Passing the Torch: Leading a Multigenerational Workforce Into the Future

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CPE Information and Disclosures

Christopher Lynch declares no conflicts of interest, real or apparent, and no financial interests in any company, product, or service mentioned in this program, including grants, employment, gifts, stock holdings, and honoraria.

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CPE Information

• Target Audience: Pharmacists & Technicians
• ACPE#: 0202-0000-16-188-L04-P/T
• Activity Type: Knowledge-based

Learning Objectives

• Describe the belief systems and values for each of the four generations that make up the current workforce.
• Compare and contrast the workplace characteristics and preferences for each of the four generations that make up the current workforce.
• Explain how to formulate a plan to lead and manage different generations in the workforce, including the process of succession planning.

Self-Assessment Question

1. What are some of the benefits that result from having a multi-generational work team?
   A. Can better meet the needs of a diverse patient population and relate more effectively
   B. Stronger decisions are made from multiple perspectives
   C. More innovation and creativity
   D. All of the above

2. What is the single best way to communicate with a multi-generational work team?
   A. Email the team
   B. Schedule individual face-to-face meetings with members of the team
   C. Schedule team conference calls
   D. None of the above
**Self Assessment Question**

3. According to the Six Principles for Managing Generations Successfully, why is it important to initiate conversations about generational differences?

A. The younger generations need to understand the path that the generations before them paved.
B. It puts issues out in the open and the comments become less personalized and more generalized.
C. Both A and B
D. None of the above

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“*If you want happiness for a lifetime, help the next generation.*”

- Chinese Proverb

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**Leading a Multigenerational Workforce**

Understanding how to lead and develop a multigenerational workforce is the key to success now and in the future.

**The Purpose of leadership**:
To help individuals, groups, and organizations grow and develop.
- **Individuals** – need leaders to help their personal and professional growth
- **Groups** – need leadership to promote teamwork, cohesion and reach mutual goals
- **Organizations** – need leadership to ensure activities align with collective vision & expectations to achieve desired outcomes

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**Will There Be a Pharmacy Leadership Crisis?**

- Benchmark study in 2004 by Sara White
- Surveyed Directors, mid-manager’s, practitioners & students
- Predicted significant gap in pharmacy leadership over 5-10yrs & a shift in workforce composition and attitude (↑ mentoring and residencies)
- 60% students considered leadership positions
- 12 job attributes assessed

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**Is There Still a Pharmacy Leadership Crisis?**

- Follow-up assessment in 2011 by White & Enright
- Found an ↑ emphasis on leadership development
- Harder to fill leadership positions (lack of interest from new practitioners)
- Despite advances, still potential for pharmacy leadership crisis over next 10 years
- Recommended develop leadership programs and initiatives for all pharmacists to ensure leadership as a professional obligation

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**Leadership Development**

- 2013 CAPE study and subsequent 2016 ACPE standards identify leadership as key element in personal & professional development for pharmacy students
- Most pharmacy schools offer some type of leadership development opportunities (Feller, et al. 2016)
- However, more emphasis is needed to address the potential pharmacy leadership crisis in the future
- Generational differences in values play a role!
"A generation is a group of people that are programmed at the same time in history...share a common set of formative events, heroes, music and mood, parenting style and education system."5

"As they grow older, they learn and grow. They adjust their behaviors and build their skills. But generally do not radically change the way they view the world."5

Generations in the Workforce

<table>
<thead>
<tr>
<th>Generations</th>
<th>Circa 2006</th>
<th>Circa 2015*</th>
</tr>
</thead>
<tbody>
<tr>
<td>WWII Generation</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>Babber Boom</td>
<td>44%</td>
<td>29%</td>
</tr>
<tr>
<td>Generation X</td>
<td>33%</td>
<td>34%</td>
</tr>
<tr>
<td>Millennial</td>
<td>15%</td>
<td>34%</td>
</tr>
</tbody>
</table>

* 1% of workforce are Post-Millennials

World War II Generation 1945 & Before

Overview & seminal events
- a.k.a The Greatest Generation!
- 1939-Germany invades Poland
- 1941-Pearl Harbor; U.S. in WWII
- 1945-Atomic bomb; WWII ends
- 1947-Cold War begins
- Most Influential Technology: Radio

Formative years & workforce
- Conservative
- Sacrifice
- Heroic & selfless
- Consider the common good
- Built the infrastructure of workforce
- Values driven with strong work ethic

The Baby Boomer Generation 1946-1964

Overview
- a.k.a. Boomers, Vietnam Generation, and Me Generation
- Largest 50+ generation in history!
- Now in "mature" years
- Savvier than their parents about technology, retirement, keeping fit, and social issues.
- Grew up during a time of incredible technology and social changes

Seminal Events
- 1960-Birth control pills introduced
- 1963-MLK leads march on Washington
- 1963-President Kennedy assassinated
- 1965-Troops sent to Vietnam
- 1967-World’s first heart transplant
- 1969-Moon landing and Woodstock

The Baby Boomer Generation 1946-1964

Formative Years
- Be anything you want
- Change the world
- Work well with others
- Live up to expectations
- Duck and cover!
- Most Influential Technology: Television

Contributions to Workforce
- Committed to making things different
- Involved in decision making
- Influence direction of organizations
- Must prove their worth
- Good work ethic
- Good communication skills
### Generation X (1965-1980)

**Overview**
- a.k.a. Generation Xers, Twenty-somethings, Post-Boomers
- Not what older people wish they were
- Parents worried about recession, inflation and stagflation
- Very cautious; survivalists
- Latchkey kids; independent
- Reluctant to give loyalty away

**Seminal Events**
- 1973-Global energy crisis
- 1976-Tandy & Apple market PC’s
- 1979-Three Mile Island accident
- 1981-AIDS identified
- 1986-Challenger & Chernobyl disasters
- 1989-Berlin wall falls
- 1991-Cold War ends

**Formative Years**
- Don’t count on anything
- Heroes don’t exist
- Get real
- Take care of yourself
- Always ask "why?"
- Most Influential Technology: Personal Computer

**Contributions to Workforce**
- Self-reliant
- Thrive in chaos and change
- Enjoy achieving measurable results
- Like streamlining processes
- Seek flexible, results-driven organizations that adapt to their preferences

### Millennial Generation (1980-2000)

**Overview**
- a.k.a. Millennials, Generation Y, Internet Generation, Digital Generation
- Immersed in technology
- Busiest generation
- Helicopter parents
- Comfortable discussing or posting anything
- Greatly exposed to multiculturalism

**Seminal Events**
- 1995-OJ Simpson trial
- 1999-Columbine shootings
- 2001-World Trade Center Towers & Pentagon attacked
- 2003-Iraq War Begins
- 2005-Hurricane Katrina
- 2008-Barack Obama elected president

**Formative Years**
- You are special!
- Participation trophies
- Connect 24/7
- Achieve now!
- Serve your community
- Most Influential Technology: Internet

**Contributions to Workforce**
- Goal & achievement oriented
- Love information
- Volunteer-minded
- Socially concerned and responsible
- Have high job expectations
- Big on professional development
- Demand autonomy & less rules

### A Multigenerational Workforce

"Effectively integrating-and capitalizing on-the multigenerational workforce will provide organizations with the competitive advantage they need to succeed."*

**Benefits**
- Attracts/Retains talented people of all ages
- More flexible
- Stronger decisions from multiple perspectives
- More innovation and creativity
- Can better meet the needs of a diverse patient population and relate more effectively
Workplace Characteristics

**ASSETS OF EACH GENERATION**

<table>
<thead>
<tr>
<th>Generation</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>WWII</td>
<td>Experienced, Dedicated, Focused, Stable, Loyal, Emotional Maturity &amp; Perseverance</td>
</tr>
<tr>
<td>Baby Boomer</td>
<td>Experienced, Dedicated, Team Perspective, &amp; Service Oriented</td>
</tr>
<tr>
<td>Generation X</td>
<td>Adaptable, Independent, Creative, &amp; willing to buck the system</td>
</tr>
<tr>
<td>Millennials</td>
<td>Optimistic, Ability to Multi-Task, Technologically Savvy</td>
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**LIABILITIES OF EACH GENERATION**

<table>
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<tr>
<th>Generation</th>
<th>Liabilities</th>
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<tbody>
<tr>
<td>WWII</td>
<td>Uncomfortable with conflict &amp; Uncommunicative when they disagree</td>
</tr>
<tr>
<td>Baby Boomer</td>
<td>Reluctant to go against peers &amp; Not known to be budget minded</td>
</tr>
<tr>
<td>Generation X</td>
<td>Skeptical &amp; Distrustful of authority, slow to give loyalty</td>
</tr>
<tr>
<td>Millennials</td>
<td>Need supervision and structure, Inexperience with people issues &amp; want to be leaders now</td>
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Workplace Characteristics

**MOTIVATION & REWARDS FOR EACH GENERATION**

<table>
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<tr>
<td>WWII</td>
<td>• Plaques • Certificates</td>
</tr>
<tr>
<td>Baby Boomer</td>
<td>• Personal appreciation • Promotion • Recognition</td>
</tr>
<tr>
<td>Generation X</td>
<td>• Upgraded resources • Opportunities for development • Certifications to add to resume</td>
</tr>
<tr>
<td>Millennials</td>
<td>• Free time • Awards &amp; certificates • Tangible evidence of credibility</td>
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**WHEN MY BOSS DOES THIS… IT DRIVES ME CRAZY!**

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<tr>
<th>Generation</th>
<th>Behaviors</th>
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<td>WWII</td>
<td>Indecisive, use of profanity or slang, too touchy-feely &amp; concerned with making popular decisions</td>
</tr>
<tr>
<td>Baby Boomer</td>
<td>Not open to my input, send the message, “it’s MY way or the highway”, abruptness, lack of interest</td>
</tr>
<tr>
<td>Generation X</td>
<td>Micro-manage, “Don’t walk the talk”, too flashy, too much time on process and too little time on results</td>
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<tr>
<td>Millennials</td>
<td>Cynical and sarcastic, Act as though millennials are too young to know anything, Condescending &amp; Inconsistent</td>
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Workplace Strategies

**SIX PRINCIPLES FOR MANAGING GENERATIONS SUCCESSFULLY**

1. Initiate conversations about generations
2. Ask people about their needs and preferences
3. Offer options
4. Be flexible
5. Build on strengths
6. Pursue different perspectives

The Millennial Takeover

**Generational shift in the workforce**

- Perceptions by older generations
  - “they’re soft and undisciplined”
  - “they’re too reliant on technology”
  - “they demand praise and question authority”
- Leadership Advice
  - 11 tips for success
  - Stereotype doesn’t apply to all millennials
Tips For Success With Millennials

1. They Don’t Think Like You Do
2. Learn to Love the Why
3. Go Hands-Off
4. Why Are They “Soft”? Find a Mirror
5. Mindful Mentoring
6. Show the Bigger Picture

7. Embrace Technology…
8. …But Choose Wisely
9. Remember Parents/Caregivers
10. Don’t Believe Everything You Hear
11. “Back in My Day” Isn’t Original

Generation Z is Coming

• iGeneration or iGen, Homeland Generation
• Formative years
• Greater reliance on technology than millennials
  • On computers >3hrs/day (non-school related)
  • Get their news from social media
  • Connected globally
• Safest generation
• Seminal Events

Succession Planning

• Succession planning is crucial!
• Leadership development of future generations
• Review the organizational chart
• Leadership needs analysis
• “…mentorship, networking, and on the job training are imperative to creating an effective leader in pharmacy.”
• Formal leadership education
• Start NOW!

Key Points

There will most likely continue to be a pharmacy leadership gap over the next 5-10 years.

“Each generation comes into the workplace with different perspectives, experiences, and expectations.”

Understanding how to lead and develop a multigenerational workforce will be the key to organizational success or failure.

Thoughtful succession planning and leadership development are crucial to ensuring that up and coming generations will assume leadership positions.

Answers to Self-Assessment Questions

What are some of the benefits that result from having a multi-generational work team?
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D. All of the above
Answers to Self-Assessment Questions

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References


Closing Remarks

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