

WORKING WITH THE GENERATIONS

	TRADITIONALISTS	BABY BOOMERS	GEN X	GEN Y/MILLENNIALS
Born*	Before 1946	1946-1964	1965-1980	After 1980
Need	Respect	Status	Feedback/Autonomy	Structure/To Contribute
Work Perspective	“Company loyalty” — Believed would work for same company entire career	“Live to work” — Workaholics. Believe in face time at the office. Team players. Love meetings.	“Work to live” — Work should not define their lives. Independent, skeptical. Wants freedom, options, challenge	“Work my way” — Devoted to their own careers, not their companies. Team players. Desire meaningful work.
Communication Style	Formal/protocol. Prefer in person, phone, conventional mail	Formal/process. Use technology but prefer in person; relationship oriented-- show personal interest in them	Informal/pragmatic/immediate. Strong reliance on email, more direct and flexible style	Casual/immediate. Used to having information 24/7; take instant communications to new levels
Reward/Motivation	Acknowledge expertise	Symbols of achievement/promotion	Professional development/flexibility	Flexibility/growth/development
Motivational Messages	Your experience is respected	You are valued You are needed	Do it your way-forget the rules-get it done	You will work with other bright, creative people
Leadership Style	Directive, command and control	Consensual	Ask why, Challenge status quo	Adaptable, flexible, positive, collaborative; dislike hierarchy

*can vary few years in either direction