

# Navigating Intergenerational Conflict

A New Framework for Sharing and Receiving Wisdom

**CHIP CONLEY**

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Founder, Modern Elder Academy

**“If you shipped a feature and nobody used it,  
did it really ship?”**





**SOS!**

A

FEA TURE







**What percentage of Americans have  
a boss younger than them?**

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The majority of Americans will have a younger boss by

2025



**What's the average age of employees  
at Silicon Valley's tech giants?**



What's the average age of employees  
at Silicon Valley's tech giants?

30



**60** may be the new 40 physically

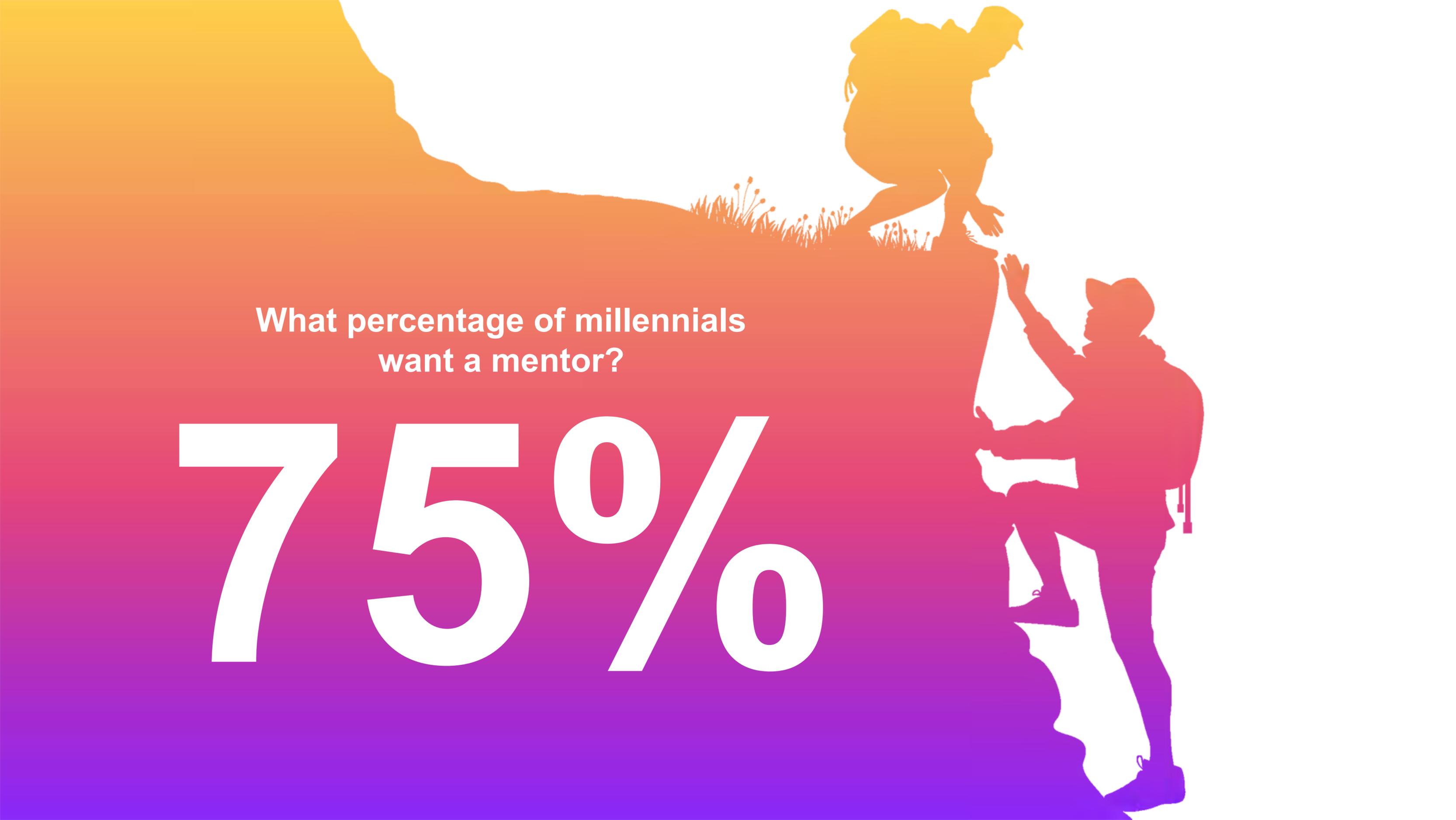


30

is the new 50 for workplace power



**What percentage of millennials  
want a mentor?**

The background features a gradient from yellow at the top to purple at the bottom. Silhouettes of two hikers are shown on a mountain peak. One hiker is standing on the right, reaching out to assist another hiker who is crouching on the left. The scene is set against a bright, glowing light source, likely the sun, creating a silhouette effect.

What percentage of millennials  
want a mentor?

75%

**Millennials who  
intend to stay with an  
organization for more  
than 5 years are  
twice as likely  
to have a mentor**





**What's the fastest-growing age demographic  
in the labor force today?**



What's the fastest growing age demographic  
in the labor force today?

60

and older

Between

2016-2026

nearly half of the labor force increase  
will come from older workers







The  
Economist

WHAT MAKES  
A GOOD **LEADER?**



**MIT Sloan**  
Management Review

# Older and Wiser? How Management Style Varies With Age

While younger managers prefer narrower, more technical approaches, older ones tend to work through others and focus on the big picture.

Julian Birkinshaw  
James Manktelow  
Vittorio D'Amato  
Elena Tosca  
Francesca Macchi

**“How can I support you to do the best work  
of your life here at \_\_\_\_\_?”**

**– Chip Conley**

	<b>Younger Managers</b>	<b>Older Managers</b>
<b>Managing Yourself</b>	Personal Discovery	Mature Reflection
<b>Managing Others</b> People Focus	Instrumental Techniques	Intuitive, Savvy
<b>Managing Others</b> Task Focus	Narrow Expertise	Holistic Oversight
<b>Managing Context</b> Internal Focus	Self-Centered Shaping	Inclusive Collaboration
<b>Managing Context</b> External Focus	Market-Driven	Purpose-Driven



“As artificial intelligence leads to the automation of many routine and technical activities, **we believe there will be a premium on managers — in many cases, older managers** — who have cultivated innately human qualities such as judgment, intuition, and an ability to reflect.

To the extent that experienced managers are also able to keep up with advances in technology, **those human qualities should stand them in good stead in the years ahead.”**

– *MIT Sloan Management Review*



**Mutual Mentorship**



**Tracking and Cultivating Wisdom**



**Value Age & Cognitive  
Diversity on Teams**



**Develop a Shared  
Language to Maximize  
Team Collaboration**

WISDOM  
@ WORK

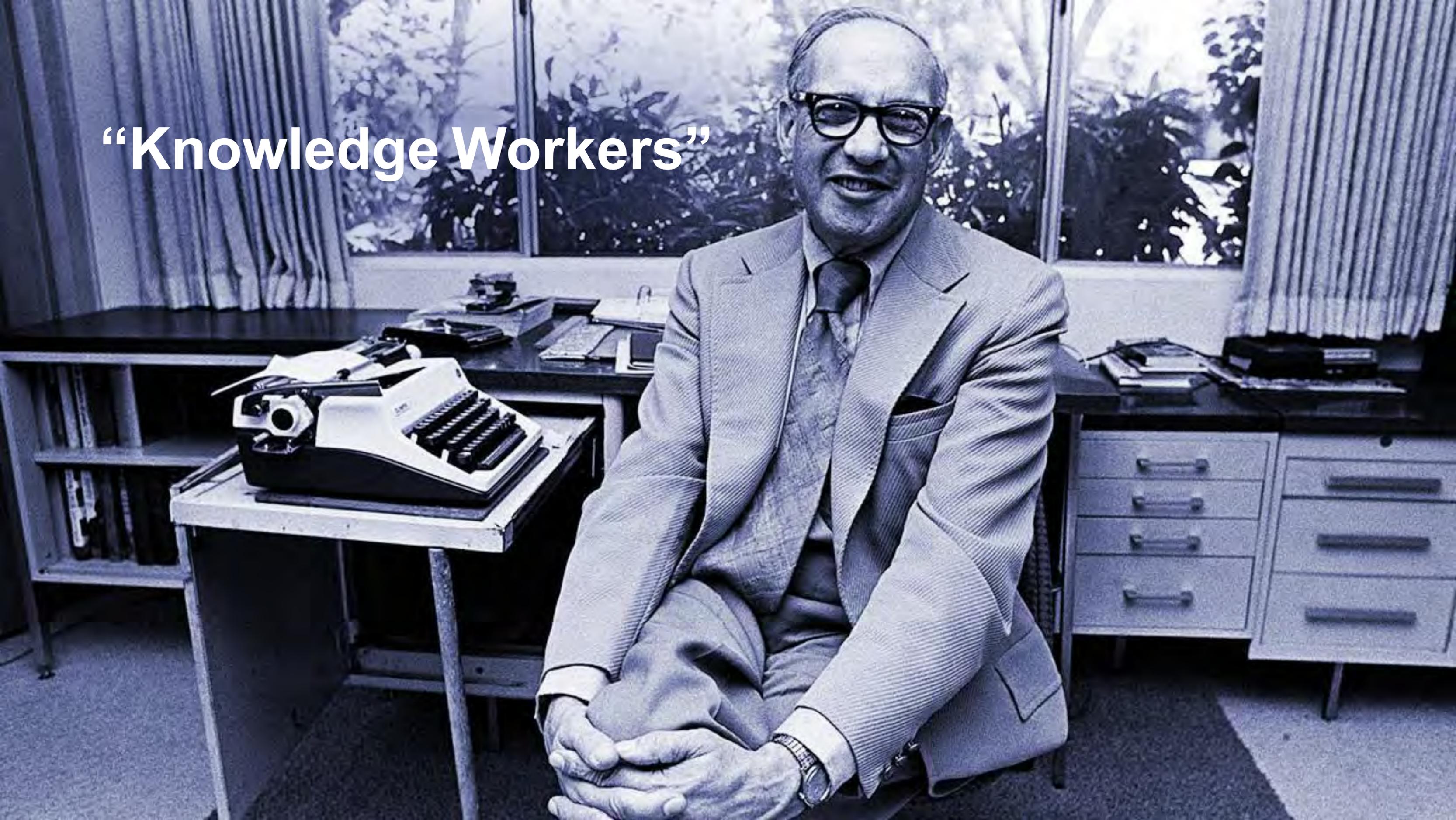
THE MAKING OF A  
MODERN ELDER



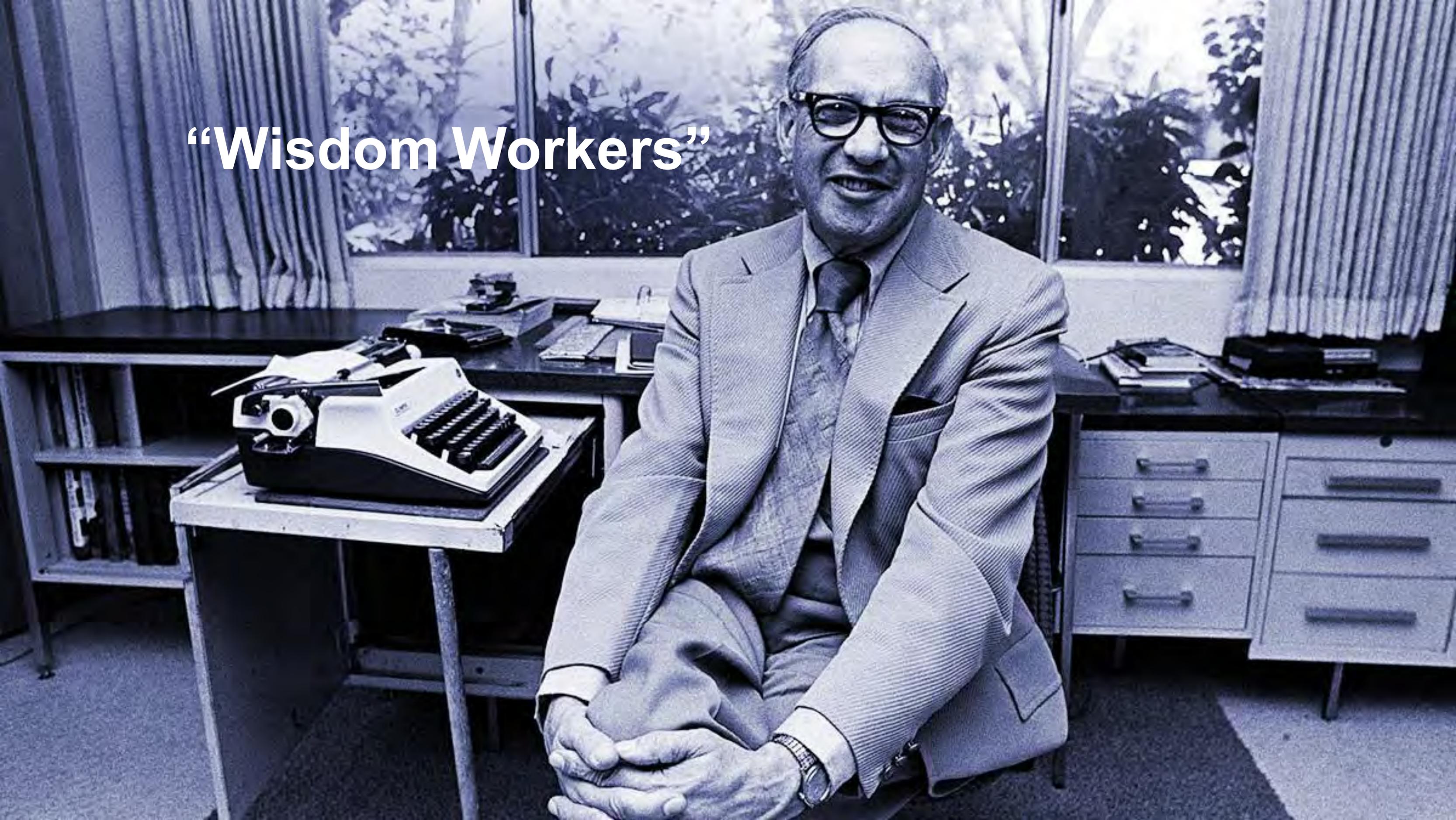
CHIP CONLEY

"Chip Conley will be your guide in learning how to cultivate  
a beginner's mind . . . and be the sage counselor."  
—from the Foreword by Brian Chesky, cofounder and CEO, Airbnb

# “Knowledge Workers”



# “Wisdom Workers”





MODERN  
ELDER  
ACADEMY



# Thanks!

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