



## Generational Differences

	Traditionalists	Baby Boomers	Generation X	Millennials
<b>Core Values</b>	Adhere to rules Conformers/Conformity Contributing to the Collective good is important Dedication/Sacrifice Delayed Reward Discipline Don't question authority Duty before pleasure Family Focus "Giving Back" is important Hard Work Law and Order Loyalty Patriotism Patience Respect for authority Responsibility Savers Stabilizing Trust in Government	Anti-war Anti-government Anything is possible Equal rights Equal opportunities Extremely loyal to their children Involvement Optimism Personal Gratification Personal Growth Question Everything 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 Skepticism/Cynical Suspicious of Boomer values ThinkGlobally Techno literacy	Achievement Avid consumers Civic Duty Confidence Diversity Extreme fun Fun! High morals Highly tolerant Hotly competitive Like personal attention Self-confident Socialability Members of global community Most educated generation Extremely techno savvy Extremely spiritual Now! Optimism Realism Street smarts
<b>Work Liabilities</b>	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 Traditionalists Judgmental if disagree Not good with finances Peer loyalty "Process before results" Self-centered	Built "portable" resume Cynical; skeptical Dislike Authority Dislike rigid work requirements Impatient Lack people skills No long term outlook Respect Competence Mistrusts Institutions Rejects rules Don't understand the optimism of Boomers and Gen Y	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 and/or who expect to be respected due to higher rank alone.

<b>Work Assets</b>	<p>Bring value to the workplace with their experience, knowledge</p> <p>Consistent Disciplined Dependable Detail Oriented Hardworking Loyalty Stable Thorough</p> <p>Use their institutional experience and intuitive wisdom to face changes in the workplace.</p>	<p>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</p>	<p>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</p>	<p>Consumer mentality Collaboration Goal oriented Highly educated Multitask Fast Optimistic Positive attitude Technical; savvy Tenacious</p>
<b>View on Work/Life Balance</b>	<p>Work hard to maintain job security</p>	<p>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.</p>	<p>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 if they take time off.</p>	<p>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.</p>
<b>Preferred Work Environment</b>	<p>Conservative Hierarchical Clear chain of command Top-down management</p>	<p>"Flat" organizational hierarchy Democratic Humane Equal Opportunity Warm, friendly environment</p>	<p>Functional, Positive, Fun Efficient Fast paced and Flexible Informal Access to leadership Access to information</p>	<p>Collaborative Achievement-oriented Highly creative Positive Diverse Fun, Flexible, Want continuous feedback</p>

<p><b>Keys to Working With Each Generation</b></p>	<p>Think that work is not supposed 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</p>	<p>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</p>	<p>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</p>	<p>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</p>
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<p><b>Views on Mentoring</b></p>	<p>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  Respect their experience  Emphasize that you have seen an particular approach work in the past, don’t highlight uniqueness or need for radical change</p>	<p>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  Follow up, check in, and ask how the individual is doing on a regular basis, but DO NOT micro-manage.</p>	<p>Offer a casual work Environment &amp; 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 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</p>	<p>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</p>
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