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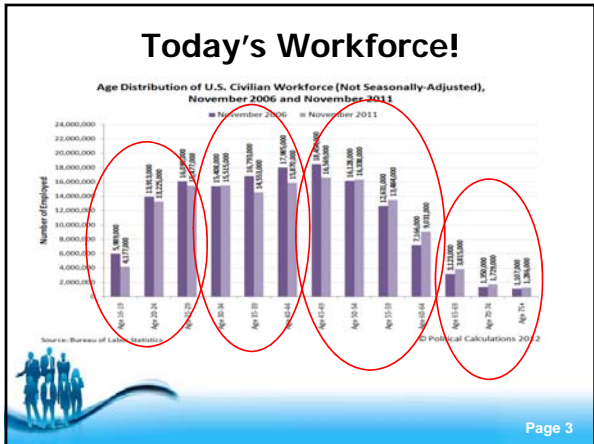
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## Test Your Knowledge!

- Please mark on your handouts:

A = Traditionalist  
B = Baby Boomer  
C = Generation X  
D = Millennial



Page 4

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### Traditionalists: Influences



Page 5

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### Baby Boomers: Influences



Page 6

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### Generation Xers: Influences

Page 7

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### Millennials: Influences

Page 8

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### MBI Model Teaming For High Performance

<b>MAP</b> Understand the differences <ul style="list-style-type: none"><li>•Cultural Values</li><li>•Conventional Norms</li><li>•Generational Norms</li><li>•Personality</li></ul>	<b>BRIDGE</b> Communicate across the differences <ul style="list-style-type: none"><li>•Prepare: Motivation, Confidence</li><li>•Decenter: Perspective taking, Explain without blame</li><li>•Recenter: Common view, common norms</li></ul>	<b>INTEGRATE</b> Manage the differences <ul style="list-style-type: none"><li>•Build Participation</li><li>•Resolve Conflicts</li><li>•Build on Ideas</li></ul>
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High Performance

Value & Utilize The Differences

Page 9

Source: Lane, DiStefano & Maznevski. International Management Behavior, 4<sup>th</sup> ed.

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### Generations – Communication Strategy

<b>Mapping</b> <ul style="list-style-type: none"> <li>• Conservative Values / Hard Working</li> <li>• Involved, Intense, Drive</li> <li>• High Self-Confidence, Optimism</li> <li>• Confident, Continual Learning, Collaborative</li> </ul>	<b>Bridging</b> <ul style="list-style-type: none"> <li>• Organizational Expectations</li> <li>• Personal Expectations</li> <li>• Organizational Culture (Training)</li> <li>• Vision &amp; Values</li> </ul>	<b>Integrating</b> <ul style="list-style-type: none"> <li>• Employee Engagement</li> <li>• Daily Stand-up meetings</li> <li>• Train-the-Trainer</li> <li>• Conflict Resolutions Skills</li> </ul>
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**Actions**

1. Engage with employees to enhance camaraderie and focus. (Group book reading, coaching, HR Engagement team, group activities / celebrations.
2. Create and publish a Vision.
3. Develop trainers / training teams that leverage internal talent and generational preferences.

 Train leaders (Personnel Development, Coaching, Conflict Resolution)

5. Celebrate success!

Page 10

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### Engagement Steps that Drive Results - Visionary Leaders

- Leaders who see the untapped potential of their workforces and believe it is possible to reach higher.




Page 11

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### Leaders...More Important Now Than Ever!

- Incredible organizational changes
- Speed increases due to technological improvements
- Clients are demanding more/pricing pressures
- Millennial generation in the workplace, generational differences

Page 12

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### Engagement Steps that Drive Results – Unique Training Opportunities

- In house approach to Training & Development – Leadership Forum Groups
- Groups meet monthly to discuss leadership trends, white papers and articles related to management skills, leadership books
- Spending time together builds camaraderie, communication, and trust



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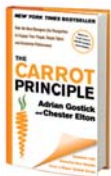
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### Creating a Carrot Culture – “When I work hard, I can do anything.”

First published in 2007  
Received positive press in the *New York Times*, *The Wall Street Journal*, *Fortune* magazines and numerous interviews with CNN, Fox, Larry King, etc.



- Carrot Culture
  - A rare environment where employees are valued and appreciated for their contributions, which creates passion and performance among the workforce.



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### Engagement Steps that Drive Results – Recognition

- Service Awards
- Values Award
- Peer-to-Peer Recognition



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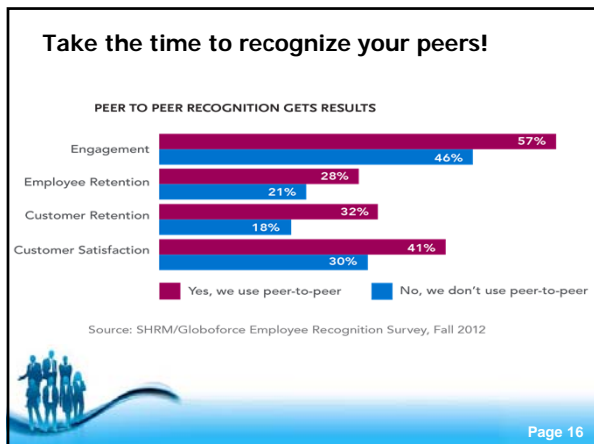
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### Recognition Reluctance – The Four Categories

- *Positives 26 percent* – Those who believe in recognizing employees and do it with or without their companies permission.
- *Fearful 20 percent* - Those who instinctively lead towards recognition but are apprehensive of acting without permission from upper management.
- *Controllers 22 percent* – Those who might be inclined to recognize employees but who resist because of their overly analytical natures - nervous of the imprecise aspects of recognition such as inequity or jealousy.
- *Negatives 32 percent* – Those who do not believe at all in recognition, many vehemently opposing it on the basis that it is a waste of time.

Source: Gostick and Elton. *The Carrot Principle*. 2<sup>nd</sup> ed.

Page 17

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### Let's Practice Recognition – It only takes 5 minutes!

*There is no greater positive impact on employee engagement than purpose-based recognition!*

**Step 1** – Find a Partner

**Step 2** – Each person is to take 3 minutes to describe a recent action they took that resulted in a positive outcome.

*Examples: Completing a work project that enabled a new efficiency for a group/company; Running a 5k; Helping a peer or employee on a work assignment; Completing a difficult task; Finishing a home improvement project*

**Step 3** – *After each of you has shared a story:* Please recognize your partner for their accomplishment. Remember to recognize the specific action they took, the result, and the impact!

Page 18

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### Engagement Steps that Drive Results – Inspiring Innovation



- **Inventor Recognition Program** – Encourages employees to submit their ideas for a patent...bright ideas are everywhere! This is on the company intranet main page.
- Innovation - **How can our organization improve?** Come up with one idea of your own and communicate the idea to your manager; think outside the box.



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### Engagement Steps that Drive Results – A great idea!

- Visual Control Boards. Boards have been installed in the main corridor to track project progress, barriers, and resources available. Clients have been very impressed and it has added to the team work atmosphere, everyone helps others in need.



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Questions?



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**Closing Words**

- "Leadership is the art, the talent, the skill, the ability to get others to do those things they do not naturally or normally want to do." – General Norman Schwarzkopf
  - Care more than others think is wise
  - Risk more than others think is safe
  - Dream bigger than others think is practical
  - Expect more than others think is possible



Page 22

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