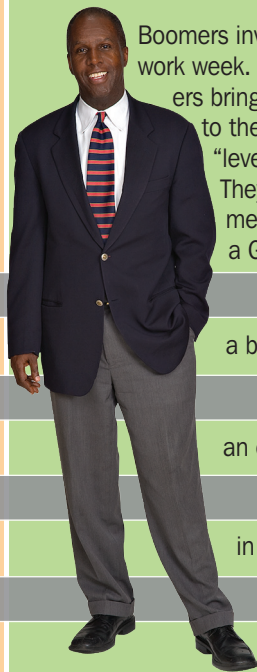


VETERANS (birth years*: 1922–1945)	BABY BOOMERS (1946–1964)	GENERATION X (1965–1980)	MILLENNIALS (1981–2000)
POPULATION IN THE WORKFORCE			
63 million	78 million	48 million	80 million
DEFINING EVENTS			
World War II, Great Depression, Korean War, McCarthy hearings, Social Security, workers' movement	Vietnam War, Cold War, Woodstock, civil rights movement, women's movement, moon walk, assassinations of JFK, RFK, MLK, and Malcolm X, suburbia	Watergate, emergence of two-income households, fall of the Berlin Wall, Challenger explosion, introduction of the home computer, grunge music	9/11, terrorism, wars in Iraq and Afghanistan, AIDS crisis, school shootings, the Internet, election of Barack Obama
STEREOTYPES			
conservative, thrifty, loyal, practical	ambitious, greedy, materialistic	independent, cynical, adaptable, skeptical	impatient, expressive, ambitious, idealistic
INFLUENCES			
Veterans learned discipline from their parents, who lived through Black Tuesday and the Great Depression. They value conformity and sacrifice, and place duty before fun.	The children of soldiers returning from World War II, Boomers were raised to believe the American dream was within their grasp. Optimistic go-getters, they desire quality and seek personal fulfillment.	The first generation of latch-key kids, Xers' perceptions were shaped by caring for themselves at an early age, watching political scandals unfold, and seeing their parents lose their jobs.	The product of soccer moms and Little League dads, this generation grew up more sheltered than any other. Like their Boomer parents, Millennials are optimistic and strive to make a difference in the world. They're also extremely tech-savvy.
WORK STYLE			
Veterans—or Traditionalists—work hard and respect authority. They adhere to rules and take satisfaction in a job well done. They see their work and family lives as mutually exclusive.	Boomers invented the 60-hour work week. These team players bring heart and humanity to the office and want to “level the playing field.” They also hold too many meetings for the likes of a Gen Xer.	Work-life balance is extremely important to Xers, who work to live, not live to work. They crave feedback and flexibility, but despise close supervision.	Millennials—or Generation Y—are very confident and seek responsibility early on in their jobs. They desire immediate, continuous feedback and are goal-oriented multitaskers.
EDUCATION			
a dream	a birthright	a way to get there	an incredible expense
WORK IS . . .			
an obligation	an exciting adventure	a contract	a means to an end
COMMUNICATIONS			
formal, memo	in person	direct, immediate	e-mail, voice mail
LEADERSHIP STYLE			
directive, command-and-control	consensual, collegial	challenge others, ask why	TBD
INTERACTIVE STYLE			
individual	team player, loves to have meetings	entrepreneur	participative
MESSAGES THAT MOTIVATE			
our experience is respected	you are valued and needed	forget the rules and do it your own way	you will work with other bright, creative people



* Generation ranges are approximate.
 Compiled from: Fairleigh Dickinson University magazine, USA Today, American Management Association

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