



Credits

“When Generations Collide: Who They Are. Why They Clash. How To Solve the Generational Puzzle at Work”

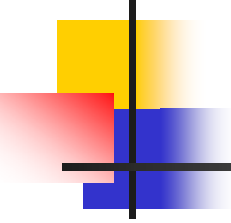
- Lynne Lancaster and David Stillman
- www.generations.com

The Generational Divide

(U.S. Populations)

Traditionalists	Born 1925-1945 75 Million
Baby Boomers	Born 1946-1964 80 Million
Generation X	Born 1965-1980 46 Million
Generation Y/ Millennials	Born 1980-2002 76 Million

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

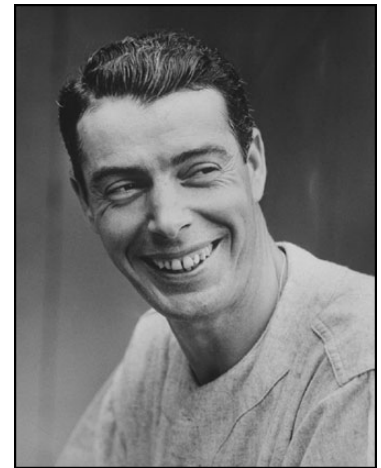
- Great Depression, Roaring Twenties, World War I&II, Korean War, G.I. Bill

- 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





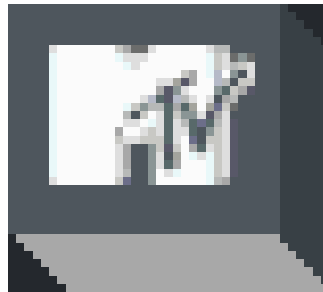
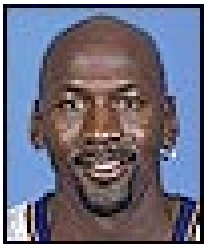
Generation X (25-38)

■ 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:

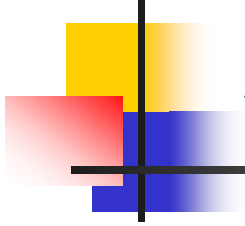
- Studied 15 generations of americans back to colonial days and identified four patterns that keep repeating themselves
- Dubbed “Millenial Generation” in place of “GenY”
- “We have gone from the most cynical GenX to the happiest Millenium Generation”



Characteristics of the Next 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 Millennial 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)

GENERATION



Influential People/Events





Millennial 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



Millennial 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



Millennial 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



Millennial 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

Millennial 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



Millennial 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



Millennial 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

	Trad.	Boomers	GenX	Millenial
Slogan	“Keepers of the Grail”	“Thank God, its Monday”	“Work to Live”	“Upcoming Optimists”
Tech.	Unsure and resistant	Willing to learn	Techno Savvy	Technological Superior
Feeling toward supervisors	Respectful of authority	Non-authoritarian	Dislike close supervision	Respectful of Traditionalists
Provide	Stable environment	Personal challenges	Feedback	Structure



Goals...

	Goal
Traditionalists	"Build a Legacy"
Baby Boomers	"Build a Stellar Career"
Generation X	"Build a Portable Career"
Millenials	"Build Parallel Careers"



Institutions...

	Institutions
Traditionalists	"Deserve loyalty"
Baby Boomers	"Deserve to change"
Generation X	"Are suspect"
Millenials	"Should be judged on their own merit"



Rewards...

	Reward
Traditionalists	"Satisfaction of job well done"
Baby Boomers	"Money, title, recognition"
Generation X	"Freedom!"
Millenials	"Work that has meaning"



Career Path...

	Career Path
Traditionalists	"Job changing has stigma"
Baby Boomers	"Job changing puts you behind"
Generation X	"Job changing is necessary"
Millenials	"Doesn't need to be a straight line"



Feedback...

	Feedback
Traditionalists	"No news is good news"
Baby Boomers	"Once a year whether needed or not"
Generation X	"So, how am I doing?"
Millenials	"From virtual coach at touch of a button"



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