
- Lynne Lancaster and David Stillman
- www.generations.com
The Generational Divide  
(U.S. Populations)

<table>
<thead>
<tr>
<th>Generation</th>
<th>Born</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>1925-1945</td>
<td>75 Million</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1946-1964</td>
<td>80 Million</td>
</tr>
<tr>
<td>Generation X</td>
<td>1965-1980</td>
<td>46 Million</td>
</tr>
<tr>
<td>Generation Y/</td>
<td>1980-2002</td>
<td>76 Million</td>
</tr>
</tbody>
</table>
Why Learn About Generations?

- 4 Generations are working side by side
- People are at the heart of what we do
- The gap is widening
- Different values, experiences, styles, and attitudes create
  - Misunderstandings
  - Frustrations
Impact on Ethics/Morality

- Different people, different views on ‘good’ and ‘bad;’ ‘right’ and ‘wrong’
A Generation: Definition

- Def: An age span of about 21 with
  - common age location in history,
  - common attitude and behavior traits, and
  - common collective identity

- No generation has ever been a linear extension of the one born just before
Traditionalists (58+)

- Influences
  - Great Depression, Roaring Twenties, World War I & II, Korean War, G.I. Bill

- Characteristics
  - Patriotic, loyal, “waste not, want not,” faith in institutions
  - Military influenced top-down approach

Key Word: **Loyal**
Influential People/Events
Traditionalists (58+)

- Value Logic and Discipline
- Don’t Like Change
- Want to Build a Legacy
Baby Boomers (39-57)

- Influences
  - Suburbia, TV, Vietnam, Watergate, protests, human rights movement, drugs, and rock ‘n roll

- Characteristics
  - Idealistic, COMPETITIVE, question authority

Key Word: Optimistic
Influential People
Baby Boomers (39-57)

- “Me” Generation
- Money, Title, Recognition
- Want to Build A Stellar Career
Generation X (25-38)

- Influences
  - Sesame Street, MTV, Game Boy, PC, divorce rate tripled, latch-key children
  - Characteristics- eclectic, resourceful, self-reliant, distrustful of institutions, highly adaptive to change and technology

Key Word: Skepticism
Influential People
Generation X (25-38)

- Possibly Most Misunderstood Generation
- Need a balance between work and life - Freedom
- Flexible and Motivated
- Want to Build a Portable Career
The Next Generation

William Strauss:

- Studied 15 generations of americans back to colonial days and identified four patterns that keep repeating themselves.
- Dubbed “Millenial Generation” in place of “GenY”.
- “We have gone from the most cynical GenX to the happiest Millenium Generation”.
"The name ‘Millennial’ hints at what this rising generation could grow up to become—not a lame variation on old Boomer/Xer themes, but a new force of history, a generational colossus far more consequential than most of today’s parents and teachers (and, indeed most kids) dare imagine."
Characteristics of Millenial Students
Crossroads

- How do characteristics of Millennials match with those of Baby Boomer and Gen X generations who are now in faculty and administrative roles in universities?
Millenials (not GenY!)

- Most racially/ethnically diverse in history
- In comparison with GenX (1980 vs 2000)
  - White student pop decreased 81.53% to 56.12%
  - Women increased 51.45% to 56.12%
  - Asian American % increased 3-fold
  - Overall enrollments up 22%
  - Wealthier students (increase in % families >$75K/year from 25.1 (1998) to 45.2)
  - More ambitious (increase from 66 to 75% of 1st years who plan to pursue graduate education)
Influential People/Events
Millenial Student Characteristics

- Special
  - Told all their lives
    - By parents, relatives, coaches, etc.
    - By colleges and universities
  - Are “civic generation” – coming of age is good and empowering (in contrast with GenX)
  - Perceive themselves as special and highly expectant
Millenial Student Characteristics

- Special
- Sheltered
  - “Baby on Board”; “Parent of Honor Student”
  - Follow the rules
  - Expectation of structure
    - Daily schedule for school/extracurricular functions in place of free play time
    - Trust/Count on authority
  - “Decision-challenged” and directionless in college environment
Millenial Student Characteristics

- Special
- Sheltered
- Confident
  - Expect good news; encouraged to believe in themselves
  - Believe in community service (as long as they get credit for it)
  - Have mastered the art of negotiating levels of acceptable behavior
Millenial Student Characteristics

- Special
- Sheltered
- Confident
- Conventional
  - Accept social rules; respect cultural differences
  - Have come to accept codes of conduct and dress
  - Movement back to political “middle of the road” (post-9/11?)
  - Feeling the best way to get along is to go along
Millenial Student Characteristics

- Special
- Sheltered
- Confident
- Conventional
- Team-Oriented
  - Like to congregate (real and virtual)
  - Desire to cooperate and be perceived as cooperative
  - Prefer compliance over risk-taking
  - Enjoy working on academic project teams (no one walks away empty-handed) however expect authority to solve problems with difficult team members
Millenial Student Characteristics

- Special
- Sheltered
- Confident
- Conventional
- Team-Oriented
- Achieving
  - Expect and need to achieve
  - Expect meritocratic ascension in as part of adult life
  - Have high respect for “heroes” created by media
Millenial Student Characteristics

- Special
- Sheltered
- Confident
- Conventional
- Team-Oriented
- Achieving
- Pressured
  - A structure that supports compliance = achievement
  - Respect for conformity
  - Create appearance of hiding unapproved behavior – “it’s okay as long as I don’t get caught” – plagiarism, cheating, etc., represent blurred ethics of the overly ambitious
<table>
<thead>
<tr>
<th></th>
<th>Trad.</th>
<th>Boomers</th>
<th>GenX</th>
<th>Millenial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Slogan</strong></td>
<td>“Keepers of the Grail”</td>
<td>“Thank God, its Monday”</td>
<td>“Work to Live”</td>
<td>“Upcoming Optimists”</td>
</tr>
<tr>
<td><strong>Tech.</strong></td>
<td>Unsure and resistant</td>
<td>Willing to learn</td>
<td>Techno Savvy</td>
<td>Technological Superior</td>
</tr>
<tr>
<td><strong>Feeling toward supervisors</strong></td>
<td>Respectful of authority</td>
<td>Non-authoritarian</td>
<td>Dislike close supervision</td>
<td>Respectful of Traditionalists</td>
</tr>
<tr>
<td><strong>Provide</strong></td>
<td>Stable environment</td>
<td>Personal challenges</td>
<td>Feedback</td>
<td>Structure</td>
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Goals...

<table>
<thead>
<tr>
<th></th>
<th>Goal</th>
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</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>“Build a Legacy”</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>“Build a Stellar Career”</td>
</tr>
<tr>
<td>Generation X</td>
<td>“Build a Portable Career”</td>
</tr>
<tr>
<td>Millennials</td>
<td>“Build Parallel Careers”</td>
</tr>
<tr>
<td>Institutions</td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Traditionalists</strong></td>
<td>“Deserve loyalty”</td>
</tr>
<tr>
<td><strong>Baby Boomers</strong></td>
<td>“Deserve to change”</td>
</tr>
<tr>
<td><strong>Generation X</strong></td>
<td>“Are suspect”</td>
</tr>
<tr>
<td><strong>Millenials</strong></td>
<td>“Should be judged on their own merit”</td>
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## Rewards

<table>
<thead>
<tr>
<th>Group</th>
<th>Reward</th>
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<tbody>
<tr>
<td>Traditionalists</td>
<td>“Satisfaction of job well done”</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>“Money, title, recognition”</td>
</tr>
<tr>
<td>Generation X</td>
<td>“Freedom!”</td>
</tr>
<tr>
<td>Millenials</td>
<td>“Work that has meaning”</td>
</tr>
<tr>
<td>Generation</td>
<td>Career Path</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Traditionalists</td>
<td>“Job changing has stigma”</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>“Job changing puts you behind”</td>
</tr>
<tr>
<td>Generation X</td>
<td>“Job changing is necessary”</td>
</tr>
<tr>
<td>Millenials</td>
<td>“Doesn’t need to be a straight line”</td>
</tr>
</tbody>
</table>
## Feedback

<table>
<thead>
<tr>
<th>Feedback</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>“No news is good news”</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>“Once a year whether needed or not”</td>
</tr>
<tr>
<td>Generation X</td>
<td>“So, how am I doing?”</td>
</tr>
<tr>
<td>Millennials</td>
<td>“From virtual coach at touch of a button”</td>
</tr>
</tbody>
</table>
Millenium Students

- Characteristics are a mixed bag
- Tend to follow the rules as long as they are enforced and explained clearly
- The need for competent practice to meet students’ aspirations and parents’ expectations will keep us well-occupied for many years to come