

# 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



*John M. Avis, Ph.D.*

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

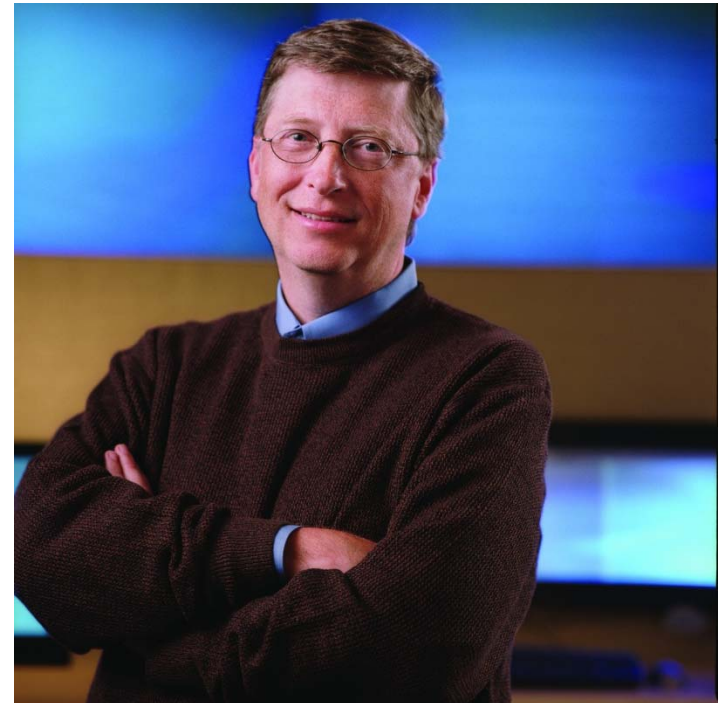
# Traditionalists/ Post War – age 63 - 75

- 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

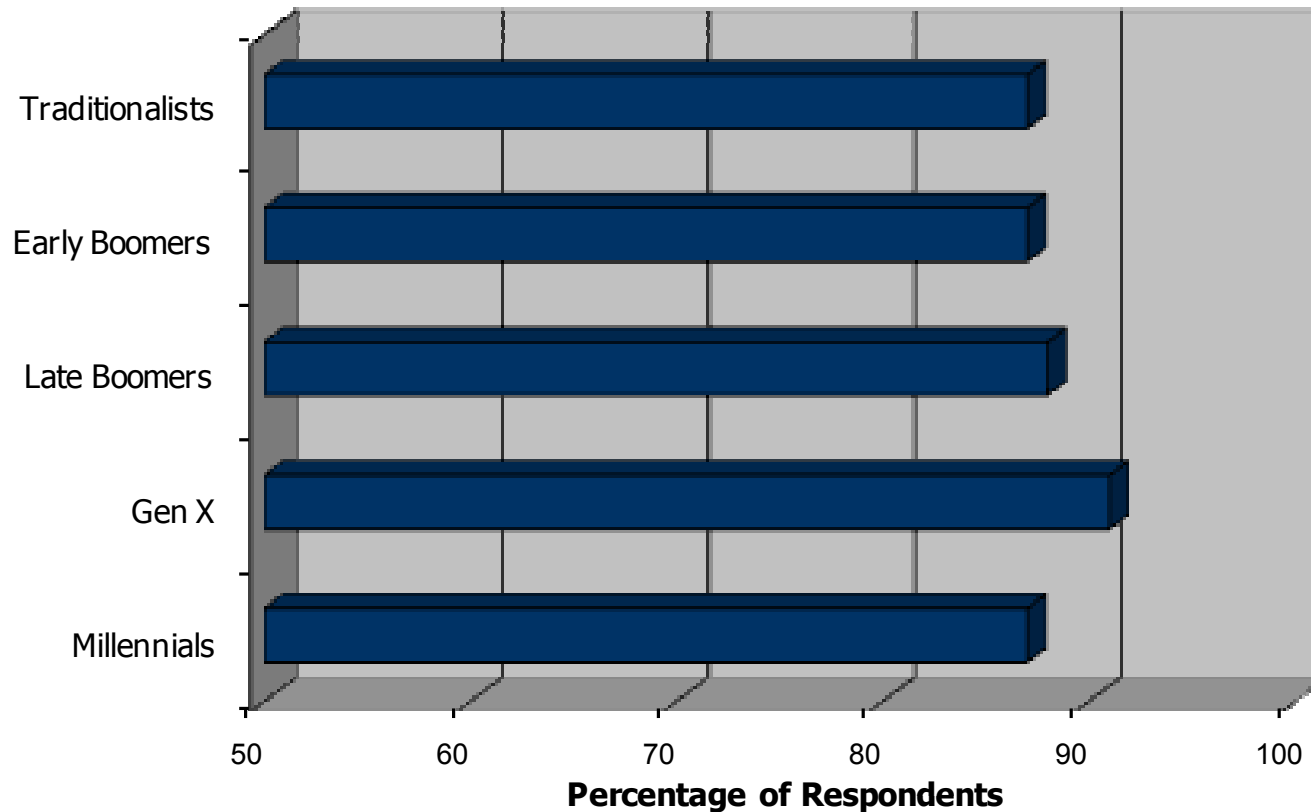
# What companies are doing..

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

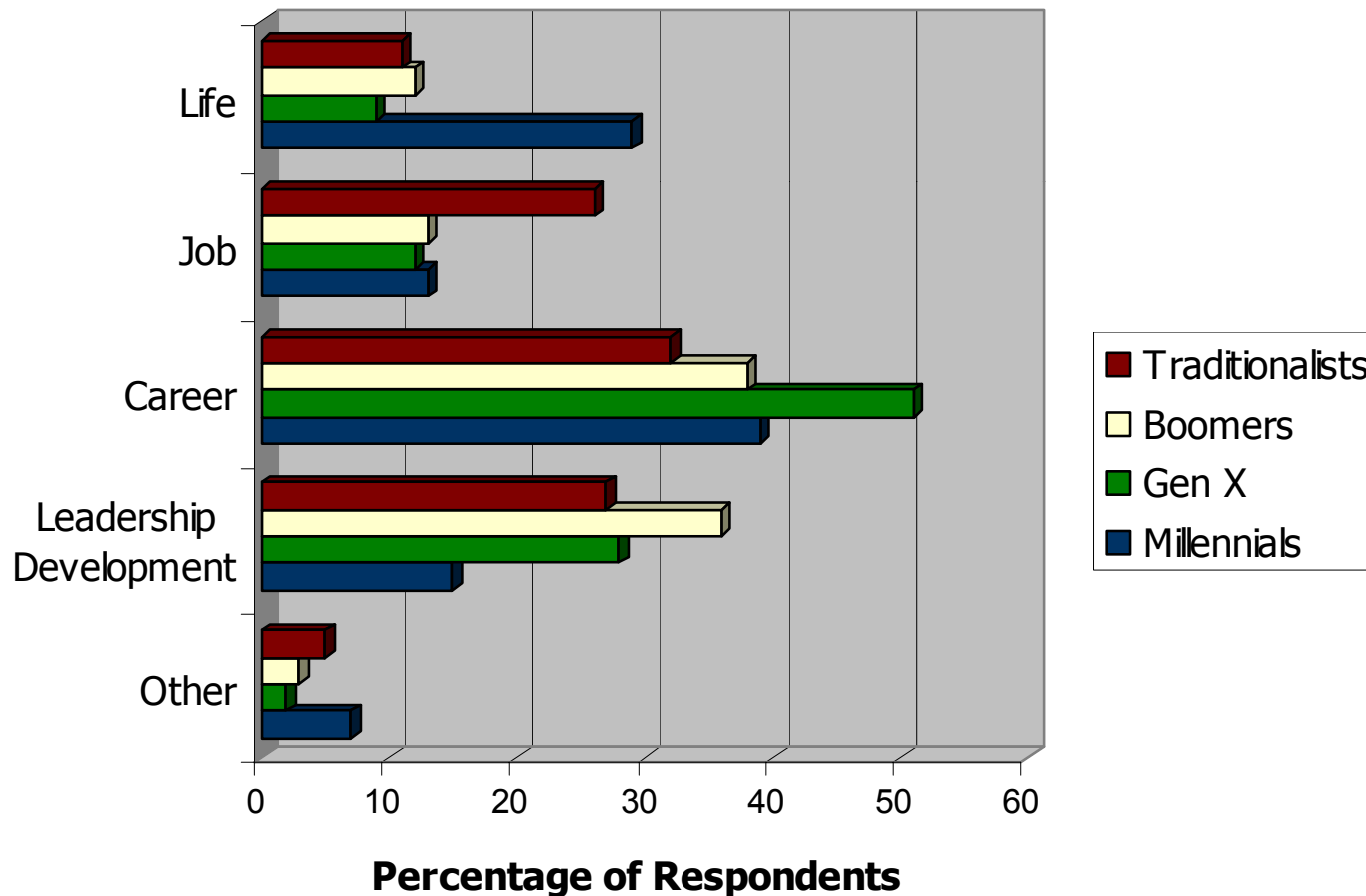
# How to Manage Millennials

- 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



*John M. Avis, Ph.D.*

# 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

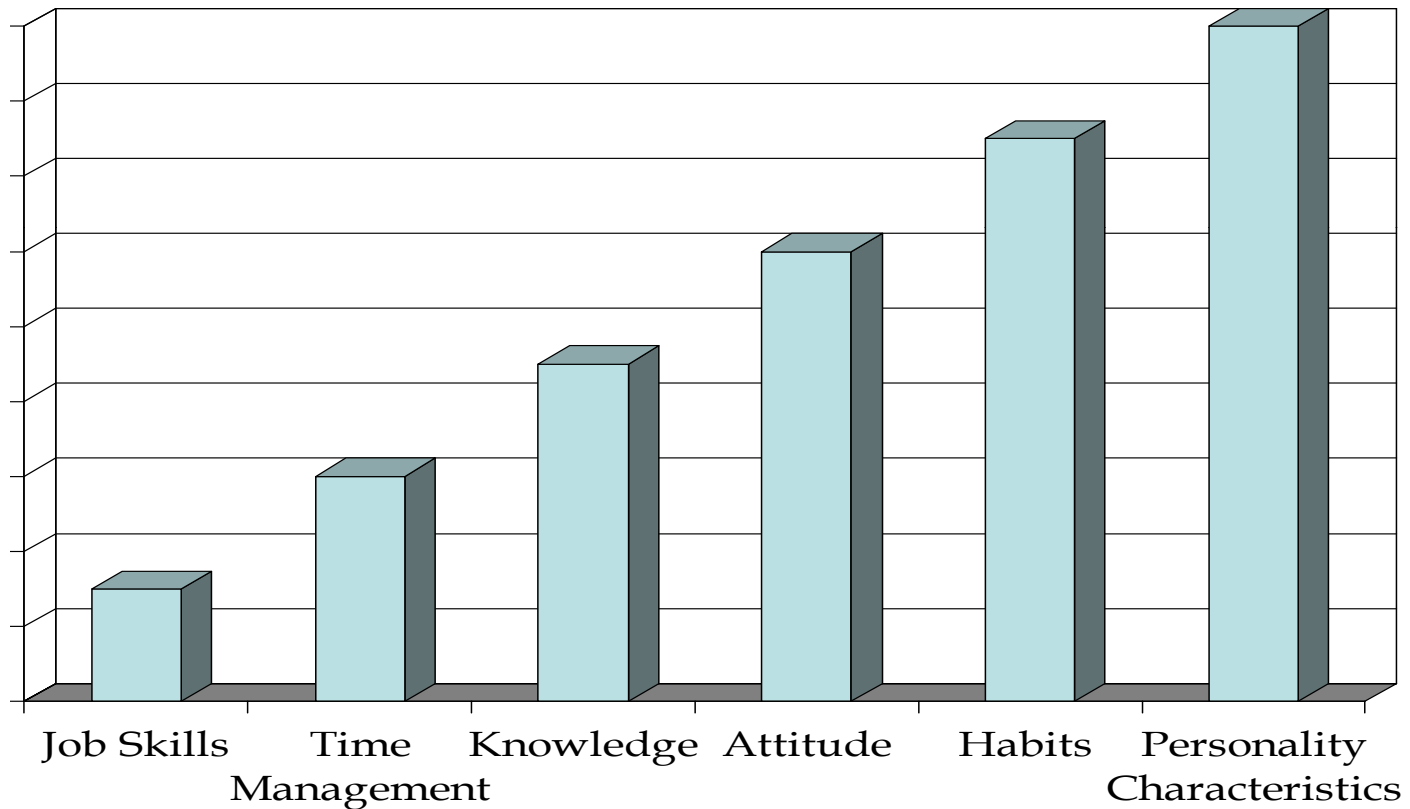
# What Kind of Leader?

*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