Leading People Across the Generational Spectrum

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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-savy – 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

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

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

**Generational IQ**
Christianity Isn't Dying. Millennials Aren't the Problem, and the Future Is Bright

**Retiring the Generation GAP**
How Employees Young & Old Can Find Common Ground

**The Next America**
Paul Taylor and the Pew Research Center

**STICKING POINTS**
How to Get 4 Generations Working Together in the To Places They Come Apart

**US vs THEM**
Redefining the Multi-Generational Workplace to Inspire Your Employees to Love Your Company, Drive Innovation, and Embrace Change

**GENERATIONS INC.**
Meagan Johnson and Larry Johnson

**from Boomers to Bloggers**
Misti Burmeister
And even more!
“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

Dress Code
Loyalty
Meetings
Fun @ Work
Decision Making
Policies
Respect
Work Ethic
Training
Communication
Knowledge Transfer
Feedback
Shaw’s Five-Step Process

Acknowledged 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
Material from this workshop have been adapted from multiple sources:


– Shaw, H. This is How to Get Along Better With Your Multigenerational Coworkers. The Huffington Post; Sept. 2013.


Acknowledgments

Material from this workshop have been adapted from multiple sources:


– Jirasevijinda, T.J. – The Millennial Learner: Challenges and Rewards, Faculty Development Grand Rounds, Weill Cornell Medicine

– APPD LEAD