



BUILDING BELONGING ACROSS GENERATIONS

Generational Toolbox Talk – Part 3

Date: _____ Jobsite: _____ Discussion Leader: _____

THE 4 GENERATIONS WORKING IN CONSTRUCTION

There are currently four generations working side-by-side across the construction industry:

- Baby Boomers (born 1946-1964)
- Gen X (born 1965-1980)
- Millennials (born 1981-1996)
- Gen Z (born 1997-2012)

COMMON TRAITS OR CHARACTERISTICS OF EACH GENERATION

Generation	Traits	Motivated By	Communication Style	What They Want at Work
Baby Boomers	<ul style="list-style-type: none">- Optimistic- Strong work ethic- Individualistic	<ul style="list-style-type: none">- Teamwork- Duty	Whatever is most efficient, face-to-face preferred	<ul style="list-style-type: none">- A loyal employer- Respect- To contribute- A structured culture
Generation X	<ul style="list-style-type: none">- Informal- Independent- Skeptical	<ul style="list-style-type: none">- Diversity- Work-life balance	Whatever is most efficient, including phone calls, face-to-face, or email	<ul style="list-style-type: none">- A trustworthy employer- Opportunities- Meritocracy- Autonomy
Millennials	<ul style="list-style-type: none">- Collaborative- Civic- and open-minded- Achievement-oriented	<ul style="list-style-type: none">- Responsibility- The quality of their manager- Unique work experiences	Instant messages, texts, and email	<ul style="list-style-type: none">- An empathetic employer- Meaningful work- Training
Generation Z	<ul style="list-style-type: none">- Global- Entrepreneurial- Progressive	<ul style="list-style-type: none">- Diversity- Personalization- Individuality- Creativity	Social media, texts, and instant messages	<ul style="list-style-type: none">- A culturally-competent employer- Transparency- Workplace wellness

BUILDING BELONGING ACROSS GENERATIONS

Belonging drives engagement, retention, and safety reporting across all generations. Understanding common characteristics of different generations is just the first step. Getting to know your coworkers on a more personal level builds trust and belonging across the jobsite.

Ways to Build Belonging on the Jobsite:

- Start meeting with a quick check-in or win from the week.
- Rotate small leadership roles (stretch-and-flex, task walk-throughs)
- Address disrespect immediately. Silence signals approval.
- Celebrate small successes and team wins
- Recognize specific behaviors, not just outcomes.
- Refrain from only giving corrections or criticisms to a coworker or employee. Aim for two positive reinforcements for every correction you give.
- Use cross-generational teams on complex or high-risk tasks
- Invite questions.

DISCUSSION QUESTIONS:

1. What's one strength you've seen from someone with a different level of experience than you on the jobsite?
2. What's one small habit we can use every day to help everyone on the jobsite feel respected?

Remember: others will mirror your behavior, especially if you are in a supervisor role or have more experience working in the construction industry. Creating a culture where everyone belongs is a shared responsibility for every person working on the jobsite.