

Generational differences at work are much ado about very little

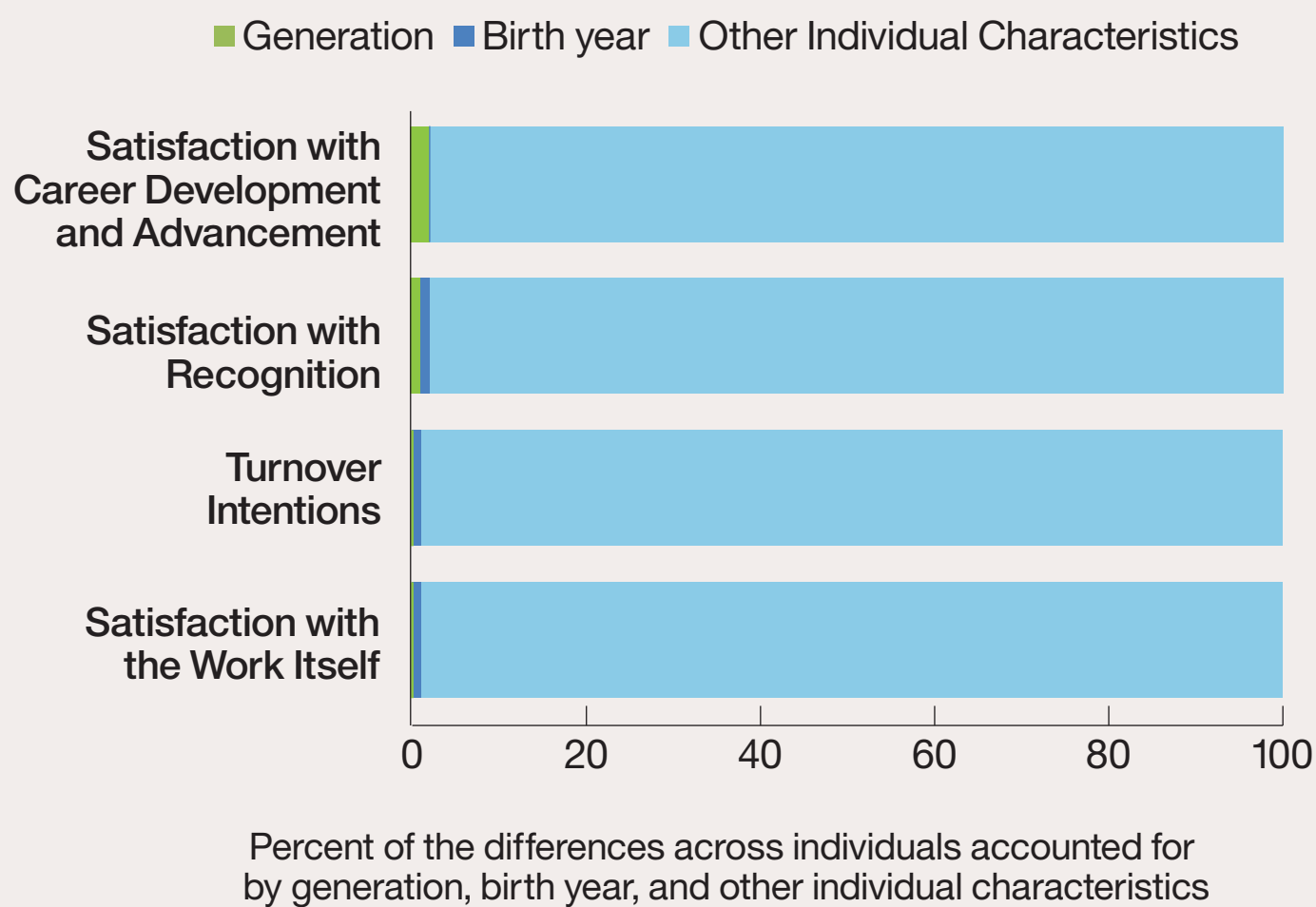
Despite the near constant media attention on differences, academic research has questioned whether generation gaps matter or even exist in the workplace.

In our recent white paper, the **IBM Smarter Workforce Institute** presents research evidence from our own work, and others', to reveal that **generational differences at work are, indeed, much ado about very little.**

The Evidence

The **IBM Smarter Workforce Institute** analyzed data from over **115,000 employees** collected over **18 years.**

We found that **individual characteristics** (personality traits, job autonomy, manager relationships, etc.) **account for 98 to 99 percent of the differences across employees, whereas generation accounts for a mere 0 to 2 percent.**



How to avoid being misled by the headlines? Ask yourself:



Do the authors have any data, or are they just perpetuating stereotypes?



Did they compare across multiple groups, or are they describing just one generational group?



How big are the differences really, and do they matter in a practical sense?



Are the differences truly generational, or is it just life stage?

Read the **IBM Smarter Workforce Institute** white paper: **Generational differences are much ado about very little** to see the evidence for yourself and find out about other workplace variables that better deserve our attention.

Visit our website: <http://www-01.ibm.com/software/smarterworkforce/institute/>