

Slide 1

**Effectively Leading the Current Workforce**

Bonnie Clipper, DNP, RN, CENP, FACHE

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Slide 2

**Objectives**

- Identify composition of the current workforce.
- Identify characteristics and differences among the generations in the current workforce.
- Identify successful leadership strategies for each generation.

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Slide 3

**What defines a “generation” ?**

- NOT an age
- NOT necessarily a period of time or a time frame
- Similar values & characteristics (important not to generalize or stereotype)
- Similar experiences, people, places and events that can be related to or shared

“Generational commonalities transcend cultural and gender differences”

- Rich Paul, HR Management

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Slide 4

Why does it matter that there are **four** different generations in the workplace?

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Slide 5

This adds another layer of diversity. Besides considering religion, gender, culture and race, we also need to think about **generational** (not age) differences.

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Slide 6

**Consider...**

- This is the first time that there are:
  - **five** generations living together.
  - **four** generations converging in the workplace at once.
  - **three** generations of leaders in the workplace.

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Slide 7

Each generation has different values, communication styles and needs. All of which shape their behavior and impact their surroundings (thus their jobs).

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Slide 8

**What generations make up the current workforce?**

• Traditionalists	1925-1942	75 million
• Boomers	1943-1960	80 million
• Xer's	1961-1981	46 million
• Millennial's	1982-2000-ish	76 million
• Newest generation	2000-ish - ?	?

(Strauss & Howe, 1995)

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Slide 9

**What generations make up the current workforce?**

- Traditionalists (The Greatest Generation)
- Baby Boomers (Boomers)
- Gen Xer's (Xer's)
- Millennial's (Yer's, Nexter's)
- Emerging generation is un-named (soon to enter workforce)

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Slide 10

**What if you feel like you can relate to *two* generations?**

- You are what is known as a "cusper", which is someone that is only separated by *one* or *two* years from the generations ***and*** you can relate to ***both*** generations.

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Slide 11

**“Defining Moments” of each generation**

- Traditionalists: WWII
- Baby Boomers: Vietnam War
- Gen Xer's: The Challenger Space Shuttle disaster
- Millennial's: 9/11

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**Characteristics of each Generation**

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Slide 13

**Traditionalists**  
(1925-1942 75 million)

- **Perceptions from other Generations:** work too hard, extremely loyal and committed, will do what is right, too willing to trust others
- **Self perceptions:** able to sacrifice for "the cause", hard times are part of life, trustworthy & trusting
- **Loyalists**

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**Boomers**  
(1943-1960 80 million)

- **Perceptions from other Generations:** need material goods, "ladder climbers", need structure, like process, competitive
- **Self perception:** Hard working, play by the rules, careful to trust authority, competitive
- **Optimists**

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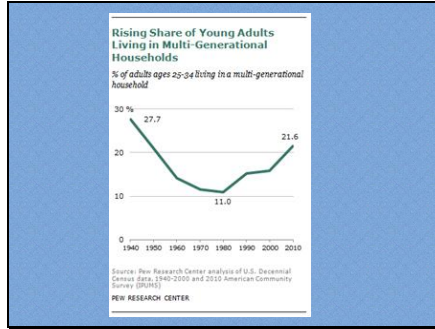
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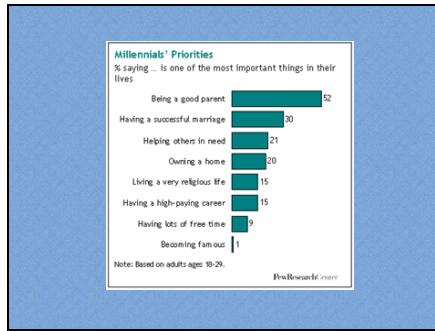
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**Emerging Generation**

- **Perceptions from other Generations:** unwilling to commit, need social media, still evolving...
- **Self perceptions:** comfortable in their own skin
- **Lack of Permanence** (think Car 2 Go, increase in rental market, etc)

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Slide 20

**How does this Impact our Work Environment?**

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Slide 21

**How Does the Workforce of Today Differ with Previous Ones?**

- This is the first time that there are four generations converging in the workplace at once.
  - All want things "their" way.
- This is the first time that there are three generations of leaders in the workplace.
  - All do things "their" way.

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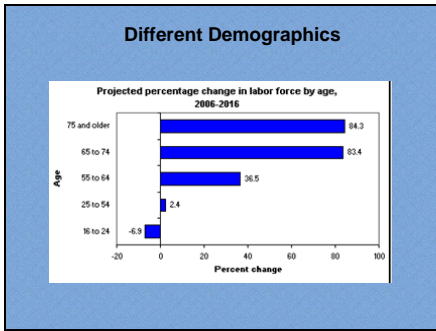
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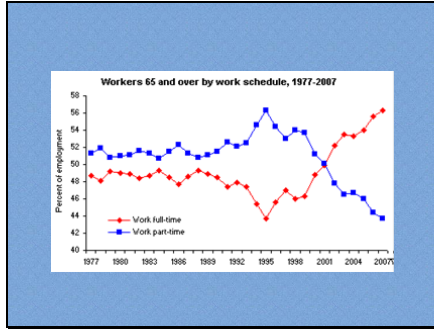
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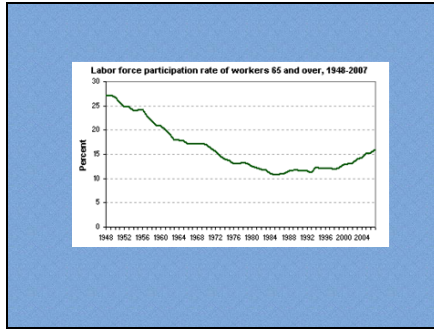
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- **Communication is different:** communication styles, different words, gestures, formal vs. informal, etc.
- **Needs are different:** free time, money, job satisfaction, etc.
- **Goals are different:** what defines work success?

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- Traditionalists Struggle with...**
- "Presenteeism" related to medical issues or depression
  - Absence related to medical concerns
  - Respect for diversity
  - Consequences of their lifestyle behaviors, i.e. smoking & drinking
- Source: Paul, R., 2008. Engaging the Multi-Generational Workforce.

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Slide 27

**Baby Boomers Struggle with...**

- The non-traditional work styles of Xer's and Millennial's
- Technology replacing human interaction
- Sharing praise and rewards
- Balancing work and family

Source: Paul, R., 2008. Engaging the Multi Generational Workforce.

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**Gen Xer's struggle with...**

- Career development
- Conflict resolution
- Office politics
- Multigenerational team projects
- Balancing work and family

Source: Paul, R., 2008. Engaging the Multi Generational Workforce.

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**Millennial's struggle with...**

- Absence related to lifestyle decisions
- Consequences of lifestyle or risk taking behaviors
- Respectful communication

Source: Paul, R. 2008. Engaging the Multi Generational Workforce.

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**New Phenomena...**

- "Helicopter Parents"
  - Coming to job interviews
    - Set ground rules, but don't alienate either group
  - Negotiating salaries and benefits
    - If this is an issue may want to provide parents with own memory stick of company and benefits
  - Large companies are having "Bring your parent to work" days

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**Progress Towards the 5 Milestones**

- 1960
  - 77% of women and 65% of men reached the “5 Milestones” by the time they turned 30.
- 2000
  - 50% of women and 33% of men reached the “5 Milestones” by the time they turned 30.

Henig, 2010.

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**“Emerging Adulthood” as a New Life Stage?**

- New movement in field of psychology to view the behavior in the 20’s as a distinct life stage.
- Similar to a century ago when social and economic changes created *adolescence* (1904).
- Characterized by:
  - Identity exploration
  - Self focus
  - Instability
  - Feeling in between

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**Education implications in dealing with four generations....**

- Traditionalists like in person classes, discussions and "face time".
- Boomers are not as technologically savvy, like a hybrid model of discussion and technology.
- X'ers don't want to be tied down in a classroom setting. Prefer online learning, with access to real people when they want it.
- Millennial's want technology, online and self-paced learning options.

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**Orientation Tips**

Traditionalists	Boomers	X'ers	Millennials
Take time to explain. Share the organization's story. Bring them into the goals of the group. Tell how they can contribute.	Emphasize goals & challenges. Show them the opportunities.	Show technology. Allow time for exploring. Tell them who's who and how to locate resources. Repeat the work life balance message over and over. De-emphasize workplace politics.	Be clear on expectations. Show opportunities. Emphasize quality. Protected, so will need lots of support.

(ICHRN, 2009)

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Principles of Motivation <small>(Marshburn &amp; Scott, 2009; Marston, 2011)</small>	
<b>X'ers</b>	<b>Millennials</b>
<ul style="list-style-type: none"><li>• Schedules that promote work life balance.</li><li>• Hands off supervision, "tell me what to do and I will get it done".</li><li>• Practical, allow them to figure things out for themselves.</li><li>• Don't provide too much structure (organizational mores can be irritating).</li><li>• Want development, in bullet points and "bite sized" pieces.</li><li>• Allow them to balance their own needs and "roam" in their career.</li></ul>	<ul style="list-style-type: none"><li>• Love team work, allow them to work together on projects.</li><li>• Well educated, include them in the big picture.</li><li>• Have a can do attitude, like complex issues to resolve.</li></ul>

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What Millenials are looking for in a New Job
<ul style="list-style-type: none"><li>• Long term career development, tuition reimbursement.</li><li>• Multiple experiences within system/network.</li><li>• Clear sense of purpose and meaning in work (mission, vision and values they agree with).</li><li>• Access to mentors.</li><li>• Work/life flexibility.</li><li>• Tech savvy environment, capital investment. (cool stuff)</li><li>• Time off for their personal endeavors</li><li>• Annual personal development plan</li><li>• Portable retirement savings options.</li></ul>

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### Communication Preferences

- Traditionalists: letter or phone call
- Baby Boomers: phone call
- Gen Xer's: email
- Millennial's: text message

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#### Do You Have a Profile on a Social Networking Site?

% saying "yes"

Generation	% saying "yes"
All	41
Millennial (18-29)	75
Gen X (30-45)	50
Boomer (46-64)	30
Silent (65+)	5

#### Do You Sleep with Your Cell Phone?

% who have ever placed their cell phone on or right next to their bed while sleeping

Generation	%
All	57
Millennial	83
Gen X	68
Boomer	50
Silent	20

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**How a Leader's response time is impacted....**

Time "allowed" for decision making...

- Traditionalists: approximately 7-10 days
- Baby Boomers: approximately 1-2 days
- Gen Xer's: approximately 4-8 hours
- Millennial's: approximately 3-5 minutes!

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**Are all of our Employees Team Players?**

Your department is short staffed, what happens if you ask someone to work a double shift?

**Traditionalist:** "I have plans, but I can change them if you need me to"

**Boomer:** "I have plans, but if you can't find anyone else I will do it"

**Gen Xer:** "I have plans, but what is worth to you?"

**Millennial:** "I worked my shift and I have plans.."

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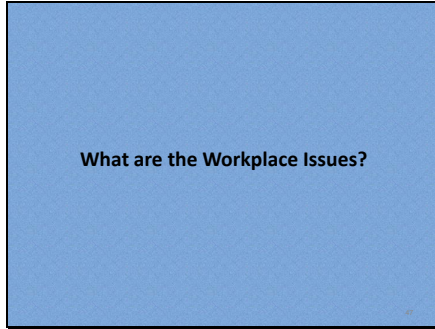
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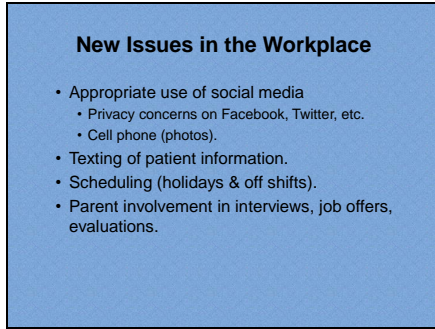
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**“What do I expect from my boss?”**

- **Traditionalists:**
  - want clear direction and expectations
- **Boomers:**
  - sometimes distrustful of motives, want the chance to advance
- **Gen Xer's:**
  - options and flexibility, treated like a colleague
- **Millennial's:**
  - want to “sit down at the table” to discuss and provide input into decisions, be a team member

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**“What does a job mean to me?”**

- **Traditionalists:**
  - “what I've committed to”
- **Boomers:**
  - “defines me”
- **Gen Xer's:**
  - “not who I am, but what I do”, “a part of me”
- **Millennial's:**
  - “what I do best”, “what I like most”

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**Work characteristics of Traditionalists and Boomers**

- **Traditionalists:** Dedicated and loyal for length of career. If company succeeds, they succeed. One career, few jobs.
- **Boomers:** Driven and dedicated, want to contribute and make the world a better place. Willing to stay with one company or to move on, in order to have personal and career needs met.

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**Work characteristics of Xer's and Millennial's**

- **Gen Xer's:** Looking for skill portability, will have many jobs (average: one job every **3 ½ years**). Want to start at top. Want to move up quickly or "move out". Want balance between work and life. Avoid long hours. Have fun at work
- **Millennial's:** Looking for skill portability. Will not only have many multiple jobs, but actually many *careers*, (average tenure **18 months**). Pursuant of parallel careers. Want work to be meaningful and purposeful.

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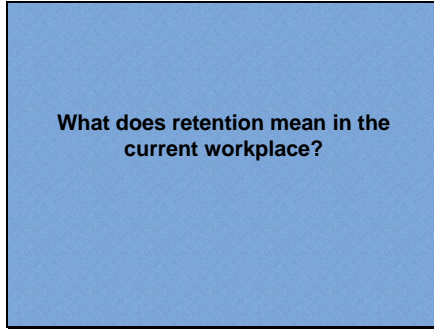
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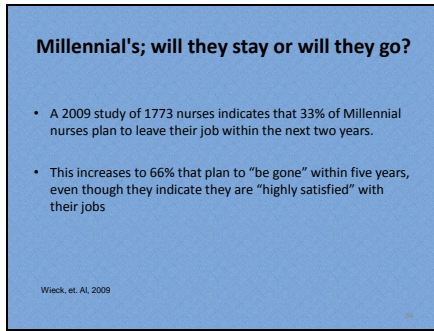
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Slide 54



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Slide 55

**Success in Retaining/Recruiting Traditionalists**

- Allow flexible schedules/shorter hours
- Provide devices to minimize physical demands (lifting devices, built in bed scales, etc.)
- Facilitate gradual retirement from the patient care arena when they are ready
- Consider seasonal work to accommodate travel
- Offer personal touch, get to know them
- Help others to value and respect this group
- Use experience to help mentor new staff

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Slide 56

**Success in Retaining/Recruiting Baby Boomers**

- Promote concept of "slowly winding down" vs. retiring completely
- Use experience to develop educational materials
- Solicit them to step up and become supervisors, mentors or preceptors
- Consider seasonal work to accommodate travel (or even sabbaticals)
- Provide public recognition

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Slide 57

**Success in Retaining/Recruiting Gen Xer's**

- Be aware that you have hard working but short term, "Free agents" onboard
- Provide frequent options and allow them to drive process
- Consistently provide ample opportunities for training and learning new skills, allow job changes in order not to lose them
- Provide flexibility to allow them to balance work and life
- Communicate often and involve in decisions (like shared governance)
- Do NOT micromanage (makes them want to shut down)
- Facilitate mediation since Xer's don't like conflict (they will go a long time not speaking to someone)
- Consider seasonal work and sabbaticals...

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**Success in Retaining/Recruiting Millennial's**

- Involve in decisions
- Provide lots of current/real time feedback (does not have to be done in person).
- Incorporate lots of technology and chances to use "real time", web based resources.
- Redesign jobs to be fun as well as rewarding.
- Build and develop their skill base (they want portability)
- Allow them to balance their work flow, they like to multi task – CROSSTRAIN!
- Build flexibility and mobility into their career paths that also works for you too – or they will leave to find it.
- Provide access to social networks
- Allow time off to participate in their passion (social responsibility)

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**Current Workforce “take aways”**

- Long term career development
- Allow multiple experiences within system/network
- Provide a sense of purpose and meaning in work
- Access to mentors
- Work/life flexibility
- Tech savvy environment
- Allow time off for personal endeavors
- Annual personal development plan

Deloitte Development LLC, 2006

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Slide 60

This means that leaders have to be “generationally competent” when dealing with individual employees, to ensure fairness and equity.

All in a way that makes sense to each employee...and each generation.

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The goal of each leader is to provide every employee with what they need in order to promote retention and engagement, which in turn provides an environment to practice safe and high quality patient care.

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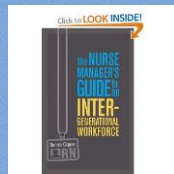
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Available at [nursingknowledge.org](http://nursingknowledge.org)

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Slide 63

**Questions?**



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Slide 64

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