



Generational Collaboration

A Prescription for Creating a Healthy Future

Gilburg Leadership Institute
AH HA! Consulting

1

National Challenges

- ▶ Workforce Succession Issues: Skilled labor shortages over next 10-15 years as largest generation in history retires
- ▶ Economic Issues: Federal deficit, impending Recession, high personal debt, low savings, weak US Dollar
- ▶ Corporate Issues: Accounting scandals, Sub-prime mortgage crisis, gap between CEO & average worker salaries
- ▶ Stress-related Health Problems: Depression, substance abuse, obesity & sleeplessness are top health issues
- ▶ Environmental Issues: Global warming, depletion of natural resources, population growth, pollution of land & seas, extinction of species & loss of habitat, etc.
- ▶ Culture Wars: sexuality, abortion, stem cell research, steroids, creationism vs. evolution, birth control, religion vs. secularism, red vs. blue

2

Purpose of this Workshop

- ▶ Share a theory identifying generational differences & impact on the workplace
- ▶ Explore through conversation the conflicting & complementary nature of diverse generational perspectives
- ▶ Discover blind spots and important areas of intergenerational compatibility
- ▶ Apply insights and ideas to address relevant challenges in Health Care (or anywhere!)

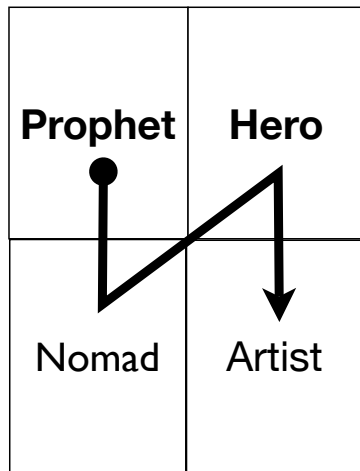
3

Theory Overview

- ▶ Cyclical vs. Linear view of history
- ▶ There are 4 distinct Generation Personas/ Archetypes that repeat throughout history
- ▶ Each Generation Type goes through 4 stages of maturity: Childhood, Rising Adult, Mid-Life Leader and Elder
- ▶ Each generation is molded by distinctive child-rearing strategies and defining events of late childhood and adolescence

4

- ▶ 4 Generation Cycles of ± 20 years each
- ▶ Each generation reacts to its predecessor & the Culture
- ▶ Dominant and Recessive Progression
- ▶ Each has a unique trajectory from childhood to elderhood



William Strauss & Neil Howe, *Generations: The History of America's Future 1584 - 2069* and *The Fourth Turning: What the Cycles of History Tell Us About America's Rendezvous with Destiny*

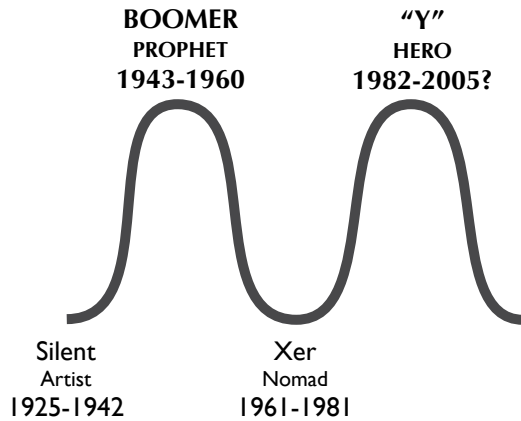
5

Archetype Personas

Prophet [Idealist]	Nomad [Reactive]	Hero [Civic]	Artist [Adaptive]
<ul style="list-style-type: none"> • Values driven • Principle focused • Uncompromising • Rebellious • Inner world/ Spiritual • Self-Absorbed • Transforming the world 	<ul style="list-style-type: none"> • Unwanted loners • Tough, street smart, adventurous • Cynical of institutions • Pragmatic, efficient • Willing to sacrifice for their children 	<ul style="list-style-type: none"> • Protected & cherished children • Conventional • Powerful, entitled • Institutionally driven • Profound trust in authority • Hubristic • Energetic 	<ul style="list-style-type: none"> • Smothered & overshadowed children • Subtle, indecisive • Compromising • Expert • Genteel, Empathetic • Bridge generation
Boomer (Clinton, GWB) Missionary (FDR) Transcendental (Lincoln) Awakening (Franklin)	Gen X (Obama, Jolie) Lost (Hemingway) Gilded (Rockefeller) Liberty (Washington)	Gen Y (Miley Cyrus) GI (JFK, Reagan) — (Civil War, killed off) Republican (Jefferson)	Silent (MLK, Jr., McCain) Progressive (T. Roosevelt) Compromise (Jackson)

6

Current Workplace



7

Generational Shadow Defined

- ▶ Those qualities that are unacknowledged (repressed) by a generational culture, but may be visible to others
- ▶ Can be strengths or limitations
- ▶ BLIND SPOTS –Can unconsciously undermine stated values & intentions
- ▶ When we illuminate what's in Shadow, we create more options & opportunities



8

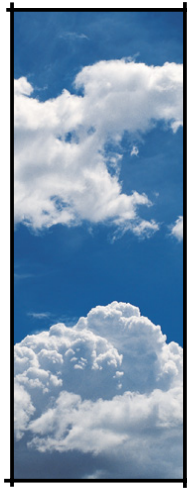
Dominant — Recessive Dynamic

- ▶ Dominants have high awareness of generational identity; Recessives often have very little
- ▶ Rule of Thumb:
 - Dominants generally focus on themselves and their accomplishments – *limitations are in shadow*
 - Recessives more aware of own lack of alignment with Dominants – *strengths are in shadow*
- ▶ Recessive impact often shows up in sub-culture: art, music, humor, films, et al

9

Conversation Guidelines

- ▶ Each person speaks without interruption
- ▶ Be curious, courteous & brief
- ▶ Appoint a recorder to capture responses from group



13

Thank You

- ▶ **Deb & Jonathan Gilburg**
Gilburg Leadership Institute
www.gilburgleadership.com
- ▶ **Linda Dudek**
AH HA! Consulting
www.experienceahha.com



14

Additional Resources

- ◆ “The Next 20 Years: How Customer and Workforce Attitudes Will Evolve” by N. Howe & W. Strauss, Harvard Business Review (July-August 2007)
- ◆ “They’re Gen Y and You’re Not” by D. Gilburg, CIO Magazine (February 1, 2008)
- ◆ “Come Together” by D. Gilburg, CIO Magazine (February 1, 2008)
- ◆ “Leadership and Generation X” by D. Gilburg, CIO.com (April 11, 2007); www.cio.com/article/103503

15

THE GENERATION MAP

Generation	<u>SILENT</u>	<u>BOOMER</u>	<u>GEN X</u>	<u>Gen Y</u> [Millennial]
Birth Years	1925-1942	1943-1960	1961-1981	1982-2005 (?)
Generation Type	ARTIST - Adaptive (Recessive)	PROPHET - Idealist (Dominant)	NOMAD - Reactive (Recessive)	HERO - Civic (Dominant)
Previous Generation Types	<u>Progressive</u> (b. 1843-1859); <u>Compromise</u> (b. 1767-1791)	<u>Missionary</u> (b.1860-1882); <u>Transcendental</u> (b. 1792-1821)	<u>Lost</u> (b. 1883-1900); <u>Gilded</u> (b. 1822-1842)	<u>GIs</u> (b. 1901-1924); Civic Generation killed off in Civil War; <u>Republican</u> (b. 1724-1766)
Defining Events	Children in Depression/WWII; led to be conformists; “Gray Flannel” ‘50’s	“Victory Babies;” THE SIXTIES; spiritual awakening; generation gap; Space Race	“Latch Key Kids;” Watergate; Pollution; AIDS; college debt; “McJobs”	“Baby on Board;” fully scheduled life; standardized testing; Global focus; Technology
Childhood Years	Smothered	Indulged	Ignored, criticized	Protected
Young Adulthood	Conformist	Self absorbed	Alienated	Heroic, waiting to be led, “cannon fodder”
Mid Life	Indecisive	Moralistic	Pragmatic	Powerful, civic builders
Elderhood	Sensitive	Visionary	Reclusive	Busy
Characteristic Strengths	Caring, disciplined, expert, industrious, adapting mediators, process oriented, civil, elegant, genteel, willing to compromise	Principled, creative, resolute, high- minded, spiritual, passionate about inward purpose, communal, visionary, transformative	Savvy, perceptive, realistic, street smarts, pragmatic, expert, no- nonsense, efficient, without illusions, free- agents, family-focused	Rational, bold, entitled, confident, full of outward purpose, tech savvy, group-oriented, civic- minded, eager
Typical Callings	Artists, lawyers, therapists, legislators, statisticians	Preachers, writers, radicals, publishers, teachers	Entrepreneurs, brigands, industrialists, generals, salesmen	<i>Past Heroes Generations:</i> Statesmen, scientists, economists, diplomats, organization builders
Dark Side	Management-by- numbers, timid, indecisive, visionless conformist, hiding out, “retired-in-place”	Arrogant, morally intolerant, youth fixated, grandiose, narcissistic, 24/7- driven, rebellious, polarizing, ruthless, competitive	Cynical, apathetic, disconnected, amoral, unprincipled, demoralized, uncultured, pecuniary	Struggle with failure & critical feedback, waiting to be led, reliant on parents to handle problems

We are indebted to **William Strauss and Neil Howe** for the basis of our generational analysis and strongly recommend their books to any who are serious about understanding how the different generations impact one another in our time.

Generations: A History of America’s Future. 1584 – 2069, William Morrow and Company, 1991.

The Fourth Turning: What the Cycles of History Tell Us About America’s Destiny, Broadway Books, 1997.

13th Gen: Abort. Retry. Ignore. Fail?, Vintage Books, 1993.

Millennials Rising: The Next Great Generation, Vintage Books, 2000.