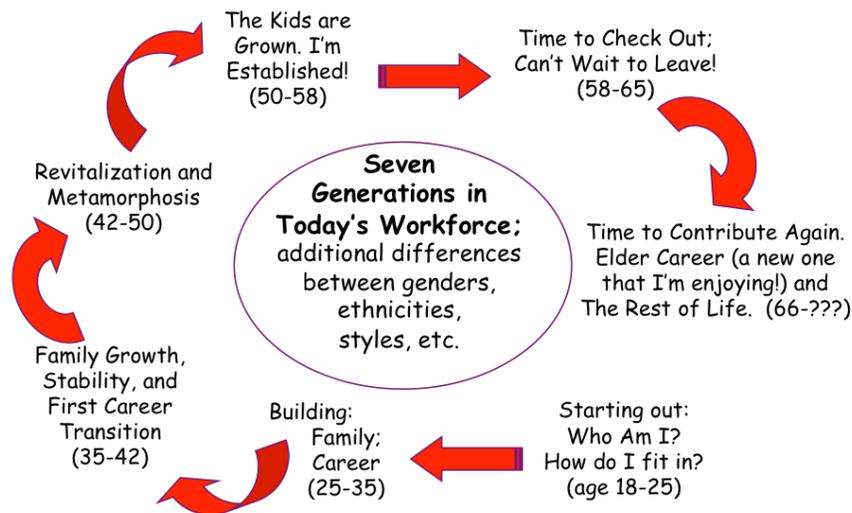


**Figure 1: Generational Groups, by year of birth**

Name Birth Date	Life Changing Events for the Generation	Loyalty to the	Response to Authority	Career means	Themes	What they say to the "Other" Generations
<b>Silent</b> 1926-1946	Stock Market Crash, Great Depression, Bread Lines, Dust Bowl, Radio, Early TV, WW II, Korea, Cold War, FDR, Ike	Organization	Respect	Opportunity	Stability, Simplicity, Loyalty	Slow down. Rome wasn't built in a day. Respect your elders. Work is hard; get your hands dirty!
<b>Boomer</b> 1946-1964	Father Knows Best, Cuba, Berlin Wall, Viet Nam, Civil Rights, Assassinations, JFK, Green (\$), Woodstock, Watergate	Organization Team	Challenge	Self Worth	Hard Work, Abundance, Consumption	Stop texting and pay attention. I'll show you the right way. Pay your dues like I did.
<b>Gen X</b> 1960-1984	Aids, PCs, Challenger, Iran Hostage Crisis, Oil Dependence, Tech Bust, Berlin Wall falls, Reagan, Clinton	Manager	Unimpressed	Just one part of me	Individuality, High Tech, Balance	Relax, take a break, don't stress. Some technology can help you. Turnover's OK.
<b>Millennial</b> 1980-2004	9/11, School Violence, Reality TV, Y2K, Social Media, Iraq X2, Bush, Obama, Green (Sustainability)	Colleagues	Respect if competent	Add Value, Contribute	Friendship, Networked, Global	There's an easier way; I'll show you. Texting is efficient and it's not rude. I'm not ignoring you when I multiprocess
<b>Next</b> 2000-2024	Social media, born with computers, worldwide terrorism, volunteerism, Trump, MeToo/Sexual Harassment	Technology Organization	Will they respect those in authority?	Opportunity	Social, Loyalty	Let me do it my way. I understand it; why can't you understand? (still too early to be clear about them)

**Figure 2: Generational Groups, by age/life cycle**



The two generation models combine to present a more complete picture of any person than one model would. For example, 30 year old Boomers in 1988, 30 year old Gen Xers in 2003, 30 year old Millennials in 2018 all seek to establish themselves in family and career. Yet while the Boomer focused on individual self worth and hard work, the Gen Xer needed balance, and the Millennial seeks friendship.

Leaders should approach each generation differently. Inspire and lead Boomers with loyalty and individual recognition; focus on results and cutting red tape for Xers; give Millennials collaboration, a voice in decisions, and access to cutting edge technology.

**Notes**

- What we say about generations is generalization and stereotype, based on research and anecdotal evidence.
- Each generation has conservatives and liberals, rich and poor, urban and rural etc., all with significant differences between them. e.g., boomers include Nixon conservatives, radical hippies, Harley bikers. In particular, access to technology makes a difference.
- Personality and behavioral characteristics exacerbate generational differences.
- Birth date, generation, location, and general perspective of parents is critical to an understanding of any person.
- There is significant overlap in the beginning and ending dates for each generation; thus a young Gen Xer and an older Millennial, born on the cusp between generations, may be virtually identical.
- Many individuals take on the characteristics of generations close to their own.
- No generation is inherently "better" than any other; each is powerfully strong and has its weaker moments and members.
- The "older" generation typically questions the work ethic and attitude of the "younger" generation.
- The "younger" generation typically believes that it can solve the company's problems, but that the "older" generation resists change and stifles creativity.
- Strauss and Howe (*The Fourth Turning*, 1997) believe that these cycles repeat through history every fourth generation; thus the Homeland is likely to have characteristics similar to the Silent Generation. Wikipedia summarizes their research.

