









3- Generational Preferences

	Boomer 1945-1964 "Engage Me"	GenX 1964-1980 "Educate Me"	Millennial 1980-2000 "Connect Me"
	Loyal to job	Work to live	Play then work
	Respect my title	Respect my ideas	Respect my skills
	Focus on process	Focus on results	Focus on involvement
	Print me a copy	Send me a copy	I'll Google it myself
	Works comes first	Family comes first	Friends come first Continual feedback "flexibility, respect ... and snacks." Connected!!!
How I communicate:	  Face-to-face, but telephone or email if required	  Online	
How I make financial decisions:	 Face-to-Face ideally, but increasing will go online	 Online – would prefer face-to-face if time permits	 Face-to-Face

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Baby boomers – Grew up during dramatic social change; workaholics, corporate ladder climb (Public recognition/title & \$\$\$)

Gen-Xers - Grew up during political and institutional instability, defining themselves more by their broader life responsibilities (Fair compensation /time off to enjoy)

Millennials grew up with technology, instant gratification, nurtured by Boomers, confident and fearless, particularly protective of peers (Meaningful work, broaden skills)

- Most ethnically & racially diverse
- Confident
- High expectations
- High achievers
- Aspire to make a difference

Millennials: Outnumber Boomers

Developed work characteristics and tendencies from doting parents, structured lives, and contact with diverse people.

- High-touch and customer-centric patient experience / Technology – personally productive
- Work in teams – want Partnerships
- Open communication / engaged with provider and brands
- Mobile convenience

- “Tight with the wallet” – value
- The 5-Whys

Every day, 10,000 baby boomers turn 65. And just as quickly as they retire, millennials are entering the workforce to replace them. This year alone, nearly 2 million students graduated from college.



Generational Perceptions



Baby Boomers to Baby Boomers

"What will they do when we retire?"
"We understand each other, we grew up in the same way"
"There's nothing wrong with the way we've always done this."



Baby Boomers to Generation X

"You could be my successor."
"Let me show you how we did things in my day."
"You're like a son to me."



Baby Boomers to Millennials

"You should learn to do it without technology in case the time ever comes where you don't have technology to lean on."
"If you want to talk to me, call me, I'm not having a conversation with you on a cell phone."



Generation X to Baby Boomers

"I'm going to succeed you when you retire."
"There's a lot I could learn from you."
"It's time you retired."



Generation X to Generation X

"I respect your opinion."
"You're my competition and my ally against the younger generations"
"We're probably not going to be able to retire early."



Generation X to Millennials

"You may be an up-and-comer but I've been here longer."
"I know what Facebook and Twitter are. And I know how to use my smartphone for work."
"I know more than you, you should listen to me."



Millennials to Baby Boomers

"How long do you have until retirement?"
"Dude...there's an app for that now..."



Millennials to Generation X

"You may have been doing this for longer, but I have a new fresh perspective you're too old-school to understand."
"I'd like to be like you when I'm older."
"Do you have any advice for me?"



Millennials to Millennials

"You're my drinking buddy and my competition."
"I'll come to you when I have to, but I'd prefer to do this work on my own."
"If I'm not getting what I want here, I'll just find a job somewhere else."

<http://www.herdwisdom.com/blog/xyz-how-generation-affects-employee-engagement/>

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Filter: Interpersonal/Intergenerational

Sender Filters

- Motivations
- Speaking habits
- Listening habits
- Perceptions



Receiver Filters

- Motivations
- Speaking habits
- Listening habits
- Perceptions

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Why is this important?

Millennials will comprise half of the global workforce in 2020



Organizations must change the way they communicate!

“Commitment to personal emotional connection (PEC)”

<http://blog.thestorefront.com/experiential-marketing-is-winning-millennials-hearts-and-wallets/>

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Healthcare is data rich and outcomes depend on successful communication with others and successful communication of information/data. Because of this, the predominate communication model in healthcare is informational communication. This model leaves out culture. Our culture is rapidly changing, in large part due to the changing demographics of our employees and healthcare providers. Our communication will have to evolve to accommodate the needs and styles of our changing demographics

Look to other industries to understand how they successfully have done this:

How is Success Achieved in Other Industries?

Other service industries make a commitment to PEC

Healthcare borrows concepts, programs and approaches from other service business:

- Hospitality
- Retail
- Entertainment industries

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There is a trend in these industries in catering to Generation X and Millennials. For example, hotels chains such as Marriott, Hilton and Hyatt who have designed rooms and amenities for Baby Boomers are now responding to values and motivations of Gen X and Millennials as well as responding to the lodging competitors of the Gen X and Millennials consumer, such as Air B&Bs. Examples include no frills, minimalist styling, lighting design, communal spaces, etc. Retail companies such as Zappos engage "funsultants" to create an happy, committed workforce as they integrate employee happiness, customer happiness and e-commerce. Zappos has a unique perspective on recruiting and retaining committed and productive employees. Zappos does not offer higher pay or more benefits. The uniqueness lies in how Zappos constructs its culture around happiness and weirdness. Potential employees must pass a "culture interview". The candidates have to pass a culture test and they are placed in social situations to see if they can connect emotionally with other people (commitment to "PEC": personal emotional connection).

After hired, the employee undergoes orientation and training and at the end of this, employees are offered \$2000.00 to quit the company. Zappos CEO states this is a way of weeding out people who would probably quit anyway and enables loyal employees to make a public commitment to the company by not accepting the offer.

One striking example that easily relates to early intervention/apology programs and other service recovery programs in terms of addressing needs rather than offering compensation: A

Zappos customer wanted to return a pair of boots she had ordered for husband who died in a car crash the day after she ordered the boots, Without checking with a supervisor, the Zappos employee sent flowers to the women's home. At the funeral, the woman told everyone about this experience. This created a a Zappos loyal customer and also created likeability to the 30-40 people at the funeral. Zappos CEO explains that if you get the culture right, most of the other stuff follows."

Zappos has transformed a retail company to a way of life.

In 2011, Disney offered a professional development program for hospitals, called Building a Culture of Healthcare Excellence. It focuses on the same five philosophies that have made Disney enterprises so successful: leadership excellence, people management, quality service, brand loyalty and creativity and innovation.



Staff Fall Warning



A leader's map to navigating in the multigenerational worksite



Patient Fall Warning

- Gen X Patient:**
 - The quickest way to get you home is by getting you out of bed with assistance. We don't want you falling.
 - Pain medication affects people differently.
- Millennial Patient:**
 - Since you researched your pain meds. Then you are aware that you need assistance when getting out of bed.
 - While you are young and strong, pain medications can be unpredictable
- Boomer Patient:**
 - Please do not get out of bed without calling
 - Pain medications increase your risk of falling.

A map to navigating with multigenerational patients

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Practical Take Aways

- Explore your own biases – Don't jump to conclusion
- Training & Meetings - varying formats & customize
- Situational Leadership
- Multigenerational teams / Committees
- Emotional Intelligence (EI)
- Leadership and guidance
- Recognition / "You can do it" attitude
- Toss routines

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Fostering of collaboration and engagement
Receiver oriented v. communication focused

Respect for those are not like you

Don't confuse character issues like immaturity, laziness or intractability with generational traits.

- Is it a character issue or a bias. **Lazy Boomer as perceived by Millennial or Boomer believing Millennial is lazy**

Encourage

<http://guides.wsj.com/management/managing-your-people/how-to-manage-different-generations/>