



Generations at Work

Insights from Our Survey of the Generations

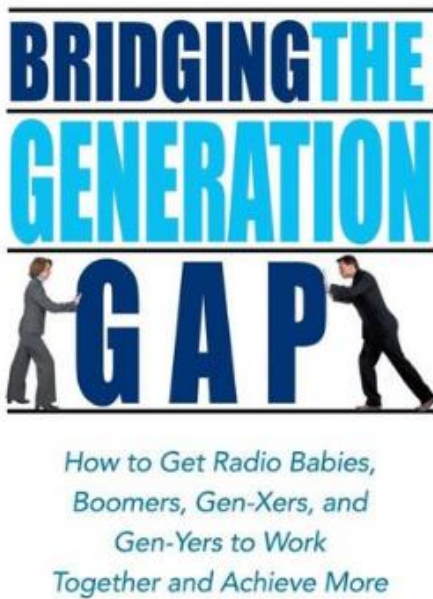
strategic HR

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Introduction

Linda Gravett, Ph.D. SPHR and
Robin Throckmorton, M.A., SPHR



The Five Generations

Radio Babies: (1930-1945)

Baby Boomers: (1946-1964)

Generation X: (1965-1976)

Generation Y: (1977-1990)
(X = 1st Wave of Millennials)

Generation Z: (1991-2001)
(Y = 2nd Wave of Millennials)

Whether you've been in the workforce for one year or several, you've most likely witnessed miscommunication and employee conflicts at work. You've likely seen work ethic debates and people expressing varying wants, needs, and expectations. Have you ever wondered why? What's at the heart of these differing perspectives?

Nearly fifteen years ago, Robin Throckmorton, MA, SPHR, SHRM-SCP (President and Founder, strategic HR inc.) and Linda Gravett, PhD, SPHR, SHRM-SCP, CEQC (Senior Partner, Gravett and Associates) set out to understand these differences in work and life perspectives. Through their research, they discovered that people's perspectives and preferences were strongly aligned with the generation they represent. In their book, [*Bridging the Generation Gap*](#), Throckmorton and Gravett shared what they learned about the five generations in the workplace.

Each generation has a different perspective based on their upbringing and daily lives. *Bridging the Generation Gap* posits the key to making encounters between the generations successful is learning to understand the point of view of each generation, recognizing their similarities to find common ground, and respecting their differences.

Fast forward to today. Have any significant changes occurred in workplace attitudes, behaviors, and preferences among the generations in the last fifteen years? That's what Throckmorton and her colleagues at strategic HR wanted to know when they launched their 2021 Survey on the Generations.

Five Key Results

This white paper will share the results of the 2021 Generations Survey, reviewing each generations' perspectives and behaviors in five areas listed to the right.

An important note about how the passage of time has affected the generations since publishing Bridging the Generation Gap is that many Radio Babies (those 76 years and older) are no longer actively in the workforce today. Although we are grateful to the Radio Babies who took the time to participate in our survey, we received significantly fewer responses from this generation than the others. Therefore, we have added them into the report in areas where it is helpful to see a point of comparison or hear their voice, but there will be areas where their responses are not reported due to a lack of sufficient data.

In addition to providing our survey findings in this report, we will also share our interpretation of the results, along with recommendations for what companies can do to bridge the gap between the generations. One thing is clear – organizations that help the different generations in their workforce to better understand each other and work more effectively together will be the ones who succeed.



**Formative Years &
Personal Happiness**



**Job Search, Workplace Preferences,
& Motivations**



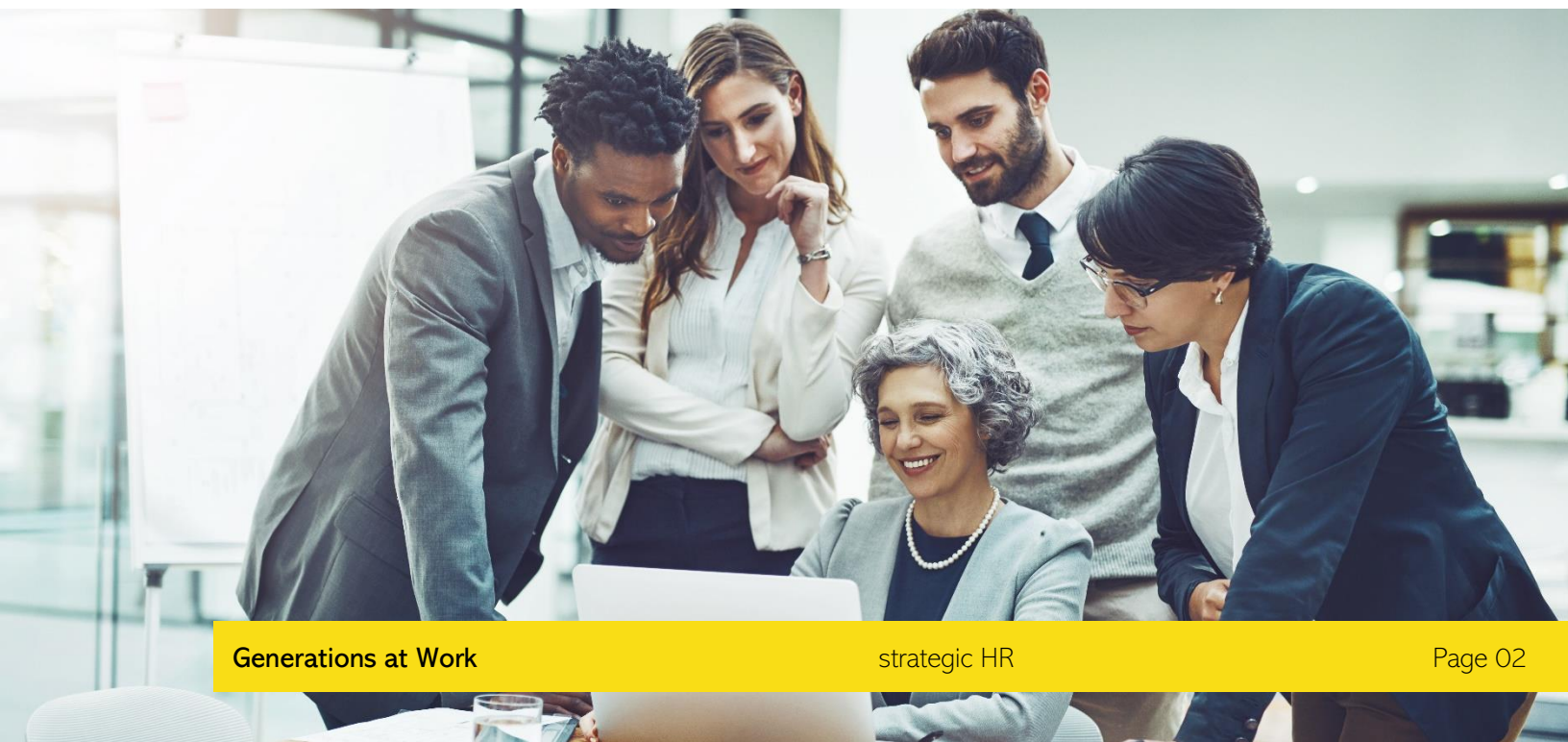
Remote Work Preferences



**Bothersome Characteristics of
Other Generations**



**What Each Generation Wants
You to Know**



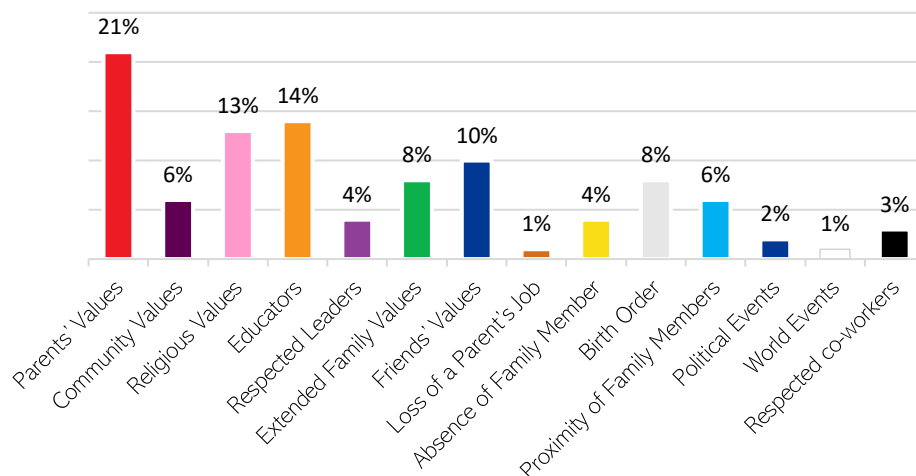


Overall Happiness & Formative Years

Top Factors Affecting Formative Years

When polled on the factors that had the greatest impact on their perspectives from birth to age 18, all generations agreed that their **parents** shaped their perspectives the most, followed shortly by their **educators**. **Religious values** and **friends' values** followed shortly behind.

Top Factors Affecting Ages 0 - 18

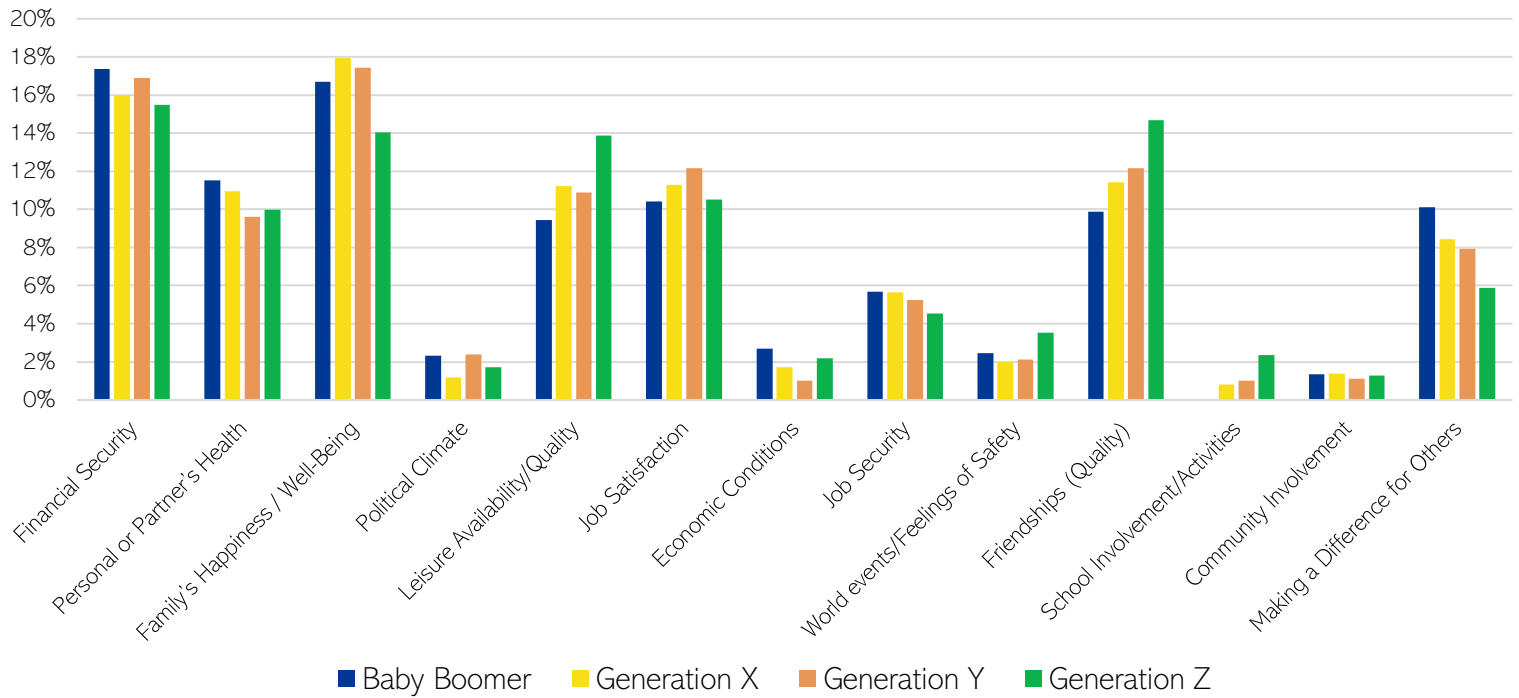


There was a slight differentiation in looking at the remaining factors rounding out the top 5 factors that shaped the generations' perspectives. Baby Boomers & Generation X included **extended family values** in their top 5, while Gen Y's included **birth order** and Gen Z's ranked **community values** in their top five.

Top Factors Affecting Personal Happiness

Particularly given the increased awareness and recognition of the importance of personal well-being on our effectiveness in work and life, we wanted to understand the factors that contributed to each generation's personal happiness.

Top Factors Affecting Personal Happiness (In General)



Top 5 Happiness Factors Across All Generations:

- Financial Security
- Family's Happiness and Well-Being
- Quality Friendships
- Leisure Time Availability / Quality
- Job Satisfaction

Least Important Factors Affecting Happiness Across All Generations:

- School Involvement / Activities
- Community / Political Involvement
- Political Climate
- Economic Conditions
- World Events / Feelings of Safety

Key Takeaway

Employers Take Note! The importance of Job Satisfaction was double that of Job Security among all generations – a reminder that **job enjoyment is more important than tenure**.



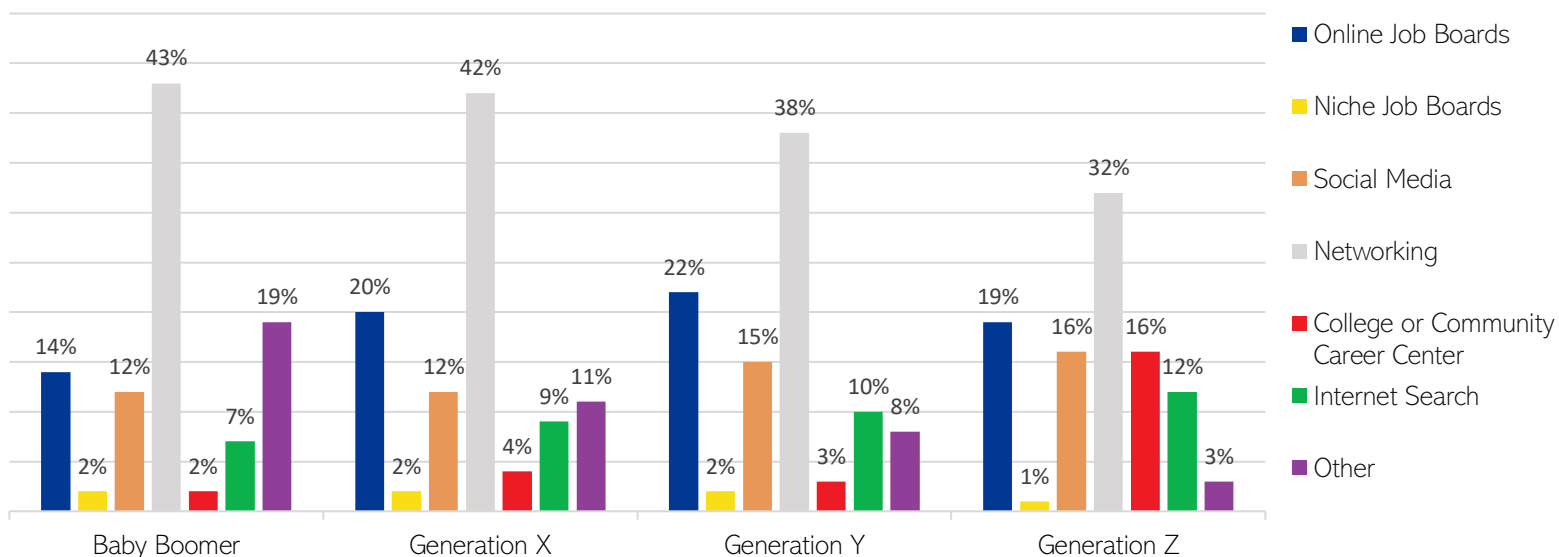
Job Search, Workplace Preferences, & Motivations

Job Search Tools

When asked about the avenues used to pursue a new job, roughly 32-43% of all respondents across generations indicated that **networking** was their primary resource. The younger the generation, the less reliant upon networking they became (only 32% of Generation Z utilized networking). For employers looking to engage new talent, this means that potentially leveraging current employees and their networks could be beneficial in spreading the word about company openings. Consider employee referral programs, if not already in place, or consider re-invigorating previous programs.

In line with our increasingly digital world, **online job boards** and **social media** emerged as the second and third choices (respectively) for Generations X, Y, and Z. With an ease of access and the ability to easily upload resumes while pursuing job openings from the comfort of home (or wherever you happen to be, thanks to the ability to apply via mobile phones), it's not surprising that online resources have become increasingly popular across generations. As a result, it is key for employers to make their job postings easy to find and clearly posted across company websites and social media.

How Did You Find a Job?



Other Job Search Tools

Nearly 11% of total respondents shared “other” options, such as:

- Newspaper Ad
- Headhunter/Recruiter
- Yellow Pages
- Lawn Sign
- Academic Advisor
- Applied in Person
- Civil Service Exam
- Co-Op Placement
- College Career Fair/Career Center
- Community Job Fair
- Consultant/Business Owner
- Email from Colleague
- Employment Office
- Family and Friends
- Flyers
- Boomerang Employee
- Self-Employed
- Started as Contractor
- Staffing/Temp Agency
- Job Transition Group
- Word of Mouth
- YouTube

Key Takeaways

- **Networking** is more important than ever. Employee referral programs can serve as a key pipeline for potential talent, particularly when motivated by referral bonuses (some ranging from \$100 - \$20,000 per hire).
- **Make your job ads accessible online** – post them on social media, online job boards, and your website's careers page. If you don't have a presence across these online platforms, now is the time to do so. Encourage your employees to share your jobs with their networks.
- Before you pay a high price for **niche job boards**, research their hiring success rates.



40%

The percentage of job seekers who found their next opportunity through networking.



44%

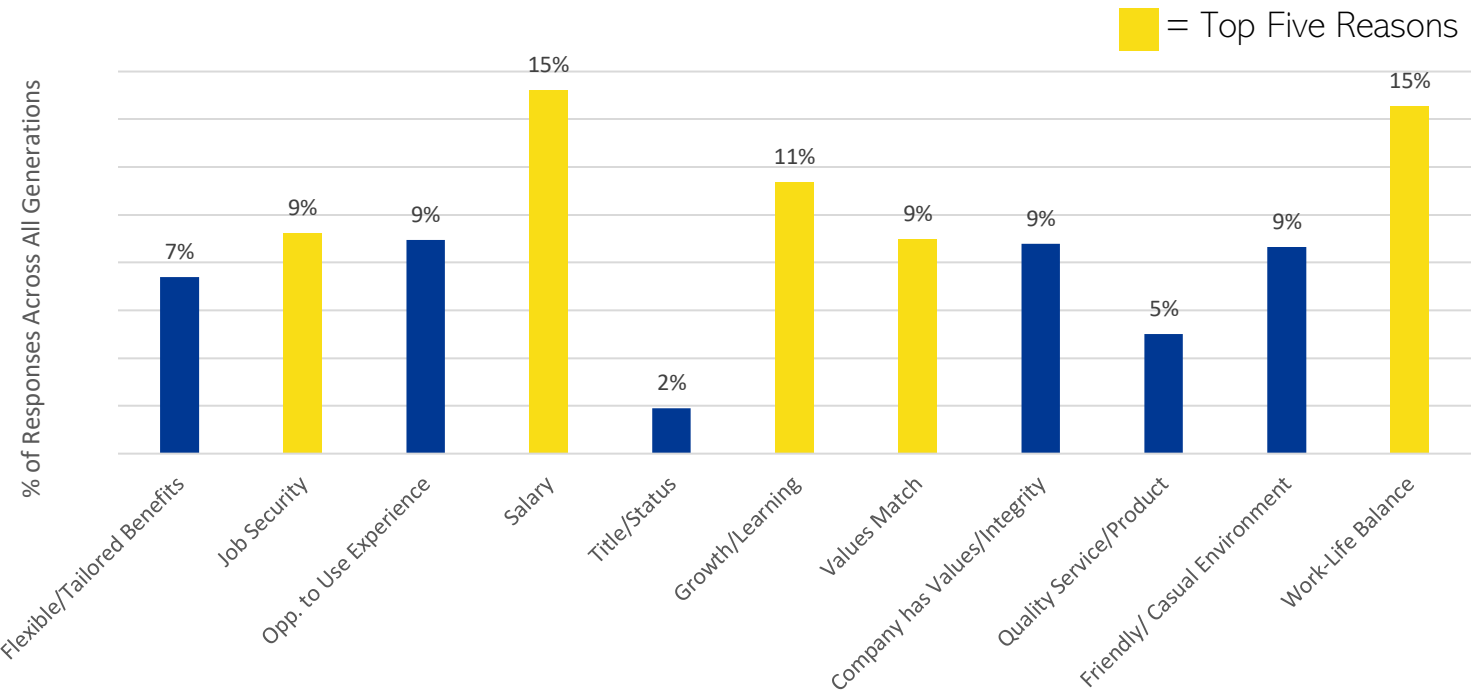
The percentage of job seekers who found their next opportunity through an online resource (social media, company's career page, online job boards, internet search, etc.)



2%

The percentage of job seekers who found their next opportunity through a niche job board.

Reasons to Join a Company – All Generations Combined



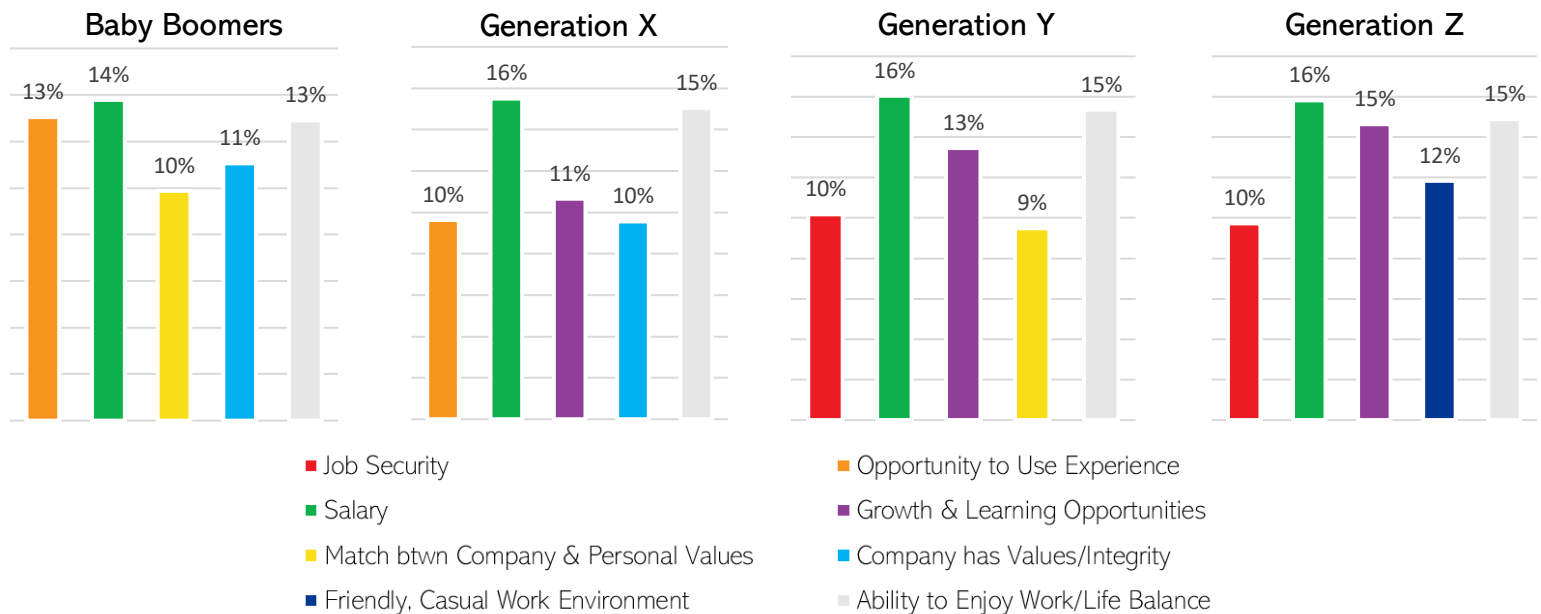
Once a job seeker finds a role that may be a fit, what convinces them to join the company? When reviewing the responses from all generations in total, the **three top reasons to join a company** were: **1) Salary; 2) Ability to enjoy work-life balance; and 3) Growth and learning opportunities.** And if **salary** is number one for many job seekers, it may be a key opportunity for employers to ensure their compensation is competitive within their industry.

With salary as the most prominent driver for four of out of the five generations surveyed, Radio Babies were most driven by “company values and integrity” and “ability to enjoy work-life balance” over salary. A potential reason for this split is that Radio Babies (and to an extent, some Baby Boomers) have had an opportunity to build up and establish lifetime wealth, whereas the remaining generations are still in pursuit of financial stability.

It’s no surprise that the “Opportunity to Use Experience” might be toward the top of Baby Boomer’s list given that their generation has the most years of experience to offer among the generations actively in the workforce.



Top Five Reasons to Join a Company – Generation Breakdown



In looking at the remaining “Top Five” key reasons to join a company, we see some alignment among different generations on the following:

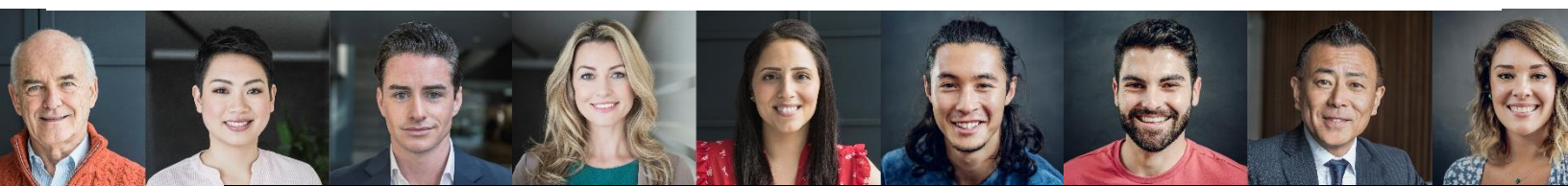
- “Job Security” for Generations Y and Z
- “Match Between Company and Personal Values” for Baby Boomers and Gen Y
- “Company has Values and Integrity” for Baby Boomers and Gen X

A curious result, however, was that title and status had the lowest results for all generations. While this doesn't mean that title or status in an organization isn't important to anyone, it does mean that these factors didn't fall into any generation's “Top Five” category.

Key Takeaways

Organizations looking to hire for any position need to have a competitive salary and provide the ability to enjoy work/life balance to attract talent across the generations. This may look like offering hybrid or completely remote work models and flexible hours.

Since Baby Boomers highly value the opportunity to use their experience while Generations X, Y, and Z value learning, consider leveraging your Baby Boomers to share their experience with others. Consider hosting lunch and learns, professional development/training, or create mentoring opportunities that allow knowledge and experience to be shared across generations.

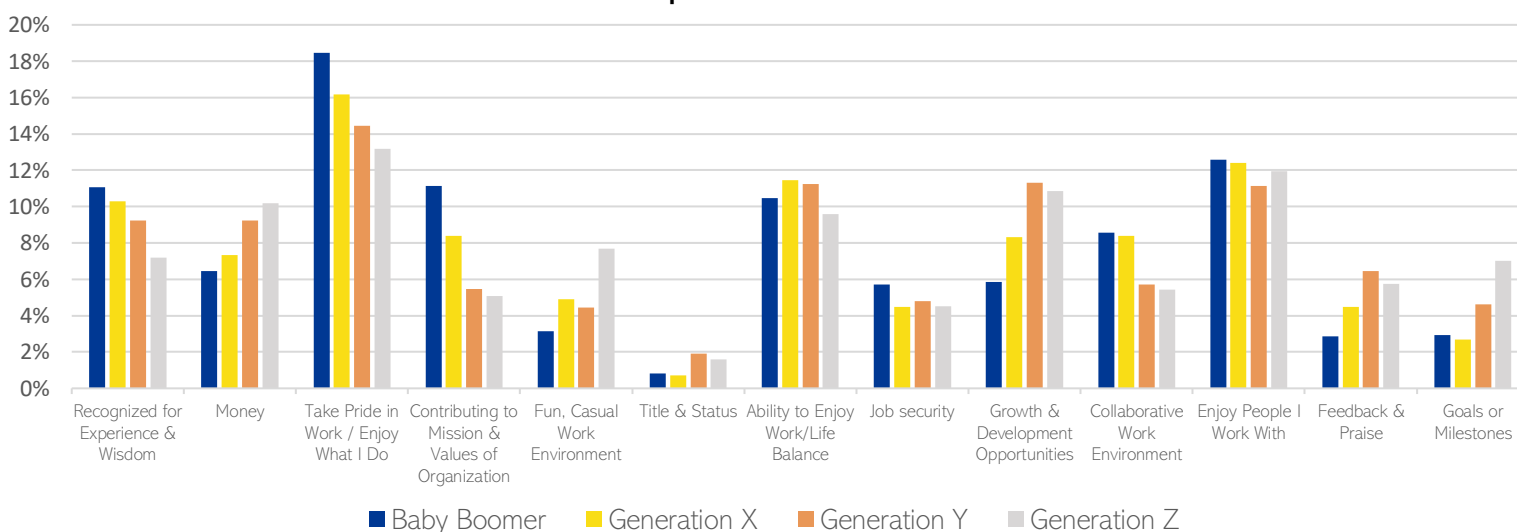




Workplace Preferences & Motivation

Even the best talent can deliver poor performance if not motivated appropriately, and it's not a secret that what may work for one person won't work for another. Or is it?

Workplace Motivation



The top two motivators across generations were **“taking pride in their work”** and enjoying what they do, and the second being that they **“enjoy the people they work with.”** Interestingly, “taking pride in work” had the most answers across the board but scored more popular with individuals in the Baby Boomer Generation and older. Every role in an organization is important, so it's key that employers help their employees see and feel the value of their individual roles to encourage retention.

So as companies and organizations continue to evaluate their culture, pride and enjoyment may be the two feelings they aim for the most. This could manifest itself in the way that team members talk about the work they do, and how empowered they may be to solve problems, allowing them to take pride in success and give a sense of satisfaction. Companies could encourage team-building events outside of the work environment to allow camaraderie and personal relationships to grow.

Or, in the name of understanding different personalities and approaches, consider team building through personality assessments, allowing employees to share a bit about themselves and the way they work best to foster a culture of understanding and respect.



Additional Findings



Generation Z had the most focus on money (10%) in comparison to other generations, as others have had more opportunity to build wealth over time.



Ability to enjoy work-life balance was high on the list for Generations X and Y (over 11% for each generation).



Generations Y and Z placed a greater emphasis on growth and learning opportunities (11 % for both generations).



Baby Boomers were the most motivated by the concept of contributing to the mission and values of an organization (11% in comparison to 9% and lower).




At 10% and 11% respectively, Gen X and Baby Boomers ranked “being recognized for their experience and wisdom” higher than Gen Y (9%) and Gen Z (7%).

Who Do You Feel the Most Comfortable Working With?

When asked, Generations X, Y, and Z felt most comfortable working with their peers, with Gen Z showing the strongest preference for co-workers in their generation at 52.3%. However, Baby Boomers felt slightly more comfortable working with Generation X versus their own generation (25% vs. 22%, respectively).

The trend across all generations was that they were the least comfortable working with the generation they have had the least amount of exposure to. For example, Radio Babies, Baby Boomers, Gens X and Y all felt the least comfortable working with those in the 14 - 18 year old range, potentially due to the fact that many of these individuals are just entering the workforce and may not actively participate in their industry. In contrast, Gen Z was the least comfortable working with Radio Babies, many of whom are no longer in the workforce, thus limiting their exposure.

 Overall, across generations, Gens Y (24%) and X (23%) were viewed as the easiest generations to work with.



Key Takeaway

Although putting time into team building is always important to strengthen relationships and effectiveness of teams, when working with cross-generational teams, you may need to put a bit of extra time into team development and building trust between younger Gen Y's and other generations. Help the generations understand each other better by sharing their upbringing and their experience of key events through history. The key is not changing each other but *understanding*.



What Does an Ideal Boss Look Like?

The “ideal boss” can look different to each employee – some prefer bosses who are hands-off, while others enjoy a deeply collaborative and engaged approach from their manager. No matter the approach, all the generations surveyed ranked the same two qualities as their most important characteristics of a boss – **trust and support**.

This leaves plenty of room for interpretation. A hands-off boss can still be trusting, supporting their employees as they face their opportunities, successes, and challenges with confidence. A hands-on supervisor can support their employees to reach their potential and show trust by including them in high-level discussions and decisions.

When further considering the qualities they prioritize most in a boss, Generations X, Y, and Z preferred **good communication** in an ideal boss, followed by **competence**. In comparison, Baby Boomers looked for **competency** first, followed closely by a desire for **respect**. This may be due to Baby Boomers’ tenure in the field, and the desire for recognition of their experience and expertise.

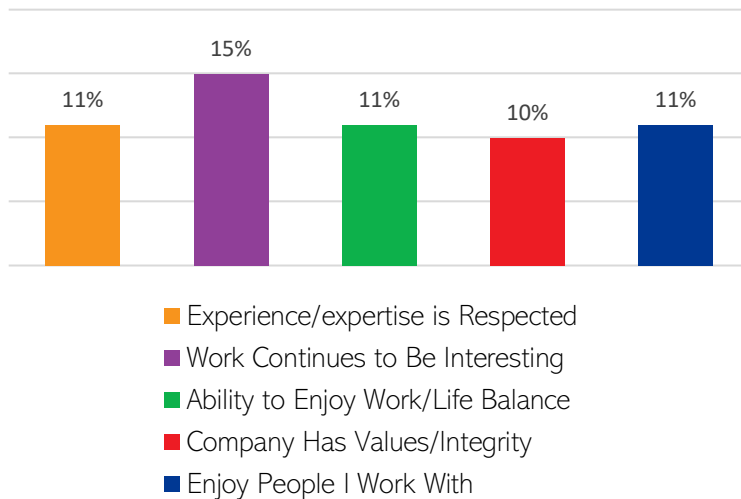
Strategic
Trust
Empathy **Caring** **Competent** **Loyal**
Good **Support**
Communicator **Respectful**
Empowering
Insightful **Decisive**

Top Reasons to Stay at a Company

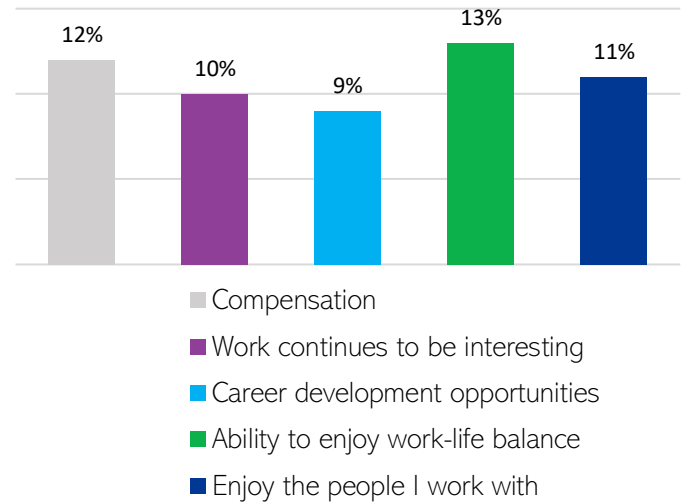
One of the key challenges facing employers today, outside of attracting the right talent, is retaining their employees. Luckily for employers, all generations surveyed were able to agree on at least two factors among their top three reasons to stay at a company – the **“ability to enjoy work-life balance”** and to **“enjoy the people I work with.”**

Additional factors ranking as **“Top Reasons to Stay”** included Compensation; Work continues to be interesting; Experience/Expertise is respected; and Company has integrity.

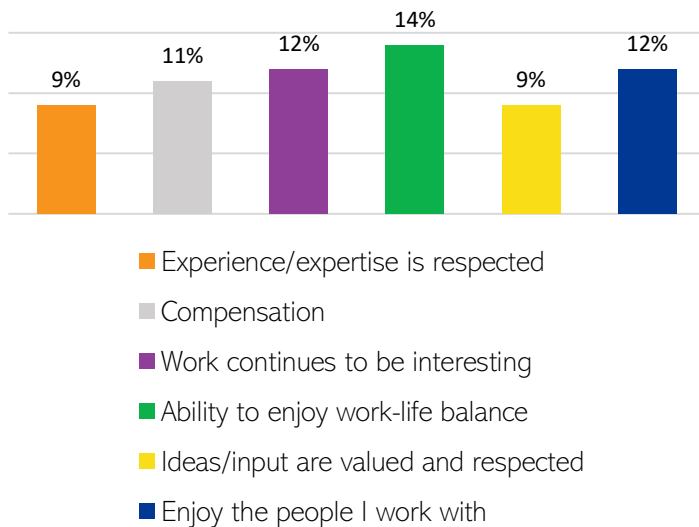
Baby Boomers



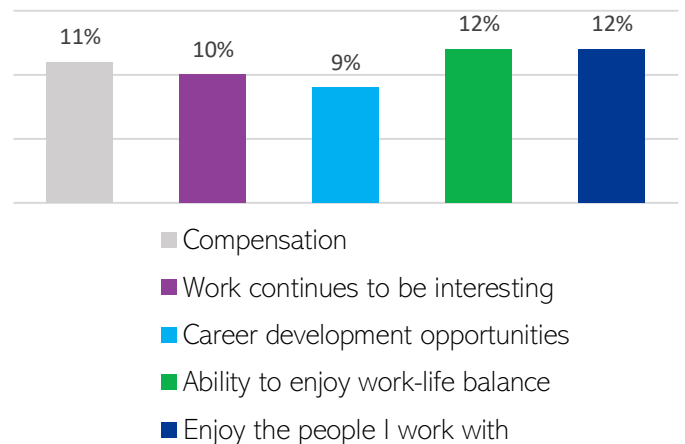
Generation Y



Generation X



Generation Z





Key Takeaways

Achieving Work/Life Balance

Knowing what employees across all generations value the most provides a starting point to review your current retention strategies. Ask yourself: How do your current company policies and common practices align with and support the value of work/life balance? Do you offer a level of flexibility that allows for the work/life balance that employees are seeking? If not, this is a critical area to address that can lead to improved recruitment and retention.

Attracting and Retaining Great Colleagues

Enjoying the people they work with is another value shared across all generations. One way to address this can be to use assessment tools in your talent acquisition process to understand a candidate's typical work behaviors, values, and preferences to determine how they align with your company's core values and needs of the team they would be joining. Consider including team members in your recruiting process to allow both the team members and potential new hires to discuss core company/team values, assess potential fit, and explore opportunities to learn and grow from one another.

Ensuring Competitive Compensation

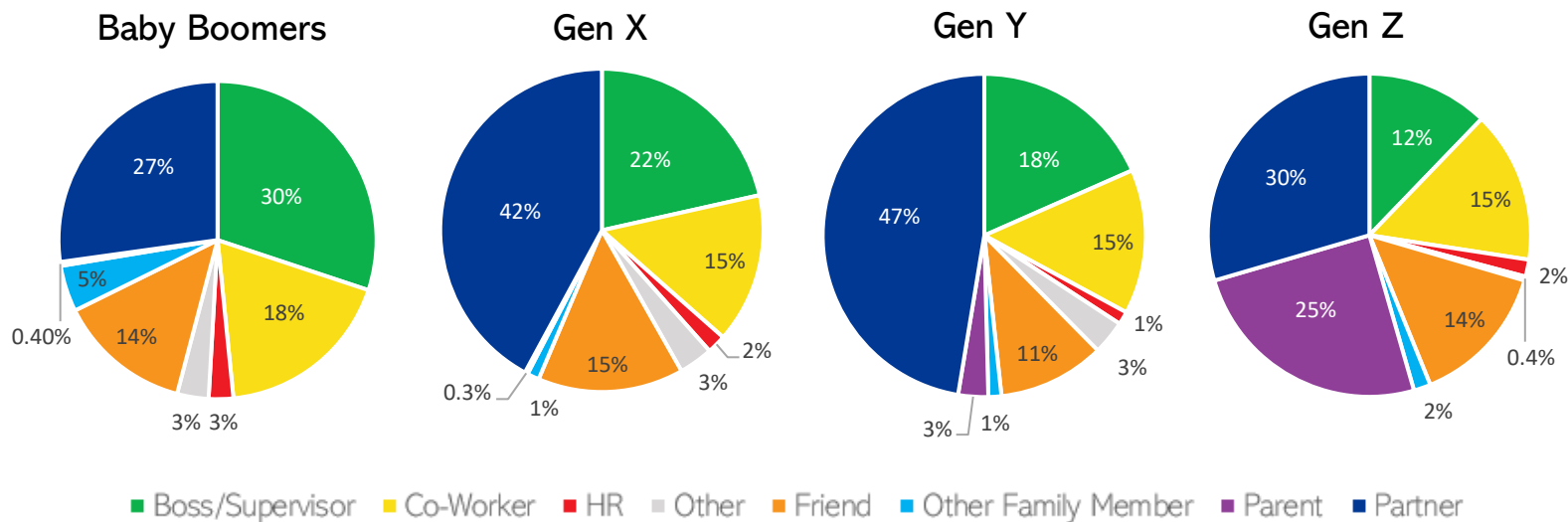
It's no surprise that compensation ranked among the top reasons to stay at a company. People want to be compensated fairly, and if they are not, it gives them good reason to look elsewhere. How competitive are your compensation and benefits in today's market? If you're not sure, you may want to conduct a Salary and Benefits Benchmark Review. If your comp and benefits are competitive but your employees aren't armed with this information, you should consider providing Total Compensation Statements that showcase the full value of what your organization offers to them.

Employee Relations, Team Development, and Company Culture

Many of the top reasons that employees choose to stay with a company have implications for employee relations, team development, and nurturing of your company culture. If your organization is struggling with employee retention, these are additional areas to review and improve. Consider using stay interviews, focus groups, and employee surveys to get to the heart of your employees' needs, concerns, and goals.

Who Do the Generations Turn to When Unhappy at Work?

When something goes wrong or is consistently bothersome at work, it's common for people to talk about it with others. We wanted to understand who the generations reached out to for help when they're unhappy about their jobs. Here we found it's just as interesting to see who they did seek help from as who they did not.



The top three supports that all generations leaned on for help with work troubles were **Spouse/Significant Other**, **Boss/Supervisor**, and **Co-worker**, except for Generation Z which preferred talking with a parent more than their boss. **Human Resources** were among the least likely to be asked for help among all generations.

Key Takeaways



Be sure to train managers and supervisors on how to deal with conflict and dissatisfied employees as they are among the most likely to be approached for help.



Many issues can be solved when you have the right people in the conversation. Remind employees who they can reach out to within your organization whenever they are feeling unhappy about their jobs. It's important for that individual, typically an HR team member, to approach the situation with empathy, an open mind, and keen listening skills.



Consider looking for ways to share information and develop relationships with spouses/significant others (and parents for your Gen Z's) as this might help them to better understand the company's mission, vision, goals, and culture.

Communication Preferences

Most Preferred Communication Method?

#1: 1-on-1 Discussions
#2: Email

To learn about how they like to communicate at work, we asked survey participants to rank their preferred work communication methods. In an increasingly technological world, it may be surprising to learn that **one-on-one discussions ranked number one** as the preferred mode of communication across the generations, with **email being their second choice** for work communication. It's important to note that one-on-one discussions include both in-person as well as virtual one-on-one meetings using tools such as Microsoft Teams, Google Meet, Skype, etc.

The **least preferred work communication tools** among the generations were **text** and **chat**. While this might surprise you given that if asked about their preferred communication methods in their personal life, many would prefer text and chat. However, when applied to many work settings, text and chat don't lend themselves to the same benefits as they do in personal life. This could be attributed, in part, to the difficulty of keeping track of these types of communication and the lack of **emotion** – and neither text nor chat can be marked unread or flagged to be addressed at a more opportune time after being read.

Least Preferred Communication Method?

#1: Text
#2: Chat

Group meetings and the **telephone** fell in the middle of work communication preferences for all generations, although we recognized two important differences. The first being Baby Boomers and Gen X were nearly split on their preference between the two, with Baby Boomers slightly preferring group meetings over the phone and Gen X leaning slightly more toward picking up the phone before choosing a group meeting. Secondly, given the option between the two, Gens Y and Z preferred group meetings strongly over picking up the phone by 13% - 11% respectively.

Key Takeaways

Choose your communication tools carefully based on what you need to accomplish and who you're communicating with, and be sure to share your organization's communication expectations. Consider the following:

- Choose a one-on-one (in-person or virtual) if the topic requires a fair amount of discussion. Combining the verbal and nonverbal cues will be helpful in this scenario.
- Use emails when you need to provide information and/or ask for specific information or tasks to be completed. Emails are also a great documentation tool to confirm you're on the same page and to track history and progress.
- Limit the use of text and chat to when you need an immediate (and easy) response that doesn't require follow up if the message is missed.



Remote Work

Remote Work Preferences

Thoughts and preferences toward remote work is a new content area that was added to the 2021 survey as it wasn't a pervasive work characteristic at the time when the initial *Bridging the Generation Gap* research was conducted.

When asked if they worked remotely, it wasn't surprising that 77% of all respondents worked remotely during the pandemic. Across all generations, most respondents (55%) worked remotely more than prior to the pandemic, whereas 13% worked remotely less and 32% saw no change.

The majority of respondents across all generations prefer working from home. Generations X and Y were nearly tied in agreement (63% and 64%) in preferring remote work, roughly 7 - 8% higher than Generation Z (56%) and Baby Boomers (55%). Of the remainder, it's interesting that respondents leaned more toward indifference toward remote work than being against it.

A possible explanation for Generation Z's lower interest in remote work may be due to their lack of experience in the workforce. They are still building experience and connections within their organizations, requiring a more purposeful effort to build relationships in a remote environment.

If you employ a multigenerational workforce, you may want to strongly consider offering a hybrid remote/on-site option. Take special care to ensure that everyone has the resources and tools that they need to be successful, and consider doing extra check-ins with Baby Boomers and Generation Z.

When asked about their preference, even if working on-site *was* an option, 84% across all generations chose to work remotely some or all the time. The Baby Boomer Generation (89%) and Generation X (87%) took greater advantage of remotely working more so than Gens Y (83%) and Z (78%).



Of all generations chose to work remotely some or all the time.

A possible explanation for this could be Baby Boomers' and Generation X's responsibility to care for children, grandchildren, or aging parents who were at home due to a lack of childcare availability, remote learning, or lack of access to healthcare.

An additional contributing factor for this preference may have been the fact that these two generations had a greater potential risk for serious lingering health issues should they contract COVID-19.

Almost 56% of all generations prefer a hybrid work model.

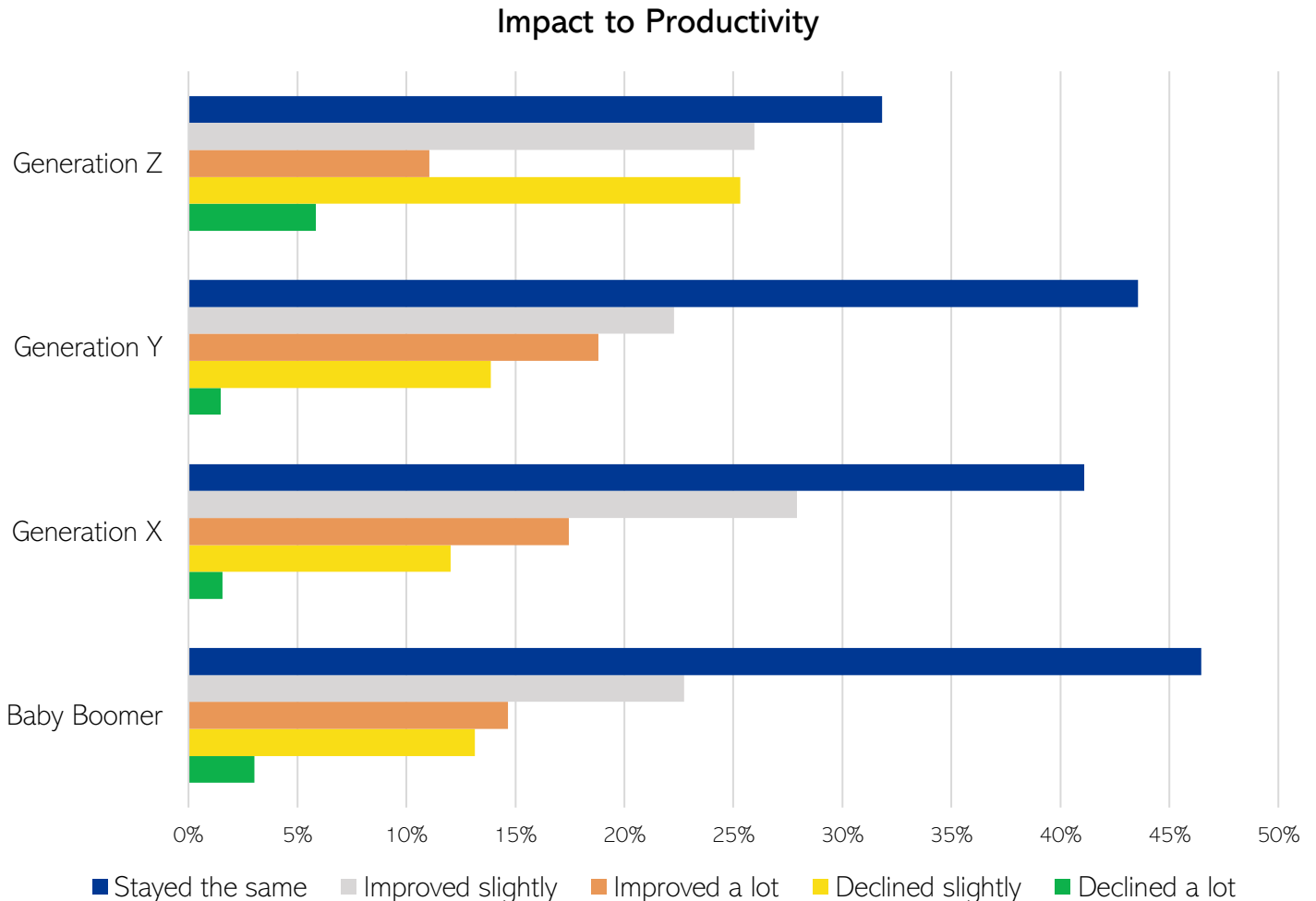


With this additional exposure to working remotely, all generations (ranging roughly from 31% of Generation X to 43% of Generation Y) found that their perception did change, and that they now preferred a **combination of working remotely and on company premises**.

Regardless if it reflected a perception change or not, between 52%-60% of all generations prefer a combination of remote and on-site work; 31%-38% prefer to work remote, and only a range of 7-9% prefer to work only on company premises.

Remote Work Productivity

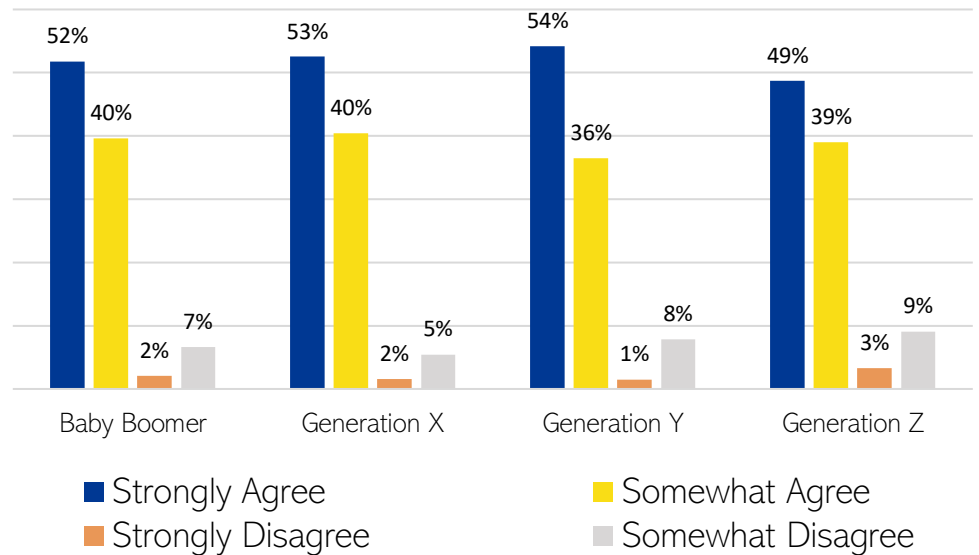
Productivity while working remotely can be a divided subject when you ask managers and employees alike. Some organizations will say that their productivity increased significantly during the pandemic, while others point toward opposing evidence among their own teams.



Although “productivity stayed the same” was the top vote getter (41%) across all generations, when you look more closely, there was more division among the remaining responses. You can see that, for example, Gen Z was nearly split between 25% feeling their productivity declined slightly, while 26% felt it improved slightly.

Other generations weren’t split so evenly, but nonetheless, we found **fewer people** across all generations felt productivity declined slightly or a lot (roughly 14% - 31%), while most felt it either stayed the same (32%-46%) or had some level of improvement (37% - 45%).

Appropriate Tools for Remote Work

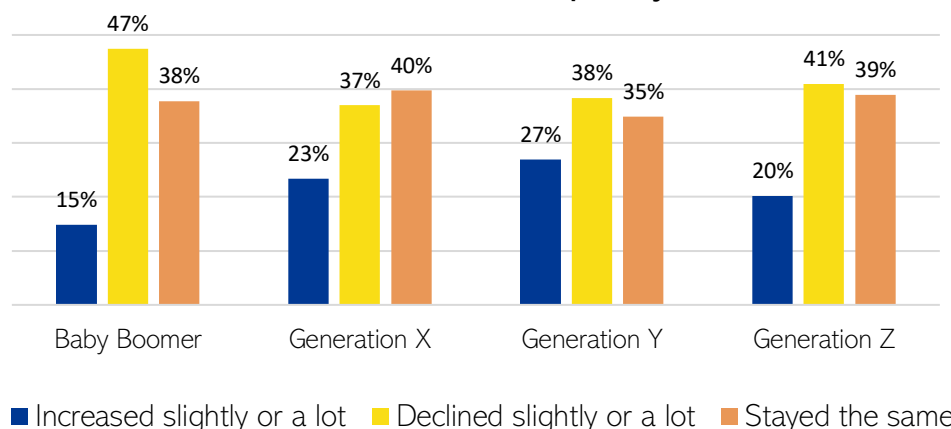


More than half of all Baby Boomers and Generations X and Y strongly agreed that they had the right tools to succeed in working remotely, with Generation Z only slightly behind at 49% in their strong agreement. Conversely, a small percentage of respondents (3% or less across the board) felt strongly that they did not have the necessary tools.

How Frequently Do Teams Collaborate?

Collaboration can be an important contributor to a team's success, which is why we wanted to understand how remote work may have impacted the frequency and effectiveness of team collaboration. Here's what we learned:

Collaboration Frequency



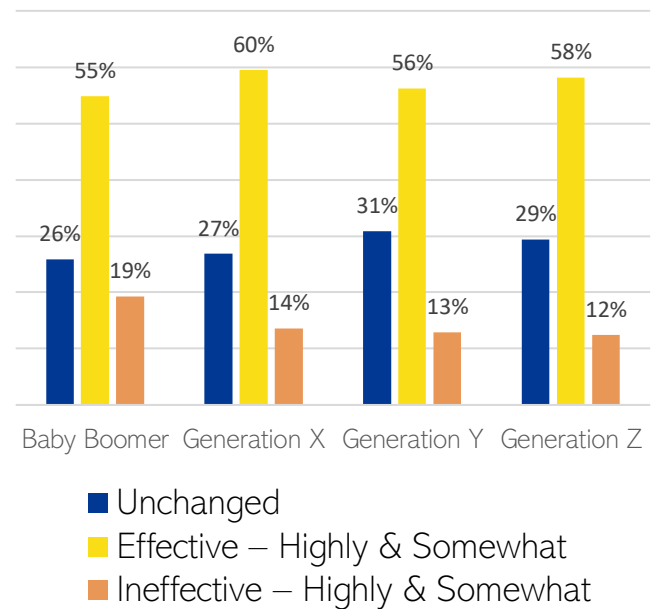
Here again, we see a wide range of responses across all generations on collaboration frequency and effectiveness while working remotely. Regarding collaboration frequency, Baby Boomers, and Gens Y and Z leaned more toward feeling that collaboration declined slightly or a lot (respectfully 47% / 38% / 41%), while Gen X leaned strongest (40%) toward seeing collaboration remain the same as in person work. An increase in collaboration frequency – whether slight or a lot – garnered the fewest votes across all generations ranging from 15% from Baby Boomers to 27% from Gen Y.

Looking at remote work collaboration effectiveness,

well over half (55% - 60%) of all generations

reported high or somewhat high effectiveness, followed by 26% - 31% reporting no change as compared to in-person work, and 12% - 19% seeing remote collaboration as highly or somewhat ineffective.

Collaboration Effectiveness



Key Takeaways

Productivity and the ability to accomplish goals, the quality and frequency of collaboration, and access to the right tools all play an important role in the overall success of any team. Working remotely presents an additional challenge to these success factors. **We recommend that employers:**

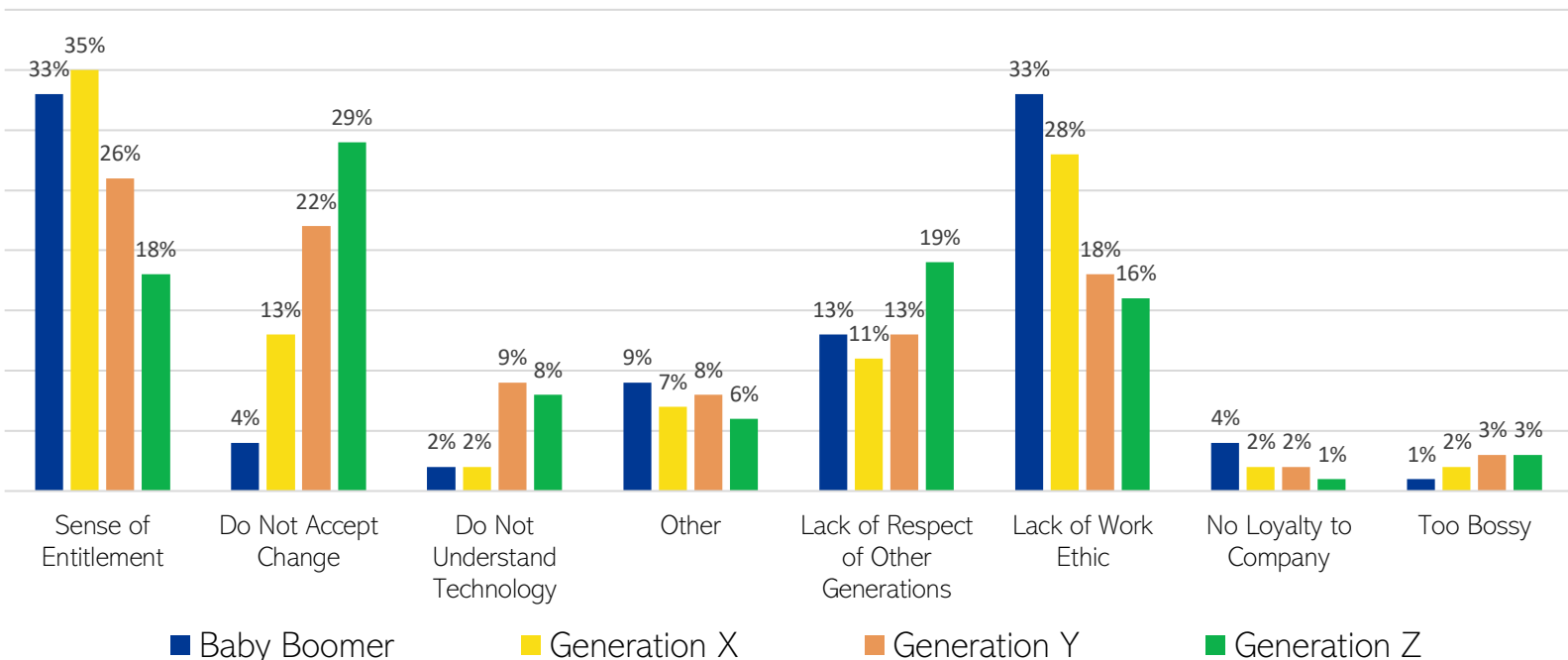
- Plan for and build internal supports for those who are working remotely to ensure they have the appropriate support (people and tools) and clear direction to optimally perform.
- Have frequent check-ins with employees to ensure that they are on the right track to meet their objectives, have questions answered, and have the resources that they need to be successful. You might discover that there are easy solutions to ensure that everyone on your team is working optimally.
- Explore if a lack of tools or perhaps the wrong tools is a contributing factor to a decrease in productivity. Were employees properly trained to use the tools? Or, is it a matter of creating new, purposeful habits to collaborate in new ways?



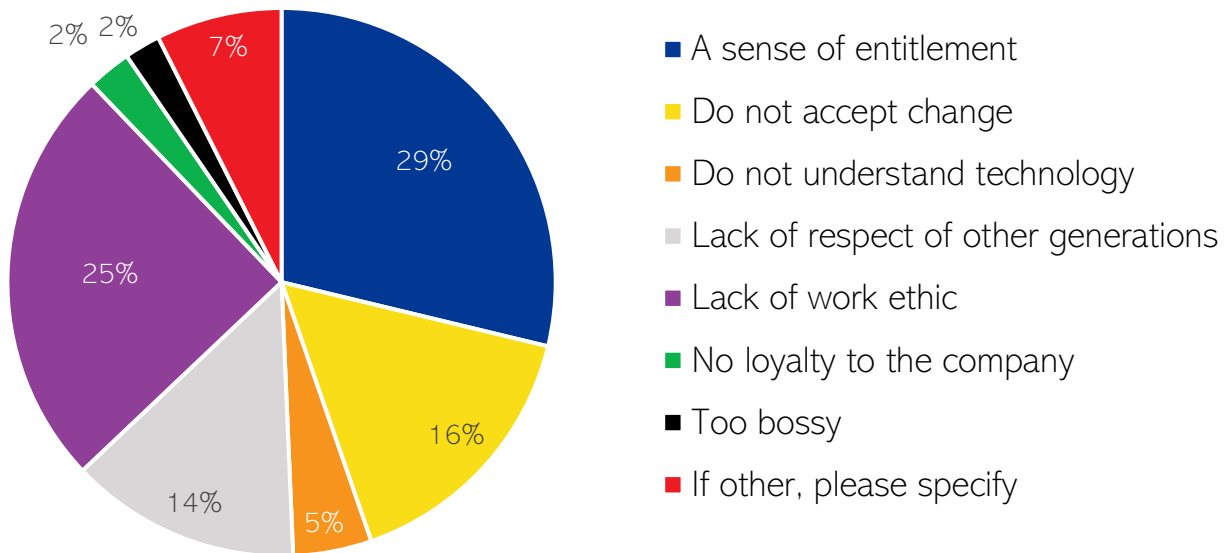
Bothersome Characteristics of Other Generations

We've all heard the grumblings between generations. Maybe a team member's dismissive attitude is blamed on their age, or an individual's challenge with technology is chalked up to their generation. But we wanted to dig into the specific reasons behind what different generations might find bothersome about their co-workers and generational counterparts.

Bothersome Characteristics – By Generation



Bothersome Characteristics – All Generations



Key Takeaways

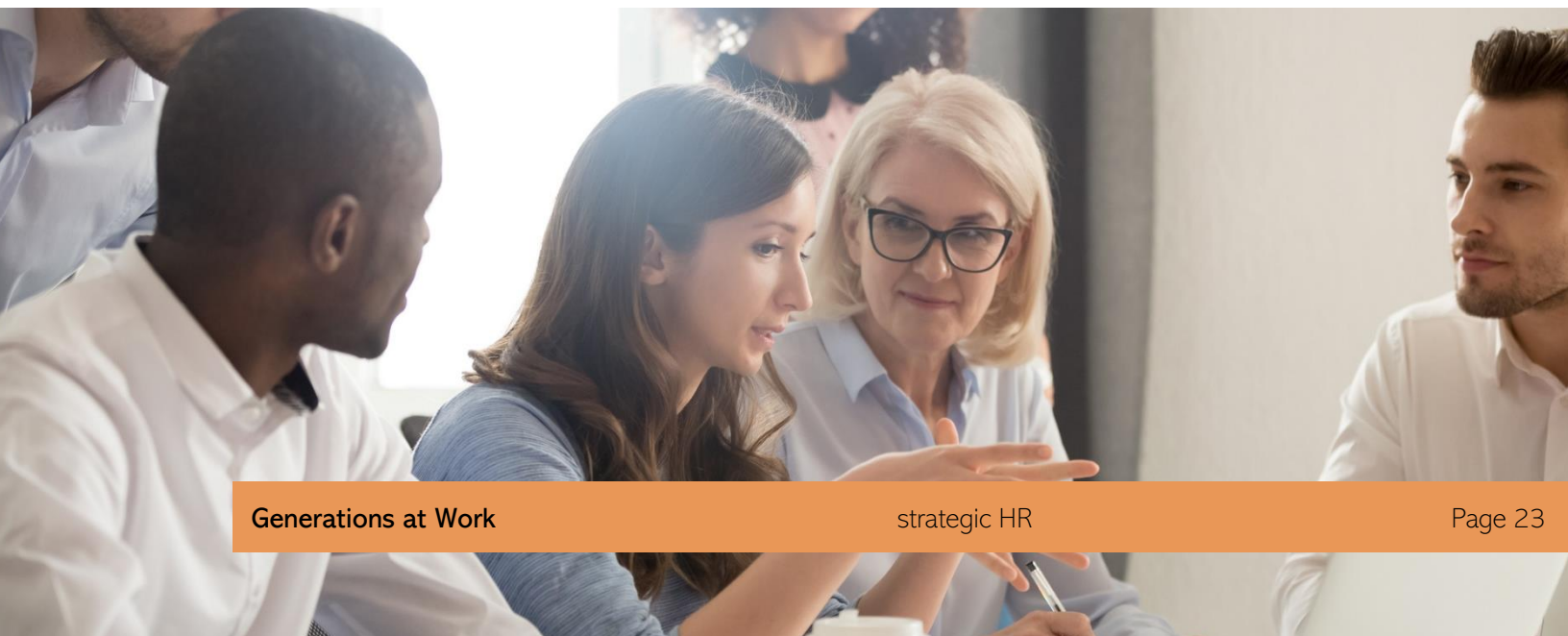
“Sense of Entitlement” is found among the top 2 bothersome characteristics across all generations.

Maybe amidst our busy days we need to remember to pause before we react – and respond to others in ways that show we value their needs as much as we value our own? Could this speak to the “golden rule” of treating others as you would like to be treated?

Baby Boomers, Gen X and Radio babies were highly bothered by others’ “Lack of work ethic,” while Gens Y and Z were highly annoyed by those who “Do not accept change.”

These seem to reflect commonly held stereotypes of these respective age groups, which begs the question, are these perceptions reflective of specific generations or rather their age and stage of life?

Knowing and respecting the “hot buttons” of other generations can help us to avoid negative encounters and work more effectively together.





What the Generations Want You to Know

If you want to understand someone, sometimes all you need to do is **ask**. So, we did!

We asked our survey participants to share one thing that they would like other generations to know about theirs. We have compiled the following major themes and common comments to help you learn about each generation from their perspectives.

We are **hardworking**, have a **strong work ethic**, **value integrity**, and are **loyal**.
(Baby Boomer Participant)

We have an **entrepreneurial**, **collaborative**, and **innovative** approach.
We don't conform to company policies – **we evolve them**.
(Generation X Participant)

Work is not a job to us, but part of our **self-identity**.
We want to be valued for our contribution and **making a difference**.
(Generation Y Participant)

We will bring **CHANGE** to the workforce like no other generation,
bringing **innovation**, **new work styles**, and **diversity**.
(Generation Z Participant)

Baby Boomers... are focused on hard work, work ethic, integrity, loyalty, and RESPECT. They do not want to be disregarded by the younger generations, rather they want to be valued and listened to for their knowledge and experience.

They want you to know:

- We are **hardworking**, have a **strong work ethic**, **value integrity**, and are **loyal**.
- We worked hard to get where we are and don't stop until the job is done.
- **R-E-S-P-E-C-T** – we believe in giving and receiving respect at all times.
- We have a wealth of experience and wisdom/knowledge that we want to share. **We want the next generations to listen, value, and capitalize on this knowledge and experience.** We should be valued for this.
- We understand constant change, and we are **adaptable**.
- We already made the mistakes and learned from them, so you do not have to “reinvent the wheel.”
- You have to start at the bottom and work your way up. **Nothing is handed to you**, and you are never entitled to it unless you work for it.
- While we often do not get excited about technology, we do use and understand it and are often **savvier with it than you think**.
- We're not old yet, and we are not done contributing. And while **we still have a lot to offer**, we are still capable and willing to learn too.





Generation X... describe themselves as sandwiched between the “hard-working generation” and the “technology generation” having adopted characteristics of both with the ability to serve as the conduit to help bridge the divide. Another signature component of Gen X is the shared value of work/life balance.

They want you to know:

- We **work hard** and have **integrity**, a strong **work ethic**, and valuable experience **from which younger and older generations can learn**.
- We value our personal lives outside of work as an integral component to our overall happiness, and **therefore work/life balance is critically important to us**.
- We're probably the best combination of Old School and New School combining the work ethic (from the Baby Boomers) plus knowledge of today's technology (from Gen Y)!
- We are the “**bridge generation**.” Gen X hasn't changed the world, but we paved the way for substantive change to happen.
- We value different opinions and are open to learning new ideas and new ways of doing things.
- We do what it takes to get the job done. There is no “it's not my job.” We give 100% and reap the rewards of hard work.
- Our generation has experienced so many vast changes in technology, and we continue to embrace and learn the newest “new.”
- We all can and do make a difference. We enjoy working in a **multigenerational workforce and value the differences each person brings**.
- We have an **entrepreneurial, collaborative, and innovative approach**. We don't conform to company policies – **we evolve them**.

Generation Y... does not want to be known as the entitled generation, rather they want to be seen as unique individuals. They put even more emphasis on work/life balance and working smarter rather than harder with technology.

They want you to know:

- Not all millennials are the same. We are all unique and care about or want different things; the key is to find what motivates each person.
- We are not all the entitled, lazy, naïve, and inexperienced millennials you believe us to be. **We still know what it means to work hard and have a strong work ethic.**
- We allocate our time differently than older generations. We **work smarter, not harder**, and don't need to clock 40-50 hours a week to be deemed productive or have a strong work ethic. We **use technology to be efficient.**
- We want to be compensated fairly for the work we do.
- We can serve as an effective bridge between the analog generation that grew up without technology vs. the digital generation that did.
- Regarding work/life balance – **we bring our whole selves to work**, which means having time to take care of ourselves outside of work is important to being productive at work.
- Work is not a job to us, but **part of our self-identity**. We want to be valued for our contribution and making a difference.
- We value companies that have a purpose beyond their walls and **feel more loyal to a company that is proactive in its efforts to improve the world**. We are not afraid to hop from job to job until we find a company that matches our values.
- Flexibility – we value it and desire it in all areas of life.
- Just because we like to communicate electronically doesn't mean we do not value face to face connection.





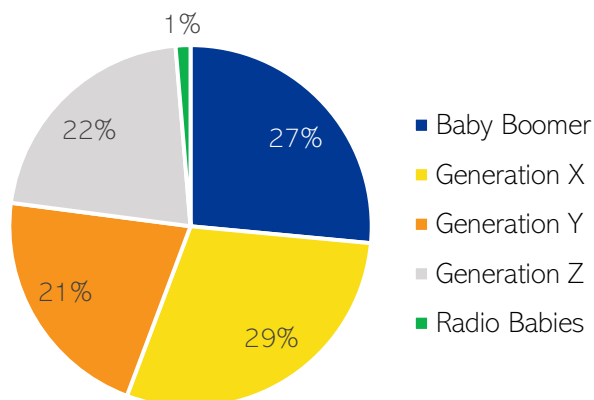
Generation Z... wants to have an equal voice with the ability to lead change at work and to change the world. They want everyone to know they are not lazy and will work hard when the value that they bring is respected! They want to connect with others and with work that aligns with their values.

They want you to know:

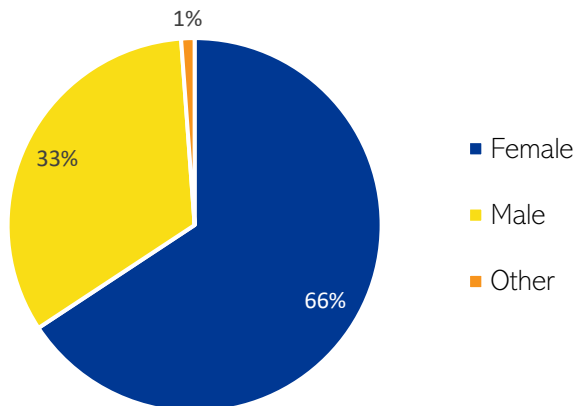
- Just because we're young doesn't mean we don't know what we're talking about and don't have things to contribute. Listen and engage with us – **we want to have input, bring about change, and be heard.**
- We are motivated by work/life balance and strong company values. We want **our values and the company's values to be aligned.**
- We desire **the ability to love what we do** and to be **passionate about our job.** We don't believe in staying in one place forever; we will change jobs as often as necessary to be happy.
- We will also not stay at a company that does not value our development and happiness as a person.
- We are not lazy! We can be extremely loyal and hardworking, but the leadership has to first respect us and **treat us as equals** – not underlings.
- We will bring **CHANGE** to the workforce like no other generation; bringing innovation, new work styles, and diversity. We like change – to experience it, we're open to it, it is good, and we will go where we can create change at work and in the world.
- Technology has been a part of our entire lives; we value it and feel very comfortable using it.
- Our job is not our life. We work to live; we don't live to work.

About the Generations Survey Participants

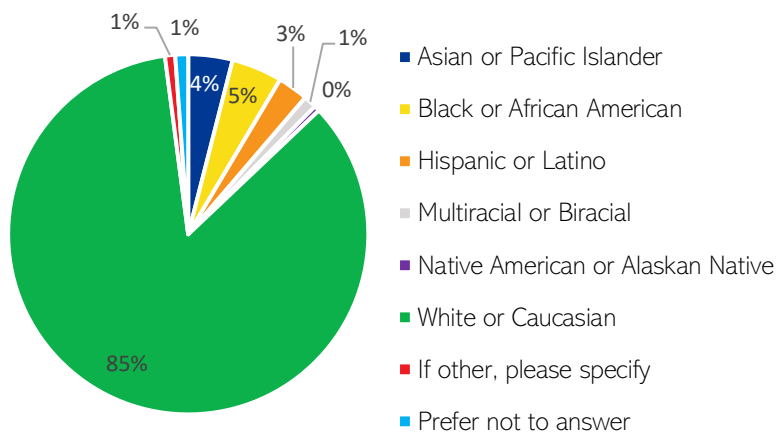
Generation Breakdown



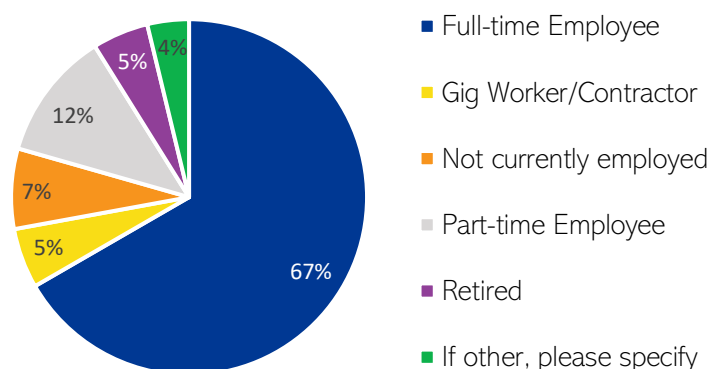
Gender Breakdown



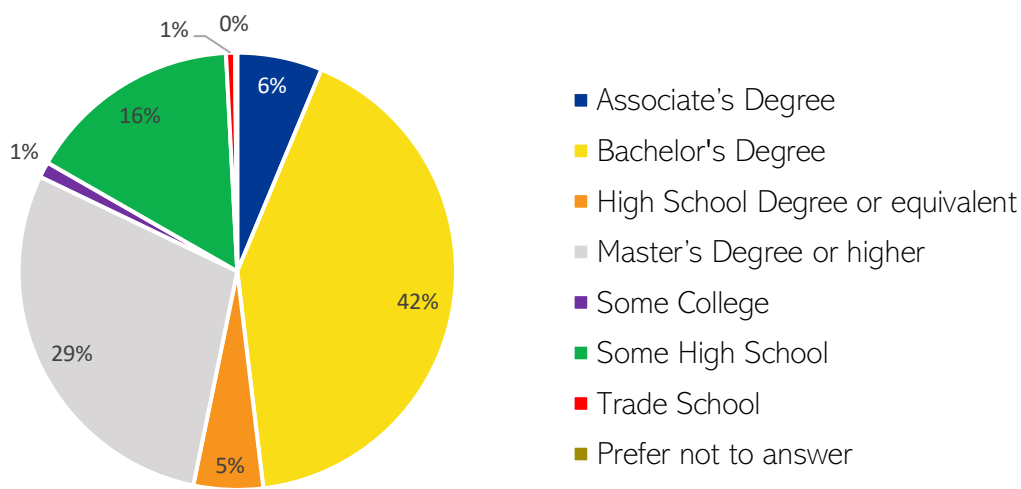
Race Breakdown



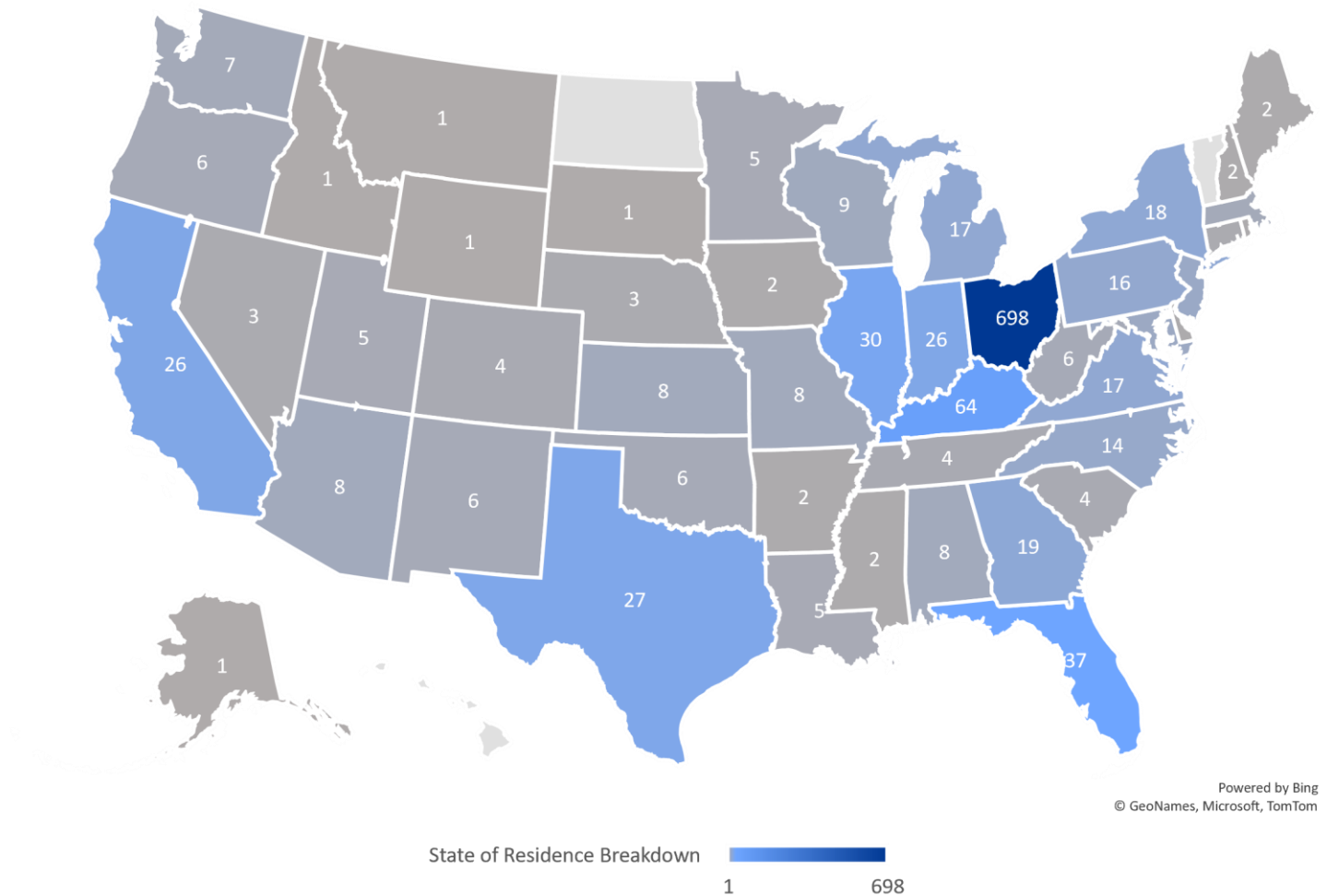
Employment Breakdown



Education Breakdown



State of Residence Breakdown



The team at strategic HR would like to thank all the participants who shared their honest thoughts, feedback, and experiences with us over the course of this survey.

strategic HR

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