

New Generation of Culture

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Overview

As millennials enter our workforce, the veterinary field is finding itself facing difficult questions: What exactly do these young people want? Why do they behave this way? You have heard people talking about how “lazy” and independent Millennials are perceived to be before. However, what you have not heard is how we can utilize the amazing traits they are bringing to the workplace to create a culture that all four generations currently working can love. This is the focus of The New Generation of Culture, complete with concepts you can implement in your practice immediately to boost your culture, along with a conversation about how to bring the most loved corporate culture in the world, Google, into your veterinary practice, helping you to attract and retain the best possible talent available.

Notes

- What do Millennials want?
 - 62%: make the world a better place¹
 - 72%: be their own boss¹
 - 79%: have a boss who is a coach or mentor¹
 - 88%: collaborative work environment¹
 - 74%: flexible work schedules¹
 - 88%: work-life *integration*¹
 - 68%: be associated with industry leader¹
 - 90%: for their voice or opinion to matter¹
 - 12%: be wealthy¹
 - NOTE: career position NOT on this list
- Gen X’ers and millennials have a lot of differences, but also some key similarities:
 - Both want to pursue passions
 - Both share the expectation of multiple careers
 - Both know it is hard to find permanent work
 - Both need and want professional independence
 - Both understand the need to be flexible in career
 - Both highly value and expect lifelong learning
 - Both are prepared to work long days or weeks
 - Both are willing to live at home if needed.
- Typical veterinary culture is stale and stuffy, “command and conquer,” passive aggressive. Not conducting to happy millennials
- The future of work environments:
 - Inclusive management
 - Collaboration
 - Continual feedback
 - Goal focus
 - Casual relationships
 - Employee-driven motivation
 - Frequent turnover
 - Hire for culture
 - Team training

- Better performance evaluations
 - Ranking or rating performance evaluations DON'T WORK
 - Should not be a grading of day to day activities: this should be addressed daily
 - Performance evaluations should consist only of:
 - Summary of progress or failure to progress
 - Addressing ONGOING issues
 - Re-evaluate goals and set new ones
 - Goal focus:
 - Critical part of performance evaluation process
 - Have at least a monthly check-in with each employee to discuss goal progress
- Routine feedback
 - Millennials want feedback 50% more often than other employees, but everyone wants and needs it.²
 - Benefits of routine feedback:
 - Reduces confrontational nature of coaching
 - Face to face time with manager: validates employee
 - Platform for positive feedback
 - Don't forget the manager!!
- Appreciation/ recognition
 - Make sure feedback is specific, not, "Great work today," or, "Thanks for your help!"
 - Specific feedback comes across as genuine, general feedback comes off as disingenuous
 - Best ways to show appreciation: thank you cards and daily recognition
- Develop personal relationships
 - They want to know who you are, and they want you to know them, too.
 - Coffee/ Breakfast/ Lunch with the Boss
 - Once a month
 - Talk about:
 - Where they grew up
 - How their kids/ spouse/ partner is doing
 - What they wanted to be when they grew up
 - Recent vacations or special events
 - And... YOU!
 - It's OK to be vulnerable and imperfect!
- Inspiration and Motivation
 - iVET360 surveyed 200 hospitals
 - Mission for 199 of them: Take great care of the patients and clients
 - To attract the best, you have to define how you are different.
 - Client and patient care SHOULD be a given
 - State what you believe in
 - Trusted neighborhood veterinarian
 - Changing the landscape of veterinary care
 - Enhancing quality of life for pets in our community
 - Creating a comfortable environment to promote healing for pets and their people
 - Then, ACT on it!
 - Require community service, maybe even pay for it
 - Participate in charity events
 - Host community events
 - Make "Fear-Free" changes
 - Make your practice "green"

- Lily Padding= structured delegation
 - Treats a career like a pond, not a ladder
 - Creates “lateral transfers” that promote growth and learning
 - Benefits:
 - Many people can jump in
 - No “hoarding” information
 - Reward those who succeed, coach those who don’t
 - Frees up the hospital manager
- Building Better Bosses
 - Millennials leave for 3 reasons ³:
 - No connection to mission, their work “doesn’t matter”
 - Dislike co-workers
 - Horrible bosses: the most common reason for anyone to leave their job
 - Google: Project Oxygen= 8 Behaviors for Great Managers³
 - AKA: how to build a better boss
 - 8 Behaviors:
 - Express interest and concern for goals and well-being
 - Be productive and results oriented
 - Be a good communicator
 - Help with career development
 - Have a vision and share it
 - Use your skills to advise
 - Be a good coach
 - Empower the team, don’t micromanage
 - How to use:
 - Yearly performance evaluations for you and managers. Ask the staff to review you and the leadership team anonymously
 - Thank them for being honest, even if it hurts
 - Then, ACT on the feedback.

Want the handouts and forms from this presentation? Download them at <https://ivet360.com/checklists/>

References

1. Ashgar, Rob. “What Millennials Want in the Workplace (And Why You Should Start Giving it to Them).” Forbes. January 2014. URL <https://www.forbes.com/sites/robashghar/2014/01/13/what-millennials-want-in-the-workplace-and-why-you-should-start-giving-it-to-them/#446022544c40>
2. Willyerd, Karie. “Millennials Want to be Coached at Work.” Harvard Business review. February 2015. URL <https://hbr.org/2015/02/millennials-want-to-be-coached-at-work>
3. Casserly, Meghan. “Google’s Failed Quest to Prove Managers Are Evil- And Why You Should Care.” Forbes. July 2013. URL <https://www.forbes.com/sites/meghancasserly/2013/07/17/google-management-is-evil-harvard-study-startups/#385ea8f05ddb>