

Managing for Today


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INTRODUCTION

- The goal of good leadership and supervision is effective development of each employee's potential to succeed in his or her job. Engaging in supervisory interventions, effective motivation and communication, followed by corrective action when necessary is consistent with this goal.
 - Building the right culture is the key to organizational success. Building culture can take time.
 - Today's workforce is different than any before it.
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WHAT HAS HAPPENED?

- COVID
 - WFH/Hybrid Environments
 - Tight Labor market including certain professions in crisis mode
 - Gig Economy
 - Inflation
 - Differences in Generational Priorities
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WHAT CAN WE DO?



WWTD?

- Who is Ted?

And...

- “WWTD” – What would Ted do?
- It’s not often that Hollywood provides guidance, but managers and leaders can take cues from the writers of Ted Lasso

THE LASSO WAY: LESSON 1

- Problem - Permitting employees to behave arrogantly, belittle and/or bully others destroys morale
- Solution – bench them, in other words hold employees accountable
- Permitting your “superstar” employee to belittle other employees, act arrogantly, etc. will destroy morale
- When you hold these employees accountable, studies show that morale and overall productivity improves and conversely untreated misconduct can create stress burnout and turnover
- Consider that the team is more important than any individual

THE LASSO WAY: LESSON 2

- The naysayers arrive
- Solution - a field trip to the sewers
- Outside and even insiders can insult and try to bring down an agency and/or department
- Emphasize that employees are to help each other out and “let anything we don’t need flow right through.”
- Emphasize unity and reliance on each other
- What is workforce success? “For me, success is not about the wins and losses. It’s about helping these young fellas be the best versions of themselves on and off the field.”

THE LASSO WAY: LESSON 3

- Quitting is easier than to be challenged
- “A challenge is a lot like riding a horse, isn't it? If you're comfortable while you're doing it, you're probably doing it wrong.”
- Embrace this notion and to understand that effecting meaningful organizational change rarely comes easily
- Let employees be autonomous (e.g. delegate); but this doesn't mean ignore them
- Be hands on, give them goals, have a story, have an analogy...

THE LASSO WAY: LESSON 4

- Problem – Judging people when they are at their worst
- Solution – “Be curious, not judgmental”
- Take interest in each team member to understand them for who they are, not necessarily for who you want them to be.
- Don’t underestimate your staff

THE LASSO WAY: LESSON 5

- Problem – Not starting fresh
- Solution – “Be a goldfish”
- “You know what the happiest animal on earth is? It’s a goldfish. Want to know why? Got a ten second memory. Be a goldfish.”
- We all have made mistakes in our careers. Managers need not judge an individual by a simple mistake.
- Managers need to emphasize this to employees as well. While we will communicate the issue, let them know to be “a goldfish.” Forget the last mistake, don’t let that determine your next action.

THE LASSO WAY: LESSON 6

- Problem – Don't hold grudges
- Solution – Forgive without reservation. Forgive with an understanding of the situation (know the situation)
- Team Sabotage – “Divorce is hard...it makes folks do crazy things.” Lasso extends his hand as a gesture of good will.
- Too often, people hold long lasting grudges, perhaps never allowing people to shake first or second impressions.
- Being open to change and understanding people is a big part of being a manager and leader.

THE LASSO WAY: LESSON 7

- Good ideas can come from anyone. Every job matters within an organization. From the most basic to the highest level, each plays a role.
- “Kit Man” to Coach
- Don’t be concerned about the position or identity of the person who contributes the idea, but rather the idea itself.
- Too often are ideas immediately discarded because of where the idea came from – an employee who is too junior, or in some other way not “one of the boys/girls.”
- Don’t dismiss where someone comes from.

THE LASSO WAY: LESSON 8

- Problem – “Fix the Water Pressure”
- Solution – Active listening, coupled with active solution.
- Meetings followed up by action – not meetings to have meetings.
- E.g. Stay interviews
- Data collection

THE LASSO WAY: LESSON 9

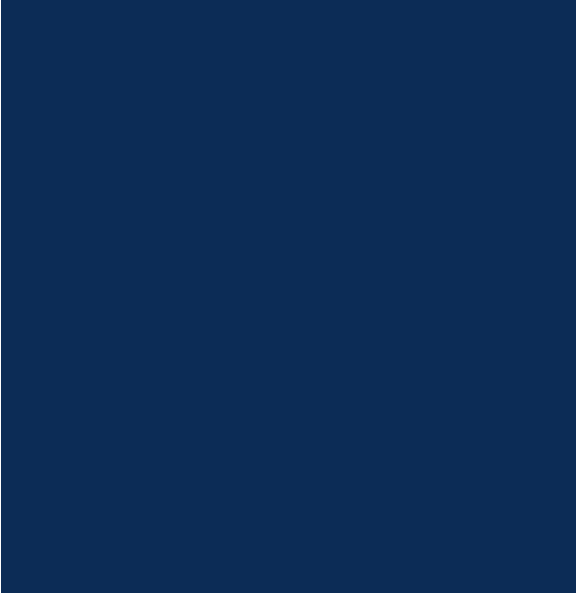
- The silly stuff can go a long way. Celebrating birthdays, pizza parties, potlucks, chili cookoffs, jeans day. You would be surprised what it can mean to people.

THE LASSO WAY: LESSON 10

- Lead with Empathy, Optimism, and Positivity
- Being positive isn't a skill that you learn; it's a lifestyle.
- Positivity and optimism stem from leadership. As a leader, you must exude genuine confidence about the future.
- You need to have the courage to persistently believe tomorrow will be better. Resolve to beat the odds.
- You must balance reality with optimism. Yes, today's tough, but tomorrow will be better. You don't give oxygen to despair. Who wants to follow someone like that? You need to give oxygen to hope.

SO What Now...

- Culture from proper leadership
- Employee loyalty starts with employer loyalty (and often to the individuals who work there)
- Professional Growth and Developmental feedback
- Mentorship
- Giving someone purpose
- Throwing money at a problem will not solve it.
- Managing for Today also means identifying and understanding those who work for you.



“I see no hope for the future of our people if they are dependent on the frivolous youth of today.”

- Hesiod, 8th Century B.C.



DEFINITION OF GENERATION


- Group defined by common values, attitudes, ambitions, and experiences
- Group “programmed” at the same time by shared experiences
- Group whose values, beliefs, and work ethics are formed by the same political, social, and economic realities

INTRODUCTION

- For the first time in history, we have six (6) generations working side-by-side
- What are they?

INTRODUCTION



- We are encountering “generational diversity” in the workplace
 - Each generation tends to be shaped or influenced by its environment and experiences
 - It is important to narrow any “generation gaps” in order to work well with others
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GENERATIONS IN THE WORKPLACE

- Traditionalists (born before 1945)
- Baby Boomers (1945 – 1964)
- Generation X (1965 – 1980)
- Millennials / Generation Y (1981 – 2000)
- Micro Generation – Xennials (77’-85’)
- Generation Z (2001-2012)

EXERCISE 1

- What were some of the historical and cultural factors that influenced people during the ... 30s & 40s, 50s, 60s, 70s, 80s, 90s, 2000s?
- Write down for the decades assigned to you:
 - Historical Events, Famous People, Movies, TV Shows, Music, Influences (U.S./Global)

EXERCISE 1

- My factors:
 - Historical – Oklahoma City Bombing, Columbine, 9/11, Iraq War, Virginia Tech, Great Recession, Obama
 - Famous People – Mark Zuckerberg, Conan O’Brien, Steve Jobs, Obama, Taylor Swift (although, TBO, she transcends all generations to create a loyal following, Swifties)
 - Pop Culture – Napster, Myspace, Facebook, AOL, AIM, Will Ferrell/Amy Poehler/Tina Fey/Adam Sandler, Reality TV, Blink 182, Weezer, Eminem, Jay Z, Drake, Kendrick Lamar, Outkast, Dave Matthews Band, Beyonce

TRADITIONALIST

- Born before 1945
- Characteristics:
 - Loyalty
 - Respectful of rules / authority
 - Frugal
 - Reserved
 - Usually won't speak their minds, question instructions, or abuse privileges

TRADITIONALIST

- Work Ethic
 - Conformer – work is an obligation
 - Hard working, stable, loyal
 - Avoids conflict
 - Dislikes change
 - Enjoys one-on-one communication
 - Technology is cold and impersonal, confusing
 - Feels “no news is good news”

TRADITIONALIST

- How to Communicate/Motivate
 - Respect their experience
 - Reward and value perseverance
 - Use expert endorsements or testimonials of those they trust
 - Promote patriotism, teamwork
 - Allow time for decisions
 - Use “top-down” chain of command approach
 - Provide detailed directions
 - Communicate face-to-face

BABY BOOMERS

- Born between 1945 – 1964
- Characteristics:
 - Optimism and involvement
 - Respect for power and accomplishment
 - Team orientation (holds lots of meetings)
 - Serious about work (works long hours and feels you should, too)
 - Not afraid of confrontation
 - Prefers traditional office environment

BABY BOOMERS

- Work Ethic:
 - Competitors
 - Driven
 - Workaholic
 - Work is a source of personal identity
 - Rewarded with “tangibles”
 - Live to work – career first
 - Must develop technological skills before they can progress
- Stereotypes
 - Live to work
 - Can't text / Out of sync with technology
 - Can't tolerate change

BABY BOOMERS

- How to Motivate/Communicate:
 - “You are valued, worthy, and needed”
 - Enjoy and need human interaction
 - Provide them with knowledge (the “big picture”)
 - Offer new ideas / proposals as a new experience
 - Provide multiple choices
 - Communication should focus on the future
 - Communicate through one-on-one or meetings
 - Seek them out as mentors
 - Use them as “sounding boards”

GENERATION X

- Born between 1965 – 1980
- Characteristics:
 - Independent & Resourceful
 - Accepting of Change
 - Comfortable with diversity
 - Expect a balanced lifestyle
 - Dedicated to people, ideas, and tasks

GENERATION X

- Work Ethic:
 - Not looking for longevity or lifetime employment (free agent)
 - Technology literate
 - Flexibility – work whenever, just get it done
 - Want to be developed, engaged, and appreciated
 - Challenger (a.k.a. skeptic)
 - Enjoys discretion
 - “Work hard, play hard”
- Stereotypes
 - Apathetic
 - Cynical
 - Disengaged

GENERATION X

- How to Communicate/Motivate:
 - Cutting edge technology
 - Continuing education and development
 - Freedom to use their own resourcefulness
 - Involve them in projects of significance
 - Avoid micro-managing (offer to be a mentor)
 - No “hard sell” techniques – let them make a decision at their own pace
 - Provide a range of choice
 - Keep your promises
 - E-mail communication is expected
 - Suggest rather than order (but get to the point, no hinting)

MILLENNIALS / GENERATION Y

- Born between 1981 – 2000 (Nation's largest living generation)
- Characteristics:
 - E-learners
 - Used to instant communication (a.k.a. impatient)
 - Optimistic; confident in self
 - Sense of civic responsibility
 - Achiever
 - Family-centered
 - Concerned for environment
 - Most educated, most diverse, most tolerant
 - Wants balance of family, hobbies, and work

MILLENNIALS / GENERATION Y

- Work Ethic:
 - Technocrats
 - Work is a way to fill time between weekends
 - Not likely to seek out additional responsibilities
 - Difficulty understanding and accepting rules and protocols
 - “I’ll do the job you hired me to do, that’s all”
 - Goal/achievement oriented
 - Need mentorship
- Stereotypes
 - Lazy
 - Entitled
 - Over eager
 - Technology obsessed

MILLENNIALS / GENERATION Y

- How to Communicate/Motivate:
 - Allow communication online for convenience
 - Consider using blogs, social media, text, IM-ing
 - Give PROMPT feedback on their ideas
 - Find ways to include and make them feel valued (but manage expectations)
 - Make sure YOU have researched the issue – expect that they have done so

GENERATION Z

- 2001-2012
- Emerging generation – The youngest cohort of Generation Y
- Global, well-connected, and have encountered a lot of uncertainty
- World's first true digital natives
- Entrepreneurial spirit

GENERATION Z

- Work Ethic
 - Prefer their own workspace than share it with other people.
 - Realistic due to growing up during a recession with skeptical parents.
 - Born into the digital age and 24/7 connectivity.
 - More cautious and selective about what information they share online.
 - Prefer education alternatives like on-demand learning, YouTube tutorials, or on the job development training and are wary of college debt.
 - Interested in role hopping and learning different tasks or taking on projects outside of their designated job role.
 - Concerned with innovation.
 - Want flexibility in how they work
- Stereotypes
 - Highly skeptical
 - Fact-check anything and everything
 - Short attention span
 - Technology obsessed

GENERATION Z

- How to Communicate/Motivate:
 - Choosing video calls over phone calls.
 - Opting for recurring meetings to give Gen Z the human connection they crave.
 - Not skimping on feedback. Gen Z's constantly seek validation and want daily communication. Managers should check-in often, offer thoughtful critique, and set up weekly feedback and performance reviews.
 - Encouraging team bonding with social activities.
 - Reviewing your communication channels. Gen Z prefers email, text, and social media for day-to-day communication.
 - Give Gen Z ownership of a project that they can implement from start to finish.
 - Encourage the use of wearables, and use virtual reality in onboarding or training.

DEALING WITH WORKPLACE DIFFERENCES

- Don't label or stereotype
- How do you want to be perceived?
- You're a coworker (or a boss), not a parent
- Focus on job performance
- Praise in public, punish in private

COMMON ATTRIBUTES

- Everyone is comfort seeking
- Most people resist change, but don't like status quo either
- Everyone wants information, to be kept “in the loop”
- Everyone likes some level of control

CLASH POINTS

- Agency loyalty
 - From organizational to individual
- Chain of command
 - From rigid to freedom
- Work ethic
 - From corporate to individual
- Workplace diversity
 - Diversity in the classic sense (race, religion, gender, etc.)
- Feedback and mentoring
- Differences in communication styles

HOW TO BRIDGE THE GAP

- Use the A List
 - Accept your “mutual rightness”
 - Acknowledge your interdependency on each other/generation
 - Appreciate what you have in common
 - Assume responsibility for making your relationships better
 - Adopt the “Platinum Rule”
- Remember that all generations want:
 - To be treated fairly
 - Work that provides personal satisfaction
 - Employers who understand personal lives are important
 - Work that is valued
 - A clear sense of purpose

WHAT IS THE “PLATINUM RULE”?

- The “Golden Rule”:
 - Treat others the way YOU want to be treated
- The “Platinum Rule”:
 - Treat others the way THEY want to be treated

HOW TO BRIDGE THE GAP

- Appreciate differences
- Appreciate what you have in common
- Accept and appreciate another's perspective
- Take responsibility for making your relationships better
- Discuss expectations
- Inquire about immediate tasks
- Keep up with technology
- Accept that your generation type may influence your ideas and behaviors
- Give everyone the same “benefit of the doubt” that you want
- Be open and honest about your own “hot buttons”
- Focus on what really matters
- Accept the fact that you choose how to treat and deal with others
- Be flexible with your preferences
- Know that everyone wants to be treated with respect

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