2024 GENERATIONAL QUICK VIEW — General characteristics: all still individuals, different cultures and experiences

	Builder (Silent)	Baby Boomers	Gen X	Millennials (Gen Y)	Gen Z (Homelander)
Reaction to Turning	4th: Crisis	1st: High	2nd: Awakening	3rd: Unraveling	4th: Crisis
~Ages 2024	~78 to ~95	~60 to ~78	~40 to ~60	~16+/- to ~40	~current to 16+/-
Characteristics	Loyal, dependable, tactful	Optimistic, competitive, workaholic, team	Flexible, informal, skeptical, entrepreneurs	Civic, open-minded, team	Digital Natives, world citizens, entrepreneurial
Worldview, values	Social wartime controls; we, not me, age = seniority	Too much social control; me; 'invented success'	Loosening social controls; guarded; econ uncertainty	Too few social controls; personal balance	Digital, individuality, creativity, mental health
Shaped by	Great Depression, WWII, Communism, morse code, automobiles, travel	Vietnam, civil rights, first reliable birth control in history of world, sexual revolution, Watergate, Neil Armstrong	AIDS, Berlin Wall, dotcoms, latchkey, OJ Simpson trial, Challenger, stock market crash, lay-offs	Parent divorces and lay-offs, Columbine, Y2K, 9/11, Internet, 2008 recession, fMRI, school shootings, Princess Diane death	Iraq/Afghanistan, recession, first Black president, WikiLeaks, Arab Spring, lockdowns, cyberbullying, college debt, pandemic
Popular culture	Clark Gable, Gone with the Wind, [white] cowboy movies	Easy Rider, The Graduate, roller skates, mini-skirts, Barbie, Elton John	MTV, SNL, ET, Hey hey it's Saturday, casual Fridays	Baseball caps, flip-flops, men's skincare	Skinny jeans/suits, information with humor, memes
Music	Jazz, Glen Miller, Frank Sinatra, Pat Boone	Pat Boone to Elvis, Beatles, Rolling Stones, country	INXS, Madonna, Michael Jackson, Tina Turner	Eminem, Kanye West, Beyoncé, Taylor Swift	Justin Bieber, The Weekend, Adelle
Screens	Radio, movies	+ TV, first computers	+ Internet	+ Social media, gaming	+ RSS*
Technology use	Uncomfortable	Dabblers, unsure, limit	Unable to work without	Mystified if not available	Connected 24/7
Buying, influences	Brand loyalty expected	Brand loyalty: authorities	Brand-switching	No brand loyalty	Trend evangelists
Learning style	Formal, top-down, didactic, instructive, OTJ training the hard way	Classroom, structured, facilitated	Relaxed, roundtable, practical, case studies, interactive, PowerPoint	Informal, networked, participative, data, stories, multi-sensory, visual, FAQ	Lounge, e-learning, sonar, interactive, multi-modal, kinesthetic
Communication style	Top down, personal notes	Efficiency, phone, face-to-face	Hub & spoke, email	Collaborative, social, IM, email, text	Always on: 24/7 electro-social
Problem solving	Hierarchical	Horizontal	Independent	Collaborative	Social, Internet, cell
Leadership style	Command & control	Get out of the way	Coach	Partner	Protagonist
Ideal leaders	Authoritarian commanders	Commanding thinkers	Coordinating doers	Empowering collaborators	Inspiring co-coordinators, direct interaction
Work style	Loyalty, life-long employer	Live to work	Flexibility	Work to live	Independence
Motivated by	Stability, loyalty repaid	Loyalty, teamwork, duty	Meet personal and professional needs	Personal, flexibility, immediate feedback	Training, self-direction, multiple input/projects
Feedback	No news is good news	Annual	Weekly	Frequent, when requested	Ongoing, constant
Job changing	Unwise	Sets me back	Necessary	Planned; frequent	Desirable: improves skills

*RSS really Simple Syndication – Custom feed/input, avoids browsing/searching and 'noise,' but limits exposure and input.
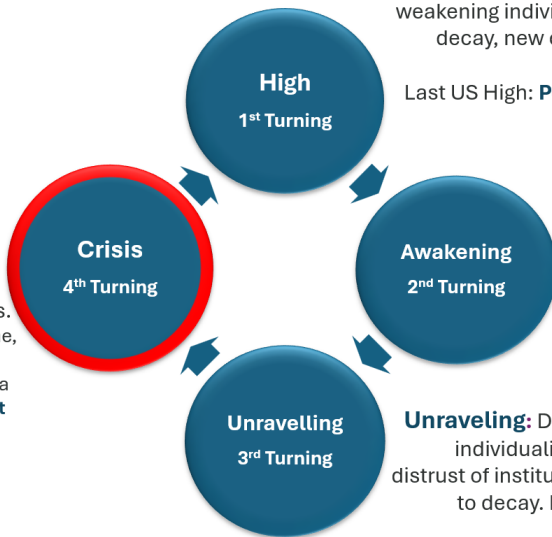
The basis Turnings

High: Upbeat; strengthening new institutions, weakening individualism. Old values regimes decay, new civic order implants. Sense of clarity on direction.
Last US High: **Post-WWII ~1945-early 1960s**

Crisis: Civic deconstruction. Political, economic upheaval, social strife, war. Institutional life destroyed, perceived threats to nation's survival. Need for community re-emerges.
- US, UK/Europe, Ukraine, Russia, Israel, Palestine, Africa, China
- **~2001/2008 to current**

High
1st Turning

Crisis
4th Turning

Awakening
2nd Turning

Unravelling
3rd Turning

Awakening: Passionate era, spiritual upheaval. Institutions attacked in name of personal, spiritual autonomy and individualism. **~1963-1985**
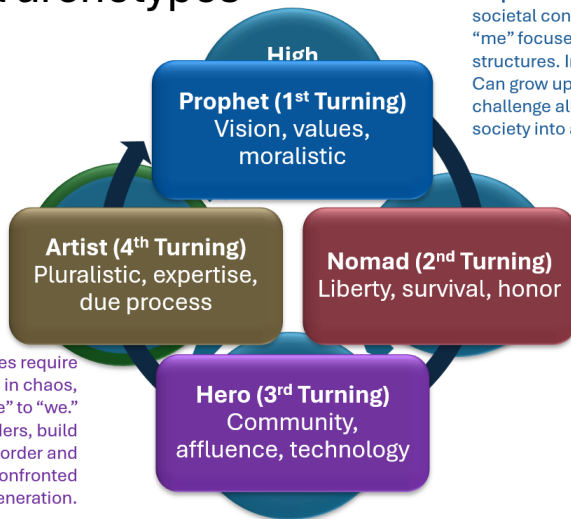
Unraveling: Downcast era, strengthening individualism, weakened institutions, distrust of institutions. Old civic order starts to decay. Era of self-interest and self-sufficiency. **~1985-2008**

Source: Strauss & Howe, *Generations,* 1991

Generational archetypes

BOOMER
Prophets: Born after crisis period with strong societal controls, grow up in glow of success; "me" focused. Resist and dismantle social structures. In midlife, can become moralistic. Can grow up into narcissistic adults who challenge all authority. As elders, may lead society into a new crisis period.

BUILDERS & GEN Z
Artists: Grow up as children during the crisis period, come of age as sensitive young adults. During crises, rejuvenate and renew societal structures. Grow old as empathetic but cautious leaders.

Prophet (1st Turning)
Vision, values, moralistic

Artist (4th Turning)
Pluralistic, expertise, due process

Nomad (2nd Turning)
Liberty, survival, honor

Hero (3rd Turning)
Community, affluence, technology

GEN X
Nomads: Grow up in the shadow of the Prophets, resistant. As young adults can feel alienated as societal controls loosen. Mellow into pragmatic midlife leaders during a crisis period.

GREATEST & MILLENNIALS
Heroes: Dismantled social structures require high parental controls. Step up in chaos, crisis period to lead from "me" to "we." Become society's powerful civic leaders, build new institutions, promote social order and productive activity. As elders, confronted politically by Prophet generation.

Source: Strauss & Howe, *Generations,* 1991

Strauss and Howe wrote Generations—describing the characteristics of the generational architypes—in 1991, a decade before most Millennials were even born and long before Boomers grew to dominance in US politics. Their descriptions in 1991 of the architypes were drawn from their study of the preceding 500+ years of Anglo-American history. These archetypical social generations are a result of major historical events during Turnings, not short-term cultural changes.

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