



FOUR GENERATIONS: A SNAPSHOT

GENERATION (Birth years)	TRADITIONALS (before 1946)	BOOMERS (1946-64)	GENERATION X (1965-80)	MILLENNIALS (1981-2000)
Shapers	Stock market crash, Depression, World Wars, A-bomb, New Deal, Prohibition, dust bowl, sound movies, cars	Cold War, space race, assassinations (JFK/MLK), Woodstock, Civil Rights, Vietnam, women's lib., lunar landing, birth control pill	Dual career families, divorce rate, Nixon resignation, Challenger disaster, Desert Storm, AIDS, layoffs, cassette tapes, home computers	School killings, Okla. City bombing, 9/11, war on terror, child-centric parents (protective, praising, scheduled), laptops, smart phones, apps, iPods
Descriptors	Frugal, reliable, private, reserved, formal, self-sacrificing, hardworking loyal, follow the rules	Acquisitive, workaholics, self-indulgent, challenge authority, seek consensus	Independent, self-directed, life/work balance, skeptical, informal, seek connections, entrepreneurial	Confident, entitled, used to praise, involve parents, techno-savvy, instant gratification, blunt, anything goes
How They Work	9-5, lifetime at one job, loyal	Workaholic, live to work	Work to live, little loyalty to organization	Work on my timeline, work virtually
Need for Feedback	Don't expect much	Like recognition	Want frequent, constructive feedback	Need constant praise, don't take criticism well
Independence	Follow orders	Seek consensus	Self-directed, independent	Accustomed to parents' help, doing things in groups
Work/ Family Life	Keep them separate	Work first, family second	Want balance; seek connection	Peers and boss are friends, involve parents
Organizational Structure	Hierarchy, command and control	Like teamwork, collaboration; lots of meetings	Dislike bureaucracy	Don't see hierarchy, "superiors" seen as equals, proud of breaking rules
Formality	Formal	Less formal	Casual (tattoos, piercings)	Anything goes, revealing, blunt
DO	Respect, listen	Acknowledge with title, money, perks	Give autonomy	Give frequent, positive feedback
DON'T	Rush them	Treat them as old	Insist there is one correct way	Insist on "face time"