



# MANAGING DIVERSE PERSONALITIES IN THE WORKPLACE

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# OBJECTIVES

- Learn five common personality types in the workplace by generation and strategies to manage each type
- Explore generational differences in the workplace
- Explore the fundamental requirements of a healthy supervisory relationship in each personality type
- Learn conflict resolution approaches for each generational personality type

## WORKPLACE DIVERSITY What companies need to focus on?



Graphics: Sadhana Saxena

TIMESJOBS.COM

# HEALTHCARE STATISTICS

- ❖ The healthcare industry exceeds \$1.67 trillion dollars in annual revenue each year.
- ❖ The average health care employee salary is \$39,400.
- ❖ There are over 16 million health care employees in the United States.
- ❖ The median age of health care workers nationwide is 42.

(US Census Bureau, 2016)

## Trends in the Healthcare Field

Aging workforce

Decrease in workforce nationwide

Declining employee retention

Increase in multigenerational teams

## SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:



**TRADS**  
1928 – 1944

### TRADITIONALISTS:

Value authority and a top-down management approach; hard working; 'make do or do without'.



**BOOMERS**  
1945 – 1964

### BABY BOOMERS:

Expect some degree of deference to their opinions; workaholics



**GEN X**  
1965 – 1979

### GENERATION X:

Comfortable with authority; will work as hard as is needed; importance of work life balance.



**GEN Y**  
1980 – 1994

### GENERATION Y:

Respect must be earned. Technologically savvy; goal and achievement oriented.






















**GEN Z**  
1995+

### GENERATION Z:

Many traits still to emerge. Digital natives, fast decision makers, highly connected.



Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Corbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Clastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" – entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

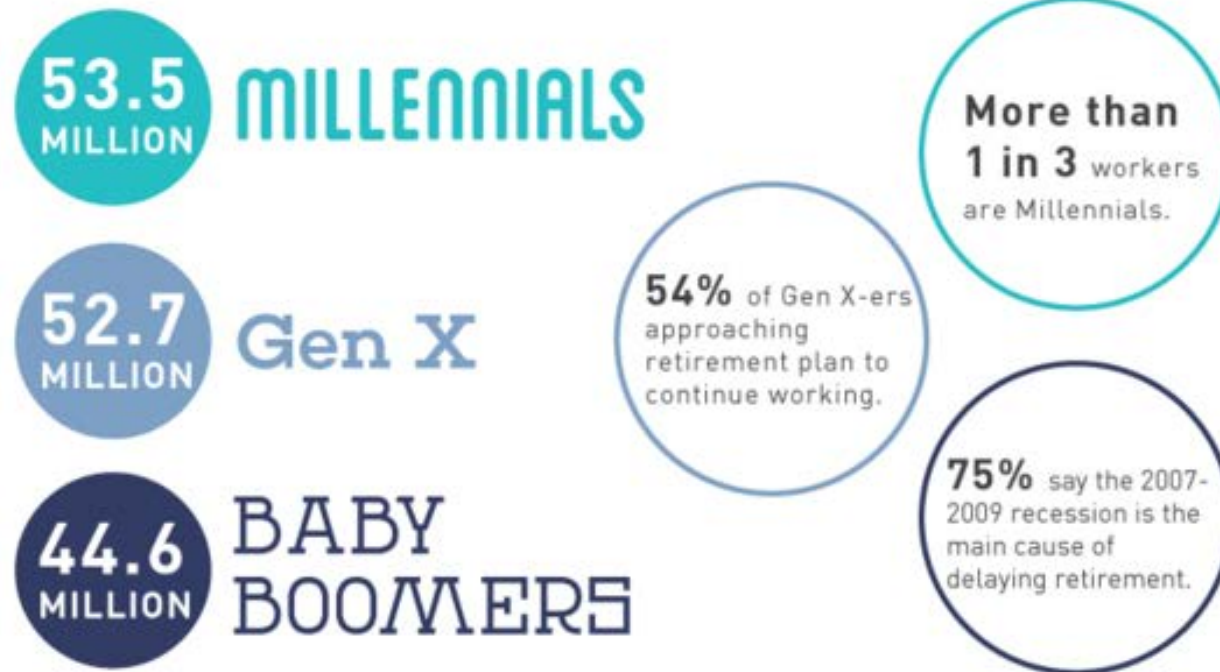
\*Percentages are approximate at the time of publication.

# How to Manage Three Generations As One Team

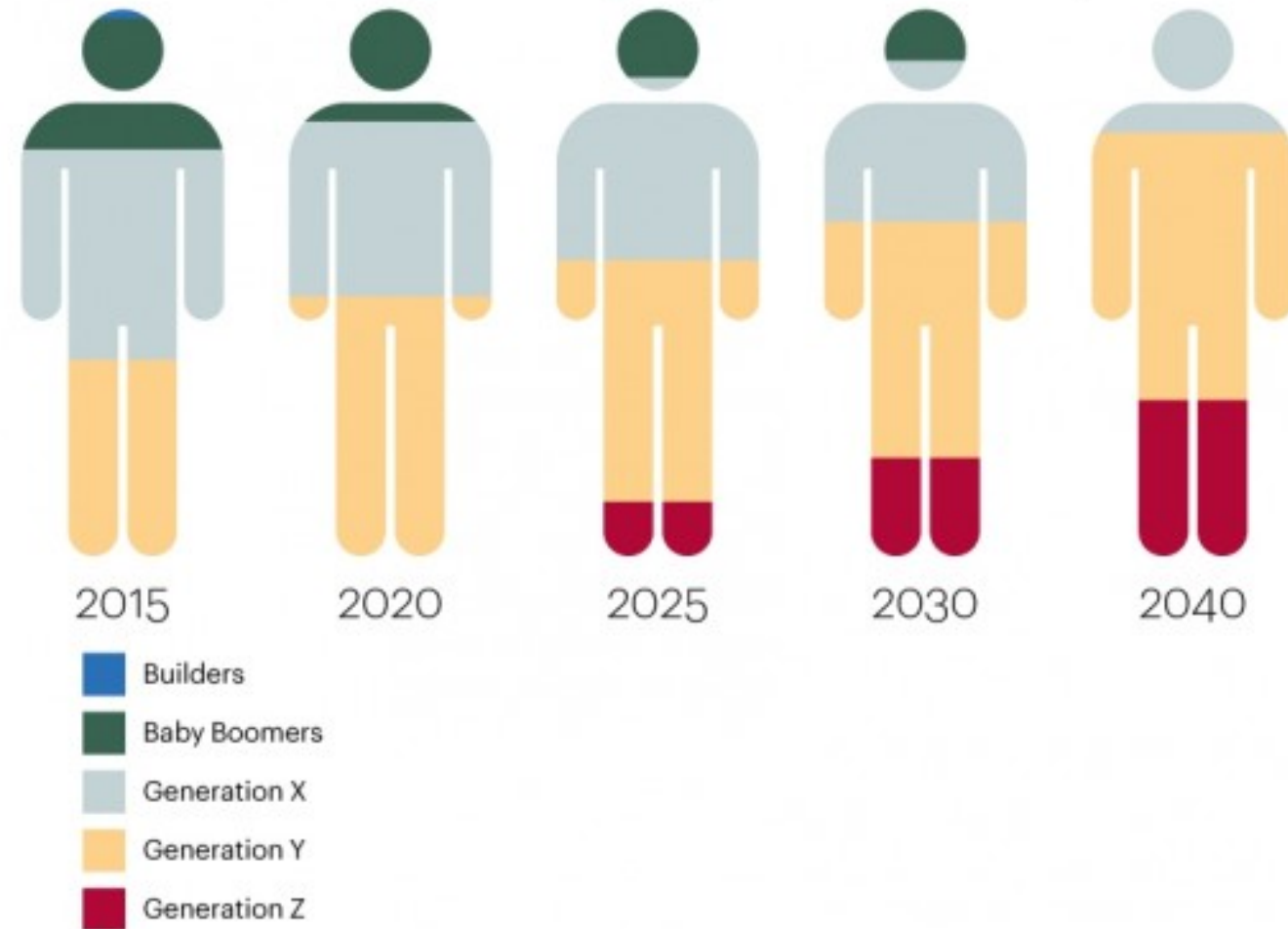
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## THE GENERATION GAP

What generations make up today's workforce?



## Millennials will comprise the majority of the workforce by 2025



# TRADITIONALISTS

- ❖ Tend to have a strong work ethic and consider work to be a privilege.
- ❖ Conformity and conservatism are valued.
- ❖ Tend to be less likely to change jobs and are considered to be highly loyal to companies.
- ❖ May prefer face to face conversations and phone calls over electronic communication.
- ❖ great one-on-one interpersonal skills because they're more accustomed to dealing with people eye-to-eye. They've honed their abilities to use this to their advantages.
- ❖ Tend to respect authority and structure.
- ❖ Seek to be rewarded for their own values of loyalty and being a team player.

(Fitzpatrick, 2016, and Kane, 2017)



# CONFLICT RESOLUTION WITH TRADITIONALISTS

- ❖ Tend to not “ruffle feathers” and may avoid confrontation with others when possible.
- ❖ Face to face discussions about performance are preferred.
- ❖ Place value on their role on the team and how vital they are to the team’s success.
- ❖ Encourage mentorship roles between traditionalists and younger staff with whom they may disagree with.
- ❖ Tend to respond well to leaders who delegate and provide structure, so approach issues and concerns in a systemic approach and follow through on decisions.
- ❖ Traditionalists may struggle to learn new technology as it evolves and changes the practice of law, and they may try your younger staff's patience with the need for ongoing instruction in this area.

(Weiss, 2017)

# BABY BOOMERS

- ❖ Tend to appreciate the comradery of an office setting and prefer meeting in person.
- ❖ Boomers believe in hierarchal structure and rankism.
- ❖ They believe in "face time" at the office and may fault younger generations for working remotely. Tend to be confident, independent, and self-reliant.
- ❖ Tend to be "Work Centric." Baby Boomers are extremely hardworking and motivated by position, perks, and prestige. They relish long work weeks and define themselves by their professional accomplishments.
- ❖ Expect accessibility and follow through.
- ❖ Perform well on teams and enjoy interacting with others.

(Fitzpatrick, 2016, and Kane, 2017)

# CONFLICT RESOLUTION WITH BABY BOOMERS

- ❖ Since they sacrificed a great deal to get where they are in their career, this workaholic generation believes that Gen X and Gen Y should pay their dues and conform to a culture of overwork.
- ❖ May have a hard time adjusting to workplace flexibility trends.
- ❖ Baby Boomers may criticize younger generations for a lack of work ethic and commitment to the workplace.
- ❖ Baby Boomers are not afraid of confrontation and will not hesitate to challenge established practices.
- ❖ Utilize existing recognition programs to draw attention to areas of their position in which they are excelling.

(Fitzpatrick, 2016, and Kane, 2017)



# GENERATIONAL CONFLICTS IN THE WORKPLACE:



## BABY BOOMER VS GENERATION Y

Generational conflicts in the workplace are nothing new, however, as more and more members of Generation Y enter the workforce, tensions between these younger workers and their older colleagues are bound to rise. With nearly two decades separating them, it's no surprise that Baby Boomer employees and Generation Y employees have the most difficulty working together. Each of these generations have vastly different values, attitudes, and behaviors, which often clash in the work environment. Identifying the major differences between these two generations is important.

We communicate best by talking to someone in **person** or on the **phone**



BABY BOOMER

GENERATION Y



We communicate best by talking to someone through **instant message**, **email**, or **text message**



I prefer a more **formal** dress code, where a suit would be appropriate

I believe that working from at least **9 to 5** in the office every day is the best way to get work done



I prefer a **traditional classroom** learning style that is instructor-led



I prefer **minimum** supervision from management



I am content with an **annually** scheduled performance review

MERGENTIS

I need **frequent** performance reviews



I prefer **some** guidance from management



I prefer a more **casual** dress code, where jeans would be appropriate



I prefer to **set my own hours** and work from home and/or the office



I prefer **technology-based** forms of learning such as **mobile learning** and **gamification**



# GENERATION X

- ❖ Tend to be practical, informal, and to prefer direct feedback.
- ❖ Employees in Gen X are seeking a healthy work-life balance and strongly value workplace flexibility.
- ❖ Tend to be less committed to a single employer and are more willing to change jobs to get ahead than previous generations.
- ❖ Tend to be highly effective managers compared to other generations.
- ❖ Can be described as adaptable, problem solving, and collaborative.
- ❖ Tend to be ambitious, and eager to learn new skills.
- ❖ Gen Xers appreciate fun in the workplace and espouse a work hard/play hard mentality. This generation's managers often incorporate humor and games into work activities.

(Fitzpatrick, 2016 and Xiang, 2017)



# CONFLICT RESOLUTION WITH GEN X

- ❖ Tend to be practical, informal, and to prefer direct feedback.
- ❖ They dislike being micro-managed and embrace a hands-off management philosophy.
- ❖ Can struggle with “Executive Presence,” thus, may need additional coaching and mentoring.
- ❖ May possess a casual disdain for authority figures and structured work hours that limit flexibility.

(Fitzpatrick, 2016, and Xiang, 2017)

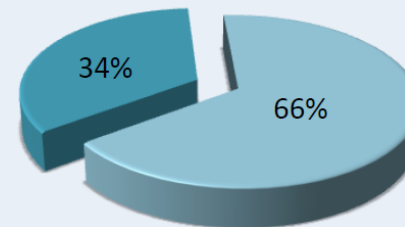
# GEN Y (MILLENIALS)

- ❖ Tend to prefer supervision styles that are supportive, informal, and similar to mentorships.
- ❖ Tend to require clear direction, timely feedback, structure, and vision in company goals.
- ❖ Tend to believe that passion about one's work is essential.
- ❖ Tend to work long hours and invest a great deal of time in their work *if the passion is there*.
- ❖ Thrive on continuous feedback and autonomy.
- ❖ Strong values on respect for diversity, and tend to work well in a team environment.

(Fitzpatrick, 2016)

**Millennials in the Workforce - 2014**

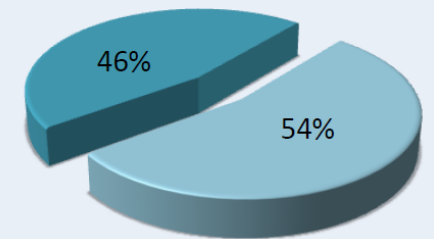
■ Millennials   ■ Older Generations



Source: Lynch, 2008

**Millennials in the Workforce - 2020**

■ Millennials   ■ Older Generations



Source: Lynch, 2008

# CONFLICT RESOLUTION WITH GEN Y

- ❖ Only 36% of Gen Z's surveyed identified feeling confident with conflict resolution skills (Ranstad Canada, 2017).
- ❖ Tend to struggle with policies and procedures that don't make sense to them or may be inefficient. Taking the time to explain how decisions are made and why can help alleviate this concern.
- ❖ Respond well to direct explanations about change, how decisions are made, and prefer to be involved in decision-making.
- ❖ Tend to be loyal to careers and positions, not employers, so focus on the passion that inspired them to join the field and build upon that passion.
- ❖ Research indicates they “withdraw” or “negotiate” during conflict.

(Fitzpatrick, 2016)

# GENERATION X

1960s to 1980s



# GENERATION Y

1980 to 1990s



# GENERATION Z

- ❖ Aspire toward security and stability in their jobs.
- ❖ Tend to respond to leadership that allows individualism and self-expression, so be sure to allow staff to freely voice concerns without fear of judgment.
- ❖ Possess quick reaction times and can process information very efficiently, but may have shorter attention spans.
- ❖ Described as “technoholics” and highly dependent on technology as a communication platform.
- ❖ Described as “career multitaskers,” can efficiently and seamlessly learn and navigate through career identities.
- ❖ They welcome exciting, challenging projects and strive to make a difference.

(Ziang, 2017)



# CONFLICT RESOLUTION WITH GENERATION Z

- ❖ Only 22% of Gen Z's surveyed identified feeling confident with conflict resolution skills (Ranstad Canada, 2017).
- ❖ Embrace technology and online learning as a way to provide more education and training with skill deficits.
- ❖ Explore creative and nontraditional solutions toward problem solving, both individually and with teams.
- ❖ Focus on skill deficits in the following areas primarily: conflict resolution, negotiation, speaking in front of a crowd, professional etiquette.

# CAUSES OF MULTIGENERATIONAL CONFLICT

- ❖ Miscommunication
- ❖ Work-life balance issues
- ❖ Technology use differences
- ❖ Relationship difficulties

The cost to our business is increased turnover, lower productivity, and low organizational morale.

(Hillman, 2014)

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**“Don’t think of me as a 54 year old job applicant.  
Think of it as getting two 27 year olds for the price of one!”**

# MANAGING MULTIGENERATIONAL TEAMS

Think of the last time you heard comments like these...

“You’re right, but I make the decisions.”

“I remember when...”

“Just do your job.”

“He wants a promotion after only six months.”

“They have no work ethic.”



# MANAGING MULTIGENERATIONAL TEAMS

1. Read body language and facial expressions.
2. Be cautious about references that may seem “dated.”
3. Be responsible for your own intake of information.
4. Encourage everyone to seek clarification if they are unclear with workplace communication.
5. Acknowledge that age diversity should be embraced and respected.
6. Establish commonalities, including company vision, and shared workplace values.

(FitzPatrick, 2017 and Huppke, 2012)

# COMMUNICATION IN MULTIGENERATIONAL TEAMS

1. Provide all employees with a clear organizational vision.
2. Provide increased feedback to Gen Y employees.
3. Use cross-generational team problem solving and promote shared work values.
4. Use social media and mobile devices to communicate primarily with Gen Y employees.

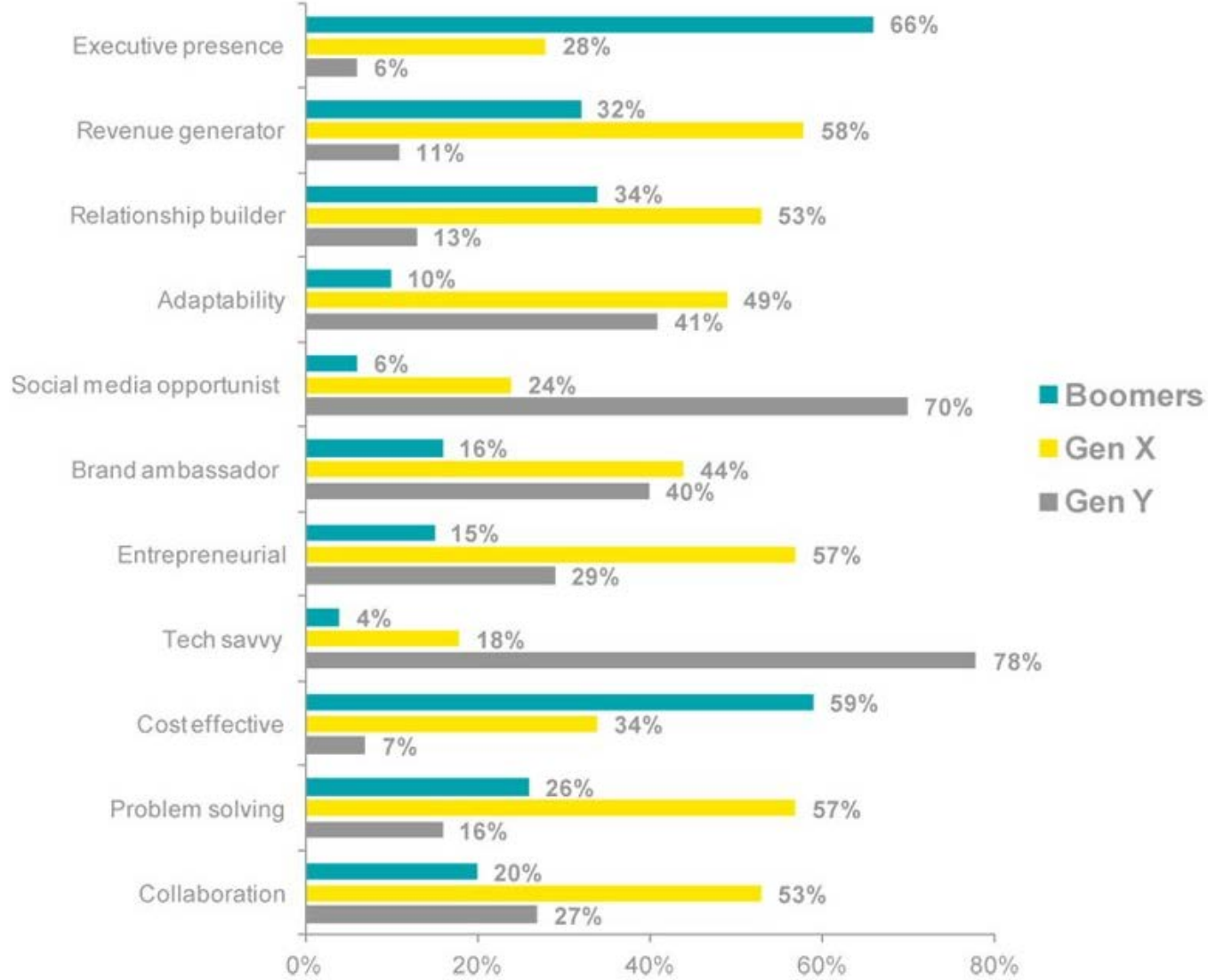
(Hillman, 2014).



# EDUCATION IN MULTIGENERATIONAL TEAMS

1. Provide managers with generational diversity training.
2. Provide generational diversity workshops that promote shared work values.
3. Provide Gen Y with technology based learning opportunities and immediate feedback.
4. Provide frequent ongoing education opportunities to all employees, but particularly to Gen Y.
5. Unleash the knowledge transfer potential of your team.

(Hillman, 2014).



# STRATEGIES TO RETAIN OLDER WORKERS

- ❑ Focus heavily on workplace flexibility, including scheduling and flex time.
- ❑ Conduct workplace assessments to strategize ways to implement “disability management.”
- ❑ Design and promote policies that address work/life balance.
- ❑ Utilize experienced workers in mentorship capacities and/or leadership positions.
- ❑ Utilize assistive technologies that act as “productivity enhancement tools.”

(Office of Disability Employment Policy 2013)