



Intergenerational Teams

Dr Jill Clendon RN PhD

**Associate Director of Nursing and Operations manager
for Ambulatory Care – Nelson Marlborough DHB**

**Adjunct Professor – Victoria University of Wellington
Graduate School of Nursing and Midwifery**

TODAY

- Background
 - Late career nurses
 - Younger nurses
- The differing generations
- The future
- How we can work together

BACKGROUND

- 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.

BACKGROUND

- 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.)



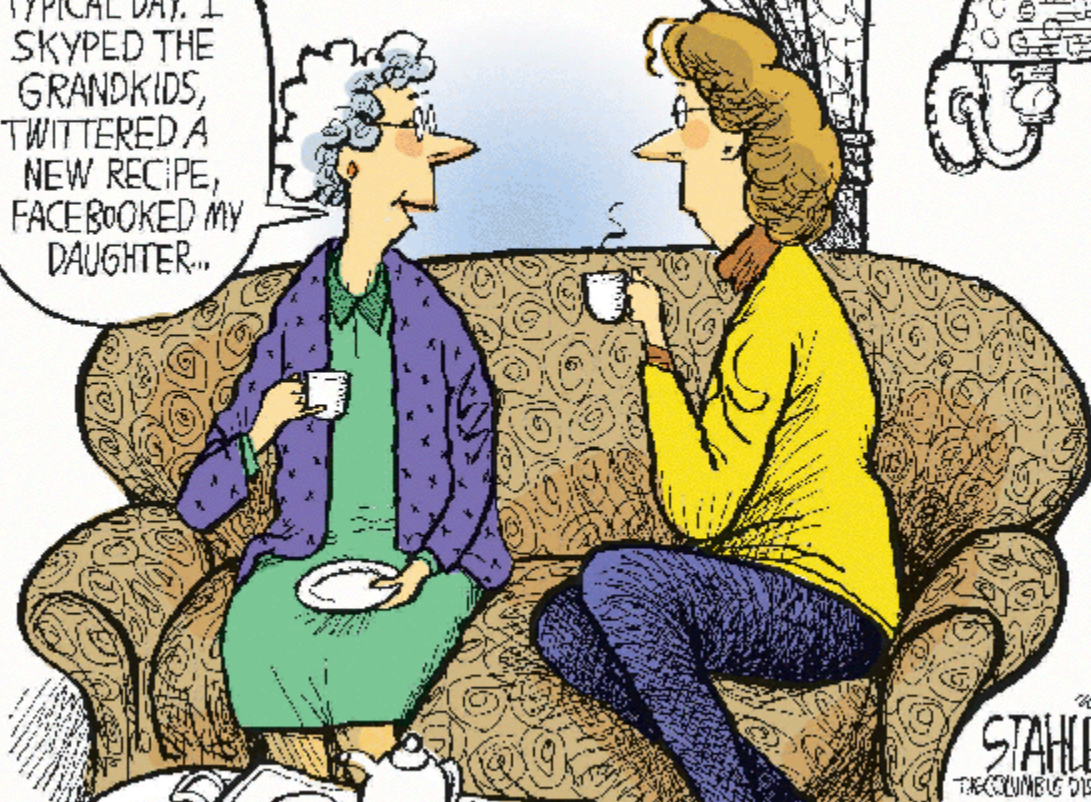
- Good at:
 - Following the rules
 - Knowing the policies and procedures
 - Resource conscious
- Why we like them:
 - Work hard
 - Loyal
 - Work well with Gen X

VETERANS (CONT.)

- 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...



10053
STAHLER
THE COLUMBUS DISPATCH

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

GENERATION X (CONT.)

- Good at:
 - Critical thought
 - Technology
 - Projects
- Why we like them:
 - Love a challenge
 - Work is a means to an end!



GENERATION X (CONT.)



- 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



GENERATION Y (CONT.)



- 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

GENERATION Y (CONT.)



- 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



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

GENERATION Z (CONT.)



- 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)

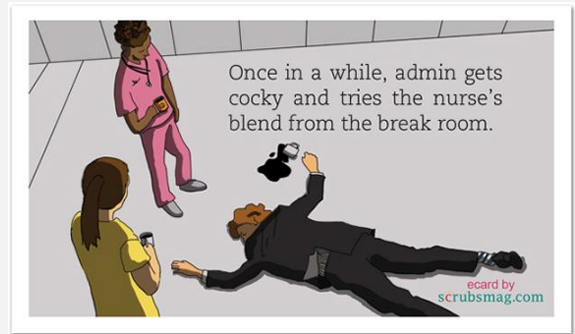
Gen X (1966-1979)

Gen Y (1980 – 1994)

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?



THE FUTURE WORKFORCE



THE FUTURE WORKFORCE

- Scenario 1
- Scenario 2
- Scenario 3



FUTURE MANAGERS



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
- https://nursesunions.ca/wp-content/uploads/2017/07/thriving_inside.pdf

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

- Clendon, J., & Walker, L. (2011). Characteristics of younger nurses in New Zealand: implications for retention. *Kai Tiaki Nursing Research*, 2(1), 4-11.
- Clendon, J., & Walker, L. (2012). 'Being young': younger nurses' experiences in the workplace. *International Nursing Review*, 59(4), 555-61.
- Clendon, J., & Walker, L. (2013a). The health of nurses aged over 50 in New Zealand. *Contemporary Nurse*, 45(1), 85-94.
- Clendon, J., & Walker, L. (2013b). Nurses aged over 50 and their experiences of shiftwork. *Journal of Nursing Management*, 21(7), 903-913. DOI: 10.1111/jonm.12157
- Cowin, L., & Jacobsson, D. (2003). The nursing shortage: Part way down the slippery slope. *Collegian*, 10(3), 31-35.
- Crowther, A., & Kemp, M. (2009). Generational attitudes of rural mental health nurses. *Australian Journal of Rural Health*, 17(2), 97-101.
- Dickerson, P. (2010). Multigenerational challenges: Working together in health care (ONF-10-13-1). *ISNA Bulletin*, 36(3), 10-13.
- Dols, J., Landrum, P., & Wieck, K. L. (2010). Leading and managing an intergenerational workforce. *Creative Nursing*, 16(2), 68-74.
- Foot, D.K., & Venne, R.A. (2011). The long goodbye: Age, demographics and flexibility in retirement. *Canadian Studies in Population*, 38(3-4), 59-74.
- Fry, B. (2011). *A nurses guide to intergenerational diversity*. Ottawa, Ontario, Canada: Canadian Federation of Nursing Unions. https://nursesunions.ca/wp-content/uploads/2017/07/thriving_inside.pdf

REFERENCES

- Helyer, R., & Lee, D. (2012). The twenty-first century multiple generation workforce. *Education and Training*, 54(7), 565-578.
- International Council of Nurses. (2009). *Managing the multi-generational nursing workforce: Managerial and policy implications*. Geneva, Switzerland: International Council of Nurses.
- Jamieson, I. (2009). Generation Y - why nursing must retain this workforce. *Kai Tiaki Nursing New Zealand*, 15(7), 18-20.
- Keys, Y. (2014). Looking ahead to our next generation of nurse leaders: Generation X Nurse Managers. *Journal of Nursing Management*, 22, 97–105.
- Martin, C. (2005). From high maintenance to high productivity: What managers need to know about Generation Y. *Industrial and Commercial Training*, 37 (1), 39-44.
- Nursing Council of new Zealand. (2018). *The New Zealand Nursing Workforce 2016-2017*. Wellington: Nursing Council.
- Ropes, D. (2013). Intergenerational learning in organizations. *European Journal of Training and Development*, 37(8), 713-727.
- Walker, L., & Clendon, J. (2013). Ageing in place: retirement intentions of New Zealand nurses aged 50+. *Proceedings of the New Zealand Labour and Employment Conference*, Wellington, New Zealand. Available: <http://ojs.victoria.ac.nz/LEW>
- Wallis, L. (2009). Born to be different. *Nursing Standard*, 23(33), 62-63.
- Sweet, S., Pitt-Catsoupes, M., Besen, E, Hovhannisyan, S., & Pasha, F. (2010). *Talent pressures and the aging workforce: Responsive action steps for the health care and social assistance sector*. Boston, Massachusetts, USA: The Sloan Center on Aging and Work at Boston College.
- Wesolowski, P. (2014). Melding a multi-generational workforce. *Human Resource Management International Digest*, 2(2), 33-35.