

Generational Differences & Workplace Characteristics

	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y / Millennials (1981-2000)
Work Ethic & 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 & 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 & 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 & Family Life	Ne'er the twain shall meet	No balance; Work to live	Balance	Balance

* As this group has not spent much time in the workforce, this characteristic has yet to be determined.

Source: *Mixing & Managing Four Generations of Employees*, FDU Magazine 2005.