

# Generational Understanding and Professional Involvement

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# Objectives

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Identify cross-generational approaches to improve interpersonal relations between technologists and students in a clinical setting.



Identify recurrent barriers to interdisciplinary cooperation in nuclear medicine departments.



Analyze generational characteristics to effectively develop collaborative methodologies.

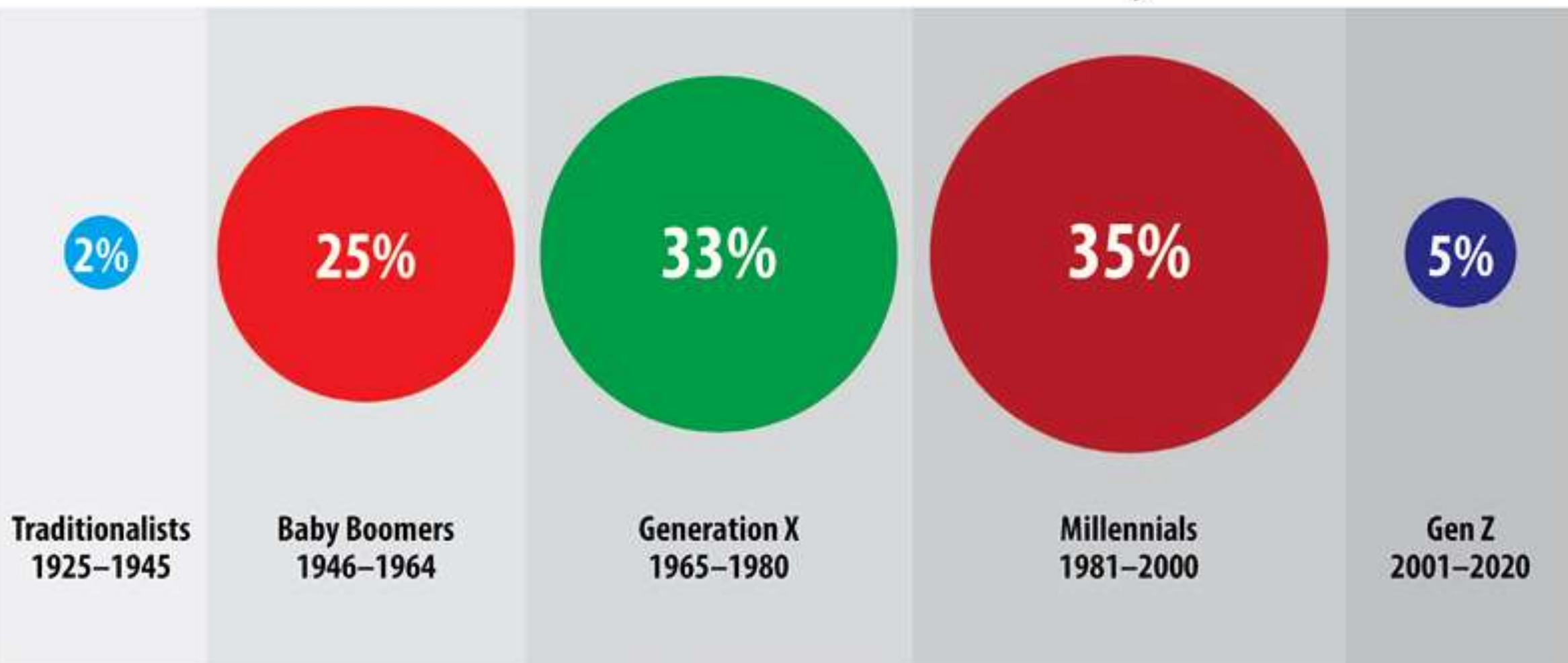


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# Current U.S. Workforce Numbers by Generation



Source: "Labor Force Composition by Generation," Pew Research Center (2015)



# Social Identity

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- **Social Identity Theory**- a classification system for oneself and others on the basis of perceived similarities and differences (Tajfel & Turner, 1985).
  - Provides a sense of belonging to a certain generation
  - Creates dissonance with members from other generations
  - Provides an opportunity for biased opinions to formulate

# Generalizations

Definition- categorizing members of the same group as having similar characteristics (AFSUSA, n.d.).

Pattern recognition for generational characteristics.

Provide a foundation of knowledge for each generation.

An open-minded expectation when interacting with certain generations.





# Stereotypes

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- Definition- when all members of a group are categorized as having the same characteristics (AFSUSA, n.d.).
- Resistant to new information.
- Precursor to prejudice and discrimination.
- Do not recognize individuality.
- Interfere with intergenerational collaboration.

# Traditionalists

Born  
1925-1945

Characteristics: Dependable, Straightforward, Loyal, Strong Work Ethic

Shaped by: The Great Depression, World War II, Radio and Movies

Communication Style: Face to Face, handwritten notes instead of emails or texts

Motivated by: Respect, Recognition, providing long-term value to the company

Worldview: Obedience over individualism, age equals seniority, advancing through hierarchy

# Tips for communicating with Traditionalists

1

Show respect for their experience.

2

Be honest, candid, and direct.

3

Provide sufficient time and information regarding any upcoming changes.

4

Use them as mentors to transfer knowledge and experience to younger generations.

5

Provide recognition for their contributions.

6

Continue to offer development opportunities.

# Baby Boomers

## Born 1946-1964

Character tics: Optimistic, Competitive, Workaholic, Team-Oriented

Shaped by: Vietnam War, Civil Rights Movement, Watergate

Communication Style: most efficient, including phone calls and face to face

Motivated by: Company loyalty, teamwork, duty

Worldview: Achievement comes after paying one's dues; sacrifice for success

# Tips for communicating with Baby Boomers

1

Treat them as equals.  
Ask their opinion;  
don't direct.

2

Provide challenging  
and varied work  
assignments.

3

Provide public  
recognition for their  
contributions.

4

Show respect for  
their input,  
knowledge, and  
experience.

5

Offer professional  
development  
opportunities.

6

Use them as mentors  
to transfer knowledge  
and experience to  
younger generations.



# Fun fact

**10,000 Baby Boomers reach retirement age every day.**

# Generation X

Born 1965-  
1980

Characteristics: Flexible, Informal, Skeptical, Independent

Shaped by: AIDS epidemic, the fall of the Berlin Wall, the dot-com boom

Communication Style: Whatever is most efficient, including phone calls and face to face

Motivated by: Diversity, work-life balance, their personal-professional interests rather than the company's interests

Worldview: Favoring diversity; quick to move on if their employer fails to meet their needs, resistant to change at work if it affects their personal lives

A hand holding a smartphone in front of a whiteboard with diagrams.

# Tips for communicating with Generation X

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- Be approachable and encourage ideas.
- Provide challenging and varied work.
- Use performance-based rewards and promotion.
- Take time to personally engage and acknowledge them individually for contributions.
- Avoid micromanaging.
- Maintain two-way communication. Gen Xers want to interact and participate in decision-making.
- Help them see how their contributions achieve the organization's goals.
- Be prepared to be flexible to allow them to balance family and work responsibilities.



## Fun Fact

Generation X is also referred to as the “sandwich generation,” wedged between caring for their parents and raising their kids. This dual caregiving responsibility creates enormous stress, so they seek and are motivated by work-life balance and their personal-professional interests rather than the company’s interests.



# Millennials (Gen Y)

## Born 1981-2000

- Characteristics: Competitive, Civic and open minded, Achievement Oriented
- Shaped by: 9/11, the internet, housing market crash
- Communication Style: Texts and emails
- Motivated by: Responsibility, the quality of their manager, unique work experiences
- Worldview: Seeking challenge, growth and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

# Tips for communicating with Millennials

1

Set ground rules early, particularly around technology use.

2

Provide clear direction, support, and regular feedback.

3

Provide people-skills training.

4

Provide stimulation through a variety of roles in the team.

5

Show openness to their ideas.

6

Be flexible—find ways to allow them to pursue the activities they enjoy.

7

Involve them in decision-making.

# Fun Fact

15 percent of millennials ages 25–35 live at home with their parents.

And

By 2025, millennials will comprise 75% of the global workforce

# Generation Z

## Born 2001-2020



Characteristics: Global, entrepreneurial, progressive, less focused



Shaped by: Life after 9/11, the Great Recession, access to technology from a young age



Communication style: IMs, texts, social media

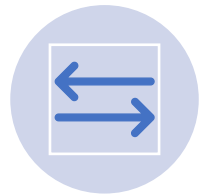


Motivated by: Diversity, personalization, individuality, creativity



Worldview: Self-identifying as digital device addicts; valuing independence and individuality; preferring to work with millennial managers, innovative coworkers, and new technologies

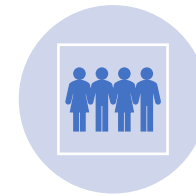
# Tips for Communicating with Gen Z



Provide clear direction, support, and regular feedback.



Provide people-skills training.



Provide stimulation through a variety of roles on the team.



Provide challenging and varied work.



Use performance-based rewards and promotion.



Be flexible—find ways to allow them to pursue the activities they enjoy.

# Fun Facts

40% Gen Zers want to interact with their boss daily or several times each day

84% Gen Zers expect their employer to provide formal training

53% Gen Zers prefer face-to-face communication, despite seemingly being attached to their smartphones 24/7



## Collegiate Generations

- Most undergraduate students belong to Generation Z.
- 57% of Generation Z between ages 18-21 have enrolled into undergraduate programs.
- These are notable enrollment increases compared to Millennials and Generation X which are 52% and 43% respectively.





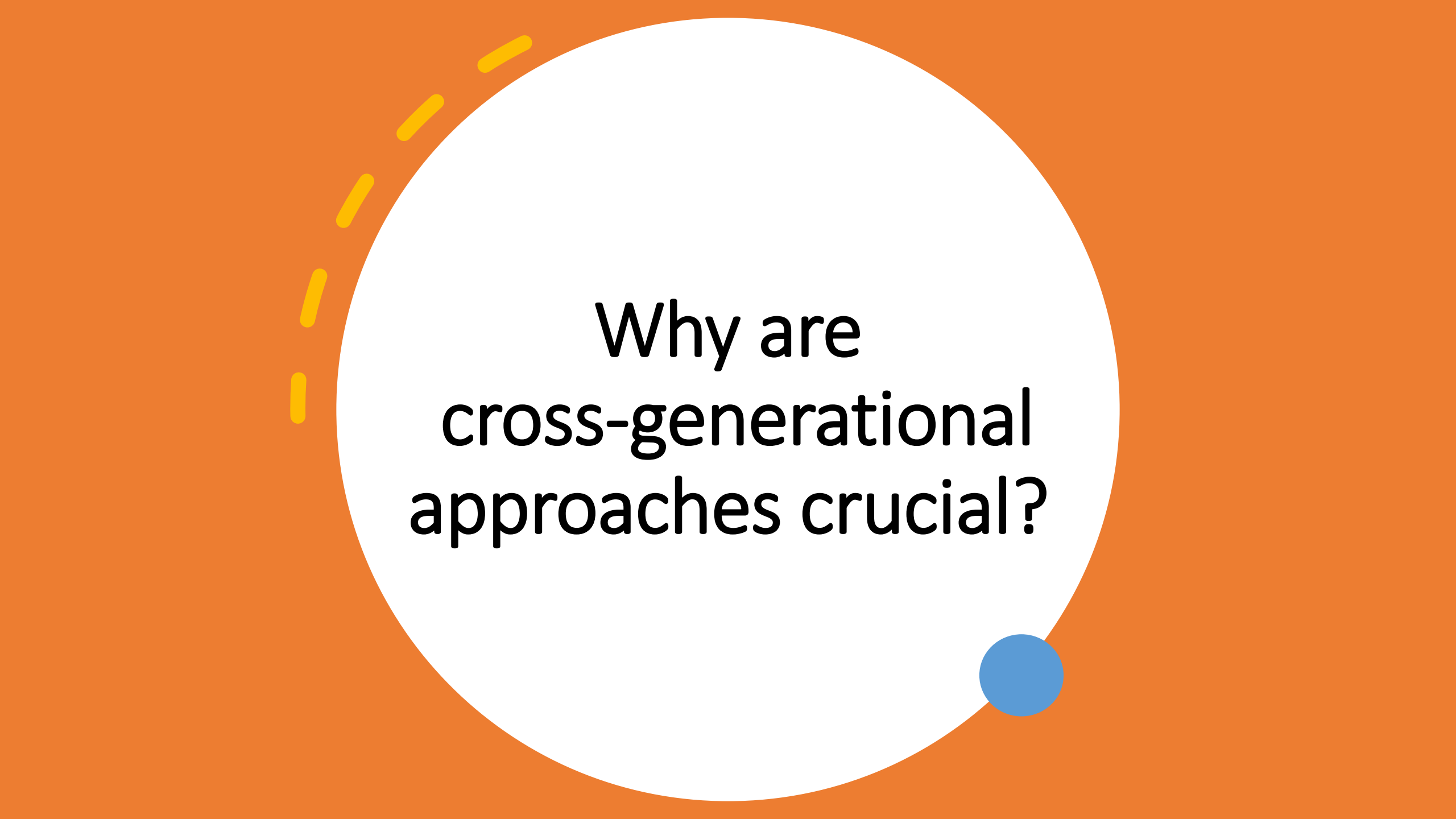
## NMT Generational Data

- The average age for technologists nationally is 45.
- There are roughly 16,910 licensed technologists in the U.S.
- Data suggests that the average technologist will belong to Generation X.

# Cross- generational approaches

- Understanding Generational Differences
- Value of Diversity
- Knowledge Exchange
- Mentorship or Reverse Mentorship
- Team Building Activities
- Flexible Communication Channels
- Respect for Diverse Perspectives





Why are  
cross-generational  
approaches crucial?

Recurrent barriers in the  
Nuclear Medicine  
department?



What is the Problem?



## Conflicting Perspectives

### Generation Z:

- Value Creative Expression
- Advocate Diversification
- Encourage Training Provisions
- Prefer Face-To-Face Communication

### Generation X:

- Value Work-Life Balance
- Alignment of Personal and Organizational Goals
- Independent
- Communicate Through Efficient Methods

# Conflicting Perspectives

## Millennials:

- Value Quality Managers
- Goal-Oriented
- High Turnover Rates in Response to Change
- Prefer Electronic Communication

## Baby Boomers:

- Value Corporate Loyalty
- Pay Your Dues to Achieve Success
- Workaholics
- Communicate Through Efficient Methods

# Case Study

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**Nancy-** nurse with 25 years of experience, well respected by peers, and hard-working for work's sake.

**Julie-** newly graduated nurse, goal oriented, values peer evaluations, and demands quick responses. Peers have described Julie as disrespectful to senior faculty.

**Conflict-** Nancy and Julie are scheduled to work in the same OR. Nancy is the senior RN for the day. Julie notices that a complex procedure has been scheduled for the day and would like to observe the procedure to build her skills. Nancy determines that the procedure is too difficult for Julie's current skill set but allows Julie to count instruments prior to the procedure. In the middle of counting instruments, Nancy becomes notified of a situation that requires her immediate attention and instructs Julie to finish the count before she returns. While Nancy is gone, Julie rearranges the OR match her own expectations. When Nancy returns and realizes what has been done, the procedure begins. During the operation, Nancy notices that Julie has not been hands on and has only stood by watching. Nancy (who follows procedure by the book) tells Julie that her behavior is unbecoming. Julie responds by saying that she resents Nancy for not trusting her abilities as a team member. Once the procedure has finished, Nancy and Julie are frustrated and angry.





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## Case Study Cont.

### **Conflict Resolution:**

- A “win-win” solution should be pursued
- Teamwork and Collaboration should be encouraged
- Empowerment should be provided
- A mediator should be involved to achieve mutual goals.



# Clinical Example

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- **Key players:** Student (Generation Z), Patient (Traditionalist), and NMT (Generation X)
- **Scenario:** The student perceived that a patient made an inappropriate comment about the roles of women and took offense. This prompted the student to ask the clinical supervisor to take over care for the patient. However, the clinical supervisor did not take the matter as seriously as the student had hoped. Due to feeling like their concerns were being ignored, the student brought the situation to the director of the radiology department and the clinical coordinator for the nuclear medicine program. This was the catalyst for intergenerational conflict within the department.



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# Summary

01

**Encourage cross-collaboration and mutual mentoring.**

02

**Prioritize flexibility.**

03

**Dispel generational stereotypes.**

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