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# Younger generations at work - Reflective Questions

*For leaders, HR, L&D, Employee Experience  
and other people and culture professionals*



We asked 11 very diverse employers from 4 countries to talk to us about their experiences of younger generations (18-35s). The resulting inquiry report can be found at [www.learningforlife.world](http://www.learningforlife.world).

For those wanting to explore the themes raised in the report for themselves, here are reflective questions.

1. **Young people in your organisation**
2. **External Context and AI**
3. **Your culture and employer-employee relationship**
4. **Intergenerational collaboration**
5. **Your younger employees**
6. **Initiatives for success**
7. **Your conclusions**

# 1

## Young people in your organisation

1. Where are younger generations employed in your organisation?
  - Where are they dominant?
  - Where are they a minority?
2. Where are they hard to recruit? Where is retention an issue?
3. What strengths/skills (demonstrated by younger generations) are task-critical in your organisation? In which departments, functions? teams?
4. Where do young people need the most support to thrive?

Record your main insights/questions/issues/opportunities:

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# 2

## External context and AI

1. In what way do the following affect your younger employees?
  - macroeconomic factors
  - national labour laws
  - dominant work culture in your country(ies) of operation
  - microeconomic (local) factorsWhat are you noticing as a result of these contextual factors?  
What needs managing?
2. Which activities/functions/roles do you anticipate will be most affected by AI?
  - Which roles will disappear?
  - Which roles will need to change?
  - Where can young people be part of the move towards re-imagining your products and services by using AI?
3. How is AI affecting your younger employees' career options?

Record your main insights/questions/issues/opportunities:

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# 3

## Your culture and employer-employee relationship

1. What do your employee surveys, glass door ratings, employee NPS score reveal about your employees' experience of your organisation?
  - What do they most appreciate in your culture?
  - What do they most complain about in your culture?
2. In what ways are senior leaders, through their everyday behaviours and actions, promoting a healthy/unhealthy work culture?
3. What is the contract between employer and employee in the principal roles held by young people? Is it balanced? If not, what are the consequences on retention, recruitment costs, management time spent training, etc.?
4. Which roles, fulfilled by young people, have genuine purpose and meaning or seen as exciting roles? Which roles are experienced as dead-end roles or an unpleasant necessary step towards more fulfilling roles? Is the 'deal' young people sign up to fair in their eyes?
5. What is your return to the office policy? What have you set up to make office time meaningful, efficient and connected? Is it working?
  - If it is, what is making it work well? What do people appreciate?
  - If it isn't, what are the various parties complaining about or asking for?

Record your main insights/questions/issues/opportunities:

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# 4

## Intergenerational collaboration

1. Which behaviours demonstrated by younger generations cause unnecessary friction or frustration?
  - How do you find out? How do you explain it?
  - What are you currently doing to address these?
2. Which behaviours demonstrated by older generations cause unnecessary friction or frustration?
  - How do you find out? How do you explain it?
  - What are you currently doing to address these?
3. Where is intergenerational collaboration happening in your organisation? Where is it missing?
  - How do you explain it in both cases?
  - Who needs to adapt to whom? Why?
  - What initiatives have you put in place?
  - What initiatives could you put in place?
4. What are the relationship dynamics between your younger generations and their line managers?
  - Are line managers older or quite young themselves?
  - Are people promoted for their technical or people skills?
  - Are line managers trained in people management skills?
  - Are younger employees expecting coaching and mentoring?
  - Are line managers willing and able to provide this?

Record your main insights/questions/issues/opportunities:

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# 5

## Your Younger Employees

1. How are your young people's:
  - Soft skills and relationship building skills?
  - Communication and conflict management skills?
  - Ability to flex their style to the audience, including hierarchy?
  - Understanding of organisational change and pace?
  - Ecosystem awareness and connectivity?
2. What mental health issues do you see in you younger employees?
  - How do you find out about them?
  - What are you currently doing to support individuals with mental health challenges?
3. Where do your young employees draw their resilience from currently?
  - What seems to help them?
  - What seems to cause them stress?

Record your main insights/questions/issues/opportunities:

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# 6

## Initiatives for Success

1. What have you put in place to help first role holders to manage their transition into work?
  - Is it working? How do know?
  - What more needs to be addressed?
  
2. What initiatives have you put in place to set other younger people up for success?
  - Are they working? How do know?
  - What more needs to be addressed?
  
3. (How) Do you currently provide young people with:
  - Psychological safety?
  - Coaching (from Line managers or peers)?
  - Mentoring
  - Learning to learn?
  - Peer learning?

Record your main insights/questions/issues/opportunities:

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## Your conclusions

1. What have these reflective questions made you realise?

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2. What outcomes do you now want to prioritise?

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3. What experiment(s) do you wish to try?

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If one of your experiments or priorities is something we can support you with, please get in touch.

Email: [hello@learningforlife.world](mailto:hello@learningforlife.world)