
Leading Multi-Generational Teams in the Modern Workplace

28 February – 4 March 2027
Kuala Lumpur





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Programme Summary

Workplace demographics currently bring four distinct cohorts together: Baby Boomers, Generation X, Millennials, and Generation Z. Each cohort enters the organisational environment with distinct formative experiences, differing orientations toward hierarchy, varied expectations of technological integration, and distinct perspectives on professional loyalty. Successfully leading multi-generational teams requires moving past conversational stereotypes to establish structured communication protocols, equitable recognition systems, and collaborative workflows that harness cognitive diversity. This five-day course equips managers with evidence-based frameworks to align age-diverse workgroups, convert demographic friction into collaborative performance, and secure institutional continuity. This professional programme is delivered by Mars Training Centre UK.

The Business Case

Organisations navigating generational friction face unaddressed operational misunderstandings, attrition across high-potential demographics, and the silent loss of institutional wisdom when tenured employees depart. Establishing capability in cross-generational management mitigates interpersonal misalignment and optimises workforce stability across all operational units.

- **Cross-Generational Talent Retention:** Mitigates demographic turnover by aligning career development, recognition systems, and operational expectations with cohort motivations.
- **Knowledge Transfer Velocity:** Secures proprietary operating know-how by institutionalising bidirectional transfer mechanisms between experienced and emerging contributors.
- **Communication Protocol Alignment:** Reduces friction caused by conflicting norms regarding asynchronous messaging, synchronous meetings, and formal documentation.
- **Workforce Engagement Parity:** Eliminates perceived inequities in performance appraisal and workplace flexibility, bolstering morale across divergent career stages.

Principles and Evidence Base

- **Mannheim Theory of Generations:** Clarifies how shared socio-historical formative events shape enduring socio-cognitive viewpoints and working philosophies.
- **Social Identity Theory:** Explains cohort identification, intergroup bias in mixed-age workplaces, and interventions that unite subgroups under common enterprise objectives.
- **Schein Culture and Work Values Model:** Guides the diagnostic evaluation of underlying values, operational artefacts, and unwritten cultural assumptions held by demographic groups.
- **Hackman Team Diagnostic Principles:** Provides the foundational criteria for establishing clear direction, collaborative norms, and supportive organisational structures.



Intended Participants

- Directors and department heads managing intergenerational collaboration across diverse operational functions.
- Talent management specialists and human resource professionals designing age-inclusive developmental frameworks and succession strategies.
- Divisional supervisors seeking to reconcile communication divergences and operational preferences among mixed-age project groups.
- Enterprise transformation coordinators orchestrating structural changes across multi-generational employee networks.

The curriculum directly supports managers in financial operations, professional advisory services, engineering, healthcare networks, and corporate administration.

Learning Outcomes

1. Participants will be able to evaluate the formative drivers and operational viewpoints shaping Boomer, Gen X, Millennial, and Gen Z workplace expectations.
2. Participants will be able to adapt communication channels and operational feedback rhythms to satisfy multi-generational expectations without losing clarity.
3. Participants will be able to structure performance incentives, career advancement trajectories, and recognition systems that resonate across distinct age cohorts.
4. Participants will be able to mediate intergenerational workplace disagreements using structured dialogue frameworks.
5. Participants will be able to establish reverse mentoring structures to accelerate institutional knowledge preservation and technological upskilling.
6. Participants will be able to execute a cohort-aligned operational action strategy within their functional departments.

Programme Structure

Day 1: Demographics, Formative Contexts, and Cohort Dynamics

How do historical events and social shifts shape the expectations of differing working generations?

- Demographic Composition and Cohort Chronology: Boomers, Gen X, Millennials, and Gen Z
- Mannheim Sociological Framework Applied to Corporate Environments
- Deconstructing Generational Stereotypes and Isolating Verifiable Differences
- Expectations Surrounding Authority, Autonomy, and Institutional Hierarchy
- Diagnostic Mapping of Departmental Demographic Landscapes

Day 2: Communication Norms, Technology, and Collaboration

How do teams align contrasting communication styles and technological preferences?



- Asynchronous Versus Synchronous Information Exchange Protocols
- Digital Tool Adoption, Enterprise Messaging, and Formal Reporting Rhythms
- Feedback Expectations: Continuous Feedback Versus Formal Periodic Reviews
- Running Accessible Group Meetings Across Diverse Cohort Preferences
- Mitigating Intergenerational Ambiguity in Written Directives

Day 3: Motivation, Recognition, and Performance Architecture

How can appraisal systems and workplace incentives motivate professionals across differing career milestones?

- Intrinsic and Extrinsic Motivation Drivers Across Career Phases
- Total Rewards Structuring: Flexibility, Development, Stability, and Progression
- Evaluating Outcomes Versus Presenteeism Across Diverse Cohorts
- Equitable Recognition Programmes Free from Generational Bias
- Designing Transparent Career Pathways Across Experience Levels

Day 4: Conflict Resolution and Intergroup Cohesion

How can operational tensions arising from generational differences be identified and constructively reconciled?

- Identifying Early Indicators of Intergenerational Friction and Resentment
- Social Identity Dynamics and Bridging Cohort Cleavages
- De-escalating Generational Misunderstandings Through Structured Mediation
- Norm Setting for Mutual Accountability and Collaborative Teamwork
- Establishing Shared Purpose and Collective Focus Across Diverse Age Groups

Day 5: Knowledge Transfer, Succession, and Strategic Integration

How do organisations safeguard institutional memory while integrating fresh operating perspectives?

- Bidirectional Knowledge Flow and Reverse Mentoring Structures
- Succession Continuity and Preserving Tacit Enterprise Knowledge
- Fostering Continuous Upskilling Across Experienced Professionals
- Finalising the Cohort-Inclusive Departmental Implementation Plan
- Departmental Action Strategy Presentations and Structured Evaluation

Methodology

The course employs an applied interactive framework combining diagnostic case analysis, simulated cross-cohort conversations, and structured group planning exercises. Participants examine workplace conflict scenarios and test specific communication tools to address demographic friction.



- Suggested activity: Auditing departmental communication channels against multi-cohort preferences to identify points of operational friction.
- Suggested activity: Designing a bidirectional knowledge exchange initiative linking tenured personnel with newly recruited specialists.
- Suggested activity: Mediating a simulated intergenerational conflict regarding workplace flexibility and task ownership.

Capstone Output

Each participant formulates an operational intergenerational alignment blueprint. This capstone portfolio includes a demographic audit of their functional unit, revised communication guidelines, a bidirectional knowledge-transfer framework, and an actionable ninety-day implementation roadmap tailored to their organisation.

Frequently Asked Questions

How does this course avoid relying on generational clichés?

The curriculum is anchored in empirical sociological research and workplace data rather than anecdotal stereotypes, distinguishing validated cohort tendencies from universal career-stage transitions.

Is this programme applicable to technical or highly regulated environments?

Yes. The principles address universal team dynamics and communication interfaces, making them directly relevant to engineering, corporate governance, healthcare, and financial environments.

How does the programme address knowledge loss caused by retirements?

The syllabus provides concrete frameworks for structured succession planning, tacit knowledge preservation, and bidirectional mentorship to safeguard intellectual capital.

Can the communication and mentoring templates be deployed immediately?

Yes. Every diagnostic assessment, meeting charter, feedback matrix, and reverse-mentoring protocol is provided in a ready-to-adapt format for workplace deployment.