

GENERATIONAL CHARACTERISTICS

	Veterans 1922-1945	Baby Boomers 1946-1964	Generation X 1965-1980	Generation Y Millennial 1981-2000
Overview	Traditionalist, raised in nuclear family. Depression, WW II. National pride, respect for hard work and the establishment.	Largely raised by stay-at-home mom. Post WW II, Cold War, arms race, Vietnam 60's challenge to status quo – Martin Luther King, JFK, gay rights, women's rights – affirmative action.	Both parents working, latch-key kids who grew up looking after themselves. Indulged, expect instant Gratification. Grew up in the era of Nixon and Watergate. No heroes - tend to be skeptical.	Diverse parenting, single mom, single dad, or grandparent. Indulged, accustomed to being constantly entertained with extramural "activities." Impatient.
Core Values	Duty first. Deferred gratification/reward. Respect for Authority. Conformist/formal. Disciplined. Value experience over education.	Stay young whatever! Optimistic & positive. Question authority. Informal & egalitarian. Individual development. Holistic	Enjoyment/fun. Unimpressed by status. Self reliant/autonomous. Practical – "can do." Accept and readily adapt to change. Accepting of different lifestyles, roles and cultures.	Outgoing & friendly. Positive. Confident. Participatory. Environmentally sensitive. Serve the community. Sure of themselves.
At Work	Family & work separate. Clear role and expectation. Loyal. Formal communication seen as respectful. Respect for experience. Committed & persevering.	Defined by work. Strong work ethic. Ambitious. Money & title reward. Advocate for teams & participation. Skilled at giving good service and developing relationships.	Personal life and work are equal. Recognition – now. Informal – expect participation. Excellent change agents. Techno Whiz Kids. Work well individually. Desire connection with others Work = learn then move on, not one job with one company. Creative. Bring humor to the workplace – failure is an option.	Personal life and work are equal. Techno multitasking Whiz Kids. Like to work in groups. Positive & determined. Relatively new to the workforce; developing interpersonal skills; need responsible supervision and structure. Expect understanding and accommodation of varied lifestyles. Inventive & creative. Value the greater good.

This is primarily an overview to give you a feel for generational characteristics which are worthy of consideration when developing any type of succession plan.

For more in-depth articles on definitions and managing different generations you might want to visit these websites.

<http://hbswk.hbs.edu/archive/5297.html>

<http://www.fdu.edu/newspubs/magazine/05ws/generations.htm>

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