

Current Leadership and Workplace Trends

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Ms. Millennial (23-38), Meet Ms. Generation Z (8-22)

Millennials

- ▶ Tech Savvy (2 screens at once)
- ▶ Communicate with text
- ▶ Present focused
- ▶ Optimists
- ▶ Want to be discovered

Generation Z

- ▶ Tech Innate (5 screens at once)
- ▶ Communicate with images
- ▶ Future focused
- ▶ Realists
- ▶ Want to be successful

Generation Z: a Short Film



Here They Come!

According to the last U.S. census, Generation Z **outnumbers** Millennials by approximately **1million.**

Generation Z Traits

- ▶ Harder working
- ▶ More focused on salaries
- ▶ Don't mention "participation trophies" (they're tired of hearing the old jokes)
- ▶ More "live to work" than their "work to live" millennial counterparts
- ▶ Even more e-linked than millennials
- ▶ Over-praised but will tell you, "be honest with me, I can take it."
- ▶ Prefer impressive products over impressive experiences
- ▶ Less giddy, more cynical than millennials.
- ▶ Entrepreneurial
- ▶ Tech-centric
- ▶ Value comfort and casual attire
- ▶ More politically conservative.

What will Generation Z expect of their leaders?

- ▶ Transparency and honesty.
- ▶ Base personnel decisions on merit, versus seniority.
- ▶ Multi-methods of communication.
- ▶ Treated respectfully.
- ▶ Accept their entrepreneurial spirit.

Transparency and Honesty

- ▶ Witnesses national and international scandals.
- ▶ Yearn to trust...but won't easily forgive dishonesty.

Honesty Includes Providing Honest Debate

They've heard all the comments about "participation trophies" and unearned praise, and are tougher than you think.

Merit Versus Sonority

- ▶ They'll struggle to understand how personnel decisions could possibly be based on anything other than merit.
- ▶ What does "dues paying" mean?
- ▶ Review reassignment policies from the eyes of Generation Z.
- ▶ "Let's face it, seniority over merit is a little illogical."

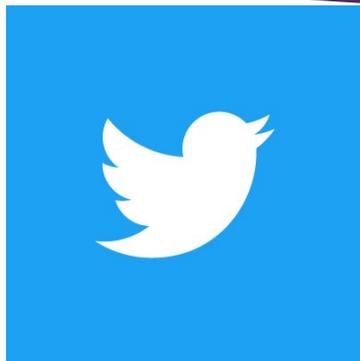
Techno-Centric

Adjust to how **they** communicate, not just what **your** comfortable with.

What does Generation Z Prefer?

- ▶ Don't leave a voice mail...I won't listen to it.
- ▶ Don't send me an email, I won't read it.
- ▶ Don't send me a text, I probably won't read it.
- ▶ Facebook? Well, my mom likes it.
- ▶ Twitter? Hmm, I may read it.
- ▶ Instagram? Now we're talking.

Multi-Media Communications



“But what in the world would I tweet?”

“Out of office 1/22/18 thru 1/26/18. SDPO Smith will be acting CDPO. Attending CAPSA Conf. in Shell Beach. Hoping to bring good info/ideas home. Will be in touch.”

“CAPSA is nothing more than a golf and boozing trip!”

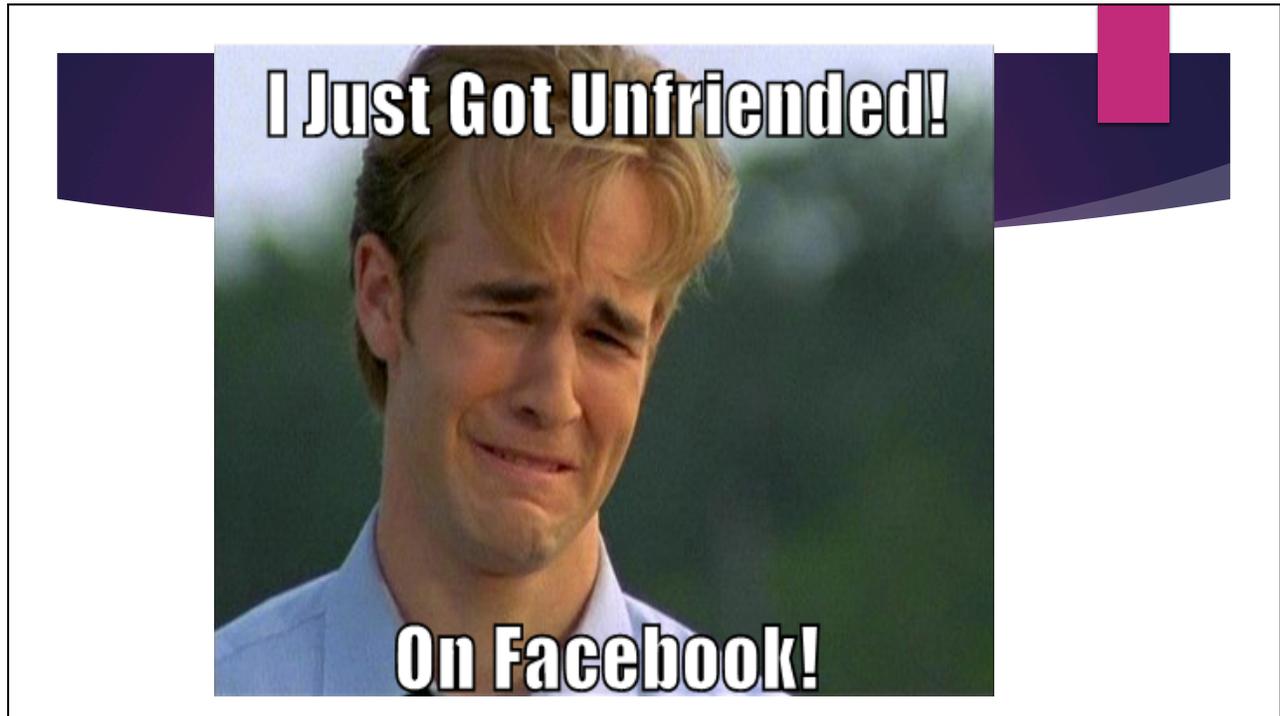
- ▶ *CAPSA UPDATE: LAPD LT gave a pres on leadership and the media. Need to shore up media and public info. procedures. I'll provide more info. as things progress. Interested in your ideas. Stay tuned for more.*
- ▶ *CAPSA UPDATE: Ref. CDPO gave presentation this am on leadership trends. Gen Z and succession development. Need to start preparing for both! Interested in your ideas.*
- ▶ *Down at the BOS for early budget hrg. So far so good. More to come.*
- ▶ *Congratulations to DPO Joan Smith on receiving her BS in CJ at CSUS while working full time. Well done Joan!*
- ▶ *Heres' a link to an interesting article on realignment in todays' Tribune. Compared to other counties, it sounds like we're holding our own.*

Benefits of Adding Twitter to Your Modes of Communication

- ▶ Quick and easy.
- ▶ Millennials and Gen. Z are more accustomed to Twitter than email.
- ▶ Consistent with current communication trends (Thanks to “you-know-who”).
- ▶ Hidden benefits?
- ▶ Any down-sides?

Speaking of Communication...

Unlike millennials, Generation Z would **prefer** face-to-face communication, including conflict resolution.



Treating Generation Z With Respect

- ▶ Remember, this is the most **diverse-centric** generation in our nation's history.
- ▶ Many won't recall a time **before** our first African-American president or when people of the **same gender** could **marry**.
- ▶ Remember, **THEY'RE NOT** MILLENNIALS!
- ▶ At some point, jokes about slackers, cell phones and participation trophies just become **tiresome**.

Accepting Their Entrepreneurial Spirit

- ▶ Understand and accept of the department's **authority** to **regulate** side jobs.
- ▶ Conflict of interest policy.
- ▶ Conflict of interest training.
- ▶ Second job policy.
- ▶ **BE PROACTIVE!** Don't assume millennials and Gen. Z understand why side jobs can be a potential problem.

Attire

- ▶ Overall, societal dress standards have changed.
- ▶ Do your new officers have a full understanding of your department's expectations regarding attire?



“Can we separate them?”

- ▶ Acknowledge that intergenerational tension and rivalry is normal and to be expected.
- ▶ Conduct policy violations are not tolerated.
- ▶ Recognize that each generation may be in different life stages. (“Why is he always taking off time for that sick kid of his?”)
- ▶ “But they need to adapt to us, not us to them!”
- ▶ Mutual mentoring

They Yearn to be Mentored

Traits of a Good Mentor

- ▶ Model the behavior **YOU** want to see.
- ▶ Share **all** experience, the good and the bad.
- ▶ Look for teaching moments.
- ▶ Use personal experiences to bring policies to life..
- ▶ Offer wise counsel.
- ▶ Keep your mentee on task.
- ▶ Make it meaningful.
- ▶ Inspiring (I hope I have a career like yours).
- ▶ Maintains privacy.

- ▶ Don't be afraid to be critical if necessary. The mentor may be able to say things a supervisor can't.
- ▶ Not just a buddy to vent to.
- ▶ Above all else...
- ▶ **The mentor's first priority must be to the organization.**

Mentoring Steps

- ▶ I do, you watch, we talk
- ▶ I do, you help, we talk
- ▶ You do, I help, we talk
- ▶ You do, I watch, we talk
- ▶ You do, someone else watches

How do you know you're a good mentor?

- ▶ Be evidence based.
- ▶ Be honest with yourself.
- ▶ If your mentees aren't benefiting, you may not be a very good mentor.

Remember, mentoring with no real plan is just another coffee and lunch buddy, and...



When leaders fail to mentor, a vacuum is created...someone will fill that vacuum if you abdicate your leadership responsibilities.

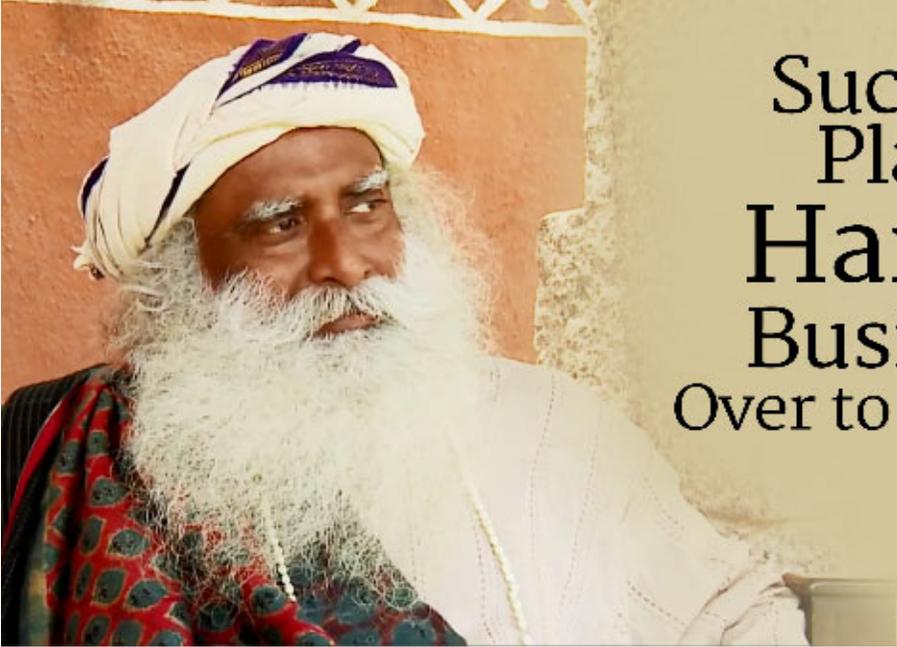


You never know where you're mentee will go.



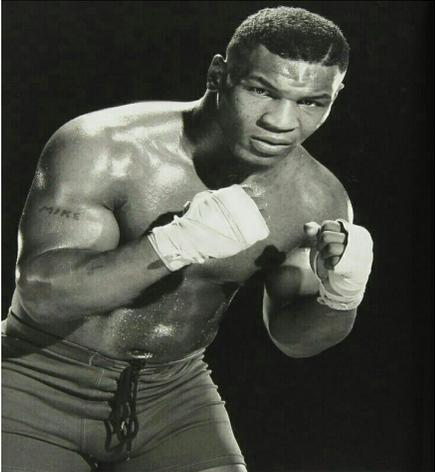
Succession Development





Succession Planning: Handing Businesses Over to Gen Next

“Everybody’s got a plan until they get punched in the mouth.
Mike Tyson



Why Not "Succession Planning"

The word "plan" suggest its'...

- Official
- Pre-ordained (thus, subsequent performance is irrelevant)
- "Plans" don't focus on growth.
- Focus is on the plan rather the growth process.

Succession development is not simply anointing your replacement. It's the process of developing a pool of individuals who, if called upon, have the skills and experiences to make the transition seamless

Challenges With Succession Planning

The word "Plan" suggests...

- ✓ An official process
- ✓ A promise
- ✓ Inflexibility
- ✓ Confusion: am I on the contingency list or not, and if not how do I get on the list?

Why is Succession Development Counter-Intuitive?

- ▶ "If I have people who can step into my role, why am I needed?"
- ▶ "If I do too good a job will I become obsolete?"
- ▶ "I don't like it when things go really well when I'm gone!"
- ▶ "What if they like them more than me?"



Video: "Get Over Yourself"

A video thumbnail showing a man with glasses and a dark shirt speaking on a stage. The name "TODD DEWETT" is overlaid in white text at the bottom of the video frame.



The Indispensable Man
by Saxon White Kissinger

Sometime when you're feeling
important;
Sometime when your ego's in bloom
Sometime when you take it for
granted
You're the best qualified in the room,



Sometime when you feel that your going
Would leave an unfillable hole,
Just follow these simple instructions
And see how they humble your soul;



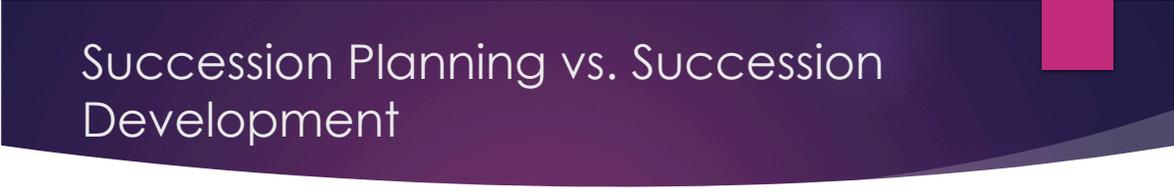
Take a bucket and fill it with water,
Put your hand in it up to the wrist,
Pull it out and the hole that's
remaining
Is a measure of how you'll be missed.



You can splash all you wish when you
enter,
You may stir up the water galore,
But stop and you'll find that in no time
It looks quite the same as before.



The moral of this quaint example
Is do just the best that you can,
Be proud of yourself but remember,
There's no indispensable man.



Succession Planning vs. Succession Development

- ▶ Succession Planning: "Mary will probably be the next Chief and John the next Assistant Chief.
- ▶ Succession Development: a **proactive** approach to **continually** developing staff to step into vacancies, planned and unplanned, in all key positions in the organization.

Don't we all want leaders who can
"hit the ground running?"

It takes 12-24 months for a newly
assigned employee is fully engaged
and productive.

Oakes, April, 2016

Process

- ▶ Identify the **key** positions that will need to be filled as seamlessly as possible.
- ▶ Identify an **anticipated timeline** (assuming no exigency)
- ▶ Develop the **"Factors to Consider"** for each (they're not all the same)

Factors to Consider

- ▶ Passion
- ▶ Interest
- ▶ Talent, Ability and Experience
- ▶ Longevity
- ▶ Credibility
- ▶ Politically Astute
- ▶ Ability/interest in learning

Passion

- ▶ Is their passion infectious?
- ▶ Motivating

Interest

All their talent and passion is meaningless if the person simply has **no interest** in advancement. Leave them alone!

Just because **you** want them to promote doesn't mean **they** want to promote.

Talent, Ability and Experience

- ▶ Do their TAE mirror the values and direction of the organization?
- ▶ Do they have innate leadership skills?
- ▶ Do their interpersonal skills strengthen relationships?

Longevity

- ▶ What is **their** timeline?
- ▶ Why put any energy into developing someone with a retirement clock screen saver on their computer?



Credibility

- ▶ Internal and External.
- ▶ **All** levels of the organization.
- ▶ **Credibility** is not the same as **popularity**.

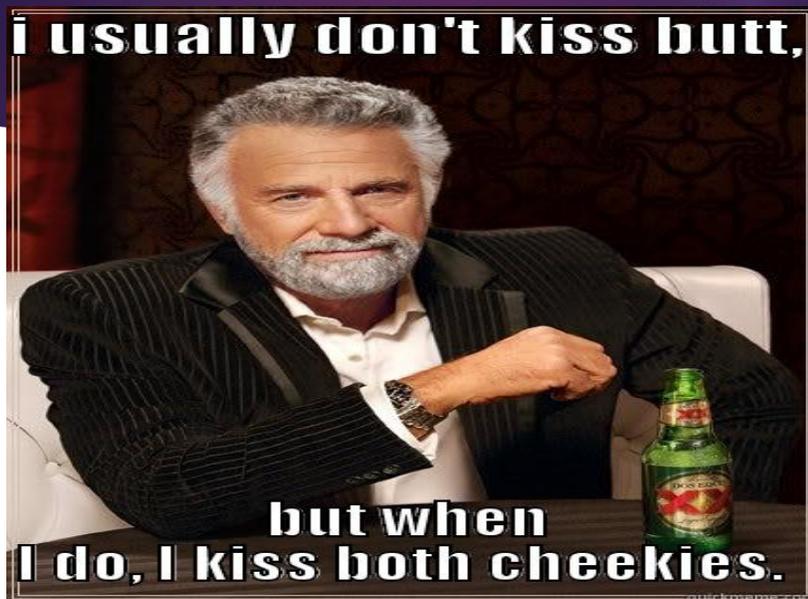
Political vs. Politically Astute

The Politician

- ▶ Manipulative
- ▶ Motivated by their own agenda.
- ▶ Seek out the most influential and then scheme to get close to them.
- ▶ Transitory loyalty.
- ▶ “Hitch their horse” to those who can help them most.
- ▶ Support charities to “be seen” and make contacts.
- ▶ Employees are a means to an end.

The Politically Astute

- ▶ Motivated by what's best for the **ORGANIZATION.**
- ▶ Measures success by the success of their employees.
- ▶ Understands the need to balance **honesty** with **tact.**
- ▶ Is sensitive and understands what's **important to the boss.**
- ▶ Focuses on sphere of influence (which tends to grow wider with time).



Ability to Learn

- ▶ Remember, learning to do things you enjoy and are good at is **easy**.
- ▶ Growth comes with learning things **beyond** your comfort level.

External Hiring

- ▶ Internal promotion is preferable.
- ▶ Despite your best efforts, there may be occasions when you simply don't have the **internal talent** to draw upon.
- ▶ Ultimately, you must do what's best for the organization.

If you have no viable options but to hire externally, understand that...

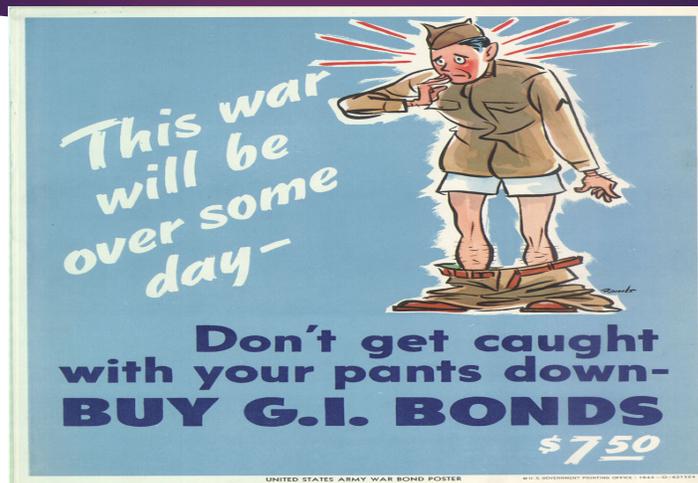
- ▶ This is an indictment of **your** lack of ability to develop your own people and a viable succession plan.
- ▶ “You break it you buy it.”
- ▶ You are now responsible to develop the external candidate. Better clear your calendar.

Avoid the Mirror Effect.

- ▶ “You look and act like me, therefore, you would be a good replacement for me.”



Remember, don't get caught with your pants down!



Succession Planning Miss-Steps

- ▶ "I'll be gone so what do I care who replaces me?"
- ▶ "We have enough to think about just keeping our heads above water today."
- ▶ "Isn't this the job of HR? Why do we need to get involved?"
- ▶ "How can we develop a succession plan? We can't even agree on what makes a good leader."

If mishandled, succession development could lead to disengagement in your top ranks.

“I can’t understand why they passed me over”



Do not underestimate the damage done by the disengaged leader.



Triggering events

- ▶ Passed over for promotion.
- ▶ Realize the job is not how it was described.
- ▶ Involuntary transfer.
- ▶ Real or perceived mistreatment.
- ▶ Real or perceived discipline.
- ▶ Change in leadership.
- ▶ Feel unimportant, ignored by management.