Welcome to...

Generational Diversity

Presented by
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Objectives

- Identify the four generational groups
- Describe the characteristics of each generation
- Incorporate generational differences in daily communication strategies
Generational Differences

- Even exist in music......
What influenced you as you were growing up?

- 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
Review

• Take about 3 minutes and share your influences with those sitting near you.
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 customer and colleague populations varies by generation
Why Understanding the Generations is So Important

- People are living and working longer
  - In 1900, 47 was the overall life expectancy
  - 2011:
    - total population: 78.37 years
      - male: 75.92 years
      - female: 80.93 years (est.)
    - As of 2010, 1 in 3 US workers is now over 50
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)
Why Understanding the Generations is So Important

• A “talent gap” is looming
  The “skilled worker gap” grew to 5.3 million in 2010, and will increase to 14 million by 2020!

National Commission for Employment Policy
The Talent Crunch

SOURCE: U.S. Census Bureau (Updated 2004)
Framing the Generations

TRADITIONALISTS
1900 – 1945
75 MILLION

baby boomers
1946 – 1964
80 MILLION

GENERATION X
1965 – 1981
46 MILLION

MILLENNIALS
1982 – 2000
76 MILLION
Cuspers play important roles...

- Mediating
- Translating
- Explaining
- Coordinating
- Resolving conflicts
TRADITIONALISTS

BORN 1900-1945
POPULATION: 75 MILLION
Influences

The Great Depression
The New Deal
World War II
The G.I. Bill
The Atom Bomb
The Cold War
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
BORN 1946-1964
POPULATION: 80 MILLION
Influences

Booming birthrate
Economic prosperity
Sex, drugs, rock & roll
Civil rights movement
Vietnam
Watergate
Assassinations
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
BORN 1965-1981  
POPULATION: 46 MILLION
Influences

Divorce *During the birth years of Generation X, the U.S. divorce rate tripled...parents were not always able to provide attention the child needed.*

AIDS
Personal computer
MTV
*Sesame Street*
Missing children on milk cartons
Violence abounded … World is not a safe place
Latchkey kids
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”
Influences

- Fall of the Berlin Wall
- Expansion of the media
- The Worldwide Web
- Violence close to home
- Drugs and gangs
Traits
Collaborative
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 … even if that means challenging the chain of command
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”
Millenials (Gen Y)

- As of 2008, MySpace has 110 million members worldwide
- As of July, 2010 there are Facebook has >500 million members worldwide
- Current estimates indicate 175 million use Twitter
- Have on average 9 technologic devices
- Like e-learning
- Get many calls/day
- Text messages all day long
- First ever global generation
- Ambitious and demanding & want meaningful work
- Multi-taskers and high performing
- Interpreting non-verbal communication is a problem
- Did not learn a lot about struggle or sacrifice
Millenials (Gen Y) (cont)

- Want their parents included in education and career issues
- Demand big salaries and have big school debt
- Want to be successful – NOW
- Have more traditional values and characteristics and are respectful of others
- They feel special, sheltered, confident, team oriented, pressured to find a career they want
- See mentoring as a right not a privilege
- Like volunteerism
- Many want to change jobs every 2-4 years
Millenials (Gen Y) (cont)

- Gen Y are high maintenance who were coddled and nurtured
- Raised to express feelings and expect support and guidance
- Opinionated and expect to be heard
- Crave feedback and praise for accomplishments
- “Why” is a common question
- We need to be patient and respectful
- Get to know them personally
- Ask for their input
- They want to have fun
Millenials (Gen Y) (cont)

- 90% say they are close to their parents
- Most ethnically diverse
- 78% believe spirituality is important
- 30% want 3 or more children
- More conservative than parents

(US News and World Report, Nov. 2003)
Open communication is important to Millennials who see this as a way to accomplish critical job goals.

Millennials experienced 9/11 and Katrina and other tragedies so they realize this is an unstable world. So they don’t sweat the small stuff … they want to work together to accomplish goals.

They feel it is okay to provide upward feedback to enhance communication and goal achievement.
Why we work....

Traditionalists – ensure a better future for family

Boomers – achieve and get ahead

Gen X – work can go away so don’t put your whole identity into it – so focus on work life balance

Millennials – find meaning in their work
6 “Meaning” Motivators for Millennials

Millennials want to:

1. Make a difference in the world
2. Feel they are contributing
3. Be innovators (they are techy wizards who are excited by change and seek feedback)
4. Be heard…now…ask what approach they would take…and maybe learn a new method…makes it a win/win…coach them!
5. Know they are succeeding…and find context in what they do…tell them what did they do well. Remember this generation were not allowed to fail a lot so they will struggle when they do

6. Express who they are through their work … they have found meaning in branding themselves … websites, attire, communication styles etc. They found meaning in self-definition and self-expression. They want to put an imprint on the workplace day one!
The seven trends essential for understanding and managing the Millennials:

1. The role of the parents
2. Entitlement
3. The search for meaning
4. Great expectations
5. The need for speed
6. Social networking
7. Collaboration

“The M-Factor, How the Millennial Generation Is Rocking the Workplace” By Lynne C. Lancaster, David Stillman
Meetings May Change….

- Multi-generational
- Need to manage multi-tasking needs
- Communication in a 24/7 world
- Internal competition
- Is your customer aging???

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<td>4.2 M &gt; 85</td>
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SUMMARY

TRADITIONALISTS:
- Loyal
- Chain of Command

BABY BOOMERS:
- Optimistic
- Change of Command

GEN Xers:
- Skeptic
- Self-Command

MILLENIALS:
- Pragmatic
- Don’t Command, Collaborate
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
The Definition of a ClashPoint:

An issue around which the generations are likely to collide.
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.
I'll tell you what I think you need to know.
Feedback

I'll tell you what I think you need to know.

Annual evaluation works for me.
Feedback

I'll tell you what I think you need to know

Annual evaluation works for me.

How am I doing today?
Feedback

I'll tell you what I think you need to know.

Annual evaluation works for me.

How am I doing today?

I didn't get an email or text message on how my project is going today.
Members of every generation need feedback, even if it is not obvious.

Positive feedback is powerful and energizing to all of us!

What can you do to set up feedback sessions here?

Listen … Ask questions … Acknowledge what is said and act on suggestions. This shows we value other’s feelings and contributions.
Feedback

• What conflicts arise because of this ClashPoint with customers?
• 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 others?
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
Balance & Work-life integration

- 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?
Clashpoints

Retirement

Traditionalists: Reward
Baby Boomers: Retool
Gen Xers: Renew
Millennials: Recycle
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.
Generational Differences

• Can be found in candy
Generational Differences

• In toys
We have covered...

- The uniqueness of the four different generations that exist today
- The influences and traits of each group
- The ClashPoints that can happen in health care, business and in life
- The value of knowing one another
- Ways to incorporate generational differences when selecting communication, teaching/learning strategies or feedback strategies
Generational Differences Impact

- How we relate to staff, colleagues, customers, students and our families
- How we market to customers
- How students, staff and patients take in information
  - So teaching/learning strategies must vary
- What is expected from us as leaders and providers
- The motivation and goals of each individual….they are not necessarily the same as ours
- So…walk the path with each other and sometimes let the other lead the way. Start with small steps….so you can have success. Remember, their perspective could be quite different than yours
Some Things To Think About:

- Identify ways you will use this information in your day to day life.
- How will it impact your communication strategies?
- How will you use this information to adapt your teaching/learning strategies?
- How will you give feedback?
- What are the benefits of mentoring and reverse mentoring?
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.
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
“45% said their generation is viewed negatively by the other generations.”

*BridgeWorks’ Survey*

How will you use this information to fuel improvement in how you see each other?
An Exercise for Later On…

As you move forward, please think about what motivates a:

• Traditionalist
• A Baby Boomer
• A Gen Xer
• A Millenial
This generational content is based on 2 books by Lynne C. Lancaster and David Stillman:

How to Solve the Generational Puzzle at Work” (© 2002)

“The M-Factor…
How the Millennial Generation Is Rocking the Workplace” (© 2010)