



Generational Diversity: The Challenges

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The Generations

1900 – 1945, Traditionalists

1946 – 1964, Baby Boomers

1965 – 1980, Gen Xers

1981 – 1999, Millennials



Generational Diversity

- Meaningful Events
- Environmental Forces
- Family Experiences
- Technology



Traditionalists (1900-1945)

The Loyal Generation

God Fearing

Over 50% of Traditionalist Men
are Veterans

Hard Working

Accustomed to a “Top Down”
chain of command

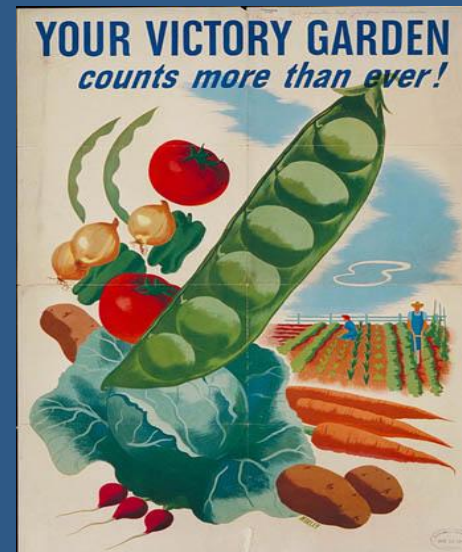
Worked Together/Common Goals

Partnered with large institutions to get
things done

Influenced by Scarcity:

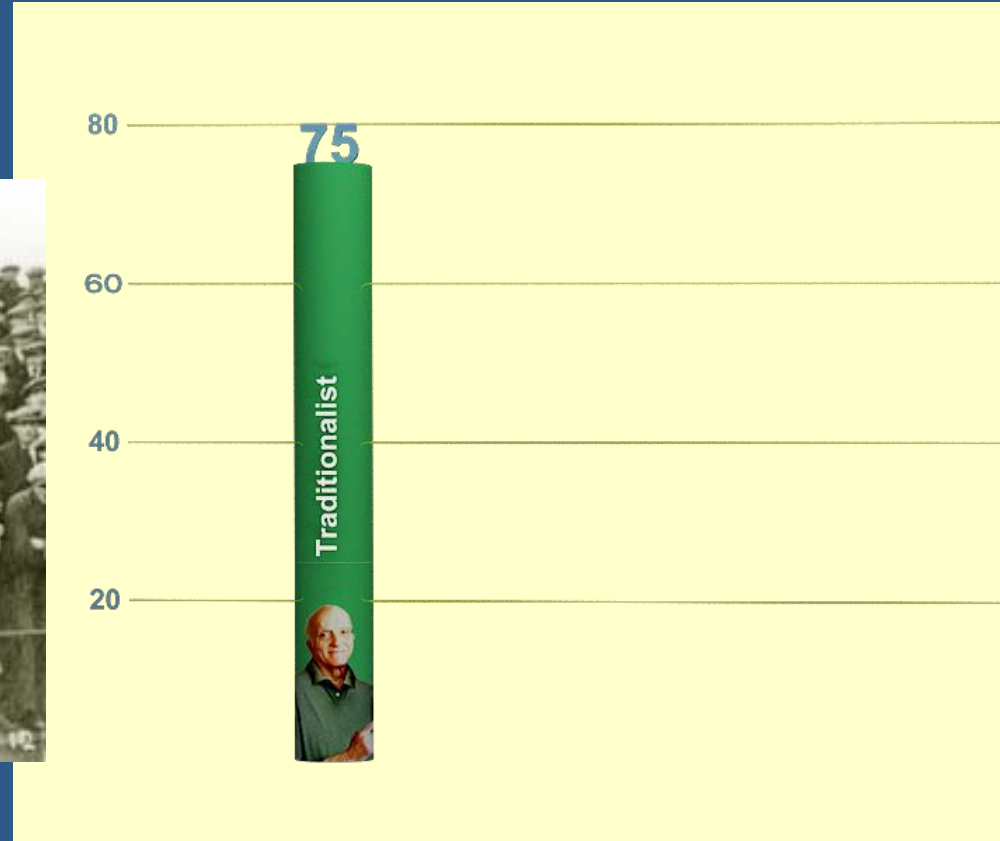
“Waste Not, Want Not!”

“Save for a Rainy Day”





Traditionalists (1900-1945)



“Traditionalist” combines two generations who tend to believe and behave similarly.



Traditionalists (1900-1945)

Meaningful Events and Environmental Forces

Wars: WWI, WWII, The Korean War

Lack of social Safety Nets, i.e., no:

Loss of Life: Sarajevo, Pearl Harbour,
Normandy, Hiroshima, Bay of Pigs

- Social Security
- FDIC
- Welfare
- Medicare

Great Depression

Bread Lines, Victory Gardens

The GI Bill

Drive ins, Cigarettes, Coca-cola
The Maxwell House Radio Hour



Traditionalists (1900-1945)

Meaningful Faces

Joe DiMaggio

Joe Louis

Joe McCarthy

Dr. Spock

Franklin Delano Roosevelt

Alfred Hitchcock

The Rat Pack

Duke Ellington

Ella Fitzgerald

Edward R. Murrow

John Wayne

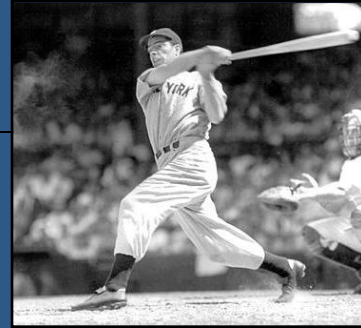
Bob Hope

Charles Lindbergh

Elizabeth Taylor

Betty Grable

Betty Crocker





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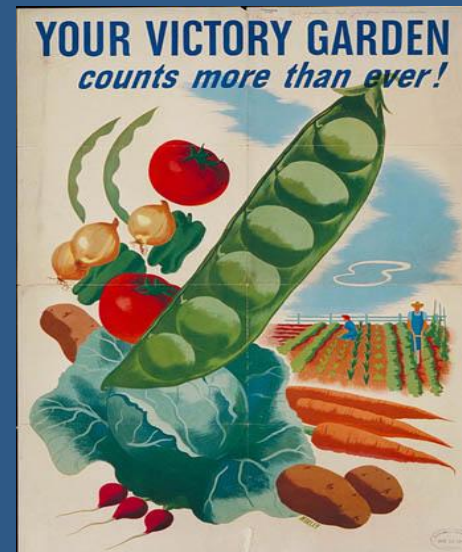
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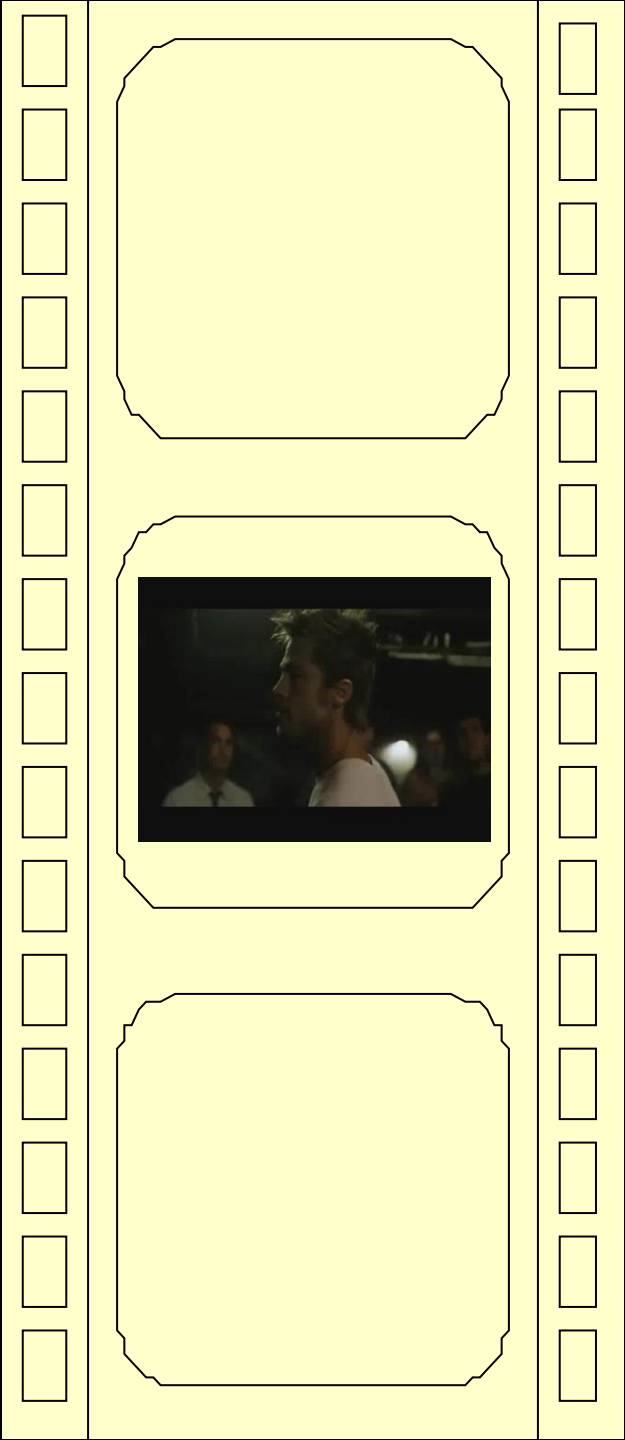
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Fight Club 1999



Baby Boomers (1946-1964)

The Optimistic Generation

Push the Status Quo

“Anything is Possible!”

The “Me Generation”

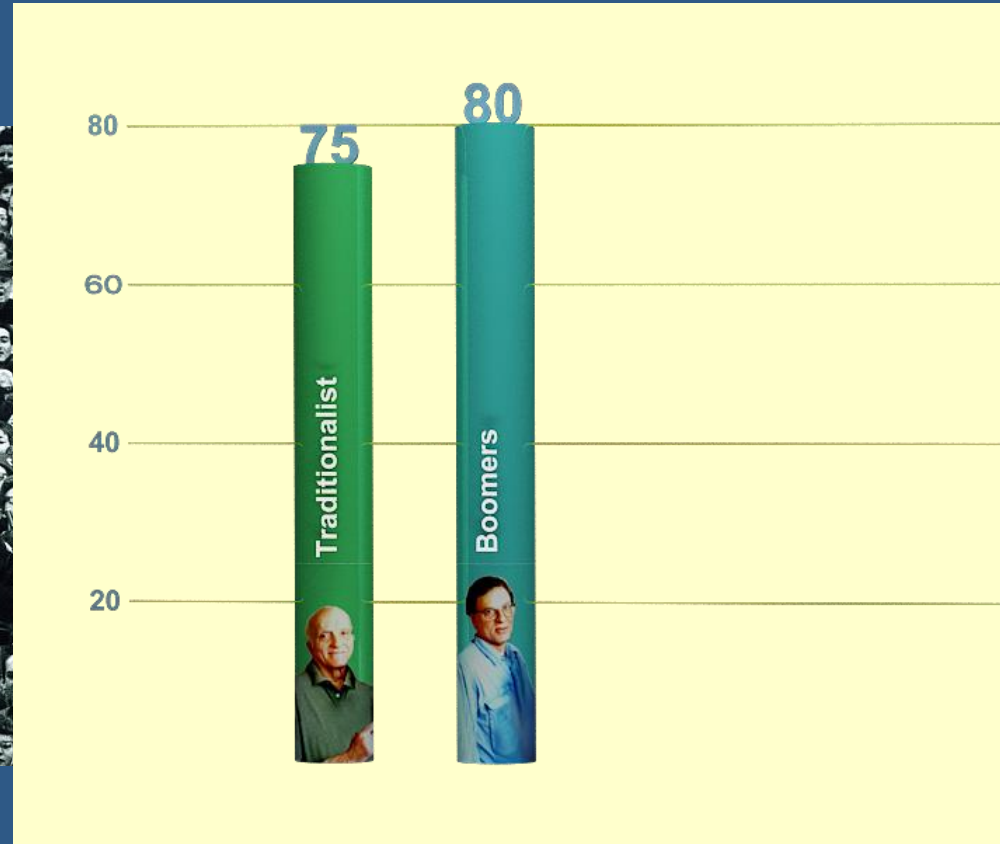
Opportunities parents only dreamed of

Competitive, identified with
accomplishments at work

...Suburbs...the Bedroom...the Boardroom...the Delivery Room...the Divorce Courtroom..



Baby Boomers (1946-1964)





Baby Boomers

(1946-1964)

Meaningful Events and Environmental Forces

Vietnam War
“Hanoi Hilton”
Kent State

Watergate
Chappaquiddick

Laugh-In
Love-ins
Sit-ins

OPEC oil embargo

- Stagflation
- Recession

Civil Rights
Women’s Rights
Human Rights



Woodstock (1969)

Television Sets

- 4MM in US in 1952
- 50MM in US in 1960

Consumer Products

- Mood Rings
- LSD
- Bell Bottoms
- Rolexes
- The SEC
- Junk Food
- Junk Bonds



Baby Boomers (1946-1964)

Meaningful Faces

John F. Kennedy, Jr.

Captain Kangaroo

Beaver Cleaver

Barbara Streisand

John Belushi

Martin Luther King, Jr.

Captain Kirk

Rosa Parks

Black Panther Party

The Beatles

McEnroe & Connors

Richard Nixon

“Deep Throat”

The Kingston Trio

Janis Joplin

Bob Dylan

James Brown

The Stones





Baby Boomers (1946-1964)

The Optimistic Generation

Push the Status Quo

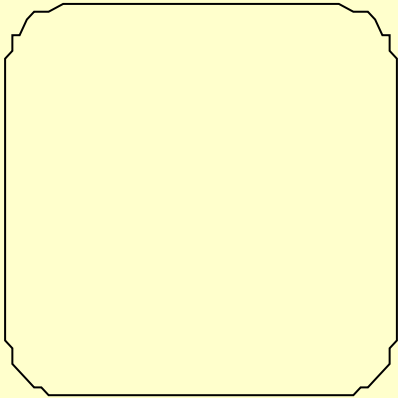
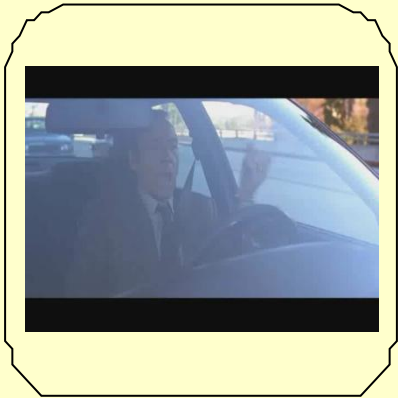
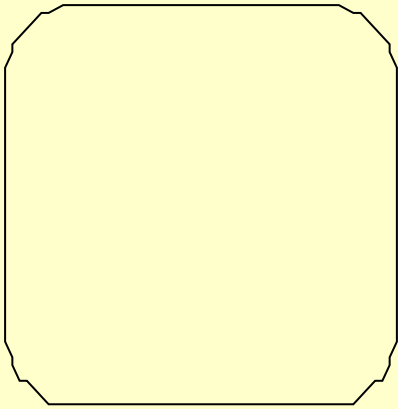
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The “Me Generation”

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American Beauty 1999



Gen X-ers (1965-1980)

The Skeptical Generation

Lack of Faith in Institutions

Self-commanding

Resourceful

Individualistic

Mobile (move 10 times)



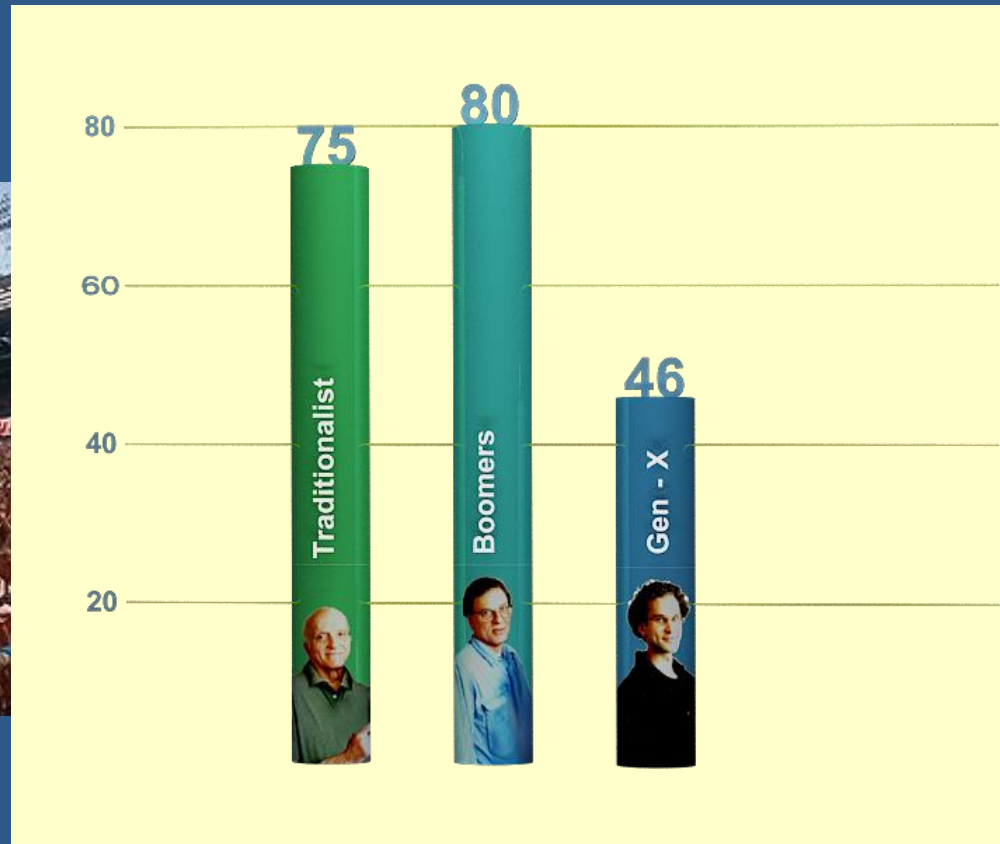
**Time Magazine Cover, July 16, 1990:
“Laid back, late blooming, or just lost?”**



Gen X-ers (1965-1980)



46 million





Gen X-ers (1965-1980)

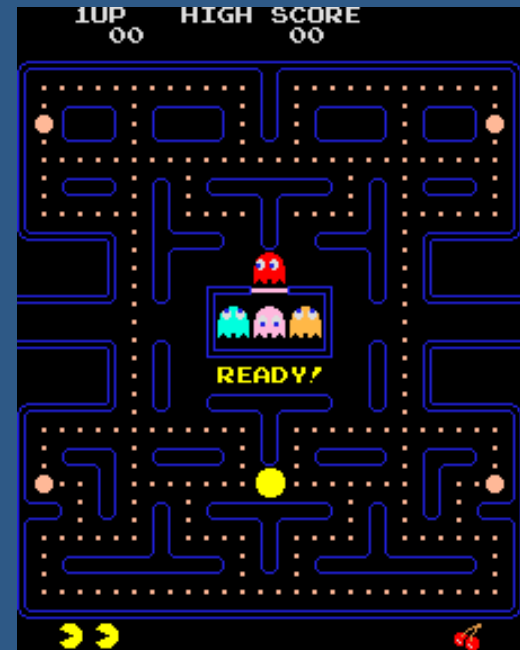
Meaningful Events and Environmental Forces

Chernobyl
Lockerbie, Scotland
Somalia
Challenger Explosion

HIV/AIDS
Crack Cocaine
Child Molestation
Drunk Driving
Kids on Milk Cartons

Divorce Rate Tripled
Single Parent Households
Working Mothers
Latchkey Kids

- Technology
- Cable TV
 - Digital TV
 - Satellite TV
 - VCR
 - Video Games
 - Fax Machines
 - Cell phones
 - Palm Pilots
 - PCs

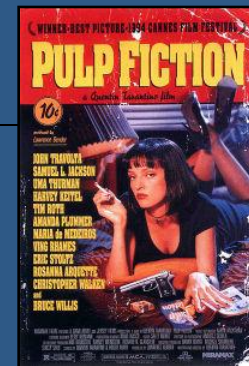


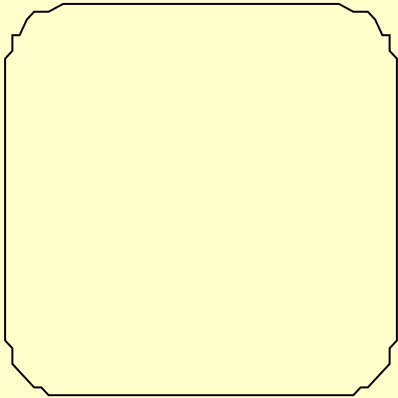
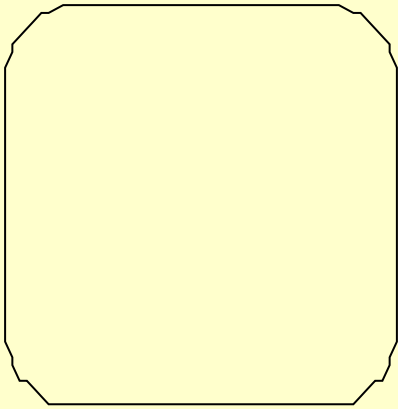


Gen X-ers (1965-1980)

Meaningful Faces

- Bill Clinton
- Monica Lewinsky
- Clarence Thomas
- Newt Gingrich
- Madonna
- “Supermodels”
- Dennis Rodman
- Michael Jordan
- The Brat Pack
- Dilbert
- Beavis and Butthead
- Unabomber
- Menendez Brothers
- Quentin Tarentino
- OJ Simpson
- Ted Bundy

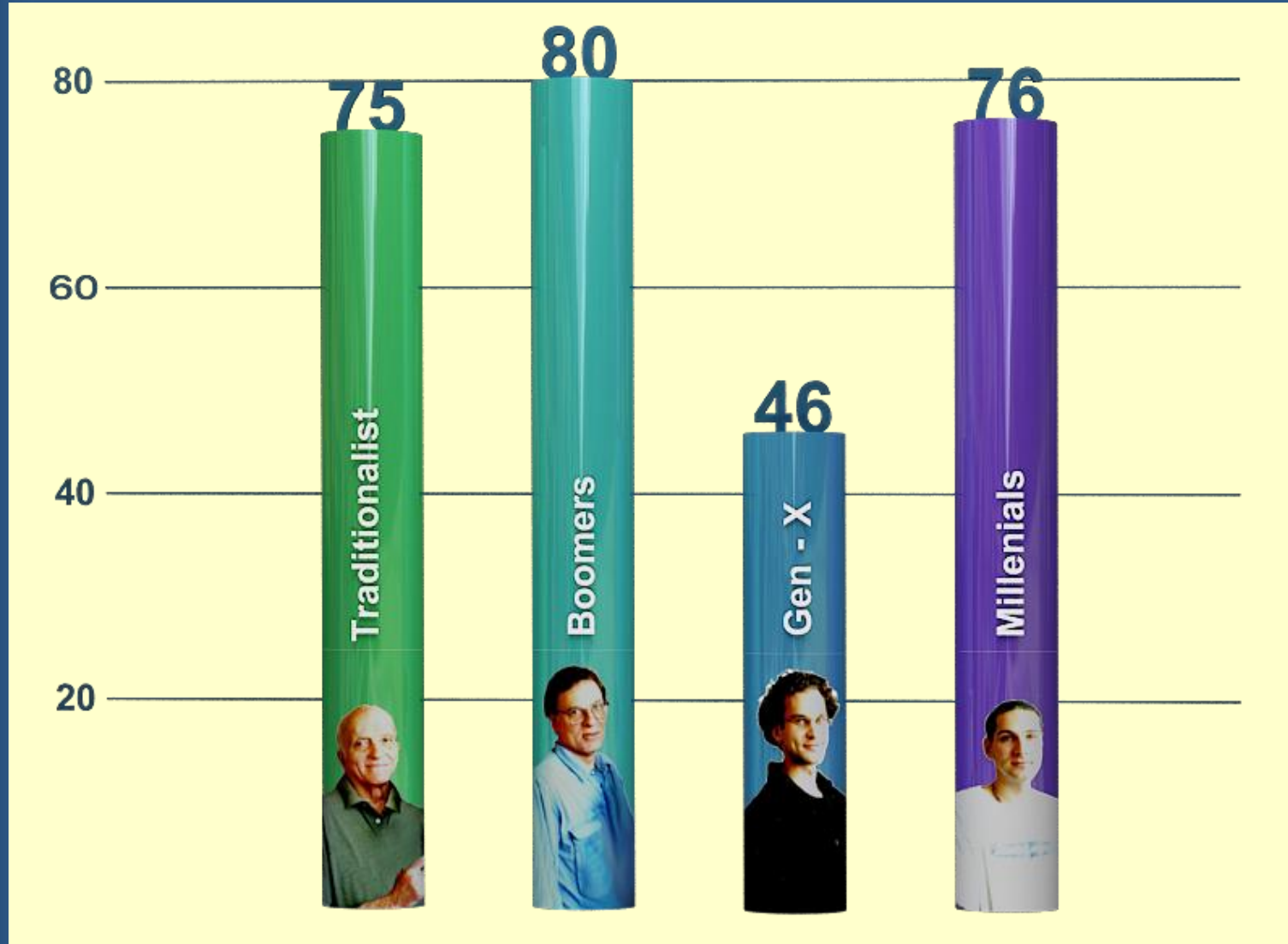




Fight Club 1999



Population Sizes



1. Preliminary data.

Source: National Center for Health Statistics, *National Vital Statistics Reports*, vol. 54, no. 19, June 28, 2006. Web: www.cdc.gov/nchs .



Millennials (1981-1999)

The Realistic Generation

Smart and Practical

Empowered to take positive action when things go wrong

Collaborative

Aware

Global

Flexible



Millennials (1981-1999)

Meaningful Events and Environmental Forces

Oklahoma City
September 11
Death of Princess Di
Iraq

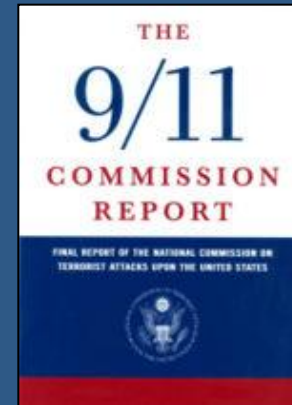
Chat rooms
MySpace
Y2K

Cell phones
Personal pagers
Computers
...since they were in diapers

Lilith Fair
Live 8



Columbine
Beltway Sniper
Anthrax
SARS
Global Warming
California Energy Crisis





Millennials (1981-1999)

Meaningful Faces

- Iraq War
- Chelsea Clinton
- Prince William
- George Bush
- Barney
- Tinky Winky
- Cartman
- Buffy
- Marilyn Manson
- Ricky Martin
- Britney
- Sammy Sosa & Mark McGwire
- Venus & Serena Williams
- Lance Armstrong
- Barry Bonds
- iPod





Millennials (1981-1999)

The Realistic/Idealist Generation

Smart and Practical

Sense of Entitlement and Security

Empowered to take positive action
when things go wrong

Collaborative

Aware

Global

Flexible



Challenges:

- Recruit
- Rewards/Motivation
- Balance
- Feedback/Mentoring
- Retain
- Retirement/Legacy



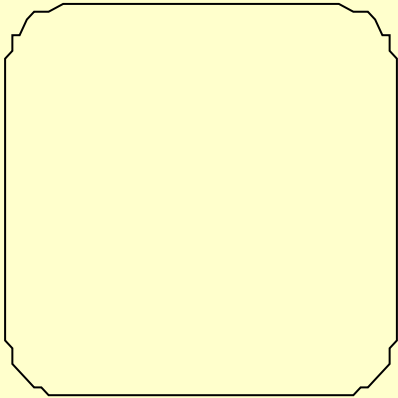
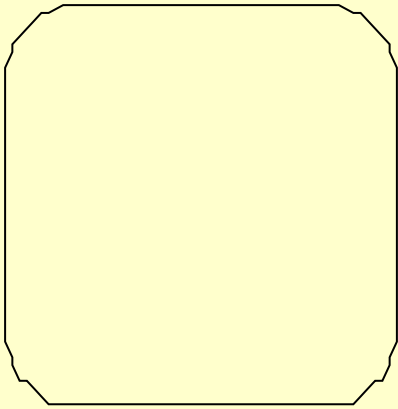
What are the implications:

For our own leadership?

For the University of Virginia?

For Brown University?

For the future?



Talledega Nights 2006





Resources

1. **Howe, Neil and Strauss, William, Generations: The History of America's Future 1584-2069, 1991**
2. **Lancaster, Lynne and Stillman, David, When Generations Collide, New York: HarperCollins, 2002.**
3. **Bennis, W., Thomas, R. *Geeks & Geezers: How Era, Values and Defining Moments Shape Leaders*, Harvard Business School Press, 2002.**
4. **Deal, Jennifer J., Retiring the Generation Gap (Center for Creative Leadership) San Francisco, Wiley, 2007.**
5. **Howe, Neil and Strauss, William, Millenials Go To College, Life Course Associates, 2007.**
6. **Gallup Polls: Gallup News Service**