

Massachusetts School Building Authority

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Multigenerational Team Resiliency

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Generations in the Workplace

Baby-Boomers

- Born between 1946 and 1963
- Highly experienced workforce
- Retiring in large numbers



Generations in the Workplace

Generation X

- Born between 1965 and 1981
- Moving into leadership
- Work-life balance, sandwiched between children and parents requiring care



Generations in the Workplace

Millennials

- Born after 1982
- Very tech-savvy, born with technology as part of daily life
- Moving into entry level and middle management positions



Resiliency

Definitions

- The capacity to recover quickly from difficulties; toughness (Oxford Dictionary)
- The ability to call upon inner strength and keep moving forward even when things are tough (Learning Dictionary - blog discussion)
- The capability of a strained body to recover its size and shape after [deformation](#) caused especially by compressive stress (Merriam Webster - scientific definition)



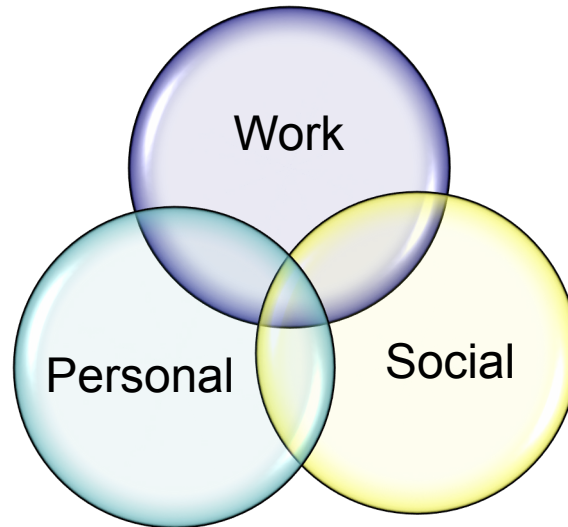
Sources of Compressive Stress

- Work Content Related
- Work Social Dynamic Related
- Personal Life



Interaction of Stress

Government Workplace





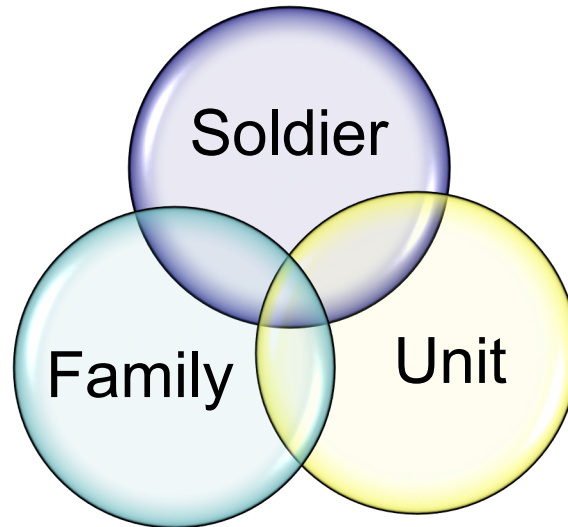
Resources When Crisis Occurs

- Incorporating technical and soft skills training in risk assessment plans (ex. Lynda.com)
- Drawing on counseling resources from insurance company plans (GIC)
- Business Terms for U.S. Army Reserve programs for personal contacts designated by deploying soldiers



Interaction of Stress

Army Life





U.S. Army: Family Programs University

Introduction

- **Family Readiness:** Being prepared to effectively navigate the challenges of daily living in the unique context of military service
- **Ready Soldiers and Families:** Knowledgeable about potential challenges, aware of the supportive resources available to them, make use of the skills and support to manage challenges
- **Commander's Responsibility:** Establish the unit's Family Readiness Program



U.S. Army: Family Programs University

Command Responsibilities to Family and Soldier

- **Unit Commander:** Develops a Family Readiness Plan to ensure Soldier Preparedness and Family Resilience
- **Family Readiness Plan:** Outlines the Unit Commander's goals and initiatives to establish a functional Family Readiness Program and provide Family Assistance within the unit



U.S. Army: Family Programs University

Family Assistance

- Contractual programs and services the Army is obligated to provide its Soldiers and their Families, civilian employees and retirees
- These obligations must be provided
- The command structure often called, Chain of Command has the responsibility to ensure these obligations are fulfilled to each soldier and their families



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Chain of Concern

- Family Support promotes self-reliance
- Prepares Families for separation
- Relies on a partner relation between Unit Command and Family Readiness Group volunteers
- Provides mutual reinforcement between Soldiers and Families



Resource Chains

Chain of Command

- Hierarchical
- Top Down
- Formal



Resource Chains

Chain of Concern

- Multiple Streams
- Ad Hoc
- Informal



Communication Chains

Work Sources

- Employee Emergency Contact Forms
- Formalized Information Notification Trees



Communication Chains

Home Sources

- Direct Supervisor
- Human Resources Designee
- During Business Hours versus Outside Business Hours



Communication Modes

Generational Preferences

- Face-to-Face
- E-mail
- Text



Communication Modes

New Sources of Communication Vehicles

- Public or Proprietary Apps
- Contact/Calendar Management Programs



Communication Modes

Organizational Preferences

- Hierarchical arrangements
- Entrepreneurial initiatives
- Ad Hoc collaboration



Communication Modes

Frequency Variances

- Infrequent, as-need
- Regular
- Very Frequent



Communication Modes

Learning Tool Variances

- Formal guidelines with detailed written instructions
- Goal defined, summary instructions with detailed examples
- Combination of written instructions with on-line work papers/products
- Multi-media presentations and how-to videos



Communication Modes

Learning Style Variances

- Lecture and demonstration
- Hands-on with guidance
- Self-directed
- Step by Step from Start to Finish
- Modules which build upon each other



Multigeneration Team Resiliency

Actions to Consider

- Cross-Training to secure broader team expertise
- Multiple modes of training materials
- Developing your own Chain of Concern
- Building and Maintaining Emergency Contact List