

	<p>GENERATIONAL MENTORING</p> <p>Elizabeth McNamara RN MN CCRN Critical Care Educator Harborview Medical Center</p>

	<p>WHY DO WE CARE?</p>
	<ul style="list-style-type: none"> ■ Nursing currently has 3 distinct generations in the work force. ■ In March of 2004 the average age of a nurse was 46.8 years old ■ 26.6% of all RN's were less than 40; 16.6% of nurses were less than the age of 35

	<p>Retention</p>
	<ul style="list-style-type: none"> ■ Nursing shortage is estimated to reach 683,700 nurses by the year 2015 ■ Tensions between the generations can contribute to morale issues, leading to an unhealthy work environment.

	<ul style="list-style-type: none"> ■ Turnover rates of newly licensed RN's have been reported from 7% to 70% ■ Factors associated with reduced turnover: empowerment, collegial support including mentoring and having a preceptor

	<ul style="list-style-type: none"> ■ An unhealthy work environment may contribute to low staff moral which is often manifested by: coworker hostility, decreased or ineffectual communication, and verbal abuse. ■ Generational differences can serve as a catalyst for this type of behavior

	<p>Understanding another's point of view and values is the first step in changing perceptions and behaviors</p>

Baby Boomers Born 1943-1960

Value Shaping Events

- Born after the depression
- Vietnam Conflict
- Kennedy Assassination
- Woodstock
- Kent State

Family Practices

- Raised in 2 parent households
- Father=Authority
- Stay-at-home mother
- Large families
- Doting parents

Characteristics of the Baby Boomers

- Willingness to work relentlessly in pursuit of goals
- More women moved into the work force as the feminist movement gained momentum
- Learned to collaborate and work together due to their sheer numbers and overwhelmed schools

- Boomers were encouraged to "spread their wings" seek independence, value creativity, and take risks.
- Nursery schools flourished as the work week could be >40hours





Generation X Born 1960-1980

- Also known as Baby Busters, Slackers, Twenty-Somethings, the MTV Generation, or Generation X

Value Shaping Events

- Watergate scandal
- Three Mile Island
- Increased exposure to war (Desert Storm)
- AIDS Crisis
- Challenger explosion
- Recession
- Corporate downsizing
- Rise in Crime Rate
- Rise in divorce rate
- Down turn of the stock market (1987)

Child Rearing/Family Choices

- Raised in a one-parent household
- Latchkey children
- Focus not on "hands-on" child rearing
- Television acted as a babysitter
- Parents own goals were the priority over the children

Generation Characteristics

- CYNICAL
- Self-reliant, independent, confident in abilities and capabilities
- Adventurous
- Prone to change jobs frequently
- Balance between work, family, and personal time





Generation Next Born 1980-1999

- Also known as: Millennials, Generation Y, the Net Generation, Baby Boomlet or Echo-Boom Generation
- Comprise 26% of the population

Generation Next

Value Shaping Events

- Period of Prosperity
- Societal focus on family, values, and child safety devices
- Technological Explosion

Family Practices

- Change in composition of family unit
- Product of small families
- Parents focus on children and their schedules

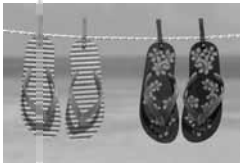
Characteristics

- Technologically savvy
- Highly educated
- Very aware of global changes, reality bound
- Job does not give life meaning
- Highly collaborative

- Accustomed to networking, interdependence, and independent endeavors
- Have contingency plans: strong views, free expression and creativity
- Compliant with authority but do not hesitate to challenge it

- Generation Y will have the work ethic of the Baby Boomer generation, the high drive and expectations of Generation X, and their own technologically advanced world that is tolerant and culturally diverse.

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Implications for Mentors: Baby Boomers

- Stress the value of lessons learned
- Encourage them to follow existing policy and procedures
- Clear and concise directions
- Motivated with material rewards

Implications for Mentors: Generation X

- Enjoy learning by doing.
- Look for opportunities to improve their credentials and specialty skills
- Strong desire for positive feedback and flexibility

Generation X

- X'ers do not focus on lessons learned
- Highly competitive, challenge to channel that into a team focus and recognition of others.
- X'ers thrive when their innovativeness and independence if recognized and used.

	Implications for Mentors: Generation Next
	<ul style="list-style-type: none"> ■ Often enter nursing young with limited clinical experience ■ Nexters require skill practice with evidenced based rational included ■ Nexters are strong advocates of life long learning

	Generation Next
	<ul style="list-style-type: none"> ■ Encourage sharing of knowledge and expertise with others ■ Inspire participation in work groups and committees ■ Foster team building activities

	CASE STUDY
	<ul style="list-style-type: none"> ■ Nurse Boomer (mentor) and Nurse X were assigned to care for a 60 year old scheduled for surgery the next morning for lung tumor resection ■ Nurse Next was also being mentored by Nurse Boomer in caring for a 59year old patient going to surgery for a GI Bleed

	<ul style="list-style-type: none"> ■ Nurse X was a novice and excited to learn. He had cared for this type of patient before and told nurse Boomer he wanted to be independent and use her as a resource. ■ Nurse Boomer instructed him on the post op room set up.

	<ul style="list-style-type: none"> ■ Nurse Next was nervous and caring for the patient and told Nurse Boomer she wanted to collaborate with Nurse Boomer ■ While reviewing the procedure prior to the patient coming back from the OR Nurse Next noticed some of the steps were out of sequence

	<p>Lindsay a 25y/o new graduate is starting work in an 18 bed MICU. You are her preceptor.</p> <p>Which strategy would help you in mentoring Lindsay?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Not monitoring her too closely as she does procedures. <input type="checkbox"/> Giving her feedback as to how she compares to those of similar age. <input type="checkbox"/> Asking her about her career goals and how you can support them
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	<p>You are preparing Lindsay to care for a patient who overdosed on drugs and is on a ventilator.</p>
	<ul style="list-style-type: none"> ■ Which strategy would likely work best to help Lindsay learn how to suction the patient? <input type="radio"/> Lecture in the classroom <input type="radio"/> Have her watch and interactive DVD. <input type="radio"/> Give her a brochure <input type="radio"/> Discuss your experiences with suctioning

	<p>Margaret Jones is a 66 year old Nursing Supervisor working the same shift as Lindsay.</p>
	<ul style="list-style-type: none"> ■ To help Lindsay develop good relationship with the supervisor you advise her to: <ul style="list-style-type: none"> <input type="radio"/> Address her as Margaret to help develop camaraderie. <input type="radio"/> Call her Ms. Jones unless told otherwise to show respect. <input type="radio"/> Break the rules to show her <input type="radio"/> Never volunteer for overtime to show her independence.

	<p>Conclusion</p>
	<ul style="list-style-type: none"> ■ Knowledge of generational differences can have a positive impact on the ability to mentor as well as fostering a healthy work environment. ■ Capitalizing on generational characteristics and discovering ways to address those needs can improve staff retention