"The Landscape of Multi-Generational Leadership"

Special Video Webcast from the MMANC Annual Conference
3:00 – 4:15 p.m. PT, Saturday, October 16, 2010

Cosponsored by MMANC and the Cal-ICMA Coaching Program

Target audience: all employees and managers

Available:
* live onsite at the MMANC Annual Conference – San Jose
* recorded via webcast at www.cal-icma.org/coaching -- “Live Audio & Archives” tab (provided by Granicus)

Panelists:
* Kelly Morariu, Assistant to the City Manager, Palo Alto
* Gary Petersen, Airport Manager, Salinas
* Phil Smith-Hanes, County Administrative Officer, Humboldt

Moderator:
* Don Maruska, Master Certified Coach, Director, Cal-ICMA Coaching Program

Panel Topics:
1. What do we know about the Builders, Boomers, Busters, and Bridgers?
2. What challenges and opportunities arise?
3. How can leaders leverage generational strengths to create stronger and more innovative organizations?
4. What are some concrete examples of success stories?
5. What is a solid Top 10 list of key steps for managers to put into practice?

Post Session Discussion Topics:
Use this video webcast to stimulate constructive discussion in your agency about change. Here are some follow up topics:
1. What differences do we see across generations in our organization?
2. How can the strategies and ideas from the webcast help us?
3. What are some concrete steps that we can take to make progress?
4. Where do we want to start?

CONNECT: There is no charge to connect to this video webcast and no advance registration required. Simply go to "Live Audio and Archives" tab at www.cal-icma.org/coaching for the digital recording (powered by Granicus).

The Cal-ICMA Coaching Program receives funding through the generosity of: ICMA, California City Management Foundation, Municipal Management Association of Northern California, Municipal Management Association of Southern California, the County Administrative Officers Association of California, California Communities Joint Powers Authority, California Redevelopment

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. These include listings of future Telephone and Webinar Panels, recordings of past sessions (including a free subscription to podcasts), the expanded "Dear eCoach" offering (that invites you to ask questions anonymously--check out some of the hot topics), expanded One-to-One Coaching opportunities, Career Compass columns, and complimentary, confidential management style profile reports to be more effective and fulfilled in your work.

SIGN UP FOR FREE NEWSLETTER--Subscribe to the Cal-ICMA Coaching Program email list to receive updates on events and the availability of recorded sessions. Go to www.cal-icma.org/coachingList.

Enjoy the resources and support to thrive in local government.

Don Maruska, Master Certified Coach
Director, Cal-ICMA Coaching Program
See "Coaching Corner“ at http://www.cal-icma.org/coaching
The Landscape of Multi-Generational Leadership

Cal-ICMA Coaching Program
October 16, 2010
Coaching Program: 7th year

Preparing the Next Generation Committee

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Overview of Session

- **Generational Dynamics and Local Government**  
  *Phil Smith-Hanes*, County Administrative Officer, Humboldt County

- **Managing in a Multi-Generational Work Place**  
  *Gary Petersen*, Airport Manager, Salinas

- **Top 10 Lists for Savvy Multi-Generational Leaders**  
  *Kelly McAdoo Morariu*, Assistant to the City Manager, Palo Alto

*Don Maruska*, Master Certified Coach, Moderator
Generational Dynamics and Local Government
Who am I?

- Youngest child
- Dog person
- INTJ
- Two graduate degrees
- Scorpio
- Small-town boy
- Thirtysomething (for a couple more weeks)
- Gen. X
So why talk about generations?

- Demography: people live longer, more generational differences reflected in our communities and workplaces
- It’s the workplace: we don’t have pre-set roles like in family or school, and there is evidence that our generational identity affects how we choose work roles
- Public service: need to understand how to deliver services that others will want or accept
What do we call them?

- Silent
- Boom
- Gen X
- Gen Y
- Builders
- Boomers
- Busters
- Bridgers
- Traditionalists
- Baby Boomers
- 13th Generation
- Millennials
- Adaptive
- Idealist
- Reactive
- Civic
When?

- Mid 1920’s to Mid 1940’s
  - 1925 - 1943
  - 1927 - 1945
- Mid 1940’s to Mid 1960’s
  - 1944 - 1962
  - 1946 - 1964
- Mid 1960’s to Early 1980’s
  - 1963 - 1981
  - 1965 - 1983
- Early 1980’s to Turn of the Millennium
  - 1982 - 2000
  - 1984 - 2002
Who’s Not Here?

“The Greatest Generation” a/k/a “Generation G.I.” – old enough to fight in WWII; 18 in 1945 = 83 in 2010

“Digital Natives” a/k/a “The Internet Generation” – too young to remember Y2K; 0-3 in 2000 = < 13 in 2010
When Kennedy was assassinated:

- McCain had been out of college for 5 years
- Clinton was in high school
- Obama had just had his second birthday
Students entering college today (2010)

- Don’t remember Jack Kevorkian, Dan Quayle or Rodney King in the news.
- Most have never used a phone with a cord.
- Russians and Americans have always been living together in space.
- Know Clint Eastwood as a sensitive director, not “Dirty Harry”.
- Ruth Bader Ginsburg has always sat on the Supreme Court.
- John McEnroe has never played professional tennis.
- Woody Allen has always been with Soon-Yi Previn.
- Czechoslovakia has never existed.
Managing A Multi-Generation (Complex) Work Force
Your Thinking Must Shift
With a Constantly Changing Reality

- Change is happening faster than you may understand
- It’s not just when you were born that makes you who you are
- Much bigger differences than generations are emerging
- Some Things Never Change
Generations are One Category

- Gender
- Ethnicity
- Economics
- Physicality
- Regions
- Culture
- Interests
- Habits
- Health
- Education
- Religious or Spiritual
- Political
- Relationship
- Skills
- Personality
- Temperament
Life Issues

- Dependent Care
- Elder Care
- Relationships
- Families
- Working Longer
- Extended Childbearing Years
- Multiple Careers
Personality and Learning Styles

- Myers Briggs or other inventories
- Introvert vs. Extrovert
- Visual (See It)
- Auditory (Hear It)
- Kinesthetic (Do it and touch it)
- Adult Learning Styles
  - Choice
We All Want the Same Things

Values Save The Day
(Once Again)
What are Values

- Rules which allow us to trust one another and work together (norms)
- Drivers of how we think and behave. (Moral–Ethical Right & Wrong)
- Elements of decision making (developing acceptable alternatives)
- Filters for evaluating people and situations
Values Everyone Wants

- Treated with respect and valued for contributions
- Given the real truth
- Trusting environment
  - Trust and Be Trusted
- Viewed as equal regardless of titles
- Provided meaningful work and understand contribution to overall success
Values Everyone Wants

- Opportunities to grow and develop
- Allowed to operate by self motivation (intrinsically) as opposed to being controlled (extrinsically)
- Work in a positive environment (even in the toughest of times)
- Be able to say what is on their minds without retribution
Elements of Success

- Hire employees with similar value systems
- Understand people as unique individuals
- Support growth and development
  - Hard Skills and Soft
- Evolved Communication
- Choose love over fear
Continuing Education for Public Officials (CEPO)

- 30 years of Leadership Training for Mid Career Employees of Local Government
- http://www.cepoweb.com/
In the end no matter who we are or what we want, the job must get done
Top 10 Lists for Savvy Multi-generational Leaders

Kelly McAdoo Morariu
Top 10 Strategies for Working with Traditionalists

1. Use recruiting messages that speak to traditional values
2. Flexible employment
3. Emphasize organizational history
4. Spend time on orientation
5. Stress long term vision
6. Technology training
7. Use a personal touch
8. Traditional perks/symbols important
9. Be respectful when coaching
10. Tap into their knowledge/stories

Adapted from “Generations at Work,” by Zemke, Raines and Filipczak.
Top 10 Strategies for Working with Boomers

1. Change agent challenge
2. Show them how to be a star
3. Focus on challenges and their roles
4. Develop the personal relationship
5. Show them how they can make a difference
6. Coach on soft skills
7. Focus on developmental experiences
8. Lots of public recognition
9. Involve them – get consensus
10. Reward work ethic
Top 10 Strategies for Working with Gen X

1. “We want you to have a life”
2. Meritocracy not seniority
3. Fun at work
4. “Hands off” management
5. Make it easy to ask questions
6. Avoid internal politics
7. Training/development is important
8. Enable juggling
9. Access to latest technology
10. Mentors as parent figures
Top 10 Strategies for Working with Gen Y

1. Visuals and symbols resonate
2. Emphasize innovation
3. Faster processes
4. Create sense of purpose
5. Roadmaps for their success
6. Clear career paths
7. Flexibility
8. Mentoring, coaching and formal development
9. Instant feedback
10. Team projects
And this affects work…

- When I need to look up a phone number, I…

- When my boss asks me for a copy of a document, I give her…

- When a new policy is introduced in my department, I feel like it’s my duty to…
The keys are ...

- Be flexible – treat everyone as an individual
- Create/foster a workplace that respects and values differences
- Find new and creative uses of technology to support employees
- Remember to listen carefully – sometimes the Golden Rule won’t always apply at work
Upcoming session

What Would You Do? Case Studies, Team Responses & Audience Polling

Interactive webinar with MMASC
2:00 – 3:30 p.m., PT, Thursday, November 4
Go to “Live Audio & Archives” tab at website for recordings of this webcast, presentation materials, and other professional development resources.

www.cal-icma.org/coaching
Contacts for Today’s Session

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