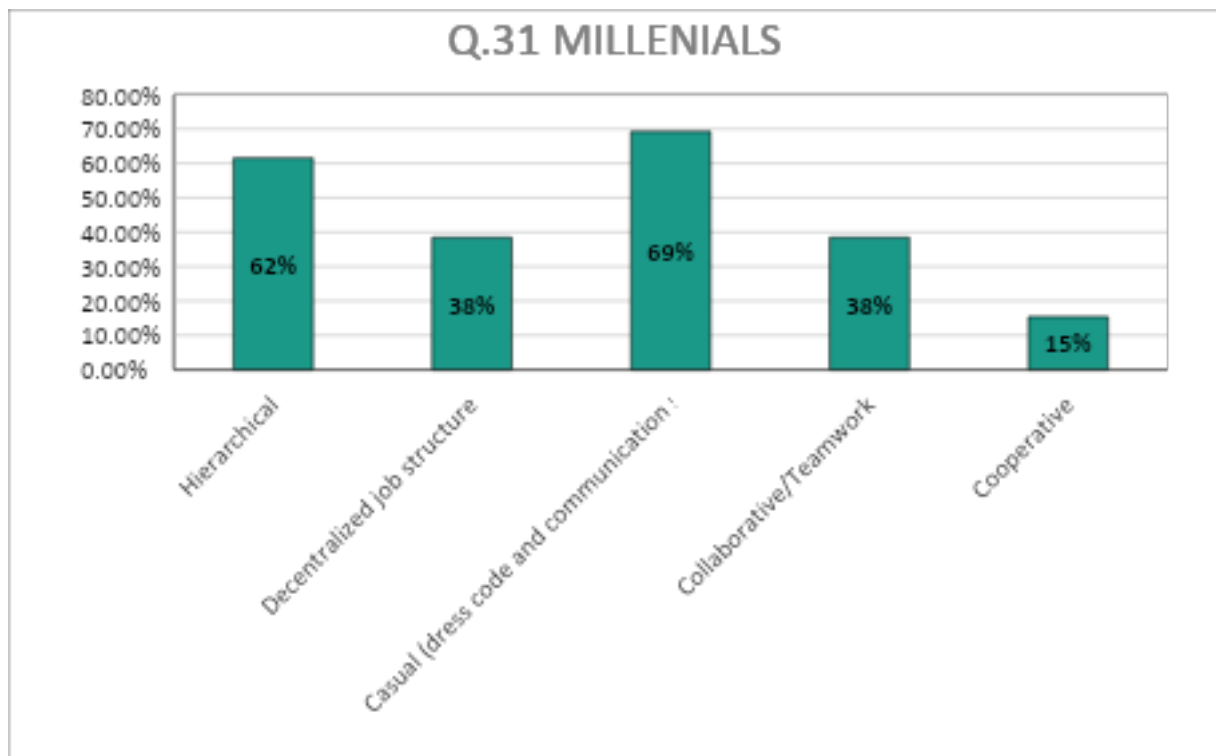
Millennials, in contrast, show the strongest preference for **hierarchical structures** (62%), significantly more than other generations. However, they are the least interested in **collaborative (38%) and cooperative (15%)** work approaches, indicating a more independent or structured work style. Their preference for a casual environment (69%) is still notable but not as pronounced as Gen Z's.

Q.31 GEN X

MYCo
Meet Your Colleague
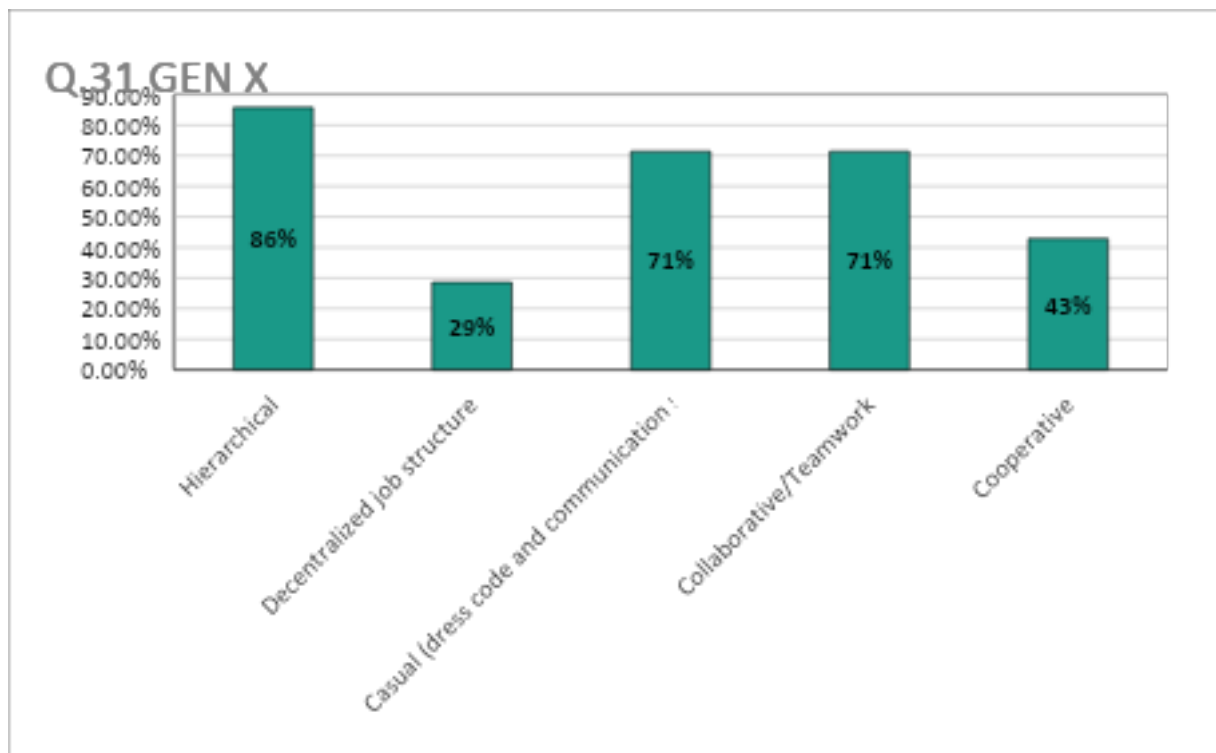
Gen X employees lean toward **hierarchy (86%)** more than any other group, yet they also highly value **teamwork (71%)** and a **casual workplace (71%)**. This combination suggests they appreciate clear leadership but still want a collaborative and relaxed work setting. Their moderate preference for cooperation (43%) further reinforces this balance.
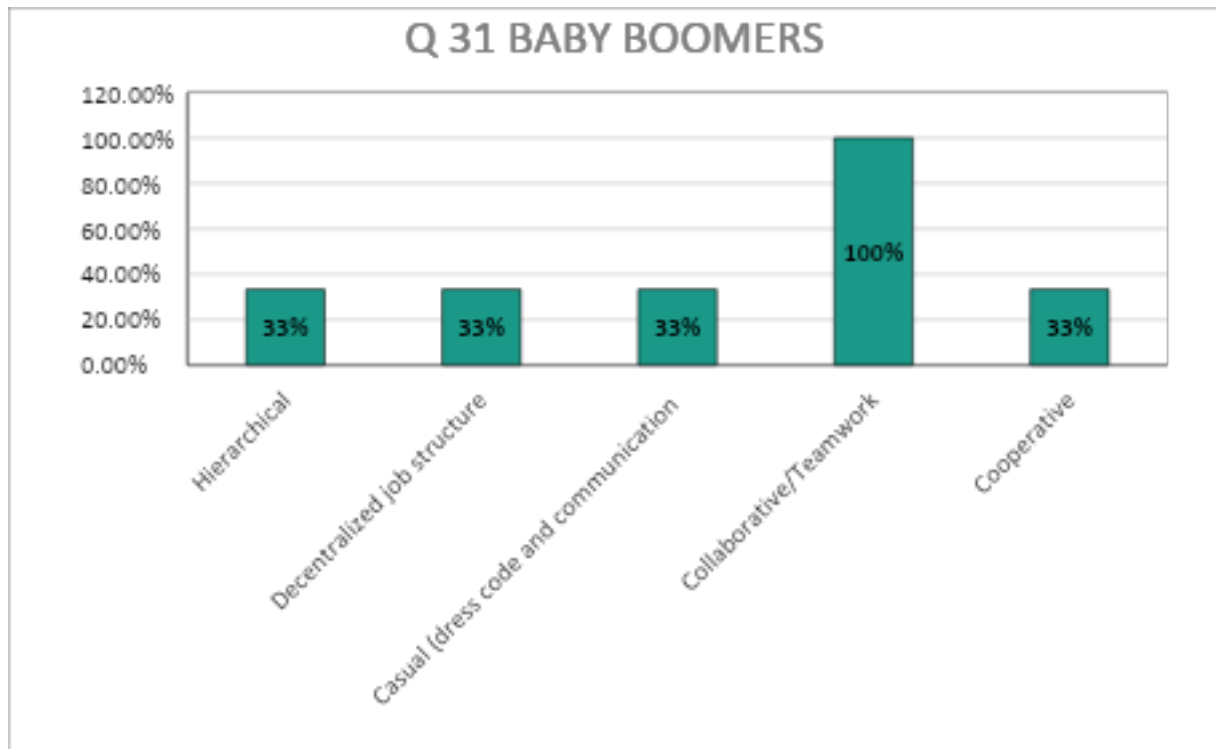
Baby Boomers are the most **team-oriented generation**, with 100% favoring a collaborative approach. However, they show **no strong preference** in other areas—equally split (33%) between hierarchical and decentralized structures, casual versus formal environments, and cooperative versus non-cooperative cultures. This could indicate that, for them, teamwork is non-negotiable, while other workplace aspects are less critical.

Most effective working style for collaboration between people of different ages (Q32)

Based on the collected responses, the **hybrid work model** emerges as the most effective approach for fostering collaboration among employees of different ages. This style combines in-office and remote work, balancing the preferences of various generations while maintaining productivity and team cohesion.

Key Findings:

- **Hybrid work** was the most frequently mentioned option, with many respondents explicitly stating it as their preferred collaborative model.
- Some employees still prefer **office work**, particularly those who value face-to-face interaction and structured environments.
- A smaller group mentioned **fully remote work**, though this was less common than hybrid or office-based preferences.
- Several responses highlighted **flexibility** as crucial, with task-based approaches being mentioned as effective.

Most problematic working style for collaboration between people of different ages (Q33)

The biggest challenge in cross-generational teamwork is **clashing communication styles and work expectations**. Older employees often prefer formal, in-person interactions, while younger workers favor quick digital communication. These differences lead to frustration, misunderstandings, and inefficiency.

Rigid work models—whether fully office-based or completely remote—worsen these issues. Office-centric approaches frustrate flexibility-seeking younger workers, while remote setups isolate those needing face-to-face collaboration. The core problem isn't any specific style, but the failure to bridge generational gaps in:

- Communication preferences
- Technology comfort levels
- Work structure expectations

The solution requires adaptable approaches that respect different needs while maintaining team cohesion.

5. Digital inequality

Frequency of difficulties in accessing or using digital tools at work (Q34)

Gen Z reports the fewest challenges, with most never (4) or rarely (3) experiencing issues.

Millennials face occasional hurdles, with the majority (7) reporting difficulties "sometimes."

Gen X shows more frequent problems, with several (2) facing issues "often" in addition to regular "sometimes" (2) challenges.

For Baby Boomers 3 people reported no issues, while no other difficulties were noted (possibly due to smaller sample size).

Key Insight: Digital tool accessibility decreases with age, with Gen X encountering the most regular challenges. Millennials report occasional issues, while Gen Z remains largely unaffected. Baby Boomer data is inconclusive but suggests some adapt well while others may avoid digital tools entirely.
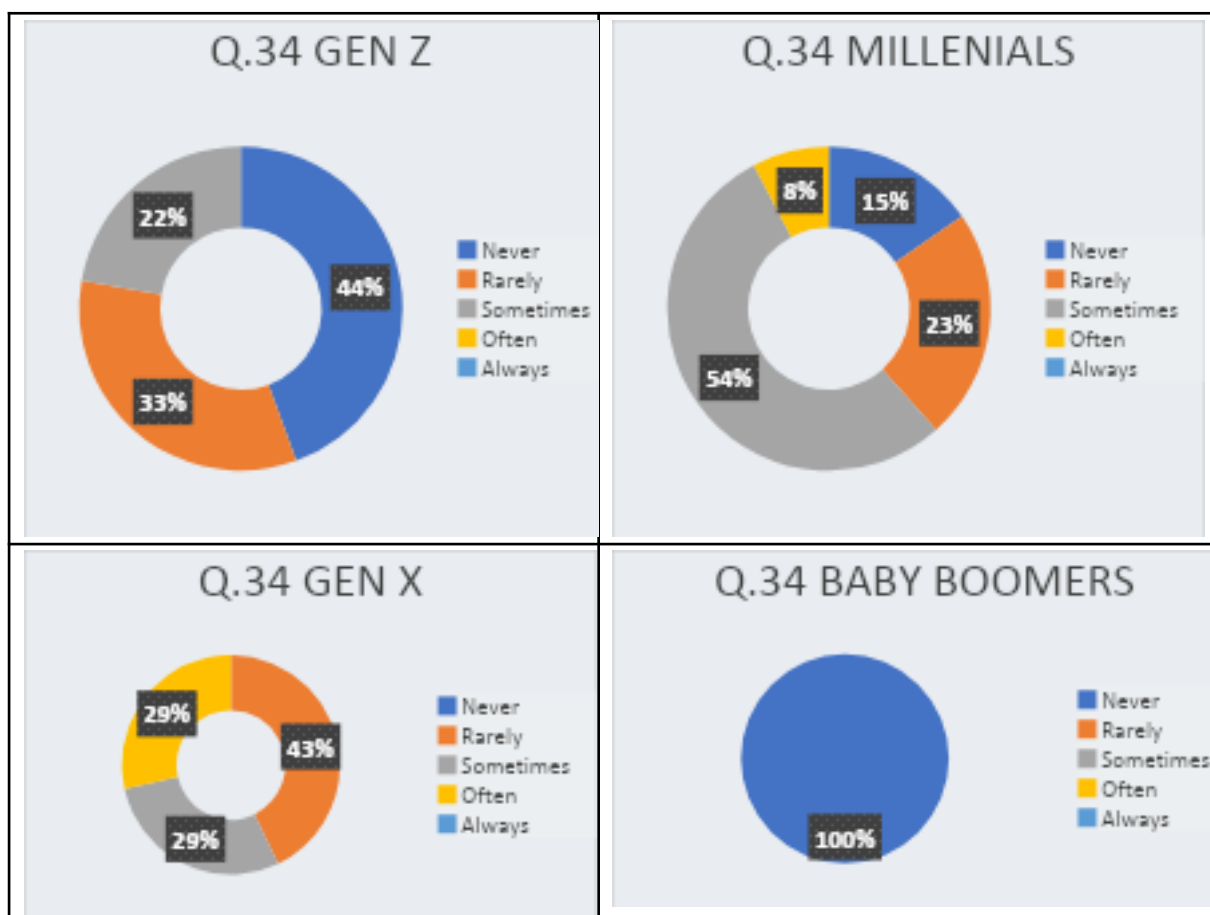
Description of a situation in which limited access to or unfamiliarity with digital tools affected your work, the consequences, and how the situation was addressed or resolved (Q35)

Several employees reported work disruptions due to digital tool challenges:

Common Issues:

- Project delays (several days in some cases)
- Difficulty tracking tasks or collaborating
- Frustration and team tension
- Inefficient time management (more time spent learning tools than working)

Example Situations:

1. A team member's unfamiliarity with an online collaboration platform delayed file sharing/editing, creating bottlenecks. The team resolved this through quick training and clearer communication protocols.
2. Restricted access to a new task management system caused duplicated work and missed deadlines. The solution involved group training and weekly syncs to ensure everyone stayed updated.

Consequences:

- Missed deadlines
- Repeated work
- Strained team dynamics
- Reduced productivity

Solutions That Worked:

- Peer-to-peer training
- Structured tool onboarding
- Establishing clear usage guidelines
- Scheduled check-ins to maintain alignment

The data shows that while digital hurdles create short-term disruptions, proactive support and training can effectively mitigate these challenges. Teams that implemented structured learning approaches recovered more quickly than those without intervention.

Assessment of the significance of the following factors in contributing to digital inequality in the workplace (Q36)

Gen Z

Q 36 GEN Z

- 1 – Not significant
- 2 – Slightly significant
- 3 – Moderately significant
- 4 – Significant
- 5 – Very significant
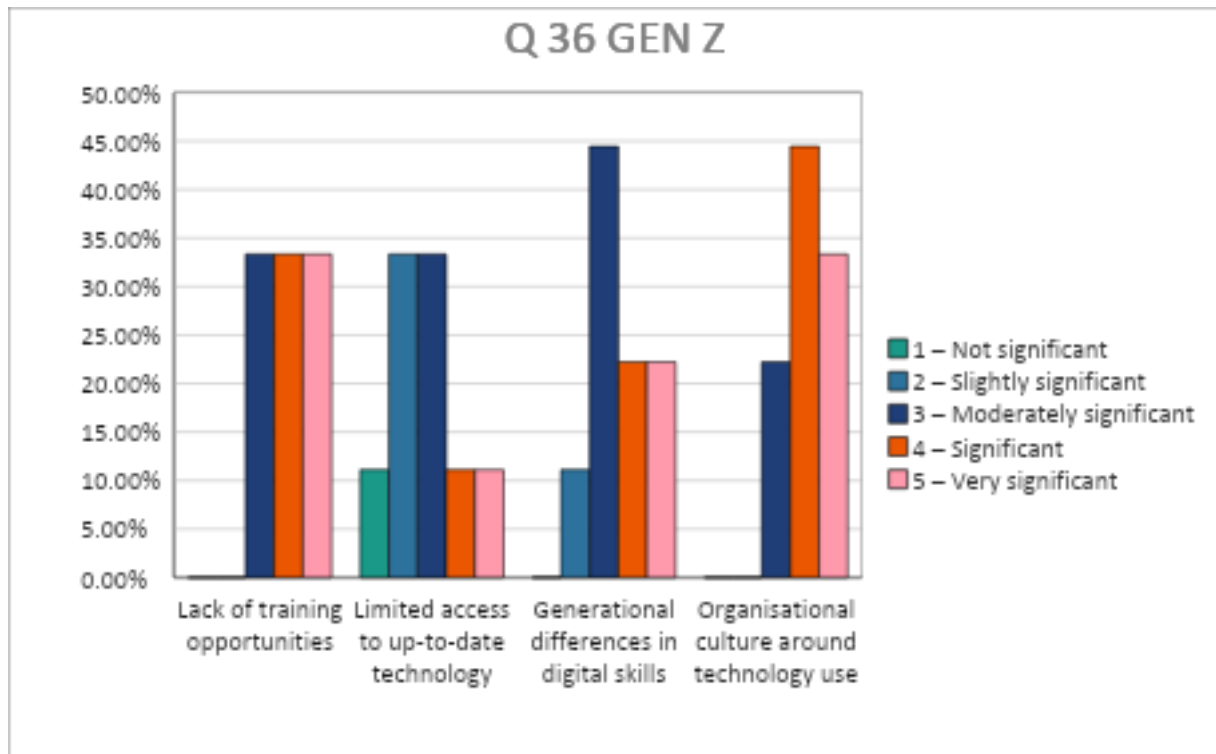
o Views *generational differences in digital skills* (66% significant/very significant) and *lack of training* (66%) as top contributors

o Rates *organizational culture* as highly impactful (77% significant/very significant)

o Least concerned about *technology access* (only 22% see as significant)

Millennials
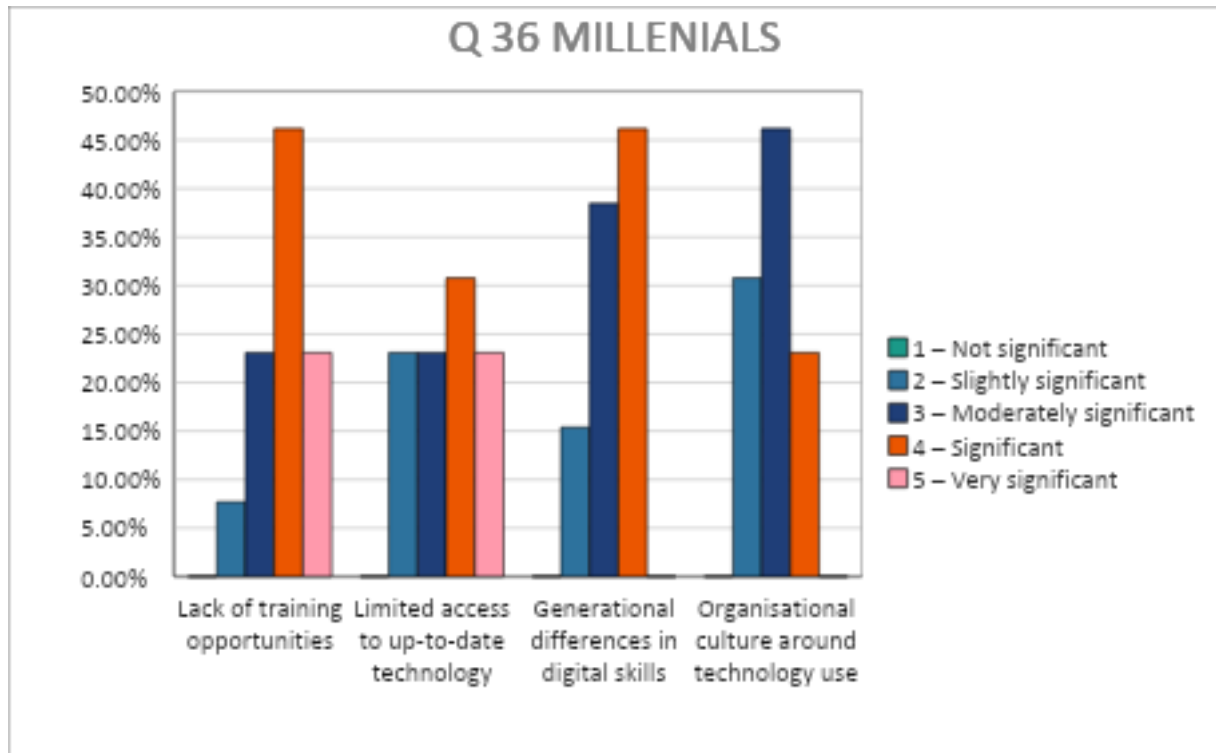
- o Considers *lack of training* (69% significant/very significant) and *generational skill gaps* (46%) most problematic
- o Sees *organizational culture* as moderately important (69% moderate/significant)
- o Divided on *technology access* (54% significant/slightly significant)

Gen X

Q 36 GEN X
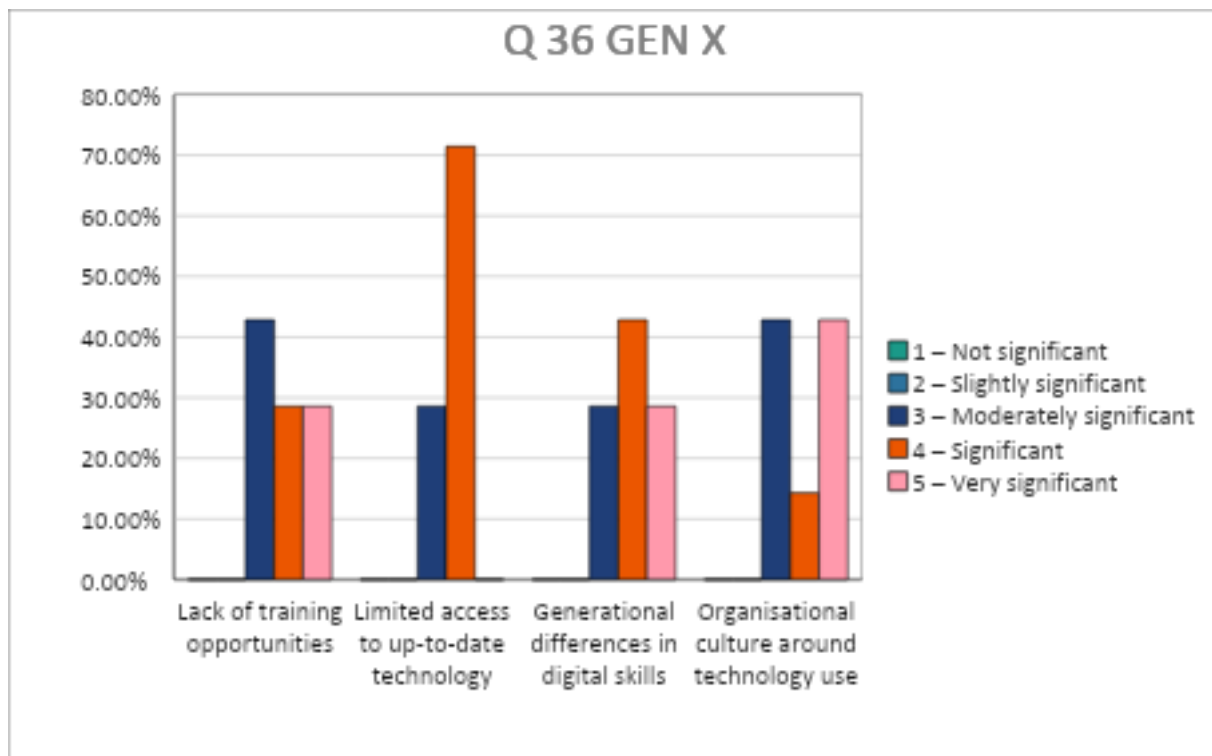
- o Identifies *technology access* as critical (71% significant)
- o Views *training gaps* (58% significant/very significant) and *generational differences* (72%) as substantial
- o Values *organizational culture* highly (57% very significant)

Baby Boomers
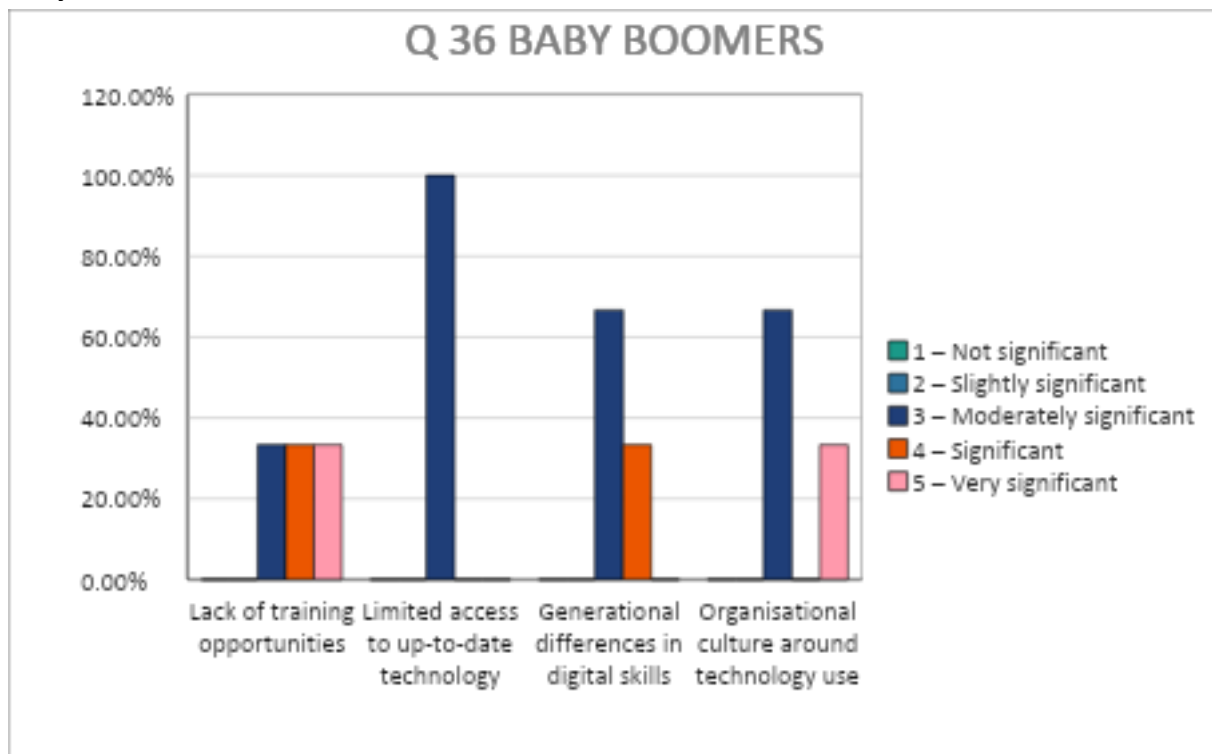
o   Unanimous on *technology access* being moderately limiting (100%)

o   Sees *training* as most severe (66% significant/very significant)

o   Rates *generational gaps* as moderate (67%)

Generational Patterns:

- Younger workers emphasize cultural/organizational factors
- Older generations focus more on resource availability
- Training gaps concern all age groups
- Technology access matters most to mid-career employees

Description of difficulties arising from digital inequality factors (Q37)

The data highlights several key challenges stemming from digital inequality in the workplace, primarily driven by lack of training, generational skill gaps, outdated technology, and organizational culture. These issues led to inefficiencies, delays, and frustration among employees.

Key Problems Identified:

1. Training Deficiencies

   o   Employees struggled to adapt to new technologies due to insufficient training, causing project delays.

   o   Critical software features went unused, slowing down workflows.

   o   IT support gaps left technical issues unresolved, creating bottlenecks.

2. Generational Digital Skill Gaps
   o Younger employees adapted quickly to new systems, while older workers lagged behind, creating friction.
   o Team collaboration suffered as younger workers frequently had to assist older colleagues.
   o New system rollouts caused tension, with older employees struggling while younger ones progressed smoothly.
3. Outdated Technology & Limited Access
   o Teams using obsolete tools were forced into inefficient workarounds.
   o Remote work suffered due to inadequate digital infrastructure.
   o Poor internet access blocked participation in online training.
4. Resistant Organizational Culture
   o Some companies failed to prioritize digital upskilling, stifling innovation.
   o A lack of tech-friendly policies discouraged learning, reducing efficiency.

Consequences:
- Project delays due to slow adoption of new tools.
- Reduced collaboration when team members couldn't use shared platforms effectively.
- Lower morale as employees felt unsupported or overwhelmed by tech demands.
- Inefficient workflows from reliance on outdated methods.

Assessment of strategies to reduce the digital divide in your workplace (Q38)

Key Findings Across Generations:
1. Gen Z:
   o Favors *practical solutions* with 66% finding training sessions and tech subsidies effective/very effective
   o Values *cultural change* (66% rate openness to tools as effective/very effective)
   o Least convinced by mentorship programs (only 44% see as effective)

Q 38 GEN Z
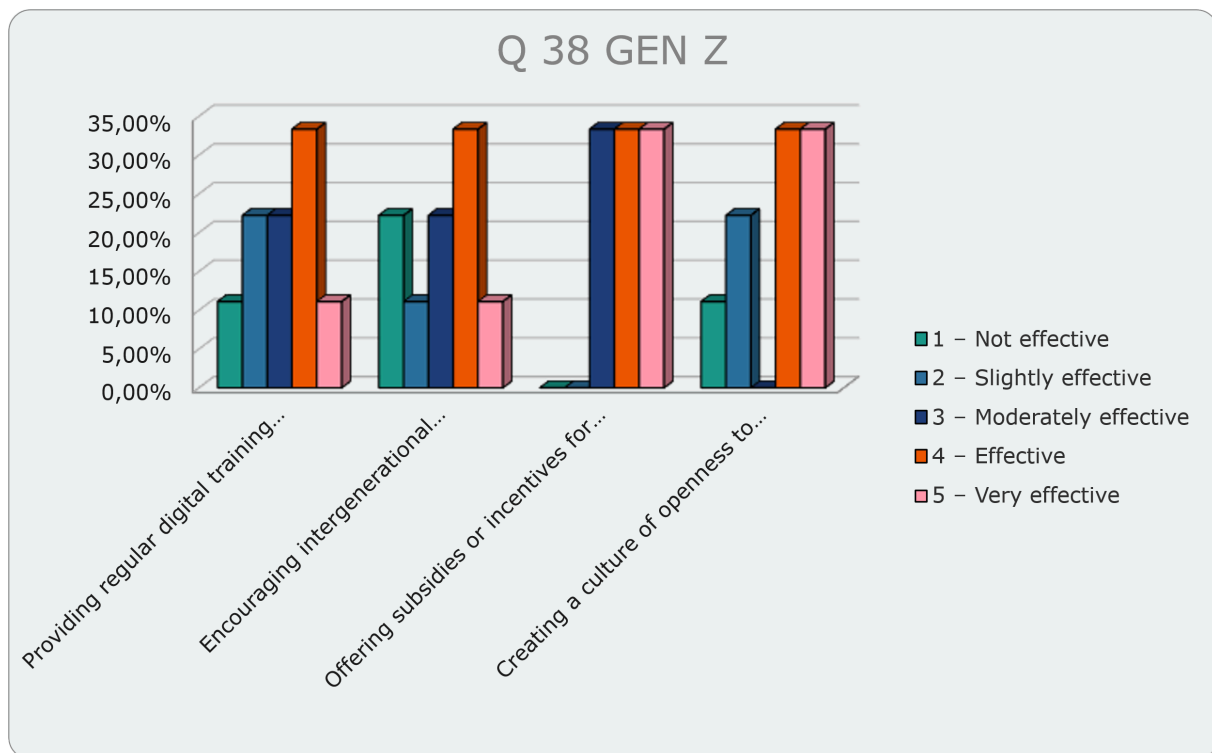
2. Millennials:
   o Strongly supports *training sessions* (77% effective/very effective)
   o More skeptical of incentives (only 39% find them highly effective)
   o Sees mentorship as moderately helpful (39% effective)

Q 38 MILLENIALS
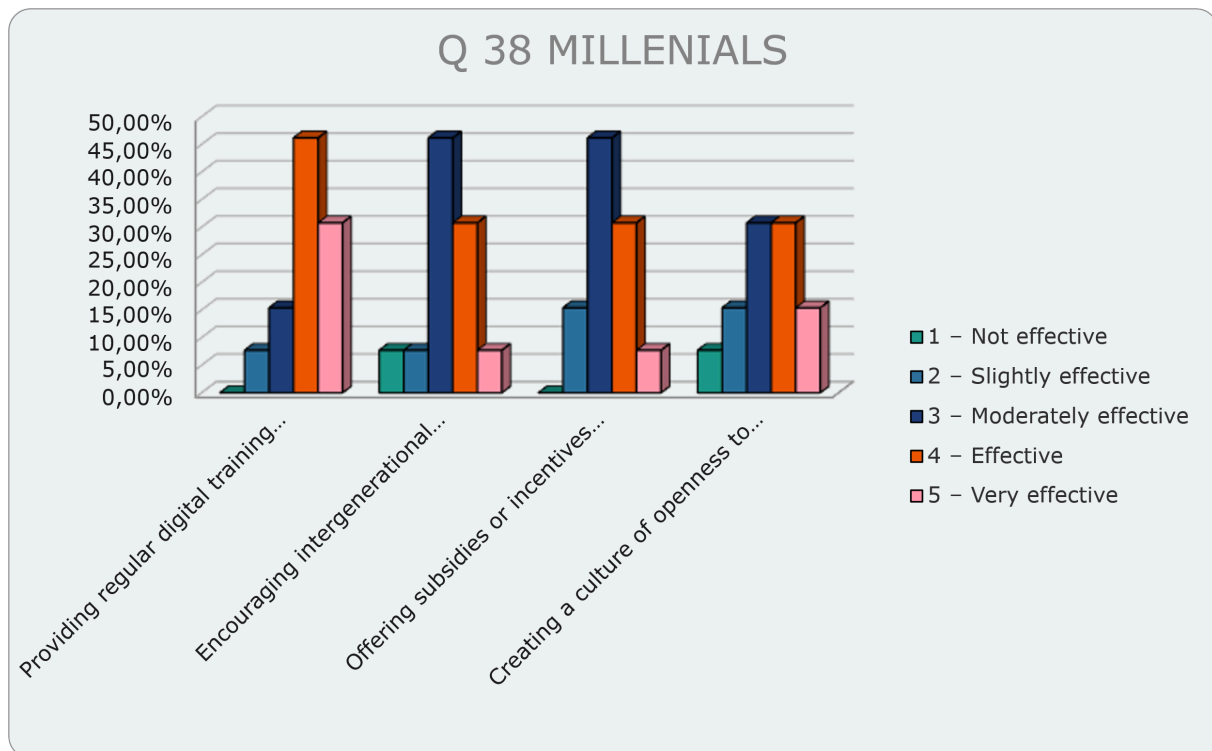
3. Gen X:
   o Prioritizes *tech subsidies* (71% effective/very effective)
   o Finds mentorship programs valuable but with mixed results (28% very effective)
   o Considers training essential (72% effective/very effective)

Q 38 GEN X
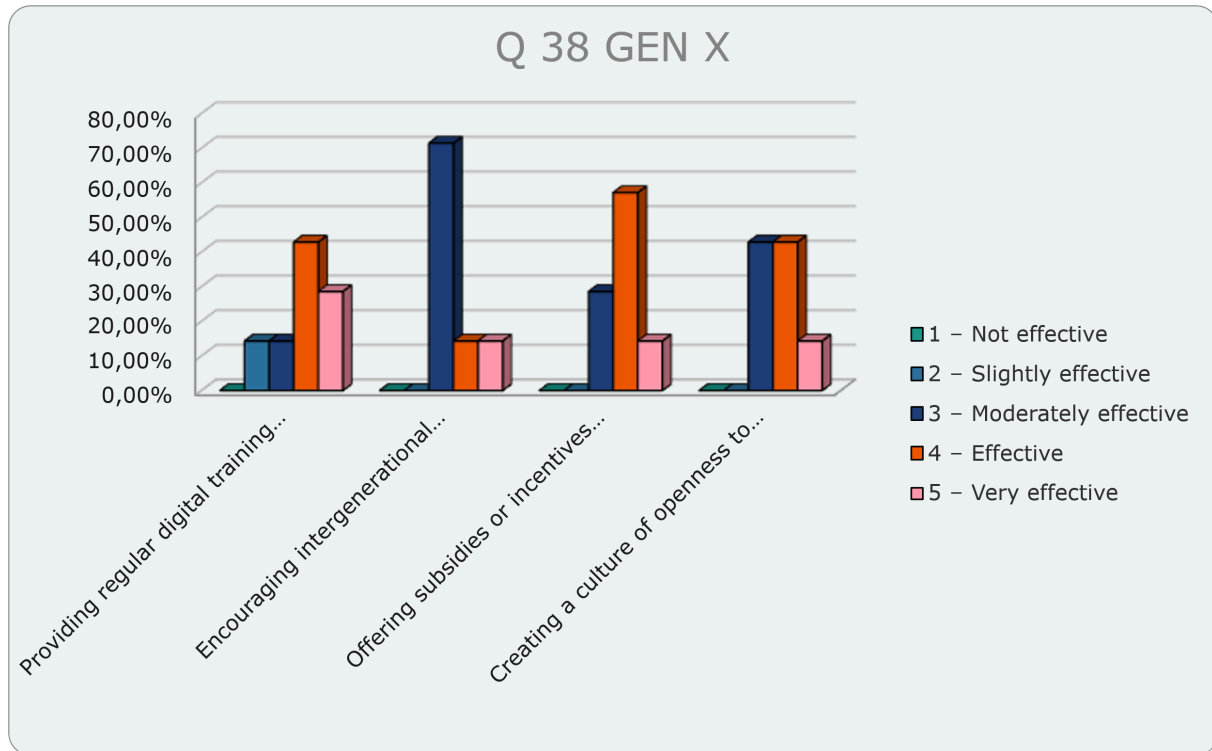
4. Baby Boomers:
   o Divided on approaches but favor *training* (66% effective/very effective)
   o Surprisingly open to tech subsidies (66% effective)
   o Least enthusiastic about mentorship (0% very effective)

Q 38 BABY BOOMERS

- 1 – Not effective
- 2 – Slightly effective
- 3 – Moderately effective
- 4 – Effective
- 5 – Very effective
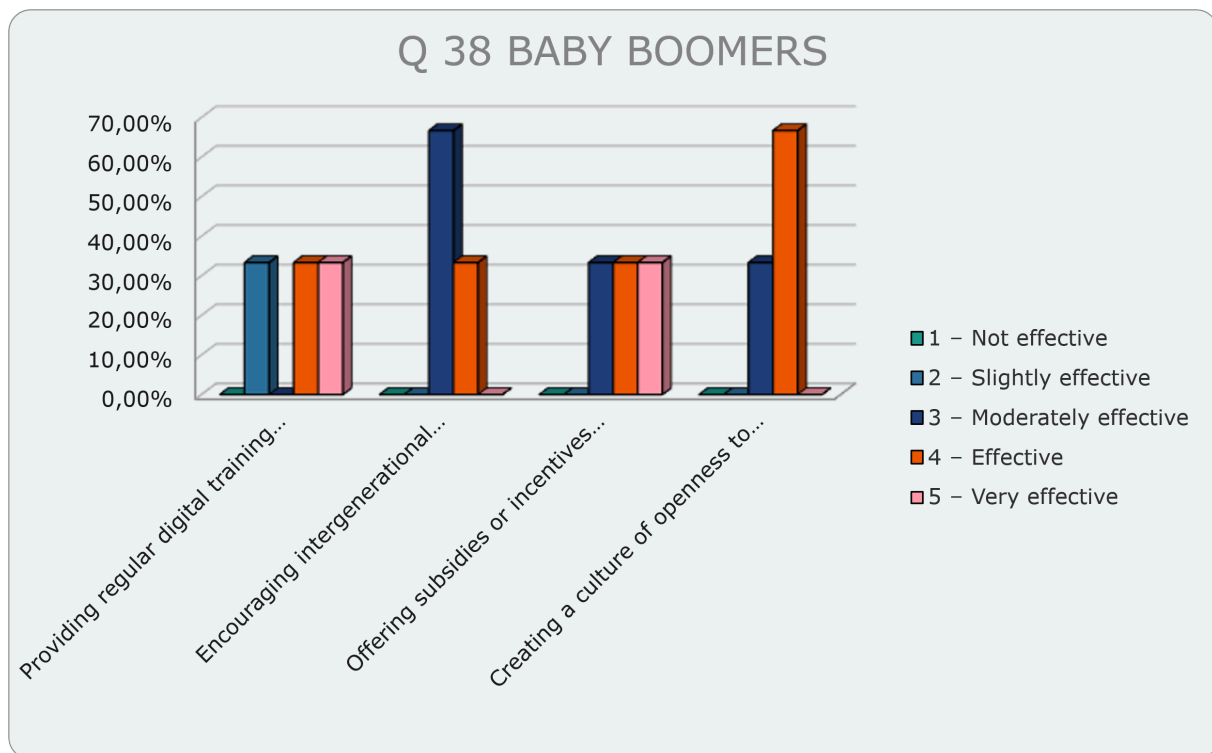
Most Universally Effective Strategies:

1. Regular Digital Training (Valued by all generations, especially Millennials)
2. Technology Subsidies (Particularly impactful for Gen X and Baby Boomers)
3. Cultural Openness to Tools (Crucial for Gen Z and Baby Boomers)

Generational Differences:

- Younger workers prioritize cultural change
- Mid-career employees focus on resource access
- Older workers value structured learning opportunities
- Mentorship seen as moderately helpful except by Baby Boomers

Description and assessment of initiatives aimed at reducing the digital divide (Q39)

Several workplace and community programs have been implemented to address digital inequality, with varying degrees of success:

1. **Digital Skills Training**

   o Employees who participated in tool-specific workshops found them helpful for improving competencies.

   o However, some noted these were **insufficient alone**, suggesting a need for ongoing support.

2. **Intergenerational Mentorship**

o Programs pairing younger tech-savvy employees with older colleagues showed promise.

o Yet, generational discomfort with new tools persists indicating mentorship must be structured and sustained.

3. **Community-Led Workshops**

o Local initiatives, like computer classes for seniors, had **high engagement and tangible results**.

o Limited scalability was a drawback.

4. **Awareness Campaigns**

o Some noted informational efforts had **minimal impact**, highlighting the need for hands-on approaches.

6. Generational diversity from an intersectional point of view

Factors amplify discrimination and relational asymmetries between different generations in the professional environment and their level of impact according to the sample. (Q40)

Key Findings Across Generations

1. Most Impactful Factors

- **Gender (M/F/Other)**:
  - o *Gen Z*: 44% report high/maximum impact
  - o *Millennials*: 46%
  - o *Gen X*: 85% (highest concern)
  - o *Baby Boomers*: 33% high impact
- **Ethnicity/Nationality**:
  - o *Gen Z*: 44% moderate, 33% high
  - o *Millennials*: 61% high/maximum
  - o *Gen X*: 57% high/maximum
  - o *Baby Boomers*: 100% high/maximum
- **Political & Sexual Orientation**:
  - o *Gen Z*: 44% (political) & 55% (sexual orientation) report high/max impact
  - o *Millennials*: 61% (both)
  - o *Gen X*: 57% (political) & 71% (sexual orientation)
  - o *Baby Boomers*: 33% (political) & 67% (sexual orientation)

2. Generational Differences in Perception

- **Gen Z**:
  - Most concerned about *gender* and *ethnicity* (moderate-high impact)
  - *Sexual orientation* has maximum impact for 22% (highest among all groups)
- **Millennials**:
  - See *ethnicity* and *political/sexual identity* as most divisive (61% high/max)
  - *Disability* has low impact (77% minimal)
- **Gen X**:
  - *Gender* is the top issue (85% high/max)
  - *Social status* and *religious affiliation* also significant
- **Baby Boomers**:
  - *Ethnicity* and *sexual orientation* most critical (67-100% high/max)
  - *Disability* and *social status* seen as less impactful

3. Least Impactful Factors

- **Disability**:
  - *Gen Z*: 78% low/moderate
  - *Millennials*: 77% low
  - *Gen X*: 72% low/moderate
  - *Baby Boomers*: 100% low/moderate
- **Religious Affiliation**:
  - *Gen Z*: 55% low/moderate
  - *Millennials*: 61% moderate
  - *Gen X*: 71% moderate
  - *Baby Boomers*: 67% high (but 33% maximum)

Workplace Implications

- **Younger generations** (Gen Z/Millennials) perceive *identity-based factors* (gender, ethnicity, LGBTQ+) as most divisive.
- **Older workers** (Gen X/Boomers) also highlight *gender* and *ethnicity*, but with stronger emphasis on *political/sexual orientation*.
- **Disability** is consistently seen as *low-impact* across all age groups.

Q 40 GEN Z

Legend:
- 1 – No impact
- 2 – Low impact
- 3 – Moderate impact
- 4 – High impact
- 5 – Maximum impact

Categories: Disability, Gender (M/F/Other), Ethnicity/nationality, Social status, Individual bodily characteristics, Religious affiliation, Political affiliation, Sexual orientation

Q 40 MILLENIALS

Legend:
- 1 – No impact
- 2 – Low impact
- 3 – Moderate impact
- 4 – High impact
- 5 – Maximum impact

Categories: Disability, Gender (M/F/Other), Ethnicity/nationality, Social status, Individual bodily characteristics, Religious affiliation, Political affiliation, Sexual orientation

Q 40 GEN X

Q 40 BABY BOOMERS

Descriptions of worrying situations in which one or more (intersectional) factors amplify relational difficulties between individuals belonging to different generations. (Q41)

Survey data highlights how generational differences, when combined with other identity factors, create friction in professional settings. Below are key findings on how these intersectional dynamics play out:

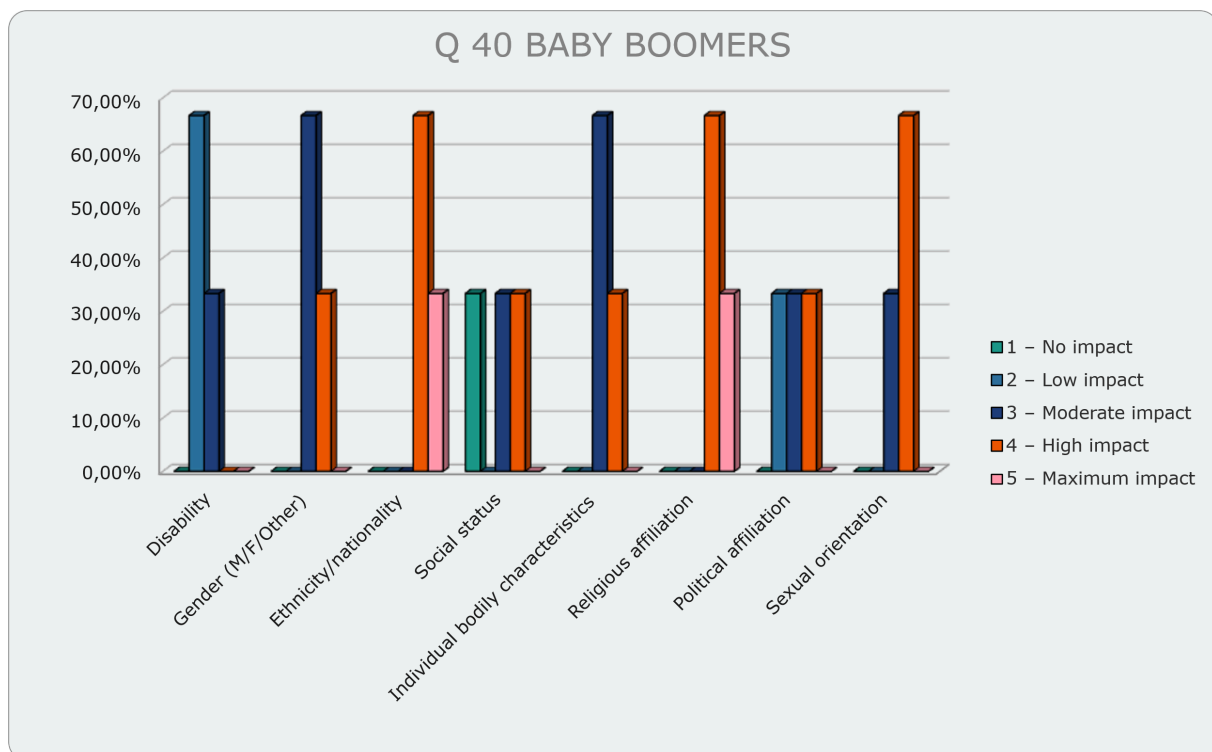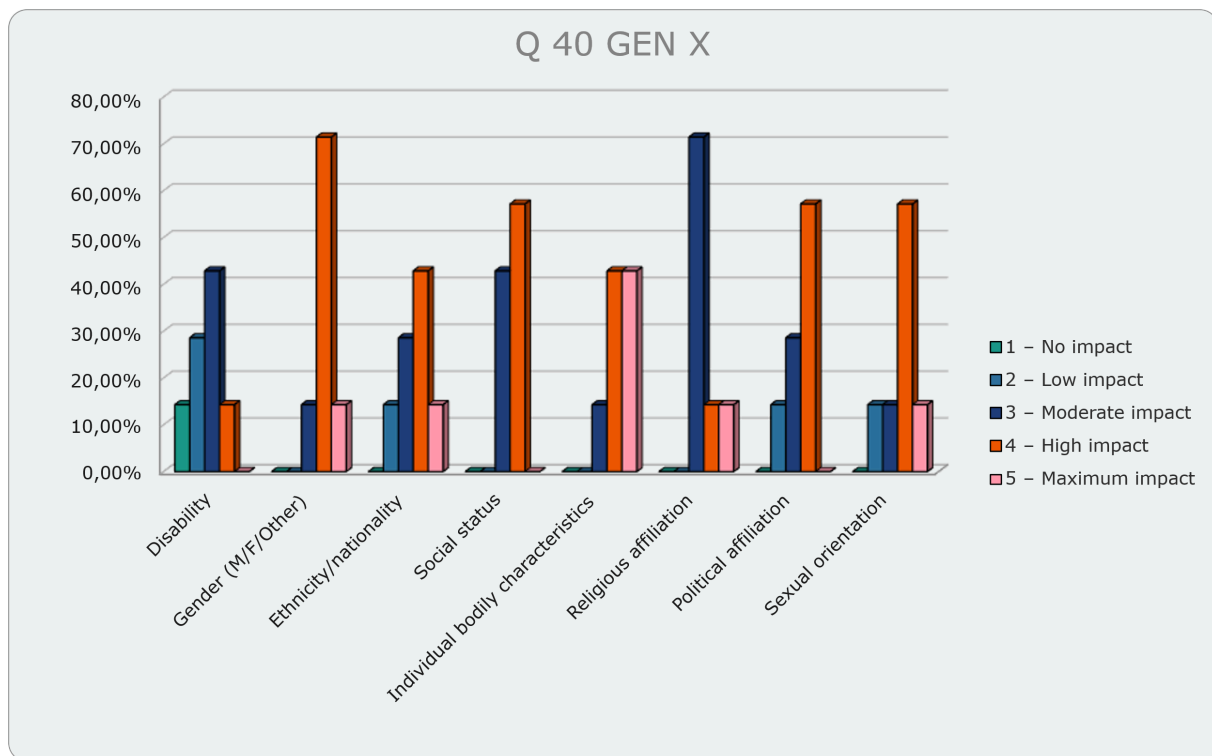**Key Factors Amplifying Intergenerational Conflict**

- **Gender & Workplace Hierarchy**
  - Younger women, especially from minority backgrounds, struggle to have their ideas taken seriously in male-dominated environments.
  - Older male colleagues often dismiss their contributions, attributing it to "inexperience" rather than recognizing unconscious bias.
  - Traditional gender roles reinforce power imbalances, making it harder for younger women to advance.

- **Education & Communication Gaps**
  - Different levels of formal education and technological adaptability lead to misunderstandings.
  - Older workers may view younger colleagues as overly reliant on tech, while younger employees see seniors as resistant to innovation.
  - These differences can create frustration and mutual distrust.

- **Ethnic & Religious Divides**
  - Older employees sometimes resist integrating younger workers from different cultural or religious backgrounds.
  - Exclusionary behaviours (e.g., ignoring input, social isolation) reinforce generational divides.
  - Lack of diversity awareness worsens tensions between teams.

- **Political Polarization**
  - Younger progressive employees report being sidelined in conservative-leaning workplaces.
  - Older colleagues may dismiss their views as "naïve" rather than engaging in constructive debate.
  - Political disagreements escalate into workplace conflicts, damaging collaboration.

- **Disability & Socioeconomic Bias**
  - Younger employees with disabilities face patronizing attitudes, with older coworkers underestimating their capabilities.
  - Workers from lower socioeconomic backgrounds are excluded from key discussions, especially in status-conscious environments.
  - Assumptions about competence based on age, class, or ability deepen workplace inequalities.

A Case Study in Intersectional Exclusion

One respondent described a **Gen Z woman from an ethnic minority** whose contributions were consistently ignored by older male colleagues. Despite her qualifications:

- Her ideas were dismissed as "too radical" or "unrealistic."
- The formal, hierarchical culture made it difficult for her to voice opinions.
- Overlapping biases (age, gender, ethnicity) created a **"triple disadvantage"** in her workplace.

Assessment of generations based on their inclination to express certain statements concerning intersectional discrimination factors (Q42)

In the graphs below, the sample is divided by generation according to the appropriateness of the following statements:

Sentence 1   If you have a disability, your work is not authentic.

Sentence 2   If you are a woman, you must prioritise your physical appearance, then motherhood, and only then can you hope to have a career, if it is not too late.

Sentence 3   An immigrant does not have the same opportunities as someone born here.

Sentence 4   You can be male or female, there are no other possibilities.

Sentence 5   Overweight people are unreliable; they can't even control themselves.

Sentence 6   Muslims are too different from us, it's useless to try to understand them.

Sentence 7   I don't care if my colleague is gay, as long as he does his job well.

The survey reveals distinct generational patterns in how different age groups perceive discriminatory statements. Below is an analysis of each generation's inclinations based on their assessments of seven controversial statements.
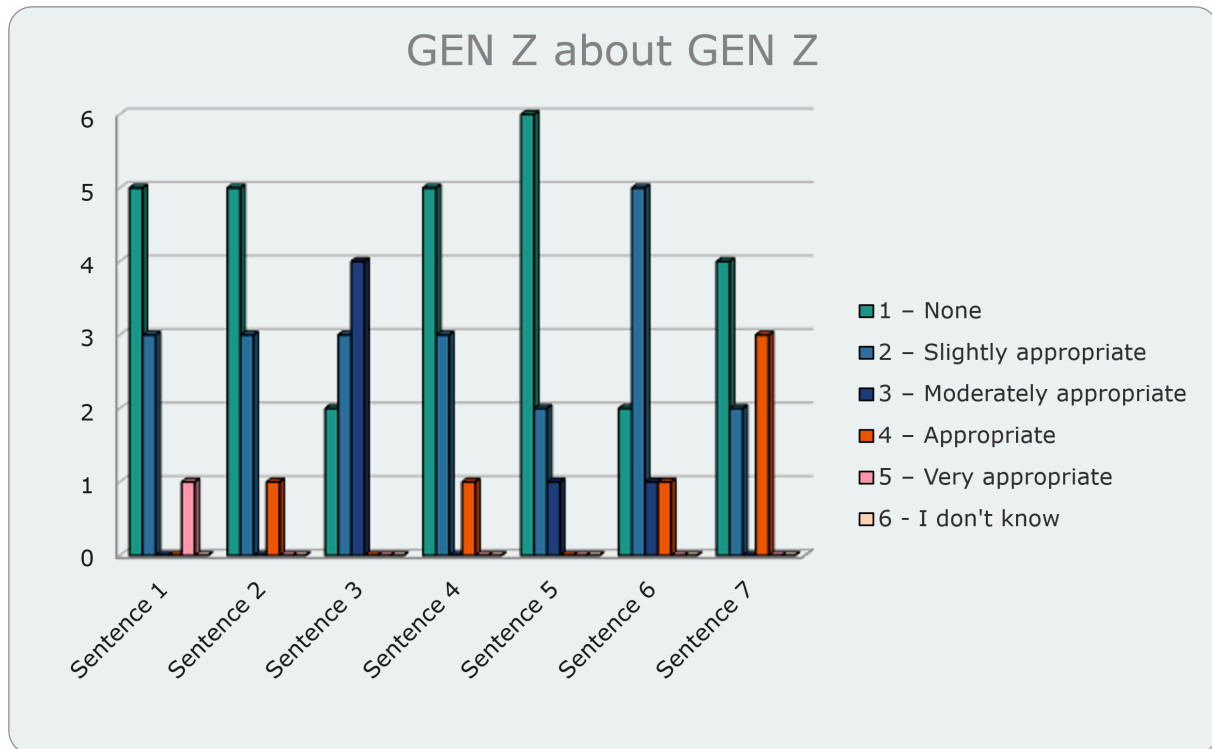
1. Gen Z's Perceptions

- **About Themselves:**
  - Strong rejection of most discriminatory statements, particularly regarding disability (72% "None") and gender roles (72% "None").
  - Some acknowledgment of immigrant inequality (40% "Moderately appropriate").
  - Highest acceptance of LGBTQ+ inclusivity (57% find "I don't care if my colleague is gay..." at least "Slightly appropriate").
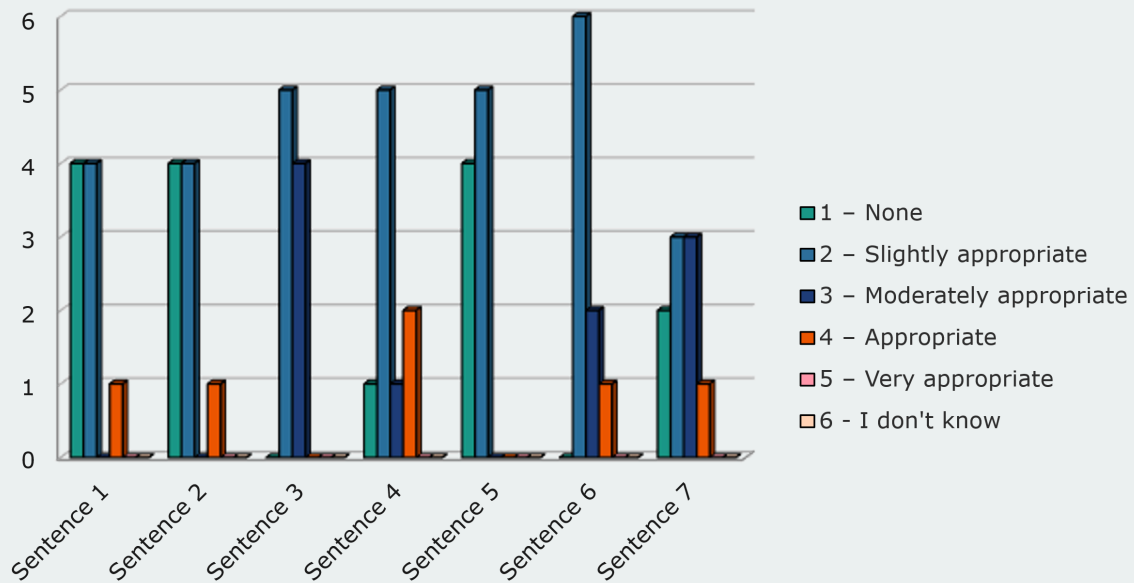
- **About Older Generations:**
  - View Millennials as moderately progressive but still somewhat biased (e.g., 50% see them as "Slightly appropriate" on gender stereotypes).
  - Perceive Gen X and Baby Boomers as significantly more discriminatory, especially on:
    - Gender roles (Baby Boomers: 43% "Appropriate/Very appropriate" for *Sentence 2*)

- Immigrant inequality (Baby Boomers: 60% "Appropriate/Very appropriate" for *Sentence 3*)
- Binary gender views (Baby Boomers: 57% "Appropriate/Very appropriate" for *Sentence 4*)

GEN Z about GEN Z

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

MYCo
Meet Your Colleague

GEN Z about MILLENIALS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

GEN Z about GEN X

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

2. Millennials' Perceptions

- About Themselves:
  - Mostly progressive, with strong rejection of disability bias (78% "None") and gender stereotypes (72% "None/Slightly appropriate").
  - Some internalized biases, such as weight stigma (30% find *Sentence 5* at least "Moderately appropriate").

- **About Other Generations:**
  - See Gen Z as the most inclusive (e.g., 87% reject *Sentence 6* on Muslims).
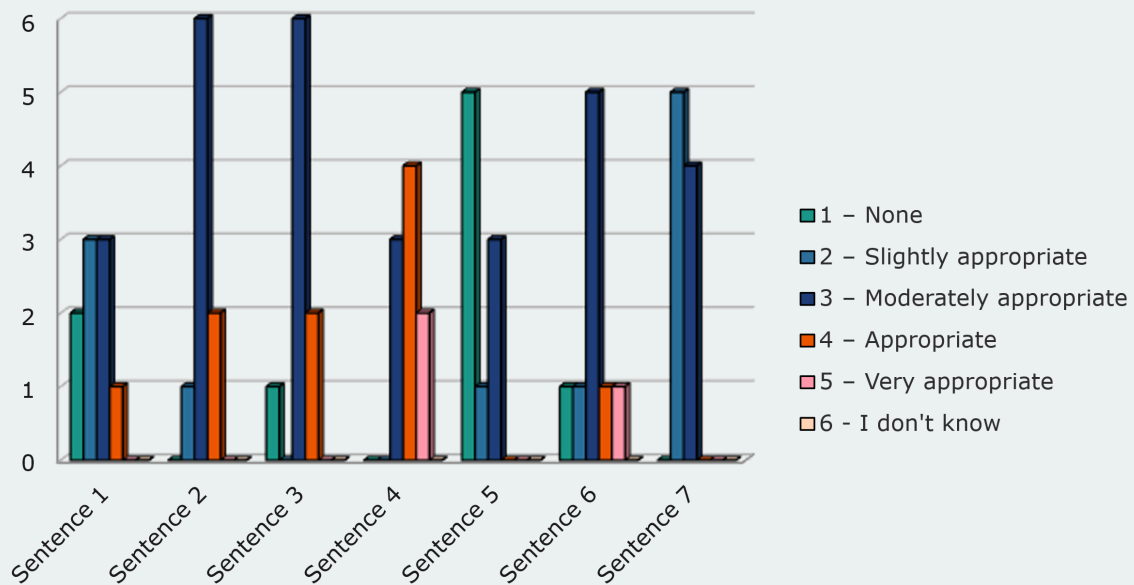 - View Gen X and Baby Boomers as increasingly discriminatory, particularly on:
    - Immigrant opportunities (Baby Boomers: 70% "Appropriate/Very appropriate" for *Sentence 3*)
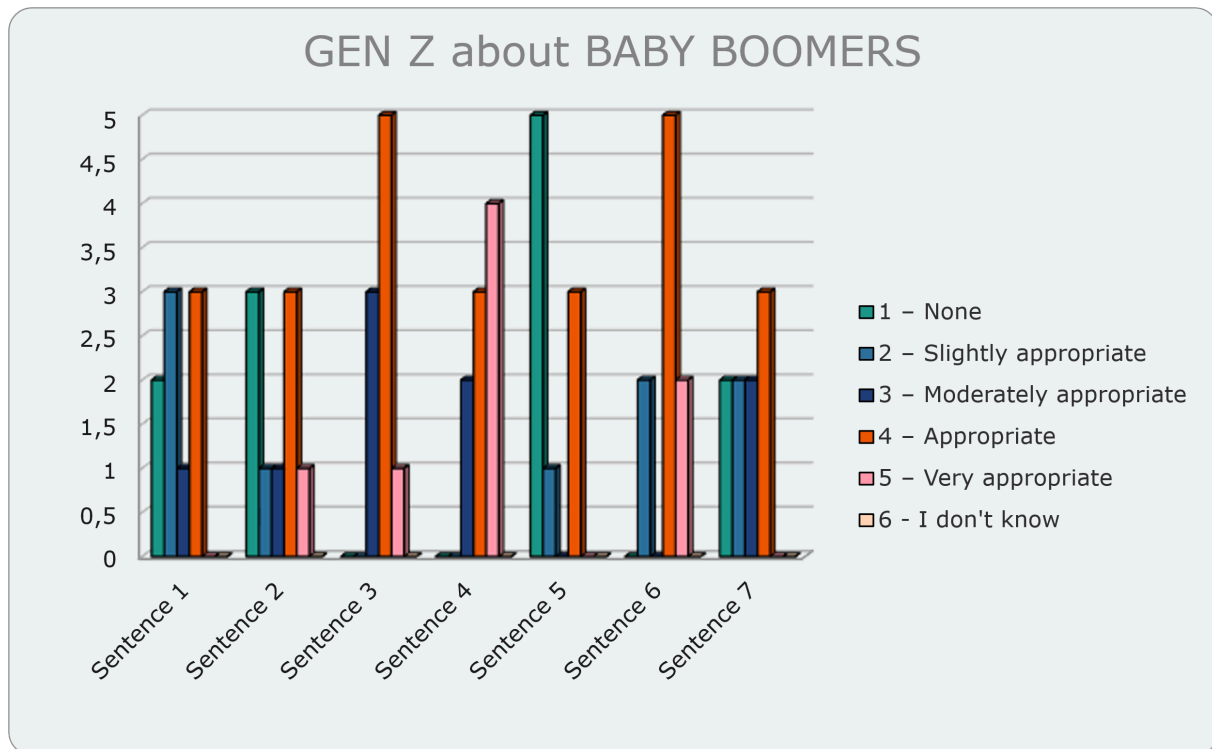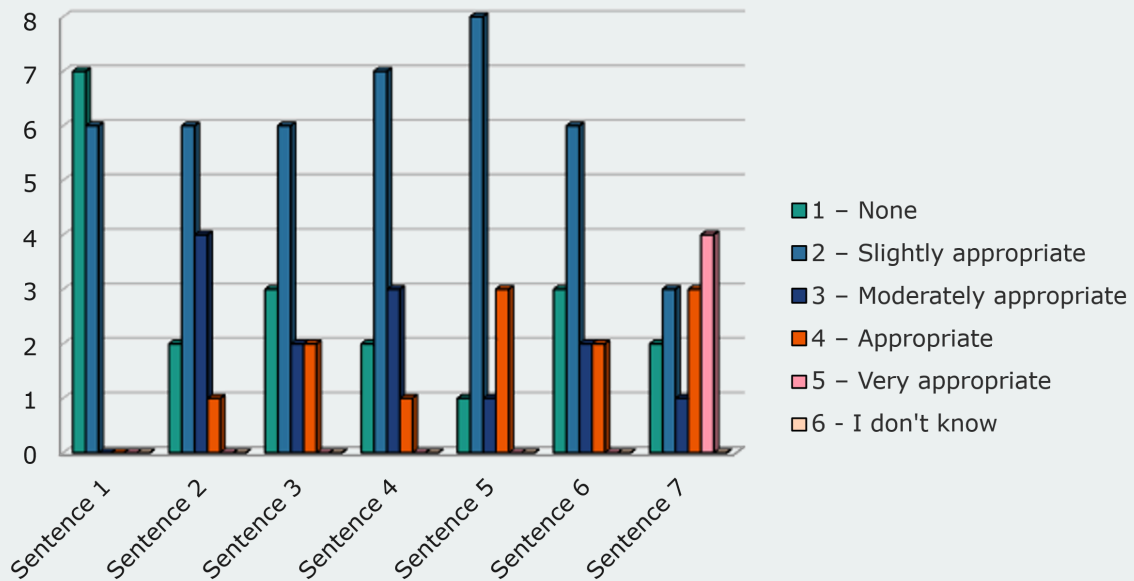   - Gender rigidity (Baby Boomers: 60% "Appropriate/Very appropriate" for *Sentence 4*)

MILLENIALS about GEN Z

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

MILLENIALS about MILLENIALS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know
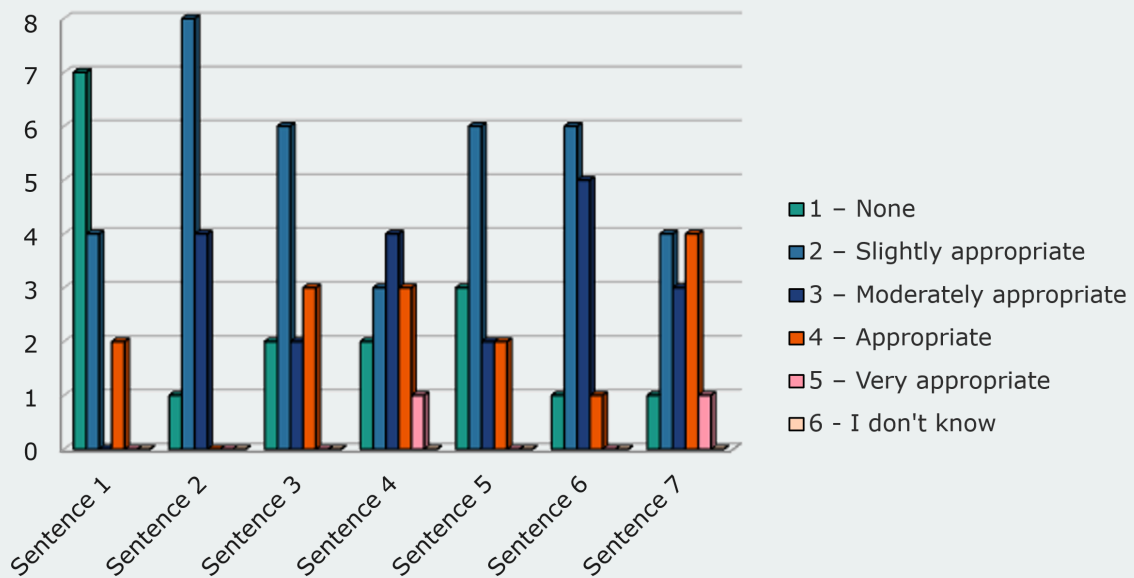
MILLENIALS about GEN X
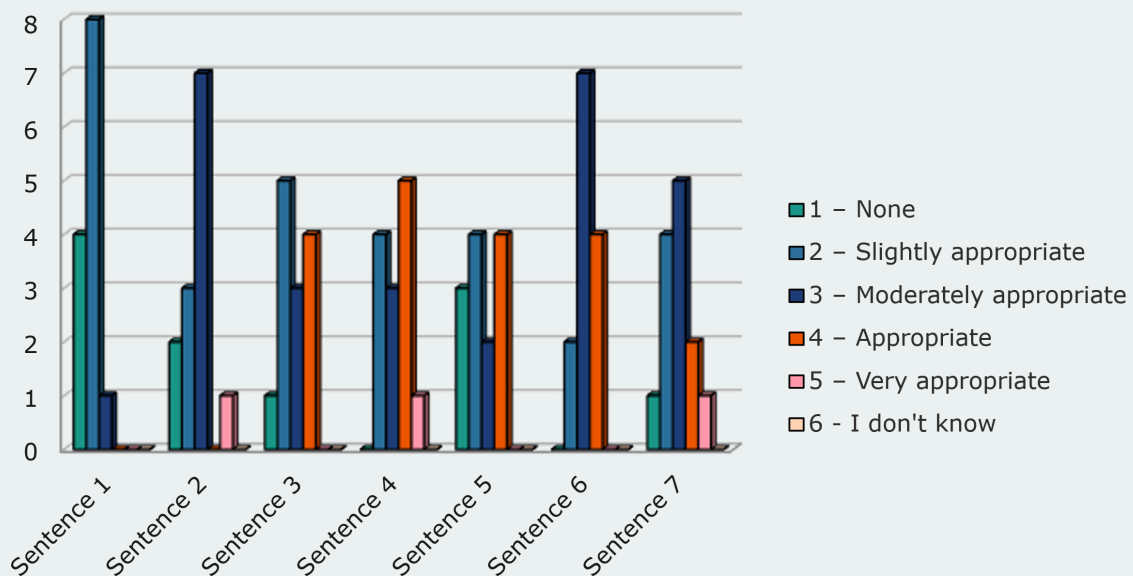
MILLENIALS about BABY BOOMERS

3. Gen X's Perceptions

- **About Themselves:**
  - o Moderate views, with some tolerance for traditional gender norms (40% "Moderately/Appropriate" for *Sentence 4*).
  - o Reject extreme biases (e.g., 80% dismiss *Sentence 1* on disability).

- **About Other Generations:**
  - See Baby Boomers as the most discriminatory (e.g., 50% "Appropriate/Very appropriate" on *Sentence 4* about gender).
  - View Millennials as more progressive than themselves but still somewhat biased (e.g., 40% "Moderately/Appropriate" on immigrant inequality).

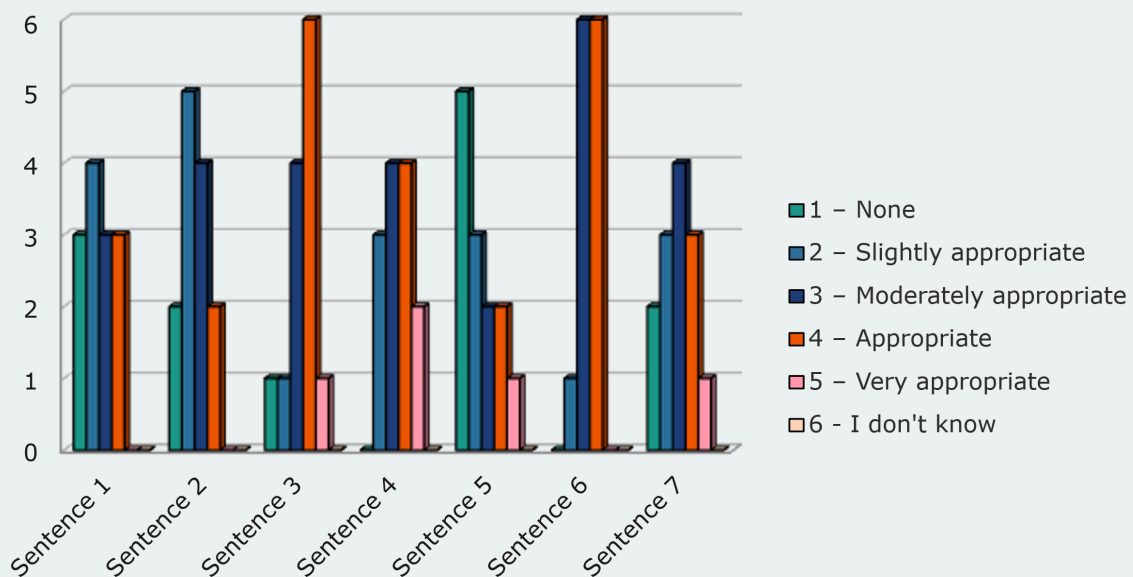GEN X about GEN Z
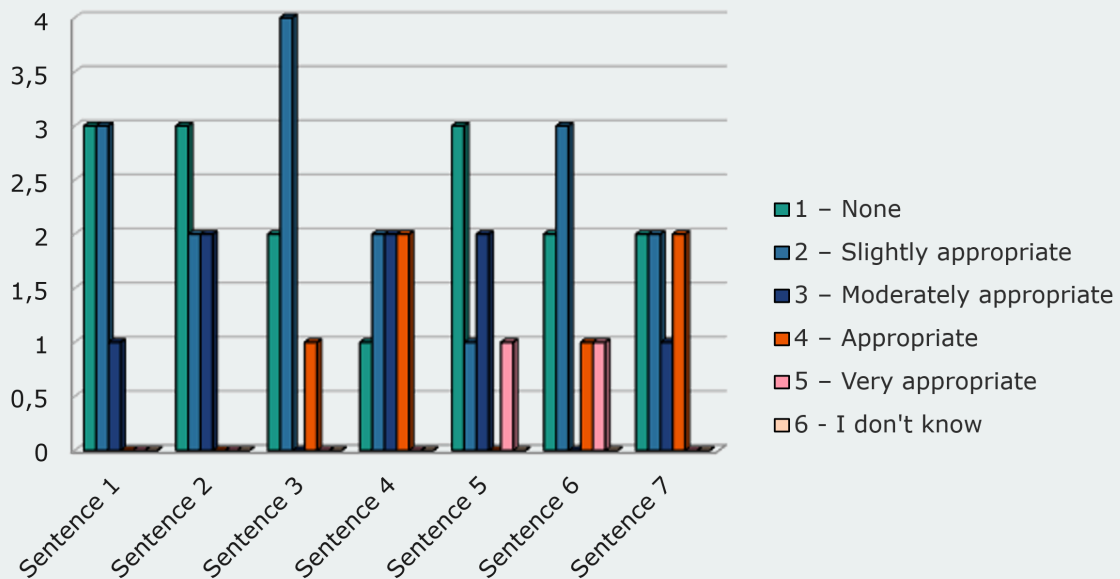
GEN X about MILLENIALS
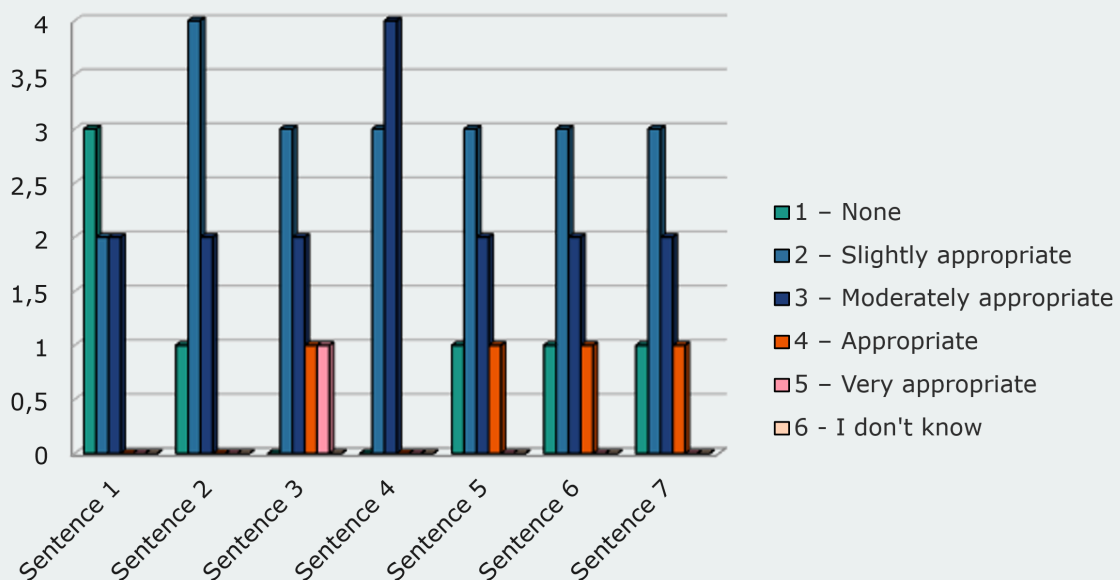
GEN X about GEN X

GEN X about BABY BOOMERS
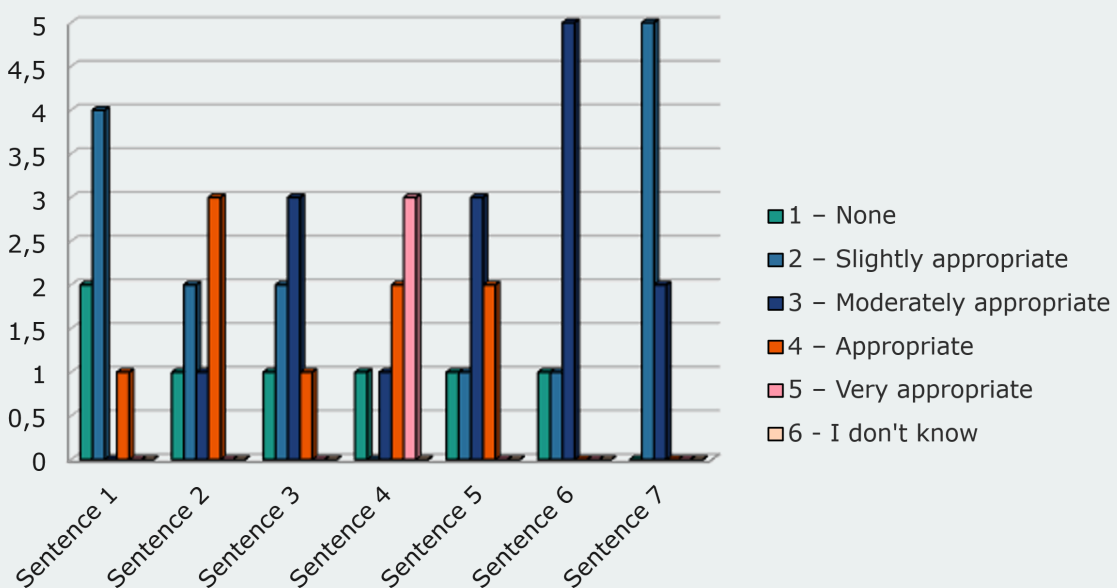
4. Baby Boomers' Perceptions

- **About Themselves:**
  - o Higher acceptance of traditional views, especially on gender (57% "Moderately/Appropriate" for *Sentence 2*) and immigration (50% "Appropriate/Very appropriate" for *Sentence 3*).

- o Surprisingly, 100% reject *Sentence 1* (disability bias) for Gen Z and Millennials.
- **About Younger Generations:**
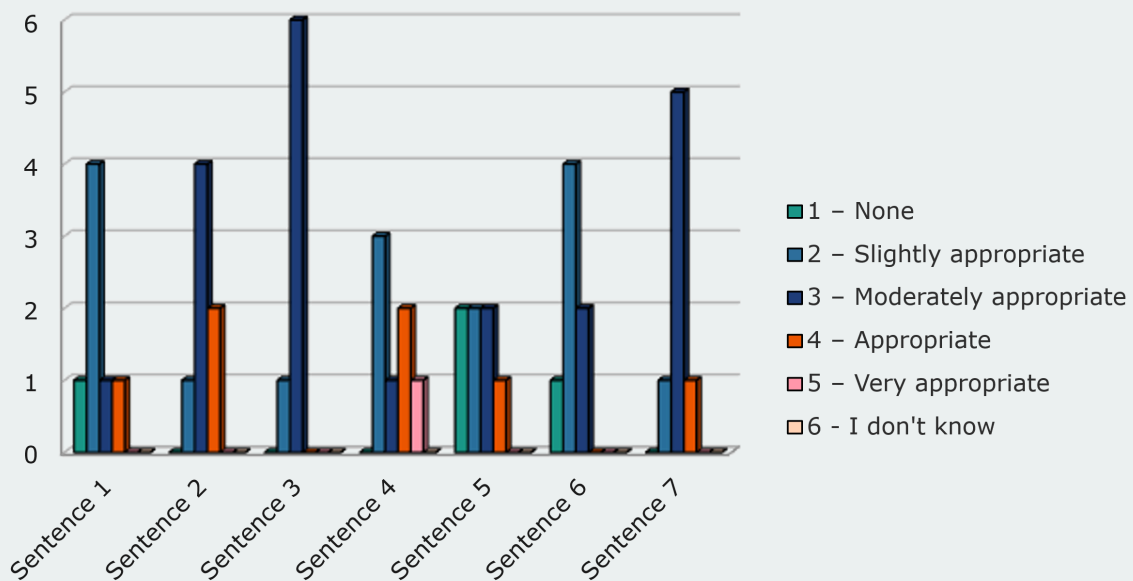 - o Acknowledge Gen Z's progressivism (e.g., 100% reject *Sentence 6* on Muslims for Gen Z).Attribute moderate bias to Millennials and Gen X (e.g., 60%

BABY BOOMERS about GEN Z

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

BABY BOOMERS about MILLENIALS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know
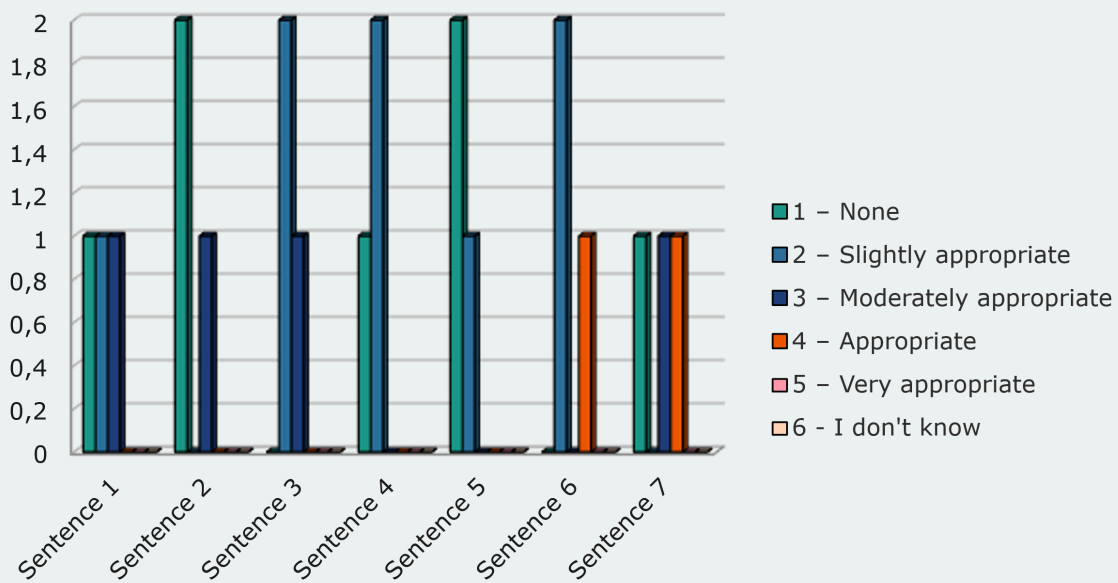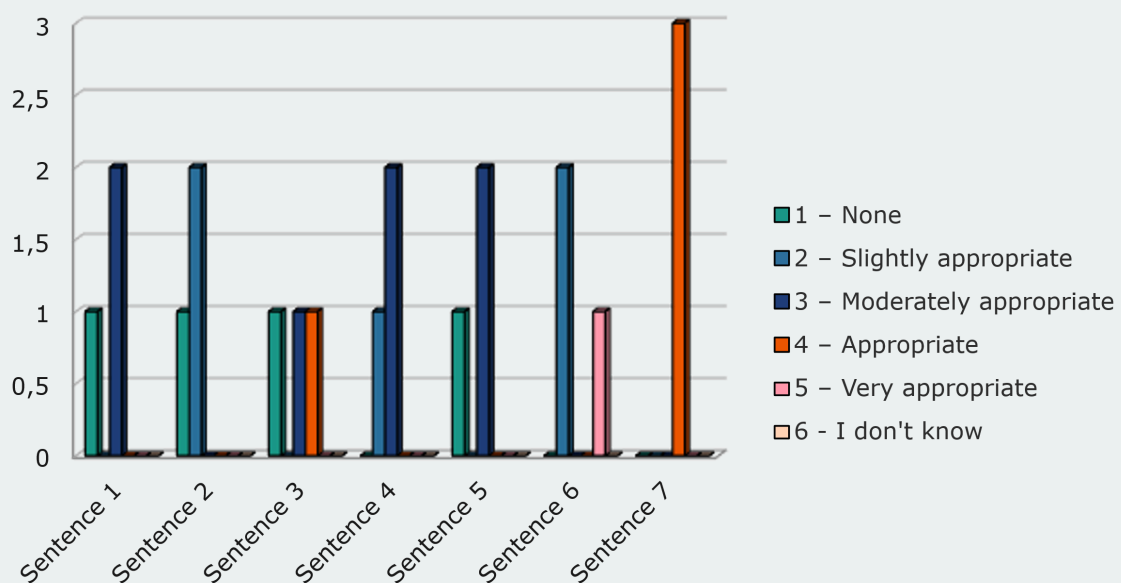
"Moderately/Appropriate" on *Sentence 4* for Gen X).

BABY BOOMERS about GEN X

BABY BOOMERS about BABY BOOMERS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know
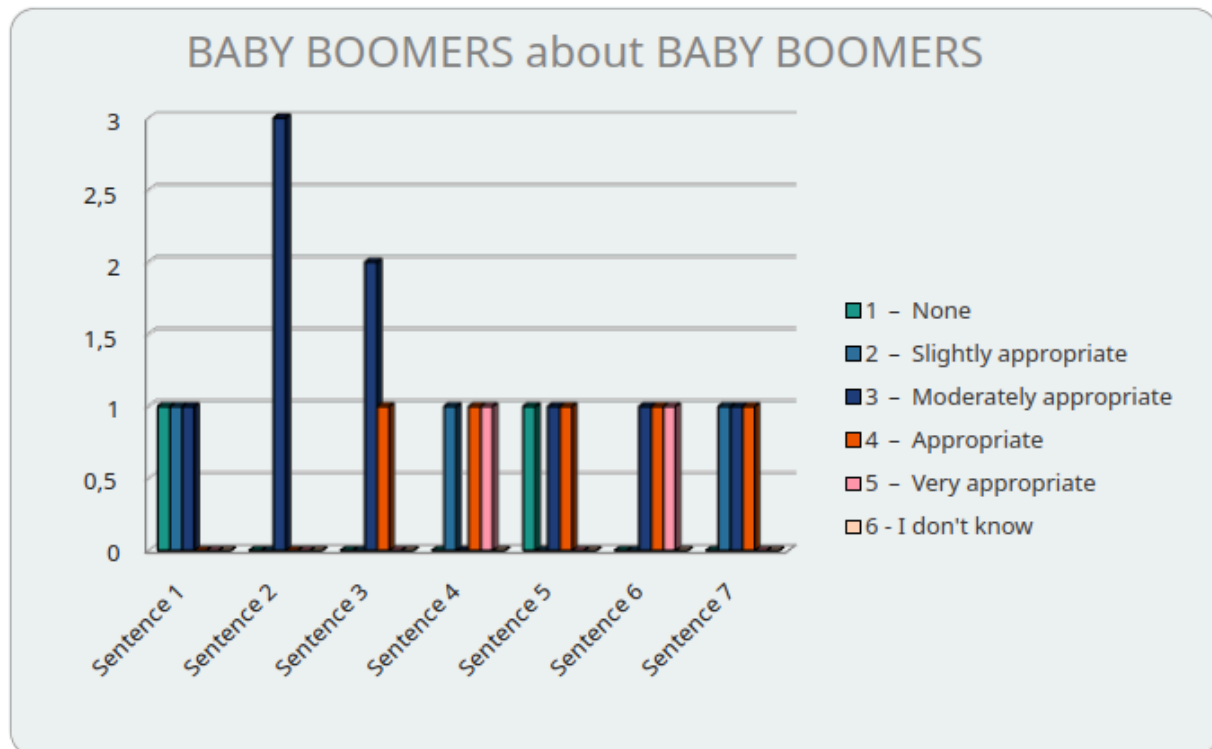
Example where the sample observed or experienced discrimination of this intersectional type and assessment of the weight of each factor in the discriminatory behaviour. (Q43)

The findings reveal that while some respondents reported no direct encounters with discrimination, a significant portion described witnessing or facing multiple forms of exclusionary behavior. These experiences can be categorized into several key areas:

Gender Discrimination

- **Strong prevalence in responses**: Many noted that women must work harder to gain the same recognition as male colleagues, even with equal roles, skills, and experience.
- **Persistent glass ceiling**: Male dominance in leadership roles remains evident, despite organizational commitments to equality. Some women shared personal accounts of career limitations tied to gender bias.
- **Generational shift**: Younger generations demonstrate greater openness, with women in senior positions being more readily accepted.

Discrimination Based on Sexual Orientation

- **Culture of silence**: A "don't ask, don't tell" atmosphere persists in some workplaces regarding LGBTQ+ identities.
- **Intergenerational tensions**: Older employees occasionally resist accepting younger LGBTQ+ colleagues, reflecting lingering biases.

Intergenerational Discrimination

- **No widespread issues, but notable friction**:
  - Differences in cultural values and technological adaptability sometimes create divides.
  - Conflicts arise more from ideological gaps (e.g., social values, diversity acceptance) than age alone.
  - Political and social debates exacerbate tensions between older and younger workers.

Discrimination on Political or Ideological Grounds

- **Frequent source of conflict**: Strong political disagreements lead to workplace isolation, strained collaboration, and eroded team cohesion.
- **Professional repercussions**: Ideological differences occasionally affect project assignments or professional respect.

Discrimination Related to Disability or Physical Characteristics

- **Stigmatizing attitudes**: Instances of derogatory labeling (e.g., referring to a disabled colleague with offensive terms).
- **Unequal treatment**: People with distinctive physical traits—even without diagnosed disabilities—face differential treatment.

Other Forms of Exclusion

- **Cultural/environmental barriers**: Perceptions of exclusion for not belonging to the "right" social or professional background.
- **Traditional family models favored**: Benefits or opportunities disproportionately awarded to those conforming to conventional family structures.
- **Latent racism**: Isolated reports of racial stereotyping (e.g., a Black colleague subjected to biased assumptions).

Breakdown by generation of people who express discriminatory comments (Q44)

1. **Gen Z's Observations**
   - Most likely to call out Gen X: 6 reports of discriminatory comments from Gen X (44-59)
   - Some criticism of Millennials: 1 report
   - No reports of Baby Boomers making such remarks
   - Self-awareness: 2 reports of Gen Z acknowledging their own peers' biases

Interpretation: Gen Z perceives older generations (especially Gen X) as the primary sources of discriminatory language, while also recognizing some issues within their own cohort.

2. **Millennials' Observations**
   - Strongest criticism of their own generation: 8 reports of Millennials making discriminatory remarks

- o   Also note Gen Z (2) and Baby Boomers (2)
- o   Gen X largely spared (only 1 report)

Interpretation: Millennials are most critical of themselves, suggesting internal awareness of biases, while also noticing issues in younger (Gen Z) and older (Boomers) groups.

3. Gen X's Observations

- o   Self-critical: 6 reports of Gen X making discriminatory remarks
- o   Minimal blame on other generations (only 1 report on Millennials, none on Gen Z or Boomers)

Interpretation: Gen X acknowledges its own role in perpetuating bias but does not strongly attribute it to other age groups.

4. Baby Boomers' Observations

- o   Lowest reporting overall (only 3 total incidents noted)
- o   Even distribution: 1 report each for Gen Z, Millennials, and Gen X
- o   No self-reported bias (0 cases of Boomers criticizing their own generation)

Interpretation: Baby Boomers are the least likely to report discrimination from any group, including their own, possibly due to lower awareness or reluctance to acknowledge bias.

Breakdown by generation of people who are victims of discriminatory comments (Q45)

1. Gen Z's Experience (Youngest Generation)
   o Most victimized within their own generation: 5 reports of Gen Z facing discrimination from peers
   o Also targeted by Millennials (3) and even Baby Boomers (1)
   o No reports of Gen X discriminating against them

Interpretation: Gen Z faces significant intragenerational bias, along with some discrimination from older groups (especially Millennials).

2. Millennials' Experience
   o Highest victimization rate: 10 reports of Millennials facing discrimination—mostly from their own generation
   o Some incidents from Gen Z (1) and Gen X (2)
   o No reported discrimination from Baby Boomers

Interpretation: Millennials report the most discrimination overall, primarily from their own peers, suggesting internal tensions or high self-awareness.

3. Gen X's Experience
   o Self-reported victimization: 5 cases of Gen X facing bias from their own age group
   o Few reports from younger generations (1 each from Gen Z & Millennials)
   o No issues with Baby Boomers

Interpretation: Gen X sees intragenerational bias as their biggest challenge, with minimal conflict from younger or older groups.

4. Baby Boomers' Experience
   o Lowest reported victimization: Only 3 total cases (2 from Millennials, 1 from Gen X)
   o No self-reported discrimination (0 from other Boomers)
   o No reports of Gen Z targeting them

Interpretation: Boomers are the least likely to report being victims, possibly due to seniority shielding them or lower sensitivity to perceived slights.

Q.45 GEN Z

Q.45 MILLENIALS

Q.45 GEN X

Q.45 BABY BOOMERS

Breakdown by generation of people who support victims of discriminatory comments (Q46)

The data reveals that support for victims of discriminatory comments primarily comes from within the same generation or slightly younger cohorts. Millennials are the most active supporters, with 8 out of 13 showing support within their own group and also extending it to Gen Z and Gen X.

Gen Z receives the most cross-generational support, particularly from Millennials (5 supporters), while Baby Boomers receive no support from any generation, including their own. Gen X shows strong intra-generational support (6 out of 7), suggesting solidarity within this group.

Overall, support is most prevalent among Millennials and Gen X, with younger generations less likely to support older ones, and Baby Boomers appearing isolated in these dynamics.
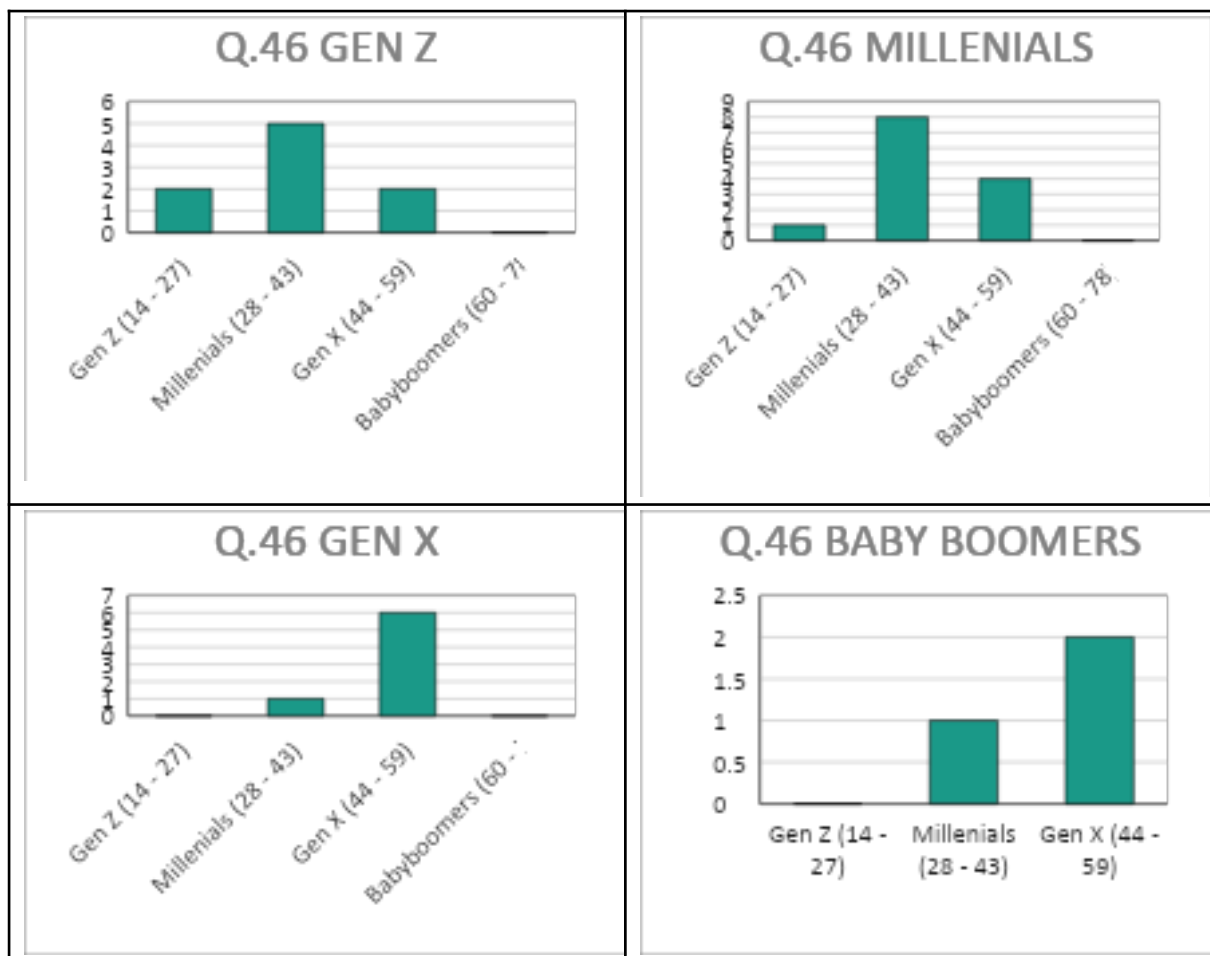
Most significant discriminating factors other than age (Q47)

The majority of respondents indicated that **age** was the primary reason behind discriminatory comments, with little mention of other factors. However, a few participants identified **gender**, **religion**, **origin**, and **professional experience** as additional or alternative bases for discrimination.

Specifically:

- **Gender** was mentioned directly in 2 responses.
- One respondent cited a combination of **gender, religion, and origin**.
- **Professional experience** was noted as a separate factor by another individual.

In summary, while age was the predominant factor, a small subset of participants reported intersectional discrimination, highlighting gender and background as additional influences.