

### GENERAL TENDENCIES OF EACH GENERATION

(NOTE: Actual individual characteristics are influenced by more than factors for a particular generation.)

	<b>Veterans 1922-1943</b>	<b>Baby Boomers 1943-1964</b>	<b>Generation X 1965-1976</b>	<b>Generation Y 1976-1998</b>	<b>Generation Z* 1998-2020</b>
<b>Work Ethic and Values</b>	<ul style="list-style-type: none"> <li>• Hard working</li> <li>• Respect authority</li> <li>• Sacrifice</li> <li>• Duty before fun</li> <li>• Adhere to rules</li> </ul>	<ul style="list-style-type: none"> <li>• Workaholics</li> <li>• Work efficiently</li> <li>• Crusading causes</li> <li>• Personal fulfillment</li> <li>• Desire quality</li> <li>• Question authority</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminate the task</li> <li>• Self-reliance</li> <li>• Want structure and direction</li> <li>• Skeptical</li> </ul>	<ul style="list-style-type: none"> <li>• What's next</li> <li>• Multitasking</li> <li>• Tenacity</li> <li>• Entrepreneurial</li> <li>• Tolerant</li> <li>• Goal oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Telecommuting</li> <li>• Part-time schedule</li> <li>• Plugged in</li> </ul>
<b>Work is.....</b>	<ul style="list-style-type: none"> <li>• An obligation</li> </ul>	<ul style="list-style-type: none"> <li>• An exciting adventure</li> </ul>	<ul style="list-style-type: none"> <li>• A difficult challenge</li> <li>• A contract</li> </ul>	<ul style="list-style-type: none"> <li>• A means to an end</li> <li>• Fulfillment</li> </ul>	<ul style="list-style-type: none"> <li>• A means to an end</li> </ul>
<b>Leadership Style</b>	<ul style="list-style-type: none"> <li>• Directive</li> <li>• Command-and-control</li> </ul>	<ul style="list-style-type: none"> <li>• Consensual</li> <li>• Collegial</li> </ul>	<ul style="list-style-type: none"> <li>• Everyone is the same</li> <li>• Challenge others</li> <li>• Ask why</li> </ul>	<ul style="list-style-type: none"> <li>• *To be determined</li> </ul>	<ul style="list-style-type: none"> <li>• *To be determined</li> </ul>
<b>Interactive Style</b>	<ul style="list-style-type: none"> <li>• Individual</li> </ul>	<ul style="list-style-type: none"> <li>• Team player</li> <li>• Loves to have meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneur</li> </ul>	<ul style="list-style-type: none"> <li>• Participative</li> </ul>	<ul style="list-style-type: none"> <li>• Not good team players</li> <li>• Self-directed</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Formal</li> <li>• Memo</li> </ul>	<ul style="list-style-type: none"> <li>• In person</li> </ul>	<ul style="list-style-type: none"> <li>• Direct</li> <li>• Immediate</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Texting</li> <li>• Voice Mail</li> </ul>	<ul style="list-style-type: none"> <li>• Texting</li> <li>• Email</li> </ul>
<b>Feedback and Rewards</b>	<ul style="list-style-type: none"> <li>• No news is good news</li> <li>• Satisfaction in a job well done</li> </ul>	<ul style="list-style-type: none"> <li>• Don't appreciate it</li> <li>• Money</li> <li>• Title recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Sorry to interrupt but how am I doing?</li> <li>• Freedom is the best reward</li> </ul>	<ul style="list-style-type: none"> <li>• Whenever I want it, at the push of a button</li> <li>• Meaningful work</li> </ul>	<ul style="list-style-type: none"> <li>• Instantaneous</li> <li>• Balance with personal life and interests</li> </ul>
<b>Messages That Motivate</b>	<ul style="list-style-type: none"> <li>• Your experience is respected</li> </ul>	<ul style="list-style-type: none"> <li>• You are valued</li> <li>• You are needed</li> </ul>	<ul style="list-style-type: none"> <li>• Do it your way</li> <li>• Forget the rules</li> </ul>	<ul style="list-style-type: none"> <li>• You will work with other bright creative people</li> </ul>	<ul style="list-style-type: none"> <li>• Work in a virtual environment</li> </ul>
<b>Work and Family Life</b>	<ul style="list-style-type: none"> <li>• Ne'er the twain shall meet</li> </ul>	<ul style="list-style-type: none"> <li>• No balance</li> <li>• Work gives life</li> </ul>	<ul style="list-style-type: none"> <li>• Balance</li> </ul>	<ul style="list-style-type: none"> <li>• Balance</li> </ul>	<ul style="list-style-type: none"> <li>• Life requires work</li> <li>• Balance</li> </ul>

\* The trends and characteristics of these generations are just beginning to be tracked and analyzed.

Adapted from *Generations at Work* by Ron Zemke, Claire Raines and Bob Filipczak, article by Greg Hammill, Director, Fairleigh Dickinson University's Silberman College of Business, and Generation Z information available at and [www.smartmanager.us](http://www.smartmanager.us), and [www.babyboomercaretaker.com](http://www.babyboomercaretaker.com)