

## Bridging the Gap Between Generations: What every Case Manager Should Know

Janet Coulter, MSN, MS, RN, CCM, FCM

---

---

---

---

---

---

---

---

### Abstract

► Working with a generationally diverse workforce is challenging. Effective leaders understand that each generation brings unique strengths, characteristics, values, and challenges to the workplace. The generational diverse workforce also brings different expectations and life experiences to the workplace. That's why it's important for leaders to adapt their management and communication styles. There are five generations in the workplace today: Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z. While every individual is unique, there are some common differences and similarities in how each generation perceives their work and their workplace. These differences impact communication, motivation, and how they want to be managed.

► This presentation will discuss each of the five generations in the workforce today. Included will be generational differences and similarities, communication styles, the meaning of success, working styles, approaches to problem-solving and decision-making in the workplace, and tips for managing and motivating each generation. Emphasis will be on interventions to successfully close generational gaps. In addition, the ethical concepts of nonmaleficence, beneficence, autonomy, and fidelity will be included. An interactive exercise with attendees will be used to reinforce generational differences and similarities. It is hoped that this presentation will provide insight into all the generations in the workforce today and provide interventions to assist leaders in building bridges to connect the generations, unlock the potential strength of each generation, and develop a strong, diverse, and collaborative workforce with satisfying work experiences.

---

---

---

---

---

---

---

---

### Objectives

Identify

Identify the five generations in the workforce today.

State

State generational difference and similarities of the five generations.

Discuss

Discuss intervention to assist leaders bridge generation gaps and develop a diverse workforce.

---

---

---

---

---

---

---

---

### What's Your Generation?

Traditionalist?

Baby Boomer?

Generation X?

Millennial?

Generation Z?

---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

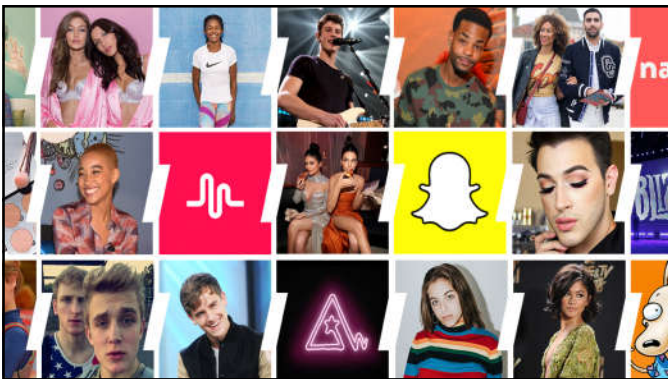
---

---

---

---

---



---

---

---


---

---

---

---

---



### Traditionalists: The Greatest Generation

- ▶ Born before 1946
- ▶ Tom Brokaw: "It is, I believe, the greatest generation any society has ever produced."
- ▶ Survived World War I and World War II, Black Tuesday, the Great Depression, and Pearl Harbor.
- ▶ They built families, traditions, values homes, communities.
- ▶ United by a common purpose and values (duty, honor, economy, courage, service, love of family and country, responsibility for oneself)

---

---

---

---

---

---

---

---

### Traditionalists

- ▶ Common experiences that shaped this generation:
  - ▶ World War I (first truly global conflict)
  - ▶ The Roaring Twenties (a time of prosperity)
  - ▶ Prohibition
  - ▶ The Great Depression (stock market crash)
  - ▶ Rural lifestyle
  - ▶ The Automobile
  - ▶ Radio (main source of entertainment - Abbott and Costello, Milton Berle, Bob Hope, Edgar Bergen and Charlie McCarthy)
  - ▶ FDR's New Deal
  - ▶ Big Bands
  - ▶ Pearl harbor and World War II
  - ▶ Rationing
  - ▶ The Korean War
  - ▶ Life was centered around family, church and school

---

---

---

---

---

---

---

---

### Traditionalists (continued)

- ▶ They lived before:
 

▶ panty hose	TV
▶ drip-dry clothes	Penicillin
▶ ice makers	Polio shots
▶ Dishwashers	Hula Hoops
▶ clothes' dryers	Frisbees
▶ freezer	frozen food
▶ electric blankets	radar
▶ the Pill	credit cards
▶ Xerox	ballpoint pens
▶ computers	electric typewriters

---

---

---

---

---

---

---

---

### Characteristic of Traditionalists

- Hard workers
- Frugal savers
- Patriotic
- Loyal
- Private
- Cautious
- Respectful
- Dependable
- Stable
- Intolerant
- Committed to church
- Concerned about finances, affordable housing, person safety, declining health, adequate transportation, preparation for death, spiritual needs, and elder abuse.

---

---

---

---

---

---

---

---

---

---

## Baby Boomers




---

---

---

---

---

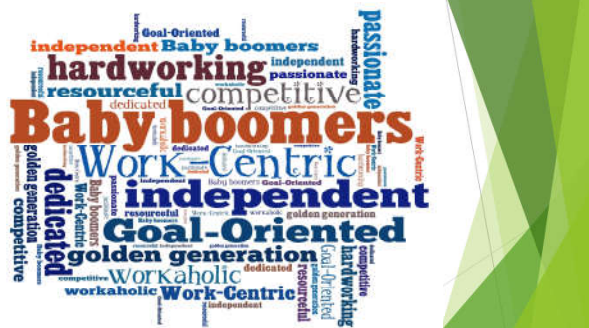
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

### Who Are The Baby Boomers?

- ▶ Born between 1946 and 1964.
- ▶ They are the babies that followed World War II.
- ▶ Over 4 million babies a year were born each year between 1954 and 1964.
- ▶ The largest generation!
- ▶ They are "challengers", challenging morals and traditions of their parents, schools and government, pushed back against the status quo, cause oriented.
- ▶ Many of them came of age in a time when the United States was moving from the Industrial Age to the Information age which created a huge generation gap with their parents.
- ▶ Common activities like typing classes, secretarial school, balancing a checkbook, reading a map are now obsolete.

---

---

---

---

---

---

---

---

### Baby Boomers: Significant Emotional Events

Common experiences that shaped this generation:

- ▶ Cold War (Soviet Union, hostility, will communism take over the world?)
- ▶ Cuba Missile Crisis (John F. Kennedy)
- ▶ TV (the first generation to grow up with a TV in the house)
- ▶ "Leave it to Beaver", "Father Knows Best", "The Brady Bunch", and "The Partridge Family".
- ▶ Economic growth and affluence (2 income families)
- ▶ Rock N Roll!! (Elvis, Beatles, Monkees)
- ▶ Civil Rights Movement (Martin Luther King... "I have a dream")

---

---

---

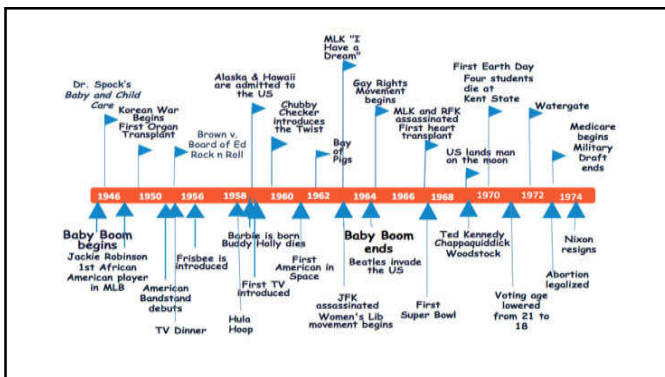
---

---

---

---

---




---

---

---

---

---

---

---

---

### Baby Boomers (continued)

- ▶ The Space Race...to the moon! (Neil Armstrong)
- ▶ Assassinations (JFK, MLK, Robert Kennedy)
- ▶ Vietnam War
- ▶ Kent State
- ▶ Energy crisis, rationing gas (national speed limit was 55)
- ▶ Watergate and Richard Nixon resignation
- ▶ Multiple options! (Baskin Robbins 31 flavors to options about everything!)
- ▶ 2/3 Baby Boomer wives working outside the home.
- ▶ Kramer vs. Kramer

---

---

---

---

---

---

---

---

### Characteristic of Baby Boomers

Most educated in American history up to their time. (more than 25% have college degrees)	Cause oriented (civil rights, Vietnam protests, MADD)	Questioned authority	Media oriented (raised on TV with Mickey Mouse Club, American Bandstand)
Given practically everything they wanted by their parents who wanted them to have what they never had.	Moved a lot (average person moved every 3 years in the 70's and 80's)	Future oriented	Growth oriented
	People oriented	Experience oriented	

---

---

---

---




---

---

---

---

### Generation

		
1965-1980	1980-1996	1997-2015

---

---

---

---

---

---

---

---

### Generation X

- ▶ Generation X are those born following the baby boomers and preceding the millennials. in the mid-to-late 1960s It includes those born in the mid-to-late 1960s and ending in the late 1970s to early 1980s.
- ▶ They are generally defined as people born from 1965 to 1980.
- ▶ Per the 2019 U.S. Census data, there are 65.2 million Gen Xers in the United States.
- ▶ Many Generation X are children of the Silent Generation and early boomers. Xers are also often the parents of millennials and Generation Z.

---

---

---

---

---

---

---

---

### Traits and Characteristics of Gen X

- ▶ Generation X, referred to as "latchkey kids" due to a perceived lack of adult supervision after school, while their parents were away at work during their formative years, possess the following traits and characteristics :
- ▶ Independent  
Resourceful  
Adaptable with a strong sense of self-reliance.
- ▶ Value maintaining work-life balance  
May be skeptical of authority  
Can often view work as just "a job to get done".
- ▶ Some—especially those born later in the range—can possess digital literacy and be tech savvy because they grew up at the onset of personal computers and technology.

---

---

---

---

---

---

---

---

### Other Characteristics

- Single parent households were prevalent during the Gen X years
- They came from a relatively high household income (although the Baby Boomer generation still holds the largest portion of the nation's wealth).
- They witnessed the ups and downs of economic life, having lived through multiple recessions
- As a result of such financial turmoil, they can experience challenges managing their cash flow.

---

---

---

---

---

---

---

---



**Generation X 1965-1979**

Gen X grew up under both the Traditional and Baby Boomer Generation, who are very different.

Gen X received a very MIXED influence for traditional and nontraditional values.

Influence was heavily weighted from the Baby Boomers

---

---

---

---

---

---

---

---

**Generation X 1965-1979**

- \* It was the norm for both parents to be working (married OR divorced)
- \* Gen X came home to empty houses
- \* Both parents working was not JUST because of women in the workplace...

---

---

---

---

---

---

---

---

**Generation X 1965-1979**

Generation X witnessed their parents getting downsized more than any other generation

This lead to placing **LESS** importance on job security. They knew it wasn't dependable.

They saw loyalty to employees dry up, so they were less loyal  
*Gen X can be cynical, less loyal to an employer, and overly independent. They like to distance themselves from organizations*

---

---

---

---

---

---

---

---

## Differences Between Gen X And Other Generations

**Compared to Baby Boomers,** Gen Xers tend to be less interested in traditional hierarchies and status symbols. They are more comfortable with change and ambiguity than those in the boomer generation and are less likely to rely on established institutions and systems.

**Compared to Millennials,** Generation Xers are likely to prefer to focus on quality time and efficiency at work rather than long hours. They also tend to be more self-reliant and less interested in collaborative work, preferring a more independent and self-directed approach.

---

---

---

---

---

---

---

---

## Gen X World Events

- Fall of the Berlin Wall in 1989
- The Great Recession
- The Stock Market Crash of 2008
- The Emergence of Music Videos (MTV)
- The Rise of Divorce Rates

---

---

---

---

---

---

---

---

## Gen X Celebrities

- |   |   |
|---|---|
| Leonardo DiCaprio   | Christian Bale  |
| Johnny Depp   | Liv Tyler, Renee Zellweger, Gwen Stefani, Keith Urban, Jessica Simpson, Tina Fey, Cindy Crawford, |
| Todd Beamer Flight 93, 911 Hero   | Steffi Graf, Secretariat, Jennifer Garner, John Legend, Payton Manning, Heidi Klum, Hilary Swank, |
| Eminem  | Tom Brady, Shaq, Snoop Dog, Matt LeBlanc, Celine Dion, Venus Williams, Volodymyr Zaitensky        |
| Tupac Shakur  | Faith Hill, Mariah Carey, J.K. Rowling, Tonya Harding, Lisa Marie Presley, Will Smith             |
| Kobe Bryant   | Kanye West, Dwayne Johnson, Charlie Sheen, Tiger Woods, Usher, Jay Z, Monica Lewinsky             |
| Robert Downey Jr and:   | Drew Barrymore, Nicole Kidman, Lance Armstrong, Angelina Jolie, Jennifer Lopez, Kim Kardashian    |
| Elon Musk, Brett Kavanaugh, Michael Strahan, David Ortiz, Nikki Haley                       |   |
| Mike Tyson, Derek Jeter, Alex Rodriguez, David Justice, Drew Brees, Jennifer Capriati       |   |
| Michael Dell, Floyd Mayweather Jr, Blake Shelton, Phil Mickelson, Wayne Brady, Jimmy Fallon |   |

---

---

---

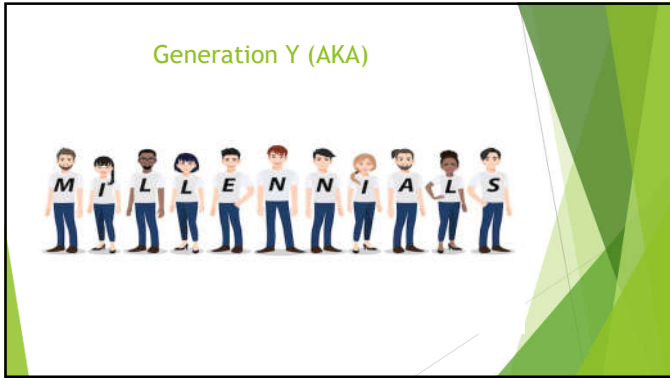
---

---

---

---

---




---

---

---

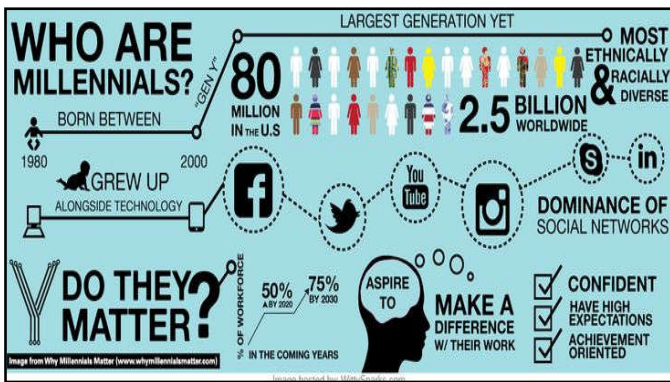
---

---

---

---

---




---

---

---

---

---

---

---

---

**Who are the Millennials ?**

- ▶ Millennials, also known as Generation Y or Gen Y, are those born following Gen X and preceding Gen Z. They are people born from 1981 to 1996. Most are the children of Baby Boomers and older Generation X. Millennials are often the parents of Generation Alpha.
- ▶ Millennials have been described as the first global generation and the first generation that grew up in the Internet age. This generation is generally known by elevated usage of and familiarity with the Internet, mobile devices, and social media. It's why they are sometimes called digital natives.
- ▶ Millennials everywhere have suffered significant economic disruption since starting their working lives. Many faced high levels of youth unemployment during their early years in the labor market due to the Great Recession. They suffered another one in 2020 due to the Covid-19 pandemic.

---

---

---

---

---

---

---

---

### Millennials

- became adults in the “New Millennium”.
- 9-11
- were the “center” of the family
- Mommie and Me activities
- tight activity schedule
- Trophy generation
- grew up having a place at the table
- go to college
- fierce competitors
- proactive

---

---

---

---

---

---

---

---

### Millennials

▶ People became known as millennials because the oldest became adults around the turn of the millennium. The term came about in 1987, around the time children born in 1982 were entering kindergarten, and the media were first identifying their prospective link to the impending new millennium as the high school graduating class of 2000.

▶ Millennials are also known as the Boomerang or Peter Pan generation because of the perceived tendency for them delaying passage into adulthood for longer periods than generations before them. These labels are also a reference to a trend towards living with their parents for longer periods than previous generations. The high cost of housing and higher education, and the relative affluence of older generations, are factors driving the trend.

---

---

---

---

---

---

---

---

### Generation Y

Born between 1982 - 2001

Value their Autonomy, Diversity, Positive Reinforcement, Structure , Technology

Major influences: Helicopter parents, technology

Communication with them:  
Through action words, Don't talk down to them,  
Like two-way feedback, don't be so serious

---

---

---

---

---

---

---

---

### Characteristics of Generation Y

- ▶ Tech-savvy Generation Y is one of the first generations to grow up with computers, cell phones, the internet and digital communication. ...
- Work-life balance orientated. One characteristic of Generation Y employees is that they view the workplace entirely differently than other generations. ...
- Ambitious ...
- Team players ...
- Quick communicators ...

---

---

---

---

---

---

---

---

### The Millennial Lifestyle

- ▶ Millennials tend to be more civically and politically disengaged, more focused on materialistic values, and less concerned about helping the larger community than were Gen X, Baby Boomers at the same ages per USA Today.
- ▶ They tend to put more emphasis on extrinsic values such as money, fame, and image, and less emphasis on intrinsic values such as self-acceptance, group affiliation and community. (The study was based on a databases of 9 million high school seniors or entering college students.)
- ▶ They are also been described in positive ways. They are generally more open-minded, and supportive of gay rights and equal rights for minorities. They are also confident, self-expressive, liberal, upbeat and receptive to new ideas and ways of living.

---

---

---

---

---

---

---

---

#### Negative Characteristics

Negative characteristics find them lazy, narcissistic and prone to jump from job to job. The 2008 book "Trophy Kids" by Ron Alsop discusses how they have been rewarded for minimal accomplishments in competitive sports and have unrealistic expectations of working life. A story in Time magazine said GenY wanted more flexible work schedules for more "me time" on the job, and nearly nonstop feedback and career advice from managers. Thus, they have also become known as the Me Generation. They're lazy, coddled, and can be delusional. Those aren't just unfounded negative stereotypes. They're backed up by a decade of sociological research. A reason for these statements is Millennials may be simply adapting quickly to a world undergoing rapid technological change.

#### Positive Characteristics

They are also been described in positive ways. They are generally more open-minded, and supportive of gay rights and equal rights for minorities. They are also confident, self-expressive, liberal, upbeat and receptive to new ideas and ways of living.

---

---

---

---

---

---

---

---

### Ten key Gen Y characteristics

1. Continually connected
2. Speak their own language
3. Skeptical of authority
4. Influenced by peers
5. Seek recognition and fame
6. Enjoy absurdity and odd humor
7. Embrace a variety of subcultures
8. Skim text and information quickly
9. Easily bored
10. Expressive and digitally creative

FORRESTER

---

---

---

---

---

---

---

---

### Gen Y World Occurrences

- ▶ September 11 terrorist attacks
- ▶ 2003 invasion of Iraq
- ▶ Great Recession
- ▶ Internet explosion

---

---

---

---

---

---

---

---



---

---

---

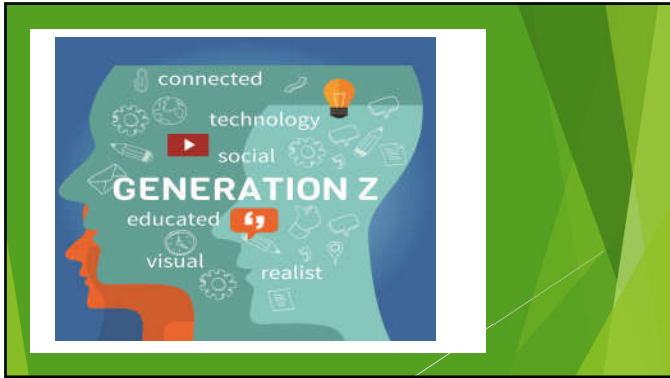
---

---

---

---

---



---

---

---

---

---

---

---

### Who are Gen Z ?

Generation Z – also known as gen z or postmillennial – are a highly collaborative group that care deeply about others and have a pragmatic attitude about how to address a set of inherited issues like climate change.

Generation Z age range is defined as people born between 1997 and 2012. This means they are between 11 and 26 years old in 2023. Some factors that influenced this definition are political, economic, and technological changes. The generation after Z is called Generation Alpha and refers to anyone born after 2012.

Nickname is "Zoomers".

They're called "digital natives"—the first generation to grow up with the internet as a part of daily life.

---

---

---

---

---

---

---

Gen Z students prefer independent, self-paced and collaborative learning from various sources.

Thus, a learning environment that aligns with the Generation Z characteristics must be created.

---

---

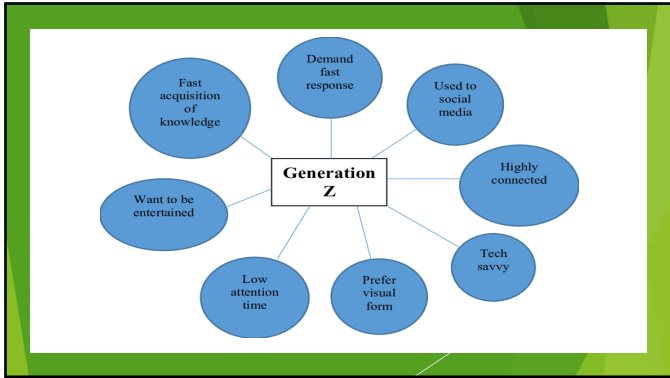
---

---

---

---

---




---

---

---

---

---

---

---

---

### Gen Z Characteristics

Racial diversity. As America's demographics continue to shift, Gen Z will be the last generation that is predominantly white. A slight majority of Gen Z-ers (52%) is white; 25% is Hispanic, 14% is Black and 4% is Asian.

Gen Z's most used tech devices are the smartphone (15.4 hours/week), TV (13.2 hours/week) and a laptop (10.6 hours/week).

More than 50% identify themselves as deal hunters.

57% research products more than they used to before making a purchase.

90% will make sure their parents feel a planned purchase is affordable before going ahead with it.

62% would rather start their own companies than work for one.

61% of Gen Z would rather be an entrepreneur instead of an employee when they graduate college.

85% research online and 33% watch lessons online to educate themselves.

50% of Gen Z's will be university educated compared to 33% of millennials and 25% of Gen X.

77% of Gen Z's are either extremely or very interested in volunteering to gain work experience.

---

---

---

---

---

---

---

---

### Generation Z faces many challenges that are unique to their generation

- Gun Violence
- Police Brutality
- Political Unrest
- Immigration Issues
- Sexual Harassment
- Discrimination
- Shorter Attention Spans
- Increased Mental Health Issues

---

---

---

---

---

---

---

---



### Gen Z: Significant Emotional Events

- Instagram debut
- Terrorist attacks of 9/11
- April 5, 2012, The invention of Facebook
- 2012 Sandy Hook school tragedy
- 2016 Election of President Trump
- 2019 Tik Tok arrived
- 2020 Covid-19 Pandemic

---

---

---

---

---

---

---

---

### Watch out for Generation A!!!

Also known as  
Generation  
Alpha

Born early  
2010s-2025 (0-  
about 10 years  
old)

More to come...

---

---

---

---

---

---

---

---

### BABY BOOMERS VS GEN X VS MILLENNIALS: HOW DO THEY DIFFER AT WORK?



---

---

---

---

---

---

---

---

### Views on work

- Traditionalists: prioritize stability, hard work, and respect for authority.
- Boomers: work hard, play hard
- Millennials: prioritize work that aligns with their values, and that includes positive company culture, and innovative, inclusive environments, work-life balance
- Gen X: prioritize work-life balance
- Gen Z: prioritize a diverse, dynamic work environment

---

---

---

---

---

---

---

---

### GENERATIONS

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (born after 1996)
Aspiration	Home ownership	Job security	Work life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adapters	Digital immigrants	Digital natives	Technoholics
Attitude toward career	Jobs are for life	Organizational—careers are defined by employers	Early "portfolio" careers—loyal to profession, not necessarily to employer	Digital entrepreneurs—work "with" organizations not "for"	Career multitaskers
Signature product	Automobile	Television	Personal computer	Smart phone	Nano-computing, 3-D print, driverless cars
Communication media	Formal letter	Telephone	E-mail and SMS	SMS or Social media	Hand-held communication devices

U.S. Employed Workforce



U.S. Unemployed Workforce




---

---

---

---

---

---

---

---

### Generational Views on Work

- ▶ Baby Boomers: like hybrid and work at home.
- ▶ Millennials: feel pressure related to performance and achievements when working from home.
- ▶ Gen X: like the financial benefits of remote working.
- ▶ Gen Z : struggle with productivity and work-life balance. In the office, they can "switch off" at the end of the day. They struggle to maintain productivity and focus when working from home. Prefer face-to-face communication.
- ▶ Generation gaps stem from a misunderstanding of shared core values across the generations.
- ▶ Each generation has unique needs.

---

---

---

---

---

---

---

---

Traditionalist	Baby Boomer	Gen X	Millennials Gen Y	Gen Z
Prefer 1-2, face-to-face conversations	Likes to be a part of a team and loves to have meetings	Independent thinker, takes an entrepreneur approach	Loves to engage with others and is very participative	
Believes in hierarchy and formal memos	Prefers in-person communication	Communicates in a direct manner	Communicates primarily through e-mail and voice mail	
Doesn't seek feedback - believes no news is good news	Doesn't like feedback	Will ask for feedback	Wants feedback whenever they ask for it (which is frequently)	
Feels rewarded by a job well done	Titles and financial rewards are important	Freedom is the best reward	Meaningful work is rewarding	
Motivated by: "Your experience is respected."	Motivated by: "You are valued and needed."	Motivated by: "Do it your way and don't get hung up with the rules."	Motivated by: "You get to work with other bright, creative people."	

---

---

---

---

---

---

---

---

---

---

### Busting Myths

**MYTHS**

- ▶ Baby Boomers: had it easy and ruined it for everyone else.
- ▶ Millennials: materialistic narcissist, don't work when allowed to work from home, entitled.
- ▶ Generation X: slackers
- ▶ Generation Z: coddled snowflakes, only do the bare minimum

▶ These are not based on facts!

▶ Every generation has been concerned about how different the next generation seems to be.

▶ Set aside misconceptions!

▶ Not "one size fits all".

---

---

---

---

---

---

---

---

---

---

### Mentorship And Development Opportunities

- Organizations might consider providing mentorship and coaching opportunities for Generation X employees to better support their professional growth and development. For example, they might pair them with experienced mentors from older generations who can provide guidance and advice.
- Investing in training and development programs that focus on the unique needs of Generation X may also be worthwhile, such as leadership development and digital skills training.
- Provide Flexibility And Work-Life Balance.
- Gen Xers may place a higher premium on flexibility and finding a balance between their careers and their personal lives. Organizations that can support this in meaningful ways are likely to reap the benefits. For example, offering flexible working arrangements such as remote work options, adequate paid time off, and flexible hours may help increase Gen X employee engagement and promote greater job satisfaction and productivity.

---

---

---

---

---

---

---

---

---

---

### Workplace Challenges for Gen X

- One of the main challenges a Gen Xer may face at work comes from feeling "sandwiched" between older and younger generations.
- Generation Xers may find it difficult to relate to the priorities and goals of both their older and younger colleagues, leading to feelings of isolation and disconnection.
- These gaps between all the generations can create tension and misunderstandings, as they are likely to have different communication styles, work ethics, and expectations for the workplace.

---

---

---

---

---

---

---

---

Another challenge Generation X may face is a lack of mentorship and guidance from older generations. Many Boomers have retired or are nearing retirement, leaving Generation X without the same level of advice and support that previous generations might have had.

Generation Xers may also find limited opportunities for advancement in the job market, as they may be viewed as "too experienced" for entry-level positions and "too junior" for some senior roles. As a result, Gen X employees may feel stuck in their current positions, leading to dissatisfaction, and demotivation.

---

---

---

---

---

---

---

---

These challenges may negatively impact the satisfaction and productivity of Gen Xers.

This sense of disconnect from coworkers can lead to trouble building relationships and working effectively as a team.

A lack of mentorship and limited opportunities for advancement might lead to feelings of stagnation and disinterest in their work, resulting in disengagement and decreased productivity.

Additionally, feeling overlooked and unsupported in the workplace can affect their job satisfaction, leading to lower motivation and a decreased sense of purpose.

---

---

---

---

---

---

---

---

## COMMUNICATION

- Encourage open communication amongst co-workers. This is another way companies can create an environment that's more inclusive of multiple generations.
- Offer a variety of different mediums through which coworkers can connect and communicate.
- Promote intergenerational teamwork, providing opportunities for both young people and older employees to collaborate on projects together and learn from each other.
- Recognize and reward their unique contributions.
- Enhance efforts to recognize and reward the valuable contributions of employees of all different ages, not just the promising newcomers or the long-standing veterans. This could provide opportunities for career advancement and leadership roles and implement reward and recognition programs that can provide meaningful benefits in exchange for impactful work.

---

---

---

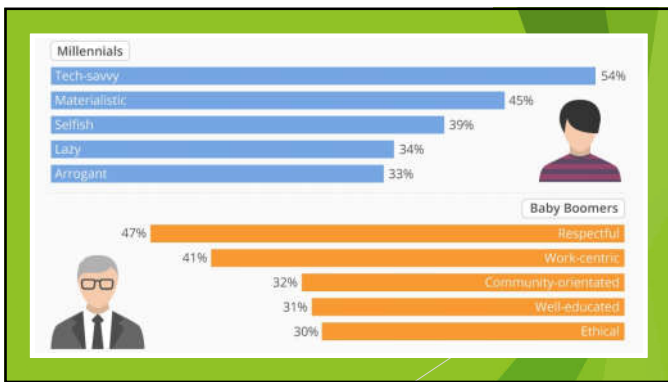
---

---

---

---

---




---

---

---

---

---

---

---

---

## Tips for managing and motivating each generation

- \*Communicate change clearly and express its impact. (nonmaleficence and beneficence)
- \*Provide feedback through coaching and mentoring. (nonmaleficence and beneficence)
- \*Foster the concept of community and value. (nonmaleficence and beneficence)
- \*Provide generations with opportunities for learning, growth, and professional development. (autonomy)
- \*Provide flexibility and support for personal preferences. (autonomy)
- \*Make internal policies transparent. (fidelity)
- \*Promote understanding about the different ways people express similar values. (autonomy)
- \*Leaders should be competent, strong, and trustworthy. (fidelity)
- \*Value differences and promote understanding across different roles and generations. (nonmaleficence and beneficence)
- \*Bring awareness and respect of the different generations. (nonmaleficence and beneficence.)
- \*Delegate roles and responsibilities based on individual strengths. (autonomy)
- \* "How would you do that? I'd love to hear more about it." (autonomy)

---

---

---

---

---

---

---

---

### The world looks different to each generation...

- ▶ Cable TV
- ▶ Streaming services
- ▶ Bulk shopping
- ▶ No more land lines
- ▶ Lifelong commitment to one partner has been replaced by blended families.
- ▶ Finding a good business suit has been replaced with casual wear.
- ▶ Cursive writing has been replaced with printing.
- ▶ Traditional grammar has been replaced with causal texting.
- ▶ Sewing has been replaced because it is cheaper to buy new than to sew.
- ▶ Sending post card has been replaced by texting.
- ▶ Buying a home replaced by renting.
- ▶ Smoking replaced by vaping.
- ▶ Walking in stilettos replaced by sneakers
- ▶ Dealing with cash replaced by card payments, going to the bank digital banking
- ▶ Hailing a cab, using Uber or Lyft
- ▶ Working 9-5 flexible work hours
- ▶ Using GPS smartphone
- ▶ Using voice mail send text
- ▶ Paper napkins replaced by cloth napkins.
- ▶ Using fine China is out of style.

---

---

---

---

---

---

---

---

---

---

### Out of style:

- ▶ salt/pepper shapers
- ▶ cookie jars
- ▶ manual can openers
- ▶ love for candy corn
- ▶ reading magazines
- ▶ cooking with Teflon pans
- ▶ playing CDs and DVDs
- ▶ business cards (use QR codes)
- ▶ pantyhose
- ▶ ironing

---

---

---

---

---

---

---

---

---

---

### Times Have Changed...

- ▶ Using calculators smartphone
- ▶ Cooking: dining out more often, ready meals
- ▶ Paper Invitations: digital invites (cheaper)
- ▶ Shopping at the Mall: order online
- ▶ Alarm clock: smart phone
- ▶ Send a fax: email/texts
- ▶ Packing lunch
- ▶ Eat in cafeteria
- ▶ Driving a stick
- ▶ Reading a book/magazine
- ▶ Desktop computers: newer technology
- ▶ Repairing shoes: buy new ones
- ▶ Postage stamps: send text/email
- ▶ Wall calendars: smart phones
- ▶ Instant coffee
- ▶ Plastic straws: use reusable straws
- ▶ Work in the office: work from home
- ▶ Tying a tie: not wearing tie
- ▶ Balancing a checkbook

---

---

---

---

---


---

---

---

---

---



Let's Play another Game...  
What generation is this?  
  
Who says:  
  
"What's in it for me?"

---

---

---

---

---

---

---

---

"What's in it for me?"  
  
Answer: Gen X

---

---

---

---

---

---

---

---

"Have you tried everybody else?  
If you call everybody else and can't get  
anybody, let me know and I will come in."

---

---

---

---

---

---

---

---

“Have you tried everybody else? If you call everybody else and can’t get anybody, let me know and I will come in.”

Answer: Baby Boomer

---

---

---


---

---

---

---

“What time do you need me there?”



---

---

---

---

---

---

---

“What time do you need me there?”

Answer: Traditionalist

---

---

---

---

---

---

---



“Sorry. I have plans but call me next time.”

---

---

---

---

---

---

---

“Sorry. I have plans, but call me next time”

Answer: Millennial

---

---

---

---

---

---

---

**Ethical concepts of nonmaleficence, beneficence, autonomy, and fidelity**

Case managers should always:

- respect the rights and inherent dignity of all generations.
- using the ethical concepts of nonmaleficence (do no harm) and beneficence (do good) when interacting with all generations.
- respect the decisions made by the various generations (autonomy).
- be truthful, keep promises, and be respectful of all generations.

---

---

---

---

---

---

---

### Generational differences and similarities

- All generations have similar needs for things like autonomy, independence, and connection.
- Work to identify intent and interest behind the attitudes and actions of those from other generations.
- Push back on implicit bias.




---

---

---

---

---

---

---

---

### Case Management Interventions to Successfully Close Generation Gaps

- Don't draw conclusions based on generational stereotypes.
- Don't assume everyone sees things like you do.
- Reject the notion that generations are in competition.
- Seek ways for every generation to create value.
- Bust myths, don't use generation as an insult.
- Build intergenerational collaboration and trust.
- Avoid generational shaming, stereotypes, and age biases.
- Respect each person as their own individual regardless of generation.
- Ensure an environment where everyone feels welcome to share ideas as well as ask for help.
- Build trust with members of all generations.




---

---

---

---

---

---

---

---

### Mental Health

- ▶ According to a survey in a Harvard Business Review article, employers who support mental health initiatives are likely to benefit the employees and improve productivity. It states that employees who felt supported by their employer in terms of mental health were less likely to experience mental health symptoms, underperform at work, or miss work.
- ▶ Additionally, they were more likely to have higher job satisfaction, higher intention to stay at their company, and have a more positive view of their company and its leadership.
- ▶ That's why organizations might consider offering a more supportive environment and benefits related to mental health that employees can enjoy. This approach can be helpful to workers from all generations.




---

---

---

---

---

---

---

---

**Remember that:**

- Autonomy matters.
- All generations can benefit from having options and flexibility.
- Connections matter.
- There is value in diversity and sharing knowledges.
- Generational differences are like cultural differences.
- Generations may not work well together unless there is a strategy.
- Attitudes and values form during formative years influenced by what is going on in the world.
- We like to work with those of similar age.
- Everyone has a story!

---

---

---

---

---

---

---

---

**Summary**

Most organizations have a multi-generational workforce. This provides opportunities to share experiences and knowledges. Every generation has something to learn and teach.

I hope this presentation has provided insight into the generational diverse workforce. Case management interventions are vital in building bridges to connect the generations, unlock the potential strength of each generation, and develop a strong, diverse, and collaborative workforce with satisfying work experiences.

---

---

---

---

---

---

---

---

**References**

- 44 Of The Most Interesting Facts About Generation X. July 26, 2015, Dan Schawbel, Blog, Gen X Research.
- Generation X In The Workplace: Bridging The Gap. April 12, 2023. Laura Angers Maddox. [https://www.betterhelp.com/advice/editorial\\_team/laura-angers](https://www.betterhelp.com/advice/editorial_team/laura-angers).
- Generation X. [https://en.wikipedia.org/wiki/Generation\\_X](https://en.wikipedia.org/wiki/Generation_X).
- Gerhardt, M., Nachevson-Ekwall, J., & Fogel, B. (2021). *Gentelligence: The Revolutionary Approach to Leading an Intergenerational Workforce*. Rowman & Littlefield.
- *Harvard Business Review*, Harvard Business Publishing, Brighton, Massachusetts.
- <https://www.kasasa.com/exchange/articles/generations/gen-x-gen-y-gen-z>.
- <https://www.investopedia.com/terms/g/generation-x-genx.asp>.
- <https://www.usatoday.com/story/news/2022/09/02/what-years-gen-x-millennials-baby>.
- [https://www.betterhelp.com/advice/editorial\\_team/laura-angers](https://www.betterhelp.com/advice/editorial_team/laura-angers).
- <https://www.PurdueGlobal.EDU/Education>.
- <https://CASBS.Stanford.EDU/People/Roberta.R.Katz>.
- What are the Five Generations in the Workplace? Miguel Pobre. July 7, 2020. TECHFUNNEL.COM © 2023 TECHFUNNEL.
- *What Does Each Generation Want From Their Office Experience?* Retrieved from <https://www.babyboomers.com/article/what-does-each-generation-want-from-their-office-experience>. (March 2023).

---

---

---

---

---

---

---

---



---

---

---

---

---

---

---