Leadership - Yesterday, Today & Tomorrow

John M. Avis, Ph.D.
Presentations

- Coaching & Managing the Next Generation
- The Impact of Personality on Leadership
Coaching and Managing the Next Generation

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Children today are tyrants. They contradict their parents, gobble their food, and tyrannize their teachers.

Socrates (469-399 B.C.)
Agenda

- Overview
- Best practices
- Coaching approaches
Generational Overview

- Traditionalists/ Post War
  - 1922 - 1946
- Baby Boomers
  - 1947 - 1964
- Generation X
  - 1965 - 1979
- Millennials
  - 1980 - 2000
Generational Overview

- Baby Boomers
  - 73 million
- Generation X
  - 49 million
- Millennials
  - 80 million
Traditionalists/ Post War –
age 63 - 75

- Patient
- Loyal
- Work comes first
- Sacrifice
- Ronald Reagan, Warren Buffett
Baby Boomers – age 44 - 64

- Hard Workers
- Personal Growth
- Are Involved Parents
- Bill Gates
Generation X
age 32 - 43

- Independent
- Skeptical
- Want options
- Family and hobbies important
- Tiger Woods
Millenials – under 30
Defining Trends

- Soccer Moms
- Doting Dads
- Helicopter parents
- Trophies for participation
Millennials – age 10-31
Defining Trends

- Social networking
  - Internet chat and Facebook
- Mark Zuckerberg
- 1/3 are only children
Millennials in the Workplace

- Heavy reliance on technology
- Different attitudes about how and when work gets accomplished
- Expects employers to demonstrate exceptional interest in their professional growth

*Decoding Generational Differences: Fact, Fiction, or Should We Just Get Back to Work?* by Stanton Smith
What companies are doing..

- Google
  - Individual project time
  - Director of “Other”
  - Free lunches
What companies are doing...

- Deloitte & Touche
  - Recruiting approaches- CEO video
  - Reality shows on website
  - Platoon concept
  - Work-Life Balance Program
What companies are doing:

- Merrill Lynch
  - Parents Day

- Regions
  - On-line application and resume builder
  - Mgt. development program
How to Manage Millennials

- Adjust coaching style
  - Regular feedback
  - Stretch assignments
  - Training
Percentage of Respondents Who Said That Coaching Is Useful for Development, By Generation and by Organization Level

- Traditionalists
- Early Boomers
- Late Boomers
- Gen X
- Millennials

Percentage of Respondents
Preferred Coaching Focus, By Generation

- **Life**
  - Traditionalists: 20%
  - Boomers: 10%
  - Gen X: 20%
  - Millennials: 30%
  - Other: 5%

- **Job**
  - Traditionalists: 30%
  - Boomers: 20%
  - Gen X: 20%
  - Millennials: 20%
  - Other: 5%

- **Career**
  - Traditionalists: 50%
  - Boomers: 30%
  - Gen X: 40%
  - Millennials: 50%
  - Other: 5%

- **Leadership Development**
  - Traditionalists: 40%
  - Boomers: 30%
  - Gen X: 50%
  - Millennials: 40%
  - Other: 5%

- **Other**
  - Traditionalists: 5%
  - Boomers: 5%
  - Gen X: 5%
  - Millennials: 5%
  - Other: 5%

*Percentage of Respondents*
How to Develop and Keep Millennials

- Coaching and Mentoring
- Creative Challenges
- Leadership Development
- Exposure to Executives
Millennial traits and how to manage them

- Impatient
  - Involvement in decisions
  - Challenging work

- Multi-tasker
  - Freedom to pursue own projects
  - Cross training
Millennial traits and how to manage them

- Lofty expectations
  - Clear and Direct feedback
  - Realistic career guidance
  - Offer training
Millennial traits and how to manage them

- Need for feedback and praise
  - Listen more
  - Offer coaching
  - 1/3 ratio of criticism to praise
Advice for Millennials entering the workplace

- Act humble
- Watch what you say
- Differentiate yourself
- Build a broad network
Reading Suggestions

- *Retiring the Generation Gap*, by Jennifer Deal

- *Millennials Rising* by Neil Howe and William Strauss

- *Decoding Generational Differences: Fact, Fiction, or Should We Just Get Back to Work?* by Stanton Smith
Questions
The Impact of Personality on Leadership

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Agenda

- Personality characteristics of successful leaders
- Personality characteristics of unsuccessful leaders – derailment factors
- Personality and leadership assessment
- Developing leadership potential
Leadership and Personality
Leadership and Personality

- Leadership – the process of influence

- Personality - relatively enduring patterns of thought, feeling, and behavior

- Two meanings of personality
  - Identity- the person you think you are
  - Reputation- the person others think you are
Successful Leaders

- Resilient and handle stress well
- Promote a vision and develop strategies
- Set high goals
- Project self-confidence
- Build relationships
- Treat people fairly
Successful Leaders

SET DIRECTION
(vision, customer, future)

DEMONSTRATE PERSONAL CHARACTER (habits, integrity, trust, analytical thinking)

MOBILIZE INDIVIDUAL COMMITMENT
(engage others, share power)

ENGENDER ORGANIZATIONAL CAPABILITY
(build teams, manage change)
Measuring Personality Attributes

- Occupational Personality Questionnaire
- Leadership Effectiveness Analysis
- Myers-Briggs Type Indicator
- DISC Profile
- Hogan Development Survey
Leading and Deciding

- Related Personality Scales
- Persuasive
- Controlling
- Outspoken
- Independent-minded
Employee Dissatisfaction

- Poor management is the primary cause of employee dissatisfaction
- The best prediction of employees dissatisfaction is poor leadership
- Employee dissatisfaction correlates to theft, absenteeism, and turnover
Personality and Leadership

• **The Positive Side:**
  - Excitable – empathy and concern
  - Skeptical – social and political insight
  - Cautious – evaluate risks
  - Reserved – emotionally unflappable
  - Leisurely – good social skills
  - Bold – courage and energy
Personality and Leadership

• The Positive Side:
• Mischievous – unafraid of risk
• Colorful – entertaining
• Imaginative – creativity and vision
• Diligent – hard work and high standards
• Dutiful – corporate citizen
Personalities

• Colorful – President Bill Clinton
Personalities

• Imaginative-
• Sir Elton
• John
Ineffective Leader Behaviors

- The Negative Side:
  - Excitable – emotional displays; self-centered
  - Skeptical – excessive suspicion; unwilling to compromise
  - Cautious – Indecisive or risk averse; resist change
  - Reserved – Insensitive and poor communicator; tend to work by themselves
  - Leisurely – passive aggression; procrastinate
  - Bold – overbearing and manipulative; do not acknowledge failure
Ineffective Leader Behaviors

- Mischievous – reckless and deceitful; unpredictable
- Colorful – impulsive and distractible; self-promote and do not listen
- Imaginative – Bad ideas; eccentric
- Diligent – micromanagement; obsessive
- Dutiful – indecisiveness; too eager to please
What Kind of Leader?

Bobby Knight
Can People Change?

- Job Skills
- Time Management
- Knowledge
- Attitude
- Habits
- Personality Characteristics

Difficult
What a Good Leader Does

• Performance Feedback – where you are today
• Goal-Setting – where you need to get
• Coaching – how to get there
Questions