

Module 23: Managing multiple generations

Comparing the Generations			
	Baby Boomers 1946-1964 (80 million)	Gen Xers 1965-1980 (50 million)	Millennials 1981-2000 (88 million+)
Shaped by	First moon landing Civil Rights Movement Martin Luther King, Jr. Vietnam War Woodstock/counterculture Women's Liberation Watergate Television Credit cards Kennedy's assassination	Working parents/latch-key High divorce rates Threat of nuclear war Chernobyl Fall of Berlin Wall Massive corporate layoffs Personal computer Trickledown economics AIDS epidemic	Planned pregnancies Attachment parenting Awards for effort Columbine shooting Greatest economic boom Sept. 11, 2001 Recession Internet/social media Cell phones
Traits	Competitive, Hardworking Deeply defined by work Focused on accomplishments Challenge authority Question status quo Values social justice	Independent, skeptical Informed and educated Distrust institutions/people Values connection Takes initiative Multi-directional Informal/casual	Optimistic, Multitask, Focus on goals, Entrepreneurial Tech savvy Globally aware Confident/empowered Pressured to achieve Fun seeking
Trust with authority	Question authority; trust is earned	Low level of trust with authority	High level of trust with authority
Money	Buy now, pay later	Save, save, save	Earn to spend
College education	Creates opportunities, ticket to upper class, affordable	Mandatory, ticket to middle class, expensive	Mandatory, ticket to middle class, burdened with debt
Motto	I am at work	I work to live	Work is a part of my lifestyle
Career Goals	Build a stellar career	Build a portable career	Build parallel careers.
Work Ethic	Put in long hours, work hard, pay your dues, and you will earn rewards	Be a self-starter, create your own path, keep options open, rewards are unreliable	Optimistic, Do what's expected and rewards will come. Let's make this fun!
Motivated by	Making an impact, being involved in decision making, challenging goals, professional development, rewards for results	Room to challenge the status quo, freedom and autonomy, opportunities for development, rewards for independent thinking	Making a difference, clear goals/ expectations, intellectual projects/ challenges, technology, rewards for competence
Rewards	Money, security, recognition, time off	Freedom, flexibility, training, time off	Meaningful work, choices, mentoring, recognition
Work/Life Balance	Work to live but burning out – need balance.	Need balance now, not when I retire – family is important.	Work isn't everything – need flexibility and balance.
Work is...	An exciting adventure	A difficult challenge	Fulfilment, one aspect of life
Communication & Media	Touch-tone phones Call anytime	Personal computers Call/email me only at work	Smart phones Text/email me anytime
Feedback Preference	Give a little feedback, now and again, in person	Give lots of feedback, at regular intervals, in person	Give continuous feedback, via accessible online system
Leadership Traits	Set vision of future Establish clear direction Focus on big picture and let team work out details Authentic and democratic	Challenge status quo Minimize office politics Create loose guidelines Informal communication Fair-minded and credible	Set challenging targets Flat reporting structures Allow individual freedom Creative and inclusive Actively engaged