

GENERATIONAL CHARACTERISTICS

Generation	TRADITIONALISTS 1925 - 1945	BABY BOOMERS 1946 - 1964	GENERATION X 1965 - 1980	MILLENNIALS/GEN Y 1981 - 2000	GEN Z/NEXTERS 2001 - 2020
Known as:	DEPENDABLE STRAIGHTFORWARD TACTFUL LOYAL	OPTIMISTIC COMPETITIVE WORKAHOLIC TEAM-ORIENTED	FLEXIBLE INFORMAL SKEPTICAL INDEPENDENT	COMPETITIVE CIVIC- AND OPEN- MINDED ACHIEVEMENT- ORIENTED	GLOBAL ENTREPRENEURIAL PROGRESSIVE LESS FOCUSED
Shaped by:	The Great Depression, World War II, radio and movies	Vietnam War, Civil Rights Movement, Watergate	The AIDS epidemic, the fall of the Berlin wall, the dot-com boom	Columbine, 9/11, the internet	Life after 9/11, the Great Recession, access to technology from young age
Motivated by:	Respect, recognition, providing long-term value to the company	Company loyalty, teamwork, duty	Diversity, work-life balance, their personal-professional interests rather than the company's interests	Responsibility, the quality of their manager, unique work experiences	Diversity, personalization, individuality, creativity
Communication preferences:	Personal touch, handwritten notes	Whatever is most efficient, including phone calls and face to face	Whatever is most efficient, including email, phone calls and face to face	IMs, texts and email	IMs, texts, social media
Worldview:	Obedience over individualism; age equals seniority; advancing through hierarchy	Achievement comes after paying one's dues; sacrifice for success	Favoring diversity; quick to move if their employer fails to meet their needs; resistant to change at work if it affects their personal lives	Seeking challenge, growth and development; a fun work life and work-life balance; likely to leave an organization if they don't like change	Digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative co-workers and new technologies
Tips for employers:	Provide satisfying work and opportunities to contribute; emphasize stability	Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback	Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development	Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback	Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent

TIPS FOR LEADING A MULTI-GENERATIONAL TEAM

Get to know each person as an individual and value their unique contributions to your team.

Baby Boomers	Gen X	Millennials/Gen Y	Gen Z/Post-Millennials
- Value and ask for their opinion, treating them as equals. - Give public recognition. - Value their experience and knowledge. - Ask them to be coaches and mentors to transfer their knowledge and experience. - Provide challenging and varied work assignments. - Provide opportunities for professional development. - Consider ways to reward them with title or money.	- Support work/life balance; offer flexibility. - Connect their work to organizational goals. - Maintain open communication to invite participation in decision-making. - Honor the desire for autonomy; avoid micromanaging. - Engage personally. - Provide challenging and varied work assignments. - Offer rewards and promotions consistently, based on performance.	- Set clear and specific expectations. - Provide people training skills to build emotional intelligence. - Offer opportunity to learn about/shadow other roles on the team or in the organization. - Be open to their ideas and involve them in decision making. - Provide flexibility for their schedules; they value this over monetary rewards.	- Provide opportunities for "on-demand" development and training. - Coach and skill share often. Set clear and consistent expectations for performance and evaluation. - Be flexible whenever possible to allow for remote work or a flexible work schedule. - Connect their goals and objectives to the values of the company. - Communicate clearly and regularly.