

Leading People Across the Generational Spectrum



Erika Abramson (APD, Cornell)

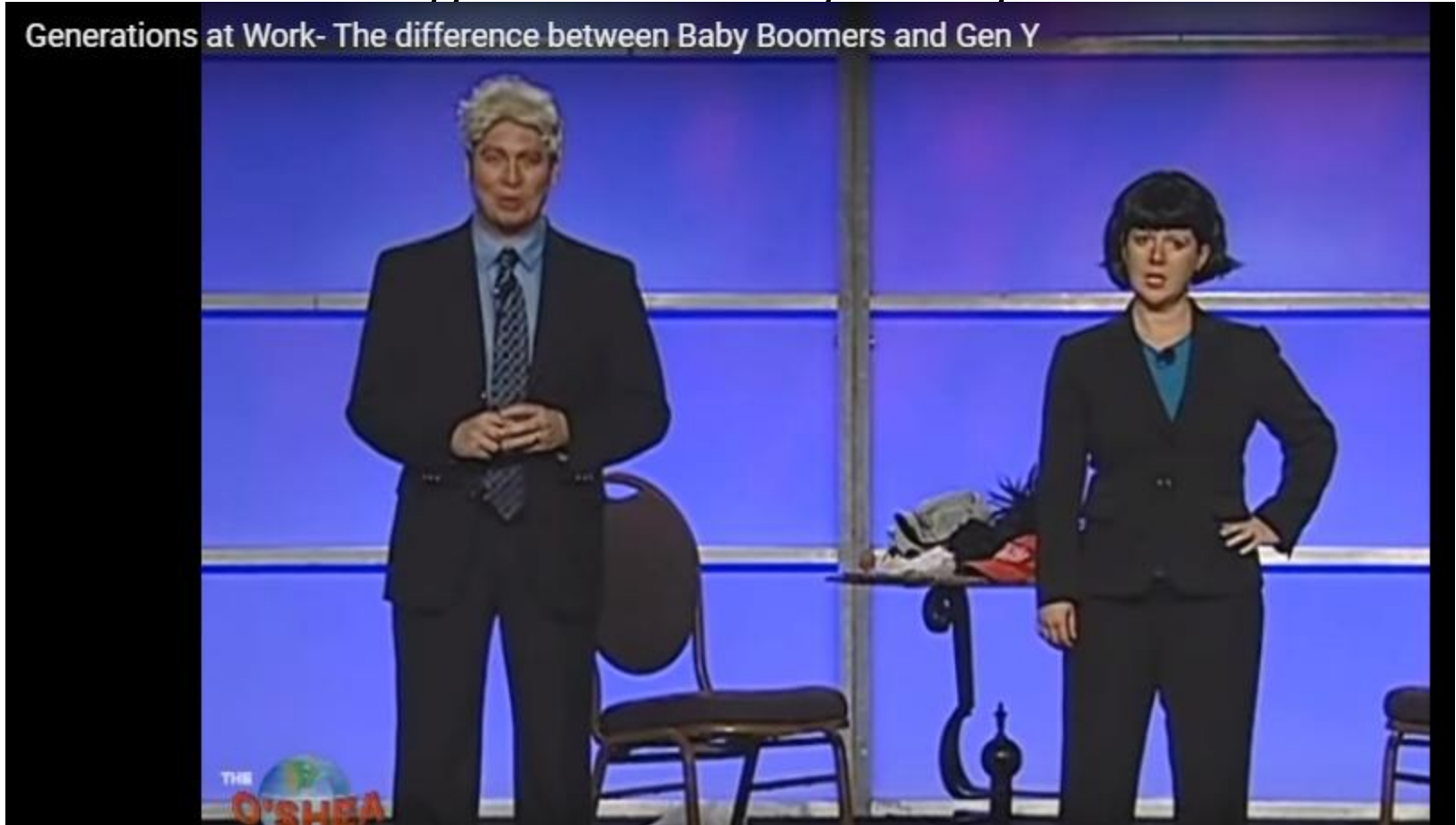
Charlene Larson Rotandi (Coordinator, Stanford)

Glenn Rosenbluth (APD, UCSF)

Learning Objectives

- By the end of this session, participants will be able to
 - Discuss characteristics of different generations
 - Explain how these characteristics affect learning/teaching/work styles
 - Explore effective strategies for effectively leading across the generations

A day at work can sometimes feel like this



Similarities and Differences

Which generation do you fall in?

- Traditionalist (1922-46)
 - The Great Generation/ The Veterans/ The Silent Generation
- Baby Boomer (1946-1964)
- Generation X (1965-1980)
- Generation Y (>1980)
 - The Me Generation/ Gen Nexters

Diverse Generations Have Diverse Styles



Goals

Attitude

Values

Motivation

Authority

Hierarchy

Work-Life Balance



Defining the Different Generations

Traditionalists: 1922-1946

10% of all active physicians, often fulfill classic “Professor Emeritus” role

- Dedicated
- Patriotic
- Conventional
- Respect order
- Altruistic
- Dedicated to their world and the institutions they have served
- Mindful of resources and waste

Baby Boomers: 1946-1964

55% of all active physicians, occupy most positions of authority

- Driven, Workaholics
- Service oriented
- Equate work with self-worth, contribution, and personal fulfillment
- Competitive – aspire to high monetary compensation and professional titles
- Willing to sacrifice personal lives for professional success
- Technology
 - nice but not necessary

Generation X:1965-1981

30% of active physicians, often hold mid-level positions

- Independent
- Resourceful
- Self-sufficient
- Technologically adept
- Adapt well to change
- Ambitious
- Value work-life balance
- Loyal to themselves and families, rather than institutions
- Need frequent specific feedback

Generation Y: 1982-2000

5% of active physicians, majority of trainees

- Optimistic
- Collaborative
- Team-oriented
- Techno-savvy – first native online population
- Globally oriented and constantly connected
- Expect instant results and access to info
- Many interests outside of medicine
- Expect frequent feedback and need praise

Each generation brings different strengths and challenges

Generation	Strengths	Challenges
Traditionalists 'Veterans'	Service oriented Loyal Disciplined	Risk averse Conformists Not easily adaptable
Baby Boomers	Idealist Inspired Overachievers	Narcissistic Overachievers Stress process over product
Xers	Loyal to self, not organizations Value portable careers Creative Flexible	Impatient Disrespectful Cynical Inexperienced
Millennials 'Generation WHY'	Multitaskers Team oriented Confident Digital natives	Rewards for showing up to soccer practice, never mind winning Need structure, supervision

Strategies for Managing/Working Across Generations

Why is this even an issue?

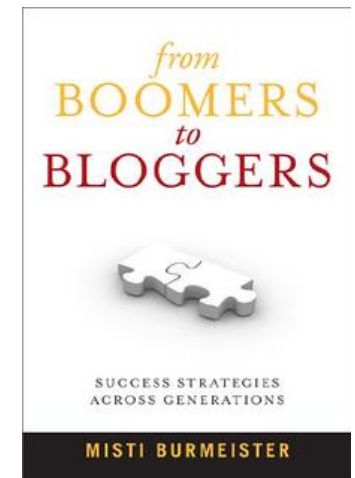
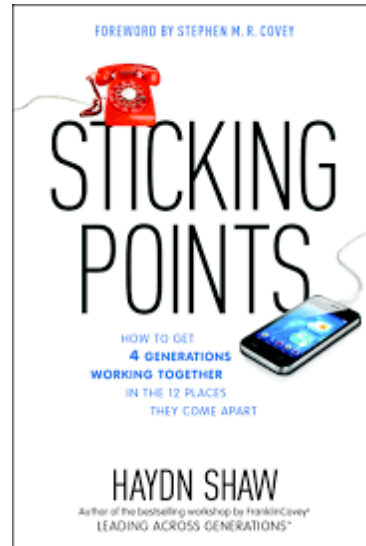
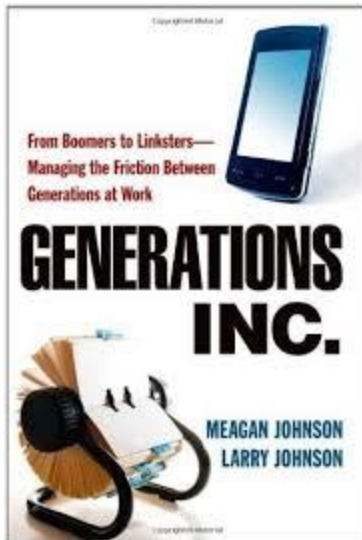
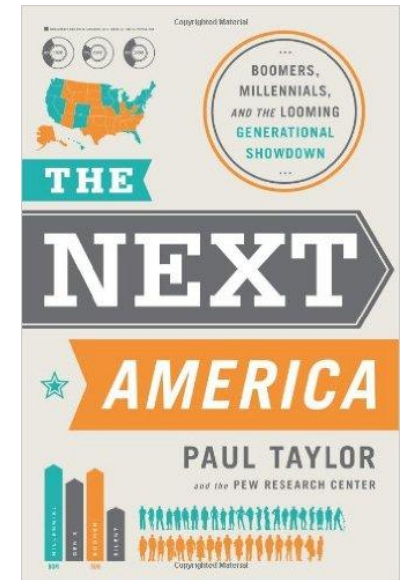
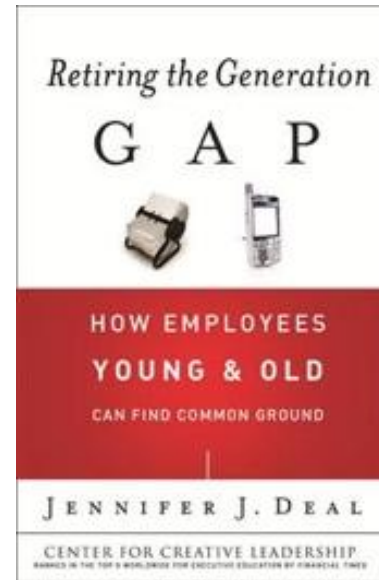
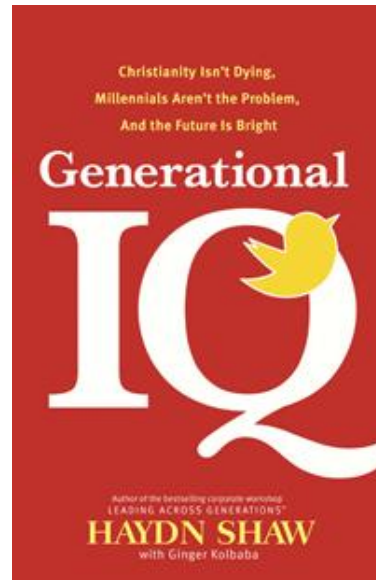
- 4 generations in the workplace, with varying characteristics and values...soon to be 5 with Gen Z!
- Values can often be in conflict
- Work is done in interprofessional and multigenerational teams – not individual silos!
- Intergenerational conflict and misunderstanding can pull teams apart!

Self-Help Approach

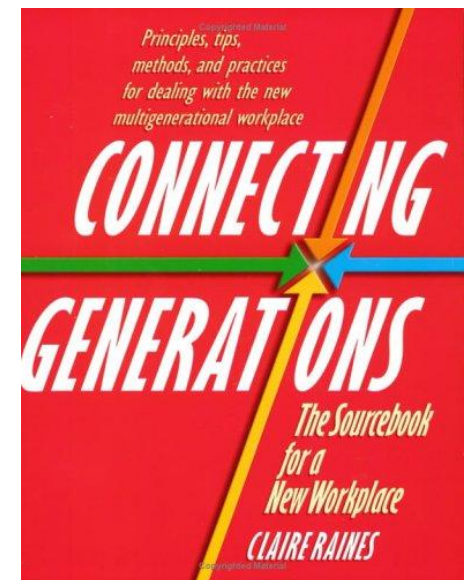
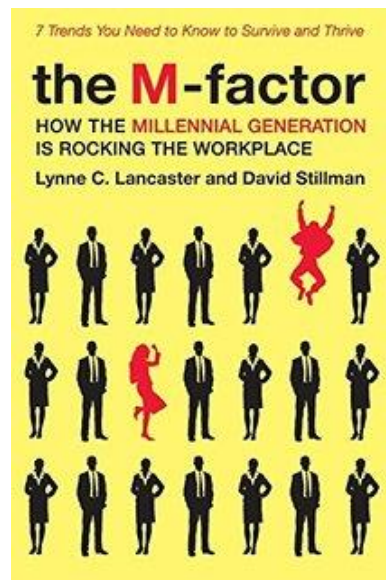
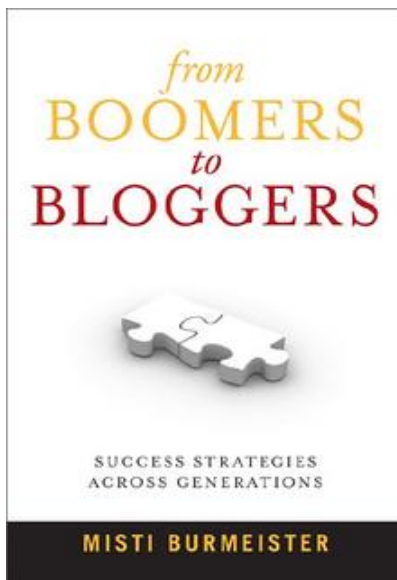
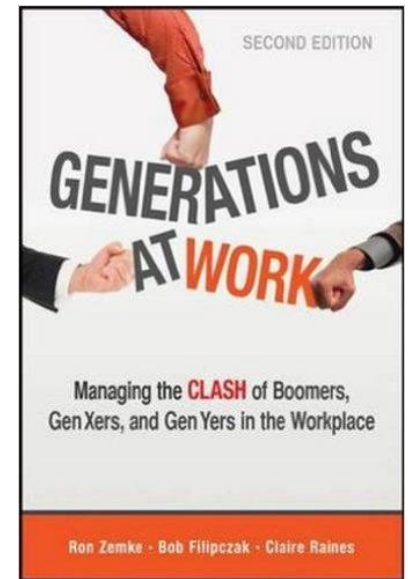
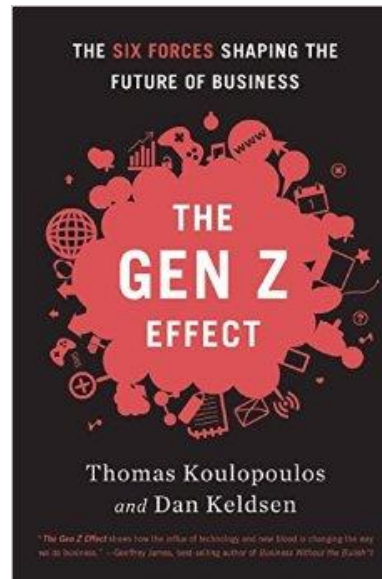
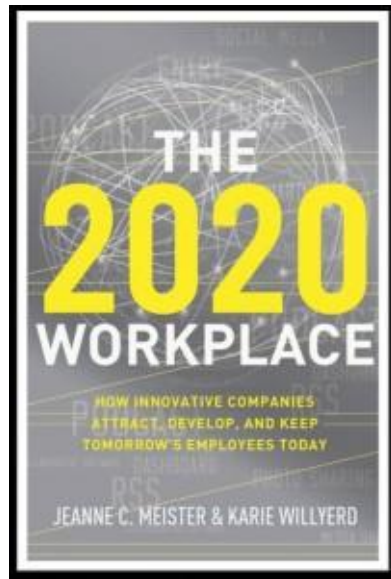
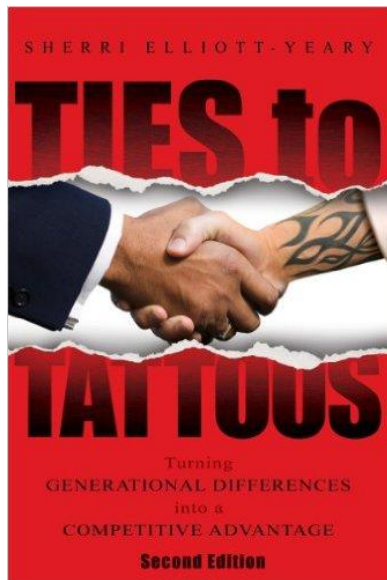
Linda Gravett, Ph.D. SPHR and
Robin Throckmorton, M.A., SPHR



*How to Get Radio Babies,
Boomers, Gen-Xers, and
Gen-Yers to Work
Together and Achieve More*



And even more!



Generational thinking...

“Generational thinking is like the Tower of Babel: it only serves to divide us. Why not focus on the behaviors that can unite us?”

- Thomas Koulopoulos and Dan Keldsen, **The Gen Z Effect: The Six Forces Shaping the Future of Business**



The first date approach...



You start by respectfully listening to the other person and figuring out what you have in common. Getting to know the person.

Later on, you'll figure out some of the differences and adjust appropriately.

Shared Values Across Generations

All generations expected the following from their employers:

1. To work on challenging projects
2. Competitive compensation
3. Opportunities for advancement, learn/grow in their jobs
4. To be fairly treated
5. Work-life balance

All generations agreed that the ideal leader:

1. Leads by example
2. Is accessible
3. Helps others see how their roles contribute to the organization
4. Acts as a coach and mentor
5. Challenges others and holds other accountable

Universal Needs Among Generations



Respect

Feeling valued and appreciated as a unique individual



Competence

Feeling valued as knowledgeable, skilled and experienced



Connection

Ability to collaborate with trusted colleagues



Autonomy

Freedom to exercise self-control to achieve shared goals

Hadyn Shaw's Sticking Points

What is a sticking point?

An obstacle to progress toward an agreement or goal.

What are generational sticking points?

According to Haydn Shaw, sticking points result from questions that the generations answer differently because of their unique experiences and perspectives. The different answers the generations give to these questions create tension and frustrations that lead to miscommunication and stereotypes.

Examples

Are flip-flops acceptable in the workplace?

Can an individual work from home?



Generational Sticking Points

If you view a sticking point as a **problem to be solved**, this leads to greater **negativity** and **misunderstanding**.

BUT, if you view a sticking point as **opportunity to be leveraged**, this can lead to deeper **understanding** and **appreciation**.



Sticking Points



A word cloud of workplace-related terms on a black background. The words are arranged in a circular pattern, with some words being larger and more prominent than others. The words include: Policies, Decision Making, Fun @ Work, Meetings, Loyalty, Dress Code, Respect, Work Ethic, Training, Communication, Knowledge Transfer, and Feedback.

Policies
Decision Making
Fun @ Work
Meetings
Loyalty
Dress Code
Respect
Work Ethic
Training
Communication
Knowledge Transfer
Feedback

Shaw's Five-Step Process

Acknowledge your frustration

- To yourself, quietly and then investigate generational differences

Appreciate the differences

- Focus on the “why” and not the “what,” and the common needs

Flex your approach

- Don't take it personal, appreciate why individuals see things differently and accommodate difference approaches!

Leverage those differences

- Maximize the strengths and contributions of each generation

Resolve

- Make sure everyone is on the same page and determine which option will yield the best results

Troubleshooting Scenarios

“What unites us is far greater
than what divides us”

-John F. Kennedy

- **Mission**: The APPD serves pediatric programs by leading the advancement of education to ensure the health and well-being of children.
- **Vision**: Exemplary pediatric education
- **Values**: Leadership, Innovation, Collaboration, Scholarship, Engagement

Acknowledgments

Material from this workshop have been adapted from multiple sources:

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 - APPD LEAD