

SNEAPPA'S Summer Meeting

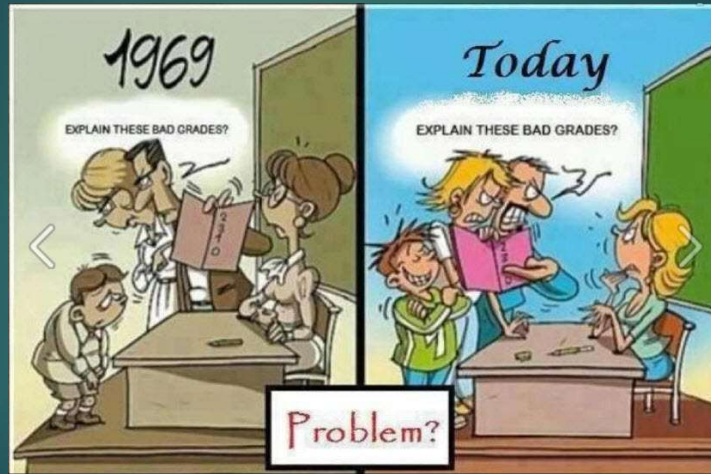
THE FUTURE WITH MILLENNIAL LEADERSHIP

DR. MICHAEL FROST

Five Generations At Work

- ▶ *Traditionalists* (born 1922-1945)
- ▶ *Baby Boomers* (born 1946-1964)
- ▶ [Vietnam Generation 1946-55 and "ME" 1956-64]
- ▶ *Generation X* (born 1965-1979)
- ▶ *Millennials* (born 1980 to 1998)
- ▶ *Generation Z* (born 98 to 2010)

The times they are a changing



6/24/2019

They Certainly Are!!!



Millennial Staff

- ▶ Name three positive leadership qualities of Millennial peers you work with
- ▶ Millennials, name three concerns you have with older generations

Remember!

- ▶ *"Its occurred to me when this new generation of officer asks questions, they're not questioning my authority, they're simply asking questions! They want to know and I should be willing to teach them".*
 - ▶ Captain Michael Shultz, ECSD

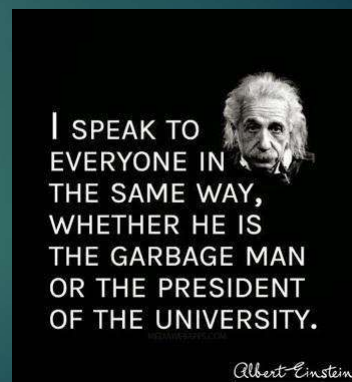
The Making of a Leader

- 50% of leadership comes from first-hand experience
- 20% of leadership comes from experiences with hardship & failure
- 20% of leadership derives from mentoring experiences
- 10% of leadership comes from formal training & education

Center for Creative Leadership

Three Questions

1. How do I see myself as an effective leader?
2. How do others (all generations) see me as a leader?
3. How do I want to be seen as a leader?



Qualities of Effective Leadership

Leadership Characteristics

- | | | |
|-------------------|------------------|-----------|
| ▶ Trustworthy | Honest | Caring |
| ▶ Considerate | Open | Secure |
| ▶ Makes Decisions | Open – Minded | Humble |
| ▶ Sincere | Accepts feedback | Advocate |
| ▶ Intelligent | Humor | Example |
| ▶ Coaches | Teacher | Fair |
| ▶ Collaborates | Good listener | Referee |
| ▶ Integrity | Ethical | Moral |
| ▶ Organized | Team player | Inclusive |

6/24/2019



Emotional Intelligence EQ

Emotional Intelligence and Leadership

Definition:

Emotional intelligence (EI) is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people.

Five Elements of Emotional Intelligence

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social skills

Five Elements of Emotional Intelligence

Self-awareness:

If you're *self-aware*, you always know how you feel, and you know how your emotions and your actions can affect the people around you. Being *self-aware* when you're in a peer support position also means having a clear picture of your *strengths* and *weaknesses*, and it means behaving with *humility*.

Five Elements of Emotional Intelligence

Self-regulation:

People who *regulate* themselves effectively rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values. *Self-regulation* is all about staying in control.

This element of *emotional intelligence*, according to *Goleman*, also covers a leader's flexibility and commitment to personal accountability.

Five Elements of Emotional Intelligence

Motivation:

Self-motivated people work consistently toward their goals, and they have extremely high standards for the quality of their work.

Five Elements of Emotional Intelligence

Empathy:

For people, having *empathy* is critical to managing a successful team or organization. People with *empathy* have the ability to put themselves in someone else's situation. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.

Five Elements of Emotional Intelligence

Social Skills:

People who do well in the *social skills* element of emotional intelligence are great communicators. They're just as open to hearing bad news as good news, and they're expert at getting their team to support them and be excited about a new mission or project.

People who have good *social skills* are also good at managing change and resolving conflicts diplomatically. They're rarely satisfied with leaving things as they are, but they don't sit back and make everyone else do the work: ***They set the example with their own behavior.***

Leadership

Leadership requires both *will* and *skill*, then leadership requires the engagement of what goes on both above and below the neck. Courage requires all of you: heart, mind, spirit, and guts.

How do Growing Leaders Learn?

Leaders learn by encountering different points of view, not by staring at themselves in the mirror or engaging just those with the same views.

4 Tips for maximizing young leaders

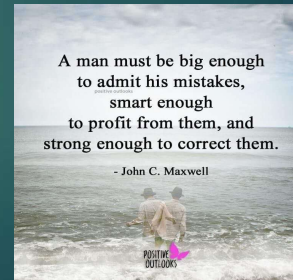
1. *Push them past the talk stage.* Let them struggle and support them at the same time.
2. *Take perspective.* Learn from them.
3. *They don't know what they don't know.* Teach rather than scoff.
4. *Realize many of the qualities you look down on are the ones you need.*

Dan Rockwell, *Looking Down on Young Leaders*, July 30, 2013

Young Leaders

"All too often, on the long road up, young leaders become 'servants of what is' rather than 'shapers of what might be.'"

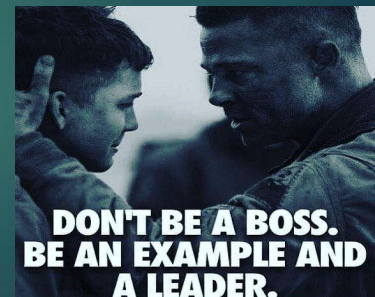
John Gardner



Quote

"Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved son, and they will stand with you even unto death."

Sun Tzu, 500BC



Dedicated Young Leaders

Dedicated young leaders:

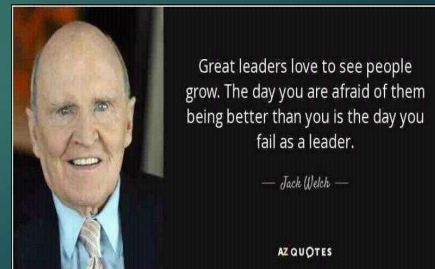
1. Feel impatient
2. Address issues elders sweep under the carpet
3. Complain when stuck in bureaucracy
4. Consistently ask, "Why?"
5. Care deeply
6. Yearn to make a mark
7. Embrace diversity
8. Hang with "young elders." *Not all elders are dead and not all youth are the solution*

Developing Leadership Capacity

- ▶ The development of leadership talent is a frontline leader's role. Although training, coaching, and support from human resources and external sources can be invaluable, nothing can replace the development potential of high-quality day-to-day supervision.
- ▶ People learn to lead on the job.

The Best of All Leaders

- ▶ “The best of all leaders is the one who develops their people so that eventually they don’t need them anymore”.
- ▶ Lao Tzu, *Art of War*



Leaders Enhancing the Workplace

1. Take steps to improve the work environment
2. Encourage upward communication
3. Remain accessible
 - Be dependable
 - Be friendly and approachable
 - Take your time
 - Build trust
4. No hearing any complaints does not mean tranquility
5. MBWA (Management By Walking Around)
6. Be proactive versus reactive
7. Promote Teamwork

Leaders Enhancing the Workplace

8. Rotate work assignments
9. Discipline in private...praise in public
10. Show appreciation
11. Acknowledge and reward "above and beyond."
12. Intervene with burned/burning out employees
13. Make basic, self-help recommendations to burned/burning out employees

Supervisor Check-list

What supervisors need to look for in staff:

1. Changes in personality or behavior
2. Signs of negative coping
3. Listen for toxic talk
4. Change in work performance
5. Changes in physical appearance
6. Open conversations about physical, mental, spiritual, emotional, or financial issues with subordinates
7. Request for techniques or interventions to help staff cope

8 Toxic People You Should Just Get Rid Of:

- . Those who spread negativity.
- . Those who criticize you all the time.
- . Those who waste your time.
- . Those who are jealous.
- . Those who play the victim.
- . Those who don't care.
- . Those who are self-centered.
- . Those who keep disappointing you.

Three Rules of Engagement

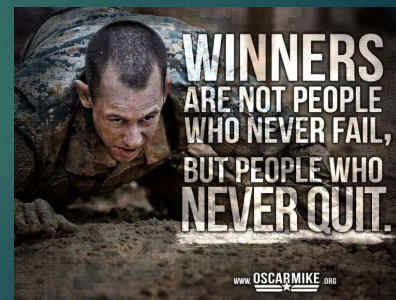
1. Use Clear, Straightforward Language
2. Don't Assume Anything
3. When an Subordinate Gets It Right, Celebrate!

Traits of Stress Resistant Persons

Stress resistant people may exhibit one or more of these traits:

1. A sense of personal control
2. Pursuit of personally meaningful tasks
3. Healthy lifestyle choices
4. Social support

Trauma Stewardship





Legacy

"What you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others."

Pericles', Greek Orator, 495-429BC

Take Down This Information

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