

Managing Multiple Generations



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What We'll Cover



- Today's Generations in Healthcare Workforce
- Characteristics, Driving Forces and Workplace Expectations of Each Generation
- Examples of Workplace Challenges
- Strategies to Manage a Multigenerational Workforce

Multi-Generational Reality



- Globally, the multi-generational workforce is a dynamic phenomenon.
- Never before has there been a workforce and workplace so diverse in race, gender, and ethnicity.
- A lack of understanding across generations can have detrimental effects on communication and working relationships and undermine effective organizations.

The Facts



- For the first time, 4 generations are working side by side with strikingly unique experiences and attributes which influence their attitudes towards work and their expectations of employers
- A 5th generation is rapidly approaching

Loyalty

Autonomy

Work-Life Balance

Feedback

Communication

Authority

Diversity

Technology

Priorities

Communication

Understanding Generations



- A group of people defined by age boundaries
- Those who were born during a certain era and shared similar experiences growing up. They have common cultural or social characteristics and attitudes. Their values and attitudes, particularly about work-related topics, tend to be similar, based on their shared experiences during their formative years.
- Although similarities exist, it is important not to generalize and assume that all of a particular generation are alike.

Today's Generations



- Traditionalists Prior to 1945
- Baby Boomers 1946 – 1964
- Gen X 1965 – 1979
- Gen Y 1980– 1998
- Gen Z 1999-2015

Generations in the Workplace

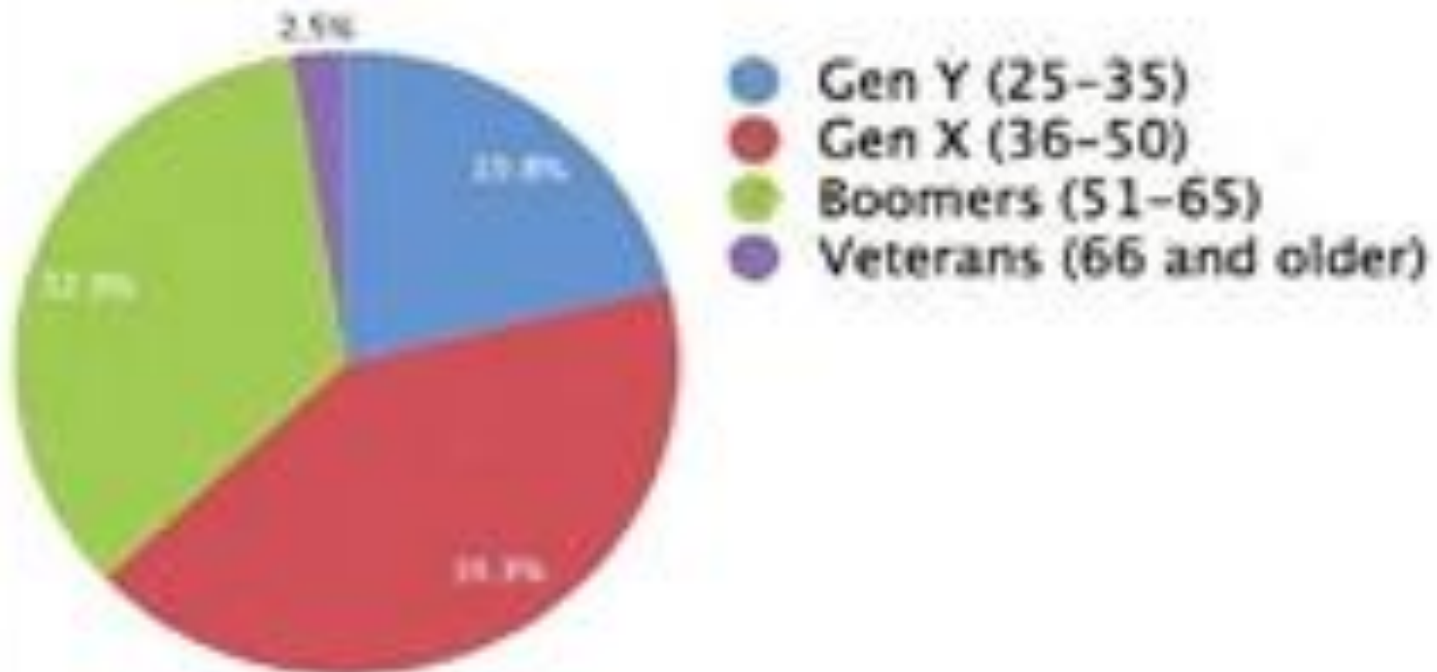


	2006	2015
Generations	% of Workforce	% of Workforce
Veterans	15.6%	2.3%
Baby Boomers	32.4%	21%
Gen X	22.8%	32%
GenY	29.2%	31%

Nursing Workforce



Multigenerational RN Workforce, U.S., 2008-2010



Retrieved from HRSA: The U.S. Nursing Workforce: Trends in Supply and Education



Name the Generation!

Generation?



You pay your dues. You make the sacrifices necessary to make things work. People today ask too many questions and expect too much too soon. They should just do what they're told and get the job done. Everyone will get what they deserve in time.

Which generation are you from?

- A. Traditionalists
- B. Generation Y
- C. Baby Boomers
- D. Generation X

Generation?



Which generation is known for being optimistic, competitive, and idealistic while questioning authority ? They have been influenced by the Vietnam War and TV?

- A. Baby Boomers
- B. Traditionalists
- C. Generation Y
- D. Generation X

Generation?



You have a right to life outside of work. You don't want to work overtime on a regular basis. You don't mind doing it now and then but you have a family that you like to see. Vacations are important.

Which generation are you from?

- A. Generation X
- B. Baby Boomers
- C. Generation Y
- D. Traditionalists

Generation?



Which generation is known for being realistic, flexible and globally concerned? Recognition is important. They have been influenced by technology, natural disasters, and violence.

- A. Traditionalists
- B. Generation X
- C. Generation Y
- D. Baby Boomers

Generation?



Which generation appreciates emails more than face-to-face communication?

- A. Generation Y
- B. Traditionalists
- C. Baby Boomers
- D. Generation X

Generation?



Which generation is known for being self-reliant and resourceful while exhibiting skepticism? They have been forced to adapt to change and have been influenced by video games, high divorce rates and MTV?

- A. Baby Boomers
- B. Traditionalists
- C. Generation Y
- D. Generation X

Generation?



They are the original workaholics. They think that the longer and harder you work the more successful you'll be. They sacrifice time with friends and family for work.

Which generation do they represent?

- A. Generation X
- B. Baby Boomers
- C. Generation Y
- D. Traditionalists

Generation?



Which generation prefers face to face communication more than any other mode?

- A. Traditionalists
- B. Baby Boomers
- C. Generation X
- D. Generation Y

Generation?



My supervisor might say, “get a life”. I, on the other hand, have a life. And work...well work comes second.

Which generation do I represent?

- A. Baby Boomers
- B. Generation Y
- C. Traditionalists
- D. Generation X

Generation?



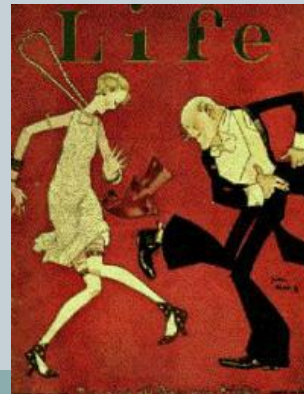
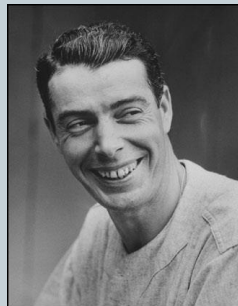
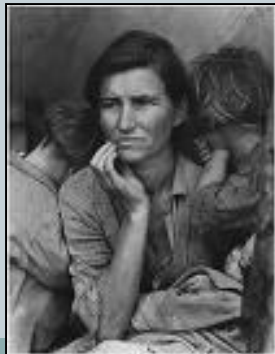
Which generation is known for loyalty and building legacies? They have been influenced by the Great Depression and WWII.

- A. Generation X
- B. Baby Boomers
- C. Traditionalists
- D. Generation Y

Traditionalist Generation



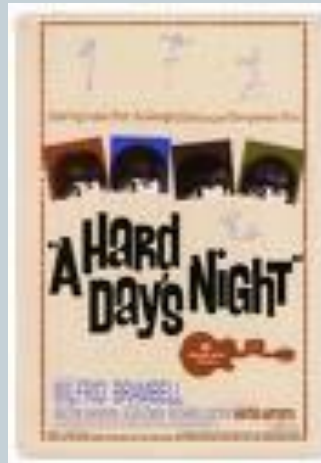
- *Also Known As:* Matures, Seniors, Veterans
- *Influences:* Roaring Twenties, The Great Depression, World War II, The GI Bill
- *Characteristics:* Patriotic, loyal, “waste not, want not”, faith in institutions, military influenced top-down approach
- *Rewards:* Satisfaction of a job well done
- *Key Word:* Loyal



Baby Boomers



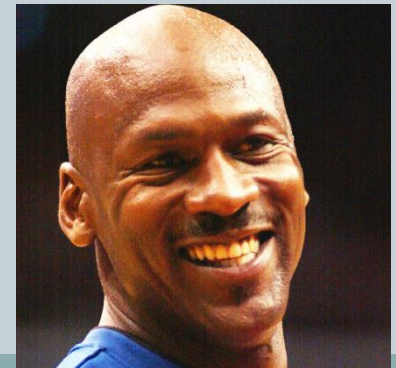
- *Also Known As: “Me” Generation, “Now” Generation*
- *Influences: Suburbia, TV, Vietnam, Watergate, Civil Rights Movement, Women’s Movement*
- *Characteristics: Idealistic, competitive, challenge authority*
- *Rewards: Money, title, seniority*
- *Key Word: Optimistic*



Generation X



- *Also Known As:* Generation E, The Nineties Generation, Baby Busters
- *Influences:* Challenger, MTV, divorce rate tripled, latch-key kids
- *Characteristics:* Eclectic, resourceful, self-reliant, distrustful of institutions, highly adaptive to change and technology
- *Rewards:* Flexibility, freedom, work/life balance
- *Key Word:* Skeptical



Generation Y



- *Also Known As:* Millennials, iGeneration
- *Influences:* Technology, school violence, Internet, diversity, terrorism, environment, “helicopter parents”
- *Characteristics:* Globally concerned, realistic, cyber literate, involved, connected
- *Rewards:* Work that has meaning, work/life balance, money
- *Key Word:* Realistic

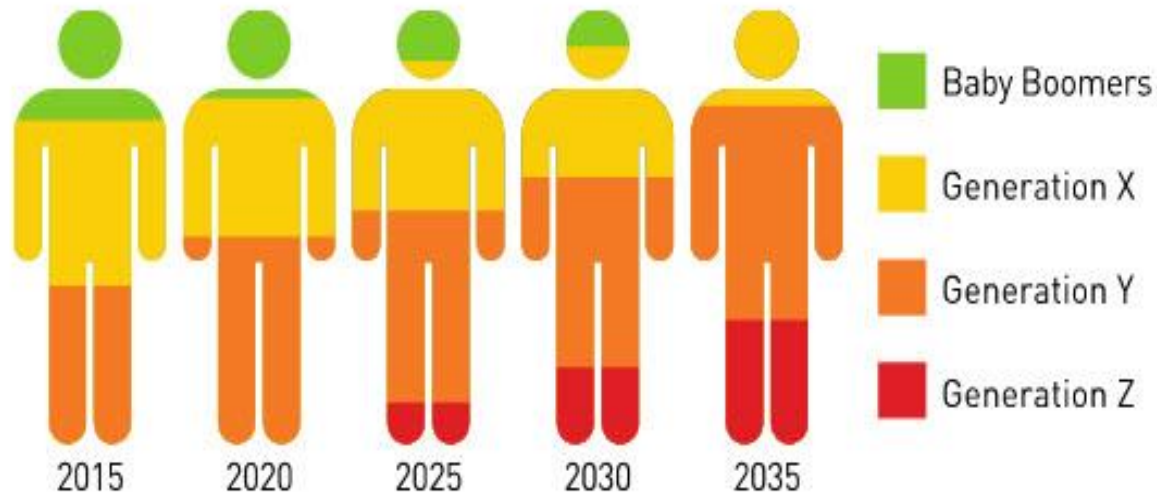


Generation Z



- Oldest members are beginning to enter the workforce.
- Currently in schools everywhere
- Most traits have not emerged yet
- Connected to having the lifelong use of communication and technology.

Generations in the Workplace



Source: US Census Bureau

Generational Work Styles



Traditionalists

- Loyalty
- Committed to fulfilling the task at hand
- Working together

Boomers

- Look for personal fulfillment in work / first “workaholics”
- Seek out formal recognition, promotions, titles
- “Feedback once a year, with lots of documentation”
- Process oriented

Generational Work Styles



Xers

- Do not like to be micromanaged
- Enjoy independent or self-directed projects
- Desire positive feedback

Ys

- Enjoy working in groups
- Prefer emphasis on objective not method
- Desire frequent, constructive feedback

Workplace Expectations



Generation	What they want
Traditionalists	-Acknowledgement of value of their experience -Scheduling flexibility -Reduced workload or stress - Job well done
Baby Boomers	-Recognition for experience and excellence -Good pay and benefits -Continuing education

Mokoka, K. (2015)

Workplace Expectations



Generation	What they want
Generation X	-Career advancement -Autonomy and independence -Work and life balance
Generation Y	-Promotion and advancement -Socialization and networking -Skill development -Stimulation and involvement
Mokoka, K. (2015)	

Stereotypical Differences Among Generations in the Workplace



- Difference in work ethic
- Loyalty towards employers
- Preferred learning needs and styles
- Feedback and supervision
- Attitude towards authority
- Definition of success

Workplace Challenges



- Lack of acceptance and respect among generations
- Perceptions about generations
- Inability to embrace the needs and contributions of members of different generations
- People, places and things are constantly changing!

Workplace Scenarios



1. Boomer charge nurse with 10 years of experience and Gen Y new nurse after 3 weeks of orientation.(Barry, 2014)
2. Boomer and Gen Y project conflict. (Johnson& Anderson, 2016)
3. Use of social networking (Hahn, 2011)
4. Staff rewards and recognition (Hahn, 2011)

Strategies to Manage a Multigenerational Workforce



- Avoid myths and stereotypes
- Communicate
- Encourage interaction and collaboration
- Provide training
- Remain flexible

Greengard (2011)

Strategies to Manage a Multigenerational Workforce



- Flexible scheduling
- Multiples modes for teaching
- Confronting disrespect
- Facilitating an environment of respect
- Mentoring

Examples of Strategies in Managing Multigenerational Staff Challenges



- Older workers' experience underutilized
- Fewer work hours desired
- Resisting vs. embracing technology
- Generations annoy each other

Putre (2013)

Examples of Strategies in Managing Multigenerational Staff Challenges



- Lack of real-world experience
- Instant acknowledgement craved
- Massive advertising not filling jobs
- Few young staff desiring leadership positions

Putre (2013)

Summary



- Four generations are now active in the workforce.
- Each generation has distinct values, behaviors, priorities, motivations and communication styles.
- With understanding and leadership the challenges of a multigenerational workforce can be effectively managed to foster organizational success.

Managing Multiple Generations



Questions ??

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