Relationships in Business: Impacting Success

An Honors Thesis (HONRS 499)

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Abstract

Generational differences can affect everything in the workplace, from recruiting, to team-building, to incorporating change, to motivating, managing, maintaining, and increasing employee efficiency, and overall company productivity. Each generation has distinct backgrounds, attitudes, behaviors, habits, expectations, and motivations that affect how they communicate with others, making it difficult to create and maintain stable, effective relationships in the workplace. Understanding where each generation comes from, what type of lifestyle and world they grew up in, and the different aspects of their personalities make it much easier to successfully communicate with them, making the overall working experience much more positive, productive, and profitable for a company. This research paper discusses similarities and differences between various generations in the United States. The information gathered and presented in this paper offers instructive explanations and insights into what makes the generations differ, and what can and should be done to facilitate interaction with people from other generations in the workforce.
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INTRODUCTION

Age is just a number, not a distinguishing trait. This fact is often overlooked in the business world. My goal for this research paper is to bring enlightenment to those who do not completely understand or have background knowledge of the characteristics that make each generation distinctive from another. What makes a person in one generation differ from a person from another generation? What is needed to successfully work with people from other generations? What work styles, behaviors, and communication styles should be used?

Relationships are present in every facet of life, no matter what type of business, industry, or location you are working in. They are the foundation of nearly every decision, opportunity, and action in business. This is why I am going to look into various facets of a relationship, what makes them successful and what hinders them, while simultaneously looking into the actions that make business relationships between people of different generations prosperous. Through my research, I will share valuable information that will help educate people to create, maintain, and progress in their business relationships—no matter what generation the people are from. This will help make business relationships much more productive, effective, and profitable for a company and its employees.

RELATIONSHIPS

A relationship is defined as a connection, involvement, or association between persons. While there is not one set of generally accepted stages to a relationship, various models show the stages progressing in the same manner—simply with different names and timetables. One common model of the stages of a relationship consists of four different stages: the Awareness Stage, the Knowledge Stage, the Liking Stage, and the Trust Stage.
The first stage is called the *Awareness Stage*. This stage shows the other party that you exist and gives them an idea of who you are. In a working environment, this stage exemplifies the stage where the other party knows who you are and what type of work you do. However, at this point in time, the other party does not trust you and does not have confidence in your work.

The second stage is called the *Knowledge Stage*. In the Knowledge Stage, the other party has gained more information about you and your goals. They no longer doubt the type of person they are dealing with and start to consider you for a viable resource to approach when in need.

The third stage is called the *Liking Stage*. In the Liking Stage, the other party not only knows about you, your business, and what you offer, but they have come to appreciate you and like you. Your relationship has dramatically grown and the other party will most likely continue to come to you for your services over others. They enjoy working with you and have found a sense of understanding between your work style and theirs.

The fourth, and final, stage is called the *Trust Stage*. The Trust Stage is the hardest to achieve in a work relationship and is not established easily. This stage occupies the point where the other party not only accepts and likes you and your work, but they view you and the quality of your services as the specialist—or authority—in your field or area. Your work style and output is viewed as that of an expert in the Trust Stage. This is the strongest business relationship you can have, and is quite difficult to establish. Oftentimes, a relationship that has effectively made it into the Trust Stage will be converted into some form of a strategic partnership, or strategic alliance. A strategic alliance is an agreement between two or more individuals where the parties involved act accordingly to achieve one common goal. The final stage of a business relationship is affected by one factor in particular: the growing diversity in
the U.S. workforce apparent across the four generations. I will discuss the difficulties involved in business relationships that are directly related to these generational diversity gaps.

**RELATIONAL DIFFICULTIES**

One thing that makes it difficult to create healthy professional relationships is when employees do not understand one another because of generational differences. If colleagues understood each other’s differences, finding a deep-seated respect for where those differences come from, and taking advantage of the possibilities that open up because of these differences, businesses could be much more productive on a short-term and long-term basis. If colleagues can move past the generational differences, professional relationships would be able to move more efficiently through the four stages of a relationship. Colleagues and businesses can find deeper relationships with others, creating environments that would be more productive and profitable. Generational conflict can impact the effectiveness of teams, employee morale, and overall productivity in businesses, greatly showing the importance of healthy generational cohabitation.

**GENERATION GAPS**

A generation is defined as a group of people that are in the same age bracket, that are in a similar social location, and that have experienced similar social events. Because of their age and events they have experienced in their lifetimes, generations are predisposed to certain characteristics and modes of thought. These predispositions and acquired characteristics affect how work is accomplished. Expectations of the generations, methods used in their pasts, and the variation in usage of technological tools all influence their work styles. How these work styles
coexist in the workplace is the key to a business’s success because employee relationships are vital to organizational productivity and efficiency.

The term “generation gap” was coined in the 1960s to describe the differences between the Baby Boomers and their parents’ generation, the Traditionalists. A generation gap creates difficulties between generational cohorts because of their differences in beliefs, values, and perceptions. Although the term was developed between the Baby Boomers and the Traditionalists, this term is widely used to describe differences between any of the generations.

Generational differences or “gaps” can affect everything in the workplace, from recruiting, to team-building, to incorporating change, to motivating, managing, maintaining, and increasing employee efficiency, and overall company productivity. Communication is affected by generation gaps because not every generational cohort responds well to various types of communication approaches used, especially those involving rapidly changing technologies. Each generation has distinct backgrounds, attitudes, behaviors, habits, expectations, and motivations that affect how they communicate with others, making it difficult to create and maintain stable, effective relationships in the workplace.

In order to make the diversity of generations work effectively in a work environment, people need to be aware of the differences among the various generations. While it is essential to have effective leaders who are skilled at managing the division between the generations, all employees need to become more informed, and thus, more skilled in working with these generational differences. Understanding where each generation comes from, what type of lifestyle and world they grew up in, and the different aspects of their personalities make it much easier to successfully communicate with them, making the overall working experience much more positive, productive, and profitable for the company.
GENERATIONS

There are four commonly accepted generations. Although the birth years of each generation vary from source to source, they all give common years, so averages will be used to describe the span of years in which each generation was born. The first and oldest generation, referred to as the Traditionalists, were born anywhere between the years of 1922 and 1943. Traditionalists are also referred to as the Great Depression generation, sometimes the Silent Generation, and other times WWIIers. The second generation, universally deemed the Baby Boomers, were born anywhere between the years of 1944 and 1964. The third generation, named Generation X, were born anywhere between the years of 1965 and 1978. The fourth, and final, generation is referred to as Millennials. This generation has also been called Generation Y, as well as the Net Generation; they were born after the year 1978.

To take a deeper look into the four different generations and what makes them function, we will look at the defining social events that each generation has experienced as well as the typical characteristics of each generation. We will look at the specific events that defined each generation, the personal characteristics of each generation, the work styles, as well as what each generation wants in their lives and from their workplace. We will start by delving into the oldest generation, the Traditionalists, then will move onto the second oldest, the Baby Boomers, then to Generation X, and finally the newest generation, the Millennials.

- **Traditionalists**

  Traditionalists were raised in an era that was heavily influenced by the Great Depression and World War II. Because of these difficult financial and protective, perilous times, Traditionalists find deeply rooted values in hard work, honesty, loyalty, honor, patriotism, and self-sacrifice. Societal values placed traditional roles on genders as well as a traditional insight
into workplace features such as dress codes, acceptable speech, and a top-down management style. Traditionalists are driven, want things to run smoothly and efficiently, and with respect.

In order to work effectively with Traditionalists, other generations need to establish a connection with them, acknowledge their wisdom, experience, background, and accomplishments, and respect their efforts and methods throughout the working process. They desire to know upfront what the company’s goals are for the project at hand, they want to know their coworkers’ intentions, and want to know what the overall desired result is at the onset of a project. Traditionalists respond best when given tangible, publicized rewards and/or recognition for their efforts in the workplace. This generation is seen as practical, immensely respectful of authority, and is considered to be a generation of rule-followers.

- **Baby Boomers**

  Baby Boomers were raised in an era heavily influenced by the assassinations of the Kennedy brothers as well as Dr. Martin Luther King Jr. Other influences include the Watergate scandal, the first time man landed on the moon, Woodstock, and the sexual revolution. Unlike their Traditionalist parents, Baby Boomers were raised in a time of economic prosperity and a heavy focus on civil rights issues. Because of the social events that occurred during their childhoods/adolescence, Baby Boomers tended to question traditions, institutions, and nearly anything that was generally accepted at the time. They led revolutions to give greater rights to minorities and overthrew traditional values to focus on individualism and idealism. Baby Boomers were out to find a sense of entitlement. Women in the Baby Boomer generation are among the first generation of women to focus on their careers first and then starting families later, when compared to their predecessors.
To work effectively with Baby Boomers, other generations need to explain how the relationship will be beneficial to the Baby Boomer. This generation values teamwork, relationships, and opportunities for growth. They are heavily motivated when personal growth, opportunities, and recognition are visible in their work. Like their parents, the Traditionalists, Baby Boomers find solace in conventional formality in the workplace. However, unlike their parents, Boomers are more open to variety in the workplace environment, especially when their voice is considered and they are included in the decision-making process.

This generation is busy balancing many different roles outside of their careers. They are spouses, parents, and caretakers of their parents. While Boomers occupy a large portion of the labor force, due to their busy lifestyles, they need to be given a reason to mentor those younger than them. Without a foreseeable benefit, mentoring puts unnecessary pressure on them, adding to their already demanding lifestyles. Unlike Traditionalists, Baby Boomers have chosen (sometimes out of necessity) to stay in the workforce longer. This is due to a commitment to their health, to their financial stability, and their desire to maintain their sense of viability and crucial role in the workplace.

- **Generation X**

People in Generation X were raised in an era where typically both parents were working outside of the home, causing them to oftentimes be referred to as the generation of “latch key kids”. Because this generation spent much of their time growing up on their own, they have become independent, self-reliant, and extremely resourceful individuals. Generation X individuals value their personal lives over money, contrary to the generations before them.

This generation was heavily influenced by MTV, the Challenger crash, the fall of communism, and AIDS. They grew up with insecurity in their financial lives, family lives, and
societal atmospheres. Because of this insecurity, coupled with constant rapid change, Generation X lacks solid traditions and these individuals offer great diversity in thought. Their financial and family lives have been shaken by layoffs and divorce, creating a background of cynicism and doubt.

Unlike their predecessors, Xers prefer less formality in the workplace when dealing with dress codes, forms and methods of communication, types of training, and leadership styles. They are immensely focused on their work, but do not want to waste time on projects that are not worthwhile or in meetings that are unproductive. In order to effectively work side-by-side with Generation Xers, other generations need to be open to change. Generation Xers bring sharp, practical approaches to their tasks, and want immediate feedback for their work. Xers possess competencies in multitasking, diversity, change, and competition, which allow them to work with other types of people in rapidly evolving settings, and with adversity. Xers work better when they are given more responsibility for their actions and when they are asked to assist in problem-solving situations. Xers are motivated by those they trust and respect, and are more willing to share their workload and power with their trusted allies.

- **Millennials**

Millennials are the second largest generation next to the Baby Boomers. They were raised in an era vastly influenced by terrorism, technology, and globalization. They witnessed the terrorist attack of the Oklahoma City bombings as well as the terrorist attacks on September 11th, the first attack on American soil since Pearl Harbor. Millennials grew up surrounded by technology, and are considered to be the first high-tech generation. They grew up with cell phones, computers, laser surgery, automatic teller machines (ATMs), and more. Millennials are
known for their “wired world”—being “connected” to others around them twenty-four hours a day, seven days a week.

Because of the events that have led up to the birth of this generation, Millennials were born into a world of immeasurable opportunities, but also into a world of considerable problems. However, the mindset of the Millennial generation is hopeful. Raised by the Baby Boomers, who are known to lavish their children with gifts, learning, and ambition, Millennials have been taught to participate in family decisions and that through self-empowerment and through support by close friends and family, Millennials could achieve anything they set their minds on. They have grown up with a lot of attention and parents who have high expectations for them. They believe that with enough effort, they will get to where they want to be in life, showing a great deal of self-confidence that was not present in the earlier generations. Like the mindset of Generation X, Millennials have witnessed their parents’ lives be downsized and sometimes destructed, creating a distrust of large institutions.

Millennials prefer clarity of expectations in the workplace and are constantly in search of opportunities. They have a tremendous appetite for meaningful work, work that will further their skills and embrace their current abilities. This generation sees lifelong learning as a necessity in every facet of their lives and view family as the key to happiness. Millennials like to be included in decisions in the workplace, like being involved in many groups and projects, and like to be asked questions about their dealings at work and about their lives in general. Millennials, as opposed to the other generations, are much more accustomed to working in extremely diverse groups, where differences in gender, age, ethnicity, sexual orientation, or other factors are present. Millennials enjoy working with different types of people, and look to each experience as one where they can learn from the others involved—leaving the experience as better, more
educated individuals. Because of their personality traits along with their experiences working with diverse groups, Millennials prefer team-oriented tasks over individual work endeavors.

Millennials are optimistic and realistic in nature. They are imaginative and individualistic, not afraid to rewrite old rules. They strive for excellence and luxury in their lives. Millennials are nurturing, looking to relationships with family and friends as essential to finding happiness. They are accomplished multi-taskers, prepared for demands and high expectations. Millennials want personalized work in a structured and supportive work environment. Because they have grown up in a time surrounded by technology, Millennials believe they should have instant access to information and records, and are frustrated when the available tools and technology do not meet their demands.

Millennials are good-humored, good-natured, and friendly in mentoring situations, and like the opportunity to learn from those who are more experienced than they are in the workplace. They use situations such as group work and mentoring situations as added learning opportunities that will allow them to get closer to their ultimate goals in their careers. Because Millennials have such intense connections with their families, and view family relationships with such high priority, Millennials prefer to work in less formal environments with more flexible hours to work with their demanding and active lifestyles. However, when dealing with a one-on-one mentoring approach, Millennials want a stable, more formal approach—with set meetings and more authoritative attitudes from their mentors.

This generation is motivated by short-term goals, the desire of continuous feedback on their work, and the attention and recognition that comes with their successful endeavors. They hope this awareness will lead to opportunities to advance in their careers. They enjoy public displays of praise and recognition, but are also fond of quiet, individual attention from their
superiors and from their coworkers. Millennials want to establish relationships in the workplace, and especially want a friendly relationship with their boss. This in-your-face, sociable, teamwork-oriented nature of the Millennial generation does not always fit well with those from Generation X, who prefer their independence, and a hands-off approach to their work environment.

TECHNOLOGICAL INVOLVEMENT

One of the most noted gaps evident between the generations is the use of, skills in, and reliance on technology. The Traditionalist generation does not quite have the need to adapt to current technologies used in the workplace because the majority of them have retired. Those that do use new technology usually are using it for entertainment purposes and for social networking/connecting with others.

The Baby Boomers generation falls on the late end of the technological knowledge and adoption curve. However, because of the tremendous reliance on technology in today’s working world, the Baby Boomers have had to quickly adapt to it, and have made much progress in their technological familiarity. Endless websites, online information sessions, manuals, tutorials, DVDs, as well as other materials have been developed to help these Boomers ease into the use of current technology. Because Boomers tend to have a limited perception of the effectiveness new technology brings into the workplace, they are more opt to question new technological changes instead of being more open-minded about the latest technological business solutions.

Generation X grew up at the heart of the beginning of home computers, video games, and the Internet. Because of this, they are more technologically savvy than their forefathers, and are more competent than the previous generations at managing the new technologies to accomplish
their tasks at work. Not only do they effectively use technology in the workplace, they also use technology to support personal lifestyle needs and desires, something the Traditionalists and Boomers rarely do.

Millennials surpass Generation Xers in their technological know-how. Other generations have even gone so far as to refer to Millennials as the Thumbers for their incessant use of cell phones and PDA keypads—especially when used for texting. Millennials are believed to have technology imbedded in almost every single thing they do in their everyday lives. They desire to be connected to the outside world twenty-four hours a day, seven days a week. Their familiarity of and demanding use of technology far surpasses that of their predecessors. Millennials are oftentimes innovators and/or early adopters of new technological products. They adapt to technological changes much faster than Generation X and faster than those in the Baby Boomer generation. Millennials are more open to new technological progressions than the other generations. They look forward to updates, and adopt what is available without any hesitation. Millennials heavily use technology for educational, social, and professional purposes, and prefer to learn from interactive technological experiences.

To accommodate the differences in knowledge and frequency of use of the newest technologies of the four generations, businesses must practice extreme caution. Even though other generations do not have a problem with them, Millennials will become annoyed and impatient with outdated technologies used in the workplace. However, Baby Boomers will become overwhelmed and less productive at work if new technologies are adopted that are hard to learn and accept. Generation Xers, being in the middle of the Boomers and Millennials in years, are also in the middle of the two generations in regard to their views on adopting new
technologies. While they do not mind the new technological developments, they are also okay with the use of somewhat outdated technologies.

Businesses should not only think about the adoption of new technologies. They also need to consider the influence of technology on communication in the workplace. The advent of technological reliance has become evident in the workplace and has greatly affected communication between employees. While Traditionalists and Baby Boomers started working in an era where face-to-face interaction was key to communication, followed by the use of the telephone, reliance on e-mail and text messaging has become a reality in the workplace, technologies Generation Xers and Millennials are much more comfortable using.

Computer-Mediated-Communication (CMC) is defined as any communication that takes place through, or is facilitated by, the use of computers. CMC includes the use of e-mail, chat tools, video conferencing, and others. What older generations may not completely understand or be willing to accept is the belief that the younger generations hold, where they view CMC as a close form of contact with another party. While younger generations believe it is a close form of contact, Traditionalists and Boomers oftentimes only view it as a method of communication that leaves the two parties involved extremely far away from one another, creating a less accurate representation of the parties involved and also the potential for messages to be distorted.

Traditionalists and Boomers dislike the use of CMC because of the lack of video and audio cues, which they view to be impersonal and something that causes a lack of socioemotional content needed in a healthy relationship. However, unlike their predecessors, many Generation Xers and Millennials believe that verbal behaviors are overly scrutinized. They feel that the use of CMC and nonverbal communication is something that keeps communication much more simplistic, with less editing and unnecessary translation of hidden
meanings. Traditionalists and Boomers view the use of such technology as detrimental to meaningful working relationships, while Generation Xers and Millennials view CMC as convenient and effective in maintaining bonds between individuals.

**GENERATIONAL LEADERSHIP REQUIREMENTS**

Because of the differences in work styles and personal characteristics, each generation values different attributes in their superiors or in leaders in general. These differences play a major role in how upper management should communicate and interact with the various generational employees. The following paragraphs explain what each generation values in their leaders and what they look for in their relationship with their superiors.

Traditionalists value a leader that is publicly impressive and dedicated, someone who has experience and looks at the big picture. Traditionalists want superiors who share in the decision-making processes of a business through listening, teaching, delegation to employees, and encouragement. They especially need a superior who is trustworthy.

Baby Boomers value a leader who is politically astute, persuasive, and diplomatic. Like the Traditionalists, Boomers want someone who is experienced and looks at the big picture. They want someone they can trust, who is dependable, and who also wants to share in the decision-making process. They want someone who has a clear focus on the task at hand.

Generation Xers value a leader who is optimistic and persuasive. Like their forefathers, Xers want an experienced leader who is trustworthy and has a clear focus. However, unlike the previous generations, Xers want a leader who is focused on the short-term. They value a leader who will listen much more than the other generations, and want one who is encouraging and perceptive.
Millennials value a leader who is dedicated and creative. They want superiors who value them personally, as individuals. Like the Xers, Millennials want a leader who has a short-term orientation, unlike that of the desired leaders of Traditionalists and Boomers. Although Millennials want a leader who is trustworthy, they do not value trustworthiness as high as the other three generational cohorts. Millennials place higher values on dedication, focus, and optimism.

MAINTAINING RELATIONSHIPS

Americans spend more time with coworkers and colleagues than they do with their friends and significant others. Because Americans spend so much of our time at work, it is vital that we take the time to understand, develop, and maintain positive relationships in the workplace. Camaraderie of employees is desired by management in every firm. To successfully maintain relationships in the workplace, employees need to be professional, but approachable, helping others whenever possible. They need to be respectful of the differences of others, and open to change. Simply because your method is different from that of another employee does not mean that yours is necessarily correct. Being open to ideas from other generations, who experienced different things in their lives, keeps you open to new opportunities to learn and gain from their knowledge and experience.

It is unnecessary to develop personal friendships with each of your colleagues, but it is necessary to have healthy professional relationships with them. Any hindrances to these professional relationships can decrease the effectiveness of employees in their work. Professional relationships that are unstable create conflict in businesses and can negatively affect other employees by being around the negativity. Unhealthy relationships create closed-
mindedness, where one employee will shut out the needs and ideas of another purely based on the presence of their poor relationship.

**CONCLUSION**

Oftentimes when working with others, people make the mistake of trying to mold their colleagues into a slightly differing version of themselves because they believe their own work styles and habits are easier, better, and more beneficial. However, what makes a team so great is the diversity that is invested into the working relationship by the differing members: differing styles, new perspectives, and new ideas. Each team member has their own strengths that they can bring to the team. If everyone were to mold to the same methods and ways of one person, say the leader of the team, opportunities would be missed.

It is pertinent that employees of all genders, ages, and ethnicities take the time to learn about the differences of the generations. The information gathered through this research shows that while all generations have vast differences, we all can work together if we respect these differences, seize the strengths of each generation, and use these strengths to become more successful and profitable businesses that employees of other firms will find admirable and desirable. To see a summary of the defining events and cultural impacts of each generation, refer to the table in Appendix A. Refer to Appendix B to view a summary of the personal characteristics and work styles of each generation.

Businesses and individuals need to find a balance between the methods and technologies used in today's business world to settle the differences between the generations. All types of communication are beneficial in their own ways, which is why a generation needs to be open to all alternatives available. The business world is constantly evolving with technological
advancements and scientific developments. To avoid change is unrealistic in a changing world, but to ignore the past and completely leave history behind us is also impractical. Balance is imperative in creating and maintaining a successful relationship between people of different generations.

**SUGGESTIONS FOR FURTHER RESEARCH**

My research focused on studying the four generally accepted generations within the United States and the various characteristics necessary to create and maintain healthy business relationships between different generations using secondary sources. For further research, I would suggest that researchers explore relationships within different countries, aside from the United States, to show the impacts that cultural diversity has on generational business relationships. Another suggestion would be to continue to monitor the changes and evolution of the Baby Boomer generation because the aging of this generation will continue to even more greatly affect all of the generations. Specifically, further research would benefit to focus on the struggle of the Baby Boomers to balance all of their obligations (in the workplace, caring for their Traditionalist parents, and caring for their children in the younger generations), all while they continue to age, start to experience health-related issues, and have to work longer for financial necessity. Also, I would suggest the use of primary data collection, through such techniques as surveys and interviews, to give more personalized perspectives and insights into generational differences and their effects on business relationships.
# APPENDIX A

- **Generational Summaries: Defining Events & Cultural Impacts**

<table>
<thead>
<tr>
<th>Generation</th>
<th>Defining Events</th>
<th>Cultural Impacts</th>
</tr>
</thead>
</table>
| 1) Traditionalists | --Great Depression  
|               | --WWII                                                | --Difficult Financial Times                          |
|               |                                                      | --Actions are Deeply Rooted in Values                 |
| 2) Baby Boomers   | --Kennedy Assassinations  
|                | --Dr. Martin Luther King Jr. Assassination           | --Economic Prosperity                                 |
|               | --Watergate Scandal                                   | --Civil Rights Focus                                  |
|               | --1st Man on the Moon                                 | --Having to Work Longer                               |
|               | --Woodstock                                           | --Women Focus on Careers First,                       |
|               | --Sexual Revolution                                   | Family Later                                          |
| 3) Generation X | --MTV                                                 | --Dual Parent Incomes                                 |
|               | --Challenger Crash                                    | --Latch Key                                           |
|               | --Fall of Communism                                   | --Financial and Relational Insecurity                 |
|               | --AIDS                                                |                                                       |
| 4) Millennials      | --Terrorism                                           | --Hopeful, but Aware of Problems                      |
|               | --Oklahoma City Bombings                              | --In Search of Opportunities                         |
|               | --September 11th Attacks                              |                                                       |
|               | --Globalization                                       |                                                       |
### Generational Summaries: Personal Characteristics & Work Styles

<table>
<thead>
<tr>
<th>Generation</th>
<th>Personal Characteristics</th>
<th>Work Styles</th>
</tr>
</thead>
</table>
| 1) Traditionalists | --Hard-working  
--Honesty  
--Loyalty  
--Honor  
--Patriotism  
--Self-sacrifice | --Want to Know Goals Upfront  
--Desire Recognition |
| 2) Baby Boomers | --Searching for a Sense of Entitlement  
--Open to Variety  
--Motivated  
--Value Work/Life Balance | --Conventional Formality  
--Teamwork  
--Relationships  
--Opportunities for Growth |
| 3) Generation X | --Self-reliant  
--Resourceful  
--Lack of Solid Traditions  
--Insecure  
--Cynical  
--Doubtful  
--Distrust of Institutions | --Less Formality  
--Focused  
--Intense Focus on Time Management  
--Open to Change  
--Desire Feedback  
--Competitive  
--Motivated by Trust and Respect |
| 4) Millennials  | --Hopeful  
--High Expectations  
--Sense of Empowerment  
--Ambitious  
--Distrust of Institutions  
--Optimistic/Realistic  
--Nurturing | --Less Formality  
--Search for Meaningful Work  
--Teamwork  
--Appreciation of Diversity  
--Desire Feedback and Recognition  
--Desire One-on-one Attention  
--Technology-focused |
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