



Understanding Generational Overlap in the Labor Force

How Five Overlapping Eras Impact Innovation,
Collaboration, and Creativity for the Future of Work



Human beings don't love to be stereotyped...

People, no matter their age, are different and alike in infinitely uncategorizable ways.

Also, though: Human beings value kinship, likeness, and recognition.

Any one person, of any age, belongs among many kinds of people. Humans are dynamic and various, and we bring multiple – but never all – parts of ourselves to our roles in the workplace.

How we bring ourselves, and **which parts of our personalities** we may be willing to offer, **is one of the most important markers of generational difference in the workplace.** We've all been trained by institutional experience, and institutions evolve over time, just like individuals.

There's a lot of research – thorough and not-so-thorough – buzzing around the topic of generational difference, and it's not hard to see why: ***up to five "generations" of professionals may be working in any given organization in the early 2020s.***

Fair to ask: Hasn't there always been a wide range of ages in the workplace? Why is the "five generation" phenomenon such a compelling issue now? For one thing, it's simply a topic that has caught the interest and imagination of corporate culture, rippling through the pond.

For another, the timing is relevant: the bookend generations – the Traditionalists born before 1945 and Gen Z born after 1999 – are currently on the borderlines, one waning, one waxing, yet both viable and influential.

Traditionalists (not their only label) established the contours of the contemporary workplace. Foundational corporate structures and relations are built on their legacy, even as we continue to remodel.

Gen Z professionals are beginning to enter the workplace in discernible numbers, and while most literature depicts them as harbingers, their impacts are already substantial.

Boomers, Gen X, and Gen Y currently comprise the bulk of the workforce, but the demographics are shifting as many Boomers retire.

It's a bit staggering to consider how our current demographics represent over eighty-five years of workplace history and experience – and what a span of history those eighty-five years represent!

"Generations" tend to be defined for analysis by key historical events and technologies that establish collective paradigms, usually early in life. Imprecision is inevitable: for example, a Boomer and a Gen X-er could be up to thirty-four years apart or less than one year apart...



Even so, **high-impact events imprint themselves upon generational psyches.** Understanding them better is a reasonable place to begin interpreting worldviews and paradigms.

So, here's a gloss of generational categories, with a rundown of key formative events and characteristics. But this is only a launch. Generational thinking is useful as a grounding point in understanding actual workplace relationships, but useless – even harmful – when it enables stereotypes and oversimplifications.

Age is only one influence on worldview and workplace attitudes, affected by multiple, equally powerful elements. One of the most striking is an **employee's stage of working life**, regardless of age or generation. Another is interpersonal group chemistry, especially under situational pressures. Economic history, regional background, cultural alliances and identifications, perceptions of

faith and authority, trauma, sources of education, personal chemistry, the nuances of gender and sexuality, caretaking responsibilities ... the list goes on. Personality is a constellation, not a point on a map or timeline.

Here, we emphasize generational histories in relation to formative environments of social trust, financial outlook, and the perceived rewards of professional commitment. “The workplace” is not a static institution. Corporate culture bends and shapes around political, economic, and historical trends, just like other subcultures. The human beings who enter the workplace in any generational moment must navigate potential relations and rewards. The workplace environment hinders or enhances productivity, loyalty, creativity, and the trust required to collaborate and contribute among co-workers – regardless of “generation.”



Born Before 1945

The Traditionalist Generation

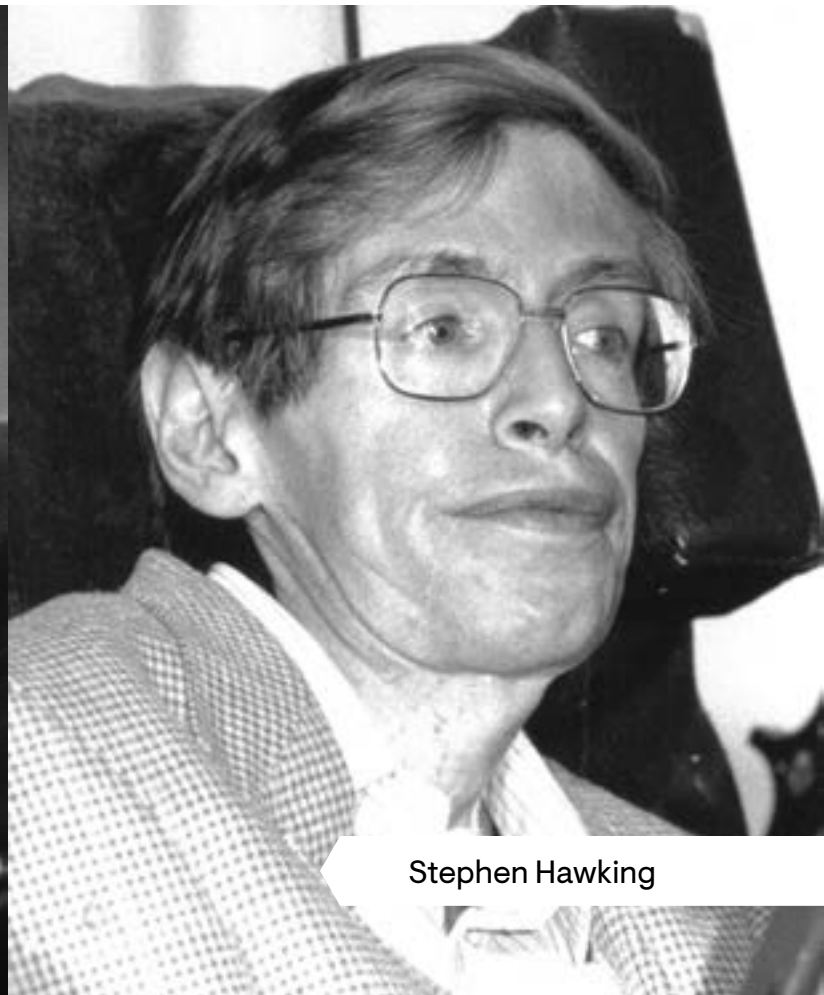
Sometimes called the **Truers** and sometimes the **Silent Generation** (although they certainly are capable of making themselves heard and understood), consists of workers born before 1945. Yes, many of the hardworking members of this generation are present, richly experienced, and highly influential in the workplace.

**“Silent” generation? Hardly.
Go ahead – make their day.**

Prominent “traditionalists” in American culture clearly show that people 77 years or older remain a force to be reckoned with: *Bernie Sanders, Mitch McConnell, Nancy Pelosi, Joe Biden, Dianne Feinstein, and a genuinely surprising roster of other active politicians were born before 1945. (Donald Trump is a first-year Boomer, born in 1946). Actors and musicians born 1945 or earlier include Al Pacino, Ian McKellen, Anthony Hopkins, Jane Fonda, Morgan Freeman, Judi Dench, Clint Eastwood, George Takei, Willie Nelson, Robbie Robertson, Paul McCartney, Bob Dylan, Smokey Robinson, Loretta Lynn, Eric Clapton, and Mick Jagger. Queen Elizabeth, for that matter*



Martin Luther King Jr.



Stephen Hawking

Historical Events That Helped Shape The Worldviews of The Traditionalist Generation



The Great Depression

The Korean War and, for some, World War II, including the Nazi Holocaust and the nuclear bombings of Hiroshima and Nagasaki.



The onset of the Cold War (including the nationally galvanizing McCarthy hearings).



Jim Crow legislation and enforcements (legal and vigilante).



Tumultuous but often triumphant gains for labor unions, establishing the structure of the work week and collective benefits.



The age of radio and then television.

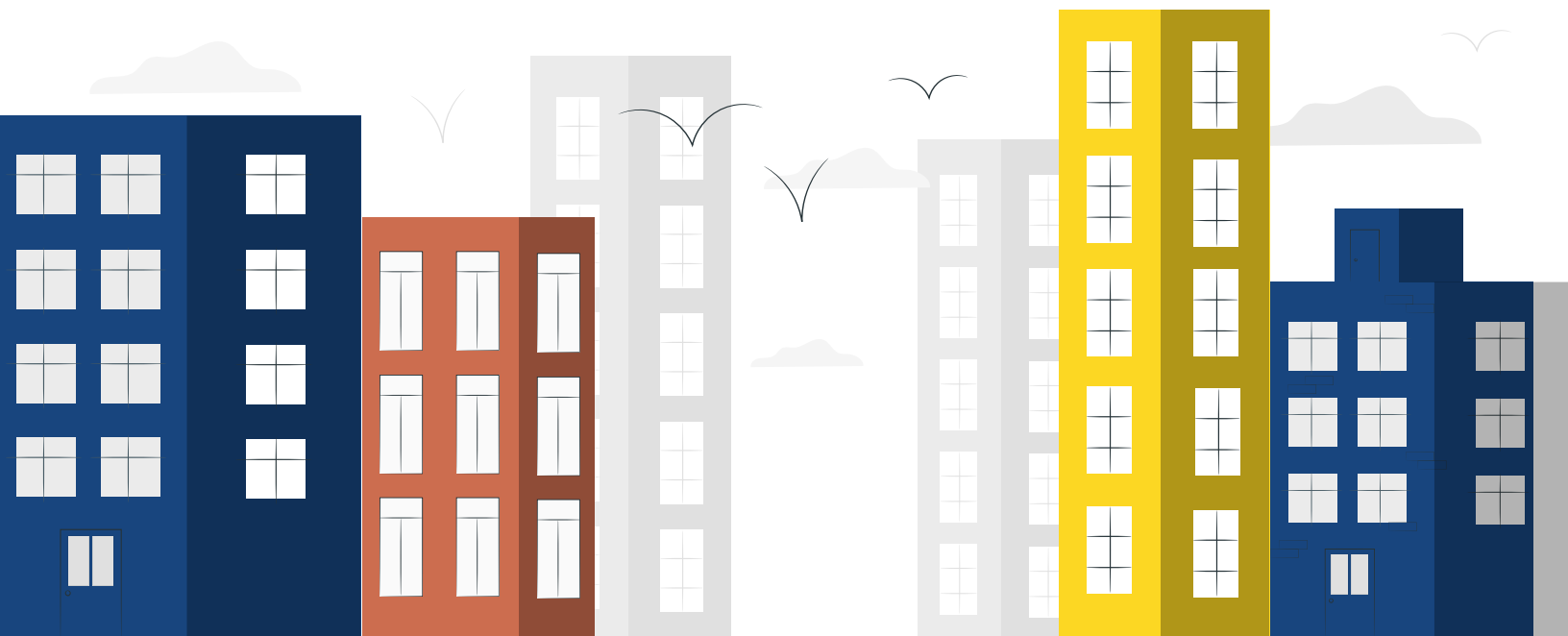


Rapid changes in transportation and infrastructure, including the completion of Route 66 and Hoover Dam.

The Traditionalist generation is often characterized by a sense of communal loyalty, sacrificing individual expression or interests for the sake of a larger cause, including the corporate cause.

Consider the history, however: these attitudes, and the discipline of communal accomplishment, make the Traditionalist generation neither simple nor indiscernible. This generation, as a whole, put in the time, thought, resistance, and work – and, it paid off for many of them in a unique interim of national prosperity.

And, don't forget: they're by far the most likely generation to pay for the whole-fam vacation to anywhere – a striking indication of historic material success for people raised in the dark period of economic Depression.



Born 1946 - 1964

The Baby Boomers

The Baby Boomers are one truly formidable result of the Traditionalists' rise into a secure and well-off middle class. 1946 - 1964 (the latter date waffles among '61, '62, '63, and '64) was by and large a season of high economic optimism at the "regular" American family level. *Kids galore*. And as a generation, those kids learned at home, school, and often church that there was a formula for wellbeing and success: **learn a trade or earn a degree, work hard in your profession, believe in yourself, and you too can afford a nice house, a couple of cars in the driveway, and fun leisure time with your thriving family.**

Boomer attitudes toward work, then, were formed early: The system is there for you. Put in your part and reap the rewards.

None of it played out exactly as planned. The Traditionalist American Dream showed its patches, holes, and frayed edges in an era of rising racial, class, and gender consciousness. Middle-class prosperity was not as universal or inevitable as cultural myths insisted they were.

Historical events that helped shape the worldviews of the Boomer Generation:

- **The Civil Rights Movement.** Late Boomers were born toward the apex of mid-century civil rights upheavals and reforms: the Selma March in 1965; Martin Luther King, Jr.'s assassination in 1968. The Stonewall Riots occurred in 1969 and the Equal Rights Amendment campaign generated inefaceable emotions on every side of the issue in the ten years between 1972 and 1982. The American Coalition of Citizens with Disabilities staged a remarkable sequence of game-changing sit-ins in 1977. Boomers were shaped by a new awareness that Traditionalist mores were founded on a rather exclusive worldview.
- **The Cold War.** The internalized fear of insidious international enmity is not easily effaced.



Hillary Clinton



Donald Trump

- **Revolutions in popular music.** In his memoir *Colored People*, Henry Louis Gates, Jr. points out that the Motown phenomenon helped unite Black and White youths, despite the residual force of segregation. Cultural historians suggest that Rock and Roll's coming of age in the 1960s created the original "Generation Gap"; every generation since the Boomers has thrived on the legacies of R&B, Motown, and Rock and Roll.
- **New political polarizations** realigned along religious affiliations and evolving perceptions of spirituality. The Roe v. Wade ruling in 1973 stands emblematic.
- **The Vietnam War**, which altered cultural definitions of patriotism and the role of the United States in foreign affairs.

From an intriguing, and telling [2018 Pew Research Report](#) (still too early to report on the rising Gen Z): *"From immigration and race to foreign policy and the scope of government, two younger generations, Millennials and Gen Xers, stand apart from the two older cohorts, Baby Boomers and Silents. And on many issues, Millennials continue to have a distinct – and increasingly liberal – outlook."*



1963 March on Washington

Boomers took note, with complex and lasting effects. Reacting to the previous generation's self-sacrificial ideals, Boomer culture in the 1960s and 70s hearkened toward individual expression, counterpoint, and personal freedom, then swung back hard toward a reinvention of corporate and political conservatism in the 1980s.

The pink oxford shirts and the punk rock soundtrack of the corporate 80s remind us that late Boomers entering the workforce clung to a desire for remix and reinvention – a more flexible, expressive, yet individually wealth-generating workplace.

The caught-betweenness of Boomer experience formed a generation relatively accepting of paradox: dismissed as the “Me-Generation” by Traditionalist “squares,” Boomers did lever a certain expressive social leeway into the workplace: show up and do the work well, but relax a bit and be who you are.

Even so, Traditionalists and Boomers in prominent corporate and political positions remain overwhelmingly white and predominantly male – statistics that can still generate tension and controversy in a workplace culture striving to better reflect the rich diversity of American talent.

Boomers still blazing away in politics and popular culture:

Donald Trump at the very front end (born 1946), Kamala Harris at the tail end (born 1964). Oprah Winfrey, Meryl Streep, Elton John, Dolly Parton, Stevie Nicks, Samuel L. Jackson, Tom Cruise, Jon Bon Jovi, Ice-T, Steven Spielberg, Bill Murray, Condoleezza Rice, Benjamin Bratt, LeVar Burton, David Byrne, Jackie Chan, Gloria Estefan, Tom Hanks, Gregory Hines, Angelica Huston, Eddie Murphy, Barack and Michelle Obama ...

Boomers remain a potent, deceptively diverse and creative force, likely to stick around for a strong decade or more. And their influence will ripple through many generations beyond.



Born 1965-1980

Generation X

Generation X inherited a very different economic outlook than the Traditionalists banked on and the Boomers were “promised.” **Gen X workers were the first of the five contemporary workplace generations statistically unlikely to reach or exceed their parents’ economic status, regardless of hard work, talent, or ambition.**

Workers born into the upper economic 20%, and especially the top 5%, remain likely to increase their wealth and security, inheriting family wealth and corporate positions. It may be worth considering, then, that one significant “gap” in workplace attitudes and communications is not so much generational difference as a perception of inherited economic promise.

Here’s some fascinating reading on Gen X from Pew Trusts: [Click here](#)

Gen X political and cultural figures include Beto O’Rourke, Justin Trudeau, Rashida Tlaib, Joaquin and Julian Castro, Nikki Haley, Ben Sasse; Prince, Kurt Cobain, Tupac Shakur, Molly Ringwald, Maya Rudolph, Tom Brady, Snoop Dogg, Viola Davis, Robert Downey, Jr., Mads Mikkelsen, Nas, Ben Stiller, Bjork, John C. Reilly, Sarah Jessica Parker, Lana Wachowski, Marlee Matlin, Chris Rock, Rob Zombie, Eminem, Chadwick Boseman, Queen Latifah, Salma Hayek. While Boomers still hold the majority of seats in congress, X-ers are a crucial presence: [Click here](#)



Elon Musk



Kobe Bryant



Tiger Woods

The impacts of these shifts are still under scrutiny, but it's clear that the gap between Boomers and Gen X is less about Rock and Roll than a new kind of workplace outlook: **“work hard and you'll succeed”** can ring a bit hollow, even tone-deaf, in post-1980 ears. Consider a Pew Research Report on American income inequality, published in early 2020 (and, since we're anticipating Millennials and Gen Z, consider how much has happened since the threshold of COVID-19 pandemic):

From 1981 to 1990, the change in mean family income ranged from a loss of 0.1% annually for families in the lowest quintile (the bottom 20% of earners) to a gain of 2.1% annually for families in the highest quintile (the top 20%). The top 5% of families, who are part of the highest quintile, fared even better – their income increased at the rate of 3.2% annually from 1981 to 1990. Thus, the 1980s marked the beginning of a long and steady rise in income inequality.

The prosperous middle-class ideals of the Traditionalists and the early Boomer generation were effectively obsolete for the Gen X workforce (and certainly for the generations that followed). Again from the 2020 Pew report:

More tepid growth in the income of middle-class households and the reduction in the share of households in the middle-income tier led to a steep fall in the share of U.S. aggregate income held by the middle class. From 1970 to 2018, the share of aggregate income going to middle-class households

fell from 62% to 43%. Over the same period, the share held by upper-income households increased from 29% to 48%. The share flowing to lower-income households inched down from 10% in 1970 to 9% in 2018. [Click here.](#)

The point?

Late Boomers, Gen X, Gen Y, and Gen Z are likely to see the benefits of hard work and corporate loyalty in very different terms than their predecessors. They are likely to define “value” and “loyalty” differently from the Traditionalists and the luckier ranks of Boomers.

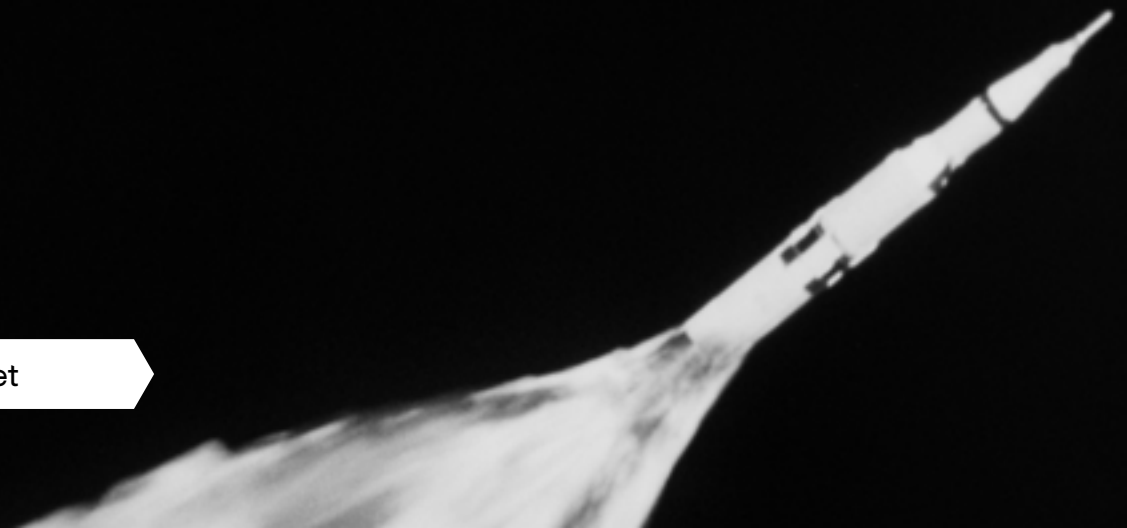
Gen X-ers are often seen as “less loyal” or “disloyal” to the corporations that hire them than their predecessors were, but this phrasing is tinged with Traditionalist overtones. **While prior generations could expect financial security, solid benefits, and vertical mobility within the corporate institution, Gen X learned to work the system in a more sideways fashion, moving from one job to a better, from one situationally conducive position to the next.** Upward mobility in a single workplace was far less likely for Gen X than for Boomers, who experienced the shift in its more transitional stages.



Historical events that helped shape the worldviews of Generation X:

- **Watergate**, seen almost universally as a turning point in American faith in the virtue and trustworthiness of their government.
- The first wave of an ongoing and evolving global Energy Crisis, prompting national and public conservation measures and a psychology of uncertainty.
- **Dual income families and working mothers.** Many U.S. families – especially nonwhite families – have long histories of two-parent or single-parent work. The mainstream plentitude of the 40s and 50s, however, allowed much of the middle class to idealize families with a working father and stay-home mother. Divorces were illegal or difficult, with scant supporting structure for manageable lives beyond. The increasing tenuousness of sustaining a family on a single Boomer-era income brought many women, often mothers, to the workplace. New no-fault divorce legislation allowed many families to reconfigure and reinvent – although not without hardship. Gen-X is therefore known as the **“latchkey generation.”** A high proportion of kids came home to take care of themselves until parents returned from long hours of work.
- **The End of the Cold War** occurred in a dramatic sequence of riveting on-screen events. Gen X came of age in a period of historic global shift and apparent ideological triumph, as well as profound uncertainty about where the timeline would lead.
- **The Space Race and the first American moon landings.**
- Sweeping changes in corporate structures and priorities, deeply affecting lower management and “rank and file” workers under perpetual threat of **corporate** downsizing.
- Gen X spans the history of **transforming the workplace via computer programming and successive implementations of the internet.** Gen X is situated to comprehend the “big picture” on mind-blowing implications of digital evolution over the past five decades.
- Gen X deserves credit for adaptability, the courage to negotiate a complex professional map, and a **generational reassessment of meaningful work-life balances** in an unpredictable workplace culture.

Gen X-ers are a “can do” cohort; they learned their own capacities early and they bring their own brand of wily, creative confidence to the workplace.



Born 1980-1999

Gen Y : The Millennials

This generation is more familiarly called the “Millennial” generation because their early experience preceded the momentous turn of a new decade, century, and millennium. The year 2000 arrived amidst a salient prophecy of technological doom: in a world newly transformed by computer and cyber technologies, the **Y2K “bug”** threatened to shut down communications, functions, machines, and access to information worldwide as computers misread numerical data programmed for the 20th, but not the 21st, century.

Most Millennials were too young then to comprehend the mechanisms of tech-borne global doom, but the quality of fear in parents and teachers as the date approached enhanced a formative psychology of foreboding. Religious and occult prophecies wafted through the apocalyptic breeze, riding atop a purely mathematical (and yes, potentially disastrous) programming glitch.

January 1, 2000 came and went with nearly imperceptible disruptions. **Gen Y stepped beyond with a highly particular relationship to cyber technologies, the realities of potential**

global disaster, and serial deferrals of certain doom.

More real to this generation was the knowledge that their lives could be lost or forever changed in much more concrete, up-close, and intimate ways. The Columbine school massacre occurred in April of 1999, and the deeply troubling history since has infused Millennials with a realistic understanding that **institutional enclosures – including the places they work – might be the most dangerous spaces they inhabit.**

It’s not all doom in the Millennial worldview. Remember, this generation has “survived” wave after wave of apparently apocalyptic crises, and they’ve outlived secular and religious prophecies of annihilation since their first consciousness. They take the cyber world for granted. They’re globally interconnected. Millennials have a way of believing they’ll figure it out – in fact, as a group they tend to believe they’ll be better off materially than their parents. They’re committed to their work, but their sense of cause and effect, effort and reward, is structured in fundamentally different terms than the Traditionalist paradigm.



Mark Zuckerberg



Usain Bolt

Formative events that helped structure the Millennial worldview:

- Uh-huh: **Y2K**.
- **The Columbine school massacre**, ushering in an age of **horrific and unpredictable bursts of carnage** within institutional spaces.
- **The September 11 terrorist attacks**, followed almost immediately by American **warfare in Iraq and then Afghanistan**.
- While Gen X is known as the latchkey generation, Millennials caught the brunt of overcorrection: **Gen Y childhood and adolescence was marked by meticulous scheduling** of school programs, successive waves of educational reform, team sports, music lessons, and, for that matter, preschool college prep. This generation grew up with spiral bound schedule planners as curricular content. Sometimes scorned as the “participation trophy” kids, Millennials likely suffered and profited in significant ways from authoritative micromanagement of their daily hours.
- **The rise of social media**: most Millennials learned in adolescence that electronic communications were participatory. The hazards and pleasures of MySpace, Friendster, and poke-out-the-numbers texting were formative for Gen Y, well before parents caught on and jumped into the social media pool. Millennials saw it all happen in real time – they weren’t just watching, and in fact they were too close to ponder effects until they were older – but their experience situates this generation as **astute users and critics of contemporary electronic platforms**.

- For all the helicopter parenting, coaching, and developmental micromanagement, Gen Y was denied the more idyllic “innocence” of prior American childhoods. **They were exposed early to real global, national, and local conflicts. They absorbed the message that effective action was their generational responsibility.**
- Some of this precocious knowledge has helped create a remarkably **socially and environmentally conscientious generation**: Gen Y tends (with notable reactive exceptions) to take the real value of workplace diversity for granted. Their secular inclinations are infused with ethical and “spiritual” considerations; they are committed to workplace outreach. Institutions, to Millennials, are integrated into patterns of larger life and moral responsibility.

Millennials show us the range of Gen Y influence, now and in the future: *Tulsi Gabbard, Pete Buttigieg, Alexandra Ocasio-Cortez, Charlie Kirk; Emma Stone, Joseph Gordon-Levitt, Paul Dano, Keira Knightley, Adam Driver, Michael B. Jordan, Riz Ahmed, Robert Pattinson, Aubrey Plaza, Dev Patel, Donald Glover, Ana de Armas, Tom Holland, Gal Gadot, Zoë Kravitz, Jason Derulo, Beyoncé Knowles, Nicki Minaj, Rihanna.*

Born 2000 or Later

Gen Z

Also known as the Pluralist generation, Gen Zers are rapidly shaping themselves into the contemporary workforce. There's still a "let's watch" element to characterizing these up-and-comers. Differentiating Gen Z from Millennials is more guess-driven than data-driven, but one clear point of reference is, again, their relationship to technology.

Gen Z is the first generation to grow up from the get-go with computers, smart phones and apps, a fully interactive internet and its community structures. They live in many "neighborhoods" at once. Their memories, unlike their Millennial predecessors, are not "before and after" a life infused with social media. Most of them have held and used smart phones from their earliest experiences in communication. Computer keyboards are as natural as pencils and crayons.

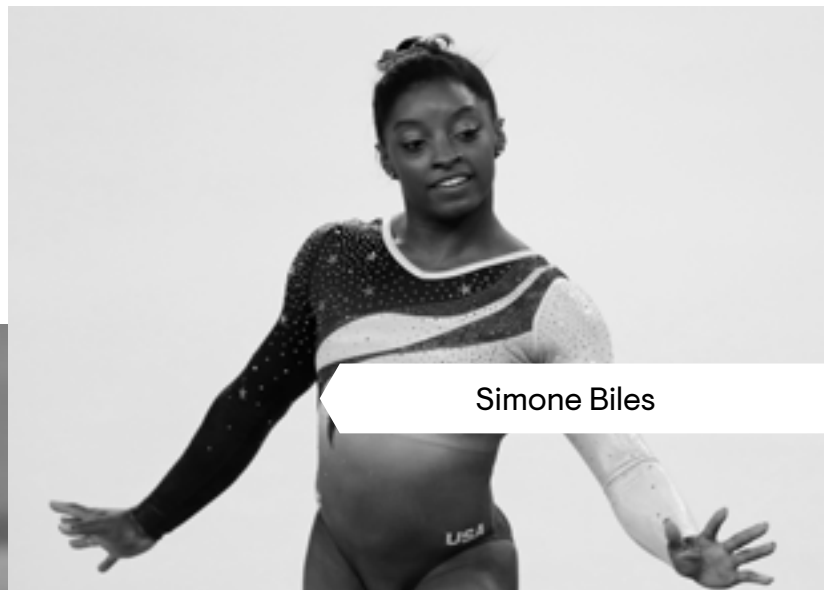
Problematic? Maybe.

The demise of memory, creativity, and critical thinking? Of course not. **Gen Z is very likely to show us how the human mind both preserves and re-shapes itself in tandem with technological forms of intelligence.** Gen Z may very well form new patterns of intellectual connection, relevance, and relation as they apply information drawn from virtually bottomless data systems.

They're also likely (in fact, they already have) to create new forms of communication, art, music, humor, and literature, drawn and remixed from an archive of human expression and technology fully integrated into their worldview.



Lydia Ko



Simone Biles



Greta Thunberg

Want an example?

Gen Z shows up in today's workplace with a lot of freight, coming of age in the throes of global pandemic, highly transmissible conspiracy theories, realistic anticipation of everyday terrorism and gun violence, and polarized political gridlock. They don't have a lot of faith in institutions. A very recent (April 2022) report founded on the Harvard Youth Poll makes it clear that Gen Z (and much of Gen Y) views the political establishment as ineffectual at best:

A national poll released today by the Institute of Politics at Harvard Kennedy School indicates that while 18-to-29-year-olds are on track to match 2018's record-breaking youth turnout in a midterm election this November and prefer Democratic control 55%-34%, there was a sharp increase in youth believing that "political involvement rarely has tangible results" (36%), their vote "doesn't make a difference" (42%) and agreement that "politics today are no longer able to meet the challenges our country is facing" (56%). [Click here.](#)



Even so...

Gen Z enters the workplace ready to learn, work hard, and collaborate. They have been raised to thrive on feedback, even if it has not always been thorough, constructive or well-considered. Possibly because so much of their education, political lives, and recreation have been facilitated by online platforms, they're eager for presence, response and guidance.

Gen Z tends to see their chances for success as maverick and meteoric – that is, launched in a streak of genius, luck, and viral explosion. They see corporate success as subcultural, formed around highly specific communities and affinities, structured on tech and perpetually nimble reinvention. Today's corporate system has shown them examples of extraordinary wealth founded on distinct brands of networked celebrity. Gen Z sees the polarization of wealth and status in a world that barely resembles the security and corporate plenitude that formed the Traditionalist worldview, so they're making new maps.

Their disillusionment with traditional institutions overall can be misconstrued however: **Gen Z retains a remarkable faith in the potential for reinvention.** They remain engaged and, as a group, earnestly committed to moving forward into lives that matter, to jobs that are secure and fulfilling, to genuine diversity and inclusion, and to causes that address to the urgent issues they and their descendants face.

Harvard Institute of Politics Director Mark Gearan: *“In the past two election cycles, America’s youngest voters have proven themselves to be a formidable voting bloc with a deep commitment to civic engagement. Our new poll shows a pragmatic idealism as they consider the state of our democracy and the concerning challenges they face in their lives.”*

[Click here.](#)



Harvard Institute of Politics Polling Director John Della Volpe: *“While this is an off-year election; there’s no evidence in this survey that young Americans are off the grid. Their contempt for a system that favors the elite and is overwhelmingly partisan is clear, but at the same time they see a role for government and are unlikely to abandon those most in need. While the composition of the electorate will likely shift, at this point young people seem as, if not more engaged, than they were in recent midterms.”*

[Click here.](#)

Gen Z-ers understand that the planet is turning in their direction, and that human experience will go forward under their guidance and collaboration. They seem to take the responsibility seriously. **They want substance and safety in the workplace. They want opportunities to advance. They seek interaction and communication and they aren’t put off by electronic facilitations.** Gen Z tends to view employment as a source of individual and social value beyond (but not excluding) the paychecks.

Paying attention to generational differences that really matter in the workplace is about respecting human experience. Employees are neither computers nor furniture – and because of that, they bring unreproducible value to the companies that hire them. **Gen Y and Gen Z have thrown down the gauntlet: work should be part of, not quarantined from, whole and complex human lives.** We spend enormous segments of our lifespans in the workplace – virtual or onsite –and what

we bring to and from our lives beyond translates into productivity, innovation, creativity, and passionate commitment.

Again: well beyond generational status, we’re all different in countless ways, and we’re alike in even more. Any guide to “managing,” inspiring, motivating, or persuading people in the workplace is useful only so far as it supplements an accumulating record of experience, compassion, and astute communication – listening, responding, and learning, all the time.

People: *Billie Eilish, L’il Nas X, Greta Thunberg, Selah Marley, Zendaya, Emma Chamberlain, Malala Yousafzai, Hailee Steinfeld, Olivia Rodrigo, Amandla Stenberg, Addison Rae, JeanCarlo Leon, Barron Trump, David Hogg, Phil Phoden.*



Again...

Well beyond generational status, we're all different in countless ways, and we're alike in even more. **Any guide to “managing,” inspiring, motivating, or persuading people in the workplace is useful only so far as it supplements an accumulating record of experience, compassion, and astute communication – listening, responding, and learning, all the time.**

Take a moment to review formative evolutions in our generational relations to the workplace. If we really want to facilitate meaningful intergenerational teamwork and productivity in today's professional settings, we need to take authentic paradigmatic differences into account:



The Traditionalists

By and large, learned to see the workplace as fortress – a realm of apartness where the threats of the outside world could be mitigated, and the return to personal and family lives could be enhanced.



The Boomers

Were handed the Traditionalist message – your employers have your backs; there's plenty to go around – **but the chains of cause and effect ruptured at unpredictable and inequitable points.**



Gen X

Took the brunt of new trends in income inequality and corporate restructuring, tilting patterns of wealth toward separated powers and sideways, rather than upward, mobilities.



The Millennial Generation

Incorporated real reasons to perceive workplaces and corporate institutions as unsafe from the inside.

Wildly divergent theories of where the “blame” lies are part of the culture Gen Y inherited; the point here is that very different worldviews converge when multiple generations enter the project room, in actual or virtual space. These worldviews deserve nuanced consideration and respect.



Gen Z

Is on its way, with an eye toward a precarious but fascinating future.

They're here to learn, but they've been shown again and again that, finally, they're on their own. The social, technological, corporate, and political world they inherit will also be the world they reinvent. Hold your breath...

The workplace is a human place.

Here's what every workplace generation holds in common: a desire to relate professional work to real quality of life – at work and in personal life beyond. How the workplace is structured within the larger political, cultural, and paradigmatic worlds of any given historical moment will inform the ways individual people structure their professional capacities and commitments.

Here's to the hard work and collaboration ahead,

The IsoTalent Team



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