Intergenerational Teams

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TODAY

• Background
  – Late career nurses
  – Younger nurses
• The differing generations
• The future
• How we can work together
Late career nurses (aged over 50)

- The nursing workforce is ageing rapidly
- 44% of the NZ regulated nursing workforce is aged over 50 with 18% aged over 60.
- Close to 50% will reach the age of eligibility for NZ super within 15 years
- Retention of this cohort is essential if population health needs are to be met.
Most LCN either retire or intend to retire at around the age of 65.
Most move to part time or casual work as they near retirement.
Those who remain working are generally healthy.
Most choose to continue to work although some must continue to work for financial reasons.
BACKGROUND

• Younger nurses (aged under 30)
  – The number of nurses aged under 30 is falling (-8%)
  – Up to 12% indicate they intend to leave nursing as a profession (and up to 14% do so)
  – Find the emotional work of nursing challenging
  – Many have experienced age-related bullying
THE GENERATIONS - VETERANS

- Currently aged >73
- Value thrift, hard work, loyalty
- Strong respect for authority
- Strong work ethic
VETERANS (CONT.)

• Good at:
  – Following the rules
  – Knowing the policies and procedures
  – Resource conscious

• Why we like them:
  – Work hard
  – Loyal
  – Work well with Gen X
• Why they are frustrating:
  – They don’t say much
  – They struggle with the physical demands of work

• What they need:
  – Clear rationale and processes
  – To be heard, valued and treated with respect
IT'S BEEN A TYPICAL DAY. I SKyped THE GRANDKIDS, TWITTERED A NEW RECIPE, FACEBOOKED MY DAUGHTER...
BABY BOOMERS

• Currently aged between 54 and 73
• Hard workers
• Optimistic
• Part of the ‘sandwich generation’
BABY BOOMERS (CONT.)

- Good at:
  - Bring experience
  - Identify with their jobs
  - Like to protest and march for causes

- Why we like them:
  - Can be fun
  - Healthy scepticism
  - They produced generations X & Y!
BABY BOOMERS (CONT.)

• Why they are frustrating:
  – Resistant to change
  – View younger generations as having less clinical preparation

• What they need:
  – To be left to get on with it
  – To be recognised for their work with younger colleagues
  – Education around technology!
GENERATION X

- Currently aged between 39 & 52
- Self-reliant
- Technology comfortable
- Believe in work/life balance
- Believe job security is not assured
• Good at:
  – Critical thought
  – Technology
  – Projects
• Why we like them:
  – Love a challenge
  – Work is a means to an end!
Why they are frustrating:
  - Can be overly confident
  - Reluctant to give up personal time for work!

What they need
  - Authentic leadership
  - Work life balance
GENERATION Y

- Currently between 24 and 38
- Want a say
- Technology dependent
- Likely to hold a Bachelors degree if a nurse
• Good at:
  – Maintaining enthusiasm in the workplace
  – Open to new things
  – Technology

• Why we like them:
  – Fun
  – Good team players
  – Critical thinking and challenge status quo
  – Hard workers
• Why they are frustrating:
  – Prefer to do things the way they were taught
  – Prefer apps and internet for info not noticeboards

• What they need:
  – To be challenged
  – To be mentored
  – Honesty
  – To have fun at work
GENERATION Z

• Currently aged between 10 and 24
• Entrepreneurial
• Digital natives
• Want to be taken seriously
• Will hold a Bachelors or Masters direct entry degree if a nurse

“I’d like to see you do this online.”
GENERATION Z (CONT.)

• Good at:
  – Being positive
  – Challenging the status quo
  – Technology

• Why we like them:
  – They co-create culture
  – Go-getters
  – Dream big
  – Think globally, act locally
• Why they are frustrating:
  – They just seem so young
  – They are embedded within their smartphones
  – They are impatient to get on with things

• What they need:
  – To be taken seriously
  – To be mentored
  – The truth
  – To have fun at work
TIME FOR SOME FUN...

• Intergenerational groups...
  – Any surprises?
  – What stands out most?

Baby boomers (1945-1965)
Veterans (1920-1944)
Gen X (1966-1979)
Gen Z (post 1995)
WHY THERE ARE CHALLENGES

• Differing needs of each generation
• Lack of understanding
• Stress in the workplace
  – Fatigue
  – Shift work
• Differing modes of communication
• Other?

Once in a while, admin gets cocky and tries the nurse’s blend from the break room.
THE FUTURE WORKFORCE
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• Scenario 1
• Scenario 2
• Scenario 3
MANAGING GENERATIONAL DIVERSITY

• Recognise difference
• Recruit with difference in mind
• Encourage inclusive leadership
• Embrace diversity
FURTHER STRATEGIES

• Cross-generational education
• Flexible scheduling
• Increase recognition of achievements of Gen Y
• Decrease negative stereotypes of older generations
AND STILL MORE STRATEGIES

• Form more personal relationships with Gen Y and Gen Z
• Establish a culture of sharing skills and successes, concerns and frustrations
• Establish mixed generational teams
• Integrate sustainability into your leadership rhetoric
  – Gen Z will be very focused on how we are addressing global warming as a workplace
WHAT WE CAN DO ABOUT IT

• Complete Fry’s self-check questions:
  – What can I do/what role can I play to support creating healthy intergenerational relationships in our organisation?
  – How can I work with others to facilitate positive interactions among team members?
  – Do I look at incidents in the workplace from an intergenerational perspective?
  – When I see conflict, disrespectful or unprofessional behaviour among staff, what do I do about it? What conversations do I have?
  – Do I have a positive attitude so I can be part of the solution when it comes to intergenerational issues?

• Managers and educators: complete Fry’s framework for managers and educators

KEY POINTS

• Maintain an intergenerational mix when setting rosters
• Provide intergenerational learning opportunities in the workplace e.g. mentorship
• Create a positive workplace culture – respect, acknowledge, reward
• Be flexible
• Deal with conflict immediately and in a constructive manner
• Recruit with diversity in mind
REMEMBER

• Every individual is worthy of being treated with dignity and respect
• Behaviour that is expected is often displayed
• Most people are capable of change
REFERENCES

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