



## AGE GROUP and GENERATIONAL WORKPLACE CHARACTERISTICS

	TRADITIONALISTS 1925-1945	BABY BOOMERS 1946-1964	GENERATION X 1965-1980	GENERATION Y 1981-2000	GENERATION Z 2001-today
	MILLENNIALS				
Work Ethic and Values	Hard working Respects authority Frugal Commitment to duty Makes sacrifices Duty before fun Adheres to rules Opposed to change "Works for food, clothing and shelter"	Workaholic Productive Crusader for causes Personal fulfillment Desires quality Questions authority Affluent High expectations Desires hierarchy "Live to Work"	Eliminates the task list Works efficiently Resourceful Self-reliant Wants structure and direction Skeptical Dysfunction is norm Desires equality Realist "Work to Live"	Fast-paced and asks what's next Multitasks Entrepreneurial Tolerant and tenacious Optimistic Confident Goal oriented Tech-savvy "We work to have fun and make a difference"	Based on schoolwork: Innovative Entrepreneurial Tolerant Goal oriented Critical Thinker STEM-experienced Tech-immersed Family
Work is ...	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment	To be determined
Leadership Style	Directive Command-and-Control	Consensual Collegial	Everyone is the same Challenge others Ask why Thinks globally	Creative Used to schedules since childhood Advice-seekers	To be determined
Interactive Style	Individual	Team player Loves meetings	Entrepreneur Friend-focused	Participative and team-oriented	Connected and collaborative
Communications	Formal Memos and letters	In person Group discussions Telephone	Informal Direct and immediate Like sbeing "in the loop" Technology literate E-mail & voice mail	Informal Simultaneous Open and social Smartphone text, email & voice mail Technology natives	Technology dependent and immersed
Learning and Training	Traditional classroom Experience	Traditional classroom Paper/Book based Experience	Group and independent study Book and computer-based Experience	Independent and social /Internet Computer/app-based Mentors Experience	Proactive Independent and social / Internet Computer/app-based Mentors and peers Experience
Feedback and Rewards	No news is good news Satisfaction in a job well done	Don't appreciate it More money Title recognition and respect	Sorry to interrupt, but how am I doing? Freedom is best reward Money enough + Impatient	Instant gratification Attention that is documented and socially shared Vacation Meaningful work that makes a positive difference	Personalized/frequent Attention that is documented and socially shared Vacation Meaningful work that makes a positive difference
Messages that Motivate	Your experience is respected	You are valued You are needed	Do it your way Forget the rules if you find a better way	You will work with other bright, creative people	You will work with other bright, creative people
Work and Family Life	Conservative Separated	No balance Work to live, live to work	Balance / Integration to juggle it all Flexibility	Balance / Integration to live satisfied	Balance / Integration to live satisfied Work when and where is most productive

### Research gathered in Fall 2017, by JUPER Communications, LLC

Greg Hammill, (2005) "Mixing and Managing Four Generations of Employees," Fairleigh Dickinson University, <http://www.fdu.edu/newspubs/magazine/05ws/generations.htm>

Wong, M., Gardine, E., Lang, W. and Coulon, L. (2008) "Generational difference in personality and motivation: do they exist and what are the implications for the workplace?" *Journal of Managerial Psychology (JMP)*, Vol. 23, No. 8, pp. 878-890, © Emerald Group Publishing Limited, Australia.

[https://s3.amazonaws.com/academia.edu.documents/32211970/1752334.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1505232546&Signature=y8xXmPTFdXmXYcq4Ch4g8Vwhco%3D&response-content-disposition=inline%3B%20filename%3DGenerational\\_differences\\_in\\_personality.pdf](https://s3.amazonaws.com/academia.edu.documents/32211970/1752334.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1505232546&Signature=y8xXmPTFdXmXYcq4Ch4g8Vwhco%3D&response-content-disposition=inline%3B%20filename%3DGenerational_differences_in_personality.pdf)

Teresa Byington, Ph.D., (2017) "Millennials in the Workplace: Understanding Generational Differences," University of Nevada Cooperative Extension, <https://naepdp.wildapricot.org/resources/Pictures/Millennials%20in%20the%20workplace%202017.pdf>