



### Baby Boomers (1945-1960)

### Gen X (1961-1980)

### Gen Y (1981-1995)

### Gen Z (Born after 1995)

#### Formative experiences

Cold war  
Post-war boom  
Swinging Sixties  
Youth culture  
Family orientated  
Rise of the teenager

Fall of Berlin wall  
Reagan/Gorbachev  
Thatcherism  
Early mobile technology  
Latch-key kids; rising levels of divorce

9/11 terrorist attacks  
PlayStation  
Social media  
Invasion of Iraq  
Reality TV  
Google Earth

Economic downturn  
Global warming  
Global focus  
Multi-family  
Multi-cultural  
Cloud computing

#### Approximate % in workforce (Western Europe)

33%

35%

29%

Produce own media  
Either studying, in part-time employment, doing an apprenticeship

#### Attitude towards technology

Early IT adaptors

Digital immigrants

Digital natives

Technoholics

#### Communication preference

Face to face ideally, but telephone and email if needed

Telephone, email or texting

Text, social media, online

Facetime, skype, video

#### Characteristics

Strong work ethic  
Respectful & loyal  
Hours equals output

Independent  
Job change for worth  
Work/life balance

Values driven  
Need to know 'why'  
Peer oriented

Distrusting of CEOs and politicians  
Sustainability important

#### Attitude towards career

Careers are defined by employers

Early 'portfolio' careers – loyal to profession, not necessarily to employer

Digital entrepreneurs – work with organisations, not for

Career multi-taskers – move between businesses and other ventures.  
Careers without boundaries  
Longest at work

#### Motivations

Moving up the ladder  
Financial perks  
Recognised as a leader

Flexible schedule  
Value empowerment  
Feeling appreciated

Need & expect praise  
Flexibility in life  
Co-worker recognition

Future earnings  
Dynamic workplaces  
Professional/personal development  
International travel

#### Opportunities

Acknowledge their experience  
Leverage their wisdom  
Clear roles & responsibilities  
Accommodate learning styles

Provide them freedom  
Request their point of view  
Be flexible with time  
Recognition programmes

Need & expect praise  
Flexibility in life  
Co-worker recognition  
Frequent performance reviews  
Teamwork & solidarity  
Increasing responsibility  
Stretch assignments

Career management systems  
Continuous learning and feedback  
Coaching/mentoring  
Cross cultural working