

# Aligning Cross-Generational Communication

MICHAEL SEEVER

# Agenda

Professional Changes

Generational Similarities

Employee Engagement

Building Trust

Ideas for Implementation



**fei**<sup>®</sup>

financial executives  
international

[www.financialexecutives.org](http://www.financialexecutives.org)

## POLLING QUESTION #1

What is the biggest professional challenge you're facing today?

- A. Industry uncertainty
- B. Technology improvements
- C. Staffing inconsistencies
- D. Evolving customer demands

“We should work on our process, not the outcome of our processes.”

- W. Edwards Deming

### **From Ernie, the uncle -**

“What is the game? The same game as the college game or the politics game. The name of the game is “beat your father at building a better world for your son”. Richie cannot accept the concept that anything so dependent on existing institutions can leave a man free to think and act as he pleases in private life. Yes, all the businessmen I know are free thinkers and intellectually curious, knowledgeable and more interested in making a mark than in making a buck.”

### **From Rickie, the nephew -**

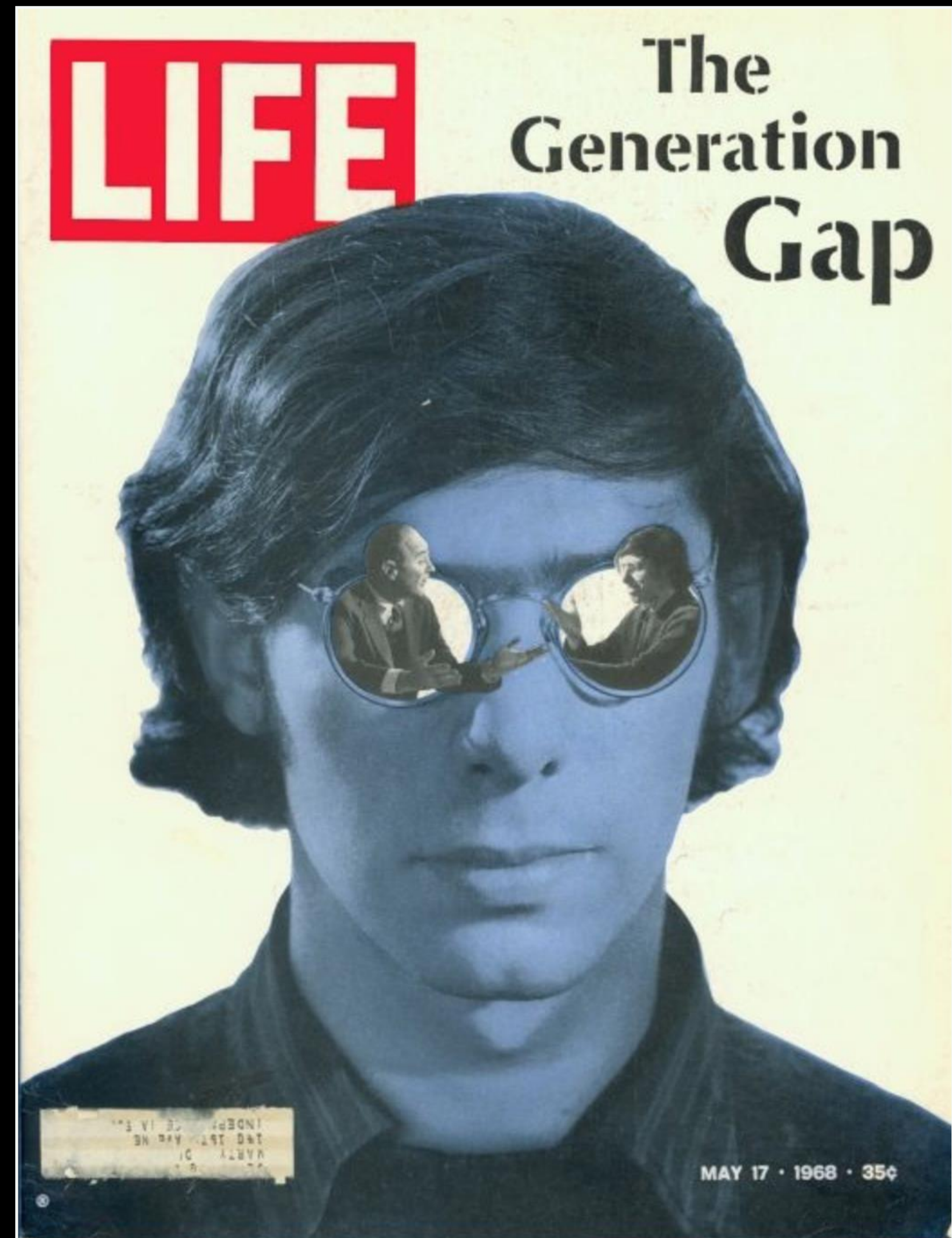
“Partly, I am lazy; I don’t feel like working this summer. I am writing a book and taking a history course at Columbia. Even the dullest art history book gives me a greater sense of freedom than being imprisoned in an office. I don’t feel like being confined; I want my time to be at my own disposal. I suppose I’m spoiled. I’m copping out.”

## **From Ernie, the uncle -**

“What is the game? The same game as the college game or the politics game. The name of the game is “beat your father at building a better world for your son”. Richie cannot accept the concept that anything so dependent on existing institutions can leave a man free to think and act as he pleases in private life. Yes, all the businessmen I know are free thinkers and intellectually curious, knowledgeable and more interested in making a mark than in making a buck.”

## **From Rickie, the nephew -**

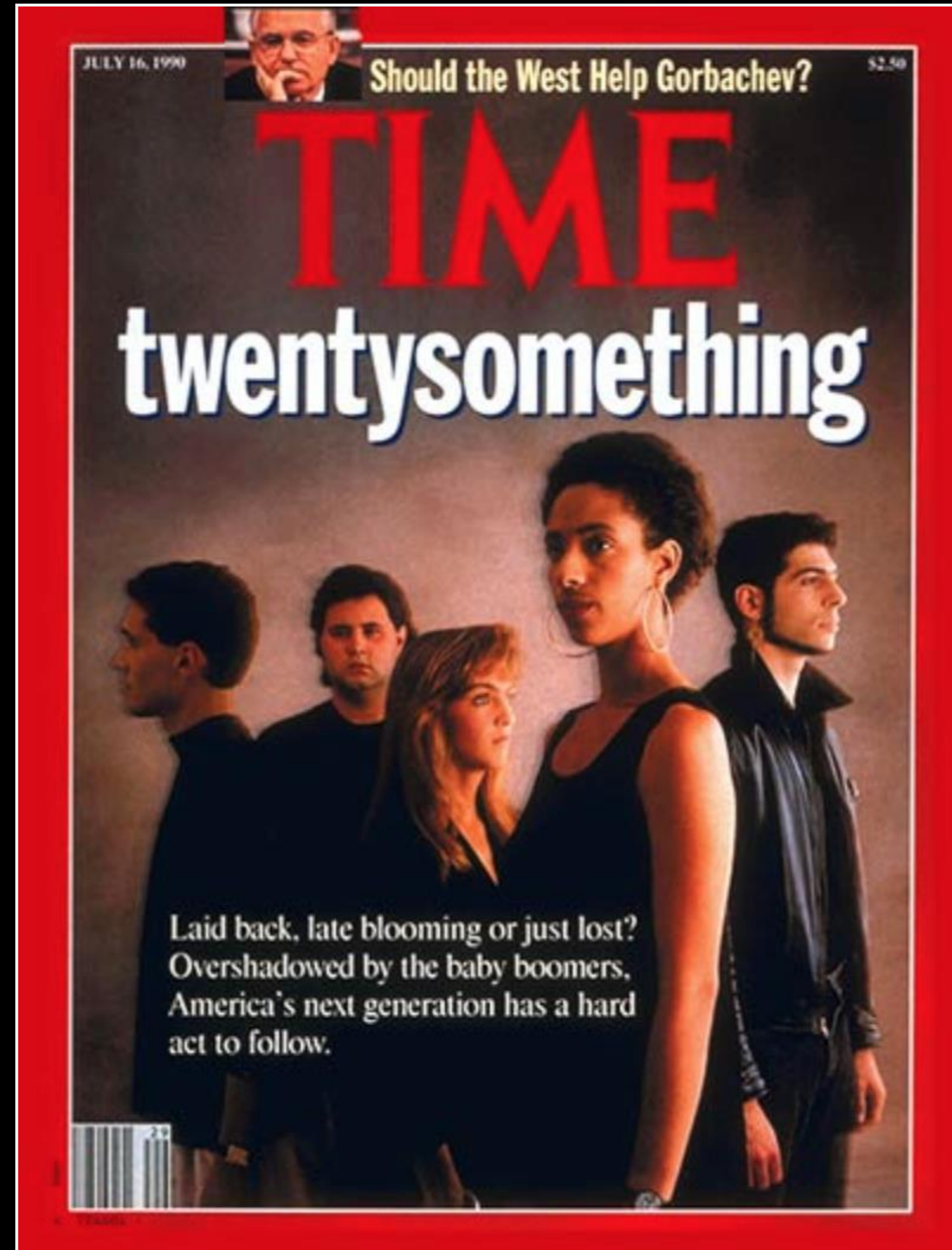
“Partly, I am lazy; I don’t feel like working this summer. I am writing a book and taking a history course at Columbia. Even the dullest art history book gives me a greater sense of freedom than being imprisoned in an office. I don’t feel like being confined; I want my time to be at my own disposal. I suppose I’m spoiled. I’m copping out.”





“Lazy, entitled, selfish, shallow, unambitious shoe-gazers ... [who] have trouble making decisions. They would rather hike in the Himalayas than climb a corporate ladder ... They crave entertainment, but their attention span is as short as one zap of a TV dial ... They postpone marriage because they dread divorce. They sneer at Range Rovers and Rolexes. What they hold dear are family life, local activism, national parks, penny loafers and mountain bikes.”

“Lazy, entitled, selfish, shallow, unambitious shoe-gazers ... [who] have trouble making decisions. They would rather hike in the Himalayas than climb a corporate ladder ... They crave entertainment, but their attention span is as short as one zap of a TV dial ... They postpone marriage because they dread divorce. They sneer at Range Rovers and Rolexes. What they hold dear are family life, local activism, national parks, penny loafers and mountain bikes.”





## Q3 - Describe Millennials (born between 1980 - 2000)

Entitled, brainless, instant gratification, no empathy

Tech savvy, enthusiastic, big picture thinker, love social justice

Overconfident to their skill level; have unrealistic expectations

Desire to make a difference in the world

Immature, self-absorbed, unreliable, "special", spoiled, ungrateful, weak

Users of YouTube University

Short-term focused; only communicate through devices

Innovative, idealistic

Want to know why

Poor manners; too casual; expect training; demand high salaries

Energetic; skilled; climbers; quick

Want work-life balance; take chances; don't want fixed schedule

Creative; independent thinking; industrious; ambitious

Desire to do things online; please self first; likely to look for new ideas

They grew up with total global awareness

Not committed to any one employer; poor written communication skills

Hard-working and underestimated

Self-centered; not respectful; irresponsible

Highly engaged; very confident; balanced; realistic; can be highly productive

Don't want to wait or put the work in; expect immediate results

Free spirits

Personally motivated

Well traveled

Like everyone else; I see no differences across generations

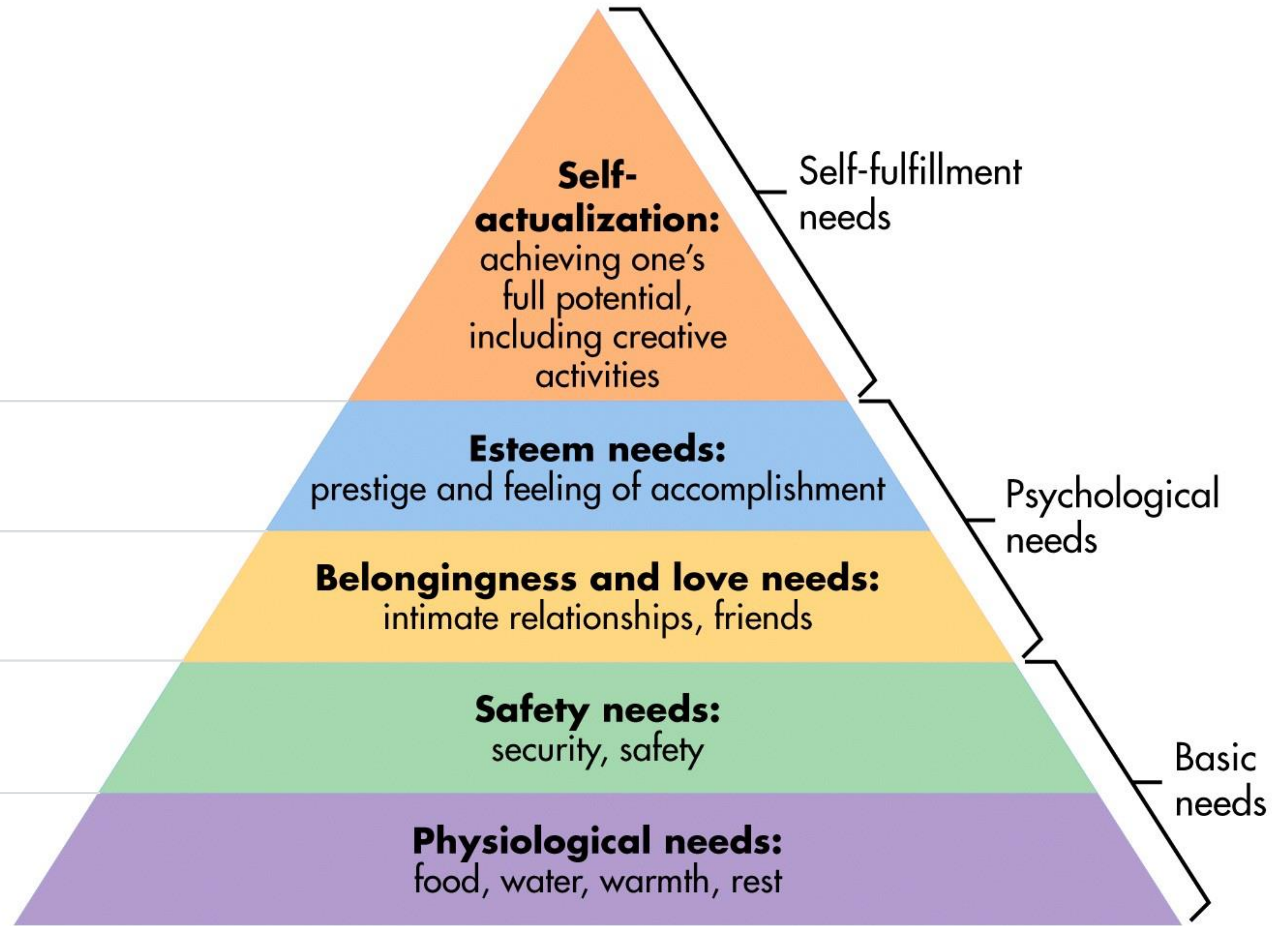
**Generation Z** - born after 2000

**Millennials** - born between 1980 - 2000

**Generation X** - born between 1964 - 1979

**Baby Boomers** - born between 1946 - 1963

**Traditionalists** - born between 1900 - 1945



**Maslow's Hierarchy of Needs**



**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

Prepared by Jennifer J. Deal, Ph.D.; © Copyright Center for Creative Leadership® 2008

*Retiring the Generation*

**G A P**



**HOW EMPLOYEES  
YOUNG & OLD  
CAN FIND COMMON GROUND**

JENNIFER J. DEAL

CENTER FOR CREATIVE LEADERSHIP  
RANKED IN THE TOP 5 WORLDWIDE FOR EXECUTIVE EDUCATION BY FINANCIAL TIMES

## POLLING QUESTION #2

What percent of the American workforce actually likes their job?

A. 13%

B. 16%

C. 33%

D. 51%



# Employee Engagement Statistics

- 156M American workers
- 33% engaged | 51% disengaged | 16% actively disengaged
- 51% actively looking for a new job
- Organizations...
  - with <25 employees = 41% engaged
  - with >5,000 employees = 29% engaged



## Employee Engagement Statistics

- 13% strongly agree leadership communicates effectively
- Female - 36% | Male - 30%
- Baby Boomer - 35% | Millennial - 31%
- Higher educational attainment doesn't equal higher engagement



“Accept the fact that we have to treat almost anybody as a volunteer.”

- Peter Drucker

# The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q<sup>12</sup> – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

GALLUP®



**azcentral.**  
**TOP COMPANIES**  
 TO WORK FOR  
 IN ARIZONA 2018

TOP 10 KEY DRIVERS	
1	I feel I am valued in this organization.
2	Most days, I feel I have made progress at work.
3	I have confidence in the leadership of this organization.
4	I like the type of work that I do.
5	I can trust what this organization tells me.
6	At this organization, employees have fun at work.
7	Overall, I'm satisfied with this organization's benefits package.
8	My supervisor treats me with respect.
9	This organization treats me like a person, not a number.
10	My job makes good use of my skills and abilities.

1

## Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

## Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

## Structure & Clarity

Team members have clear roles, plans, and goals.

4

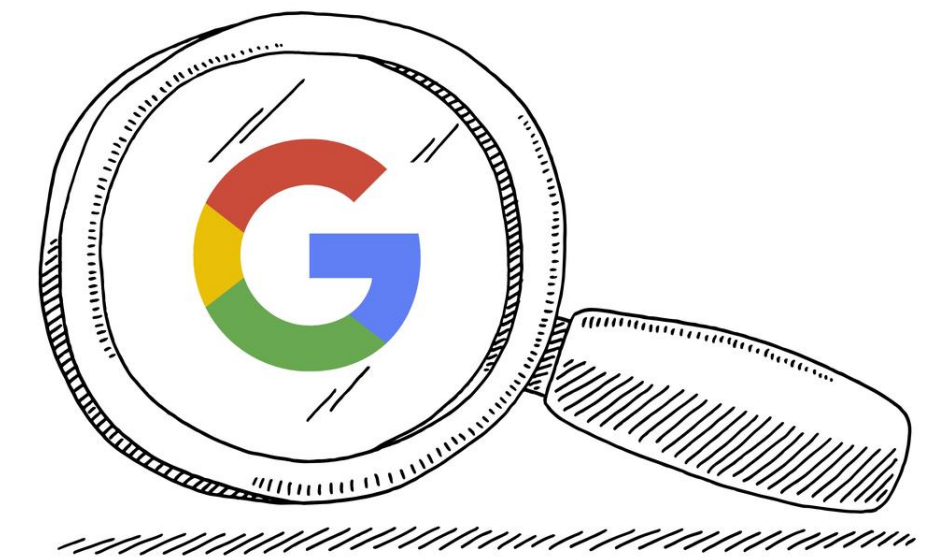
## Meaning

Work is personally important to team members.

5

## Impact

Team members think their work matters and creates change.



### POLLING QUESTION #3

Have you watched Robert Waldinger's TED Talk entitled "What Makes A Good Life?"

A. Yes





B. No





Robert Waldinger | TEDxBeaconStreet

# What makes a good life? Lessons from the longest study on happiness

▶  12:47    



“Power, today, comes from sharing information, not withholding it.”

- Keith Ferrazzi

**1. SELF-AWARENESS** - The ability to recognize and understand your moods, emotions and drives, as well as their effect on others.

0 10 20 30 40 50 60 70 80 90 100



82

74\*

**2. SELF-REGULATION** - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.

0 10 20 30 40 50 60 70 80 90 100



57

72\*

**3. MOTIVATION** - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.

0 10 20 30 40 50 60 70 80 90 100



87

79\*

**4. SOCIAL AWARENESS** - The ability to understand the emotional makeup of other people and how your words and actions affect others.

0 10 20 30 40 50 60 70 80 90 100



52

75\*

**5. SOCIAL REGULATION** - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

0 10 20 30 40 50 60 70 80 90 100



62

76\*

## **Expectations Team Meeting**

3 ways to communicate

3 ways to not communicate

3 motivators

3 expectations

Receive appreciation

## **1-to-1 Meeting**

Recognition

Wins

Deliverables

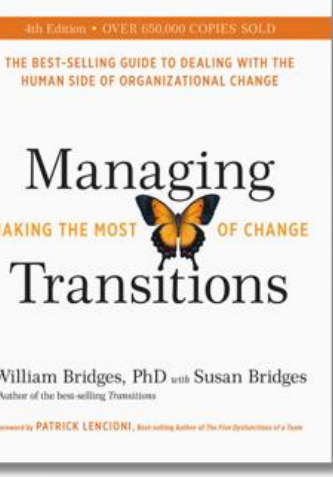
Challenges/opportunities

Reflection and goals

# Effective Feedback

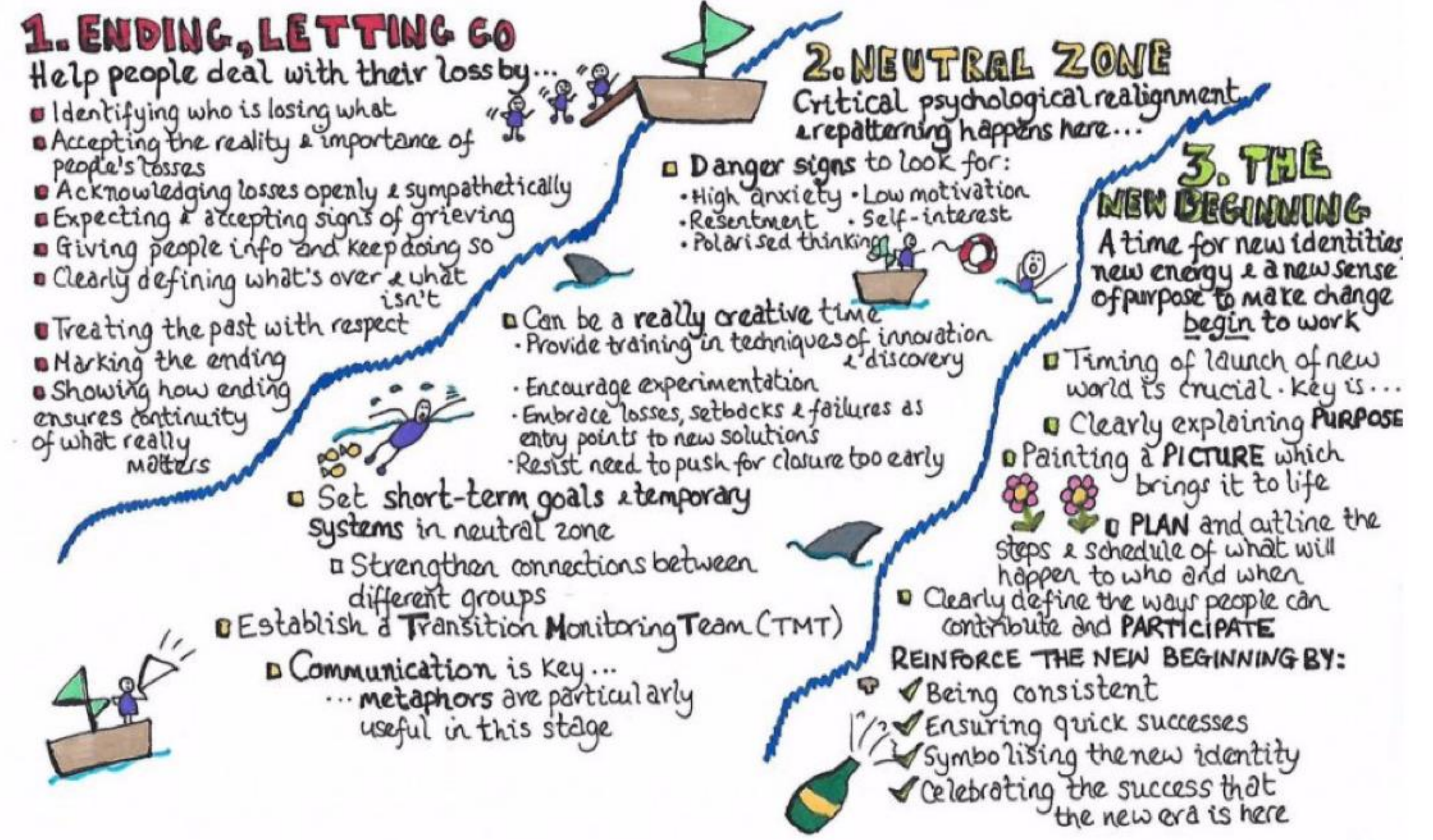
1. Describe the performance area and why it's important
2. Seek the person's opinion
3. Ask the person to identify specific ways to enhance performance
4. Give feedback on the person's ideas
5. Person summarizes the action items and sets a follow-up date
6. Express confidence and support





Sketchnote by Hayley Lewis  
@haypsych Nov 2016  
www.halopsychology.com

## MANAGING TRANSITIONS: making the most of change WILLIAM BRIDGES





#### POLLING QUESTION #4

Does your organization have a formal mentorship program?

A. Yes

B. No

## **Ideas for Implementation -**

“Yes, and...”

“I feel...” not “You did...”

3 solutions for every problem

Give 3-to-1 ratio

Treat as a volunteer

Share info/goals publicly

Weekly team meeting award

Gratitude and reflection

Get buy in for change

Daily processes

Sell your personal brand

Mentorship program

# Review

Professional Changes

Generational Similarities

Employee Engagement

Building Trust

Ideas for Implementation



**fei**<sup>®</sup>

financial executives  
international

[www.financialexecutives.org](http://www.financialexecutives.org)

**Text discovery to 66866**

*MICHAEL SEEVER*

**+1 (480) 540 - 9399**

**michael@michaelseaver.com**

**michaelseaver.com**



**Podcast**