

## TRADITIONALISTS BORN: 1925 – 1945

**DEPENDABLE | STRAIGHTFORWARD | TACTFUL | LOYAL**

**Shaped by:** The Great Depression, World War II, radio and movies

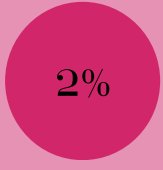
**Motivated by:** Respect, recognition, providing long-term value to the company

**Communication style:** Personal touch, handwritten notes instead of email

**Worldview:** Obedience over individualism; age equals seniority; advancing through the hierarchy

**Employers should:**

Provide satisfying work and opportunities to contribute; emphasize stability



Baby Boomers who plan to work past age 65<sup>3</sup>

**10,000**

Baby Boomers reach retirement age every day<sup>4</sup>

## BABY BOOMERS BORN: 1946 – 1964

**OPTIMISTIC | COMPETITIVE | WORKAHOLIC | TEAM-ORIENTED**

**Shaped by:** Vietnam War, Civil Rights Movement, Watergate

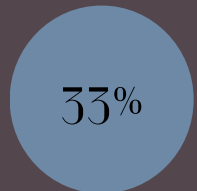
**Motivated by:** Company loyalty, teamwork, duty

**Communication style:** Whatever is most efficient, including phone calls and face to face

**Worldview:** Achievement comes after paying one's dues; sacrifice for success

**Employers should:**

Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback



## GENERATION X BORN: 1965 – 1980

**FLEXIBLE | INFORMAL | SKEPTICAL | INDEPENDENT**

**Shaped by:** The AIDS epidemic, the fall of the Berlin Wall, the dot-com boom

**Motivated by:** Diversity, work-life balance, their personal-professional interests rather than the company's interests

**Communication style:** Whatever is most efficient, including phone calls and face to face

**Worldview:** Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

**Employers should:**

Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development



Startup founders who are Gen Xers—the highest percentage<sup>5</sup>

**BY 2028**  
Gen Xers will outnumber Baby Boomers<sup>6</sup>



Percentage of global workforce to be made up of Millennials by 2025<sup>7</sup>



Millennials ages 25–35 living at home with their parents<sup>8</sup>

## MILLENNIALS BORN: 1981 – 2000

**COMPETITIVE | CIVIC- AND OPEN-MINDED | ACHIEVEMENT-ORIENTED**

**Shaped by:** Columbine, 9/11, the internet

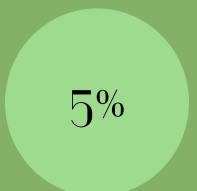
**Motivated by:** Responsibility, the quality of their manager, unique work experiences

**Communication style:** IMs, texts, and email

**Worldview:** Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

**Employers should:**

Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback



## GENERATION Z BORN: 2001 – 2020

**GLOBAL | ENTREPRENEURIAL | PROGRESSIVE | LESS FOCUSED**

**Shaped by:** Life after 9/11, the Great Recession, access to technology from a young age

**Motivated by:** Diversity, personalization, individuality, creativity

**Communication style:** IMs, texts, social media

**Worldview:** Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

**Employers should:**

Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent



Gen Zers who want to interact with their boss daily or several times each day<sup>9</sup>



Gen Zers who expect their employer to provide formal training<sup>10</sup>



# Communication Agreement

As a result of what we've talked about today, take a moment to create your own communication agreement and what that would look like for your team.

- 1. What are your communication expectations?**
- 2. What questions do you ask to get more insight of your team needs?**
- 3. How will this benefit the culture of your team?**
- 4. What various communication tools can assist in building strong communication norms?**