

# CONNECTING ACROSS THE GENERATIONS

Characteristic	The Veterans	Baby Boomers	Generation X	Millenials
<b>Also known as</b>	The Silent Generation, Traditionalists, Seniors	The Me Generation The Sandwich Generation	Baby bust	Echos, Nexters, Generation Y
<b>Born between</b>	1922 – 1943	1943 – 1960	1960 – 1980	1980 – 2000
<b>Family focus</b>	<ul style="list-style-type: none"> <li>▪ Family focused</li> <li>▪ Single income household</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in divorce rate</li> <li>▪ Dual-income families</li> </ul>	<ul style="list-style-type: none"> <li>▪ Children of divorce</li> <li>▪ Latch-key kids</li> </ul>	<ul style="list-style-type: none"> <li>▪ Older parents</li> <li>▪ Family vacations and dining out</li> </ul>
<b>World events</b>	<ul style="list-style-type: none"> <li>▪ Great Depression</li> <li>▪ WWII</li> <li>▪ Holocaust</li> <li>▪ Hiroshima</li> <li>▪ Radio and movies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vietnam war</li> <li>▪ Civil Rights</li> <li>▪ Assignations of JFK, MLK and Robert Kennedy</li> <li>▪ Man on the moon</li> <li>▪ Watergate</li> <li>▪ Television</li> <li>▪ Women’s liberation</li> <li>▪ Sexual revolution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demolition of Berlin Wall</li> <li>▪ Challenger disaster</li> <li>▪ O. J. Simpson</li> <li>▪ Clinton sex scandal</li> <li>▪ Dot-com boom and bust</li> <li>▪ Nintendo</li> </ul>	<ul style="list-style-type: none"> <li>▪ OKC bombing</li> <li>▪ Columbine</li> <li>▪ 9/11</li> <li>▪ Iraq</li> <li>▪ Corporate scandals</li> <li>▪ Internet</li> <li>▪ Play Station and X-Box</li> </ul>
<b>Work styles</b>	<ul style="list-style-type: none"> <li>▪ Follow tradition and status quo</li> <li>▪ Favor obedience over individualism</li> <li>▪ Understand how to “make do”</li> <li>▪ Age = seniority</li> <li>▪ Advancement through hierarchy</li> <li>▪ Command &amp; Control</li> <li>▪ Sense of duty and honor</li> <li>▪ Natural leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Value personal growth</li> <li>▪ Want to be involved</li> <li>▪ Team orientation</li> <li>▪ Value company commitment and loyalty</li> <li>▪ Believe in sacrifice for success</li> <li>▪ Uncomfortable with conflict</li> </ul>	<ul style="list-style-type: none"> <li>▪ Entrepreneurial</li> <li>▪ Independent</li> <li>▪ Thrive on diversity</li> <li>▪ Desire high levels of responsibility</li> <li>▪ Constantly looking for creative outlets</li> <li>▪ Quickly move on if employers fail to meet needs</li> <li>▪ Impatient</li> </ul>	<ul style="list-style-type: none"> <li>▪ 24/7</li> <li>▪ Capacity for multi-tasking</li> <li>▪ Global connections</li> <li>▪ Goal and achievement orientation</li> <li>▪ Competitive</li> <li>▪ Civic-minded</li> <li>▪ Diverse</li> <li>▪ Desire for structure</li> </ul>

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<b>Employment characteristics</b>	<ul style="list-style-type: none"> <li>▪ Honest</li> <li>▪ Straightforward</li> <li>▪ Tactful</li> <li>▪ Loyal</li> <li>▪ Hard workers</li> <li>▪ Dependable</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seek opportunities for emotional fulfillment and meaning in their lives</li> <li>▪ Believe achievement comes after paying one's dues</li> <li>▪ Like to mentor others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mobile and flexible</li> <li>▪ Computer savvy</li> <li>▪ Desire immediate feedback</li> <li>▪ Desire honesty</li> <li>▪ Enjoy variety</li> <li>▪ Learn by doing</li> <li>▪ Learn visually; need visual stimulation</li> <li>▪ Prefer casual dress</li> <li>▪ Tend to focus on results</li> <li>▪ Want work to be fun</li> </ul>	<ul style="list-style-type: none"> <li>▪ Value honesty and integrity in leaders</li> <li>▪ Desire challenge, growth and development</li> <li>▪ Want to work with people they "click" with</li> <li>▪ Enjoy fun and somewhat irreverent workplace</li> <li>▪ Want to be treated with respect for ideas</li> <li>▪ Work/life balance is key</li> </ul>
<b>Motivated by</b>	<ul style="list-style-type: none"> <li>▪ Respect</li> <li>▪ Recognition</li> <li>▪ Honoring long-term value to the company</li> <li>▪ Personal touch</li> <li>▪ Handwritten notes as opposed to email</li> </ul>	<ul style="list-style-type: none"> <li>▪ Teamwork and duty</li> <li>▪ Group discussions</li> <li>▪ Increased responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional interests rather than company interests</li> <li>▪ Require signs of employer commitment to develop loyalty</li> </ul>	<ul style="list-style-type: none"> <li>▪ High levels of diversity</li> <li>▪ High levels of responsibility</li> <li>▪ Manager quality</li> <li>▪ Independence in making decisions</li> <li>▪ Creative input</li> <li>▪ Rapid results</li> <li>▪ Flexibility of work hours</li> <li>▪ Unique work experiences</li> </ul>
<b>Benefits desired</b>	<ul style="list-style-type: none"> <li>▪ Flexible working environment</li> <li>▪ Health and wellness programs</li> <li>▪ Gym facilities and health club benefits</li> <li>▪ Lifelong learning opportunities</li> <li>▪ Broaden EAP programs to include grief counseling</li> <li>▪ Part-time opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand EAP programs to address child care, elder care, single-parent families and sandwich families</li> <li>▪ Include financing of long-term custodial care</li> <li>▪ Expand medical benefits beyond managed care</li> <li>▪ Innovative return-to-work programs following medical LOA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flexible and portable</li> <li>▪ 401K savings rather than pensions</li> <li>▪ Flexible health insurance options</li> <li>▪ Assistance with repayment of student loans</li> <li>▪ Visible and short-term savings plans</li> <li>▪ Financial education programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tuition reimbursement</li> <li>▪ Flexible spending accounts for dependent care as opposed to retiree medical coverage and long-term care insurance</li> </ul>

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<b>Recruitment</b>	<ul style="list-style-type: none"> <li>Provide flexible, part-time, and/or consulting opportunities</li> <li>Offer “reverse mentoring” programs</li> <li>Honor their experience</li> </ul>	<ul style="list-style-type: none"> <li>Expect to work part-time beyond “retirement”</li> <li>Seek part-time work to augment income</li> </ul>	<ul style="list-style-type: none"> <li>Rotational assignments</li> <li>Individualized health care</li> <li>Mentoring with senior executives</li> <li>International assignments</li> <li>Technical training</li> <li>Time – favor quality of life over higher salaries</li> <li>Job sharing and leave of absence options</li> <li>Casual dress</li> <li>Fun activities</li> <li>High tech environment</li> </ul>	<ul style="list-style-type: none"> <li>Work-life balance</li> <li>Opportunities to communicate with all levels of the organization</li> <li>Employee discounts for shops and services</li> <li>Mentoring with senior executives</li> <li>Tolerant of random, flexible schedules</li> </ul>
<b>Retention</b>	<ul style="list-style-type: none"> <li>Appreciate memorabilia such as plaques, pictures and trophies</li> <li>Celebrate their experience</li> <li>Honor loyalty</li> <li>Demonstrate respect for leadership</li> </ul>	<ul style="list-style-type: none"> <li>Provide public recognition</li> <li>Offer chance to improve themselves and their worth</li> <li>Provide perks with status</li> <li>Ask for their input</li> <li>Get their consensus</li> <li>Reward their work ethic and long hours</li> </ul>	<ul style="list-style-type: none"> <li>Promotion based on performance rather than age or tenure</li> <li>Cordial and mutually beneficial relationship with manager</li> <li>Flexible benefits</li> <li>Involvement in decision-making process</li> <li>Responsibility for creative projects</li> <li>Team-based work environments</li> </ul>	<ul style="list-style-type: none"> <li>Rapid reward</li> <li>Highly creative work</li> <li>Immediate feedback from managers</li> <li>Flexible schedules</li> <li>Shorter pay increase cycles</li> <li>Individualized incentive programs</li> </ul>
<b>Connection tips</b>	<ul style="list-style-type: none"> <li>Implement mentor programs</li> <li>Communicate face-to-face</li> <li>Find opportunities for knowledge transfer</li> </ul>	<ul style="list-style-type: none"> <li>Support community involvement</li> <li>Communicate via email</li> <li>Create opportunities for work/life balance</li> </ul>	<ul style="list-style-type: none"> <li>Establish reverse mentor programs</li> <li>Communicate via email and electronic devices</li> <li>Honor autonomy and independence</li> </ul>	<ul style="list-style-type: none"> <li>Establish reverse mentor programs</li> <li>Communicate with multiple electronic devices</li> <li>Set up creative office space arranged for sharing ideas</li> <li>Support group projects</li> <li>Develop personal relationships</li> </ul>

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