

Generational Differences

| Generation | Key Events | Values | On the Job Assets | On the Job Liabilities | Messages that Motivate |
|---------------------------------|--|--|---|--|--|
| Veterans (1929-1945) | World War II Farming | Dedication/sacrifice Hard work Respect for authority Delayed reward | <ul style="list-style-type: none"> Stable Detail oriented Thorough Loyal Hard working | <ul style="list-style-type: none"> Inept with ambiguity and change Reluctant to buck the system Uncomfortable with conflict Reticent when they disagree | <ul style="list-style-type: none"> "Your experience is respected here." "It's valuable to hear what has worked in the past." "Your perseverance is valued." |
| Baby Boomers (1946-1964) | Birth Control Space Program Martin Luther King Woodstock | Optimism Competitive Health and wellness Personal growth Long Hours Make their mark | <ul style="list-style-type: none"> Service oriented Driven Willing to "go the extra mile" Good at relationship Want to please Good team players | <ul style="list-style-type: none"> Not naturally "budget minded" Uncomfortable with conflict May put process ahead of result Overly sensitive to feedback Judgmental of those who see things differently Self-centered | <ul style="list-style-type: none"> "You're important to our success." "You're valued here." "Your contribution is unique and important." "I approve of you." "You're worthy." |
| The Gen Xers (1965-1982) | Watergate Energy Crisis Tandy & Apple PCs Three Mile Island Challenger Exxon Valdez Oil spill | Independent Adaptive Seek Balance Skeptical Fun / Informal Self-reliant | <ul style="list-style-type: none"> Adaptable Technoliterate Independent Unintimidated by authority Creative | <ul style="list-style-type: none"> Impatient Poor people skills Inexperienced Cynical | <ul style="list-style-type: none"> "Do it your way." "We've got the newest hardware and software." "There aren't a lot of rules here." "We're not very corporate." |
| Millennials (1983-1994) | Oklahoma bombings Hurricane Katrina First Black President | Confident Civic duty Cyber-literate Sociability Entrepreneurial Diversity / Global | <ul style="list-style-type: none"> Collective action Optimism Tenacity Heroic spirit Multitasking capabilities Technological savvy | <ul style="list-style-type: none"> Need for supervision and structure Inexperience, particularly with handling difficult people issues | <ul style="list-style-type: none"> "You'll be working with other bright, creative people." "You and your coworkers can help turn this company around." "You can be a hero here." |
| Gen Edge (1995-??) | 911 School Shootings First Black President Great Recession | Realistic Resilient Resourceful | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> Entrepreneurial |

Keys to a Successful Intergenerational Workforce

- **Aggressive Communication**
- **Difference Deployment**

Management Initiatives

1. Accommodate Employee Differences
2. Create Workplace Choices
3. Operate from a sophisticated Management Style
4. Respect Competence and Initiative
5. Nourish Retention

Examples

- Chevy's Fresh Mex's Management Guarantee
- TGIFriday's Passport Program
- Ben & Jerry's Grand Poobah of Joy
- West Group's Café.com
- Lucent Technologies' IdeaVerse Training Center
- Quiet Room
- Sick Child Office
- Fitness Rooms & classes
- Slide to first floor & Space themed areas
- Dry cleaning
- Healthy food
- Bring your Dog to Work Day
- "Bring your Favorite Cookie Dough" day
- Dress as _____
- "ability to play ping pong is a plus"
- 1 hour R&R pass

NOTE: Many of these strategies cater to the Gen X and Millennials. This is because most organizations are run by Veterans & Baby Boomers so their needs are already being met.

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