“What fits your busy schedule better, exercising one hour a day or being dead 24 hours a day?”
Multiple Generations
Teaching, Learning, and Working Together

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May 28, 2014
Disclosures

None
Acknowledgements

• David R. Norris, MD & Molly S. Clark, PhD
  ▫ University of Mississippi Medical Center
  ▫ Cam Marston
  ▫ Lynne C. Lancaster and David Stillman
  ▫ Neil Howe and William Strauss
  ▫ Matthew Oglesby, M3
  ▫ Savannah Duckworth, M3
  ▫ Christian Widdows, M3
  ▫ Colette Jackson, M3

• Other references at the end, esp. Haydn Shaw’s book
These new doctors don’t recognize the value of a long day at work and are just plain lazy!

If she’s looking for loyalty, she should get a dog!

Retention bonus? When I was a new associate I was just thankful I had a job!

These guys are a bunch of workaholics

Balazy K, Gallardo S. Understanding and Overcoming Generation Gaps In Your Training Program’s Interdisciplinary Teams. Kaiser Permanente
Better understand ourselves, our teachers, and our learners.
Objectives

By the end of this session active participants will be able to:

1. Describe at least 3 types of social media
2. Better describe other generations
3. Reflect on who you are in a work context
4. Consider and discuss how generational differences influence communication
5. Better incorporate electronic decision support tools into critical thinking and patient care
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Sherlock Holmes to Dr. Watson

“While the individual man is an insoluble puzzle, in the aggregate he becomes a mathematical certainty. You can, for example, never foretell what any one man will do, but you can say with precision what an average number will be up to. Individuals vary, but percentages remain constant.”
Generations

• “Age cohort groups”
• Determined by patterns/habits
  ▫ Buying
  ▫ Voting
  ▫ Survey answers
• Impacted by shared life experiences and societal events and trends during their formative years
• Hard to define when one end and another starts
Generations...

• More alike than different
• Differences are clear
• Age-cohort research confounders/influencers
  ▫ Life stages, esp. teen years
  ▫ Geography
• Individual difference can trump group characteristics
  ▫ Religion
  ▫ Immigrant
  ▫ Poverty
  ▫ Race
  ▫ Birth order
How many generations are there?

Name then:

1. Traditionalist – Before 1944
2. Baby Boomer – 1946-1964
5. TBD – After 2001
Traditionalist (Before 1945)

Cuspers (1944-1949)

Baby Boomer (1946-1964)

Cuspers (1963-1968)

Gen X (1965-1980)

Cuspers (1979-1984)

Millennial (1981-2001)
Describe the Generations

Why?

(+)s & (-)s
Remember

I'm just saying... if you knew you were going to be late you *could* have called.
Were you alive when...
Generations

4 generations currently involved in medical education

• Traditionalists: Silent +GI
• Baby Boomers: 2 phases
• Generation X
• Millennials
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Silent Generation

Born before 1946
conservative  quality  

loyal  work ethic  

timelines  tenure  

traditional
Charles Lansford, MD
Silent Generation
Traditionalists
(GI Generation 1900-1924 and Silent Generation 1925-1945)

Traditional “American values”

• Hard work
• Personal sacrifice
• Law and order
• Conformity
• Delayed gratification
Traditionalists
(GI Generation 1900-1924 and Silent Generation 1925-1945)

- **Defining Events:** WW I & II, Great Depression, New Deal
- **Generational Personality:** Loyal, Respectful
- **Significant People:** Joe DiMaggio, Franklin Delano Roosevelt, Charles Lindbergh, Betty Grable
- **Management Style:** Chain of Command
- **Technology:** Radio, Family “gathered around the table”

“Greatest Generation”
Traditionalists
(GI Generation 1900-1924 and Silent Generation 1925-1945)

- **Work towards a reward** for “job well done”
- Respect for the system
- “Traditional” gender roles
Traditionalists
(GI Generation 1900-1924 and Silent Generation 1925-1945)
This image is a poll’s place holder.
Enter slide show mode (F5) to view your live poll.

You can resize this image to resize where your poll will load in slide show mode.

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Baby Boomers
1946 – 1964
long hours
teamwork
leadership
success
workaholics
individualism
relationships
Jean Holley, MD
Baby Boomer
Baby Boomers (1946-1964)

- **Defining Events**: Post-war optimism, Space Race, Vietnam, Civil Rights, Watergate
- **Generational Personality**: Optimistic, Competitive
- **Significant People**: Gloria Steinem, Bob Dylan, Dwight Eisenhower, the Lone Ranger, MLK Jr
- **Management Style**: Change of Command
- **Technology**: Television
Baby Boomers (1946-1964)

- Parallel lives of work and home
- Work at work, play at home
- Changing race/gender roles
- Rewards of money, titles and recognition

“Live to work”
Your poll will show here

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Generation X
1965 - 1980
casual
flexible
involvement
freedom
independent
self-reliant
open communication
Bharat Gopal, MD
Gen X
Generation X (1965-1980)

- **Defining Events**: 24-hour media, Recession, AIDS, MADD, Challenger Explosion, Clinton Impeachment
- **Generational Personality**: Skeptical
- **Significant People**: Princess Diana, Ronald Reagan, Mother Teresa
- **Management Style**: Self Command
- **Technology**: 1st computers, cell phones, VCRs
- **“Unwanted”**
- **“Latchkey”**
- **Smallest; sandwich (55 → 80 → 47-67 → 80+)**
Generation X (1965-1980)

- Idealistic but Cynical
- Divorce
- Little faith in the system/institutions
- Varied race/gender roles
- Rewards: Freedom and “Work to live”
This image is a poll’s place holder. Enter slide show mode (F5) to view your live poll.

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Millenials
1981 - 2000
Megan Hutchcraft
Millenial
Millennials (1981-2001)

- **Defining Events**: September 11, War in Iraq, Pop Psychology, Oklahoma City, Columbine
- **Generational Personality**: Faith in Institutions, Optimistic, Self-Assured, Marketed to
- **Significant People**: Alanis Morisette, Hillary Clinton, Miley Cyrus, Tiger Woods, Bill Clinton, Hip-Hop
- **Management Style**: Don’t Command—Collaborate!
- **Technology**: Internet, cell → smartphone
## TOP 5

<table>
<thead>
<tr>
<th>No.</th>
<th>Characteristics</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Has its own style</td>
<td>35%</td>
</tr>
<tr>
<td>2</td>
<td>Makes me feel happy</td>
<td>31%</td>
</tr>
<tr>
<td>3</td>
<td>Is up-to-date</td>
<td>28%</td>
</tr>
<tr>
<td>4</td>
<td>Has a clean reputation</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td>Is real/authentic</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td>Is unique</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td>Is something I can identify with</td>
<td>27%</td>
</tr>
<tr>
<td>5</td>
<td>Is clear and simple</td>
<td>24%</td>
</tr>
</tbody>
</table>
Millennial Experiences

“YES, MOTHER, I TOLD YOU, I’M DOING FINE ON MY OWN AT COLLEGE.... HEY, COULD YOU LOG ON AND FIND MY SCHEDULE, ORDER MY BOOKS AND CALL ME WHEN IT’S TIME FOR CLASS?”
Millennials (1981-2001)

- Social awareness
- Post-racial/gender roles
- Technology ever present
- Significant social changes
- No real war/nuclear fear

“Work and live”
Millennial Experiences

Failed Heroes
Millennials (1981-2001)

8-18 year olds in the US spend one quarter of their media time using multiple media.

24% of 12-18 year olds use another media most of the time while watching TV.
## Comparison

<table>
<thead>
<tr>
<th></th>
<th>Traditionalist</th>
<th>Baby Boomer</th>
<th>Generation X</th>
<th>Millennial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attire</strong></td>
<td>Formal</td>
<td>Business casual (high end)</td>
<td>Business casual (low end)</td>
<td>Whatever feels comfortable</td>
</tr>
<tr>
<td><strong>Motivators</strong></td>
<td>Self worth</td>
<td>Salary</td>
<td>Security</td>
<td>Maintain personal life</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Dictate letters, library instead of web, limited phone use</td>
<td>E-mail primarily in the office, web use to “google”</td>
<td>Uses mobile and laptop, web use for research, E-mail 24/7</td>
<td>Uses web to research and network, E-mail/IM/text 24/7</td>
</tr>
<tr>
<td><strong>Goals</strong></td>
<td>Build a legacy</td>
<td>Build a perfect career</td>
<td>Build a transferable career</td>
<td>Build several parallel careers</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>Not necessary</td>
<td>Does not handle negative feedback well</td>
<td>Not necessary, responds well to positive feedback</td>
<td>Constant feedback needed</td>
</tr>
</tbody>
</table>
Generations & Physician Identity

• Physician is my identity
  ▫ I am a physician

• I identify as a physician
  ▫ Physician is what I do

• Being a physician is only part of their identity

• How do I balance who I am with being a physician?
Older on Younger

- Don’t want to do extra things
- Too much reliance on technology, not enough thinking
- Always hear “Why do I have to do that?”
- Professionalism issues: Dress, music players, cell phones, time off when they want
- Not motivated
- 75% of program directors could not identify with residents

Younger on Older

- Teams and committees led by older generations not able to make decisions
- Made to feel guilty for obeying duty hour rules
- Older faculty are behind on technology
- Lack of respect for their contributions
Generations Diffs ➔ 12 Sticking Points

1. Communication
2. Decision Making
3. Dress Code
4. Feedback
5. Fun at Work
6. Knowledge Transfer
7. Loyalty
8. Meetings
9. Policies
10. Respect
11. Training
12. Work Ethic

Shaw H. Sticking Points – How to get 4 generations working together in the 12 places they come apart. 2013.
What are your biggest challenges?

1 ➔ 12
Break
I believe in you

You can do anything.

Millennial Strengths

TEAMWORK
Together Each Achieves More
Millennials

- On leaders: trust without awe
- Accept challenges because nothing is impossible
- Strong sense of self vs “narcissism”
- Teamwork and collaboration – expected
I believe in you

Millennial Strengths

You can do anything

TEAMWORK
Together Each Achieves More
Millennial Realities, Challenges and “Weaknesses”

- Time management (helicopter)
- Prioritizing
- Multi-tasking
- Copy-Paste more accepted
- Speed of/Instant gratification
- May not know how to fail; doing the work = A
- Under vs differently developed people skills
- Emerging Adulthood
Millennial Response

Christian:
“It’s not that we can’t manage our time. It’s simply that we have too many things to do besides school.”

Matthew:
“You just proved his point about prioritizing.”
Savannah: “I’ve always used a computer for almost everything. I don’t always notice when I’ve picked up my phone. I certainly don’t mean to be disrespectful. I’m always still listening.”
Millennial Response

Matthew and Collette:
“We can’t argue there.”

Christian:
“I think it’s important to remember too sometimes we all get judged because of some people. Please don’t lump us all in together!”
Emerging Adulthood

**Do you feel you have reached adulthood?**

- **By Age**
  - 18-21: 32% Yes, 62% In some ways, 6% Yes, in some ways no, 2% No
  - 22-25: 41% Yes, 52% In some ways, 7% Yes, in some ways no, 2% No
  - 26-29: 30% Yes, 68% In some ways, 7% Yes, in some ways no, 2% No
Tips for working with each other

- Do not try to fix “them”
- Focus on “what” → tensions
- Focus on “why” → understanding & teamwork
- Work with each other – accommodate & leverage
- Problem solve together focusing on strengths
The Big 6

1. Mentorship
2. Work-life Balance
3. Technology
4. Teamwork
5. Purpose
6. Feedback
# The Generations Compared

<table>
<thead>
<tr>
<th>Generation (birth years) and population</th>
<th>Major societal events</th>
<th>Childhood Characteristics</th>
<th>Personal characteristics</th>
<th>Work characteristics</th>
<th>Comfort with technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (1925–1945) 37 million</td>
<td>Great Depression aftermath, WWII rebuilding, Cold War</td>
<td>Traditional nuclear family, married young, divorce uncommon</td>
<td>Dedicated, patriotic, respect order, altruistic</td>
<td>Value formality, hierarchy, and loyalty; very hard-working</td>
<td>Low</td>
</tr>
<tr>
<td>Baby Boomers (1946–1964) 77 million</td>
<td>Civil rights and women’s rights movements, Vietnam War, Woodstock, TV, economic prosperity</td>
<td>Traditional nuclear family with stay-at-home mom and working father</td>
<td>Entitled, competitive, driven, anti-authoritarian</td>
<td>Workaholics, competitive, consensus builders, mentors</td>
<td>Medium</td>
</tr>
<tr>
<td>Millennials (1981–1999) 80 million</td>
<td>9/11, Digital Age, natural disasters, Columbine shootings</td>
<td>Protective “helicopter parents”</td>
<td>Confident, high-achieving, creative, practical</td>
<td>Feedback-oriented, team-oriented, appreciate cultural diversity, idealistic, want to make impact quickly</td>
<td>Very high</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key leadership levers</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Leadership blind spot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage as mentors for younger generations; use face-to-face communication; be sensitive to their relative lack of tech savvy; reinforce value of teamwork; recruit them in the reinforcement of mission and purpose</td>
<td>Mentoring, team-oriented, relationships</td>
<td>Technology “Don’t rock the boat”</td>
<td>“My way or the highway”</td>
</tr>
<tr>
<td>Provide constant mentorship and opportunities for growth and development; provide frequent feedback; be aware of importance of work-life balance; employ technology in addition to face-to-face communication; value the team; engage their hearts in addition to their minds; strong sense of mission and purpose is key</td>
<td>Technology, work-life balance, team-oriented, sense of purpose</td>
<td>Less driven, more frustrated</td>
<td>“Who said you were the boss?”</td>
</tr>
<tr>
<td></td>
<td>Technology, sense of purpose</td>
<td>Impatient, bored</td>
<td>Defensiveness, doesn’t take criticism well</td>
</tr>
</tbody>
</table>

Role Plays

- Interpersonal Skills
- Communication Skills
- Group Decision Making
- Developing Insights
- Conflict Resolution
Objectives

By the end of this session active participants will be able to:

1. Describe at least 3 types of social media
2. Better describe other generations
3. Reflect on who you are in a work context
4. Consider and discuss how generational differences influence communication
5. Better incorporate electronic decision support tools into critical thinking and patient care
References

- http://upload.wikimedia.org/wikipedia/commons/5/58/1NumberOneInCircle.png
- Shaw H. Sticking Points – How to get 4 generations working together in the 12 places they come apart. 2013.
- www.fmdrl.org
- Das N. Battle of the Tweets. UPMC St Margaret FDF. 2014.
References

• Most group everyone talked
• All engaged
• Work
• Set expectations
• Early mentoring
• Frequent AND labeled FB
• Role Models
• High Tech AND High Touch
• Active learning/teaching
• Anonymous vs transparent
• Tell pt what doing