

Leadership through transformative shifts

Five Generations at Work

Rebecca Robins

November 2025



Rebecca Robins CMgr CCMI
CEO and Advisor unlocking
intergenerational capability for m...



**“A quantum leap in
technology...
... a quantum leap in
human relations...”**

Einstein

**“To stay human
is to break a limitation”**

Anne Carson

Rebecca Robins
Patrick Dunne

FIVE

generations at work

how we win together, for good.

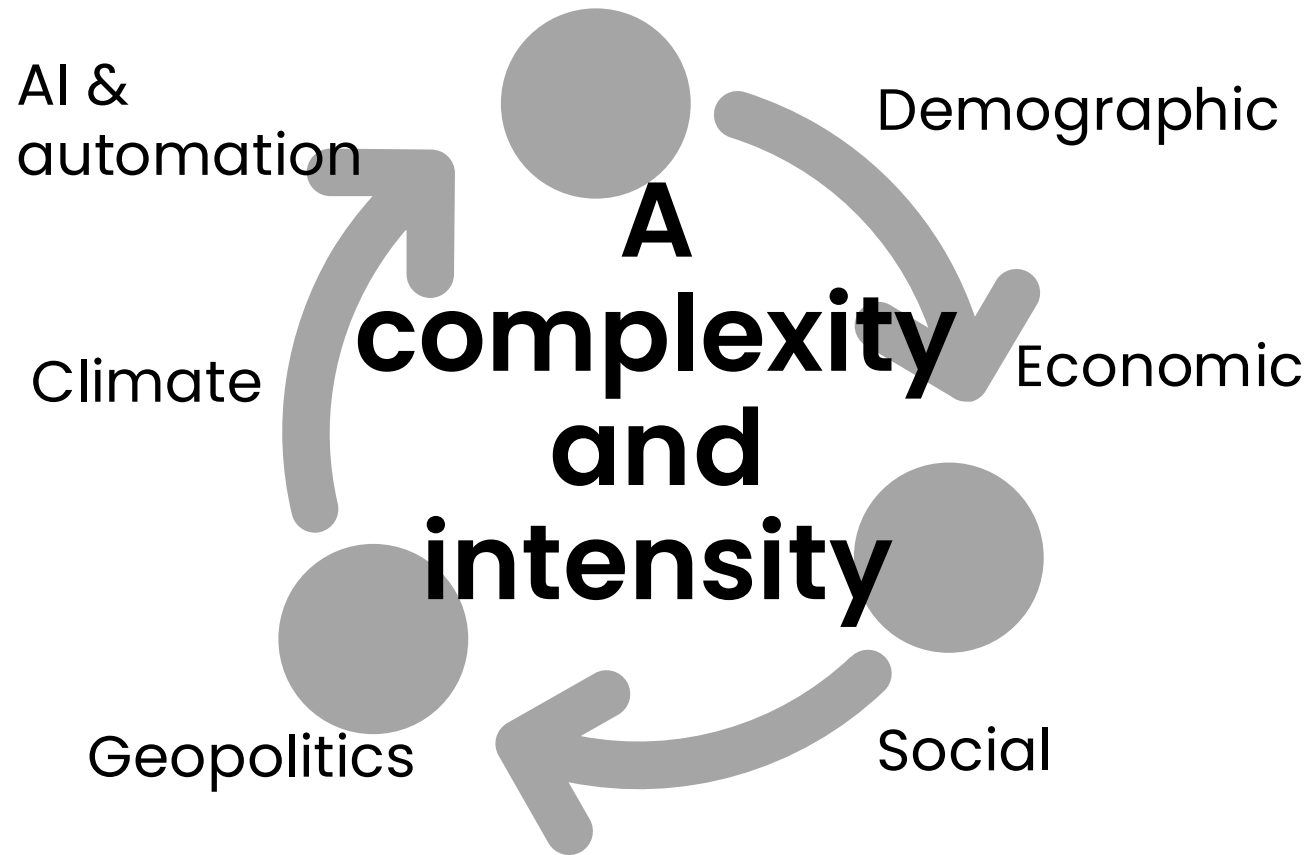


Rebecca Robins 2025

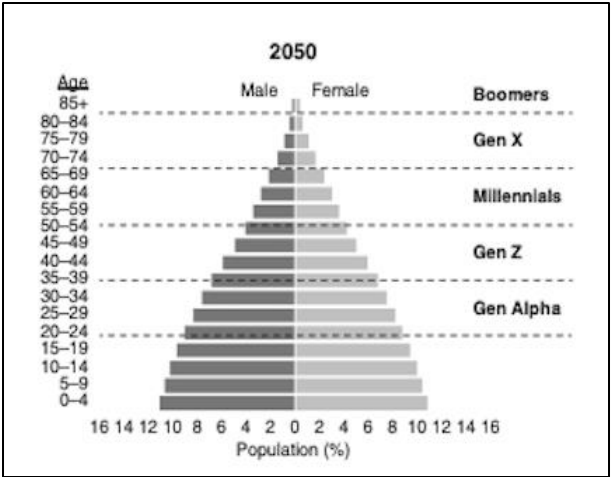
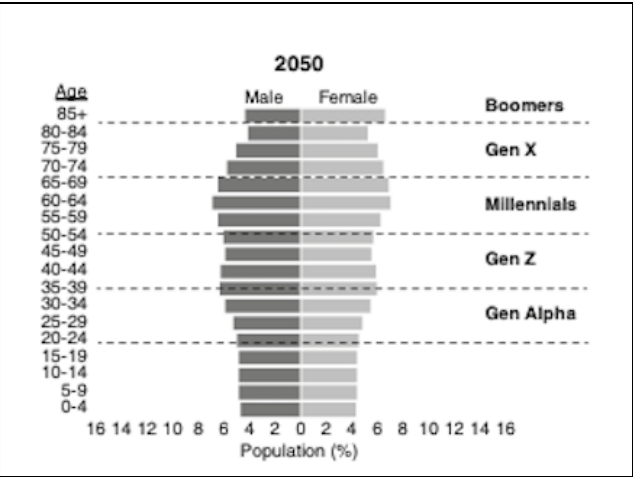
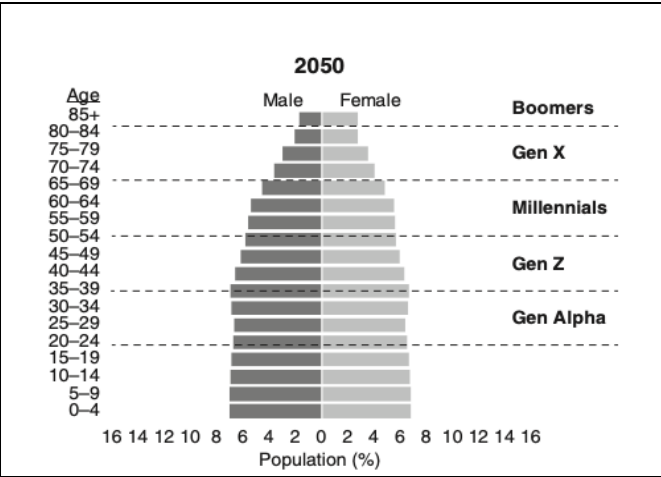
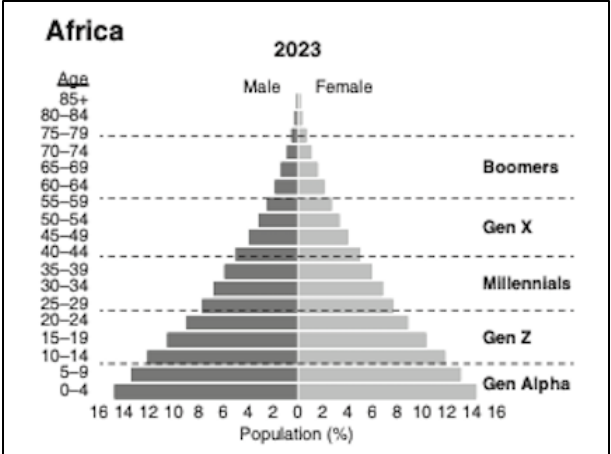
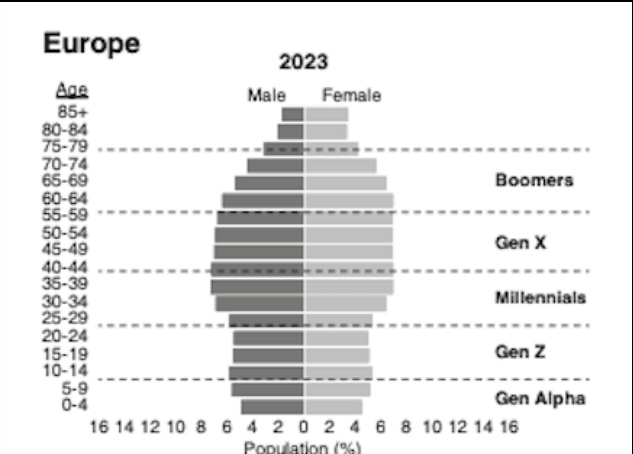
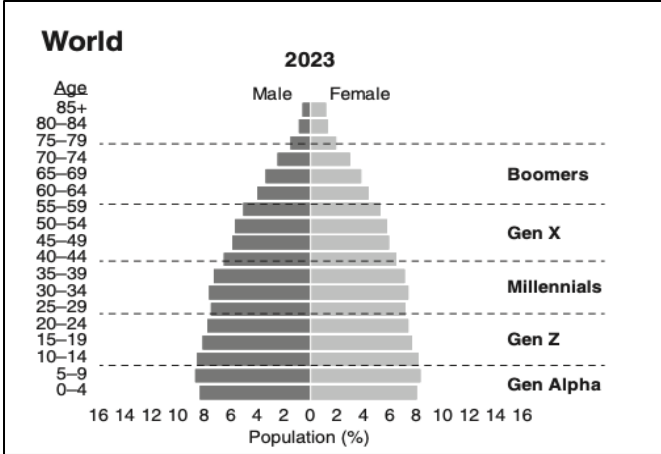


1. A transformative shift

Transformative shifts

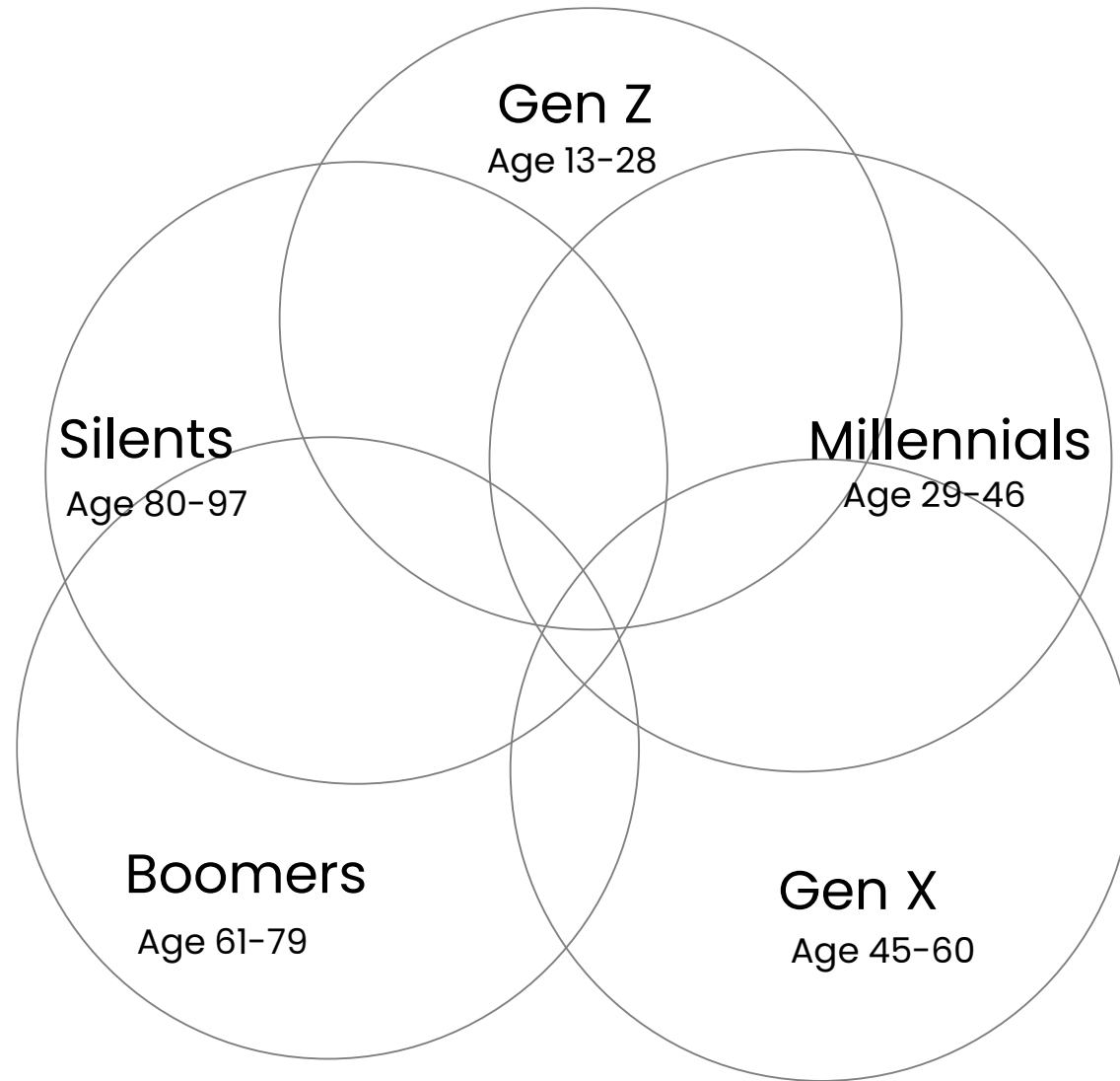


Populations are ageing and shape shifting

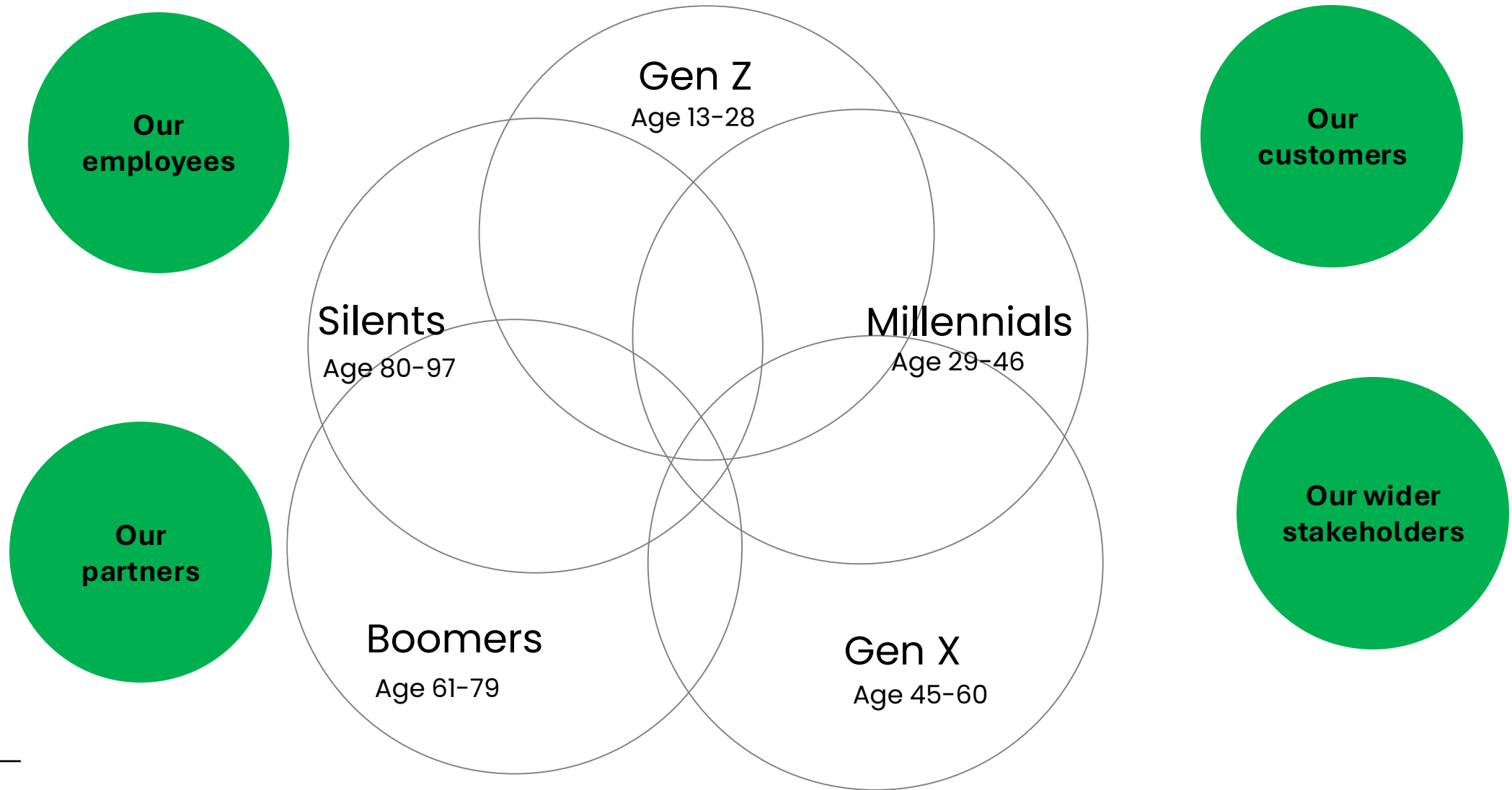


Source: Population Reference Bureau 2023

The most diverse demographic in history



The most diverse demographic in history



So much of what we have heard...

According to a survey of over 600 hiring managers, what is the most challenging generation to work with?

- A. Baby Boomers
- B. Gen X
- C. Millennials
- D. Gen Z

Check if you got it [right here](#).

LEADERSHIP

Intergenerational decision-making can help build a regenerative economy. Here's why

Jul 10, 2024

Millennials may trail boomers on average, but this masks growing wealth inequality *between* millennials, with the richest pulling far ahead of the rest
Real net housing wealth (£) by age, median vs top 10% for each generation

Gen Z Careers The Worst To Manage, 45% Of Hiring Managers Say

Gen Z vs Gen X: Whose workplace communication style is more justified?

Half of Gen X has a pension problem

As a generation, its pension provision is only slightly less than other cohorts — but women fare far worse than men

Gen Z is tired of hearing they're lazy and will only work remotely: 'People talk about us but not to us'

A wide ideology gap is opening up between young men and women in countries across the world
Political ideology of 18-29s (% liberal minus % conservative), by sex

There's money to be made for companies and countries that figure out how to keep older workers involved without shutting out young talent".

Work & Careers

Quit-Tok: why young workers are refusing to leave their job quietly

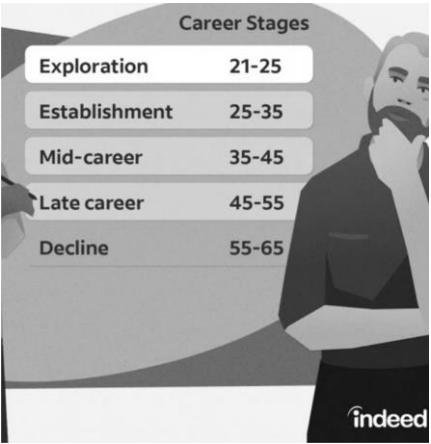
Paving the way for an EU Intergenerational Fairness Strategy

For the first time in US history, the number of working adults providing care to an older adult has surpassed the number providing care to pre-school children

Gen Z stare: Why young workers are giving blank looks and going viral

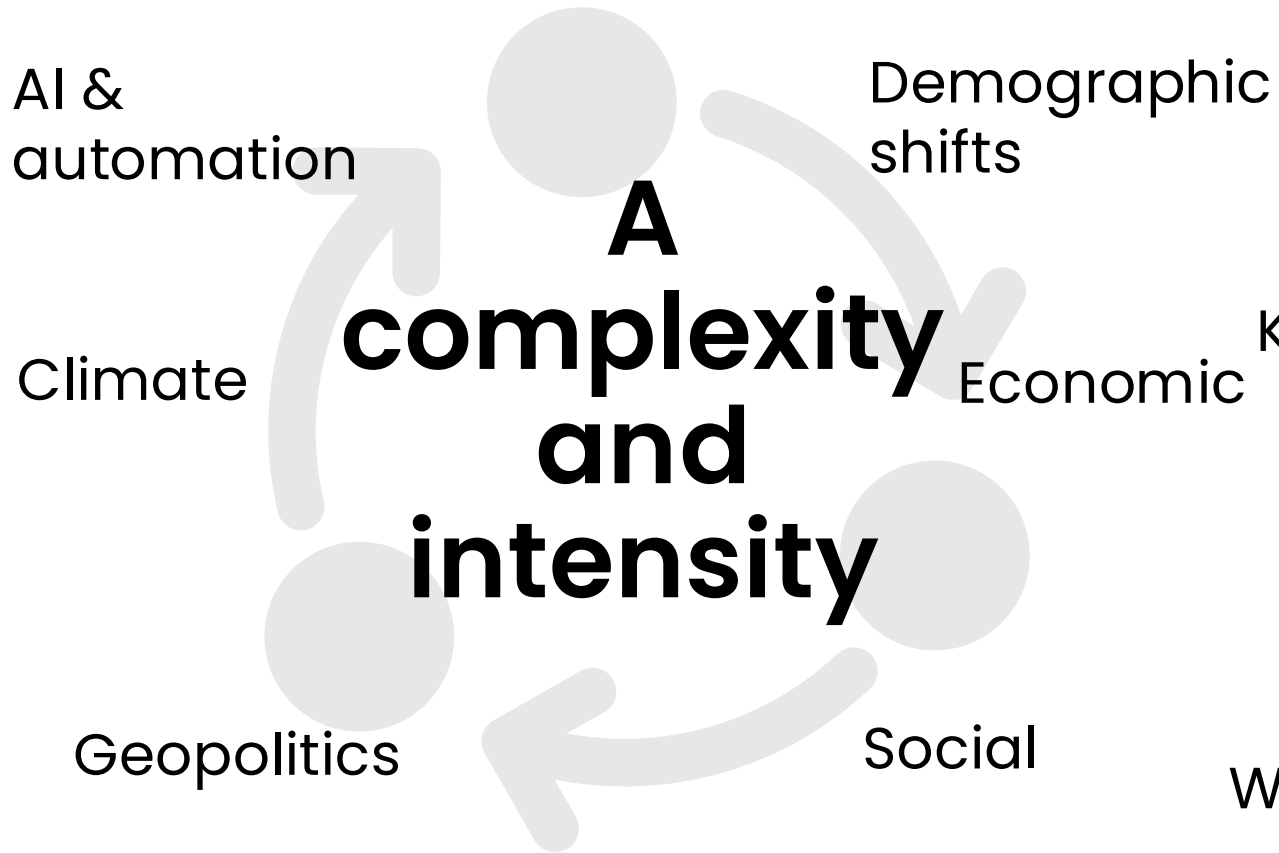
The blank expression is dividing generations and sparking social media debate.

New starter no-shows: Over a quarter of UK employers have been ghosted by new recruits on day one

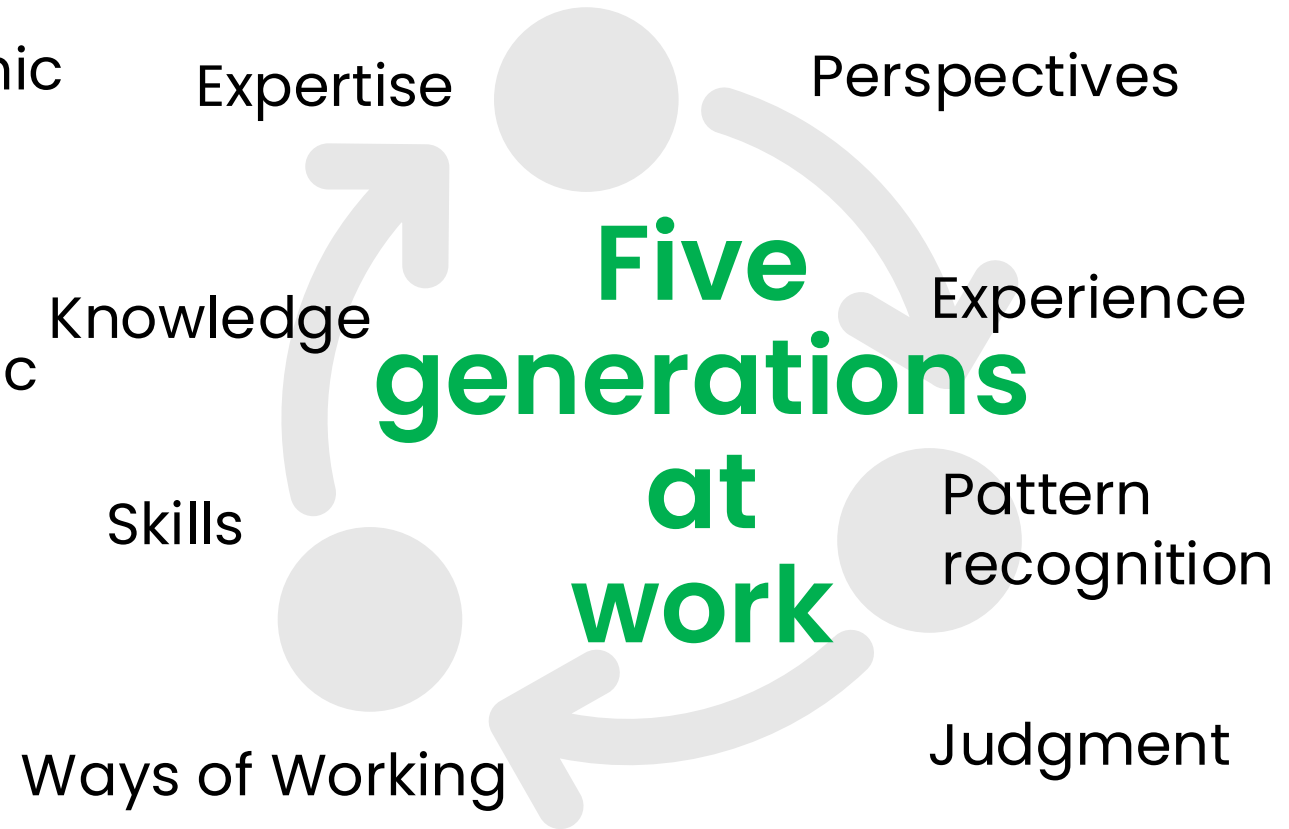


Japan's population decline keeps getting worse. Last year, it saw a record drop

Why we need to win
together for good



How we can win
together for good



Rebecca Robins
Patrick Dunne



GUCCI



MARS



MISSION 44



work
how we win together, for good.

WILEY



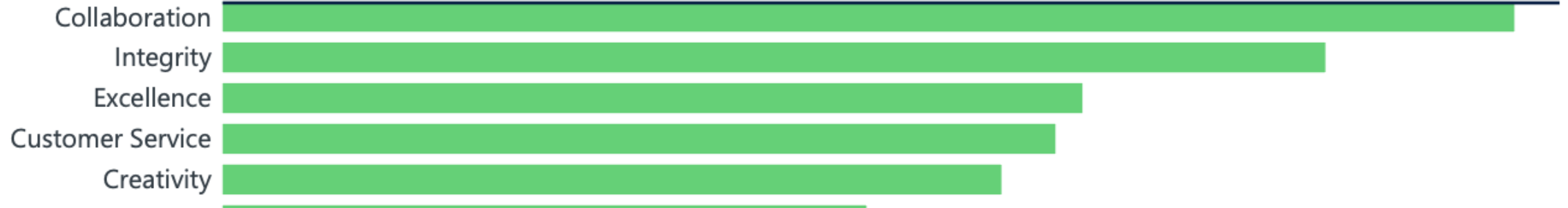
2. Cultural and competitive advantage

The superpowers of our culture and organisational values

Which organisational value is the most cited?



The superpowers of our culture and organisational values



Oxford Character Project

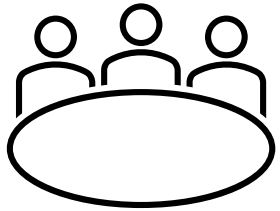
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Collaboration in context

“Continually returning to collaboration as a value relates not only to its importance but also its difficulty.

While interaction may be easier than ever, the human challenge of productive collaboration is not.”

Collaboration in context

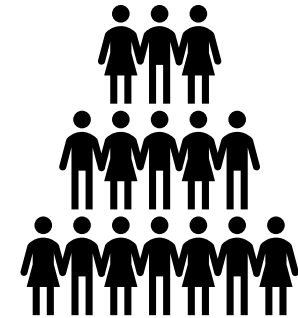


Everyday

AI



Dedicated teams/
brain trusts



Across the
organisation

How other organisations are connecting cultural, collaborative and competitive advantage



Disrupt, Act, Risk
to be an **E**ntrepreneur

**A platform for
collaboration and
innovation to deliver
sustainable solutions**

Inspired by 1 individual
30,000+ employees engaged
Expanded from internal to
open innovation

How other organisations are connecting cultural, collaborative and competitive advantage

What do some law firms have in common with these organisations?

centrica


CANARY WHARF
GROUP

FT FINANCIAL
TIMES


EY Foundation

G U C C I

 **RenewableUK**

How other organisations are connecting cultural, collaborative and competitive advantage

LVMH

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Gucci's Secret to
Success? A
"Shadow
Committee" of
Millennials

**Connecting the
employee experience
with the consumer
experience**

One of the most
successful eras of the
brand.

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**BMW
GROUP**



ROLLS-ROYCE
MOTOR CARS LTD

**Retiree experts
programme**

Unlocking lived
experience, knowledge
and expertise in new
ways across the
business

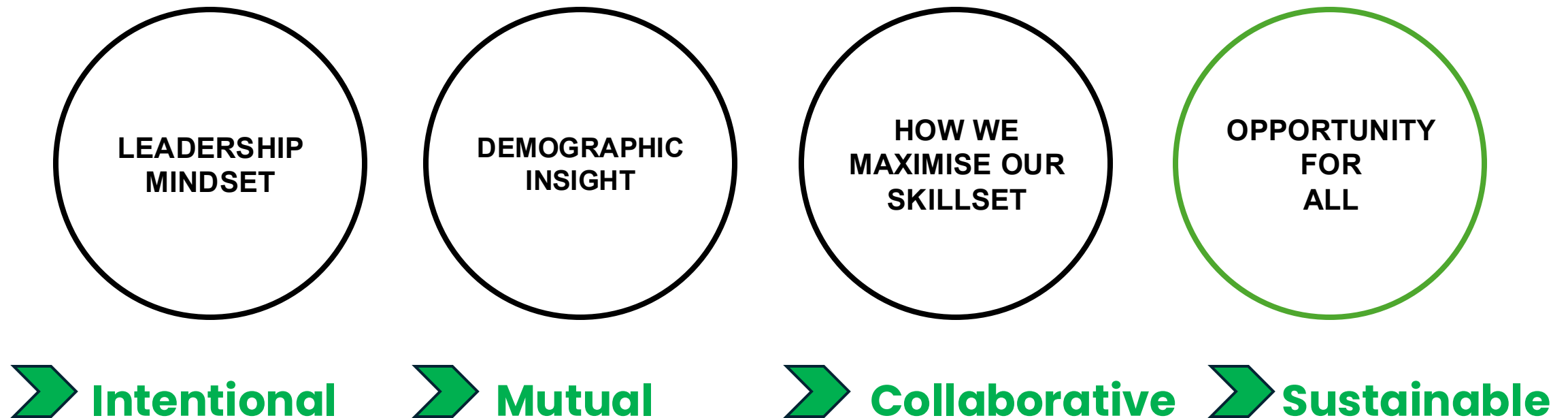
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Cultural, Collaborative, Competitive Advantage



3. 'Future-now' leadership mindset

Leading through this transformative shift



“Old power works like currency
– held by few

New power works like a current
– made by many.

Open, participatory, driven. It
uploads and distributes.”

*Jeremy Heimans and Henry Timms,
HBR: Understanding new power*

From multigenerational status quo – to
intergenerational opportunity

**A first-mover opportunity
for every business leader
and employee**

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