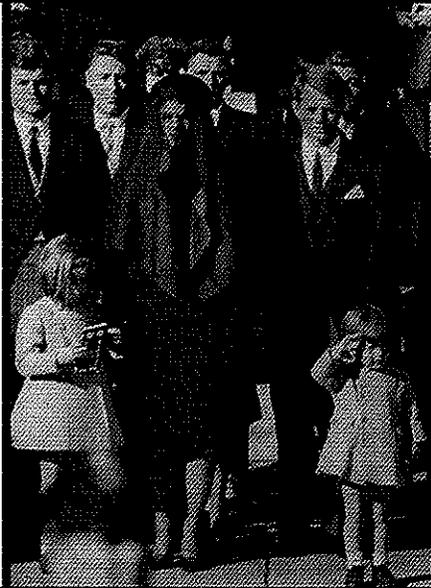
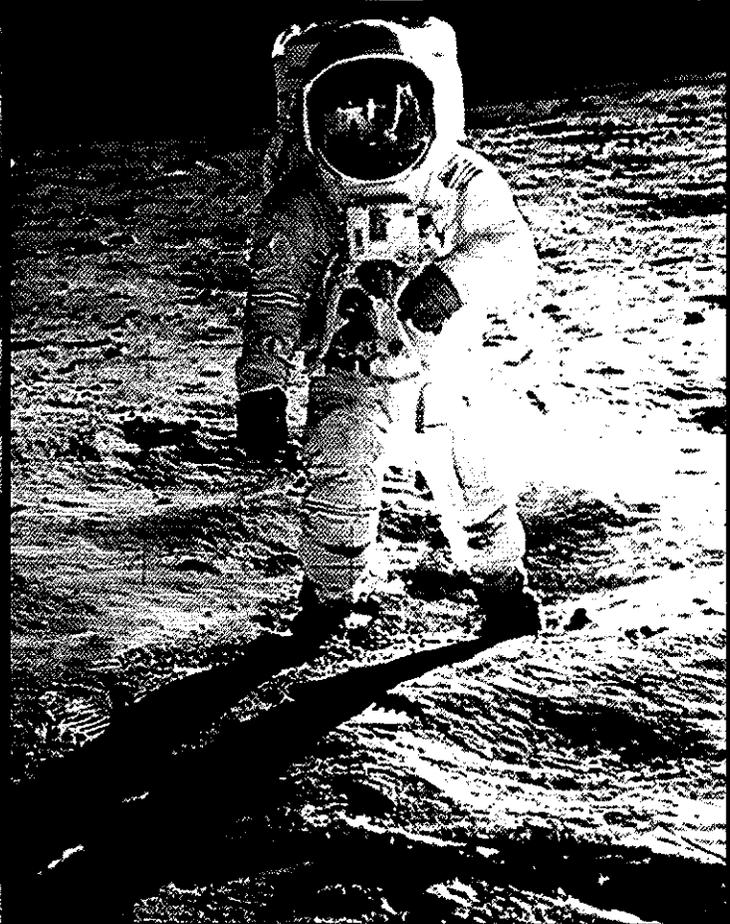


Generations outlook on life  
- Values, attitudes, expectations  
- Diversity  
- A diversity  
- Technology  
- Complexity  
- Economy



# Hey Dude!



## Managing Age Diversity in Today's Workplace



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Right is Right

WWII

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What we deserve  
No rules

Buy new pen later  
Retread not retire  
Modernists & debt

## Matures

(Born prior to 1946. The term was coined by marketing researchers, Yankelovich Partners, Inc.)

In many ways, the term adversity best describes what this generation faced as it was growing up. The older members of this cohort were born during the end of the Great Depression and lived through World War II as young adults. The youngest, those presently in their late fifties and sixties, were born during the War itself. For this generation, survival was a way of life. Shortages of gasoline, sugar, tires and a host of other items that younger generations take for granted, were items they did without.

They learned their values primarily from extended families. While younger generations have experienced so many outside influences, Matures grew up in a less complicated time. They learned right from wrong, manners, courtesy, and "proper" behavior from family members who, for the most part, modeled what they taught. Telling stories with particular morals was the primary way to illustrate what a youngster needed to know.

This generation returned from WWII to produce the Baby Boom and began building a new peace-time economy. But they never forgot those experiences of survival during the early years. Sayings such as "a penny saved is a penny earned," and "an honest day's work for an honest day's pay" were, and still are, firmly implanted in their approach to life.

They entered jobs with very strong beliefs about hard work, ethics, right and wrong and "putting your nose to the grindstone." If work needed to be done, you worked overtime and weekends. Because of a primarily manufacturing economy, Matures saw clear outcomes for working harder and faster. More widgets meant more money, which meant more security.

This is also why the massive layoffs beginning in the late 70's affected them so harshly. Many had never contemplated that the company for whom they had worked for years would simply release them with little notice.

This era was also a man's economy. While there were millions of women in the work place, they were severely limited in the positions they could hold. Once they had children, "a woman's place was in the home."

### Cultural Icons

Mickey Mouse	Flash Gordon	The Golden Age of Radio
Wheaties	Charley McCarthy	Tarzan
Jukeboxes	Blondie Cartoon Strip	The Lone Ranger
The Shadow	Babe Ruth	Joe DiMaggio

### What to Remember About Matures

- They are dedicated to a job once they take it.
- They are respectful of authority, even if it sometimes frustrates them.
- They place duty before pleasure.
- Patience is a virtue. They are willing to wait for the delayed reward.
- Honor and integrity are critical parts of their being.
- They are reluctant to challenge the system.
- They are resistant to change and will tend to avoid it.

## Baby Boomers

(Born 1946-1964. The term was coined by Landon Jones, author of Great Expectations, a book chronicling the Boomer generation.)

While Matures grew up with adversity, Baby Boomers entered a thriving new economy after World War II. The U.S. had established itself as the preeminent power in the world. Factories were pumping out new cars and appliances. Houses were being built at a record pace. The proliferation of television in the 1950's forever changed the way that those growing up viewed the world.

Boomers grew up feeling more secure than their parents and therefore became more outwardly focused in their efforts toward others. As they matured, they began to question policies, rules and practices that had been in place for years. From this, emerged civil rights protests, anti-war protests and a host of other rumblings that unsettled their parents and generations prior. While thousands of Boomers served in Vietnam, others made the war one the most divisive issues of this generation.

Because of their size, this generation has received more attention. Companies focused their products. Politicians focused their messages. Rock and roll music has taken over the airwaves. As a result, Boomers have grown up thinking the world is their oyster.

As Boomers entered the work place, they have forever changed the way business is done. Many have taken advantage of college opportunities which has raised the bar for many positions. Where Matures thrived on working harder and faster, Boomers have focused on efficiency, teamwork, quality, and service. These efforts, in turn have produced a thriving "self-help" industry which feeds Boomers' optimism and quest for eternal youth.

The size of this generation continues to drive the economy and they will place increasing emphasis on convenience, and the trophies of a mature lifestyle. Financial security will remain a central issue for many, forcing thousands to work well past the age at which their parents retired. Their quest to remain eternally young will alter the face of lifestyles, the work force, consumer products, entertainment and public policy. But they will never forget their optimism, even if they have to rationalize about it.

### Cultural Icons

Captain Kangaroo	Romper Room	The Ed Sullivan Show
Fallout shelters	Slinkies	TV Dinners
"The Laugh-In"	Hula Hoops	The Mod Squad
The peace sign	Bell bottom pants	Tie Dye shirts

### What to Remember About Baby Boomers

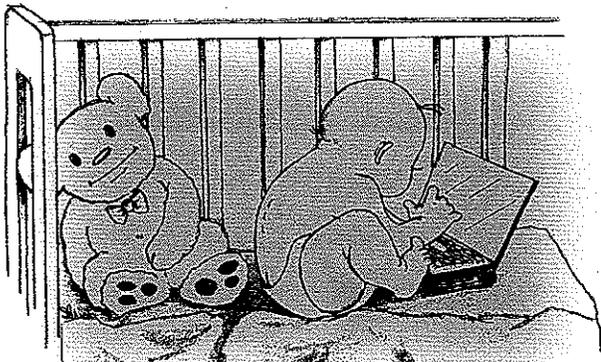
- Boomers live to work.
- A general sense of optimism regardless of what happens.
- The size of their generation has allowed them unprecedented influence on government policy and consumer products.
- They have always been willing to go into debt, betting on future income.
- They tend to be team and process oriented, sometimes to the detriment of results.
- Boomers strive for convenience and personal gratification.
- Boomers are very nostalgic about their youth and seek to preserve it.

Disney world  
Convenience  
Balance in street  
Nostalgia for their childhood

Theme = Control

- Profane language & intimate details of their personal lives
- the way it was in the 60's
- hedonism & self centeredness

Theme = Conflict



- Quote the penny manual
- We've always done it this way
- You need to pay your dues

*Skepticism  
Pragmatism  
Resourceful*  
*Balance of Life  
Peer focused  
Impatience w/ Boomers*  
*Great BS detector*

*Low tolerance  
speed / importance  
pre-affluence*  
*More driven  
Skepticism of marketing  
Libertarian of choice*

## Generation X

(Born 1965-1980. The term was coined by author Douglas Coupland in his novel, *Generation X*.)

While Boomers entered a world filled with optimism and economic prosperity, Generation X had a significantly different experience. Beginning with the assassination of JFK in 1963, the U.S. was plunged into social turmoil, during which Generation X was born — women's lib, civil rights, anti-war protests, Watergate, inflation, massive layoffs, the Challenger tragedy, and a host of other troubling events.

Baby Boomers were the first generation of dual career couples. These dual career couples produced latch key kids — the Xers, who came home from school to an empty house. This taught them resourcefulness at a very young age. The Boomers also divorced at an unprecedented rate. By one estimate, 40% of Xers have lived through at least one divorce.

Xers are also a product of technology. At ages three, four, and five, they became "glued to the set" when Sesame Street debuted in 1969. From it, they learned their ABC's and 123's . . . but they also expected to see Big Bird and Cookie Monster at the front of the classroom.

From these experiences, Xers came to believe that many of the institutions in which they were taught to believe in had betrayed them —

"Marriage is forever, but my parents got divorced." "If you work hard, you'll always have a job. But my parents were laidoff." "The government should be trusted, but then there's Watergate, Iran-Contra, and the Keating Five."

As a result of this, Xers have become a generation skeptical of traditional practices and beliefs. They have learned that jobs are not forever and therefore they should make the most of their time and effort.

For a variety of reasons, Xers view the employment relationship as a contract. If the employer does not keep their side of the agreement, such as training, advancement and the like, the employee is free to leave.

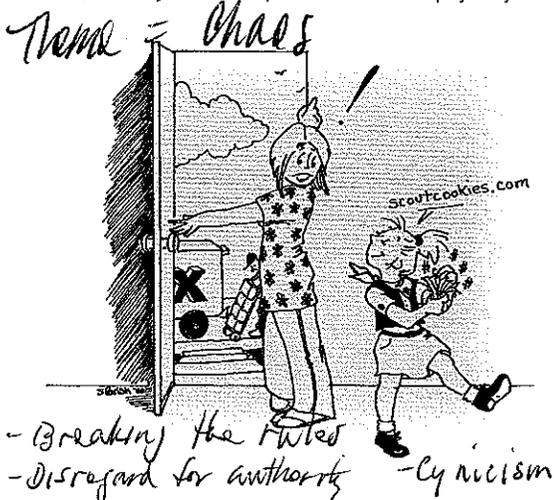
Xers have been able to make many of these changes stick because unemployment has been at an all-time low. With their ability to deal with uncertainty and an emphasis on working to live, rather than living to work, they will continue to transform the way business is done.

### Cultural Icons

The Brady Bunch	Pet Rocks	Platform Shoes
Izod shirts	The Simpsons	ET
Cabbage Patch Kids	Microwave Ovens	Sesame Street
Jaws	MTV	Video Cassette Recorders

### What to Remember About Generation X

- Xers work to live rather than live to work.
- Jobs are viewed within the context of a contract.
- Clear and consistent expectations are essential.
- Providing the opportunity to grow will lengthen tenure.
- A sense of contribution while having fun will keep an Xer productive.
- Earning money is only one part of a larger equation which includes contribution to the whole.
- To them, versatility of skills & experiences ensures employability.



## The Millennials

(Born 1981-1999. The term was coined by sociologists Neil Howe & William Strauss. Alternates include *Generation Y*, *Generation Why?*, *Nexters*, and *Internet Generation*.)

Where Xers were taught certain beliefs about family and society, only to have them betrayed, Millennials are growing up in a world where these beliefs have already been compromised. While media has enlightened them about things older generations never dreamed of, it has also taught them that they can challenge every convention and individual. To them, nothing is necessarily what it seems. OJ appeared guilty, but he was acquitted. They called Desert Storm a war, yet it seemed more of a demonstration in high technology to those at a formative age. The President lied to the nation, yet 63% of those polled at the time, approved of the job he was doing.

At the same time, they are growing up in a world of unprecedented growth in the U.S. economy and development of technology. This generation has been born into a world of cell phones, pagers, voice recognition software and the Internet.

As they begin to enter the work force, they too are having an impact. They are the most demographically diverse generation in U.S. history. One in three is what the U.S. government defines as a minority. One in four has grown up in a single parent home.

Many enter jobs with what employers call a disturbing lack of basic skills, yet they are able to navigate software programs that intimidate those in their 40's. Where it is best to delegate to Xers on the basis of outcome rather than task, the reverse appears true for Millennials. With 80-some million of them entering the adult world over the next decade, they will garner intense scrutiny from both marketers & politicians.

As Millennials continue to grow up in this new world of terrorism, technology and situational ethics, they will bring to the table new expectations and perceptions that older generations never dreamed possible.

### Cultural Icons

Barney	Virtual Pets	Beanie Babies
Pogs	Jerry Springer	The Spice Girls
The X Games	Pokémon	The Internet
Cell Phones and Pagers	Britney Spears	Mark McGuire/Sammy Sosa
Princess Diana	Mia Hamm	Bill Gates
Teenage Mutant Ninja Turtles	Michael Jordan	New York Firefighters

### What to Remember About Millennials

- They have been conditioned to live in the moment.
- They are used to the immediacy of technology and expect everything with it.
- Clear and consistent expectations are essential to ensure productivity.
- They earn money for the purpose of immediate consumption.
- They will demonstrate respect only after they have been treated with respect.
- They have grown up learning to question everything.
- As a generation, they are astoundingly diverse demographically.

*Technoliteracy*  
*Liberal Humanism*  
*Integrity & morality*

**The amount of adversity each generation experiences in its formative years determines, more than any other factor, its general outlook on life.**

*Theme = Change*



- Be a learner
- show humility
- see God in the relationship
- Focus on the relationship

- understand the generational theme
- know your own culture
- learn the generational dynamics
- discern the reality factors

- look for common interest
- find others who want generational relationship
- develop coop min. w/ other generations

### Seminal Events and Phenomena

- Don't think your generation is best - learn to communicate during conflict - develop an emotional connection - connect w/ the whole family



#### Matures

- 1929 The Great Depression begins
- 1932 Franklin D. Roosevelt elected President
- 1933 The Dust Bowl in the Midwest
- 1933 The New Deal enacted
- 1934 Social Security System established
- 1934 Civilian Conservation Corps established
- 1937 The Hindenburg explodes
- 1941 Pearl Harbor - U.S. enters WWII
- 1944 D-Day in Normandy
- 1945 FDR dies
- 1945 Victory in Europe and Japan
- 1950 Korean Conflict

#### Baby Boomers

- 1946 Beginning of 30 years of economic expansion
- 1954 McCarthy hearings begin
- 1957 Congress passes Civil Rights Act
- 1960 Birth control pills introduced
- 1960 John F. Kennedy elected President
- 1961 Peace Corps established
- 1962 Cuban missile crisis
- 1962 John Glenn orbits the earth
- 1963 Martin Luther King leads march on Washington D.C.
- 1963 President Kennedy assassinated
- 1964 Congress passes Civil Rights Act/Title VII
- 1965 U.S. sends combat troops to Vietnam
- 1968 Robert Kennedy and Martin Luther King assassinated
- 1969 Neil Armstrong walks on the Moon
- 1969 Woodstock
- 1970 Kent State University shootings

#### Generation X

- 1970 Women's Liberation protests
- 1973 Watergate scandal
- 1973 Energy crisis begins (gas lines)
- 1976 First personal computers introduced
- 1978 Mass suicide in Jonestown
- 1979 Mass corporate layoffs begin
- 1979 Reactor meltdown at Three Mile Island
- 1979 Iran hostage crisis begins
- 1980 AIDS begins to receive worldwide attention
- 1980 John Lennon assassinated
- 1981 Ronald Reagan inaugurated President
- 1986 Space shuttle Challenger explodes
- 1987 Dow Jones Industrial Average falls 22% in October
- 1988 Pan Am flight 103 is destroyed by terrorist bomb
- 1989 Exxon Valdez oil spill
- 1989 Fall of Berlin Wall

#### Actions

- take initiative but don't be too direct
- show interest, trust God
- get together
- share your own experiences
- ask questions
- be flexible
- diverse behavior among the other generational culture
- help me understand

#### Millennials

- 1990 Desert Storm
- 1991 Windows introduced by Microsoft
- 1995 Oklahoma City Bombing
- 1996 O.J. Simpson Trial
- 1999 Columbine High School shootings
- 1999 Impeachment of President Clinton
- 1999 Y2K crisis
- 2000 George W. Bush elected President
- 2001 Terrorist attacks on September 11th
- 2002 War in Afghanistan
- 2003 War in Iraq



### Generational Themes

Matures	Baby Boomers	Generation X	Millennials
Hard work	Personal fulfillment	Live with uncertainty	Work should be fun
Duty	Optimism	Balance is more important	On my terms
Sacrifice	Crusading causes	Live for today	This is only a job
Thriftiness	Buy now/Pay later	Save, save, save	Earn to spend
Right/Wrong	Everybody's rights	Right in my context	Right and wrong depends
Work fast	Work efficiently	Every job is a contract	Technology has all the answers

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