

LEADING
MULTI-GENERATIONS –

BRAVE NEW WORLD

or

ANIMAL FARM?

A manager with an impact on your life?

- Can you remember your first manager who a major influence on your life? Good or Bad?
- I got shredded

Local Government challenge 1

- Finding / attracting skilled people
 - ALGA President Linda Scott at the Jobs Summit stated 9 out of 10 LG experience skills shortage up with 30% last 4 years
 - Not having these people leads to projects being delayed and even cancelled
- Once you have them – Keep them
 - Having to deal / lead with multi -generation workplaces with different attitudes towards the workplace and careers
 - Have to deal with a total new vocabulary & way of doing things – WFH / Remote work / on-line / Zoom meetings / gig economy /
- Competition for skilled people is high –
 - COVID lockdowns enabled remote working / WFH
 - ADOBE Asia Pacific CEO lives and works from Yeppoon

Local Government challenge 2

(added in since Mark Puncher's talk yesterday 😊)

HBS & Gallup study found only 14% of employees are engaged at work

Phenomena of "quiet quitting"

HBR defines "quiet quitting" as an employee performs the duties assigned to them and does not go above and beyond what their job description requires them to do

Why? Many people, at some point in their career, have worked for a manager that moved them toward quiet quitting. ***This comes from feeling undervalued and unappreciated.***



Management & Leadership Same-ness?

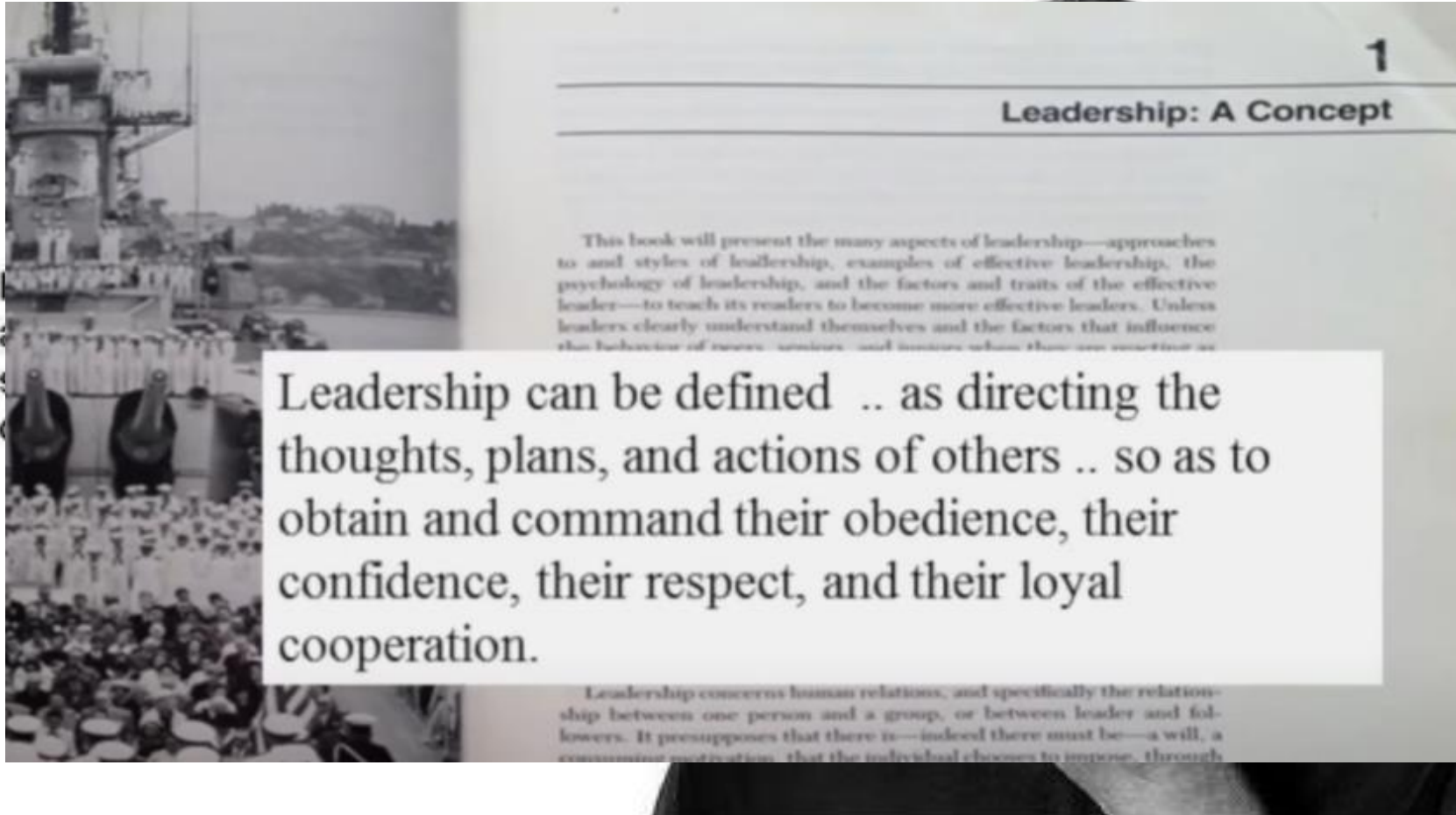
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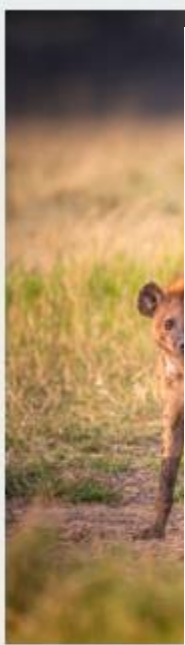
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, Ed, Scar, Shenzi, Banzai, Rafiki, Mufasa, Simba, Sarabi, Zazu, Timon, Pumbaa, Nala, 1994, (c)Walt Disney Pictures/courtesy Everett Collection ©WALT DISNEY CO./COURTESY E

DISNEY VIEW OF THE WORLD

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“The patterns that connect” (Thanks to Marvin)

Leadership trends –post 9/11

- **Simon Sinek** – author on millennials in “Start with Why” –

*“A leader's job is not to do the work for others; it's to **help others figure out how** to do it themselves, to get things done and to succeed beyond what they thought possible.”*

- **Brene Brown** – author of “Dare to lead”.

*“I define a leader as anyone who takes responsibility for **finding the potential in people** and processes, and who has the courage to develop that potential.”*

- **Jocko Willink** – author “Leadership Strategy & Tactics”

“There are no bad teams, just bad leaders.” “On any team, in any organization, all responsibility for success and failure rests with the leader.”

- **Former Nuclear Submarine Captain David Marquet** – author of “Turn the Ship Around”

“Leadership is communicating to people their worth and potential so clearly that they are inspired to see it in themselves.”

- **Jason Dorsey** – Millennial on iGen.

“The greatest predictor of the older generations is what the younger generation is doing today”; “Change is now driven from the young to the old”

- Aussie - **Martin Moore** –Your CEO Mentor / Leadership Beyond the Theory

- Aussie - **Julie Gillespie** - Mental Health First Aid

A leader's job is not to do the work for others, it's to help others figure out how to do it themselves, to get things done, and to succeed beyond what they thought possible.

Simon Sinek

WWW.STOREMYPIC.COM



“Leadership is not about
being in charge.
Leadership is about
taking care of those
in your charge.”

- Simon

a live online class

Leaders Eat Last



BUT WHO ARE WE TALKING ABOUT?



Baby boomer
1940–59



Gen X
1960–79



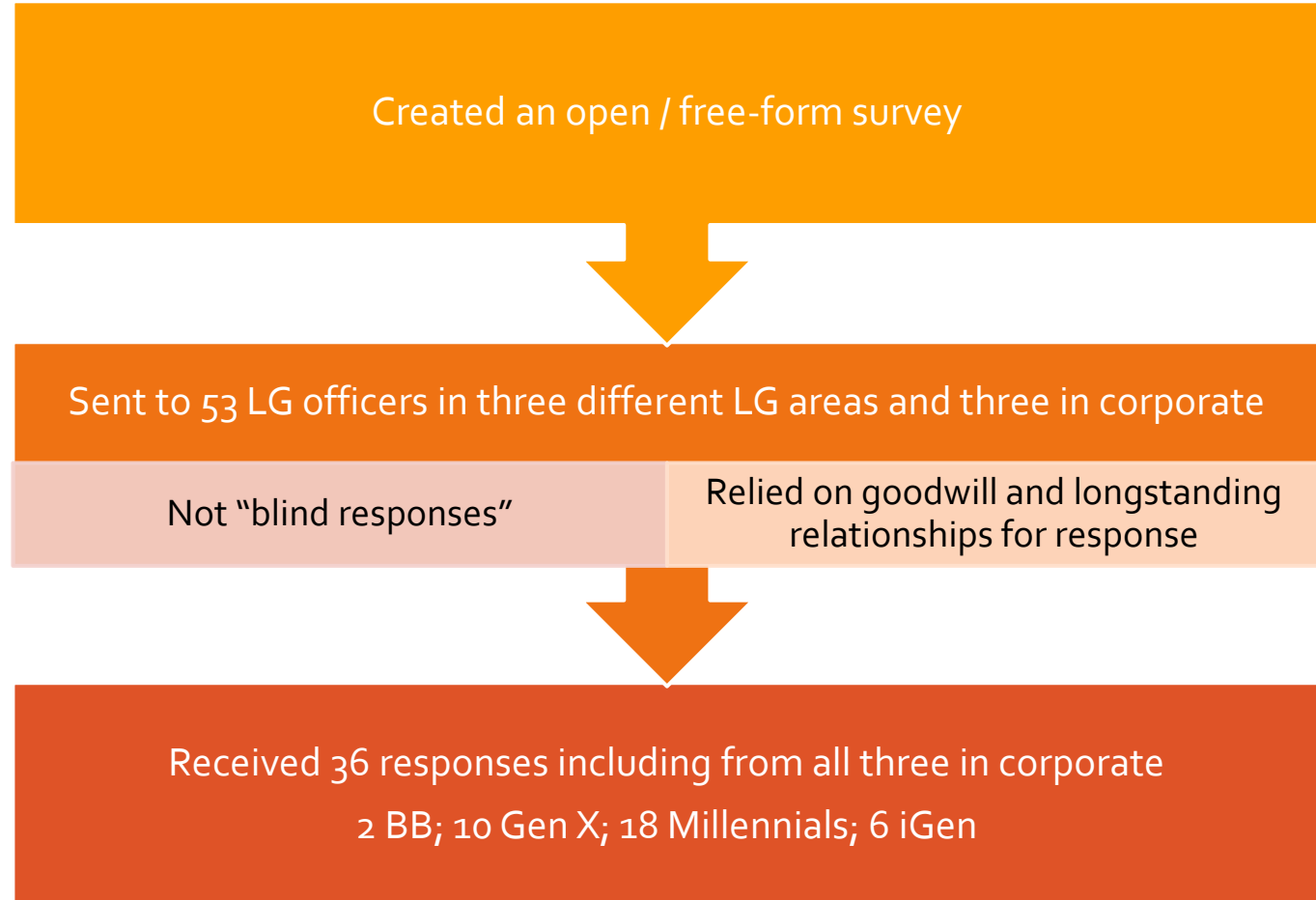
Gen Y (millennial)
1980–94



Gen Z
1995–2010

	B Baby boomer 1940–59	X Gen X 1960–79	Y Gen Y (millennial) 1980–94	Z Gen Z 1995–2010
Context	<ul style="list-style-type: none"> • Postwar • Dictatorship and repression in Brazil 	<ul style="list-style-type: none"> • Political transition • Capitalism and meritocracy dominate 	<ul style="list-style-type: none"> • Globalization • Economic stability • Emergence of internet 	<ul style="list-style-type: none"> • Mobility and multiple realities • Social networks • Digital natives
Behavior	<ul style="list-style-type: none"> • Idealism • Revolutionary • Collectivist 	<ul style="list-style-type: none"> • Materialistic • Competitive • Individualistic 	<ul style="list-style-type: none"> • Globalist • Questioning • Oriented to self 	<ul style="list-style-type: none"> • Undefined ID • “Communaholic” • “Dialoguer” • Realistic
Consumption	<ul style="list-style-type: none"> • Ideology • Vinyl and movies 	<ul style="list-style-type: none"> • Status • Brands and cars • Luxury articles 	<ul style="list-style-type: none"> • Experience • Festivals and travel • Flagships 	<ul style="list-style-type: none"> • Uniqueness • Unlimited • Ethical

**Survey –
how we
compare with
ideas of
contemporary
greats**



BB	GenY	Millennials	Gen Z		
✓	✓	✓	✓	10 traits = 5 = 15	
✓	✓	✓	✓	1 Vision	have confidence & drive - clear roadmap 'why'
✓	✓	✓	✓	2 Solution oriented make decisions	seek opportunities enthusiastic know how to lead & follow - don't like smart people - have you quote - then tell them what to do - do more than so they can tell us
✓	✓	✓	✓	3 Empowering recognition	develop more leader - do more than so they can tell us
✓	✓	✓	✓	4 Inclusiveness	structure where important people can hide - surround by people smarter than you - share opportunities - no ego - 'I don't know'
✓	✓	✓	✓	5 Honest Honest heart	not protective bubble
✓	✓	✓	✓	6 Ambitious & Accountable	no place to hide
✓	✓	✓	✓	7 Supportive but driven ambitious	- stretch or push -
✓	✓	✓	✓	8 Consistency	Any Friday out The outings you bring to the office lead by example
✓	✓	✓	✓	9 Communicate feedback	give - like being challenged - like being pushed - like being pushed
✓	✓	✓	✓	10 Mindfulness/ variety	me no person/ why not a number
✓	✓	✓	✓	11 Empathetic	Stephen Covey - lead through people manipulate things
✓	✓	✓	✓	12 Creativity curious ambitious improve next	learning
✓	✓	✓	✓	13 Collaborative	- Interesting! - not in front of everyone - but side-by-side (you understand what's do)
✓	✓	✓	✓	14 Flexibility	
✓	✓	✓	✓	15 Autonomy	Delegate
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RESPONSES

The patterns that connect - survey result

- **Ethical behaviour / Integrity**
- **Do work that is meaningful** - know where their role fits into the bigger picture (approval of childcare example)
- **Communication & feedback** –

Two-way street communication – (i) what is your expectation of me; (ii) how am I performing against those expectations; and (iii) what does the future here hold for me. (Martin Moore)

- **Trust, flexibility & autonomy** –

More important than job security

- **Empower and recognising effort** -
- **Solutions orientated** – Be brave make hard decisions
- **Inclusive in the organisation** – highly regarded by iGen - some hard statements “don’t shield us from the truth – bad news is better than suspicion”
- **Vision, be creative** – highly regarded by iGen
- **Ambition & continuous learning** – There is no place for weak managers in the hierarchy
- **Consistency** – How you show up / the standard you walk by is the standard you set
- **Empathetic** -
- **Collaborate** – no micromanagement / work on level BUT help

Cake for birthdays

The patterns that connect - Lessons from Animal Kingdom

- **Meerkat** – be loyal to your team, help with teamwork & have your team's back
- **African wild dog** – for success have a goal, plan, work together, and be efficient
- **Lion** – Protect the vulnerable, delegate, and don't dip down
- **Elephant** – care about your team's wellbeing, identify and train your future leaders
- **Primates / chimpanzees / bonobos** – manage conflict, and be the peacemaker
- **Hyena** – have a good laugh

Resources -

Brene Brown, https://www.ted.com/talks/brene_brown_the_power_of_vulnerability

David Marquet, Former-Captain: Turn The Ship Around! Push decision making to where the information is <https://www.youtube.com/watch?v=ivwKQqf4ixA>

Jason Dorsey <https://www.youtube.com/watch?v=4f16o9QoXGE>

Julie Gillespie <https://www.julie.gillespie.direct/>

Martin G. Moore <https://www.yourceomenter.com/>

Simon Sinek

- Start with Why. <https://www.youtube.com/watch?v=McFWutIdeQs>
- Have someone to call you out. <https://www.youtube.com/watch?v=kO4a79CEu24>
- Listening is not hearing the words spoken - it is listening for meaning. <https://www.youtube.com/watch?v=zVm1XVXGg4o>