

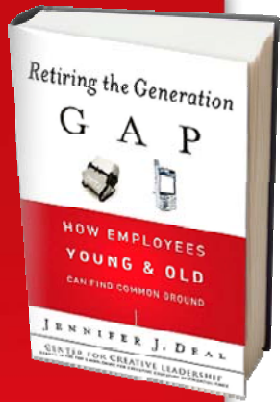
Retiring the Generation

G A P



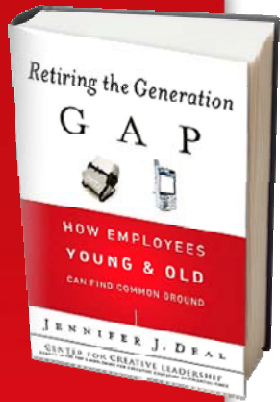
JENNIFER J. DEAL, PH.D.

CENTER FOR CREATIVE LEADERSHIP



CCL[®] Today

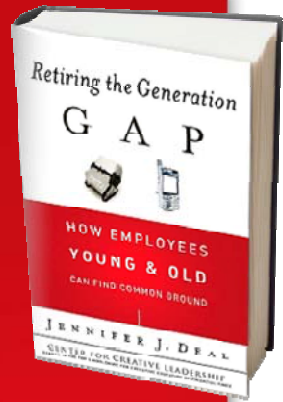
- Serves 21,000 individuals each year
- Clients include half of Fortune Global 100, as well as major government agencies, nonprofit organizations, and educational institutions
- Work extends to 20+ countries
- Headquartered in Greensboro, North Carolina; campuses in Brussels, Singapore, Colorado Springs, and San Diego



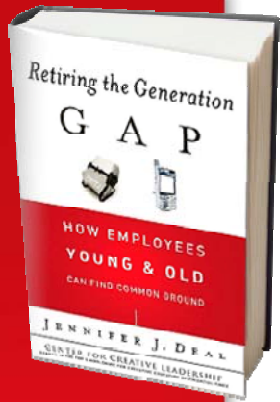
Outline

- Who are the generations?
- Principles you can use
- The Bottom Line



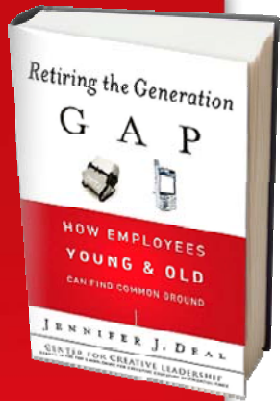


What have you heard?



Who *doesn't* want this job?

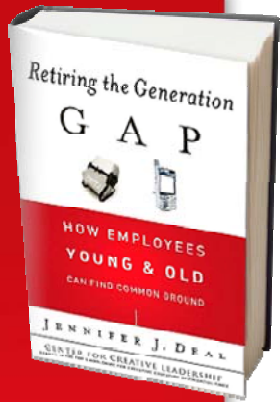
- You are well paid
- You do interesting work
- You have the opportunity to advance
- You have the opportunity to learn and develop
- You have a supportive boss
- You work with peers and subordinates you trust
- You are treated with respect
- You have leaders who are credible and trustworthy



Research

- Total of 6041 respondents
- Results reported in the book are based on **3200** respondents who were both born and currently living in the USA
- **41%** male, **59%** female
- **88%** white, **12%** non-white
- **85%** with a college degree
- **67%** Married
- **60%** Have children





Level within the organization

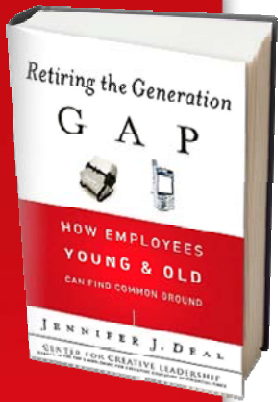
16.2% from top/executive

21.7% from upper middle management

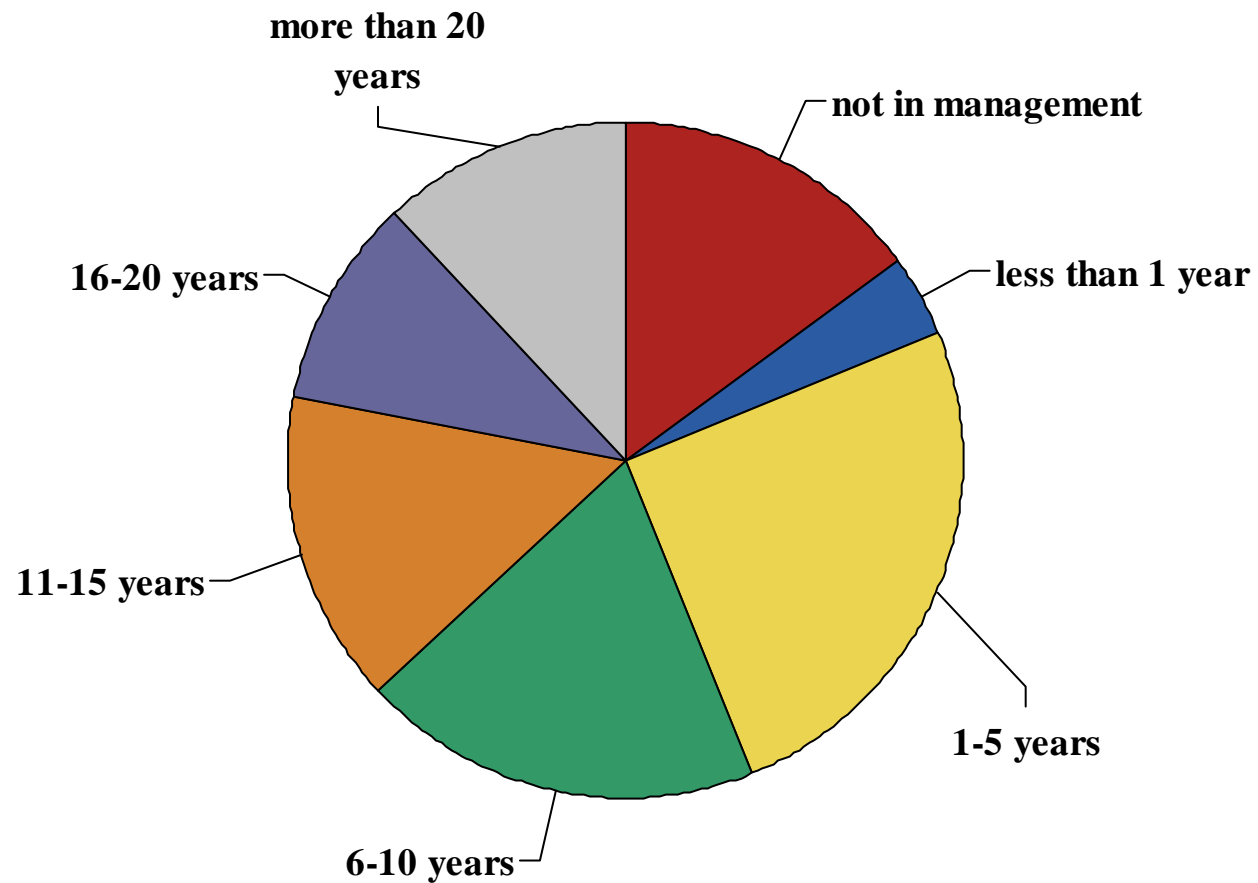
30.6% from middle management

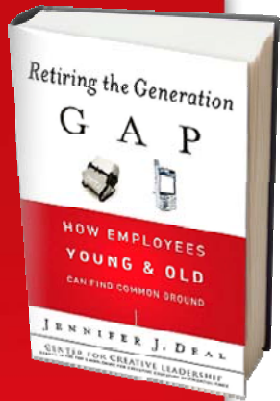
27.6% from professional

3.9% from other



Time Spent in Management





Generations

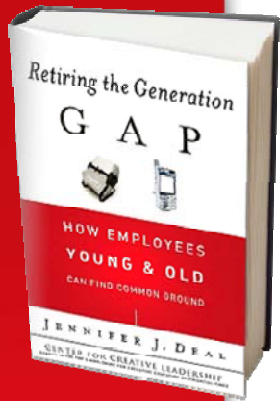
7.5% Silents (born 1925-1945)

27.9% Early Boomers (born 1946-1954)

29% Late Boomers (born 1955-1963)

30.1% Early Xers (born 1964-1976)

5.5% Late Xers (born 1977-1986)



Silents

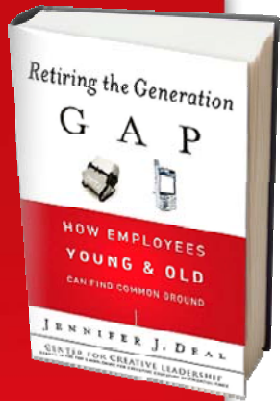
Born 1925-1945

Currently 64 to 84 years old

Retiring or approaching retirement

Very small generation

Members: William F Buckley, Clint Eastwood, Nancy Pelosi, Martin Luther King, Sandra Day O'Connor, John McCain



Baby Boomers

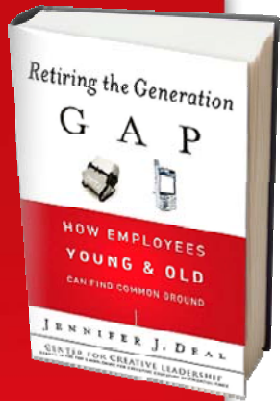
Born 1946-1963 (after World War II)

Currently 46 to 63 years of age

Middle to late career and approaching retirement

The largest generation of Americans born

Members: Oprah Winfrey, Bill Gates, Bill & Hillary Clinton, Steve Jobs, David Letterman, George W. Bush, Barack Obama



Generation X

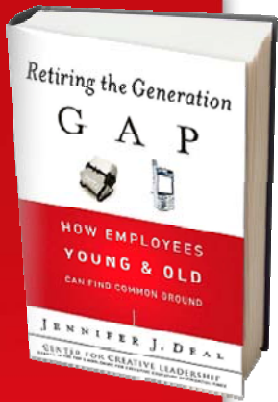
Born 1964 to 1986

Currently 23 to 45 years of age

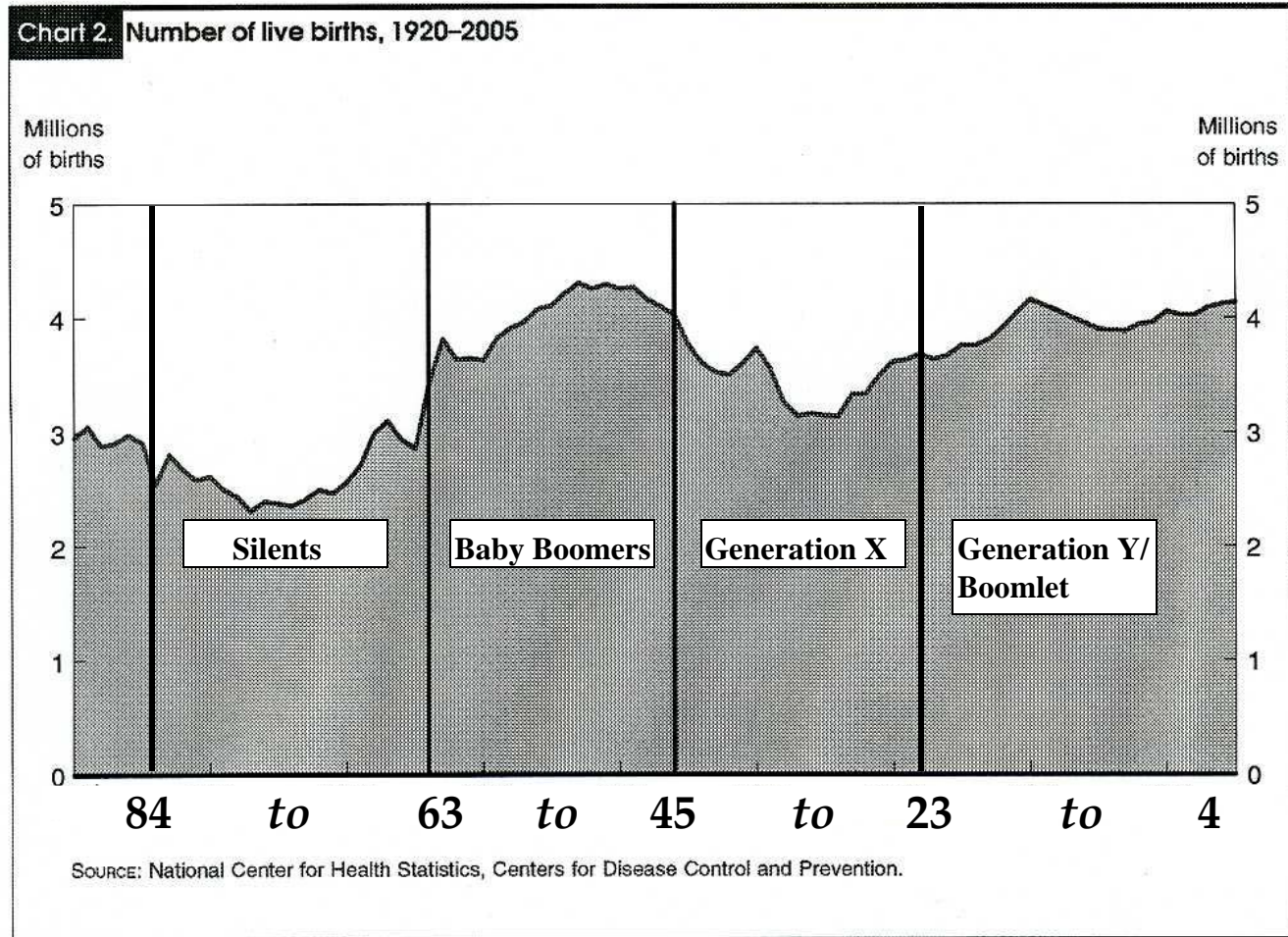
Early to middle career

A much smaller generation than the Baby Boom

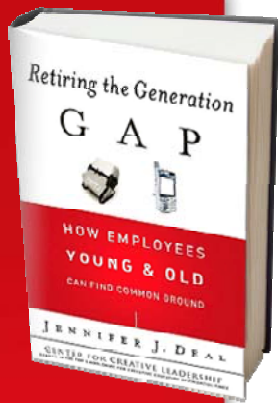
Members: Brooke Shields, Sergey Brin & Larry Page, John Sununu, Aaron Schock, Paris Hilton, Sarah Palin



Supply and Demand



Mitra Toossi, Monthly Labor Review, November 2006



Principle 1: All Generations Have Similar Values; They Just Express Them Differently

Principle 2: Everyone Wants Respect; They Just Don't Define It the Same Way

Principle 3: Trust Matters

Principle 4: People Want Leaders Who Are Credible and Trustworthy

Principle 5: Organizational Politics Is a Problem—No Matter How Old or Young You Are

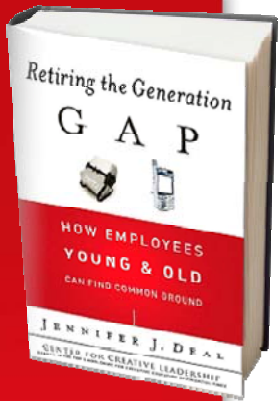
Principle 6: No One Really Likes Change

Principle 7: Loyalty Depends on the Context, Not on the Generation

Principle 8: It Is as Easy to Retain a Young Person as an Older One — If You Do the Right Things

Principle 9: Everyone Wants to Learn—More Than Just About Anything Else

Principle 10: Everyone Wants a Coach



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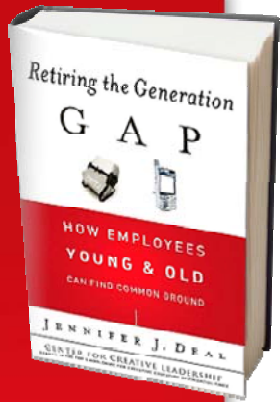
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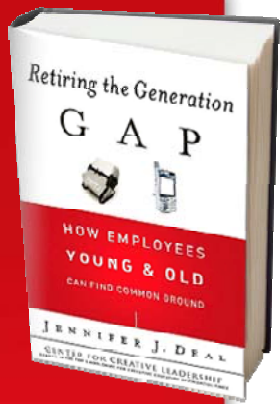
Principle 9: Everyone Wants to Learn—More Than Just About Anything Else

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Question:

Do older and younger people have different values?



Top Values

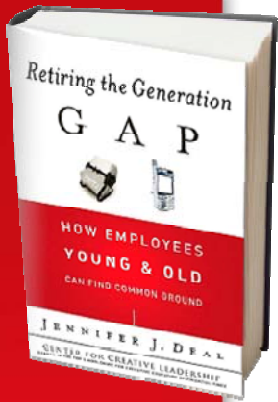
Family (60%)

Love (31%)

Integrity (28%)

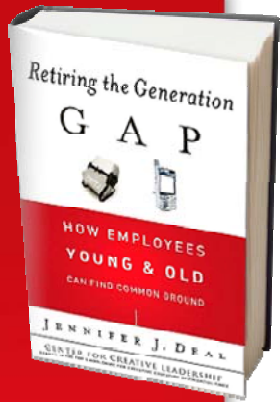
Spirituality (21%)

Self-respect (17%)

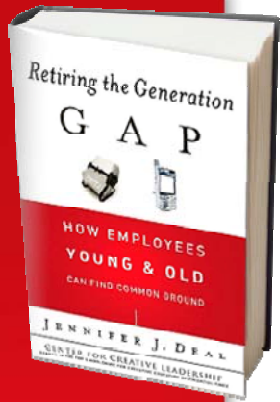


Top Values by Generation

Silents (1925-1945)	Early Boomers (1946-1954)	Late Boomers (1955-1963)	Early Xers (1964-1976)	Late Xers (1977-1986)
family 46%	family 45%	family 64%	family 67%	family 73%
integrity 46%	integrity 32%	integrity 29%	love 32%	love 49%
love 26%	love 27%	love 29%	integrity 24%	spirituality 28%
spirituality 25%	spirituality 21%	spirituality 23%	happiness 20%	happiness 25%
self-respect 22%	self-respect 21%	happiness 18%	spirituality 17%	friendship 25%

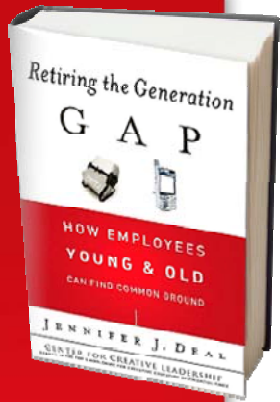


Principle 1:
*All Generations Have Similar Values;
They Just Express Them Differently*



Therefore

- Policies that reinforce and align with Top 10 Values can help improve employee satisfaction.
- Remember, values and behaviors aren't the same thing – someone can behave very differently from you and still hold the same values.
- Is the conflict actually about values?
- Act as a coach



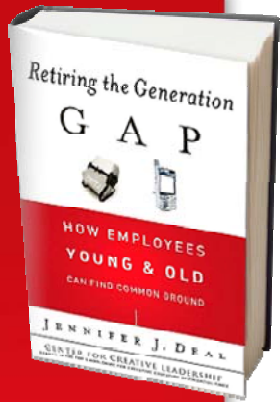
Question:

What do people mean
when they say they want *respect*?

Listen to me; pay attention to what I say.

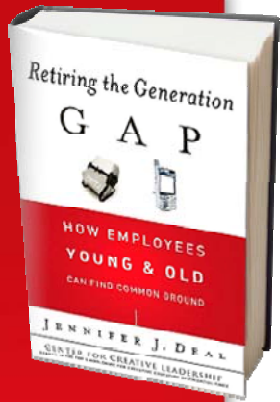
Give my opinions the weight I believe they deserve.

Do what I tell you to do; stop questioning me.



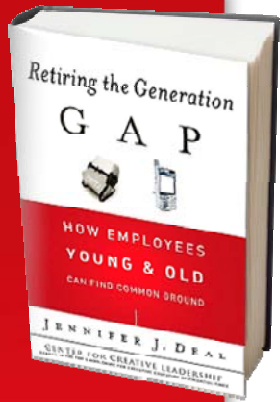
Principle 2:

*Everyone Wants Respect;
They Just Don't Define It the Same Way*



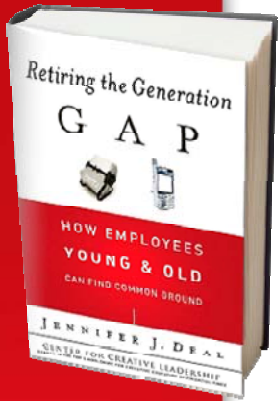
Therefore

- Remember:
 - People in positions of authority want their decisions to be respected.
 - Older people want their experience and wisdom to be respected and deferred to.
 - Younger people would like their fresh ideas and suggestions to be respected.
- Is the intention to be disrespectful?
- Questions do not necessarily demonstrate disrespect.



Question:

Do older and younger people want different characteristics in their leaders?



Top Five Leadership Characteristics

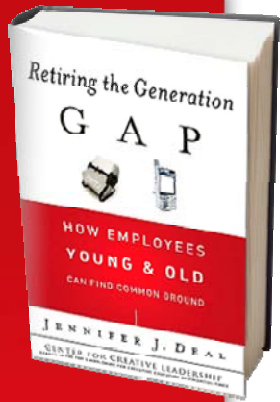
Credible (69%)

Trusted (59%)

Listens Well (55%)

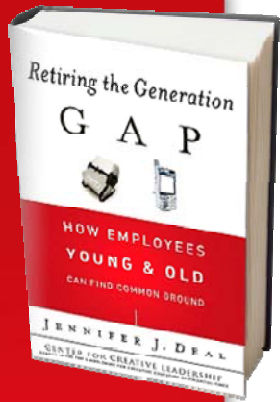
Farsighted (52%)

Encouraging (50%)



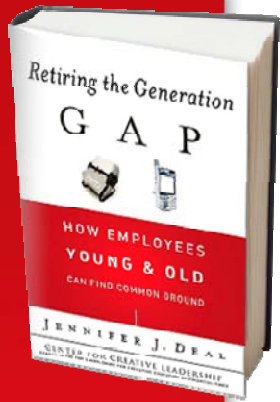
Top Five Leadership Characteristics by Generation

Silents (1925-1945)	Early Boomers (1946-1954)	Late Boomers (1955-1963)	Early Xers (1964-1976)	Late Xers (1977-1986)
credible 65%	credible 74%	credible 75%	credible 71%	listens well 68%
listens well 59%	trusted 61%	trusted 60%	trusted 58%	dependable 66%
trusted 59%	farsighted 57%	farsighted 59%	farsighted 54%	dedicated 63%
farsighted 53%	listens well 55%	listens well 53%	listens well 51%	focused 59%
delegating 50%	encouraging 50%	encouraging 53%	encouraging 46%	trusted 56%



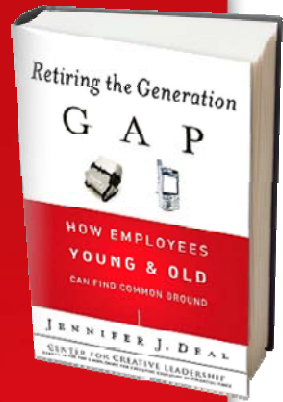
Principle 4:

People Want Leaders Who Are Credible and Trustworthy

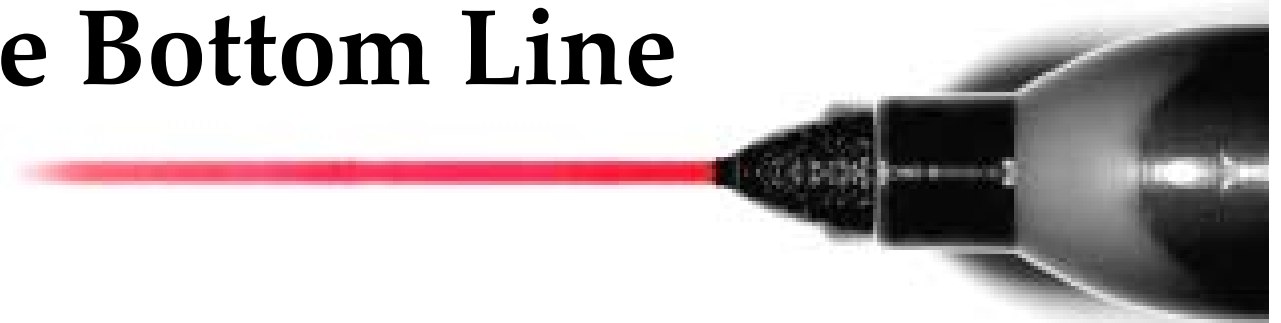


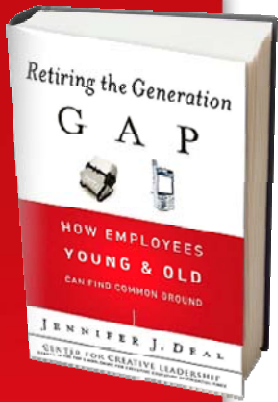
Therefore

- Be: credible, trustworthy, dependable, farsighted, encouraging, and a good listener.
- Hire managers who are credible, trustworthy, dependable, farsighted, encouraging, and a good listener will help you build a team that all workers can support.
- Don't mislead intentionally – it reduces trust.
- Behave as someone you would want to follow.

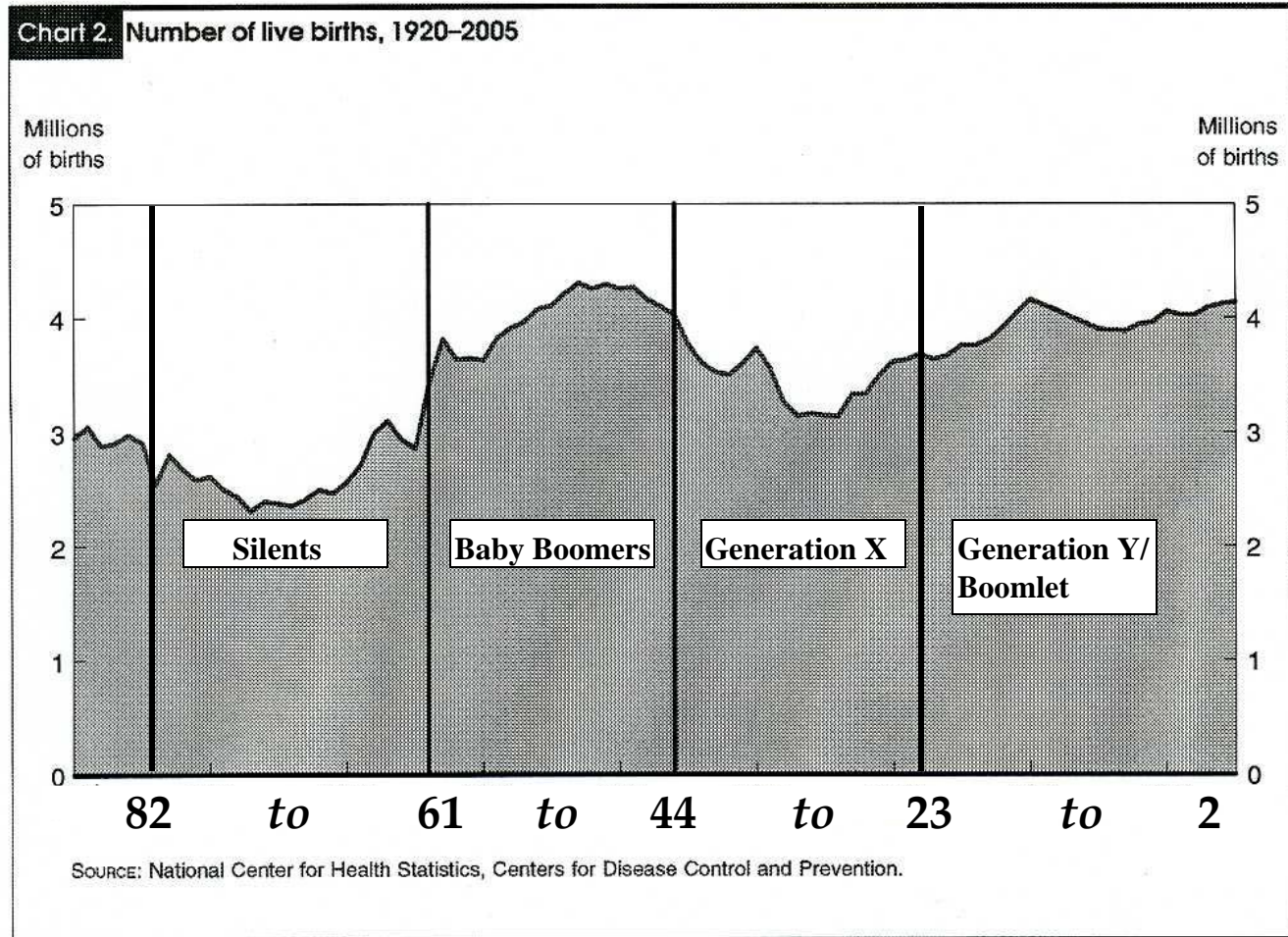


The Bottom Line

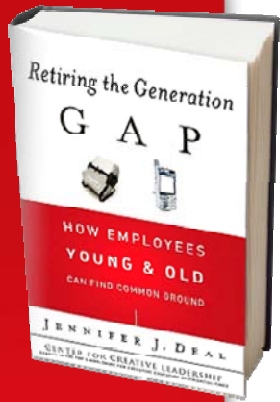




Supply and Demand

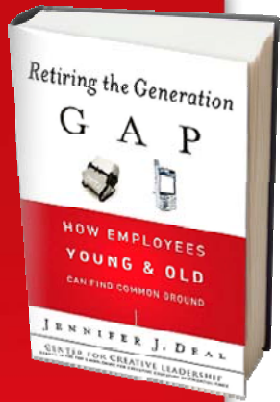


Mitra Toossi, Monthly Labor Review, November 2006



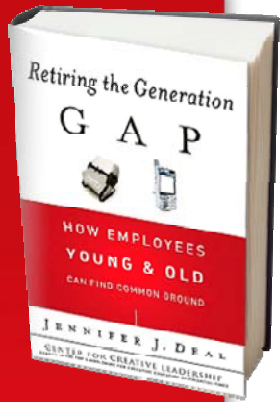
EVERYONE wants a job where they are:

- Well paid.
- Do interesting work.
- Have the opportunity to advance.
- Have the opportunity to learn and develop.
- Have a supportive boss.
- Work with people they like and trust.
- Are treated with respect.
- Have leaders who are credible and trustworthy.



In case you're worried about what's going to become of the younger generation, it's going to grow up and start worrying about the younger generation.

Roger Allen



To participate in the *World Leadership Survey*,
please go to:

<https://surveys.clearpicture.com/ccl>

