

“INNOVATION IN TODAY'S LEADERSHIP”



GLOBAL EVENTS PARTNERS

The Quality Leader in Destination Management

Program designed and facilitated by:



Master Connection Associates

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INNOVATION IN TODAY'S LEADERSHIP

LEADERSHIP ISSUES TODAY AND IN THE FUTURE

TODAY

2010+

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INNOVATION IN TODAY'S LEADERSHIP

GENERATIONAL DIFFERENCES

When we think about business etiquette, we have to take changing demographics into consideration. In today's society, we are dealing with a multi-generational business landscape. It has a major impact on the way that we conduct business. Some of our internal and external clients may be a lot older than we are, or a lot younger. Looking at the graph below, there are 78 million Boomers, 59 million Gen Xers and 73 million Millennials. Millennials are the future and they will dominate the next century. And yet, we still have a huge gap between each age group. No matter what generation, business etiquette matters.

GENERATIONAL COMPARISON

GENERATION	YEARS BORN	AGES	MILLIONS
Traditionalist	1925 - 1945	63-83	50 million
Boomer	1945 - 1964	44-63	78 million
Gen X	1961 - 1981	27-47	49 million
Millennials	1978 - 2001	7-30	73 million

TRADITIONALIST	BOOMER	GEN X	MILLENNIALS
Conformity	Diversity as a cause	Accept diversity	Celebrate diversity
Loyal & dedicated	Idealistic	Cynical & Pragmatic	Optimistic & Realistic
Diversity as a cause	Involvement	Self-reliance	Achievement Oriented
Job was life	Killer Job	Killer Life	Killer Lifestyle
Radio & telephone	TV	PC	Internet
Silent Generation	Ozzie and Harriet	Latch-key Kids	Nurtured

NEW MESSAGING FOR TODAY'S EMPLOYEE:

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AN EFFECTIVE FEEDBACK PROCESS

SMART FEEDBACK

S-SENSITIVE

M-MEANINGFUL

A-ACCURATE

R-REINFORCING

T-TIMELY

1. **SENSITIVE** - Remember this is a valued person on your team. Your goal is to increase their effectiveness as a part of that team. Often your less-experienced employees will be reluctant to accept constructive criticism. They might get the feeling that you are picking on them. Be aware of their feelings; however, you do not have to “sandwich” the feedback with the old rule of “something good, something bad and something good.” It’s much more effective to make sure your employee is receptive to the feedback.

- Listen attentively
- Empathize for understanding
- Ask questions for clarification
- Produce a next step response
- “L.E.A.P.” into the feedback session

2. **MEANINGFUL** - Include the employee in your feedback session. Comment on the specific observable behavior. Make sure you are honest; do not “sugar coat” the feedback. Anything other than the truth will confuse the issue.

3. **ACCURATE** - Feedback is enhanced by accuracy and timeliness; specific feedback is very effective. Don’t give feedback based on hearsay or rumor. Make sure your facts are accurate and the employee understands your specific message.

4. **REINFORCING** - Your intention should be to continue development of the employee. Reinforce behavior you want to see more of. “Pats on the back” are good morale boosters, but do not necessarily improve performance.

5. **TIMELY** - Provide the feedback as soon as possible. Postponing feedback creates a disconnection between the behavior and the result.

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LESSONS FROM GEESE

By: Milton Olson

- * As each bird flaps his wings, it creates an uplift for the bird following. By flying in a "V" formation, the whole flock adds 71% greater flying range than if a bird flew alone.

LESSON: People who share a common direction and sense of community can get where they are going quicker and easier because they are traveling on the thrust of one another.

- * Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation to take advantage of the lifting power of the bird immediately in front.

LESSON: If we have as much sense as a goose, we will stay in formation with those who are headed where we want to go (and be willing to accept their help as well as give ours to the others).

- * When the lead goose gets tired, it rotates back into the formation and another goose flies at the point position.

LESSON: It pays to take turns doing the hard tasks and sharing leadership. With people, as with geese, we are interdependent on each other.

- * The geese in formation honk from behind to encourage those up front to keep up with their speed.

LESSON: We need to make sure our honking from behind is encouraging--and not something else.

- * When a goose gets sick, wounded, or shot, two geese drop out of the formation and follow it down to help protect it. They stay with it until it is able to fly again or dies. Then they launch out on their own, with another formation, or catch up with the flock.

LESSON: If we have as much sense as a goose, we, too, will stand by each other in difficult times, as well as when we are strong.

JOIN THE FLOCK !!!

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HOW TO CREATE PASSION FOR YOURSELF AND YOUR TEAM!

As you probably discovered - money is not everything. We interviewed several employment experts, business owners, and a few minimum wage employees for some no-cost ways to motivate this team of people.

1. *Re-define your “employee recognition” program.*

At times these programs de-motivate employees because they don't understand how the winners win. If the best performer wins every time, you are not improving performance. If your philosophy is to “share the wealth” - the program has no meaning.

Take a minute and discuss ways to improve your current program.

2. *Say Thank You*

When interviewing employees, they responded by saying they hardly ever get a thank-you for a job well done.

3. *You must stay positive*

Don't use killer phrases:

“Don't waste your time thinking”

“That's not your job”

“That will never work”

Motivated employees have the ideas, and it's in your best interest to hear them out and encourage more - even if their ideas are not always doable. It is a proven fact that workers are more motivated if you are.

4. *Exploit pride*

Let employees judge themselves. Allow the employees to write their own performance evaluation and discuss them with you, before you give your evaluation.

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5. *Don't over direct*

Remember the development continuum. Don't direct your advanced and masters. That will de-motivate this employee immediately.

6. *Don't bore them*

The work may be boring, but that doesn't mean the employee is. Try to inject some new, interesting tasks to their jobs.

7. *Make a "loafer" a "leader"*

If you have someone who is a "slacker", that person has too much time on their hands. Even if the employee is a hard worker but a "goof off", they need more responsibility.

8. *Don't over manage*

You have enough work on your plate - stop trying too hard. Responsibility motivates everyone from children to adults. Keep an equal balance of P-A-R.

9. *Admit when you are wrong*

Small gestures that admit you're wrong show the employee you are human and part of the team.

10. *Walk in the shoes of your employees*

Nothing motivates a line employee more than a supervisor getting involved on the floor. Roll up your sleeves and dirty your hands.

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“MANAGEMENT DIALOGUE”

1. Basically, what is happening in my organization right now is....
2. Right now I get the most enjoyment out of....
3. On my good days, I...
4. When things aren't going well, I....
5. You seem to be....
6. My long term goal in management is....
7. What I'm doing to improve my performance is....
8. The best relationship I ever had with an employee was....
9. The kind of employee I dislike managing is....
10. These days, the headache I'm dealing with most often is....
11. Two years from now, I....
12. The impression you make on me is....
13. I could use some improvement in my ability to....
14. When employees give me a difficult time, I....
15. At the end of the day, I....
16. So far, this conversation....
17. My relationship with my managers are or is....
18. My best employee....
19. My attitude toward making team calls with my people is...

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20. I handle rejection by....
21. To me, paperwork....
22. You seem to be good at....
23. This conversation....
24. I joined this organization because....
25. During the past few months I've been....
26. The next thing I'm going to try to accomplish is....
27. My general image of you....
28. Right now I'm feeling....
29. The person I'm having the most trouble with right now....
30. What puzzles me about you is....
31. I'm hoping that....
32. I need to....
33. I'm proudest of....
34. I'm most concerned right now about....
35. This conversation....

You don't have to write anything down because this exercise is conducted for you and your partner. Remember to use this exercise with your employees when you feel the time is appropriate.

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"GETTING REAL AT THE OFFICE"

Once you return to the office, follow these steps to 'spark the fire of communication!

STEP 1

Openly discuss any leadership issues with the team.

STEP 2

Conduct a mini session reviewing the differences between each generation and determine new rules of engagements among the team.

STEP 3

Meet with each direct report on your team and give them individual feedback on the areas in which they need to improve.

STEP 4

Conduct the Management Dialogue with each person on your team!