


hga ATTRACTING AND MAINTAINING THE TALENTS OF GENERATION NEXT Midwest Healthcare Engineering
Engineering & Trade Show


Your Presenters

BABY BOOMER




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GENERATION X



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MILLENNIAL



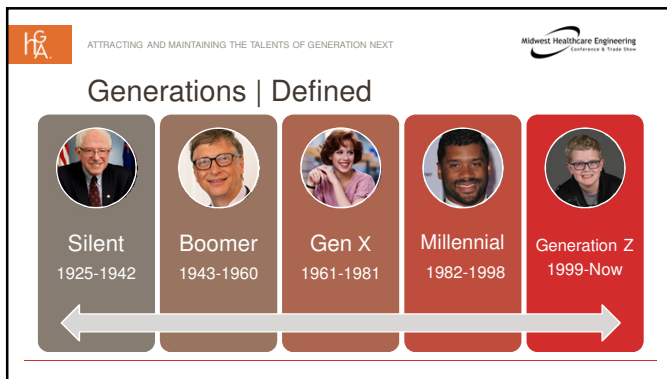
▶ **Connor Frazier**
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Agenda

- ▶ Defining the Generations
- ▶ Workforce
- ▶ Attracting and Maintaining Talent
 - ▶ Managing Expectations
 - ▶ Communication
- ▶ Strategies for Design and Maintenance
- ▶ Summary

DEFINING THE GENERATIONS



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Generations | Baby Boomer

- ▶ **Remains loyal to an organization**
- ▶ Is idealistic, optimistic, and driven
- ▶ Consists of diligent workers
- ▶ Values organizational power
- ▶ Focuses on consensus-building
- ▶ Is filled with excellent mentors
- ▶ Is a competitive group
- ▶ Is ruthless in pursuit of material success
- ▶ Tends to micro-manage others
- ▶ **Places work at the center of their life**

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Generations | Gen X

- ▶ **Is cynical, alienated, and depressed**
- ▶ Is pessimistic and individualistic
- ▶ Is comfortable with change and diversity, but rarely remains loyal to a company
- ▶ Is independent and self-sufficient
- ▶ Is likely to search for more challenging work and better pay
- ▶ Bends the rules to get things done
- ▶ Is skeptical of authority
- ▶ **Values personal and professional lives equally**



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Generations | Millennials

- ▶ Comfortable with change
- ▶ Views job security as unimportant
- ▶ Self-centered and narcissistic
- ▶ Alienated, cynical, individualistic, and self-serving
- ▶ Inherently social
- ▶ Values input into decisions
- ▶ **High expectations, high need for praise, and difficulty with criticism;** demands creative opportunities
- ▶ Favors inclusive management
- ▶ **Extremely technology-literate**





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Generations | Differences

- ▶ Work is less central for younger compared to older employees
- ▶ Older employees have a stronger work ethic compared to younger employees
- ▶ Younger employees more highly value leisure compared to older employees
- ▶ Younger employees self-report more workplace individuality compared to older employees



- ▶ Note; these were the only scientifically validated generational differences



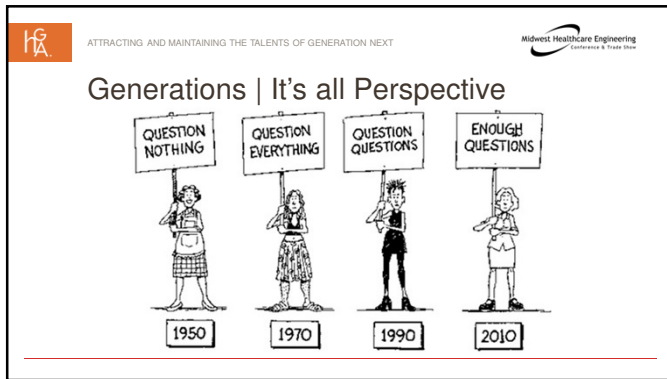
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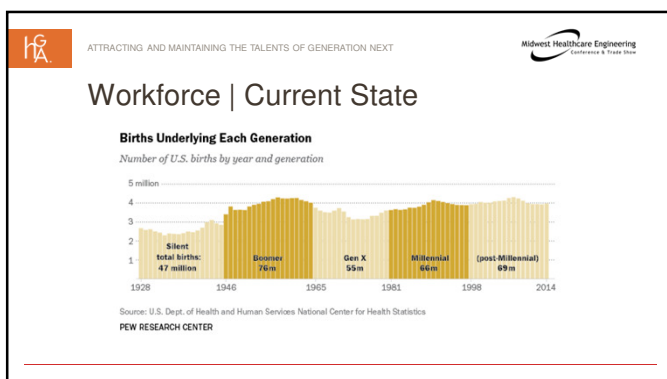
Generations | Similarities

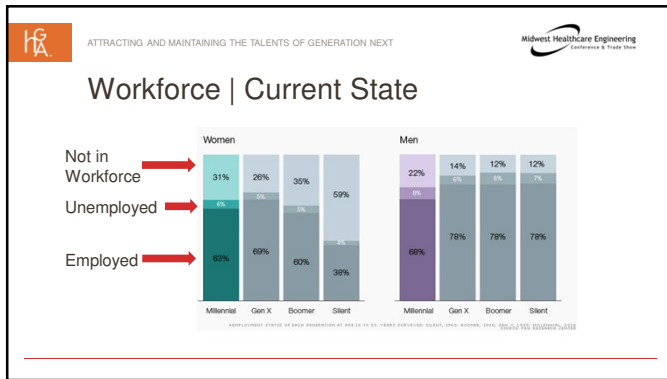
- ▶ Prioritize general business knowledge. Communication skills and ability to innovate as areas needing most attention in the workplace
- ▶ Self assessment of strengths;
 - ▶ Ability to build relationships
 - ▶ Ability to work well with others and build a great team
 - ▶ Communication Skills
- ▶ Complaints about managing "younger" generations
 - ▶ They believe they are entitled
 - ▶ They lack focus
 - ▶ Spend too much time on technology











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Staff | Current State

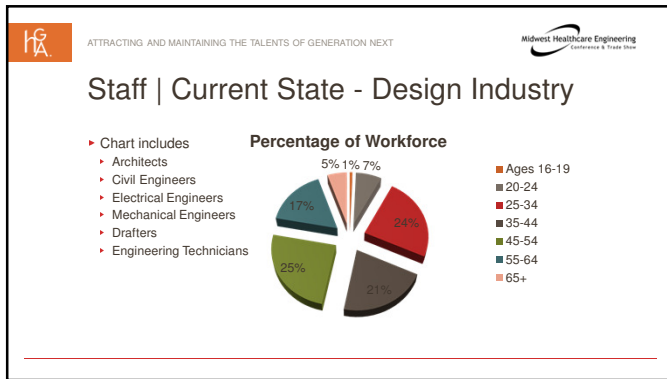
- Healthcare industry and the Design industry is struggling with staffing shortages
- Struggling with employee turnover
- Natural progression of younger workers replacing older workers is disrupted
- Generation X is hitting against the grey ceiling
- Millennials are challenging Gen Xers for management roles

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Staff | Current State - Facilities Management

- Greying workforce
 - In 2015, 34 percent of respondents to an ASHE survey indicated they had more than 25 years of experience in health care facilities (compared to 29 percent in 2012)
 - Just 5.2 percent of respondents were between 25 and 34 years old.
- Succession planning
 - 44 percent of respondents said they do NOT have a succession plan in place
 - 28 percent do have a succession plan in place
 - 28 percent said they have a plan under development

*Results from ASHE survey 2015



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Generations | Alignment

- ▶ Goal is to do a good job
- ▶ Want to be valued
- ▶ Want to participate
- ▶ Want to be acknowledged for effort



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Generations | Alignment

Building alignment means ensuring that each and every person understands his or her role in making the vision a reality.



MANAGING EXPECTATIONS

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Expectations | Career Goals

Baby Boomer	<ul style="list-style-type: none"> • Make a contribution • Fit in with company vision/ mission • Need clear and concise job expectations
Gen X	<ul style="list-style-type: none"> • Flexibility in scheduling • Input evaluated on merit • If can't see the reason for a task- question it
Millennial	<ul style="list-style-type: none"> • Want to be challenged • Want to be evaluated on output not input • Want to make a difference

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Expectations | Approach

Baby Boomer	<ul style="list-style-type: none"> • Prefer a democratic work environment with a "flat" organizational hierarchy • See work as a career and exciting adventure
Gen X	<ul style="list-style-type: none"> • Prefer an informal, fast paced, and flexible work environment • See work as a contract and difficult challenge
Millennial	<ul style="list-style-type: none"> • Prefer a collaborative, achievement oriented work environment • See work as a means to an end, looking for fulfillment

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Expectations | Approach



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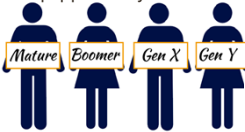
Expectations | Priorities

- Baby Boomer**
 - Tend to work longer hours
 - Take pride in visibility and "face time"
 - Invented the 50 hour work week
- Gen X**
 - Project oriented
 - Want to learn and gather as many skills as possible instead of focusing on work ethic
- Millennial**
 - Motivated by learning and immediate results
 - Appreciate personal development and community involvement

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Expectations | Retention


- Applicable to all generations
- Retaining staff is good business
- Beware of stressed staff
- Hire staff best equipped for your business



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Expectations | Retention

- Growing your Successor leads to higher retention
 - Be intentional
 - Engage your staff
 - Provide value
 - Show appreciation
- Start now



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Retention and Recruiting | Basics

- Retention rates for Millennials – 60% plan on leaving their job within the first 3 years
- Retention rates for Baby Boomers and Gen Xers?



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Expectations | Progression

- Baby Boomer**
 - Focus on developing careers through opportunities within one organization
 - Moved up based on seniority
- Gen X**
 - Take a proactive approach to career development by seeking more degrees and experiences
 - Loyal to themselves
- Millennial**
 - Will actively seek out more experiences and opportunities
 - Generally more comfortable moving companies for more opportunities

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Expectations | Progression

- Advancement Strategy
- Advancement Timeline
- Career Expectation Alignment
- Lessons Learned



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Expectations | Real Life



COMMUNICATION

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Generations | Communication



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Generations | Communication

- ▶ Styles Option 1
 - ▶ Active
 - ▶ Logical
 - ▶ Connector
 - ▶ Thinker
- ▶ Styles Option 2
 - ▶ Assertive
 - ▶ Aggressive
 - ▶ Passive-Aggressive
 - ▶ Submissive
 - ▶ Manipulative

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Generations | Communication

- ▶ Verbal
 - ▶ Face to Face Conversation
 - ▶ Phone Call
 - ▶ Video Conference
- ▶ Nonverbal
- ▶ Written
 - ▶ Email
 - ▶ Text
 - ▶ Letter/Memo
 - ▶ Post-It Note
 - ▶ Instant Message/Skype

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Generations | Communication

- ▶ Baby Boomer
 - Diplomatic
 - Prefer to speak in person, use body language
 - Expect to be pressed for details
- ▶ Gen X
 - Blunt/Direct
 - Prefer email
 - Share information immediately and often
- ▶ Millennial
 - Polite
 - Prefer email but in person for important messages
 - Expect to be shown respect through language (don't want to be talked down to)

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Generations | Communication




STRATEGIES

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Strategy | Demographics


- ▶ What type of background do employees have?
 - ▶ Working up from the boiler room or drafting table
 - ▶ Formal training
- ▶ Who is joining the industry?



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Strategy | Reality

- ▶ Aging workforce
- ▶ Sandwiched generation
- ▶ High expectation from incoming workforce
- ▶ New technology
- ▶ Existing standards
- ▶ New Processes
- ▶ Existing Processes
- ▶ New ideas
- ▶ Experience



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Strategy | Healthcare

- ▶ Beyond basic generational issues
- ▶ Patient Safety
- ▶ Knowledge of existing systems
- ▶ Regulatory agencies



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Strategy | Training

- ▶ Previous generations
 - ▶ Shadowing
 - ▶ Formal Training Programs
 - ▶ Sink or swim
- ▶ Today
 - ▶ Mentoring
 - ▶ Less direct field experience
 - ▶ Less opportunity to learn the process
- ▶ You still can't learn everything from a book



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Strategy | Training

Baby Boomer

Gen X

Millennial

- See skills as important but not as important as work ethic
- Training is a contribution to organization's goals and a path to promotion
- Amassed skills will lead to the next job
- Training enhances versatility and is an investment in themselves
- New skills will ease stressful situations
- Appreciate training but aren't afraid to make mistakes as they are considered learning opportunities

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Strategy | Technology




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Strategy | Practicality

- Codes, Standards, Guidelines
- Old school project process
- Integrating technology into the project process (BIM)
- Not relying solely on technology
- Real World Experience
- Finding the balance
- Lessons Learned

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Strategy | Change

- ▶ Can't change from a clipboard to an iPad overnight



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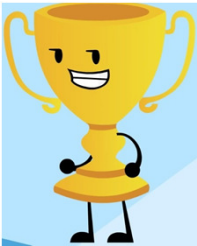
Strategy | Recapped



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Generations | Summary

- ▶ Get everyone on the same page regarding formality in the workplace
- ▶ Use multiple communication avenues
- ▶ Personalize approach
- ▶ Understand value differences
- ▶ Be aware of motivating factors
- ▶ Ask, don't assume
- ▶ Be willing to teach and be taught
- ▶ Acknowledge the differences



Summary

"Those who stand for different causes during different generations often experience the same oppositions and the same difficulties as those of the previous and the next generations. That is the basis of history repeating itself."

-Criss Jami, Killosophy

Questions?





THANK YOU!

Attracting and Maintaining the
Talents of Generation Next-
Retaining and Maintaining Quality Staff
