


**Leadership  
Development  
Center**


## Leading a New Generation... Do You Know Their Rules?

June 5, 2006  
*VGFOA 2006 Spring Conference*

**Presented by:**  
Elizabeth C.S. Jamison, Director  
*Leadership Development Center*

Presented to:

 **Virginia Government Finance Officers' Association**  
*Developing Governmental and Financial Leaders*

  
©2006 - All Rights Reserved  
RU Leadership Development Center

## Agenda

- ◆ Introductions (that's me)
- ◆ Generational Perspectives
- ◆ Who ARE these people?
- ◆ BARNGA
- ◆ What was that all about?

 **Leadership Development  
Center (LDC)**

*Our mission is to foster effective leadership throughout Virginia.*



*Our vision is to enable organizations to meet tomorrow's  
challenges with today's leaders.*

## Quick Quiz

Which of the following is important for a Baby Boomer (Born 1946-1964)?

- a) Build parallel careers.
- b) Build a stellar career.
- c) Build a legacy.
- d) Build a portable career.

[http://humanresources.about.com/od/conflictresolution/1/11\\_genx\\_quiz2.htm](http://humanresources.about.com/od/conflictresolution/1/11_genx_quiz2.htm) May 2006.

## Quick Quiz

Which of the following is important to Generation Xers (Born 1965-1980)?

- a) Give me balance now, not when I'm sixty-five.
- b) Support me in shifting the balance.
- c) Help me balance everyone else and find meaning myself.
- d) Work isn't everything; flexibility to balance my activities is.

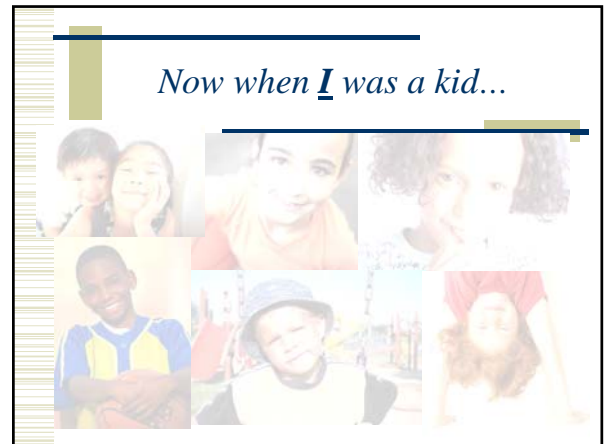
[http://humanresources.about.com/od/conflictresolution/1/11\\_genx\\_quiz2.htm](http://humanresources.about.com/od/conflictresolution/1/11_genx_quiz2.htm) May 2006.

## Quick Quiz

Which of the following feedback do Millennials (Born 1981-1999) prefer?

- a) Sorry to interrupt, but how am I doing?
- b) Once a year, with lots of documentation.
- c) No news is good news.
- d) Feedback whenever I want it, at the push of a button.

[http://humanresources.about.com/od/conflictresolution/1/11\\_genx\\_quiz2.htm](http://humanresources.about.com/od/conflictresolution/1/11_genx_quiz2.htm) May 2006.



But when they were (are) kids...

Socio-politically...

- The Challenger Explosion (1986)
- Fall of the Soviet Union (1991)
- First Gulf War (1991)
- The Internet (1996-)
- O.J. Simpson Case (1996)
- Clinton scandal (1998)
- September 11th attacks (2001)
- War on Terror construct

But when they were (are) kids...

In Pop Culture...

- Cabbage Patch Kids
- Game Cube, Playstation, etc.
- Grunge & Ska music
- Power Rangers
- Tickle Me Elmo
- Boy Bands
- Pokemon
- Blogs
- MP3 Players
- Brittany Spears



**Disclaimer!**

...this may cause discomfort, unease, nervous laughter, and in rare cases, physical pain...

Generational Perspectives: #1  
*To a 22 year old...*

Big Brother is merely  
a television show.

Generational Perspectives: #2  
*To a 22 year old...*

OJ Simpson has  
**NEVER** been  
"the Juice."

Generational Perspectives: #3  
*To a 22 year old...*

Afghanistan has always been a  
front page story.

Generational Perspectives: #4  
*To a 22 year old...*

This generation has never  
wanted to "be a Pepper too."

Generational Perspectives: #5  
*To a 22 year old...*

South Africa's official policy of  
apartheid has not existed during  
their lifetime.

Generational Perspectives: #6  
*To a 22 year old...*

(This one hurts a little)  
Bruce Springsteen's new hit,  
*Born in the USA*,  
could have been played to  
celebrate their birth.

...and next year's recruits...



Generational Perspectives: #1  
*To a 21 year old...*

They are not familiar with  
the source of that  
"Giant Sucking Sound."

Generational Perspectives: #2  
*To a 21 year old...*

They have always "grazed" for food.

Generational Perspectives: #3  
*To a 21 year old...*

Iraq has always been a problem.

Generational Perspectives: #4  
*To a 21 year old...*

Bert and Ernie are old  
enough to be their parents.

Generational Perspectives: #5  
*To a 21 year old...*

There has always been a  
screening test for AIDS.

Generational Perspectives: #6  
*To a 21 year old...*

“Ctrl + Alt + Del”  
is as basic as  
“ABC.”

Generational Perspectives: #7  
*To a 21 year old...*

(Now **THIS** is just depressing.)  
Paul Newman has  
**ALWAYS**  
made salad dressing.

Who *ARE* these people?

♦ Generation Y

- Screenagers
- Echoboom
- Millennials
- MySpace Generation
- Generation Google
- The Net Generation
- iGeneration

♦ Born

1980(ish) – 2000(ish)



Generation Y

*They are the...*

- MOST Educated...
- MOST technologically savvy...
- MOST diverse & tolerant...
- MOST sheltered & structured...
- MOST constantly rewarded...

*...generation, yet.*

Consider this...

...an intrinsic part of their video games is  
figuring out **WHAT** the game is...

[www.Anthemvideoteacher.com](http://www.Anthemvideoteacher.com)

...they grew up in a global culture  
(not a neighborhood) & it's been  
immediately reinforced...

[www.wikipedia.org](http://www.wikipedia.org)

Consider this...

C:\Documents and Settings\ecjamison\Desktop\numa.swf

**#1 Visited Website of 2006**

## What do you do with that?



## Characteristics of Gen Y

- ◆ Capacity for complex interpersonal interactions
- ◆ Capable of managing multiple objectives
- ◆ Can manage variety of different resources
- ◆ Make decisions quickly, confidently, & often
- ◆ Can learn technology quickly

## Characteristics of Gen Y

- ◆ Question EVERYTHING
- ◆ Communicate constantly
- ◆ View authority figures skeptically
- ◆ Challenge to credibility of authority
- ◆ Have HIGH expectations – of YOU
- ◆ First “digital natives”

## Quick Question

How far would you drive back to get your cell phone if you forgot it at home?

## Simulation: Barnga

### *Directions:*

- ◆ Form small groups.
- ◆ Study the rules & practice.
- ◆ Remove the rules.
- ◆ Stop all verbal communication.
- ◆ Begin tournament.

## Barnga Debrief

Did what you were thinking and feeling change during the play?

What were your greatest frustrations and/or successes?

## Barnaga Debrief

How does this relate to incorporating Generation Y into your workplace?

## Ask yourself...

Have you taken the time to understand the rules?

## Quick Quiz

How many terms do you know?

- a) Bling, bling
- b) lol
- c) Ricing out your wheels
- d) Dissing
- e) Heroes in the half-shell

## Managing Expectations

- ♦ **Managers:** Assuming the candidate above consistently performs at an above average level, when would the candidate be eligible for a promotion?

**Mean response: 1 ½ years**

- ♦ **Gen Y:** Assuming you consistently performed at an above average level, how long would it be before you expect to be promoted?

**Mean response: 6 months**

Dougherty, Kirk, Harder, Hill & Miller: *The Echo Boom: What Generation Y has in Store for the HR Community*, 2000.

## Working with Generation Y

### *They DO want...*

- ♦ To work faster/better to get the job done
- ♦ Creative ways to solve problems
- ♦ Smaller goals with tighter deadlines
- ♦ Fair, direct mentors, teachers, bosses
- ♦ Encouragement

### *They DON'T want...*

- ♦ Command & control management
- ♦ To spend too long on one thing
- ♦ To be quiet!
- ♦ Status quo
- ♦ Negativity on their enthusiasm

(Tapscott, 1998)

## Working Tips

- ♦ Provide opportunities to work in teams
- ♦ Provide mentors
- ♦ Customize career paths
- ♦ Provide full disclosure
- ♦ Teach time management
- ♦ Offer community involvement opportunities

*Final thought...*

I explained the rules to you.  
Who's explaining the rules  
to them?

Leadership  
Development  
Center

**Thank You and Good Luck**

Presented by:  
Elizabeth C.S. Jamison  
Director, Leadership Development Center  
Radford University



©2006 - All Rights Reserved  
Leadership Development Center