



MHCEA

MINNESOTA HEALTHCARE ENGINEERS ASSOCIATION

**Empowering and Cultivating the
next generations of leaders**



Eric Krause is the Director Regional Facilities Hospital Operations for Allina Health, overseeing seven metro and regional hospitals. He ensures daily operations, regulatory compliance, and construction project oversight. A Certified Healthcare Facilities Manager (CHFM) and Certified Healthcare Constructor (CHC), Eric has also served as President of the Minnesota Healthcare Engineers Association. He remains active in the American Society of Healthcare Engineering task forces, contributing to advancements in the field.

Eric Krause

Director Regional Facilities Hospital
Operations - Allina Health Northeast Region
CHFM, CHC



Dustin is a co-chair of the MN AIA Government Affairs committee. He is the vice-chair of the ASHE Health Care Decarbonization Task Force. He is on the TCHEA executive committee, WHEA Code Committee, WHEA Sustainability Committee and part of the ASHE Equity and Diversity task force. Dustin is a certified healthcare architect with the American College of Healthcare Architects. He has a passion for mentoring the next generation and has been an ACE mentor since 2013.

Dustin Rehkamp

Senior Project Manager
ACHA, AIA



Learning Objectives

01

Recognize the barriers to collaboration and create strategies to build partnerships.

02

Identify strategies to cultivate a culture that supports success for each other.

03

Discuss how the various generation work and ways to work together.

04

Assess common variables that lead to building trust.

LEADER VS MANAGER

TRAITS, QUALITIES, AND CHARACTERISTICS



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By the way of customer





Don't be
this guy



- **Integrity:** Honesty and strong moral principles are essential. Leaders with integrity earn the trust and respect of their followers and maintain consistent ethical behavior.
- **Humility:** Leaders who remain grounded and acknowledge their limitations foster collaboration and growth in their teams. Humility allows leaders to accept feedback and learn from others.
- **Communication:** Clear, concise, and inspiring communication is essential for leaders to convey their vision, goals, and expectations. Great leaders also listen actively and engage with their team.
- **Adaptability:** The ability to adjust to new circumstances and embrace change is a hallmark of strong leadership. Leaders who are flexible can navigate complex and evolving environments.
- **Accountability:** Taking responsibility for their actions and decisions is a key trait of great leaders. They hold themselves and their teams to high standards and are transparent about successes and failures.





DIFFERENT GENERATIONS TODAY

Baby Boomers (1946–1964):

- Face-to-face and formal communication.
- Essential to tap into their wealth of experience.

Generation X (1965–1980):

- Independent, self-reliant, value direct communication and flexibility, and efficiency.
- Challenged with managing both older and younger generations.

Millennials (1981–1996):

- Largest workforce .
- Value purpose, flexibility, and feedback.
- Prefer digital communication and collaborative, inclusive work environments.

Generation Z (1997–2012):

- Highly tech-savvy and expects instant communication.
- Prefer quick, informal communication such as instant messaging.

- **COMMUNICATION**

- Learn your staff or coworker's style



Engaged

Not-engaged

Actively disengaged

Engaged: Highly involved in and enthusiastic about their work and workplace.

Not Engaged: are psychologically unattached to their work and company.

Actively Disengaged: employees aren't just unhappy at work, they are resentful and that their needs aren't being met and are acting out of their unhappiness.

What percentage of employees are engaged?

13%

29%

48%

68%



What percentage of employees are engaged?

13%

29%

48%

68%



Engaged

29%

Not-engaged

53%

Actively disengaged

18%



Signs of disengagement:

- Decline in work quality
- Negative behavior
- Less involvement in team activities
- Lacks enthusiasm
- Unwillingness to learn
- Gap in communication

Results of disengagement:

- 37% higher absenteeism
- 18% lower productivity
- 15% lower profitability
- 37% lower job growth
- 49% more accidents
- 60% more errors and defects

Disengagement causes a loss of 34% of the employee's annual salary.



CULTURE OF COLLABORATION

- People are more overwhelmed.
- People are doing more with less.
- Meeting times 25 min, 50 min.

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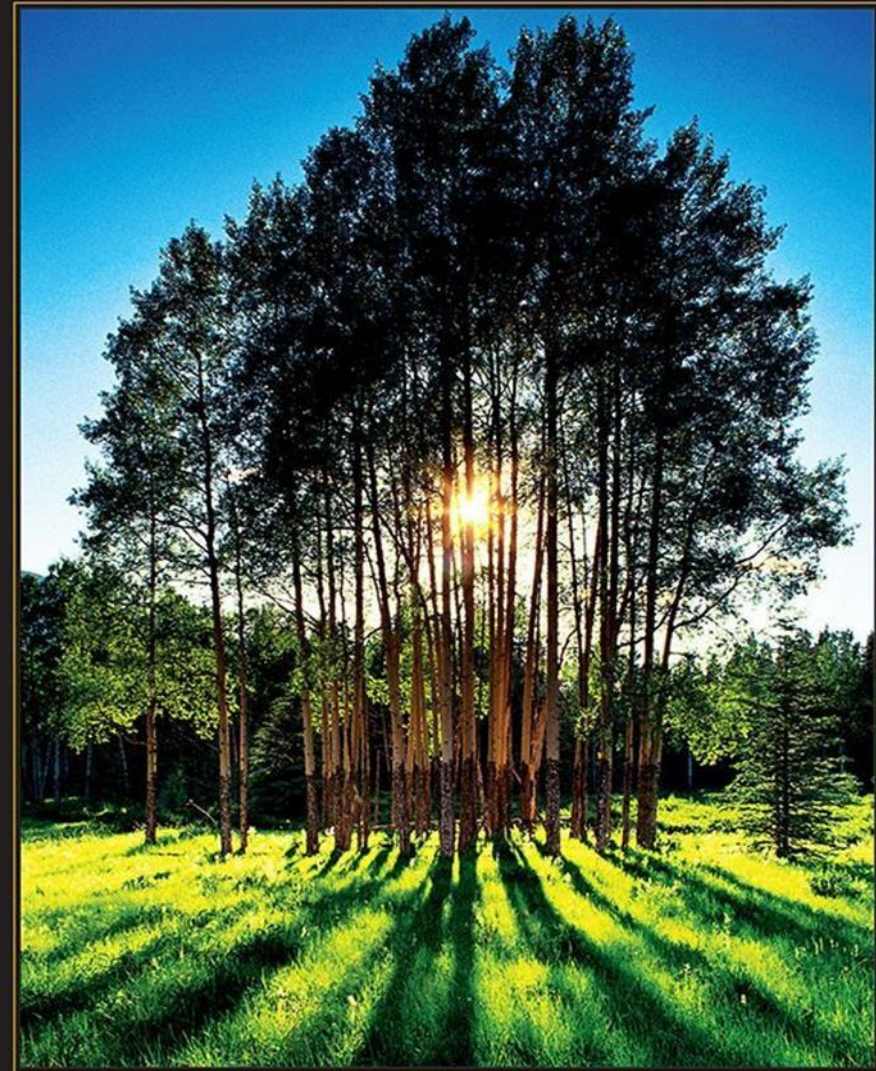
EFFECTIVE COLLABORATION ACROSS GENERATIONS

Leverage Technology

Create Cross-Generational Mentorship Programs

Balance Formality with Flexibility

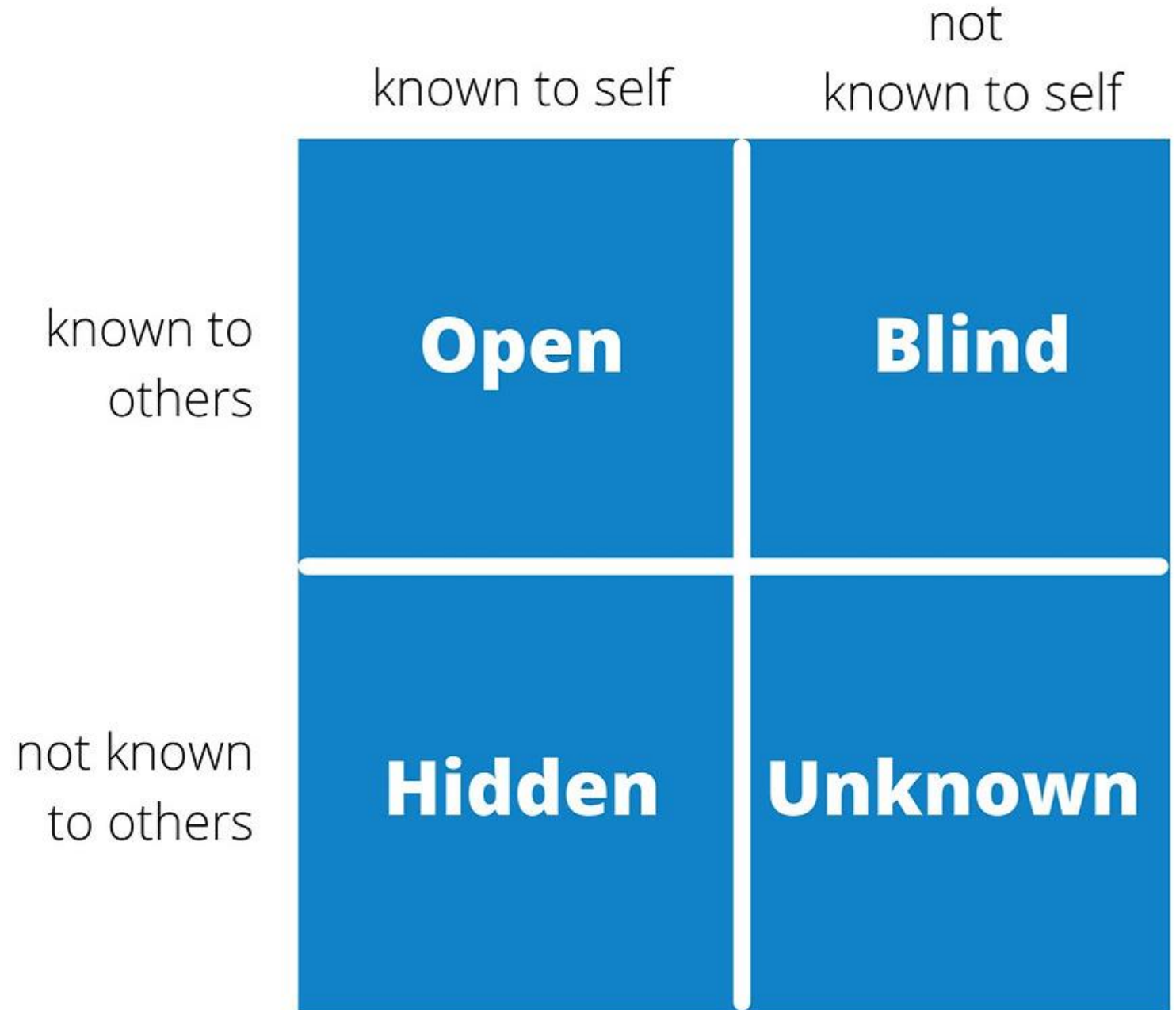
Continuous Feedback and Recognition



COLLABORATE

TO STAND APART FROM THE COMPETITION,
YOU MUST FIRST STAND TOGETHER AS A TEAM.

Johari Window



Common Blind spots

- Ignoring feedback
- Critical of others
- Judging others
- Resisting change



FACEPALM

Everyone has one of those moments

Mistakes happen, own them and move on.

BE PRESENT IN THE MOMENT

Pro Tip: only look at your watch or phone when you are talking not the other person.

Schedule focus and work time.

Don't interrupt! Let others finish.



Motivating the Younger Generation to Work

A common challenge facing organizations today is how to motivate Millennials and Gen Z in the workforce. These generations bring different values and expectations to the workplace.

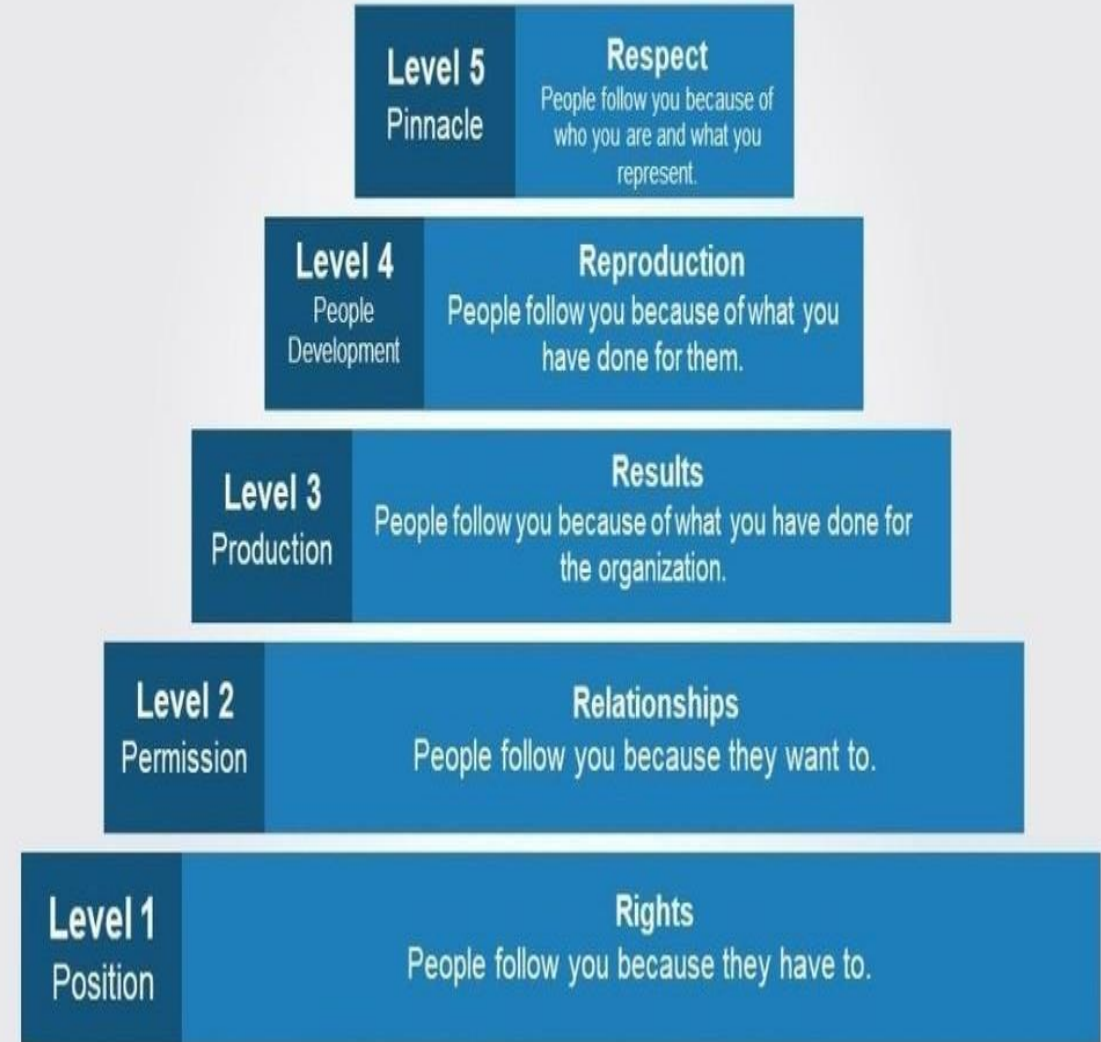
Provide Purpose and Meaning: Millennials and Gen Z are particularly driven by a sense of purpose. They want to know how their work contributes to a larger mission.

Offer Flexibility and Work-Life Balance: These generations place a high value on flexibility and work-life balance. Offering flexible work schedules, remote work options, and opportunities to pursue personal interests can help motivate them.

Foster Growth and Development Opportunities: Continuous learning and development are vital to these generations. Providing opportunities for skill-building, professional development, and mentorship can help keep them engaged and motivated.



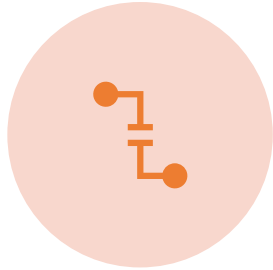
5 Levels of Leadership by John C. Maxwell



Recognize those around you

*69% of your team
would work harder
if they received
more recognition.*





**UNPLUG AND
DISCONNECT**



**PRIORITIZE SELF
CARE**



**SET REALISTIC
GOALS**



**ESTABLISH
BOUNDARIES**

Main ideas:

- **Leadership Traits:** Key traits include integrity, humility, communication, adaptability, and accountability.
- **Generational Dynamics:** Different generations have unique communication preferences and values, from face-to-face to digital.
- **Engagement Levels:** Employees can be engaged, not engaged, or actively disengaged, impacting productivity and morale.
- **Collaboration Strategies:** Effective collaboration involves leveraging technology, mentorship programs, and balancing formality with flexibility.
- **Motivating Younger Generations:** Millennials and Gen Z value purpose, flexibility, and continuous growth opportunities.



Questions?



LEADERSHIP

HE WHO THINKS HE IS LEADING AND HAS NO ONE FOLLOWING HIM, IS ONLY TAKING A WALK.