



Evolution, Revolution or *Generation*?

How generational profiles can be applied in **organizational development, engagement, and leadership**





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THREE GENERATIONS OF CONTRIBUTORS

Andy Mulholland – Babyboomer - UK

A member of the baby boomers generation who has worked in the computer industry for 40 years and finds his behaviors split between being reflective of the generation in values around home and social life outside work but due to still actively embracing and using new technology is not typical in other ways in terms of work culture and behaviors. A strong user of and believer in social tools with a cultural shift towards many of the values that they bring.



Paul Oldfield – Babyboomer - UK

Born in 1955, I did Botany as a degree, but switched to IT in the hope that it would offer paid work. I got my first permanent job at age 52, having worked part time, seasonal, research contract and commercial contract beforehand. Now, in my specialist areas, I am known and respected across the world.



Marijke Spaargaren – Babyboomer - Netherlands

A female member of the baby boomers generation who has worked in the computer industry for 30 years and finds her behaviour far from typical for her generation. Many of my female classmates at school were destined to become housewife's, while my parents (older than the average) encouraged my brother as well as me to learn a profession. IT crossed my path in 1972. Just like my brother I became a COBOL-programmer and I stayed working after getting married in 1978 and becoming a mother in 1985. I remember lots of trainings and workshops where I was the only woman.



Sandhya M Rao – Generation X – India

I was born in Delhi and did my education there. I studied English Literature for my Bachelor of Arts degree and Mass Communication for my Master's. I spent the first years of my career in various roles in the print and visual media industry. I have worked on various publications as a writer, editor and proofreader. I have also co-directed and edited several documentary films. I changed career tracks in 2004 when I joined IBM as a content manager. I have worked as a Knowledge Manager with IBM and with Capgemini.



Zal Lord – Generation X - India

A member of Generation X (closer to GenY) from urban India, having worked in the Indian IT industry for 11 years. Has seen and gone through a behavioral shift where increased availability and exposure of key technologies (mobile phone & the internet) have resulted in more disconnected interaction than “personal” interactions. Firmly believes in keeping personal and professional lives separate and distinct, while maintaining sufficient personal interaction with work colleagues to develop closer relationships.



Jeanette Fabros Knudsen - Generation X - Denmark

I was born in Denmark in 1981, and therefore at the verge to Generation Y and not a typical stereotype of Generation X. I am half Danish/Half Filipino and have been brought up with the best of both cultures. My initials are JFK inspired by John Fitzgerald Kennedy, due to his great impact in my parent's generation. I love travelling and getting to know new people and cultures and I see myself as an open-minded world citizen.



CONTRIBUTORS

Nini Thomas – Generation X - India

A very hardworking and self made person. Today I am in the process of finding the perfect balance between motherhood and career. As a person I am very exuberant, street smart, perfectionist and talkative. I am my own critic, be it work or any other aspect, I strive to be good and perfect at all aspect, I get very cynical about my own work. I have the great ability to laugh at my own doing and enjoy being me. Been part of the rat race for over 9 years now, and currently doing bid management.



Kate Matthams-Spencer, – Generation X – France & UK

I grew up in rural England, but have since spent my adult life living in cities in the UK and France. I have travelled widely like many of my peers, and settled in Paris with my British husband in 2003, where I established a media and communications career covering translating, editing, writing, and digital communications. Outside of work, I run an online vintage boutique.



Harald Schwanborg – Generation X – Sweden

I was born in 1968 in Malmö and true to the revolutionary spirit of that time, I am a true skeptic of the authorities' good intentions. The traits of the generation X are highly typical of myself, but I also share many of the beliefs of both previous and following generations. Beyond that, I live the suburban myth with house, kids, car, wife and mortgages. I run my own art studio on my spare time, which is scarce, since I devote most of it to my daughter. Time is the most precious thing I can give her, I am sure.



Jenny Ölander– Generation Y - Sweden

I grew up in a small village in a peaceful environment with my mum, dad, one older brother and one younger sister .After I finished High school I traveled around working in Australia, New Zealand and Thailand for 1 year. My Education background is in Business Administration with a major in Marketing from the School of Economics in Lund. In my spare time I spent time with family and friends. I enjoy running and to travel to different places around the world exploring other cultures.



Flavia Sequeira – Generation Y – India & Netherlands

Born in 1982, Mumbai India. Studied Information Technology partly because it offered the most jobs and partly because I disliked study of Medicine. Live and work in the Netherlands since 2008. Often call myself the best of both worlds. “Taking technology for granted! Sure! Do not know a world without it. Numerous choices! Have the ability to choose! Have an opinion about almost everything!” That’s me – Flavia Sequeira (a specimen from Generation Y)! Namaste!



David Hall – Generation Y - Sweden

Raised by babyboomers that acted like if they were from generation Silent. I also had bigger sisters of generation X who have formed me. I always wanted to become a civil engineer and I ended up being one from LTH (Lund University). Two exchange terms in Germany and China along with various trips have given me lots of international experience and knowledge of working with people from different backgrounds.



Iris Sofie Pollet – Generation Y - Belgium

I was born in 1983 so that makes me ‘an old Generation Y’. Growing up, I wanted to be a teacher, or a midwife, but ended up in IT. Although Belgium is the center of Europe, I love exploring other parts of the world (lived in Ghana, and traveled to the US, Canada, Indonesia, Jamaica, ...). I guess I am not your typical traditional European girl, but the world would just be a boring place if we were all the same, no?





*The classroom of today,
is the government of tomorrow*
-Abraham Lincoln

How generational profiles apply to marketing, engagement, and leadership

Purpose and Scope

Background: This report is a meta-analysis on **generational profiles**. Surveys and research from a variety of industries are brought together to display statistically how the decades may have affected our behaviour. This report is of specific use for people who work with **leadership, HR or marketing**. The end of the report sums up several principles that you can use when you seek to understand and approach a generation as a marketer or as an employer. This report spans four generations (from 1925-2011)

There is also a portion of this report dedicated to a **leadership methodology** that outlines various generations and their conception of the “perfect manager”.

The definitions and years used in this report were initially coined by William Strauss and Neil Howe. The data in this report specifically refers to the people of the western hemisphere. Some of the statistics refer to the Swedish Generation Y, therefore it should be stated that Sweden, the UK and the US are surprisingly similar as generational profiles. If you have any concerns, comments or questions on this content then please feel free to contact me directly linus.jonkman@capgemini.com

The pictures used in this report are public domain with the exception of some illustrations which are created by Linus Jonkman.



PART 1 – GENERATIONAL PROFILES

THIS SECTION PROVIDES HISTORY, GENERIC TRAITS AND STATISTICS ON THE SUBJECT



Insert "Title, Author, Date"

Why does the current media focus on generations?

As you may have noticed in the media, generational aspects of our society is currently highlighted. Headlines talk about "the war for talent" referring to a fierce tug-of-war between employers seeking young talent. Articles describe the problems associated with the huge numbers of people that will be retiring from 2011 and onwards. Brands that have been popular for decades are suddenly losing buoyancy when young consumers have radically different perceptions of that brand. Understanding generations is a way to survive in a world that is more and more focused on abstract values such as brand expectations and engagement.

Disclaimer

The anthropologist Clyde Kluckhohn once stated the problem with a report such as this one. It was his opinion that the human psyche contains several paradoxes, namely:

"People are unique

Some people are similar

All people are similar"

With that said, even though this is a report on generational profiles, it should be stated that each individual human being is **unique**. When we look at large groups of people with "statistical binoculars" however, there are some **distinct patterns** that emerge. This report explores these patterns, as well as it shows how they can be used to gain competitive advantage.

An honest mistake

A curious thing about this subject is that, in a way, everyone is an expert. Most of us know our own generation very well. We recognize our generation's culture, our norms, and our values, without difficulty. We also have a tendency to consider our own generation as the norm, "the healthy middle ground," with sole ownership of **common sense**. The curious thing is that *common sense* seems to mean vastly different things to different generations. This report hopes to clarify where these differences come from and how they can be utilized.

”

*Old people believe everything.
The middle aged suspect everything
Young people know everything”*

-Oscar Wilde



A solid understanding of generational profiles is a strong competitive advantage, in the war for talent, engagement and consumers

75% of a the value of a company, consists of immaterial property (such as customer expectations and engagement)
-Procter and Gamble

31% percent of all employees describe themselves as "engaged in their work" (Gallup). The rate of engaged employees correlates with the success of the company.
Furthermore, engaged employees are **42% more productive** and **87% less inclined to leave the company** (Hay group)

Employer: **Why consider generational differences?**

1. **Every** organization has people as its biggest asset. In the current workplace, engagement and talent provide the advantage
2. Generational differences help you pursue a **leadership** style that is engaging for employees from different generations. To understand generations is to understand **employee engagement**
3. It increases the **tolerance** between different generations within your organization thereby enhancing **teamwork**

Marketer: **Why consider generational differences?**

1. It helps you to view your **brand** in the same way your customers do
2. It gives you an insight into the **consumption** patterns and the preferred **channels** of different generations
3. The knowledge of generations lets you create **attractive tailor made** offerings for each generation

How often does a new generation come along?

A new generation comes along after an approximate period of twenty years. The reason for this is that 20 years is considered to be a *life phase*. In 20 years we pass from child to grown up, from grown up to middle aged etc.

Silent generation
(“Traditionalists”)
1925-1942

Babyboomers
(“Pig-in-the-python”)
1943-1960

Generation X
(“The unwanted”)
1961-1981

Generation Y
(Millennials)
1982-2001

Generation Z
(“Zzz...”)
2002 - ?

Then

Now



Babyboomers have a tendency to wear their political beliefs in the very core of their personality (rather than in their wallet as is the case with Generation X)

Seniority is inferior to **competence** when it comes to what earns the respect of Generation Y

Generation Y considers learning to be a constant process rather than something that starts and ends in a classroom

In the metaphorical sense a generation is a “wave of culture” that alters norms and replaces worn values. Very few ethics and beliefs seems resilient to generational influence.

Work as defined by Generation Y:

“That time of the day where I get to use old technology”

Generation X believes that **personal development** is more important than a career.

The concept of the **gold watch** seems like a (bad) joke to Generations X and Y

The Silent generation hold a firm belief that you should keep “anything that can be reused”. Saving is a virtue

"I agree that different generations tend to exhibit different tastes, like the gold watch for example. These tastes are driven by technology and fashion trends. Although technology trends seldom repeat, same can't be said about fashion trends. I do think that all generations have one thing in common - they all wish to know their history!"



"I still remember how tough was it to understand that both parents are working to get things done for you, which was not a very common situation. Due to having working parents, grew up in an independent environment where I do things on my own, help sibling in studies and share household tasks with parents. Today to find a world which has changed, be it the mobile or internet revolution, I I can't imagine how we survived without all these set of gadgets or connectivity. Lived in a world where actual playgrounds and meeting people meant a lot than playing or chatting in the virtual world."

"The gold watch is truly and irreversibly gone. Loyalty goes both ways, something that the corporate entity has completely missed :-). I also agree with Gen Y that seniority is inferior to competence. If competence does not follow seniority, or seniority is not based on accumulation of competency, then seniority is a non-starter and will have to go the way of the do-do. I do see that the entrepreneurial spirit of the individual is the way of the future. If you want to get return on investment, invest in yourself and reap the benefits thereof, that is the job security there is."



"Teenagers of each generation do indeed differ, but then there's a lot also that they have in common with teenagers from another generation. Reading ahead, I wonder whether our thoughts about generation Y, and indeed generation X, are not somewhat swayed by the relative levels of maturity that they have had time to achieve. But I guess we really want to talk about today, not 10 years hence?"



"I personally believe many of the comments on the previous page. I am sometimes cynical about the way people reach high positions and therefore place greater value on people's abilities rather than their grade or rank. That does not mean I disrespect their rank totally either. I believe every day brings new learnings and experiences - we just have to be open and receptive. About the definition of work, I would differ. When I was with IBM, I felt we were using absolutely new tools, we were contributing to developing something new for society. Unfortunately, with Capgemini, I feel we are very old-fashioned in our approach to technology. For instance, Yammer adoption and its merits are discussed so much yet in real-life, we don't discuss Facebook - we just use it."



Definition

[jen-ub-rey-shuhn] - Cultural generations are cohorts of people who were born in the same date range and share similar cultural experience.

We are not our age, but our generation

A teenager can not be defined simply by the notion that he/she is a teenager. The teenager of today is very different from the teenager of the 40s. The same thing applies for senior citizens. In fact the boomer generation is right now redefining what a senior citizen is. In Sweden for example there are **20%** more entrepreneurs among retired citizens now than before 2007. Globally 42% of the babyboomer generation are delaying retirement.

As people change, society changes too

Established norms are continuously changing. Age groups are also changing in structure. Thanks to modern medicine and enhanced physical well-being **senior citizens** will dominate this planet by 2020.

We also have a strong cultural development driven by the Internet. This digital platform is in essence a “global country” with a shared culture. Considering this, Gartner refers to **Generation Virtual** defined not by age, gender or culture, but rather on a shared culture; the Internet. Gartner acknowledges a different but very relevant generational perspective.
(if you know of *Star wars kid* then you are a citizen too)

To **truly** understand a generation, you need to understand the time that raised them



Generational differences exist, but the influence of the environment of the generation is perhaps critical to defining the perceptions that shape many of the behaviours. Perhaps your tag line could read "To Truly understand a generation, you need to understand the time and place that raised them".

Geographically, Indian generation X'ers have a lot of traits that still resemble the baby boomers, but also some that are relevant to the GenY before it's time.



The other pervasive effect you have seem to have mentioned only briefly is the "globalisation" of everything, with the advent of easy availability and "connectedness". I think this actually speaks to a much greater coming together of cultures and generations than was ever possible before.

GenX and before had to learn things, see things and experience things for themselves. GenY today is able to live far more vicariously through social connections and also has much broader horizons.

For example, I think I can safely say that most GenX'ers in India would be oblivious to the world events and media heroes described in this presentation, but GenY'ers know all about the ones included here".



"To truly understand a generation, you need to understand the time that raised them" - This is a truly wonderful sentence that I agree wholeheartedly with. Political Correctness, which is running rampant in our time, produces media content that frequently makes the mistake of applying current values and attitudes on history. As a case in point, the ban on tobacco commercials on the F1 circuit has led to toy makers producing historic replications of 1970's Lotus F1 cars with big empty spots where the JPS cigarette commercials used to be stuck. But when you see old footage of from those races, the JPS logo is in full view. I think that the kids today see that kind of revisionism as very odd and dishonest. Another thing is the TV series "Dr Quinn" which describes whites and indians as being collaborative with each other and mostly, trying to solve their differences in a friendly manner. As any student of history would recognize, history played out very differently indeed, with the genocide on the so-called native americans being one of the most infamous and brutal in history.

In conclusion, I think the few awake persons in every generation do not take very kindly to the gap between the official story and the true reality. They may not be upset about murder and injustice, but rather being led to believe something quite different from what really happened.



The Silent Generation 1925-1942

"The important thing to consider as a marketer is that the silent generation consume more media than any other generation"

-Mediabarometer

The name of this generation stems from the impression that they appear to have had only a limited and discrete political effect on this world. As an example there has never been a President of the United States that belonged to this generation. Career wise they are described as cautious and risk averse. A survey from 1949 (Fortune Magazine) found that only 2% of this generation were considering an entrepreneurial career. To show the significance of this finding it should be stated that for Generation Y the same number is **78%!**

The world that they grew up in was vastly different from what later generations have experienced. Society before the revolution of the 60s valued its citizens very differently based on sex, skin color, sexuality and social status. A mental artifact from this time is their respect for formal titles.

The silent generation are generous with their time,
But restrained when it comes to how they spend their money.

This is a standard adopted during a childhood characterized by a lack of resources where "repair/reuse" became a societal mantra.

Short Summary



Behaviour: *Loyal, polite, conservative, dutiful, considerate, respects authority, thrifty, collective-oriented, persevering*

World events: *Cuban Missile crisis, Kennedy assassination, Normandy, Korean War*

Media heroes: *Marlon Brando, Fred Astaire, Ginger Rogers, John Wayne, Billie Holiday, Orson Wells, Disney, Frank Sinatra, Nat King Cole, Brigitte Bardot, Marilyn Monroe*

As Coworkers: Silents are enduring team players. Equipped with a sense of stability and teamwork they are stable coworkers. The silent are persevering in nature and firmly believe that it is a noble cause to be loyal to an employer.

As Consumers: They react positively to marketing messages that connect them to other people, while provocative, adventurous or unconventional ads turn them away. Successful ads use beautiful visual scenery and often use a strong authoritative person such as an expert to present the message.



Babyboomers 1943-1960

”80% of the resources on this planet are owned by Boomers”
-BBC

It is not an overstatement that **no other generation has had such an enormous effect on the western civilization** as the boomers. Before them there really weren't any teens (you were either a child or an adult) or rock'n'roll for that matter. Perhaps the biggest changes to our society ever came from a wave of reform that was driven by babyboomers. It was they who marched on Washington to claim equal rights. It was this generation that formed the peace-loving hippie culture and brought in a new era of openness and tolerance. And it seems like all of this started when one woman stubbornly refused to give up her seat to a man with paler skin.

The babyboomer generation got their name from the fact that they are **vast in numbers** and this is also the reason why their retirement will have such a profound effect on trade and industry. The persona of the babyboomer is all about having ideals and being outspoken about them.

Notably, the political spectrum of conversation is where you will find a passion and a flare even in the most introverted of babyboomers. More than anything the soul of this generation is about **conviction**.

“You don't need anybody to tell you who you are or what you are. You are what you are!”
-John Lennon

Short Summary

Behaviour: *Outspoken, Engaged, Materialistic, Powerful, Passionate, Idealistic, Views the world as black or white, Opportunistic entrepreneurs, males are often louder and more competitive than the females*

World events: *Moon landing, Kennedy assassination, Vietnam war, Woodstock, March on Washington, Assassination of Dr. Martin Luther King*

Media heroes: *Elvis Presley, The Beatles, Twiggy, Rolling Stones, Easy Rider, Joan Baez, Jackie Kennedy, Charlton Heston, Sean Connery in 007*

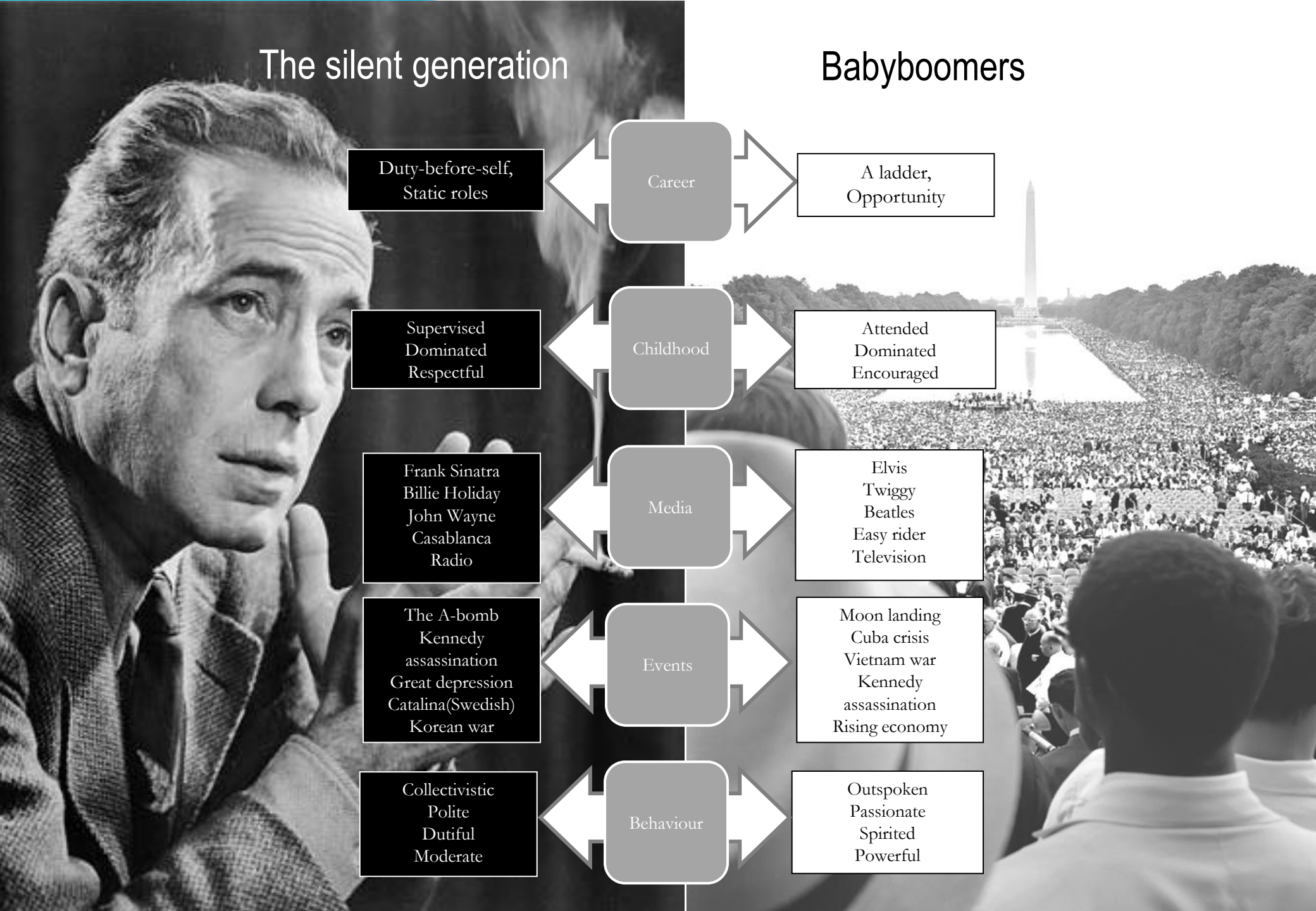
As Coworkers: The outspoken and forceful nature of the babyboomer has made them successful entrepreneurs, CEOs and leaders. The rules of the current workplace were largely created by this generation. Their black-or-white outlook on life and their passionate personas makes them **powerful managers**.

As Consumers: Ads may be provocative, dumb or just crude. As long as it has an **attitude** the message will be well received. Boomers are quite loyal to brands and are keen on **status-enhancing** products.



The silent generation

Babyboomers



Duty-before-self,
Static roles

Career

A ladder,
Opportunity

Supervised
Dominated
Respectful

Childhood

Attended
Dominated
Encouraged

Frank Sinatra
Billie Holiday
John Wayne
Casablanca
Radio

Media

Elvis
Twiggy
Beatles
Easy rider
Television

The A-bomb
Kennedy
assassination
Great depression
Catalina(Swedish)
Korean war

Events

Moon landing
Cuba crisis
Vietnam war
Kennedy
assassination
Rising economy

Collectivistic
Polite
Dutiful
Moderate

Behaviour

Outspoken
Passionate
Spirited
Powerful

"On the silent generation: Both of my grand mums was born during this generation. My fathers mum were housewife but my mums mother worked when my mother was growing up. I agree that they are loyal, polite and respect authority. My mothers mum worked at the same company her entire work life so I think she believed that it is a noble cause to be loyal to one employer."



"On babyboomers: Both of my parents are born during this generation. My dad always talks about the moon landing as one of the most fascinating happenings in his life. He still only knows music from the 60s. I can agree that the rules of the current workplace were mostly created by this generation"

"My parents belong to the Babyboomers generation. I recognize most behaviors mentioned in them; particularly passionate and spirited. Apart from these, both my parents' exhibit an intense desire to see their future generations given all opportunities they particularly missed. Education, equal rights – boy child and girl child, to name a few. They exhibit these much more than I do. This has to do with the times they belong - a rural, newly independent India during the 50's"



"Well, this is my generation in theory. I recognise about 3/4 of the behaviour. "all of this started when..."; that is definitely an American view of the world, and shouldn't be encouraged. One of my ancestors has his seal on the Magna Carta; civil rights started before america was even discovered by the Europeans.

I recall being on a few marches; I think we had idealism but lacked a sense of reality at the time. Nothing hurt US too much; we didn't remember the war; we'd "never had it so good". But having it so good made us very aware of the threats there seemed to be so many things that could make it much worse. And having it so good gave us the luxury of time to think about those threats."

"On babyboomer characteristics: Again, I recognise some of these in my family, in my parents. Independence and perhaps a rebellious streak emphasised by the times through which she was living, lead my mother to leave the family home in her late teens in the 1960s, to live and work in different parts of the UK, leaving the Midlands to live first in Manchester, then on Jersey in the Channel Isles. This was relatively unusual for the mid sixties, for someone who had grown up in a small village"



"World events: - Delete Woodstock and march on Washington,,add Isle of Wight festival and the troubles in Northern Ireland.
Media - hendrix, Cream"

"On world events: Both of my parents agreed that the Vietnam War was the main influence in their teens and early adulthood.

On being consumers: Like similar organisations, past Capgemini B2B advertising campaigns seem to be targeting the babyboomers in decision-making positions at other organisations. The 2006 TOGETHER campaign featured beautiful scenery and a confident, expert tone"

"I'm thinking that we had something akin to the baby boom generation in Scotland in the 19th century. The contry produced far more innovations than was proportional to the size of the population, but the thinking and the environmental factors, or some of them, were in place. There was almost universal literacy, and a culture that was much in favour of equality of opportunity - not the egalitarianism of communism that tries to bring everyone down to the same level but that of opportunity where everyone is encouraged to be all they can be."

Generation X

1961-1981

Generation X is a name coined referring to the X variable, *something* that can be *anything*. The name points to a generation that when analyzed as teens seemed to lack drive and ambition. In fact the term *Mjobs* was made to describe how the youth of this generation seemed to jump between low-wage-no-career-work. But a turn came for the better part of gen X when they passed 25 and found a "religion" in the idea of building a solid career. Since then Gen X has been **fiercely ambitious** and quick to **sacrifice spare time** to make the work, "work" (the average Gen X works 47 hours a week). This generation came about at the same time

as the pill and therefore they have only about half the numbers of the babyboomers. The childhood of X was shaped by the parenting ideal of that time which stated that the ideal parent "left the child to explore the world themselves". Gen X are usually referred to as the latch key-generation that was the first to have both parents working.

Ingredients of the Generation X psyche

- ✓ Media message is "power corrupts" (Watergate, Bhopal, Fermenta etc). This made Gen X critical thinkers and atheists. They also got to see two American presidents on trial.
- ✓ The cold war was the backdrop in the 80s
- ✓ Children's programmes always had a moral lesson
- ✓ Video violence debate raged
- ✓ Weak consumers, low on capital as youths
- ✓ Ignored by marketers
- ✓ Still waiting for their 15 minutes of fame

”

Back in the Eighties, record-industry producers tried to impress us by showing us their collection of gold and platinum records. We were like, 'Do you have any more Jack Daniels?'
- Slash”

Short Summary



Behaviour: *Independence, Irony, Apathy as youths - Ambition as grown ups, Result oriented, distant and objective, atheism, source criticism is high in this generation*

World events: *Chernobyl, AIDS, Berlin wall take down, Challenger explosion, Kuwait, Vietnam war, Bhopal, Watergate*

Media heroes: *Donkey kong, Pacman, Nirvana, David Bowie, Queen, Guns 'n roses, Macgyver, Rocky, Kraftwerk, Dallas, MTV, Max Headroom, Amiga, Clockwork orange, Roger Moore is 007*

As Coworkers: Generation X are independent workers that strive to be effective with time above all else. They hate meetings-about-meetings and are not convinced that face time is the best way to use time. Generation X are effective problem-solvers, used to fend for them selves. **"There are no problems, only projects"**

As Consumers: Gen X are non-sentimental and cognitive buyers that ignore status-enhancing products to some extent. These consumers make conscious decisions and mix word of mouth advice from their friends with professional reviews. Gen X likes to feel exclusive and non-mainstream in their choices.



“As Workers: We are very independent and see time as a scarce resource. At the same time we like horizontal organizations and dislike authority and rigid work requirements. Constructive communication is very important for us and we want feedback in order to see that our work is paying off – this also makes us more productive and confident. If the feedback is negative we are good at blaming others for the reason – we don’t like taking direct responsibility.

Other traits include working well in multicultural settings, desire for some fun in the workplace and a pragmatic approach to getting things done in time.”



”As Consumers: We are conscious and loyal consumers – we do like buying famous brands and to feel exclusive, but are at the same time very price conscious. We are aware of the impact of the big conglomerates and if there is any breach of trust or misguidance/misleads in their way of doing business, we are very consistent by e.g. not buying their products. “

“On being co-workers: I recognise the point on time-efficiency, even if in today’s age of ‘micro-time’ and social media I don’t necessarily succeed in optimising my time. I wonder whether other Generation X-ers notice this? Generation Y seem to have embraced this, I have, but with reservations as it can also lead to a lack of concentration.”



”On media heroes: Mother Teresa, Princess Diana, Michael Jackson, Madonna, Boy George, Eddie Murphy, The Huxtables, The A-team

The Blockbuster movies were a big hit - Back to the future, Star Wars and E.T. served action and adventure. There was a focus on family life in the media, where e.g. The Huxtables became quite famous. It was the portrait of an upper-middle class African-American family and their every-day life. Another very famous program which we all followed was Family Ties. The series at that time reflected the contemporary issues, which was the importance of family values (gender roles) and especially parental involvement, where the women were housewives taking care of house and children, and men were at work and provided the family. “

On media heroes: I would add Kylie Minogue, Lenny Kravitz, Michael Jackson and Madonna as influences in 1990s Great Britain.

“On being consumers: I disagree that Generation X-ers ignore status-enhancing products. In my experience a taste for nice things develops as earnings increase, but I do agree that we are less concerned with status and celebrity than Generation Y, something which I find extreme.”

“On behaviour: Although I did not think so at the time, I now recognise a certain degree of apathy in my teens, which has developed into greater professional and personal ambition in adulthood. But is this not a characteristic of teenagers of all generations? It would be interesting to pinpoint when exactly this happens, and whether it depends on the level of education attained. For me, it was when I started to make my own life in another country. I believe we are a less superficial generation than Generation Y after reading this report, does that mean that their ambition is shaped later? Perhaps in a different, less linear way.”



“On being fiercely ambitious and quick to sacrifice spare time: While I would be the last to call myself ‘fiercely ambitious’, I did recognise myself in this statement to some degree, more than I had expected. My personal situation allows me to sacrifice spare time to fulfil my professional commitments at this stage of my life, but in a slightly different way I also sacrifice spare time by taking on freelance projects that interest me, and use the time to develop other areas of interest alongside my day job. This ties in with the idea of the non-linear career for Generation X-ers identified in this report as being ‘like a web’. I may not be the most ambitious person in the classical, career-driven sense, but I do put in a lot of work towards both professional and personal goals, wherever they lie. I see ambition as relating to my life as a whole.”



“I think that you can say in general that I am seriously sceptic about the government's and other institution’s good intentions towards the common citizen. What is good for all may not be good for you and me. I repeatedly hear that if I am disgruntled by dishonest politicians, I can vote them out of office every four years. But that is only one moment of accountability in an ocean of time to do mischief with virtual impunity. I am all for the democratic process, but not those who try to enrich themselves by turning it around on others. Power-drunkenness of the current power elite is going haywire with efforts to outlaw ‘undesireable behaviour’ in small kids, drugging them into submission and even hauling them off from school in handcuffs. Increased efforts to control the population will only result in an appearance of control, not real control. The vulnerability of such a societal construction will become quite clear when economic crisis starts tearing up the fabric of society with social upheaval becoming the order of the day.”



“I actually worked at MacDonald’s for a short period of time and remember it being frustrating to be labeled as part of the youth with lack of drive and ambition. It was a conscious choice with a purpose of saving money to go travel abroad before going back to the studies. Generation X had new possibilities of travelling; it became more common and it was normal to take a year after high-school to go travelling, both to find oneself but also to expand horizons. “



”Well, I think I recognise a lot of these behaviours too, though in theory it isn't my generation. But then, owing to a 4 year university course I wasn't looking for work until the economy broke; like so many Generation X my career failed to take off for many years. At age 36 I had very little property or savings; in the next 10 years I caught up and overtook the average. In fact I'd say these behaviours match me better than the Baby Boomer behaviours. One wonders how much of the "Apathy as youths" was owing to the recent widespread availability of Cannabis. In UK and perhaps elsewhere, the successive Left and Right wing governments seemed to conspire to break up the traditional communities, leaving no sense of belonging. Widespread immigration also played its part, leading to a great sense of insecurity and a drive toward gangs, tribes, clubs and all the rest, to give one something to belong to.”



“I grew up in North India, which is more conservative than other parts of India. Having both parents working was still something people would comment about and the most appropriate career for a woman, if any, would be teaching. I don’t think that parents were very liberal during that period in India. Mine were, but that is a different story. In terms of religious beliefs, I find a surprisingly large number of my peers are strongly religious and actively participate in religious activities. I do not agree that many are atheists. This may have something to do with the rise of religious fundamentalist groups in India during our school years (1992). “



Generation Y 1982-2002

40% have a tattoo
PEW research

31% believe that they will
someday become a celebrity
- Joeri Van Der Bergh

8h A child growing up in 1997
on average had 8 hours
more supervised time per
day than the children that
grew up in 1981.
-Michigan Social institute

"I was always famous, it's just everybody didn't know it yet"
-Lady Gaga

Gen Y comes from a world of different social norms. They are digital natives that grew up as sheltered, supervised, appreciated, and acknowledged individuals. The world had a bright economic backdrop in the 90s where they learned to look at career *as personal development* and on spare time as sacred. Their generational profile is optimistic and altruistic while at the same time highly individualistic. In fact rather than marching for their beliefs, they consume consciously and promote good causes by consumerism rather than activism. The attention received as children has provided them with a high level of self esteem and sense of worth (sometimes referred to as "the little emperor syndrome"). They are keen on becoming famous and dream of a place in the spotlight where they get their 15 minutes of fame. Generation Y are considered *high maintenance* but also *high performers*.



Short Summary

Behavior: *Energetic, Fearless, Driving, Inquisitive, Jack-of-all-trades, Competitive, Social*

World events: *September 9 / 11, Terror bombings, Obama presidency, Tsunami*

Media heroes: *Girl power!, Lady Gaga, Betty White, Mark Zuckerberg, Michael Cera, Rhianna, Beyonce, Katy Perry, Eminem, X files, Entourage, Nintendo, Harry Potter, Pierce Brosnan in 007*

As Co-workers: Generation Y are social and collaborative in their nature. They have a tendency to be uncomprehending of hierarchy and silo-thinking in organizations. These Tech-savvy, inquiring and ambitious people are potent workers even though their take on life challenges the norms of the modern workplace.

As Consumers: The Y-generation are wealthy consumers and powerful trendsetters. They are known for creating their own trends and for holding their friends 'advice in very high opinion'. Their perception of status is very different from other generations and their pattern of consumption is based on affective values rather than cognitive ones.





GENERATION Y CONTINUED, THE TIMES ARE A-CHANGING (GET A NEW WATCH)

70%

find it “very likely” that they will change employer within a year.

*-Yahoo Hot jobs, (two different surveys)
Trend index 2011 Talent relations*

This is why the concept of “the Gold Watch” Is dead.



- ✓ In 1982 the personal computer was announced “Man of the year” in the Times. This is why this year is considered to be the birth of Generation Y and the dawn of the digital age.
- ✓ Gen Y have a tendency to plan careers and academic trails long in advance.
- ✓ 70% of this Generation (ages 18-24) are in favor of plastic surgery.
- ✓ The Irony of choice is that the more choices you can make, the more liberated and autonomous you feel up to the point, where the number of choices becomes the stress in itself. Generation Y knows this better than any generation before them.
- ✓ Gen Y have lateral careers rather than vertical ones.
- ✓ In the generational soul of Generation Y, ambition is a most popular trait.
- ✓ Appearance is **very important** to Generation Y and especially the ideal of having a unique look.
- ✓ They are strong, generous consumers with five times the spending power that their parents had in the same age.
- ✓ They believe that they are lacking both money and time.
- ✓ They Care for the environment and engage in CSR work. Worth mentioning is that this ideal is strongest within the Asian Generation Y.
- ✓ Very strong female celebrity base.
- ✓ They are globetrotters well versed in different cultures, but at the same time most agree that 9/11 changed their world order.
- ✓ Work and spare time are seamlessly integrated
- ✓ Low respect for seniority on its own, but high respect for perceived competence.

”Being ‘experienced’ can mean that you have done something wrong for a looong time”

-Gen Y

“Because of growing up with bigger sisters that were generation X, my media heroes are the ones listed for the generation X. However Nintendo 8 bits I know all about.

I do hold my friends’ advices in a very high opinion and as a consumer I usually never buy before checking the reviews on pricerunner!

I fully agree that the idea of the goldwatch is dead even though my mother has only had one employer and has been working at the same hospital ward since she was 18. That the idea of the goldwatch dies is due to the fact that markets and trends changes more rapidly nowadays. Perhaps does it also correlate to generations Y’s aspirations for being famous? As one might have bigger chances of finding that fame and fortune if the horizon widens.



“Although I have noticed a fascination with celebrity in Generation Y, the extent of it, and the extent to which the media in the UK and France – although the UK to a far greater degree – encourages this, is alien to me. Actually aspiring to be famous for itself seems vacuous, and represents a disconnect with the my own outlook and that of my peer group”

“I do think it is correct that 37% of the children born in 1997 are supervised more than the ones in ’81. Being born closer to ’81 than to ’97, I feel that I was less supervised than the ‘younger generation’. ‘In my days’, there were no cell phones for children, no child-lock on a TV or computer, ...”



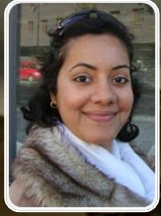
“I can agree with the statement that 70% of ‘my generation’ thinks about changing jobs in a year... In these times, it is easier to have access to information about our peers.

‘What should somebody with my degree earn?’ ‘Where are my former friends working, and how much would they earn?’ We are driven by the goal to earn as much as possible, or to have the highest job satisfaction. We are scared that we will miss out by staying at one employer for too long...”

“I wouldn’t call myself a *digital native*. All through secondary school we had to take notes with pen and paper. OK, we could use a computer to type out book-reports, but the main source of information throughout my secondary school was the library (‘the old-fashion way’).”

Up ‘til now, I still do not own a smart phone. I have a good old Nokia (just for calling and text messaging)...

I wouldn’t call myself ‘high-maintenance’, but I can understand why our generation is perceived that way (we want everything, immediately and as cheap as possible ☺)”



“Generation Y believes in visibility – in any and every form. Television trends perhaps reveal this the best: with reality series and talent shows, participants try to put themselves on the wall of fame. Most participants are from Generation Y. Stars are created within seconds and popularity can be gained within days. If you know how to put yourself up there, followers will be abundant”



“It’s a period when social economic models seem to failing and presenting a picture of the future that would not encourage a younger generation to adopt the behaviors or patterns of the older generation. Technology for a younger generation is a means to bypass traditional restraints on the distribution of information and knowledge and has already resulted in the so called Arab Spring in terms of political activity as setting some new precedents that may or may not spread to modify politics in many countries.”



“One important aspect that seems to have been skipped here is the amount of pressure on each generation from its predecessor. For example, GenXers typically were expected to have far more responsibility and “common sense” as opposed to GenY. GenX was expected to provide stability, build a good home, have a good job and so on. The change for GenY was that they are expected re to be “creative”, find their own space and especially not frowned upon for alternative career choices. “



“I am born in the beginning of generation Y and can agree to many of the parts in the stereotype of my generation. Big world events for me is September 9/11 and Tsunami in Thailand. As a Cooworker I think I have a tendency to be uncomprehending of hierarchy and silo-thinking. I consider learning to be a constant process rather than something that starts and ends in a classroom. I will probably change employer many times during my work life. I already had two different employees in three years and I also changed focus. I think generation Y won’t be able to feel safe in their employment, there are no safe jobs. And we won’t accept non-productive managers as we have low respect for the authority”



“I suspect that with Gen Y will come a regression towards a tribal society, especially with a background to the economic change that is going on right now. The gigantic economic change means that criminal networks are active as never before, with e.g. prostitution running rampant in eastern Europe, in particular the former Yugoslavia. Many indicators that Gen Y will not enjoy as high a standard of living as the former generations are present, not the least of which are the results of wealth consolidation that prominently the Bush White House has pursued. There will be less assets to go around from now on. This means a society that consists of ‘cells’ rather than one single entity. We may compare this to the theories around fourth generation warfare, as practised by Al-Qaeda or the collapse of states like Egypt and Libya. However, I do think that most of the Gen Y will get their 15 minutes of fame, but it will not mean as much as it did in the 1980s, when there were mechanisms (now long gone) in place to make superstars.”

X

Y



Like a web,
development

Career

Like a journey,
stardom

"Do it yourself"
Loneliness
Responsibility

Childhood

Coaching
(or curling)
Attention

Nirvana
Kraftwerk
Madonna
J.R Ewing
Rambo

Media

Eminem
Girl power!
Tattoos
X files
Lady Gaga

Chernobyl
HIV
Nuclear arms race
Berlin wall
Vietnam

Events

9/ 11 2001
Kuwait
Climate change
Reforms in School
Strong economy

Irony
Source criticism
Atheism
Ambition

Behavior

Soft guys
hard girls
Exhibitionism
High self esteem



1952 – 2 minutes to midnight
Korea war



1984 – 3 minutes to midnight
The cold war



1991 – 17 minutes to midnight
Collapse of the Soviet union



The doomsday clock

In 1945 a deadly nuclear payload is dropped on Japan. A loss of innocence occurs for our species when we discover that we now have the ability to destroy ourself. As a response from a concerned scientific community *the Doomsday clock* is created. The clock is a symbolic installment, illustrating the threat level in our world. It is since then managed by an organisation called B.A.S that continuously monitor the state of our world in terms of war, pollution, epidemics and economy. When significant events occur that change the stability of our society then the clock is updated. This is done by moving the minute hand on the dial. The fewer minutes until midnight, the more serious the state of the world. We are currently **six minutes to midnight**.

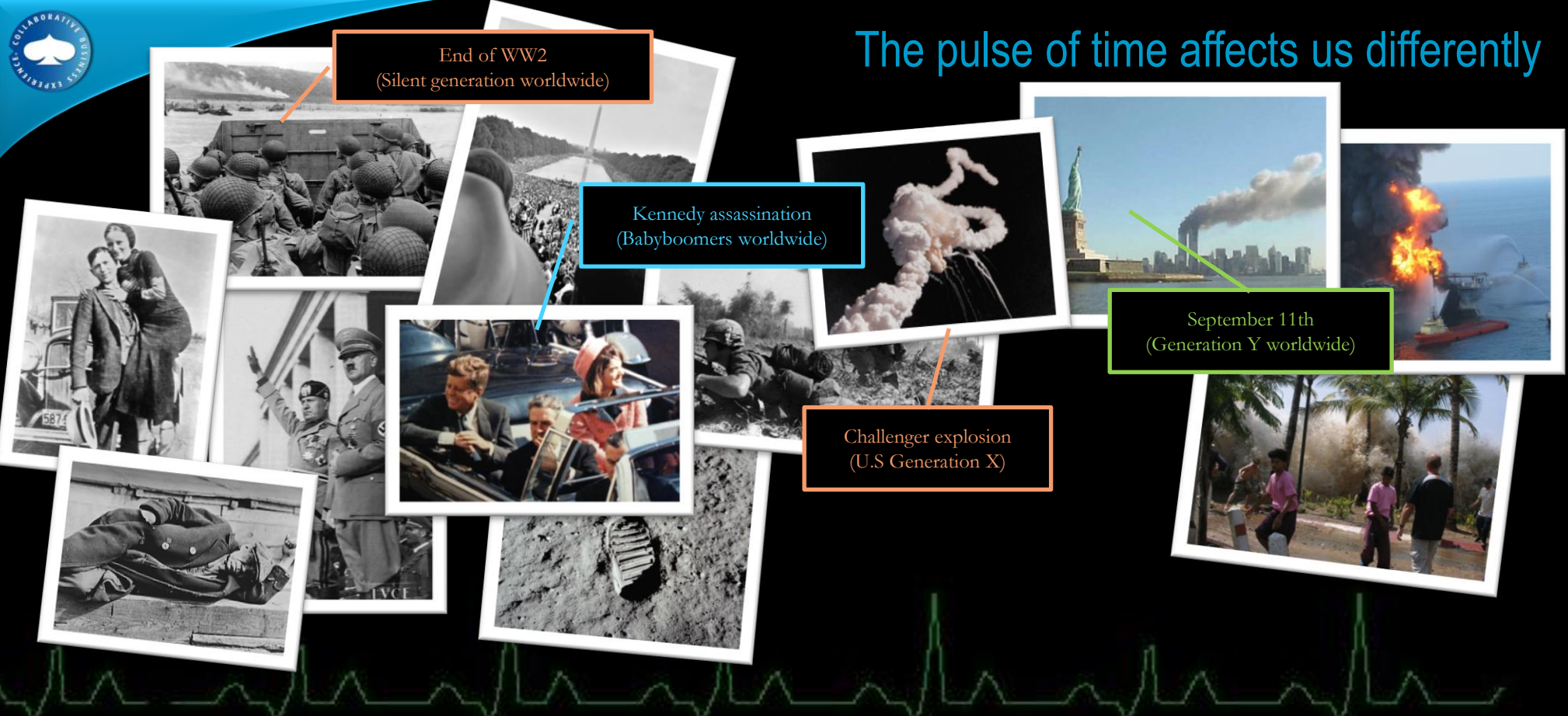
”Consider the differences of the threatlevel during the childhood of Generation X and Generation Y”

How does this affect a generation?

Regardless of whether you are aware of the doomsday clock or not, you are usually aware of the hostility of the world and the possible threats. The effects that the threat level has on a generation of children can be summarized in two parameters:

1. if you grow up during threatening times, then you are **less likely to perform altruistic acts** of kindness
2. if you grow up during threatening times then you are likely to have a **short-term orientation**, meaning that career plans and educational strategies are somewhat reactive.

The pulse of time affects us differently



End of WW2
(Silent generation worldwide)

Kennedy assassination
(Babyboomers worldwide)

September 11th
(Generation Y worldwide)

Challenger explosion
(U.S Generation X)

What do you recall?

I have found something that I think is interesting. When asked: "What world event do you have the strongest recollection of?", we will (in 90 % of the cases) think of something that happened **before** our 20th birthday.

Because of this there is a generational consensus on what events people find most defining for them. For example: If your born in the 70s and you are Swedish I am **very** certain that your strongest media moment was "the Assassination of Olof Palme"(the prime minister).

Another finding I have found is that it is very rare that the news we remember this strongly is something positive. There is a psychological explanation to this since we are programmed to be more observant of things that may potentially threaten our safety. Hence negativity seems to stick.

” One generation plants the tree, another gets the shade”
-Chinese proverb



“Perhaps more relevant to the Indian context, but for GenX the bigger threat (sometimes even realized) than the cold war was always the constant presence of war with Pakistan and the terrorism it spawned. This was slowly replaced and made more relevant with 9/11/2001, but for most Indians, it was simply a vindication of what we had been trying to tell the world for years. Gen Y has seen more of terrorism than war, but it has also seen a response that was either inadequate to control the threat, or so blown out of proportion that it seemed inappropriate and overdone”



”The first news event I recall hearing about was Yuri Gagarin; the first I remember telling other people about was the Kennedy assassination. By the time of 9/11 I had definitely gone beyond seeing things in Black and White; I recall thinking that maybe now, at last, we'd get some understanding from U.S. of why we were so upset about the funds coming from America to support I.R.A. - some understanding that their foreign policy can no longer be "fire and forget"; that at last they may start to act responsibly. If you think that's shocking, you need to remember that some of us were pretty used to terrorist activities, and knew to just get on with our lives.”

“*On world events:* During my childhood, the assassination of Rajiv Gandhi, the prime minister of India and the riots due to the Babri Masjid incident made a significant impact. The riots resulted in schools being closed and examinations being cancelled. The 9-11 event was probably the most significant one in my youth. I still see and feel the effects of it. The most recent events like the protests in the middle-east, Occupy, financial crisis have an ongoing impact”



“No doubt that AIDS was a big issue in the 80s and people were anxious and frightened of being infected. It was a disease that was linked to gay people and drug users, who were alienated from society. There were big campaigns in the 80s like “Can you get AIDS from a toilet seat” – which brought out fear in all of us – it was the invisible enemy. “



I would give a few answers: the demolition of Babri Masjid in India (1992), the collapse of the Berlin Wall (1989), the end of Apartheid and the swearing in Nelson Mandela as President (I remember crying tears of joy) and the Gujarat Riots in India (2002). The most dramatic change was the liberalization of the economy in 1991 which allowed foreign companies to come to India after nearly 20 years. People can still recall the first Pepsi ad they saw! This also allowed satellite TV to come in along with the internet. This had a direct impact on my generation in our access to information, our thoughts, our behavior, our lifestyle choices and our role models. As consumers I think we do aspire to own objects that can be status symbols, not just utility items – expensive cars and gadgets.

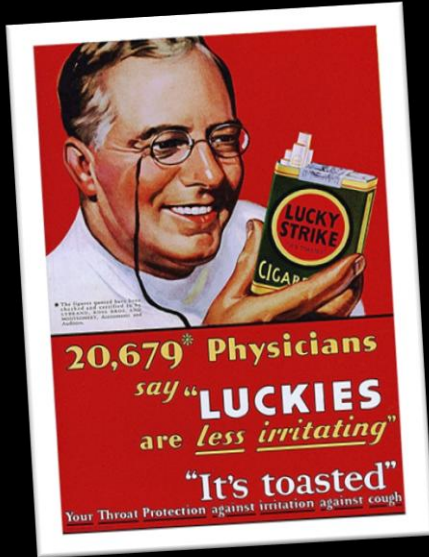


”*On world events:* As a Brit, I would add the death of Princess Diana in 1997, when I was 17, as the stand-out event of my youth. The influence of the terror attacks on the Twin Towers in 2001, continues to loom large in my adult life, more so than I had expected at the time.

I notice a constant, tangible threat in cities like Paris, London and Mumbai, the places where I live, work and travel. I feel an atmosphere of wariness very keenly, in part due to the influence of the media and the fact that we retain negative information to a greater extent than positive information. Maybe this is also to do with not having grown up in the context in which I now live, in a big city?”



The definition of a "great ad" is set by generational norms



50s and 60s

Ads that are successful describe how they increase the bond that you have with your friends or your **family**. They reflect a time where society is very collective in its views and where the individual is largely defined by his/her family belonging. Particularly, Indian and Chinese culture adhere to these norms. An attractive message is that "Our product strengthens the ties to your friends and family"



30s and 40s

Marketing revolves around the idea of the "strong authority figure" (like this doctor). The main character in the ads is usually an older person since **seniority is very important**. It is perceived as favorable to be older, and people become of age quickly. This is a norm that is very visible in many current Asian ads.



Current

Youth has become the holy Grail of our society. Trends are started by young people and then spread upwards to older generations. We are also extremely individual in our approach and a successful market message is about "I". Trends are relatively short-lived and hard to predict as the young generation seems to invent their own hypes. Word of mouth and peer recommendation are the bearers of the message.

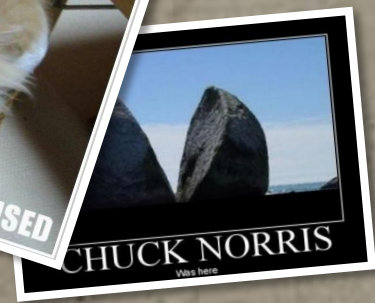


"Some ads also takes it all the way – for instance warning labels on cigarette packages with pictures of people dying of lung cancer diseases with hardcore statements like "smoking can cause a slow and painful death" with pictures of a dying father surrounded by his children – and directly tries to force you to take a stand towards smoking. "



"I believe it is more about what the generation believes is most important to happiness and success. GenX (in India) believes that the family comes first and therefore must be the priority, so anything that enhances that will always sell. For GenY, it is more about "me" and how I can best utilize something – so thats a key differentiator in advertising having changed over the last few years. "

Even the concept of "what's funny" has a generational side



20s and 30s

Comedy explores jokes based on hierarchy and gender roles. An authoritative person such as a policeman, general or a priest is often involved.

60s and 70s

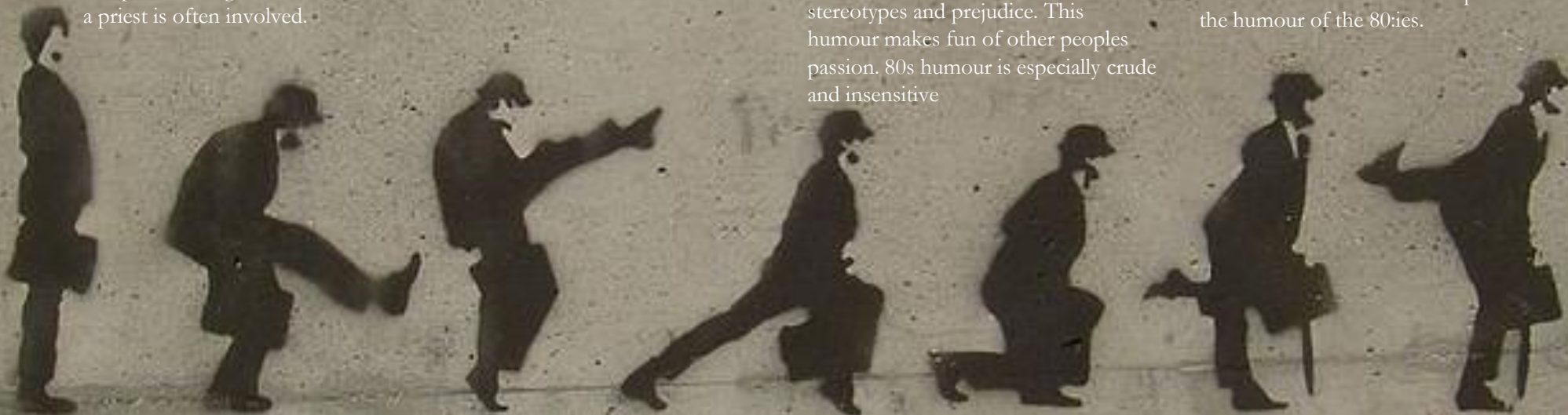
Political satire becomes accessible to anyone. Comedy from this era is usually witty, covertly political and operates on many levels.

80s and 90s

Raw humour and ironic jokes are typical of this period. To be fair this is more like concealed criticism of society. We joke by exploring racism, stereotypes and prejudice. This humour makes fun of other peoples passion. 80s humour is especially crude and insensitive

+2000

The internet has opened the world up for peer-to-peer-jokes. LOLcats and Chuck Norris jokes are examples of these. Modern day humour is simplistic and often kindhearted in comparison to the humour of the 80:ies.



”

*I do not like that man.
I must get to know him
better”*

-Abraham Lincoln

The words uttered by President Lincoln could be applied to inter-generational encounters as well. Prejudice seems to be vulnerable to social exposure of the element that we are prejudicial about.

By exposing one self to other generations one might find that the young people in your project group are not “rebellious” but rather “critical thinkers”. You might find that your older colleague is not “afraid of change” but rather just seasoned in how the changes in question will work out in the end.

	<p>The silent generation</p> <p>Polite Principled Persevering Collective-oriented Earthy</p>	<p>1925-1942</p> <p><i>Superficial Rigid Monotonous Stingy Impaired</i></p>
	<p>Babyboomers</p> <p>Direct Idealistic Enterprising Powerful Loyal</p>	<p>1943-1960</p> <p><i>Blunt Simplistic Materialist Dominant Comfortable</i></p>
	<p>Generation X</p> <p>Independent Source critical Ambitious Objective Unsentimental</p>	<p>1961-1981</p> <p><i>Loner Cynical Disloyal Rebellious Insensitive</i></p>
	<p>Generation Y</p> <p>Optimistic High Self esteem Competitive spirit Team player Questioning</p>	<p>1982-2002</p> <p><i>Naive Disrespectful Stressed Irresponsible Cocky</i></p>



“I am having some difficulty with the term ‘naïve’. I can see why it is placed there (we have access to so much information, that we do not really research everything and maybe ‘trust’ too much on what we read online), but I wouldn’t call myself naïve. One of the things that our generation can do, is easily travel and explore other cultures.”

On independence as a characteristic: I identify strongly with this. My parents brought me up to be very independent, which has maybe influenced me to make a life in another country.

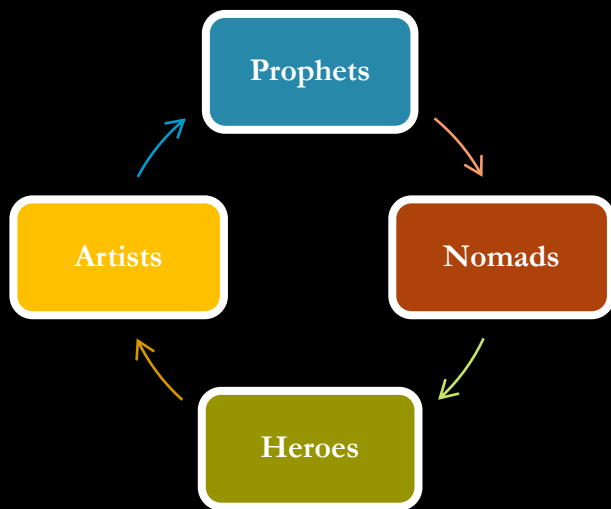


“Traits Generation Y: High self esteem, questioning, team player, stressed.. sounds about right! Especially have experienced that the ‘questioning’ trait is not received in the same spirit by other generations. Most see it as Arrogance. Maybe they combine high self esteem, questioning and disrespectful?”

“Not sure these adjectives apply to Indians. It is common to see people my generation express themselves emotionally or to cry on TV programs. It is not necessarily considered ‘weak’ either.”



	Silent	Babyboomer	Gen X	Gen Y
<i>Driver</i>	Collectivistic	Idealistic	Realistic	Optimistic
<i>Career development:</i>	Static	A ladder	A web	A journey
<i>Ideal boss</i>	Fair autocrat	Passionate champion	Trusting (and out of the way)	Communicative coach
<i>Skills</i>	Specialism	Entrepreneurial	Generalism	Episodic
<i>Respects:</i>	Seniority	Experience	Titles	Competence
<i>Information preference</i>	Face time	Analogue	Digital	Cloudy
<i>Media</i>	Newspaper, radio, tv	TV, Internet	Internet , TV	Internet, TV
<i>Workstyle</i>	Process	Activity	Project	Collaboration



A constant cycle of four roles

According to historians (William Strauss and Neil Howe) there is strong evidence suggesting that there really is only four generations. The four generations then come and go in a one hundred year cycle. According to this theory every generation is a counter reaction on the preceding generation.

1. One role is the **artists** that are a collectively oriented generation, loyal to the employer and the community, but at the same time self sacrificing and conservative.
2. The next generation is therefore the **prophets** that look upon the world as something that they want to change. The prophets tend to be idealists with strong political beliefs.
3. The next generation are the **nomads** which feel out of place and alienated in the society that was created by the prophets. They become critical and independent islands.
4. The next generation then are the **heroes**. They are positive, energetic and individualistic. They look on the world as if it is a game and they are out to score as many goals as possible, but without changing the rulebook (they still appreciate the shortcuts though)

Five facts about Generation Y

- ✓ Only **19 %** chose their education thinking that it should lead to a career with high salary
- ✓ A secure employment was ranked as the most attractive trait of an employer (**46 %**)
- ✓ Of those prompted **82%** say their education coincides with their hobby.
- ✓ **58%** of the respondents had ambitions of becoming managers .
- ✓ Despite the contemporary focus on social media **60%** said they prefer to familiarize themselves with organizations by personal meetings
Source: Trendindex, Talent relations 2010, (survey conducted in Swedish universities and high schools)

In 1977 the average work week was **42 hours**.

Generation X is today working an average **46 hours** week.

Generation Y averages **37 hours**.

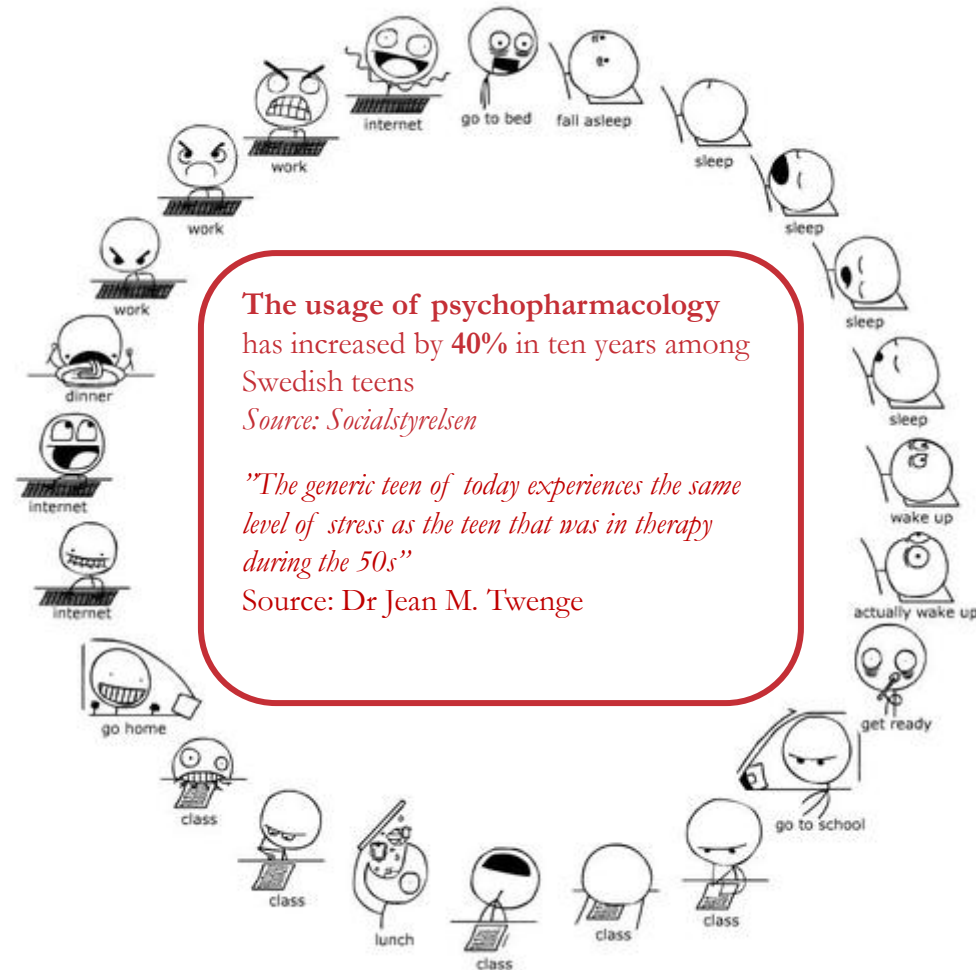
Source: Families and work institute 2004

*Note: **This number is irrelevant** since work and spare time are seamless streams for Generation Y*

75 % of Generation Y believe they will return to school to acquire new qualifications (very often in a new industry).

Source: Yahoo! Hotjobs 2007

Lies, damned lies and statistics





Statistics specifically about Generation Y

85% of North American teenagers state that **one of their parents is their best friend**

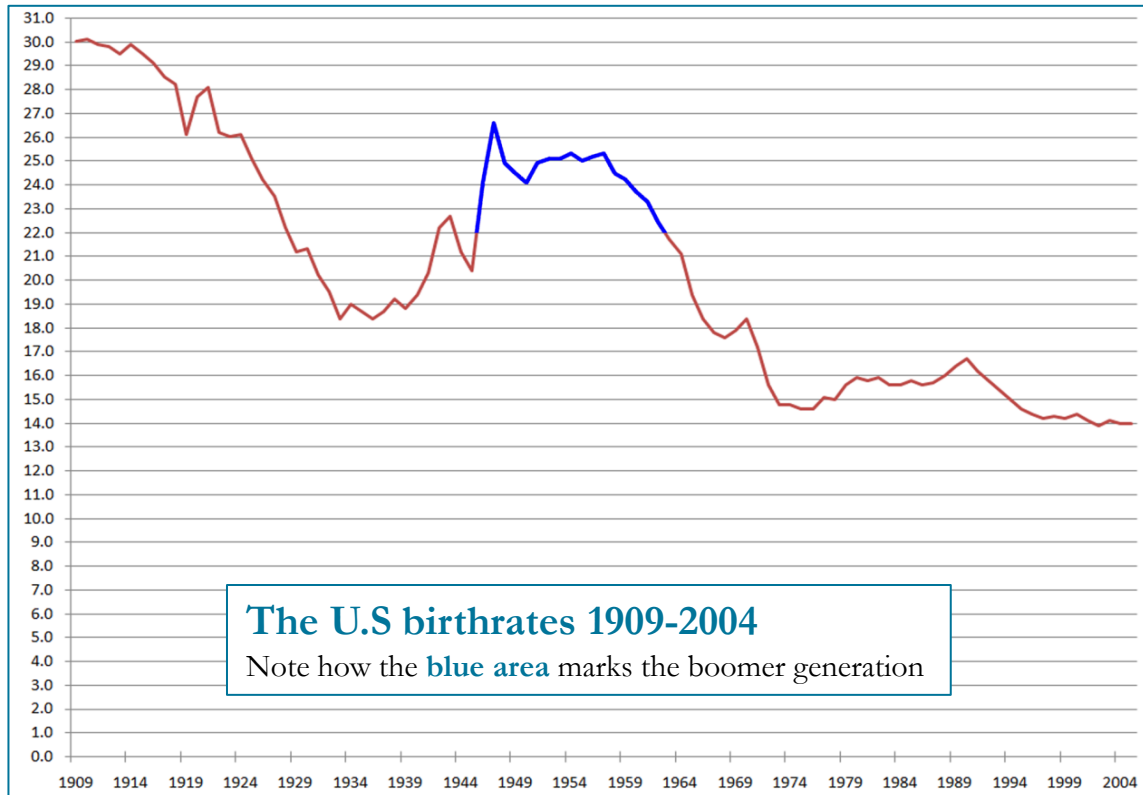
Source: US Schupak HT 2008

93% of Generation Y say "no thanks" to direct marketing.

Source: Anders Parment

(However 92% say that they like the humour in advertising and **76%** think their friends' opinions are more reliable than corporate messages. However, only 24% are critical enough to go online and search for objective information about a product.)

Source: CRUSH 2009)



Generation Y grades "a manager who I can respect and learn from" as the **top priority** with an employer in terms of the overall work situation

Source: Yahoo Hotjobs & Robert Half International 2007

Generation Y affects **81%** of all purchases in a household, and **56%** of all car purchases

Source: Joeri Van Der Berg

"On 19% choosing education for salary: I did not make this kind of decision when I was younger, in my experience and that of some of my peers, Generation X came to financial stability later. In Britain in the late 1990s, further education (post-18) choices were made almost for pleasure and I was encouraged to continue with what I enjoyed and was good at, rather than take qualifications which could lead to a high-paying career. Unless an individual had a specific vocation, career choices could be made later. My peers in France were required to think differently however, as once on a certain trajectory, it is harder to change education and career path."



"On 82% who believe their education coincides with their hobby: My first reaction was "lucky them!" For me, this makes Generation Y idealistic and pampered, yet also perhaps nurtured and driven. Maybe this generation is not yet aware of the factors that can change the course of lives and careers, is this to do with the relative stability in which they grew up?
On usage of psychopharmacology: This does not surprise me, I imagine statistics would be similar for the UK for teens and those in their early twenties, but maybe lower for France."

"On 75 % of Generation Y believe they will return to school to acquire new qualifications: I couldn't agree more
The usage of psychopharmacology has increased with 40 % in ten years among Swedish teens I am familiar with this trend, but am not a part of it."

"Generation Y averages 37 hours: Hmm, not for me... Or at least if feels like a lot more 😊 just to prove my point, I am writing this at 9pm in front of the television (but would you consider this as work? Or pleasure?)"



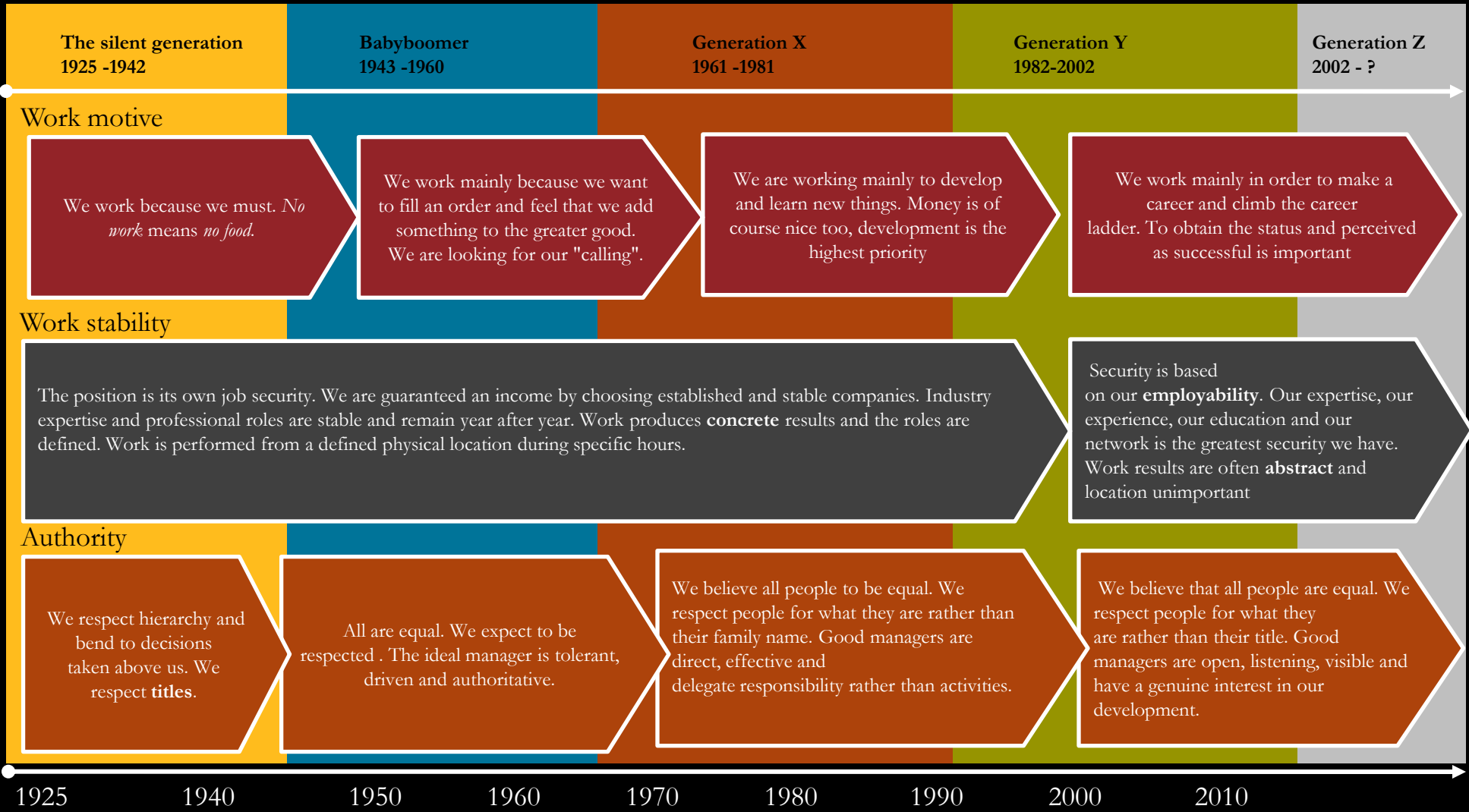
"If 46 % of generation Y do find it attractive with secure employment, maybe Y's are only victims of the fast changes that occur nowadays? Changing employer might not be their own choice. If an employer can promise a secure employment that could be a big win for the Y"



"Only 19 % chose their education thinking that it should lead to a career with high salary: Hmm, I'm part of the 19% then... 😊 No, this is not totally through. But I have to admit that I chose the education that would get me almost certain a good job (instead of doing what really interested me...)"



Work related social trends (mainstream)





“*On work Motive* – Work should be fun and an environment for which you want to get up at 6am and spend 60 hours a week”

“At work the traits of hierarchal management and control based on a structure with decisions handed down based on information that for many employees is less than a real appraisal of what is happening against the information they have through social tools is once again producing the same fractures between those who use technology and those who don't. Completely reminiscent of the introduction of the PC for the previous generation who are now the embattled managers struggling in the face of a new wave of technology.”



“There is a new emphasis on leadership, the visible capabilities of those who can be seen to provide the answers and engagement with events perceived as necessary by their socially linked online colleagues usually of a younger generation. Communities elect their leaders by choosing who they want to follow. The last generation used the PC to change management styles, and organizational business models under the pressure of the 1991/2 recession to reflect the knowledge capable management of spreadsheets etc. The current generation will see the same changes over the coming three to five years once again reflecting the pressure of the current recession generating pressure on enterprises to use the ‘experience’ and ‘knowledge’ of their people to win. Death of hierarchy and management? No because a decisive decision structure and good management is a core competency but yes in terms of succeeding in newly competitive conditions by creating new business models”

“*On work motive*: I can remember myself expressing these sentiments in job interviews in my early twenties. With age, this becomes much less true, I wonder whether this will be the case for Generation Y? Maybe not.

On work stability: I am surprised to find myself agreeing with this! Comfort and stability count for me, but I do not necessarily see myself working from a defined physical location, or with the same organisation, in the same industry for the rest of my working life. This is considered quite an Anglo-Saxon outlook in France.”



“I have seen many in my generation (Gen X), to whom title seem to mean everything. During my career, I have met only one or two managers in my generation who took any interest at all in human capital or subscribed to the idea that management is about letting other people grow by empowering them. All the others spent their time in turf wars with peers or their subordinates.”

Notable patterns decade by decade, 30s-60s

30s - Poverty and depression

The thirties becomes an economic meltdown that pushes the western world into pitch-black poverty. People are forced to eat their pets, and put their horses in front of their cars to get around when gasoline is tight. Companies that have flourished for hundreds of years collapse faster than the financiers can jump from their skyscrapers. The world is in a very deep financial crisis, unlike anything we've seen after that time.

40s - Heroism and welfare in the Nazi shadow

This decade is characterized by a raging war that involves the whole world. Food and fuel is rationed while the smoke spreads further and further across the globe. The world economy is strained to the breaking point while industries are manufacturing tanks and bombs at an absurd pace. The period after the war ends is characterized by a very rapid increase in economic welfare.

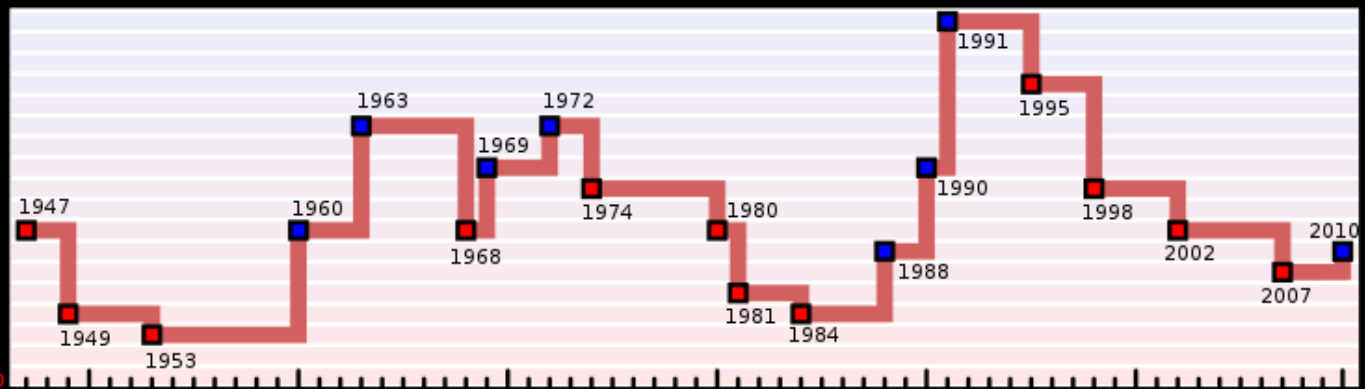
50s - Communism versus capitalism

Post-war years creates an ideological divide where the two world giants Soviet Union and the United States tower on either side. The Cold War starts, and an intensive nuclear arms race ensues on both sides. The period is characterized by espionage and a very strained relationship between East and West. Simultaneously the wealth rush continues and life in democratic countries is improving tremendously.

60s - Change and Progress

During the sixties huge changes in society's core values are performed. The sexual revolution, gender equality and anti-racism boils while a new society is built. The sixties represent a positive decade where much good is happening in the West. Meanwhile a nightmarish war is taken place in Vietnam, where carpet bombing torments Hanoi day and night.

The doomsday clock is a reference to the overall threat level of our world. 1953 is marked as the darkest point in history. 1991 is considered the safest year. The positions it has held over the years can be seen on the right.





Notable patterns decade by decade, 70:s-00:s



70:s- War and sports

This decade revolve around the gruesome Vietnam war. It is a war that harvests millions of civilian victims. While we are safe in the West, small wars (in our opinion) is raging in Afghanistan, Chile and Uganda. Most countries gets a divided population based on where they stand in the issue of Vietnam. It may be a distraction from the horrors of war, but this is also a decade of remarkable achievement in sports.



80:s - Darkness, war and corruption

Media coverage is focused on the Cold War and the threat of HIV. At this time the western society struggles with severe drug problems. Headline news is a day of major crackdown by the drug. Politicians, CEO:s and role models are murdered, fired or exposed on a daily basis. The nuclear threat is very present and the “war to end all wars” seems to be waiting around the corner.



90:s - Economy in Motion and globalization

News revolve around an economy that is acting very unreliable at this point in time. Business with venture capital, the bursting IT bubble and the swiftly changing home prices puts the world economy in turmoil. The Cold War ends overnight when the Soviet Union is dissolved. An atrocious ethnic cleansing takes place in the former Yugoslavia as well as in Rwanda. Conflicts remain, but they seem small and distant from our breakfast table in Paris. Large parts of the world that had previously been inaccessible to foreigners is now open.



+2000 - Terror (anywhere at any time)

Terrorism has been the clear theme of the last ten years. Bombs have exploded in our major cities and no corner of the world seems safe. Cities like Madrid and London becomes battlegrounds when hundreds of people die in bomb attacks. Fact remains that when the World Trade Center falls, a new world order begins.

This is the age of terror.

THE SOCIAL IMPACT OF DIGITAL MEDIA

A quick overview of the psyche of the modern person in comparison to a more traditional one

Then

Now

Meetings are restricted by time, space and geography. Efficient teamwork is performed in a shared physical compartment. Communication is a package.

On Meetings



Efficient teamwork can be conducted digitally over different timezones without boundaries related to time and space. Communication is a stream.

Competence is about memorizing data and specializing in a selection of fields. Competence is received through experience and internilization

On Competence



Competence relates to the power of your network, rather than to you as a person. The wizzard of crowds is a fact. Wikipedianism and Googlism provides a just-in-time-delivery-knowledge

News and media report on events that are in the past. Information is often missing or hidden in crucial world events. Media coverage is a tool used to manage oponions

On World presence



The world is viewed in the present. The tsunami was on youtube 10 seconds after it hit Japan. We follow the Arab spring in real time from shaky mobilephone cameras

The consumer is inferior to the salesman in terms of product knowledge. The salesman is the expert.

On Consumerism



Peer-reviews, social networks and comparison sites give the consumer indepth knowledge. The consumer is the expert on the subject, the sales man is simply a clerk.

The consumer is inferior to the corporation. Consumer lawsuits are crushed by corporate legal muscles (e.g Ford Pinto). The consumer is muted

On Consumer Power



Every consumer have the power to affect the view of huge numbers of other consumers. The blog sphere prove to be a powerful enabler and disabler of sales (e.g Cryptonite locks)

PROFILE OF THE GENERATION Y CONSUMER

SEVEN CHARACTERISTICS MARKETERS NEEDS TO KNOW



G: Low friction consumption

This consumer is allergic to complex business transactions. The appstores has been a huge hit due to the extreme easiness of shopping. One-click-shopping is a turnon for this generation and also the concept of microtransactions have a low mental threshold since it is easier to rationalize five small transactions rather that one big transaction.

A:It s all about feelings

The Gen Y consumer represents a big step from cognitive consumption with rational arguments (typical for Generation X). They are driven by feelings and a disctint drive of “I want” rather than “I need”.

B:Twinsumption and co-branding

Generation Y has proved to be thrown off by direct advertising stating that “You need to buy this product!”. They want to feel as if they are discovering the products by themselves. The starpower of celebrities has proved to be an effective selling argument. This is why product placement and co-branding (such as Bono and Apple) has become a big hit

C:Choose the right channels

Different streams of Generation Y use different channels of media. On average 73 minutes per day is spent either online or in front of the tv. Those with higher education lean towards online behaviour while those with lower education are more inclined to spend their leisure time with the tv.

D:Understand *word-of-mouse*

The digital natives are sensitive in the way they are being approached in social media. Successful campaigns are honest and true to their brand profile. A social media campaign should start with listening in on the conversation held by target audiences. Then it can be facilitated by the company. Gradually the company can then add value to the conversation by adding “social content of interest”.

E:The middle way is mined

Brands need to either be the highest top of their game **or** the lowest when it comes to price. To be *Joe Average* and go for volume is not interesting for the Gen Y consumer. They either choose the best (premium) **or** the cheapest (budget). Average products (volume) are absent in the mindset of Generation Y

F:Feelgood

Inspired by their idealistic parents and the revolution of the sixties, this generation has a soft spot for green thining and corporate social responsibility. But instead of marching for their beliefs like their parents once did Generation Y consumes consciously instead, making sure that their money end up with a good cause. The coined term is *slacktivism*.

A photograph of the Space Shuttle Endeavour in orbit above Earth. The shuttle is on the left, with its nose and windows visible. The Earth's surface is a vast expanse of blue oceans and white clouds, curving away into the distance. The background is the blackness of space.

PART 2 – GENERATIONAL IMPACT ON LEADERSHIP

PRINCIPLES, BEST PRACTICES AND METHODOLOGY FOR LEADERSHIP AND EMPLOYEE ENGAGEMENT



Applied Leadership: Leading Babyboomers

"There are no pleasures in a fight but some of my fights have been a pleasure to win"
-Muhammad Ali

"Don't necessarily avoid sharp edges. Occasionally they are necessary to leadership"
-Donald Rumsfeld

This generation is **undoubtedly the most dominant** on the planet and they have grown up during an era when they had to fight for their opinions as well as for their right to have "a voice". Perhaps this is why they are leading and driving to the extent that they are? Worth highlighting is the boomer penchant for hot debate. Their view of the world feels sometimes simplified to black or white. If a boomer like a particular party, it means automatically that he/she dislike its opposite. Gray areas in between these two camps seem to be difficult to see or to relate to objectively. Much of the perceived momentum of Boomers are likely from this idealism in the form of the struggle between "good and evil." They are working based on personal conviction and from their own pathos. These are some leadership principles that are good to follow when it comes to leading and motivating employees born between 1943-1960. As you will notice **generation Y and Babyboomers have much in common** (probably because the latter tend to be the parents of the former).

1: Clear but respectful communication

"I need this to be done by Friday. Is that possible for you?"

It I important to be clear, but also to receive a confirmation that what your asking is accepted and feasible.

2: Take Command, be courageous and lead by example

The boomer generation tends to gaze at a true leader as and ideal of someone with charisma and heroic traits. Boomers look for a leader in their manager.

3: Delegation is everything

Note that there is a balance here. A manager that does not delegate is not a good manager. A manager that always delegate is not a good manager either. By delegation you become available to act on urgent matters in the present.

4: Be genuine, express honest emotions

"I'm getting fed up with you not handling your tasks properly" Try to express what you feel rather than to hide what can not be hidden. Being outspoken is a way to handle conflicts before they escalate.



Applied Leadership: Leading Generation X

The generic soul of the generation born between 1961 and 1981 is considered to have been shaped by circumstances that reinforced their sense of **independence** and **objectivity**. The parental motto of that time was "let go" and urged for children to take responsibility for their soccer practice, their homework, and their (modest) weekly allowance. The school was prescriptive and the individual needs of Generation X were invisible in the curriculum. Work life had a high surface tension in the 80- and 90:s. Wages and competition meant that young people found it very difficult to enter the market. This is why generation X learned to regard work as a privilege and their careers as the closest thing to a religion they come in contact with. The big difference on the X-generation, compared with generation Y and Boomers are their distinctive independence (which is not that strange considering that they have experienced **37%** more alone time than Gen Y). This is a generation who independently manage their information and who view their career as a very central part of their identity. Perhaps that is why Generation X tends to break the ice at cocktail parties with "Well, what do you do for a living?". As leaders, it is worth knowing that this generation is predominately "low maintenance" problem solvers. Generation X is a good choice to make if you are looking for employees who manage themselves.



*"Effective leadership is not about making speeches or being liked, leadership is defined by **results** not attributes"*

-Peter Drucker

1. Time is hard currency, let them manage it themselves

"The agenda for this meeting is attached. Do you have the time to attend?"

2. Delegate responsibility, not activities

"Can you organize a workshop with customers December 12?"

3. Continuous feedback on hard results, rather than soft opinions

"You've sold 14% more this quarter than last"

4. Ownership of results, as well as activities

"You are responsible for resolving the situation in Copenhagen"

5. Plot the value map

"In our organization every employee is a salesman"

6. Clear expectations and individual goals

"This year we expect you to generate business for \$ 3 million"

7. Focus and Support directly when it's requested

"What is the quickest way I can help you out?"

1. Bartering

"If you want something from me you will give me something back"

This eclectic generation is highly motivated by employers who allow a flexible balance between work and spare time. Handle this balance as a business proposal.

2. State your values clearly and right away

"This is what applies when you work with me"

Common sense means different things to different generations. Express what it is important to know about your management from day one.

3. High-tech employees need modern tools

"What do you need to be productive?"

The typical scenario for Generation Y is that they are actually better equipped off work than on work. Try to change that.

4. Running start, with focus and respect

"Welcome, we have a great introduction program prepared for you!"

Despite the amount of time and money spent on recruitment, many companies forget the importance of a great introduction.

5. Recognition and credit

"This excellent report is created by Erik from the Marketing Department"

It is important to not anonymise the work done by a generation that see themselves as artists when they create content.

6. Outspoken interest for your A-players

"You are good, how do I keep you?"

7. Continuous coaching, focus on development

"How is work?" Communication is not a yearly performance review if you want to sustain a high engagement level with Generation Y.

8. Always provide context

"You do not just weld steel, you are building a space shuttle"

The Y generation comes from a family environment where they typically were close to the decision makers (their parents). They were included in the family council from a very early age, and therefore **they really don't see hierarchy** the same way as the older generations do.

Their digital nativity makes them effective with **collaborative tools** such as wikis and cloud-based services. To them IT is a tool rather than just mere technology. During their childhood they were observed and encouraged to believe that

"You can be whatever you set your mind to"

As employees they are looking for a coaching boss (rather than an autocrat) with competence. Someone who gives them attention and moral support whilst helping them grow as professionals.



Generational Engagement matrix

How do I use the matrix?

Consider the generations that are included in your team. Add all the hygiene factors together as seen below and put an emphasis on delivering on all of these. If Generations X & Y are included in your group for example then you should focus on short result-oriented meetings and on clearly defining your requirements (appreciated by X). Also keep an “open door” and make your self available, adopting a mindset of being available anytime (which is something that Y appreciate)

One more thing

Use this matrix as an hypothesis (rather than something set in stone). People are individuals as well as members of groups

Note: This is a generational matrix on engagement. It is the result of a meta analysis drawn from qualitative studies and quantitative surveys conducted in Europe and North America.

	Autonomy	Flexibility	Variety	Communication	Grouporientation
Silent generation	Minor contributor	Minor contributor	Minor contributor	Major contributor	Hygiene factor
Babyboomers	Major contributor	Hygiene factor	Minor contributor	Major contributor	Major contributor
Generation X	Hygiene factor	Major contributor	Major contributor	Major contributor	Minor contributor
Generation Y	Major contributor	Hygiene factor	Major contributor	Hygiene factor	Hygiene factor

Minor contributor:



Major contributor:



Hygiene factor:





How would you describe the ideal manager (1/2)?

“The ideal manager is one who gives priorities and resources, who takes away results and problems. He (or she) will understand the essentials of what I do, if not the detail. He will assist me in my attempts to become more effective. He will support the concepts of self-organizing teams. He will think in the long term, and prioritise ongoing learning and improvement, and working at a sustainable pace, accordingly. He will understand that his job is not to motivate us, so much as to avoid de-motivating us.”



“I would enjoy working and give my best if my manager has the following qualities- someone who believes in my working style and gives me the authority to do the task my way and let me drive it and only interferes when I go to him for assistance for just once in a while to do a status check. Someone who is not always report driven, don't like it when I end up filling dashboards and reports about work than actually working. Gives me the freedom of flexi working, and they want the work done on time and not always bothered about do I do it in office or work. A good critic who helps my thinking go further and makes be take that extra mile, and not always negative but gives the right feedback and last but not the least trusts in me and my work and support me when needed.”



“My ideal manager allows me freedom to work on my own and take care of my own responsibilities. She/he is able to oversee without being overbearing. She/he understands that I do not need to approach her/him to do my day-to-day job. If and when I do approach/escalate something, I am doing it because I need help and I need it urgently. I will only escalate if I have a problem or cannot get past some organizational obstacle which I have tried to resolve on my own for a suitable period of time. The manager should push me to take on new areas and responsibility to enhance my skills and also allow me to grow. The manager should respect my time and my responsibilities outside of the workplace”



“the ideal manager, is an open and communicative individual, who trusts his or her teams to manage their workloads, allows them space and support to grow and develop, and embraces flexible working practices to support a work-life balance alongside productivity and efficiency for the organisation.”

How would you describe the ideal manager (2/2) ?



“An ideal manager is one who is good, thinks good of others, knows to establish a personal touch and gives timely feedback”



“The ideal manager for me is a manager that beliefs in me and supplies me with challenges that helps me to develop”



“My ideal manager is someone who is honest and has your best interest at heart. I do not want to be treated like a number, or by a manager who always thinks 'he knows best'. The ideal manager has good communication skills (no room for misunderstandings), and is a good listener. I want to feel like my manager is 'on my sitd' and not somebody who I should always defend myself too.”



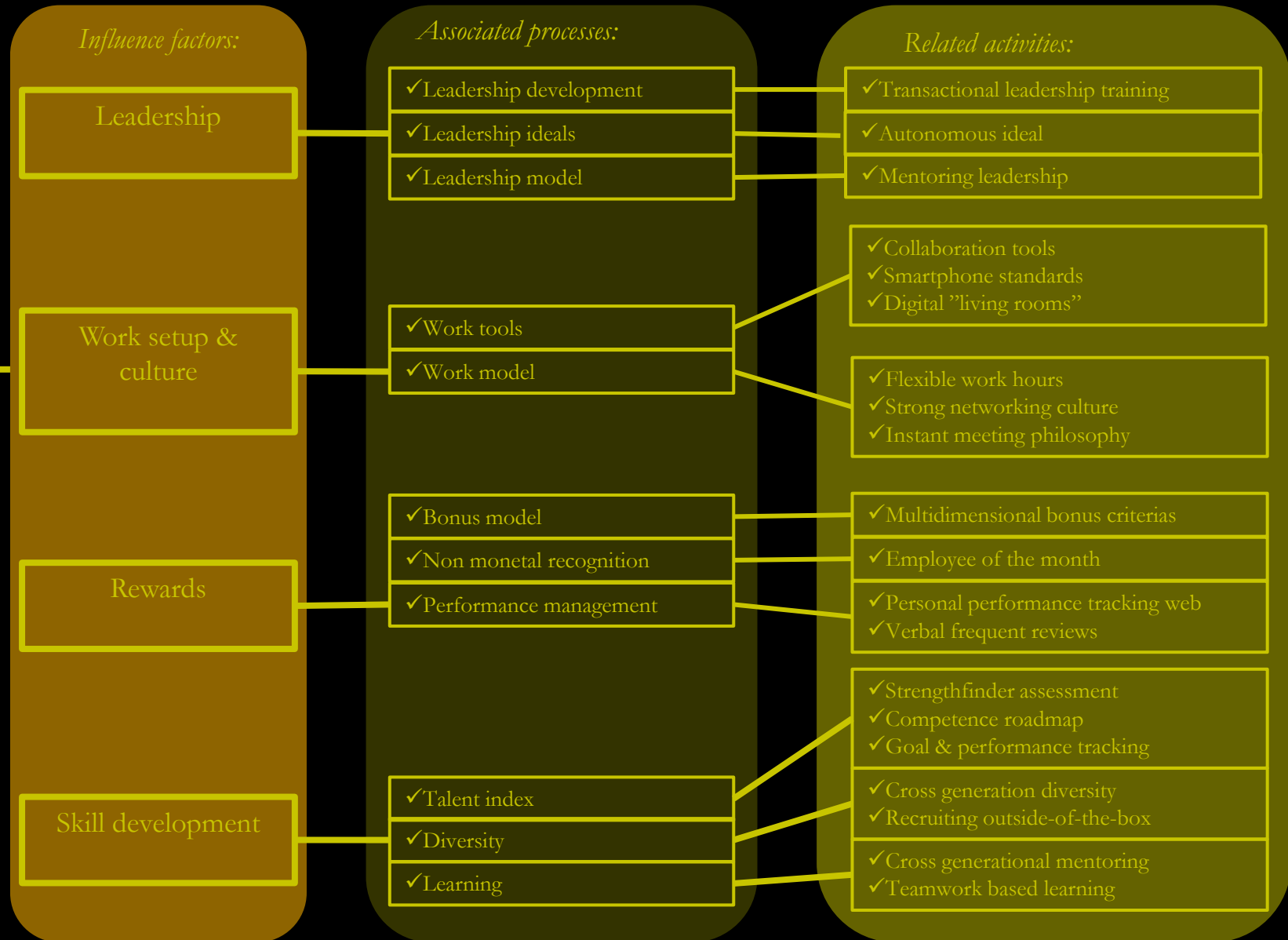
Applied talent management : Example of generation Y engagement map



Gen Y
Engagement
level %

Why this focus on engagement?

Engaged employees are 42 % more productive and 87% less inclined to leave. Furthermore engaged people have a very positive effect on customers and are less likely to “burn out”



Applied talent management : Example of generation X engagement map



Gen X
Engagement
level %

Influence factors:

Leadership

Work setup &
culture

Rewards

Skill development

Associated processes:

✓Leadership development

✓Leadership ideals

✓Leadership model

✓Work tools

✓Work model

✓Bonus model

✓Non monetal recognition

✓Performance management

✓Talent index

✓Diversity

✓Course

Related activities:

✓LEAN thinking

✓Autonomous worker ideal

✓Coaching leadership

✓Agile workmethods

✓Mobile accessability

✓Knowledge management

✓Results Visibility (e.g KPI:s)

✓Results-only-work-environment

✓Short, reoccurring statusmeetings

✓Defined pragmatic methodology

✓Multidimensional bonus criterias

✓Performance related rewards

✓Personal performance tracking web

✓Strengthfinder assessment

✓Competence roadmap

✓Goal & performance tracking

✓Cross generation diversity

✓Recruiting outside-of-the-box

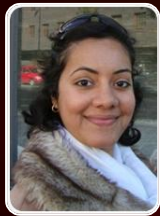
✓Personal course budget

✓E-learning

What are the key things that an organization can do to keep you?



“As long as I am provided with relevant tasks and the right working tools in order to perform I consider myself content”



“Pay me enough. Provide growth path. Give me room to try out ideas and give timely feedback”

“Primarily, I stay with the organization because I am given opportunities to grow and expand my knowledge. The ability to switch between roles/grow into new roles is critical for me - staying in one role for more than 18-24 months is stifling. Salary and incentives should be at par with the demand in the market. Honesty and openness of management in providing information. Encouraging self decision making and providing enough responsibility and authority to conduct operations”



“Encourage a good work - life balance. (Allowing homeworking and flexible hours, and also defending this way of working at clients) 1- Make me feel like an individual. I do not want to be compared to my peers all the time, under all circumstances. 2- Allowing for personal growth and development (and not always stressing that you have to be 'billable’)”

“Pay me enough that money is no longer an issue, and provide a supply of interesting work or opportunities, and give me the freedom to address them in any way that still meets the Organization’s priorities and constraints... provided these are reasonable”



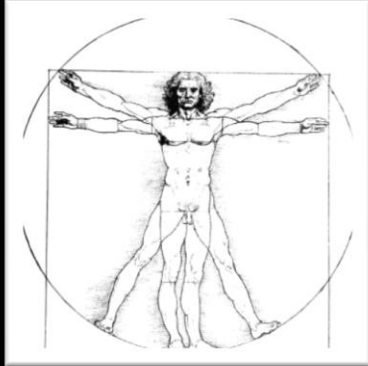
“A great working environment specially flexi working and gives me the option to opt for work from home one in a while, shows me a growth path and maybe mentor me for growing up in my career, chances to represent organization in various forums and maybe training in international platforms than just internal which will help me interact with other people in the industry . A good hike is always a plus.”



“Along with correct remuneration to reflect the efforts of each employee, facilitating flexible working is essential for staff retention. In our connected world it is a must for organizations wishing to increase productivity and retain their most talented staff, especially for those generations who have grown up in the digital age and now expect to be social and mobile at work, as well as at home.”



Three staffing strategies



Evolution



Revolution



Generation

Philosophy: Employees are treated as a collective mass with generic needs and common engagement factors. Cultural changes in the organization are perceived as to "just happen" outside of control.

Succession: Continuous staffing without regard to age distribution, but rather on grounds of competence and past experiences. Succession is usually reactive "who-do-we-have?"

Challenge: Policies, rewards, values and work environment may gradually drift into decay over time, thereby deflating the brand. *Right behaviour* become *wrong behaviour* over time

Philosophy: To a varying extent a specific age group is favored and recruited. Engagement and rewards are implicitly or explicitly adjusted to the generational profile of this group.

Succession: Periodically there will be steep changes of corporate culture when the generation used as a template vanishes over a short time. This is likely experienced as a revolution to the people of the organization.

Challenge: The narrow generation engagement model used, mean that a change of immaterial value **can occur very quickly**. Brands strong with one generation may prove to be weak with others (Rolex)

Philosophy: Observes, surveys and manages generational profiles. HR processes adapted for this purpose. Cross generation exchange enhances innovation and competence development

Succession: Staffing takes strategic age diversity into account. Common nominators are considered as well as age typical benefits

Challenge: Engagement maps are drawn to cater relevant generational profiles. Rewards are designed multi generationally

"Each generation stands on the shoulders of the former. Therefore, each new generation has opportunities in front of them that the old generation can not understand "

-Ronald Reagan

GENERATION RELATED ACTIVITIES

Here are some examples of how you utilize generational profiles:

In Human resources and Talent management:

- 1-Engagement mapping (examples are provided on pages 47 and 48)
- 2-Brand expectation review (investigate how different age groups perceive you as a brand and as an employer)
- 3-Rewards, pay and benefits survey linked to generational preference (investigate what the most relevant benefits are to specific age groups)

In Marketing and Sales:

- 1 –Brand, product , consumption pattern and offering analysis based on generational profiles (study the typical consumption behaviour of a specific generation)
- 2- Segmentation and tribe analysis of generation (Every generation has several tribes, discover what differs or unites the ones your targeting)

Leadership and Organisational Development

- 1 - Cultural Development in form of lectures and workshops to enhance the understanding of HR on multiple levels (Workshops on generational belonging increase the internal tolerance in between age groups in an organization)
- 2- Leadership training (the ideal manager has varying traits depending on what generation you ask)

In Information Technology

- 1- Providing a set of tools, security policies and work environment that caters to generational profiles (Each generation needs to have tools that make the more efficient on the job, than off the job. IT is key to this happening)



SUMMARY

WHY IS THE GENERATIONAL PERSPECTIVE INTERESTING FOR AN ORGANISATION?

Some answers:

1. It increases the **tolerance** within the organisation
2. It helps you understand how to create an **engaging work environment** (which in turn increases productivity, loyalty and stress resistance)
3. Provides an opportunity to strategically manage and influence **your brand's perceived value** from a generational standpoint
4. It adds an extra dimension of performance to **succession planning**
5. It helps you understand how to **acquire and secure** the right talent
6. Allows you to **exercise leadership** that is effective and plays to the strengths of any generation you are dealing with





SOURCES

The following sources have been used in this presentation.
If further information is needed, feel free to contact
linus.jonkman@capgemini.com

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More information



Please contact:

- Linus Jonkman
Linus.jonkman@capgemini.com
- Lars Axell
lars.axell@capgemini.com