Annotation #1: "Create This Sort of Work Environment if You Want To Retain Millennials" by Ashley Stahl

This article written by Ashley Stahl who serves as a keynote speaker, career coach, podcast host of You Turn Podcast, and author aims to discuss how to create a certain work environment in order to retain millennials. This source is from Forbes.com so it is an online source coming from this website. Stahl starts off this article by immediately saying how the 9-5 working day will no longer exist according to millennials. She explains that a flexible work environment is necessary for these generations to work successfully together. "Create This Sort of Work Environment If You Want To Retain Millennials" includes a variety of different hyperlinks the author includes so the reader may jump between websites to gain additional knowledge on this topic. I plan on using this asset that this source provides me with in continuing my research findings. For example, Stahl hyperlinks separate articles talking about how both employees and employers can benefit from working from home, advice from millennials for carrying out a work-life balance, the millennial stereotype of job-hopping, and how to raise productivity at work.

This source brings major value to my developing project because I plan to explore the links that the author attached to her sentences, leading me to find additional sources to build my understanding of this topic. She provides the reader with leeway into several different subtopics within generational diversity at work. I plan to explore the vocabulary terms used in this article more in furthering my research too. For example, I want to dive deeper into the meaning of digital communication and ask myself: Is this the future of the workplace? Especially after COVID-19, will anyone even return to an office or is working from home going to be completely normalized? Ashley uses the phrase "cubicle era" at the end of this article, which is something I've never heard used before, so I am taking the unique vocabulary phrases I've learned such as this and using them to my advantage for the project proposal.

Stahl, A. (2017, September 04). Create This Sort of Work Environment If You Want To Retain Millennials. Retrieved from https://www.forbes.com/sites/ashleystahl/2017/09/04/create-this-sort-of-work-environment-if-you-want-to-retain-millennials/

Annotation #2: "Work-Life Balance: The Generational Divide" by Kathleen M. Nelville and Kelly Brochu

An article that I want to add to my research portfolio is titled "Work-Life Balance: The Generational Divide." It is a scholarly source from SAGE Journals Online. The authors of this source are Kathleen M. Nelville, the Associate Dean of the School of Graduate Studies at Salem State University in Salem, Massachusetts, and Kelly Brochu, who was Associate Director of Residence Life at Regis College in Weston, Massachusetts and received her master's degree in higher education in student affairs from Salem State University. Kelly is currently pursuing her doctorate in Higher Education Leadership at Regis College. These two women go on to explain the four different generations at work which are Traditionalists, Baby Boomers, Generation Xers, and Millennials. The definitions of these generations are described in detail for example, because the Traditionalists are seen as those that believe in duty before pleasure after surviving world wars, a stock market crash, bread lines, and the Great Depression, while the Baby Boomers are seen as optimistic and team oriented, after witnessing the arrest of Rosa Parks and assassination of Abraham Lincoln and Martin Luther King Jr. These specific definitions help the reader grasp the concept of why the workplace can be so challenging to manage the needs for every age group currently working. Additionally, the authors performed a study to determine whether there are fundamental differences in how student affairs professionals interpret the meaning of the work, and the study focused on those in the Northeast region of the United States. Their study proved that all 4 of the generations define the terms "work ethic," "professionalism," and "work-life balance" differently. In conclusion of this study, the two authors noted that professionals on student college campuses need to be opened to the assessment and ongoing evaluation of policies and structures of departments within student affairs. The impact on the departmental policies and structures that the article acknowledges include possibly having millennial staff benefit from sessions on setting boundaries with students or going through professional development series examining campus culture. Baby Boomer and Gen X staff could benefit from training on how to negotiate expectations, evaluate staff, communicate expectations, and measure performance.

I believe this source will be useful to me because of its focus on student affairs professionals and the need for change on college campuses. It also just so happens that this study was based off of schools in the Northeast region of the United States, and while the article does not state any specific university, it's a coincidence that SU is in the same region the two authors talk about. I want to work with the data here in my project proposal because it is one of the few sources I have with numbers and a study that was performed. In addition to working with the data, I think the characteristics that that authors use to describe each of the 4 working generations will be very valuable from this source.

Neville, K. M., & Brochu, K. (2019). Work–Life Balance: The Generational Divide. About Campus, 24(4), 21–24. https://doi.org/10.1177/1086482219896052

Annotation #3: "What Baby Boomers Can Learn From Millennials At Work- And Vice Versa" by Chip Conley

      Boutique hotel entrepreneur, author of *Wisdom at Work: The Making of a Modern Elder* Chip Conley, and Airbnb's Head of Global Hospitality and Strategy Chip Conley has a Ted Talk named "What baby boomers can learn from millennials at work - and vice versa" which I am using as my primary source. One statement in this Ted Talk that Chip Conley says early on which I believe summarizes the video, is, "The more I've seen and learned about our respective generations, the more I realize that we often don't trust each other enough to actually share our respective wisdom. We may share a border, but we don't necessarily trust each other enough to share that respective wisdom. I believe, looking at the modern workplace, that the trade agreement of our time is opening up these intergenerational pipelines of wisdom so that we can all learn from each other." (2:41) Chip explains how around 40% of Americans have a boss that is younger than them and that number is increasing by the year. He admits that gender and ethnically diverse companies are more effective but then questions why companies think less about differences in age, since only 8% of companies implement a diversity and inclusion program to treat age as an important demographic among their employees. He explained that Airbnb CEO Brian Chesky brought him into the company for his industry knowledge, but what he really offered was his well-earned wisdom, the key asset belonging to a modern elder, Conley says.

      The perspective that this source offers will bring great value to my developing project. Chip Conley has been very successful from the age of 26 and in this Ted Talk, he highlights his work experience in great detail. Because of his experience working in the hospitality industry and being an entrepreneur starting Joie de Vivre Hospitality, a boutique hotel company which he managed for 24 years, Chip Conley is a prime example of someone who has worked with millennials and gained advice from them while also being an example role model for them.

Conley, C. (2018, September). *What Baby Boomers can learn from millennials at work - and vice versa* [Video file] Retrieved from https://www.ted.com/talks/chip_conley_what_baby_boomers_can_learn_from_millennials_at_work_and_vice_versa?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare

Annotation #4: "Generational Perspectives in the Workplace: Interpreting the Discourses That Constitute Women's Struggle to Balance Work and Life" by Linda Willams Favero and Rennee Guarriello Heath

This scholarly source from SAGE Journals Online explores how different generational perspectives of professional women, socialized at different periods of time, intersect in the current workforce to explain conflict around work and life. The authors are Linda Willams Favero and Rennee Guarriello Heath, who both graduated from the University of Oregon. They explain how in recent decades, scholars have argued that the workplace is a gendered construction. Continuing with this argument, the article states, "For women in the Boomer IFG, many of their working role models were men. They reacted to their own mother's choices, or lack of choices, sometimes by choosing a profession for the independence it would bring them." (Favero & Heath, 2012) In relation to the Boomer generation, Favero and Heath mention how even though these Boomer women did not have wives at home to manage the family (as their male counterparts did), "they made choices within the structure that was available to them. This is consistent with generational cohort theory, which illuminates scarce resources (e.g., the presence of women professionals in the workplace), shape values and attitudes." (Favero & Heath, 2012) Focus groups among women across generations were used to deconstruct the interpretations of work and life, and the findings of the study implicated that participants from the younger generations confessed they did not want to work the long hours but conformed to the structure because they cared about the people with whom they worked and also rejected the idea of traditional face-time in a work setting compared to Boomers.

I believe this source adds value to my project because of its intentional focus on discovering the interpretations of work and life from professional women throughout the generations. Because this article solely studies women from different age groups, I think having this gender separation brings value to my work. No other source that I have excludes the male gender. A vocabulary term which I was immediately intrigued by that I have read over a few times in this article is "generational cohort theory." I think that learning about this term and connecting the different generations' definitions and traits based off of important historical events and social changes that have occurred in a specific decade will be helpful to my research.

Favero, L. W., & Heath, R. G. (2012). Generational Perspectives in the Workplace: Interpreting the Discourses That Constitute Women's Struggle to Balance Work and Life. The Journal of Business Communication (1973), 49(4), 332–356. https://doi.org/10.1177/0021943612456037

Annotation #5: "Strategies For Leadership Styles For Multi-generational Workforce" by Ahmen Al-Asfour and Larry Lettau

This scholarly journal article is from ProQuest accessed through Syracuse University Libraries. It goes into depth about strategies for leadership styles in the multi-generational workforce. This source has two authors, Ahmen Al-Asfour who went to Oglala Lakota College and Larry Lettau who went to National American University. Although the workforce in the US has been more diverse than ever, this source examines the management dilemma that exists in the workplace. Various leadership styles that are appropriate to each generation's characteristics and behavior are portrayed in a visual table. For example, Veterans are known as dedicated and having respect for authority, baby boomers are known as optimistic and focused on personal growth, Gen X have the core values of diversity and informality, and Gen Y are known for their confidence, achievement, and civic duty. Moving into the certain leadership styles of each generation in a separate table, Veterans prefer a direction that is simple and clear while Baby Boomers prefer a collegial and consensual leadership style. Those belonging to Generation X tend to be fair, competent, and straightforward while also like being challenged and thrive on change, whereas people from Gen Y believe in taking action.

This source connects and responds to other sources I have because the descriptions of the generations' characteristics here correspond to those that other authors have said. I think this source will bring value to my developing project because of the take on unique perspective on types of leadership styles of the generational gaps in the workplace. I can use both the way this article defines each generation and describes which leadership styles have the most positive impact in a working environment for further research. This source also cites other references numerous times, which is an asset to my project. As a result, I have been actively looking at the reference documents for additional research, so this article is valuable in that it includes other sources too.

Al-Asfour, A., & Lettau, L. (2014). Strategies for leadership styles for multi-generational
    workforce. *Journal of Leadership, Accountability and Ethics, 11*(2), 58-69. Retrieved
    from https://search-proquest-
    com.libezproxy2.syr.edu/docview/1535387467?accountid=14214

Annotation #6: "Managing the Multigenerational Workforce" by Dan Bursch and Kip Kelly

      "Managing the Multigenerational Workforce" is a scholarly source found on Google Scholars, and its two authors are Dan Bursch and Kip Kelly. Bursch is a Program Director for UNC Kenan-Flagler Business School, and Kip Kelly serves as the director of Marketing and Public Programs at UNC Executive Development. He also takes responsibility in the portfolio of non-degree, open enrollment executive education programs available through UNC Kenan-Flagler Business School. This article discusses the challenges that HR departments can anticipate in recruiting, retaining, and developing multigenerational workers, and it also offers tips to help HR and talent management professionals prepare their organizations to adjust to the new "normal" of the workplace. The article states from an outside source that "according to a recent CIPD study, less than one-third of organizations report having an HR strategy in place for managing their aging workforce." (Kirton, 2014) If organizations do decide to address the multigenerational issues occurring in the work environment, some external benefits of recognizing this conflict would include improving corporate culture and competitiveness, having more effective recruitment, improving employee engagement and morale, and bettering employee retention.

      I think this source provides great value to my research because of the article's unique subheadings. This source covers many different topics that the others do not include. For example, the article first introduces HR and talent management, defines each generation, explains to the reader what needs to be done in order to find a common ground, and then talks about the challenges that the generational gap brings and how to overcome these challenges. The structure of this source is unlike any of my other articles, and the format of the subheadings makes it extremely clear to the reader and easy to follow along. Because it centers on HR and talent management, this is also a unique perspective I am looking forward to having for my project proposal.

Bursch, D., & Kelly, K. (2014). Managing the multigenerational workplace. *Tersedia secara online di: http://www. kenan-flagler. unc. edu/[diakses di Surabaya, Indonesia: 23 Oktober 2017].*