

Beyond Generations

Using Behavioral Intelligence to Close the
Gaps in Workforce Connection

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Generations Defined



By 2025, Millennials and Gen Z will make up over 65% of the global workforce (source: World Economic Forum)

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Conversations and Expectations



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High Friction Zones

- **Communication**

- Boomers may value phone calls and structured meetings.
- Gen Z prefers async messages, Slack, and instant feedback.

- **Work Expectations & Hours**

- Older generations may associate long hours with commitment.
- Younger workers value productivity and flexibility over "seat time."

- **Feedback & Leadership**

- Millennials/Z desire frequent, real-time feedback.
- Boomers/Gen X may see that as neediness or a lack of independence.

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Each generation was shaped by different world events, technologies, and social norms. The key is not to eliminate the differences—
but to translate them.

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Influences on Behavior for Gen Z

1. Raised During Uncertainty

1. School shootings, 9/11 aftermath, global recession, COVID-19, climate change, AI.
2. → **Behavioral Impact:** Skepticism of traditional systems, desire for control, emphasis on security and mental health.

2. Digital Natives from Birth

1. Never lived without the internet or smartphones.
2. → **Behavioral Impact:** Instant gratification, short attention spans, deeply visual learners, high multitasking ability.

3. Hyperconnected but Lonelier

1. Grew up with social media but declining in-person interaction.
2. → **Behavioral Impact:** Craves authentic connection, but may lack interpersonal confidence. Emphasizes psychological safety.

4. Access to Infinite Information

1. YouTube, TikTok, Reddit, AI—all knowledge is a search away.
2. → **Behavioral Impact:** Less reliant on authority, more likely to challenge “we’ve always done it this way.”

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Working with Gen Z

DO

Why It Matters

Behavioral Insight

Do offer autonomy + structure.

Working with Gen Z

DON'T

Why It Backfires

Behavioral Insight

Don't confuse quiet with disengaged.

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Gen Z doesn't want to be coddled—they want to be coached.
They don't need hierarchy—they need honesty.

And if you think they're entitled, ask yourself this: *Would you stay loyal to a system that's never fully worked for you?*

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Need Resources?

Connect with me on LinkedIn and
send me a message that says:

MHHCA – Sourcebook

I will send you the PennState Manual
with exercises and activities to help
build a more connected culture!



Thank You!

Questions?

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