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Multiple Generations In The Workplace: Effective Communication To Enhance Diversity

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Ingrid is a highly engaging speaker who holds clinical degrees in Occupational Therapy and Educational Leadership. She has worked in multiple practice settings with the adult and geriatric populations. Ingrid has presented in more than 80 state, national and international venues. Dr. Provident is trained in Mindfulness, Dementia Practice and has facilitated multiple presentations on ethics, wellness, communication, and health care. She is a published author and mentor with a passion for assisting in the development of professionals.

Learning Outcomes

After this course, participants will be able to:

1. Recognize the common characteristics of the different generations in the hearing healthcare workforce.
2. Identify the best ways to manage the various generations to promote satisfaction and harmony in a hearing healthcare setting.
3. List different communication styles and the strengths/preferences of each.

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- **Presenter Disclosure:** Financial: Ingrid Provident has received an honorarium for presenting this course. Non-financial: Ingrid Provident has no relevant non-financial relationships to disclose.
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Who makes up the current workforce??

- **Traditionalists**

(born 1928-1945)

- **Baby boomers**

(born 1946-1964)

- **Gen Xers**

(born 1965-1980)

- Millennials/Gen Ys**

(born 1981-1996)

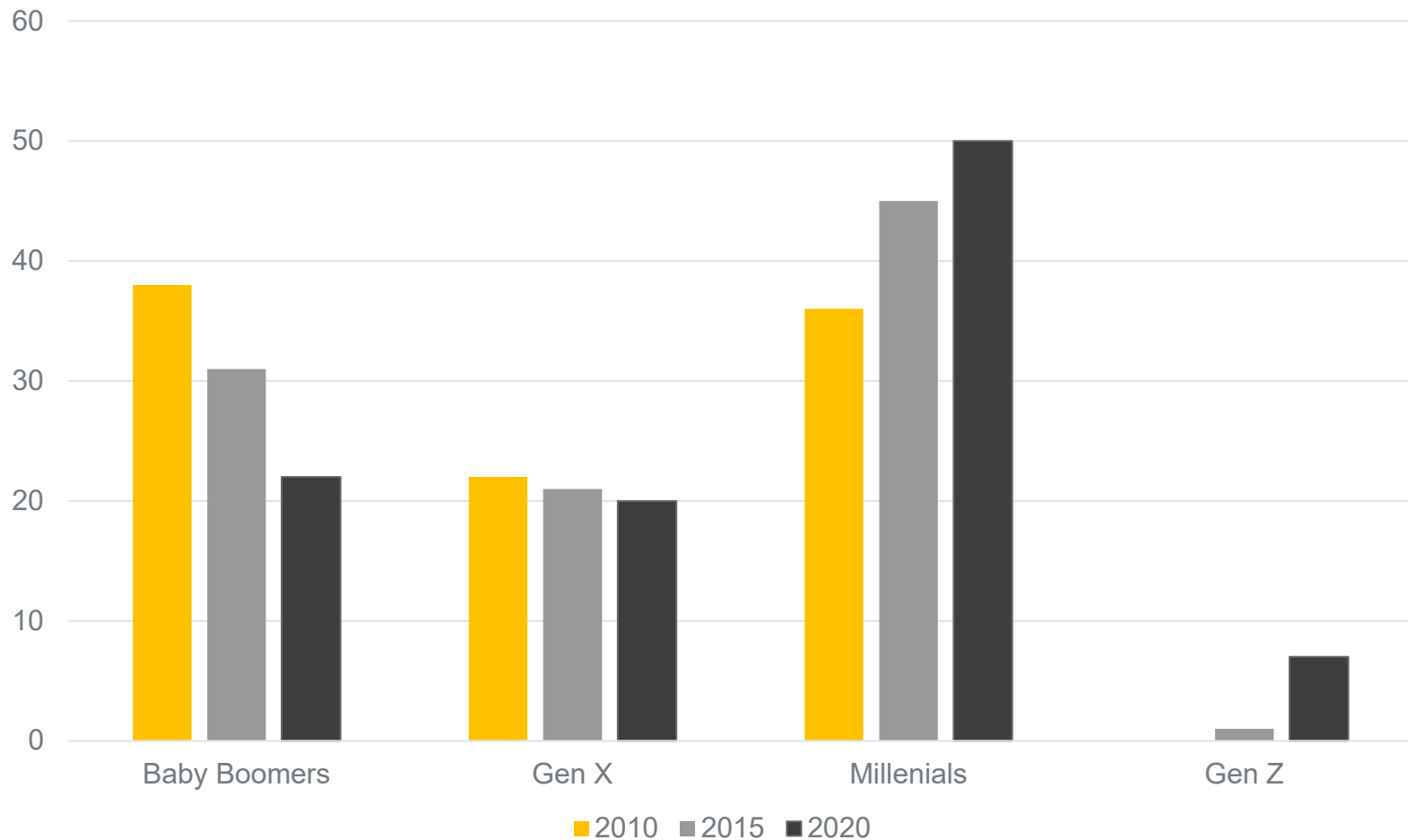
- Gen Zs /Gen 2020**

(born 1997-2012)

The Generations Compared in the Workforce

Generation	Career Drivers	Work Style	% of Current Workforce	% of workforce in 2025
Boomers	Workaholic Loyal Pensions 401 K	Delegators Team Players “Paying your dues”	33%	5%
Gen X	Leadership Positions Work/Life Balance	Follow Rules Independent Resourceful Innovative Hard Workers	32%	20%
Gen Y	Flexibility Purposeful work Maintain skills Stay Competitive	Small Groups High Cooperation Flexibility	31%	35%
Gen Z	Security and \$\$ Pragmatic	“Show Me” Step by Step directions Face to Face communication	4%	40%

Generation Workforce shifts



Traditionalists

- 1937** Hindenburg tragedy
- 1937** Disney's first animated feature (Snow White)
- 1941** Hitler invades Russia
- 1941** Pearl Harbor; US enters World War II
- 1945** World War II ends in Europe and Japan

Millennials

- 1981** AIDS identified
- 1986** Chernobyl disaster
- 1987** Stock market plummets
- 1989** Fall of Berlin Wall
- 1990** Nelson Mandela released
- 1995** Bombing of Federal building in OK
- 1997** Princess Diana dies
- 1999** Columbine High School shootings

Baby Boomers

- 1947** Jackie Robinson joins major league baseball
- 1950** Korean War begins
- 1954** First transistor radio
- 1963** President Kennedy assassinated
- 1965** US sends troops to Vietnam

Generation X

- 1969** US moon landing
- 1969** Woodstock
- 1970** Women's liberation demonstrations
- 1973** Global energy crisis
- 1976** Tandy and Apple market PCs
- 1979** Three Mile Island
- 1980** John Lennon killed

Generation Z

- 2000** Y2K
- 2001** September 11
- 2003** US Invasion of Iraq
- 2005** Hurricane Katrina
- 2008** Obama elected President of US
- 2015** Same Sex Marriage Legalized
- 2019** COVID Pandemic

Compelling Messages From Formative Years

Traditionalists

Make do or do
without

Consider the
common good

Stay in line

Sacrifice

Be heroic

Technology Era:

Radio



Pixabay

Baby Boomers

Change the world

Work well with
others

Live up to
expectation

Duck and cover

Be anything you
want to be

Technology Era:

Television



Generation X

Don't count on it

Heroes don't exist

Get real

Take care of yourself

Always ask "why?"

Technology Era:
Personal Computer



FreeSVG

Millennials

You are special

Leave no one behind

Connect 24/7

Achieve now!

Serve your
community

Technology Era:

The Internet



Pixabay

Generation Z

Racially and
Culturally Diverse

Multi-task

Google It!

Globally

Connected

Technology Era:
Mobile Devices



Public
Domain

Challenges Vs. Opportunities

Baby boomers or Traditionalists can see younger employees as children and act parental.

Gen X or Gen Y in management may treat older employees as parents / grandparents.

Managers not holding them accountable

Identifying and addressing these differences can reap benefit of multi-generational strengths.

Strategies to Effectively Lead and Manage the Various Generations in the Workplace



Veteran / Traditionalists

- Value their experience
- Spend adequate time in orientation and training activities
- Extra time w/ technology
- Respect common norms of courtesy

Baby Boomers

- Show them how they can be an organizational star
- Provide them with developmental opportunities
- Involve them in operational matters.
- Phased Retirement
- Health / Wellness Programs

Generation X

- Partner them with mentors that they respect
- Promote work/life balance
- Refrain from giving them too much extended hands-on supervision.
- Reward for productivity

Gen Y / Millennials

- Provide them with structure
- Be generous with training and orientation activities
- *Partner them with boomers as mentors*

Generation Z

- Channel their creativity/Listen to their ideas
- Encourage them to communicate outside of technology
- Provide pleasant working environments
- *Projected to make up the largest % in workforce by 2025*

The Generations At Work

- Not everybody in the workplace is motivated by the same things anymore
- Getting the most out of each generation requires flexibility
- When companies get it, both the company and the employees win

Evidence of Conflicts

- “They have no work ethic. They’re a bunch of slackers.”
- “So I told my boss, if you’re looking for loyalty, buy a dog.”
- “If I hear, ‘We tried that in ‘87 one more time, I’ll hurl.’”
- I have a new rule. I will not attend meetings that start after 5 PM - I have a life.”
- “Lighten up! Work should be fun.”
- “Many of the interviewers did not understand my windy path through employment, which is, of course, a characteristic of my generation. They didn’t understand I wasn’t looking for one job for the rest of my life and that I wasn’t looking for money and status.”

Let's Play the “GENERATION GAME”!



Question # 1 – Communication Style

Which of the following is your preferred communication style in the office?

- A. In person**
- B. Phone / e-mail**
- C. E-mail / texting**
- D. Texting**

Question # 2 – Work / Life Balance

How do you define your work / life balance?

- A.** I don't have one: long hours to maintain job security
- B.** I don't have one: long hours = identity / sense of contribution
- C.** I have a balance
- D.** I'm working on it

Question # 3 - Rewards

What is your idea of a reward for a job well done?

- A.** Pat on the back
- B.** Money, title, recognition
- C.** Freedom – day off
- D.** More meaningful work / projects

Question # 4 – Changing Jobs

Why would you change jobs / companies?

- A. Wouldn't - company loyalty
- B. To do something different
- C. It's necessary
- D. Routine

Challenges for Managers

	<u>Traditionalists</u>	<u>Baby Boomers</u>	<u>Generation X</u>	<u>Millennials</u>	<u>Generation Z</u>
Outlook	Practical	Optimistic	Skeptical	Hopeful	Concerned
Work Ethic	Dedicated	Driven	Balanced	Ambitious	Performance Competition
View of Authority	Respectful	Love/Hate	Unimpressed	Relaxed, polite	Mutual Respect
LEADERSHIP BY	Hierarchy	Consensus	Competence	Achievement, pulling together	Coaching
RELATIONSHIPS	Self-sacrifice	Personal gratification	Reluctance to commit	Loyal, inclusive	Stability / Authentic
PERSPECTIVE	Civic-minded	Team-oriented	Self-reliant	Civic-minded	Be Heard
TURN-OFFS	Vulgarity	Political incorrectness	Clichés, hype	Cynicism, condescension	Inequality, disrespect

Source: http://assets.aarp.org/www.aarp.org/_cs/misc/leading_a_multigenerational_workforce.pdf

Recruiting and Retaining Talent

- Time off as opposed to increased compensation
- Wellness Programs
- Mentoring
- Opportunities for Remote work



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Generation X at Work

Recruit and Retain

- Show them lots of options for their workplace schedule.
- Allow them to work autonomously.
- Tap into their adaptability. Generation Xers are typically flexible, and many are independent operators. Give them an important task that needs to get done; they'll likely get it handled!
- Give FAST (Frequent, Accurate, Specific, Timely) feedback in order for them to build their skills and improve their resumes.

Millennials / Gen Z at Work

Recruit and Retain

- Tap an outstanding employee from the Millennial or Gen Z Generation to talk to the candidate about the company.
- Provide flexibility to allow them to pursue their many outside interests.
- Get them involved in meaningful volunteer efforts. These workers are community-oriented and are graduates of required community service hours.
- Count them in on benefits like 401(k) plans. Millennials and Gen Z are financially savvy.
- Use their capability to access and share information quickly. This is the most technologically and globally aware generation.
- Pair them up with older mentors.
- Help them learn interpersonal skills for the workplace. They may need to be rescued from difficult situations while they develop these skills.

What is in Common?

Flexibility is important regarding work-life balance.

Highest indicator of satisfaction is to feel **valued** on the job.

Career **development** is a high priority.

Supportive work environment where they are **recognized** and **appreciated** with **rewards** for **results**.

And, most importantly, all generations value **trust** and want **respect**.



General Strategies

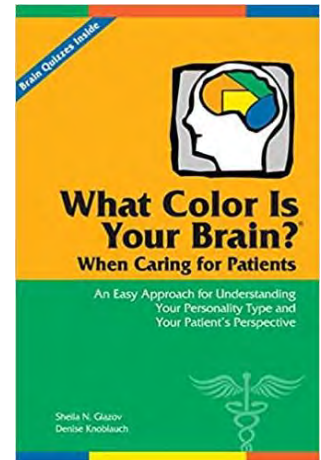
- Provide structure
- Provide leadership/guidance/coaching
- Create Opportunity for “Can do Attitude” – Set up Success
- Reward Team Work
- Provide Work / Life Balance
- Seek Feedback / Listen
- Employee Centered Workplace

Professional Communication

- Essential for Working Relationships
- Correlated with Positive Patient Outcomes
- Healthcare Workers Satisfaction or Stress
- Patient Safety
- Public Satisfaction

Self Assessment of Personal Communication Style

- When is the last time you took the time to assess your own communication style?
- What color is your brain?
 - Based on work of Sheila Glazov
 - Brief assessment with no right or wrong answers
 - Outcome provides you with your dominant brain color
- <https://www.sheilaglazov.com/brain-quizzes/>



Amazon

Four Distinct Brain Colors

- **Yellow Brainers** are responsible, organized, are stressed w/ disorganization and direct communicators; 30-40% of people
- **Blue Brainers** are communicative, helpful, tend to over-extend themselves, yet are inspirational; 30-40% of people.
- **Green Brainers** are logical, independent, stressed when do not have adequate resources, and value efficiency; 10-15% of people
- **Orange Brainers** are dynamic, fun-loving, more informal communication style, and do not like monotony; 10-15% of people

Ideal Conditions in the Workplace

- Once you determine your dominance and the dominance of those on the team, you can create work conditions that play to the strengths of the team members
- Remember People Thrive when their attributes and abilities are acknowledged



Image: Continued (licensed from Getty Images)

When Communicating To :

Yellow Brainers

- Be Polite and punctual
- Respect their personal values of organization and rules
- Stay on track
- Tell them all the details
- Encourage them to talk about their achievements

Blue Brainers

- Show you are actively Listening
- Respect their emotions
- Use stories to explain your point of view
- Connect with them personally
- Encourage them to talk about their family

When Communicating To:

Green Brainers

- Do not make small talk
- Respect their privacy
- Be brief, but informative
- Give them lots of data and statistics
- Encourage them to talk about their knowledge and offer solutions

Orange Brainers

- Be direct
- Respect their spontaneity
- Make your point quickly
- Give them the results, not facts and figures
- Encourage them to talk about their personal lives (hobbies or vacations)

How to Stay Motivated

Yellow Brainers

- Keeping a positive attitude
- Scheduling time off to re-charge
- Taking on a new task :I know I can do it”

Blue Brainers:

- Performing tasks they enjoy doing
- Developing friendships with other team members
- Tapping into their creativity

How to Stay Motivated

Green Brainers

- Taking continuing education classes
- Being able to research new ideas
- Scheduling time to read books and articles

Orange Brainers

- Doing something new each day
- Scheduling time for fun and exercise
- Enjoying social activities with team members outside of work

Motivating Others- Often the Way you are Wired

Yellow Brain

- Praise / acknowledge achievements
- Demonstrate excellence
- Expect the best from team

Blue Brain

- Good job gifts
- Share inspirational stories
- Showing interest in life outside work

Green Brain

- Set reasonable goals
- Offer incentive or education
- Fair feedback

Orange Brain

- Team celebrations
- Contests w/in department
- Giving pep talks

Takeaways

- Strive to develop empathy and understanding of generational characteristics – ultimately, the organization will be more effective and profitable
- Team diversity can breed great success – this variety of experience provides essential tools to handle challenges faced by an organization
- We do not all communicate the same nor do we see the situations from the same point of view.
- Becoming knowledgeable of the differences can allow us to enjoy the rainbow of generational cohorts and brain colors in today's workplace.

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Thank You!

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