

Managing across the generations

The leadership challenges ...



INVESTORS
IN PEOPLE

Gold
Until 2019



Cullen
Scholefield

The People Consultancy

Since 1986

Thoughts

- Generational gaps
 - § Naming the generations
 - § Leaders need to change
- A blast from the past!
 - § Emotional Capital - 1998
 - § Emotional Intelligence - 1995
 - § Combine the two?
- Focus on culture to effect change?
 - § Becoming a DDO



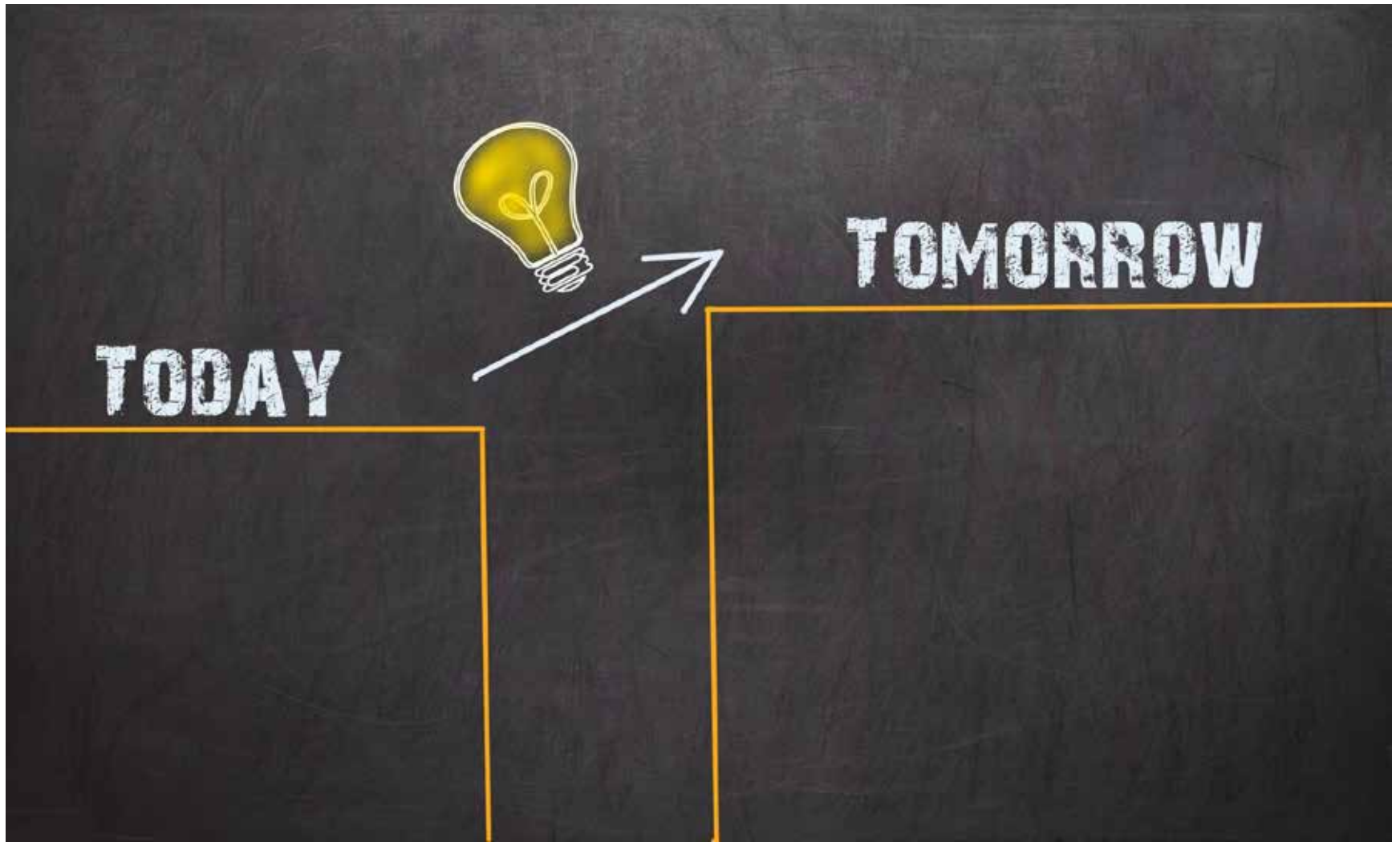
Generational Gaps



Names

- 2000 to present: New Silent Generation or Generation Z
- 1980 to 2000: Millennials or Generation Y
- 1965 to 1979: Thirteeners or Generation X
- 1946 to 1964: Baby Boomers
- 1925 to 1945: Silent Generation
- 1900 to 1924: G.I. Generation

Leaders need to change



**A blast
from the
past!**



A view from 1998

Emotional Capital

- § Knowledge a certain thing - we are in a knowledge economy
- § Emotions are the key - organisations who can harness the emotions of their people will succeed
- § External emotional capital
- § Internal emotional capital



Emotional Capitalists

- Builds on Thomson's work
 - § External Emotional Capital
 - § Internal Emotional Capital
- Third element
 - § Intra-personal emotional capital

Focus on Culture



D D O

Deliberately Developmental Organisations

- Open

- § Learn from mistakes

- § Push each other to improve

- § Challenge each other to move out of comfort zones

D D O

Deliberately Developmental Organisations

- **Trust**

- § Secure in giving and receiving feedback - no matter the level
- § Encourage one another's development
- § Consistent practices that collect data and build community strength

DDO

Deliberately Developmental Organisations

- **Transparency**
 - § Unusually high amount of visibility
 - § Organisation's decision making
 - § Employee evaluation

D D O

Deliberately Developmental Organisations

- Career ladders

- § Push individuals into new roles

- § Encourage mastery in the new job as soon as competent in their current roles or jobs

- § Clear developmental maps

DDO

Deliberately Developmental Organisations

- Performance driven
 - § Sharing data on each other's performance
 - § Developmental goals
 - § Evaluate obstacles and assumption preventing achievement of goals