Viox Newsletter: June 2016
Volume 9 / Issue 6

FUTURENOW CONSULTING

SERVANT LEADERSHIP COACHING SYSTEM

EFS SERVANT LEADERSHIP FOCUS

A monthly newsletter to promote and stimulate servant leadership ideas & tools into the Viox culture.

Continuing with this issue of the Servant Leadership Focus Newsletter, we are preparing for our next training session in the *Modeling the Way* phase of our Servant Leadership Coaching Process. The session will be building off of the influence of a leader being Multi-Generational or G-4. The question we will address is: *"How is the servant leader to connect across genders and generations?"*

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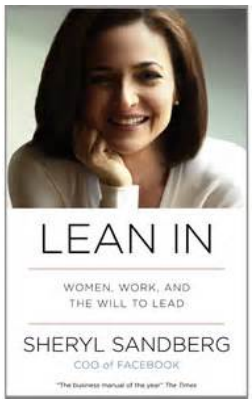
Transformational Stories

By: Sheryl Sandberg, COO Facebook, author: *Lean In*



The Heidi / Howard syndrome or the difficult choice between success and likeability. In 2003, Harvard Business School ran an experiment to test perceptions of men and women in the workplace. They chose the case study of Heidi Roizen, a real-life entrepreneur. The case described how Heidi was successful thanks to her outgoing personality and networking abilities. The same story was read by 2 groups of students with one difference: one group was working on Heidi, for the other, her name was changed to Howard. When asked for their thoughts, both groups found Heidi and Howard equally competent, which made sense, their accomplishments were identical. Nevertheless Howard came across as the more appealing colleague, whilst Heidi was seen as "selfish" and "not the person you would like to work for". **The same data with a single difference - gender - created very different impressions.**

Success and likeability, concludes Sandberg, are positively correlated for men and negatively for women. *When a woman is successful, people of both genders like her less.* This is both shocking and unsurprising. Shocking because we never admit to stereotyping on the basis of gender and unsurprising because clearly we do.

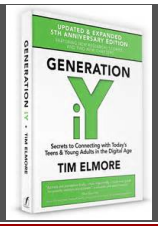
Sandberg believes this bias is at the very core of why women are held back. It is also at the very core of why women hold themselves back. We have all seen this dynamic at play: *"she might be competent", but "she's not liked by her peers", she's probably "not a team player", "a bit political", "difficult"...* Haven't you heard such things about yourself?

It's the downside of achievement. If a woman is focusing on achieving results, she's not concentrated on pleasing others. She's acting like a man and disliked. In reaction women temper their goals, by self-doubt for example, becoming a form of self-defense. To protect ourselves from being disliked we question our abilities and downplay our achievements.

Conclusion: if a woman is competent, she doesn't seem nice enough. If a woman is really nice, she's considered more nice than competent.

Sandberg writes about the conundrum this presents for women. Most of us want to be liked. **But if our success means that others don't like us, how motivated are we to do well?** Sandberg admits that she has undermined her own accomplishments for fear that others would be turned off.

Then she exhorts women to overcome the Howard/Heidi stereotype and advocate on their own behalf. She tells a concise story to illustrate her point: At her first performance review with Zuckerberg six months into her job at Facebook, ***he told her that her desire to be liked by everyone was holding her back. If you please everyone, he said, you won't change anything.*** "Mark was right," she writes. ***"Everyone needs to get more comfortable with female leaders," she insists, "including female leaders themselves."***



Generational Diversity in the Workplace

Tim Elmore, *Generation iY*

Generational Diversity has emerged as a unique dynamic in the twenty-first century. For the first time in business history, there are four distinct generational groups attempting to collaborate in the workplace. The challenge? These diverse generations operate with different values, communication styles, and production objectives.

Generation	Business Representatives
Baby Boomers (Born 1946-1964)	Retirees, Executive Management and/or owners
Generation X (Born 1965-1983)	Senior and/or Executive Management
Generation Y Millennials (Born 1984-2002)	Middle Management, Future Executive Leadership
Generation iY Late Millennials (Born after 1990)	Recent College Graduates, New and Future Employees

I want to help business leaders and employers bridge the generational diversity chasm by learning who to leverage and maximize the strengths of each team member, especially those newly entering the workforce. Here are the gaps we must close:

1. **The gap between how young employees learn and the way leaders teach.**
2. **The gap between Generation Y's expectations and the business world.**
3. **The gap between the instant world of technology and the at times grinding world of adult responsibility.**

One of the most crucial challenges we'll face in out lifetime is a global challenge–with consequences right here at home. I can summarize the challenge in two statements:

- ✓ **Young people among the Millennial Generation are growing faster than we can train them.**
- ✓ **Older people among the Baby Boomer Generation are retiring faster than we can replace them.**

I encourage you to evaluate how you would answer these questions:

1. ***How am I connecting with young professionals in my company?***
2. ***Do I need to engage them with images and conversations and let them talk?***
3. ***Am I preparing them for the real world as I teach, coach, parent, lead, and manage them?***
4. ***Am I willing to be with their current world, and gently lead them through the transition out of adolescence and into the marketplace?***

How well did you do? Are you willing to join us in this important endeavor?

If you want your business to grow in the future, it's vital that you learn how to attract young talent, successfully onboard them to your company, and create a culture where generational diversity is valued and embraced. If you do this, I believe the benefits to you and your organization will be immeasurable.

Research on Generation Y –Millennials has revealed their three biggest needs today:

1. **Emotional Intelligence:** *Self-awareness, self-management, social-awareness, and relationship management*.
2. **Character Development:** *Self-discipline, personal values, emotional security, and personal identity.*
3. **Leadership Perspective:** *Possessing vision, problem solving skills, priority-setting skills, and execution skills.*

Developing Work Ethic

Consider some of the reasons why Generation Y may enter the workforce with a poor work ethic:

1. ***Schools have coddled them*** *and in many cases have not prepared them for the world of work.*
2. ***Parents have protected children from hard work****. The average adolescent today doesn't have to work until college or beyond.*
3. ***Expectations have shifted regarding responsibility****. Research reveals that 100 years ago, four-year olds were expected to participate in family chores, "tweens" were working several hours a day; teens were leaders of younger siblings, In fact, in one-room schoolhouses, the teacher taught the older students (teens) so those could teach the younger ones.*
4. ***Generation Y generally don't want to start at the bottom of the work ladder****.*
5. ***They may feel privileged and refuse to "pay their dues."***
6. ***Many seem nonchalant about their work ethic****.*

Generational Diversity in the Workplace

Tim Elmore, *Generation iY (continued)*

How do I communicate a strong work ethic to Generation Y?

1. ***Discuss specific expectations with them up front:*** *Have candid conversations about the reality of working conditions and expectations.*
2. ***Point out their value:*** *Explain to them that while they may be at the beginning of their career, they likely possess one trait that every team needs.*
3. ***Model what you want.*** *Take them with you and have them shadow you on projects you expect them to work on later. Show them how other team members approach the task. Let them know they don't have to emulate your methods, but you do want them to share your work ethic.*
4. ***Describe what success looks like in this organization.***

   "When we were kids, we learned to not take things from others, but here, you have full permission to take three things anytime you want:

   1. ***Take initiative***
   2. ***Take responsibility***
   3. ***Take advantage of opportunities"***

8 Ideas for Leading Generation Y

1. **Create incentive for them.** Share the "why" behind the tasks you give them. Let them know why they need to know what you are sharing with them.
2. **Micro-manage at first.** They are used to constant feedback at home and at school. Most of them grew up with trophies and ribbons for showing up and playing the game on Saturday. Don't be afraid to watch them and give your appraisal. Hold them accountable. Over communicate. Unlike Generation X who wanted to be left alone, they want to be watched and noticed.
3. **Let them share ideas.** Give them ownership by letting them talk. They learn best by being allowed to "upload" their thoughts, not just receive a download from their boss on what they need to know. They want to express themselves.
4. **Launch a mutual mentor initiative.** Match Baby Boomer employees with these new employees. Ask the Baby Boomer to share their work experience. Ask Generation Y to share their expertise in technology and social media.
5. **Communicate the importance of their work.** They want to know that what they are doing really matters. They want to be part of something that is very important–and almost impossible to achieve.
6. **Tell them the truth.** Help your young employees discover their strengths and weaknesses, and then encourage them to play to their strengths.
7. **Manage by objective.** Be flexible, if possible. Let them find creative ways to use time and resources. They are less at home managed by the clock than by the project. Measure results, not just hours.
8. **Mentor more than manage.** Learn to be a coach. Launch developmental relationships with them by taking them to coffee and getting acquainted on a personal level. They love being "in the know' with their leaders, and will follow you loyally if you connect with them.

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Coaching reminders:

Mike is available for individual leadership coaching.

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FUTURENOW CONSULTING

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"EVERYTHING RISES OR FALLS WITH LEADERSHIP."

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