DEFINITION OF A GENERATION:
A generation is a group of people born during a certain time period. People in a generation share similar experiences growing up, and their values and attitudes, particularly about work-related topics, tend to be similar, based on those shared experiences.

The Silent Generation (Matures) 1925-1945
Duty, honor, country, dedication and sacrifice, unity, national pride
- Strong military connection. Duty before pleasure.
- Dedicated to a job. Delayed gratification and reluctant to challenge the system.
- Respectful of authority, even if frustrated.
- Honor and integrity are critical.
- Resistant to change.

Boomers (1946-1964)
Work ethic, live to work, defined by job
- Live to work. “Pay your dues.” Work ethic = hours spent on job.
- If they can’t see an employee, they are not working.
- Optimistic. Willing to go into debt.
- Generation size = influence on government and products.
- Team oriented.
- Nostalgic about their youth.
- Want convenience/personal gratification.
- Love face time/meetings. Ambivalent toward technology.

Gen X (1980-1965)
Self reliant, skeptical, work to live NOT live to work, ease in technology, loyal to boss not the company, nontraditional family units, latchkey kids
- Work to live. Work smarter not harder.
- “Let me grow and I’ll stay.”
- Contribution to the “whole”.
Resume building.
- Very, very, very independent.
- Cautious, cynical and conservative.
- Lead from afar and don’t like meetings.

Multi-taskers, want to be “famous”, instant gratification, sense of entitlement, technologically sophisticated, tech dependent, “helicopter or lawn mower parents”
- Live in the moment.
- Leave work when tasks are completed.
- Early adopters of technology.
- Like connecting & seek input from everyone.
- Will demonstrate respect only after treated with it.
- Astoundingly diverse demographically.
- Question everything.
- Change = improvement.

**Generation Z (2001-now)**
Realistic, cautious, security-minded, inquisitive, globally aware, inspired to improve the world
- The world is scary (post 9/11, great recession, school violence.
- Social networking, generation “now”.
- Feel responsible for changing the world.
- Solutions are digitally crowd-sourced.
- Avoid debt and save money.

**U.S. WORKFORCE**

<table>
<thead>
<tr>
<th>GENERATION</th>
<th># IN WORKFORCE</th>
<th>BIRTH YEARS</th>
<th>AGE RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials</td>
<td>53.5 Million</td>
<td>1981-1997</td>
<td>18-34</td>
</tr>
<tr>
<td>Gen Xers</td>
<td>52.7 Million</td>
<td>1965-1980</td>
<td>35-50</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>44.6 Million</td>
<td>1946-1964</td>
<td>51-69</td>
</tr>
<tr>
<td>Silents</td>
<td>3.7 Million</td>
<td>1928-1945</td>
<td>70-87</td>
</tr>
</tbody>
</table>

**SOURCE: PEW RESEARCH CENTER**

What are the biggest complaints FROM Millennials in the workplace?
- You don’t value my ideas.
- You tolerate low-performance.
- ROI is not enough for me.
- Culture is more than free Panera.
- I need to be surrounded by people on fire for what they are doing.
- I need a manager/mentor who thinks differently.
- It’s OK to get personal – I need to know your care.

**Things Millennials want you to know:**
- I am a creative, motivated, free thinker who just wants to be happy.
- I was raised to believe I could change the world.
I’m desperate for you to show me that the work we do here matters. I am constantly researching things on my devices, not ignoring you. Praise overload has affected me. It’s not my fault that I got a ribbon for everything, had helicopter/lawn mower parents, and was never allowed to fail.

What do Millennials need:
- A different work/practice model.
- Flexibility (including job sharing and telecommuting).
- A written job description.
- Work that makes them feel like they are making a difference.
- Appropriate technology.

Employers must:
- Adapt and change – offer what they need or someone else will.
- Show them that their work matters – every single day.
- Give them freedom and a voice.
- Let them choose their own work schedules.
- Treat them like adults.
- Start conversations with them.
- Mentor them.

Build relationships by:
- Being authentic.
- Being curious, asking open-ended questions, actively listening.
- Knowing how to use empathetic statements.
- Paying attention to nonverbal.
- Doing what you say you’re going to do.
- Saying thank you often.
- Staying connected.

TIPS FROM VETERINARIANS GENERATED AT THE 2016 AVMA VETERINARY LEADERSHIP CONFERENCE

What can I do in my veterinary practice to keep my young associates feeling valued and engaged?

Get personal:
- Acknowledge their contributions - Praise them for a specific action daily. Recognize them when they go above and beyond, even if it’s only bringing them a coffee from Starbucks.
- Mentor them and show an interest in their lives.
- Engage employees outside the clinic.
- Make their first day memorable to show you are excited that they are joining your team.
- Give them their birthday as a paid day off.
- Ask millennials, “What would you do with this case?” and actively listen to answers.

Consider your business practices and culture:
- Be willing to change the business model to serve their needs – i.e. one week on, one week off, some flexibility in hours or days worked.
- Be open to medication and equipment requests.
- Provide transparency with the business and finances.
• Give them an opportunity to help make important decisions and participate in meetings.
• Have a “success jar” in your practice and share successes.
• Divide up on call hours fairly.
• Do not completely limit cell phone use at work.
• Make sure the work environment is positive.

**Promote personal growth:**
• Give them paid CE and opportunities to grow their skill set.
• Show them you have a vision for their talent development. Have employees identify areas where they want to grow and have them find training in those area.
• Give them a chance to prove themselves through stretch projects – a specific challenge they request or is assigned, leading to a specific outcome. This could be an analysis, creation of a new product/service or presentation on new technology that could have a major impact on the business.
• Invite them to participate with practice owners in important events allowing them to interact with leaders.

**What can I do in my veterinary practice to attract younger clients?**

• Make sure your website is mobile-friendly.
• Use photos and emojis to appeal to millennials.
• Keep copy short.
• Ask clients how they want to be contacted and then contact them that way.
• Text millennials when their pet is ready to go home (if that’s they’re preferred communication venue).
• Be active on social media and let your clients know about it.
• Create an app and make sure it can handle appointments.
• Keep your equipment up to date (as much as you can, given financial constraints).

**GENERATIONAL DIFFERENCES CHART**

<table>
<thead>
<tr>
<th></th>
<th>Matures</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Millenial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work–Life Balance</strong></td>
<td>Hard work</td>
<td>Personal fulfillment</td>
<td>Work to live</td>
<td>This is only a job</td>
</tr>
<tr>
<td><strong>Approach to Work</strong></td>
<td>Work fast</td>
<td>Work efficiently</td>
<td>Every job is a contract</td>
<td>Technology has all the answers</td>
</tr>
<tr>
<td><strong>Core Values</strong></td>
<td>Duty &amp; sacrifice</td>
<td>Optimism &amp; crusading causes</td>
<td>Balance &amp; live for today</td>
<td>Live life on my terms</td>
</tr>
<tr>
<td><strong>Spending Habits</strong></td>
<td>Thriftiness</td>
<td>Buy now/pay later</td>
<td>Save, save, save</td>
<td>Earn to spend</td>
</tr>
<tr>
<td><strong>Right vs Wrong</strong></td>
<td>Right/wrong is black/white</td>
<td>Everybody’s right</td>
<td>Right in my context</td>
<td>Right &amp; wrong depends</td>
</tr>
</tbody>
</table>