



AHA Team Training

Driving Change: A Multigenerational Approach

April 8, 2026

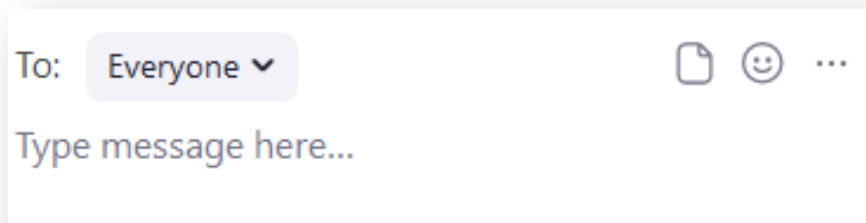


American Hospital
Association™

Advancing Health in America

Rules of Engagement

- **Audio for the webinar can be accessed in two ways: 1) through your computer speakers or 2) dialing in by phone – *listen only mode***
- **Q&A session will be held at the end of the presentation**
 - Written questions are encouraged throughout the presentation
 - To submit a question, type it into the Chat Area and send it at any time
- **Other notable Zoom features:**
 - This session is being recorded, the chat will not be included in the recording
 - Utilize the chat throughout the webinar. To chat everyone, make sure your chat reflects the picture below:



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To receive 1.0 CE credit hour for this webinar, you must:

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 - Step 1: Register for a OneLink account
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- **Text **KUYSEK** to (919) 213-8033 after 1:00 pm ET today – 24-hour window**

In support of improving patient care, the Duke University Health System Department of Clinical Education and Professional Development is accredited by the American Nurses Credentialing Center (ANCC), the Accreditation Council for Pharmacy Education (ACPE), and the Accreditation Council for Continuing Medical Education (ACCME), to provide continuing education for the health care team.



**Speakers have no financial disclosures*

Upcoming Team Training Events

- **TeamSTEPPS Essentials – Virtual**

- June 10 – June 24

- **TeamSTEPPS Master Training**

- April 20-21 – Northwell Health
- May 12-13 – Tulane
- July 30-31 – UCLA

- **TeamSTEPPS Sustainment – Virtual**

- The People of TeamSTEPPS Implementation – July 8
- Strategies for Long-Term Sustainability – October 20

*Fall courses are also open for registration – [check out our website for details!](#)



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Upcoming Team Training Events Cont.

○ Webinars

- **June 9, 12 – 1 pm CT** on Just Culture, HRO's, & Psychological Safety
 - *More details including registration will be on our website available shortly!*

Interested in speaking at an upcoming webinar? [Complete our speaker interest form!](#)

Contact us at teamtraining@aha.org with questions.

Advisory Services

Custom TeamSTEPPS Advisory Services at Your Organization

TeamSTEPPS Master Training Course

Using a train-the-trainer model, **we give you the foundational tools** and concepts, and train your staff through this **two-day training** program. You will gain a team of Master Trainers ready to teach others in your organization.

Comprehensive TeamSTEPPS Programs

We help you along the way. After delivery of the two-day Master Training course, we continue to work with your team for **3-6 months**, building the internal capacity to hardwire TeamSTEPPS throughout your organization.

[Learn More »](#)

“Our relationship with the TeamSTEPPS faculty and the on-site trainings were both phenomenal. **They did a great job of meeting us where we were** and customized a program that really helped us gain clarity about the problem we’re trying to solve.”

– **Melissa Riffe-Guyer**
Executive Director,
Culture Cone Health



Today's Speakers

Rhonda Fischer, *Team Training
Clinical Lead, American Hospital
Association*

Jan Brauer, *Co-Founder, Creating
Team Solutions*



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Driving Change: A Multigenerational Approach

Learning Objectives

Describe key characteristics and motivators of the multigenerational health care workforce and how they influence communication, engagement, and change adoption.

Apply leadership strategies of connection, coaching, and collaboration to strengthen engagement and guide teams through change.

Identify practical approaches to improve communication, feedback, and teamwork across generational differences in the workplace.

WHERE WE ARE & WHERE WE WANT TO BE

Surviving Change



Thriving in Change



Rate your team from 1 to 5

1=Surviving

5=Thriving



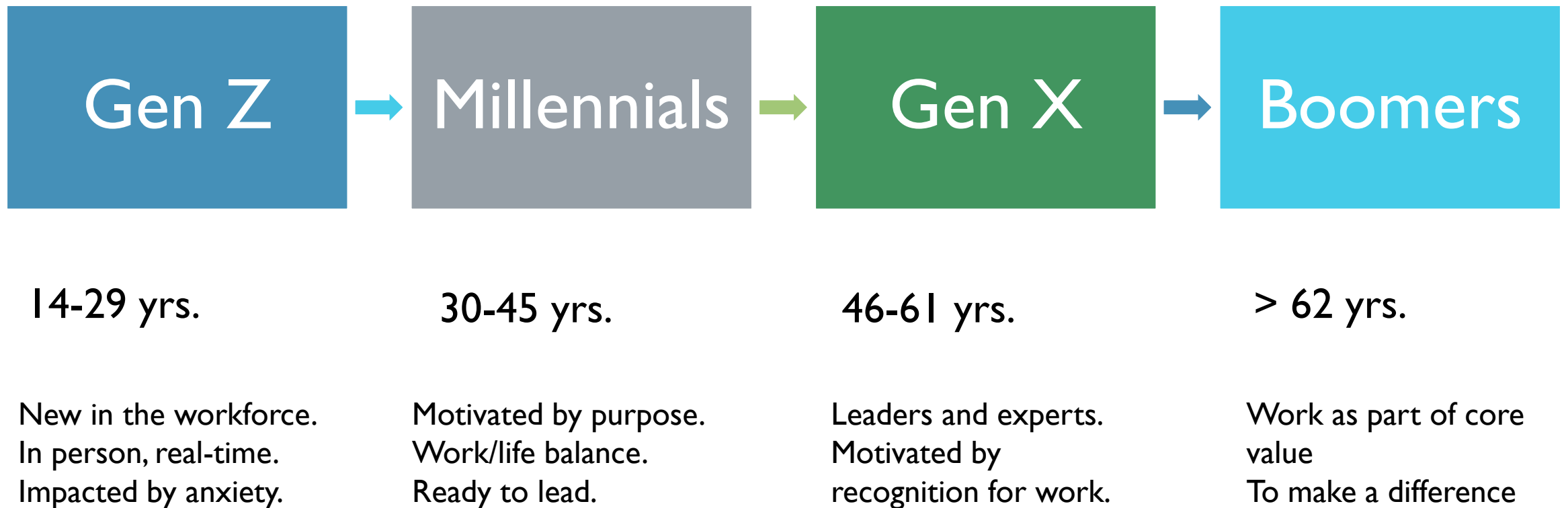
THRIVING

is driven by
engaging the team's
potential in the
way it makes sense
to them.



THINGS HAVE CHANGED
BUT PERHAPS NOT AS MUCH AS YOU THINK

GENERATIONS IN THE WORKFORCE



POLL

POLL:

Which generation do you identify with?

Gen Z <29 yrs.

Millennials 30-45 yrs.

Gen X 46-61 yrs.

Boomers > 62 yrs.

CHAT IN:

What does it take to lead you well?



Generation	Birth Year	Current Age	Preferences
Digital Immigrants			
Silent Generation	1928–1945	81–98	Traditional, face-to-face
Baby Boomers	1946–1964	62–80	Collaborative, direct communication
Gen X	1965–1980	46–61	Independent, evidence-based
Digital Divide			
Digital Natives			
Gen Y / Millennials	1981–1996	30–45	Speed, transparency, authenticity
Gen Z	1997–2012	14–29	Visual, socially conscious
AI Divide			
AI Native			
Gen Alpha	2013–2025	1–13	Information from digital sources

BRIDGING THE DIGITAL DIVIDE

- **Close the digital divide intentionally**
 - Offer “tiered training” (beginner to advanced)
 - Normalize learning (make it safe to ask)
 - Use super users/peer coaches
- **Use multiple communication channels**
 - Don’t rely on just one “mode”
 - Reinforce critical info verbally & digitally
- **Leverage strengths across generations**
 - Experience + pattern recognition (often more seasoned staff)
 - Tech agility + efficiency (often newer staff)
- **Design for inclusion**
 - Assume different starting points, not different levels of commitment
 - Avoid generational labeling and address bias proactively

LEADERSHIP STRATEGIES FOR IMPLEMENTING CHANGE



- **Connection**
- **Collaboration**



CONNECTION

THE POWER OF YOUR PRESENCE.

CONNECTING WITH A MULTIGENERATIONAL WORKFORCE

- The employee
 - Needs to understand the *why of change*.
 - Needs to be known
 - Needs to be heard
- **Positive Leader Rounding**
 - What is your routine for rounding with your staff?
 - How do you connect with night shift?
 - What do you use to communicate with your staff aside from email?



POWER OF YOUR PRESENCE

Goal: I see you and I value the work you do

- Regular
- No agenda
- Sit down
- Ask how people are doing
- Ask “Is there anything I can do for you today?”

ROUNDING FOR SUCCESS

- Rounding for
 - Relationship building
 - Reinforcing change
 - Rewarding successes



Includes:
Great questions
Listening
Feedback

THE POWER OF RECOGNITION

- More involvement in and enthusiasm about their workplace
- Increased productivity
- Decreased patient safety incidents

“When recognition hits the mark, employees are five times as likely to be connected to company culture and four times as likely to be engaged.”

<https://www.gallup.com/workplace/400907/industry-delivering-employee-recognition.aspx>

THE POWER OF RECOGNITION

- Improved retention
- Improved wellbeing and a sense of belonging



KEYS TO A CULTURE OF RECOGNITION

- **Authentic**
- **Equitable**
- **Personalized to the receiver**

Chat in: what does meaningful recognition and celebration look like to the people you lead?



RECOGNITION NEEDED HERE!

Gen Z and Millennials



Am I on the right track?

Gen X and Boomers



Is my contribution valued?

DIFFERENT GENERATIONS, DIFFERENT TYPE OF NEED

Gen Z and Millennials



Immediate and frequent feedback on wins

Gen X and Boomers



Less frequent but sincerity counts

WHY IS FEEDBACK SO ESSENTIAL?

- The front line is motivated by relationship
- Vision, goals, and good efforts naturally drift



LEADERSHIP AND FEEDBACK WITH GENERATIONS IN MIND

Gen Z

Frequent, mentor model

Millennials

Frequent, coach model

Gen X

Confident, independent

Boomers

Annual, formal recognition

LEADING IN A WAY THAT MAKES SENSE TO STAFF

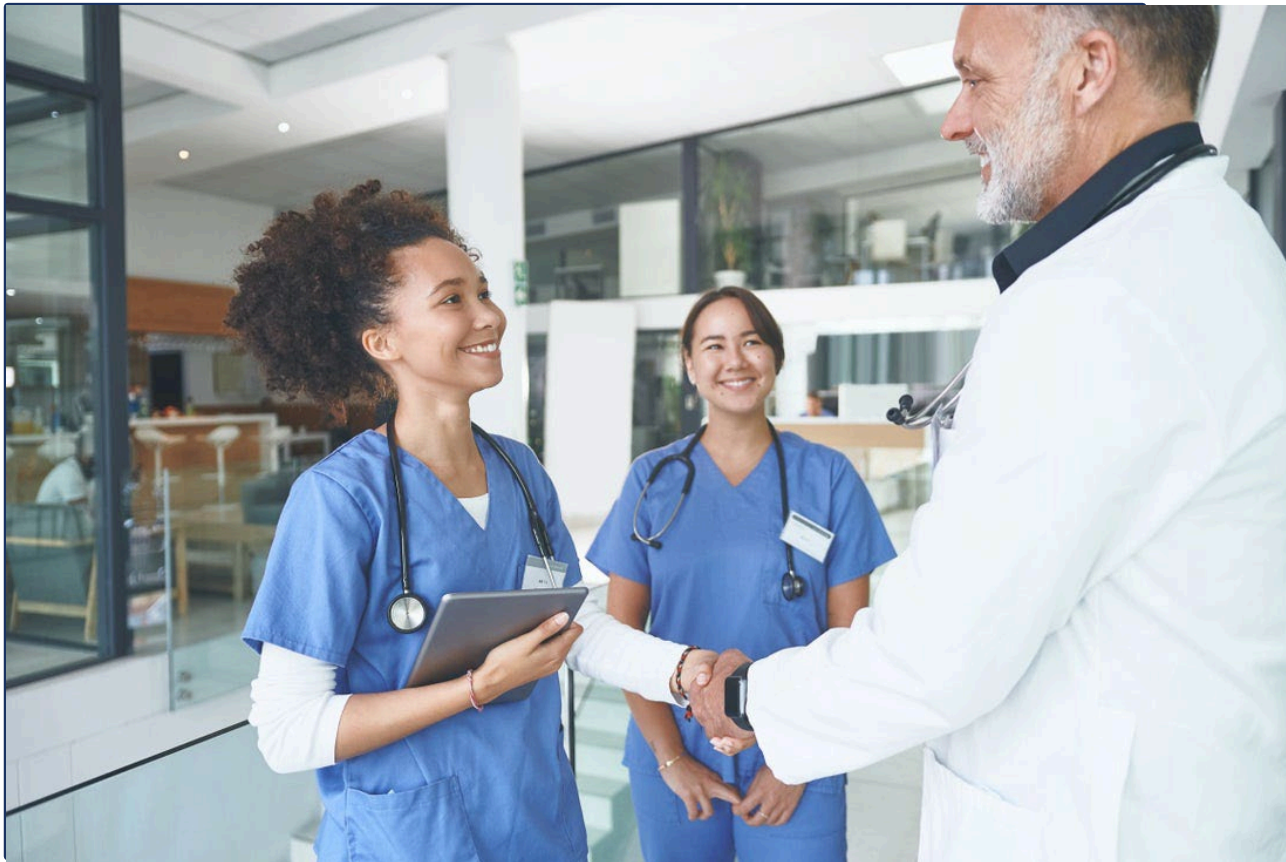
Now, more than ever,
Leading through relationship and
frequent feedback
are essential to make change stick





COLLABORATION

NEW LEADER/NEW GAME



CHAT IN:
What do coaches do that
“bosses” don’t??

Boss →
Coach

- Focus on GROWTH – not just output
- Create continuous feedback loops
- Authority is about CREDIBILITY
- Ask- more than tell
- ***Shift from directing work to developing people***



NEW LEADER/NEW GAME

Individualism
→ Teamwork



The background of the slide is a light-colored surface covered with numerous small, square wooden blocks. Each block has a black question mark printed on its top surface. The blocks are scattered across the frame, some overlapping, creating a pattern of curiosity and inquiry. A dark blue rectangular box is overlaid on the left side of the image, containing the main text and list.

COACHING THROUGH CURIOSITY

- Ask – don't tell
- Self-discovery → ownership and engagement
 - How would you do it?
 - What would it take to get your team on board?
 - What timeline seems reasonable?
 - What role would you like to play?
 - What do you need to be successful?

COACHING THROUGH CURIOSITY

- *Value* generational innovation and leadership experience
- *Discover* individual strengths and put them to work
- *Release* old models—let teams design better solutions



CHANGE LEADERSHIP

- Remove barriers
- Act with intentionality; close the loop
- Give what you can **NOW** and be transparent about **LATER**



GROWTH

- Support for their future
- Life skills
- Balance empowerment with leadership accountability



LEADERSHIP STRATEGIES FOR IMPLEMENTING CHANGE



- **Connection**
- **Collaboration**



QUESTIONS?

Jan Brauer BSN MA
Rhonda Fischer RN BSN CEN

Final Reminders

- **Evaluation**

- Please complete the evaluation form that appears on your screen once the webinar ends

- **Continuing Education**

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Any Questions?

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