

Generation	Major Influences	Characteristics	Values	Motivation for Work	Communication Tips	Performance Management Strategies
Traditionalists 1925-1943 55 million	<ul style="list-style-type: none"> • Great Depression & New Deal • WWII & GI Bill • Golden age of radio & silver screen • Rise of labor unions • Play clothes vs. school clothes 	<ul style="list-style-type: none"> • Loyal • Patriotic • Financially conservative • Faithful to institutions 	<ul style="list-style-type: none"> • Authority • Hard work • Delayed Rewards • Honor 	A job well done	<ul style="list-style-type: none"> • Schedule appointments • Use hard copy documents • Pay attention to niceties 	<ul style="list-style-type: none"> • Increase comfort with technology • Recognize accomplishments publicly • Respect boundaries & experience
Baby Boomers 1944-1962 80 million	<ul style="list-style-type: none"> • Vietnam War • Kennedy & King assassinations • Women's & civil rights • TV & rock n' roll • Credit cards 	<ul style="list-style-type: none"> • Competitive • Politically adept • Challenge authority • Liberal spenders 	<ul style="list-style-type: none"> • Professional identity • Health & wellness • Material wealth • Optimism 	Money & prestige	<ul style="list-style-type: none"> • Take time to build a relationship • Pay attention to grammar & spelling • Leverage meetings 	<ul style="list-style-type: none"> • Provide a paper trail • Focus on professional renewal • Recognize efforts to recalibrate work & life
Generation X 1963-1980 46 million	<ul style="list-style-type: none"> • Challenger explosion • AIDS • Corporate downsizing • Tripling of divorce rate • Video games, MTV & computers 	<ul style="list-style-type: none"> • Skeptical • Independent • Resourceful • Risk averse 	<ul style="list-style-type: none"> • Mobility & autonomy • Balance • Technology • Informality 	Autonomy & freedom	<ul style="list-style-type: none"> • Use electronic communication • Avoid meeting fatigue • Be direct & honest 	<ul style="list-style-type: none"> • Focus on results, not face-time • Offer opportunities for growth & skill development • Provide frequent feedback & rewards
Millennials 1981-2000 75 million	<ul style="list-style-type: none"> • Iraq wars, 9/11 & Columbine • Girls' movement • Information technology • Facebook, YouTube & Twitter • First African American president 	<ul style="list-style-type: none"> • Optimistic • Confident • Multi-taskers • Civic minded 	<ul style="list-style-type: none"> • Constant feedback • Teamwork • Diversity • Morality & civic duty 	Meaningful work	<ul style="list-style-type: none"> • Leverage texting & social media • Include in meetings & decision-making • Focus on transparency & authenticity 	<ul style="list-style-type: none"> • Engage in pro-active career pathing • Provide daily feedback & check-ins • Present ongoing training & professional opportunities

Amy Hirsh Robinson is a leading expert on the impact of generational differences in the for-profit and not-for-profit workplace. She consults to C-level leaders on enterprise-wide strategies to reduce attrition costs, increase profitability and create agile workforces able to adapt to ongoing change. Amy's clients gain a competitive advantage in attracting, retaining and managing top talent. Her strategic expertise refines her clients' business models and practices by integrating cross generational market trends into company strategy. Amy is Principal of the Interchange Group and speaks and publishes widely on the impact of generational shifts in work and society at large. Her publications can be found on her website at www.interchange-group.com.