





**Professionalism across the Generations:
Relativity in the Workplace**

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Disclosure/Conflicts

- Dr. Weiss and Dr. Cox have no financial disclosure or conflicts relative to this presentation



Objectives

- Describe the generational make-up of the ObGyn workforce
- List different communication styles of these generations and how unprofessional behavior could be perceived
- Describe the learning styles and expectations of Gen Y




What is Professionalism

- Audience response NOW!!!
- Sue Cox's Definition
- Patrice Weiss's Definition
- Webster's Definition




- What is Professionalism??
 - Comes from the Latin word "professio" – a public declaration with force of a promise.
 - Conflict between fiduciary duties and personal goals.




In The Workplace

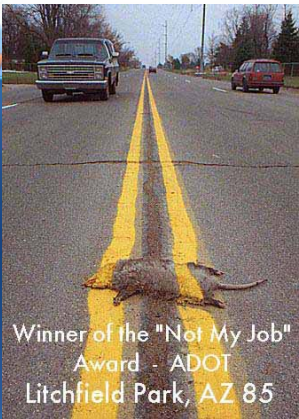
- **Professionalism**, as manifested through a commitment to carrying out professional responsibilities, adherence to ethical principles, and sensitivity to a diverse patient population



A Profession vs. A Business?

- Fine Line
- Professional have a fiduciary duty





Winner of the "Not My Job"
Award - ADOT
Litchfield Park, AZ 85



Characteristics of Professionalism

- Altruism: Best interest vs. Self-interest
- Accountability: Patients, Society and Profession
- Excellence: Life-long learning
- Duty: Commitment to service
- Honor and Integrity: Fair and Truthful
- Respect for Others



Professionals

- High degree of self-control
- Governed by a code of ethics
 - Values
 - Service
 - Honor
 - Integrity
- Principles of service
- System of competence



Criteria for Advancement/ Promotion of Residents

Appropriate development in the Competencies

- Patient care
- Medical Knowledge
- Practice based learning
- Systems based practice
- Professionalism
- Interpersonal and communication skills



Jets coach Ryan apologizes for gesture

MIAMI — New York Jets coach Rex Ryan apologized Sunday for making an obscene gesture at some Dolphins fans while attending a mixed martial arts event Saturday night here.


"It was stupid and inappropriate," Ryan said in a statement issued through the Jets. "I wouldn't accept that type of behavior from one of the coaches or players and it's unacceptable from me. I apologize to the Jets organization, the National Football League and NFL fans everywhere."





Challenges to Professionalism


- Human nature: self-interest, self-protection
- Unfulfilled expectations: it's no rose garden
- Large temptations: it's easy pickings
- Peer pressure: "everyone else is doing it"
- Medical legal liability
- Commercialism: success of market forces in controlling costs obscures the danger




Early Identification at Medical Student Level

When do traits become dysfunctional behavior?


<ul style="list-style-type: none"> • Personality Traits <ul style="list-style-type: none"> • Strives for excellence • Leadership (willing to take responsibility) • Strong personality • Assertive • Focused • Extremely capable 	<ul style="list-style-type: none"> • Personality Disorders <ul style="list-style-type: none"> • Extreme competitiveness • "My way or the highway" Dictator • Narcissism • Bully • Tunnel vision • Grandiose
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What is happening to our young people? They disrespect their elders, they disobey their parents. They ignore the law. They riot in the streets inflamed with wild notions. Their morals are decaying. What is to become of them?

---Socrates




The Generation Gap

- **Generation-** "Peer group defined by both its demographics and its key life events. Because of similar influences and experiences, individuals within a generational cohort are likely to possess shared values and behaviors."
Borges NJ et al. Acad Med 2006.
- 4 Generations in Medicine today
 - Silent (born 1925-1942)
 - Baby Boomers (born 1943- 1960)
 - Gen X (born 1961- 1981)
 - Millennials (born 1982- 2003)



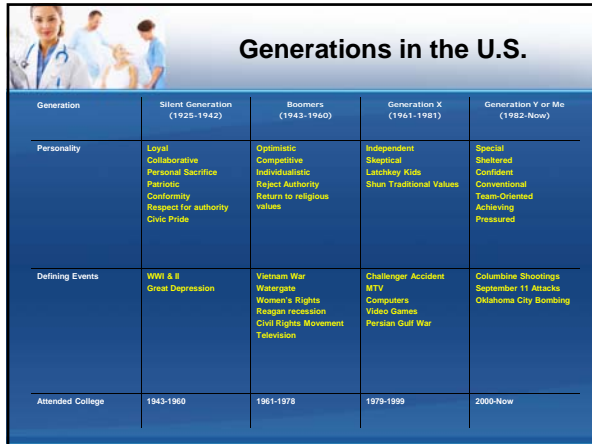
The Generation Gap

- The Generation Gap is most apparent in the workplace. Other than the family, it is the place where we interact with our generations.

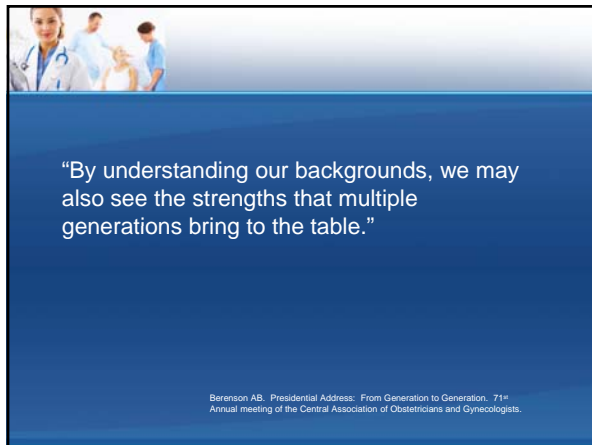


"In order to define, teach and access professionalism it is imperative to understand generational differences, pinpoint conflicts and determine a more effective definition of professionalism acceptable to all ."

Wagoner and Clay

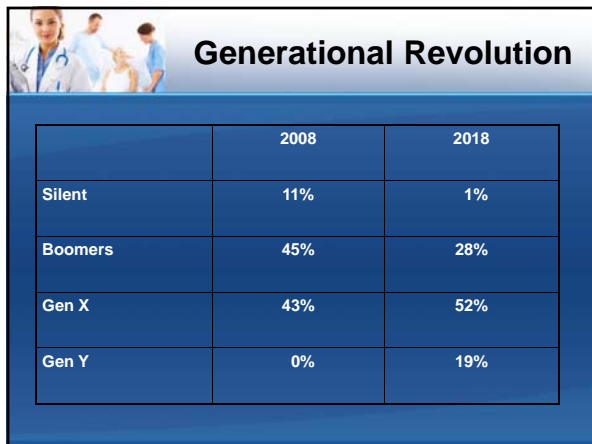


Generation	Silent Generation (1925-1942)	Boomers (1943-1960)	Generation X (1961-1981)	Generation Y or Me (1982-Now)
Personality	Loyal Collaborative Personal Sacrifice Patriotic Conformity Respect for authority Civic Pride	Optimistic Competitive Individualistic Reject Authority Return to religious values	Independent Skeptical Latchkey Kids Shun Traditional Values	Special Sheltered Confident Conventional Team-Oriented Achieving Pressured
Defining Events	WWI & II Great Depression	Vietnam War Watergate Women's Rights Reagan recession Civil Rights Movement Television	Challenger Accident MTV Computers Video Games Persian Gulf War	Columbine Shootings September 11 Attacks Oklahoma City Bombing
Attended College	1943-1960	1961-1978	1979-1999	2000-Now



“By understanding our backgrounds, we may also see the strengths that multiple generations bring to the table.”

Berenson AB. Presidential Address. From Generation to Generation. 71st Annual meeting of the Central Association of Obstetricians and Gynecologists.




	2008	2018
Silent	11%	1%
Boomers	45%	28%
Gen X	43%	52%
Gen Y	0%	19%




Values by Generation

- **Silent Generation:** Respect for authority (social order), Conformers, Discipline, Hard work, Trust
- **Boomers:** Optimism, Involvement, Competition, Change, Success, Inclusion
- **Gen X:** Skepticism, Fun, Informality, Loyalty, Independent, Feedback
- **Millennial:** Realism, Confidence, Extreme fun, Social, Autonomy, Diversity, Money, Technology




Educational Views by Generation

- **Silent Generation:** A dream
- **Boomers:** A birthright
- **Gen X:** A way to get there
- **Millennial:** An incredible expense



"Work is" by Generation


- **Silent Generation:** An obligation
- **Boomers:** An adventure
- **Gen X:** A contract
- **Millennial:** A means to an end



Attitudes about hours at work

- **Silent:** you turn up when the boss says you should and you stay late
- **Boomer:** work all the time; come in early and stay late
- **Gen X:** work hard to complete projects but when you're not needed, you want to be free to pursue your life outside of work
- **Generation Me:** your job is something you do between weekends or your other jobs

Bridging the Generation Gap at Work




Millennial's Communication Style

- **Less formal**
 - Use many more abbreviations
- **Less patient for verbose speeches**
 - What is the bottom line?

Emoticons


?4U	I have a question for you	:)	Standard smile, just kidding
BTW	By the way	:(Sad, upset
CID	Consider it done	:-<	Very sad
G2G	Got to go	^-^-	One eyebrow raised
LOL	Lots of love	:)	Winking smile
TTYL	Talk to you later	:-)	Happy crying
YT?	You there?	:-D	Laughter
		:@	Exclamation what?
		%-(-	Confused

Padrez, R., Chatting with the Millennials, AAMC 2008 Annual Meeting.



Who are they?

Generation	Values	Others say
Silent Generation	Hard work	Fossilized
Boomers	Loyalty	Narcissistic
Generation X	Work-life balance	Slackers
Millennial	Innovation	Worse than the Boomers/Gen X




Conflicting views in the multi-generational workplace

Silents:

- Boomers accuse them of being inflexible and over-cautious
- Gen Xers are frustrated that they are not technology savvy and may not communicate via email
- Generation Me thinks they are slow

Boomers:

- Silents find them self-absorbed
- Gen Xers feel they are micro-managers
- Generation Me thinks they are uptight



Conflicting views in the multi-generational workplace


Generation X:

- Silents think they are rude
- Boomers consider them slackers
- Generation Me members complain that they are cynical, aloof, and pessimistic

Generation Me:

- Silents tend to patronize them because they are often the same age as their grandchildren
- Boomers think they require too much attention
- Gen Xers complain that they are indulged, self-absorbed, Pollyanna-ish and naïve

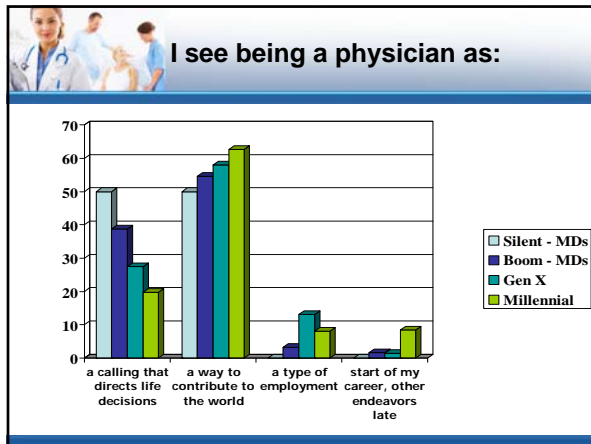
From Reesor & Schlabach (2006), p. 18



Professionalism Redefined?

- Borrero et al. in Department of Internal Med at U of Pitts
- ACGME Requirement to teach and evaluate professionalism
 - Difficulty to assess due to lack of consensus in definition and severity of unprofessional behaviors.
 - **Is this due to generational differences?**
- Created a questionnaire of 16 case vignettes depicting unprofessional behaviors and distributed to 78 PGY1 and PGY2s and 40 faculty. Completion rate 72%.
 - Did not appear to be agreement on what constituted a professionalism infraction
 - **Lack of agreement did NOT appear to have a generational basis**

Borrero et al. Teaching and Learning in Medicine, 2008.



- Insert Einstein video train and lightening bolt


- The Self-Esteem Movement
 - "You can be anything you want"
- Decline in manners & politeness
- Parental Authority
- Media/Technology

Generation Me, Twenge (2006)



Why Generation Me?


- The Self-Esteem Movement
 - “You can be anything you want”
 - Decline in manners & politeness
- Parental Authority
- Media/Technology



The Self-Esteem Movement

- 1970's: Boomers began to focus on meaning and self-fulfillment
- 1980's: Boomers now parents; society-wide effort to increase children's self-esteem
- Generation Me is the first generation raised to believe everyone should have high self-esteem

Generation Me: Twenge (2006)



The Self-Esteem Movement


- School self-esteem programs implemented; emphasize self-centeredness & narcissism
- “creating a positive atmosphere is more important than correcting mistakes”
- In 2004, 70% of college freshman believed their academic ability was “above average” or “highest 10%”

Generation Me: Twenge (2006)




Media/Technology

- Media focus is teaching us to value wrong things
- Technology
 - Instant Gratification...result is impatience



Manners & Politeness


- **Manners:** we don't use words like...please, thank you, excuse me
- **Considerate:** we have no basic consideration for others comfort
- **Honest:** decrease in social rules, which has led to an increase in dishonesty ... cheating.



Parental Authority

- Parents want to love and guide their children as a trusted friend instead of disciplining
- Young people are now dependent on their parents due to technology
- Result: indecisive dreamers with no goals or value system....no grasp on reality


Generation Me; Twenge (2006)



Narcissism

- Set of character traits concerned with self-admiration, self-centeredness and self-regard.


Generation Me; Twenge (2006)



The Self-Esteem Movement (what we are now realizing)


- Self-Esteem without basis encourages laziness rather than hard work
- Self-Esteem is an outcome not a cause
- Focus needs to be on Self-Control
- Self-Control: the ability to persevere and keep going

Generation Me; Twenge (2006)




Feedback from PDs: Generational Impact on Training

- Extensive questioning by residents: "Why do I have to learn that?"
- **Professionalism issues:** Dress, music players, cell phones, taking time off when they want it
- Too much reliance on technology, not thinking (i.e. cut and paste electronic records)
- Poor lecture attendance – residents stating it should not be required, requesting materials to be placed on-line
- Lack of participation in large lecture formats
- Increased emphasis on activities outside of work




Resident Perspective

- Tries to strike a work/life balance & questioning helps prioritize.
- More informal dress is appropriate to accomplish daily work.
- Cell phones and music help with connection to outside life and with enjoyment of the work day.
- Use of technology increases efficiency – why redo a document that was already created? More documentation needed now than when faculty trained.
- Residents want the option to choose what they learn – some topics do not appear relevant.
- Why risk embarrassment in front of peers by speaking out on a topic?
- Life/work balance is important.




ACGME Competencies: Generational Differences

- Professionalism
 - Definition of professionalism
- Interpersonal and Communication Skills
 - Formal vs. informal communication
- Medical Knowledge
 - Best way to acquire knowledge
- Systems-Based Practice
 - Working within system - electronics
- Practice-Based Learning and Improvement
 - Methods used
- Patient Care
 - Use of electronic devices for patient care




Competency and the Generations X and Y

- Program directors need to have residents meet the basic competency requirements as set by the specialty boards and ACGME.
- PDs need to adjust definitions of the competencies and how they are taught to maximize resident learning in the new generations




Compromise in the Competencies			
Competency	Seasoned Faculty	Common Ground	Young Residents
Medical Knowledge	Attend 100% of all lectures	Adjust attendance requirements to 75% unless in-service exam scores are <50%	Rather read lectures of choice online
Patient care	Insist on personal or phone sign-out daily on inpatient services	Call only if there are urgent issues requiring action that evening	Email or electronic sign-out is available, so no need to call
Systems Based Practice	Personally phone in all consults	Call in urgent consults	Electronic orders places, no need to call



Compromise in the Competencies			
Competency	Seasoned Faculty	Common Ground	Young Residents
Professionalism	Formal clothes and white coat required for all patient interactions	Adjust dress code to include casual clothes but maintain professional appearance	Patients can relate better to someone dressed more informally, white coat is too formal
Practice Based learning and Improvement	Weekly Journal Clubs scheduled for 7am	Monthly journal clubs and incorporate more informal, patient-based literature review on rounds	Would rather review pertinent literature at home based on patients on service
Interpersonal & Communication skills	Use titles to formally address patients, introduce yourself as Dr. ...	Adjust your style based on the patient – can be a learning process for the trainee	Use first names to establish a better relationship with patients






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Borrero et al. *Teaching and Learning in Medicine*, 2008




"The Problem of Generations"

(Manheim, 1952)

- Karl Mannheim, German Sociologist
 - First to describe generational differences
 - Equated generational cohorts to socio-economic classes
 - "People are born into a class and develop a particular view of the world based on the lens through which they experience life, just as people are born into a generation which also colours their perspective of their own life experiences. Unlike class, the generation you are born to is unalterable."



Canter L, Candela L. *Journal of Nursing Management* 2008



Generations in the U.S.


- Lost Generation (born 1883-1900)
- GI Generation (born 1901-24)
- Silent Generation (born 1925-42)
- The Boom Generation (born 1943-60)
- Generation X (born 1961-81)
- Generation Y or Me (born 1982-now)



On the job, by generations:


- **Silent:** a disciplined, hard worker who appreciates order and a job well done
- **Boomer:** a driven, service-oriented team player who doesn't want to be micromanaged. You live to work
- **Gen X:** independent, self-reliant, unimpressed by authority and focused on self-development. You work to live
- **Generation Y or Me:** self-confident, optimistic, competent, outspoken and collaborative


--Bridging the Generation Gap at Work




Work vs. Family by Generation

- **Silent Generation:** Separate- do not meet
- **Boomers:** Work to live
- **Gen X:** Balanced
- **Millennial:** Balanced






Tips for Communicating with each Generation




Tips For Communicating with the Silent Generation

- By nature the "silent generation" is private and will not share their thoughts immediately.
- An educator's word is his/her bond, so it's important to focus on words rather than body language or inferences.
- Face to face or written communication is preferred.
- Don't waste their time, or let them feel as though their time is being wasted.




Tips For Communicating with Boomers

- Boomers are the "show me" generation, so your body language is important when communicating.
- Speak openly and direct but avoid controlling language.
- Answer questions thoroughly and expect to be pushed for the details.
- Present options to demonstrate flexibility in your thinking.



Tips For Communicating with Generation X

- Use email as a primary communication tool.
- Talk in short sound bites to keep their attention.
- Ask for their feedback and provide them with regular feedback.
- Regularly share information with them and strive to keep them in the loop.
- Use an informal communication style.




Tips For Communicating with Generation Y

- Use action words and challenge them at every opportunity.
- Do not talk down to them or they will resent you.
- They prefer email communication.
- Constantly ask for their feedback and provide them with regular feedback.
- Use humor and create a fun learning environment. Don't take yourself too seriously.
- Encourage them to take risks and break the rules so that they can explore new ways of learning.




Learning Styles and Expectations of Gen Y or Me





Talk or Text? Take home points

- There are new generations of residents training in our programs.
- The new generations are bright, educated people.
- Program modifications may be needed to maximize learning while maintaining quality and core values.




Technology is the Lifeblood of This Generation

- Grew up with Internet, cell phones, email
 - Never used library card catalog
 - Never saw a bound version of encyclopedia Britannica
- Transient and nimble and they expect technology to follow
 - Technology keeps evolving to meet their needs and desires
 - Extremely adaptable to changes
 - Expect rapid product change/updates based on feedback
- Wikipedia is where all questions get answered
- Expect to have access to the information needed, when it is needed
- 2006 Global survey by Online Computer Library Center
 - 89% of college students use search engines to begin a search
 - Only 2% start from library website





Padrez, R., Chatting with the Millennials, AAMC 2008 Annual Meeting




Technology in the Classroom

- Video Lectures**
 - Faculty View**
 - Student attendance will drop
 - Do not enjoy lecturing to empty seats
 - Like to engage students
 - Millennials' View**
 - Video lectures - efficient tool to enhance their education
 - Helps lower stress of note taking, able to review the material
 - Have access to information when they want it
- Laptops in class**
 - Faculty- find laptop use disruptive and distrust the "real" use of the computer during class time
 - Millennials- another important tool to enhance learning
 - Note taking is easier on computers and TabletPCs enable digital recording of hand written notes



Padrez, R., Chatting with the Millennials, AAMC 2008 Annual Meeting



The Millennial...

A vision of students today



Bridging the Generational Gap
In Medical and Graduate Medical Education



**“By understanding our backgrounds, we
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generations bring to the table.”**

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