

Unit 1: Nursing Management
Z-Chapter 10 & 11
ONLINE CONTENT (1.5 H)

Unit Objectives:

- Identify characteristics of today's workforce. (1,2,3,6,7)*
- Apply problem-solving strategies to clinical management situations. (1,2,6)*
- Analyze effective communication as it relates to patient safety. (1,2,5,6)*

*Course objectives

Read Chapter 10 in your textbook and place your answers to the questions below in the Z-Chapter 10 & 11 dropbox by 0800 on 1/10/2024.

1. What generations currently exist in the workforce? Briefly describe each generation.

The Baby Boomers: now retiring or are retired; have a multitude of family responsibilities, commonly spanning around 3 generations. They put in long hours and have a strong sense of idealism. This generation remains a product of a hierarchical theory of leadership and management but are beginning to recognize and ask for some elements of behavioral theory. Baby Boomers are focused on building careers and are invested in organizational loyalty.

Generation X: They are energetic, innovative, and hard workers, but have little loyalty to, or confidence in, leaders and institutions. They value the portability of their careers and tend to change jobs frequently. This generation tends to have little aspiration for retirement. They want immediate answers from the development of technology and different employment standards. They also want extensive learning and precepting. Flexible scheduling and benefits are very important to them. They want to work under motivational leadership with a democratic manager.

Generation Y: Born between 1981-1996, believe education is the key to success. For this generation, diversity is a given, technology is as transparent as air, and social responsibility is a business imperative. They are optimistic and interactive, yet value individuality and uniqueness. They can multitask, think fast, and are extremely creative. These nurses are not team players and want to be in control of their work. They tend to change careers frequently because they seek growth and expansion within an organization.

Generation Z: Have never lived without the internet or other forms of rapid communication. They perceive themselves as leaders rather than followers. The way this generation thinks, acts, finds information, negotiates, and makes decisions are changing current leadership and management theories.

2. Compare and contrast the different characteristics of the various generations.

The baby boomers value a hierarchical structure in the workplace, while the younger generations steer away from this. Generation X is considered hard-working like baby boomers, but those in generation X do not have the same loyalty to or confidence in institutions. Both baby boomers and generation X have to balance work with multi-generational family duties as well. Both generations X and Y do not vow loyalty to a company and will move around different jobs to find what best works for them and their lifestyle. Generations Y and Z seek information as they hold education very highly and use technology to enhance the speed of delivery of care.

3. What management strategies can be utilized to help manage these generations?

For baby boomers, it is important to recognize their achievements as they value the opinions of others. As they grew up in hierarchal leadership settings, understanding this mindset while working with them and others can help with any transitions to other forms of leadership that may occur. It is important to understand that those who are in generation X value flexible scheduling and benefits, and also prefer to work under motivational leadership with a democratic manager. Implementing opportunities for extensive learning and precepting, along with answering any questions they have promptly, will help keep those in this generation satisfied with their work setting. Those in generation Y value individuality and uniqueness, so incorporating ways that they can display these characteristics will help them feel more comfortable at their job. Understand their capabilities, treat them as colleagues, and put them in positions that can push their limits can help show their potential. The hierarchy of leadership and management is not necessarily what they all seek and will transform their own role into an individualized leadership position. For generation Z, it is crucial to “equalize” the perception of leaders and followers, as those in this generation mainly perceive themselves as leaders.

4. Which generation do you belong with? How do your values regarding work and your personal characteristics fit that generation?

I am in generation Z, and I feel that although I do not seek out high leadership positions, I do like seeking out new information and having access to learning new things almost immediately. There has not been as much research provided as my generation is the newest in the workforce, but the book states that many changes will occur over time as generation Z adds more diversity in the workplace.

5. Post a meme that you feel best describes your generation.



Read Chapter 11 in your textbook and review the TeamSTEPPS® 3.0 Pocket Guide. Place your answers to the questions below in the Z-Chapter 10 & 11 dropbox by 0800 on 1/10/2024.

1. What is TeamSTEPPS?

TeamSTEPPS is “an evidence-based framework to optimize team performance across the healthcare delivery system.”

2. What are the key skills of TeamSTEPPS? Briefly explain each.

The key skills of TeamSTEPPS are communication, team leadership, situation monitoring, and mutual support. Communication involves listening and communicating using verbal and nonverbal messaging. This can involve SBAR (communicates critical information that requires immediate attention and action concerning a patient's condition), closed-loop communication (using verbal feedback to ensure messages are correctly understood using call-out, check-back, and teach-back methods), handoff (transferring information, authority, and responsibility during transitions in patient care), and I-PASS (a preferred handoff tool involving illness severity, patient summary, action list, situation awareness & contingency planning, and synthesis by receiver). Team leadership involves sets of people communicating, coordinating, and collaborating to provide optimal care. Situation monitoring fosters situational awareness in a 3-part process. It involves situation monitoring, situation awareness, and shared mental models. Mutual support involves team members assisting one another, providing and receiving feedback on performance, and advocating assertively when patient safety is threatened.

3. What are the responsibilities of an effective team leader?

The responsibilities of an effective team leader include organizing the team, identifying and articulating clear goals, assigning tasks and responsibilities, monitoring and modifying plans of care and communicating changes, reviewing the team's performance and providing formative feedback when needed, facilitating information sharing, encouraging team members to assist one another, fostering a learning and psychologically safe environment, keeping conflict healthy, reinforcing patient-centeredness of all team members and actions, and modeling effective teamwork.

In order to receive full credit (1.5 H class time) for this assignment, it must be completed in its entirety by the due date/time assigned. Any assignments not completed in its entirety by the due date and time will result in missed class time and must be completed by the end of the semester to pass the course.