

Generations in the Workplace

Recruiting, Retaining and Managing an Age-Diverse Work Force

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GENERATIONS

GENERATIONAL VALUES

PREFERRED ENVIRONMENT

WHAT THEY LOOK FOR

TRADITIONALS 1901 – 1942
(G.I. GENERATION & SILENTS)

PATRIOTISM DISCIPLINED
TRUST IN GOVT. LOYALTY
FAMILY FOCUS SAVERS
RESPONSIBILITY
CONSERVATIVE
DON'T QUESTION AUTHORITY

CONSERVATIVE
HIERARCHAL
CLEAR CHAIN-OF-COMMAND
TOP DOWN MANAGEMENT

RECOGNIZE THEIR EXPERIENCE
VALUE ON HIST. & TRADITIONS
JOB SECURITY & STABILITY
GOOD COMPANY REPUTATION &
ETHICS
CLEAR RULES & POLICIES

BABY BOOMERS 1943 – 1964

QUESTION EVERYTHING
TRUST NO ONE OVER 30
ANYTHING IS POSSIBLE
SPEND NOW; WORRY LATER
THE 'ME' GENERATION
ANTI-WAR; ANTI-GOVERNMENT

'FLAT' ORGANIZATIONAL CHART
DEMOCRATIC
HUMANE
WARM, OPEN ENVIRONMENT

CO. REPRESENTS GOOD CAUSE
ABILITY TO SHINE/ BE A 'STAR'
MAKE A CONTRIBUTION
FIT IN W/ VISION & MISSION
TEAM APPROACH

GENERATION X 1965 – 1976

INDEPENDENT SKEPTICAL
LACK COMPANY LOYALTY
HIGHLY EDUCATED
TECHNO-SAVVY
HIGH JOB EXPECTATIONS
SEEKING LIFE BALANCE

FUNCTIONAL EFFICIENT
FAST PACED INFORMAL
ACCESS TO LEADERSHIP
ACCESS TO INFORMATION
POSITIVE FUN

DYNAMIC YOUNG LEADERS
CUTTING EDGE SYSTEMS &
TECHNOLOGY
FORWARD-THINKING COMPANY
FLEXIBILITY IN SCHEDULING
INPUT EVALUATED ON MERIT,
NOT AGE OR SENIORITY

MILLENNIALS 1977 - 1997

MOST EDUCATED GROUP
MOST TECHNO-SAVVY
OPTIMISTIC AVID CONSUMERS
SELF CONFIDENT "NOW"
HIGHLY TOLERANT "FUN!!!"
PART OF GLOBAL COMMUNITY

COLLABORATIVE
ACHIEVEMENT-ORIENTED
HIGHLY CREATIVE
POSITIVE
DIVERSE
FUN FLEXIBILITY

CHALLENGES
CO. TO FULFILL DREAMS
STRONG, ETHICAL LEADERS
TREATED WITH RESPECT IN
SPITE OF AGE
SOCIAL NETWORK; FRIENDS

GENERATIONS

COMMUNICATE / RECRUIT

**WHAT YOU CAN EXPECT
(PROS)**

**WHAT YOU CAN EXPECT
(CONS)**

TRADITIONALS 1901 – 1942
(G.I. GENERATION & SILENTS)

LOGICAL MESSAGE
SHOW RESPECT - "MR." "MRS."
GOOD GRAMMAR & MANNERS
MESSAGE BASED ON HISTORY &
TRADITION OF COMPANY

LOYALTY
STABLE
DETAIL ORIENTED
THOROUGH
DEPENDABLE

DON'T ADAPT WELL TO CHANGE
AVOID CONFLICT
DON'T DEAL WELL WITH
AMBIGUITY

BABY BOOMERS 1943 – 1964

ESTABLISH FRIENDLY RAPPORT
OK TO USE FIRST NAMES
LEARN WHAT IS IMPORTANT TO
CANDIDATE
EMPHASIZE CO. VISION &
MISSION / HOW THEY FIT IN

SERVICE ORIENTED
WILL GO EXTRA MILE
ANXIOUS TO PLEASE
GOOD TEAM PLAYERS

NOT GOOD W/ FINANCES
DISLIKE CONFLICT
PEER LOYALTY
'PROCESS BEFORE RESULTS'
SELF-CENTERED
JUDGMENTAL IF DISAGREE

GENERATION X 1965 – 1976

DIRECT, STRAIGHTFORWARD
APPROACH IS BEST
AVOID BUZZ WORDS & JARGON
TIE MESSAGE TO 'RESULTS'
FOCUS
EMPHASIZE 'WIIFM' IN TERMS
OF TRAINING & SKILLS

ADAPT WELL TO CHANGE
TECHNOLOGICALLY SAVVY
UNINTIMIDATED BY AUTHORITY
FIGURES
VALUE 'INFORMATION'
HIGHLY EDUCATED

CYNICAL, SKEPTICAL
IMPATIENT
LACK PEOPLE SKILLS
NO LONG-TERM OUTLOOK
BUILD 'PORTABLE' RESUME

MILLENNIALS 1977 - 1997

BE POSITIVE
DETERMINE THEIR GOALS & TIE
MESSAGE TO THEM
COMMUNICATE W/ THEM
ELECTRONICALLY
(TEXTING IS FUN!)

COLLABORATION
OPTIMISM
TENACIOUS
MULTI-TASKING
TECHNOLOGICALLY SAVVY
HIGHLY EDUCATED

INEXPERIENCED
NEED SUPERVISION
NEED STRUCTURE
LACK DISCIPLINE
HIGH EXPECTATIONS