The Multi-Generational Workforce: Management Implications and Strategies for Collaboration

Boston College Center for Work & Family Executive Briefing Series

Authored by

Jennifer Sabatini Fraone Danielle Hartmann Kristin McNally

Boston College Center for Work & Family

References

Deal, J. (2007) Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground. Jossey-Bass and Center for Creative Leadership

Smith, W. S. (2008) *Decoding Generational Differences* http://www.deloitte.com/dtt/cda/doc/content/us_Talent_DecodingGenerationalDifferences.pdf

Erickson, T. (2008) Gen Y: Really All That Narcissistic? – from Harvard Business Review (March)

Foster, K.(2006) Mind the Gap http://magazine.carleton.ca/2006_Spring/1733.htm

Flander, S. (2008) *Millennial Magnets* Human Resource Executive Online http://www.hreonline.com/HRE/story.jsp?storyId=84159035&sub=false

Giancola, F. (2006) *The generation gap: more myth than reality* http://goliath.ecnext.com/coms2/gi 0199-6131731/The-generation-gap-more-myth.html

Heskitt, J. (2007) *How Will Millennials Manage?*- http://hbswk.hbs.edu/pdf/item/5736.pdf

Howe, N. and Strauss, W. (2007) *The Next 20 Years: How Customer and Workforce Attitudes Will Evolve*. Harvard Business Review, July-August

Kupperschmidt, B. (2000) *Multi-generation employees: Strategies for effective management and leadership.* Health Care Manager.19 (1); 65-75.

Lirio, Pam (2007) *Toward Understanding Generation X Women's Careers* Submission to ICWF Conference, Barcelona, July 2007

Martin, C. and Tulgan, B. (2006) *Managing the Generation Mix*, 2nd Edition (HRD Press). http://hbswk.hbs.edu/item/5736.html

Nayyar, S. (2008) Closing the gap in managing four generations of women in the workplace at the same time. *Working Mother*

http://www.workingmother.com/web?service=direct/1/ViewArticlePage/dlinkFullArticle&sp=604&sp=94

Pitt-Catsouphes, M. (2008) *Age & Generations Study* Center on Aging & Work http://agingandwork.bc.edu/documents/4-3 07AgeandGenerations2pager 000.pdf

Seitel, S. (2005) *Generational Competence* UpDate ColumnWFC Resources http://www.workfamily.com/Work-lifeClearinghouse/UpDates/ud0015.htm

SHRM (2005) *SHRM Generational Differences Survey Report* http://www.amazon.com/SHRM-Generational-Differences-Survey-Report/dp/1586440608

Smola, K.W. & Sutton, C.D. (2002). Generational differences: revisiting generational work values for the new millennium. Journal of Organizational Behavior, 23, 363-382.