**Empowerment Coalition for Innovative Leaders Summit April 24, 2024**

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| **Work Values** | **Boomers** | **Gen X** | **Millennials** |  **Gen Z** |
| Communication | Face-to-Face or Phone | Voicemail or email | IM or Text | IM or Text or Social Media (LinkedIn) |
| Acknowledgment | Show personal appreciation | Reward with free time or opportunities | Awards and Certificates | Digital Awards and Digital Badges |
| How to Show Respect | Treat them as equals | Support training & growth | Value civic duty | Cultivate a purpose-driven workplace and show transparency |
| Supervision Style That Works Best | Democratic not hierarchical | Give them freedom | Be collaborative | Regular check-ins & build a personal relationship (empathy) |
| How to Motivate | Tell them “we need you” because | Think globally | Offer coaching & support | Challenge them & offer opportunities for growth/advancement. |
| How they work best with teams | They are motivated to collaborate but need to know how this fits the mission of the agency | Give them individual assignments and don’t micromanage | Provide flexibility in assignments and participation | Provide flexibility in assignments and participation (remote work). |
| Feedback | Ask for and hear their input | Give timely and specific feedback | Tell them how they make a difference | Frequent but short feedback (use tech) |
| Professional Developmental Needs | Offer flexible schedules or phased retirement | Care about their personal goals  | Provide the latest technology | Provide the latest technology (Smart office). Value self-improvement & personal growth. |
| What they want from the Organization | Leverage their knowledge | Make it fun | Promote volunteerism | They want their voices heard |
| They value | Teamwork | Diversity | Technical advancements | Technical Advancements and Diversity |