Page references followed by fig indicates an illustrated figure; followed by *t* indicates a table.

## Α

ACME Manufacturing: initial equipment investment and failure to follow-up, 239–240; moral of the failure to follow-up story on, 241; what they did and what they should have done, 242

Action: making plans for, 143, 157–158; turning knowledge into, 275–276, 289–290 Action plans, 143, 157–158 Actor Observer Bias, 25–26 AIREeS, 87

Alignment: building organizational and Gen Y, 181–184; organizational Gen Y-friendly and Gen Y-compatible, 229–230

Ambition: Gen Y's gender "ambition gap," 121–123, 289; as Gen Y's key skill, 96, 288 The American Entrepreneur (radio show), 59 American Student Assistance, 79 Ann's Gen Y profile, 8–10 Arizona State, 274 The Atlantic, 123 Attributions: definition of, 24; interpersonal, 24; made by each generation toward the other, 25–26; predictive, 24–25. See also Fundamental Attribution Errors (FAEs) Authentic leadership, 60–61, 284 Authenticity: authority vs. authentic leaders, 60–61; Gen Y desire for mentoring, 123

American Dialect Society, 42

Y desire for mentoring, 123
Authoritarian leadership style,
130, 131, 133
Authorita: Bahy Boomer's

Authority: Baby Boomer's youthful rebellion against, 64;

Gen Y myth that they don't respect, 64–66, 286 Authority vs. authentic leaders, 60–61, 284

## В

Baby Boomers: average marriage age of, 105; Canadian demographics of, 17t; career ladders made available to, 50; communication fundamentals for, 136t; desire to better understand Gen Yers, 7e; felt no need for personal vision, 152; limited circles of influence by the, 115–116; moving closer toward retirement, 3, 14, 147; need to retain knowledge capital of retiring, 18–20, 269; parental indulgence by, 56-57; responses to better leadership by, 135; reverse mentoring of, 255; "stuck it out" decision made by, 118, 147; traditional workplace practices followed by, 13; transitioning from the old rules to the new realities, 219–234, 289; U.S. demographics of the, 12t; view of work by, 27t; virtues valued by, 38; work ethics of, 28*t*–29; work/life balance views of, 29t–30; youth rebellion by the, 64. See also Generation cohorts Bar-On, Reuven, 207 Behavior-based questions: examples of specific types of, 253–254; job interviews that include, 251–252. See also "Why" questions Behavioral tendencies: adapting communication strategies to

match, 173-175; DiSC High "C" conscientiousness, 170– 171, 174–175, 196; DiSC High "D" dominance, 164, 169, 171, 173, 196; DiSC High "i" influence, 170, 171, 174, 196; DiSC High "S" steadiness, 170, 171, 174, 196; personality profiles used to uncover, 143-144 Bill's Gen Y profile, 280–281 Bing, 42 Bloomberg, 79 Bogut, Jack, 62–63 Bossidy, Larry, 151 Boyatzis, Richard, 207 Bradberry, Travis, 208 Brands: definition of, 127; leadership, 130-135; for marketing products and services, 127; personal, 127–130; re-selling organizational, 256; recruiting for your organizational, 245-247 Bryan's Gen Y profile, 20–21 Bryant, Bear, 5 Bush, George W., 87 Businesses: brands built by, 127; Glassdoor.com on "insider" information on, 108; importance of responding to change by, 290; learning to manage information flow about their, 108-109; 21st century employee manuals by, 116-117. See also Job mobility; Turnover

## C

C-Suite vision, 152 Candidate Profiles. See Job Candidate Profiles

Career planning: Gen Y's "career lattice" approach to, 50, 120, 267; self-assessment for, 195

CBSnews.com, 98

Chaney, John, 132

Change: Gen Y demands for leadership, 2, 6–7; implementing, 228–234; importance of business response to, 290; making the right kind of, 6; performance management to sustain, 226. See also "The platform is burning"

Change implementation: focusing on vision and strategy, 228–229; organizational alignment for Gen Y-friendly and Gen Y-compatible, 229–230; sustainability component of, 231–233; workforce enablement through new training approaches, 230–232

Change management: begin ning your cultural transition, 219-221; description and function of, 215–216; don't coddle the negative people, 224–226; five steps to sustaining, 221– 222; Gen Y as not a problem to be fixed by, 219; how Gen Y is seen as "the platform is burning" focus of, 3, 218–220, 229, 290; improving your organization through, 216–217; keeping a scoreboard as part of, 222; organizational assessment as part of, 217–218; performance management during the, 226; rewards and recognition of Lottery Ticket Winners, 223–226 Chester, Eric, 194

Circles of influence: the extended family as, 117–118, 289; generational differences in, 115–116; leaders being watched by Gen Y's, 115–116

Coaches: helping folks to "just be," 155; making the player better job of, 156; world-class performers seek out, 143, 155–157. See also Mentors

Coaching: maintaining focus when, 265–266; opportunities for leading Gen Y and for, 264–280. See with Mentoring

Coaching leadership style, 135
Coaching opportunities: Gen
Y can be easily distracted,
264–267; Gen Y is not "hungry" enough, 277–279; Gen Y
may quit too soon, 267–270;
Gen Y wants to advance before
they are ready, 270–275; knowing something is not the same
as doing something, 275–276

Coach's Corner: allow yourself to be vulnerable, 61–62; don't settle for underperforming employees, 71; evaluating leadership by Gen Y workers, 112; evolution of mobility, 107–108; know your leadership brand, 131–132; leadership as key to being worldclass performer, 157; listen to yourself listen, 204–205; making change stick, 233; providing undivided attention, 167; remember that everyone is a leader, 178–179; self-policing teams, 183; spending time and giving

feedback to employees, 47; succeeding after adversity, 268–269; team momentum, 187–188; welcoming Gen Ys, 137 Collaboration: communication fundamentals for effective, 136t; Gen Y worker's desire for productive, 56; problemsolving skills and ability for, 99–100, 288, See also Teams Collaborative leadership style, 130, 131, 133 Colleges: diversity of student populations attending, 94; dramatic tuition increases and student debt accumulated attending, 79; study abroad programs at, 95 Collins, Jim, 184 Colvin, Geoffrey, 271, 273–274 Communication: across styles, personality profile, and generation cohorts, 166-167; adapting strategies to the audience for good, 173–175; being aware of generational differences related to, 136t; choosing your words carefully for, 136; fundamentals of good leadership, 135–139; how great leaders vs. wannabes practice, 144; how understanding yourself can improve your, 144; leadership as being, 165; learning how to engage with Gen Y workers, 165; listening component of, 138–139, 204–205, 211; nonverbal, 137–138; providing undivided attention during, 167; of your expectations to Gen Y. 255–256. See also "Why" questions

Communication problems: different personality types and, 163–164; lack of self-awareness that can cause, 164–165; miscommunication, 172–173 Conflict resolution, 196–197 Consultant's Corner: authentic mentoring, 123; behavior-based interview questions, 253–254; career planning for Gen U, 110–111; change management, 215–216; change management scoreboards, 222; correcting miscommunication 172–173; don't search for compliments instead of genuine recognition, 190–191; explaining the "why" of devices, 59-60; "five most important things today" list, 145-146; hiring value proposition for, 246–247; leadership difference and the power of "why," 65–66; leadership of people is the point, 133–134; Lottery Ticket Winners, 223–226; mergers and acquisitions transition, 26; need to slow down, 155; negative anecdotes and stereotypes of Gen Y, 32–33; one-on-one process and communication, 227; overcoming prejudices toward Gen Y, 5–6; power of laughter, 62–63; preparing the next generation, 177; real-time feedback, 193; receiving trophies for just showing up, 43–44; testing your Gen Y peers' work habits, 40; 21st century employee manuals, 116-117 The Consultant's Corner (TV show), 59–60

Covey, Stephen R., 37, 98 conscientiousness, 170–171, Credit card debt, 81 174–175, 196; High "D" Culture. See Organizational culture dominance, 164, 169, 171, 173, 196; High "i" influence, Customer service: Gen Y's understanding of, 97–98; 170, 171, 174, 196; High "S" online reviews of businesses steadiness, 170, 171, 174, 196 and, 100 Diversity: ability of Gen Yers to embrace, 93–94; understand-D ing that people are different, D'Angelo, Stephen, 18–19 165–166 Dan's Gen Y profile, 33–35 "Doing": action plans for, 143, Davis, B., 151, 179 157–158; turning knowledge Deb Demographics–Statistical into, 275–277, 289–290 Breakdown of Consumer Debt Donovan, Billy, 71 in the U.S., 81 Dress codes, 58-59 Decaluwe, Raf, 193 Drucker, Peter, 285 Decisions: Actor Observer Bias Druskat, Vanessa Urch, 201, 205, regarding our bad, 25–26; 208, 209, 212 explaining the "why" of, Diguesne University, 59 185–186 Declaration of Independence, 70 Eisenhower, Dwight, 105 Defensiveness, 148 Delegative leadership style 130, Elizabeth's Gen Y profile, 73 - 75131, 133 "Device-less" meetings, 59 Emotional intelligence (EQ): "Digital immigrants," 231 "analyzing" your own, "Digital natives," 231 210–211; description of, 203–204; DiSC profiles: accuracy of, 175; Gen Yers and, 208; increasing adapting communication interest in, 204–206; managstrategies to, 173-175; descriping others' emotions aspect tion and function of, 144, of, 211–212; relevance to 168–169; managing your film managing Gen Y employees, clips using, 198; primary DiSC 209; self-awareness aspect of, styles, 169–171; uncovering 210; self-management aspect your tendencies using, 144, 145; of, 211; three ways to define, Work of Leaders, 177, 179–184, 206–208; why good managers 195, 287. See also "Game film" need to have high, 208–209 feedback; Personality types Emotions: ability to manage DiSC styles: adapting commuothers,' 211–212; understanding nication strategies to indiyour own, 211 vidual, 173–175; High "C" Employee manuals, 116–117

Employees: accommodating both "digital natives" and "digital immigrants," 231; making world-class performers our of your, 141–162; on-boarding plan for new, 243–245, 254–255; performance management of, 226, 259–260; preparing current employees for new Gen Y, 245; providing new training for change sustainability to, 230–232; work ethics by generation cohort, 27t–28; work/life balance views by generation cohort, 29t–30. See also Gen Y workers: Global workforce Energy management: description of, 146–147; energy wasters to avoid, 146–149 Energy wasters: defensiveness as, 148; judging the messenger, 148–149; why can't they be like we were? question as, 147; why do we have to change. why can't they change? question as, 147–148 The Enquirer (Cincinnati newspaper), 97 Enron, 18 Entitlement myth, 66–70, 286 Execution, 184 Expertise: "doing" and not just "knowing," 275–276, 289–290; "quitting too soon" to reach, 267-270; 10,000 hours of targeted practice to reach, 274–275. See also Knowledge capital Extended families, 104, 117–118, 289

F

"Factory settings," 243–245
Fairmount Minerals, 114–115
Families: desire to better understand Gen Yers by their, 7e;
Gen Y and their extended, 104, 117–118, 289; Gen Y perceived as spoiled and pampered by their, 56–63; Gen Yers delay in starting their own, 104, 105–106; Gen Y's family-centric attitudes toward, 40–41; no stigma associated with moving back home with, 104, 106–107, 289

Families and Work Institute, 57 Fast Facts, 121

Feedback: communicating your expectations as part of, 255– 255; Dom Rocco's advice on giving and receiving, 48–49; don't search for compliments instead of genuine recognition, 190–191; Gen Yers' desire for more and regular, 45–48, 150, 188–193, 190, 257, 258; keeping Gen Y informed by providing, 257–258; keeping Gen Y informed through, 257–258; one-on-one performance management used as, 259-260; performance or "game film," 142, 143–144, 157–158, 175–180; providing real-time, 188–193, 271; promising and delivering, 257; 360-degree evaluations, 143, 177; Webster's Dictionary's definition of, 191. See also Gen Y workers

"Fence-Sitters," 223, 224

The Five Dysfunctions of a Team (Lencioni), 61, 176 "Five Most Important Things Today" list, 145-146 Flexible leadership style, 196 "Flywheel" concept, 184, 185–186 Forbes magazine, 123 Ford, Henry, 161 Fortune magazine, 128 Fowler, Chuck, 114–115 Frankl, Victor, 6 Franklin, Benjamin, 92 Fundamental Attribution Errors (FAEs): description of, 24, 26; Gen Yers are slackers and lazy myth and related, 38, 39, 41–42, 286. See also Attributions

G

"Game film" feedback: getting your own DiSC profile as your 197; for leaders, 175–180; managing your film clips 197–198; organizational surveys as, 217–219; providing to Gen Yers, 142, 143–144, 157–158; Work of Leader profile used with, 177, 287. See also DiSC profiles; Self-assessment Gardner, Howard, 206 Gen Y key skills: ability to embrace the diverse, 93–94, 288; being tech savvy, 92–93, 148, 288; Gen Yers have good self-esteem, 95-96, 288; life experience in the marketplace, 97, 288; problem-solving, 99-100, 288; research-oriented, 98, 288; sense of security and is ambition, 96, 288;

understanding the customer perspective, 97–98, 288; understanding the global marketplace, 94–95, 288; value of understanding and appreciating, 91–92, 288. See also World-class performer skills

Gen Y (Millennials): Baby
Boomer desire to better understand, 7e; Canadian demographics of, 17t; credit card debt reduction and savings by, 81–82; easily distracted by technology, 254–267; emotional intelligence (EQ) of, 208; motivating, 277–279; overcoming prejudices toward, 5–6 23–26; student debt burden carried by, 79–80; U.S. demographics of the, 2–3, 12t. See also Gen Y workers

Gen Y myth management: being a role model, 72; importance of acknowledging and engaging in, 70–71; not lowering your standards while putting aside prejudices, 72–73

Gen Y myths: 1: Gen Yers are slackers or lazy, 38–42, 286; 2: Gen Y needs instant gratification and trophies, 43–49, 286; 3: Gen Yers are disloyal and job jumpers, 49–54, 286; 4: Gen Y is self-centered and narcissistic, 54–56, 286; 5: Gen Y is pampered and spoiled, 56–63, 286; 6: Gen Y lacks respect for authority, 64–66, 286; 7: Gen Y feels entitled, 66–70, 286. See also Prejudices; Stereotypes

Gen Y new realities: delaying

marriage and parenthood, 104, 105–106, 289; the extended family is coming back for Gen Y, 117–118, 289; Gen Y's approach to "leasing" and not "buying" a job, 109–110, 289; Gen Y's gender "ambition gap," 121-123, 289; multiple jobs are a badge of honor, 110–111, 289; no stigma associated with moving back home, 104, 106–107, 289; organizational change to embrace, 219-234, 289; their circle of influence is also watching, 115-116, 289; they have a vision for themselves, 118–121, 289; when Gen Y leaves no one is at fault, 104, 107–109, 289; why leaders should enforce the, 104–105, 289; your leadership is continually being evaluated, 111-115, 289 Gen Y profiles: Ann's, 8–10; Bill's, 280–281; Bryan's, 20–21; Dan's, 34–35; Elizabeth's, 73–75; Jeff's, 100–101; Julie's, 88–90; Kate's, 124–126; Kirn's, 139–140; Liz's, 161–162; Mallory's, 200–201; Meghan's, 213-214; Sarah's, 234–236; Sara's, 261–262 Gen Y worker perspectives: postrecession attitudes, 82–83; "thick skin" at the workplace by, 84–85; view of work by, 27t; view on authority vs. authentic leadership by, 60–61; work ethics, 28t-29; work/life

balance views of, 29t–30

Gen Y workers: attracting and

retaining talented, 237–262;

career planning for, 110–111; challenges of retaining, 16–17; communication fundamentals for, 52–54, 136t, 165, 257–258; demands for good leadership style by the, 2, 6–7; eight key skills of, 91–101, 288; emotional intelligence (EQ) relevance to managing, 209; expanding their horizon, 256–257; Great Recession impact and implications for, 3, 49–50, 70, 78–88; how to inspire, 51; lateral moves and career lattice used by, 50, 120, 267; leadership challenges and opportunities to coach, 263–280, leadership evaluation by, 104, 111–115, 289; motivating, 277–279; new reality of blameless turnover of, 104, 107–109, 289; not as a problem to be fixed, 219; organizational surveys to gather data on, 217–219; overcoming stereotypes and prejudices toward, 5–6, 31–33; performance management of, 226, 259-260; personal vision held by, 104, 118-121, 152; "The platform is burning" focus on, 3, 218–220, 229; prejudices and stereotypes of the, 5–6, 23–26, 33; preparing your current employees for new, 245; re-selling your vision to new, 256; responses to better leadership by, 135; reverse mentoring by, 255; strategies to transfer knowledge capital to, 18–20, 269; urban legends and media portrayals of, 32;

world-class performers among, 141–162, 286–287. See also Employees; Feedback; Gen Y (Millennials)

Gender ambition gap, 121, 289 General Electric, 255

Generation cohorts: attributions toward other generations by each, 25–26; Baby Boomer demographics, 12t, 17t; communicating across all, 166–167; communication differences between, 136t; Generation X demographics, 12t, 17t; Generation Y demographics, 12t, 17t; Greatest Generation, 81, 88; motivation differences across the, 277; need for each on to understand "the other," 285–286; rewards and recognition views held by each of the, 30t; Traditionalists demographics, 12t, 17t; wews of work by each of the 27t–28; work ethics held by each of the, 28t–29; work/life balance views held by each of the, 29t. See also specific generation

Generation X: Canadian demographics of, 17t; career ladders made available to, 50; communication fundamentals for, 136t; felt no need for personal vision, 152; limited circles of influence by the, 115–116; moving closer toward retirement, 3, 13; need to retain knowledge capital of retiring, 18–20, 269; responses to better leadership by, 135; reverse mentoring of, 255; "stuck it

out" decision made by, 118, 147; traditional workplace practices followed by, 13; transitioning from the old rules to the new reality, 219–234, 289; U.S. demographics of the, 12t; view of work by, 27t; virtues valued by, 38; work ethics of, 28t–29; work/life balance views of, 29t–30. See also Generation cohorts

Genesis 2:2, 154
Getting Them to Give a Damn:
How to Get Your Front Line to
Care about Your Bottom Line
(Chester), 194

Glassdoor.com, 108

Global marketplace, 94–95
Global workforce: demographics and importance of the, 69;
Gen Y as global phenomenon of the, 13; Great Recession impact on the, 3, 49–50; lack of adequate replacements for retiring, 14; need to retain knowledge capital of, 18–20, 269; why the emphasis on Gen Y, 13–14. See also Employees Goleman, Daniel, 207

Good to Great (Collins), 184
Google search engine, 42
Grandparents, 117–118
Grealish, Tom, 188–189
Great Recession (2007): changed
Gen Y views on possibility of

Gen Y views on possibility of retiring due to, 123; Gen Y's post-recession attitude due to the, 82–83; Gen Y's responses to the, 80–82; impact on Gen Yers by the, 3, 49–50; Jeff Wangler on the aftermath of the, 87–88; as learning experience

for Gen Y, 70; rising cost of college and student debt during the, 79–80; unemployment and underemployment during the, 78–79; what the Gen Y's response means for employers, 84–88. See also United States Greatest Generation, 81, 88 Greaves, Jean, 208 Green Bay Packers, 136 Greenleaf, Robert, 134–135

## Η

Hamel, Gary, 215 Harden, James, 274–275 Harrison Group Teen Trend Report (2006), 97 Henderson Brothers Inc., 188–189 Henderson, J. Maureen, 121-123 Hiring: ACME Manufacturing's story on mistakes in, 239–242; self-assessment of your practices for, 194–195; understand ing how to attract Gen Y workers, 218; value proposition for your, 246-247. See also Job candidates Huffman, Carl, 104 Humor and laughter, 63

# I Individualism, 55 Information: business control over their own, 108–109; "doing" is not the same as "knowing," 275–276, 289–290; organizational surveys used to gather, 217–219; reticular activating system (RAS) used to learn and retain, 153–154, 266

Institute for Global Labour, 97 Interpersonal attribution, 24 Interviews: Dom Rocco on giving feedback, 48-49; Henderson Brothers Inc. feedback practices, 188–189; J. Maureen Henderson on gender "ambition gap," 121–123; Jakob Rolsted on recruiting and hiring, 249–250; Jeff Wangler on the Great Recession aftermath, 87–88; Martin Zvirbulis on Gen Y career development, 53-54, Ron Lott on untested motor analogy of Gen Y candidates, 57–58; Stephen D'Angelo on managing turnover, 18–19; Sue Ross on change management, 220–221; Tyler Palko on taking the time to develop skills, 271–273. See also Job interviews

Jeff's Gen Y profile, 100–101 JENSEN Group: job description approach taken by, 249–250; on real-time feedback for timeless leadership, 193 Job Candidate Profiles, 247–248 Iob candidates: behavior-based interview of, 251–252, 253–254; specific Candidate Profiles for, 247–248; training your interviewers to interview, 250–251; writing job descriptions for, 248–250. See also Hiring Job descriptions: developing accurate, 248; JENSEN group approach to, 249-250

Job interviews: behavior-based questions used during, 251–252, 253–254; limitations of information provided during, 253; look for real situational information during, 252–253; training your interviewers for. 250-251. See also Interviews Job mobility: evolution of, 107-108; expectations of multiple jobs and, 104, 110-111, 289; Gen Y "leasing" instead of "buying" jobs and increased, 104, 109-110, 289; new reality of Gen Y, 104, 106–107, 289. See also Businesses; Turnover Julie's Gen Y profile, 88–90

## K

Kate's Gen Y profile, 124–126 Kim's Gen Y profile, 139–140 Knot Yet! The Benefits and Costs of Delayed Marriage in America, 106 Knowledge capital: need to retain, 18–20; "quitting too soon" before developing, 269, 270–271; turning into action, 275–276, 289–290. See also Expertise Korenich, Donna, 14, 96

# L

Laughter and humor, 62–63
Laziness myth, 38–42, 286
Leaders: being a role model in shedding Gen Y myths, 72, 286; developing a clear vision, 143, 151–155; developing

Kotter, John, 3, 5, 119

Kukkonen, S., 151, 179

shared vision with Gen Y worker, 120–121; don't lower your standards for qualified employees, 72-73; explaining the "why," 52; game film feedback for, 175–180; Gen Y desire for strong, 256; Gen Y on guidance and mentoring by, 85; Gen Y view on authority vs. authentic, 60-61, 284; how great ones communicate, 144; how to inspire Gen Y employees, 51; need to look in the mirror before leading, 286; new realities about Gen Y for, 104–126, 289; remember that everyone is a, 178–179; understanding the different between principles and rules, 283–285; unique generational challenges facing, 11–12; world-class performers, 141–162, 286–287. See also Managers Leadership: authentic, 60–61, 284; as being communication, 165; benefits for everyone from better, 135; challenges and opportunities for coaching Gen Y, 263–280; communication fundamentals of good, 135–139; Gen Y demands for changes in, 2, 6–7; Gen Y desire for strong, 256; as key to being world-class performer, 157; ongoing process of 21st century, 3–4fig; principles vs. rules of, 283–285; as a timeline principle, 285–286 Leadership brands: benefits of knowing your, 131–132;

identifying your, 130-131, 133;

leadership of people as the point of, 133–134; what you do for employees component of your, 134–135. See also Personal brands Leadership evaluation: Chuck Fowler on evaluating leadership, 114–115; by Gen Y circle of influence, 104, 115–117, 289; new reality of Gen Y's, 104, 111–115, 289; triple bottom line as part of, 113 Leadership styles: authoritarian, 130, 131, 133; coaching, situational, and transformational, 135; collaborative, 130, 131, 133; delegative, 130, 131, 133; flexible, 196; servant, 134–135 Leading Change (Kotter), 5 Learning process and stages, 69fig Lencioni, Patrick, 61, 62, 176 Lewin, K., 130 Limbaugh, Tommy, 71 Listening: importance to communication nication, 138–139; instead of telling, 211; listen to yourself listen, 204-205 Living at home, 104, 106–107, 289 Liz's Gen Y profile, 161–162 Lombardi, Vince, 136, 258 Lopez, Jennifer, 128 Loss recovery, 143, 158–159 Lott Marketing, 57 Lott, Ron, 57–58 Lottery Ticket Winners, 223–226

## M

Mallory's Gen Y profile, 200–201 Maloney, Dave, 61 Managers: being a role model in shedding Gen Y myths, 72, 286; developing shared vision

with Gen Y worker, 120–121; don't lower your standards for qualified employees, 72–73; Gen Y view on authority vs. authentic leadership by, 60–61; importance of one-on-one communication by, 52-54; toxic work environment created by some, 83; transitioning from the old rules to the new reality, 219–234, 289; understanding that leadership of people is the point, 133–134; why they need emotional intelligence (EO), 208–209. See also Leaders Man's Search for Meaning (Frankl), 6 Marketplace: Gen Y life experience in the, 97; Gen Y understanding of customer perspective in the, 97–98; Gen Y's understanding of the global, 94–95 Markham, Reed, 144 Marriage delay, 104, 105–106, 289 Massey University (New Zealand), 135 Mastery: "doing" and not just "knowing," 275–276, 289–290; "quitting too soon" to reach, 267-270; 10,000 hours of targeted practice to reach, 274-275 Maurices (chain stores), 220-221 Mayer, John D., 206 Mayo Clinic, 160 Media, Gen Y stereotypes driven by the, 32–33 Meetings: "device-less," 59; oneon-one process, 227; primary goals of your, 210; scheduling state-of-the-business, 257

Teamers, Fence-Sitters, and Lot-

tery Ticket Winners in, 223-226

"The other": Actor Observer Bias

toward, 25–26; Fundamental

Meghan's Gen Y profile, 213–214 Mentoring: Gen Y's desire for "Ockham's razor," 116–117 leader, 85; insights on Gen Y On-boarding: adjusting the and desire for authentic, 123; "factory settings" as part of, reverse, 255. See also Coaching 243–245; creating a solid plan Mentors: authentic, 123; charfor, 254–255 acteristics and actions by, 130; One-on-one process, 227 helping folks to "just be," 155; 1001 Ways to Reward Employees institute a reverse-mentoring (Nelson), 191 program with Gen Yer as, 255; Online reviews, 100 world-class performers seek Organizational brand: re-selling out, 143, 155–157. See also your, 256; recruiting Gen Y Coaches employees for your, 245–247 Organizational culture: beginning Mergers and acquisitions transition, 26 the transition of your, 219–221; change management assess-Messenger, judging the, 148-149 ment of your, 217–218; merg-Millennials. See Gen Y ers and acquisitions transition (Millennials) of, 26; Sue Ross interview on Milosfsky, Charles, 104 transitioning, 220–221; transitioning to embrace Gen Y new Miscommunication, 172–173 Momentum: flywheel concept realities, 219-233, 289 on team, 187–188; leadership Organizational surveys: as game building and maintaining, film feedback, 217; Gen Y/Mil-184–185, 186, 188 lennials data gathered through, Moods, 211 218–219; how to prepare for Morris, Ron, 59 your, 217-218 Motivation: "auto pilot," Organizations: attracting and 277–278; coaching opporturetaining talent, 237–262; nity to instill Gen Y, 277–279 change management assess-Multiple jobs, 104, 110–111, 289 ment of your, 217-218; change Murray, Kristin, 135 management for improving your, 216–217; human investment N made by, 238-242; mergers and NAFSA, 95 acquisitions transition for, 26; Narcissistic myth, 56, 286 periodic "factory settings" adjust-Nelson, Bob, 191 9/11, 87 ments required by all, 243–245;

Nonverbal communication.

North Carolina State, 131, 137

Northwestern Mutual study, 265

137-138

Attribution Error (FAE) about, 24, 26; need for each generation to understand, 285–286; negative attributions made about, 24–26. See also Prejudices

P Palko, Tyler, 271–273 Pampered and spoiled myth, 56–63, 286 Parenthood delay, 104, 105–106, 289 Parker, J.D.A., 207 Parker, Kay, 10, 121 Patten, Eillen, 121 Performance: "game film" feedback on, 142, 143–144, 157–158, 175–180; need to focus rewards not on tenure but on, 86; quickly recovering from loss or mistakes in, 143, 158–159; sometimes counterintuitive approach to improving, 141, 149–151 Performance management: feed back using one-on-one, 259-260; sustaining change through, 226; Perrin, Bob, 118–119 Personal brands importance of building your own, 127–129; some examples of, 129–130. See also Leadership brands Personal vision: developing a shared vision of the Gen Y's, 120–121; Gen Y's development of their own, 104, 118–119, 151–152, 289; identifying the Gen Y's, 120; The Work of Leaders on crafting a, 180–181 Personality profiles, 143–144 Personality theory, 168

Personality types: communication problems between different, 163–164; learning to communicate with different, 166–168; Mallory's Gen Y profile, 200–201; understanding that people have different, 165–166. See also DiSC profiles Peter T. Paul College of Business and Economics (University of New Hampshire), 203 Pew Research Center, 107, 121 Piel, Laura, 96 "The platform is burning": Gen y as the focus of, 2, 218–220, 290; important of business response to changes brought by, 290. See also Change Positive self-talk, 143, 159–161 Power of laughter, 62–63 The Power of Positive Thinking, 160 Practice makes perfect, 143, 157 - 158Prahalad, C. K., 215 Predictive attribution, 24–25 Prejudices: attribution due to, 24; definition of, 23; overcoming Gen Y stereotypes and, 5–6, 31–33; toward the Gen Y, 5–6, 23-26, 32-33; urban legends and media driving Gen Y, 32–33. See also Gen Y myths; "The other" Problem-solving skills, 99–100, 288 Psychology Today journal, 160

Q "Quitting too soon," 267–270

R Rocco, Dom. 48-49 Real-time feedback, 188–193, 271 Rogers, Mr. (Frederick "Fred" Recovering from loss, 143, McFeely Rogers), 66 158-159 Rolsted, Jakob, 249-250 Recruiting: Candidate Profile used Ross, Sue, 220–221 for, 247-248; job descriptions S used for, 248-250; for your Salovey, Peter, 206 organizational brand, 245–247 Sarah's Gen Y profile, 234–236 Reeves, R., 128 Sara's Gen Y profile, 261–262 Renaissance Personnel Group Inc., 96 SaveUp.com, 81–82 Savings: Gen Y reduction of credit Research-oriented skills, 98, 288 card debt and increased, 80–82; Respect: authority vs. authentic similarities between Gen Y and leaders and, 60–61; Gen Y myth the Greatest Generation, 81 on their lack of, 64-66, 286 Retention: hiring job candidates Schultz, Howard, 194 Scientific American, 100 for, 248–254; performance Scullard, M., 151, 179 management for, 226, Self-assessment: benefits of con-259–260; strategic planning for, 258-259. See also Turnover ducting a, 194; career planning, 195; flexible leadership style, Reticular activating system 196; getting your own DiSC (RAS), 153–154, 266 Retirement: Baby Boomers movprofile as game film and, 197; hiring, 194–195; managing your ing toward, 3, 14, 147; Gen Y's film clips, 197–198; preventing post-recession beliefs about, or resolving conflicts, 196–197; 123; need to retain knowledge team building, 195–196. See capital of workers moving to, also "Game film" feedback 18–20, 269, 271 Self-awareness: effective commu-Reverse mentoring, 255 nication as requiring, 164–165; Rewards/recognition: change management use of, 223–226; emotional intelligence (EQ) and, 210 don't search for compliments Self-esteem, 95–96 instead of genuine, 190-191; Self-motivation, 277–279 Gen Y myth on need for instant gratification and, 43-49, 286; Self-policing teams, 183 Self-talk, 143, 159–161 generations' view of, 30t; having Sendek, Herb, 69 a mechanism to provide timely, Sense of security, 96 47; need to focus on perfor-September 11, 2001, 87 mance and not tenure for, 86 Servant leadership, 134–135 Ries, A., 128

The Seven Habits of Highly Effective People (Covey), 37 Shapiro, Michael, 16 Shared vision development, 120-121 Situational leadership style, 135 Six Sigma, 216 Skills. See Gen Y key skills; World-class performer skills Slacker myth, 38–42, 286 Slowing down time, 154–155 Smallwood, N., 128, 139 Smith, Dean, 131, 132 Starbucks, 194 State-of-the-business meetings, 257 Stereotypes: Gen Y, 5–6, 23–26, 32–33; overcoming Gen Y, 5–6, 31–33. See also Gen Y myths Straw, J., 151, 179 Student debt burden, 79–80 Surveys: as game film feedback, 217; Gen Y/Millennials data gathered through, 218–219, bow to prepare for your, 217–218 T

Talent: accurate job descriptions for attracting, 248–250; ACME Manufacturing story on failure to secure, 238–242; adjusting "factory settings" with new, 243–245; communicate your expectations with feedback and information, 255–258; develop specific Candidate Profiles for, 247–248; effective interviewing of potential, 250–253; onboarding new, 243–245, 254–255; one-on-one performance management of, 259–260;

organizational challenges of attracting, 237–238; preparing your current employees for new Gen Y, 245; recruiting for your brand, 245–246; strategic planning for retaining, 258–259; your hiring value proposition for attracting, 246–247 Talent Is Overrated: What Really Separates World-Cass Performers from Everybody Else (Colvin), 271 Team building, 195-196 "Teamers," 223–224 Teams: Gen Y worker's desire to belong to productive, 56; the leadership difference and power of "why for, 65–66; overlooking the fundamentals when leading, 199; self-policing, 183. See also Collaboration Tech savvy, 92–93, 148 Temple University, 132 10,000 practice hours, 274–275 360-degree evaluations: as performance feedback, 143; preparing the next generation using, 177 Thriving on Change in Organizations (Milosfsky and Huffman), 104 "To do" lists, 146–147 Total quality management (TQM), 216 Toxic work environment, 83 Tracy, Brian, 103 Traditionalists generation: Canadian demographics of, 17t; felt no need for personal vision, 151–152; limited circles of influence by the, 115–116; moving closer toward retirement, 14;

responses to better leadership by, 135; "stuck it out" decision made by, 118, 147; traditional workplace practices followed by, 13; transitioning from the old rules to the new reality, 219–234, 289; U.S. demographics of, 12t; view of work by, 27t; virtues valued by, 38; work ethics of, 28t–29; work/life balance views of, 29t-30. See also Generation cohorts Training: Baby Boomer habits vs. young learner needs for, 230–232; for "digital natives" and "digital immigrants," 231; your interviewers for effective job interviews, 250–251 Transformational leadership style, 135 Triple bottom line, 113 Trophies for showing up, 43-44 Trout, J., 128 Turnover: calculating the high cost of, 14–15; estimated costs by industry, 20; Gen Yers myth on being job jumpers and increasing, 49–54, 286; managing your talent to control, 16. See also Businesses; Job mobility; Retention

U
UCLA, 142
Ulrich, D., 128, 139
Underemployment, 79
Undivided attention, 167
Unemployment: Gen Y's postrecession attitudes on, 83;
Great Recession and increased, 78–79

United States: ethnically diverse population in the, 93; generational demographics in the, 2–3, 12t. See also Great Recession (2007)
University of New Hampshire, 201, 209
University of North Carolina, 131, 137
UPS, 128
Urban legends: Gen Yers myths and, 38–70, 286; prejudices driven by, 32
U.S. Census Bureau, 105
U.S. Department of Labor

V Value proposition for hiring, 246–247

Statistics, 16

Vision: change implemented by focusing on your, 228–229; developing a personal, 104, 118–121, 151–152, 289; re-selling your vision to new Gen Y employees, 256; Work of Leader profile on crafting a, 180–181; world class leaders who develop a clear, 143, 151–155

## W

Wainwright, Jerry, 137
Walk-through, 258
Wangler, Jeff, 87–88
WebMD, 159–160
Welch, Jack, 255
Wells Fargo's post-recession study, 82–83
Weston Premium Woods (Canada), 16

"Why" questions: to explain decisions, 185–186; Gen Y myth that they lack respect when asking, 64–66, 286; helping to develop Gen Y's mastery by answering, 270; leadership difference through the power of, 65–66; need for leaders' to answer the, 52; on the "why" of devices, 59–60; why can't they be like we were? as energy waster, 147; why do we have to change.. why can't they change? as energy waster, 147. See also Behavior-based questions: Communication William of Ockham, 116 Wooden, John Robert, 142 Work: generations' views of, 27t–28; generations' views of rewards/recognition at, 30t Work of Leader profile (DiSC): building alignment, 181–184, career planning using the 195; on crafting a vision, 180-181; distilling a leader's role into three areas, 179; execution, 184; game film feedback used with, 177, 287 The Work of Leaders (Straw, Scullard, Kukkonen, and Davis), 151, 152, 179, 182, 183, 184 Workplace: Gen Y's "thick skin" at the, 84; toxic environment, 83; transitioning from the old rules to the new reality, 219–234, 289. See also Employees

World-class performer skills: develop a clear vision, 143, 151–155; develop tactical and measurable action plans, 143, 157–158; overview of, 142-143; performance feedback or "game film" as, 142, 143–144, 157–158; positive self-talk as, 143, 159–161; practice energy management as, 143, 146–149; realize that what is required for improvement may be counterintuitive, 143, 149–151; recover from losses quickly, 143, 158–159; seek out coaches and mentors, 143, 155–157, turn negative tendencies into positive choices as, 142, 145–146. See also Gen Y key skills World-class performers: becoming a, 286–287; characteristics of, 141-142, 287; "Five Most Important Things Today" list used by, 145–146; leadership as key to being, 157; Liz's Gen Y profile on becoming a, 161-162; reticular activating system (RAS) accessed by, 153–154, 266; skills of, 142-161

Y Yahoo!, 42

**Z** Zvirbulis, Martin, 53–54