Generational Leadership
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Generational relations present a modern-day challenge

Generational differences are much in the news these days, with commonplace talk of Boomers considering when to retire (if ever!), increasing numbers of Gen X managers moving up (sometimes willingly and sometimes not!), and Generation Y younger adults now present in the workforce in droves (being twice the size of Generation X in the western world). Business has never before experienced people from such a wide range of age groups working side-by-side as we begin the second decade of the new millennium.

Different generational groups working closely together can be challenging at times. As both products of our chronological age and the time in which we grew up, people from different generations and age groups have rather different attitudes, values, beliefs and motivations from one another. These differences can easily lead to misunderstanding, miscommunication and even outright conflict in the workplace. Our outlook, or the way in which we see the world, has significant implications for how we treat, work with, and value other people. Recent research and organizational experience has shown that generational mix can be a potent problem that should be dealt with through education, tolerance and increased understanding of the issues.

This booklet presents an overview of the topic of generational differences primarily from a business perspective, defining the groups as outlined by current literature, and begins to ask the tough questions that progressive organizations are interested in exploring in order to better lead the different generations effectively. Admittedly, solid data in this topic is scarce, and rigorous, global study is needed to bring forward the real issues and then present solutions about how to best address various generational problem areas. This challenge is explored in the last part of the booklet, including how you can get involved.

Introduction

The workplace has changed dramatically in recent years. There is tremendous growth in the older worker population, particularly. "Traditionalists" are the oldest working group at present; many have now retired, though others continue to work full-time and in part-time, consulting, volunteer, or training/mentoring roles. "Boomers" have long been the dominant group in business due to their sheer number in the workforce. As this group ages, however, some are starting to consider alternatives to full-time work, while others do not want to retire or can't afford to retire for the foreseeable future. Workers in their "prime" – Generation X – should be taking over key roles as Boomers move on, however, there are not enough of them. In fact, there are only half as many Gen X workers as Boomers and Gen Y (the youngest group of workers), for that matter. This leaves a gap in the most vulnerable age range for management and leadership positions in organizations – employees in their 30's and 40's in their peak working years. For the most part, Gen Y is not ready to move into management and leadership positions vacated by Boomers – who will take the reins?

Not only is there a shortage of skilled younger employees, but there is a shortage of younger workers with the right kinds of experience. Across all sectors the greatest turnover in aging workers appears to be in executive, administrative and managerial positions. Further, as many "old economies", such as the US and Western Europe, continue the transition to knowledge-based economies, the demand for well-educated workers increases. "The labor shortage in this decade will be considerably more severe than anything we have experienced in history", says Roger Herman, author of *Impending Crisis: Too Many Jobs, Too Few Workers*. Business is facing a serious replacement gap. As a result of these trends and pressures, generational diversity has fast become one of the most important trends affecting today's workplace.

Generation is just one factor among many that makes us who we are

Human development, thinking, and decision making is extremely complex and quite unique from one person to the next. Given our individual differences, however, there are patterns or styles of thinking and behavior that are can be identified and studied. These patterns are associated with factors such as differences in inner temperament, nationality, culture, values, gender, and a range of other factors. While none of these, in and of themselves, can fully explain why a person thinks or acts as they do, a particular factor might help to explain some of these reasons, or at least provide a context through which we can make and examine judgments about a person's attitude, behavior, motivation, and beliefs.

The generation to which a person belongs is one of many pattern or style factors that can help us better understand a specific individual (or even a whole group of a similar generation). In fact, a person's generation is a highly influential factor that we all recognize, at least instinctively, when we talk and listen to individuals of a generation different from our own. For these reasons, people who grow up during the same era tend to be exposed to many of the same stimuli from the surrounding culture through the news, media, music, and other cultural factors. People from the same era are called, "cohorts." It is reasonable to expect that someone from your own era will have quite a bit in common with you due to the environmental factors you were both exposed to and shaped by when you were young. Other factors that might increase your similarity in outlook, values and attitude could include the country in which you grew up, the region, your socio-economic group, your gender, religion, and many other sub-group identities. Generational group is one of many group identities that shape who we are in the world.

Why is generational group important to consider?

When different people come together in the workplace to accomplish an organization's goals and objectives they bring with them their own worldview. Different worldviews create greater diversity which in turn can foster innovation and excitement, if managed positively. If not managed well, the coming-together of different worldviews, based in part on a multi-generational workforce, can turn negative and result in misunderstandings, poor communication, exclusivity (rather than inclusion), silos, and conflict. This is why it is so important to understand how the different generational groups prefer to be communicated with, motivated, recognized and rewarded. It can be difficult to "step out of" your own generational group's worldview to consider other generations' preferences, but this is an essential step in building your generational knowledge bank and skill set.

The current four generations at work

Cicero wrote: "Life's racecourse is fixed. Nature has only a single path and that path is run but once, and to each stage of existence has been allotted its appropriate quality."

Across all cultures and epochs, and all classes and races, the experience of aging is universal for all people in all societies. *"From a biological standpoint,"* observed Chinese philosopher Lin Yutang, *"human life almost reads like a poem. It has its own rhythm and beat, its internal cycles of growth and decay."*

In order to look at the "cycles" of time or phases in life and work, we have two main options from which to choose. The first of these, and often the most popular, is to look at generational groups according to the year of birth (in roughly 20 year eras). It is now therefore commonplace to talk of "Traditionals", often called "The Greatest Generation" (born 1924 to 1943), "Baby Boomers" (born 1944 to 1963), "Generation X" (born 1964 to 1983), and finally "Generation Y" (born 1984 to 2000). All four of these generational groups are in the workplace today and each can be characterized as one cohesively behaving group, based on the eras in which they grew up or were influenced in their formative years (social, economic, political, technological influences).

The second option in considering life phases is to look at the aging process as a cycle through which every individual must travel. Pythagoras was among the first of western thinkers to interpret life as a cycle of four phases for an individual. He suggested that these phases were roughly 20 years long and further stated that each could be usefully associated with a season: the Spring of youth, the Summer of early adulthood, the Autumn of midlife, and the Winter of older age. Many others (like Shakespeare, for example) have maintained this analogy and extended the use of the theme ever since. Gail Sheehy, popular writer, published the best-seller book, *Passages: Predictable Crises of Adult Life*, which covered the principal challenges and concerns facing individuals passing from one developmental adult life stage to the next. Sheehy subsequently wrote *New Passages* and several other "passages" books, all of which emphasize that the purpose of life is to grow to one's full potential.

Whether you prefer the "generational group" or the "seasons of man" model, both focus on better understanding individual preferences and work style through consideration of age or generational group.

Generational groups defined/described

This section provides a brief description of the concerns of each age group and the four generational groups. This information can give you insight into the concerns, stresses, and issues that people in the workplace may be dealing with in their life journey now, and in the future. You may find some confirmation for yourself, as well, in terms of what has been your own journey over your career and in your personal life. Better understanding others' thinking, motivation and resultant behavior can help you become a more effective and emotionally mature leader, coach and workplace contributor.

(Note: the age and generational group date ranges, or years, in the chart headings have been collapsed into decades rather than specific years for simplicity; researchers debate the stop/start years of the different generational groups anyway, so for the purposes of this document, we have broadened the date ranges to decades, rather than specific years.)

1 **The youngest generation currently in the workforce: Generation Y (born during the 1980's and 90's)**

"Seasons of Man" Approach: Spring Characteristics of the Young Adult 20-something	*Generation Y, also called Nexters, Millennials, and Echo-Boomers*

• 20-somethings want to keep their options open, explore many alternatives, and avoid pre-maturely committing to one job, employer, or even career.
 	
• The 20's are marked by setting a life direction or forming a dream. It's a time of firming up values and deciding what is important in relation to career, family, and interpersonal relationships and trying to answer the question, "What will I do with the rest of my life?" The vision that is forming will probably govern life for the next 15 to 20 years.
 	
• During one's 20's, time is often regarded in a future sense; a lot of life is still to be lived. There is often an over-riding sense of optimism and open-mindedness. 20 somethings are able to put up with limitations because they expect the future to be better. They are "paying their dues" so that the future will be bright and rewarding.
 	
• The late 20's, particularly, is often a time when the early 20's dream is re-evaluated. This is an urgent time which Sheehy calls the "Trying 20's." There is a desire to start to become settled, make sure the career is coming along, and develop an individual sense of identity in the community and with friends. Someone in their late 20's is asking the question: "How well am I progressing in the direction of my dream of the early 20's?"
 	
• The thinking of the 20's is quite black-and-white. Everything is relatively easy, and most questions have precise answers. Life is very busy, but it hasn't become terribly complex yet. Not until the person has moved into the middle years will he or she begin to wrestle with life's deep and perplexing issues, most of which do not have simple answers, or sometimes appear to have no answers at all.
	• There are roughly 76 million Gen Y's in the US.
	
	• Some interesting Gen Y statistics for the US:
	  ○ 4-5% in the Armed Forces
	  ○ 13-15% are gay
	  ○ 45% are ethnic minorities
	
	• Defining events for this cohort group include 9/11, the dot-com bust, Columbine, YouTube, celebrity scandals, talk shows/reality TV, Ritalin.
	
	• A big differentiator for this group is that they grew up with access to technology from birth: cell phones, downloading music, blogging, online chatting, YouTube, iPods, and the internet.
	
	• Their Boomer parents tended to have rather optimistic, idealistic parenting styles so Gen Y's feel empowered to take positive action when things go wrong and can be good problem solvers.
	
	• They have an appreciation of diversity in all its forms – after all, they've been exposed to many different kinds of people through travel, day care, technology, and the media.
	
	• This generation was weaned on participation. Instead of focusing on chain of command, change of command, or even self-command, this generation is likely to proclaim, "don't command, collaborate!"
	
	• Gen Y's thrive on small goals with short deadlines; their attention span tends to be shorter. They demand fast results. It can be best to break projects and tasks down into smaller pieces for them to accomplish bits at a time.
	
	• They like to dress casually for work: jeans, flip-flops and polo shirts are popular.
	
	• They do not like condescending managers who are not approachable when they need their questions answered. They want to feel like a colleague, not a subordinate. Treat them respectfully, as you ask for respect in return.
	
	• They like immediate and frequent feedback.
	
	• They tend to be very social and like groups.

2 The second-youngest generation currently in the workforce: Generation X (born 1960's-70's)

"Seasons of Man" Approach: Summer Characteristics of 30-40 somethings	Generation X (Gen X), also called the Lost Generation, the Baby Bust Generation

• The 30-40's are a period of intense, significant personal and work life progression, growth and establishing one's niche in the workplace. By this time most people have settled on their chosen career and might be making adjustments and accommodations, but are often working within a defined structure, or framework. During this period, many are motivated to "climb the ladder", getting ahead, and becoming more senior and expert in their field.
 	
• Mentor relationships can occur (or continue from the 20's) but this employee is likely becoming more independent and less open to emulation of an admired role model.
 	
• Several important concepts surface during this period of life, including career adaptability and career adjustment. In addition, gender differences become apparent as men and women choose whether or not to follow paths congruent with traditional gender roles (or hit particular obstacles or different views in terms of what is and is not considered to be "acceptable").
 	
• The 30-40's are extremely busy years for most people. Many people in this age range seem to focus heavily on career, sometimes ignoring family life and personal relationships outside of work. A common crisis for this group involves the difficult juggling act involved with keeping all of these interests alive. It's a busy time for those with families as children are born and begin to grow up and the demands of working and raising a family intensify.
 	
• The productivity of the 30-40's is characterized by action and movement; sometimes by doing everything at once. For many, energy is boundless and opportunities are abundant. For those with leadership aspirations, this is the time for moving up the corporate ladder. For those not particularly interested in climbing the career ladder, it might be a time to take on new interests or projects outside work.
	• There are roughly 41 million Gen X's in the US.
	
	• Defining events for this cohort group: Reagan and Iran-Contra, Watergate, corporate layoffs, latchkey kids, single parents, MTV, AIDS, computers, Challenger disaster, fall of the Berlin Wall, glasnost, Desert Storm, "Friends" TV show.
	
	• They were shaped by these family trends:
	  ○ They were born during one of the most blatantly anti-child phases in history.
	  ○ They were born into an era where their parents had the highest divorce rate in history, the highest abortion rate, the highest dual income, and the most permissive parenting habits.
	  ○ They were viewed as intrusive obstacles to their parents' self-exploration.
	  ○ There was terror on their streets.
	  ○ They were the most unsupervised generation in our history.
	
	• X-ers created 70% of start-up companies in the 90's.
	
	• Gen Xers also are the first generation to graduate from college with significant student loan debt. They have other financial challenges, too, as their standard of living falls short of their parents' at the same age, having had the unfortunate timing of becoming adults in a period when the share of income spent on essential needs, such as a home, health insurance and cars, has soared. For this and other reasons, they can be skeptics.
	
	• In the workplace, Gen X-ers demonstrate these differences and attributes:
	  ○ More collaborative and independent
	  ○ Less hierarchical/more altruistic
	  ○ Good at dealing with change
	  ○ More comfortable with women bosses
	  ○ More skilled in management
	  ○ Tech and financially savvy
	  ○ Candid in communication
	  ○ Self-reliant/rule-shy
	  ○ Not intimidated by authority
	  ○ Creative/innovative
	  ○ Strive for real balance between work and private life
	  ○ Desire workplaces that feel like communities.
	  ○ Prefer smaller communities

3 Baby Boomer generation (born post World War II, roughly the 1940's and 50's)

"Seasons of Man" Approach: Autumn Characteristics of 50-60 somethings	Baby Boomers (or just called "Boomers"), also called The Bulge (UK)

• The 50-60's is marked by anxiety for many people. People in this age group often ask, "Who am I? What have I accomplished? What am I going to do with the rest of my life?" For many, this is a time of letting go of the impossible dream – understanding that one may never become president of the company, famous, or financially wealthy.
 	
• This is a time for people to assess gains, possibly asking if the gains are worth the price. "So I have a nice house, a boat at the lake, and an influential position. Does it give me the personal satisfaction I thought it would? Maybe I should look at some previously ignored alternatives? What about a simple, more self-sufficient lifestyle in the country? What about not trying to be ambitious?"
 	
• This stage of life can be characterized as a period when perceptions become more important than chronology. In other words, how a person feels about his or her life experiences is more significant than a chronological timetable indicating years of life. It is a period marked by stress for some, by constraints for others, and by freedom for still others.
 	
• This period is often characterized by reappraisal, stress, angst, or the need for more freedom. For men, state of health or career accomplishment may predominate. The reason for this fixation on re-evaluation is based on three factors that occur around this period of time: first, a modest decline in body functioning that may be interpreted as a loss of vigor as well as a reminder of one's mortality; second, an age shift that occurs as younger people regard all older individuals as completely different or even alien; and third, a reflective examination of their youthful dreams. For women, this stressful period can be partially due to menopause and children leaving home. Women in their 50-60s often rethink their marriage, career, children, and their beliefs.
 	
• This time of rethinking life involves some dramatic life changes and can even be characterized by a desire to completely escape. For some, a search for greater meaning arises, as can spiritual crisis. Author Gail Sheehy calls this time "groping towards authenticity."
	• There are roughly 80 million Boomers in the US.
	
	• Defining events for this cohort group: prosperity, television, hippies/flower power, assassinations, Vietnam, civil rights, Woodstock, the Cold War, women's liberation, and the space race.
	
	• Perhaps the single most important arrival during the childhood of the Boomers was television.
	
	• Boomers are marked by a high level of idealism and willingness to question authority. If Traditionalists saw leadership in terms of "chain of command," Boomers believed in "change of command," leading to deep and divisive clashes in the workplace over how things would get done.
	
	• Boomers have high levels of optimism. They were raised to believe that anything was possible, and that they could change the world. At the same time, Boomers are also fiercely competitive.
	
	• Boomers have been called the "Me Generation" because their focus tends to be more on the well-being of the individual, rather than the group. They pursue personal gratification, health and wellness, personal growth, and youth.
	
	• Boomers are often described as very driven, hard-working and willing to go the extra mile. They are motivated by position, perks and prestige, putting in long work weeks and defining themselves by their professional accomplishments. Since they sacrificed a great deal to get where they are, this workaholic generation believes that Gen X and Y should pay their dues and conform to their culture of overwork.
	
	• Many Boomers who planned to retire have had to revise their plans. A number of factors, such as stock market losses, deficit pressures, scaled back Social Security benefits, and corporate cutbacks have derailed Boomers' retirement plans. Private-sector pensions and personal savings are insufficient and they may not have enough money to live on when they finally retire.
	
	• When asked about their ideal work arrangement in retirement, most common choices among Boomers are:
	  ○ Repeatedly "cycle" between periods of work and leisure (42%)
	  ○ Have part-time work (16%)
	  ○ Start their own business (13%)
	  ○ Work full time (6%)
	
	• Only 17% of boomers reported that they hope to never work for pay again.

4 The "Greatest Generation": Traditionalists (born before World War II, or during the Great Depression of the 1930's)

"Seasons of Man" Approach: Winter Characteristics of 70-80 somethings	*Traditionalists, also called Veterans, the Silent Generation, the Greatest Generation (Tom Brokaw book by that title)*
• Older workers are more likely to take up consulting, seek self-employment, perform community service, and they are more likely to work part time. • This group no longer fits the stereotype of declining agility and ability. Rather, most are quite healthy, experienced, well-educated, and major contributors to society. Most 70-80 somethings might be moving out of "center stage" at work, but continue to play important roles in organizations. • This stage of life is often a happier time for people, as many develop a "no panic" approach to aging based on greater acceptance and approval of one's self. Many people in this age group move from competing with others to connecting with others, are able to let go of old rules, and find renewal of purpose that can be inside or outside of work. Many find companionship or a zest for aloneness that is satisfying beyond what they experienced in younger years. • People in this group tend to reevaluate their life direction and become resigned or refreshed with their outlook and decisions. This means that generally, both men and women will have passed through their midlife re-evaluation and are now using their wisdom and experience to make a significant impact. They have prioritized their lives, thrown away unnecessary obligations, and focused their energies on their redefined dreams. • This reflective age group has a lot to offer to younger age groups because they have a time focus that sees all of life. They're well beyond the competitive emphasis of the young adult or early midlife person. They have accumulated life experience and are able to look at life issues with a much more mature perspective.	• There are roughly 60 million Traditionalists in the US. and they make up 5-10% of the workforce • Defining events for this cohort group: World Wars I and II, the Silver Screen, growth of suburbia, the Great Depression, radio, the New Deal, the Korean War and the G.I. Bill. • God-fearing, hard-working, fiscally conservative, and patriotic, they could best be described by a single word: loyalty. This is a generation that learned at an early age that by putting aside the needs and wants of the individual and working together toward common goals, they could accomplish amazing things. • Traditionalists are the founders, CEOs and board members of many of our most respected companies. As they prepare to hand over the reins to younger generations of leaders, they want to make sure the same discipline that governed their success in building the world's economies will prevail. • Their respect for authority and their experiences in the military (over 50% of Traditionalist men are veterans) taught them that a top-down approach was the most efficient style for getting things done. Today, the management style of many Traditionalists is still modeled on a military "chain of command." But by the early 1960's, things started to change as the Baby Boomers began busting down Corporate America's front doors. • Punctual, sharply dressed and often conservative they believe that hard work is it's own reward. They are survivors of hard times and known to be loyal, self-sacrificing, and thrifty. • Traditionalists best respond to a leadership modeled in a command-and-control structured hierarchy. Also worth noting, traditional gender roles and family structure were commonplace for this generation, with husbands working while wives cared for the home and children.

Building relationships across the generations

The wide range of age groups/generations (a range of potentially 60+ years) working side-by-side in the workplace calls attention to the fact that differences are great and without concerted effort, the potential for conflict and problems arising between workers is substantial. According to the "Taking the Pulse: Generations in the Workforce" survey – conducted by i4cp in conjunction with HR.com – nearly 70% of respondents said that their organizations do not have specific programs in place to address generational differences, while one out of three companies reported that generational issues are not important or only somewhat important in their organizations. Certainly this perception is quickly changing as more and more organizations are turning to experts in generational differences to help them sort out problems they are having with communication, leadership, relationships, and their ability to attract and retain key talent.

As with any diversity effort, the key to building bridges between people with different worldviews is sharing perspectives, communicating openly, spending quality time together, real listening, honesty, mutual respect, and valuing one another. Building relationships takes time, skill and strong leadership and it cannot be forced.

What can employers do?

When left unaddressed, generational differences are likely to have a significant impact on employee performance and can lead to:

- Misalignment of goals and effort
- Lost opportunities (sales, service, etc.)
- Poor communication
- Greater change resistance
- Poor teamwork
- Lower staff engagement
- Greater staff turnover
- Unnecessary conflict
- Waste, sabotage, workplace violence

Unfortunately, most managers and leaders simply lead the way that is most natural to them, which might work well for those of the same generation, but what about those of different generations? And then there are conflicts within teams between employees of different generations – facilitating these interactions takes skill and generational acumen that most leaders simply do not have. Consider this one scenario: a team with four team members of different generations, all with different preferences in the area of FEEDBACK:

An older, Traditionalist is not accustomed to and is uncomfortable receiving regular feedback from the team leader; the Boomer prefers annual performance reviews; the Gen X wants a lot of feedback and constantly inquires about performance; and the Gen Y is impatient and expects regular technology-driven feedback. How should the team leader handle this one area, and how many more are there that can lead to problems, conflict and unmet expectations?

More research is needed

Articles written about generational issues in the workplace tend to be anecdotal and not based on solid and substantial research, however, a real need exists in the business community for solid data about how to best manage, motivate and retain talent from all four generations. The data that does exist tends to be US-centric, written largely by Boomers, is mixed with age-based research, and tends to guess or mis-represent the Gen Y population (mostly because this group is so new to the workforce). Better data is needed to help employers focus their efforts to engage the best and brightest of all generations on a global basis.

For these reasons, a large-scale study is currently underway, the Generational Research Project, which is collecting data worldwide on generational issues in the workplace. "Generations Leadership" (**www.generationsleadership.com**) is collecting data from employee groups in North and South America, Europe, Asia, Africa and Australasia. The study is organized to capture information across the entire employee life cycle:

1. Recruitment and selection
2. Orientation and on-boarding
3. Learning and development
4. Ongoing management and retention
5. Separation

If you or groups from your organization would like to participate in this study, please go to the site and take the survey (**www.generationsleadership.com**). Organizations that participate on a large scale will receive reports back with data from their group/organization and may be eligible to receive some or all of the study findings when these are published at the conclusion of the research.

Although the nature and scale of challenges will emerge from the research data, the analysis is expected to reveal a whole range of better ways to manage generationally-based challenges, such as how to achieve:

• More focused hiring and internal selection to jobs

• Better engagement and retention

• More creative team-based working

• More optimized goal/target-setting methods

• More flexible working with less conflict/disharmony potential

• Optimized communication/influencing tactics

• Greater insights into the best possible people policy and procedure

• Greater employee alignment of effort/productivity

• More focused training/learning interventions

• Greater creativity and innovation at all levels

• Better morale and team-working at all levels

• Greater capacity at all levels to manage/handle change

We welcome your involvement. Look for our published research in this area in the fall of 2010.

Generational cohorts: charts

On the remaining pages of this booklet you will find a series of charts that summarize aspects of the different generational groups that you may find useful to understanding generational differences. These charts are not intended to be comprehensive or applicable to specific individuals.
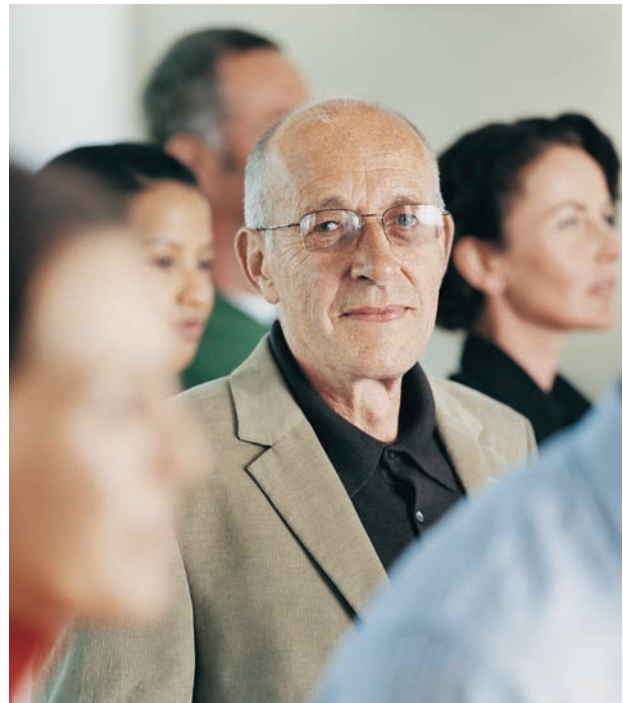
General characteristics of the 4 generations

Traditionalists (70-80's) Winter ('Reap')	Boomers (50-60's) Autumn ('Harvest')	Gen X (30-40's) Summer ('Till')	Gen Y (20's) Spring ('Sow')
MOTTO: "Work before play" • Hardship and deprivation orientation (scarcity, war etc) • Colder, more aloof family relationships with parents • Conservative • Promote duty and obedience • Hardworking/honest toil • High respect for authority • Conforming • Disciplined and patient • Past oriented/history absorbed • Formal/protocol oriented	MOTTO: "Work, and then you die" • Dog eat dog/competitive • Obsessive/high stress • Hard working (but want to work smarter) • Action orientated • Success seeking orientation • Me first/personal gratification • High participation/seek involvement • Expansionist • Impatient • Rule breakers/ challengers	MOTTO: "Life first, work second" • Healthily skeptical • Serious/cynical • Pragmatic • Self sufficient • Seek life balance (work to live) • Multi-directional • Informal • Casual about authority • Low profile • Work at their own pace • Tech savvy	MOTTO: "Work as part of lifestyle" • Realistically optimistic • Confident • Personally goal oriented • Undisciplined and unstructured • Cooperative • Curious and novelty seeking • Technology experimenters • Fun seeking • Environmentally concerned/ social conscience • Education orientated (self and others)
Dedicated	**Driven**	**Balanced**	**Determined**

Motivational preferences of the 4 generations

Traditionalists (70-80's) Winter ('Reap')	Boomers (50-60's) Autumn ('Harvest')	Gen X (30-40's) Summer ('Till')	Gen Y (20's) Spring ('Sow')
• Give them respect for their experience • Give them clear rules and boundaries • Give them time to do a task or achieve a goal properly • Offer them the opportunity to work with and be of service to others • Give them rewards for hard work and effort	• Involve them in the decision making team as much as possible • Offer them challenging goals and targets • Give them a little feedback (but not too much) now and again • Try to offer them choices or options as much as possible • Give them rewards for achieving results	• Give them room to often challenge the status quo • Give them lots of feedback at regular intervals • Offer them as much role freedom as possible (including free time) • Give them scope for personal development and growth • Give them rewards for independent thinking	• Offer them intellectual challenges and projects • Give them the opportunity to use systems and technology where they can • Give them room to solve problems for themselves as much as possible • Offer them scope to satisfy their need for curiosity • Give them rewards for building personal competence
Offer them: personal recognition & symbols	**Offer them: recognition & status**	**Offer them: personal feedback and variety**	**Offer them: personal & public chance to develop**

Core values of the 4 generations

Traditionalists (70-80's) Winter ('Reap')	Boomers (50-60's) Autumn ('Harvest')	Gen X (30-40's) Summer ('Till')	Gen Y (20's) Spring ('Sow')
• Loyalty • Tradition • Trustworthiness • Duty and Service • Respect • Dedication • Conformity • Patience • Honor • Stability **"Respect me for my experience"**	• Decisiveness • Teamwork • Persistence • Progress • Tenacity • Strength • Courage • Commitment • Efficiency • Dependability **"Value me for my effort"**	• Independence • Flexibility • Individualism • Freedom • Flexibility • Organization • Pragmatism • Work/life balance • Intimacy • Tolerance **"Respect my independence"**	• Achievement • Empathy • Cooperation • Openness • Community • Creativity • Originality • Adventurousness • Competence • Knowledge **"Value my expertise"**

Leadership style preferences of the 4 generations

Traditionalists (70-80's) Winter ('Reap')	Boomers (50-60's) Autumn ('Harvest')	Gen X (30-40's) Summer ('Till')	Gen Y (20's) Spring ('Sow')
• Comfortable in command and control leadership systems • Like leadership to offer structure and certainty • Prefer leadership decisions to be anchored in precedent where possible • Leadership decisions should be made with logic and discipline (don't throw out the baby with the bath water) • Good leadership minimizes risk **Leaders should have integrity**	• Leaders should describe a vision of what the future could be • Leadership should establish direction clearly • Leaders should focus on the big picture and then let followers work out the details • Leaders should be democratic and authentic • Good leadership maximizes opportunity **Leaders should be humane**	• Leadership should be highly situationally dependent • Leaders should minimize organizational politics • Prefer leadership to be relatively open and informal • Leaders should prescribe loose guidelines and a framework (not rules) to encourage entrepreneurship • Good leadership is balanced and fair minded **Leaders should be credible**	• Leaders should create the room for as much autonomy as possible • Leadership should focus on setting broad and challenging targets and milestones • Leaders should operate within flat reporting structures • Prefer leaders to allow a lot of individual freedom and independence • Good leadership is creative and inclusive **Leaders should have competence**

Patterns/focus of the 4 generations

Traditionalists (70-80's) Winter ('Reap')	Boomers (50-60's) Autumn ('Harvest')	Gen X (30-40's) Summer ('Till')	Gen Y (20's) Spring ('Sow')
• Selling/Offloading or reducing assets • Seeking new/different learning/education • 'Dabbling' in new/different experiences • Becoming more conscious of personal health and well being • Generally comfortable and accepting of things • Leave a legacy: transfer knowledge and expertise to others	• Seeking new/different types of material investment • Challenging personal beliefs/values/institutions/rules • Re-examining past achievements and successes/failures (and seeking adjustment) • Increasing consciousness about physical fitness • Generally see themselves to be realistic	• Seeking to nurture and deepen friendships and relationships • Purchasing new home or moving up from starter home to larger family home • Working to keep up or to make ends meet • Changing jobs or organizations to gain promotion/variety/ money • Generally optimistic but sometimes skeptical	• Living in parental home or only recently independent of it • Trying many things for themselves for the first time • Experiencing different kinds of tasks and work • Discovering a new partner, friends and colleagues • Generally optimistic about the future • Building their resume
Acceptance **Enlightenment** **Wisdom**	**Building** **Competitive** **Reflection**	**Consolidation** **Establishment** **Focus**	**Discovery** **Enthusiasm** **Exploration**

Definitional characteristics

Traditionalists (70-80's) Winter ('Reap')	Boomers (50-60's) Autumn ('Harvest')	Gen X (30-40's) Summer ('Till')	Gen Y (20's) Spring ('Sow')
Acceptance **Enlightenment** **Wisdom**	**Building** **Competitive** **Reflection**	**Consolidation** **Establishment** **Focus**	**Discovery** **Enthusiasm** **Exploration**
People in this group clearly have the maturity of years and have experienced many things (good and bad) over their lifetime. Values for this group have often simplified to practical things that have been proven to work for them like hard work, loyalty and commitment etc. They will naturally often pace themselves, not because they are slower but because quality has become more important than quantity.	People in this group can be generally said to have become quite strong-minded and self sufficient about what they want and need from life. This often means that they are personally goal driven and value persistence, passion for a cause and success. They will typically therefore work hard and long for something that they believe to be important but equally will be quick to reject or criticize anything they see to be not worthwhile or trivial.	People in this group are typically concerned to grow and defend their independence (particularly from their seniors). They may therefore dislike close supervision or directive instruction and often need a lot of personal 'space'. Values for this group are things like freedom, pragmatism and putting in effort to achieve 'balance' in their lives. This can make this group seems to others to be somewhat self centered and not easy to commit to a general goal or cause.	People in this group clearly have most of their future ahead of them, but perhaps uniquely see themselves as being able to learn from the errors of the past in order to create a better tomorrow. Values for this group therefore center around creativity, innovation and originality but also around building personal and group competence and knowledge on a life time basis. This usually means that this group is quick to show new and efficient ways to operate where possible.

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