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# Achieving Success: Listen, Look and Lead

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# Age Cohorts: Workplace Characteristics

<b>Pre-Boomer</b> <b>1934-1945</b>	<b>Boomer</b> <b>1946-1959</b>	<b>Cusper</b> <b>1960-1968</b>	<b>Buster</b> <b>1969-1978</b>	<b>Netster</b> <b>1979-1988</b>
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<b>Traditional work ethic</b>	<b>Money/work Ethic</b>	<b>Money/principle</b>	<b>Principle/Satisfaction</b>	<b>Principle/Satisfaction</b>
<b>Work first</b>	<b>Work first</b>	<b>Some of both</b>	<b>Lifestyle first</b>	<b>Lifestyle first</b>
<b>Born to manage</b>	<b>Expect to manage</b>	<b>Lead and follow</b>	<b>No need to lead</b>	<b>Lead if necessary</b>
<b>Loyal to employer</b>	<b>Loyal to employer</b>	<b>Some of both</b>	<b>Loyal to skills</b>	<b>Loyal to skills</b>
<b>Independent but conventional</b>	<b>Care deeply what others think</b>	<b>Some of both</b>	<b>Don't care what others think</b>	<b>Care little what others think</b>
<b>Value working well with others</b>	<b>Want others to work with them</b>	<b>Want others to work with them</b>	<b>Prefer to work alone</b>	<b>Will tolerate small groups</b>
<b>Technically competent</b>	<b>Technically challenged</b>	<b>Technically Challenged</b>	<b>Technically savvy</b>	<b>State-of-the-art</b>
<b>Believe in the mission</b>	<b>Lip service to Mission</b>	<b>Care about mission</b>	<b>Must have mission</b>	<b>Must have Mission</b>
<b>Strong chain of command</b>	<b>Chain of Command</b>	<b>Either way</b>	<b>Individual first</b>	<b>Individual first</b>
<b>Want to win</b>	<b>I win, you lose</b>	<b>Want to win</b>	<b>I win, you win</b>	<b>I win, you win</b>

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# Age Cohorts - Lifestyle Characteristics

Pre-Boomer 1934-1945	Boomer 1946-1959	Cusper 1960-1968	Buster 1969-1978	Netster 1979-1988
Work hard, save money; Two wks. Vacation	Work hard, play hard, spend hard, talk about it	Work hard, play hard, worry about money	Work hard if it doesn't interfere; save money	Good grades; make others pay; save money
I like it, it's O.K.	Do <u>you</u> really like it? Will others?	Should <u>I</u> really like it? Will others?	I like it; I don't care what you think	I like it; think small
I care about religion	Religion is socially acceptable	Religion is a hobby	What is religion?	Comparative religions
Exercise if forced	Exercise for body definition	Exercise is a duty	Exercise for mental health	What's your second sport?
Buy a decent house	Buy the most house you can	Do I need a house?	Reclaim the inner city	I like living with my parent(s)

# Motivation Across Age Cohorts

**Pre-Boomer**  
1934-1945

**Boomer**  
1946-1959

**Cusper**  
1960-1968

**Buster**  
1969-1978

**Netster**  
1978-1988

<b>Money</b>	<b>More Money</b>	<b>Do well by doing good</b>	<b>Time off</b>	<b>Time off</b>
<b>Responsibility</b>	<b>Promotion</b>	<b>Meeting organizational goals</b>	<b>Meeting own goals</b>	<b>Portable skills training</b>
<b>Public recognition</b>	<b>Public recognition</b>	<b>Recognition from boss</b>	<b>Recognition from boss</b>	<b>Meeting own goals</b>
<b>Accomplishment</b>	<b>Peer recognition</b>	<b>Bonuses</b>	<b>Skills training</b>	<b>Stock options</b>
<b>Desire to lead</b>	<b>Desire for subordinates</b>	<b>Stock options</b>	<b>Stock options</b>	<b>Mentoring</b>
<b>Control</b>	<b>Control</b>		<b>Mentoring</b>	
<b>Organizational loyalty</b>	<b>Loyalty to self</b>			

# What Makes Them Apply?

**Pre-Boomer**  
1934-1945

**Boomer**  
1946-1959

**Cusper**  
1960-1968

**Buster**  
1969-1978

**Netster**  
1978-1988

<b>Feels needed</b>	<b>Feels wanted</b>	<b>Can do well by doing good</b>	<b>Sees learning opportunity</b>	<b>Sees learning opportunity</b>
<b>Size and quality of company</b>	<b>Prestige of company</b>	<b>How company is ranked</b>	<b>How company is different</b>	<b>How company is different</b>
<b>Guilt: must perform service</b>	<b>Guilt: must perform service</b>	<b>Want to perform service</b>	<b>Want to perform service</b>	<b>Want to perform service</b>
<b>Job sounds irresistible</b>	<b>Job sounds irresistible</b>	<b>Job sounds interesting</b>	<b>Job sounds interesting</b>	<b>Job sounds interesting</b>
<b>Ads that summarize job</b>	<b>Ads that list top ten reasons</b>	<b>Ads that give more details</b>	<b>Ads that tell whole story</b>	<b>Ads that tell whole story</b>
<b>Job will gratify ego</b>	<b>Job will enhance ego</b>	<b>Job content appeals</b>	<b>Merits of job appeals</b>	<b>Merits of job appeals</b>
<b>Money</b>	<b>Money</b>	<b>Competitive wage</b>	<b>Money neutral</b>	<b>Money neutral</b>