

### Generational Characteristics

	<b>Baby Boomers</b>	<b>Generation X</b>	<b>Millennials</b>
Dates (these vary depending on source), current ages	1946-1964; now 52 to 70	1965 to early 1980s; now 35 to 51	1982 to 1995; now 21 to 34
Childhood	Grew up in more child-centered society than past generations (Dr. Spock)	Grew up with two working parents and/or divorced parents; latchkey kids	Grew up with “helicopter parents”; living with parents is most common living arrangement for 18-34 year olds for first time
Approx. number in workforce	44 million	53 million (was largest generation in workplace for only three years, 2012-2015)	55 million (by 2020 will be half the workforce)
Technology	“Digital immigrants”	Grew up during technology revolution; comfortable with it	“Digital natives”
Work philosophy	Believe in traditionalist hierarchy, paying your dues, most likely to prefer face-to-face or phone communication; achievement-oriented	Skeptical, independent, value work/life balance, may prefer email communication; skills-oriented	Value teamwork/collaboration vs. hierarchy, feedback, flexibility, may prefer text or social media communication; career-oriented
Prefers to be recognized at work by...	Status; public recognition; basis for recognition: experience.	Simple gestures; prefer one-on-one recognition to public; basis for recognition: merit	Prefers frequent or even immediate feedback, tangible rewards; basis for recognition: contribution
Stage of life/financial considerations	Older boomers are thinking about retirement/downshifting; younger boomers may be putting kids through college or supporting young adult children	“sandwich generation” caring for kids and aging parents; hurt the most by the housing crisis	May be pursuing another degree, may be young parents; high levels of student debt
Characteristics	Strong work ethic, willing to take on responsibility, loyalty to careers or employers, ambitious	“middle child,” overlooked by the media, disillusioned, distrustful, adaptable, practical, self-reliant, loyalty to managers	“everyone gets a trophy,” team oriented, confident, diverse, optimistic, loyalty to peers

Sources:

[jenx67.com/who-is-generation-x](http://jenx67.com/who-is-generation-x); [theirf.org/research/generations-in-the-workforce-marketplacepreferences-in-rewards-recognition-incentives/1427/](http://theirf.org/research/generations-in-the-workforce-marketplacepreferences-in-rewards-recognition-incentives/1427/); [technologyconsulting.eidebailly.com/blog/generations-technology-millennial-influence/](http://technologyconsulting.eidebailly.com/blog/generations-technology-millennial-influence/); [guides.wsj.com/management/managing-your-people/how-to-manage-different-generations/](http://guides.wsj.com/management/managing-your-people/how-to-manage-different-generations/); [www.fdu.edu/newspubs/magazine/05ws/generations.htm](http://www.fdu.edu/newspubs/magazine/05ws/generations.htm); [huffingtonpost.com/entry/gen-x-screwed-real-estate-housing-crisis\\_us\\_56fad298e4b0143a9b497c9c](http://huffingtonpost.com/entry/gen-x-screwed-real-estate-housing-crisis_us_56fad298e4b0143a9b497c9c); [pewsocialtrends.org/2016/05/24/for-first-time-in-modern-era-living-with-parents-edges-out-other-living-arrangements-for-18-to-34-year-olds/](http://pewsocialtrends.org/2016/05/24/for-first-time-in-modern-era-living-with-parents-edges-out-other-living-arrangements-for-18-to-34-year-olds/)