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STICKING POINTS

**HOW TO GET 4 GENERATIONS WORKING TOGETHER
IN THE 12 PLACES THEY COME APART**

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eMergent Generations Consulting
President Haydn Shaw

They don't mean it personally, so...

“DON'T TAKE IT PERSONALLY!”

Business Necessity vs. Personal Preference



BUSINESS NECESSITY

Necessary to avoid losing a:

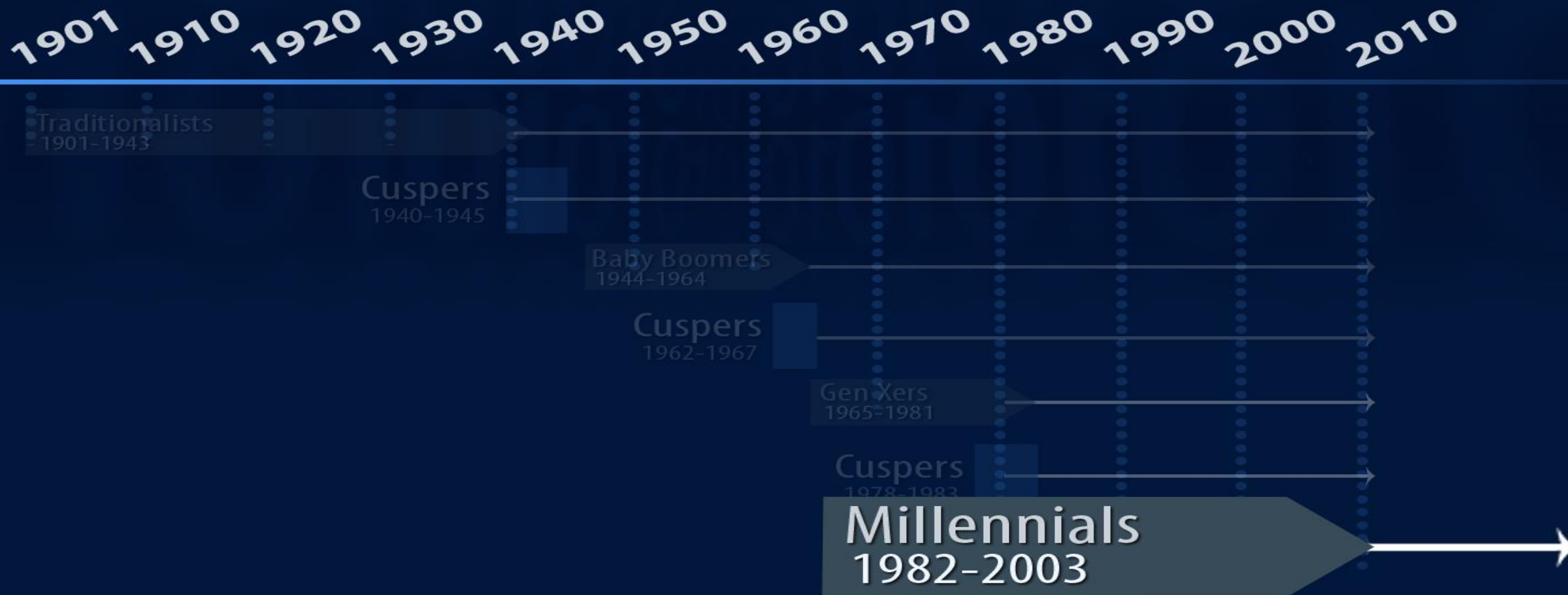
- Foot
- Money
- Funding
- Customers



GENERATIONAL PREFERENCE

The way you prefer things to be done.

Historical Timeline



Your Challenge with Generations

*“Parents have been doing everything for their children so they are far less prepared for the college environment. They cannot cook for themselves, do their own laundry and have never had a job. With so little real world preparation we are **trying to figure out how best to help them in life.** The academic piece they are good at, but application to real world is where they are struggling.*”

*This is leading to the high mental health crisis we are experiencing. This mentality is clashing with our Baby Boomer and Gen X coaches **who pushed through the struggle.** Walking the tightrope, at what point does the coach say enough - you are not tough enough to make it. It all sounds like excuses.*

Gen Z is compassionate and empathetic and want to make a difference. Coaches want to win - the balance can be hard to find and when articulated can be misunderstood.”

“What does big data collection tell us about the various groups?”

FOREWORD BY STEPHEN M. R. COVEY



STICKING POINTS

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4 GENERATIONS
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IN THE 12 PLACES
THEY COME APART



HAYDN SHAW

Author of the bestselling workshop by FranklinCovey®
LEADING ACROSS GENERATIONS™

#1 Communication differences

Communication

Sticking Points: Communication, Meetings

“Underclassmen do not know how to communicate with coaches and staff. They will ignore a phone call and instead text a response to a coach. Or simply not respond at all if it has to do with something negative (like poor behavior or inquiries about academic performances).

#1 Communication differences

They are terrified of conversation if it is at all 'serious' or constructive criticism. Students assume everything is fine unless you tell them otherwise.”

#1 Communication differences

Communication

Sticking Points: Communication, Meetings

“Not talking face-to-face and having blow-ups due to improper interpretations of text messages. In the end, it is never a big-deal, but it is until it is resolved.”

COMMUNICATION

BABY BOOMERS

I write a memo (with the distribution list alphabetized), pick up the phone, and set up an appointment.

GEN XERS

What are memos? I send an email or instant message, search online for a summary of the speech, and meet virtually.

How do I communicate?

I send a text message (vowels are optional) or instant message, replay the speech online, or connect on a social networking site.

MILLENNIALS

I prefer face to face but I can't manage my multiple identities that way.
Oh, and I look for pictures.

GEN Z

#1 Communication differences

1. Understand what they think works.
2. Have younger staff teach you what is new.
3. Have clear communication guidelines for staff.
4. Explain what doesn't work—especially after the fact.

Which of the four steps will you take back?

What about you?

Won't call or talk face to face when there is bad news.

1. What has worked?
2. What will you try?

Text messages and social media leading to miscommunication and oversharing.

1. What has worked?
2. What will you try?

How to blend the two together?

Where things get stuck.

Sticking Points: Respect, Decision Making, Policies

- “Old school” won't change with the times and think we are making it too easy for these athletes and we should not give them everything because they do not need it to win.
- The Gen X/Millennial cuspers want work/life balance, to do job and leave and do not want to work 60 hour work weeks. Old school do not understand in general, and more importantly

How to blend the two together?

Where things get stuck.

Sticking Points: Respect, Policies, Work

with the females in the department who are balancing work and children.

- Millennials (Young coaches) - want to make things fun and know that to have the athletes work hard they need to have fun along with knowing why for everything. The older staff are threatened by the 'why' question from athletes.”

RESPECT

BABY BOOMERS

I can work my way up to a position that gets respect.

GEN XERS

I will give you respect if you prove to me you deserve it.

What do I think about respect?

I will give respect to those who “get it” and will take me seriously.

MILLENNIALS

I respect those in the hierarchy who care about me more than winning.

GEN Z

POLICIES

BABY BOOMERS

Let's create a policy or procedure so everything runs smoothly and is fair for everyone.

GEN XERS

Rules are made to be broken.

What do I think about policies?

If it doesn't make sense, I'll assume it's a guideline.

MILLENNIALS

Of course we need them. But who doesn't the policy work for?

GEN Z

WORK ETHIC

BABY BOOMERS

I work 8 to 6 and then
take it home.

GEN XERS

I try to get it all done at work;
I'll take it home if I have to.

What do I think about
work?

It's a 24/7 world, so I'm
leaving at 5:00. I can
log on tonight.

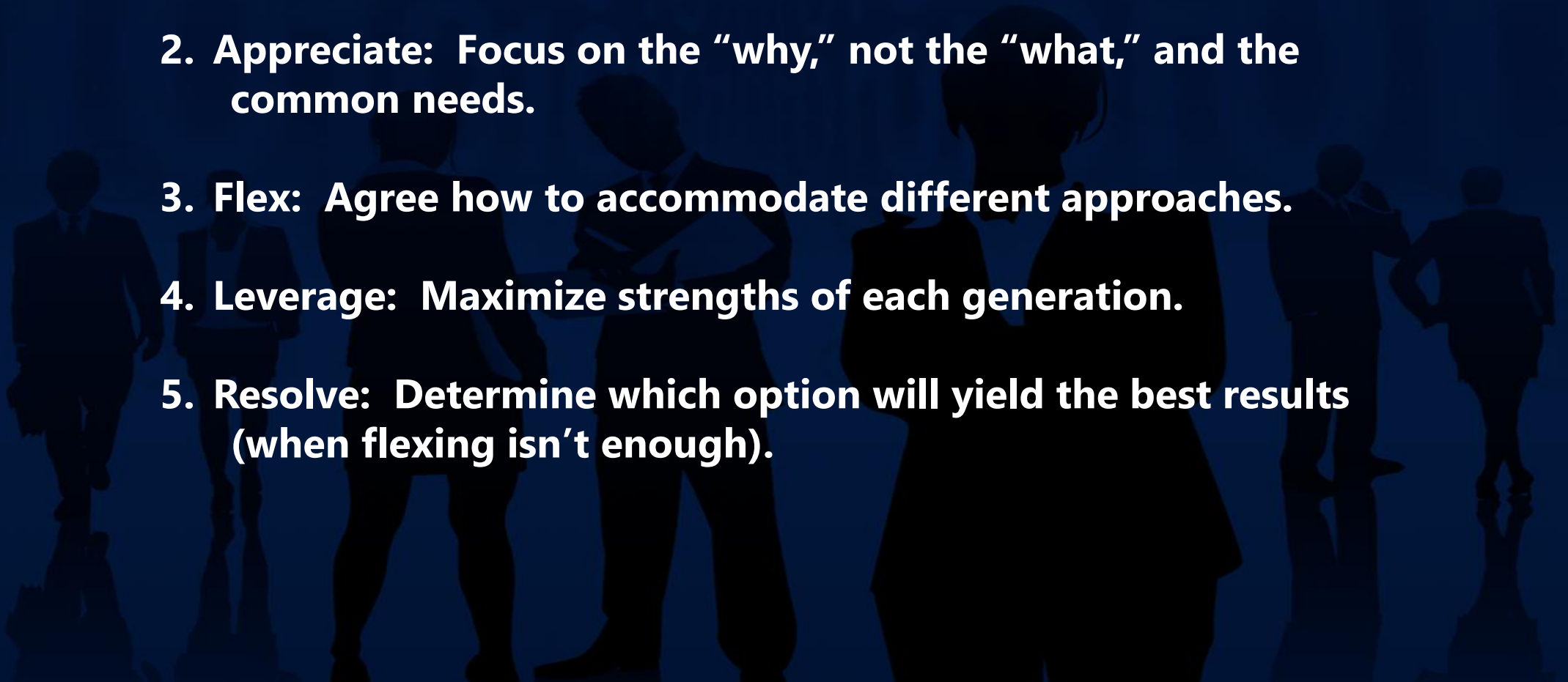
MILLENNIALS

I know I will have to put my
career first for the next ten
years.

GEN Z

Five Steps For Leading Across Generations

1. **Acknowledge:** Talk about generational differences.
2. **Appreciate:** Focus on the “why,” not the “what,” and the common needs.
3. **Flex:** Agree how to accommodate different approaches.
4. **Leverage:** Maximize strengths of each generation.
5. **Resolve:** Determine which option will yield the best results (when flexing isn't enough).



What about you?

- Which of the 5 steps have you been using?
- Which do you need to add?

*If you want the slides and a chapter
about a Sticking Point...*

*Text PDR to
22828*

Younger generations come off as entitled

Self focused

Sticking Points: Respect

“There seems to be a shift to a very egocentric perspective that discourages the overall success of the department. Big-picture views are not respected.”

RESPECT

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GEN Z

Younger generations come off as entitled

Mental Illness

Sticking Points: Respect

“Mental health issues among student athletes - hard for coaches to know how to deal with the variety of issues.”

“This is leading to the high mental health crisis we are experiencing. This mentality is clashing with our Baby Boomer and Gen X coaches who pushed through the struggle. Walking the tightrope, at what point does the coach say enough - you are not tough enough to make it. It all sounds like excuses.”

Approaching Mental health

1. This is not a phase, it's a musical.
2. It will settle down.
3. You can push through to listening.
4. What are reasonable accommodations?
5. Clearer expectations, but more supportive behaviors than you received.

Which of the five ideas will up your game?

What do you think?

- **What are reasonable accommodations?**
- *“Walking the tightrope, at what point does the coach say enough - you are not tough enough to make it. It all sounds like excuses.”*

What are excuses?

So what works for all generations?

“Personally I have no challenges. As a husband, father and grandfather I deal with each one of my student-athletes as an individual who I care for because we have committed to one another as part of a team. I try daily to convey this belief, and I think I have been fairly successful considering I can still recruit and have survived in this game for 27 years.”