

Managing Multiple Generations: Annotated Bibliography

Margaret Finley

School of Information, University of South Florida

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Dr. Barbara J. Stites

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Baran, M. (2014). Mutual mentoring as a tool for managing employees of different generations in the enterprise. *Journal of Positive Management*, 5(2), 20-29.

In a research study in Poland of 250 high-level management professionals, surveys were conducted about mutual mentorship to determine if it works and what the results are, both for the individuals involved and the business they are a part of. The breakdown of generations here is not separated by Boomer/Gen x/Gen Y segments, but rather senior and junior level workers. Mutual mentorship is the process of each participant sharing a skillset with the other- the senior level employees becoming an organizational mentor and sharing things like company culture, contacts, and knowledge that is gained after being part of a company for an extended time. The junior level mentor serves as a technology mentor, sharing their skillset by teaching new technologies, advancements in the industry, and inspiring innovation. The research details the benefits to both participants and the companies they work within.

Bennett, J., Pitt, M., & Price, S. (2012). Understanding the impact of generational issues in the workplace. *Facilities*, 30(7), 278-288. <https://doi.org/10.1108/02632771211220086>

As with many other resources, Bennett, Pitt, and Price point out that having so many generations in the workplace at once is a new development, thanks in part to longer life spans. There is a section on mentoring and pairing up different generations for mutual mentoring opportunities. But where many other studies focus on how management is the only key to a harmonious co-existence of these generations, this study calls attention to how workplace design and new concepts of working would also reduce generational conflict. Having collaborative spaces, like desk pods, for instance, creates a collaborative

environment, and allows for easier transfer of knowledge from one generation to the other. Additionally, they propose more access to virtual workspace, allowing people to work from any location.

Davis, S. (2014). Mind the gap: Managing different generations. *New Zealand Management* 61(2). 16-19.

Sharon Davis brought together studies and research about different generations in the workplace and puts forth Dr. Paul Toulson's conclusion that there is "no scientific evidence to support a generational influence on work values" and that generalizations are not the best approach to learning how to manage people from different generations. Davis gets input from 3 additional experts in the field, all of whom seem to agree with Dr. Toulson's research. Notes about, and definitions of, each of the 4 main generations in the workplace are provided, from research done in two different generational studies.

Hahn, J. (2011, July-September). Managing multiple generations: Scenarios from the workplace. *Nursing Forum*, 46(3), 119-127.

Hahn provides a perspective of managing generations through a lens of nursing. Her strategy is a method that she wrote two years earlier, involving five strategies: define your own generation, learn about other generations, find the similarities, be respectful, and finally, in my opinion, the vague "bridge the generational gap" which is not clearly illustrated in either scenario presented. Because one of the scenarios presented centered around a question of HIPAA, the ability to apply it across other industries is difficult. Her premise essentially boiled down to communication and respect as the strategies for bridging generational gaps.

Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. *Worldwide Hospitality and Tourism Themes*, 3(4), 308-318.

<https://doi.org/10.1108/17554211111162435>

Kapoor and Solomon bring together and evaluate research about generational differences, and spend the most time identifying generational differences. They advise managers to know and acknowledge these differences but to never separate people by generation. Instead, they encourage “generational integration” to encourage employees to see their commonalities more than their differences. They highlight generational competence as a new skill that companies must have to meet the needs of the multiple generations that work within their organization.

Kennedy, M. M. (2003). Managing different generations requires new skills, insightful leadership. *The Physician Executive* 29(6), 20-23.

In this 2003 article, Kennedy appears to focus only on Baby Boomers and Gen Xers, with no mention of older or younger generations- which can be excused in this instance, because of the context of this being for people working in the medical field and therefore requiring more years of education, putting the youngest members of Gen Y in their first year of med school at the time of writing. Kennedy was a well-known career strategist who had a great deal of experience, but this article does not have any sourcing providing published research for her assertions. Instead, here we see her decades of personal experience laid out in a conversational format about what motivates each generation.

Macovei, C. M. & Martinescu-Bădălan, F. (2022). Managing Different Generations in the Workplace. *International Conference KBO*, 28(2), 191–196. <https://doi.org/10.2478/kbo-2022-0071>

This recent (2022) report out of Romania discusses 3 of the 4 generations currently active in the workplace, and what values and motivators each one tends to have. Included in these descriptions are their preferred communication methods and what they want from a manager. Reverse mentoring is brought up as a way to bridge a generational gap, which is similar to the concept of mutual mentoring in the Baran study listed above. This report concludes that knowing about each generation is helpful, but should not be used as a stereotype for how to interact with employees, as that might highlight the gap and create conflict.

Marshall, J. (2004). Managing different generations at work. *Financial Executive* 20(5), 18.

In 2004, Marshall provided a brief description of each of 4 generations in the workplace at the time. All the information comes from one source, Dianne Durkin from a company called The Loyalty Factor, based in New Hampshire. Overall, it appears to be more of an interview piece than a well-researched evaluation of how to manage different generations at work. The statements made are overly broad and generalized, and the observations about Generation X are mostly negative and in one instance (when compared to a timeline of technology) incorrect.