



**BridgeBuilder**

**Welcome to...**

# **Generational Diversity**

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# Objectives

- **Identify the four generations in the workplace today**
- **Describe the issues affecting each generation**
- **Recognize effective teaching learning strategies for each generation**

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## What Influenced You?

- **A political or historical event**
- **Your heroes, besides your parents**
- **Key *icons*, like a car, a book, a song, a symbol, a slogan**
  
- **Take a look at your handout and circle three or four things that influenced you**



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## **Review**

- So what were the influences?

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# Why Understanding the Generations is So Important

- **The increasing rate of change in our world**
  - Each generation shows up in the workplace with vastly different experiences and expectations
  - 65% of respondents to the *BridgeWorks' Survey* said generation gaps make it hard to get things done
  - The expectations of your patient population varies by generation

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# Why Understanding the Generations is So Important

- **People are living and working longer**
  - In 1900, 47 was the life expectancy
  - 2008:
    - total population: 78.14 years*
    - male: 75.29 years*
    - female: 81.13 years (est.)*
- **By 2010, 1 in 3 US workers will be over 50**

[CIA World Factbook](#)



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# Why Understanding the Generations is So Important

- **Demographic shifts influence attitudes toward work**
  - **50% of companies expect departure of mature workers to create a knowledge gap**  
(2006 Conf Board)

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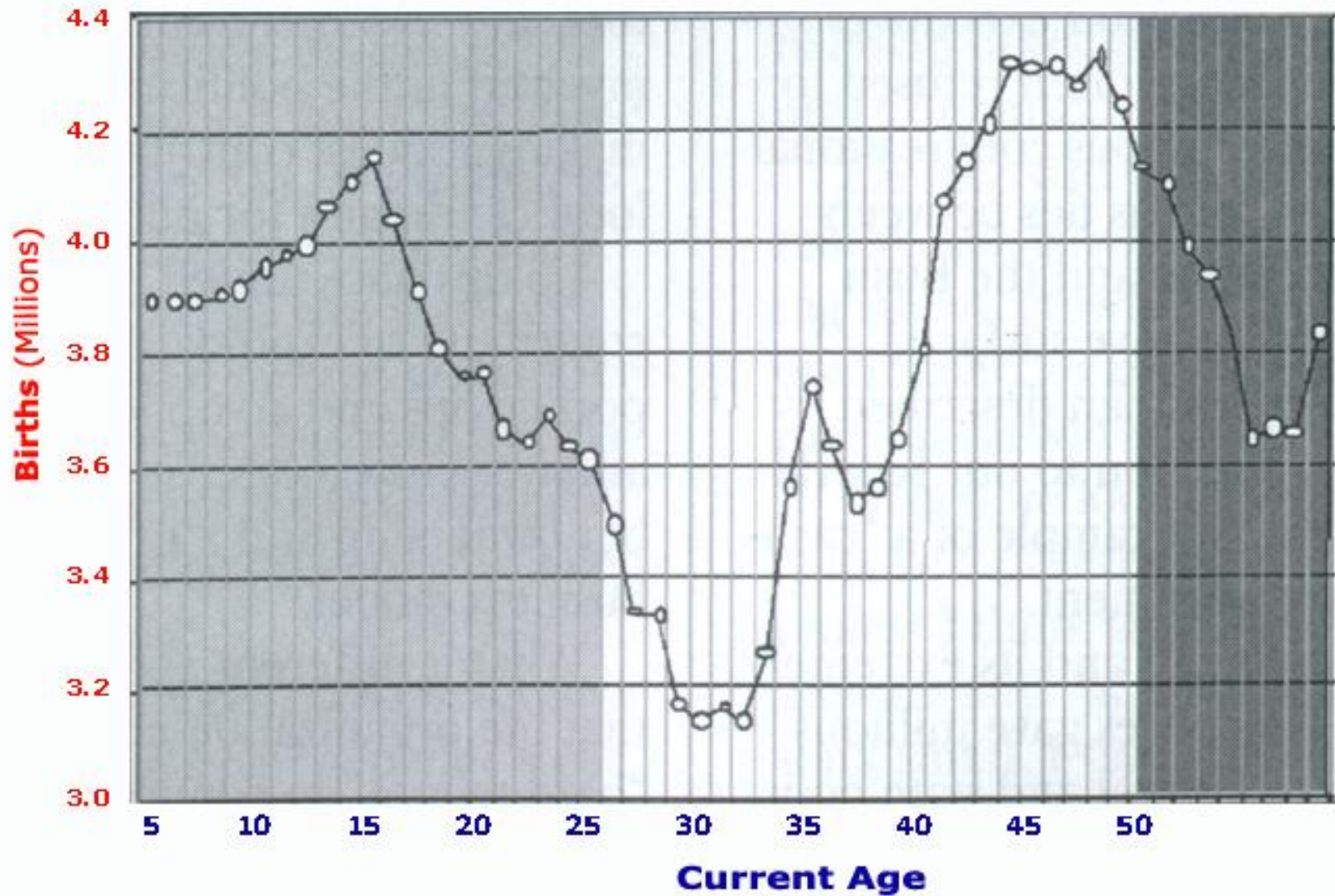
# Why Understanding the Generations is So Important

- **A “talent gap” is looming**
  - The “skilled worker gap” will grow to 5.3 million by 2010, and to 14 million by 2020.

*National Commission for  
Employment Policy*

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# The Talent Crunch



SOURCE: U.S. Census Bureau (Updated 2004)



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# Framing the Generations

TRADITIONALISTS

1900 – 1945

75 MILLION

babyboomers

1946 – 1964

80 MILLION

GENERATION X

1965 – 1981

46 MILLION

MILLENNIALS

1982 – 2000

76 MILLION

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## **Cuspers play important roles...**

- **Mediating**
- **Translating**
- **Explaining**
- **Coordinating**
- **Resolving conflicts**

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# TRADITIONALISTS

**BORN 1900-1945**

**POPULATION: 75 MILLION**

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# TRADITIONALISTS

## Influences

The Great Depression

The New Deal

World War II

The G.I. Bill

The Cold War

The Atom Bomb

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# TRADITIONALISTS

## Traits

Loyal

Patriotic

Hard working

Fiscally conservative

Faith in institutions

Work together toward common goals

Partner with others

Over 50% are veterans

Respect authority

Top-Down approach to getting things done

“Chain of Command” important

Leadership and followership clear

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# babyboomers

**BORN 1946-1964**

**POPULATION: 80 MILLION**

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# babyboomers

## Influences

Booming birthrate

Economic prosperity

Vietnam

Watergate

Assassinations

Civil rights movement

Sex, drugs, rock & roll

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# babyboomers

## Traits

Competitive

Questioners of authority

Idealistic

Optimistic

Desire to stand out from the crowd

Given opportunities from parents

Educated

Protested the status quo

Pushed for change

“Me Generation”

Saw flaws in the management styles

“Change of Command” important

Era of interpersonal communication

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# GENERATION X

**BORN 1965-1981**

**POPULATION: 46 MILLION**

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# GENERATION X

## Influences

Divorce

AIDS

Personal computer

MTV

*Sesame Street*

Missing children on milk cartons

Violence abounded ... World is not a safe place

Latchkey kids

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# GENERATION X

**During the birth years of  
Generation X, the U.S.  
divorce rate tripled.**

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# GENERATION X

## Traits

Independent

Resourceful

Entrepreneurial

Adaptive to change

**Skeptical**

Misunderstood ... Want their own identity

“Show me the money” came from the economic success of the 90’s

Watched organizations being called into question  
(presidency-military-etc)

Distrusts the permanence of institutional and personal relationships ... Thus they put more faith in themselves and less in institutions

They count on their peers and themselves

Self starters

**“Self Command”**

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# MILLENNIALS

**BORN 1982-2000**

**POPULATION: 76 MILLION**

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# MILLENNIALS

## Influences

Fall of the Berlin Wall

Expansion of the media

The Worldwide Web

Violence close to home

Drugs and gangs

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# MILLENNIALS

## Traits

Globally concerned

Diverse

Cyber literate

Media savvy

Realistic

Smart

Practical

Techno-savvy

Their biggest workplace issue is “personal safety”

Feel empowered to take positive action when things go wrong

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# MILLENNIALS

## Traits

Got a little from each of the other generations

- Loyalty
- Optimism
- Skepticism

### *Pragmatic*

Realistic problem solvers

Raised by highly communicative, participation-oriented parents who allowed them to participate in decision making as part of the family

Stick up for themselves (so hard to bully)

Can contribute and collaborate in the business arena right away

**“Don’t command, collaborate”**



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### **TRADITIONALISTS:**

- Loyal
- Chain of Command

### **BABY BOOMERS:**

- Optimistic
- Change of Command

### **GEN Xers:**

- Skeptic
- Self-Command

### **MILLENNIALS:**

- Pragmatic
- Don't Command, Collaborate

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# Clashpoints

## **Many issues can be affected by generational diversity...**

- Turnover
- Recruitment
- Morale
- Team building
- Communication
- Client service
- Culture change
- Diversity
- Rewards
- Feedback
- Employer of Choice
- Organizational objectives

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# Generations

## **The Definition of a ClashPoint**

**An issue around which the generations are likely to collide.**

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# Clashpoints

## Feedback

**Traditionalists:** No news is good news

**Baby Boomers:** I need a formal yearly feedback with lots of documentation

**Gen Xers:** I need frequent, honest, immediate feedback

**Millennials:** I need feedback whenever I want it and at the push of a button



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# Clashpoints

## Feedback



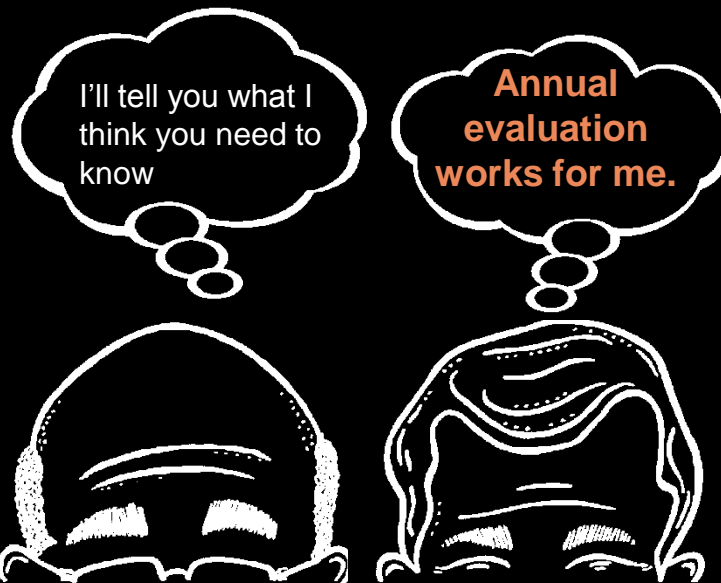
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# Clashpoints

## Feedback



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# Clashpoints

## Feedback



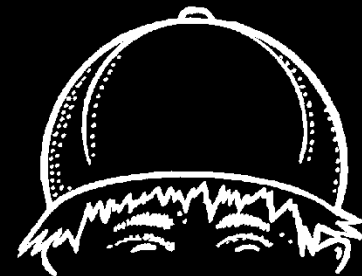
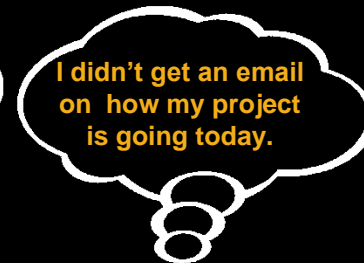
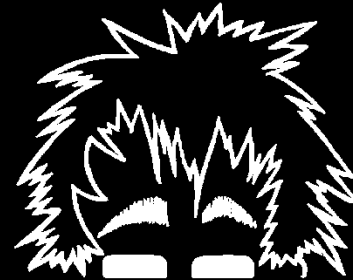
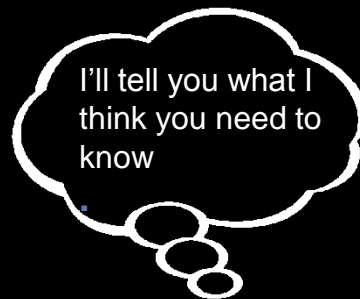
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# Clashpoints

## Feedback



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# Clashpoints

## **Feedback for you to think about:**

- What conflicts arise because of this ClashPoint with patients?
- What advantages could arise?
- Is this a bottom line issue?
- What are some ways to bridge these gaps?
- How about the feedback you give to patients and families?

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# Clashpoints

## Balance & Work-life integration

**Traditionalists:** Support me in shifting the balance

**Baby Boomers:** Help me balance everyone else and find meaning myself

**Gen Xers:** Give me balance now, not when I am 65

**Millennials:** Work isn't everything; I need flexibility to balance all my activities



# Clashpoints

**Think about how Balance & Work-life integration affects your organization:**

- What conflicts arise because of this ClashPoint?
- What advantages could arise?
- How is this a bottom line issue?
- What are some ways to bridge these gaps?
- Without balance, could there be burnout?



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# Clashpoints

## Retirement

Traditionalists: Reward

Baby Boomers: Retool

Gen Xers: Renew

Millennials: Recycle

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# Clashpoints

## Retirement – what does it mean?

**Traditionalists:** Reward - for a lifetime of service

**Baby Boomers:** Retool – in order to continue to earn and achieve

**Gen Xers:** Renew - and enjoy that which is important to them throughout their career...not at the end

**Millennials:** Recycle – they want to be rewarded, have the chance to retool and be renewed every day.



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## We have covered...

- **The uniqueness of the four different generations that exist today**
- **The ClashPoints that can happen in health care**
- **The value of knowing one another**
- **Ways to incorporate generational differences in communication and teaching learning strategies**

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# Generational Differences Impact

- How we relate to staff, colleagues, patients and our families
- How we relate to customers
- How staff and patients take in information
  - So teaching/learning strategies must vary as education is an investment not an expense
- What is expected from us as leaders and providers
- What is expected from the health care system
- The motivation and goals of each individual....they are not necessarily the same as ours
- Walk the path with your patient but let the patient lead the way. Start with small steps....so you can have success. Their perspective could be quite different than yours

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## **REMINDER:**

Serving others means we need to understand them

One of Covey's 7 Habits of Highly Effective People is to seek first to understand before seeking to be understood

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## Summary

- **We are each a piece of the puzzle.**
- **Without the variety of perspectives, some richness would be gone**
- **Without each other, the puzzle picture would never be complete**
- **Please consider how you will now face your ClashPoints in the future**



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# Generations

**45% said their generation is viewed negatively by the other generations.**

*BridgeWorks' Survey*

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## **Generational Issues**

Based on the book:

**“When Generations Collide: Who  
They Are. Why They Clash.  
How to Solve the Generational  
Puzzle at Work”**

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by Lancaster and Stillman



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# Clashpoints



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