



Moats Kennedy, Inc.

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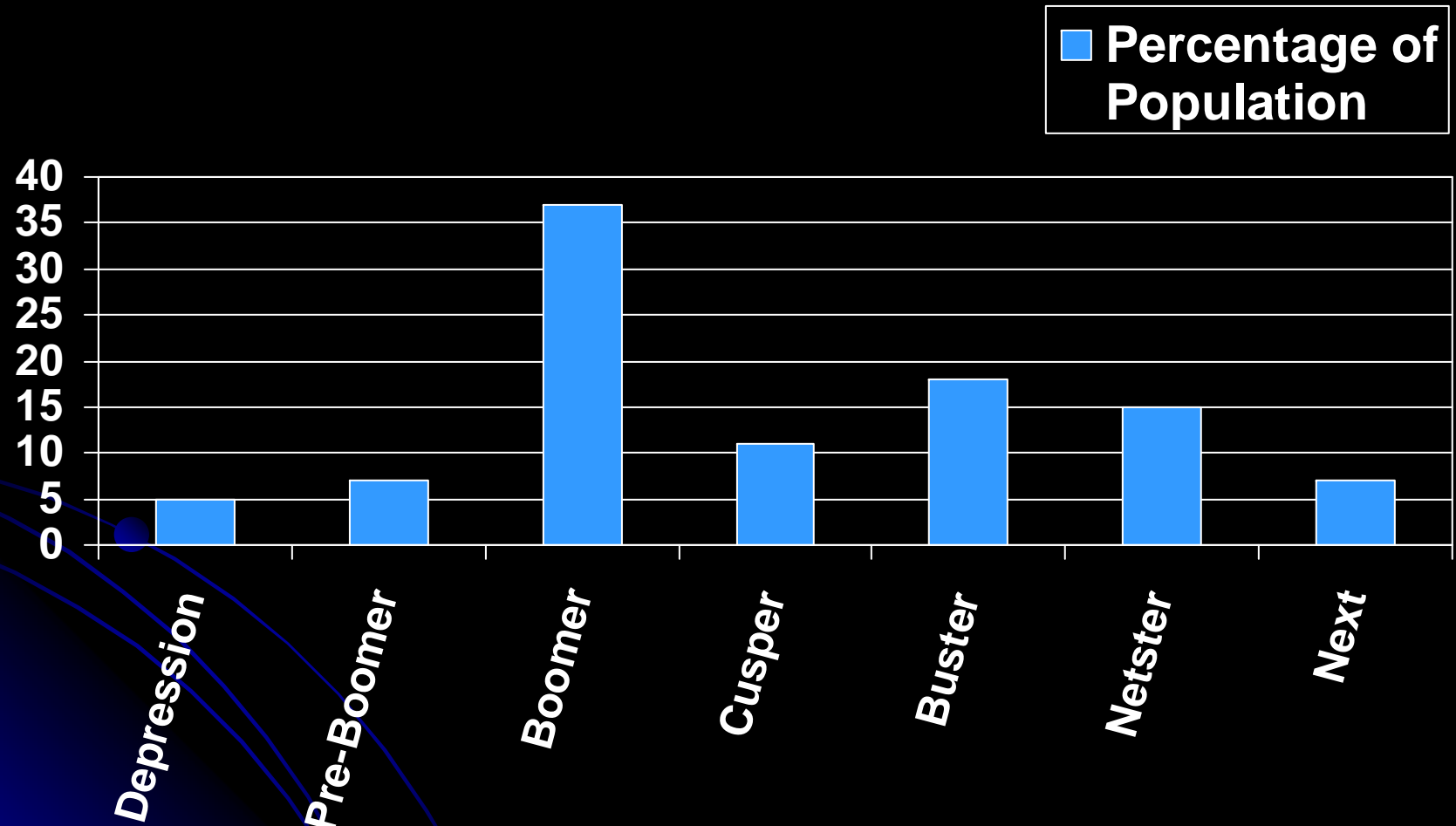
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Age Cohorts: Workplace Characteristics

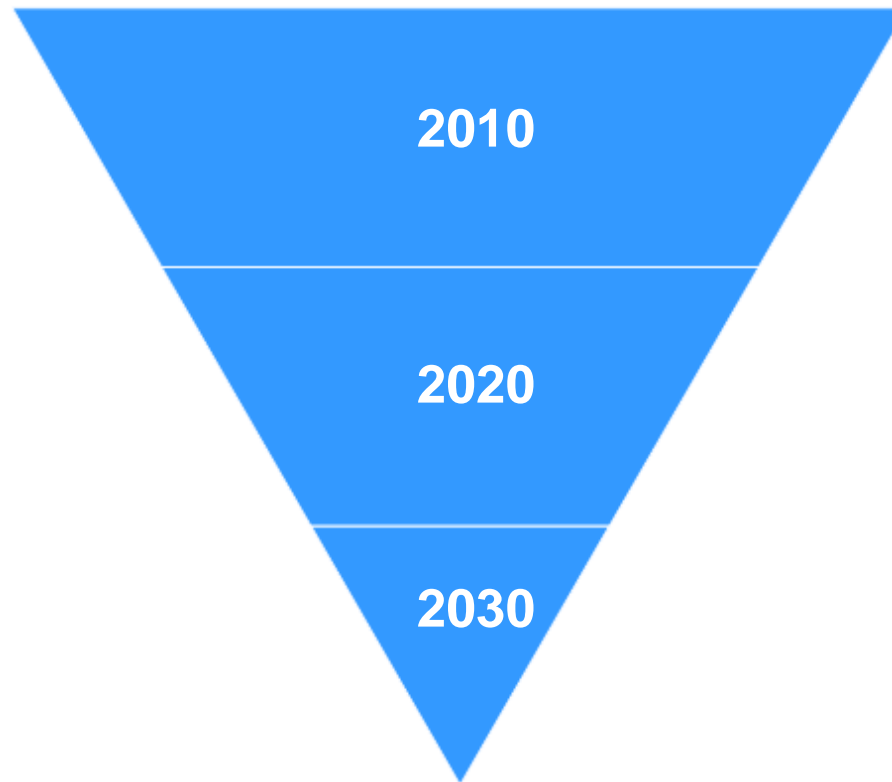
Pre-Boomer	Boomer	Cusper	Buster	Netster
1934-1945	1946-1959	1960-1968	1969-1978	1979-1988

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

U. S. Population by Cohort



Boomer Population



A Look at the Next Generation 1989+

Work	Lifestyle	Leisure	Influences	Relationships
A Place to Stand	Formality returns	Surfing the Web	U.S. New and World Report	Strong family ties
Serial career choices	Urban vs. Suburban	Team sports/fitness	Consumer reports	Play dates/move in groups
Sports, not part-time jobs	Less space; less cost	Volunteering	Life sciences	Peers more than parents
Internships	Technology Rules	Environment	Knowing is everything	Grades equal income

Motivation Across Age Cohorts

Pre-Boomer 1934-1945	Boomer 1946-1959	Cusper 1960-1968	Buster 1969-1978	Netster 1978-1988
Money	More Money	Do well by doing good	Time off	Time off
Responsibility	Promotion	Meeting organizational goals	Meeting own goals	Portable skills training
Public recognition	Public recognition	Recognition from boss	Recognition from boss	Meeting own goals
Accomplishment	Peer recognition	Bonuses	Skills training	Stock options
Desire to lead	Desire for subordinates	Stock options	Stock options	Mentoring
Control	Control		Mentoring	
Organizational loyalty	Loyalty to self			

What Makes Them Apply?

Pre-Boomer

Boomer

Cusper

Buster

Netster

1934-1945

1946-1959

1960-1968

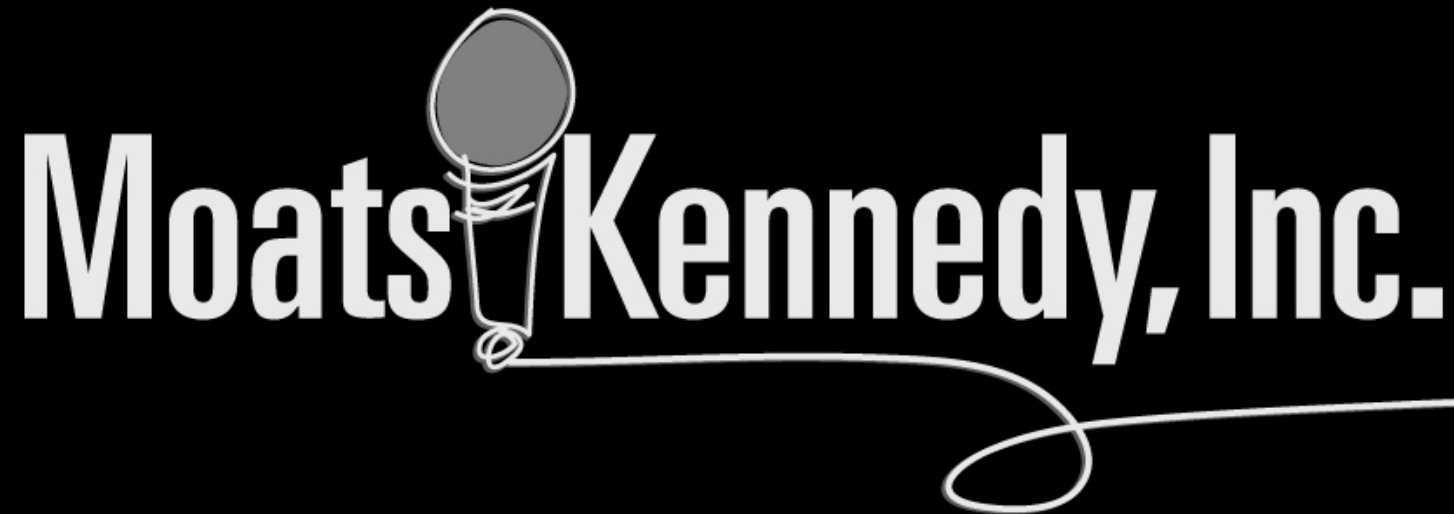
1969-1978

1978-1988

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

Age Cohorts: Patient Expectations

	Pre-Boomer 1935-1945	Boomer 1946-1959	Cusper 1960-1969	Buster 1969-1978	Netster 1979-1988
SERVICE/ PROMPTNESS	Will wait for top skills	Will wait for good bedside manner	Get me out of here fast	Get me out of here fast	Get me out of here fast
BEDSIDE MANNER	Marcus Welby	Marcus Welby	Welby/ER	Not important	Not important
STAFF	Friendly	Friendly	Efficient	Quick	Quick
OFFICE ENVIRONMENT	Cheerful	Cheerful	Where's a video?	No opinion	No opinion
QUALITY CARE MEANS	Clear explanations	Clear explanations ; optimism	The latest technology	The latest technology	The latest technology
REACTION TO PROGNOSIS	Accepting	Want second opinion	Want second opinion	Want third opinion	N/A



Questions?

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