



Multigenerational Leadership

Career milestones, data, and decisions

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Introduction

Four generations coexist in the job market today: Baby Boomers, Generation X, Millennials, and Generation Z, each marked by distinct historical, economic, and technological contexts. These factors influence how they view career, purpose, and the work environment.

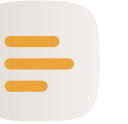
However, recent evidence indicates that many differences attributed to generations are, in practice, common to any professional or reflect stages of the life cycle, such as the beginning of a career, maturation, and increased responsibilities.

Why is this material important?

Generational classifications help identify trends, but are insufficient to guide management decisions. This material starts from this premise to analyze, in a structured way, the factors that influence attraction, engagement, and retention, such as leadership, development, compensation, and market context.

In an environment of greater volatility and higher demands on professionals, effective decisions require less generalization and more analytical precision. The goal is to support leaders and HR departments in building more consistent strategies aligned with the current realities of the job market.





How do we define generations in this material?

The age ranges that define each generation may vary depending on the source and context analyzed. To ensure consistency in data analysis, and considering that our research exclusively surveys professionals aged 18 or older, we have adopted age breakdowns in this material based on the respondents' current age:

Baby Boomers

Baby Boomers:
over 60 years old

Generation X

44 to 59 years old

Generation Y (Millennials)

26 to 43 years old

Generation Z

18 to 25 years
old*

These segments were defined to reflect the composition of the sample at the time of the research and to enable consistent comparisons between the groups. Generations are used as an analytical reference, not as rigid categories, since career stages and individual experiences also influence professional behaviors and expectations.

*The surveys were answered only by people over the age of 18.



How do we define generations in this material?

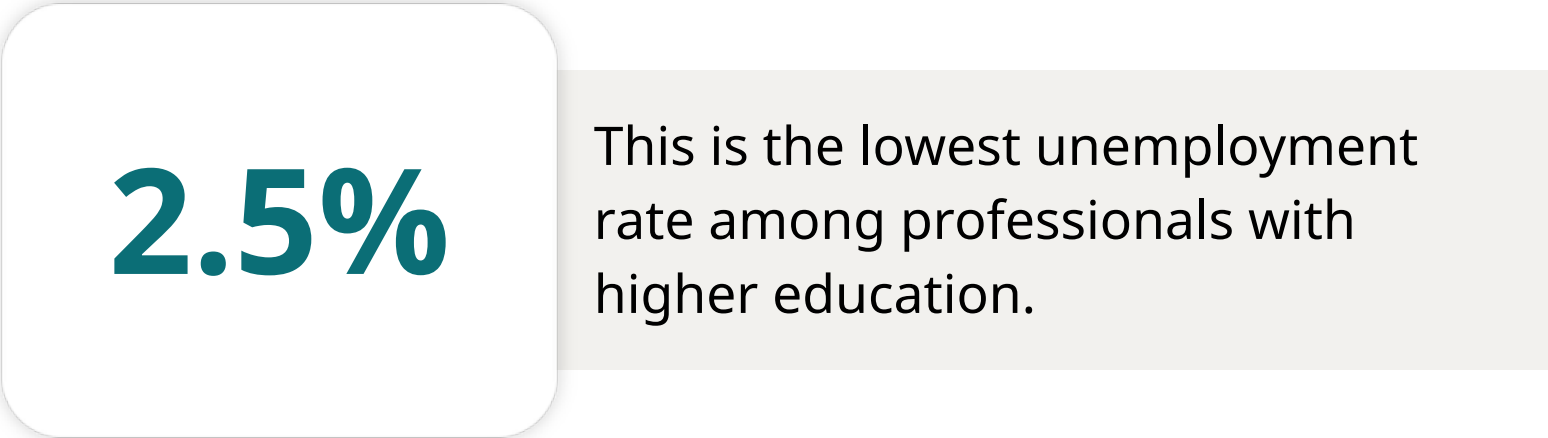
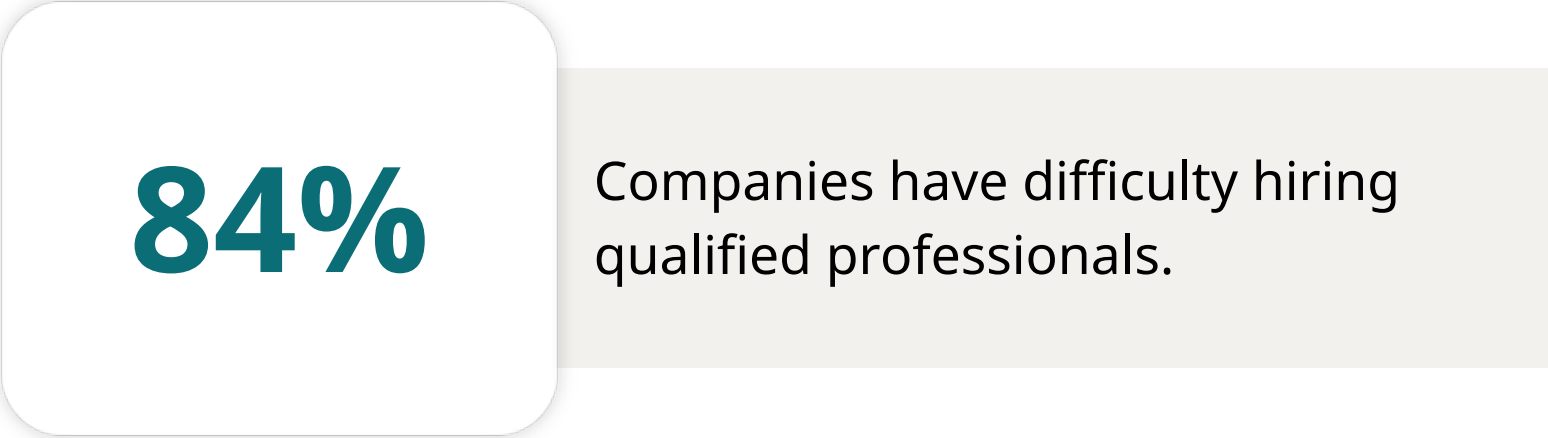
This material uses generational perspectives as a lens to understand collective predispositions formed by similar historical contexts and developmental stages. It's not about stereotypes, but about broad patterns observable in data, such as familiarity with technology, relationship to information, and expectations regarding work.

GENERATION	BOOMER	GEN X	MILLENNIAL	GEN Z
ECONOMIC EVENT	Postwar growth and economic stability	Recessions, restructurings, and the breakdown of traditional models (e.g., pensions)	Market entry in a context of crisis and transformation.	Training in an environment of high volatility and uncertainty.
POLITICAL/SOCIAL EVENT	Hierarchical corporate structures	Greater autonomy from an early age.	Educational expansion and pressure for qualifications	Exposure to simultaneous crises (economic, social, health)
TECHNOLOGY	Analog technology (e.g., landline telephone)	Early digitization (internet in adulthood)	Internet in education (adolescence/youth)	Digital native (full connectivity since childhood)
RESULT: ABSORPTION	Emphasis on stability, linear progression, and long-term commitment.	Pragmatism, self-sufficiency, and less institutional dependence.	Focus on continuous development, adaptability, and purpose.	Expectations include transparency, efficiency, feedback, and consistency between words and actions.

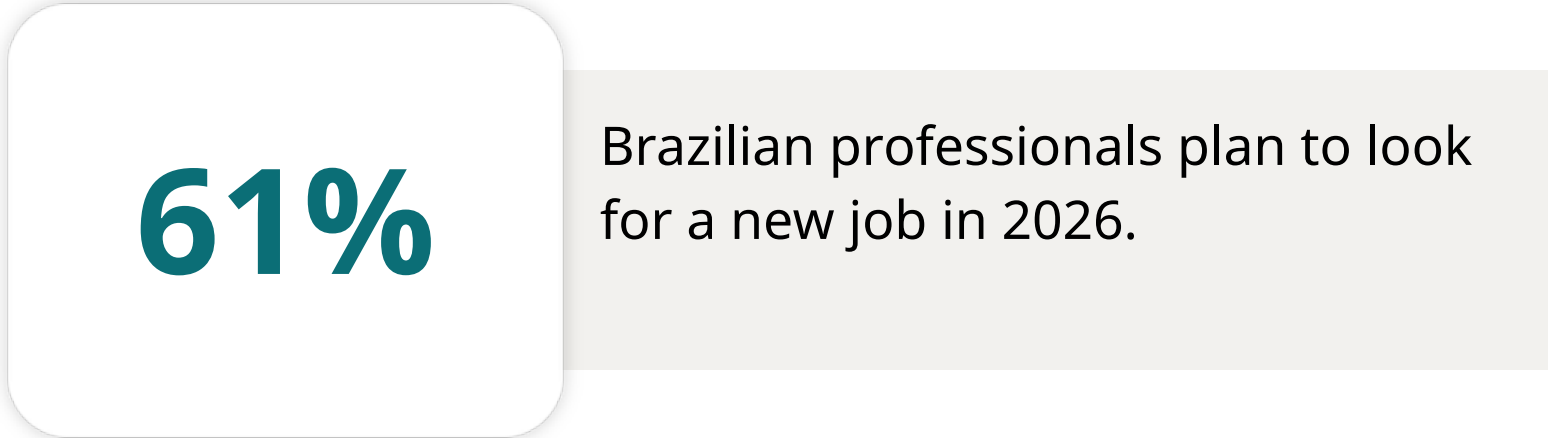
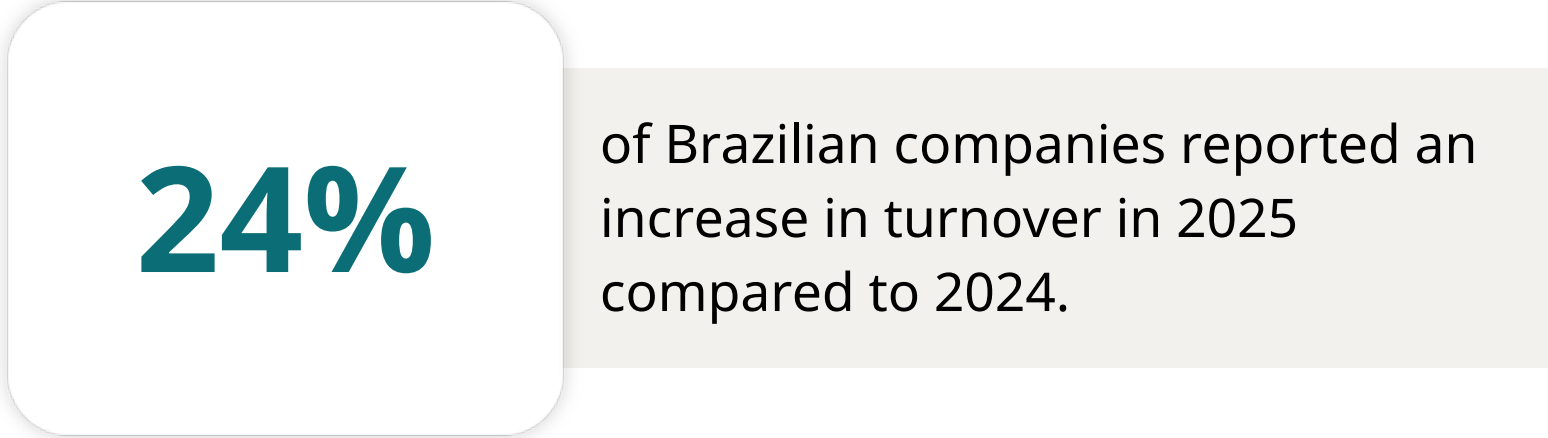


Labor market scenario

Pressure on skilled talent



Retention





Mental health

**Top 4
priorities**

Well-being is among the top four priorities for leadership in 2026.

30%

of leaders received a diagnosis of stress, anxiety, or burnout in the last year.

Leadership

50% +

Companies are creating middle management positions to accelerate the development of leaders.

Future of work

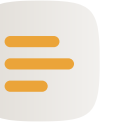
8 out of 10

Professionals see automation as an ally in their daily work.

48%

Managers would pay more for professionals with expertise in AI applied to business.

Source: Robert Half Research (ICRH, Mental Health, Executive Search, Management Challenges, Salary Guide)

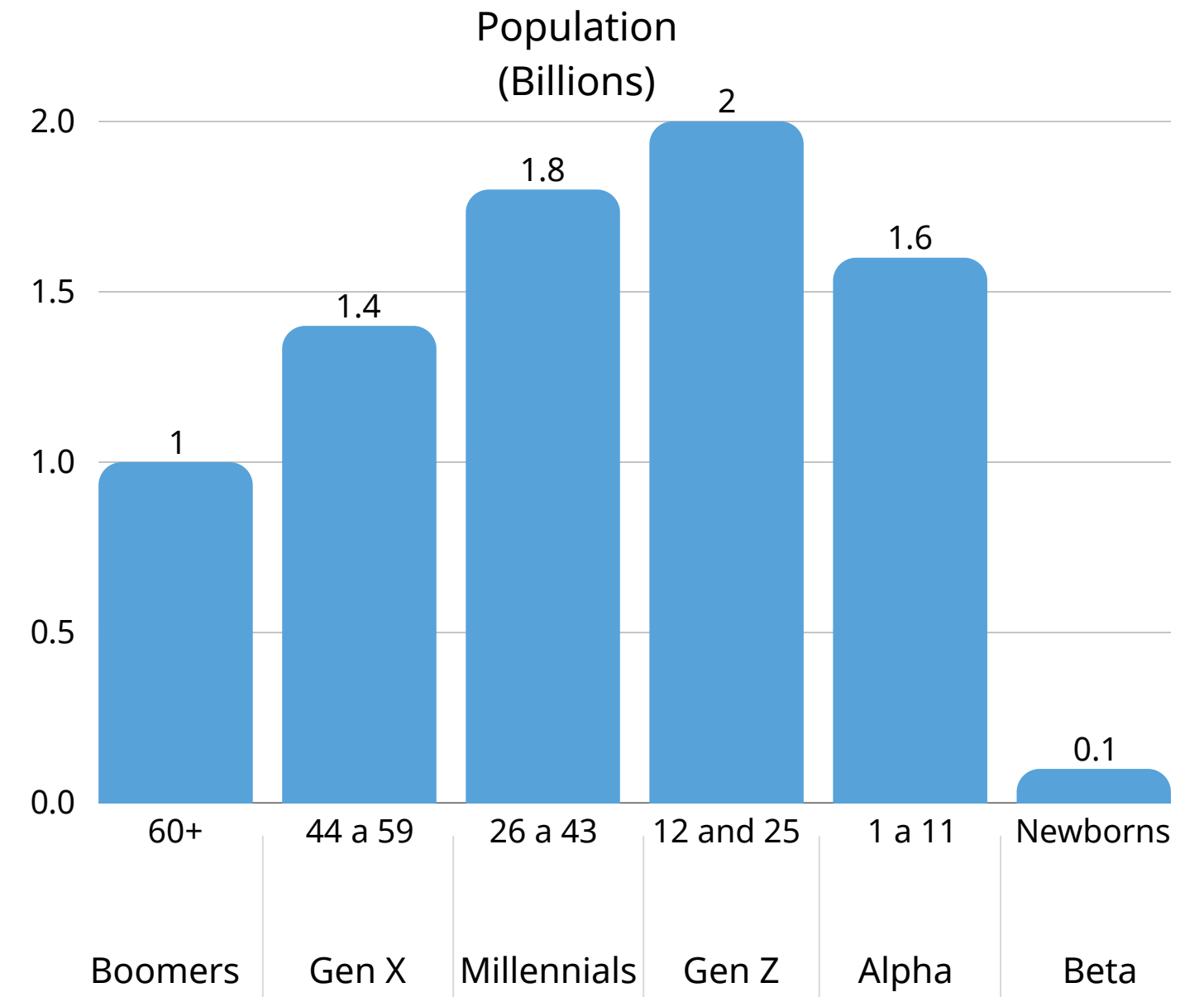


Deconstructing stereotypes

Many behaviors attributed to generations are explained primarily by age and context, not by fixed generational characteristics. Early career turnover, the pursuit of accelerated growth, and less tolerance for rigid structures reflect professional phases, not generations. Data shows, for example, that Generation Z is now the largest population group, which increases its visibility in organizations and can make typical behaviors of this life stage seem like "generational traits," when in fact they are effects of volume and professional cycle.

Without this distinction, the debate loses precision. Generalizations simplify the diagnosis and divert attention from what effectively impacts organizational results: leadership quality, development opportunities, and competitiveness in attracting and retaining talent.

For leaders, the implication is straightforward: it's not about adapting management to a specific generation, but about improving organizational understanding based on data and context, strengthening communication, aligning expectations, and the relationship between the company and its employees.



Source: World Data Lab (2024)

Deconstructing stereotypes

Paradigm shift - myths vs. reality

MYTH: Generation Z is not yet economically relevant.

REALITY: They already represent about 40% of global consumers.

MYTH: Young people don't worry about money.

REALITY: There is growing participation in investments, including digital assets.

MYTH: Only young people want flexibility.

REALITY: Flexibility is a priority for all generations.

MYTH: Older professionals don't keep up with changes.

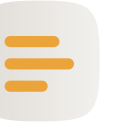
REALITY: Retraining impacts all ages.

MYTH: Young people are more unstable in their jobs.

REALITY: Mobility is more linked to career stage than generation.

Fontes: McKinsey; Deloitte; World Economic Forum; LinkedIn; Microsoft; Gallup; BofA; OECD.





Market context: the role of age in work dynamics

According to IBGE (Brazilian Institute of Geography and Statistics), the unemployment rate in Brazil is at its lowest level since the beginning of the historical series, reflecting a gradual recovery trajectory in the labor market in recent years. This scenario indicates greater absorption of professionals and expands mobility in the market, creating an environment in which candidates tend to have greater power of choice.

Unemployment rate by generation

When observing the market by age group, the pattern becomes clearer: unemployment rates are structurally higher among younger professionals. This does not reflect a generational characteristic, but rather the stage of entry into the market, with less experience, more career experimentation, and greater exposure to turnover.

On the other hand, more experienced professionals tend to exhibit greater stability, supported by technical expertise, specialization, and networks built over time.

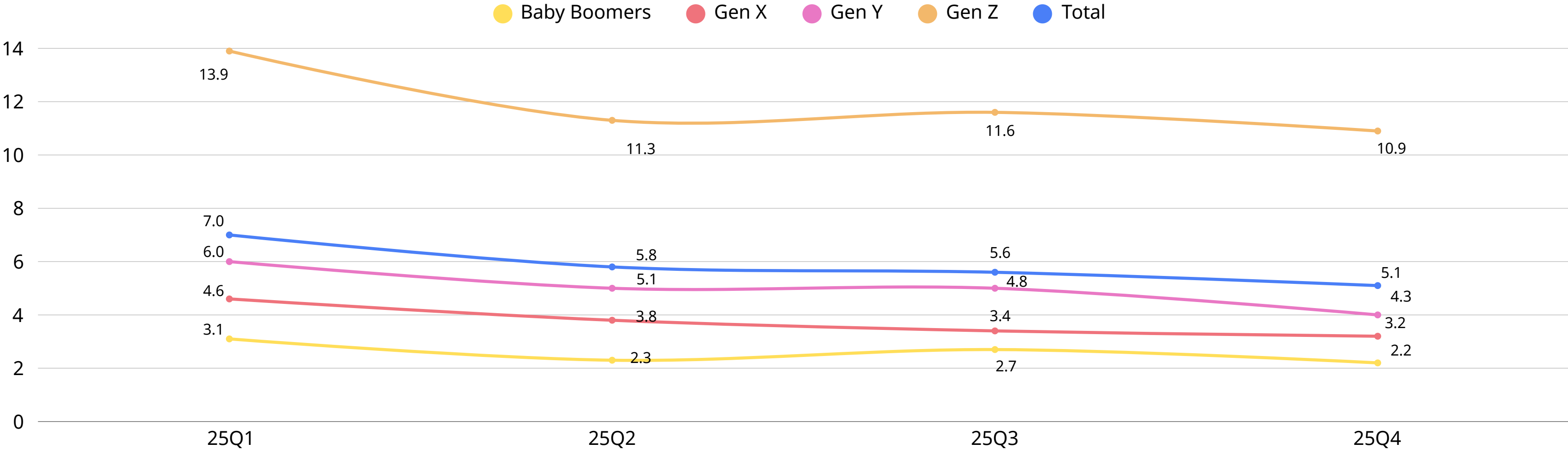
This dynamic reinforces a central point: differences in behavior and employability are more related to career stage than to generation. Higher turnover among young people, for example, is an expected phenomenon, a result of transition, testing paths, and adaptation to the market, and not a behavioral deviation.

Interpreting this data correctly allows for a more nuanced organizational diagnosis: what is often described as a "generational problem" is, in practice, a natural dynamic of the career cycle in a more active and competitive market.

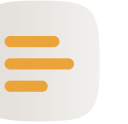


Unemployment rate by generation

General population

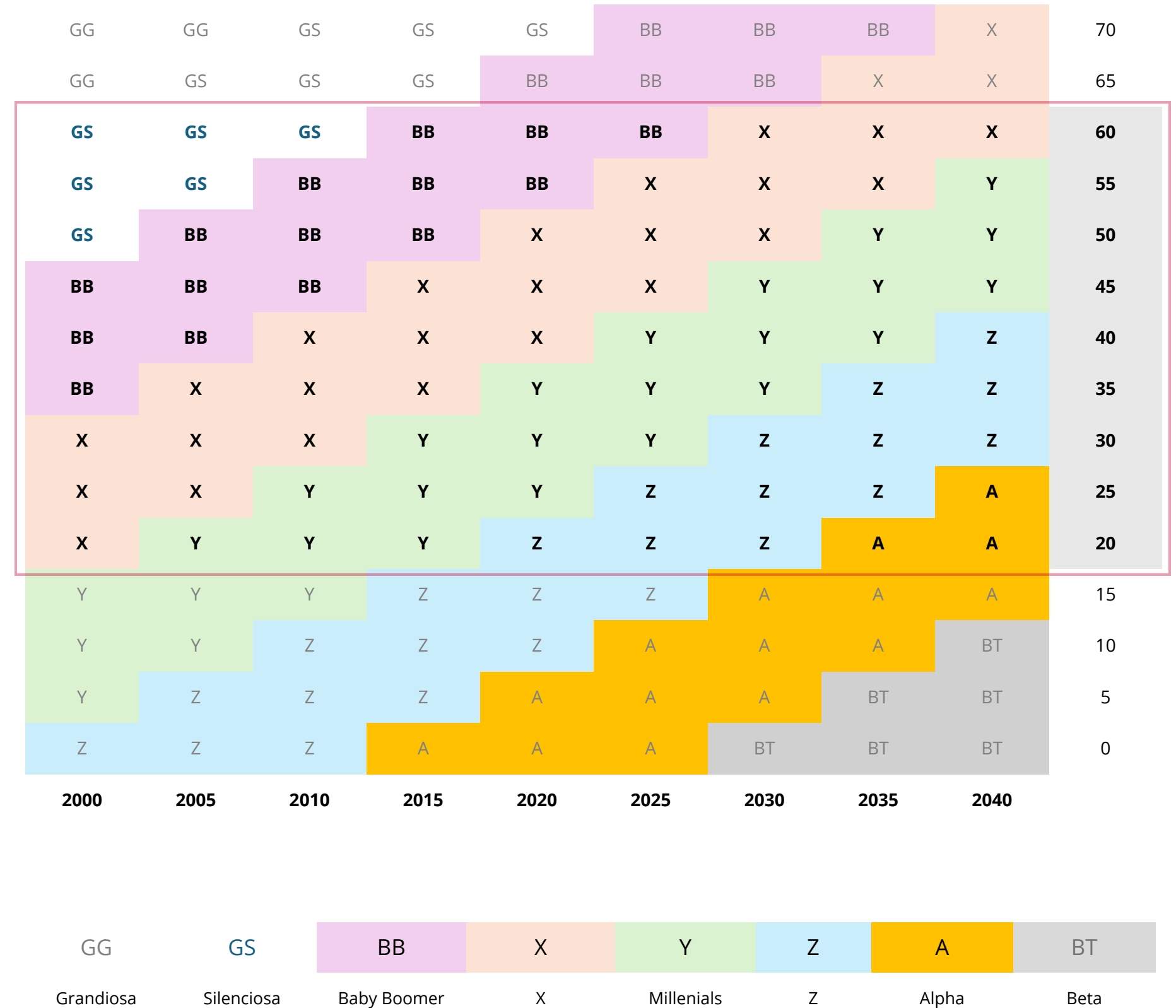


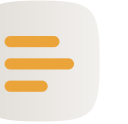
Source: IBGE / PNAD



Future of the job market

- By 2030, Generation Z will be the majority and will advance into coordination and entry-level management roles.
- New expectations regarding career, purpose, and feedback are putting pressure on traditional models.
- Between 2030 and 2040, there will be 4 to 5 generations coexisting simultaneously.
- This increases the complexity of management: pace, communication, development, and rewards.
- Between 2030 and 2040, Millennials will be at the peak of organizational power.
- They hold executive and P&L roles, influencing leadership and decision-making.
- Starting in 2035, the Alpha Generation will arrive.
- New demands in technology, learning, and professional experience.
- The exit of Baby Boomers requires attention.
- The need for knowledge transfer, succession planning, and preservation of institutional memory.
- Risk of losing accumulated expertise.





What keeps professionals at or drives them away from companies?

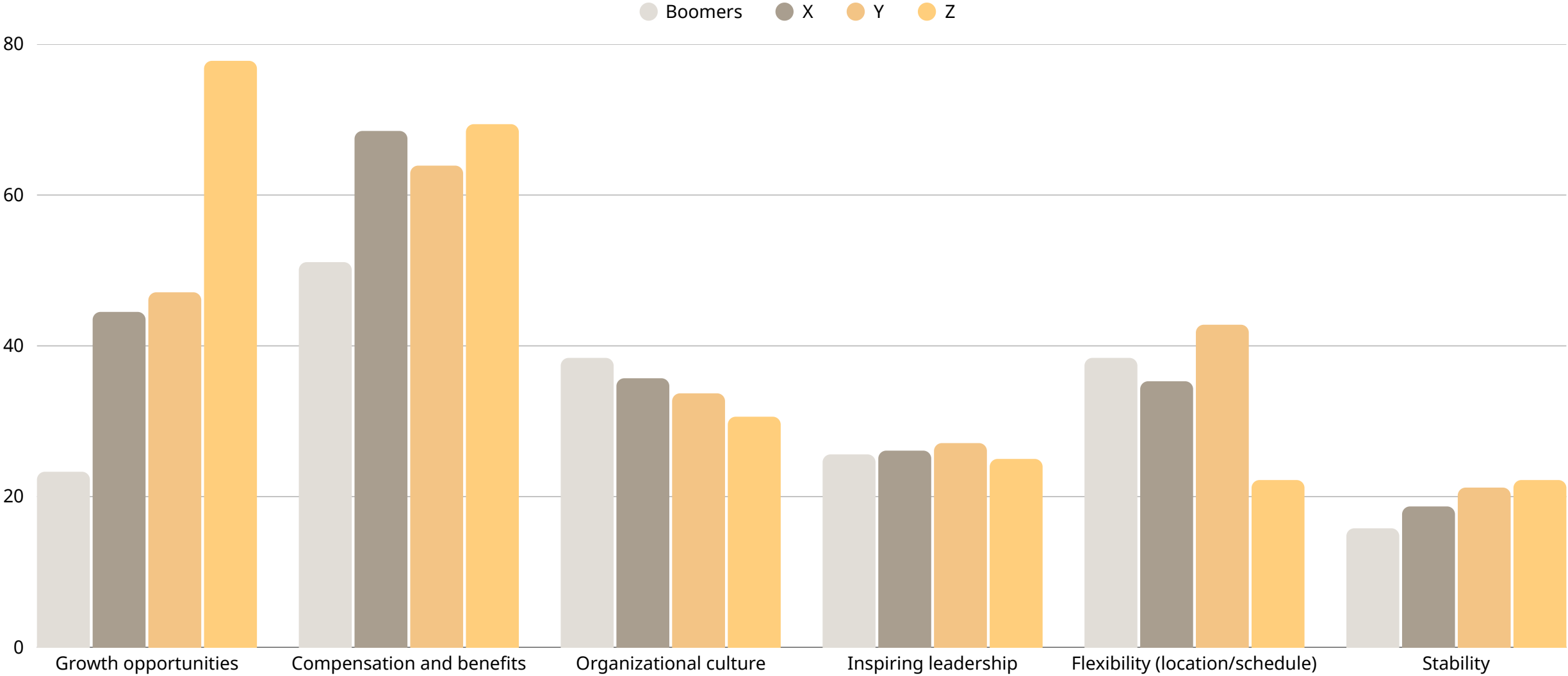
Valuing something doesn't necessarily mean staying for that reason. Between intention and decision, the real experience within the company is crucial. And that's where the factors that retain, or drive away, professionals emerge.

Over time, the reasons why someone stays at a company change. Among younger employees, career and growth opportunities prevail. With experience, factors such as recognition, leadership, and work-life balance become more significant.





Reasons for staying (% of respondents)

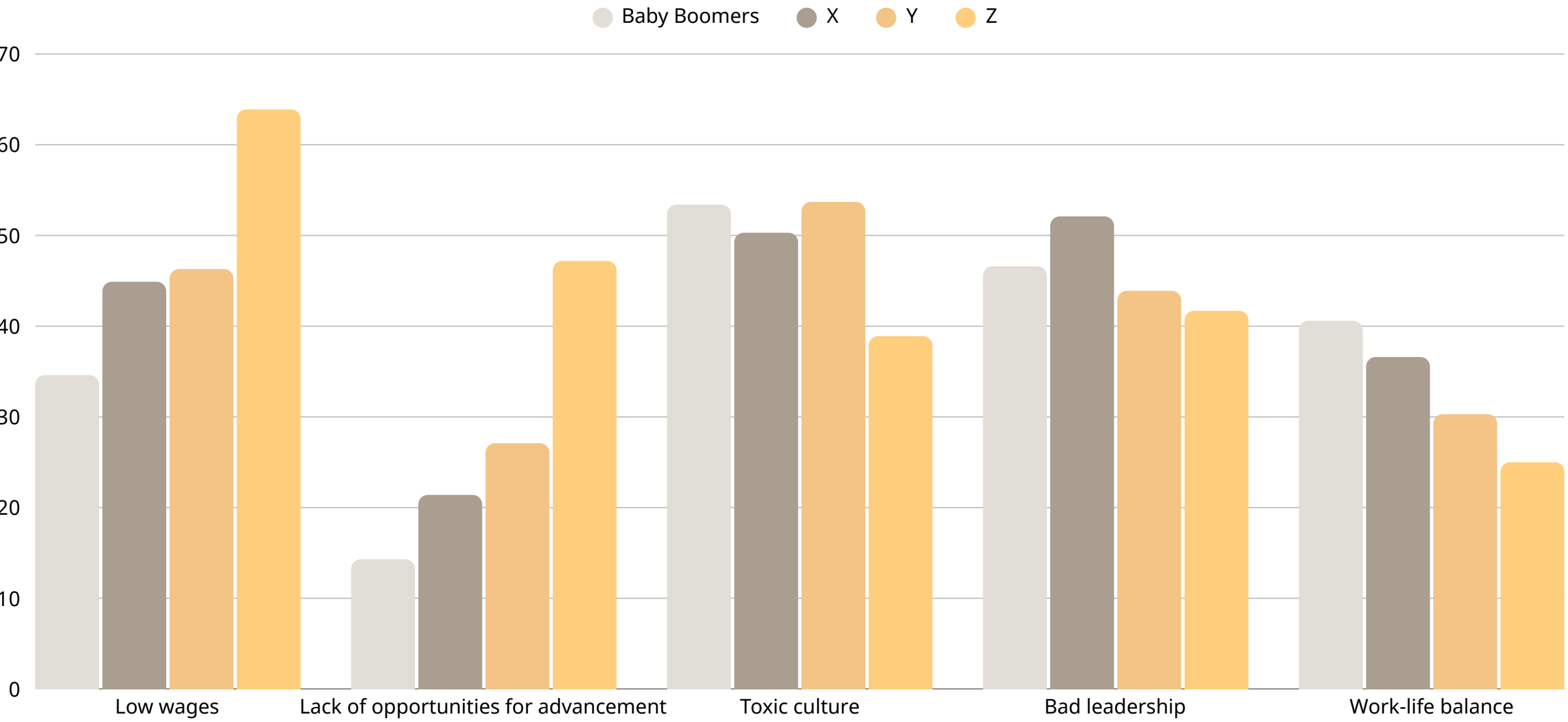


- Career growth is the main factor for staying in the early stages of a career, especially for Generation Z.
- Compensation and benefits remain a cross-cutting factor in retention.
- Flexibility, culture, and leadership all complement the decision, with varying degrees of importance throughout one's career.

Source: ICRH Survey – 32nd Edition | Base: responding professionals



Reasons for leaving (% of respondents)



- Low salaries act as a trigger for leaving the workforce, especially among younger professionals.
- Lack of opportunities for advancement particularly affects younger generations, with the greatest impact on Millennials and Gen Z.
- Toxic organizational culture is a critical factor in turnover across all generations, although it is cited less frequently by Generation Z.
- Poor leadership emerges as a consistent reason for leaving the company, with greater relevance among Generation X professionals.

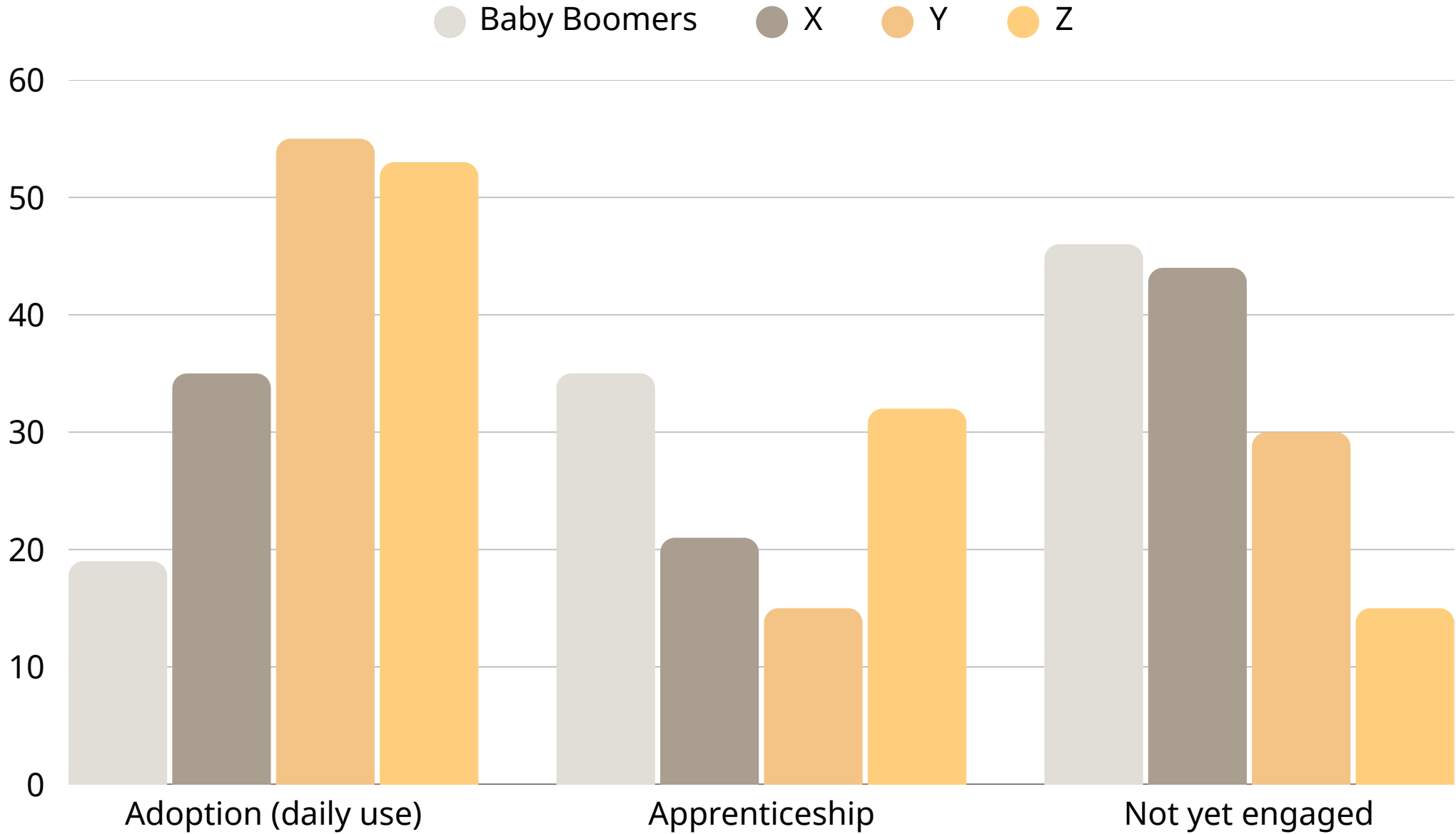
Source: ICRH Survey – 32nd Edition | Base: responding professionals

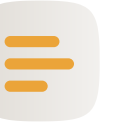




Artificial intelligence: stages of AI adoption in the workplace, by generation.

Like other career priorities, the adoption of artificial intelligence also reflects distinct levels of exposure, role, and professional maturity, rather than generational differences per se.





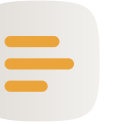
What each generation values in terms of benefits

As shown earlier, compensation is only one part of the equation. Increasingly, a company's value proposition includes benefits that align with the professional's stage of life.

In practice, the benefits translate into how the company materializes its value proposition.

Although there are commonalities, research shows that each generation has its own set of priorities. While younger generations seek learning and flexibility, older generations value security and stability.

Baby Boomers	Generation X	Generation Y (Millennials)	Generation Z
1. Agreed bonus	1. Private health insurance plan	1. Agreed bonus	1. Agreed bonus
2. Private health insurance plan	2. Agreed bonus	2. Meal voucher	2. Meal voucher
3. Meal voucher	3. Meal voucher	3. Private health insurance plan	3. Education and training incentives
4. Private pension plan	4. Dental plan	4. Private pension plan	4. Transportation voucher
5. Life and accident insurance	5. Private pension plan	5. Education and training incentives	5. Private health insurance plan



Priorities

When the job market is booming, priorities naturally shift. During periods of higher employability, professionals tend to become more selective about job opportunities, prioritizing factors that truly matter to their career path. But what does each generation really value?

Although multiple generations share the same work environment, they don't necessarily have the same priorities. Young professionals often focus on growth, learning, and development opportunities. More experienced professionals value balance, stability, purpose, and the full use of their skills.

Below, we present the most frequently cited priorities by generation according to the 32nd Edition of the Robert Half Confidence Index.

PRIORITY	BABY BOOMERS	GENERATION X	GENERATION Y	GENERATION Z
Growth and promotion	13%	39%	58%	86%
Stability and security	47%	52%	51%	47%
Recognition and purpose	27%	39%	36%	44%
Flexibility	32%	27%	31%	28%
Work-life balance	66%	64%	58%	19%
Explore new interests	41%	31%	16%	25%
Reskilling and upskilling	13%	15%	9%	8%

Source: ICRH Survey – 32nd Edition | Base: responding professionals

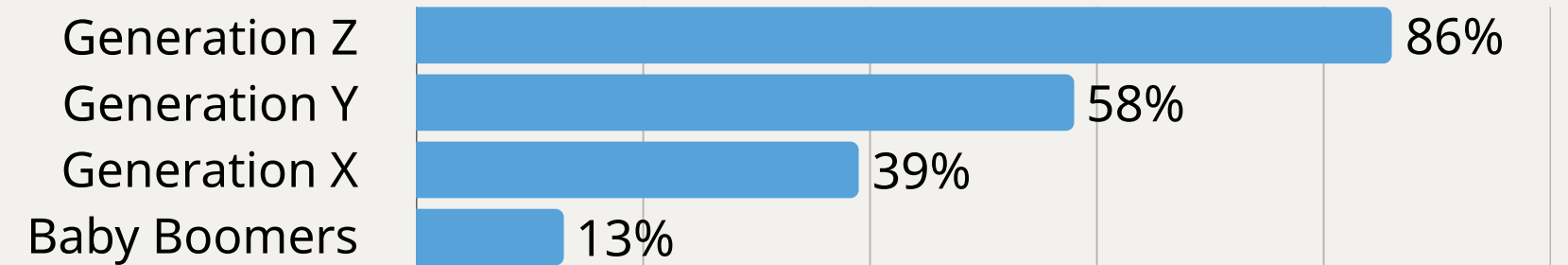
Professional priorities evolve throughout one's career

The results indicate that the desire for growth and promotion is more intense at the beginning of a career, but decreases over the years. On the other hand, work-life balance gains importance as experience increases. This reinforces that professional priorities are primarily influenced by the stage of life and career rather than by generational labels.

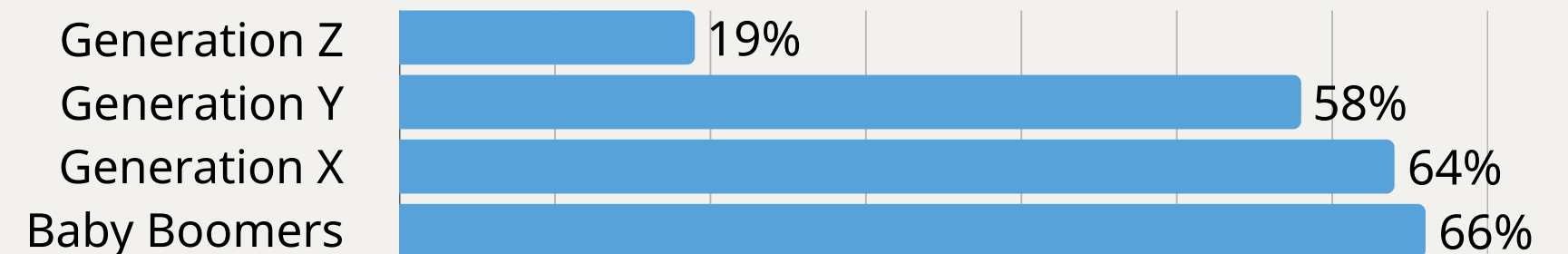
How do these priorities evolve throughout life?

- Growth gradually decreases from Generation Z to Baby Boomers.
- Work-life balance improves consistently as the career matures.

Evolution of growth and promotion as a priority.

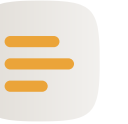


Evolution of work-life balance as a priority.



What does this mean for companies?

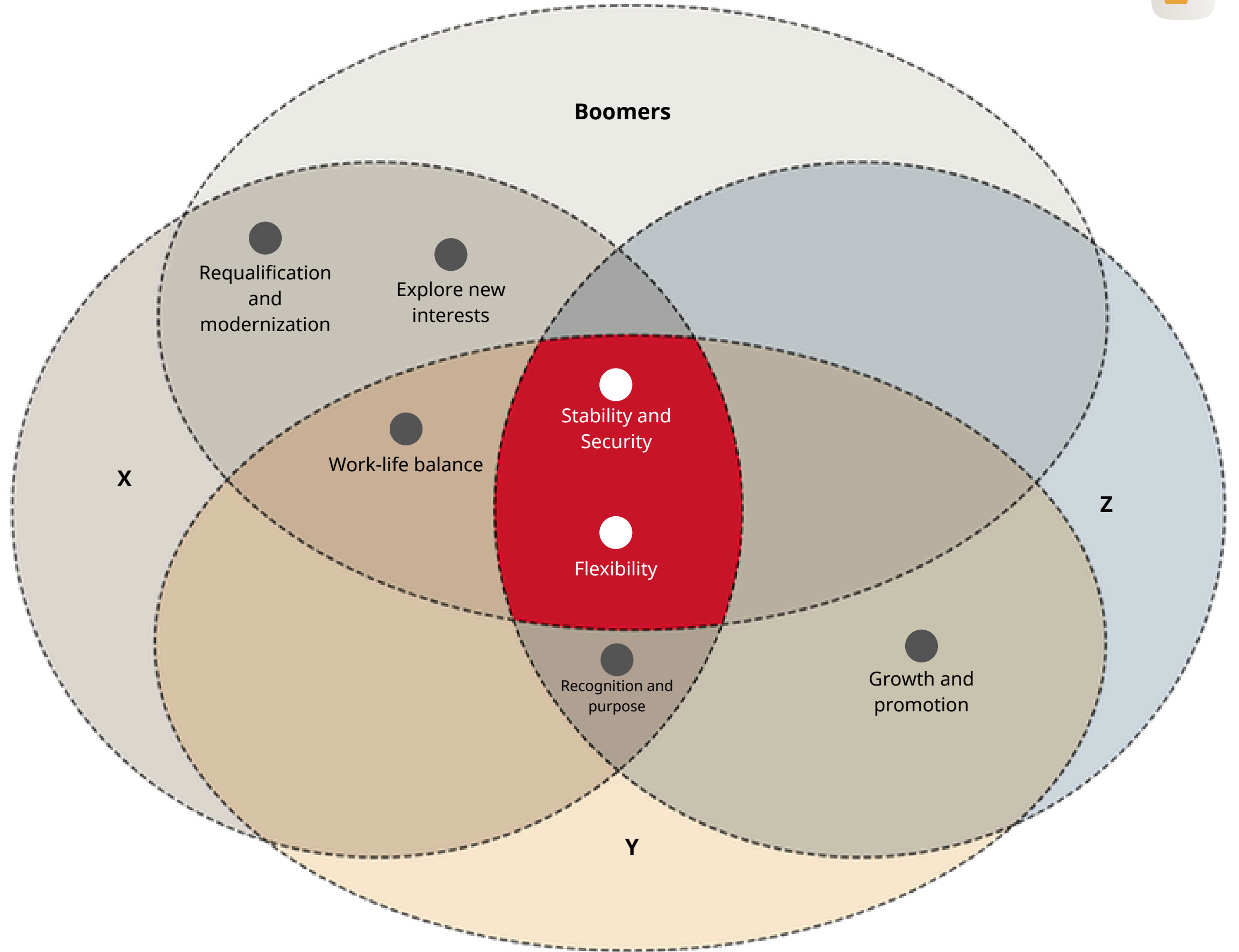
To effectively engage multigenerational teams, companies need to structure value propositions that resonate with different professional stages, without creating silos or fragmenting the organizational culture. Development programs attract young talent; while offering flexibility, recognition, and stability contributes to the retention of experienced professionals. Organizations that adjust their value propositions to career stages tend to reduce replacement costs and increase average employee tenure.



Intergenerational intersections

Beyond generational differences, the data reveals priorities that overlap and converge throughout a career.

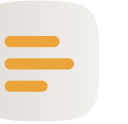
- Stability and flexibility connect all generations.
- Growth and purpose lose their impact as one's career progresses.
- Balance and new interests gain relevance in later stages of life.





Action plan by priority

Tema	Impacto	Ação
Stability and job security	All	Communicate the strategy clearly and consistently, provide visibility to key indicators, and continuously monitor climate and turnover to reduce uncertainties.
Flexibility	All	Offer autonomy over where and how to work, with results-oriented management and adaptation to individual realities.
Recognition and purpose	X, Y and Z	Personalize the recognition, connect the work to the impact generated, and reinforce it frequently, not just in formal evaluation cycles.
Career growth and advancement	Y and Z	Ensure frequent feedback, clear career paths, and transparent criteria for advancement.
Work-life balance	Boomers, X and Y	Promoting flexibility, managing workload, respecting boundaries, and actively supporting well-being.
Exploring new interests	Boomers and X	To encourage internal mobility, participation in cross-functional projects, and the development of new skills.
Reskilling and upskilling	Boomers and X	To offer continuous training programs, focusing on practical updates, applied learning, and sustaining employability.



Creating places where people want to stay.

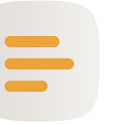


"Younger generations stay where they see prospects for advancement. As time passes, retention increasingly depends on human factors.

Trusting relationships, inspiring leadership, and a healthy culture are essential. The absence of these elements, especially recognition, clear communication, and balance, is what most often leads to employee turnover. Companies that want to attract and retain talent of different ages need to balance development plans with positive work experiences.

This includes offering continuous learning to young people and flexibility and recognition to more experienced professionals."

Erika Moraes, Branch Manager at Robert Half



From analysis to action

Generations don't compete, they coexist. And the way this coexistence is managed defines the sustainability of the business.

The differences observed between generations throughout this material do not indicate inevitable conflicts, but rather distinct needs throughout professional life. For leaders and Human Resources departments, the challenge lies not in designing specific policies for each generation, but in building systems flexible enough to meet different career stages.

Growth, stability, recognition, and balance are not in competition with each other. They alternate in importance throughout one's professional career. In this context, the most successful companies are those that:

- They structure customized development without fragmenting the culture.
- They recognize performance in different, but fair, ways.
- They clearly communicate criteria for growth, compensation, and benefits.
- They empower leaders to handle diverse expectations.

“ More than managing generations, it's necessary to lead people in continuous transformation. Understanding these dynamics is a strategic decision. ”



Approach models for attracting and retaining talents

Retaining

Attracting

Internal resources

- Ongoing climate research, with breakdowns by area and profile.
- Structured exit interviews with recurring analysis.
- Internal training and development aligned with career stages.
- Periodic review of the work model, considering flexibility and productivity.

- Internal Resources
- Consistent and data-driven employer branding
- External communication aligned with internal reality.

External support

- Relief for internal structures during peak demand.
- Review and redesign of positions and salaries based on market trends.
- Partnerships that leverage benefits to enhance the value proposition.
- External training and development programs to accelerate skills acquisition.

- Faster access to scarce talent.
- Structuring competitive proposals aligned with the market.
- Managing candidates in high-demand and counter-offer contexts
- Expanded reach and scope
- Benchmarks by segment, function, and level.
- Match between candidate expectations and company needs.
- Market intelligence based on data and benchmarks.

Methodology

This material combines research, market trends, and interpretations to offer a clear and practical overview of generations in the workplace.

The methodology includes:

- **ICRH Survey – 32nd Edition**

Proprietary research by Robert Half that assesses the perceptions of employed and unemployed professionals and leaders regarding priorities, motivators, benefits, what would make them change jobs, trust, and expectations.

- **Salary Guide 2026**

Online survey developed by Robert Half and conducted by an independent research firm. Respondents include 1,000 professionals from the fields of finance and accounting, IT and technology, administrative and customer support, legal, and engineering.

- **Expertise da Robert Half**

Interpretations based on the experience of the world's largest talent solutions company. The combination of proprietary data and practical experience allows for an understanding of the dynamics of the Brazilian market.



Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.

Consulting

We offer deep consulting expertise, objective insights, and collaboration to help companies tackle challenges and seize opportunities.

Managed Solutions

Through Protiviti, a Robert Half company, we can build high-performing teams that adapt to meet your business needs and goals while providing expert consulting.

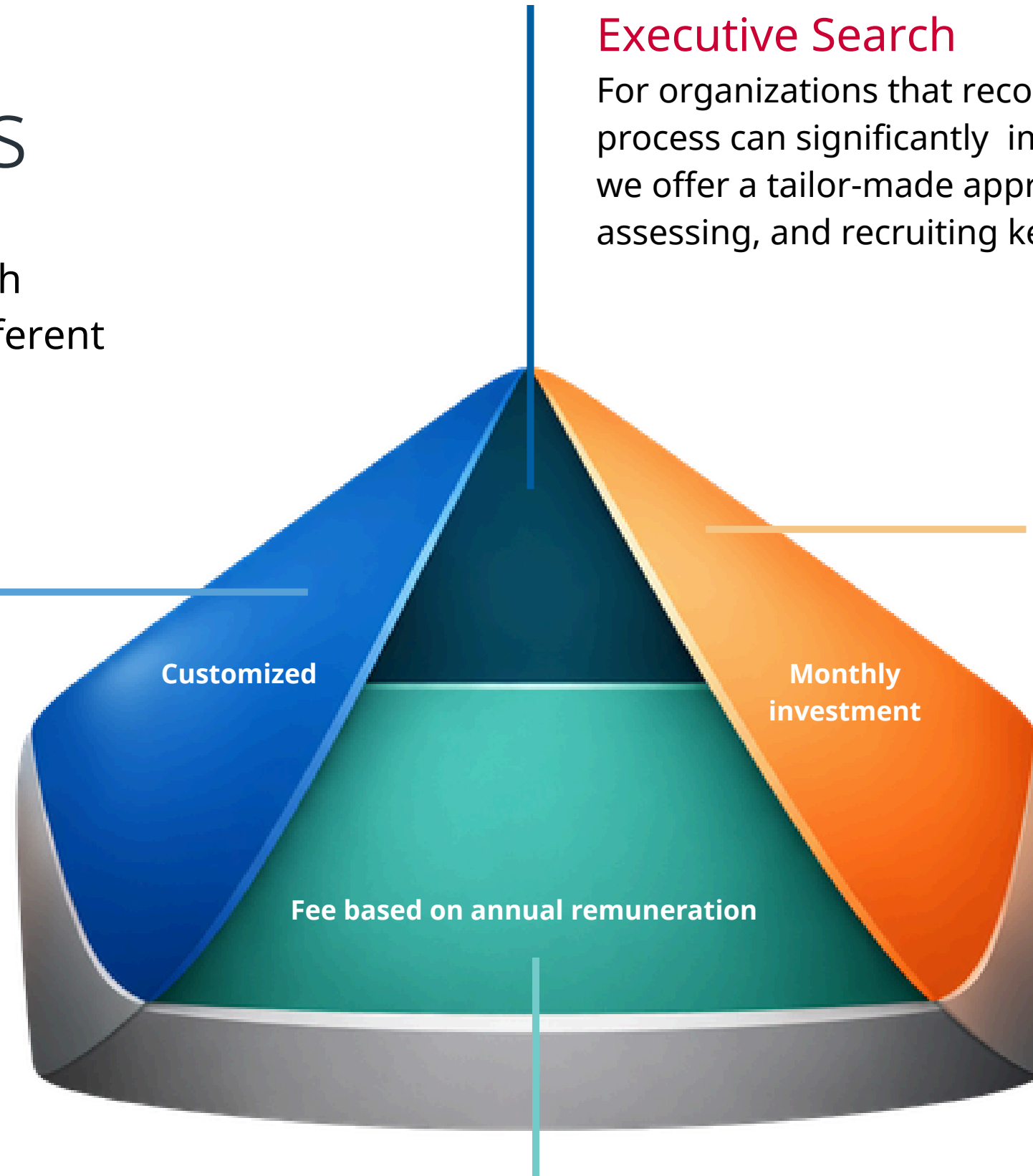
Executive Search

For organizations that recognize that a robust process can significantly impact their direction, we offer a tailor-made approach for sourcing, assessing, and recruiting key professionals.

Project-based hiring

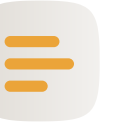
Management Resources: We allocate specialized professionals to areas of corporate strategic leadership.

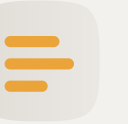
Staff Loan: A process in which we allocate skilled professionals to perform transactional corporate routines in the areas of finance, accounting, taxation, auditing, and technology.



Permanent Recruitment

Strengthen your company in the long term by hiring professionals or teams on an indefinite-term basis.





Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.

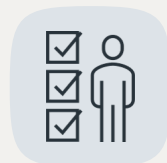
Rely on the experience of market-specialized consultants and the unique advantages of Robert Half:



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With a global presence and operations in North America, Europe, Asia, South America, and Oceania, Robert Half appears on lists of the world's most admired companies and is also recognized for its commitment to promoting equality and fostering an inclusive culture.



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