

GENERATIONAL DIFFERENCES IN KEY WORKPLACE DIMENSIONS

	“Traditionalists” “Veterans” 1922-1945	“Baby Boomers” 1946-1964	“Generation X” “Xers” 1965-1980	“Generation Y” “Millennials” 1981-1999
Work Style	By the book; “How” is as important as what gets done	Get it done; Whatever it takes (including nights and weekends)	Take fastest route to results: Protocol is secondary	Work to deadlines and goals - not necessarily to schedules
Authority / Leadership	Command and control; Rarely question authority	Respect for power and accomplishment	Egalitarian; Rules are flexible; Collaboration is important	Value freedom and autonomy; Less inclined to pursue leadership positions
Communication	Formal yet personal; Through proper channels	Somewhat formal through structured network; Mix of electronic and face-to-face	Casual, direct, and electronic; Sometimes skeptical	Fast, casual, direct, and high-tech
Recognition / Reward	Personal acknowledgment and satisfaction for work done well	Public acknowledgment and career advancement	A balance of fair compensation and ample time off	Individual and public praise (exposure); Opportunities for broadening skills
Work / Family	Work and family should be kept separate	Work comes first	Value a work / life balance	Value blending personal life into work
Loyalty	To the ORGANIZATION	To the importance and meaning of work; To the function or profession	To individual career goals	To the people involved with the project
Technology	Complex and challenging; “if it ain’t broke, don’t fix it”	Necessary for progress and achievement	Practical tools for getting things done	What else is there?