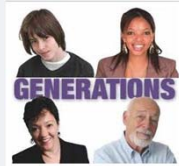


## Generations in the Workplace



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## Objectives

- Identify the four major working age groups
- Describe the working characteristics of the age groups
- Describe generational approaches



## Generation

- An identifiable group (cohorts) that share birth years, age location, and significant life events at critical development stages (times).



Every generation emerges with a different set of values and experiences as compared to the generation before and after them!

- VHA Michigan

## Whether you grew up...

- During wartime or peacetime
- Heady economic times or financial security
- Periods of profound change
  - Civil rights
  - Internet era

**Factors that define your generation**

## Five Generations

- Veterans
  - Born 1925 -1945
- Boomers
  - Born 1946 -1964
- Generation X
  - Born 1965-1980
- Generation Y
  - Born 1981 -1995
- Generation Z
  - Born 1996 -



## The Generations

Year born	Nicknames	2011 Ages
1925-1945	Silent generation, veterans, or traditionalists	66-86
1946-1964	Baby Boomers	47-65
1965-1980	Generation X	31-46
1981-1995	Millennials or Generation Y	16-30
1996 -	Generation Z or Digital Natives	< 16

## Generations

	Veteran	Boomer	Gen X	Gen Y
<i>Outlook</i>	Practical	Optimistic	Skeptical	Cautious
<i>Work Ethic</i>	Dedicated	Driven	Free Agent Balanced	Determined
<i>View of Authority</i>	Respectful	Challenge	Unimpressed	Polite
<i>Prefer leadership by</i>	Hierarchy	Pay your Dues	Competence	Pulling Together
<i>Relationships</i>	Self-sacrifice	Personal gratification	Reluctance to commit	Inclusive

## Approach to Change

### Veterans

Ready – Ready - Ready- Aim- Fire

### Boomers

Ready – Aim - Fire

### Generation X

Ready – Aim - Fire

### Generation Y

Fire – Fire –Fire –Aim - Fire



## Veteran Generation

- Approx 63 million
- Silent Generation
- WWII, Korean War influence
- Respect for security of employment
- Respect for authority
  - Roosevelt, Truman, Eisenhower
- Control & command management styles

WHEN I WAS YOUR AGE...



## Characteristics of Veterans

- Postpone gratification
- Sacrifice & hard work
- Frugality
- Adherence to rules
- Loyalty to family, country & job
- Respectful communication



## Heroes

- FDR
- Patton
- McArthur
- Babe Ruth
- Superman



## Boomers

- Yuppies
- Largest generation (approx 77 million)
- Influences
  - Vietnam War, Watergate, TV, The Pill
- Questioned authority & cynical about leadership
  - Kennedy – Nixon – Johnson – King
- Workaholics



## Boomer Characteristics

- Optimistic
- Redefined roles
- View of authority: love/hate
- Relationships: personal gratification
- Process-oriented
- Team perspective
- Work ethic: driven



## Heroes

- John & Jackie Kennedy
- Martin Luther King
- John Glenn
- Gandhi



## Generation X

- Approx 44 million
- Influences
  - Reagan, PCs, AIDS
  - Both parents worked – latchkey
  - Divorce rates peaked
  - Massive lay-offs
- Treasure individual independence
  - Balance work and leisure



## Gen X Characteristics

- Skeptical
- Balanced work ethic
- Relationships: reluctant to commit
- Results-oriented
- View of authority: unimpressed
- Parallel thinkers
- Independent and resourceful



## Heroes

## Generation Y

- Nexters, Millennial, Echo Boomers
  - Second largest generation – 70 mil
- Influences
  - “Busy”, Gulf War, Columbine, 9/11
  - E-learners
- Expect frequent feedback
- Volunteerism, Optimism, Collective Action



## Gen Y Characteristics

- Achievement-oriented
- Open-minded
- Collaborative
- Civic-minded
- Hopeful
- Confident



## Heroes

- Michael Jordon
- Firefighters
- Mother Teresa
- Bill Gates



## Multigenerational Misunderstandings

- Hierarchy to partnerships
  - Team based approach
  - Shared governance
- Industrial era to the information age
  - Flipped the generational relationships
- Don't rely on older nurses for information and knowledge
- Access expert information from a computer
- Critical skill; computers

## Work view shift

- Work ethic defines the older generations (veterans, boomers & X)
- Technology defines Gen Y
- Retirement??

## Strengthening Generations

## Approaches

- Veterans
  - Foster their interpersonal skills
  - Nourish their work ethic
  - Personal feedback
  - Desire to have life and work experiences valued

## Approaches

- Veterans
  - Don't assume computer illiterate
  - Provide time to ask questions in private or e-mail
  - Treat with respect
  - Encourage them to share their professional expertise

## Approaches

- Boomers
  - Foster their skills as change agents
  - Recognize their experience as a valuable asset
  - Nourish their focus on work content
  - Use them as mentors



## Approaches

- Boomers
  - Provide time to ask questions in private or e-mail
  - Team-building activities & group activities
    - Avoid role-playing
  - Case studies
  - Self directed activities that pertain to their role

## Approaches



- Gen X
  - Acknowledge desire work/life balance
  - Foster their technical competence and multitasking
  - Nourish problem-solving abilities
  - Frequent feedback
  - Help them with people skills- consider mentors and preceptors

## Approaches

- Self directed activities
- Prefer e-mail
- Like role-playing

## Approaches



- Generation Y
  - Foster their technical competence and multitasking
  - Challenge them – they want to learn from you
  - Acknowledge desire for flexible schedules
  - Mentor them, encourage them and learn from them

## Approaches

- Generation Y
  - Enjoy opportunities for group work
  - Embrace the rapid technology changes
  - Want and expect feedback

## Generation “Memorabilia”

<b>Veterans</b> Mickey Mouse    Jukeboxes Flash Gordon    Blondie Tarzan            Wheaties Kewpie Dolls    Lone Ranger		<b>Boomers</b> Ed Sullivan        TV Dinners Fallout Shelters    Mod Squad Slinkies            Laugh-in Hula Hoops        Peace Sign	
<b>Gen X</b> Brady Brunch     Simpsons Pet Rocks        ET Cabbage Patch    Dynasty		<b>Gen Y</b> Barney             Ninja Turtles Beanie Babies    Oprah X Games            Pogs	

## Your Team



- What age groups are you working with?
- What challenges do you experience with the different age groups?
- What actions could you take based on knowledge of different age groups?
- Share what you have learned from others.

## What Else Can Help?



- Make “fun” one of the most common words that describes your workplace
- Fun committees work, if all generations are represented
- Help team members to get to know each other better
- Remember that everyone will not agree on everything

# Questions

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