



Workforce Diversity/ Leading Across the Generations

Workforce Generations: Five Classifications

But first a.....



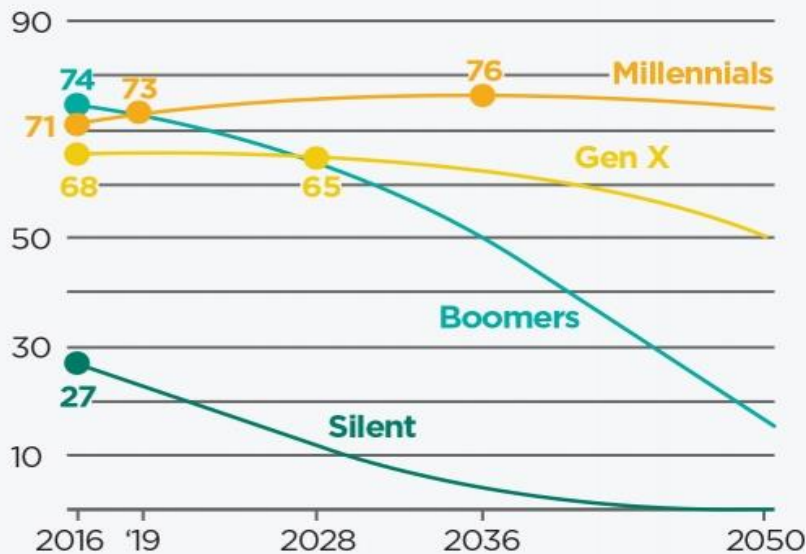
Workforce Generations: Five Classifications

- Traditional/Silent Generation
- Baby Boomers
- Generation X'ers/The Lost Generation
- Millennials/Generation Y'ers
- Generation Z

Workforce Generations

Projected population by generation

In millions



GEN Z

Born 1997 and later

Age in 2019: 22 and younger

Millennials

Born: 1981 to 1996

Age in 2019: 23 to 38

Gen X

Born: 1965 to 1980

Age in 2019: 39 to 54

Baby Boomers

Born: 1946 to 1964

Age in 2019: 55 to 73

The Silent Generation

Born: 1928 to 1945

Age in 2019: 74 to 91

Note: Millennials refer to the population ages 20 to 35 as of 2016.

Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2016 population estimates.

Workforce Generations

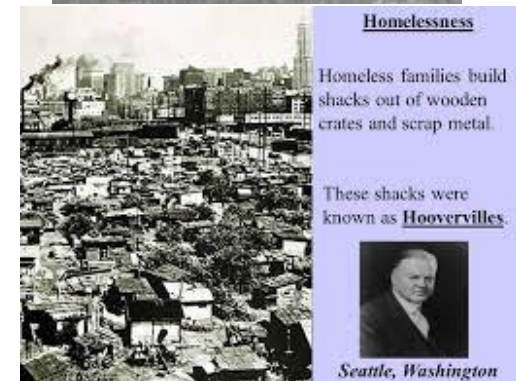
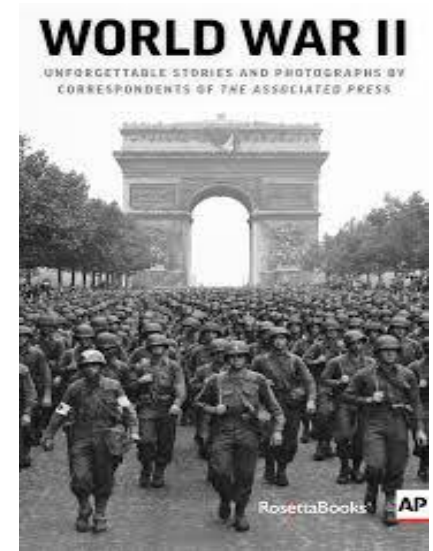
???Questions for the Group???

- * What types of age demographic changes have you seen in your workplaces?
- * What have been some of the biggest challenges have you experienced as a result of these changes?

Workforce Generations

Traditional/Silent Generation:

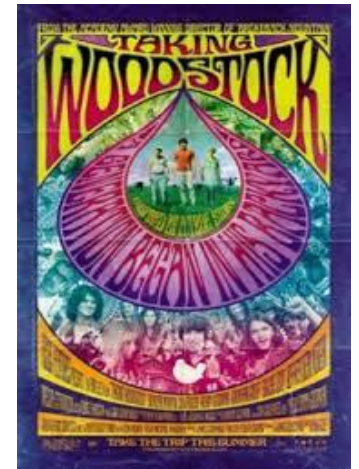
- Age: Upper 70's +
- Hard working, loyal
- Formal Communication Style
- Respect Authority and Rules



Workforce Generations

Baby Boomers:

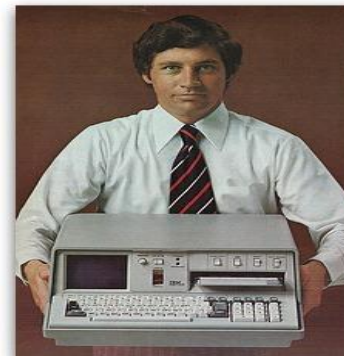
- Age: Upper 50's–Mid 70's
- Ambitious
- Informal Communication Style
- Respect Freedom and Hard Work



Workforce Generations

Generation X/"The Lost Generation":

- Age: Early 40's – Mid 50's
- Comfortable with
- Technical Communication
- Respect Freedom
- and Independence
- Work Life Balance



IBM announces the new 5100 Portable Computer

A compact problem-solving aid for engineers, statisticians, scientists and financial and business analysts.

Based on the IBM 8080 microprocessor, the 5100 is a self-contained, portable package that makes it easy to learn and easy to use. It features a built-in keyboard and numeric keypad, a built-in printer, an optional magnetic tape drive, and built-in memory expansion.

Options available with the 5100 include a built-in 8080 microprocessor and optional printer, and optional memory expansion. The 5100 is available in a variety of configurations to meet your needs. For more information, call your IBM Representative or write to IBM, Dept. 5100, Armonk, NY 10504.

The IBM 5100 is available in either 8080 or 8088 configurations.

Over 100 often-used analytical routines in math, logic, statistical and financial capabilities are available for such functions as forecasting, modeling, matrix arithmetic, engineering and design calculations, regression analysis, correlation analysis, return on investment and cash flow analysis.

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Workforce Generations

Millennials/Generation Y:

- Age: Mid 20's - Late 30's
- Very comfortable with Technical Communication
- Respect Relationships/Autonomy
- Work Life Balance



Workforce Generations

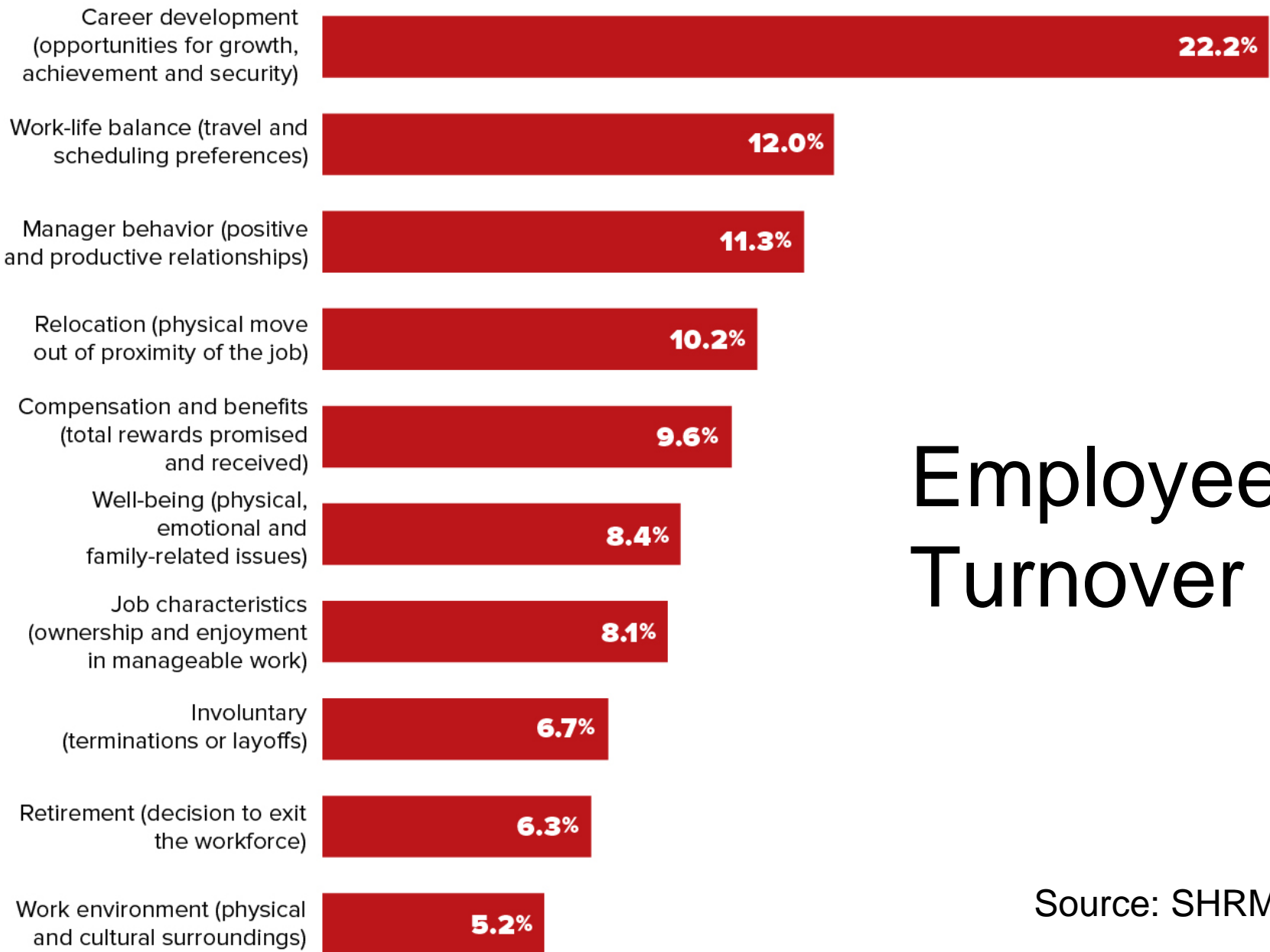
Traditionalists/
Baby Boomers/
Generation "X"

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job

Millennials/Gen Z

My Purpose
My Development
My Coach
My Conversations
My Strengths
My Life

Source: Gallup Millennials Summit, 2016



Employee Turnover

Source: SHRM, 2020

REGION	HOSPITAL TURNOVER	FULL/PART TIME TURNOVER
North East – (CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI & VT)	25.7% (+10.0%)	21.8% (+8.5%)
North Central – (IA, IL, IN, KS, MI, MN, MO, MT, ND, NE, OH, SD, WI & WY)	28.6% (+4.8%)	24.7% (+3.5%)
South East – (AL, FL, GA, KY, MS, NC, SC, TN, VA & WV)	27.9% (+3.3%)	24.0% (+2.9%)
South Central – (AR, CO, LA, NM, OK, & TX)	22.9% (+3.9%)	19.4% (+3.1%)
West – (AK, AZ, CA, HI, ID, NV, OR, UT & WA)	23.1% (+7.3%)	18.3% (+5.2%)
BED SIZE		
<200 Beds	24.4% (+4.5%)	20.3% (+3.2%)
200-349 Beds	27.2% (+4.2%)	22.4% (+2.6%)
350-500 Beds	25.0% (+5.0%)	20.6% (+3.7%)
>500 Beds	26.2% (+7.8%)	22.6% (+6.7%)
NATIONAL AVERAGE	25.9% (+6.4%)	22.0% (+5.3%)

Source: NSI National Healthcare Retention & RN Staffing Report 2022

Workforce Generations: How do we manage them?

- Traditional/Silent Generation
- Baby Boomers
- Generation X'ers/The Lost Generation
- Millennials/Generation Y'ers
- Generation Z

Workforce Generations: How do we manage them?

Traditionalists:

- Consider: More in-person communication and structured work assignments
- Focus on: Knowledge Sharing/Mentoring
- Coaching: Work Life Balance, Technology and respect for new job structures/processes

Workforce Generations: How do we manage them?

Baby Boomers:

- Consider: More in-person communication and structured work assignments
- Focus on: Knowledge Sharing/Mentoring and compensation related incentives
- Coaching: Work Life Balance, Technology and respect for new job structures/processes

Workforce Generations: How do we manage them?

Generation X'ers:

- Consider: Work assignments that are less structured where employees can work autonomously, most effective way of communicating with individuals (in-person or electronically)
- Focus on: Feedback and a variety of monetary and non-monetary incentives
- Coaching: Respect for rules and processes

Workforce Generations: How do we manage them?

Generation Y'ers:

- Consider: Work assignments that are meaningful to them/connected to the mission of the organization, faced paced/showcase ability to multi-task, electronic communication
- Focus on: Professional development/"career pathing" and non-monetary incentives
- Coaching: Respect for standard processes/work standards, patience with career development

Workforce Generations: How do we manage them?

Generation Z'ers:

- Consider: Work assignments that are meaningful to them/connected to the mission of the organization, fast paced/showcase ability to multi-task, electronic communication
- Focus on: Professional development/"career pathing" and "real time" monetary and non-monetary incentives
- Coaching: Respect for standard processes/work standards, patience with career development

Workforce Generations: Other Considerations

- Legal
 - Age Discrimination in Employment Act
 - Older Workers Benefit Protection Act
- Organizational Culture
 - Inclusive vs. Exclusive
 - Formal vs. Informal
- Policies and Procedures
 - Flexibility
 - Support Diversity Efforts

Workforce Generations: Summary

Respect is the key word!

Workforce Generations

Q&A?

Workforce Generations - Resources

<http://money.usnews.com/money/blogs/planning-to-retire/2012/05/08/the-new-ideal-retirement-age-67>

<http://www.businesspundit.com/4-generations-of-workers-can-you-relate/>

<http://www.metlife.com/assets/cao/mmi/publications/studies/mmi-workbook-generations-workplace.pdf>

<http://writespeaksell.com/a-company-divided-bridging-the-generation-gap-at-work-through-the-power-of-communication>

[http://www.valueoptions.com/spotlight_YIW/pdfs/articles/Understanding and Managing Different Generations.pdf](http://www.valueoptions.com/spotlight_YIW/pdfs/articles/Understanding_and_Managing_Different_Generations.pdf)

Workforce Generations - Resources

<http://money.usnews.com/money/blogs/planning-to-retire/2012/05/08/the-new-ideal-retirement-age-67>

<http://www.businesspundit.com/4-generations-of-workers-can-you-relate/>

<http://www.metlife.com/assets/cao/mmi/publications/studies/mmi-workbook-generations-workplace.pdf>

<http://writespeaksell.com/a-company-divided-bridging-the-generation-gap-at-work-through-the-power-of-communication>

http://www.valueoptions.com/spotlight_YIW/pdfs/articles/Understanding_and_Managing_Different_Generations.pdf

<https://www.dailypay.com/resource-center/blog/employee-turnover-rates-in-the-healthcare-industry/>



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