

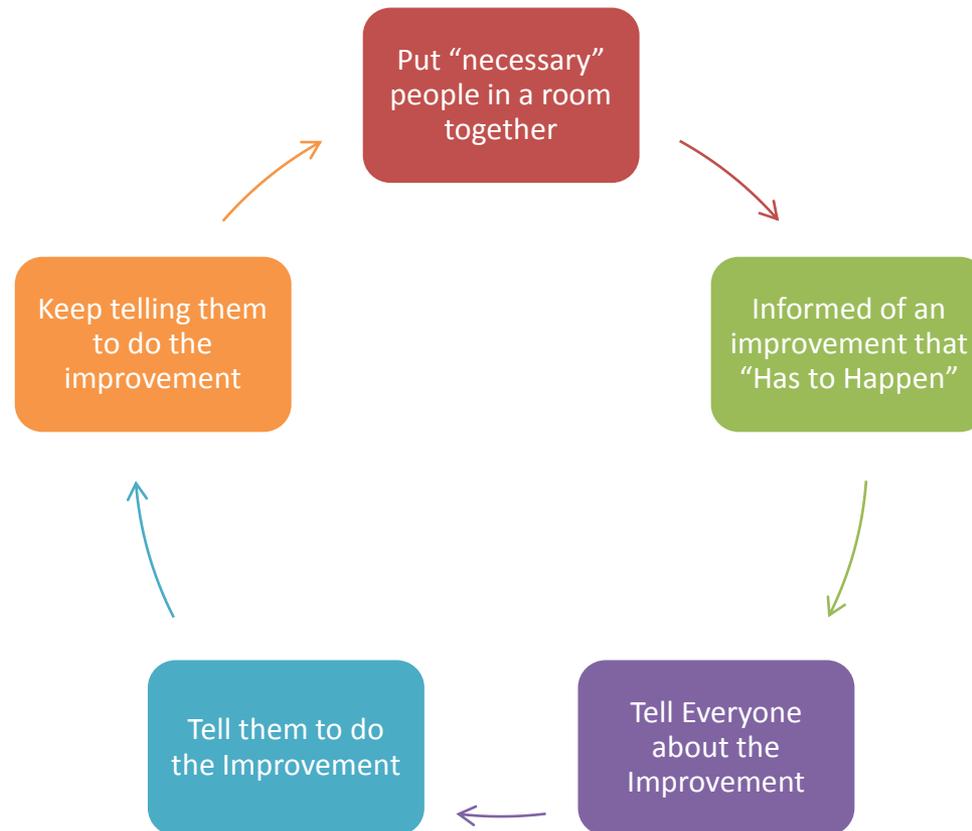
# Multi-Generational Work Teams

IHQSE Certificate Training Program 2018

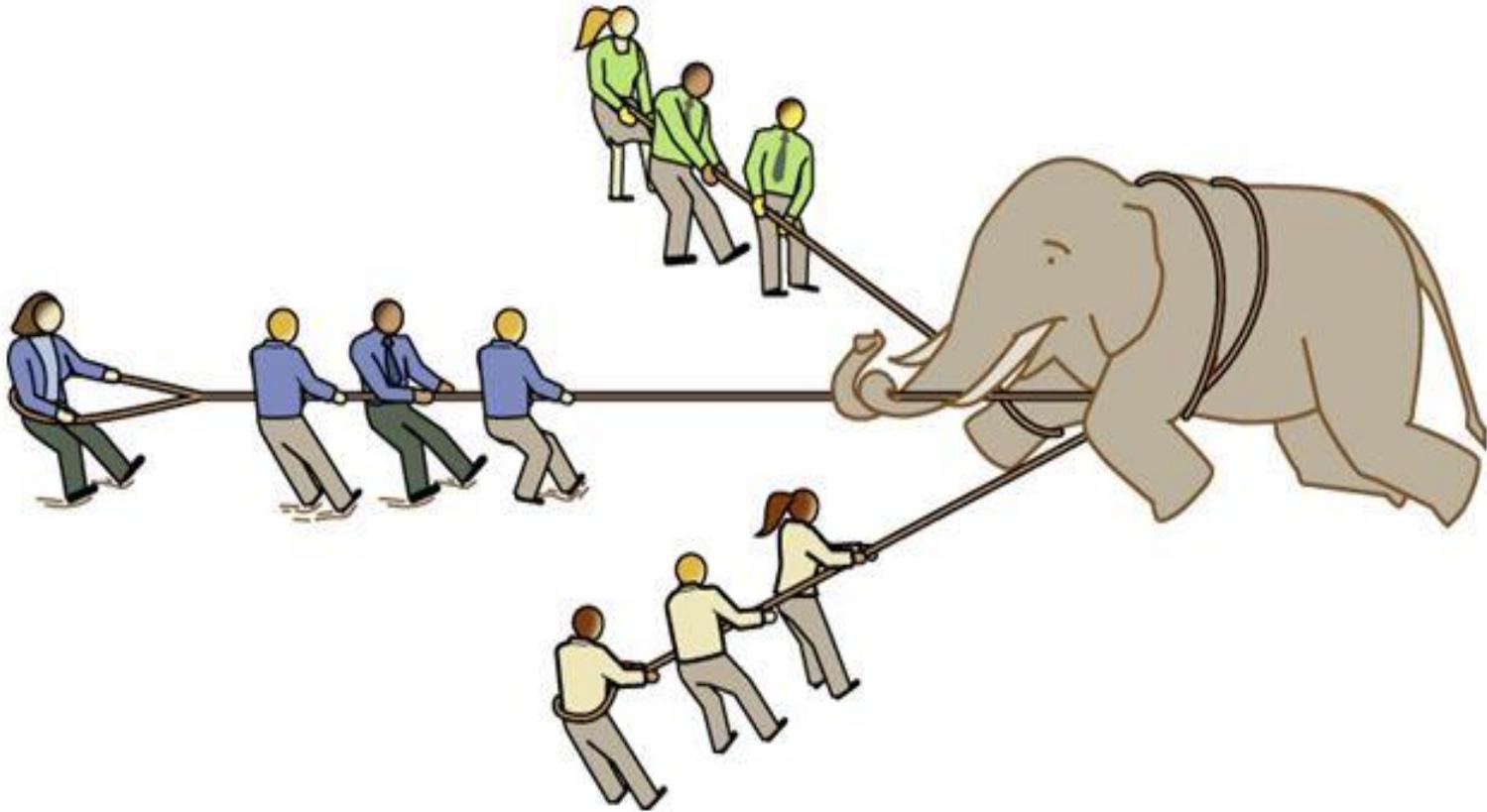
Gail Armstrong, PhD, DNP, ACNS-BC, CNE

Lindsay McGuinness, MSN, RN, CMSRN

# Our operational model for teams in healthcare...



# Buy In and Sustainability



# A Robust Toolbox Will Help Your Leadership

## Multi-Generational Teams

Systems Thinking

Just Culture

MBTI

Diffusion of New Ideas

Principles of Effective Feedback

TKI Conflict Preferences

Negotiation Styles

Influence vs. Power

Cultural Models

Change Fatigue

Polarity Management

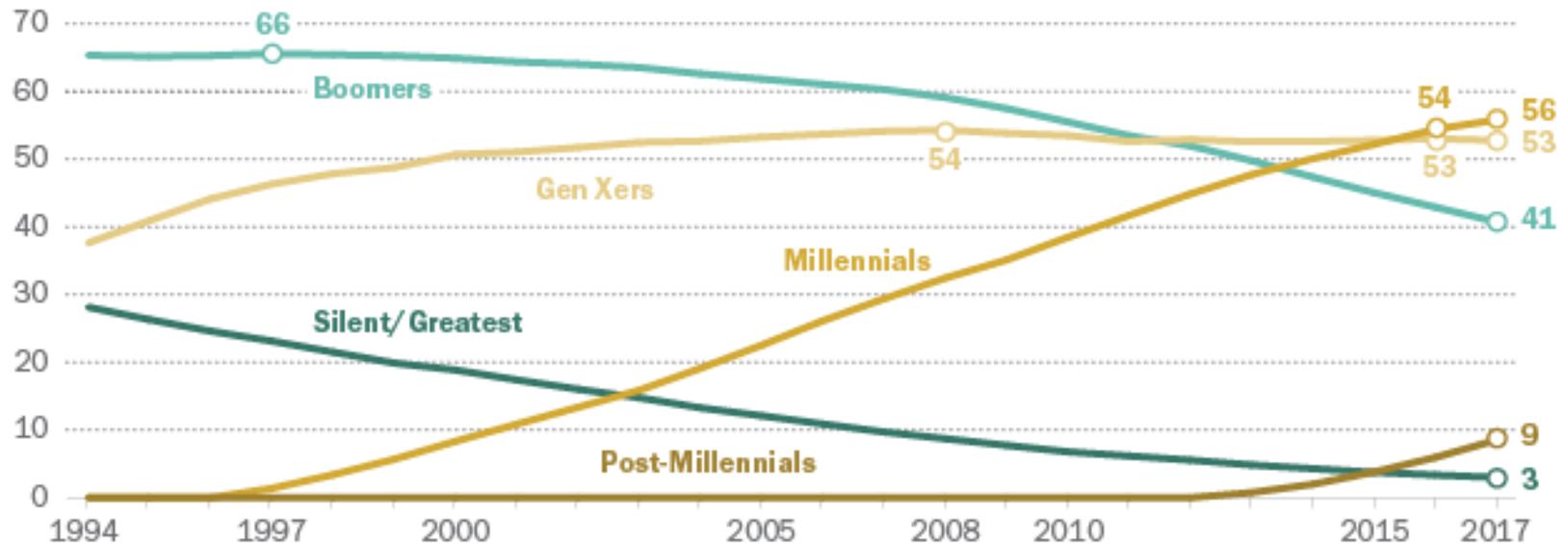
Positive Deviants

# Influences on Current Workforce

Generation	Birth Year	Proportion of Nursing Workforce	Characteristics
Traditionalists	1925-1942	2%	Dedicated, hard-working, loyal
Baby boomers	1943-1960	25%	Optimistic, productive, workaholic
Generation Xers	1961-1981	33%	Cynical, independent, informal
Millennials	1982-2000	35%	Confident, impatient, social
Generation Z	1995 - 2009	5%	Entrepreneurial, driven, social

## Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions



Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

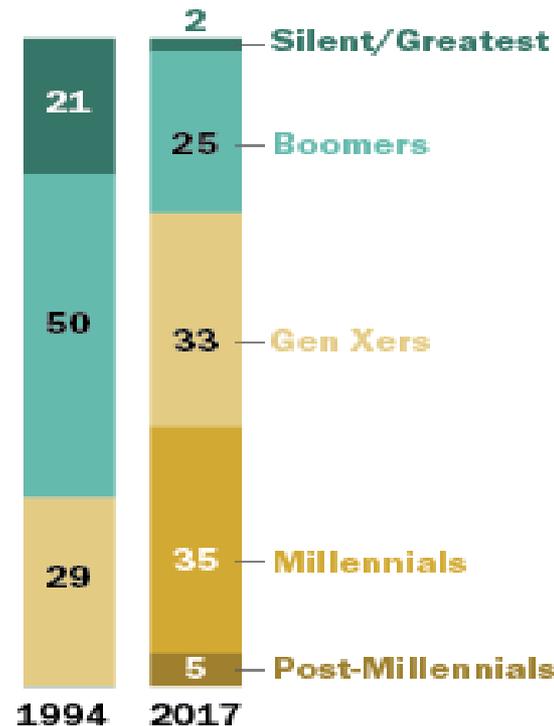
PEW RESEARCH CENTER

April 11, 2018 from <http://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>

---

## More than a third of the workforce are Millennials

*% of the U.S. labor force*



Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

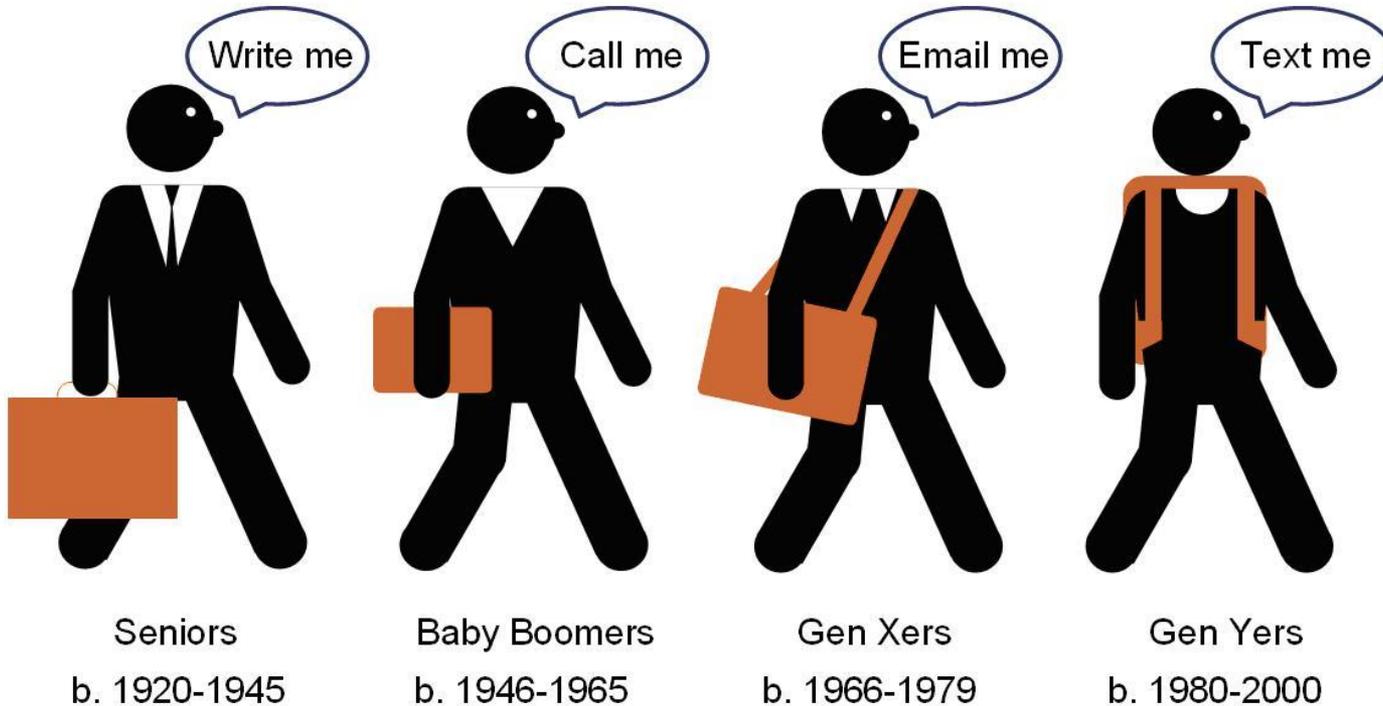
Source: Pew Research Center analysis of monthly 1994 and 2017 Current Population Survey (IPUMS).

PEW RESEARCH CENTER

---

# Differing Generations....

Our four generation workforce provides challenges



# Why You Should Care....

"None of us is as smart as all of us."

- Ken Blanchard

Compiled by: Shannon Sandquist





Traditionalists 1928-1945

# Traditionalists

*(May no longer be on your teams, but they may have established the teams on which you now work.)*

## Psychographics

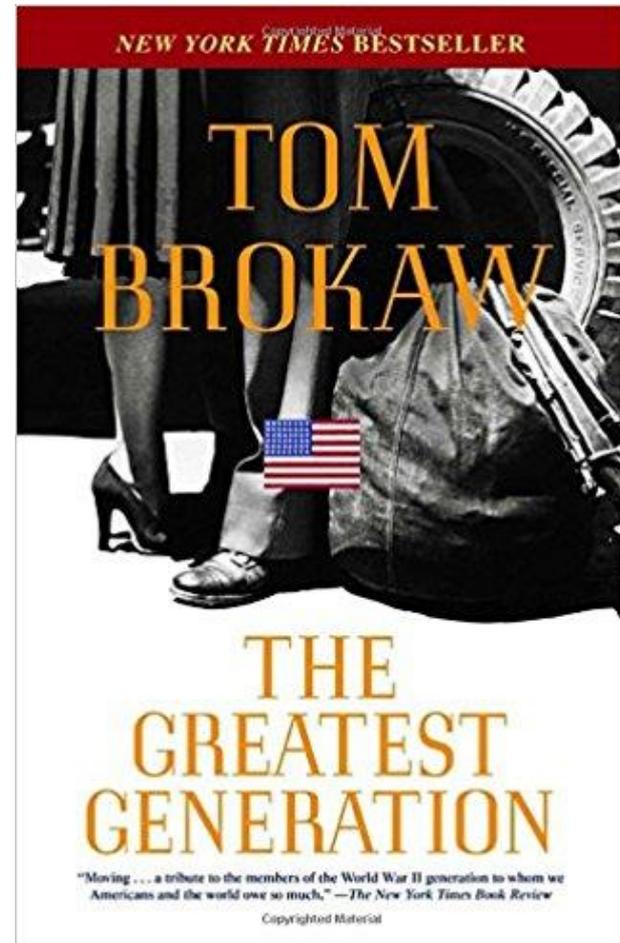
- Raised with mentality of being seen, not heard
- Grew up during WWII
- Raised when simple things were rationed, saving for a rainy day was considered prudent
- Appreciate discipline, hard work and self-denial
- Slow to embrace anything new, prefer status quo

## Work Styles

- Work ethic is built on commitment, conformity and responsibility
- Not likely to “rock the boat,” break rules or disrespect authority

# The Greatest Generation

- *“This generation made many contributions to America both during and after the war contributing to the progress and greatness of the country, whether it was in public service, politics, medicine, scientific research, journalism, or numerous other fields. They affected the lives of many people and made America what it is.”*





1946-1963

# Baby Boomers

## Psychographics

- The “Me” generation, selfish but optimistic and idealistic
- Wants to have fun while seeking balance
- Personal growth is a key goal
- Believe the world can be changed

## Work Styles

- Autonomous and self-sufficient
- Work long hours
- Struggle with work/life balance
- Overachievers

# Generation X

1964-1980



# Generation X

## Psychographics

- Survived a hurried childhood of divorce, latchkeys, open classrooms
- Concerned with financial and emotional security
- More global, technologically oriented, more culturally diverse than previous generations
- Often lean towards political non-affiliation

## Work Styles

- Embrace risk and prefer free agency to loyal corporatism
- Job hoppers, unwilling to conform to organizational demands that do not suit them
- Want to be valued/given feedback immediately for their skills

# *Why Generation X Might Be Our Last, Best Hope*

*“Vanity Fair” September 2017*

- *“Caught between vast self-regarding waves of boomers and millennials, Generation X is steeped in irony, detachment and a sense of dread.”*
- *“Irony and a keen sense of dread are what make Generation X the last great hope, with its belief that, even if you could tell other people what to say and what not to say, even if you could tell them how to live, even if you could enforce those rules through social pressure and public shaming, why would you want to?”*

# Generation Y/ Millennials



1980-2000

# Millenials

## Psychographics

- Exhibit an altruism that embraces the environment, poverty and community problems
- Celebrate diversity toward cultures, lifestyles and behaviors
- Self-inventive and individualistic

## Work Styles

- Work on their own terms
- Want to be “paid volunteers” – they join an organization not because they have to but because something important is happening there
- Pragmatic and hard working

# Millennials View Paternity Leave As A Priority

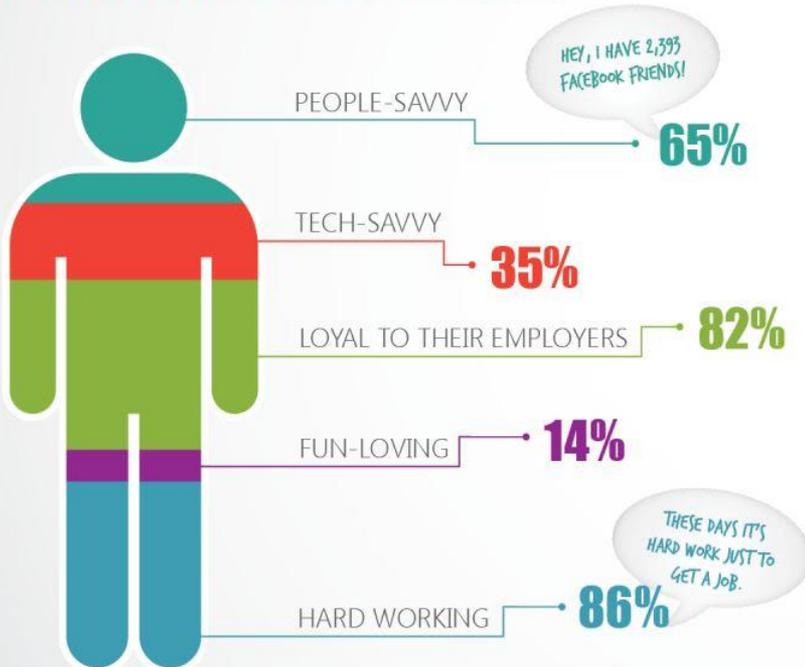
The New York Times-Ronald Alsop 11/28/2017

- Companies are moving towards offering “the best parental leave benefits for fathers as well as mothers” to recruit the best talent.
- According to an Ernst & Young global generational survey, 83 percent of American millennials said “that they would be more likely to join a company offering such benefits.”
- The survey also found that 38 percent said they “would move from the United States to another country with better leave policies.”
- The United States remains the only developed country that doesn’t require paid parental leave, but several states and cities have started offering paid leave to some employees

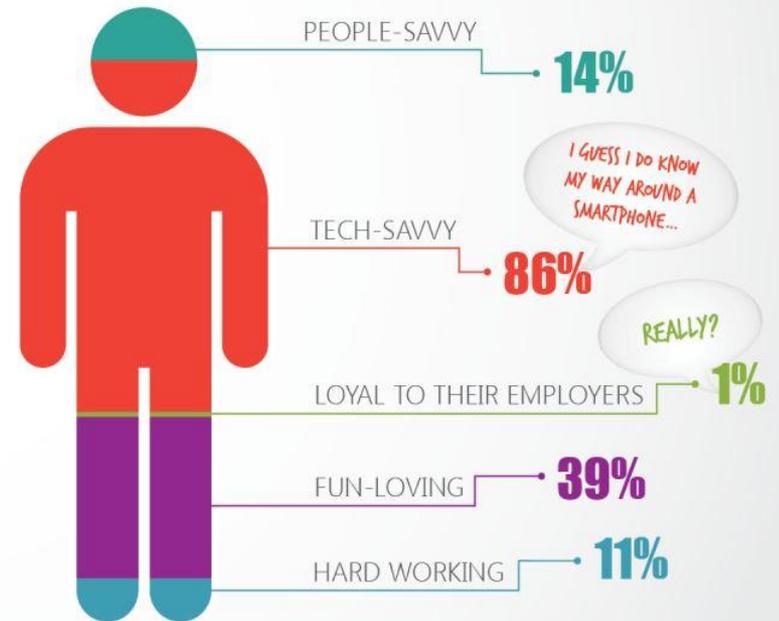
# THE GREAT DIVIDE

WORKPLACE PERCEPTIONS THAT MILLENNIALS NEED TO RISE ABOVE

## HOW MILLENNIALS DESCRIBE THEMSELVES



## HOW HR PROFESSIONALS DESCRIBE MILLENNIALS



Source: A Beyond.com survey of 6,361 job seekers and veteran HR professionals, from April 12 - May 9, 2013.

# Stereotypes are easy....and harmful

- Traditionalists
  - Autocratic/rigid, adverse to risk, behind the times
- Baby Boomers
  - Only care about politics, power-driven workaholics, self-centered
- Generation X
  - Cynical/sarcastic, impatient & intolerant, slackers
- Millennials
  - Focus on immediacy, spoiled brats

# The Multi-Generational Workforce

Demographic Group	Born: Age Range	Values, Traits, Characteristics	Learning Styles
Traditionalists	1928-1945 (61+ years old)	Hierarchical, loyal to institutions, motivated by financial rewards and security	Traditional, instructor-led, reading, homework <i>"teach me"</i>
Boomers	1946-1964 (42-60 years old)	Idealistic, competitive, striving to achieve	Traditional, group effort, expert-driven, self-driven, <i>"lead me to information"</i>
Generation X	1966-1980 (26-41 years old)	Self-reliant, willing to change rules, tribal and community oriented	Team-driven, collaborative, "wisdom of crowds," peer-to-peer <i>"connect me to people"</i>
Millenials	1980-2000 (6-26 years old)	Confident, impatient, socially conscious, family centric, technology savvy	Give context and meaning, make it fun, search and explore, entertain me <i>"connect me to everything"</i>

# Leading and Motivating

	Traditionalists	Baby Boomers	Generation X	Millenials (Y)
I need...	...Respect	...Status	...Feedback ...Autonomy	...Structure ...To contribute
Reward Motivation	Acknowledge expertise	Symbols of Achievement	Professional development Flexibility	Flexibility Growth
Work Attitude	“Get the job done”	“Let’s have a meeting and talk about it”	“I’ll do my part, you do yours – we’ll meet up later”	“I can. I will – just let me.”
Work Ethic	Sacrifice	Driven	Balance	Integration
Communication Style	Formal Protocol	Formal protocol	Informal Pragmatic	Casual Immediate

# Generation Z

## Psychographics

- Predicted to have 17 jobs and 15 homes
- Tech use of 10 hours and 19 minutes/day and 5,100,000,000 google searches/day
- 1 in 2 with have a higher education

## Work Styles

- Visual, try and see
- Facilitator
- Process (how)
- Lerner centric
- Open book
- This is still being defined...





## Don't treat them like Millennials

### Gen Z

Tech Innate: 5 Screens  
Think in 4D  
Judiciously Share (GeoLoco Off)  
Active Volunteers  
Blended (race & gender)  
Togetherness  
Mature  
Communicate with Images  
Make Stuff  
Have Humility  
Future Focused  
Realists  
Want to Work for Success  
Collective Conscious

### Millennials

Tech Savvy: 2 Screens  
Think in 3D  
Radical Transparency: Share All  
Slacktivists  
Multi-cultural  
Tolerance  
Immature  
Communicate with Text  
Share Stuff  
Have Low Confidence  
Now Focused  
Optimists  
Want to be Discovered  
Team Orientation

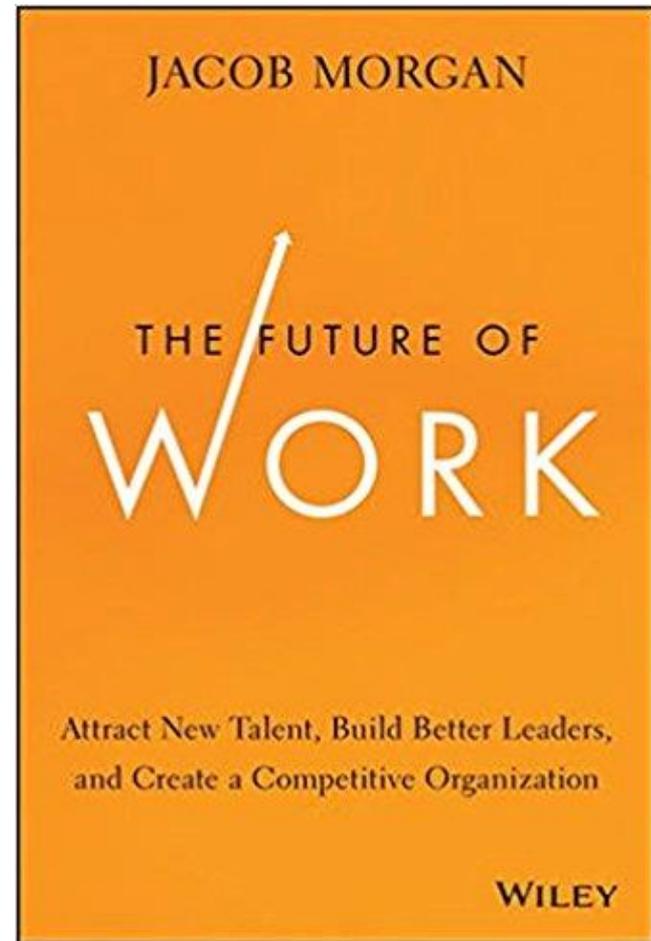
# 5 Things to Remember About Gen Z

- They crave honesty.
- They're more entrepreneurial than previous generations.
- They're not interested in a typical workweek.
- They want to talk face-to-face.
- They know what they want.

Traditionalists	<p>Less demanding schedules (part-time; shorter shifts)</p> <p>Reduced stress or workload</p> <p>A job well done</p>	<p>Use a personal touch</p> <p>Provide traditional rewards</p> <p>Use as mentors</p> <p>Offer less physically demanding positions</p>
Boomers	<p>Recognition for experience and excellence</p> <p>Positive work environment</p> <p>Good pay and benefits</p> <p>Continuing education</p>	<p>Give public recognition</p> <p>Find opportunities to share expertise (precept, mentor)</p> <p>Promote "gradual retirement"</p>
Xers	<p>Career advancement</p> <p>Shared governance</p> <p>Autonomy and independence</p> <p>Work/life balance</p>	<p>Provide opportunities for skill development and leadership</p> <p>Involve in decision-making</p> <p>Avoid micromanaging</p>
Millennials	<p>Meaningful work;</p> <p>Stimulation, engagement, involvement; multitasking</p> <p>Skill development</p> <p>Socializing and networking</p> <p>Impatient for promotion</p> <p>"Move up or out"</p>	<p>Encourage teamwork</p> <p>Offer a supportive work environment</p> <p>Begin leadership development early</p> <p>Provide feedback</p> <p>Provide access to social networks; build on technology strengths</p> <p>Develop skill base</p>

# The Future of Work

- Concepts to keep in mind:
  - Increasing importance of teams and team agility
  - Flexibility
  - Non-local work
  - Emphasis on results



# 7 PRINCIPLES OF THE FUTURE EMPLOYEE



**1** HAS A FLEXIBLE WORK ENVIRONMENT

**2** CAN CUSTOMIZE OWN WORK



**3** SHARES INFORMATION

**4** USES NEW WAYS TO COMMUNICATE AND COLLABORATE



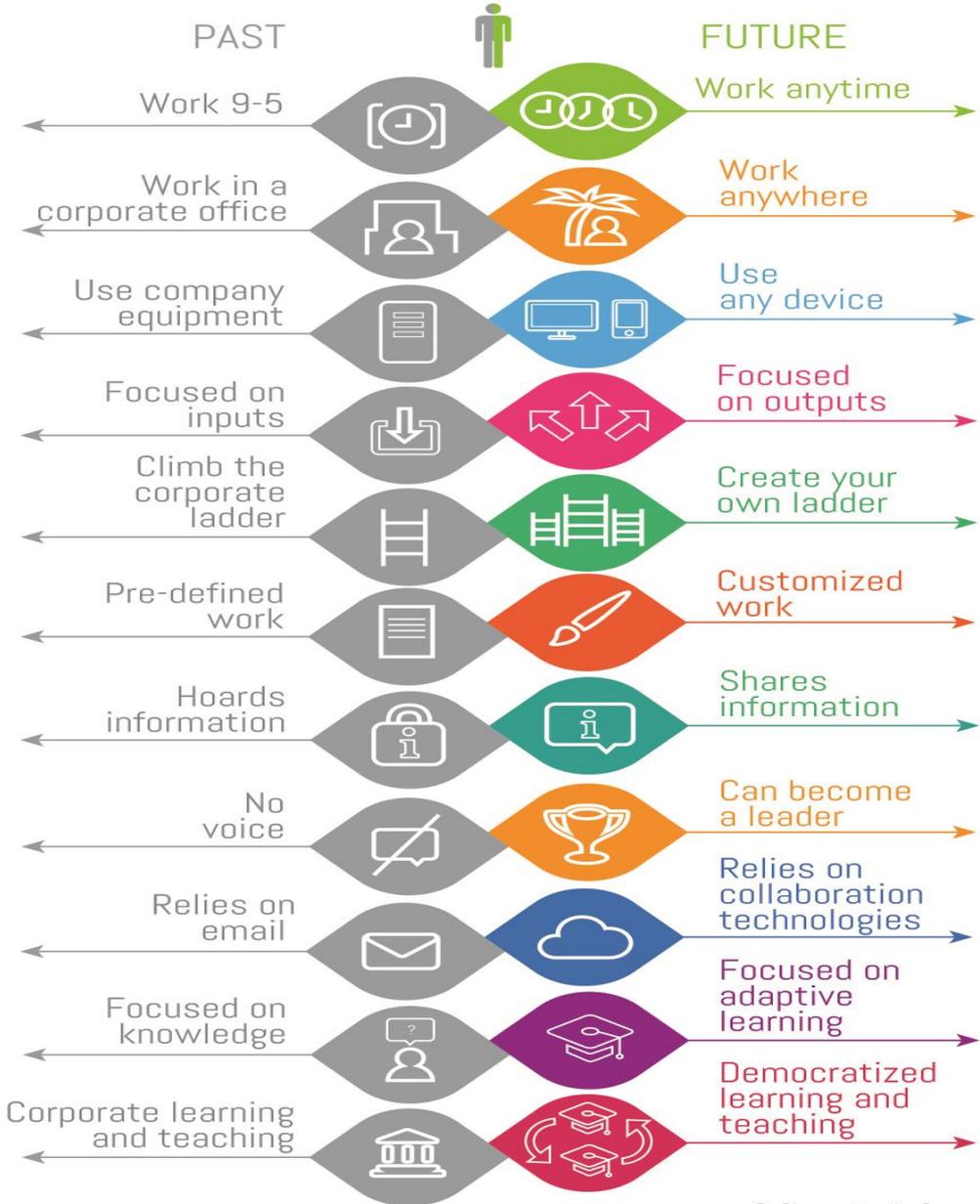
**5** CAN BECOME A LEADER

**6** SHIFTS FROM KNOWLEDGE WORKER TO LEARNING WORKER



**7** LEARNS AND TEACHES AT WILL

# THE EVOLUTION OF THE EMPLOYEE





- Employees are charged with navigating their work/life needs
- Based on a culture of flexibility through joint responsibility
- Measurement of performance outcomes provide the premise for actions and behaviors
- Only use measure performance outcomes that are purpose driven combined with giving autonomy and mastery opportunities.
- Employees are paid and evaluated for the results they accomplish
- Challenges the time = output theory of work

<http://lifeworkz.asia/blog/category/engaging-a-diverse-workplace/page/11/>

# Challenges of a Virtual Workplace

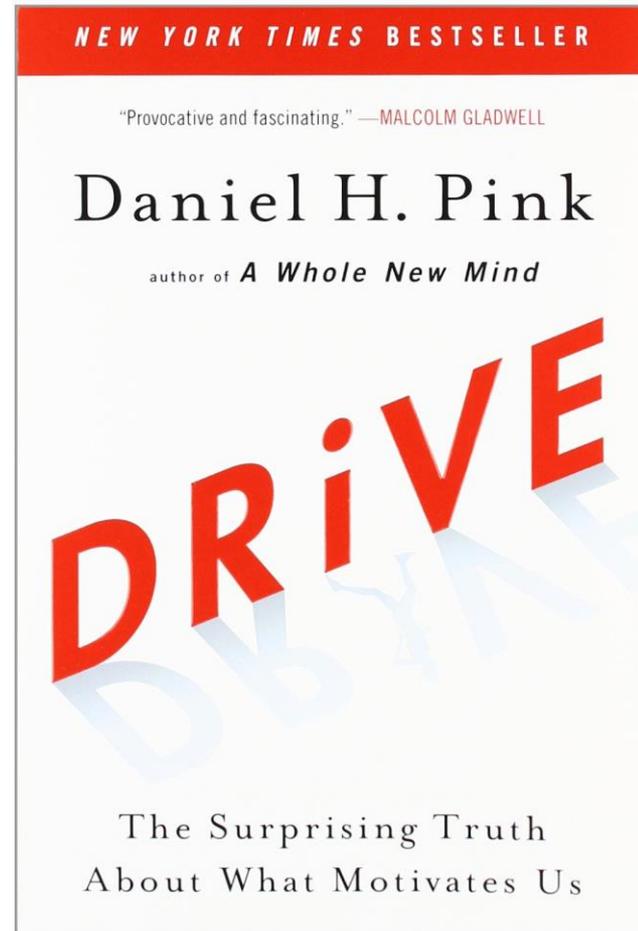
- Asynchrony
- Limited “full” exposure
  - 80% of communication is nonverbal
- Flexibility of schedules
- Much higher likelihood of miscommunication
- No “meeting before the meeting” or “meeting after the meeting”

# Strategies for a Virtual Workplace

- Make synchronous meetings meaningful
  - Use for input; you need peoples' opinion, expertise or buy-in
  - Set norms
- Use asynchronous modes for information distribution
  - Ideally with a follow up (for accountability)
- Virtual teams have to work harder for team identify and sense of cohesion
- Culture still exists – can be more amorphis
  - What is your culture??? What are the expressions of it?

# Drive – Daniel Pink

- **Autonomy**
  - Controlling management approaches assume people are passive and inert and require prodding.
  - Autonomy approaches assume people are active, looking for interesting work and curious and self-engaging.
- **Mastery**
  - Mastery is the desire to get better at something that matters
- **Purpose**
  - Purpose provides a context for autonomy and mastery.



# Take-Aways

- Goal = Generational Harmony
  - Based on respect, appreciation, valuing of the “other” and a deep belief that everyone contributes something important
  - Is there ageist bias in your leadership?
- Think about Knowledge Transfer
  - Changing systems mandate that institutional memory be considered as we seek to improve patient outcomes
    - Learning communities – what might that look like in healthcare?
    - Storytelling (think NPR’s Storycorps)
    - Reverse Mentoring – sometimes the younger generation has the expertise

# Multi-Generational Work Teams...

*Progress far from consisting in change,  
depends on retentiveness.*

*...when experience is not retained, as  
among savages, infancy is perpetual. Those  
who cannot remember the past are  
condemned to repeat it.*

*~George Santayana – 19<sup>th</sup> C philosopher, poet, essayist and novelist*

# How younger generations want to influence work teams

- Is the “Why” of my work evident?
- Where are my options for non-local work?
- Where is my work/schedule flexibility?
- How are my contributions to the team recognized?
- Does our team embrace qualities of agility, innovation and creativity?
- Where are my opportunities for leadership?

# Questions for Reflection

- What strategies have you already put in place to accommodate differing generational needs?
- What are you seeing in your discipline about differences between younger and older generations?
- What is the cultural norm around differing generations in your microsystem?