






Different strokes for different folks

				
Traditionalists 1928–1944	Baby Boomers 1945–1964	Generation X 1965–1979	Millennials 1980–1994	Generation Z 1995 onwards
Motivated by				
Formality, rules & hierarchy Respect Hard work	Financial security Job security Teamwork	Work/life balance Diversity Personal interests	Achievement Workplace flexibility Freedom	Digital solutions Individuality Creativity
Work is				
An obligation	Expected	A difficult challenge	A means to an end	Consistently evolving
Attitude towards career				
Live to work Value hard work	Driven Company loyalty	Work to live Loyal to industry but not employer	Switch jobs frequently and fast	Career multi-taskers
Concerns				
Financial Savings Retirement	Financial Savings Retirement	Caring for ageing parents and young children	Debt Mental health Childcare costs	Student debt Mental health Physical health
Communication style				
Personal touch Handwritten notes	Whatever is most efficient, including phone and face to face	Whatever is most efficient, including phone and face to face	Emails, texts, social media platforms	Voice, video and social media platforms
Employers should				
Provide satisfying work and opportunity to contribute and feel valued	Provide specific goals and deadlines Put in a mentoring role Provide coaching style feedback	Immediate feedback, flexible working arrangements, personal development	Get to know them personally, manage by results, provide flexible working	Offer variety in work role, provide training, allow them to be independent and self-directed