What Makes Millennials Tick? Understanding the Young Urologist

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Director of Robotic Surgery, Beaumont Health
Director of Clinical Research, Michigan Institute of Urology
• The future of urology will be directed by millennials, who have a different set of priorities and approach to medicine than their older colleagues.

• Millennials surpassed Baby Boomers as the largest population group in 2016-largest living generation 75 million persons.

• Millennials will comprise more than 1 in 3 adult Americans by 2020, and will make up as much as 75% of the US workforce by 2025.
Urology and Millennials

• According to American Medical Association data, about 155,000 physicians, or 15% of the total, are under age 35.

• 25% of the American Academy of Family Physician’s active membership is age 39 or younger.

• One-fourth of the American Osteopathic Association’s membership is 35 or younger.

<table>
<thead>
<tr>
<th>Age Group (Year)</th>
<th>Number</th>
<th>Percent (%)</th>
<th>± MOE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ 34</td>
<td>505</td>
<td>4.0</td>
<td>0.8</td>
</tr>
<tr>
<td>35 - 44</td>
<td>2,744</td>
<td>21.9</td>
<td>1.2</td>
</tr>
<tr>
<td>45 - 54</td>
<td>2,760</td>
<td>22.0</td>
<td>1.2</td>
</tr>
<tr>
<td>55 - 64</td>
<td>2,892</td>
<td>23.1</td>
<td>1.2</td>
</tr>
<tr>
<td>≥ 65</td>
<td>3,616</td>
<td>28.9</td>
<td>1.0</td>
</tr>
<tr>
<td>Total</td>
<td>12,517</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

(Data source: Weighted samples from the 2017 AUA Annual Census. The median age is 55.)
A Generation is a peer group defined by both its demographics and its key life events.
How Millennials Came to Be.....

Digital Natives
Internet, smartphones, social media

Significant Tragedies
9/11 Terrorist Attack
School Mass Shootings

Economic Hardships
Low employment rates
Foreclosure Crisis

A generations’ attitudes, values and beliefs are developed during life events in their formative years...
How were Millennials Parented?
Millennial Traits

- Digital Natives
- Value Work-life balance
- Less reverence for authority
- Diverse- gender, ethnicity, income background and parental marriage status
How the older generation of physicians perceive millennials…

...entitled, need to be hand-held, disloyal and having authority issues
Millennials are set up for conflict with older generations due to their differing outlook and set of priorities on life

• So, what must be done? We have been conflicted between our competing roles as “guardians” of the profession and “passers of the torch” to the next generation. If we continue to alienate and resist this generation, patients will stand to suffer long after we have gone.

• But beyond trying to beat them into submission with our ideals we must tap into what unique aspects millennials have to offer.

• They will apply their unique talents and perspectives to the field and catapult it forward in ways we cannot even imagine.

• Acknowledging, respecting and UNDERSTANDING MILLENNIALS’ VALUES will create a loyal and driven workforce.
Understanding the Millennial- *The Digital Native*

- The average adult checks their phone 30 times a day, and the average Millennial checks their phone 157 times a day.\(^a\)
- Millennials spend about 5 hours a day using digital media. They account for one-half of the total minutes that Americans spend using smartphones.\(^b\)
- Millennials are the only generation more likely to own a laptop (~70%) than a desktop (~50%). By comparison, baby boomers are at ~46% and ~60% respectively.\(^c\)
- A survey by Bank of America revealed that 39% of Millennials claim they interact more with their smartphones than they do with their partners, parents, friends, children or co-workers.\(^d\)
- A study of 4,000 employees in 10 different countries discovered that 42% of Millennials said they would quit a job that offered substandard tech and 82% said workplace tech would influence which job offer they accept.\(^e\)
- A 2014 report from the research firm Lab42 found that over 80% of Millennials believe technology will positively change the world.\(^f\)

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\(^a\) SMW Staff. Millennials Check Their Phones More Than 157 Times Per Day Social Media Week. from https://socialmediaweek.org/new-York/2016/05/31/millennials-check-phones-157-times-per-day. 2016


\(^c\) Pew Research Center Internet and Technology. 2011.


Understanding the Millennial in the Work Place

The Digital Native

• Increased use and familiarity with communications, media, and technology and an expectation to use it daily to make their work more efficient.

• John Prescott, MD, chief academic officer for the Association of American Medical Colleges (AAMC), has seen how technology has changed the way students learn. “They’re accustomed to having information at their fingertips,” Prescott adds. “Whereas before if you didn’t know something you had to go look it up, for this generation looking it up means taking a device out of our pocket and getting the information they need right away.”

• No longer is the practice of medicine limited to the content of knowledge of the individual physician.

Understanding Millennials - the demographic “bridge” to the nation’s diverse future
Value Work–Life Balance

• A generation ago this notion was inconceivable.
• “We see how overworked and frustrated many of you are and we don’t want to do that.”
• The physicians coming up behind me are less interested in autonomy and more focused on work-life balance.
• They want a life outside medicine, to be able to spend time with their kids, or just pursue their hobbies.
Millennial Traits Work Life Balance

- 75% of high school seniors in 1976 said they expected work to be a central part of their lives, compared with 66% who felt that way in 2012.

- A 2012 study of college employment counselors in which “flexible schedules” and “balance of work and life” were among the top qualities students were seeking in a job.

- Declining number of physicians entering full-time clinical practice. For example, in 2013 about 29% of graduating medical students intended to pursue either full-or part-time non-academic clinical practice, compared with 25% in 2009, according to AAMC data.

- 2017 updates to the Common Program Requirements from the Accreditation Council for Graduate Medical Education which require that residency training programs address and monitor “wellness” among its trainees. It is now accepted that physician wellness improves patient outcomes and can no longer be neglected.

Generation Me. Jean Twenge, Ph.D. 2014.
The Millennial Myth Transforming Misunderstanding into Workplace Breakthroughs

• One Coin, Two sides Model
• Observable behavior interpreted between traditional perspective and millennial based perspective
# Understanding the Traditional Interpretation

**Millennial as Lazy**

<table>
<thead>
<tr>
<th>Traditional Interpretation</th>
<th>Modern Millennial Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lazy; unwilling to put in the time</strong></td>
<td><strong>Seeking to redefine productivity</strong></td>
</tr>
<tr>
<td>Putting in the time gets the work done.</td>
<td>Putting in the time and achieving work goals are separate actions and in today’s world often mutually exclusive. Those who put in the time may in fact be less productive than those who focus on doing what is needed to achieve the work goal.</td>
</tr>
<tr>
<td>If I physically see someone presents, I feel more assured that they are working.</td>
<td>I should be able to decide what is most productive for me and work together with my organization to align with the business and teams’ needs.</td>
</tr>
<tr>
<td>If someone is not putting in the time at the scheduled expected, their performance may be compromised.</td>
<td></td>
</tr>
</tbody>
</table>

Adapted from *Retaining Millennials Transforming Myths The Millennial Myth Transforming Misunderstanding into Workplace Breakthroughs*. Crystal Kadakia. 2017
## Understanding the Traditional Interpretation

### Millennial as Entitled

<table>
<thead>
<tr>
<th>Traditional Interpretation</th>
<th>Modern Millennial Interpretation</th>
</tr>
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<tbody>
<tr>
<td><strong>Entitled</strong></td>
<td><strong>Entrepreneurial spirit</strong></td>
</tr>
<tr>
<td>You should just be happy to have a job.</td>
<td>I will take jobs with lower pay because I am after experiences that grow me and a life that is fulfilling.</td>
</tr>
<tr>
<td>A job, at its bare minimum is way to earn a paycheck</td>
<td>Jobs are only one way to earn income. Having a job is not a special privilege.</td>
</tr>
<tr>
<td>You should put in the time before asking for any rewards. You need to demonstrate that you are worthy before asking</td>
<td>In fact seeing how companies demonstrated in my formative years they do not care about their employees.</td>
</tr>
<tr>
<td>There is no difference today in the breadth of skills, knowledge and experience of new hires or type of work we are tasked to do.</td>
<td>I’m not as interested in materialistic things because I was told since a kid money doesn’t make you happy-YOLO</td>
</tr>
</tbody>
</table>

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Understanding the Traditional Interpretation
Millennial as **Hand Holding**

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<thead>
<tr>
<th>Traditional Interpretation</th>
<th>Modern Millennial Interpretation</th>
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<tbody>
<tr>
<td><strong>Require Hand Holding</strong></td>
<td><strong>Desire Agility</strong></td>
</tr>
<tr>
<td>The trophy generation wants praise for even the smallest things.</td>
<td>Feedback is another form of learning and is not always related to performance</td>
</tr>
<tr>
<td>I shouldn’t have to give someone all the answers</td>
<td>I can learn a lot and gain a lot more experience faster if I ask for feedback</td>
</tr>
<tr>
<td>Some things you can only learn through experience. There isn’t really a better way to learn it.</td>
<td>The more meaningful feedback I have the more I can adapt to situations in real time.</td>
</tr>
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## Understanding the Traditional Interpretation

### Millennial as Authority Problem

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<th><strong>Modern Millennial Interpretation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Authority issues: disrespectful; lack a sense of decorum</strong></td>
<td><strong>Redefining Respect</strong></td>
</tr>
<tr>
<td>There are some things you just don’t do. There is a hierarchy or chain of command that should be respected</td>
<td>A real leader should recognize that the source of the challenge doesn’t matter young old, male, or female etc.</td>
</tr>
<tr>
<td>I shouldn’t have to prove myself to a younger person. In fact, I shouldn’t be challenged at all</td>
<td>Everybody has something to teach someone else. We all should be respected and feel comfortable bringing diverse thoughts and ideas to the table.</td>
</tr>
<tr>
<td>Millennials don’t know how good they have it</td>
<td>Transparent, collaborative leaders are best.</td>
</tr>
<tr>
<td></td>
<td>My way or the highway is a dinosaur approach that leads to disengagement.</td>
</tr>
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Potential of Millennials

- Grew up constantly learning how to use new devices and gadgets, are not intimidated by learning new things; they are not afraid of change, but rather embrace it.

- Well positioned to make great contributions in Urology, not just in clinical care but perhaps most profoundly on the research and technological side, mostly due to their aptitude with technology and innate desire for efficiency.

- Are much less formal in their approach to “doctoring” compared to prior generations and will break down traditional barriers between physicians and patients.
• Acknowledging, respecting and **UNDERSTANDING MILLENNIALS’ VALUES** will create a loyal and driven workforce.

• But beyond trying to beat them into submission with our ideals we must tap into what unique aspects millennials have to offer.

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