



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

Generational Differences Fieldwork/Learning Applications

TECH UNIVERSITY HEALTH

Growing Generational Gap

source: Beloit College “Mindset List”, Classes of 2002-2007



College students today were born after 1985.

In their lifetime AIDS has always existed.

President Kennedy's assassination is as significant to them as that of Lincoln or Garfield.

They do not care who shot J.R. and have no idea who J.R. is.

Growing Generational Gap

source: Beloit College “Mindset List”, Classes of 2002-2007



The New Kids on the Block are over the hill.

Bert & Ernie are old enough to be their parents.

Barbie has always had a job.

Computers have always fit in their backpacks.

Yuppies are as old as hippies.

With a life expectancy of 77, they will live until ~2060.

Generational Differences

Information taken from workshop on “Managing and Motivating the Generations: Implications for the Classroom & Clinic” by Peggy Blake Gleeson, PT, PhD (TWU)



Traditionalist or Veterans

- Born between 1925-1942
- 81 – 64 years old

Boomers

- Born between 1943-1960
- 63 – 46 years old

Generation X

- Born between 1961-1981
- 45 - 25 years old

Millenials, Netsters, Generation Y

- Born from 1982 to
- Up to 24 years old



WW I and WW II

Roaring Twenties

Great Depression

Pearl Harbor

Korean War

Atomic Bomb

FDR Administration

Formative Experiences: Boomers



Cold War

Civil Rights

Space Race

Assassinations

Vietnam War

Energy Crisis

Watergate and the Nixon Administration

Formative Experiences: Generation X



Roe vs. Wade

Challenger disaster

The fall of the Berlin Wall

Persian Gulf War

AIDS

The Clinton Administration

Reagan Assassination Attempt



World Trade Center & Pentagon Attack

Oklahoma Bombings

Internet access made available

Kids shooting kids

Death of Princess Diana and Mother Teresa

Globalization

George W Bush

View of Technology: Traditionalist



Hope to outlive it



Master It

View of Technology: Generation X



Enjoy It



Employ It

Attitude Toward Authority: Traditionalist



Endure

Honor and Respect

Attitude Toward Authority: Boomers



Replace Them

Challenge Leaders

Attitude Toward Authority: Generation X



Ignore Leaders

Attitude Toward Authority: Millennials



Leaders must respect you

Choose their own boss

Clash Points



Speed and frequency of feedback

Differences between institutional goals/timelines and
individual goals/timelines

Respect

Professional behaviors (including dress)

Rewards

Clinical Reasoning/Problem solving

Communication style

Technology use

Work ethic and productivity

Loyalty



Traditionalists

Hard work, respect authority, sacrifice, duty before fun, follow the rules

Baby Boomers

Workaholics, work efficiently, crusaders, personal fulfillment, desire quality, question authority

Generation X

Eliminate the task, self reliance, want structure and direction, skeptical

Millennials

What's next, multitasking, tenacity, Entrepreneurial, tolerant, goal oriented

Work Is...



Traditionalists

An obligation, duty

Baby Boomers

An exciting adventure

Generation X

A difficult challenge

Millennials

A means to an end
(fulfillment)

Attitudes towards Institutions



Traditionalists

Deserve loyalty

Baby Boomers

Should be changeable

Generation Xers

Are suspect

Millennials

Should be judged in the
present on their own
merit

Career Path



Traditionalists

Build a legacy

Baby Boomers

Build a stellar career

GenXers

Build a portable career

Millennials

Build a meaningful
career, Doesn't need to
be a straight line

Leadership Style



Traditionalists

Directive, Control through
chain of command

Baby Boomers

Consensual, Collegial,
Collaborative

Generation X

Everyone is the same,
Challenge others, Ask why

Millennials

To be determined...

Interactive Style



Traditionalists

Individual

Baby Boomers

Team player
Loves to have meetings

Generation X

Entrepreneur

Millennials

Participative

Communicates



Traditionalists

Formally
Via memo

Baby Boomers

In person

Generation X

Directly
Immediately

Millennials

Via email
Via voice mail

Desired Feedback



Traditionalists

No news is good news,
Instructional critiques from
superiors

Baby Boomers

Fair & judicious
In work team
In writing on a regular
schedule (ie, yearly)

Generation Xers

Immediate, spontaneous & in
person. So, how am I doing?

Millennials

Immediate, honest
Lots of praise
Online is as good as direct



Traditionalists

Your experience is
respected

Baby Boomers

You are valued
You are needed

Generation X

Do it your way
Forget the rules

Millennials

You will work with other
bright, creative people

Rewards



Traditionalists

Satisfaction with job
well done

Baby Boomers

Money, Title
Recognition

Generation Xers

Freedom is the best
reward

Millennials

The work is meaningful

Reasons to Stay in a Job



Traditionalists

Loyal to the institution
& customers

Baby Boomers

Making a difference

Generation X

Autonomy
Freedom

Millennials

Meaningful
Fun



Traditionalists

Kept separate,
Compartmentalized

Baby Boomers

No balance
Work more

Generation X

Balanced

Millennials

Balanced



Baby Boomers/GenX'ers see Millennials as:

- Focused more on personal interests/goals; not “the greater good” (institutional goals/interests)
- Uncomfortable with the ambiguity that accompanies clinical reasoning.
 - *Difficulty learning from mistakes.*
 - *Difficulty in interpreting feedback.*
 - *Rigid in thinking.*

Generational Differences during Fieldwork (Hill, R. P., 2002)



- Having an external sense of responsibility
 - *Depending on external measures of self-esteem.*
 - *Need immediate feedback*
- Lack of social insight (may come from increased technology “interfacing” and lack of face to face contact.)
- Believing effort is enough (even when productivity is what is measured)



Baby Boomers/GenX'ers see Millennials as:

- Having an external sense of responsibility
 - *Depend on external measures of self-esteem.*
 - *Need immediate feedback*
- Lack of social insight (may come from increased technology “interfacing” and reduced face to face contact.)
- Believing effort is enough (even when productivity is what is measured)



Millennials see BabyBoomers and GenX'ers as:

- Too Serious
 - *Too competitive (especially BabyBoomers)*
 - *Not enough work/leisure balance*
 - *Rigid in personality with work role*
 - work is work
 - too linear in work roles
 - need appointments for everything, especially feedback
- Don't really understand “technology” and its uses



Important FW related issues for Millennials:

Amount of help supervisor provides

- “finding the right balance between hovering & not being there at all”
- “providing the ‘just right’ challenge”

Understanding from the supervisor that this is a learning experience not a “hired help” experience

Be consistent with guidelines & expectations

- “helps to have the expectations on paper”



Communication

- Using structured tools to facilitate communication
- Having a scheduled time to ask questions & check in on progress (end of day, end of week, etc.)
- “Constructive feedback with positive comments along with negative comments”
- “Be an encourager” – “Intimidation leads to nervousness & increased mistakes in students”
- “Appreciated that my FWEwent and asked other people on the team about my performance”



Remember what it was like to be in the student role.

Understand how the FWE has a lot of power that can be:

- used to teach and improve students/new professionals (and the profession) or
- misused to serve the FWE's interests.
 - *This discourages students from learning and being actively involved in the process (and the profession).*



PLAN your FWE/Student Relationship

- Know what you want from the relationship
- Set specific goals and expectations
- Students need to be assertive in communicating expectations
- Work to find common interests (especially values and beliefs)
- Celebrate achievement of goals
- More frequent communication is usually better



MANAGE your FWE/Student Relationship

- Communicate when comfort level is or should be changing
- Be open to new ideas
- Go back and review and update expectations
- Treat the relationship as reciprocal and respectful



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™