

Including Millennials in the Multigenerational Workforce

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General Differences

| Style | Generation Baby Boomers (1943-1964) | Generation X (1965-1984) | Millennials (1982-2001) |
|------------------------|-------------------------------------|---|--|
| Interactive style | Team player, loves meetings | Entrepreneur | Participative |
| Messages that motivate | You are valued, you are needed | Do it your way, forget about the rules! | You will work with other bright, creative people, diversity, inclusion |
| Work and family life | No balance, work to live | Balance | Balance |

Workplace Characteristics Comparative

BY 2029,
ALL BABY
BOOMERS
WILL
HAVE
REACHED
AGE 65

In 2015, Millennials surpassed Generation X as being the largest generational group in the American workforce.

When Millennials need healthcare, what do they find as the most important factor?

Online scheduling and registration

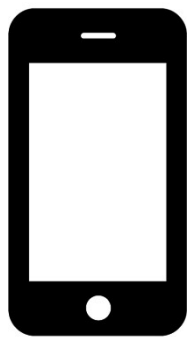
Care and compassion of practitioner

Safety and quality

Latest technology

Strengths

- Tech dependent
- Social media machines
- Enthusiastic
- Inclusive
- Self-sufficient





Weaknesses

- Entitled
- No sense of commitment
- Not hard workers
- Know-it-all attitude

How to Address a Millennial and Their Cell Phone Use

- Have a clearly stated cell phone policy
- Offer cell phone “friendly” times
- Have a “no cell phone” conference room policy

“There shall be no cell phones in conference rooms. None, zero. When sitting and waiting for a meeting to start, instead of using your phone with your hand down, everyone should be focused on building relationships.”

Simon Sinek, 2016

Work-Life Balance Ideas

1

Flexibility with
family-related
events

2

Option to work
from home

3

Flexibility with
shift changes

Everyone
has a story...

43% of Millennials have
been through an event
forcing them to mature more
quickly than their age
suggests.

Amelie Karam, Millennial Survey, 2015

What Millennials Want

Flexible
hours

Meaningful
work

Relaxed and
efficient
workplace

Good
benefits and
perks

“Happiness led to a 12% spike in productivity, while unhappy workers proved 10% less productive.”

University of Warwick, 2015

Millennials
want a culture
that's

You have to stand out!

Well defined

Properly
executed

Makes an
impact

Gives their
work meaning
and purpose

**Millennials
have a
strong need
for
affirmation**

**99% of Millennials
surveyed said
affirmation was
important.**

Amelie Karam, Millennial Survey, 2016

**How do
Millennials
like to
receive
affirmation?**

Verbally in private

Verbally in public

Sent in an email

Handwritten in a note

**Millennials like to receive affirmation from their
co-workers or direct boss.**

Amelie Karam, Millennial Survey, 2016

100% of Millennials surveyed wanted to be heard and asked for input at work.

Amelie Karam, Millennial Survey, 2015

Ways to Involve Millennials

| Collaborate | Offer | Have | Construct |
|----------------------|-------------------------------------|--|--|
| When decision making | Mentoring/reverse mentoring program | Millennial representative on the board | Multigenerational strategic planning committee |

Generational Changes

Millennials and Dress Code

- 40% of Millennials have at least one tattoo (Pew Research, 2010)
- 79% of Millennials think they should be able to wear jeans to work at least some of the time (MTV, 'No Collar Workers,' 2012)

I Could Be Your Parent, So Why Are You My Boss?

Jonathan Woods, RN, MSN, NE-BC
Inpatient Children Services Manager, NICU, Pediatrics, & Child Life
Carle Foundation Hospital and Carle Physician Group
Urbana, IL

Generational Workforce Trends

- Millennials are more than 1 in 3 of today's workforce population.
- Gen X overtook Boomers in 2012, but were overtaken in 2015 by Millennials as the largest workforce.
- Generation Z (the children of Gen X) are now entering the workforce and make up the college age population.

| Generation | Population % Today | Workplace % Today | Trend |
|------------|--------------------|-------------------|-------|
| Pre-Boomer | 10 | 2 | ↓ |
| Boomer | 24 | 29 | ↓ |
| Gen X | 21 | 34 | → |
| Millennial | 23 | 34 | ↑ |
| Gen Z | 22 | 1 | ↑ |

Generational Assessments

- “The ‘Now’ Generation has become the ‘Me’ Generation”
 - *New York Times*, 1976 about Boomers
- “They have trouble making decisions. They would rather hike in the Himalayas than climb a corporate ladder. They crave entertainment, but their attention span is as short as one zap of a TV dial...They postpone marriage because they dread divorce.”
 - *Time*, 1990 about Gen X

10 Ways to Bridge Age/Experience Gap

Be a guide with new technology

Cooperate and collaborate

Leverage your knowledge and expertise

Give honest feedback

Set high standards and stretch goals

Quickly recognize where change is needed

Be inspiring and open to new ideas

Ask for input

Build trust with your employees

Innovate new ideas

Do You Know Who This Is?



7 Strategies For Managing Staff That Are Old Enough To Be Your Parent

| | |
|-----------------|--|
| Give | them space without abandoning them |
| Prove | yourself through your work performance |
| Practice | “Radar O’Reilly management” |
| Motivate | staff on terms that resonate with them |
| Arrange | for meaningful recognition and credit |
| Forge | alliances with your most experienced staff |
| Respect | their experience |

5 Tips for Managing Employees That Could Be Your Parents

01

Ask for feedback...and genuinely listen to it.

02

Tweak your communication style to appeal to your audience.

03

Do your homework... managing personnel is a different skill set.

04

Find a mentor and meet with them regularly.

05

Get to know your team and respect their unique value.

"IF SOCIAL MEDIA AND ONLINE RELATIONSHIPS ARE SO REAL, THEN WHY DO OVER 30,000 BLOGGERS AND ONLINE EXPERTS GATHER IN VEGAS EVERY YEAR FOR A LIVE EVENT CALLED BLOGWORLD? WHY NOT HOST IT ONLINE? BECAUSE NOTHING CAN OR WILL EVER REPLACE A FACE TO FACE MEETING AND HANDSHAKE."

Simon Sinek
(Leaders Eat Last)



www.pinterest.co.uk/jeannie1893/leaders-eat-last

Establishing Workplace Harmony

- Avoid generalizations and celebrate the diversity in thought
- Create a common language...use a personality test
- Establish and build trust
- Take the initiative and show empathy
- Embrace a coaching and collaborative approach
- Actively listen and ask clarifying questions
- Observe the unique needs of the situation or person and align your approach accordingly

The Absence of Wisdom

- The internet is the most transformative development to society since the automobile.
- Don't confuse the ability to Google search as an equivalent to wisdom.

**We are
drowning in
information,
while starving
for wisdom.
~E.O. Wilson**

Image: boldomatic.com/shop/product/poster-16in/TWEYVA

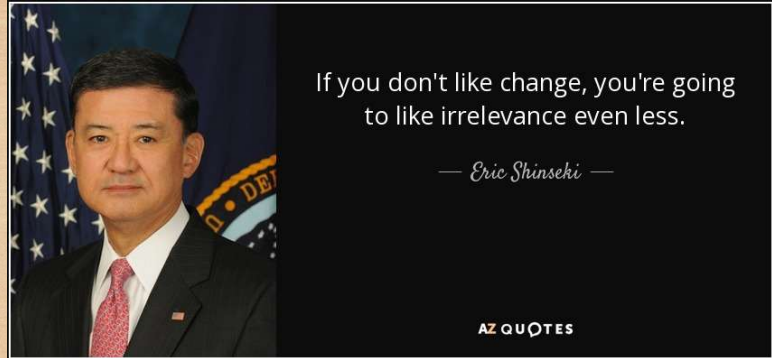
The Value of Generational Diversity

Baby Boomers should be valued for their clinical and institutional knowledge as well as their coaching and meaningful abilities.

Generation X should be appreciated for bringing innovation and creativity to the group dynamic, in addition to their ability to help design new approaches for processes.

Millennials should be celebrated for their comfort and ease with technology and their ability to assist in the implementation of new systems.

Thought to Ponder



www.azquotes.com/quote/534844 <http://www.azquotes.com/quote/534844>

Balancing the Art & Science of Interviewing

Amber Nibling, MSN, RN-BC, Manager
Transition to Practice Programs
Carle Foundation Hospital, Urbana, IL

Nursing Turnover

- 14.6% average national for all RNs
- 25% turnover rate for nurses in their first year in organization
- 30%-60% of new grads leave position in first year
- Time to fill positions
 - 1% change in retention = \$410,050
 - \$38,900 to \$59,700 to replace a bedside nurse

Nursing Solution Inc., 2017

The Application Process

1

Minimum of
two clinical
instructor
references

2

Transcripts

3

HR interview
(phone or in-
person)

4

Resume

**Set
Yourself
Up For
Success**

**What do you
want to know?**

**What traits
make your staff
successful?**

**Create questions based on
the traits that you are looking
for in an employee**




Let's Get It Started

- Getting my head and heart right
- Handshake and eye contact
- The exit strategy
- Ability to make small talk
- Interview nerves
- Set interview expectations with candidate

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Credential Verification

- What was your GPA?
- What was the length of your nursing program?
- Questions relating to work experience





Experience Verification

- How many clinical days did you have?
- Tell me about your clinical site experiences.
- How long was your clinical day?
- What kind of skills have you been able to practice during your clinical time?



Opinion Questions

- What kind of manager are you looking for?
- What would you do if you had a conflict with a coworker?
- How would you handle a difficult patient/family member?
- Do you have any conflicts or barriers to working night shifts?

Behavioral Questions

- What is some tough feedback that you've received from a boss or clinical instructor?
- Can you tell us about a time that you've made a mistake at work?
- Can you talk to us about a time you've been working alongside someone who has been really frustrating to you?

**TELL ME
ABOUT A
TIME WHEN**

Image: <https://johndemmablog.com/2013/12/07/how-to-answer-behavior-based-interview-questions>

Competency & Scenario Questions

- What is the basic pathophysiology of heart failure?
- Your patient does not feel like they're being heard by the physician. What do you do?
- You've received two requests at shift change from staff. What is your response?
- You've made a medication error. What do you do?



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The Last Question

- How do you want us to remember you?