For ACHE Face-to-Face Education Credits

Leading a Successful Multigenerational Organization

Length: 1.5 hours

Target Audience: Senior executives
Department heads
Human resources professionals

Description: In today’s complex healthcare environment, a multigenerational workforce presents unfamiliar terrain for healthcare leaders. As a result, conflicts may develop in healthcare organizations due to the generational differences in core values and work-related issues. Other factors include economic and political differences, size of each generation’s population, the transition of younger generations to leadership roles, and social influences of the generational periods. This combination of factors results in further conflict among healthcare employees. Healthcare executives must take proactive steps to create cohesion across generational segments.

Faculty: Moderator and three panelists.

The moderator should be a hospital or system chief operating officer with experience in a multigenerational conflict management and organizational culture.

Panelists should consist of clinical and administrative leaders and human resources professionals. Also included should be a representative from most of the following generational groups when possible:

<table>
<thead>
<tr>
<th>Generation</th>
<th>Year of Birth</th>
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</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>1925–1942</td>
</tr>
<tr>
<td>Baby boomers</td>
<td>1943–1960</td>
</tr>
<tr>
<td>Millennials</td>
<td>Since 1982</td>
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Topics for Discussion:

- Explore specific challenges healthcare leaders encounter with multigenerational organizations
- Assess how multigenerational conflicts affect organizational culture and patient care
Describe your organization’s successes and difficulties in working with the various generations
- Explore issues related to recruitment of a multigenerational workforce
- Identify the benefits of a multigenerational workforce

Questions for Discussion:

1. How do different generational attitudes, values and beliefs, work ethics and habits, and expectations affect organizations?
2. How do your policies on diversity set a tone of generational inclusion and sensitivity?
3. How do you leverage your organization’s culture to influence and develop strong multigenerational relationships and improve interaction between the organization and the patient?
4. What challenges can arise from recruiting employees from various generations? What are the benefits of having a generationally diverse team?
5. What role do healthcare executives play in setting a tone of intergenerational inclusion or sensitivity in resolving multigenerational conflicts? How should healthcare organizations address disruptive generational conflict in the workplace?
6. How does delayed retirement by senior employees as a result of a downturn in the economy affect your organization?

Material for Distribution:


Additional Resources:


