“Developing the Next Generation of Leaders”

Linda & Tery Tennant
Attainment, Inc
Developing the Next Generation of Leaders!

Presented by: Linda and Tery Tennant
Agenda

1. Generational Differences and Motivation
   A. Generations in Workplace
   B. Motivation Principles
   C. Motivation Plans

2. Leadership Development Plans
   A. What Happens Without Leadership Development
   B. Number One Leadership Challenge
   C. People Development Principles and Plans

3. Leadership High Payoff Activities
   A. Efficient vs. Effective
   B. Where 80% of Leader’s Time Should Be Spent
   C. Delegation Attitudes and Delegation Plans

Without Leadership Development, Leaders Tend to Rely on Technical Skills Rather Than Leadership Skills.

They Do Their People’s Job Rather Than Their Own!
1. Generational Differences and Motivation

Generations in the Workplace

<table>
<thead>
<tr>
<th>Generation</th>
<th>Years</th>
<th>Ages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent</td>
<td>1925 - 1945</td>
<td>69 to 89</td>
</tr>
<tr>
<td>Boomers</td>
<td>1946 - 1963</td>
<td>51 to 68</td>
</tr>
<tr>
<td>Generation X</td>
<td>1964 - 1979</td>
<td>35 to 50</td>
</tr>
<tr>
<td>Millennial (Y)</td>
<td>1980 – 2000</td>
<td>14 to 34</td>
</tr>
</tbody>
</table>

Generational Styles and Differences

<table>
<thead>
<tr>
<th>Millennial (Y) Ages 14-34</th>
<th>Gen X Ages 35-50</th>
<th>Boomer Ages 51-68</th>
<th>Silent Ages 69-89</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climb ladder with good ideas</td>
<td>Climb ladder by working smarter</td>
<td>Climb ladder by working harder</td>
<td>Climb ladder with longevity - loyal</td>
</tr>
<tr>
<td>Cooperative Leadership Style</td>
<td>Self-Directed Leadership Style</td>
<td>Participative Leadership Style</td>
<td>Autocratic Leadership Style</td>
</tr>
<tr>
<td>Wants to help create the rules</td>
<td>Skeptical – not fond of rules</td>
<td>Love/hate with authority</td>
<td>Respectful – Follow the rules</td>
</tr>
<tr>
<td>Work is self--expression. Wants work/life balance</td>
<td>Wants work/life balance</td>
<td>Tends to be workaholic</td>
<td>Task focused</td>
</tr>
</tbody>
</table>

PEW RESEARCH CENTER SURVEY, January 2010

These are guidelines only. Avoid categorizing someone just because of their generation.

There may be generational tendencies, but people are individuals with their own particular motivation!
1. Generational Differences and Motivation, continued

**Motivation Principles**

- People do things for *their* reasons (not ours) – to gain a benefit or avoid a loss.
- What motivates you does not necessarily motivate your employees.
- A leader’s job is to create an environment where employees motivate themselves.
- Motivation can change over time as the employee grows, achieves and ages.
- Be aware of generational differences but learn what motivates the individual.

**Motivation Plan**

<table>
<thead>
<tr>
<th>Employee:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Family Data:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Hobbies/Interests:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Job History:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills/Education:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Primary Motivators:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goals/Career Desires:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

**Sample Motivators:**

- Sense of accomplishment
- Working with others; part of a team
- Recognition (public or private)
- Helping others; being of service
- Varied and interesting work
- Routine work without much change
- Recognized as head of the team
- Limited tasks on which to focus
- Feel respected
- Empowered; able to work on own
- Solving problems
- Helping people grow and develop
- Learning new things
- Lots of balls in the air at once
- Feeling valued, appreciated
- Clear goals and measurement
2. Leadership Development Plans

<table>
<thead>
<tr>
<th>Symptoms Leadership Development Needed</th>
<th>Check symptoms you see in yourself or others in your company:</th>
</tr>
</thead>
<tbody>
<tr>
<td>____Manager is not holding some or all team members accountable.</td>
<td></td>
</tr>
<tr>
<td>____Manager uses the power of the position rather than coaching.</td>
<td></td>
</tr>
<tr>
<td>____Manager puts out fires rather than finding longer term solutions.</td>
<td></td>
</tr>
<tr>
<td>____Manager works long hours; does not feel can take a vacation.</td>
<td></td>
</tr>
<tr>
<td>____Manager makes decisions or solves problems his people should.</td>
<td></td>
</tr>
<tr>
<td>____Manager micromanages employees rather than develop them.</td>
<td></td>
</tr>
<tr>
<td>____Long employee line forms daily outside the manager’s office.</td>
<td></td>
</tr>
<tr>
<td>____Employee performance suffers when the manager is not there.</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>What Happens Without Leadership Development</th>
<th>1. Not realizing the job is getting work done through others</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Not communicating clear expectations</td>
<td></td>
</tr>
<tr>
<td>3. Not holding employees accountable or not enforcing rules consistently – ‘working around’ non-performing employees</td>
<td></td>
</tr>
<tr>
<td>4. Ineffective performance feedback and/or training</td>
<td></td>
</tr>
<tr>
<td>5. Insufficient planning; putting out fires constantly</td>
<td></td>
</tr>
<tr>
<td>6. Assuming what motivates you motivates others</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Causes of Poor Employee Performance</th>
<th>Employee does not:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Know What to do (Communication)</td>
<td></td>
</tr>
<tr>
<td>2. Know Why it is important (Communication)</td>
<td></td>
</tr>
<tr>
<td>3. Know How or Have Ability (Training/Hiring)</td>
<td></td>
</tr>
<tr>
<td>4. Want to do it (Motivation)</td>
<td></td>
</tr>
</tbody>
</table>

The measurement of a leader is how well the team performs when the leader is away.
2. Leadership Development Plans, continued

*Please circle your number one leadership challenge.*

1. **Using Authority Effectively and Comfortably**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

2. **Enforcing Rules Consistently and Effectively**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

3. **Creating a Motivational Environment**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

4. **Delegation**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

5. **Preventing and Solving Problems**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

6. **Establishing Clear Employee Expectations/Goals/Performance Measurement**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

7. **Training/Developing Employees**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

8. **Communicating with Employees Effectively**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

9. **Effective Performance Feedback/Dealing with Problem Employees**
   - Needs Improvement
   - Area of Strength
   - 1 2 3 4 5 6 7 8 9 10

10. **Goal Achievement and Time Management**
    - Needs Improvement
    - Area of Strength
    - 1 2 3 4 5 6 7 8 9 10
2. Leadership Development Plans, continued

People Development Principles

1. Train Based on High Payoff Activities and Performance Gaps.
2. Do Proactive Training vs. Reactive.
3. Set Specific Training Outcome Goals with Employees.
4. Train Over a Period of Time; Not ‘Fire Hose Training.’
5. Provide Written Reference Materials/Resources After Training.
6. Determine if Training Was Effective Based on Outcome Goals.

People Development Plan

Employee:

Desired Career Path:

Competencies Desired Current and Future (based on High Payoff Activities):

Area(s) to Develop (list in priority order), Outcome Goals and Measurement:

Development Methods and Target Dates:

Actual Completion Dates and Determination of Success:
3. Leadership High Payoff Activities

Efficient vs. Effective
What does efficient mean?
What does effective mean?

Value of Time
My Time is Worth ______ per hour; _______ per minute.

High Payoff Activities Definition
High Payoff Activities (HPAs) are the six most important prioritized activities where you should spend at least 80% of your time.
These are the tasks that provide the greatest return on the dollars and time invested and that support your goals and values.

Leadership High Payoff Activities
List Your Leadership High Payoff Activities (six-twelve months).
1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________
6. __________________________________________________________

Spending 80% Time in Your High Payoff Activities
High Payoff Activities currently not getting done to desired level:

___________________________________________________________
___________________________________________________________

Low payoff activities you can eliminate, delegate or streamline:

___________________________________________________________
___________________________________________________________
3. Leadership High Payoff Activities, continued

Delegation Attitudes

Check which describe your current attitudes toward delegation:

__ No one can do it as well as I can.
__ It takes longer to teach the work than to do it myself.
__ I tried delegating before and it didn’t work.
__ I won’t have anything to do if I delegate; won’t feel needed.
__ Others expect me to personally do everything, not delegate it.

Delegate to Develop and Empower

Identify a task you are currently doing someone else could do better, for less time or money and/or for their development.

Complete a Delegation Plan showing benefits to you, to the person accepting the task, steps and time frames for teaching and coaching.

Delegation Plan

![Delegation Plan Form]

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Form # 10958302
Action Plan

**Where to Start**

*Identify one item to start getting in place over the next 30 days.*

- High Payoff Activities for Each Employee
- Motivation Plans
- Employee Feedback; Identify Performance Gaps
- Everyone 80% Time in High Payoff Activities
- Coaching and Training Plans
- Address Non Performing Employee Issues

**Keep in Mind**

- Prioritize; you cannot do it all at once.
- Start at the top of the organization.
- Once leaders are on same page and performing, involve others.

**My 30-Day Goal**

*List one specific action step you will take the next 30 Days:*

**My 60-Day Goal**

*List one specific action step you will take the next 60 Days:*

“Personal power is strengthened and multiplied through surrendering it and investing it in others.”

Paul J. Meyer, Founder
Leadership Management International
Let Us Know if We May Help

Training Programs

1. Effective Personal Productivity
2. Effective Leadership Development
3. Effective Motivational Leadership
4. Effective Personal Leadership
5. Effective Strategic Leadership
6. Effective Selling Strategies
7. Effective Communication
8. Succession Planning

- Available on an individual or small group basis.
- These are offered using in person or online facilitation.
- Done in small chunks over a period of time
- Business is not interrupted
- Ideas applied immediately on the job

Other Services

- Goals and Teambuilding Facilitation
- Convention Workshops
- Process Documentation
- Strategic Planning

Thank You

- Thank you for participating!