

XY and Z - Challenges and Opportunities in Aligning Generational Work Expectations

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Disclosures

Catanzano

- SpringerNature Textbook
- Round Tree Group

Dulaimy

- None

General: We will be making sweeping generalizations about generations in this talk

Goal



Goal



2024 ACR-RBMA PRACTICE LEADERSHIP FORUM

Harmony



WHAT'S YOUR GENERATION?



Outline

- **Generational characteristics**
- Communication methods
- Work affinity
- Challenges
- Solutions



Boomers

1946-1964

- Value relationships
- Goal centric
- Self assured
- Resourceful
- Place job above all
- Prefer in person communication



Boomers

- Strong interpersonal skills
- Expect high quality products
- Not afraid to question authority

Generation X

1965-1979

- “Latch-key” kids
- Raised by working or single parents
- Delayed marriage to focus on self and career
- Like structure and direction
- Skeptical of status quo





Generation X

- Work-life balance
- Autonomy important
- Like feedback
- See all as equals → can be freely challenged
- “digital immigrants”



Millennials

1980-1995

- Thrive on innovation
- “Peter pan” generation → slow “adulthood”
- “Me, me, me generation”
- See the world as 24/7; immediate access to things
- Require constant feedback
- Confident, entitled, but depressed



Millenials

- Want to be part of decision-making process
- Successful and driven
- Poor interpersonal relationships because of reliance on technology
- Value life > work, money
- “digital natives”



Generation Z

1997-2012

- Still the great unknown
- Starting to enter the workforce
- Technology driven
- Short attention span
- Multitask with multiple monitors, documents, apps, images
- Image focused
- Value authenticity



Generation Z

- Interested in self-expression
- Practical, no-frills
- Multicultural issues/focus prevalent
- Value diversity and tolerance

7 PERSONALITY TRAITS THAT DEFINE Gen Z

GENERATION Z (BORN BETWEEN 1995 AND 2012)



DEVELOPMENTAL INFLUENCES



Great Recession

Climate Change

First Black President

Global Terrorism

LGBT Rights

Mass Shootings

Declining Middle Class

1 **PRAGMATIC**
60% say they want a long career with **one** company



2 **COMPETITIVE**
Almost **1/2** consider themselves **very competitive**

3 **CONNECTED**
78% prefer **face-to-face** communication with work and bosses



4 **SOCIALLY RESPONSIBLE**
93% say that a company's **impact on society** affects their decision to work there



5 **CUSTOMIZERS**
No limit of ideas, but **1/2** would rather **get a job** than create one



6 **PLUGGED IN**
44% check in on **social media** at least hourly



7 **SELF RELIANT**
Even though **77%** say **personal relationships** with co-workers are important, many prefer to learn at their own pace



[surprise - Bing images](#)



Zillennials

- Millennials by age
- Generation Z by characteristics



Perenials

- No age criteria
- Shared values, interests and behaviors
- Defined by growth mindset
- Tech savvy
- Resilient, productive, deal with frustration

WHAT'S YOUR GENERATION?



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A woman with short, wavy grey hair is smiling and holding a large white rectangular sign in front of her. She is wearing a light-colored, vertically striped button-down shirt and dark brown trousers. The sign she is holding has the word "Boomer" written on it in a bold, black, sans-serif font with a light blue drop shadow. The background is plain white, and there is a dark red horizontal bar at the top of the image.

Boomer

1946-1964

- Like to work in teams
- Top-down communication
- One-on-one in person communication or by phone
- Dislike meetings



1946-1964

- Like to work in teams
- Top-down communication
- One-on-one in person communication or by phone
- Dislike meetings



1946-1964

- Use technology for productivity, not communication or connectivity
- Need to feel valued for their input
- Work-centric – connect on this, not home life level



Gen X

1965-1979

- Like small talk
- Direct communication, close to event timing
- Can communicate about personal and professional lives
- Email acceptable mode of communication
- “Digital immigrants”

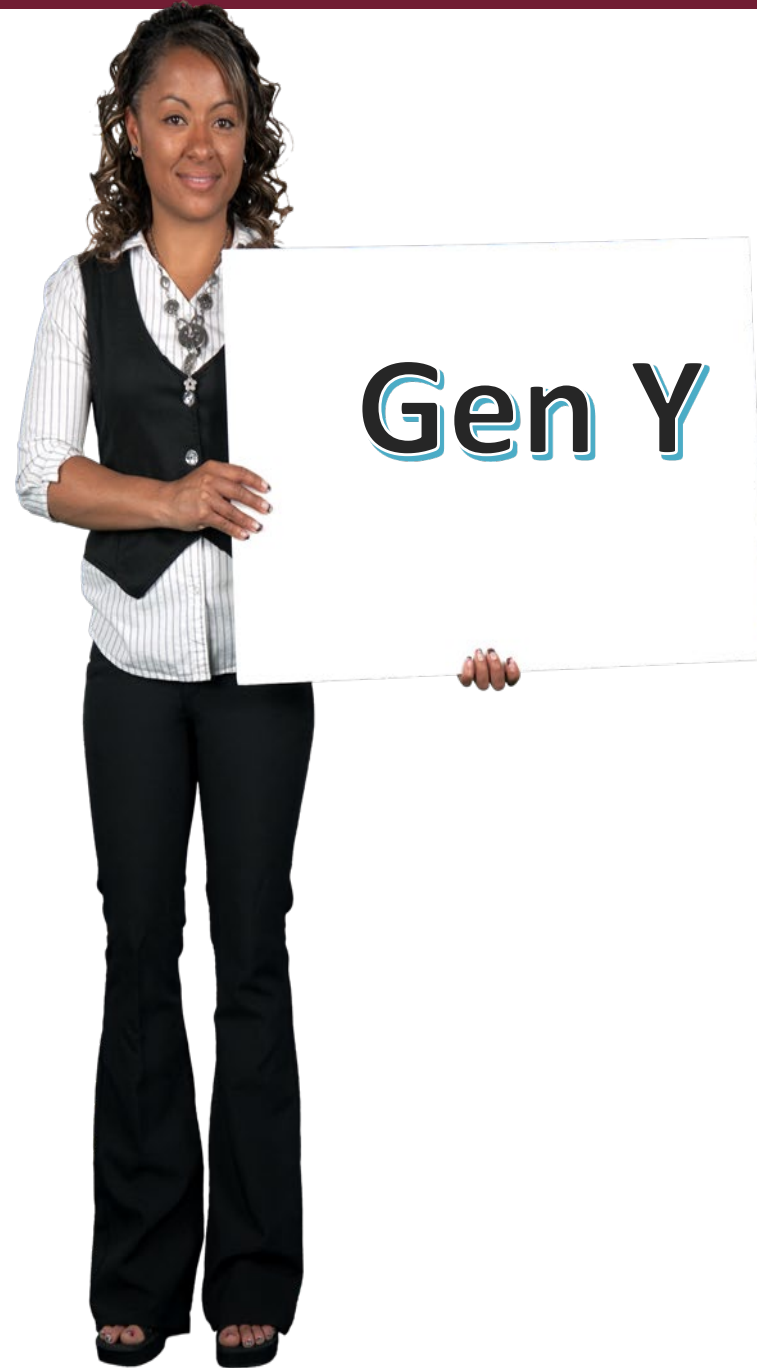


A woman with curly hair, wearing a white and black striped shirt, a black vest, and black pants, is holding a large white sign. The sign has the text 'Gen Y' written on it in a blue and black font. The background is white, and there is a dark red horizontal bar at the top of the image.

Gen Y

1980-1995

- Engage in conversation, active participants
- Frame message to include concepts of teamwork, meaning/value of the activity
- Text, email, apps, social posts



A woman with long dark hair, wearing a black top and a black pleated skirt, stands holding a large white rectangular sign. The sign has the text 'Gen Z' written on it in a blue, stylized font with a white outline. The background is white, and there is a dark red horizontal bar at the top of the image.

Gen Z

1997-2012

- Short attention span
- Use multiple screens, communicate in images (e.g. tik tok, Instagram)
- Instant information
- Concise and visual communication



1997-2012

- Short attention span
- Use multiple screens, communicate in images (e.g. tik tok, Instagram)
- Instant information
- Concise and visual communication



1997-2012

- “Sound bites”, not prose
- Text over talking
- One-on-one communication through digital medium

Gen Z

Gen Y

Gen X

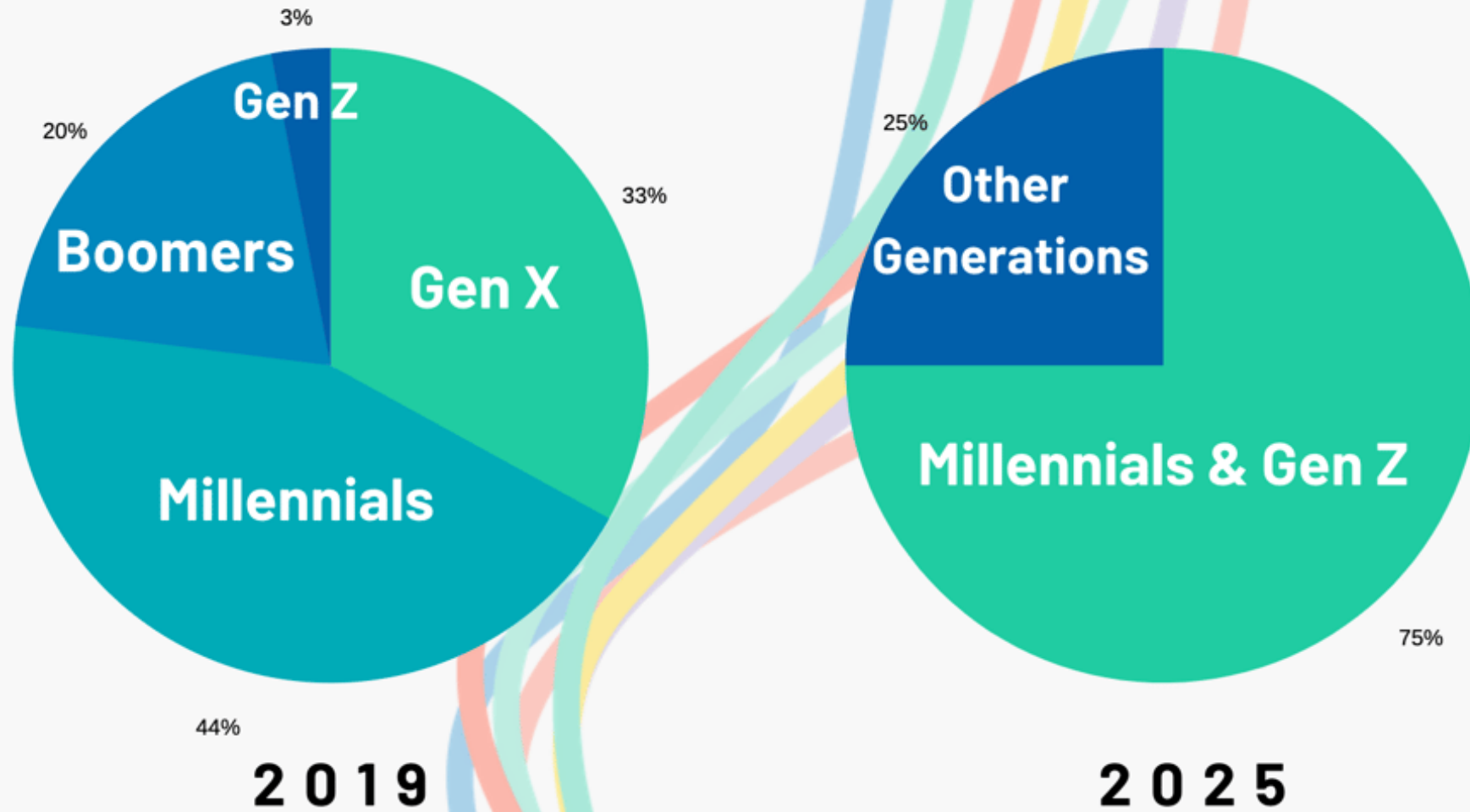
Boomer

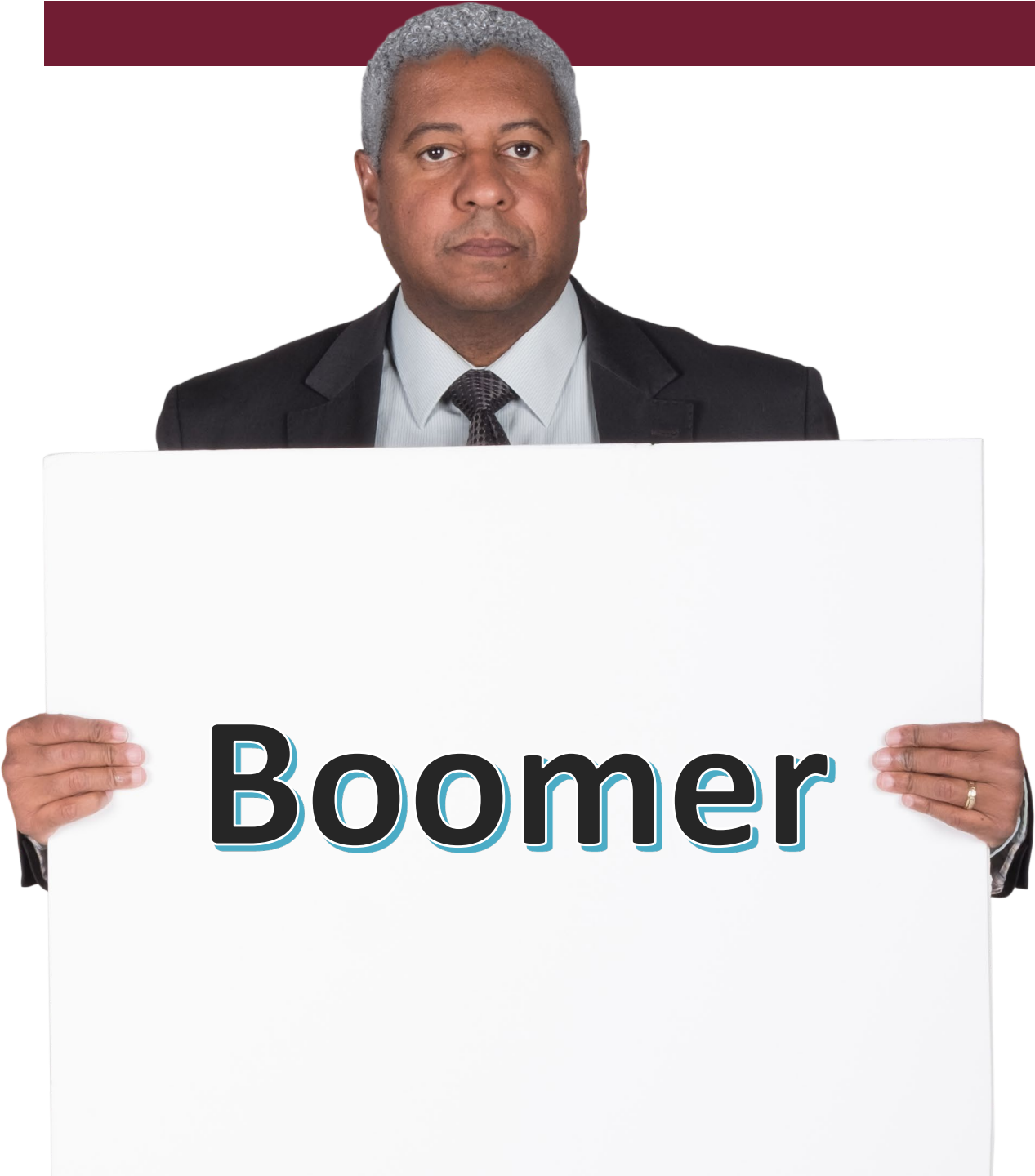


Outline

- Generational characteristics
- Communication methods
- **Work affinity**
- Challenges
- Solutions

GENERATIONS IN THE WORKFORCE





WORK
WORK
WORK

Personal life

Gen X

WORK



LIFE





Life
Interests
Teamwork

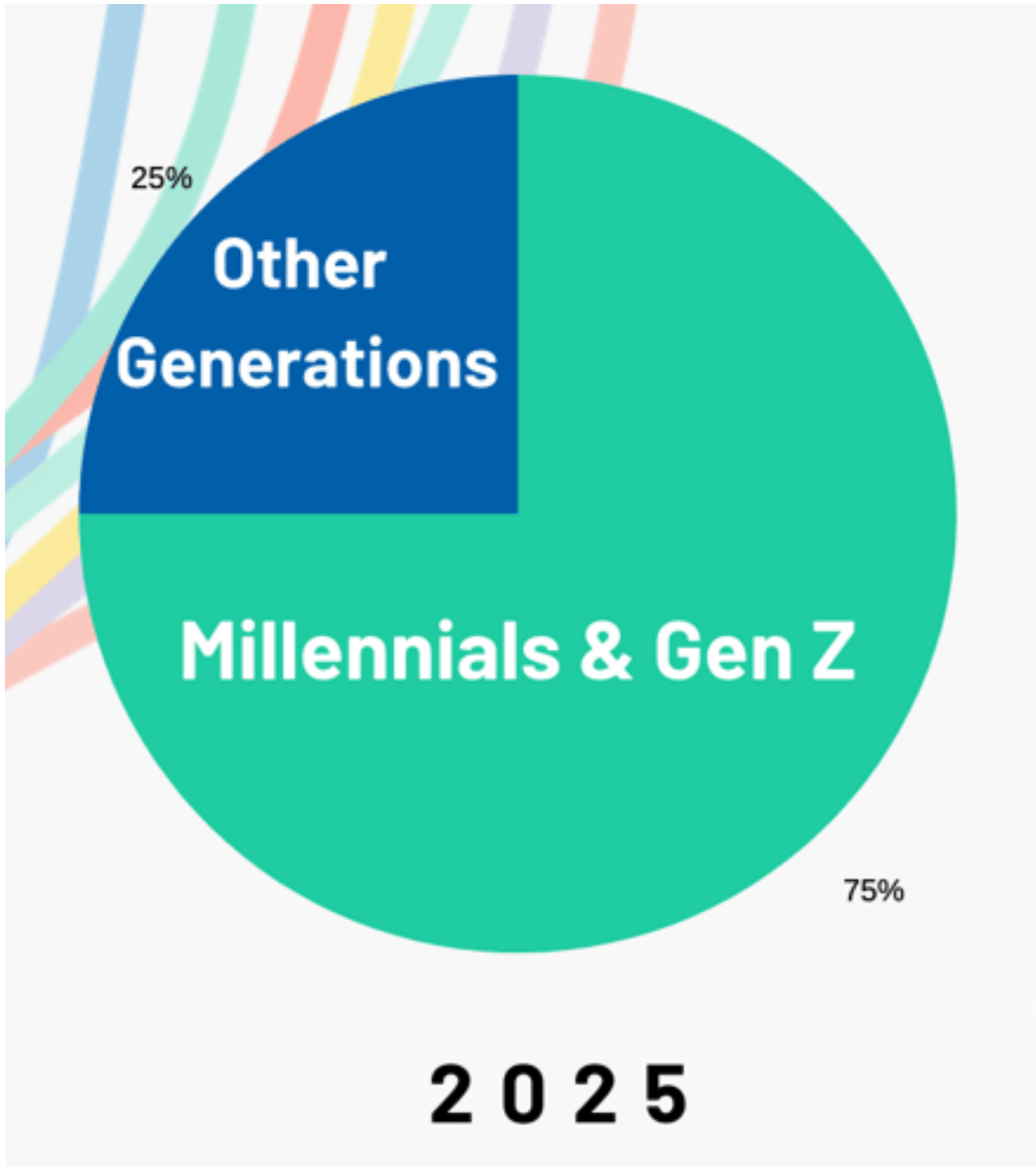
Work



Happiness
Life
Interests
Entrepreneurial
Job as financial
security

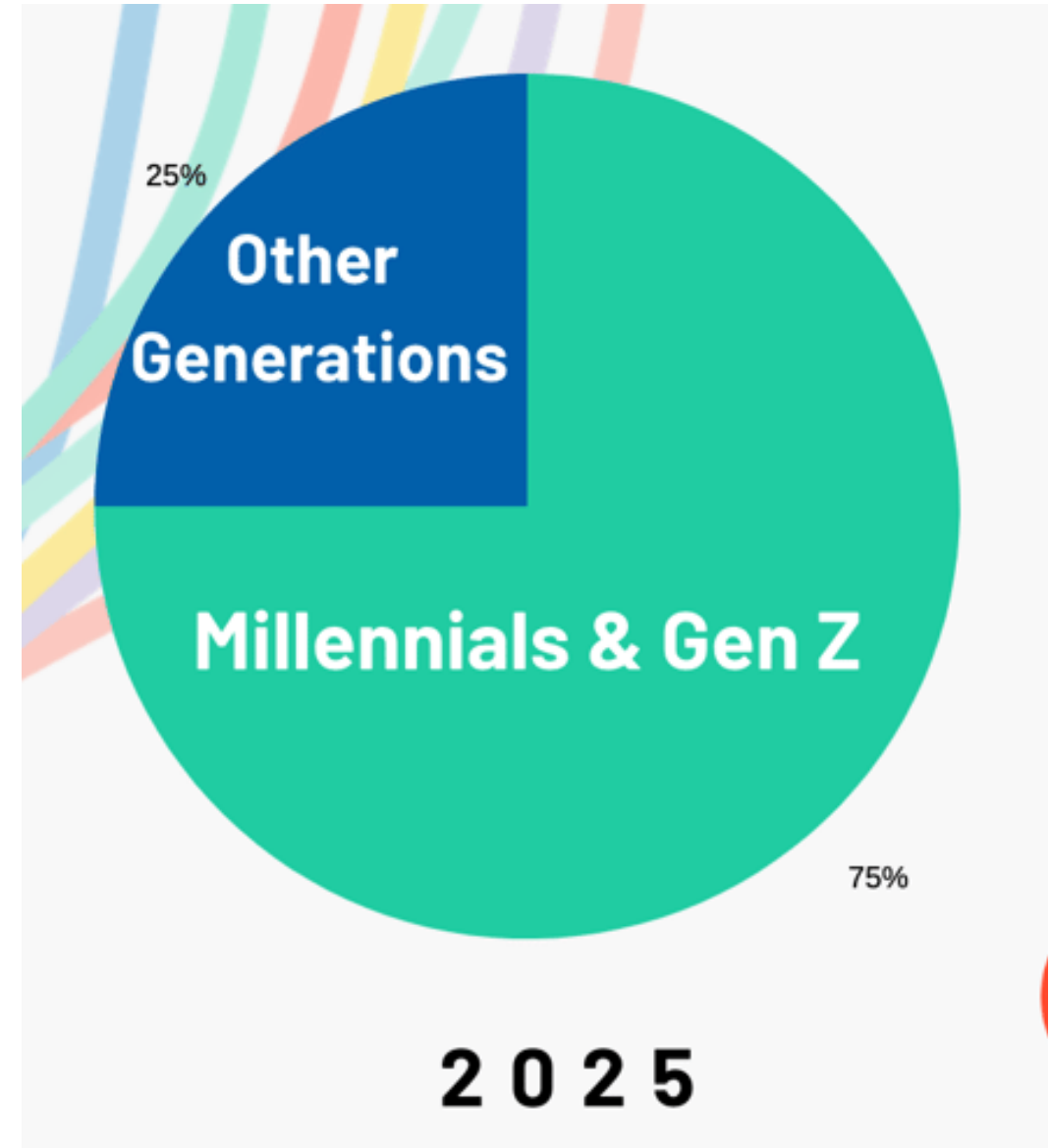
Work

Workforce



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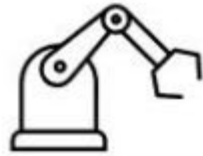
Work product



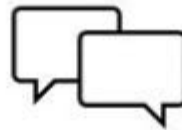
Workforce

Work product

3 Types of Job Crafting



Task Crafting



Relational
Crafting



Cognitive Crafting

2025

2025

Just In...

Progressive Democrat has 'serious concerns' about Biden's 'heavy-handed' border policies

HOUSE - 2H 46M AGO

HEALTH CARE

1 in 4 US medical students consider quitting, most don't plan to treat patients: report

Just In...

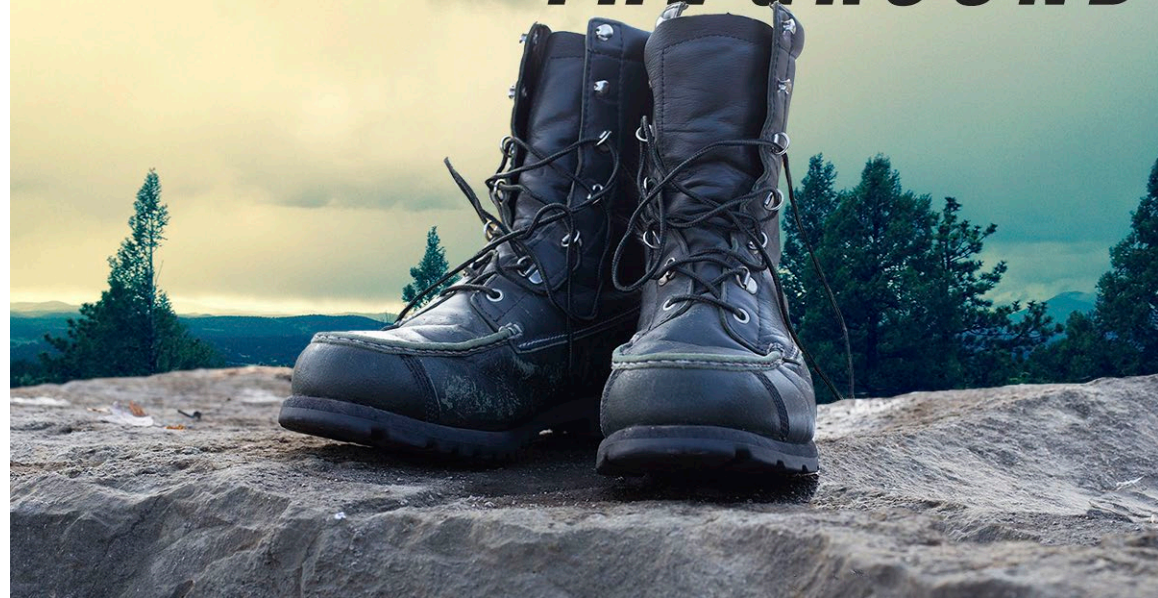
Progressive Democrat has 'serious concerns' about Biden's 'heavy-handed' border policies

HOUSE - 2H 46M AGO

HEALTH CARE

1 in 4 US medical students consider quitting, most don't plan to treat patients: report

BOOTS ON THE GROUND





WORK
~~HARD~~
SMART

A hand is holding a bright blue sticky note with the word "WORK" written in black, bold, capital letters. The sticky note is placed on a light-colored wooden surface. In the background, a beach scene is visible with many people swimming and sunbathing. The text "IT'S TIME TO WORK DIFFERENT" is overlaid in white, bold, capital letters, centered between two horizontal white lines.

**IT'S TIME TO
WORK DIFFERENT**



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WHAT'S YOUR GENERATION?



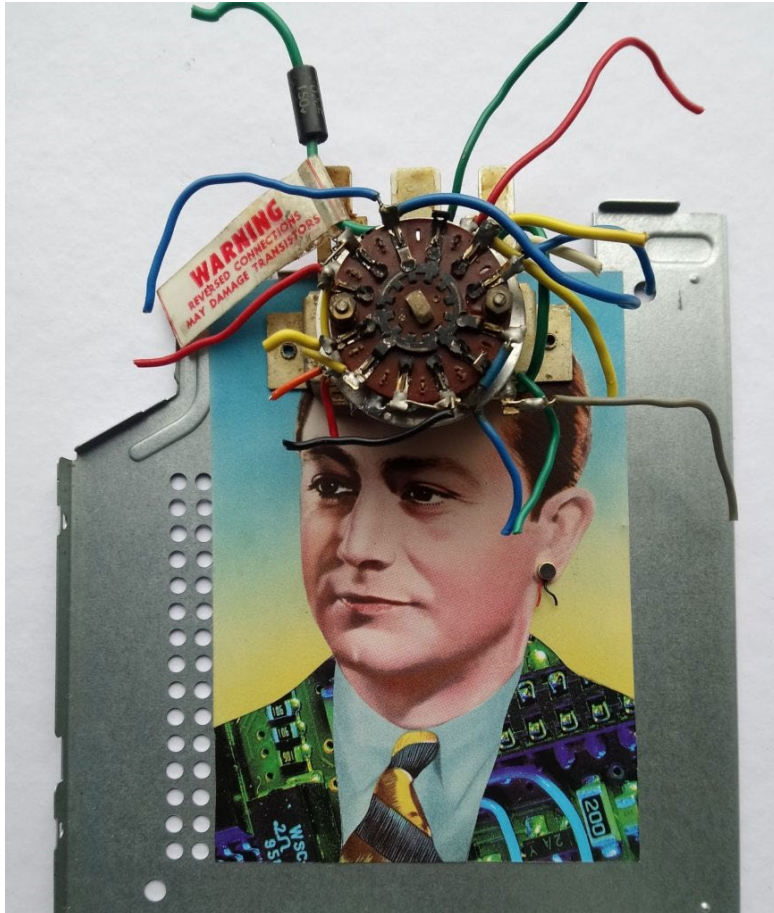
Outline

- Generational characteristics
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- **Challenges**
- Solutions

Volumes and complexity



Silent Generation, Boomers, Gen X

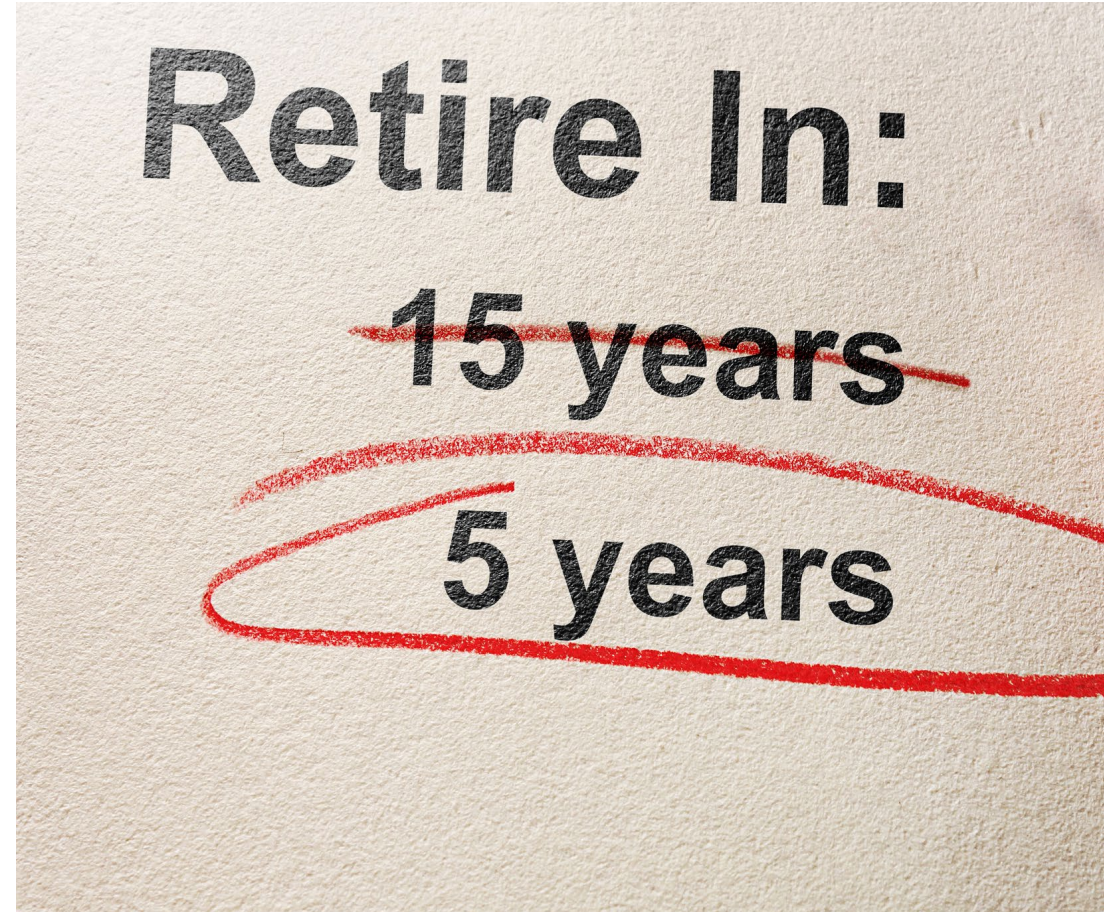


[Hard Wired | Outside In](#)



[Pin on Inspiring \(pinterest.com\)](#)

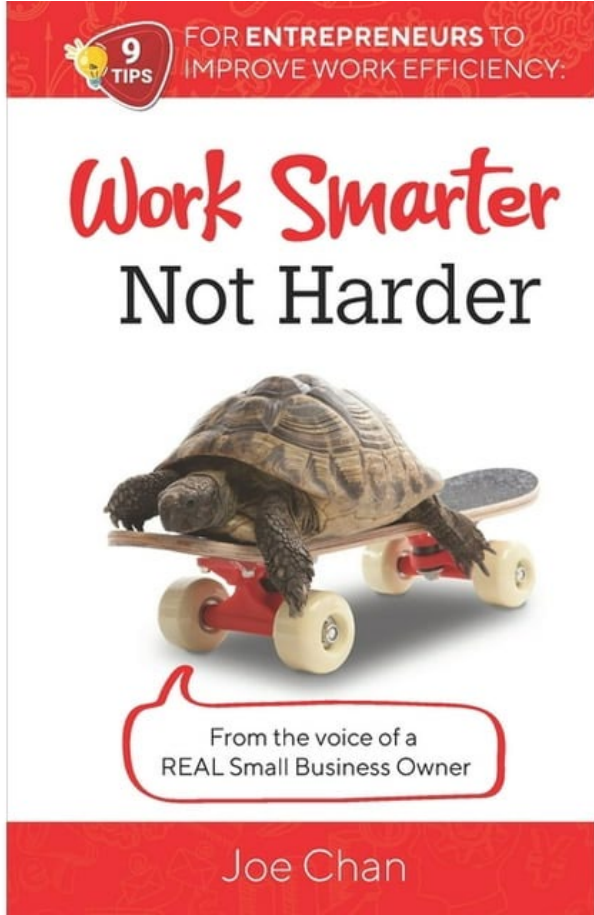
Silent Generation, Boomers, Gen X



Change is coming



[The Workforce Crisis | Boating Industry](#)



Change is coming



SET GOALS

- 1.
- 2.
- 3.



Change is coming



Silent Generation, Boomers, Gen X +/- Y



Generation Z



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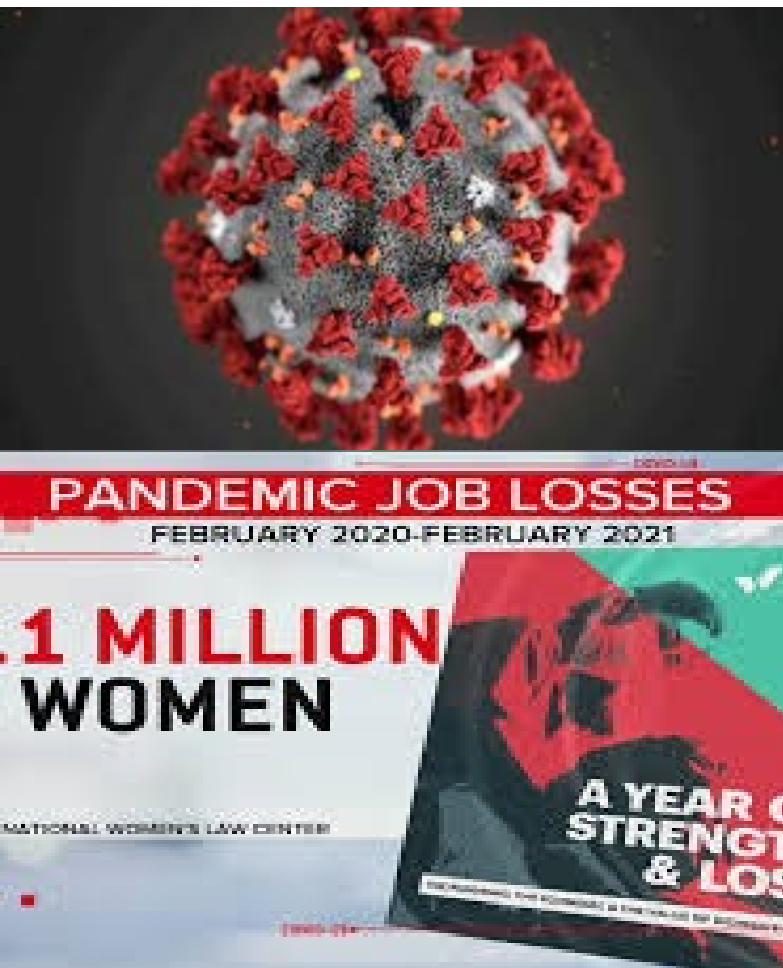
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Why do we care?



- Patient care
- Department/institution harmony
- Work/worker imbalance
- Sandwich generation/gen X
→ work overload, no home help → workforce attrition

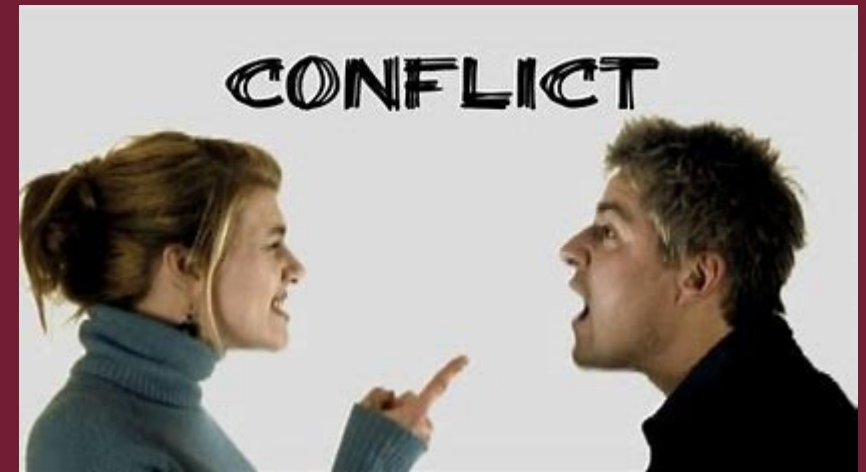
Why do we care?

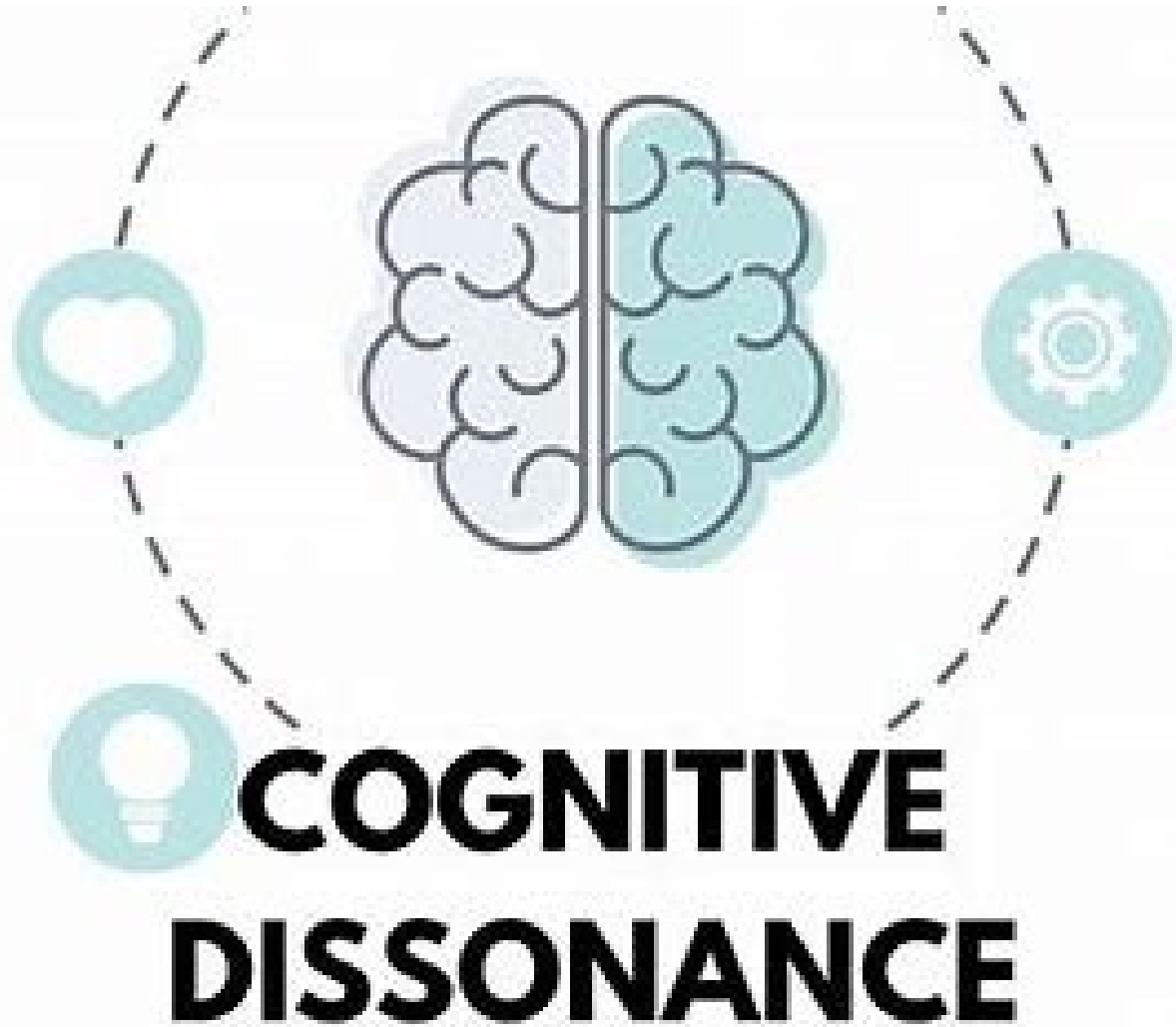


PREVIEW

- How many of you lost faculty or FTE effort?
- Why?
- What did it mean to your business?
- What did it mean to your patient care?

Challenges





US

THEM



How does the work get done?

Radiologist's

A gardener's
WORK  IS
NEVER DONE




What to do??





Boomers, Gen
X, Gen Y







[first job - Bing images](#)



[first job - Bing images](#)



[Leader word in business leadership concept 545248 Vector Art at Vecteezy](#)



~~us vs. them~~

We

~~us vs. them~~

We



WHAT'S YOUR GENERATION?



Outline

- Generational characteristics
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- Challenges
- **Solutions**



What are YOU
doing that's
working



What do you
WISH you
could do?



TOP PICKS





TOP PICKS



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PEOPLE CAN'T LIVE UP
TO THE EXPECTATIONS
THEY DON'T KNOW
HAVE BEEN SET FOR THEM

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Self-Discipline...Simplified

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SUCCESS
is in the
Follow Up!



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SUCCESS
is in the
Follow Up!



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EPIC FAIL





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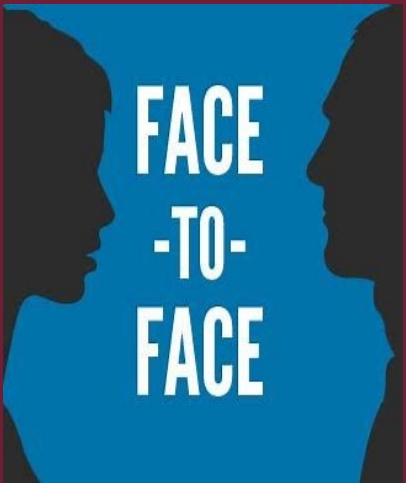
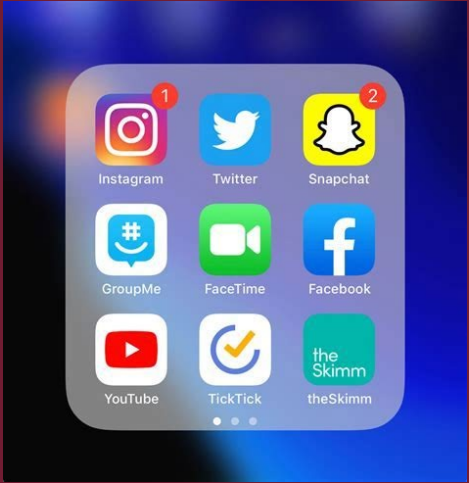
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**CLEAR
COMMUNICATION
LEADS TO SUCCESS**



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[Clear communication leads to success - RCO Website](#)



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engagement_80610666



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TOP PICKS



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TOP PICKS





TOP PICKS



FOREWORD BY CHRISTOPHER HITCHENS

BRAVE
NEW
WORLD

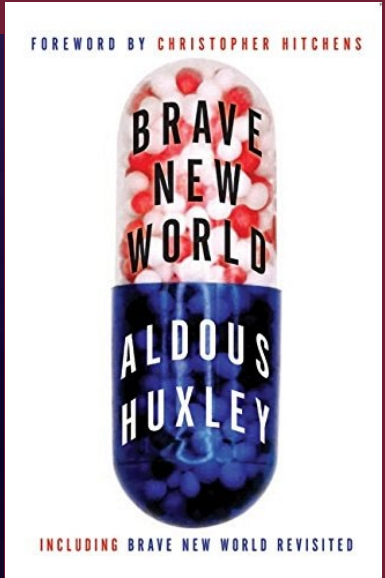
ALDOUS
HUXLEY

INCLUDING BRAVE NEW WORLD REVISITED





TOP PICKS





TOP PICKS





TOP PICKS



[shift work - Bing Images](#)



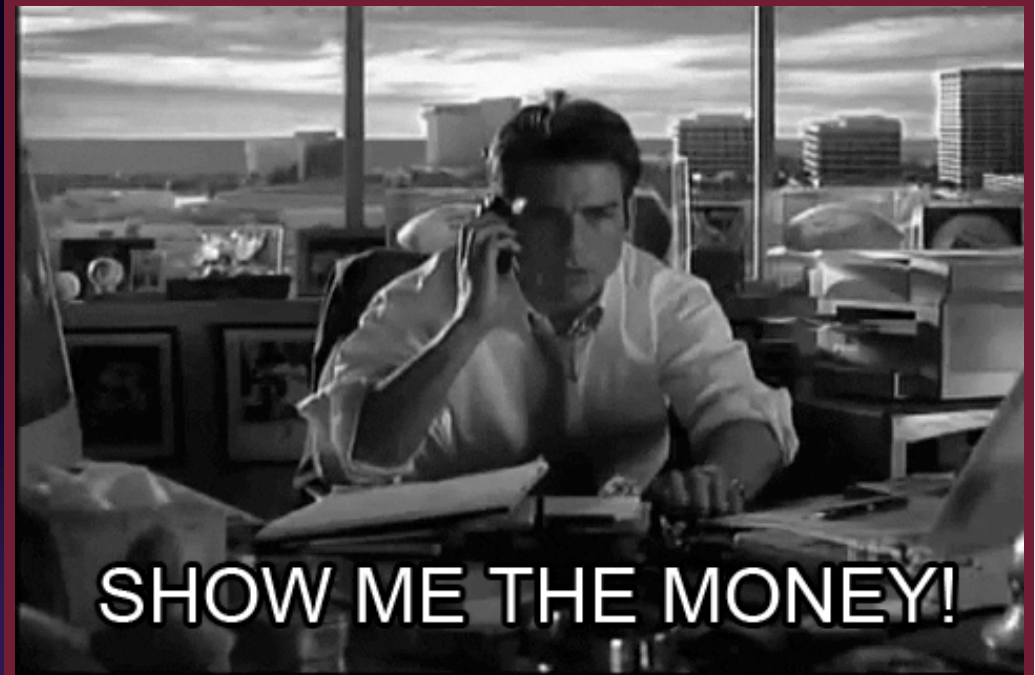
[purpose - Bing Images](#)

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TOP PICKS



SHOW ME THE MONEY!

Thank You!

Brief Session Evaluation

Please scan the QR code below to complete a 4-question evaluation for this session:

