Effective Strategies to Promote Generational Cohesion in the Work Place

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# Faculty Disclosure

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Objectives

• Briefly describe the generations currently present in organizations and nursing academe.

• Describe how to complete an organizational assessment of generational needs.

• Identify 3-5 strategies that will promote generational cohesion in the workplace.

• Describe a plan to implement identified strategies and achieve positive outcomes.
What are the different generations?

- Traditionalists
  - Until 1946
- Baby Boomers
  - 1946 - 1964
- Generation X
  - 1965 - 1984
- Millennials
  - 1982 – 1995
- Generation Z
  - 1996 - 2010
Generational Diversity

Distribution of Nursing Workforce

- Traditionalist 9%
- Baby Boomer 62%
- Generation X 26%
- Millennials 3%

ANCC Report, 2015
How does this impact healthcare?

Bedside delivery begins with effective communication

- What causes breakdown in your workplace
- Actual vs perceived differences at work
- Values differ

*Lack of effective communication impacts our patients!*
Communication Style

- Match Formality to the Culture
- Multiple Communication avenues
- Individualize Your Approach
- Understand Value Differences
- Be Aware of Motivating Factors

- Ask, Don’t Assume
- Be Willing to Learn
- Be Willing to Teach
- Acknowledge the Differences
- Don’t take it Personally

Source: 10 Tips for Communication Across Generations, Forbes
Intergenerational Evaluation

• What generations are represented in your workplace?

• What values differ between yourself and other co-workers?
  • Is this an actual or perceived difference?

• What does a “healthy work environment” mean to you?
Intergenerational Planning

• Multifactorial Process
  • Build a Strong Generational Foundation
    • Conduct an integrated evaluation
    • Acquire Intergenerational Talent
    • Segment Retention Strategies
Intergenerational Planning

• Establish effective generational management strategies
  • Customize management and communication styles
  • Encourage collaboration in the workplace
  • Leverage employee’s strengths
  • Tailor recognition and awards

Image Source: http://www.creativesourcing.com/blog/for-employers/managing-intergenerational-work-force/
Intergenerational Planning

• Develop Generational Competence
  • Develop generational understanding
  • Participate in formal mentoring programs
  • Improve communication skills and generational sensitivity

Focus on “why” generations see things differently, not “what” those differences are.

- Haydn Shaw
  Sticking Points: How to Get Four Generations Working Together in the 12 Places They Come Apart
Intergenerational Mentoring

• Most common type of intergenerational learning
  • Helps to prevent knowledge and competence loss
  • Stimulates knowledge creation and innovation

• Critical success factors:
  • Management support
  • Choosing the right mentors
  • Systematic and sound preparation
  • Both parties need to understand importance of mentoring to achieve maximum outcomes
Cultivate Generational Understanding

What can I do today to better my team?

• Accept responsibility as a leader in your unit
• Achieve victory over self
• Fail forward

“Failure is the opportunity to begin again more intelligently”

-Henry Ford
References

- Murray, E. (2013). Generational differences: Uniting the four-way divide, *Nursing Management, retrieved from doi: 10.1097/01.NUMA.0000437771.48521.6c*