

Bridging Generations

LEADING MULTIGENERATIONAL TEAMS FOR HIGH PERFORMANCE



Understanding
5 generations



10+ useful charts and
checklists



Effective feedback for
high performance



Discovery workshop
to run with your team

EXPERT GUIDANCE FOR
TOURISM MANAGERS



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Bridging Generations – Leading multigenerational teams for high performance

Users of this toolkit should consult with the relevant professionals for specific advice related to their situation.

Introduction

Tourism thrives with a multigenerational workforce

For the first time in Ireland, we have five generations and multiple cultures working side by side in our tourism workforce.

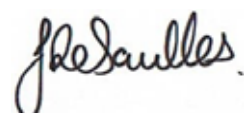
This brings immense opportunities, but also the challenge of building a genuinely inclusive intergenerational, multicultural workplace.

Tourism employers, their managers and team leaders are having to think and lead differently to unlock and tap into the talent of all ages. This toolkit from our Enterprise Development team, brings you expert advice on how to get the most from your multigenerational teams.

Successfully leading a multigeneration workforce will not only help to maintain high standards of customer service but also support delivering on your business goals for growth.

Through helpful templates, charts, real industry examples and expert tips, we address common challenges faced by managers of multigenerational teams.

We hope you find it useful.



Jenny DeSaulles,
Director of Sector Development



How to use this guide

This is a digital toolkit. Throughout this guide where you see the download symbol, you can access additional assets and resources for your business teams use.

Building success with five generations

Understanding how to lead and engage a diverse, multigenerational workforce is key to the future success of Ireland's tourism industry. Leaders who understand the different employee generations – their values, common characteristics, needs and preferences, maximise the potential and power of all five generations in their teams.

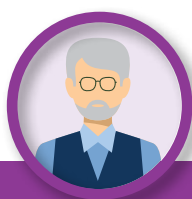
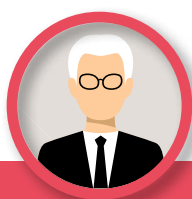
For tourism leaders, unlocking the power of your multigenerational workforce involves fostering a collaborative, inclusive culture, enabling a safe place for teams to learn from each other. Open communication, enabling connections to establish respect and trust is more important than ever.

Multigenerational success check list

The most successful multigenerational tourism workplaces in Ireland have a few things in common. Check out the list of statements below and see how

many of these apply to your business. Note areas you want to focus on and improve. We have included key sections on each of these throughout the toolkit.

- ✓ The organisation's values are clearly documented and are incorporated into induction, performance management and feedback. Team leaders and managers understand the values and enable and support their teams to apply them every day.
 - ✓ Team leaders and managers understand key differences, as well as common values and needs among each generation and have the skills and confidence in communicating to and managing a more diverse workforce.
- ✓ Team leaders and managers respect and understand diversity in gender identity, and the importance of different communication styles including the use of inclusive language with their teams. They encourage all team members to continue to learn from each other about diversity.
 - ✓ The company has a range of documented policies to support the multigenerational workforce including an Equal Opportunities policy which all staff are trained and assessed in.
- This includes a strong employee value proposition.
 - ✓ Team leaders and managers follow a structured feedback, values-led approach to performance management and coaching which considers the preferences of the multigenerational workforce.
 - ✓ Staff feedback is collected regularly, and all the generations are encouraged to participate. Feedback is shared and actions for improvement agreed in conjunction with the team.
 - ✓ The workforce has access to learning and development opportunities aligned to their generational preferences and career goals.
 - ✓ The unique strengths of each generation are valued and leveraged for the business.
- “ Understanding how to lead and engage a diverse, multigenerational workforce is key to the future success of Ireland's tourism industry ”**



Generation	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS	GENERATION Z
Age Range (2024)	79–96 (1928–1945)	60–78 (1946–1964)	44–59 (1965–1980)	28–43 (1981–1996)	12–27 (1997–2012)
Who	Also known as the Silent Generation, some are still working in part time or advisory roles.	Often in leadership roles or transitioning out of active work; value traditional business hierarchies and respect for their tenure.	Act as a bridge between retiring Baby Boomers and younger Millennials, bringing a blend of traditional and modern approaches to the workplace.	Currently the majority in many workplaces and some possibly moving into more senior positions, heavily influencing workplace culture with preferences for collaboration and digital communication.	The newest entrants into the workforce, bringing high technological fluency and strong preferences for inclusivity and directness, shaping future workplace norms.
Preferred Communication Styles	Prefer formal, face-to-face communication or written memos.	Face-to-face meetings, telephone calls, and emails.	Comfortable with both direct and digital communications, including emails and text messages.	Prefer digital communication such as emails, instant messaging, and texts. Value continuous feedback and collaboration.	Prefer quick and efficient communication via instant messaging apps and social media.
Work Preferences	They value loyalty, discipline, and stability in the workplace, often visibly showing great respect for authority and hierarchy.	Value recognition and opportunities to lead; prefer flexibility as they near retirement.	Desire stability but value flexibility; prefer autonomy in handling their projects.	Seek meaningful work and prefer a collaborative work culture with a flat organisational structure. Seek work-life integration.	Look for stability and opportunities for growth, value independence, yet desire regular feedback and mentoring. Prioritise work-life balance.
Feedback Preferences	Prefer formal, structured feedback sessions, typically from a senior leader.	Prefer direct and personal feedback that acknowledges their experience and contributions.	Favour constructive feedback delivered in a straightforward manner, ideally in a private setting.	Expect regular, detailed feedback delivered in a constructive way, often through digital means.	Appreciate instant, frequent feedback through digital platforms, and value transparency and honesty.
Cultural Observation	Tend to uphold conservative values, respect tradition, and value hard work.	Value respect for their experience and tenure. Pronoun use typically aligns with traditional norms.	Known for valuing work-life balance and may be sceptical of corporate motives. Tend to use traditional pronouns unless specified.	Embrace diversity and inclusivity, often open to discussing and specifying pronouns. Value social responsibility and ethical practices.	Highly digital-native, value individual expression and are particularly sensitive to issues around diversity and inclusion. Often proactive in pronoun usage and preferences and expect it of others.

Effective communication

Effective communication is arguably one of the most important skills a leader needs and is vital in getting the most from a multigenerational workforce. It fosters inclusivity, respect, motivation, minimises conflict and bridges differences in styles, preferences, and expectations, creating a positive work environment.

Although, there should be **flexibility in your approach** in communicating with your team, explore what works and don't be afraid to change the approach.

For example, many leaders adapt the use of instant messages, video conferencing, team meetings, emails, newsletters and social media to update and inform employees as appropriate.

5 Cs of effective communication

The five Cs of effective communication apply regardless of the generation.

- 1 Clear
- 2 Correct
- 3 Complete
- 4 Concise
- 5 Compassionate



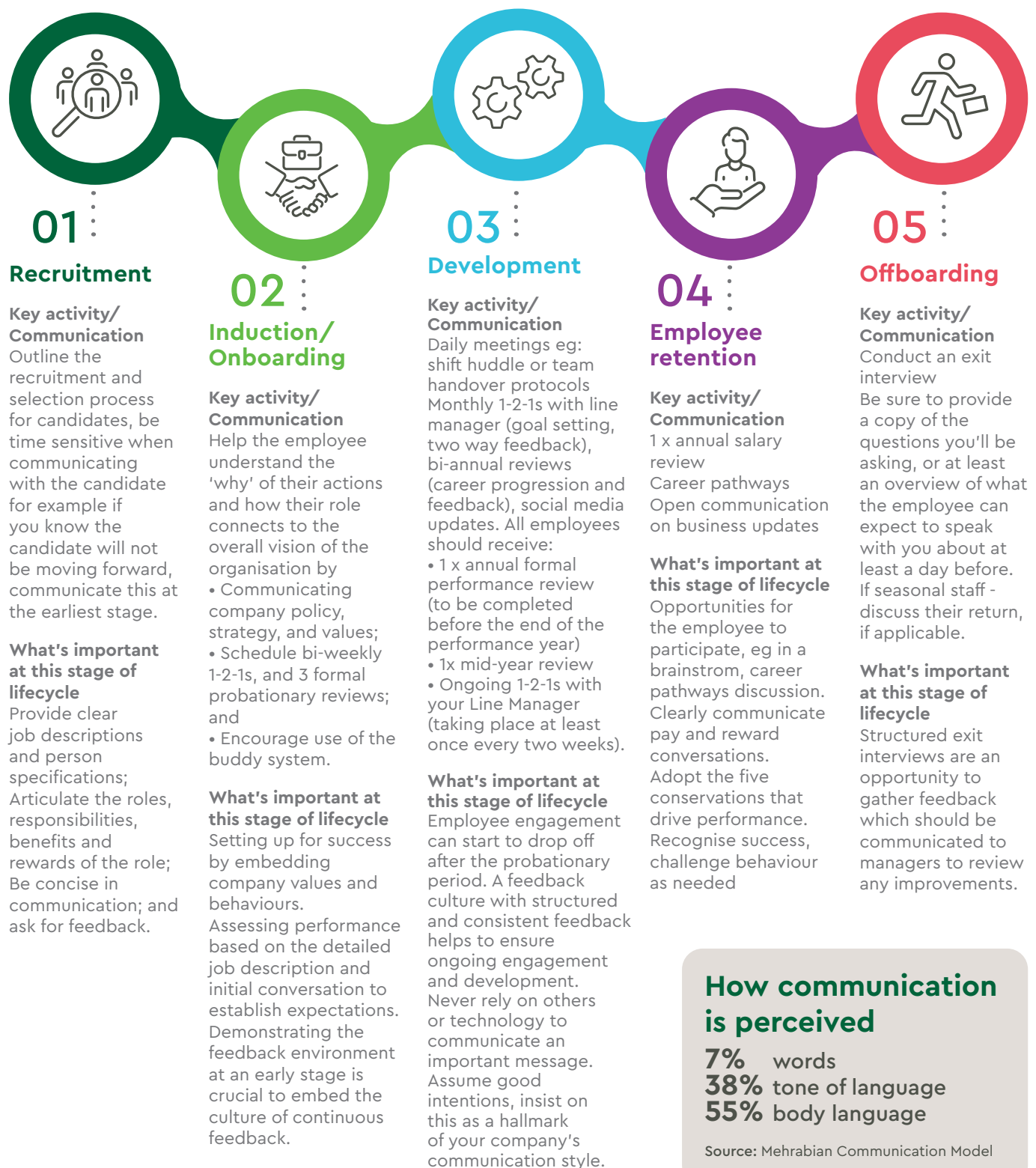
EFFECTIVE COMMUNICATIONS CHECKLIST

Effective communicators are said to demonstrate the following traits

✓ Active Listening: they truly listen to their team members, showing empathy and understanding, and respond thoughtfully to their concerns.	✓ Constructive Feedback: they provide feedback in a positive, actionable manner, helping team members grow while maintaining morale.
✓ Adaptability: they tailor their communication style to fit the needs of different individuals or situations, recognising generational and cultural preferences.	✓ Controlled: they are not afraid of breaks in conversation, they plan formal communications with a start, middle and end.
✓ Approachability: they create an atmosphere where team members feel comfortable coming to them with concerns, ideas or feedback.	✓ Explicit: their expectations of their employees are explicit from the start. The team understands what channel to use and how to communicate, for example if they are unable to work their shift.
✓ Assertiveness: they advocate for own opinions and feelings yet show mutual respect for others.	✓ Emotional Intelligence: they are aware of their own emotions and the emotions of others, allowing them to manage interactions thoughtfully and maintain positive relationships.
✓ Clarity and Conciseness: they communicate clearly and directly, ensuring that messages are easily understood and not misinterpreted.	✓ Empathy: they demonstrate empathy, considering the emotions and perspectives of their team members when communicating.
✓ Consistency: they communicate regularly and consistently, keeping their teams informed and aligned with organisational goals.	✓ Open-Mindedness: they welcome feedback, questions, and ideas, encouraging open dialogue, value difference and foster a collaborative environment.

Tourism employee lifecycle

This chart outlines the key stages of the employee lifecycle in your business, what's important to remember at each stage and the typical key activities and communications you should build into your plan.





In our experience

"The PREM Group quarterly Check In process is a key component of The Viking Hotel's people strategy, which aims to create and nurture a positive working environment for all. Good communication is at the heart of a healthy company culture and our Check Ins are key moments for sharing feedback, setting goals, discussing roadblocks and enhancing positive relationships between a team member and line manager. All team leaders are trained in the PREM Group Check In principles which focus on open, respectful communication and the importance of empathy when delivering and receiving feedback. We believe that Check Ins, done well, are at the heart of every solid team within the Group".

Colleen O'Brien Moroney
HRM, Viking Hotel



5 questions to ask your multigen. team

Use these five questions to help align communication styles for your multigeneration workforce.

- 1

"How do you prefer to receive important information or updates—through emails, face-to-face meetings or instant messaging?"

This helps understand their communication preferences and ensures key messages are delivered effectively.
- 2

"What kind of feedback do you find most helpful—regular check-ins, immediate feedback, or formal performance reviews?"

This aligns the frequency and style of feedback with the individual's preferences based on their generational or personal needs.
- 3

"How do you usually prefer to communicate when working on a team—more group meetings, one-on-

one conversations, or digital collaboration?"

This gauges how they prefer to interact with their colleagues and manage team dynamics.
- 4

"When it comes to communication within our team, what methods or approaches are most engaging for you?"

This explores their comfort level with different communication styles, whether collaborative discussions or independent work.
- 5

"What can I do to improve the way we communicate or help you feel more connected and informed?"

This invites feedback on the communication process and promotes openness and continuous improvement.

.....

“

Most people do not listen with the intent to understand; they listen with the intent to reply

”

Stephen R Covey

Solving multigenerational communication challenges

The scenarios below provide three everyday examples of communication challenges that arise in a multigenerational team. Refer to them when you need a digestible reminder of best practice.

1 Challenge: Leading Generations

During a team briefing, a Gen-X supervisor notices that two more experienced (baby boomer) staff are not participating in discussions. They both have recently joined following a change of career, they appear disengaged, often chatting among themselves and discussing their own questions.

Solution: Encourage everyone to participate in team meetings. Agree meeting ground rules, ask open questions to encourage everyone to contribute to the meeting. An inclusive leadership approach that promotes psychological safety will ensure an open and transparent environment for all team members to contribute to conversation.

2 Challenge: Training and continuous development

You asked a Gen X team member to train a new millennial colleague joining the team. The Gen X colleague reports to you with concerns that the new employee has developed their own approach to completing some tasks.

Solution: You check the quality of the millennials' work and they have met your expectations. Acknowledge new ways of working and



encourage all team members to share their experience and best practice. Emphasise the value that new employees bring by showcasing how their skills and knowledge can complement current processes and remind employees to welcome and embrace change.

3 Challenge: What's normal and intuitive to one, may be suspect or confusing for another

You have installed a new time and attendance system but there appears to be a gap between the generations. Some experienced staff are requesting more information on why and how to use it, while the younger staff are typically using their intuition and are less sensitive to the mindset of 'big brother' watching.

Solution: You should ensure clear and concise

Communications Case Study

Find out what the Kingsley Hotel did to improve its communications across the generations, winning gold two years in a row in the Fáilte Ireland Employer Excellence Awards.

[Download Case study](#)



communication across all platforms, regardless of the technology used. Explain the reason and benefits to the team for the change to encourage buy in. Facilitate and enable open communication and active listening, so your team members feel comfortable asking questions and seeking clarification. Finally ensure you adopt a variety of communication channels both face-to-face meetings and digital training.

Inclusion is diversity in action

Having a greater understanding of inclusive leadership and unconscious bias will promote collaboration among your multigenerational team and mitigate a negative work environment.

Inclusive leaders demonstrate their expectations for the team that embrace diversity, equality,

and inclusion. In doing so, they are reactive to any behaviours or actions that exclude or discriminate against someone or something.

Biases are normal but some are rooted and more difficult to address.

Unconscious biases are attitudes and stereotypes accumulated throughout life that can influence our decision-making and can often lead to inaccurate assessments based on a faulty rationale. Often these are assumptions made on someone's ability. Our unconscious bias is influenced by our background, culture, and personal experiences.

While it can be easy to spot unconscious bias from others, recognising our own preconceptions is more difficult,

especially from our involuntary behaviours or decision-making process.

Inclusive leaders are aware of their own biases and preferences, they choose to actively seek out and consider different views and perspectives to inspire innovation and inform better decision-making.

Being inclusive reaps many rewards for leaders and tourism businesses alike:

- ✓ **Greater innovation and creativity**
- ✓ **New perspectives** help solve problems more efficiently
- ✓ Increased ability to **recruit** a diverse talent pool
- ✓ Increased levels of **trust** and **productivity**
- ✓ Higher **revenue growth**.

Inclusive leaders are:

- ✓ **Collaborative:** they empower all individuals to deliver their best
- ✓ **Curious:** they keep an open mind and have a desire to learn more
- ✓ **Culturally intelligent:** they are confident and effective in cross-cultural interactions
- ✓ **Committed:** they view being inclusive as a key business priority
- ✓ **Courageous:** they speak up and challenge the status quo





Solve the scenarios

These scenarios provide three everyday examples of situations where you can choose to demonstrate inclusive leadership and challenge unconscious bias. Refer to them when you need a digestible reminder of best practice.

1 The scenario: A Gen Z employee recently joined your team. You overhear a heated discussion between the new colleague and an experienced Gen X colleague. The new employee is challenging the Gen X about being asked to complete weekly cleaning tasks. The Gen Z employee tells the other colleague it is not part of their job to clean.

The solution: You had asked the Gen X employee to delegate the cleaning tasks across the team, now you want to support them owning the responsibility that all cleaning duties are completed before the shift ends. You coach the Gen X employee to work through how to address this confrontation. They should remind all employees that cleaning responsibilities fall within all roles and the wider team.

2 The scenario: A newly appointed Millennial manager, who is an exemplar of the values and behaviours of the organisation, leads a team of seven colleagues. Three of the team are part of the Baby Boomer generation. The three colleagues appear to be dissatisfied since the manager was appointed.

The solution: The manager should arrange a check-in with each of the three employees, individually. Be curious, ask questions about their views on the team meetings and listen carefully to understand their view. Acknowledge their opinion and describe your expectations for values behaviour and contribution at team meetings.

3 The scenario: Two employees with similar skills and performance have applied for

5 tips to reduce bias

- 1** Pay attention to your thoughts and examine your beliefs
- 2** Include diverse voices in decision-making
- 3** Have ground rules for team behaviour, aligned to organisation values
- 4** Avoid making assumptions or relying on "gut" instinct
- 5** Apologise if you get it wrong

promotion to front of house manager. One is a Traditionalist with vast experience in industry and the other is a Millennial who has gained their experience in your business.

The solution: You arrange for another manager to support with the interviews, where possible consider the diversity of your interview panel. Ensure you explore and challenge any bias you may have, provide an equal and fair opportunity for all candidates. Ask each candidate the same set of questions and then assess and score on the merit of their responses. Make notes of responses and invest time with each candidate to give feedback on interview performance.



In our experience

"As the General Manager of the Kingsley Hotel, I prioritise fostering diversity and inclusion by creating a supportive environment where every team member feels valued, heard, and respected at all times. By actively listening without judgment and embracing an open mindset, I encourage contributions from all perspectives and every level of the organisation. I find this approach not only enriches our team's creativity and problem-solving abilities, but also enhances our cohesion and psychological safety. I believe these factors drive excellence in customer service and innovation, ultimately contributing to the hotel's overall success and positive reputation in the hospitality sector."

Fergal Harte, General Manager, Kingsley Hotel



Best practice tips for using pronouns in the workplace



- ✓ Pronouns are an important part of a person's identity. Using someone's correct pronouns demonstrates respect and inclusion.
- ✓ Incorporate neutral language in greetings. Instead of "Hey, guys!" or "Welcome, ladies or girls!", use "Welcome, everyone!" to make sure all participants feel acknowledged, safe, and included. Say "partner" or "spouse" instead of gendered language like husband or wife.
- ✓ You can't tell someone's gender just by looking at their appearance. So, share your pronouns first and invite others to share theirs with you. Top tip – add pronouns in email signatures.
- ✓ Use "they or their" wherever possible, as opposed to "his or her" to include people who may not identify with the pronouns his or her.
- ✓ Incorporate the person's name in the conversation.



REPHRASE IT

Generation	What not to say	How to rephrase it	Why it's important and the benefit of this approach
Traditionalist 	"You're reluctant to move with the times!"	"I know change can be disruptive and possibly leave us uncomfortable for a time, but it's important we explore new ways of working that can make us more efficient and provide better service to customers, do you have any ideas to improve?"	Remember to acknowledge the feelings of others, explore why they may be resistant, and how can you bring them on the journey and reassure them, it won't feel like that forever
Baby Boomer 	"Oh, you're not very tech-savvy?"	"Would you like some help with the new software? I've found some great shortcuts that can save us a lot of time."	This alternative offers support without making assumptions about skill level, encouraging a learning opportunity highlighting the benefit for them rather than highlighting a lack of knowledge.
Generation X 	"Why do you always need to question everything?"	"Great question and I appreciate your perspective. How do you think we could improve this process?"	By valuing their input , you tap into Gen X's strength of looking for efficiency and effectiveness, turning a potentially defensive situation into a collaborative solution focused dialogue.
Millennials 	"You millennials seem to need a lot of praise."	"I really value your enthusiasm. Let's discuss how we can reach these goals together."	This response acknowledges their enthusiasm and integrates their ideas into team goals, which encourages a collaborative and inclusive atmosphere.
Generation Z 	"You're too young to understand how things work around here."	"I'd love to get your fresh perspective on this challenge. What are your thoughts?"	This invites input in a respectful way that appreciates the unique insights younger employees can offer, encouraging them to share their innovative ideas.



Inspiring high-performance everyday through feedback

The quality of managers and team leaders is the single biggest factor to organisational success. That's according to a global study into the future of work by Gallup (2018). Regular performance conversations that inspire employees are essential to embed within your organisation, regardless of their generation.

Feedback can be motivational or developmental recognising effort or thanking someone for a great job and supporting someone to improve.

Feedback can be informal or formal. Informal feedback is often spontaneous and immediate based on actions taking place in real time. Formal feedback is typically structured and may have been scheduled to discuss performance.

Employees who thrive will have access to both

Individual feedback is appropriate when discussing specific behaviours, expectations, responsibilities, performance issues, or concerns that require privacy and focus. A one-to-one conversation allows transparent and open reflection without singling the employee out publicly.

Frequency – Individual feedback should be adopted as necessary however be mindful to not replace the formal performance management process. When you wish to give feedback in relation to a task do so immediately, praise and recognition fades with time.

Team Feedback is applicable when discussing collective performance,

recognising team successes as well as exploring team challenges such as, ineffective collaboration. Team feedback is optimum to build relationships and encourage further collaboration.

Frequency – Similarly, team feedback is time sensitive, you should optimise to give feedback during regularly scheduled meetings, shift briefings and project/event debriefings.

✓ 69% of employees say they would work harder if they knew their efforts were being recognised.
✓ Less than 30% say they receive regular feedback.

Source: Gallup



MULTIGENERATION FEEDBACK PREFERENCES

- ✓ **Traditionalists:** tend to prefer formal, respectful, and private feedback. Face-to-face communication works best, with a focus on maintaining high standards and recognising their expertise and experience.
- ✓ **Baby Boomers:** typically appreciate direct and formal feedback, ideally in person or via email, with clear connections to company values and long-term goals.
- ✓ **Generation X:** usually value concise, practical feedback that focuses on autonomy and problem-solving, delivered either in person or digitally.
- ✓ **Millennials:** tend to prefer immediate, supportive feedback, often through digital platforms, focusing on collaboration, growth, and next steps.
- ✓ **Generation Z:** typically thrive on instant, digital feedback with a focus on learning, immediate improvement, and personal development, delivered through their preferred communication methods.

*Gallup is a global research, analytics, and advisory firm with expertise in people management and workplace performance.



HIP Feedback

In her book, *Radical Candour*, Kim Scott explains feedback conversations should be "HIP"

H - helpful **h**umble
I - **i**mmEDIATE, **i**n-person
P **p**ublic praise/ **p**riVate criticism, but not about **p**ersonality.

★ TEAM FEEDBACK EXAMPLES

This chart includes situations relevant to your multigeneration workforce with negative and positive feedback examples you can use as a reference to guide your conversations

Situation	Positive feedback example	Negative feedback example
Multigenerational Conflict	"Our team has shown fantastic collaboration across generations. By bringing together your diverse experiences, we've created something truly special."	"There have been some challenges with collaboration between team members from different generations. Let's focus on leveraging our strengths and improving communication across age groups."
Addressing a Pervasive Cultural Issue	"I've noticed how well the team has been embracing diverse perspectives and respecting different cultures. This is a great example of our commitment to inclusion."	"As a team, we need to be more mindful of our workplace culture and inclusivity. Let's work together to ensure we're fostering a respectful and positive environment for all."
Inclusion and Diversity – Gender and Pronoun Respect	"The team has been doing a wonderful job in using inclusive language and respecting each other's pronouns. Keep up the great work in fostering an inclusive environment."	"There have been instances where inclusive language and pronouns have not been consistently respected. Let's ensure we're all being mindful of this and create a welcoming environment for everyone."
Multigenerational Inclusion	"I'm impressed by how the team is including and valuing contributions from all generations. This is helping us stay innovative and cohesive."	"We need to ensure that every generation in our team feels valued and heard. Lately, some voices have been overlooked, and we need to work on giving everyone a chance to contribute equally."

Giving immediate feedback

Always acknowledge good performance. Catch people doing good things and they'll do more of the same. Celebrating success is a very powerful performance enhancer. Recognition and appreciation are most effective when done 'in the moment'. Be generous and sincere.

While immediate feedback is a powerful way for managers to encourage repeated success it is also necessary to ensure unwelcome behaviour or activity stops.

Feedback that is too direct or aimed at one's personality can be hurtful. When giving developmental feedback it is important to be clear about your good intention and balance honesty with compassion. When done in the right way all feedback should help an employee improve.

Little or no feedback can lower employee morale or engagement. Inconsistency and the overuse of feedback can also come across as complacency by the manager and the technique loses impact.



“ When I make a mistake, I'm recognised 100% of the time; when I do something great, I'm not recognised 99% of the time ”

George Tenet, Former Director of Central Intelligence, USA

IMMEDIATE FEEDBACK AT A GLANCE

This handy chart illustrates common scenarios when immediate feedback is appropriate, when to give the feedback and sample responses.

[Download now](#)



Five conversations that drive performance

The five conversations that drive performance can be adapted interchangeably to drive and enhance motivation within your workforce. Incorporate these conversations into your day to day leadership.

- 1 Establishing Expectations:** a formal conversation (at least annually) with a core focus on the role and responsibilities. You should define success and use the outcome of the conversation as a guide to review progress. Be clear on what is expected.
- 2 Quick Connect:** an informal conversation to touch base with your employee, these conversations will often occur daily and through a variety of communication methods.
- 3 Check-in:** a formal conversation, that should be scheduled bi-weekly (perhaps for newer recruits) or monthly (for more established staff) to discuss expectations including; managing workload, goals/targets, needs, priorities and assist in addressing barriers to success. This is the perfect opportunity to recognise success and discuss challenges.
- 4 Developmental Coaching:** a conversation that may be informal, adopted when work is being performed or a formal conversation that is scheduled to discuss a particular project or challenge. Used to provide guidance, advice, and support – with a focus on strengths.
- 5 Create Accountability:** a formal conversation to review performance progress and recalibrate expectations. These can occur half-yearly, yearly or as performance needs change. Importantly you should acknowledge progress and prepare for future opportunities and achievements. Be frequent, focused and future-oriented.





HOW TO HAVE A DIFFICULT CONVERSATION

This approach helps ensure that difficult conversations are handled sensitively and effectively, based on each generation's communication preferences and values.

	BEST METHODS	KEY CONSIDERATIONS	EXAMPLE APPROACH
Traditionalist 	Formal, private, face-to-face meetings	Value respect, loyalty, and tradition Prefer formal communication and deference to experience	"I respect the years of experience you bring to the team, and I'd like to have a private conversation to discuss a recent issue. I value your input and want to find a solution together."
Baby Boomer 	In-person conversations, either one-on-one or in small groups Direct, but respectful dialogue	Appreciate a personal touch and direct feedback Value professionalism and contributions to the organisation	"I want to discuss a challenge we've encountered. Let's sit down together so we can openly address it and find a constructive way forward that benefits everyone."
Generation X 	Direct, concise conversations Either face-to-face or through email, depending on the issue's urgency	Value independence and efficiency Prefer straightforward communication without micromanagement	"I know you prefer straightforward communication, so I'd like to address a concern directly. Let's find a way to resolve this issue quickly and move forward productively."
Millennials 	Casual, supportive conversations Can be face-to-face or via digital platforms like messaging apps	Value transparency, frequent feedback, and collaboration Respond well to supportive and constructive discussions	"I'd like to have a quick chat about something that came up recently. I value your input, and together we can work out the best approach to improve the situation."
Generation Z 	Immediate, transparent feedback Preferably via digital platforms but can be face-to-face	Value immediacy and digital communication Appreciate actionable feedback that they can implement quickly	"Let's connect briefly on this issue. I'd like to hear your thoughts and work on a plan to resolve it quickly. We can do this over chat or in person, whichever you prefer."

Using the ICOIN model

The ICOIN model represents Intention, Content, Observation, Impact, and Next. This model can be used to help you prepare for and structure an important conversation, for giving feedback and/or a performance development conversation, keeping the leader on track.

7 tips for a constructive one-to-one feedback session.
[Check out this video learning resource on learniFI now.](#)



Intention	Content	Observation	Impact	Next
What is your positive intention for the conversation?	What are the circumstances, time, and place of the events you want to discuss?	Describe what you observed, including the actions and behaviours	Describe the impact the actions you observed had on you and others	What needs to change for the future?



RECOGNISING SUCCESS

The worksheet provides examples of different kinds of recognition aligned to the generations

Generation	Preferred recognition style	Examples of recognition
Traditionalist	Formal, Public Recognition; Value Loyalty & Experience	Long service awards Personalised letters of appreciation from leadership Public acknowledgment at company events
Baby Boomer	Formal Recognition; Value Status, Position, and Financial Rewards	Promotions or new title or role Bonuses or financial rewards Public accolades during meetings or ceremonies
Generation X	Promotions or new title or role Bonuses or financial rewards Public accolades during meetings or ceremonies	Flexible working hours or additional time off Personalised feedback and thank-you note Opportunities for professional development (courses, conferences)
Millennials	Frequent, Immediate Feedback; Value Collaboration & Purpose	Public recognition on social media or internal platforms Informal praise during team meetings Opportunities for career advancement and mentorship
Generation Z	Digital and Public Recognition; Value Personal Growth & Impact	Instant, public shout-outs via messaging apps or social platforms Digital badges, certificates of achievement Opportunities to lead projects or innovative roles that contribute to personal development



Bridge generational gaps with coaching and mentoring

In the dynamic and customer-focused Irish tourism industry, coaching and mentoring play a crucial role in nurturing talent, enhancing employee engagement, and driving success of people managers.

Adopting coaching and mentoring is an effective strategy in mitigating the challenges associated with managing multigenerational teams.

What's the difference between coaching and mentoring?

Coaching and mentoring are development approaches based on one-to-one conversations.

Intergenerational mentoring and coaching programmes are used to enhance teamwork, communication, and understanding.

Coaching

- ✓ **Coaching aims to produce optimal performance** and improvement at work.
- ✓ **Typically focuses on specific skills and goals** and may develop an employee on a personal level, for example increasing their confidence.
- ✓ **Tends to last for a defined period of time** or forms the basis of an on-going management approach and style.

Coaching is **particularly effective in establishing career aspirations and instilling the sense of**

accountability for the employee's own development and goal achievement. Incorporating coaching questions in the day-to-day people management will allow you to establish your employees' preferred method of feedback delivery and frequency, and what motivates and drives them. It also facilitates knowledge building and development and allows you to keep a track of goal progression.

Coaching GROW Model

We recommend to use the **GROW Model**, a 4 Step coaching framework to structure your conversations. By asking relevant questions you establish the following:

- 1 Goal:** Define clear and motivating objectives aligned with personal and organisational aims for an employee.
- 2 Reality:** Guide the employee to assess the current situation, including strengths and challenges.
- 3 Options:** Facilitate the employee exploring various strategies and pathways to achieve the goal.
- 4 Will/Way Forward:** Establish commitment action plan with clear steps and timelines.

Coaching the generations

The chart outlines the best approaches and recommended frequency for coaching and mentoring each generation in the workplace.

GENERATION	COACHING PREFERENCE
Traditionalist 	They respect authority, but aren't fond of pressure. When they need coaching, do so casually, assist them with change, provide information in a timely manner, and always respect their work experience, life experience and careers. They have a preference for face to face coaching but in a more casual way, as/when needed.
Baby Boomer 	They are typically characterised by their strong work ethic, loyalty to organisations, and respect for hierarchy. When coaching respect their experience and contributions while exploring opportunities for learning and knowledge sharing i.e. challenging them to take on mentorship roles. Baby Boomers appreciate structured and formal feedback. Engage in frequent and structured coaching conversations with a preference for face to face coaching.
Generation X 	They typically value stimulation, instant gratification, and doing things their own way. They desire varied tasks and the freedom to use their resourcefulness to achieve success. They want coaching that focuses equally on strengths and weaknesses. They have a preference for face to face coaching.
Millennials 	They tend to value purpose-driven work, frequent feedback, collaboration, and technology. They want immediate, bi-directional performance feedback and weekly check-ins from their managers. They seek coaching focused on improving weaknesses and will leave if they don't see opportunities for leadership development or skills development. They have a preference for a mix of technology based and face to face coaching on a continuous basis.
Generation Z 	They are digital natives, entrepreneurial, and value authenticity, diversity, and mental health. They are seeking job security with a focus on work/life balance, personal growth, and flexibility in how they work. They prefer on demand coaching via text or platforms like WhatsApp, Snapchat, and live videos. They prefer coaching delivered in a learning style and value honesty, strong vision, and good communication from their leaders.



QUESTIONS TO USE IN COACHING CONVERSATIONS

Prepare for your coaching conversation using these typical coaching questions for different workplace scenarios.

Goal setting and clarification

1. What are your key goals for the next month/quarter?
2. How do these goals support the business priorities?
3. How do these goals align with your long-term career aspirations?
4. What milestones will indicate progress towards your goals?
5. What resources or support do you need to achieve these goals?

Motivation and engagement

1. What changes or opportunities would increase your satisfaction with your role?
2. What aspects of your work are most motivating to you?
3. How do you maintain your enthusiasm and energy for your work?
4. What recognition or rewards are most meaningful to you?

Performance and development

1. What challenges are you currently facing, and how can I support you in overcoming them?
2. What skills do you feel you need to develop to achieve your goals?
3. How do you assess your current performance in relation to your role's expectations?
4. What recent success are you most proud of, and what contributed to that success?
5. How can you build on your recent achievements to further your development opportunities?

Problem solving and innovations

1. Are there any new ideas or approaches you would like to explore?
2. Are there any resources, supports or people in your team that could help us pursue these innovations?
3. How do you typically approach problem-solving, and what methods have worked best for you?
4. What one area of our work do you think could benefit from a fresh perspective?

Feedback and reflection

1. Can you think of a time when feedback made a positive impact on your work? What was it about that feedback that worked for you?
2. How do you like to get feedback, and how can I ensure its most effective for you?
3. What feedback have you received recently that surprised you?
4. How do you typically act on feedback, and what helps you integrate it into your work?

Work-life balance and wellbeing

1. Are there any external factors impacting your performance or wellbeing that I should be aware of?
2. How can we help you maintain a healthy work-life balance?

Collaboration and team dynamics

1. How can you contribute more effectively to the team's success?
2. What can we do to enhance collaboration within the team?
3. How do you think your strengths complement those of your teammates?
4. What role do you prefer to take in team projects, and how can you best support others?

Case Study

Find out how the Hodson Bay Hotel is bridging generational differences and fostering a collaborative team environment.

[Download Case study](#)



The power of mentoring

Traditionally, mentoring describes a relationship where a more experienced colleague shares their experience and greater knowledge to support the development of a less experienced colleague.

- ✓ **Mentoring is more directive than coaching.** Mentoring is a fantastic tool to bridge communication gaps, break down misperceptions, accommodate different work styles, aid value alignment, develop and empower future leaders and help with technology adaptation.
- ✓ **Encourages open dialogue:** Mentors provide mentees with the opportunity for open dialogue, allowing them to grow through honest feedback. This environment fosters a safe space for everyone to share their thoughts, helping to build trust and understanding between generations.
- ✓ **Helps develop understanding:** Mentors can guide mentees



in understanding and valuing other generations by exposing them to different perspectives and experiences. This encourages mentees to develop open-mindedness and an appreciation for diverse values.

- ✓ **Celebrates Diversity:** Mentors can help mentees appreciate workplace diversity by highlighting the unique values and traditions of each generation. This promotes a culture of collaboration and respect within the workplace.

Successful mentorship programmes typically last between 6–12 months.



Types of mentoring

Intergenerational mentoring

- ✓ Can be utilised with large groups, small groups, and individuals. This type of mentoring can be particularly helpful for bridging the gap between Baby Boomers, Gen X and Millennials or Gen Z

Reverse mentoring

- ✓ Reverse mentoring pairs a seasoned employee with younger talent. They can share their knowledge of areas like

new technologies and trends, while the senior employee can provide experience and wisdom on customers and colleagues values and behaviours.

Cross-cultural mentoring

- ✓ Cross-cultural mentoring pairs employees from different cultures and backgrounds. This can help employees to learn of each other's work cultures and create a more inclusive team.

Motivating and engaging a team for success

Different generations are driven by varying factors when it comes to motivation and engagement. Understanding these differences, while recognising each employee as an individual, helps you to tailor your approach to effectively motivate and engage your team members, fostering a more rewarding and valued work environment.

Employee engagement is a psychological state experienced by employees. It is reflected in your employees:

- ✓ **Energy and passion:** vigour, resilience and effort
- ✓ **Dedication:** for example, enthusiasm, inspiration and pride
- ✓ **Absorption:** concentration and being engrossed in one's work

Engaged employees are typically:

- ✓ Happier
- ✓ Healthier
- ✓ More fulfilled
- ✓ Motivated
- ✓ Better performing

Higher engagement leads to:

- ✓ Higher customer satisfaction
- ✓ Better productivity and efficiency
- ✓ Greater innovation
- ✓ Improved employee retention
- ✓ Healthier and safer workplace

Motivation theories play an important role in formulating strategies and approaches for achieving high levels of performance.

According to Sirota's motivation theory, there are three factors, which together build employee enthusiasm:

- ✓ **Equity/fairness:** employees want to be treated fairly at work.
- ✓ **Achievement:** employees want to do important, useful work, and be recognised for this.
- ✓ **Camaraderie:** employees want to enjoy good relationships with their colleagues.

Employee Engagement Strategy

When planning an employee engagement strategy, focus on:

- ✓ **Employee motivation** both intrinsic (employees enjoying a challenging task as completing it gives them a sense of achievement) and extrinsic (working to obtain a reward i.e. a bonus)
- ✓ **Organisational identification** which is employee's alignment to company mission, vision, values and culture
- ✓ **Organisational commitment** which is the level of engagement and dedication an employee feels towards the job and company



4 enablers of employee engagement

- ✓ **Senior management** team that sets and communicates the direction
- ✓ **Line managers** who motivate, empower and support their employees
- ✓ **Employee voice** that involves employees in decisions that have an impact on their work environment
- ✓ **Organisational integrity** evidenced in values that are lived and reflected in the culture

★ 12 ACTIONS TO DRIVE MOTIVATION AND ENGAGEMENT

1. Lead by example ensuring code of conduct is consistently applied at all levels	7. Establish employee career aspiration with coaching conversations
2. Tackle underperformance and poor behaviour promptly and consistently	8. Provide learning and career progression opportunities
3. Create open communication channels and involve by seeking feedback	9. Foster teamwork and provide team building activities
4. Conduct regular meetings to motivate employees and Reinforce Expectations	10. Provide personalised recognition
5. Set SMART Goals in collaboration with your team member	11. Provide relevant rewards that are meaningful and valued by individuals
6. Provide autonomy and empowerment through delegation, ownership and accountability	12. Foster flexibility, inclusion and wellbeing

Recognising and rewarding across the generations

Traditionalists

Traditionalists' value appreciation, recognition, and the satisfaction of a job well done. They prefer compensation packages that offer traditional benefits like defined pensions plans and health insurance. Flexibility is important to them, allowing time with family.

Baby Boomers

Baby Boomers are typically characterised by optimism and a strong work ethic. They are motivated by money, titles, recognition, and respect. Internal equity among employees is important to them. They prefer individual rewards and recognition for their hard work.

Generation X

Generation X values stimulation, instant gratification, and doing things their own way. They are motivated by individual incentives, access to the best technology, and a work life balance with flexible schedules. They desire varied tasks and the freedom to use their resourcefulness to achieve success.

Millennials

Millennials, known for being well-travelled, crave constant feedback and meaningful work. They prioritise work life balance, with most valuing a flexible schedule. They appreciate on the spot awards, group outings and travel

related rewards as well as other non-financial incentives. Millennials expect immediate, performance feedback and weekly check-ins from their managers.

Generation Z

The youngest generation in the workforce, Generation Z, is diverse and digitally native, with shorter attention spans. They are motivated by meaningful work, often prioritising personal development and advancement opportunities over traditional education paths.

Navigate workplace conflict across generations

Conflict is an inevitable part of human interactions. Often it may lead to positive outcomes such as obtaining new perspectives or delivering learning opportunities. On the other hand, the negative consequences of conflict are frustration, negative atmosphere and reduced productivity to name a few. Add the generational differences into the mix and it is no wonder that some managers describe dealing with conflict as their biggest fear!

Mitigating conflict through prevention

They say prevention is better than cure. As a people manager you can start with the 9 building blocks.

1. Create a workplace filled with dignity and genuine respect
2. Communicate effectively and clarifying often
3. Lead by example by living the values
4. Reinforce the right values and behaviours and dealing with the undesired ones
5. Train employees in the art of having challenging conversations
6. Facilitate intergenerational mentoring and coach
7. Encourage teamwork
8. Be a sounding board
9. Foster psychological safety

Psychological safety fosters a solution focused approach to problem solving. It will ensure people are encouraged to seek your guidance when conflict is brewing. When things go wrong psychological safety will manifest in your employees' trusting that you will deal with their problems promptly and fairly.



To effectively deal with conflict, we must understand its root cause.

Multigenerational conflict is likely due to arise in the following areas

- ✓ Organisational structure
- ✓ Communication
- ✓ Feedback
- ✓ Time management
- ✓ Work life balance
- ✓ The use of technology

Root causes of individual conflict:

- ✓ Disagreements about ideas, decisions, responsibilities, methods, or actions relating directly to employees' roles, tasks or priorities that are in opposition.
- ✓ Personality clashes, due to incompatible values, varying interests or personal preferences.



CONFLICT RESOLUTION – A PROCESS FOR RESOLVING MULTIGENERATIONAL DIFFERENCES

1

Acknowledge: Talk about generational differences. "You can't solve a problem if you don't acknowledge it exists."

2

Appreciate: Focus on the "why," not the "what," and the common needs. "The 'what' divides us. The 'why' unites us."

3

Flex: Agree on how to accommodate different approaches. This may involve facilitating the team or both parties to reach a compromise of different approaches.

4

Leverage: Maximise the strengths of each generation. For example, if an organisation decides to use the messaging platform as a communication tool, there will inevitably be people who are uncomfortable with a technology they don't know. Make sure to identify the right employee to train and mentor employees who might need it.

5

Resolve: Determine which option will yield the best results if flexing isn't enough. Sometimes things require an executive decision, but be sure to explain your reasons for this with those involved and affected by this decision.

“ **Discussing specific challenges with individual employees will allow you grasp the root cause of issues without pressure** ”

There will be times when conflict arises in a team meeting, and you might feel compelled to address it then and there. Tell employees that you will discuss this matter outside of the meeting and revert to them individually. Discussing specific challenges with individual employees will allow you grasp the root cause of issues without pressure. It will also prevent the group mentality from fuelling the conflict into something bigger.

IMPORTANCE OF POLICIES

Broadly speaking, resolving conflict informally at the earliest signs of it arising guarantees the best resolution. The Company policies regarding grievance, bullying and harassment should provide guidelines as to what a manager needs to do at every step. If you do not have them in place yet, [click here](#)



Resolving conflict scenarios

These scenarios provide everyday examples of situations where you can choose to demonstrate inclusive leadership and challenge unconscious bias. Refer to them when you need a digestible reminder of best practice.

Scenario 1: Susan is a Senior Sales Executive with over 25 years of experience and strong relationships with clients. Recently, the Company hired a new Sales Manager who is in her early 30s' with a background in digital marketing and modern sales strategies. Susan is resistant to her new manager often undermining her decisions in meetings and subtly disregarding her suggestions on implementing new sales technologies in the front of the team.

The solution: The manager should establish regular one to one meetings with Susan to provide consistent feedback and clear expectations as the departmental manager. She should help Susan to clearly understand the direction in which she intends to lead the department and her role and responsibility as her manager. The manager should give Susan balanced feedback, recognising both Susan's extensive experience and contributions while also addressing where adaptation to new methods/direction is necessary. The manager should listen to Susan's concerns, acknowledging her feelings and perspectives. This not only helps to diffuse tension but also shows respect for Susan's experience.

She should give specific examples of how Susan's resistance to her managerial style is affecting the team and the impact. During the meetings the manager should



DEALING WITH CONFLICT

This worksheet looks at examples of different kinds of intergenerational conflict and suggested ways of how to deal with it.

[Download now](#)



work to identify any underlying issues that might be contributing to Susan's resistance, such as concerns about job security, perceived lack of respect for her experience or issues with new technologies. If there is no improvement, over an agreed timeframe the manager may find it necessary to address Susan's behaviour in line with the disciplinary procedure.

Proactive measures

- ✓ Implement team-building activities and a multigenerational workshop that encourages collaboration and understanding between different generations.
- ✓ Provide ongoing leadership development programs that focus on managing diverse

teams, including training on handling generational differences in the workplace.

- ✓ Promote a workplace culture that values continuous learning .i.e. have regular career aspirations conversations with your employees and identify appropriate learning interventions, make learning a part of your departmental meetings, recognise continuous learners, inspire by leading by example, etc.
- ✓ Encourage all employees, regardless of age, to stay updated with industry trends and embrace new technologies and provide training where necessary to support this.
- ✓ Involve the team in planning the changes and new strategies for the department.



Scenario 2: Peter, a millennial, is a full-time server working in a hotel and the guests love him. He is a great worker, however since the beginning of the summer season, Peter has been more frequently requesting last minute changes to the roster or time off. The manager is concerned about the impact this has on team morale as a few employees already made comments about the number of changes.

The solution: The manager should schedule a meeting with Peter to better understand the reasons behind these frequent requests. The manager should show the employee a list of the requests

made over the past few months to have a more visual impact of the extent. They should clarify any policy on roster changes and notice periods for time-off requests with Peter. It is important that the manager gives Peter feedback using specific examples and the impact that situation had on both the team and the company. Discuss a solution such as providing a rolling weekend off for each team member ensuring Peter understands the importance of being present for the weekends he is scheduled to allow for the rest of the team to benefit. Discuss implementing shift rotation and encourage Peter to think about how he can incorporate his

personal activities based on shifts. Agree to deliver the schedule as early as possible for instance on a Thursday instead of Saturday to allow Peter to plan his activities.

Proactive measures

- ✓ Establish and communicate clear guidelines regarding time-off requests, including the notice required, the process to follow and the criteria for approval or denial.
- ✓ Be consistent with all employees.
- ✓ Train managers on effective communication and conflict resolution skills, especially when dealing with frequent last-minute requests for time off.

Leading and managing your multigenerational workforce

There is no doubt, getting the best out of your multigenerational workforce can be challenging. However, when we effectively engage with our people across all generations, we can reap the significant benefits our diverse workforce has to offer. Let's look at some of the most common challenges and how to overcome them.

Communication styles: Different generations prefer various ways to communicate. Use multiple methods to keep everyone engaged and informed.

Different priorities: Employees are at different life stages. Some are starting a family; others are planning for retirement. Value each stage equally and respect the differences.

Stereotypes and bias: People might carry preconceived ideas about those in different age groups. Challenge your assumptions and don't allow sweeping generalisations to go unchecked.

Workplace expectations: Each generation has unique expectations regarding work life balance, job roles and career progression. Implement and facilitate flexible work policies and tailor career development plans with your business goals and values.

Technology adoption: Provide equal access to training and ongoing support and encourage open dialogue around tech use. Promote peer to peer learning to foster collaboration, allowing tech-savvy team members to support others.

Us versus them: Younger employees might hesitate to speak up to older colleagues, or perhaps they are very vocal in their opinions. Likewise other employees might underestimate younger colleagues. Encourage the idea that everyone has something to teach and something to learn.

Feedback and recognition: Different generations prefer different styles of feedback and recognition. Ask about preferences so you can adapt your approach to ensure everyone feels valued and motivated, and remember feedback should be frequent and consistent, it is not just for formal performance reviews. Recognise some feedback should be shared across a team and can be easily given in a shift briefing or team or town hall meeting.

Workplace culture and inclusivity: Creating a culture of belonging that resonates with all generations can be a challenge. Leaders must ensure everyone has a voice in bringing ideas forward as to how this can be achieved, by encouraging open dialogue and collaboration across age groups.

Succession planning and knowledge transfer: As older employees retire; their knowledge must be passed on so as not to lose valuable expertise. Effective mentorship and succession planning are essential. Encourage and support mentorship within your business at all levels and provide access to training and coaching skills to support this.



Supporting your multigenerational leaders

Your workforce is more diverse and complex than ever before. This brings challenges but also immense opportunities. Each generation has unique strengths. Different viewpoints and diversity in how people identify themselves can lead to new ideas and fresh thinking.

Here's how to support your team leaders and managers to get the most from your multigenerational team.

1 Clear mission, purpose and values

Shared values: Generations may differ, but they all value meaningful work, caring leadership, flexibility and career development. Create core values and encourage leaders to model them. It sets a powerful example. To ensure these values are 'lived,' engage staff in reflecting on how their daily actions align with the values and ask them for feedback. Measure success through team feedback, and how well these values show up in everyday behaviours.

What is your why: Consistently communicate the 'why' behind your mission. Show how each person's contribution matters. Create core values that everyone can get behind. These values will help guide behaviour and decision making, regardless of age or experience. Make living the values something you reward through initiatives such as Employee of the Month or Year.

2 Lead with emotional intelligence

Role model: Role modelling inclusive leadership is easy when things are running smoothly. The real test is how leaders show up under pressure.

Key strategies: Recognise when you are emotionally charged and maintain composure. Focus on solutions not problems. Listen to the concerns and feelings of others. Share your own thoughts and feelings so that others understand where you are coming from.

3 Clear policies

Cultural foundation: Policies that are aligned with core values create the framework for your culture. They provide the structure and guard rails that communicate 'this is how we do things around here.'

Case Study

Find out how the Connacht Hospitality Group leads their multigenerational workforce with a focus on values.

[Download Case study](#)



Training: Integrate policy training into onboarding for new hires and provide regular refresher training for existing staff. Provide 'guardianship' training for Heads of Departments (HODs), supervisors, and team leaders. This should focus on safeguarding policy implementation and addressing issues when policies fail, need updating, or require refresher training for staff.

4 Encourage open dialogue

Equal voice: Make it easy for people of all ages, levels and identities to share their thoughts, experiences and ideas without fear of negative consequences. When people feel valued, they are more engaged.

Ask and listen: Ensure all voices are heard in meetings and decision-making processes. Go around the room, ask for input. This taps into diverse perspectives and fosters a sense of belonging and value. If people raise concerns, thank them and respond thoughtfully.

5 Micro-interactions matter

Moments of interaction: Every moment of interaction can convey the message that you and your contributions matter (or they don't). These daily moments become the relationship and can make or break your effectiveness. How many of



BEST PRACTICE POLICY CHECK LIST

Successful tourism businesses use best practice policies. Here's a checklist of the typical policies our HR experts recommend you consider for your business.

[Download now](#)



these moments of interaction are you creating every day? Set yourself a target.

Practice being present: In day-to-day operations we are in danger of allowing busyness to rob us of presence. Encourage leaders to give their full attention in conversations. This pays huge dividends with little investment in time. Role model your business policies and keep mobile phones off the floor in front of customers.

6 Clear expectations

Clear is kind, unclear is unkind: 'Knowing what is expected of me' is strongly correlated with employee engagement across all generations. Always check for understanding when asking for help or assigning responsibility for a project or task.

Clarify expectations: Clarify expectations during on-boarding, induction, on the job training and 1-2-1s. Be explicit – don't assume people will know. This is how you set team members up for success. Give constructive feedback when things go well or not so well.

7 Adopt a flexible management style

Adapt to the needs of your people: When you treat people as unique individuals, you consider elements such as their experience, skill, motivation, aspirations and confidence.

Lead accordingly: Match your leadership style to the needs of the person. Some may need direction, others coaching, while some may thrive with greater autonomy.

8 Challenge stereotypes

No two are alike: We must challenge our stereotypes. They cause us to paint people with the same brush and act on false assumptions. Not only do negative stereotypes cause tension between co-workers, they also de-humanise people as individuals.

Foster collaboration: Break down stereotypes by helping people to know each other as individuals. Form cross-generational teams, run short team building sessions and give people the chance to socialise beyond their usual circle.

9 Capitalise on skills and knowledge

Value individual experience: Each generation has unique skills they can offer, as well as new skills to learn from the generations before and after.

Develop a mentorship programme: Knowledge transfer will boost talent and performance. Set up a programme where different generations can mentor each other. For example: Can you teach me how to use social media to better promote our food offering? Can you teach me how to negotiate with key suppliers?

Is your investment paying off?

Inclusive leadership has significant business benefits. Here are some key impacts and how to measure them:

Better customer experience

- ✓ Improved customer satisfaction metrics.
- ✓ Improved scoring in online reviews.

such as improved average check-in/check-out efficiency and service delivery times.

Enhanced innovation and creativity

- ✓ Increased idea submissions from all age groups.
- ✓ Innovative solutions measured through project outcomes or new or improved service offerings.

Positive leadership feedback

- ✓ Improved scores for leadership effectiveness in 360-degree feedback.
- ✓ Stronger team dynamics
- ✓ A reduction in unproductive conflict evidenced in stronger collaboration, participation and productivity.

Higher employee engagement and retention

- ✓ Increased staff satisfaction and engagement scores.
- ✓ Improved retention rates across generations.

Better employee wellness

- ✓ Decrease in sick days/absence vs previous quarter/year.
- ✓ Higher engagement scores.

Improved employee performance

- ✓ Better performance metrics across all age groups,

☆ JARGON BUSTER	
TERM	EXPLAINER
Psychological safety	Psychological safety is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. In teams, it refers to team members believing that they can take risks without being shamed by other team members
Status Quo	Status Quo refers to the current situation or thinking, particularly in relation to social or political issues.
BEO (Banquet Events Order)	Document capturing all details regarding an event with instructions for various departments.
Workvivo	Employee communications platform
Alkimii, TMS, Workvivo	Examples of time, attendance, payroll and communications softwares
Occupop	Example of recruitment software
Team Huddle	Departmental meeting
Townhall	Organisation wide meeting
Bi-directional Feedback	Two-way feedback, manager's feedback for an employee and employee's feedback for manager

Bridging the generations discovery workshop

Tourism leaders can support their managers and supervisors by hosting an interactive multigenerational discovery workshop.

We have created an easy-to-follow workshop template for senior leaders to use with your teams. The workshop covers some of the key concepts explored in this Toolkit to help team leaders and managers understand preferences across the generations and deal with the common challenges they face.

Managers will be equipped to run the workshop with their direct reports to cascade the learning across the business.

How long is the workshop: 2.5 hours

Who is it for: Team leaders and managers in tourism sector

Workshop outcomes

Understand generational differences: Managers and team leaders will gain insights into the communication styles, work

preferences, and values of different generations in the workforce.

Stereotypes: Managers and Team Leaders will learn how to challenge the generational stereotypes that lead to generational tension and conflict.

High performance: Managers and Team Leaders will learn how to build high performance teams through inclusive leadership.

MULTIGENERATIONAL WORKSHOP RESOURCES

You're ready-to-go
workshop resources include:

- ✓ Pre-workshop preparation
- ✓ A PowerPoint template you can customise with your own branding
- ✓ Session planning guide
- ✓ Trainer notes
- ✓ Participants workbook
- ✓ Truth or Myth cards

[Download the workshop guide
and templates](#)





ADDITIONAL RESOURCES

You can find a range of additional learning resources on learniFI for each topic below.

Toolkit topic	LearniFI course title	Duration
Coaching	<u>Coach Your Team to Success with Grow</u>	3 mins
Team Performance	<u>Belbins Team Roles: 9 Essential Functions of High Performance</u>	6 mins
Leadership and Emotional Intelligence	<u>Establishing yourself as a Leader</u>	3 mins
Leadership	<u>How to be a Role Model</u>	5 mins
Team Performance	<u>How to Delegate</u>	3 mins
Communications	<u>How to disagree nicely</u>	3 mins
Leadership	<u>Managing Difficult People</u>	3 mins
Motivation	<u>Motivate using Goals</u>	2 mins
Establishing & Implementing Policies	<u>Meeting your Employer Obligations</u>	4 hours
Communications	<u>Negotiating without Conflict</u>	3 mins
Team Performance	<u>Managing Change</u>	2 mins
Performance Management	<u>Performance Management: Achieving Team Success</u>	9 mins
Diversity and Inclusion	<u>Dignity at Work</u>	3 mins
Communications	<u>Use Active Listening to Build Understanding</u>	3 mins
Communications	<u>10 Habits of a Successful change communicator</u>	3 mins
Leadership	<u>Managing Unconscious Biases</u>	3 mins

Need more support for your business?

Fáilte Ireland has created an extensive range of business supports with industry experts and sector bodies. Visit our **Business Support Hub** or click below.



LearnIFI