

Table 2: Generational Workplace Values and Attitudes⁶²

	Veteran/Traditionalist	Baby Boomer	Generation X	Generation Y
Dominant Values	<ul style="list-style-type: none"> - Benevolence - Loyalty - Conformity - Custom 	<ul style="list-style-type: none"> - Tolerance - Power/authority - Achievement - Stimulation 	<ul style="list-style-type: none"> - Stimulation - Self-direction - Achievement - Hedonism 	<ul style="list-style-type: none"> - Stimulation - Self-Direction - Hedonism
Stereotypes	<ul style="list-style-type: none"> - Old-fashioned/rigid - Autocratic - Do not want to learn new ways of working 	<ul style="list-style-type: none"> - Workaholic - Political - Self-Centered 	<ul style="list-style-type: none"> - Cynical - Lazy - Selfish 	<ul style="list-style-type: none"> - Spoiled - Technology-dependent - Scatterbrained
Work Ethic	<ul style="list-style-type: none"> - Disciplined - Duty before play - Adhere to the rules 	<ul style="list-style-type: none"> - Efficient - Logical - Do what it takes 	<ul style="list-style-type: none"> - Task-oriented - Self-reliant - Independent 	<ul style="list-style-type: none"> - Multitasking - Group-oriented - Explain why
Communication	<ul style="list-style-type: none"> - Formal - Written - Chain-of-Command 	<ul style="list-style-type: none"> - Face time - One-on-One - In-person 	<ul style="list-style-type: none"> - Direct - As needed 	<ul style="list-style-type: none"> - E-mail/voice-mail - Instant Messaging - Lots of cc's
Feedback	<ul style="list-style-type: none"> - Avoid conflict - No news is good news 	<ul style="list-style-type: none"> - “Show me the money” - Promotion/Title 	<ul style="list-style-type: none"> - Direct—“Tell me how I am doing” 	<ul style="list-style-type: none"> - Instantaneous - Seek approval/praise
Leadership	<ul style="list-style-type: none"> - Command and control - Take charge - Authoritative 	<ul style="list-style-type: none"> - Collaborative - Team player 	<ul style="list-style-type: none"> - Entrepreneurial - Participative - Wants to know why 	N/A ⁶³
Authority	<ul style="list-style-type: none"> - Follow authority figure - Hierarchical - Chain-of-command 	<ul style="list-style-type: none"> - Question authority 	<ul style="list-style-type: none"> - Skeptical of authority 	<ul style="list-style-type: none"> - Lines are blurred - Why must I follow?
Family and Work	<ul style="list-style-type: none"> - Family and work are always separate 	<ul style="list-style-type: none"> - Work takes priority over all else 	<ul style="list-style-type: none"> - Work-Life balance 	<ul style="list-style-type: none"> - Work-Life balance - If must choose, will select family and friends
Rewards	<ul style="list-style-type: none"> - Appreciate recognition for a job well done - Opportunity to mentor 	<ul style="list-style-type: none"> - Appreciate promotion, title, money - Opportunity to build consensus 	<ul style="list-style-type: none"> - Appreciate autonomy and flexibility 	<ul style="list-style-type: none"> - Appreciate the opportunity to provide input - Technical wiz