



Communicating Across Generations

Managing generational conflict in the workplace

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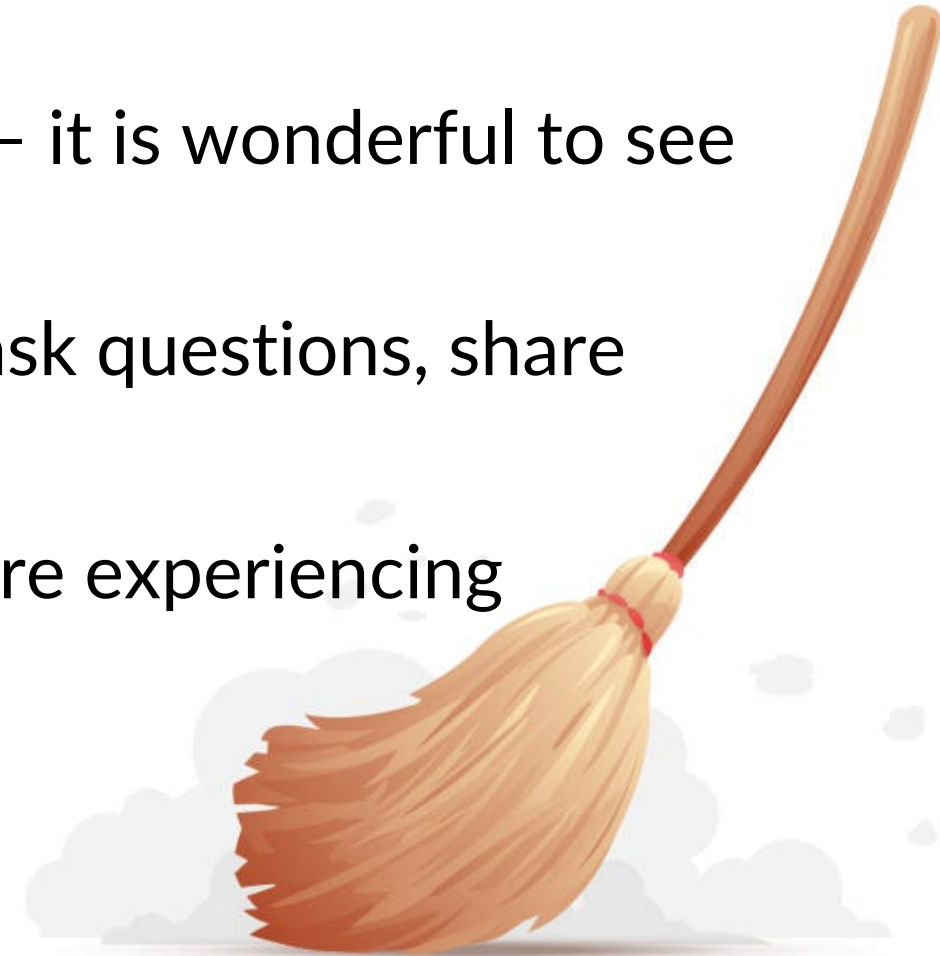
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HOUSEKEEPING



- This session is being recorded and the **recording** will be provided to all registrants.
- **Be present** and if possible be on camera – it is wonderful to see everyone!
- Use the **chat** box or **unmute** yourself to ask questions, share comments, and thoughts.
- Send a message to **Mariah Blake**, if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session.



Access to Care & Clinician Support

Recruitment & Retention

National
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Resources

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Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

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What generation are
you?



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Please share a little more about yourself (organization, role, time in that role, favorite waffle topping, etc.)



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Is conflict a generational
trait?

(i.e., Is it inevitable between
generations?)



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Is conflict an age-related
trait?

(i.e., Are certain aged people
inherently more conflict
prone?)



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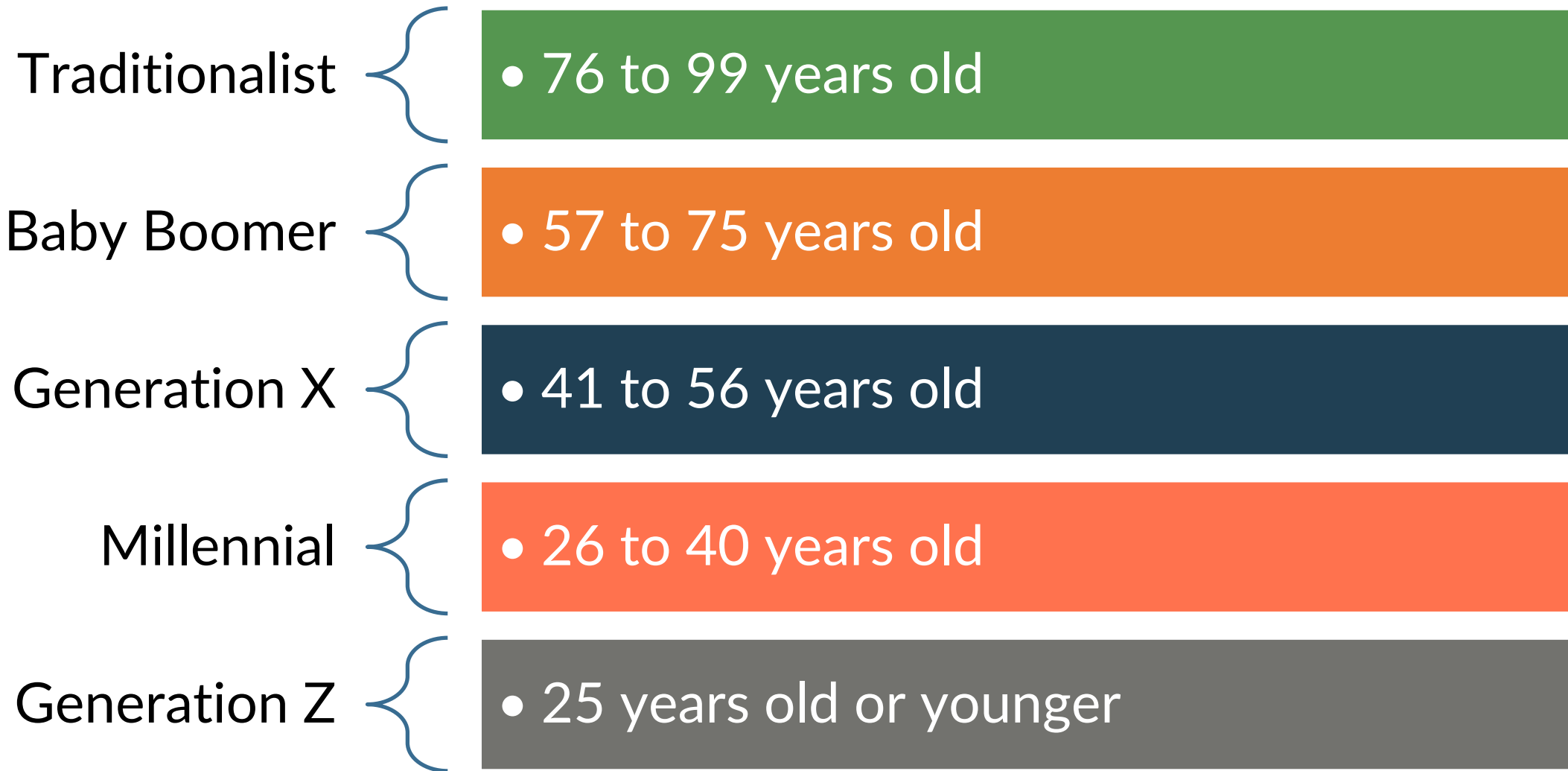
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Is good (or bad)
communication a
generational trait?

(i.e., Do people communicate
better or worse depending
on their generation?)



GENERATIONS IN THE WORKFORCE



ACKNOWLEDGING DIFFERENCES VS. STEREOTYPING



Differences

- Nuanced
- Acknowledges and respects identity, beliefs, culture, etc.
- Driven by more objective thinking

Stereotypes

- Biased
- Harmful
- Stigmatizing
- Used to marginalize and promote inequity
- All or nothing thinking

Diversity is essential, but not the goal.

While it's important to diversify the health center workforce, we must remember that diversity alone is just math. A fully representative workforce is essential, but does not necessarily mean staff of marginalized identities feel safe, heard, and respected; that your clients benefit from that diversity; or that your policies and procedures are just. Moreover, integrating and retaining staff of color, for example, means you must resist institutional racism. Perceive this toolkit, then, as a guide to get started, but we urge you to go deeper in equity and inclusion with our additional recommended resources.

Click [here](#) to access the Building an Inclusive Organization Toolkit

SOME INFO ON GENERATIONS



➤ 5 generations in the workplace

<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-manage-intergenerational-conflict-in-the-workplace.aspx>

<https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx>

CONFLICT & COMMUNICATION



- Conflict can arise from disagreement or competition
- May be caused by bad communication, but often just exacerbated by it
- Is conflict a generational trait? Is it an age-related trait?
- Is good (or bad) communication a generational trait? (ie: Do people of different generations communicate better or worse based on their generation?)

SOME INFO ON GENERATIONS



➤ **Generational divides are more manufactured than real**

<https://www.statepress.com/article/2021/04/specho-generation-wars#>

<https://www.ccl.org/articles/leading-effectively-articles/the-secret-to-leading-across-generations/>

SOME INFO ON GENERATIONS



“**Companies invest millions of dollars** in training and development because of their beliefs about generational differences,’ said Jennifer C. Deal, a senior research scientist at the Center for Creative Leadership ... ‘They do it **because they believe it's true, even though the evidence doesn't support those beliefs.**”

Quoted in <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-manage-intergenerational-conflict-in-the-workplace.aspx>

SOME INFO ON GENERATIONS



““We need to be careful about **generational research** because it **puts people in a box**,’ said Val Grubb, author of *Clash of the Generations: Managing the New Workplace Reality* (Wiley, 2016) and CEO of Val Grubb and Associates in New Orleans. ‘The **key to understanding someone's behavior is to look at the individual**, and the best way to find out how to motivate and engage is to ask them what matters to them.’”

Quoted in <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-manage-intergenerational-conflict-in-the-workplace.aspx>

SOME INFO ON GENERATIONS



-
- This is a matter of **JEDI** (Justice, Equity, Diversity, and Inclusion)

GENERATION OR CONTEXT?



GENERATION OR CONTEXT?

- Loyalty to a company
- Flexibility with change
- Perception of pay/benefits
- Comfort with technology



GENERATION OR CONTEXT?

“The reality is that everyone wants pretty much the same thing, which is for their organizations to cultivate a culture of respect — they just don’t define it in the same way. Some would argue this is really the secret to teamwork and leading across generations.”

<https://www.ccl.org/articles/leading-effectively-articles/the-secret-to-leading-across-generations/>





SO WHY DO WE THINK GENERATIONAL CONFLICT IS A THING?



SO WHY DO WE THINK GENERATIONAL CONFLICT IS A THING?

There are some generalizations we
see as workplaces evolve



SO WHY DO WE THINK GENERATIONAL CONFLICT IS A THING?

“In-Group” vs “Out-Group”

**SO WHAT DO WE
DO?**



SO WHAT DO WE DO?

Generational Conflict? More like
just conflict.



SO WHAT DO WE DO?

Communication
Transparency
Respect
Understanding
Learning
Growth



COMMUNICATION TIPS



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COMMUNICATION TIPS

- Clear
- Concise
- Polite & Respectful
- Appropriate Form/Format
- Note & Respect Preferences



COMMUNICATION TIPS

- Recognize Stress-Induced Changes in Learning
- Avoid Blindly Ascribing Intent
- Feedback: **Situation—Behavior—Impact (SBI)**
- Seek Critique (**Sustain, Improve, Add, Remove**)



OTHER TIPS



OTHER TIPS

- Team Building...Is a Continuous Process
- Promote Interaction Between Teams/Departments/Groups
- Show Respect for Different Opinions & Values
- Build a Common Language & Workplace Culture (Ongoing)



OTHER TIPS

- ❑ Build Good Leaders & Foster Strong Teams
- ❑ Promote Transparency (Pay, Career Pathways, Leadership Decisions, Conflict Management Tools)
- ❑ Foster Learning, Upskilling, Cross-Skilling, & Mutual Understanding
- ❑ Make Change & New Tasks as Predictable As Possible



OTHER TIPS

- ❑ Solicit Input...
 - And Do Something About It...
 - And Show You're Doing It...
 - And Learn & Improve...



SOME STAR² CENTER RESOURCES



- Health Center Leadership's Role in Teambuilding and Stress Management for a Resilient Workforce – Webinar
- Managing in the Time of COVID-19 & Beyond – Webinar Series
- Creating an Organizational Culture of Resilience to Manage Stress and Burnout in Health Center Teams – Webinar

SOME OTHER RESOURCES



- Leadership and Organization Building Tools & Research from the Center for Creative Leadership:
 - [It's You, Not Them: Why Emerging Leaders Need Your Support to Succeed](#)
 - [How to Attract and Retain Millennial Employees](#)
 - [Tactics for Leading Across Generations](#)
- SHRM (Society for Human Resource Management)
 - [How to Manage Intergenerational Conflict in the Workplace](#)
 - [3 Steps to Better Communication](#)
- Harvard Business Review
 - [It's Time to Reimagine Employee Retention](#)
 - [Successful Remote Teams Communicate in Bursts](#)

QUESTIONS



Thank you!
Please fill out the evaluation!



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STAR² CENTER RESOURCES

- Self-Assessment Tool
- Health Center Provider Retention and Recruitment Template
- Financial Assessment Tool
- Strategic Workforce Planning Workbook
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit

You can find all of these resources and more by visiting:

<https://chcworkforce.org/bundle/star%c2%b2-center-original-resourc>

READY TO LEARN MORE?



Check out the STAR² Center Self-Paced Courses:

<https://chcworkforce.elearning247.com/>

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

[https://chcworkforce.org/web_links/star%
c2%b2-center-chats-with-workforce-leaders/](https://chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/)



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