






Generational Diversity



Career Potential

Develop. Achieve. Succeed.

Characteristics	Veterans-Silent Generation Pre 1945	Baby Boomers 1946-1964	Generation X 1965-1980	Millennials/ Generation Y 1981-1996	Generation Z 1997-Present
Defining Characteristics	Strong work ethic, highly resilient	Consensus building, harmonious	Workaholics, work-life balance	“Peace-out”, non-committal, work-life integration	“Meeh,” resilient
Percentage of Workforce	3%	33%	28%	36%	TBD
Aspiration	Home ownership	Job security	 Career success	Freedom and flexibility	Security and stability
Defining Moments	World War II, The Great Depression, rationing, nuclear families, traditional gender roles	Cold War, moon landing, Woodstock, Vietnam War, Rock-n-Roll, JFK, MLK	End of Cold War, Berlin Wall, First Gulf War/Crisis, MTV, Ronald Regan, high divorce rates, “latch key kids”	9/11, Columbine, global warming, technology (iPhone), Y2K, financial crises, “helicopter parents”	The Great Recession, terrorism, same-sex marriage, climate change, Barack Obama, Caucasians will become minority
Communication Preference	Face-to-Face	Face-to-Face, E-mail, Telephone, Text	Anything efficient	Social Media, Text, Instant Messaging	Face-to-Face, Technology Integrated
Decision Making Method	Face-to-Face Meeting; Respects Hierarchy & Authority	 Face-to-Face Meeting, Consensus, Respects Hierarchy and Authority	Independent	Face-to-Face with Strong Input	TBD
Assets	Experience & enhanced knowledge Dedication and focus Loyalty and stability Emotional maturity Perseverance	Service orientation Dedication & loyalty Team perspective Experience & knowledge	Adaptable Independent & autonomous Efficiency Highly credentialed	 Environmentally conscious Technologically-savvy Innovative & creative Highly efficient Highly ambitious	Active in the community Demand social responsibility & diversity Independent & resilient Enhanced “soft skills” Financially-savvy Conscientious & mindful
Possible Challenges	Expects traditional gender roles Uncomfortable with change “Knowledge gap”- knowledge is not documented	Slow decision making Consensus is important Require frequent meetings “Greying Tsunami”- wave of retirements pending “Leadership gap”- filling vacant leadership roles upon retirement	Skeptical Independent decision makers Limited communication May distrust authority Most challenged by Millennial characteristics	Need for supervision & direction Lack of experience Lack of soft skills Want immediate promotion Want immediate decision making authority	Impatient Hyper-aware Competitive Highly independent Less team oriented
Messages that Motivate	 “Your experience is respected and valued here.”	“We need you and your opinion is valued.”	“Do it your way. We trust and appreciate your expertise and work ethic.”	“Your work makes a difference here and I care about your success.”	“You will have security, stability, and respect here.”
Rewards	Tangible symbols of appreciation such as plaques.	Personal appreciation and recognition.	Development, advancement, and credentials.	Frequent awards, certificates, credibility and authority.	 Challenging assignments and advancement opportunities.
Career Stage	Late Stage	Late Stage	Mid Stage	Mid Stage; Early Stage	Early Stage

UNDERSTANDING MILLENNIALS

By 2025, 75% of the global workforce will be comprised of Millennials.



Like things personalized... one size does not fit all.



View work as a “thing”, not as a place.



Want to do a good job and be rewarded for hard work.



Environmentally and socially conscious



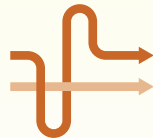
Hate to be called “Millennials”.



Want to know “why?”.



Want to make a difference and have impact.



See around and across, not up.



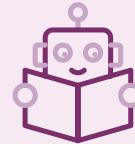
Ambitious, confident, and open about communicating their expectations.



Motivated by development, engagement, and increased responsibility & decision-making authority.

UNDERSTANDING GENERATION Z

Although they behave like adults, they may not be prepared to be adults.



Expect change and innovation.



Demonstrating strong “soft skills”.



Have access to different career choices—some may not exist yet.



Experiencing increased mental health challenges.



Yearn for human interaction, but spend less time interacting face-to-face.



Demand diversity and inclusion.



Over-programmed and over-tasks.



Expect instant gratification.



Less religious and political affiliation.



Lower marriage and children expectations.

Bridging the Gap



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WHAT CAN WE DO DIFFERENTLY?

It's really very simple.



Regularly communicate your genuine care and concern.



Slow down, be aware, and be intentional with your actions.



Personalize your communication.



Be approachable and available.



Focus on similarities, not differences.



Don't assume, communicate.



Teach & be taught.



Learn about yourself & others—understand different behavioral & communication styles, preferences, & expectations.



See people as individuals; try to not compartmentalize.



Be an advocate for diversity. Build, grow, and expand your experience with different cultures.

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