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# Age Cohorts: Workplace Characteristics

**Boomer**  
1946-1959

**Cusper**  
1960-1968

**Buster**  
1969-1978

**Millennials**  
1978-1990

Money/work ethic	Money/principle	Principle/satisfaction	Principle/satisfaction
Work first	Some of both	Lifestyle first	Lifestyle first
Expected to lead	Lead and follow	No need to lead	Lead if necessary
Loyal to employer	Some of both	Loyal to skills	Loyal to skills
Care <i>deeply</i> what others think	Some of both	Don't care what others think	Care selectively what others think
Want others to work with them	Want others to work with them	Prefer to work alone	Like small groups
Technically challenged	Technically challenged	Technically savvy	State of the art
Lip service to mission	Care about mission	<i>Must</i> have mission	<i>Must</i> have mission
Chain of Command	Mixed	Individual first	Individual first
I win, you lose	Want to win	I win, you win	I win, you win

# Age Cohorts - Lifestyle Characteristics

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1979-1990

Work hard, play hard, spend hard, talk about it.	Work hard, play hard, worry about money	Work hard if it doesn't interfere; save money	Good grades; make others pay; save money
Do you really like it? Will others?	Should I really like it? Will others?	I like it; I don't care what you think	I like it; think small
Religion is socially acceptable	Religion is a hobby	What is religion?	Comparative religions
Exercise for body definition	Exercise is a duty	Exercise for mental health	What's your second sport?
Buy the most house you can	Do I need a house?	Reclaim the inner city	I like living with my parent(s)

# Motivation Across Age Cohorts

**Boomer**

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**1978-1990**

<b>More Money</b>	<b>Do well by doing good</b>	<b>Time off</b>	<b>Time off</b>
<b>Promotion</b>	<b>Meeting organizational goals</b>	<b>Mentoring</b>	<b>Mentoring</b>
<b>Public recognition</b>	<b>Boss's recognition</b>	<b>Meeting own goals</b>	<b>Portable skills training</b>
<b>Peer recognition</b>	<b>Bonuses</b>	<b>Boss's recognition</b>	<b>Meeting own goals</b>
<b>Desire for subordinates</b>	<b>Mentoring others</b>	<b>Skills training</b>	<b>Bonuses</b>
<b>Control</b>		<b>Bonuses</b>	<b>Prep for self-employment</b>
<b>Loyalty to self</b>		<b>Latest technology</b>	<b>Sales training</b>

# Communication Styles Across Age Cohorts

**Older Workers: 1935-1968    Younger Workers: 1978-1990**

"We're invincible as a team."	"I work best alone."
"I want, think, would like . . ."	"I need."
Softened style: "I'd love it if you . . ."	Blunt style: "Just do it . . ."
Long preambles	Abrupt speech patterns
Care deeply what others think.	Care little about what others think.
Like to process and talk about ideas and issues.	"Just tell me what you want done and I'll do it."
Highly value participation and consensus.	Do not participate, attend meetings, or need to hear others' opinions..
Want people to want to do something, to want be part of the group	Want people to get the result as quickly and quietly as possible; often astonished by employee feelings or discontent.
Believe people can be motivated by a stirring, well-expressed idea.	Believe motivation is pushing on the end of a string.
Recognition means a great deal; want acceptance, popularity, group identity.	Doesn't work and isn't needed. "I know what kind of job I'm doing. If a boss recognizes my work, that's nice but it's frosting on the cake."

# What Makes Them Apply?

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Feels wanted	Can do well by doing good	Sees learning opportunity	Sees learning opportunity
Prestige of company	How company is ranked	How company is different	How company is different
Guilt: must perform service	Want to perform service	Want to perform service	Want to perform service
Job sounds irresistible	Jobs sounds interesting	Jobs sounds interesting	Jobs sounds interesting
Ads that list top ten reasons	Ads that give more details	Ads that tell whole story	Ads that tell whole story
Job will enhance ego	Job content appeals	Merits of job appeals	Merits of job appeals
Money	Competitive wage	Money neutral	Money neutral

# The Medium Is the Message

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Network/cable TV	MTV	MTV	Web
Metro newspapers	Metro newspapers	Local news	Local news
Believes sometimes accurate	Believes rarely accurate	Believes much is spin	Believes rarely accurate
Believe generally fair	Believes rarely fair	Believes rarely fair	Believes rarely fair
FM radio	FM music	NPR	NPR
Track trends through fashion mags	Track trends through fashion mags	Track trends through web	Track trends through web

# Social Values

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I am forced to support my community	I don't give at the office	United Way isn't Green	Community service is required
Battered Women's shelter	Homeless shelter	Habitat for Humanity	Teach for America
Rotary is good for business	Rotary is a bore	What is Rotary and who cares?	Beach sweep, neighborhood cleanup
Vote if it's convenient	Vote if you want to	Vote, but it's private	Vote your issues
Family and Friends	Family and Friends	My friends are my family	Want multigenerational family
Prestige first; foreign is better	Get it at the Gap	Cheap; value added	Get it at Good Will

# Attitudes Towards Office Politics

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Competitive fun and games	Half game, half denial	Ignore it and it will disappear	What is politics anyway?
Power building	Control of self	No need for power	No need for power
Love/hate relationship	Tolerate all sides	Loathe all games	Loathe all games
Necessary to success	Value if it questionable	Who cares? I'll succeed alone	Who cares? I'll succeed alone
Management + money matters	Survival and esteem matter	There <i>are</i> no career benefits	There <i>are</i> no career benefits
Need to know	Should know	No need to know	No need to know

# A Look at the Next Generation 1991 +

**Work**

**Lifestyle**

**Leisure**

**Influences**

**Relationships**

<b>A Place to Stand</b>	<b>Formality returns</b>	<b>Surfing the Web</b>	<b>U.S. News and World Report</b>	<b>Strong family ties</b>
<b>Serial career choices</b>	<b>Urban vs. Suburban</b>	<b>Team sports/fitness</b>	<b>Consumer reports</b>	<b>Play dates/move in groups</b>
<b>Sports, not part-time jobs</b>	<b>Less space; less cost</b>	<b>Volunteering</b>	<b>Life sciences</b>	<b>Peers more than parents</b>
<b>Internships</b>	<b>Technology Rules</b>	<b>Environment</b>	<b>Knowing is everything</b>	<b>Grades equal income</b>

# Attitudes Toward Volunteerism

	<b>Boomer</b> <b>1946-1959</b>	<b>Cusper</b> <b>1960-1968</b>	<b>Buster</b> <b>1969-1978</b>	<b>Netster</b> <b>1979-1988</b>	<b>Millennials</b> <b>1989-1990</b>
<b>Meet face-to-face</b>	<b>Meet face-to-face</b>	<b>Meet face-to-face</b>	<b>Meet face-to-face</b>	<b>Email, chat rooms</b>	<b>Email, chat rooms</b>
<b>Meet yearly</b>	<b>Meet yearly</b>	<b>Meet bi-annually</b>	<b>Meet bi-annually</b>	<b>Meet bi-annually</b>	<b>Meet bi-annually</b>
<b>Pay to play</b>	<b>Pay to play</b>	<b>Pay to play</b>	<b>Pay not to play</b>	<b>Pay not to play</b>	<b>Pay not to play</b>
<b>Universal involvement</b>	<b>Universal involvement</b>	<b>Doesn't matter</b>	<b>Army of one</b>	<b>Army of one</b>	
<b>The value is in the meeting</b>	<b>The value is in the meeting</b>	<b>The value is in both</b>	<b>The value is in the education</b>	<b>The value is in the education</b>	
<b>Heed my agenda</b>	<b>Heed my agenda</b>	<b>Keep me posted</b>	<b>Floating agenda</b>	<b>Floating agenda</b>	
<b>Lecture/discussion</b>	<b>Lecture/discussion</b>	<b>Online learning</b>	<b>Online learning</b>	<b>Online learning</b>	
<b>Regular attendance</b>	<b>Regular attendance</b>	<b>Sporadic attendance</b>	<b>What's the cause?</b>	<b>What's the cause?</b>	

# Attitudes towards Participation

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Meet, greet, share ideas	Meet, greet, compete	Meet reluctantly	Chat rooms, IM, blogs	Chat rooms, IM, blogs
Opinioned And opinionated	Opinioned and opinionated	Creeping indifference	No opinion; no desire to form any	What did <i>they</i> decide?
Consensus is the goal	Consensus and power	Agree/disagree	Life changing or nothing	How does this affect my life?
Efficiency not an issue	Efficiency secondary to feeling good	Efficiency	Is this the Quickest method?	Hurry up; my attention is waning
Vote; majority wins	Majority wins but protect minority	Majority of one	Agree or opt out	Agree or opt out
Need to lead	Need to lead	Lead/follow	Willing to follow	Willing to follow

The logo for Moats Kennedy, Inc. is centered on a black rectangular background. It features the company name in a white, bold, sans-serif font. The word "Moats" is on the left, followed by a stylized white line drawing of a person holding a balloon. The word "Kennedy, Inc." is on the right. A long, thin white line extends from the bottom of the figure, curving to the right and ending in a small loop.

**Moats Kennedy, Inc.**

**Questions?**

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