

Leadership - Yesterday, Today & Tomorrow



John M. Avis, Ph.D.

Presentations

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

<http://www.cbsnews.com/stories/2007/11/08/60minutes/main3475200.shtml>

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

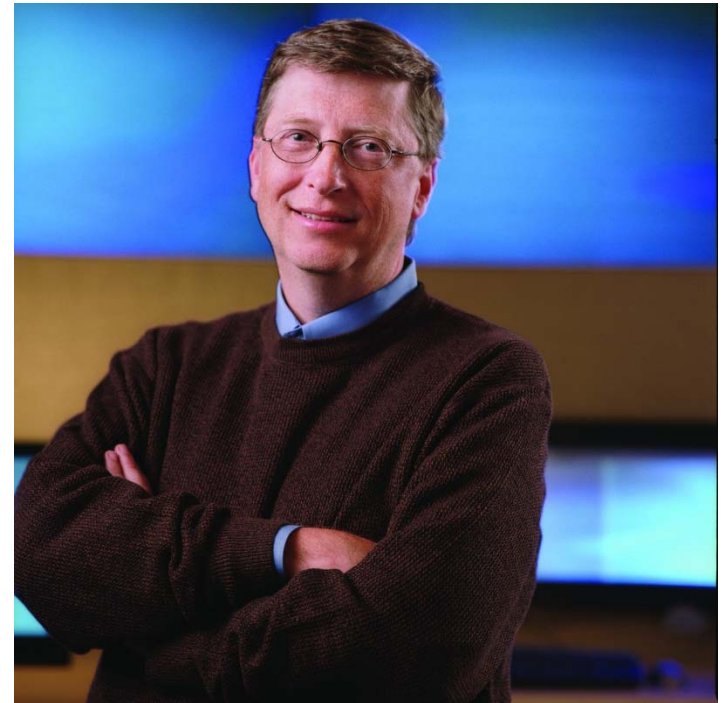
Traditionalists/ Post War – age 63 - 75

- 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



Millennials – 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

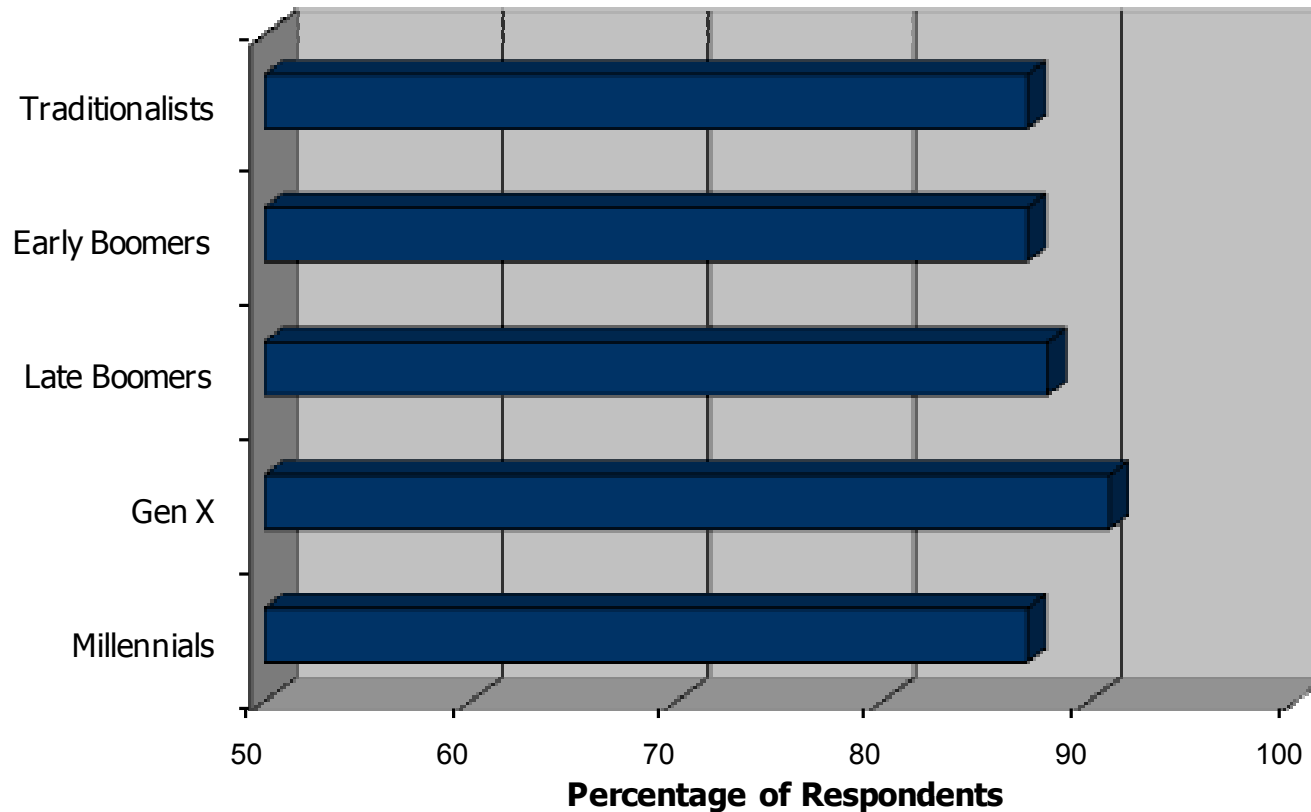
What companies are doing..

- Merrill Lynch
 - Parents Day
- Regions
 - On-line application and resume builder
 - Mgt. development program

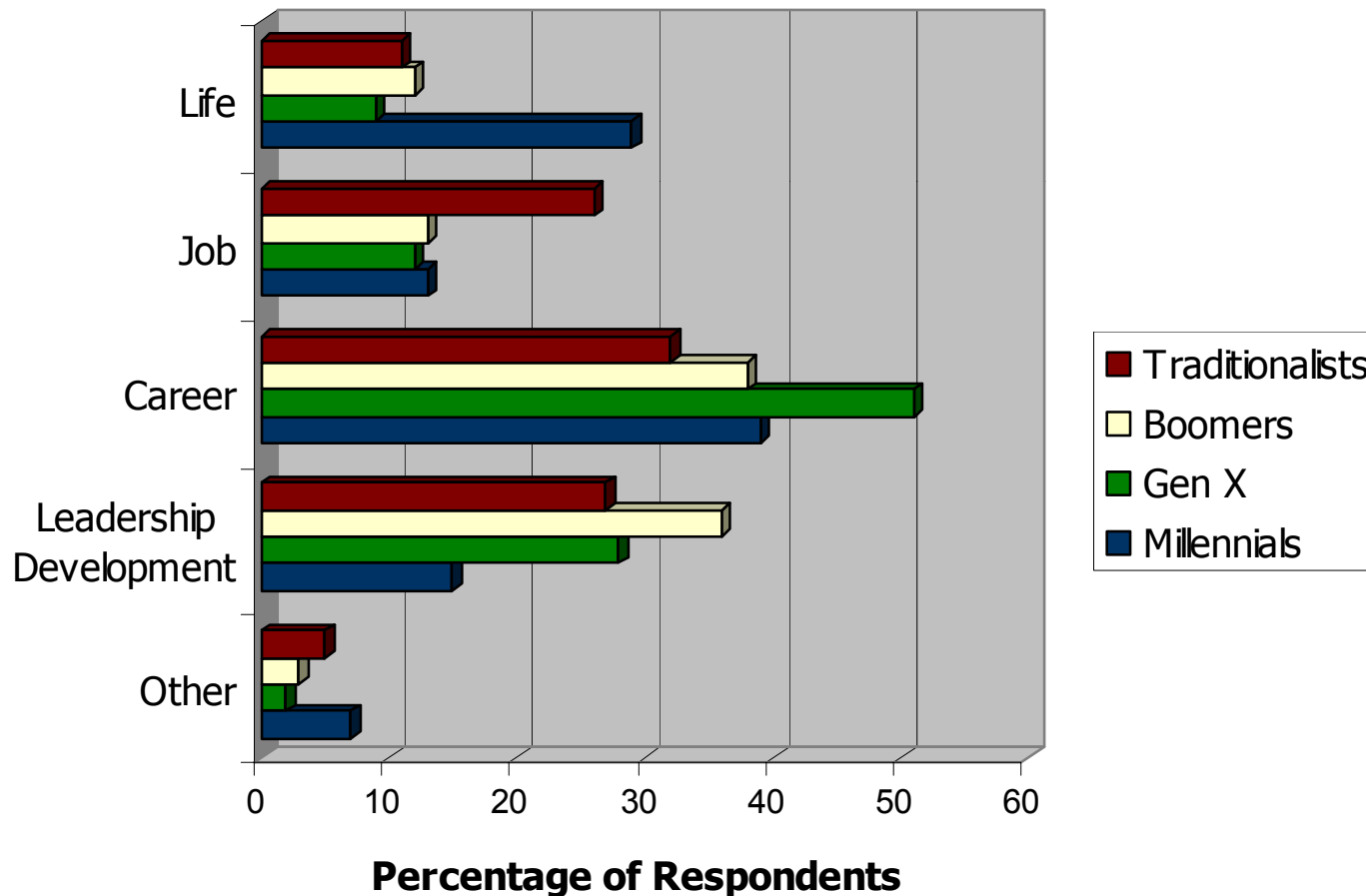
How to Manage Millennials

- 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



Preferred Coaching Focus, By Generation



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

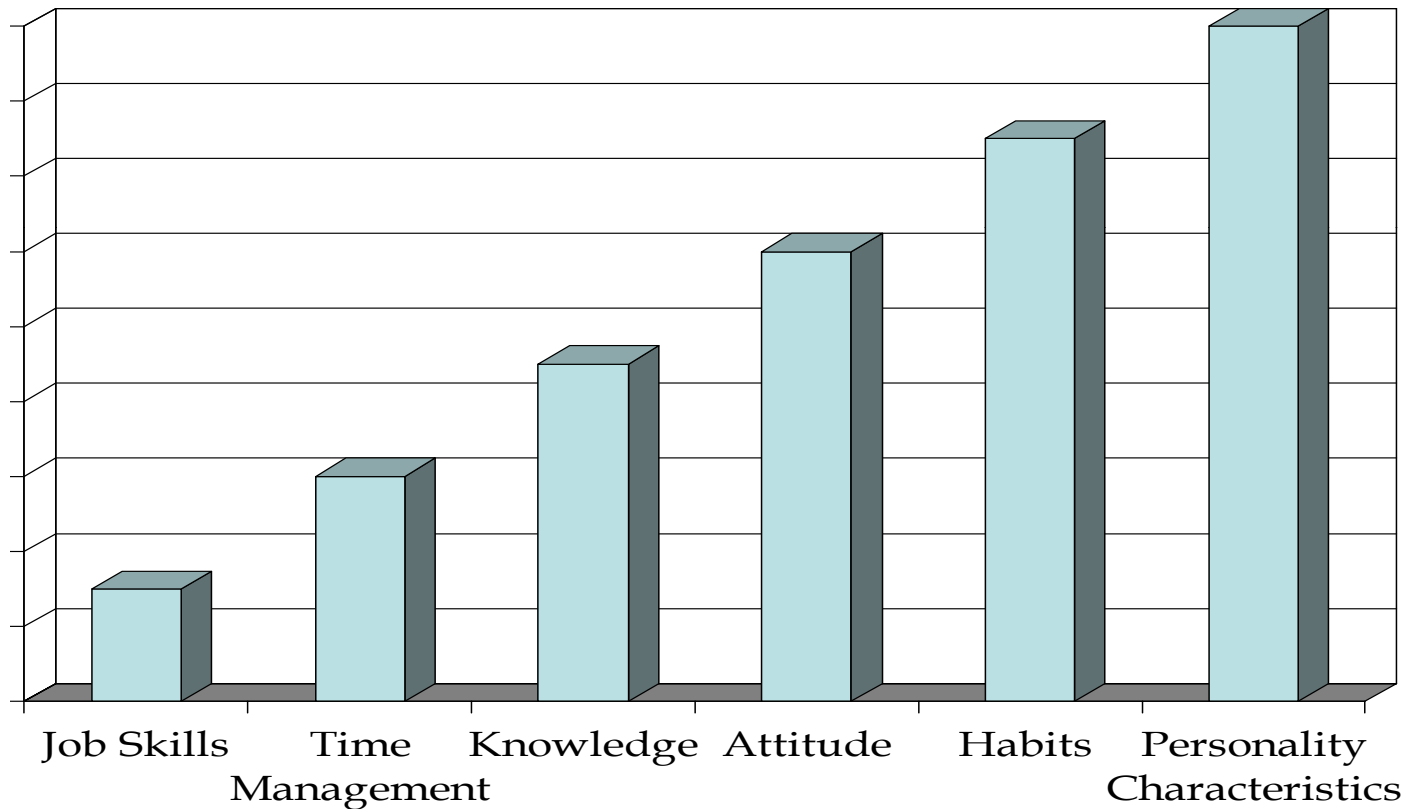
What Kind of Leader?

Bobby Knight



Can People Change?

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