



“Knowledge is Power”

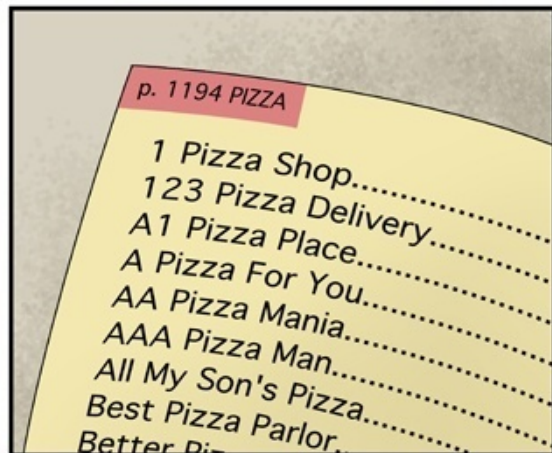
June 9-12, 2009, Chandler, AZ

Ttttalking ‘bout my generation . . .

Presenter:

David Sotolongo

RTI International





Bibliography and sources of inspiration

- Leadership Run Amok: The Destructive Potential of Overachievers. Scott Spreier, Mary Fontaine, and Ruth Malloy (Harvard Business Review)
- Life With a Generation X Father. Stephanie Dunnewind (Seattle Times)
- What Leaders Really Do. John Kotter (Harvard Business Review)
- Tearing Up the Jack Welch Playbook. Betsy Morris (Fortune, CNNMoney.com)
- Are Baby Boomers Killing Facebook and Twitter (PC World, May 2009)
- Gen Y in the Workforce (Harvard Business Review, February 2009)
- Tearing up the Jack Walsh Playbook (Fortune 500 magazine)





Let's meet our generations ...

- Baby Boomers: 1946 to 1964
 - 78 million Boomers
 - Springsteen
 - Star Wars
 - Woodstock





Let's meet our generations ...

- Generation X: 1970 to 1980
 - 40 million
 - Nirvana
 - Google
 - YouTube
 - MySpace





Let's meet our generations ...

- Generation Y: 1981 to 1995
 - 72 million
 - Brittany Spears
 - Facebook
 - Twitter

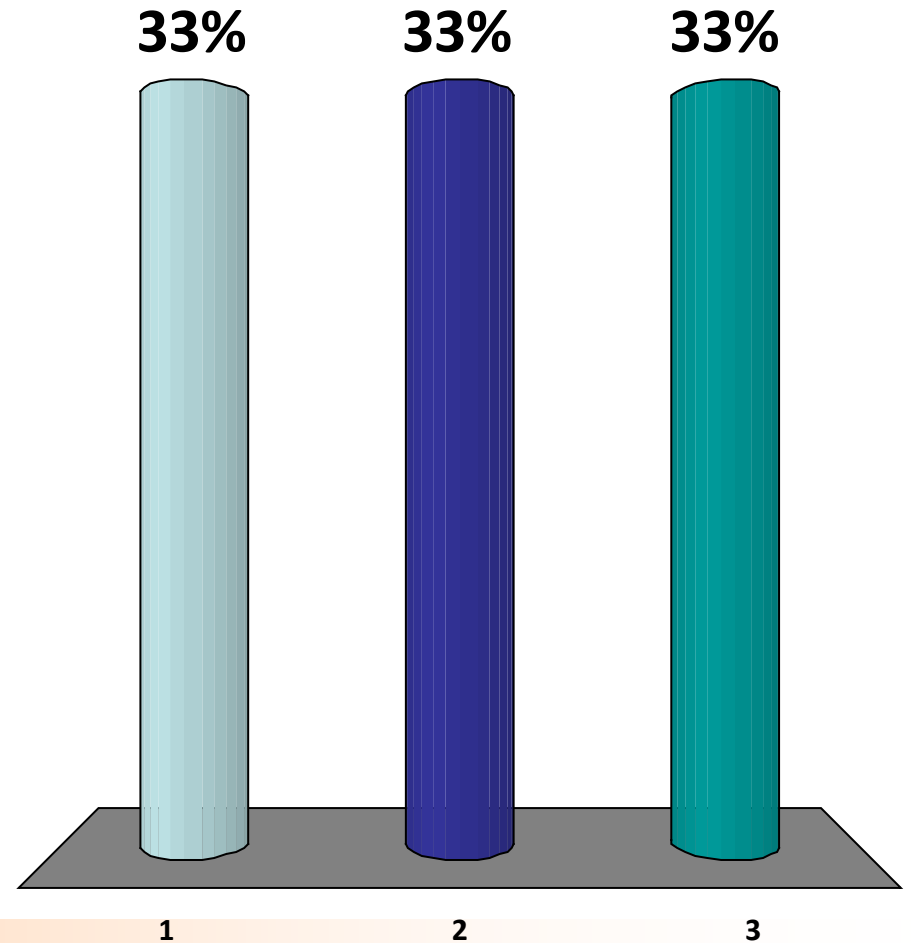


- "The companies that succeed over the next two decades will be the ones that can most inspire (Gen) Y," McGovern is quoted as saying. "This is the most educated and technologically savvy generation ever."
 - Jobfox CEO Rob McGovern



What are you?

1. Boomer?
2. Gen X?
3. Gen Y?



Boom, boom – out go the lights

- Boomers tend to be overachievers and need to learn new leadership styles
- Invented the 3 am email
- Spend less time with their kids
- More “senior moments” thus, KGB and ask.com





Test for the Boomers

- 404
- 411
- 9
- 99
- BRB
- GANB
- HBB
- ILICISCOMK
- KPC
- NIMJD
- PAL
- PICNIC
- RMLB
- RU/18
- RU BRD?
- WRUD? TAB?



Boomers are trying to hold on to old management methods.

- Praise is earned, not guaranteed
- Work your way to the top
- Respect the chain of command
- Wait your turn
- Balance work and family life by keeping them separate
- Feedback, schmeedback



Can you name this man?

- Rep. Aaron Schock, IL – first Gen Y Congressman!





Gen Y/Millennials come from a very different background

- Feedback is expected ... constantly
- More comfortable communicating via technology than face to face
- Work day is 24/7 – but so is their social life
- Look at organizational structures as flat, not hierarchical
- Grew up being praised constantly
- IWIWIWI and IWIHIWI



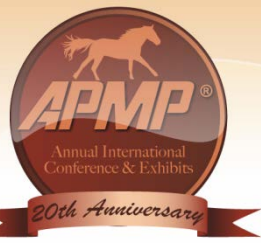
Gen X'ers are caught in-between

- Feedback is expected ... but not as often as Gen Y
- As comfortable communicating via technology or face to face
- Tend to have a more structured view of work/family
- Respect organizational structures but more likely to ignore them than Boomers do



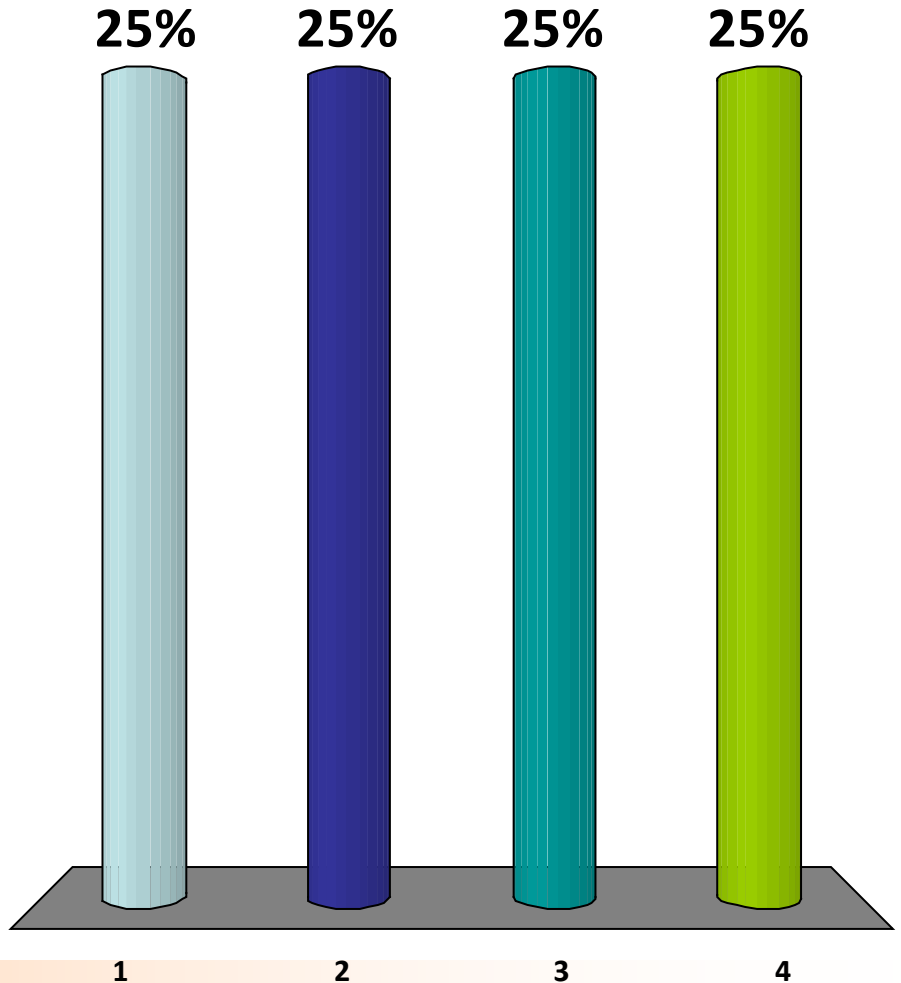
Balancing work and home lives

- Separators (Boomers)
 - Keep work at work
 - Don't tend to use technology as much
 - Can't alternate quickly between the two spheres
- Integrators (Gen X/Y)
 - Telecommute
 - Laptops, cell phones, PDAs, TM, IM, Twitter
 - Can flex between work and home easily



It's Friday, 5 pm. Do you ...

1. Unplug for the weekend?
2. Check email occassionally?
3. Stay plugged in all weekend?
4. Head for the bar and hope your spouse doesn't change the locks?





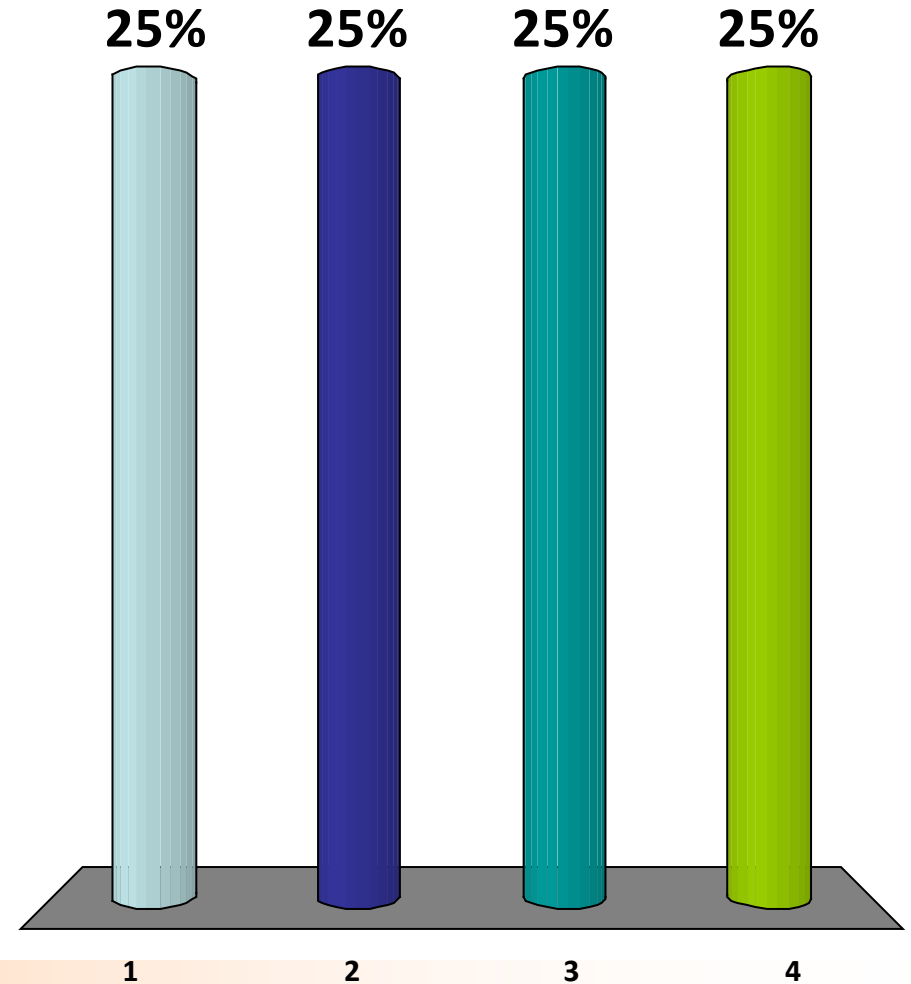
The legacy of the American Boomers ... work, work, work!

- Americans did not use 438 million vacation days in 2007
- Companies who are in the European Union must offer workers at least 20 days off per year – sometimes more
- Portugal – workers get 22 vacation days plus 13 holidays



How much vacation did you take last year?

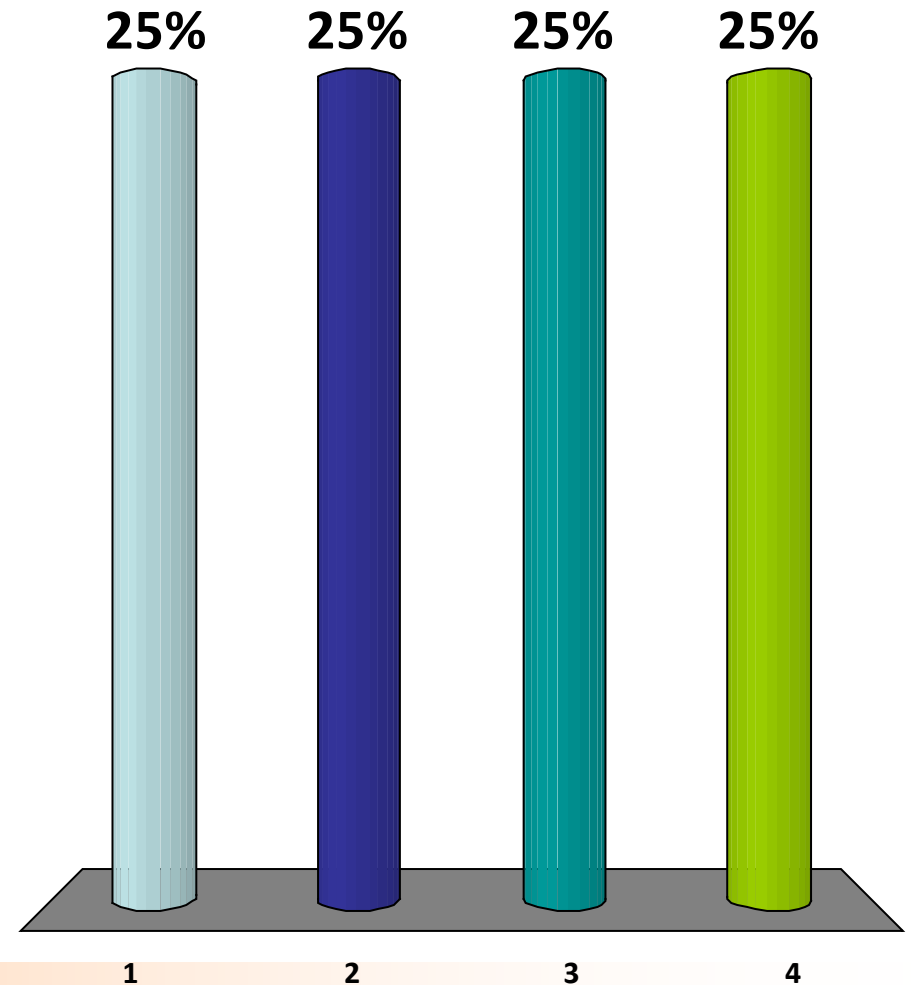
1. 4 or more weeks
2. 3 to 4 weeks
3. 1 to 2 weeks
4. Less than 1 week





How much do you telecommute?

1. All the time
2. Around half the time
3. 1 or 2 days a week
4. Never – I like the free coffee at work





Overachievement has seen its day come and go.

- David McClelland discovered the three primary drivers for motivation:
 1. Achievement
 2. Affiliation
 3. Power (influence)
- All three are present in everyone
- McClelland and others argued **achievement** was the key to successful leadership
- Jack Welsh personified this leadership style (GE)



The end justifies the means

- The achievement drive soon became the overachievement drive
- Cutting corners, cheating, whatever it took
- Nationally, it worked – stock market took off, productivity soared, innovation rose
- But the slow erosion of ethics took hold, and soon we got ...



Meet the Old Boss





Tell-tell Signs Your Boss is an Overachiever

- Gives little positive feedback
- Impatient with under-performers
- Micromanages!
- Sets the pace and expects everyone to follow
- Totally goal-driven; people are secondary to the achievement of the goal



Personal Power vs. Socialized Power

Personalized Power

- Controls
- Manipulates and coerces
- Looks out for their own interests



Socialized Power

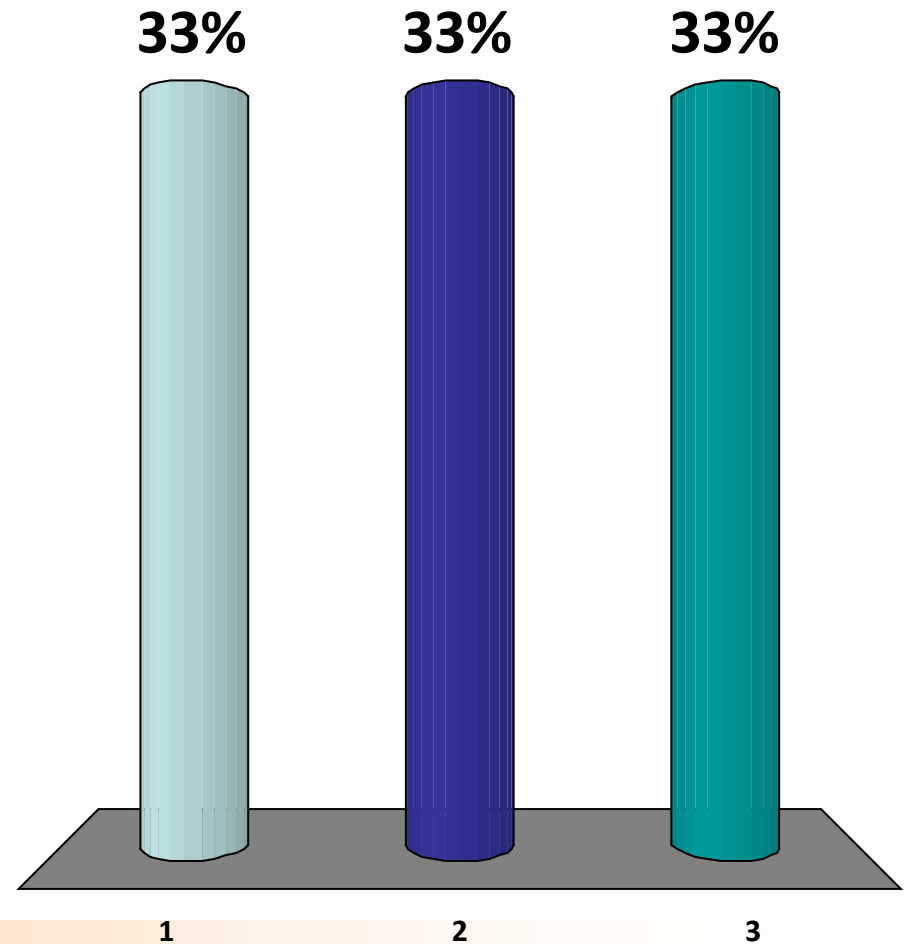
- Persuades
- Involves others; democratic
- Focuses on the team





Is your boss “old school”?

1. Yes
2. No
3. A little of both





The legacy of McClelland and Welsh

- The power of this leadership strategy created a Survivor Tribunal mentality:
 - Ranking your employees
 - Cutting the “weakest” from the tribe
 - Grow or die
 - Immediate goals more important than long-term ones



Old Rules vs. New Rules

- Be the Big, Bad, Dog
- Be #1 in your market
- Shareholders are in charge
- Rank your staff, form your A Team
- Be charismatic
- Admire our Might
- Be agile and flexible
- Find your niche (Good to Great)
- The customers are in charge
- Hire passionate people
- Be courageous
- Admire our Soul



Old Boss vs. New Boss

- Pushes people
 - Dictates
 - Manages
 - Angry
 - Coercive
 - Cares about numbers
- Motivates people
 - Persuades
 - Leads
 - Passionate
 - Collaborative
 - Cares about people





Becoming the new boss won't be easy

- Keep all leadership styles in your hip pocket, but know how to use them wisely
- Understand the differences in generation gaps
- Hit the “pause” button when dealing with your staff





Create a great place to work

- Allow new ideas into your policies
- Provide enough freedom for staff to make decisions
- Set the bar reasonably high and hold people accountable
- Reward staff continuously for excellent performance
- Be clear about expectations
- Stress the success of the team
- Be family friendly, all the time
- See www.greatplacetowork.com (US) and www.greatplacetowork.co.uk (UK)



If you end up with an “old” boss using the Jack Welsh playbook, try these ...

- Find out where your boss shops and buy exactly the same outfits. Always wear them one day after your boss does.
- Repeat every idea your boss expresses in a baby voice while moving your hand like a chattering mouth
- Finish all your sentences to your boss with, "in accordance with prophecy."
- Reconstruct a management meeting using action figures and when anyone moves re-arrange the figures accordingly
- Use a large hunting knife to point at your visual aids.
- In your next meeting with your boss, hand him your progress report:

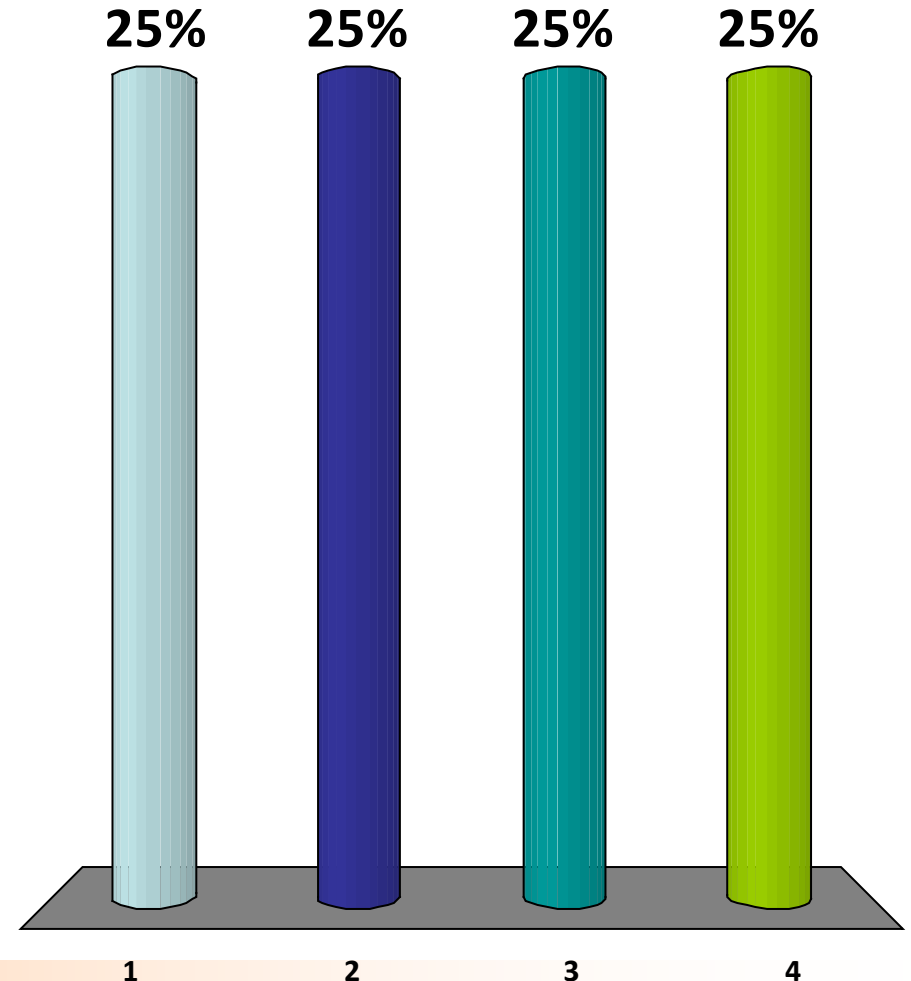
My Secret Agenda

- 1 Trample the weak
- 2 Triumph alone
- 3 Invade Iran



I thought this presentation was ...

1. The best ever
2. Pretty Good
3. Sorry – I was asleep – what was the question again?
4. Which way to the bar?



Questions? Complaints?



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