

How generational differences will impact America's aging workforce: Strategies for dealing with aging Millennials, Generation X, and Baby Boomers

# How generational differences will impact America's aging workforce: strategies for dealing with aging Millennials, Generation X, and Baby Boomers

Ann Arnof Fishman (Generational Targeted Marketing LLC, New York, New York, USA)

Strategic HR Review

ISSN: 1475-4398

Publication date: 14 November 2016

## Abstract

### Purpose

The purpose of this paper is to demonstrate how generational differences impact America's workforce as it changes and to provide strategies for companies to address aging Millennials (born 1982-2000), Generation X (born 1961-1981) and Baby Boomers (born 1943-1960).

### Design/methodology/approach

The author's approach was based on research on behalf of the US Senate Special Committee on Aging; insights and expertise from her 20 years at the helm of Generational Targeted Marketing, LLC; her teaching at New York University; her experience working with clients and organizations in a wide range of diverse industries; and the insights from her book *Marketing to the Millennial Woman*.

### Findings

Every generation is unique. Practitioners, employers and managers of human resources (HR) who understand and respect the differences between Millennials, Generation X and Baby Boomers can develop strategies from a generational point of view and thereby enable these employees to perform at their peak regardless of age.

### Research limitations/implications

Practical examples are given for HR practices in employee retention, benefits, performance management and review, work-life balance, digital and technology applications and for meaningful corporate outreaches.

### Originality/value

This tried and true approach to dealing with distinct generations in the workplace leads to increased employee motivation and satisfaction, so that employees not only remain longer at a job but also are eager and happy to report to work each day; they are more productive; and the company's bottom line benefits as a result.

## Keywords

Aging workforce issues

Baby boomers in the workplace

Gen xers in the workplace

Generations in the workplace

Millennials in the workplace

### Citation

Fishman, A.A. (2016), "How generational differences will impact America's aging workforce: strategies for dealing with aging Millennials, Generation X, and Baby Boomers", *Strategic HR Review*, Vol. 15 No. 6, pp. 250-257. <https://doi.org/10.1108/SHR-08-2016-0068>

[Download as .RIS](#)

Publisher: Emerald Group Publishing Limited

Copyright © 2016, Emerald Group Publishing Limited

To read the full version of this content please select one of the options below

You may be able to access this content by logging in via Shibboleth, Open Athens or with your Emerald Account.

To rent this content from Deepdyve, please click the button.

If you think you should have access to this content, click the button to contact our support team.

