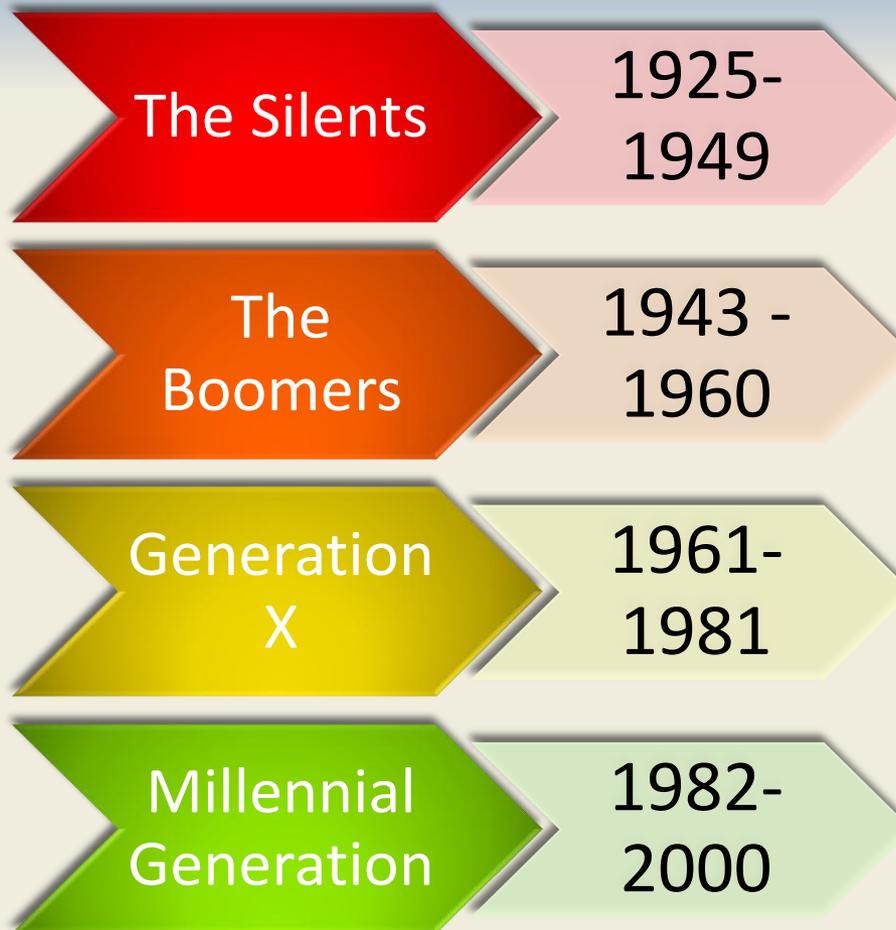




Four Generations at Work

Intergenerational Interaction in the Workplace

4 Generations at Work



The Challenge

- ◎ As Americans continue to live and work longer, today's workforce spans four generations
- ◎ Each contributes its own values, attitudes and perceptions to an evolving workplace

**“Every person is, in many respects,
like all other people,
like some other people,
AND, like no other person.”**



The Future is Not a Straight Line

We tend to think of the future as a straight line, an extension of the present, but this is never true

Howe & Strauss theorize that there are patterns to each new generation and they investigate the implications upon society

Each New Generation:

- Will break from the young-adult generation's styles
- Will correct the perceived 'excesses' of the current mid-life generation
- Will fill social role vacated by departing elder generation

Four Generations At Work

- **The critical differences among the four generations in today's workforce**
 - **The unique learning and development issues associated with the four generations**
 - **Do's and don'ts for learning climates that meet the needs of each generation**
- Actions you can take to bridge the generation gap through training and development**



Types of Generations

◉ Idealist (Boomers)

- ◉ Increasingly indulged youths after a secular crisis

◉ Reactive (Gen X'ers)

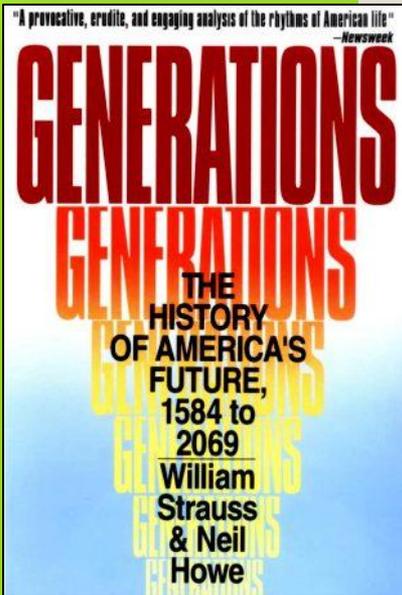
- ◉ Grow up under-protected and criticized youths during a spiritual awakening

◉ Civic (Millennials)

- ◉ Increasingly protected as children after a spiritual awakening

◉ Adaptive (Silents)

- ◉ Overprotected and suffocated youths during a secular crisis



QUESTION
NOTHING



1950

QUESTION
EVERYTHING



1970

QUESTION
QUESTIONS



1990

ENOUGH
QUESTIONS

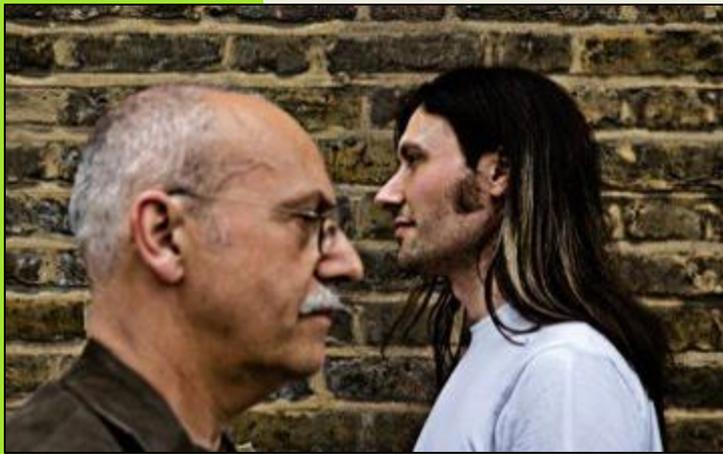


2010

When Generations Collide:

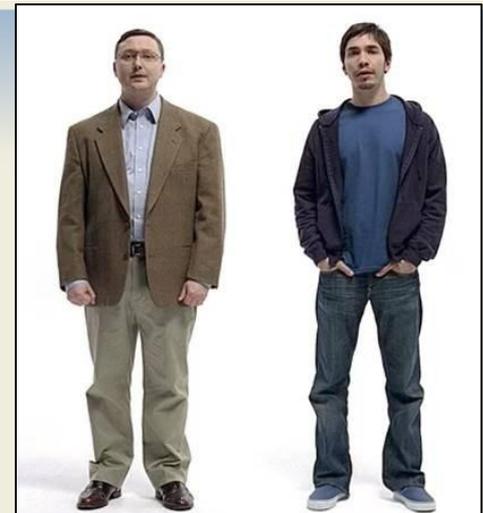
- ⊙ For the first time in U.S. history, we have four separate generations working side-by-side.
- ⊙ While there is no magic birthday date that makes a member of a specific generation, one’s experience and sharing of history helps shape a “generational personality” during their formative years.

- ⊙ When generational collisions occur, the results are:
 - ⊙ Reduced profitability
 - ⊙ Hiring challenges
 - ⊙ Increased turnover rates
 - ⊙ Decreased morale



“A lack of understanding across generations can have detrimental effects on communication and working relationships and undermine effective services.”

-Constance Patterson Ph.D.

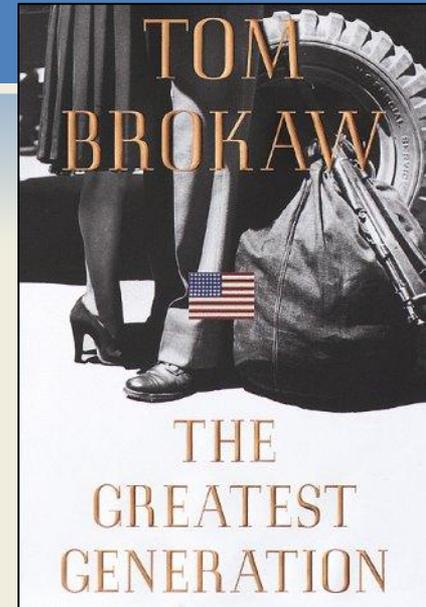




The Silent Generation

(aka the Greatest Generation)

Born (1925-1942)





The Silents

1943-1960

Core Values

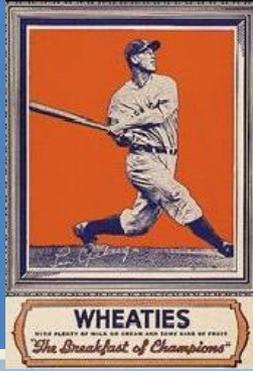
- ⦿ Dedication
- ⦿ Hard Work
- ⦿ Conformity
- ⦿ Law and Order
- ⦿ Patience
- ⦿ Delayed Reward
- ⦿ Duty before Pleasure
- ⦿ Adherence to Rules
- ⦿ Honor



The Silent Generation Childhood



- ⊙ Raised by the G.I. Generation (civic)
- ⊙ Large families (3-5 children)
- ⊙ Strong sense of extended family (same town/home)
- ⊙ Grandparents in the home
- ⊙ Average 10-year-old spend 4-6 hours daily with significant adult role model
- ⊙ Apprenticeship businesses and farming
- ⊙ Perception of the world as “safe”



Silent Generation

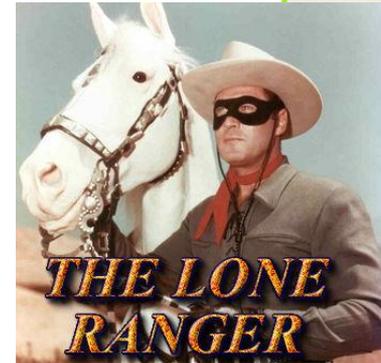
Important Events

- ⦿ Stock Market Crash
- ⦿ The Great Depression
- ⦿ Lindbergh Transatlantic Flight
- ⦿ The New Deal
- ⦿ Social Security
- ⦿ Pear Harbor
- ⦿ End of WWII
- ⦿ FDR dies
- ⦿ Korean War



Cultural Memorabilia

- ⦿ Kewpie Dolls
- ⦿ Mickey Mouse
- ⦿ Flash Gordon
- ⦿ Radio
- ⦿ Wheaties
- ⦿ Tarzan
- ⦿ Jukeboxes
- ⦿ Blondie
- ⦿ The Lone Ranger
- ⦿ The McCarthy Era



The Silent Generation

Common Traits:

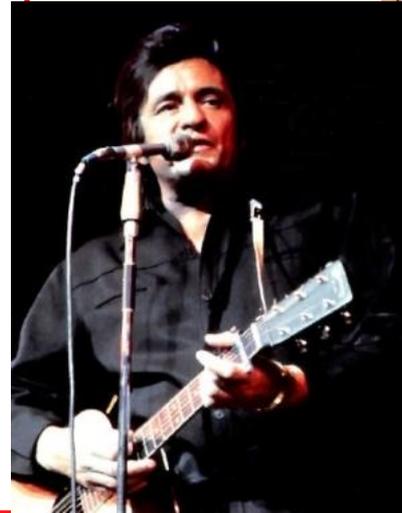
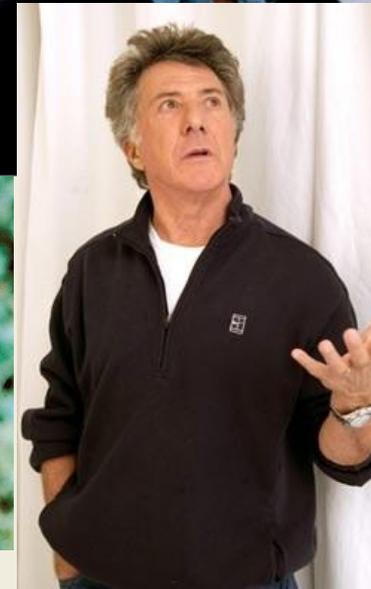
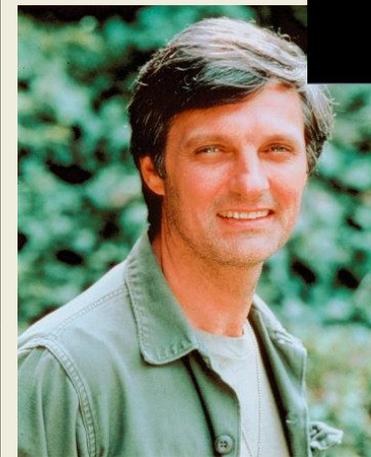
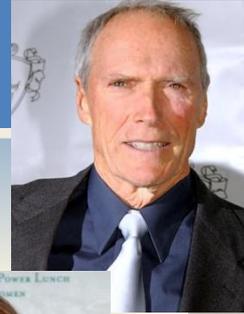
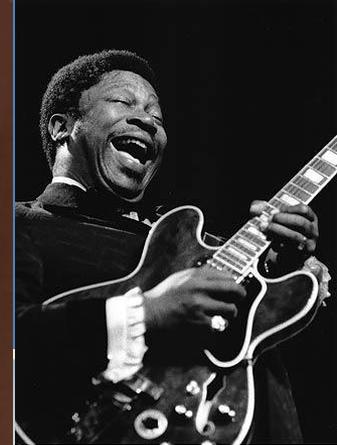
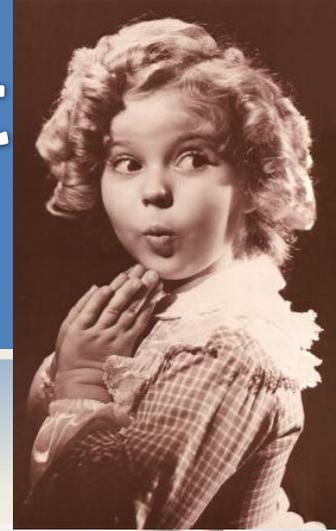
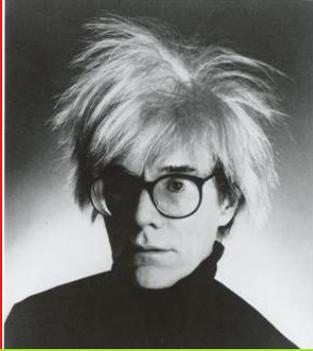
- ⊙ Grew up in “do-without” era
- ⊙ Dedication, sacrifice, savers
- ⊙ Duty, honor, country
- ⊙ Respect authority; comfortable with hierarchy
- ⊙ Like details; uncomfortable with ambiguity and change
- ⊙ Age = Seniority

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"Hey, show some respect, girlie — we're the Greatest Generation!"

Members of Silent Generation



- ⦿ Dick Clark
- ⦿ Carol Burnett
- ⦿ Andy Warhol
- ⦿ Paul Simon
- ⦿ Malcolm X
- ⦿ John F. Kennedy
- ⦿ Gloria Steinman
- ⦿ Noam Chomsky
- ⦿ Jack Kevorkian
- ⦿ Shirley Temple
- ⦿ Clint Eastwood

- ⦿ Dick Van Dyke
- ⦿ Allen Ginsberg
- ⦿ Johnny Cash
- ⦿ BB King
- ⦿ Jack Nicholson
- ⦿ Dustin Hoffman
- ⦿ Robert Redford
- ⦿ Bob Dylan
- ⦿ Bill Crosby
- ⦿ Neil Armstrong
- ⦿ Alan Alda

BOOMER

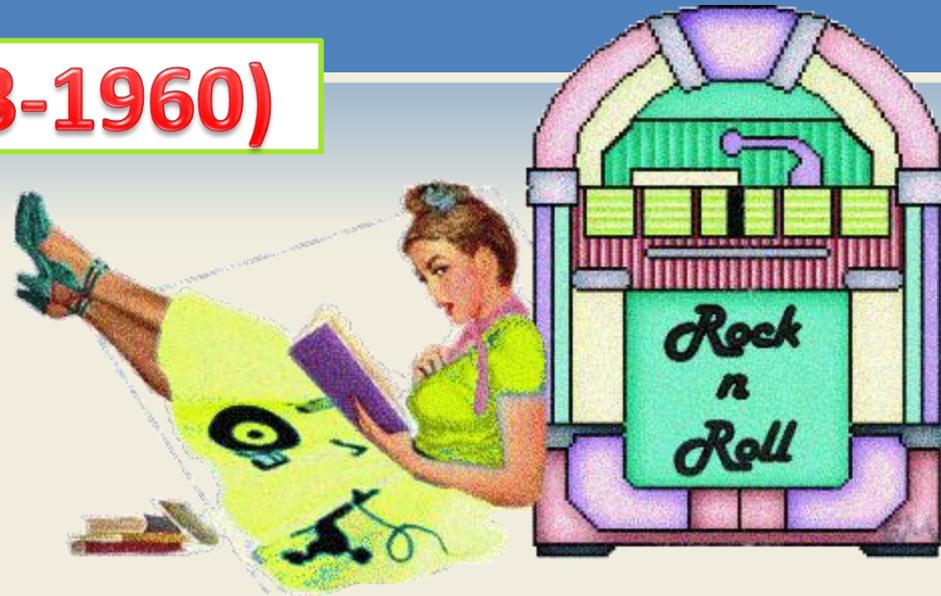
GENERATION



The Boomer Generation

(aka the Largest Generation)

Born (1943-1960)





The Boomers

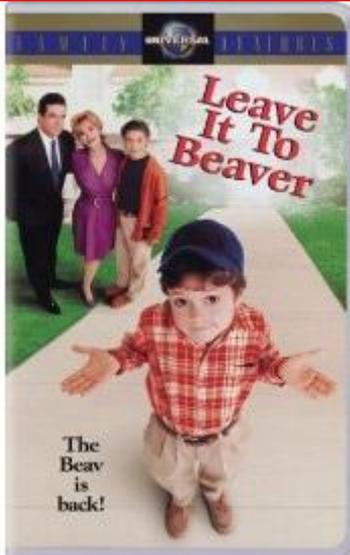
1943-1960

Core Values

- ⦿ Optimism
- ⦿ Team Orientation
- ⦿ Personal Gratification
- ⦿ Health and Wellness
- ⦿ Personal Growth
- ⦿ Youth
- ⦿ Work
- ⦿ Involvement



The Baby Boomer Childhood



- ⦿ Divorce reached a low in 1960 of 9%
- ⦿ Families moved due to GI Bill, GI Housing and industrialization
- ⦿ Family size smaller (2-3 children)
- ⦿ Few grandparents in the home
- ⦿ Mom stayed home and Dads carpooled
- ⦿ First generation to live miles from extended family
- ⦿ Children spent significant time with adult role model
- ⦿ Perception of the world as “safe”

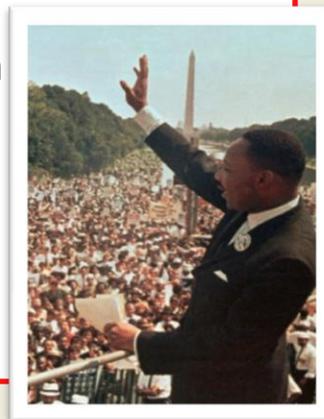




The Boomers

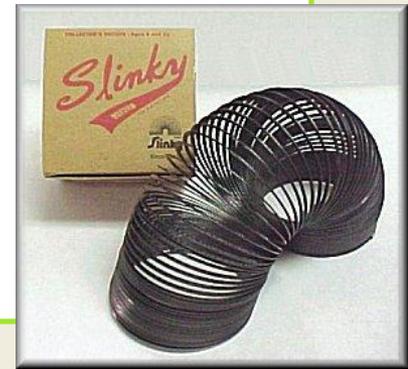
Important Events

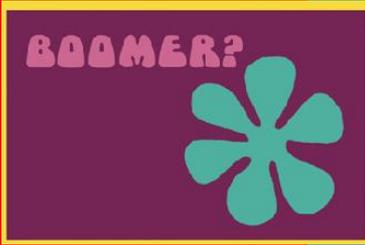
- ⊙ First Nuclear Power Plant
- ⊙ Cuban Missile Crisis
- ⊙ Kent State Massacre
- ⊙ John Glen Orbits the Earth
- ⊙ Martin Luther King Jr.
- ⊙ The Civil Rights Act
- ⊙ JFK Assassination
- ⊙ Rosa Parks
- ⊙ Watergate
- ⊙ Vietnam War



Cultural Memorabilia

- ⊙ Television
- ⊙ Poodle Skirts
- ⊙ Barbie Dolls
- ⊙ The Ed Sullivan Show
- ⊙ Fallout Shelters
- ⊙ The Peace Sign
- ⊙ Pop Beads
- ⊙ Slinkies
- ⊙ TV Dinners
- ⊙ Hula Hoops





The Boomer Generation



Common Traits:

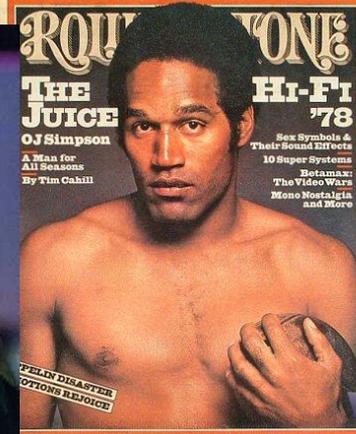
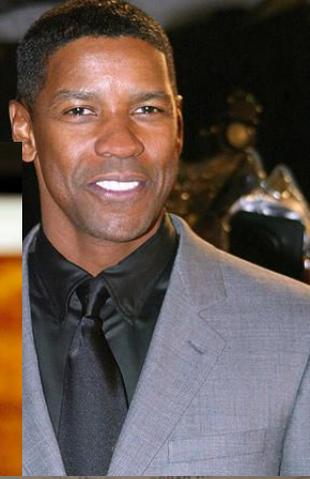
- ⊙ Grew up in one of the healthiest economies
- ⊙ Optimistic
- ⊙ Workaholics; created the 60-hour workweek
- ⊙ Defined by their job
- ⊙ Consumers; success is largely visible
- ⊙ Love-hate relationship with management
- ⊙ Likely to challenge authority but want leadership positions



"BUT DAAAAD, I DON'T WANT TO GROW UP TO BE SMUG LIKE YOU"

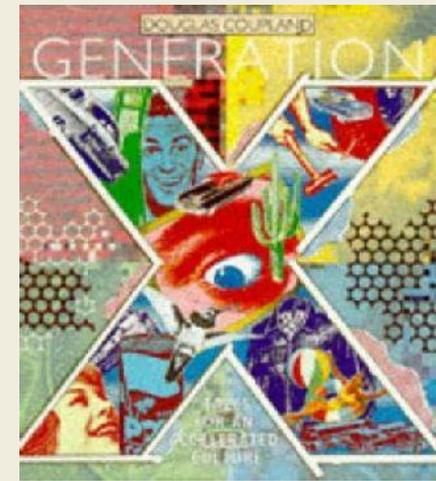
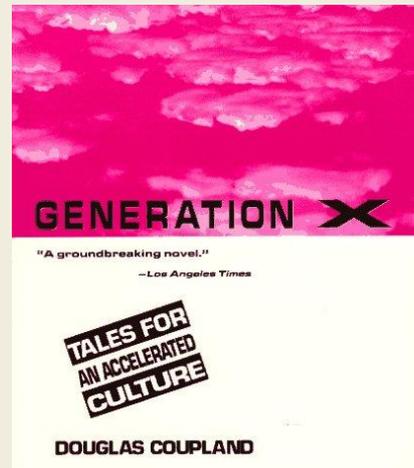


Members of Boomer Generation



- Whoopi Goldberg
- Denzel Washington
- Bill Gates
- Stevie Nicks
- Johnny Depp
- Whitney Houston
- Ron Howard
- Wynonna Judd
- Stevie Wonder
- Tommy Lee Jones
- Drew Carey

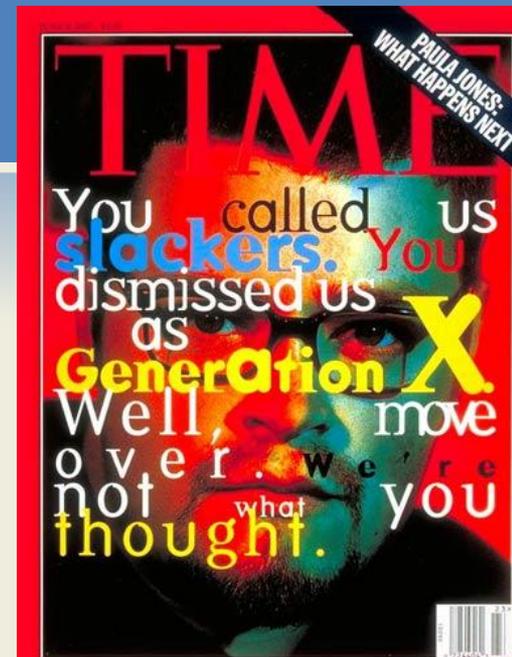
- Kathy Bates
- Jon Bon Jovi
- Roseanne Barr
- Oprah Winfrey
- Bono (U2)
- Tom Hanks
- Bill Clinton
- Madonna
- Jay Leno
- O.J. Simpson
- Jerry Seinfeld



The Generation X

(aka the Lost Generation)

Born (1961-1981)





Gen X'ers

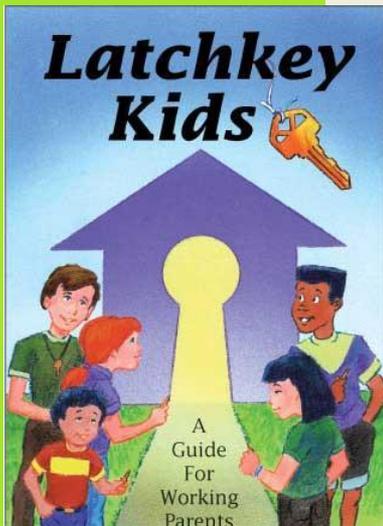
1961-1981



Core Values

- ⦿ Dedication
- ⦿ Hard Work
- ⦿ Conformity
- ⦿ Law and Order
- ⦿ Patience
- ⦿ Delayed Reward
- ⦿ Duty Before Pleasure
- ⦿ Adherence to rules
- ⦿ Honor

The Generation X Childhood



- ◎ Divorce reached an all-time high
- ◎ Single-parent families became the norm
- ◎ Latch-key kids were the major issue of the time
- ◎ Children not as valued – seen as hardship
- ◎ Families spread out (miles apart)
- ◎ Family size = 1.7 children (many only-child families)
- ◎ Perception of the world as “unsafe”
- ◎ Average 10 year old spent 14 ½ minutes with significant adult role model
- ◎ When they became parents they decided, “we need to do better for our children”



The Gen X'ers

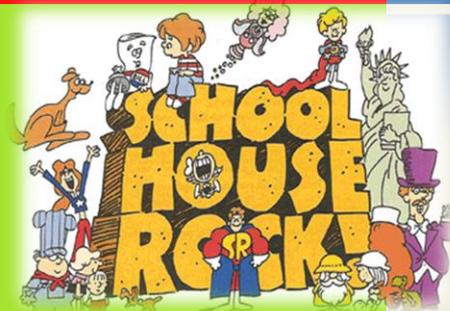
Important Events

- ⊙ Women's Liberation Protests
- ⊙ Watergate Scandal
- ⊙ Three Mile Island
- ⊙ Energy Crisis Begins
- ⊙ Iran Hostage Crisis
- ⊙ Mass Suicide in Jonestown
- ⊙ John Lennon Assassination
- ⊙ Ronald Reagan Inaugurated
- ⊙ Challenger Disaster
- ⊙ Exxon Valdez Oil Tanker Spill



Cultural Memorabilia

- ⊙ Super-hero Cartoons on TV
- ⊙ The Brady Bunch
- ⊙ Pet Rocks
- ⊙ Platform Shoes
- ⊙ Cabbage Patch Dolls
- ⊙ School House Rock
- ⊙ The Simpsons
- ⊙ Evening Soaps
- ⊙ E.T.

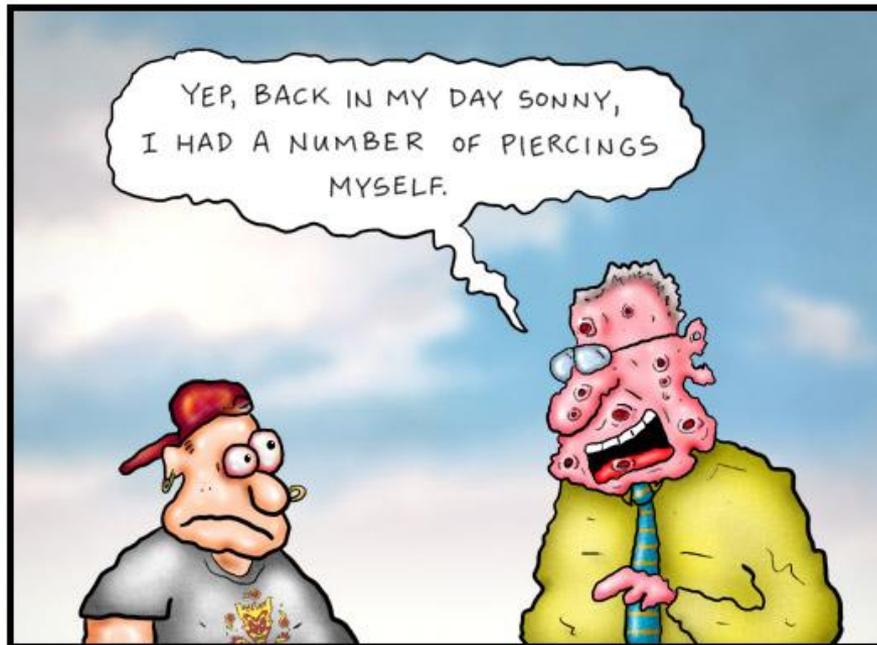


The Generation X

Common Traits:

- ⊙ Grew up when national institutions came under question. Ex: inflation, oil shortage, Watergate
- ⊙ Layoffs; end of lifelong employment for their parents
- ⊙ No common heroes
- ⊙ Wary of commitment, professionally and personally
- ⊙ Cynical & pessimistic
- ⊙ Comfortable with change
- ⊙ Self-reliant; fend for themselves, they were the latch-key children

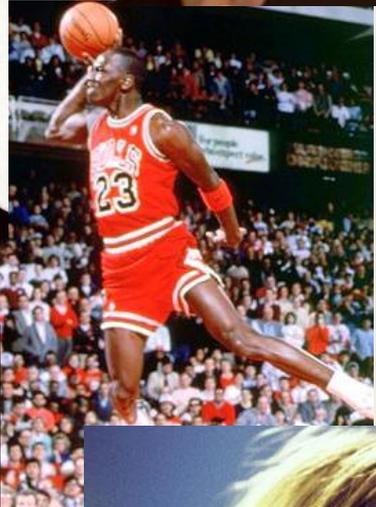
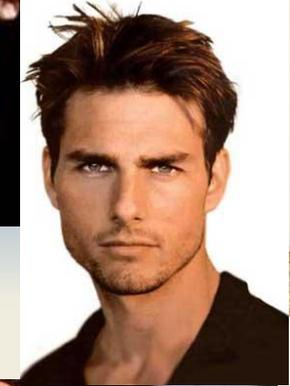
DOCTOR FUN



Our Aging Generation X

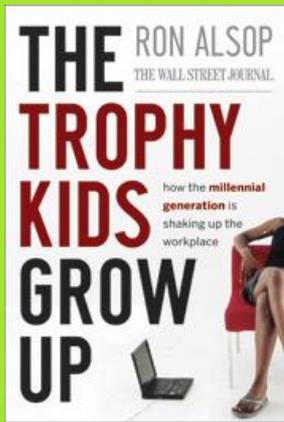


Members of Generation X



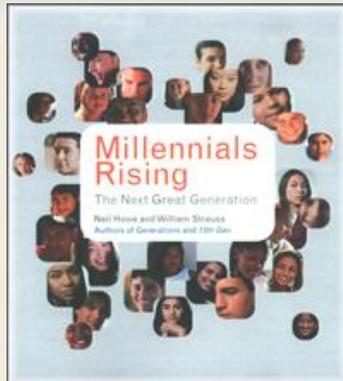
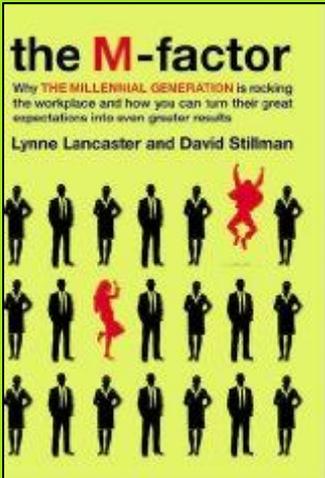
- ⦿ Barack Obama
- ⦿ Jennifer Lopez
- ⦿ Tom Cruise
- ⦿ Michael Jordan
- ⦿ Jennifer Aniston
- ⦿ Kurt Cobain
- ⦿ Pam Anderson
- ⦿ Mike Tyson
- ⦿ Demi Moore
- ⦿ Cameron Diaz
- ⦿ Mariah Carey

- ⦿ Douglas Rushkoff
- ⦿ Marshall Matthers (Eminem)
- ⦿ Michael J. Fox
- ⦿ Sheryl Crow
- ⦿ Reese Witherspoon
- ⦿ Leonardo DiCaprio
- ⦿ Ashton Kutcher
- ⦿ Mike Myers
- ⦿ Macaulay Culkin
- ⦿ Janeane Garofolo
- ⦿ Quentin Tarantino



The Millennial Generation (aka the Generation Y)

Born (1982-2000)





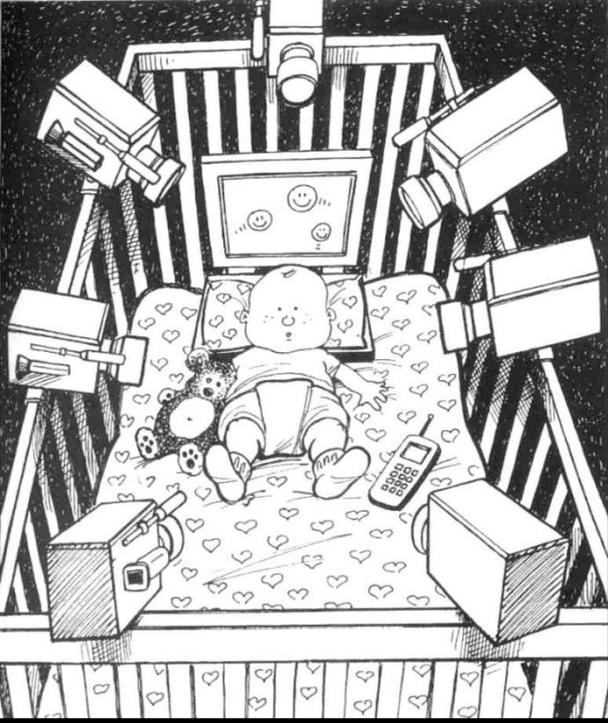
Millennials

1982-2000

Core Values

- ⦿ Timeliness
- ⦿ Making a Difference
- ⦿ Tolerance
- ⦿ Environmental Stewardship
- ⦿ Authenticity
- ⦿ Family
- ⦿ Global Perspective
- ⦿ Technology
- ⦿ Personal Freedom
- ⦿ Team Work





The Millennial Childhood

The most monumental financial boom in history
Steady income growth through the 90's
Still great disparity between races

- ◎ Saw their parents lose all their stocks and mutual funds (college funds) during the early 2000's
- ◎ Average age of parents higher than ever before
- ◎ Smaller families (10% of families with single child)
- ◎ More parental education: 1 in 4 families at least one parent with college degree



Millennial Childhood

A Generation Y child...



Taking his first steps.



*Taking his first steps
to independent living.*

The Millennials



Important Events

- ⊙ Clinton/Lewinsky Scandal
- ⊙ September 11th
- ⊙ Columbine High School Shooting
- ⊙ OJ Simpson Murder Trial
- ⊙ First Cloned Sheep Dolly
- ⊙ Iraq War & Peace-keeping mission
- ⊙ Princess Diana's Death
- ⊙ Oklahoma City Bombing
- ⊙ McGuire/Sosa Homerun Chase



Cultural Memorabilia

- ⊙ Pokémon
- ⊙ Harry Potter
- ⊙ Power Rangers
- ⊙ Beanie Babies
- ⊙ Super Mario Bros
- ⊙ Britney Spears
- ⊙ Barney & Friends
- ⊙ Tickle Me Elmo
- ⊙ Bart Simpson





" YOU GET *FIVE* MINUTES BETWEEN SOCCER AND PIANO?
WHAT DO YOU DO WITH ALL THAT FREE TIME ?!?"

The Millennial Generation



Common Traits:

- ◎ Grew up in mini-vans, protected by car seats, “Baby on Board” signs and Child Protection Laws
- ◎ Strauss & Howe’s 7 Characteristics of Millennials:
 - ◎ Confident, Achieving, Special, Pressured, Sheltered, Team-Oriented, Achieving
- ◎ Technology Savvy, social networking, online lives
- ◎ Multi-taskers, short attention span, high expectations,



GÉNÉRATION



Beau Det
2008

SO GRAMPS, DID
YOU FIGHT THE
WORLD WAR ON
NINTENDO, OR
PLAYSTATION?



© Original Artist

MOORE

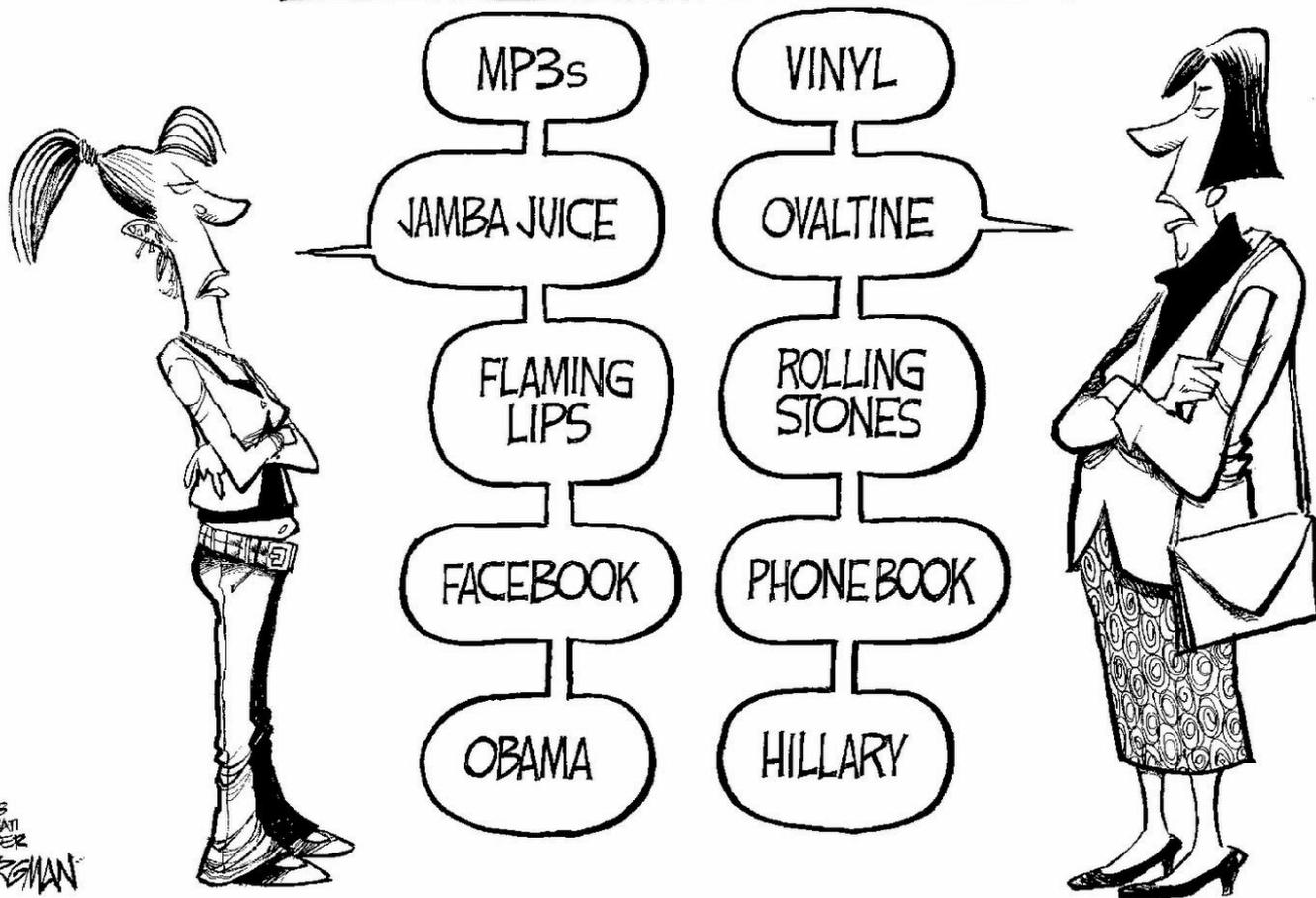
Members of Millennial Generation



- LeBron James
- Anne Hathaway
- Natalie Portman
- Nick Cannon
- The Jonas Bros
- Michael Cera
- Ellen Page
- Daniel Radcliff
- Rihanna
- Megan Fox
- Miley Cyrus

- Mary-Kate & Ashley Olsen
- Scarlett Johansson
- Paris Hilton
- Lady Gaga
- Lindsay Lohan
- Evan Rachel Wood
- Shia LaBeouf
- Dakota Fanning
- Haley Joel Osment
- Shaun White

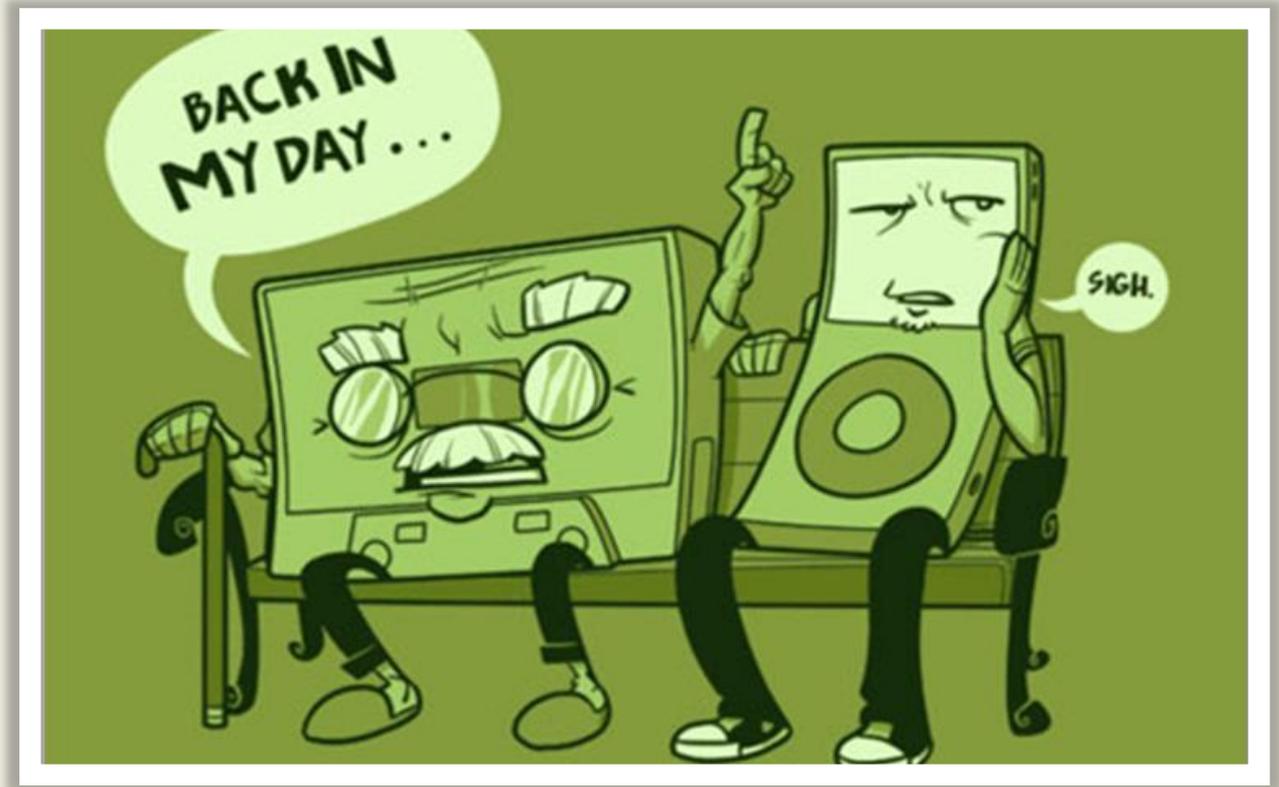
Generation Gap 2008

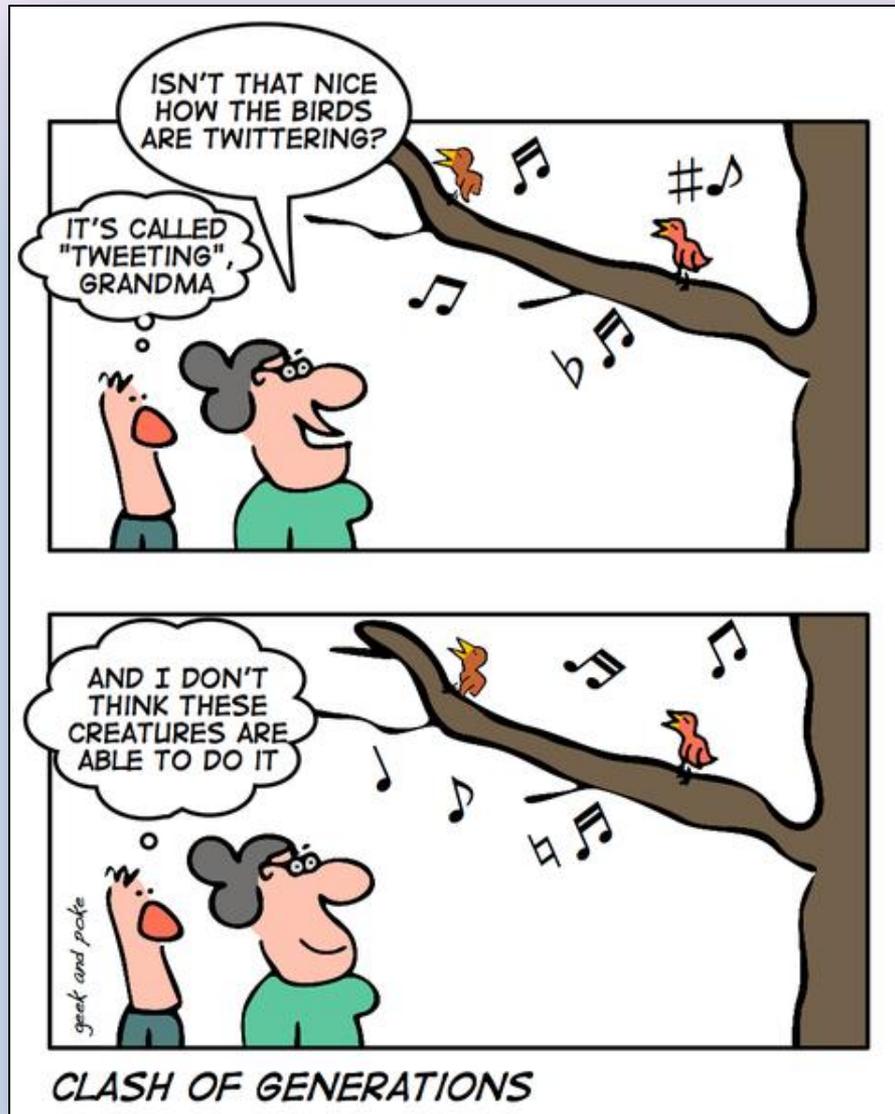


©2008
CINCINNATI
ENQUIRER
JIM BORGMAN

Each generation
views the next
generation
cynically and
feels nostalgia
about the “good
old days.”

“Kids these days...”





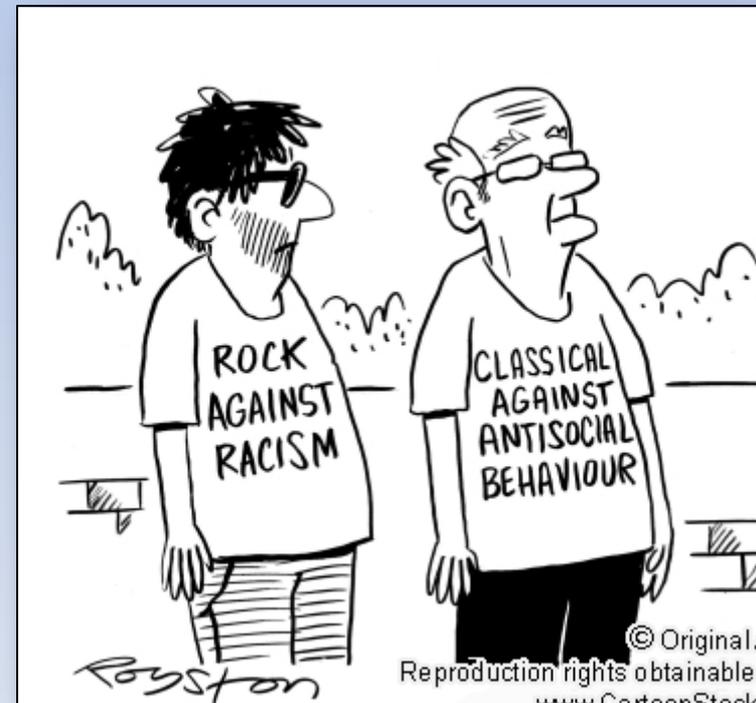
ISN'T THAT NICE
HOW THE BIRDS
ARE TWITTERING?

IT'S CALLED
"TWEETING",
GRANDMA

AND I DON'T
THINK THESE
CREATURES ARE
ABLE TO DO IT

geek and poke

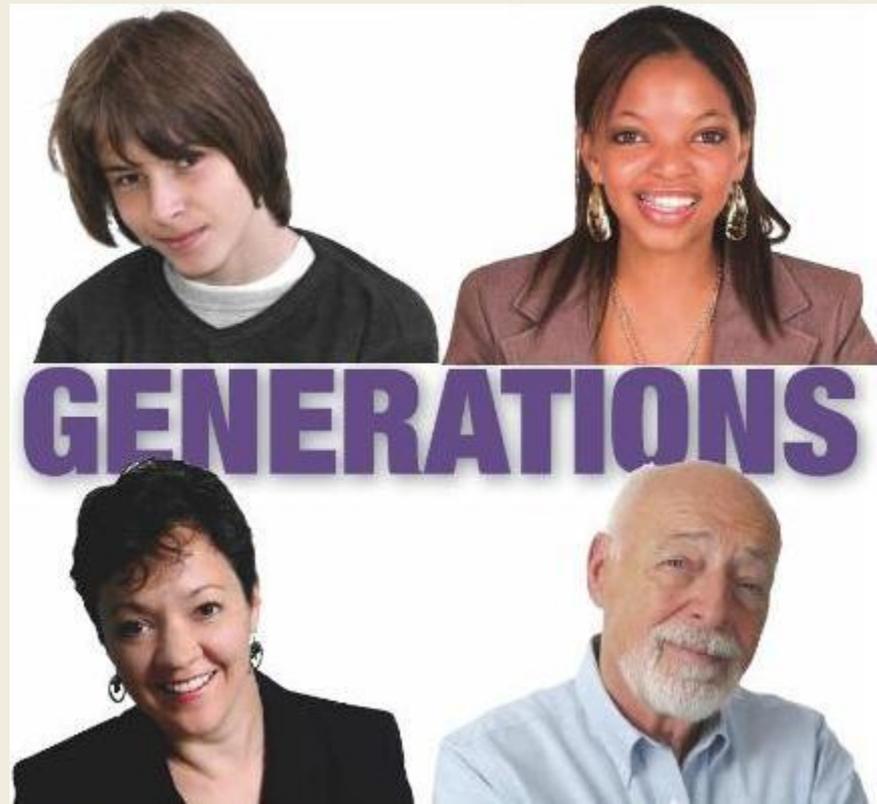
CLASH OF GENERATIONS



Millennials in the Workplace



search ID: r1m192



Four Generations in the Workplace

Bridging the Generation Gap



How Generations Differ:

- ⊙ Social, Political, & Economic Influences
- ⊙ Family Structure & Influence
- ⊙ Education
- ⊙ Values/Morals
- ⊙ Work Ethic
- ⊙ Preferred Leadership Approach
- ⊙ Communication Style
- ⊙ Motivational Buttons
- ⊙ Interaction with Others
- ⊙ Preferred Approach to Feedback
- ⊙ View towards Company
- ⊙ Work vs. Personal Life
- ⊙ Desired Rewards
- ⊙ Financial Behaviors
- ⊙ Relationship with Technology
- ⊙ General Expectations

Technology Gap

- ⊙ **2/3** Boomers think “Smart Phones” contribute to the decline in workplace etiquette
- ⊙ **17%** Boomers think laptops and PDAs during in-person meetings is “efficient”
- ⊙ **28%** of Boomers think blogging about work-related issues is acceptable
- ⊙ **62%** of Millennial professionals access social network sites at work – only **14%** of Boomers do
- ⊙ Millennials spend **10.6** hrs a day on social networks – Boomers spend **5.6** hours per day
- ⊙ **40%** of Millennials think blogging about work-related issues is acceptable

Personal and Lifestyle Characteristics

PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION				
	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Core Values	Respect for authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend

Workplace Characteristics



WORKPLACE CHARACTERISTICS				
	Veterans (1922–1945)	Baby Boomers (1946–1964)	Generation X (1965–1980)	Generation Y (1981–2000)
Work Ethic and Values	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
Work Is ...	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Leadership Style	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	*TBD
Interactive Style	Individual	Team player Loves to have meetings	Entrepreneur	Participative
Communications	Formal Memo	In person	Direct Immediate	E-mail Voice mail
Feedback and Rewards	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
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
Work and Family Life	Ne'er the twain shall meet	No balance Work to live	Balance	Balance

Common Misconceptions

- ⊙ Boomers may think Gen X'ers are too impatient and willing to throw out the tried-and-true strategies
- ⊙ X'ers may view boomers as always trying to say the right thing to the right person & inflexible to change
- ⊙ Traditionalists may view Boomers as self-absorbed and prone to sharing too much information
- ⊙ Boomers may view Silents as dictatorial and rigid
- ⊙ Gen X'ers may consider Millennials too spoiled and self-absorbed
- ⊙ Millennials may view Gen X'ers as too cynical and negative

Effective Messages

- ◎ **To Silents:** “Your experience is respected,” or “It is valuable to hear what has worked in the past.”
- ◎ **To Boomers:** “You are valuable, worthy,” or “Your contribution is unique and important to our success.”
- ◎ **To Gen X’ers:** “Let’s explore some options outside of the box,” or “Your technical expertise is a big asset.”
- ◎ **To Millennials:** “You will be collaborating with other bright and creative people,” or “You have really rescued this situation with your commitment.”

4 Generations at Work



Traditionalists and Boomers may have a tendency not to question or challenge authority or the status quo. This may cause confusion and resentment among the Xers and Millennials who have been taught to speak up.

X'ers and Millennials who have had different life experiences and communicate with people differently, may fail to actively listen to Boomers and Traditionalists thereby missing valuable information and guidance.

Issues and Areas of Conflict

Issue

- ⦿ Silents and Boomers have sacrificed everything for the company/organization. They built their lives around the company.
- ⦿ Millennials appear to have no loyalty to the organization

Common Ground

- ⦿ Millennials do seem to form more loyalty to the project, their co-workers, and perhaps the values of the company.
- ⦿ Millennials are looking for companies that value social responsibility, diversity, and the environment

Issues and Areas of Conflict

Issue

- ⦿ Silents and Boomers feel devalued, as if their experience and contributions are no longer important
- ⦿ Millennials are not willing to pay their dues

Common Ground

- ⦿ Millennials are impatient to make an impact. But they are eager for feedback, and while they want to be respected they are also looking for mentors.
- ⦿ Several organizations are giving new employees senior level mentors

Issues and Areas of Conflict

Issue

- ⊙ Silents, Boomers, and especially X'ers are highly independent
- ⊙ The Millennials' involvement of parents and need to work on teams is seen as childish. "They just need to grow up!"

Common Ground

- ⊙ The biggest complaint about X'ers was their inability to work with others. Millennials do this well and can teach us all.
- ⊙ They also have a great deal to contribute especially in regard to technology and optimism.

Issues and Areas of Conflict

Issue

- ⊙ **AUTHORITY**
 - ⊙ Silents respect it
 - ⊙ Boomers have a love-hate relationship with it, but now are the authority
 - ⊙ X'ers are unimpressed with authority
 - ⊙ Millennials do not see a need for it

Common Ground

- ⊙ X'ers and Millennials are highly self-accountable, and therefore do not see need for authority.
- ⊙ **You can trust them;** however, they will not understand chain of command. Offer them freedom with guidelines.

	Silents	Baby Boomers	Generation X'ers	Millennials
Birth Years	1928-1946	1946-1964	1965-1981	1982-2000
Population Size	59 million	80 million	50 million	76 million
Influencers	The Great Depression, World War II, the GI Bill, the Cold War	Booming birthrate; economic prosperity; Vietnam; Watergate; Protests and human rights movements; sex, drugs and rock'n'roll; suburbia; dual incomes	Sesame Street and MTV; personal computers; children of divorce; AIDS' crack cocaine' loss of 'world' safety	Expansion of technology and media; drugs and gangs; pervasive violence; widening chasm between haves and have-nots; unprecedented immigration growth
View of Institution	Loyal to institution	Want to put their stamp on institution	Are skeptical of institution	Judge institutions on their own merit
#1 reason for staying on the job, or for changing jobs	Loyal to their clients and/or customers	Making a difference	Building a career	Work that has meaning

	Silents	Baby Boomers	Generation X'ers	Millennials
The workplace as an institution	40% say their companies don't do a good job at making them want to stay; 70% think a one-company career is good; 48% say training opportunities play a role in staying; 73% plan to return to work in some capacity after they retire	43% say they lack mentoring opportunities and 30% say that contributes to job dissatisfaction; 75% say time off would be the greatest reward; 35% think a one-company career is good; prone to workplace burnout	30% have left a job due to a lack of training opportunities; 80% of Gen X'er men put time with family about challenging work or a higher salary; only 17% think a one-company career is good	Globally aware, cyber literate, techno-savvy, personal safety is #1 workplace issue; they expect diversity
Improving Feedback and communication	"No news is good news." May not be sending enough info down the ladder, nor receptive to info coming up the ladder; provide training in feedback skills (50% haven't received feedback training); assume they can change behaviors	"Once a year, formal and documented." Initiate weekly informal talks and formally document them	"So how am I doing?" Give feedback all the time and to the point: be available; allow freedom to keep them learning and focused on career paths; immediate and regular feedback; tell it like it is (X'ers have a well-turned BS-ometer)	"I want it with the push of a button. Let's all talk about it." Initiate the connection; consider electronic connection and newsletter; make it visual; allow them an active role in creating their own education and work plans
Performance Rewards	Seek high-performing traditionalists and mix them with high potential Xers to transfer the learning; to consider alternative scheduling or job sharing; recruit them actively; make them feel part of the culture' help them ease in to retirement; recognize the satisfaction of a job well done	Money, title, recognition; recognize them as the first 'sandwiched' generation caring for children as well as parents; provide time off with pay; provide life skills and balance training; provide second-career avenues	X'ers have shaken up the rewards system; skeptical about jobs and organizations; prefer time with family and outside interests; provide opportunities for development of personal and professional life.	Providing work that has meaning

	Silents	Baby Boomers	Generation X'ers	Millennials
Traits	Patriotic; loyal; heads down; onward and upward; polite; fiscally conservative' faith in institutions; high work ethic; graciousness; work experience; may feel overlooked and underappreciated; "I've acquired wisdom over the years but there doesn't seem to be much demand for it."	Idealistic and optimistic; highly competitive; overwhelming need to succeed; question authority; divorce; death of parent; kids in college; may be turning inward; difficulty admitting something is wrong; don't like to ask for help; experienced; team-workers;	Eclectic; resourceful; comfortable with change; self-reliant; adaptable' skeptical about relationships and distrust institutions; high divorce rate; info-highway pioneers; full of energy; fun at work; the generation that "got rid of the box"	AKA "the Digital Generation"; globally concerned; integrated; cyber literate; media and technology savvy' expect 24-hour info; realistic; probably have too much stuff to sort through; acknowledge diversity and expect others to do so too; environmentally conscious; will try anything
Negative Stereotypes	Can't use technology; refuse to give up the reins; non-engaged	Materialistic; work hard not smart; sold out their ideals; heavily in debt; not loyal	Haven't paid their dues; too young for management; say what they think; slackers; aggressive; annoying; loud	Unaware of lack of skills; require excessive affirmation; MTV generation
Values	Job stability; long-term careers; great reputation; fiscally responsible; take care of possessions and responsibilities	Who am I? Where did my passion go? Is it too late to get it back? Seek organizations with integrity; politically correct; eager to put their own stamp on things; good pay; community involvement	Be my own boss; team environment contrasted with entrepreneurial spirit; advancement opportunity	High value on education; high value on life style balance; work is not the most important thing; stepping stone for future opportunities; high tech, innovative; diverse workforce; be my own boss
Recruitment, engagement, management, and retention	Recognize their loyalty and experience; select activities that help them show what they know; remember that traditionalists have career paths tool; focus on evolution, not revolution.	Be aware of Boomers' competitive nature; acknowledge their contributions; focus on how they can make an impact; offer continued training opportunities especially life skills and balance.	Respect their skepticism; establish your credentials; show you have a sense of humor; let them know you like them; talk about how training applies to their careers, not just their jobs	Don't assume they are all at the same level in training; expect to do more remedial training; teach in shorter modules, testing often and making it fun; help them visualize how the training applies to their jobs; understand they learn best by collaborating



P. J. Moran

*"I'll have someone from my generation get in touch
with someone from your generation."*

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