



## ***HUMAN RESOURCE MANAGEMENT***

### **INSIDE THIS ISSUE**

**BACK TO THE FUTURE: REDEFINING "WORK"**  
**A PLACE FOR BOOMERS**



**Michael Boyes**  
President, Credo Consulting

## A Place for Boomers

### **SOCIAL REVOLUTIONARIES**

Today's working baby boomers hit the job market in the mid-seventies and early eighties. Though they revolutionized social culture, boomers assimilated into the traditional work culture. They showed up, fit in, put in time, and waited for their turn.

Now in the twilight of their careers, boomers find that they have lived through another, more stealthy revolution. Their egalitarian ideals combined with information technology to create a foreign world that often conflicts with their values.

### **THE STRESS OF CHANGE**

Boomers expected job security in return for their loyalty; respect and raises based on their tenure; and an "easy" glide towards retirement based on their wealth of experience. Those were reasonable expectations in past decades, but not now. Today's medical practices face wave after wave of regulatory and technological changes. Executives are more concerned with a person's adaptability and current output than with their historical contributions. So, boomers justifiably feel vulnerable and underappreciated.

Millennials who seek job parity with boomers are threatening. Their skills, ambition, and impatience can be off-putting, but the idea that a person

with little real-world experience expects to "cut in line" for a promotion is offensive. It devalues boomers' loyalty, practical experience, and wisdom.

### **PICKING APPLES FROM YOUR TREE**

If boomers feel rejected and disrespected, it could be that they are. Whereas they lived in conflict over their priorities, their kids embraced what their parents longed for. Millennials prioritize individuality over conformity, personal freedom over community responsibility, challenge over security, friends and family along with work, immediacy over patience, and they count on themselves rather than their employer for future security.

Their choices reflect a new reality and, in many ways, prepare them for success in the new VUCA world. But where does that leave boomers?

### **THE PLACE FOR BOOMERS**

Boomers have more to offer now than ever before. Their experience and knowledge are valuable and can't be easily replaced, but their wisdom has limited value when retained for personal use. So, it is time for boomers to take on their roles as elders—to be the people who exercise wisdom, care for and guide others. This involves exercising perspective, patience, and virtue. It cannot be obtained by asserting rights, claiming authority, or taking offense easily.

Boomers who want to share their wisdom must have a good grasp on what they have learned and have insight into current opportunities. If you are a boomer, you may need a willingness to:

- **Continue learning and adapting because it is the wise thing to do.** Experienced workers who stop actively learning lose their credibility. Embrace and learn new technology. Partner with younger colleagues to find solutions to old problems. Master something new. Adjust to people where their preferences don't conflict with your actual business needs.
- **Mentor younger workers.** People enter the workplace expecting to behave as they always have. Sometimes their habits are not well suited for the office. If you have wisdom, give feedback and instruction to people who need it. Model professionalism in every way; gently and supportively instruct people how to be reliable, considerate co-workers, communicate effectively, and contribute appropriately.
- **Build bridges.** You know people in your practice and in other practices. Help colleagues connect and build relationships with each other by making introductions and showing them how to assist each other. Go out of your way to share information that will benefit them.
- **Lead up.** No matter their age or education, the people "above you" need your knowledge and wisdom. Regardless of your position, your role is to seek what is best for your practice, peers, and patients. Offer lessons to from your experience to your leaders without tying yourself to how things "used to be done."

Elders share their wisdom, and care for people, and look out for their community regardless of their status and without being asked. Boomers should step into their role as elders and offer perspective and wisdom that their younger (and older) counterparts who may not yet realize they need. If you have earned wisdom and can communicate it effectively, it is your place. ■



## CALLING ALL MEMBERS

### Refer a New Member for Your Chance to Win a \$100 Gift Card

Do you have colleagues who would benefit from Maryland MGMA's educational programs and benefits? Please encourage them to join as a member. During each quarter of 2016, we will hold a drawing for a \$100 gift card from those who referred at least one member during that quarter. Simply instruct the person to enter your name on the application as the person who made the referral. The first quarter drawing will take place on April 1.

Direct your referrals to the Membership tab at [www.marylandmgma.com](http://www.marylandmgma.com). Membership questions may be directed to Jennifer Thornton at the Maryland MGMA office – 410.752.3318.

## NEW MEMBER CORNER



Please join us in welcoming the following new Maryland MGMA members who joined between January 15, 2016 and March 15, 2016.

#### Cayla Baker

Choice Technologies, Inc.

#### Jennie Cao

Bel Air Center for Plastic & Hand Surgery

#### Thomas Chepurko

First Citizens Bank

#### Laurie Copsey

Calvert Memorial Hospital

#### Shelby Jaffray

#### Hugh McCarthy

First National Bank

#### Laurie Murphy-Zuiderhof

Murphy Commercial

#### Victoria Olokodana

Frekko Primary Care, LLC

#### Carolyn Reinke, CMPE

Peninsula Regional Medical Center

#### Caroline Salinas

Comprehensive Primary Care

#### Ashley Smith

Gold Medal Physical Therapy, LLC

#### Robert White

Chase Brexton Health Care

#### Yvette Woods

Nixon Uniform Service and Medical Wear