Generational Differences Chart
Revised 2019

	Traditionalists	Baby Boomers	Generation X	Millennials	Gen Z
Birth Years	1928 - 1945	1946-1964	1965-1980	1981-1997	1998 & after
Current Age in 2015	70 -87	51-69	35-50	18-34	17 and younger
US President at that Time	Truman/Eisenhower	JFK/Nixon	Reagan/GH Bush	Clinton/GW Bush	Barack Obama
Famous People Of Their time	Bob Dole, Elizabeth Taylor	Bill Clinton, Meryl Streep	Jennifer Lopez	Ashton Kutcher, Serena Williams	
Music	Jazz, Swing, Glen Miller, Frank Sinatra	Elvis, Beatles, Rolling Stones, Johnny O'Keefe	INXS, Nirvana, Madonna, Midnight Oil	Eminem, Britney Spears, Puff Daddy, Jennifer Lopez	Kanye West, Rhianna, Justin Bieber, Taylor Swift
TV and Movies	Gone With The Wind, Clarke Gable, Advent of TV	Easy Rider, The Graduate, Color TV	ET, Hey, Hey its Saturday, MTV	Titanic, Reality TV, Pay TV	Avatar, 3D Movies, Smart TV
Popular Culture	Flair Jeans, Roller Skates, Mickey Mouse (1928)	Roller Blades, Mini Skirts, Barbie/Frisbees (1959)	Body Piercing, Hyper Color, Torn Jeans	Baseball Caps, Men's cosmetics, Havanans	Skinny Jeans, V-necks, RipSticks
# in USA in 2000					
# in USA in 2010	75 Million	80 Million	46 Million	76 Million	
# in USA in 2016		75 Million	61 Million	87 Million	60 million?
% in Workplace in 1995	18%	49%	31%		
% in Workplace in 2000	63 million/23%	78 Million/29%	48 Million/18%	80 Million/30%	
% in Workplace in 2015	2%	29%	34%	34%	1%
% in Workplace 2016	3%	30%	35%	35%	2%
% in Workplace in 2020	1%	22%	20%	50%	7%
	Veterans, Silent,	"Me" Generation, Moral	Gen X, Xers, The Doer,	Generation Y, Gen Y,	Net Generation

Other Names	Moral Authority, Radio Babies, The Forgotten Generation	Authority	Post Boomers, 13th Generation	Generation Next, Echo Boomers, Chief Friendship Officers. 24/7's Trophy Generation	Digital Natives Screenagers Digital immigrants
Influencers	-WWII (1939-1945), Korean War, (1930's), New Deal, Rise of Corporations, Space Age, Communism, Roaring 20's, WWI GI Bill -Raised by parents that just survived the Great Depression. -Experienced hard times while growing up which were followed by times of prosperity.	-Civil Rights, Vietnam War (1965-1973), Sexual Revolution, Cold War/Russia, Space Travel, Neil Armstrong (1969), Decimal Currency (1966) -Highest divorce rate and 2nd marriages in history. -Suburbia, TV, Watergate Protests -Human Rights Movement -Drugs, Rock and Roll -Post War Babies who grew up to be radicals of the 70's and yuppies of the 80's. - "The American Dream" was promised to them as children and they pursue it. As a result they are seen as being greedy, materialistic and ambitious. -Came of age during America's glory days as a superpower -Enjoyed many social, financial and educational opportunities -Grew up in a nation that was often torn by politics -In youth they were the "chill generation" who experimented with drugs and marched in protests	-Challenger Explodes (1986), Haley's Comet (1986), Stock market Crash (1987), Berlin Wall Torn Down (1989), Newcastle Earthquake (1989), Watergate, Energy Crisis, Dual Income families and single parents, -First Generation of Latchkey Kids, Y2K, Energy Crisis, Activism, Corp. Downsizing, End of Cold War, Mom's work -Increased divorce rate -Their perceptions are shaped by growing up having to take care of themselves early and watching their politicians lie and their parents get laid off. -Sesame Street, MTV, Gameboy, PC, Divorce Rate Tripled -Came of age when USA was losing its status as the most powerful and prosperous nation in the world. -The first generation that will NOT do as well financially as their parents did. -Their childhoods coincided with the greatest anti-child phase	-Columbine Shooting (1999), New Millenium (2000), 9/11/01, Digital Media, child focused world, school shootings, terrorist attacks, AIDS, 9/11, terrorist attacks. -Grew up in an era that saw a return to child-centered households. -Typically grew up as children of divorce -They hope to be the next great generation & to turn around all the "wrong" they see in the world today. -They grew up more sheltered than any other generation as parents strived to protect them from the evils of the world. -Came of age in a period of economic expansion. -Kept busy as kids -First generation of children with schedules. -Expanded Technology -Natural Disasters -Violence -Gangs -Diversity -Over indulged, over protected and over supervised their entire lives.	-Iraq/Afhanistan War -Asian Tsunami (2004) -Wikileaks -Grew up in the shadow of 9/11 and 2 financial collapses -Have grown up in worst economic environment since the Great Depression -Born into social media and mobile -Parents are GenXers -Online video bloggers are real people that they can relate to -Raised amid institutional and economic instability -Globally connected via social media -Global warming -Growing up in a post linear digital reality…events no longer follow a traditional chronology…people watch things when they want to watch them, learning takes place anywhere, anytime…We're looking at the world through glass…tablets, Google Glass designed for images, not words…a magazine is an iPad that doesn't work -Growing up in a post logical world that emphasizes emotional reaction>social media is more right brain not left brain -Their formative years have not been lived yet…we are still learning about them

	Traditionalists	Baby Boomers	Generation X	Millennials	Gen Z
			in American history. (Wide spread birth control and legalization of abortion.) -Forced to be independent as children		
Core Values	-Adhere to rules -Conformers -Contributing to the - Collective good is important -Dedication/Sacrifice -Delayed Reward -Community -Don't like change -Don't question authority -Duty before pleasure -Family Focus -"Giving Back" is important -Hard Work -Law and Order -Loyalty -Patriotic -Patience -Respect for authority -Responsibility -Savers -Stabilizing -Trust in Government -Value logic and discipline -Want to build a legacy -"Waste not, want not"	-Anti war -Anti government -Anything is possible -Equal rights -Equal opportunities -Extremely loyal to their children -Involvement -Me Generation -Optimism -Personal Gratification -Personal Growth -Question Everything -Success -Spend now, worry later -Team Oriented -Transformational -Trust no one over 30 -Youth -Work -Want to "make a difference"	-Balance -Diversity -Entrepreneurial -Fun -Highly Educated -High job expectations -Independent -Informality -Lack of organizational loyalty -Pragmatism -Seek life balance -Self-reliance -Skeptical/Cynical -Suspicious of Boomer values -Think Globally -Techno literacy -Time	-Achievement -Avid consumers -Been involved entire life -Change -Civic Duty -Common and natural for them to have 10-14 jobs in their lifetimes -Confidence -Diversity -Extreme fun -Extremely techno savvy -Extremely spiritual -Fun! -High morals -Highly tolerant -Hotly competitive -Individuality - Like personal attention -Members of global community -Most educated generation -Now! -Optimism -Realism -Self-confident -Social ability -Street smarts	

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Attributes	-Appreciate dedication, loyalty and hard work -College: typically did not go to college. -Began working immediately after high school or went into the military with the express intent of finding lucrative positions to support their families. -Committed to company -Competent -Confident -Conservative -Dedication -Doing more with less -Ethical -Faith in institutions -Fiscally prudent -Hard-working -Historical viewpoint -Honor -Income from a stable, solid employer, not necessarily personal fulfillment, was the driving force to their choice of job/career. Institutions deserve loyalty -Linear work style -Loyalty to organization/employers is very important to them (duty, honor,	-40% of marriages ended in divorce a fact that compromised the parenting of their offspring -Ability to handle a crisis -Ambitious -Anti-establishment -Challenge Authority -Competent -Competitive -Consensus Leadership -Consumerism -Ethical -Focused on individual freedoms -Goal Oriented -Good communication skills -Grew up at a time of national unrest which created strong sense of individualism in them. -Idealistic -Independent -Institutions deserve to change -Invested in real estate -Job hopping-will do so if it serves their interests -Late boomers chose to focus on their families rather than their jobs -Live to work -Loyal to careers and employers -Most educated as compared to other 3 generations -Multi-taskers -Optimistic -Political correctness	-Adaptable -Angry but don't know why -Antiestablishment mentality -Apathetic -Big Gap with boomers Can change Crave independence -Created child-focused families and became helicopter parents -Confident -Competent -Distrustful of institutions/government and slacker sterotypes -Eclectic -Ethical -First generation of "latch key kids". As a result they became independent, resourceful and comfortable on their own. -Fiscally conservative -Flexible -Focus on Results -Free agents -Graduated college into a tough job market -Highest number of divorced parents -High degree of brand loyalty -Highly adaptive to change and tech -Ignore leadership -Independent Institutions are suspect -Invested in the stock market -Loyal to Manager	-57% will move home after graduating college. Tough competition for top jobs forces them back home where their parents are happy to have them -Achievement oriented -Ambitious but not entirely focused. Look to the workplace for direction and to help them achieve their goals. -Appreciate being kept in the loop -Are not afraid to question authority -At ease in teams -Attached to their gadgets (24/7) & their parents -Best educated - Confident -Confident -Crave attention because they were given a lot of attention as children -Crave feedback and guidance. Need frequent praise and reassurance. -Cyber literate -Do not see investment as a wide decision -Diversity Focused - Multiculturalism -Excited about their jobs(tend to be) -Family-Centric: Willing to trade high pay for flexible schedules and better work/life balances. -Prioritize family over work (Older generations see this attitude as narcissistic or see it as a lack of commitment, discipline and drive) -Have not lived without	-Activists - Collaboration -Creative -Culture creators -Cynical -Do not know what a floppy disk is -Most have not known a time when there was not an iPhone -They have never known a world without social media or internet -Information and communication with anyone, anywhere in the world can be accessed instantly at any time>They don't know any different. -Growing up in a fast-paced, cloud-connected world of social media and pervasive devices and can be reached by more channels than any generation every before. -Dream big -Driven -Entrepreneurial - Fast-paced -Go getters -Have issues with complex problem solving -Highly informed -Hyper aware -Increasingly "in the moment" -Industrious -Instant gratification (google, internet, twitter, text) -Last generation to have a Caucasian majority -Like to follow people online instead of celebrities offline -Like to share their knowledge with others online.

			computers	-Like to approach learning and development in a networked fashion (like Millennials)
country)	-Put careers first which resulted in a high degree of stress in their personal life.	-Many were raised in fatherless homes by single mothers	-Eager to spend money	-Limited attention span
-One company career for life	-Put a lot of time and effort in their work and expect subordinates to do the same.	-Motivated	-Fiercely Independent	-Lower life expectancy than parents
-Organized		-Pampered by their parents	-Focus is children/family	-Loyal
-Patriotic	-Question authority-- Rebellious against convention beginning with their conservative parents.	-Possibly most misunderstood generation	-Focus on change using technology	-More aware
-Respectful of authority-respectful of the chain of command.		-Pragmatic	-Friendly Scheduled, structured lives	-Multiculturalism
-Rules of conduct	-Strong work ethic	-Rebellious at times	-Globalism (Global way of thinking)	-Multitasking or rather adaptive reflexs>faster switching and more active working memories…the ability to jump quickly to the next thing which is useful in the digital era.
-Sacrifice	-Taught their children (usually Gen X) to be skeptical	-Resourceful	-Globally concerned	
-Strong work ethic		-Responsible for creating a number of child protection laws	-Greatly indulged by fun loving parents	
-Task oriented	-Their children were the first generation of "latch key kids" who had two parents working outside the home.	-Results driven	-Have many characteristics that are unique in comparison to past generations	
-Thrifty-abhor waste		-Self-starters		-Mutual respect is important
-Trust hierarchy and authority		-Self sufficient/self reliant	-Have relationships with their parents that are characterized as friendship because of this, they expect to be treated as equals in the workplace.	-Optimistic that they can build a better world
-Value experience in others and in themselves	-Traditionally found their worth in their work ethic but now seek a healthy life/work balance	-Significant number grew up in dual income homes.		-Physically inactive (1/3 overweight, 1/5 obese)
		-Skeptical of institutions	-Have high expectations of their employers	-Politically Correct
	-Value personal connections amongst coworkers	-Strong sense of entitlement	-Heroism:Consider parents their heroes	-Practical
		-Strong multitaskers	-High speed stimulus junkies	-Pragmatic
	-Willing to take on responsibility	-Technologically savvy	-Immigration of this generation will continue to disproportionately enlarge the ranks of the Millennial labor force.	-Realistic
	-Work-centric	-Under-protected generation		-Reliant on technology but not necessarily the most tech savvy
		-Unimpressed with Authority	-Incorporate individual resp. into their jobs.	-Self Reliant
		-Willing to take on responsibility	-Innovative-think our of box	-Seek Stability
		-Willing to put in the extra time to get a job done	-Individualistic yet group oriented	-Self starters
		-Work/Life Balance	-Institutions should be judged on their own merit	-Self educators
		-Work to live	-Invited as children to play a lead role in family's purchasing and travel decisions	- Socially connected
			-Like to approach learning and development in a networked fashion	-Spending money already-are a new challenge to retailers
				-Support rights of Transgender people
				-Technology reliant (in same category as air and water)
				- Technologically savvy
				-Technology is like air to them
				-Technology>they are driving many of the shifts that are happening in how we

				-Loyal to peers -Sociable -Makes workplace friends -"Me First " Attitude in work life -Most doted upon of any generation@work -Net-centric team players -Not good at budgeting money or money management because they often had things handed to them while growing up -Often delay financial independence until later in life because they know that their parents will support them -Open to new ideas -Optimistic -Parents viewed Millennials as the center of the family. Millennial parents are very hands on. Parents are involved in daily lives and decisions. Their parents help them plan their achievements, took part in their activities and showed strong beliefs in their child's worth. -Parent Advocacy (Parents are advocates) -Personal Safety is #1 concern -Prefer to spend money on life experiences -Prefer to take meals with groups of friends and family in casual/communal places where it is really more about the conversation than the actual eating -Prone to job hopping because they have high expectations that may be difficult to meet. Always looking for something new and better.	communicate, the way we access information and the culture that we consume. Where Gen Z goes, the world goes.The first time in history that kids know more than parents about something really important to society…maybe the most important. -Quickly gaining a reputation to being glued to their screens but aren't really glued to their phones all the time -Used to instant social connection -Value creativity -Very effective in influencing their parents how to spend their money -60% want jobs that have a social impact -Entrepreneurial>72% want their own business -Community Oriented>26% already volunteer -Prudent>56% say that they are savers and not spenders -More tolerant of racial, sexual and generational diversity. -Most connected, educated and sophisticated generation in history. They don't just represent the future, they are creating it. -Less likely to subscribe to traditional gender roles. -Educated -Industrious -Collaborative -Eager to build a better planet -Their future may include new class lines forming between the

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				-Political Savvy (like the Boomers) -Realistic -Respect given for competency not title -Respectful of character development -Seek the input and affirmation of others -Self –absorbed Strong sense of entitlement -Techno Savvy:Most of any generation in the workplace - Digital generation -They seek new challenges -They are a "no person left behind" generation who are loyal and committed -They want to be included and involved -Think mature generation is "cool" -Want meaningful work -Want a solid learning curve -Want to please others -Work hard and efficiently -Hope to make life contributions to world -Value teamwork -Very patriotic (shaped by 9/11) -Seek responsibility early on in their roles	digital have and have nots -Reliance on mobile devices has led to them having poor spatial skills and trouble navigating streets without a GPS -Hours spent in front of screens puts them at increased risk for obesity -There is a danger to defining this generation too early-the older end of any demographic tends to be an early influencer or indicator of a generations values. -May become first post illiterate generation -Universities are courting high achieving high school and even grade school students with programs offering exposure to higher learning.
Family Experience	-Traditional -Nuclear	-Disintegrating "Cleaver Family" -Mom stayed home -As children were seen as "special"	-Latch-key kids -Women widely expected to work outside the home -The first "day care" generation -Dual Income families	-Merged families -Coddled kids (they got a trophy for coming in 8th place)	-Expect to experience a lower standard of living than their GenX parents
Education	A dream	A birthright	A way to get there	An incredible expense	
Value	Family/Community	Success	Time	Individuality	

Dealing With Money	-Put it away -Pay cash -Save, save, save	-Buy now, pay later	-Cautious -Conservative -Save, save, save	-Earn to spend	-Care little for traditional rewards programs or special offers -E-stores --Impulse purchases -Life-long debt -Saving money and making the most of their money are high priorities (loyalty is not a priority) -Used to getting what they want online at a good price -Values money and saving money
Money is…	Livelihood	Status Symbol	Means to an end	Todays payoff	
Work Ethic	-Dedicated -Pay your dues -Work hard -Respect Authority -Hard work -Age=seniority -Company first	-Driven -Workaholic-60 hr work weeks -Work long hours to establish self-worth and identity and fulfillment -Work ethic = worth ethic Quality	-Balance -Work smarter and with greater output, not work longer hours. -Eliminate the task -Self-reliant -Want structure & direction -Skeptical	-Ambitious -What's next? -Multitasking -Tenacity -Entrepreneurial	
Work Focus	Task	Relationships and Results	Task and Results	Global and Networked	
Business Focus	Quality	Long Hours	Productivity	Contribution	
Work Goal	Build a legacy	Build a stellar career	Build a portable career	Build parallel careers	
Technology	Adapted Radio, Motor Vehicle, Aircraft	Acquired TV (1956) Audio Cassette (1962) Transistor radio (1955)	Assimilated VCR (1976) Walkman (1979) IBM PC (1981)	Integral Internet, Email, SMS DVD (1995) Playstation, Xbox, iPod	MacBook, iPad Google, Facebook, Twitter, Wii, PS3, Android
Entitlement	Seniority	Experience	Merit	Contribution	
Workplace View on Respect for Authority	-Authority is based on seniority and tenure.	-Originally skeptical of authority but are becoming similar to Traditionalists -Time equals authority	-Skeptical of authority figures -Will test authority repeatedly.	-Will test authority but often seen out authority figures when looking for guidance. --They approach superiors as equals more so than previous generations but if a company takes steps to draw a line between supervisors and friends they will show a lot of respect for	-Respect is earned, not simply given -Want leaders who are creative and inspiring. Co-creators

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				their supervisors and get the job done.	
Workplace View on Time at Work	-Punch the clock -Get the job done	-Workaholics -Invented 50 hr work week Visibility is the key	-Project oriented -Get paid to get job done	-Effective workers but gone @5PM on dot. -View work as a "gig" or something that fills the time between weekends.	
Workplace View on Skill Building	-Training happens on the job -Newly developed skills benefit the company, not the individual	-Skills are an ingredient to success but they are not as important as work ethic and "face time".	-Amassed skills will lead to next job, the more they know the better. -Work ethic is important, but not as much as skills	-Training is important and new skills will ease stressful situations. -Motivated by learning / want to see immediate results.	
View on Work/Life Balance	-Work hard to maintain job security	-Were hesitant of taking too much time off work for fear of losing their place on the corporate team. As a result, there is an imbalance between work and family.	-Because of parents who are Boomer workaholics, they focus on clearer balance between work and family. -Do not worry about losing their place on the corporate team it they take time off. -Favor work/life balance	-Not only balance with work and life, but balance with work, life and community involvement and self development. -Flex time, job sharing, and sabbaticals will be requested more by this generation. -Need balance between work and life-freedom - Prioritize family over work (Older generations see this attitude as narcissistic or see it as a lack of commitment, discipline and drive)	-They want balance between work and personal life
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Business Focus	Quality	Long Hours	Productivity	Contribution	
	-Adhere to rules -Dedicated work ethic -Duty before fun -Expect others to honor their commitments and behave responsibly Individualism is NOT	-Challenge authority -Crusading causes -Dislike conformity and rules -Heavy focus on work as an anchor in their lives -Loyal to the team -Question authority -Process oriented	-Care less about advancement than about work/life balance -Expect to influence the terms and conditions of the job -Work/family balance is important to them -Enjoy work, but are more	-Believe that because of technology, they can work flexibly anytime, anyplace and that they should be evaluated on work product-not how, when or where they got it done. -Expect to influence the terms and conditions of the job -Have a work ethic that no longer	

Work Ethic and Values	valued -Like to be respected -Like to hear motivational messages -Linear Work style -Socialization is important -Their word is their bond -Value due process and fair play -Value Honor -Value compliance -Value Sacrifice -Value Dedication -Value Hard work -Value Good Attitude -Value Attendance -Value Practical Knowledge -Value Loyalty	-Relationship focused at work -Strive to do their very best -Value ambition -Value collaboration -Value Equality -Value Personal fulfillment/gratification -Value personal growth -Value teamwork -Value youthfulness -Want respect from younger workers -Want a flexible route into retirement -Willing to take risks -Work efficiently	concerned about work/life navigation -Have a work ethic that no longer mandates 10 hr days. -Like a casual work environment -Looking for meaningful work and innovation -Move easily between jobs and criticized for having no attachment to a particular job/employer -Outcome oriented -Output focused Prefer diversity, technology, informality and fun -Rely on their technological acuity and business savvy to stay marketable. -Want to get in, get the work done and move on to the next thing. -Want to build a stellar career	mandates 10 hr days -High expectations of bosses and managers to assist and mentor them in attainment of professional goals. -Want long-term relationships with employers, but on their own terms -"Real Revolution">decrease in career ambition in favor of more family time, less travel, less personal pressure. -Goal oriented -Looking for meaningful work and innovation May be the first generation that readily accepts older leadership -Looking for careers and stability -Mentoring is important to them -Obsessed w/ career developments -Prefer diversity, technology, informality & fun -Recognize that people make the company successful -Tolerant -Thrive in a collaborative work environment -Training is important to them -Understand importance of great mentors -Want to enhance their work skills by continuing their education -Want to work for a company that offers challenging work, a sense of purpose and development	
Preferred Work	-Conservative -Hierarchal -Clear chain of command	-"Flat" organizational hierarchy -Democratic -Humane	-Functional, Positive, Fun -Efficient -Fast paced and Flexible -Informal	-Collaborative -Achievement-oriented -Highly creative -Positive	-Offer flexible hours -Offer ability to work remotely -Time off for personal needs

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Environment	-Top-down management	-Equal Opportunity -Warm, friendly environment	-Access to leadership -Access to information -Don't see the value in frequent meetings when a weekly or even daily email update can provide the same information.	-Diverse -Fun, Flexible, Want continuous feedback -Good inter-office relationships -Opportunity to grow -Thrive on recognition	
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Work is…	An obligation A Long Term Career	An exciting adventure A Career Work and then Retire	A difficult challenge A contract Just a Job	A means to an end Fulfillment Flexible Work Arrangements	
What They Are Looking For In a Job	-Recognition and respect for their experience -Value placed on history/traditions -Job security and stability -Company with good reputation and ethics -Clearly defined rules/policies -Do what you know needs to be done	-Ability to "shine"/"be a star" -Make a contribution -Company represents a good cause -Fit in w/ company vision/mission -Team approach -Need clear and concise job expectations, and will get it done -Like to achieve work through teams.	-Dynamic young leaders -Cutting edge systems/tech -Forward thinking company -Flexibility in scheduling Input evaluated on merit, not age/seniority -If you can't see the reason for the task, they will question it. If you can't keep them engaged then they will seek it in another position.	-Want to be challenged-Don't want boring job -Expect to work with positive people and company that can fulfill their dreams -Strong, ethical leaders/mentors -Treat w/respect in spite of age -Social network -They expect to learn new knowledge and skills(they see repeating tasks as a poor use of their energy and time and an example of not being taken seriously) -Friendly environments -Respond poorly to inflexible hierarchical organizations. -Respond best to more networked, less hierarchical organizations. -Flexible schedules Want to be evaluated on output not input-on the work product itself -They expect to be paid well -They want to make a difference Because of being a product of the "drop down and click menu", they may need to be given a list of options -Want work that is meaningful	-Entrepreneurial -Focused on businesses that fit their smartphone screen -Health Insurance -Midsize company -Headed for careers that don't exist in today(2016)

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Work Assets	-Bring value to the workplace with their experience, knowledge -Consistent -Disciplined -Dependable -Detail Oriented -Hardworking -Loyalty -Stable -Thorough -Use their institutional experience and intuitive wisdom to face changes in the workplace.	-Anxious to please -Challenges the status quo -Can creatively break down the big picture into assignments. -Good at seeing the big picture -Good team players -Mission oriented -Politically Savvy-gifted in political correctness -Service oriented -Will go the extra mile -Works hard	-Adapt well to change -Consumer mentality -Direct communicators -Don't mind direction but resent intrusive supervision. -Eager to Learn, Very -Determined -Good task managers -Good short term problem skills -Highly educated -Multitaskers -Not intimidated by authority -Thrive on flexibility -Technologically savvy -Will do a good job if given the right tools -Value "information" -Want feedback	-Consumer mentality -Collaboration -Goal oriented -Highly educated -Multitask Fast -Optimistic -Positive attitude -Technical; savvy -Tenacious	
Work Liabilities	-Don't adapt well to change -Don't deal well w/ ambiguity -Hierarchical -Typically take a top down approach modeled by the military chain of command -Avoid Conflict -Right or wrong	-Expect everyone to be workaholics -Dislike conflict -Don't like change -Challenge Authority of theTraditionalists -Judgmental if disagree -Not good with finances -Peer loyalty -"Process before results" -Self-centered -They are burning out with today's workload -Not impress with less ambitious GenXers	-Built "portable" resume -Cynical;skeptical -Dislike Authority -Dislike rigid work requirements -Impatient -Lack people skills -No long term outlook -Respect competence -Mistrust institutions -Rejects rules -Don't understand the optimism of Boomers and Millennials -Do not want to follow Boomers into burnout -Think Millennials need too much hand holding	-Distaste for menial work (they are brain smart) -Inexperienced -Need supervision -Need structure -Lack discipline -High expectations -Lack of skills for dealing with difficult people -Impatient -Lack of experience -Respond poorly to those who act in an authoritarian manner or who expect to be respected due to higher rank alone. -Feels that basics like punctuality and dress code are less important -Difficult to manage and retain according to many employers	

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Keys to Working With	-Think that work is not suppose to be fun -They follow rules well but want to know procedures. -Tend to be frustrated by what they see as a lack of discipline, respect, logic and structure especially if the workplace is more relaxed or spontaneous. Consider their feelings -Tend to be conservative in workplace -Like the personal touch -Consider engaging them as teachers mentors, coaches -When they retire, consider re-hiring them as part time project leaders and coaches	-Want to hear that their ideas matter. -They were valued youth, teens and young adults and expect to be valued in the workplace. -Their careers define them, their work is important to them. -Silly routines are frustrating. -They expect their work, and themselves to matter. -Before they do anything, they need to know why it matters, how it fits into the big picture and what impacts it will have on whom. -Do well in teams -Are motivated by their responsibilities to others -Respond well to attention and recognition. -Don't take criticism well -Less likely to offer necessary recognition. -Need flexibility, attention and freedom -Offer them flexibility, authority, respect -Challenge them to keep growing in their own way	-Want independence in the workplace and informality -Give them time to pursue other interests -Allow them to have fun at work -Give them the latest technology -Manage them with a coaching style -Want FAST feedback -Want credit for results -Push them to keep learning	-Like a team oriented workplace -Want to work with bright, creative people -Take time to learn about their personal goals -They expect to be treated respectfully. Raised to feel valued and very positive about themselves; they see as a sign of disrespect any requirement to do things just because this is the way it has always been done or to pay one's dues. -Want to work with friends -Provide engaging experiences that develop transferable skills -Provide rational for the work you've asked them to do and the value it adds. -Provide variety -Grow teams and networks with great care; develop the tools and processes to support faster response and more innovative solutions. -Provide a work environment that rewards extra effort and excellence -Pay close attention to helping them navigate work and family issues. -Offer structured, supportive work environment -Personalize work and also involve in teams -Interactive work environment -Get to know their capabilities -Put them in roles that push their limits -Treat them as professional colleagues and they'll act like	-This highly mobile generation may see the 9-5 standard disappear as work is defined by mobile work and supported by mobile corporate learning and development.

				professionals. -Keep them focused with speed, customization, interactivity -Want fair and direct managers who are highly engaged in their personal development	
Leadership Style	Hierarchy Directive Command-and-control	Consensus/Consensual Collegial	Competence Everyone is the same Challenge others Ask why	Achievers TBD(this group has not spent much time in the workplace so this characteristic is yet to be determined)	
Ideal Leaders	Authoritarian Commanders	Commanding Thinkers	Co-ordinating Doers	Empowering Collaborators	Inspiring Co-creators
Suggestions for Managing	-Respect their experience, know how and knowledge as well as their place in the company's hierarchy -Value politeness and punctuality	-Motivated with flexible work schedules and extra time off to care for children and aging parents. -Give opportunities to learn new skills and add to their personal marketability. -Encourage them to work collaboratively and talk problems through with coworkers.	-Prefer managers who allow them to work independently and multitask. -Don't require them to attend too many meetings -Offer them guidelines for their work rather than micromanaging them -Recognize that they appreciate candor and delivering criticism plainly and directly. -Motivated by extra time off rather than money (they place a high value on their personal lives.)	-Often work best in teams -Give them opportunities to work with the latest technology -Need more feedback more frequently, both positive and negative. -Often need task carefully outlined -Provide detailed instructions for tasks. -Remember that they tend to value their personal lives more than their jobs and they have no problem letting their bosses know this. -They value their parents wisdom and experience thus they enjoy being matched with older, experienced mentors. -Highly adaptable -Will benefit greatly from mentors who can help guide and develop their talents.	-Think of ways to automate and use technology in work processes, structures, etc to cater to their technological preferences. They want technology that is easy to use and will solve their problems, help coordinate their activities or provide them with relevant people or information. -Provide them with collaborative learning opportunities and technologies. -Integrate social learning elements into learning and development practices -Offer them flexible hours, the ability to work remotely and time off for personal needs.
View of Authority	Respectful	Impressed	Unimpressed	Relaxed	
My heroes are….	The unit	Kennedy's, Martin Luther King ..	What's a hero? Boss	My grandparents Boss-if things are right Themselves	

Interactive Style	Individual	Team Player Loves to have meetings	Entrepreneur	Participative	
	Traditionalists	Baby Boomers	Generation X	Millennials	Gen Z
Technology is…	Hoover Dam	The microwave	What you can hold in your hand; cell, PDA	Ethereal - intangible	-MacBook, iPad, Wii, PS3, Android -Have never known a life without cell phones/smart phones, internet -Information has always been at their fingertips
Communications Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work Email	Internet Picture phones E-mail Google, Facebook, Twitter, Text	-Connect with others digitally and not face to face -Snap Chat, Secret, Whisper, Slingshot, Tumblr -Yelp check ins, Instagram, Scavenger
Communica-tion	-Discrete -Present your story in a formal, logical manner -Show respect for their age/experience (address as Mr, Sir, Mrs) -Use good grammar and manners (no profanity) -Deliver your message based on the history/traditions of the company and how they can fit -Use formal language -Don't waste their time -Use inclusive language (we, us) -Focus-words not body language	-Diplomatic -In person -Speak open – direct style -Use body language to communicate -Present Options (flexibility) -Use E-Comm's/face-to-face -Answer questions thoroughly and expect to be pressed for details -Avoid -Manipulative/controlling language -Like the personal touch from managers -Get consensus-include them or they may get offended -Establish a friendly rapport -OK to use first names -Learn what is important	-Blunt/Direct -Immediate -Use straight talk, present facts -Use email as #1 tool -Learn their language & speak it -Use informal communication style -Talk in short sound bytes -Share info immediately and often -Has the potential to bridge the generation gap b/w youngest and oldest workers. -Don't mico-manage -Use direct, straightforward approach -Avoid buzz words and company jargon -Tie your message to "results" -Emphasize "WIIFM" in	-Polite -Use positive, respectful, motivational, electronic communication style.(Cell phones, email, IM, text)>these are"fun" -Communicate in person if the message is very important -Use text, email and voice mail as #1 tools -Prefer text message to phone calls because they can multi-task while communicating and they find it easier to carry on more than one conversation at a time -Don't talk down to them-they will resent it -Show respect through language and they will respect you -Use action verbs -Use language to portray visual pictures -Be humorous-show you are human	-Strategic Timing -Make it easy for them -Reach them early -Have a responsive website -Prefer a variety of ways to communicate -Tweets -Live updates from events, live promotions -Promotions -Need to respond promptly to them (12 hrs is no longer good) -Be responsive-you cannot let their tweets hang -They will take pictures at photo booths -They will take advantage of apps throughout facility -"Hunts" using smartphones

	Traditionalists	Baby Boomers	Generation X	Millennials	Gen Z
	-Slow to warm up -Memo like hand-written notes, less email and more personal interaction	to them -Emphasize the company's vision and mission and how they can fit in	terms of training and skills to build their resume	-Be careful about the words you use and the way you say it(they are not good at personal communication because of technical ways of communicating) -Be positive -Determine your goals and aspirations and tie message to them -Prefer to learn in networks, teams using multi-media while being entertained and excited	
Feedback and Rewards	-No news is good news -Satisfaction of a job well done -Feedback on performance as they listen -Want subtle, private recognition on an individual level without fanfare. -Motivate them in the workplace with extra benefits, like an increase in health insurance.	Feel rewarded by money and will often display all awards, certificates and letters of appreciation for public view. -Like praise -Title, recognition, money -Give something to put on the wall. -Somewhat more interested in soft benefits than younger generations -Enjoy public recognition -Appreciate awards for their hard work & the long hrs. they work -Once a year whether needed or not	-Not enamored by public recognition. -Want to be rewarded with time off. -Freedom is the best reward -Prefer regular feedback on their work but as less dependent on being told that they are good people. -Somewhat more interested in benefits than younger generations -Need constructive feedback to be more effective -Are self-sufficient, give them structure, some coaching, but implement a hands-off type of supervisory style -"So, how am I doing?"	-Like to be given feedback often and they will ask for it often. -Meaningful work -Be clear about goals and expectations -Communicate frequently -Provide Supervision & Structure -Want recognition for their heroes; bosses and grandparents. Managers who balance these frames of reference in rewarding workers create a more valuable experience for both the employee and worker. -Work that has meaning -Virtual coach/touch of a button	
	Traditionalists	Baby Boomers	Generation X	Millennials	Gen Z
Messages that Motivate	"Your experience is respected"	"You are valued" "You are needed"	Do it your way Forget the rules	You will work with other bright, creative people	
Motivated	Being respected	Being valued, needed	Freedom and removal of	Working with other bright people	Rewards

by…	Security	Money	rules Time Off	Time Off	Free stuff
Money is…	Livelihood	Status Symbol	Means to an end	Today's payoff	
Financial Values	Long-term saving Cash No credit	Long-term needs Cash Credit	Medium-term goals Credit savvy Life-stage debt	Short-term wants Credit dependent Life style debt	Impulse purchases E-stores Life-long debt
Work and Family Life Balance	-"Ne'er the two shall meet" -Keep them separate -At this point in their lives they are interested in flexible hrs and are looking to create balance in their lives after working most of it.	-No balance -"Live to work" -At this point in their lives they are interested in flexible hrs and are looking to create balance in their lives. They have pushed hard, all work and no play and they are beginning to wonder if it was worth it.	"Work to live" Balance is important. They will sacrifice balance, but only occasionally. -They work to live, not live to work. -Many Gen X women are leaving high powered careers to focus on their families.	-"Work to live" -Balance is important. They will sacrifice balance, but only occasionally. -They value their lifestyle over upward mobility. If presented with a work promotion that will throw their life out of balance, they will choose their lifestyle. -Want a work-life balance that affords them to spend their time in meaningful ways.	-Want balance

Mentoring	-Investment in long term commitment
	-Support-long term commitment
	-Show support for stability, security and community
	-Actions w/ focus on standards and norms
	-Allow the employee to set the "rules of engagement"
	-Ask what has worked for them in the past and fit your approach to that experience
	-Let them define the outcome that you both want
	-Use testimonials from the nation's institutions
		-Stellar career important as they question where I have been and where I am going
		-Appreciate they paid their dues under the hierarchical rules
		-Teach them balance:work, family, financial, etc.
		-Need to know they are valued
		-Show them how you can help them use their time wisely
		-Pre-assess their comfort level with technology before new projects
		-Demonstrate the importance of a strong team and their role
		-Emphasize that their decision is a good one and a "victory" for them
			Offer a casual work environ.&lighten up.
			Get them involved, Encourage creativity
			Allow flexibility, Be more hands off
			Encourage a learning environment
			Listen - and learn!
			They work with you, not for you
			Offer variety and stimulation
			May need help in taking responsibility
			   for full process completion and in
			   appreciating how their input affects
			   the whole.
			Need their managers to appreciate that
			   they have a life/can be more efficient one task at
				-Encouragement to explore new avenues through breaking the rules
				-Raise the bar on self as they have high expectations
				-Goals – in steps and actions
				-Establish mentoring programs
				-Honor their optimism and welcome and nurture them
				-Be flexible
				Challenge them
				Respect them
				Offer customization-a plan specific to them
				Offer peer-level examples
				Spend time providing information and
				   guidance
				Allow options, including work from home
				   and flex time
				Be impressed with their decisions	

	Traditionalists	Baby Boomers	Generation X	Millennials	Gen Z

	-Respect their experience
	-Emphasize that you have seen an particular approach work in the past, don't highlight uniqueness or need for radical change
		-Follow up, check in, and ask how the individual is doing on a regular basis, but DO NOT micro-manage.	a time.
			-They will leave in a second if a better deal comes along.
			-Provide learning and development opportunities
			-Provide situations to try new things.
			Ask for their input in selecting an option
			Be prepared to answer "why" often
			Present yourself as an information
			    provider, not Boss
			Use their peers as testimonials
			Appear to enjoy your work
			Follow up and meet your commitments. They are eager to improve and expect
			    you to follow through with information		

	Traditionalists	**Baby Boomers**	**Generation X**	**Millennials**	**Gen Z**
Career Path	Job changing has stigma	Job changing put you behind	Job changing is necessary	Job changing doesn't need to be in a straight line	
Career Development	Not really an option for the Traditionalists. Just taught to keep their nose to the grindstone. The ultimate goal was simply to move up within the organization, but realized this happened only to a few.	Focus on developing their careers through opportunities within one organization or at least one industry. Moved up based on seniority, not always based on skill and expertise.	Take a pro-active approach to career development through more degrees and experiences both within the organization and without. This is often seen as being dis-loyal to the company, but Gen Xers see it as being loyal to themselves.	Millennials will enter the work force with more experiences than any generation before them. They will continue to seek this through requests for more experiences and opportunities. If they don't get it at their work, they will seek it elsewhere.	
Learning	Formal Instructive	Relaxed Structured	Spontaneous Interactive	Multi-sensory Visual	Student-centric Kinesthetic

Format					
Learning Environment	Military Style Didactic and Disciplined	Classroom style Quiet atmosphere	Round-table style Relaxed ambience	Café-style Music and Multi-modal	Lounge room style Multi-stimulus
Training and Development	Training should contribute to the organization's goals -Training Focus: Traditional, On-the-job, Top-down	Training is a contribution to the organization's goals, but is also a path to promotion and additional compensation. Training Focus: Technical, Data, Evidence	Training enhances their versatility in the marketplace and investment in their future. Not necessarily loyal to the company who trained them. Training Focus: Practical, Case Studies, Applications	Willing and eager to take risks;don't mind making mistakes-they consider this a learning opportunity. -Prefer webinars and online technology to traditional lecture-based presentations. Training Focus: Emotional, Stories, participative	-Student-centric, Kinesthetic, Multi-modal, eLearning, Interactive, Lounge Room Style, Multi-stimulus -Pair them with mentors who can train them and introduce them -Pre-scheduled and pre-planned learning activities (Ex: training or lectures) are less effective with this generation. They are much more likely to engage in ad hoc and on-demand learning and development activities, enabled by technology, that are relevant and related to the individual at the moment. Bring a whole new meaning to "just in time learning" -Highly "mobile" thus they will demand learning and development opportunities that support their free and nomadic nature. -They will rely on their network of relationships to help them facilitate their own professional learning and development and help them navigate through the corporate world. Training Focus:Multi-model, eLearning, Interactive
Retirement	Put in 30 years, retire and live off of pension/savings	If I retire, who am I? I haven't saved any money so I need to work, at least part time. I I've been downsized so I need to work , at least	I may retire early;I've saved my money. I may want different experiences and may change careers. I may want to take a sabbatical to develop	Jury is still out but will probably be similar to Gen Xers.	

		part time. -Many are working longer because of the 2008 recession that depleted their retirement savings or because they didn't save enough for retirement. -Are delaying retirement or choose to begin new careers on their own terms, maybe even becoming entrepreneurs.	myself.		
Marketplace How to Market to Them	Print and Radio Persuasive	Mass/Traditional Media Above-the-line	Direct/Targeted Media Below-the-line	Viral/Electronic Media Through Friends	Interactive campaigns Positive brand association
Purchase Influences	Brand emergence Telling	Brand-loyal Authorities	Brand switches Experts	No Brand Loyalty Friends	Brand evangelism Trends
Fundraising Tips	Offer them conservative planned giving and financial management tools. Have one on one meetings and ask their advice. No email fundraising here. The more personal the better. Older generations (include Boomers) may be more interested in planned giving and financial management tools. They will respond better to traditional solicitation	Put them out front and in the spotlight. Get them involved, allow them to find self-fulfillment through work with your organization. Offer them more aggressive planned giving and financial management tools. Appeal to their idealism Could your agency be where they spend their "third age.?"	Use humor in appeals. Allow them to work independently for your agency and o their own terms-can't stand infinite committee meetings. Social entrepreneurs- "micro-loans". Creative use of new technologies. Understand their primary focus is their family. Lone ranger philanthropy and volunteerism. Younger generations have shorter attention spans. The trick is to engage them quickly (often with humor) let them see how they can make a difference, and connect	Use them for focus groups, ask their opinions. Put them in charge of using technologies for appeals-no long appeal letters. Utilize their networks-have them plan events that interest them. Act fast on their interest or you will lose them. Link your cause to sustainability. "Mid Century Modern" is cool again.	

	strategies like personal letters and fact to face meetings.		things they care about like their families and environment. Messages can be delivered by technology but need to be short and to the point.		
Marketplace				-Savvy shoppers: will look around for the best deals. NOT impulse shoppers. -Buys online but can be tempted in store through offers -Value Free shipping/delivery -Actively take advantage of rewards and special offers	-Brands should sell themselves as socially responsible to appeal to this generation -Demanding customers with tastes and preferences -coinnovate products with customers -Want products delivered(don't want in store pick up) -Grabbing and holding attention is more challenging -Demand efficient and hassle free process when shopping -Prefer online shopping and efficiency over offers -Receive alerts from shopping apps on phones (59%) -Value free shipping or delivery -Use internet to research product prior to buying (more than any other generation) -Trust family and friends endorsements instead of advertisements -Use interactive marketing (Ex: picture sign with caption, "Find me" or "Where am I?" -Need to appeal to them directly with benefits(discounts, Prizes, contests) -Care little for traditional rewards programs or special offers -E-stores --Impulse purchases -Saving money and making the

					most of their money are high priorities (loyalty is not a priority) -Used to getting what they want online at a good price