Leading Younger Employees

How to Lead When the Team is Different

Understanding the Their World

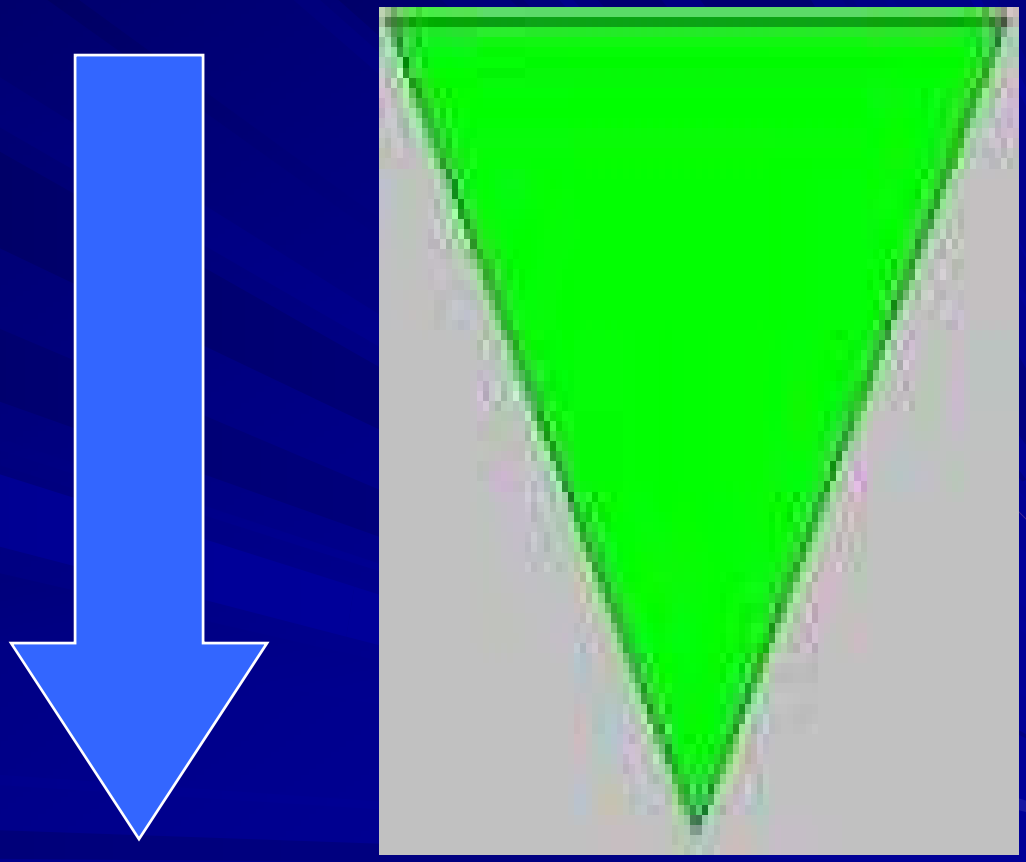
- Educated
- Materially Driven
- High Expectations
- “Clustering”/
  Communal
- Committed to growth, but not the company

Lessons from a Comet

- Clear Vision
- Sense of Heart
- Authenticity

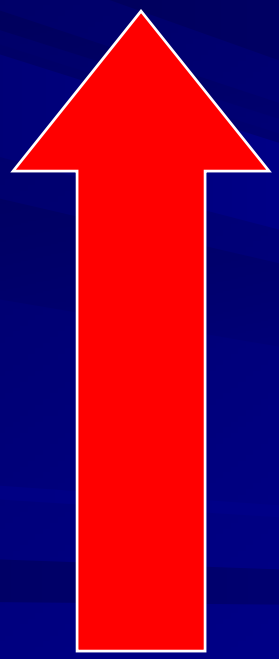
Backward Business

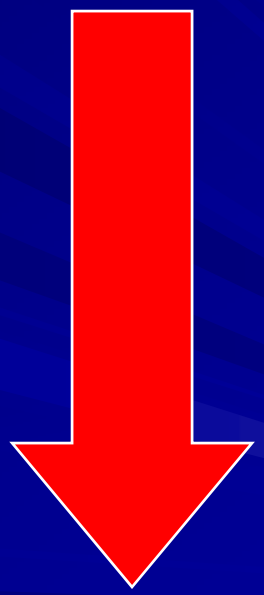
- Clear Vision
- Sense of Heart
- Authenticity



A Culture of Expectation

High Demand





Low Loyalty

Loyalty Shifts

Loyalty

Institution

Individuals

Discussion Break #1

Which of these issues do you think most commonly?

- Authenticity Pyramid
- Culture of Expectation
- Loyalty Shifts

Overcommitted Youth

- These are the kinds of people you want:
  - You won’t change it.
  - This job/school is not the most important thing on their list of activities.
  - Family is the key to commitment.

Helicopter Parents and Families

- Highly invested in their spouse/children
- Used to being involved in decision-making
- Your best friend or worst enemy

How do we handle this?

Leading the Young

Ways to Get Things Done

- Character
- Expert
- Information
- Position
- Connection
- Reward
- Fear/Threats

Maturity

Immaturity

A Checklist for Positive Response

- Authentic leadership
  - Being open with your mistakes
  - Model type of behavior you expect from them
- A Sense of Acceptance
  - You have to like them
  - Value you them as people
- Clear communication
  - Let them know what you expect
  - Repeat it in multiple ways

The Myths and Realities of Millennials

They are not what they seem!

Myth #1

They lack a work ethic!!

Reality

They have self-centered work ethic. They may still do their job well, but not likely to look outward to see if they can serve others. Reared to do their job, not another person's job.

The younger they are, the more likely they are to see their job as something to do between weekends. Most of them do not see themselves as long-term employees climbing the company ladder. They want as much as they can get early.

Myth #2

They don't want to put in the hours to get ahead!

Reality

They are uninterested in face time. More interested in telecommuting and flexible schedules than in past generations. Time is currency, they don't like to waste it at school/work. They tend to have a short term view of life and don't care much for long term vision. They want to get the it done and get on with life.

Myth #3

They have no respect for authority.

Reality

True!!! They have great respect for leaders and loyalty to those who care, but they don't respect positional authority. Respect is earned, not easily given. They will walk away from a job quickly.

Myth #4

They don't want to grow up!

Reality

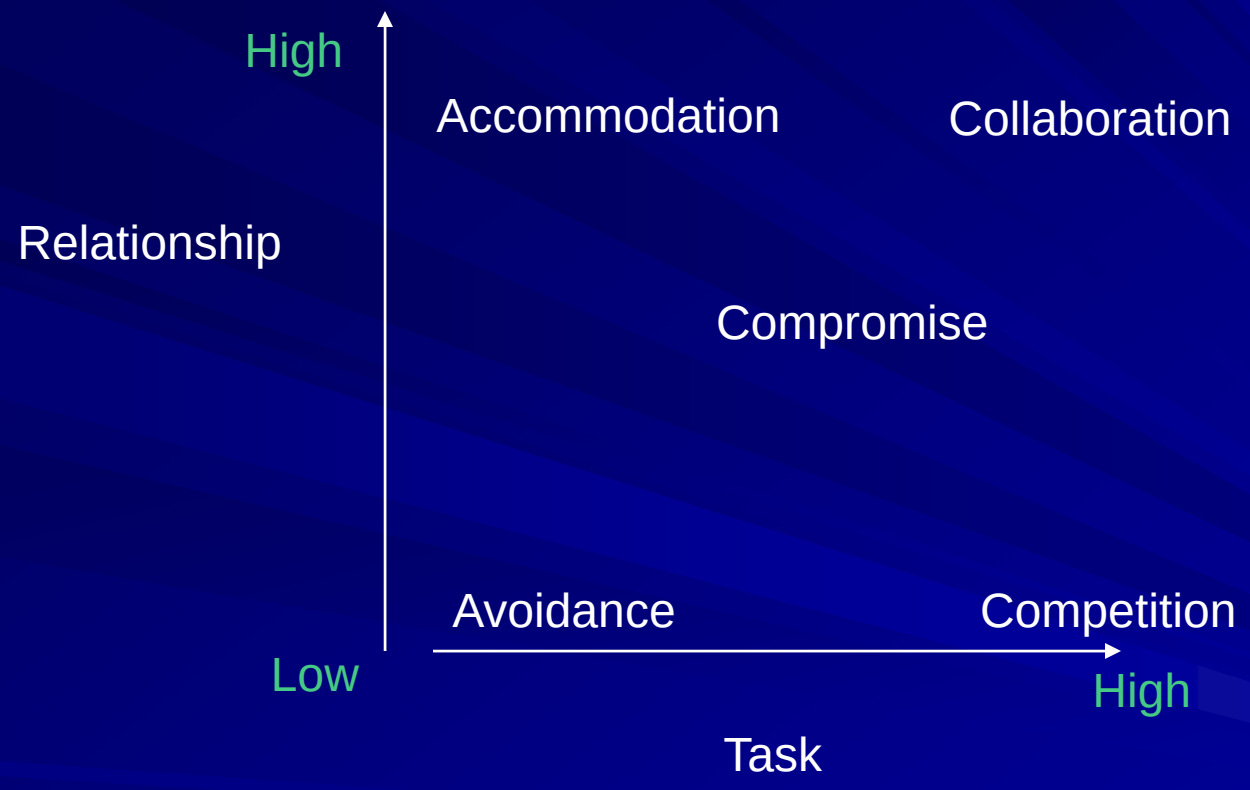
They don't know how! Extended adolescence is now the norm. Helicopter parents have created a generation in which adolescence begins about age 10 and lasts until the mid to late 20s.

Approaching These People

The “Disaster” Leader

The efficient manager with poor relational skills who has high expectations of individual production

Dual Concern Model



Competitive Model

Escalate Issue Escalate

Interests Interests

Relationship

Preserved

Motivating the Millennial

- Not motivated by institutional loyalty
- Involve them in the decision making processes early
- Key to success --- Immediate mentor
- Expunge processes that make them feel undervalued

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