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# **Young Professionals to Baby Boomers – The Multi- Generational Workplace**

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# Agenda

- Generations 101
- Benefits of each generation
- How to maximize the benefits of a multi-generational workplace



# Identifying the Challenges



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What are the challenges you see from working in a multi-generational workplace?



# Why does this matter?



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## Generations Tend to Differ on...

- Approach to problem solving
- Communication style
- Learning style
- Preferred daily structure

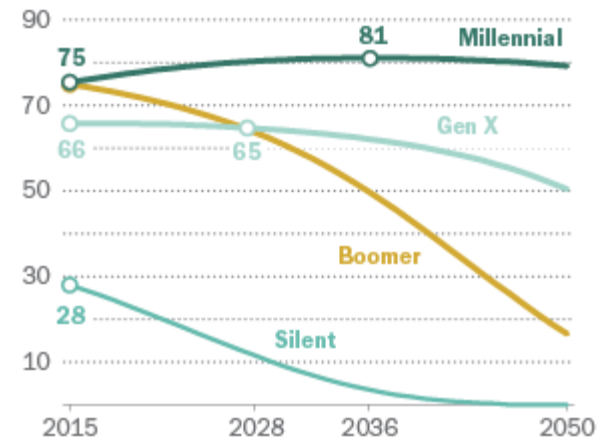


# Generations \* 5

- Silent Generation:
  - 1928-1945
- Baby Boomers:
  - 1946-1964
- Generation X
  - 1965-1980
- Millennials
  - 1981-1996
- Generation Z
  - 1997-2010

## Projected population by generation

*In millions*



Note: Millennials refers to the population ages 18 to 34 as of 2015.

Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2015 population estimates

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*Disclaimer*

# Silent Generation

**Ages 72-89**



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- Shaped by world wars and The Great Depression
- Value loyalty and chain of command
- Desire structured environment with rules and protocols
- Leadership style is “take-charge” decision making

# Silent Generation



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- Prefer managers who
  - Are respectful
  - Set clear long-term goals
  - Are fair and consistent
  - Articulate clear job expectations
- To retain this generation:
  - Focus on personal contact and show respect for their age and experience
  - Offer flexibility in the number of hours worked per week



# Baby Boomers

**Ages 52-71**



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- Raised in traditional nuclear family households
- Greater willingness to be “workaholics” (live to work mentality)
- High level of commitment to the organization
- Values promotions, titles, and recognition in the workplace
- View technology as a means to an end

# Baby Boomers



- Prefer managers who
  - Seek consensus and treat employees as equals
  - Take a democratic approach
- To retain this generation:
  - Offer flexible working arrangements
  - Offer phased retirement programs

# Gen X

## Ages 37-51



- Half experienced 2-income household
- 40% had parents who divorced
- Watched parents get laid off and downsized
- Loyal to work experiences and managers, not to organizations
- Need for work/life balance (work to live mentality)
- Tend to view jobs as temporary
- Desire minimal supervision and prefer mentoring and coaching

- Prefer managers who:
  - Are straightforward and genuine
  - Have a “hands-off” management style
- To retain this generation:
  - Allow for autonomous work
  - Offer flexibility
  - Provide clear, measurable goals
  - Offer opportunities for skill development and experience

# Millennials

## Ages 21-36



- View education and life-long learning as key to success
- Security is not about stability but about career satisfaction from mastery of new challenges
- Has the work emphasis of Baby Boomers but the technological savvy of Gen X
- Value collaboration and team work
- Strive for work-life integration
- Like feedback and flexibility

# Millennials



- Prefer managers who:
  - Take an educational approach
  - Take time to understand their personal and professional goals
  - Coach them, are positive, motivational, collaborative and achievement oriented
- To retain this generation:
  - Invite millennials into the recruiting process
  - Offer opportunities for skill development and meaningful work
  - Offer opportunities for volunteer and/or philanthropic activities

# The “Rub” for Baby Boomers



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- Want to be respected for their seniority, experience, and wisdom
- Want to ensure that lessons from the past aren't forgotten and that previous mistakes aren't repeated
- May resent technology that slows down or interferes with work
- May interpret Gen X's and Y's desire for work/life balance as lack of commitment to the profession or the organization

# The Plus for Baby Boomers



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- Well positioned to mentor newcomers
- Can offer insight into historical justification for current state
- Desire for a long-term relationship with employer



# The “Rub” for X and Millennials



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- Resent time wasted on inefficient or redundant processes
- Want to be paid for the value they bring, not how long they have been around
- They do not consider changing jobs as disloyal...just practical

# The “Rub” for X and Millennials



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- They do not value the “boss” role in the way that Boomers do—tendency to challenge authority
- May be less likely to come in on their days off
- Little tolerance for micromanagers or any manager who they do not like or respect
- Expect immediate feedback

# The Plus for X and Y



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- Work well in teams
- Very autonomous and comfortable with minimal supervision
- Embrace change, especially technological change
- Keen eye for organizational inefficiencies, and eager to be part of the solution
- Large appetite for continuous education and capacity to absorb high quantity of information

# How to Sing *Kumbaya*



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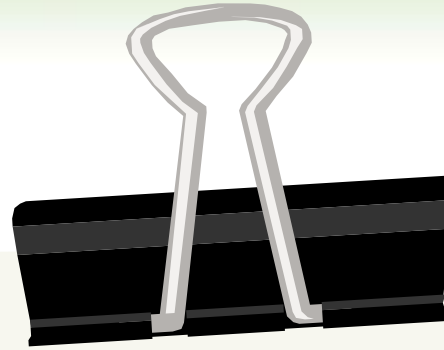
- Have open dialogues about generational differences and work to build collaborative relationships
- Hone your conflict-resolution skills
- Seek out mentors within your company
- Learn the culture of your organization
- Tailor your communication style to different generations.



# Show off what's worked!



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In small groups, discuss how you or your workplace has been successful in managing a multi-generational workforce.



**“Diversity is  
the mix.  
Inclusion is  
making the mix  
work,” Andrés  
Tapia**

# Questions?



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