2016 Summer Seminar

Staying on Top of HR Issues

Engaging your Team’s Intelligence across all Generations

Applying the “Walt Disney technique”
How to use all of the brains around you

Presented by Susan R. Bolick
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Performing Well

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Tim and Kris O'Shea take a humorous look at how generational communication is a challenge in today's workplace.

https://youtu.be/zY1raLxyaKM?list=PL14459467369BDDDC

Published on Aug 22, 2014
www.TheOSheaReport.com

https://youtu.be/V2k3Mx07B9l
Generational Divides

• Traditionals: 1909-1945 5%

• Boomers: 1946-1964 38%

• Xers: 1965-1979 32%

• Millennials: 1980-1993 25%

Korn-Ferry International
I love the wisdom that comes from new generations!

- It’s always darkest before…..
- Don’t bite the hand that…..
- You can’t teach an old dog new…..
- If you lie down with dogs, you’ll…..
- A penny saved is…..
- Laugh and the world laughs with you, cry and…..
- Children should be seen and not…..
- When the blind leadeth the blind…..
And when we look at the next generation, we go what…?
Creativity thrives when there is:

- A Tough problem needing solving.
- A Diverse team who generates lots of ideas and does NOT stop with the first “right” answer.
- The willingness to Question the assumed correctness of a situation.
- A conscious use of a variety of techniques to change your perspective.
- Flexibility---there may be more than one right answer!
- New Combinations of seemingly random components.
- The Willingness to Play around, Explore, Have fun and Experiment.
Are you?

0 & 0

“If you don’t like change, you are going to like irrelevance even less.

General Eric Shinseki, Army Chief of Staff
Changing the WORLD

Images courtesy of Charlie Brown and Charles Schutz
Are You Ready for the Future?

“The illiterate of the future are not those who cannot read or write, but those who cannot Learn, Unlearn, and Relearn.”

Alvin Toffler, Future Shock
If we are not changing as fast as the world is around us.... Then we are fast becoming obsolete!

“The right of any organization to exist is not perpetual, but has to be continuously earned.”

Robert Simons
What would happen IF we weren’t changing?

"There's a way to do it better—find it."
— Thomas Edison
“What you see depends on where you sit.”

Rather than be threatened by one another---we should embrace one another!

The real secret to adapting to change requires three attributes:

1. **Curiosity** = Openness to what I might learn from the situation, from you!

2. **Exchanging Perspectives** = Being willing to let go of my “right” way of seeing and viewing the world and looking at the situation from other angles, other’s viewpoints.

3. **Empathy** = Being concerned and caring enough to see the world through another’s eyes. It is a sensitivity to other’s feelings, needs, and thoughts. A willingness to identify with and seek to understand another’s perspective or position.
“...AND What you HAVE to work with!”

- Power sources
- Transportation
- Information
- Communication
- Education
- Technology
- Sources of Workers
### Transformation of Work

<table>
<thead>
<tr>
<th>1890’s</th>
<th>1910’s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agriculture Age</strong></td>
<td><strong>Industrial Age</strong></td>
</tr>
<tr>
<td>• Land = $</td>
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</tr>
<tr>
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<td>– Apprentices</td>
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<td>• Local customers win a 30 mile radius</td>
<td>• Women entering the workforce in WWs</td>
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What’s available, drives what’s possible.
1. Pick young married women. They usually have more of a sense of responsibility than their unmarried sisters, they're less likely to be flirtatious, they need the work or they wouldn't be doing it, they still have the pep and interest to work hard and to deal with the public efficiently.

2. When you have to use older women, try to get ones who have worked outside the home at some time in their lives. Older women who have never contacted the public have a hard time adapting themselves and are inclined to be cantankerous and fussy. It's always well to impress upon older women the importance of friendliness and courtesy.

3. Stress at the outset the importance of time - the fact that a minute or two lost here and there makes serious inroads on schedules. Until this point is gotten across, service is likely to be slowed up.
“Eleven Tips on Getting More Efficiency Out of Women Employees”

4. Give the female employee a definite day-long schedule of duties so that they'll keep busy without bothering the management for instructions every few minutes. Numerous properties say that women make excellent workers when they have their jobs cut out for them, but that they lack initiative in finding work themselves.

9. Be tactful when issuing instructions or in making criticisms. Women are often sensitive; they can't shrug off harsh words the way men do. Never ridicule a woman - it breaks her spirit and cuts off her efficiency.

11. Get enough size variety in operator's uniforms so that each girl can have a proper fit. This point can't be stressed too much in keeping women happy.

* 8. Give every girl an adequate number of rest periods during the day. You have to make some allowances for feminine psychology. A girl has more confidence and is more efficient if she can keep her hair tidied, apply fresh lipstick and wash her hands several times a day.
### Transformation of Work

#### 1890’s Agriculture Age
- Land = $
- Steam powered
- Trains, Horses
- Telegraph
- USPS
- Limited Education
- Craftsmanship
  - Apprentices
- Local customers win a 30 mile radius

#### 1910’s Industrial Age
- Shareholders =$
- Electricity
- Cars, Rail
- Telephone
- Factories
- Mass production
- Immigrant influx
- Widespread trade
- Women entering the workforce in WWs

#### 1980’s Information Age
- Data = $
- Nuclear energy
- Air flight-universal
- Computerization
- Can work from anywhere
- All the world’s your customer
- Increasing diversity
- College more available to masses
World and Work Transformations

Scattered farms and towns

Mass Production, Factories and the Hierarchical Pyramid

• Matrixed and Global Organizations
2016’s: The Digital Age--- The “Internet of Everything”

• Good ideas can come from anywhere = $
• Solar & Wind powered—Let’s harness nature instead of harm it
• Less need to Travel—Let’s Do it virtually
• We’re Wireless and Wired In = Constant Contact
• Instant Communication. Speed is expected in everything
• Easy, immediate Access to knowledge—no need to memorize
• Can learn from anyone, anywhere, anytime. Opinions are everywhere
• Customized Manufacturing/ Food / Phones; “I expect it my way”
• Smart machines are doing our work for us & are starting to think for us.
Next Generation of Organizations

Collaborative Communities

HBR: “Building a Collaborative Communities”

• “In Today’s marketplace it is imperative to innovate fast to keep the competition guessing.

• And to retain customers through creativity and performance while simultaneously improving cost and efficiency.

• The only way we can do this successfully is with the active engagement of employees in different functions at multiple levels of an organization.

• Today’s key competitive advantage is sustained, large-scale, efficient innovation.

• The key to capability is neither company loyalty nor free-agent autonomy, but rather building a strong collaborative community.”
A few Statistics—the Workforce is changing

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<td>25%</td>
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<td>Z’s</td>
<td>1994 -</td>
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Which Group best fits this description:

- Are more educated
- Are healthier and expected to live longer than any other previous generation.
- Are far more computer savvy
- Have vast social networks.
- Younger ones continually change jobs.
- Are motivated by strong impact—they want to see results.
- Their top volunteer motivation is passion for a cause rather than as joiners of social organizations.
- They expect to leave a social legacy.
- They want life-long learning opportunities.

From the book, “Boomer Volunteer Engagement: Collaborate today, thrive Tomorrow” by Jill Friedman Fixler and Sandie Eichberg in partnership with Volunteer Match, 2008
Myths about Millennials


• Myth 1: Millennials’ career goals and expectations are different from those of older generations.
  – Fact: Millennials place much the same weight on many of the same career goals as older employees do

• Myth 2: Millennials want constant acclaim and think everyone on the team should get a trophy.
  – Fact: Millennials want a manager who's ethical and fair. They think it's less important to have a boss who recognizes their accomplishments.
Myth 3: Millennials are digital addicts who want to do everything online.
   – Fact: Millennials' top three preferences for learning new skills at work are physical, not virtual.

Myth 4: Millennials, unlike their older colleagues, can’t make a decision w/out first inviting everyone to weigh in.
   – Fact: Gen X - even more than Millennials - believes in soliciting lots of opinions. (I make better decisions when a variety of people provide input.)

Myth 5: Millennials are more likely to jump ship if the job doesn’t fulfill their passion.
   – Fact: Each generation share the same reasons for changing jobs. Top reason: More money and a more creative workplace.
Facts about Millennials

- Have the largest friend groups of any generation on the planet.

- Are highly influenced by the decisions and behaviors of their peers.

- Need the chance to experience an organization’s work without having to be on site—a way to check it out.

- Are less likely to link themselves to an institution, identify with a political or religious group or to readily trust people.

- Respond to causes that transform their community

PEW Research Center study of Millennials, 2014
Facts about Millennials

• Most are Tech savvy

• Exposure to greater educational opportunities than any generation of the past (yet, 40% arrive at college unprepared)

• Information is available at their fingertips—instantly!

• Are able to provide their opinions and feedback on everything

• Highly Networked –constantly in contact with others and the world

• Are the most Diverse generation to date
Resistance comes with…

- Poor technology
- Strict hierarchy
- Slow decision making
- Not having input or involvement
- Not being heard or asked
- Lack of communication—what’s happening?
- Red tape—senseless bureaucracy
- Sticking around to do Non-value-added work
- Poor work/life balance
- Restrictive processes when they see a better way
Catbert: Evil Director of Human Resources

Excellent Idea.

Cell phones with cameras are banned from the workplace.

Why?

We don’t want you taking pictures of proprietary information.

Most of our information is in digital form and can be e-mailed anywhere.

The rest is on paper that can be copied, scanned or tucked down one’s trousers.

My new cell phone will be rendered useless for no good reason!

And you aren’t even banning regular cameras!!

This one goes in the scrapbook.
The Boomer response is pre-programmed!
Our Younger Generations hope to change the world

- They come to work with ideals and expectations that often don’t match reality.

- I hear many say, they were underwhelmed by what they saw at work.

- They’re still free enough to hunt for what they’d like.
Millenials: Career Fulfillment

“My career will be one of choice, not one chosen out of desperation. It will align who I am with what I do.”

Male graduate employee, USA

- “It’s not that this age group lacks loyalty—they’re just less willing to settle.

- Facts show that GenXers and Millennials will take more risks in their careers and change jobs more often in search of a good fit,

- But, once they find that fit, they are as committed to their employer as any other generation.”

“Rethinking Generation Gaps in the Workplace” by Marion White, UNC Kenan-Flagler Business School
Expectations of Employers

- To work on challenging projects
- Competitive compensation
- Opportunities for Advancement
- To be treated fairly
- Work-Life Balance

“Rethinking Generation Gaps in the Workplace” research by Ben Rosen, Ph.D, professor of Organizational Behavior for the UNC Kenan-Flagler Business School, Executive Development
What makes an Ideal Leader?

1. Leads by example.
2. Is accessible.
3. Helps others see how their roles contribute to the organization.
4. Acts as a coach and mentor.
5. Challenges others and holds others accountable.

“Rethinking Generation Gaps in the Workplace” research by Ben Rosen, Ph.D., professor of Organizational Behavior for the UNC Kenan-Flagler Business School, Executive Development
What makes a Leader Effective?

- Participative: collaborative, fair and inclusive
- Team Oriented: helping teams work together
- Humane/People Oriented: helping others, are supportive, compassionate, generous
- Charismatic: ability to connect with people through personal influence

Research: “What makes a leader effective?” Center for Creative Leadership, 2014
What Employees Need in the Workplace

- To be respected
- To be competent—valued as skilled, knowledgeable and experienced
- To connect and collaborate with others
- To have some autonomy on the job—the opportunity to exercise self control within specified guidelines to achieve shared goals.
- Opportunities to learn and develop
- Team camaraderie—to enjoy the people you work with

“Rethinking Generation Gaps in the Workplace” by Marion White, UNC Kenan-Flagler Business School,
“Parents often talk about the younger generation as if they didn’t have anything to do with it.”

--Haim Ginott
Multiple studies & Research say....

• “The results from a 2008 Australian study on generational differences were not supportive of the generational stereotypes that have been pervasive in the media. Even when differences have been observed, these have related more to age and life stages than generation.”

  Wong, Gardiner, Land & Coulon, 2008

• A 2011 Achieve Global survey also concluded that, “It’s not generational difference: it’s ageism, and the stereotypes regarding the generations limit the contributions of people of all ages and organizational levels and can, in fact, hurt collaboration, production, workplace relationships and individual self-perception.”

  Blauth, et. Al 2011

• “Many of the age-related stereotypes presented in the media…appear to be anecdotal, testimonial or human interest stories masquerading opinion as fact. Mlodzik & DeMeuse, 2009
And more research says…

A 2011, 2014 Korn-Ferry study found after a thorough review of the literature and research that:

- The media and popular press are asserting the differences across the generations.
- No study completely supported differences across all 4 generations.
- The few that did-- had varying levels of scientific rigor and limited applicability.
- In total, out of 26 peer-reviewed studies, 8 showed some support for generational differences, 18 did not.
- All participants in the study viewed the emotional connection between employer and employees substantially decreased during the past 50 years. (2011 De Meuse, Bergmann, and Lester)
At the end of the day….

We are more similar than different
A better focus for our efforts is to employ all of our collective minds to solving real challenges and building new models for future organizations!

Let’s use the ideals, energy and enthusiasm of our new generations blended with the experience and wisdom of our current generations to get creative by asking ourselves:

- How we can better structure work?
- How can we better lead and engage people?
- ....in such a way, that brings out their best?

"There's a way to do it better—find it."
— Thomas Edison
Innovation is **doing** something new or different that adds value to your product or service.

M. A. Rosanoff: "Mr. Edison, please tell me what laboratory rules you want me to observe."

Thomas Edison: "There ain't no rules around here. We're trying to accomplish somep'n!"

Creativity is a purposeful set of activities that generates new ideas or new combinations that lead to new or better services or products.
Creativity thrives when there is:

- A tough problem needing solving.
- A diverse team who generates lots of ideas and does NOT stop with the first “right” answer.
- The willingness to question the assumed correctness of a situation.
- A conscious use of a variety of techniques to change your perspective.
- Flexibility---there may be more than one right answer!
- New Combinations of seemingly random components.
- The Willingness to Play around, Explore, Have fun and Experiment.
What we all want:  
_for our organizations to succeed._

What *You* can do within your companies:

1. Develop an organizational culture that encourages employee decision-making.

2. Develop Leadership programs that foster the characteristics of effective leaders—both current managers and future ones.

3. Offer employees learning and development opportunities to gain new competencies that will allow them to be successful in their jobs.

4. Implement a cross-generational coaching and mentoring initiative to spark new relationships and promote open communication.
What **You** can do within your companies:

5. One of the consistently lowest scores on Engagement surveys is the lack of feedback and praise---everyone is missing it! And especially, when you are new on the job, you naturally need more affirmation you’re on track. Don’t neglect FFI!

6. Be aware of the Quality of Work/Life Balance for **all** employees. Build in flexibility when and where you can. Autonomy is a powerful incentive and motivator.

7. Paint a clear target of success. Clarify expectations about work-life balance, professional behavior and workplace engagement.

8. Focus on what we have in common; …this is what unifies us. Then use ALL of Our Differences to gain new insights. Give a diverse team the opportunity to creatively collaborate, to problem solve & innovate together—nothing builds a team like success!
Managing Across the Generations

• It’s important to keep the lines of communication open. Ask for what you need. If you are unsure what someone from a different generation needs - ask! It’s the best way to open up an effective dialogue.

• *Discourage Generation bashing.*

• Structure cross-generational Project Teams where we can learn from one another.

• Stay honest and direct with all of the generations.

• Staying flexible & adaptable will help you solve all types of differences in the workplace.

• As a leader, you need to continually update your current management and communication approach in order to be a respected influencer.
What Millennials, Boomers and X’ers need in the workplace.

1. **To be Respected.**

2. Opportunity **to Learn & Develop**; to be seen as **Competent**—valued as knowledgeable, skilled and experienced.

3. **Connection with Others** through Collaboration with co-workers

4. **Autonomy**—the ability to exercise self-control within specified guidelines to achieve shared goals.

5. To be actively engaged in making a **Significant Difference.**
As a Leader,

How can I help my Team of Employees FLOURISH and Deliver Winning Results?
“IF you want to go fast, go alone. IF you want to go far, go together.”
African proverb
Teams that are vibrant, growing and successful are those who are able to connect & activate the potential within and between ALL people!

“Teams are simply constellations of people.

Leaders are those who can link people and spark excellence... ...inspiring success in others!
A Leader’s Challenge is to tap the potential in everyone.

Organizations that are open to growth and change will be those that survive through innovation, collaboration and execution by practicing the “Disney Principle”,

“Using all the Brains in the Room”
The difference an engaged and energized workforce makes....

- People are involved.
- Air of excitement.
- Lots of talking and dialoguing.
- Questions are flying back and forth.....
- There is a relaxed tension---
- People are alert, focused, expectant.
  - We are getting RESULTS.
- There is a spirit of **curiosity** at work!
Curiosity is an engaged mind exploring with wonder the world around it!
What energizes and engages people? Ask them what they think? *And then listen!*

Join me in creating a Questioning culture!

Where people are expected to challenge the way we’ve always done it and to ask questions! *There is an openness to explore.*

Leaders are engaged and asking questions to understand the complexity of issues. They ask employees to expand the range of options offered.

It is an environment marked by;

*High Accountability and High Creativity*
Curiosity or Complacency
Your Choice?

"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."

“Most Organizations tend to be good at what was important yesterday!”
Peter Winsenius of McKinsey Consulting
What We Need Most?

EVERYONE asking these Questions!

Elements required for Organizational Excellence

“Our goal is to fix problems, rather than experience them!”

- Clear Strategy and Departmental Goals
- An Engaged Leadership and Workforce
- Improvement Tools & Techniques
How to Use All the Brains on your Team?
Practice Creative Collaboration

Collaboration harnesses our differences and the potential in Conflict to generate Creative Solutions.

TEAMS that excel will use their proven knowledge AND explore new possibilities.
What does it take to Collaborate Creatively?

Ways to Collaborate Creatively:

- Good ideas can come from anywhere.
- Expect to learn from anyone.
- Use all the resources around you.
- Ask questions. Expect questions!
- Listen with curiosity.
- Those outside of your Paradigm can often be the most helpful!

Rather than critiquing one another— we should embrace one another!

1. Respect for one another is paramount.
2. Be Curious, not judgmental.
3. Exchange Perspectives.
4. Practice Empathy.
5. Create Balanced Participation.

“\[quote\]What you see depends on where you sit.\[quote\]”

Operates best on a foundation of openness, trust and a solid relationship.
Meeting **New Demands** with Creative Collaboration

- **Focus on the facts.** Up-to-date, objective data encourages people to focus on issues, and not personalities. *Share what you know.*

- **Multiply the Alternatives:** expanding your thinking and your options requires creativity—hold the judgment. Choices become less black and white, & you can see a wider range of choices. With more choices, you can shift positions easier without losing face. *Offer your ideas.*

- **Create common goals and common criteria for success:** frame strategic choices as collaborative, not competitive. “*Grow the whole pie, and not just your piece.*”

- **Make it fun.** Reframe and focus on the potential of the positive outcome. Use humor to relieve tension. *Don’t take yourself so seriously.*

- **Seek consensus with Qualification:** when the team can’t decide, the decision escalates to the next level guided with input from ALL parties.
Bringing out the Best in Others

“The best way to inspire people to superior performance is to convince them by everything you do and by your everyday attitude that you are wholeheartedly supporting them.”

Harold Geneen

“IF we serve one another in service to the customer; we ALL win!”
Freeing the Potential in Others AND in Ourselves

Engaging your Team’s Intelligence across all Generations

The “Walt Disney technique”: How to use all of the brains around you!

August 25, 2016
Presented by Susan R. Bolick
Engaging the power of people to enhance the world of work.

Contact Susan R. Bolick: performingwell@twave.net
828-428-9241
• The Art of Asking—ask better questions, get better answers by Terry Fadem Pearsom Education, 2009

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