

Intergenerational Conflict in the Workplace

ARE YOU PART OF THE PROBLEM?
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Objectives

- ▶ Briefly describe the generations currently present in healthcare organizations.
- ▶ Understand different generational conflicts in healthcare organizations.
- ▶ Recognize the positive and negative impacts of generational conflict.
- ▶ Identify potential barriers to generational conflict resolution.
- ▶ Become aware of your personal conflict management style when dealing with intergenerational teams.
- ▶ Identify 3-5 strategies that will promote intergenerational cohesion.

The Questions

- ▶ Is Intergenerational Conflict a Problem in Organizations? Which
- ▶ Intergenerational Issues Cause the Most Conflict Within Organizations?
- ▶ How Do Organizations Respond to Complaints of Intergenerational Conflict?

What generations are currently in healthcare?

- ▶ Traditionalists
 - ▶ Until 1946
- ▶ Baby Boomers
 - ▶ 1946 - 1964
- ▶ Generation X
 - ▶ 1965 - 1979
- ▶ Millennials
 - ▶ 1980 - 2000
- ▶ Generation Z
 - ▶ 2000 - 2010



Actively Licensed Physicians in the U.S.

Age				
Less than 30	16,517	1.9%	16,023	1.9%
30-39 years	84,120	21.7%	228,799	21.9%
40-49 years	214,395	30.2%	227,953	33.9%
50-59 years	215,547	30.4%	214,422	22.5%
60-69 years	138,815	14.3%	183,800	19.2%
70+ years	73,127	8.9%	94,767	10.0%
Unknown	4,804	0.0%	5,249	0.1%

Registered Nurses in the State of Texas

Ethnicity	Younger than 25		Age 25-34		Age 35-44		Age 45-54		Age 55-64		Over the Age of 65	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
1-CAUCASIAN	5182	449	42314	5138	40170	5472	36776	5542	41440	4137	21553	1873
2-AFRICAN AMERICAN	473	52	7040	772	10010	1382	7543	1107	4714	809	2568	132
3-AMERICAN INDIAN	43	4	312	36	283	49	250	44	170	42	89	13
4-ASIAN	247	40	4753	1273	6117	1560	4301	1316	3317	370	1444	102
5-HISPANIC	72	11	1963	387	6255	1264	4890	1264	3264	476	1523	217
6-OTHER	178	193	8489	1977	3384	1152	2113	675	1561	183	478	22

To what extent is intergenerational conflict an issue in your workplace?

- ▶ Not at all
- ▶ To a slight degree
- ▶ To some degree
- ▶ To a large degree

What complaints or concerns have people raised about the performance of younger workers?

- ▶ Inappropriate dress
- ▶ Poor work ethic
- ▶ Excessively informal language and/or behavior
- ▶ Need for supervision
- ▶ Inappropriate use of or excessive reliance on technology
- ▶ Lack of respect for authority
- ▶ Lack of respect for organizational hierarchy
- ▶ Inability to balance work and life
- ▶ Inability to navigate office politics
- ▶ Inability to work within a defined structure
- ▶ Low productivity
- ▶ General skills deficiencies
- ▶ Inability to work as part of a team

What complaints or concerns have been raised about older workers?

- ▶ Resistance to change
- ▶ Low recognition of workers' efforts
- ▶ Micromanaging
- ▶ Rigid expectations of following authority/chain of command
- ▶ Aversion to technology
- ▶ Low respect for workers' work/life balance
- ▶ Generally poor management skills
- ▶ Inflexibility
- ▶ Poor training/coaching skills
- ▶ Unfair or excessive criticism
- ▶ "Out of touch" with the reality of the job
- ▶ Excessive workload
- ▶ Excessively formal expectations for dress

History of the world in 2 minutes

- ▶ Let's put the complaints into context.

<https://www.youtube.com/watch?v=V91HwYxxuAA>

Make sure to write down at least 5-6 events that YOU remember

Let's talk about it

- ▶ Turn to your partner and discuss these questions:
 - ▶ What do you remember as part of your life?
 - ▶ Did you recognize some history that you learned about in school?
 - ▶ Has anyone ever talked to you about "that time when" regarding something on the video?

Actual vs perceived differences in the workplace

- ▶ Traditionalists: The Silent Generation
 - ▶ Children of this era were expected to be seen and not heard
 - ▶ Strong work ethic
 - ▶ You earn your own way through hard work
 - ▶ Long, grueling hours
 - ▶ Promotions and advancement should be the result of tenure and proven productivity
 - ▶ Loyal to their country and to their employers

Actual vs perceived differences in the workplace

- ▶ Boomers:
 - ▶ Consensus seekers who are competitive micromanagers
 - ▶ Possess a moderate level of disrespect for authority
 - ▶ Approach work with a "do whatever it takes" mentality
 - ▶ Value collaboration
 - ▶ Prefer face-to-face interaction and conventional
 - ▶ Place work-place priorities over all non-work life
 - ▶ Strong desire for formal feedback from supervisors
 - ▶ Financial compensation

Actual vs perceived differences in the workplace

- ▶ Generation X:
 - ▶ Fairly cynical/skeptical individuals
 - ▶ Prefer a relatively informal work climate
 - ▶ Have a weaker work ethic than previous generations
 - ▶ Challenge authority
 - ▶ Crave autonomy and independence
 - ▶ Prefer technology-based interactions, avoiding unnecessary face-to-face meetings
 - ▶ Strongly motivated by intangible rewards, such as workplace autonomy and flexibility

Actual vs perceived differences in the workplace

- ▶ Generation Y: Millennials
 - ▶ Selfish, job hoppers
 - ▶ Technology-driven, multitasking group of individuals
 - ▶ Committed to generating a culturally sensitive, optimistic, and fun workplace
 - ▶ Prefer working with peers in a team-oriented work environment
 - ▶ Value fast-paced, technological interactions
 - ▶ Constant and instantaneous feedback from leaders
 - ▶ Balance play with work

Actual vs perceived differences in the workplace

- ▶ Generation Z: Boomlets
 - ▶ Fairly happy and well-adjusted
 - ▶ Multitasking group of individuals who will not settle in a career
 - ▶ Technologically dependent
 - ▶ Prefer working with peers in a team-oriented work environment
 - ▶ Value fast-paced, technological interactions
 - ▶ Prefer video games or computers for work
 - ▶ Reliant on groups or friends

Break Time

How does this impact healthcare?

- ▶ Bedside delivery begins with effective communication
- ▶ Do you know the statistics?



What is our role as leaders?

- ▶ Identify the barriers
- ▶ Do you contribute or prevent?

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 workplace
- ▶ Instill acceptance for diversity
- ▶ Practice what you preach

"Failure is the opportunity to begin again more intelligently"
-Henry Ford

Questions??

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