



# **STRONGER TOGETHER:** Turning Generational Differences Into Workplace Strengths

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*Omnia's approach to helping  
multigenerational teams thrive*



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# When Generations Collide at Work

**As new generations enter the workforce, many employers (particularly those in hiring or management roles) find themselves navigating unfamiliar challenges.**



Differences in work styles, communication preferences, and career expectations can sometimes lead to misunderstandings or frustration between established staff and younger colleagues.

These generational shifts bring fresh ideas and perspectives, but they can also introduce concerns about engagement, retention, and team dynamics. Understanding differences is essential to bridging gaps and building stronger, more collaborative workplaces.

For small and mid-sized businesses, even one misunderstanding or turnover can have an outsized impact. That's why recognizing and addressing these differences early is critical—not just for harmony, but for business continuity and growth.

# The Multigenerational Workplace: A Quick Look

Today's workplace is more diverse than ever before, not just in background or skillset, but in age and perspective. Each generation carries unique values shaped by the world they grew up in.

These differences can be energizing or frustrating, depending on how leaders approach them. Recognizing generational patterns is useful, but personality and behavior matter far more than birth year.

Generation	Birth Years	Core Traits & Values	Workplace Preferences	Common Challenges/ Perceptions
Baby Boomers	~1946-1964	Loyal, hardworking, experienced	Clear structure, face-to-face communication, job security	May resist rapid tech change, sometimes seen as less flexible
Gen X	~1965-1980	Independent, adaptable, pragmatic	Work-life balance, autonomy, efficiency	Sometimes overlooked between larger generations
Millennials	~1981-1996	Tech-savvy, collaborative, purpose-driven	Flexibility, growth opportunities, meaningful growth	Perceived as job-hoppers or overly focused on purpose
Gen Z	~1997-2012	Digital natives, entrepreneurial, diverse	Inclusivity, authenticity, speed, innovation	Seen as less patient with hierarchy or traditional career paths
Gen Alpha	~2013-mid 2020s	Hyper-connected, globally aware, highly educated (emerging)	Likely to value technology integration, personalization, and adaptability	Still entering workforce; long-term traits yet to fully emerge

# Identifying Friction Points: Spot the Sparks Before They Turn Into Fires

Since Omnia is in the business of assessing behaviors, we are often asked if we can assess/benchmark a generation. The short answer is no. The Omnia Behavioral Assessment has been independently evaluated three times and found to have no age, gender or racial bias.

That's good news. Because, if you review the Generational Snapshot on the previous page, you are likely to find traits in other generations besides your own that you identify with, yourself. There are many factors that contribute to a person's behavioral makeup. While generation can influence personality, it does not define it.

However, with 40 years of experience providing hiring, development, and retention guidance to employers and managers, Omnia does have ways to help. Our first suggestion is to identify friction points, by considering the following questions:

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## 01

### **How do members of a certain generation communicate differently from me?**

Are they more general? More specific? More direct? Less specific? Do they communicate in writing more briefly and with unexpected or missing punctuation?

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## 02

### **What expectations do they have that are counter to our offerings or guidelines?**

Do they expect more flexibility? More in-depth information? More time to get up to speed?

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## 03

### **How do they tackle problems and manage stress?**

Is their problem-solving approach different from mine, and can I see how it would work? Do things that would not cause me stress seem to bother them more? What do they need when they are stressed?

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## 04

### **What has been the most surprising to me about this generation?**

When exploring this question, be curious and self-aware. Sometimes what we may experience as “entitlement” may be a perfectly reasonable request. For example: Is a younger person being too sensitive, or is our established method of giving feedback too harsh?

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## 05

### **Is there room for our organization to adjust?**

New generations often bring new ideas and innovations. It’s tempting to try to hold onto the way things have always been done, but sometimes making adjustments for a newer group of employees means improving things for everyone.

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# Reducing Friction

Once identified, friction points can be minimized with planning, communication, and intentional actions.

## Define Your Culture Loud and Clear

For many job seekers, regardless of generation, a company's values and culture impact whether they want to work there or even apply. Making clear what your organization stands for not only helps inform applicants and new hires, it also helps keep current employees engaged.

**Not sure where to start?**

Download Omnia's free resource

***The Blueprint for a Successful Company Culture***

## Lay Down the Ground Rules Early

Regardless of preferences (generational or otherwise), some procedures exist for a reason.

Outline all company policies, guidelines, and procedures from the start. Make sure all new trainees are aware of them, and make it clear how they are enforced and where there is flexibility.

Include guidelines around:

- ✓ Work schedules
- ✓ Time-off policies
- ✓ Communication etiquette
- ✓ Technology use
- ✓ Performance expectations



# Hire for Traits, Not Birth Year

**Matching candidates' behavioral traits (rather than the generational traits) to what is ideal for a position is the best way to hire right. Omnia can help!**

Many SMB leaders don't have the luxury of large HR teams. That's where tools like the Omnia Assessment save time and reduce costly hiring mistakes by focusing on what really matters—behavioral fit.

All people, regardless of generation, have identifiable strengths, challenge areas, and motivators.

Knowing what works best for a position and hiring people with those characteristics is the most effective way to ensure a good fit. Hiring the right fit behaviorally is the key to solving many of the problems that seem to come from a generational mismatch:

- ✓ Productivity
- ✓ Engagement
- ✓ Retention
- ✓ Compliance
- ✓ Collaboration



# How the Omnia Assessment Helps

With our simple, accessible, and straightforward bias-free assessment, we help you uncover an individual's natural behavioral traits so you can match them to your open positions, regardless of generation.

The Omnia Behavioral Assessment measures four core personality aspects, which you can then match with your open positions.



## Assertiveness

The need to make things happen



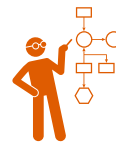
## Communication Style

The preferred way of sharing ideas



## Pace

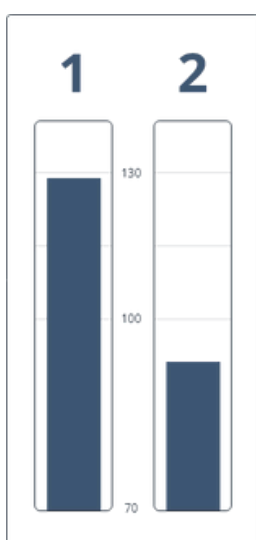
The speed at which a person operates



## Structure

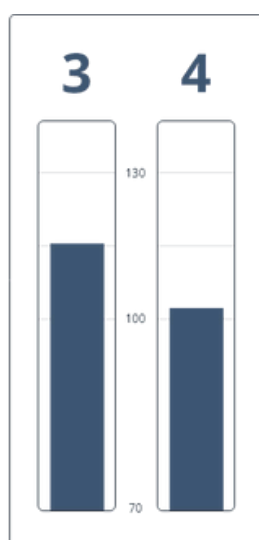
The degree of dependence on processes

The behavioral profile from the Omnia Assessment presents the four core personality aspects in an intuitive 8-column format, empowering you with a deeper understanding of candidates and employees.



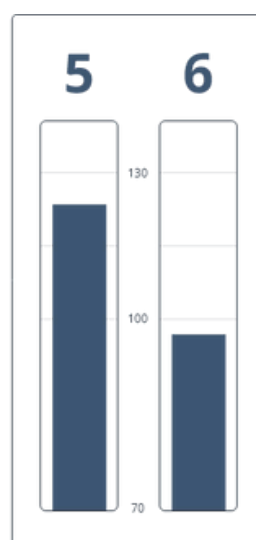
Assertiveness

Some people are assertive (column 1), while others are cautious (column 2).



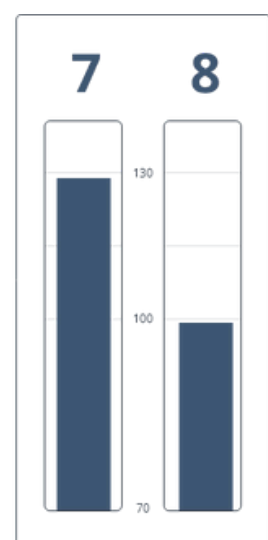
Communication Style

Some people are social (column 3), while others are reserved (column 4).



Pace

Some people move with urgency (column 5), while others move systematically (column 6).



Structure

Some people are comfortable with ambiguity (column 7), while others need rules (column 8).

# How Omnia Benchmarking Helps

**Match your candidates with what you need using Omnia's 40 plus years of industry experience or by leveraging the power of benchmarking.**

Benchmarking allows you to identify the traits and qualities that have proven most effective in the past so you can find talent with those same traits for currently open or future positions.

Have your top-performing employees complete the Omnia Assessment (it takes less than 10 minutes). With that data, we can:

- 01** Build a model for rating candidates via Custom Profiles
- 02** Directly compare candidates' traits against top performers in the Custom Profile, providing specific insight into how each will perform the functions of the role, or
- 03** Create a custom benchmark for automated Target Profiles

Or we can do all three.

Even if you only have a handful of employees, benchmarking can still work for you. We've helped organizations of every size—from 10-person startups to large corporations—identify what makes their best people successful and replicate it.



## What if you have a newly created position or just feel unsure about what traits you need? Omnia can help.

We have decades of experience working with clients, gathering and analyzing job descriptions, and reviewing historical and top-performing data to create industry and position benchmarks.

An Omnia customer success manager can use that critical data, plus the information you provide, to create a rating model for the Custom Profile. You could also choose from our extensive library of 200+ industry-specific Target Profile benchmarks.

Build reliable, predictive indicators through Omnia benchmarking to:

- ✔ Compare candidates to top talent
- ✔ Visualize your candidate's traits against the position's ideal profile
- ✔ Determine how well your candidate fits with the job requirements
- ✔ Identify potential gaps and development opportunities



# Stress Signals That Mimic Generational Gaps

**Before assuming generational conflict is at play, consider stress. A new job, a career shift, or adjusting to unfamiliar expectations can feel overwhelming—no matter your age.**

The Omnia Behavioral Assessment provides additional data to help you identify potential challenges in new hires. We measure three potential stress factors.

Often, employers attribute generational problems to situational problems. It's easy to forget how stressful it is to start a new job, begin work in a new field, or just to enter the workforce for the first time after completing formal education. If it's a matter of stress, Omnia can help identify that and offer advice for overcoming related challenges.



## Perspective

The clearest measure of stress, a low rating in this area can indicate problems with judgment. It also suggests you could see the negative aspects of the candidate's most prominent traits. For example: A socially oriented person could overshare, or a fast-paced person may be impatient or prone to disorganization. An elevated rating could indicate a lack of decisiveness or a tendency to overthink things.



## Intensity

A low rating may indicate a lack of focus or uncertainty about motivational needs, making this person more challenging to manage, at least at first. An elevated rating could suggest extremes in behaviors.



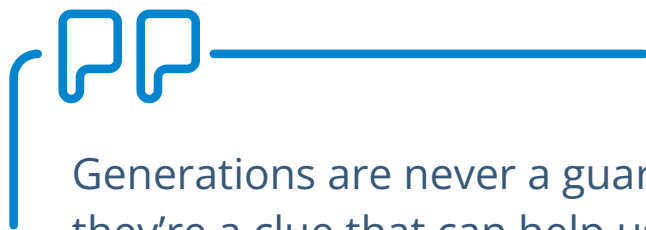
## Energy

A low rating could indicate problems with stamina or attendance. An elevated rating might suggest a potential for burnout.

## The Omnia Custom Profile can provide information on one more potential stressor: Conflict.

Conflict arises when a person's behavioral traits are at odds with one another. For example, a person who is eager to take action and make things happen may be held in check by a need for structure and a desire to wait for direction so they can avoid making mistakes. Someone who is highly detail oriented may feel conflicting needs to work both very carefully and quickly, which could lead to overextension.

Indications of stress measured by any of the above factors could be transient, and they may be resolved with time, supportive management, and help acclimating to a new position.



Generations are never a guarantee of behavior, but they're a clue that can help us understand people's shared experiences and likely expectations.

- Lindsey Pollak

*International speaker and NYT bestselling author of The Remix:  
How to Lead and Succeed in the Multigenerational Workplace*





# Conclusion

**As the workforce continues to span multiple generations, the differences in values, communication styles, and expectations can present real challenges, but also opportunities.**

By understanding generational differences and identifying behavioral similarities and differences, organizations can anticipate potential friction while also leveraging the strengths each person brings.

It's a lot to consider, and you don't have to do it alone. The Omnia Group has decades of experience. We've seen these questions arise before, and we've helped our clients overcome these challenges as well as others.

Ultimately, what has been proven time and again, is that success is rooted in self-awareness and lies in fostering a culture of respect, adaptability, and collaboration, where every employee feels valued and empowered to contribute.

For SMB leaders, the cost of turnover and disengagement is too high to ignore. Don't wait for generational differences to turn into costly misalignment. Let Omnia help you build a workplace where every generation thrives—starting today.

## Get In Touch

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**Schedule a free consultation call today!**

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