Managing Multiple Generations
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Objectives

1. Understand the differences between the 4 generations in the workforce: Baby Boomers, Generation X, Millennials and Generation Z (Digital Natives).

2. Utilize specific strategies to optimize collaboration between generational cohorts.

3. Incorporate educational principles to meet multi-generational needs.

4. Execute recommendations to successfully manage the multigenerational workforce.
Ellen Generation video: 2:15 minutes
https://www.youtube.com/watch?v=JADG4hXaqy4
Workforce Percentages - 2017

- Silent Generation
  - 3% of workforce therefore will not be covered in this presentation
- Baby Boomers
  - 29% of workforce
- Gen X
  - 34% of workforce
- Millennials
  - 31% of workforce, expected to be 50% by 2020
- Digital Natives
  - 3% of workforce, expected to be 20% by 2020

Therefore, 2 youngest generations will be 70% of workforce in 2020.

Bennett, 2/17/2017
Current & Future Trends of Generational Workforce - 2020 - 70% of Millennials & Digital Natives
All generation nurse goal

- Provide safe, high quality patient care in a supportive and collegial environment
Secondary Management Goal:

- Create a healthy work environment
- Which will assist with creative recruitment strategies, increase retention rates and contain turnover to manageable levels.
- In other words, nurse satisfaction
Baby Boomers, Born between 1949 - 1964

- Defining world events
  - Vietnam war, civil rights movement, sexual revolution
- Characteristics
  - Workaholics, goal oriented, adaptive
- Effective Managerial style
  - Tell them how they make a difference
  - Promotions are important
Gen X - Born 1965-1980

- Defining world events
  - Latch key children, soaring divorce rates, video games, recession, AIDS

- Characteristics
  - Autonomy, less respect for authority
  - Make up the highest % of startup founders at 55%

- Effective Managerial style
  - Allow them to work on their own
  - Provide resume boosters
  - Flexibility in work schedule

- **Defining world events**
  - Grew up with computers, wired world, natural disasters, 9/11, global economy, school violence

- **Characteristics**
  - Multitaskers
  - Need for structure & positive feedback
  - Entitled, well-educated
  - Prefer stock options

- **Effective Managerial style**
  - Provide career/life balance
  - Provide team & individual positive feedback
  - Need work/life balance
  - Coach instead of supervise
Gen Z - Digital Natives - Born 2000 and after

- Defining world events
  - Terrorists attacks
  - Instant constant communication via devices

- Characteristics
  - Emphasis on volunteerism/social responsibility
  - Takes in information instantaneously & loses interest just as fast
  - Obsession with safety
  - Limited interpersonal skills

- Effective Managerial style
  - Provide structure, clear directions & transparency
  - Surprisingly, 53% prefer face to face communication
Managing Multiple Generations

- Initiate conversations: awareness and appreciation
- Build a culture of trust & engagement
- Know employees individually: slay assumptions
- Acknowledge shared needs: learn something from everyone, find common ground
- Engage with teamwork & technology to pursue cross-generational interactions
- Recognize & reward both individuals and teams
- Understand different communication styles; face to face, email, text
- Incorporate varied meeting/education plan; in person, synchronous online & asynchronous
- Provide a unique benefits package - even if they opt-in and pay extra
Dartmouth-Hitchcock Hospital - Hospital ranked #1 in New Hampshire uses Millennial Nurse Mentor as retention tool

“In my hospital, I have five generations of nurses working for me and I want to make sure I’m meeting the communication needs, the recruitment & retention needs, [and] the development needs of our nurses”

CNO - Karen Clements
Dartmouth-Hitchcock Hospital
Health Leaders Media, 8/24/2018
References


Questions?