Connecting Across the Ages:

A Guide to Four Generations of Clients

BRIDGEWORKS
bridging the generational divide

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Introduction

Being a financial advisor is unlike any other profession. You're often called upon to be part money manager, part confidante, part therapist and part social worker to your clients. Because of the many important roles you play in their lives, it is crucial to have a firm understanding of the clients you are servicing.

For more than two decades, advisors and financial institutions have been dependent on Traditionalists (born before 1946) and Baby Boomers (born 1946-1964) as the majority of their client base. But the financial services industry has hit a crossroads. The country is in the midst of a demographic shift while simultaneously working its way through a changing economy.

Enter Generation Xers (born 1965-1979) and Millennials (born 1980-1995). They are secure in their careers, gaining spending power and influence, and are in need of financial advice. According to the Private Banking and Wealth Management Survey, 41 trillion dollars is going to be transferred from Baby Boomers to their children over the next 30 years.[1] This club of heirs, aged 20 to 45, feels little responsibility to remain with their families' financial advisors. Understanding this demographic will be key to creating a secure pipeline of clients for you and your business.

This guide will give you insight into various generational perspectives and provide specific tips on catering to the needs of each age group to ensure that when wealth changes hands, clients will remain loyal to you—regardless of which generation is making the big decisions. It will:

- Explain who the generations are in today's marketplace
- Uncover what each generation is facing in their current life stage
- Explore how the generations act and react in times of change
- Reveal how each generation perceives their financial outlook
- Emphasize ways to engage the Millennial generation, the newest group of clients

At the end, you'll better understand your current client base and be ready to offer new ways to engage the next generations of clients.

1. PriceWaterhouseCooper. (2013). Navigating to tomorrow: Serving clients and creating value. Retrieved from http://www.pwc.com/gx/en/banking-capital-markets/private-banking-wealth-managementsurvey/assets/pwc-global-private-banking-wealth-management-survey-2013.pdf

Methodology

The conclusions in this guide are based on BridgeWorks' large-scale primary research surveys, hundreds of interviews, and draw upon BridgeWorks' 15 years of experience with organizations ranging from Fortune 100 companies to non-profits to entrepreneurial start-ups.

Quantitative and qualitative research was used to track behavioral patterns and consumer trends broken down by age group. Qualitative research figures more prominently in the results than quantitative research in order to discover the nuances in human behavior that mere numbers cannot track. Additional data from third-party sources, as cited, is used to complete the picture.

Research Highlights

There is a need for financial advice among Millennials:

→ 71 percent of college-educated Millennials are investing, yet only 21 percent are doing so through an advisor.[1]

Millennial women are a new target market:

→ Millennial women are out-earning Millennial men in the workplace.[2]

Gen Xers are the new squeezed generation:

→ 42 percent of Gen Xers have a financially dependent child and a parent over the age of 65.[3]

Gen Xers will leave if they feel a lack of trust:

→ The No. 1 reason Gen Xers will leave an organization is lack of trust.[4]

Baby Boomers are in a different financial situation than what they anticipated:

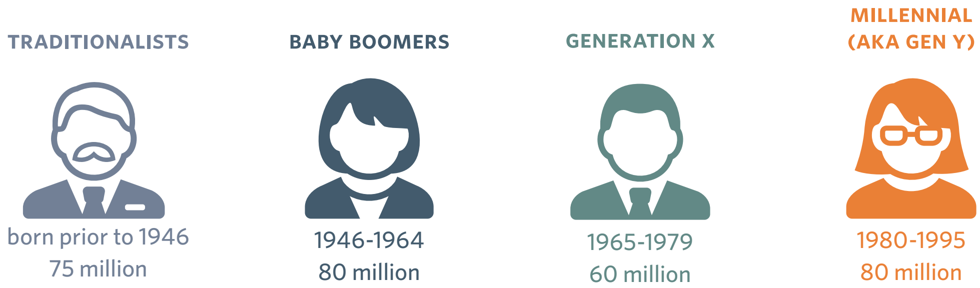
→ The 40 trillion dollars that was supposed to be transferred from Traditionalists to their Baby Boomer children has shrunk to 11.6 trillion.[5]

Baby Boomers, a generation of early-adopters, continue to crave the latest and greatest:

→ Baby Boomers currently comprise 25 percent of the population but they account for 40 percent (in total dollars spent) of technology consumption.[6]

1. Pigliucci, A., McCollum, M., & Agarwal, J. (2013). Generation d—an emerging and important investor segment. Retrieved from http://www.accenture.com/SiteCollectionDocuments/us-en/Research and Insights/Accenture-CM-AWAMS-POV.pdf
2. Henderson, M. J. (2012). Millennial women speak out about the gender ambition gap—it's real and they're living it. *Forbes*. Retrieved from http://www.forbes.com/sites/jmaureenhenderson/2012/05/16/millennial-women-speak-out-about-the-gender-ambition-gap-its-real-and-theyre-living-it
3. Stephen, B. (2013). Generation x is the new sandwich generation. *AARP*. Retrieved from http://blog.aarp.org/2013/02/01/generation-x-is-the-new-sandwich-generation
4. Giang, V. (2012). 5 reasons why gen x workers quit their jobs. *Business Insider*. Retrieved from http://www.businessinsider.com/5-reasons-why-gen-x-workers-quit-their-jobs-2012-11
5. MetLife Mature Market Institute. (2010). Inheritance and wealth transfer to baby boomers: A study by the Center for Retirement Research at Boston College for the MetLife Mature Market Institute. Retrieved from https://www.metlife.com/assets/cao/mmi/publications/studies/2010/mmi-inheritance-wealth-transfer-baby-boomers.pdf
6. Stein, J. (2013). It's stupid and insulting to pitch baby boomers as tech novices. *Forbes*. Retrieved from http://www.forbes.com/sites/jonstein/2013/01/29/2013-the-year-your-grandpa-becomes-more-tech-savvy-than-you/

Who Are the Generations?



What Defines a Generation?

Age is simply a starting point when we break down the generations. More significantly, generations are characterized by events and conditions from formative years. During this time, typically the teenage years, we are highly impressionable and coming to terms with the world around us. Consequently, what is happening in the world at that time has a profound and lasting impact on our views and behaviors. Consider the events and conditions that you remember from your formative years, and how those moments continue to shape you today.

Possible events and conditions that have shaped the worldview of your clients, their children and their grandchildren:

Traditionalist	Baby Boomer	Gen X	Millennial
WWII	Vietnam	Watergate	9/11
The Great Depression	Civil Rights Movement	Divorce & working moms	24-hour media
Kennedy assassination	Watergate	LA riots	Dot-com bubble
Golden age of radio	Dominance of TV	MTV	Reality TV
Emergence of movies	Woodstock	Personal computers	Smartphones

This guide will describe each generation and how their worldview typically defines what they want in a financial advisor.

Traditionalists (born prior to 1946)

Traditionalists, also known as "The Greatest Generation" or "The Silent Generation," know a great deal about sacrifice. This is the generation that truly understands what it means to set aside individual needs in order to achieve the needs of the greater good. Half of Traditionalist men are veterans of WWII or the Korean War.[1] This generation is fiscally conservative, risk-averse, incredibly loyal, patriotic, and has great faith in institutions. Traditionalists continue to make up a substantial portion of many financial advisors' client bases, so it is crucial to understand them and maintain strong relationships with this generation.

What to keep in mind with your Traditionalist clients:

1. They are being strongly influenced by younger generations.

Baby Boomer and Gen X children and Gen X or Millennial grandchildren are actively involved in decisions made by their Traditionalist family members. While your Traditionalist clients may not be searching for cutting-edge solutions, they may be getting a variety of opinions from younger generations. As they evaluate your services in light of their children, they are forced to analyze if you will still be a fit for them in the future. Continue to discuss relevant new options, lest the Traditionalist feels you aren't prepared to meet their children's needs and their children potentially encourage them to look elsewhere.

2. Position change as evolution, not revolution.

Though there is a misconception that Traditionalists are completely resistant to change, on the contrary, they are the generation that has arguably experienced the most change. The resistance isn't usually about the actual change so much as how the change is communicated. When proposing change to a Traditionalist, focus on evolution versus revolution. Presenting an abrupt change or a drastic new direction is not the way to get a Traditionalist client to buy in. Where revolution seeks to upset or replace, evolution seeks to advance. Build upon what they already know in order to make the change more organic. When you propose change in a more approachable manner, Traditionalists are much more likely to get on board.

3. The best gift you can give them is your time.

While other generations may want quick online options for decision-making or power lunch meetings, Traditionalists need one-to-one relationships. Before they come in for a meeting, look over your notes and make sure you recall what is going on in their lives. Remember their children's names and any milestones that may have taken place since the last visit. That type of personal attention will help keep them loyal.

1. Lancaster, L., & Stillman, D. (2003). *When generations collide.* New York, NY: HarperCollins.

Traditionalist Summary

The questions they are thinking, but may not be asking:

1. Are you the right advisor for my children?
2. Is your advice consistent with the advice I am receiving from my children and grandchildren?
3. How can you help me leave a strong legacy?

TOP TIPS

1

Don't shy away from offering Traditionalist clients cutting-edge solutions. Even if they don't bite, it will mean a lot to their influencers.

2

Position change as evolution instead of revolution.

3

The best way to thank them for their loyalty is by giving them your time. Don't hold back on the schmoozing.

Baby Boomers (1946-1964)

Baby Boomers grew up in a time of great upheaval. Throughout adolescence, they struggled to put their own stamp on society and grappled with national events like Watergate and Vietnam. Boomers didn't sit back, they fought back. They brought about huge cultural and political changes, and continue to question authority.

Boomers, as their name suggests, were part of a substantial post-war rise in population. This meant that there were not always enough desks in classrooms, not enough books to go around, and definitely not enough jobs when they entered the workforce. As a result, they are an incredibly competitive, optimistic and idealistic generation. They are also the most educated population in history, wary of authority, early adopters of new technologies and have completely reinvented every life stage they have been through.

In terms of finances, this generation has become the wealthiest in history. Women entered the workforce in record numbers, often delaying having children while career progression took center stage. Combined, these elements have resulted in an extremely ambitious and wealthy generation. Boomers continue to make up a large portion of wealthy clients for financial services firms.

What to keep in mind with your Baby Boomer clients:

1. When positioning change to Baby Boomers, focus on revolution versus evolution.

While you want to position change as evolution vs. revolution for Traditionalists, for Boomers it's the opposite. Baby Boomers are the generation that has always been the first out of the gate. By nature, they are early adopters. Talk to them about the latest and greatest. Their competitive spirit wants to make sure that they are on top of the most up-to-date options and advancements. Baby Boomers are just as likely as Millennials to be excited about online banking options and financial app capabilities. Boomers even out-purchase Millennials on tech gadgets.[1] The revolutionary side of Baby Boomers has remained an integral part of their generational personality. Tap into that by keeping them up-to-date with the latest options, investments and technologies and position these changes as revolutionary rather than evolutionary.

2. Baby Boomers today are a generation in transition.

Many Baby Boomers are going through a time of reinvention. The biggest mistake advisors can make is to assume Boomers are established status-quo types. They are hitting major life landmarks such as empty nests, children moving back home, and impending retirement. All of these result in new financial needs and concerns. Many have also been hit by the recent recession in ways that have caused them to question both their life direction and their financial strategies. This period of transition for Boomers will inevitably trigger thoughts about their own futures and how money should be passed along. Be sure to be alert to these needs and find ways to advise and respond.

3. Boomer parents and Millennial children are thick as thieves.

Boomers are remarkably collaborative with their kids when it comes to spending decisions. Millennials were participating in their parents' household spending at early ages and to an unprecedented degree. They are involved in furniture selection, trip planning, grocery shopping, large electronic

1. Stein, J. (2013). It's stupid and insulting to pitch baby boomers as tech novices. *Forbes.* Retrieved from http://www.forbes.com/sites/jonstein/2013/01/29/2013-the-year-your-grandpa-becomes-more-tech-savvy-than-you/

purchases and a host of other spending-related responsibilities. According to Mintel's "Kids as Influencers" 2011 U.S. study,[1] children have a strong influence over purchase decisions for items such as cars, food and vacations. The Edelman Insights 8095 Report[2] refers to Millennials as "the alpha influeners," specifically in regards to their relationship with parents. They are going to be involved in family investing decisions at early ages, too. With your help, spending discussions between parents and kids can evolve into conversations about topics like inheritance and investing. A great way to tap into this close parent-child bond is to invite children to meetings. Begin by discussing less intimidating topics such as philanthropy or college budgeting. This helps prepare Baby Boomers and their children for crucial financial conversations down the road as well as introducing you to a key influencer in your client's life. Keep in mind that rather than a parental top-down approach, Boomer parents have been known to have open, highly collaborative and friendly relationships with their children.

4. Baby Boomers are not in the financial position they were anticipating.

The 40 trillion dollars that was supposed to be transferred from Traditionalists to their Baby Boomer children has shrunk to 11.6 trillion. In addition to that loss, the most recent recession has left many Boomers far from where they thought they would be financially, which is why Boomers may be insecure about making financial decisions on their own. Many Boomers today are unclear about what it will take to retire, unsure what they will inherit from their parents, and nervous about how to invest given the changes in the financial markets. They may be very uncomfortable talking with their Traditionalist parents about estate planning, and may not know what questions to ask, or fear they will be rebuffed. All this presents opportunities for you to help start these conversations now, before the assets move on.

Baby Boomer Summary

The questions they are thinking, but may not be asking:

1. How can you help me through this transitional period and prepare for retirement?
2. How can you help me regain confidence in my financial decision-making abilities?
3. How can you help me have critical financial discussions with my children?

TOP TIPS

1
Their children are powerful influencers. Bring them into the conversation.

2
Focus on revolution vs. evolution

3
Baby Boomers may not know the right questions to ask. Helping them pinpoint the right questions will allow them to regain confidence in their financial decision-making abilities.

1. Mintel Oxygen. (2011). Kids as influencers. Retrieved from http://oxygen.mintel.com/display/542935/
2. Edelman Insights 8095 Report. (2012, Dec 3). 8095 refreshed. Retrieved from http://www.slideshare.net/EdelmanInsights/8095-global-external-final

Generation X (1965-1979)

Generation X came of age during the emergence of 24-hour media. In addition to MTV marathons, as teens they saw numerous institutions called into question. From organized religion to politics, from Enron to WorldCom, Gen Xers watched as institutions created by Traditionalists and improved upon by Baby Boomers began to dissolve. The institution of marriage is a prime example: during the Gen-X birth years, the U.S. divorce rate tripled.[1] This is a generation of latchkey children who often came home to empty houses.

These events and conditions resulted in a fiercely independent generation. They are comfortable with change and extremely entrepreneurial, but above anything, this is a highly skeptical generation.

Financially, Gen Xers are squeezed. Not only are they reeling from the recession, they are also stuck under a huge population of Baby Boomers in the workplace who have delayed retirement. Regardless of setbacks, this entrepreneurial generation continues to make professional strides and they have fueled new areas of work for the past 20 years, namely the tech boom of the '90s.

This demographic of clients is constantly questioning. Whereas Baby Boomer and Traditionalist clients may view their financial advisor as an authoritative expert, a Gen Xer is more likely to see their financial advisor as a partner helping them sift through information and offering educated opinions. Since Gen Xers view the role of an advisor differently, the relationship must be different as well.

What to keep in mind to best build relationships with your Gen X clients:

1. Be a resource, not a salesperson.

Gen Xers hate being sold to and are immediately turned off when any sort of selling begins. For an Xer, the role of the advisor is to offer advice, guidance and ideas. You don't need to come up with be-all-end-all solutions. If an Xer client comes to a meeting with information printed from various websites, avoid the urge to become frustrated, and instead help them sift through the data and encourage their high level of engagement in their own financial future.

2. Be completely transparent.

The number one reason Gen Xers leave their jobs is because of lack of trust in leadership and an organization.[2] That mentality translates directly into their choices for service providers. The best way to gain the trust of this cohort is to admit when you don't know something. Sugar-coated answers or beating around the bush will be an automatic turn-off. Since the expert status is gone, there is no need to feel the pressure to know all the answers. They will respect you for your honesty and will feel comfortable finding the answer with you.

3. Gen Xers are the new sandwich generation.

According to AARP, 42 percent of Gen Xers have a financially dependent child and a parent over the age of 65.[2] Not only is this a hectic life stage on the home front, Gen Xers are also in a critical place professionally as many are on a steep climb up the corporate ladder or perhaps in the building phases of their own businesses. Whereas the best gift you could give a Traditionalist is your time, the best

1. Lancaster, L., & Stillman, D. (2003). *When generations collide*. New York, NY: HarperCollins.
2. Giang, V. (2012). 5 reasons why gen x workers quit their jobs. *Business Insider*. Retrieved from http://www.businessinsider.com/5-reasons-why-gen-x-workers-quit-their-jobs-2012-11

you can give a Gen Xer is their time back. Use sticky notes to mark the places they need to sign, offer to come to their home for meetings or possibly do a meeting via video conferencing on the computer. Offer as many solutions as possible to make meeting with you quick and convenient.

Gen X Summary

Questions they are thinking, but may not be asking:

1. Are you telling me the whole story? If you aren't, I'm going to find it out for myself.
2. How can I trust that you know what you're talking about?
3. How are you making my life easier?

TOP TIPS

1
Admit when you don't know something. Gen Xers don't view you as an expert, so there is no pressure to have all the answers.

2
Be a resource, not a salesperson.

3
Whether it's through sticky-notes or in-home meetings, find ways to save them time.

Millennials (1980-1995)

The rapid emergence of technology has had a profound impact on the Millennial or Gen-Y generation. Life without a smartphone seems unthinkable. This connected generation is highly collaborative, tech-savvy and realistic.

On the financial front, this generation has grown up witnessing many boom-bust-boom cycles from the dot-com bubble, the mortgage crisis and two stock market crashes. Millennials aren't looking out for the next bull market. The extreme volatility of stocks has made them skeptical of a fast-money-and-fast-return model.

Millennials have been largely overlooked by the financial service industry which means that those advisors who take serious steps to reach out to them now will have a competitive edge. One reason that this demographic has been overlooked is due to the misconception that these "kids" don't have any money, so why bother? According to the numbers, not only does this generation have money, they also have a great deal of influence over their familial financial decision-makers.

Debunking the "Broke Millennial" Misconception:

- Millennials will outpace Baby Boomer earnings by 2018[1]
- Millennials will have over $2.5 trillion in spending power by 2018[1]
- 74 percent of Millennials say they influence the purchase decisions of other generations[1]
- 41 trillion dollars will be inherited by Millennials[2]

Millennials are flooding the workplace. They are establishing homes, starting families, and engaging in decisions about how to spend their own money as well as that of their parents.

Unlike the "you'll do it because I say so" environment in which Baby Boomers were raised, Millennials have been brought up in collaborative environments in which they have a voice. They are comfortable speaking up and sharing their opinions with older generations, and they actively seek out their parents' advice when it comes to such life decisions as buying a car, choosing a college, or purchasing a home. Millennials are active, informed consumers who have limitless information available to them on the Internet, and they don't hesitate to look for the best bargain when shopping.

1. Edelman Insights 8095 Report. (2012, Dec 3). 8095 refreshed. Retrieved from http://www.slideshare.net/EdelmanInsights/8095-global-external-final
2. Giang, V. (2012). 5 reasons why gen x workers quit their jobs. Business Insider. Retrieved from http://www.businessinsider.com/5-reasons-why-gen-x-workers-quit-their-jobs-2012-11

What to keep in mind with your Millennial clients:

1. Millennials are not necessarily financially literate.

While Millennials were growing up, personal finance was not a mandatory class in most schools. In addition to the topic being avoided at school, many Baby Boomer parents didn't want their children worrying about money and avoided discussions about it altogether. The result is a generation in desperate need of an introductory financial education in addition to financial advice.

Many Boomers are uncomfortable with their own level of knowledge and are unsure when and how to start having financial discussions with their Millennial children. They are also resistant to making demands on Millennials such as forced savings goals or setting up budgets. The goods news is that Millennials are hungry for financial information. According to a recent report from Accenture, 44 percent of Millennials describe themselves as "extremely" interested in improving their understanding of investing compared to 38 percent of other respondents.[1] Financial advisors can serve as necessary educators while helping families have these types of conversations, thus providing value and uncovering opportunities to be of service.

2. Millennials are accustomed to getting what they need from Google.

Investing may be confusing for Millennials, but what puzzles them more is the role of the financial advisor in relation to investing and saving. Nearly 71 percent of college-educated Millennials are investing, but only 22 percent do so through an advisor.[1] It is crucial to explain to young professionals what an advisor does and the value that he or she adds.

3. Millennials are accustomed to having a voice.

This is a generation that has little use for hierarchy. They call their parents' friends by their first names, they text message their coaches, and they have the private email addresses of their college professors. They are accustomed to being heard and they are going to want to participate in financial decisions. They may want investments to go in a different direction than their parents did. For family foundations they may be interested in other priorities that substantially change how dollars are allocated. The sooner advisors can get Millennials involved in the process, the more likely they are to develop long-term relationships with this generation.

4. Millennials want instant gratification.

Whether it's instant meals from the microwave, money from ATMs, instant downloads of songs, or online shopping, when they've wanted it they've been able to get it. Investing for the long term will be a harder sell for a generation with a shorter time horizon. While they need to learn to take a longer view, they may want to trade more frequently, have more frequent access to advisors, or use new communication technologies to stay in touch with both advisors and their accounts. Financial firms and advisors will need to learn what types of questions to ask this young generation, and be willing to provide services in new ways. They should also consider programs that feature short, mid-range, and long-term results, and should be sure to get in front of Millennials to share results frequently.

1. Accenture. (2013). Millennial investors more conservative, less trusting of financial advisors than baby boomers and gen xers. Retrieved from http://newsroom.accenture.com/news/millennial-investors-more-conservative-less-trusting-of-financial-advisors-than-b-by-boomers-and-gen-xers-according-to-accenture-survey.htm

5. Millennials are a generation in search of meaning.

This is a generation that has been volunteering and giving back throughout their young lives. In a 2009 survey, the Kelly Global Workforce Index found 51 percent of Millennials were prepared to accept a lower wage or lesser role if their work contributed to something more important or meaningful.[1] The Edelman Insights 8095 Report found that 1 in 3 Millennials look for brands that make a positive impact on the world.[2] As they earn and inherit wealth, they will be interested in giving back but might want it to be more hands-on. Rather than give money to Africa, this generation goes to Africa. They may want to start their own nonprofits or rethink the way money is being given away. This can create conflicts with the older generations, but can also be a huge opportunity to interest Millennials in philanthropy.

6. Millennials may feel intimidated in a formal environment.

Much like the ad campaign that tried to tell us "this is not your father's car," an advisor who has been around for decades is likely to come off as "dad's advisor, not mine." Advisors will need education on generational differences so they can do a better job of relating, such as avoiding talking down to kids, and learning to ask the types of questions that will engage a Millennial. Special events need to feel comfortable for the younger generations—a dress-up event at a private downtown club or stuffy golf course might come off as "old school," while a casual lunch or an opportunity to spend a day building a house for Habitat for Humanity might be more appreciated. Advisors can consider adding younger staff in their offices and creating multigenerational advisor teams to present a more diverse, relatable front to generations of clients.

7. Millennials aren't going to do something just because that's the way it's always been done.

Baby Boomer parents have instilled this trait into their children because they surely have a knack for questioning authority! Just because a firm or advisor has been around for a long time doesn't mean Millennials will find them credible. In fact, they will likely think a firm that's been in place a long time is suspect and will want proof they aren't inflexible, or worse, corrupt. A survey of Millennials by Microsoft found that 82 percent are concerned more financial institutions will fail in the near future.[3] They will want to know what kinds of innovations are happening—from socially responsible investments to a new smartphone app that lets them check their accounts. Advisors need to be well educated on all the options available to provide service to clients, and will need to reach out to Millennials in the ways they prefer to be reached, including social media or texting. Advisors should ask the younger generations how they like to do business.

1. Kelly Services. (2009). Generations crossover in the workforce—opinions revealed. Retrieved from http://www.smartmanager.com.au/res content/au/smartmanager/en/docs/kelly_services_generational_crossovers_in_the_workplace_09.pdf
2. Edelman Insights 8095 Report. (2012, Dec 3). 8095 refreshed. Retrieved from http://www.slideshare.net/EdelmanInsights/8095-global-external-final
3. Microsoft. (2010). The baby boomer and millennial generations: Attitudes toward banking. Retrieved from http://www.microsoft.com/en-us/download/confirmation.aspx?id=6531

Generations and Gender

Gender roles have significantly changed over the past few decades. Finance used to be a boys club and primarily men made money decisions. These days, women are as involved in finances as their male counterparts. It's important to adapt to this shift. Statistics are showing that if you are looking for the next generation of investors, Millennial women may be a serious target market:

- According to a 2010 Time magazine article, Millennial women are out-earning Millennial men. On average, in 147 out of 150 large U.S. cities, the salaries of Millennial women are 8 percent higher than salaries of men in that peer group.[1]
- Only 37 percent of Millennials, versus 51 percent of Baby Boomers, prefer traditional gender roles.[2]
- Six in ten college students are women.[3]

Millennial Summary

The questions they are thinking, but may not be asking:

1. Can you teach me Personal Finance 101?
2. What can you offer me that Google cannot?
3. How can you help me make a difference in the world?

TOP TIPS

1 Millennials are accustomed to finding what they need on the Internet for free. Explain what you do and how it adds value.

2 Bring their voice to the table.

3 Keep it informal with Millennials. They want an approachable, collaborative advisor.

1. Luscombe, B. (2010). Workplace salaries: At last, women on top. *Time*. Retrieved from http://content.time.com/time/business/article/0,8599,2015274,00.html
2. Families and Work Institute. (2011). Times are changing: gender and generation at work and at home. Retrieved from http://familiesandwork.org/downloads/TimesAreChanging.pdf
3. Edelman Insights 8095 Report. (2012, Dec 3). 8095 refreshed. Retrieved from http://www.slideshare.net/EdelmanInsights/8095-global-external-final

What's Next? A Sneak Peak at the Newest Generation: Gen Edge

As Millennials move out of college dorm rooms and into the workplace, they make way for the next generation—Generation Edge. The generation of people born after 1995, this group is:

Tech Savvy/Mobile Mavens

This is the first generation that hasn't known a time without access to information or people at the touch of a fingertip. 80 percent have a presence in social media and 87 percent are friends with their parents on Facebook. Their early introduction to technology, according to some studies, makes their brains more apt to handle multiple projects efficiently and intelligently. They may be the smartest generation yet.

Realistic

When the Great Recession hit, Edgers saw their parents lose their jobs and their unemployed, college-educated Millennial siblings move home. So while the Millennial generation is known to seek jobs that have meaning, 71 percent of Generation Edge will think about giving up their dream job for financial security.

Resilient

Their realistic financial approach, paired with the amount of global terrorism and natural disasters they witnessed or experienced, gives them an edge that sets them apart from other generations. This is the generation that knows the power of a global voice and how to use the unity of social media to accomplish change.

Generation Edge is young, but they have the skills, mindset, and resources to be a generation of change agents.

Summary

As the demographics of your clients shift, it is crucial to understand each generation, their unique needs, and how to offer them the best service. In addition to being aware of the generational personalities of your clients, it is also incredibly powerful to have various generations represented on the advisor teams. This offers diversity of thought and can be a great way to naturally build relationships with clients across generational lines. Earning the trust of several generations within a family will take some effort at first, but the rewards of doing so can be significant, and easier than prospecting through traditional avenues.

Below is a handy cheat sheet to remind you of your clients' generational nuances. Use it to build the relationships that will build your business.

	PERSONALITY TRAITS	FINANCIAL CONCERNS	TIPS
TRADITIONALISTS  Born prior to 1946	→ Loyal → Fiscally conservative → Patriotic → Trust in institutions	→ Legacy → Wealth transfer	→ Keep them up-to-date or their influencers will lead them elsewhere → Position change as evolution vs. revolution → Bring back the schmooze factor
BABY BOOMERS  1946-1964	→ Idealistic → Optimistic → Great questioners of authority → Competitive	→ Retirement → Wealth transfer → Reinvention → Children's financial condition	→ Bring their kids into the conversation → Allow them to prepare beforehand → Help them regain their confidence
GENERATION X  1965-1979	→ Independent → Entrepreneurial → Skeptical	→ Paying for their children and for their parents → Saving money → Starting companies or moving up in careers	→ Admit when you don't know → Be a resource, not a salesperson → Save them time
MILLENNIAL (AKA GEN Y)  1980-1995	→ Collaborative → Tech-savvy → Realistic	→ Confusion over finances → College loans → Lack of financial information from parents → Starting salaries → Rent	→ Explain what you do → Bring their voice to the table → Be informal

For use with financial professionals only.

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About Cetera Financial Group

Cetera Financial Group, Inc. is one of the nation's largest privately held, independent broker-dealer and registered investment adviser families. It provides award-winning wealth management and advisory platforms, and comprehensive broker-dealer and registered investment adviser services through: Cetera Advisors LLC, Cetera Advisor Networks LLC, Cetera Investment Services LLC, Cetera Financial Specialists LLC, Cetera Investment Management LLC, and Cetera Investment Advisers LLC. Cetera Financial Group offers the benefits of a large, established and well-capitalized firm, while serving advisors in a way that is customizable to their unique needs and aspirations.

Cetera Financial Group is committed to helping advisors grow their business and strengthen their relationships with clients. For more information, visit cetera.com.

About BridgeWorks

BridgeWorks (www.generations.com) is the trusted authority on generational gaps in the workplace and marketplace. Our team is widely sought-after for speaking, commentary, consulting, research, and training. BridgeWorks' client base consists of more than 30 Fortune 100 companies, in addition to entrepreneurial start-ups, associations, non-profits and more. Entering our 16th year we look forward to ongoing success in the generational field by continuing to offer customized keynote presentations, workshops, panel participation, training, expert writing, and eLearning to our loyal and growing client base.

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