

frequently asked questions

bridging the **leadership divide**

Building High-Performance Leadership
Relationships Across Generations

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and Lela Tepavac



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Generational differences, especially among leaders, are one of the most persistent challenges facing organizations today. With ever-widening gaps among leaders across an organization, the ability to build bridges between leaders of generational differences has never been more essential. *Bridging the Leadership Divide* provides a well-informed, engaging, and safe program in which leaders can explore both the difficult and inspiring questions of how to better connect those of different generations.

What is the ***Bridging the Leadership Divide*** (BLD) training program designed to achieve?

It is designed to connect leaders of different generations by helping them understand patterns of relationship that help or hinder connection; to explore specific patterns within the participants' own organization that may enable or prevent cross-generational relationships from thriving; and to increase leaders' awareness of their own biases, limitations, and orientation to connecting with others of different generations.

What specific skills or knowledge does the program cover?

Participants will learn about the three levels of transformation on which change occurs, about the six patterns of cross-generational leadership relationships, about their own strengths and development needs with respect to those six patterns (via the assessment), and build skills and knowledge that enable them to participate more productively in leadership relationships across generations.

What individual components does the program include?

An assessment tool, several case studies, interactive lecturettes, and group exercises are all part of the design.

What components do I need to purchase to start?

To begin your preparation as a facilitator, all you need is the Facilitator's Guide package, which includes the complete set of PowerPoint slides and a sample Participant Workbook. Once you have developed plans

for the workshop, you can order Participant Workbooks and online assessment access as necessary.

How long does the program take to complete?

Half-day, one-day, or two-day programs are outlined, so the time needed depends on the selected design. You could easily expand the program further if desired.

How much preparation time will it take to facilitate?

Preparation takes two to three days, depending on the facilitator's experience level.

Do I need any special skills to facilitate the program?

Excellent group facilitation skills, interpretation of data and feedback skills, and ability to connect content to the business of the organization are required. It is helpful to read the book associated with this training, *Leadership Divided*, by Ron Carucci.

What's unique or different about **Bridging the Leadership Divide**?

The program does more than facilitate content. It sets the stage for real transformation to happen right in the room among leaders of different generations. This workshop invites leaders of multiple generations to practical conversations that help remove the inherent barriers to productive relationships between incumbent and emerging leaders. While there is much information available on generational demographics, the focus of this program is on the *relational aspects* of generational dynamics.

Based on their research within organizations, the author of *Leadership Divided* identified six patterns that distinguish distressed relationships from powerful relationships between incumbent leaders and emerging leaders. The patterns are indicated as rank, meaningful conversation, inclusion and engagement, dreaming, generosity, and gratitude. Participants learn about and assess these patterns in their own organi-

zation, as well as explore how these patterns promote or hinder cross-generational relationships.

What is the assessment designed to measure?

The assessment is designed to measure behaviors relevant for productive generational relationships in organizations. The BLD assessment tool explores generational relationships across six patterns: rank, meaningful conversation, inclusion, dreaming, development, and gratitude. There are two versions of the BLD survey: the emerging leader version and the incumbent leader version. The respondents are asked to reflect on the generational gaps in their organization from their unique perspectives. The same questions are used for both groups, but the item phrasing is adjusted for each group's perspective.

How many and what type of questions are in the assessment?

The assessment tool is composed of sixty rating items, ten per generational pattern. The questions within each pattern explore the nature of generational relationships for that pattern: *Rank* (neutralizing rank to accelerate performance); *Meaningful Conversation* (the power of being seen and heard); *Inclusion* (the power of inclusion); *Dreaming* (letting big dreams bring people to new heights); *Development* (the art of leadership formation); and *Gratitude* (the power of gratitude).

How is the assessment scored? (What scales are used?)

The BLD survey employs 5-point Likert scale for item rating. The scale depicts the *extent* to which each respondent engages in specific behaviors or actions (1 = To a Very Small Extent; 2 = To a Small Extent; 3 = To a Moderate Extent; 4 = To a Great Extent; 5 = To a Very Great Extent). The survey results are automatically scored when online administration is used. If the paper-and-pencil version is used, the participants score their surveys using a survey scoring sheet. They first enter the scores for all items in the appropriate cells next to the item numbers. Then they sum up the scores for each generational pattern and write in the total score. The scores for each item can range from 1 to 5. The total score

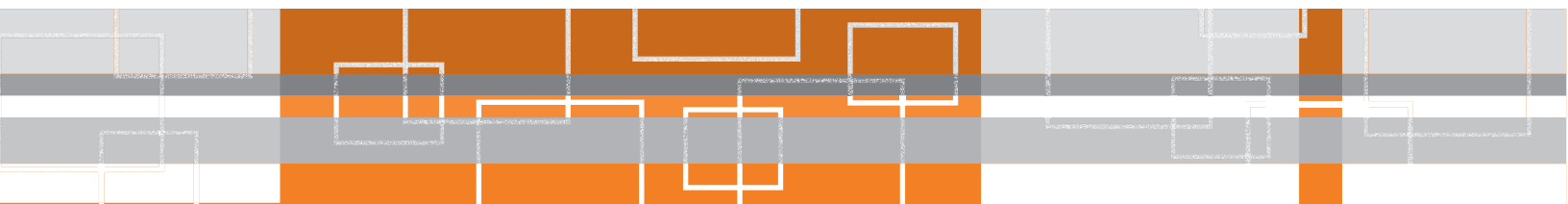
for each pattern can range between 10 and 50. The items are phrased so that higher scores are more favorable.

How are the reports presented and what do they reveal?

The BLD assessment report provides insights into how one's own views and behaviors shape each generational pattern. The report offers development strategies and exercises for ways to manage one's own behaviors and actions to help improve the generational relationships in an organization.

How has the assessment been verified and tested?

The assessment tool is based on the theoretical framework presented in Ron Carucci's book *Leadership Divided*. This framework had emerged from thorough research of relevant literature sources and decades of practical experience working with numerous organizations. The tool was first tested against the theoretical framework and iterated several times. Then the face validity was checked and the assessment was revised based on input by several experts in the field. The tool was further validated by a pilot test. The pilot test results served as additional input to improve the items within each pattern.



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Ron A. Carucci is a founding partner with Passages Consulting, LLC, (<http://www.passagesconsulting.com>) where he works with CEOs and senior executives in pursuit of large organizational change and executive leadership capability. He has built dynamic global leadership development systems for some of the world's largest corporations, and co-lead the event "Next Generation Leaders of Slovakia" for the nation of Slovakia. He has also served as an adjunct at the Center for Creative Leadership. His clients have included Edward Jones Investments, Bristol-Myers Squibb, Amgen, McDonald's, PepsiCo, Gates Corporation, Accenture, and many others.

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