# CONTENTS

**Preface**  
  xiii

**Acknowledgments**  
  xv

## Chapter 1  The New Workplace Reality  
  1
  
  *The Changing Nature of Leadership,*  
  *The Changing Role of the Manager,*  
  *The Changing Role of HR,*  
  *The Changing Role of the Employee,*  
  *Building on These Changes,*  
  *Notes,*  
  12

## Chapter 2  Defining the Generations  
  13
  
  *What the Experts Say,*  
  *The Big Three—and a Newcomer,*  
  *Generational Characteristics,*  
  *The More Things Change,*  
  *Notes,*  
  23

## Chapter 3  Fostering a Culture of Inclusion  
  25
  
  *The Business Case for Diversity,*  
  *The Role of Company Culture,*  
  *Overcoming a Negative Culture,*  
  *Creating an Age-Diverse Culture,*  
  *Notes,*  
  37

## Chapter 4  Setting the Stage for Great Performance  
  39
  
  *Goal Setting,*  
  *Evaluating Employee Performance,*  
  *You Get What You Reward,*  
  *Senior Leadership versus Peer-to-Peer Recognition,*  
  *The Basics of Recognition,*  
  *Intrinsic Motivators,*  
  56
CONTENTS

Career and Development Recognition, 57
Notes, 60

Chapter 5  Being an Inclusive Manager  61
The Benefits of Inclusion, 63
Breaking Bad Habits, 64
False Thinking of New Managers, 65
Lead by Example, 65
Don't Emulate Bad Managers, 66
Promoting Respect, 66
Innovation at Both Ends of the Spectrum, 68
Managing Workers Older Than You, 69
The Consequences of Not Being Inclusive, 70
Notes, 71

Chapter 6  Promoting Growth Opportunities  73
The Power of Effective Delegation, 76
Empower Your Employees, 79
Accommodating Different Learning Styles, 80
Experiential Training, 82
Establish a Mentoring Program, 84
Notes, 84

Chapter 7  Managing Differences in Work Ethic  87
Defining Work Ethic, 90
The Importance of Mission to Millennials, 92
Connecting Company Mission to Social Goals, 93
What Managers Can Do, 94
What Companies Can Do, 96
Notes, 97

Chapter 8  Managing Different Work-Life Balance Expectations  99
The Birth of Work-Life Balance, 101
Work-Life Blending versus Balancing, 102
Performance versus Face Time, 103
Managing Flexibility, 105
Managing Virtual Teams, 107
Notes, 109
# Contents

Chapter 9  Managing Differences in Career Development Planning 111  
   * Expectations of Career Development by Generation, 113  
   * Using Career Development for Succession Planning at All Levels, 116  
   * Five Easy Steps to Creating a Career Plan, 117  
   * Creating a Company-Wide Development Program Specific to Leadership, 119  
   * Creating Your Own Career Development Plan, 122  
   * Notes, 124

Chapter 10  Generational Give and Take 125  
   * Communication Is Key, 127  
   * The How and When of Communication, 128  
   * Appreciating the Contributions of Youth, 131  
   * Valuing the Wisdom of Age, 132  
   * Promoting Positive Interactions, 133  
   * The Challenge of the Young Leading the Wise, 135  
   * Notes, 136

Chapter 11  You as the Motivating Force 137  
   * Expectations of Today's Manager, 139  
   * Focusing on You, 141  
   * Finding a Mentor, 143  
   * Moving from Tactical Doer to Strategic Thinker, 145  
   * Notes, 147

Appendix A  Case Study - Chegg 149  
   * Background, 149  
   * Benefits, 150  
   * Company Culture, 150  
   * Physical Work Environment, 151  
   * Recruiting, 152  
   * Summary, 153

Appendix B  Case Study - Consultants: Leadership Development Services, LLC, and RGP 155  
   * Interviewees, 155  
   * Leadership, 156  
   * Flexibility, 158
CONTENTS

Work Ethic and Style, 158
Benefits, 159

Appendix C  Case Study - Electronic Arts 161
Background, 161
Company Culture, 162
Career Development, 163
Recruiting, 165
Summary, 165

Appendix D  Case Study - Hy-Ko Products 167
Background, 167
Benefits and Recruitment, 168
Career Development, 169
Summary, 170

Appendix E  Case Study - TECT Corporation 171
Background, 171
Recruitment, 172
Company Culture, 172
Career Development, 173
Summary, 175

Appendix F  Case Study - The Andersons 177
Background, 177
Company Culture, 178
Physical Work Environment, 179
Career Development, 180
Benefits, 181
Summary, 181

About the Author 183
Index 185