

<b>Generation</b>	<b>Baby Boomers ("Boomers")</b>	<b>Generation X ("Gen X-ers")</b>	<b>Millennials</b>	<b>Generation Z "Zoomers"</b>
Birth years	1946 to 1964	1965 to 1980	1981 to 1996	1997 to 2012
~Ages in 2024	60-78	44-59	28-43	12-27
Situational Context	Cuban Missiles Crisis, Vietnam War, and the JFK assassination  Trust and credibility are important	Expansion in technology, increased TV (cable) consumption  Political scandals, the dotcom bust, and the AIDS epidemic --> lack of trust in institutions	Entered the workforce hearing that they were often entitled and lazy  Analog childhood, digital adulthood  Columbine school shooting, 9/11, 2008 recession	First digital native generation  Ever-present gun violence in "safe" spaces, a recession, debates over global warming, War on Terror  --> high anxiety among youth
Motivating Values	Company loyalty Teamwork Duty	Diversity Work-life balance Personal professional interests	Quality of their manager Sense of responsibility Seeking unique work experiences Context & purpose of work	Diversity Individuality & personalization Digital creativity Work aligns with values Seek autonomy
Communication Methods	Telephone calls Emails Faxes Formal channels	Email/text Cellphone early adopters Caller ID/ Voice recorder	Text Social media Smartphones/ apps Various/ mixed forms	Smartphone apps Social media (esp. videos) Use of images and symbols In person (!!!)
Leadership Preferences & Professional/ Work Styles	<ul style="list-style-type: none"> <li>• Value face-time</li> <li>• Accept poor management in service of goals</li> <li>• Positional leadership as default</li> <li>• Communication focused on achieving goals</li> <li>• Competitive</li> </ul>	<ul style="list-style-type: none"> <li>• Prefer leadership that is autocratic, directive</li> <li>• ...but distrustful of hierarchies and authority</li> <li>• Task-oriented</li> <li>• Transactional</li> <li>• Want flexible work schedules</li> <li>• Dislike excessive meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Prefer leaders that are relationship-oriented, transformational</li> <li>• Feedback-driven</li> <li>• Sandwich feedback</li> <li>• Participatory</li> <li>• Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching-style leadership</li> <li>• Expect positive feedback</li> <li>• Internet as authority</li> <li>• Enjoy being on location</li> <li>• Brevity, getting to the point</li> <li>• Value authenticity in communication</li> </ul>