SPIMail

Society of Psychologists In Management
www.spim.org

SPIM set some records this year in number of attendees and institute participants at the 2012 Annual conference in Charleston, South Carolina. Below you will find my notes from the presentations. I hope they will remind attendees of how much they learned and enjoyed the conference, while providing useful information to those SPIM members we missed this year.

By the way, in one of the upcoming newsletters I would like to hear from SPIM members about good books they have read that may be of interest to our membership. Send me an email with a book you liked, a few short sentences on the book, and I will put your recommendations/comments in the next newsletter. Thanks!

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Note from the President

SPIM 2012 was a record setting Conference for attendees (89) and Institute participation (68), with top presenters and leading professionals in our field providing us with cutting edge research and practice that inspired and motivated us to implement some of their work in our organizations and with leaders we work with in many sectors. Many SPIM members who have not attended some past conferences were in attendance this year. They let me know that they have missed us and plan to return next year. It was great to see them again.

In the Summer Newsletter of 2010, I wrote an article regarding a proposal I submitted to the SPIM Board, May 2010 recommending that SPIM develop and deliver a training program for career psychologists transitioning into psychologist-management positions. We want to make SPIM the "go to place" for psychologists, who, often to their surprise suddenly become managers and leaders! The Institute was offered at this year's Conference for the first time, and from the evaluations received from the participants it was a huge success.

In addition the Women's Endowment, (WE/SPIM) Foundation for the Advancement of Psychologist in Management's first time award went to psychologist-manager, Jennifer Nguyen, Ph.D. in Honor of Dory Hollander, a past-president of SPIM and major contributor to our profession, who passed away in 2011. Jennifer is a Senior Vice President for a consulting

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2012 Conference

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American Psychological Association Website

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Society of Psychologists in Management Website

Contact Us

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firm, CMA, located in St. Louis.

The 2012 DPIM award went to Arthur Freedman, a long time SPIM member, consulting organizational psychologist, and change scholar-practitioner. His presentation on a model of coherence and well-being is written up below.

While I have thanked our presenters, Institute facilitators, and conference sponsors all individually, I want to thank you, our SPIM members for making this year's SPIM Conference a big success. Your attendance and participation is what keeps the SPIM culture and collegial friendships alive. It is always good to see you and to have the opportunity to reconnect and share experiences and ideas.

Mary Zahner will report on the proceedings of the 2012 Annual Conference. Don't forget to visit the website for a review of the presenters' Power Point presentations and also photos of the Conference taken by our very own Dr. Tom Kramer.

Marlene
Marlene Thorn, Ph.D.
President

SPIM 2012 Conference!

Welcome to the 28th SPIM Conference: Marlene Thorn, Ph.D.

Which leaders can refocus and inspire? It is our job as psychologists-managers to help our organizations and leaders and employees of other organizations to refocus, inspire others in our organizations and to find opportunities to innovate new approaches, processes, and products for the opportunities that exist now and the opportunities that have not surfaced to our awareness. Inspiration and innovation will create new jobs and opportunities in the US and globally. We must help our leaders in their global presence to build global cooperation and collaboration for the future of the U.S. and its citizens and world citizens.

I believe our excellent line-up of presenters today will provide us with the ability to refocus and will inspire us to innovate creative solutions to problems our leaders and we face. It is no longer a viable solution to say no...to our countries' problems and infrastructure needs, or our organizations' problems..nor to say no, the money doesn't exist, we can't do it. It is up to us to offer alternative and creative solutions to getting important goals accomplished and meeting today's challenges for the future.

Presidents' Address: Billie Blair, Ph.D. and John Langhorne, Ph.D.

The State of SPIM:

Since 1992 when John was first involved with the SPIM budget, things have changed a lot. At that time income for SPIM was about $8000 and expenses were $7000. Today an overview of budget and financials indicates a current income of $13,485 from membership, $63,500 from conferences, and $4000 from the journal. SPIM's expenses include $52,929 for the conference and $24,338 for administrative costs.

A survey was sent out to current board members and selected past presidents this summer. There was a response rate of 18 out of 21. Three questions were asked:

1. What are the three major contributions SPIM provides to its members that other organizations do not? Responses fell in three general categories: SPIM culture, Annual meeting and Other. A lot of people come to SPIM once and never return. If they come more than once, they tend to come back. E.g. "Authentic relationships. I have found the members of SPIM to be most capable of establishing, nourishing, and maintaining authentic relationships. I come to be nourished, healed, and refreshed for another year of battle." "Collegiality that is maintained year after year." Etc.

2. What are SPIM's three primary challenges? Which are urgent and require immediate attention? Responses fell into categories of Marketing, Recruiting and Retaining Members; Finances; Organization, Leadership and Management of SPIM; and Other.

3. What should be our strategic initiatives in next few years? Member development came out as a strong need. We need to get bigger and be about 200 to 250 members. Also important should be organizational development. We need financial security and to work on mid-winter conference. The foundation that was created five or six years ago has had a good year.

To summarize the changes that we've made in SPIM: A better-balanced budget and financial process; a centralized administrative function for the organization; centralized banking, accounting and IRS functions; centralized job-letting function/clearing house; new website with instant access for the webmaster; new webmaster; new SPIM logo; new membership chair; new committee on funding for SPIM; new visibility for SPIM at APA, Education Directorate, Others.

Furthermore the things that we have accomplished: SPIM strategy study; new goals for the future; SPIM by-laws proposed changes to comply with the new goals and direction; and SPIM policy statement.

Lastly, **the things that are yet to be accomplished**: By-Laws changes; endorse goals for the future; continue to regain the financial health of the organization; increase the membership within a reasonable range; continue to have good folks as members who want to do their best for SPIM.

Resilient Leadership: How to Lead when everyone else is Retreating. George S. Everly, Jr. Ph.D., ABPP

To put it simply: Build an organizational culture of resilience. George built a mental health system based on resiliency. He was a Senior Research Advisor for the Amir of Kuwait, developed a Resilient Leadership module initially taught at Hong Kong Hospital Authority and the FBI National Academy, and analyzed data generated by more than sixty historians on what makes effective crisis leadership. He has been studying resilience since the early 1990s to develop a program to build resilience in others. But where does resilience reside? In 1991 George started developing causal models (this research is ongoing). **The goal of his research: To build a resilient workforce by creating an organizational culture of resilience through leadership.**

You want to change a culture, change leadership. Resilient leaders can create the "tipping point" (Malcolm Gladwell) that changes an entire culture. A minority of leaders can influence the majority. Leaders you choose must be unique. They have to be conduits of information, have credibility, and must be willing to share and promote self-efficacy in subordinates.

Can leaders be toxic? George found that poor leadership directly contributed to burnout, turnover, poor performance, and poor job satisfaction.

What is resilience? The ability to withstand, adapt to, or rebound from, extreme challenges or adversity. The classic definition of resilience is rebound. Resilience is different from resistance (which is more associated with immunity).

It's not what happens to you, but how you take it (Hans Selye).

In some of his research with people in challenging and stressful professions (e.g., Navy Seals), George asked, for example, "What is the key to being immune to stress?" He found the answers to include: Positive attitude (30%), training (28%), and healthy lifestyle (28%). "What is the key to motivating people to help them be successful?" The answers included: Encouragement (leadership) (44%), Lead by example (22%), Training and experience (18%). For the Navy Seals, attitude, support and training were very important.

Resilient leadership is the type of leadership that relentlessly searches for opportunity in crises. And, optimistic people relentlessly search for the opportunities in crises. Navy Seals said optimism is a mandate to change the future.

Two covenants of resilient leadership: Strength (optimism, positive vision, self-fulfilling prophecy, bold decisive action, perseverance, taking responsibility) and **honor** (cultivated by integrity, ethical behavior and open communications).

Warren Buffett on Integrity: "In looking for people to hire, you look for three qualities: integrity, intelligence and energy. If you don't have the first, the other two will kill you."

Closed communications are the mother of distrust and the father of rebellion. Listen to the whispers and you will never have to hear the screams.

The deadly sins of crisis leadership include: Hesitation to act, impulsive action, and accepting the credit for successes without acknowledging the input of others.

Six qualities of resilient people:
1. Optimism and faith in something bigger than yourself
2. Integrity – take responsibility – if you did it, own it – both good and bad
3. Social support is single best predictor of resilience
4. Decisiveness
5. Perseverance- the willingness to try again and again and again
6. Exercise self control – mental and physical self-efficacy.

Leading Innovation in Government: Attributes of Successful Leaders by Connie Schroyer, Ph.D.

Connie started her career with an internship in the Army. Twenty years of her career has been with the Hay Group. 50% of her career has been in the public sector and 50% in the private sector. She wants to have an impact on the people with whom she works, which is why she took on a project focused on leadership in the government. The federal government tends to get a negative rap, but Connie feels this is not deserved. There have been many studies on what is important for leadership in the private sector, but not so much in the government sector. Her project was **Partnership for Public Service.**

Connie and the Hay Group found that leadership is an important factor in the government in terms of job satisfaction. A lot of leadership programs in the past have been about cognitively oriented programs. Connie sought something research based with practical application.

Is innovation necessary? There are a lot of complex challenges the government faces – such as veteran homelessness. Economic climate has been hostile with shrinking budgets. And there are issues that require global engagement and partnerships.

How leadership drives innovation and performance: Leadership style drives about 60% of variability in organizational climate – especially how clear people are on what they need to do. And 30% of variance in financial performance is driven by differences in the Organizational climate.

Where did Connie and the Hay Group find innovative leadership in the government? Service to America Honorees – where people who have done

truly creative things in the government are honored. The original group studied by Hay Group was over 100 honorees. Hay Group did 180 degree surveys and in-depth interviews. Hay Group knew these people had done great things, but were they good leaders? In the end 35 people met the criteria. There were people from all levels of the government. Hay Group found nine important attributes (e.g., defined as values, attitudes and associated behaviors, learnable/teachable):

- **Team Builder** – intentionally composes teams with the optimal skills, abilities and experiences to achieve desired outcomes. Considers long-term organizational talent needs.
- **Navigator** – understands, navigates and uses knowledge of the system to overcome roadblocks and accomplish objectives, e.g., Redefines or changes the system, works around the system. "If I see a Stop Sign, I see it as a Yield sign to go right or left." They work *in* the system, while navigating *around* it – within certain boundaries.
- **Visionary** – recognizes the opportunity to make things better and formulate a new or different path forward; at every step, gathers information.
- **Teacher/Mentor** – Creates and invests in growth opportunities for others, encourages them to stretch beyond their current experiences and provides long-term developmental support. Builds deep and long-lasting mentoring relationships.
- **Team Player** – Fosters innovation by creating conditions that enable the team to openly contribute to and achieve success.
- **Patriotic Steward** – possesses a moral compass informed by commitment to country that motivates and shapes one's work day to day. Sees oneself as steward of taxpayers' money, goes the extra mile, takes significant risk to their career, does what is right.
- **Self-aware Learner** – possesses self-awareness that drives confidence in one's ability to get things done and is constantly learning and growing. Seeks feedback and learning opportunities, pushes personal limits.
- **Collaborator** – Values and develops connections with stakeholders across or outside of the organization to better achieve an objective, leveraging the specialties of each for the greater good. Partners externally and internally.
- **Relationship Builder** – Persuades others to support and/or contribute to an idea or initiative; may involve overcoming objections by using personal credibility and prior positive relationships. Develops complex influencing strategies. They start building a foundation of trust.

What's unique to government? Patriotic motivation, collaboration, relationship building, and pockets of innovation (leaders must often buffer bureaucracies and risk averse environment to create 'pockets of innovation').

Government opportunity from this research: To assess and select candidates for demonstrating innovation leadership attributes and to promote and reward performance of innovation leadership attributes.

For anyone working for government, Hay Group has a new 360 they want to pilot for free. Contact Connie!

Leadership Challenges and Opportunities by Joseph Riley, Jr. – Mayor of Charleston

Mayor Riley has been considered a visionary mayor. He has had an unprecedented nine terms as Mayor of Charleston. He has increased commitment to racial harmony, decreased crime, increased affordable housing, and made impressive innovations in the city. He has put Charleston on the map and has held steady on a vision for the city.

Mayor Riley's view of leadership: "Work hard to understand the hearts of your people – what are their aspirations? Then work hard to help them achieve those aspirations."

He told a wonderful story about renovating Charleston, especially the decaying housing and buildings in the city. One area was so bad that it was said for "50 cents one could get a tattoo, a cup of chili or a communicable disease."

Mayor Riley has had a vision of the city he has carried through in his tenure. When faced with resistance to his ideas, his response has often been "you don't understand…"

DPIM Award to Arthur Freedman, MBA, Ph.D.: The Challenge of Retirement. Stress, Strain and Tension; Coherence and Well-Being

Years ago Arthur developed a model of coherence and well-being. People are impacted by life changing events. Everything shifts. There are eight essential anchors – and attachment to those anchors makes a difference in how we deal with those shifts.

What is stress? Change creates stressors resulting in a perception of no need to cope, cannot cope and (hopefully) effective coping. When conditions and quality of life you desire match with what you have, that is "sweet." If not, there is a problem.

A model of coherence enhances resilience and tolerance for stress, strain and tension.

The eight anchors:

1. **Physical survival supplies** – access to food, water, and shelter.
2. **Intimate relations** with people you are close to and comfortable with self-disclosing. People you trust.
3. **Code of Personal Conduct** – integrity, religious beliefs, values.
4. **Personal financial economy** – what most people think about in retirement – do you have sufficient purchasing power for essentials?
5. **Opportunities to perform public roles** – to demonstrate skill

proficiencies which contribute to your self esteem and sense of dignity.
6. **Group affiliations** – work, play, social, religious.
7. **Sense of being an individual/identity** – notion of describing one's self to one's self.
8. **Preference for varied experiences** – internal, external, mental, quality, intensity and variety.

Life changes may require you to re-invent yourself.

Virtuous Leaders: Strategy, Character and Influence in the 21st Century by Dick Kilburg, Ph.D.

Basic Leadership Model:
- External Environment – Ecological niches of the organization, External Situations
- Leader, Follower, Other Stakeholder – Personal Characteristics and Capacities; Thoughts, Feelings and Behavior
- Human Working Relationships
- Organizational Systems – Structure, Process, Content and Internal Situations
- Organizational Performance and Outcomes – Success and Failure

As psychologists we build competency models and lists to develop leaders. But leadership research suggests such approaches are dismal. Few studies in the literature are about leaders driving a strategy or return on investment. Underneath the competency models are fundamental issues of character.

First and foremost, chose people of virtue – "a particular moral excellence."

Core components of virtuous leadership:
- Temperance – the positive traits that protects us against excess – an internal management of one's soul. This is the language of emotional intelligence.
- Justice
- Courage
- Reverence – deep or due respect felt or shown towards a person on account of his or her position or relationship. To teach reverence you have to awaken awe, practice respect, and encourage appropriate shame. Reflect and engage.
- Wisdom

Virtuous leaders have to discern what is going on around them, make decisions and take action. They have to think and feel.

Foundations of Moral Reasoning: virtue, golden rule, duty, God's laws, complementary conflicts, etc.

Dick has recently published a new book entitled: *Virtuous Leaders: Strategy, Character and Influence in the 21st Century.*

Executive Wisdom defined as leading organizations to select and do the right things, in the right way, for the right reasons, against the right time line.

Components of Wisdom Maps includes Executive Family Awareness, Moral and Ethical Awareness, Organizational Awareness, Executive Group Awareness, Situational Awareness.

Social Media and its Impact on Organizations and Leading by Carl Greenberg, Ph.D.

Technology is blurring the lines between home and office. More people are now using their personal smart phones and PCs for business applications. So it is nearly impossible for companies to shut off social media.

Social media is gaining popularity: social networking, blogs, video sharing, microblogging.   There is a pervasive use of social media technology. Companies that use social media gain in market share and tend to have market leadership in the industry.

There are risks associated with social media. For example, employees make inappropriate or disparaging remarks, an employee was fired for complaining about her supervisor on Facebook, an auto dealership terminated an employee for posting a series of sarcastic and critical posts about perceived inferior food served at a sales event at his dealership, etc.

Social Media Policy Guidelines: Create a formal policy, don't make them overly broad that they violate federal labor law, and make clear that policy does not prohibit the exercise of federally protected employee rights.

How to let Social Media thrive, but not result in chaos? Define the parameters around social media use (i.e., rules). Be transparent – identify yourself as an employee and provide any pertinent information. Take responsibility for what you write. Respect confidentiality. Use common sense. Understand the consequences.

Guidelines: Remember the tone in which you say things (e.g., Microsoft reminds employees of confidentiality agreement), quality control, and trust building (e.g., what happens when a posting goes wrong).

Building organizational capability through social media: recruiting (www.glassdoor.com is known and used by college kids looking at companies they are considering for employment. It includes current employee ratings of CEO), on-boarding (www.yammer.com to come up with solutions for others in your organization), organizational effectiveness, training, and employee engagement.

Social Media's impact on organizations: reduces internal/external boundaries, used for organizing teams, flattening organizations, discerning data from opinion, financial transparency, bottom up priority setting, and peer performance evaluations.

Conclusions: Social media is here to stay, moving from customer to employee relations. Information will flow more freely.

Impact on leaders: Giving up control. What type of leaders gravitate to social media? Leaders that have growth vs. compliance mindset, leaders with high self-awareness, and leaders high in openness to experience.

What style of leadership works best in a social media open culture? Change agent/inspirational, supports risk taking, collaborative and transparent.

Human Capital Risk (HCR) Management: Evidence-based Strategies for Organizations and Executives by John W. Jones, Ph.D.

Defining HCR by Conference Board: Uncertainty that arises from changes in a wide range of workforce and people management issues i.e., loss.   HCR ranks fourth among 11 risks in terms of its impact on business results.

A new age of risk: scams, nuclear risks, oil spills, dirty bomb, biological spill, cybercrime, insider collusion, bioterrorism, etc. These are crazy chaotic times.

Organizations need to find the right combination of addressing talent and performance needs while managing human capital risk exposures. Select a high integrity work force.

Inspiring Leadership Development in Ourselves and Others through Renewal by Richard Boyatzis, Ph.D.

Great leaders move us through resonance with others and through our emotions. Emotions are the music of leadership. People get convinced by emotional arguments.

First activity: Write down the name of leader who brought out the best in you and one who did not. How did each make you feel? How would you describe each? We know in our hearts what great leadership is. Fifty percent of people in management do not add value in anyone's view. Another 20 percent only add value in one person's view. So 70% of managers do not really add value.

Leadership is a resonant relationship and is being in tune with or on the same wavelength as others. We have to look at the qualities that go back and forth between leader and follower. Life is a set of relationships – it is all human and it is all personal. It is being in sync with people around you. We go to work because we want to make a difference and add value.

The most effective military leaders are 'ask and inspire' not 'command and control.'

What we know about great leaders: They inspire through hope and vision. They spread compassion – feeling other's pain and joy. They are mindful – attuned to mind, body, heart and spirit. They inspire others by creating and maintaining resonance. Effective leaders remind us of the purpose and vision. "I see my place and it was an important one." When you care about someone, it becomes mutual.

A lot of people confuse effectiveness with practice. For example, don't start a meeting with the financials. Emotions are contagious. We are wired to pick up subtle clues from one another. Resonance is contagious – so is dissonance. When we are coaching someone or leading someone – how we feel is contagious.

Renewal is important in dealing with stress. There is a cycle of sacrifice and renewal. The renewal cycle includes mindfulness, hope, compassion, laughter, joy, and playfulness.

How do you develop Leadership resonance? Relationships build leadership. Who helped you? Think back over your life and career. Who were the people who helped you develop the most? What did they do and how did it may you feel? When doing this exercise, people often feel a sense of joy. In the process, people feel secure. We don't need practice in knowing when we are in stress, but we do need a reminder about going into a renewal moment.

Boyatzis Intentional Change Theory: The Ideal Self (something you are drawn to – not randomness), The Real Self (realizing how you are coming across to others). The strengths are where my ideal self and real self are similar, while the gaps are where my ideal self and real self are different. My learning agenda: building on strengths while reducing gaps. Then experimenting as a leader and finally practicing as a leader. Important all along the way are developing trusting relationships that help, support and encourage each step in the process – we can't do this alone (i.e., the coach).

Most of the time, change is discontinuous and not linear. 80% of the moments we remember are those where someone opened up a positive moment of your life (NOT focusing on fixing the gaps). Coaching for the gaps is coaching for compliance. Pushing the data on people first (i.e., 360 data) is coaching to compliance rather than coaching for compassion. Set a goal that excites one rather than set performance improvement plans.

Sustained desire change starts with a positive emotional attractor. You have to have a purpose that pulls you. But we also need both positive emotional attractor and negative emotional attractor (i.e., stress). Positive to negative. However, you need more positive than negative because bad is stronger than good. Ratio needs to be in 3 to 6 positive range to 1 negative.

When engaging in coaching relationships, Richard has people generate a comprehensive vision first and then engages in coaching before getting into data (360). If people's stress is ramped up they feel self-conscious – and

it is negative.

Key coaching competencies of coaches: Emotional intelligence/self awareness, social intelligence/empathy, cognitive intelligence/pattern recognition.

The motivation to change: Find their passion and dreams. Break from the Ought Self. We cannot inspire this passion in others without engaging it ourselves.

Leadership: Positivity, Authenticity and Edge by Carol Kauffman, Ph.D.

Flip the Downward Spiral – reverse the focus and harness positivity. **Coaching is getting the ask/tell balance right.** Authenticity of self and other focus. This combination results in connectivity. In reversing the focus, think about what is the impact of what you pay attention to. What does it buy you? Should you reverse the focus?

What does focus on the negative buy you? In life and death situation, it buys you survival. It helps you at certain times. But focus on the positive broadens and builds thought-action repertoire, capacity for big picture thinking, increased performance, health benefits, and relationship endurance. However it can also lead to being overly optimistic, expansive and failure if not matched with reality. An HBR article mentioned that three fourths of company failures are due to over-optimism.

Why are we negative? Negative headsets are entrenched, like Velcro. We seemed wired to the negative. How can we reverse focus? But not go too far…

Positive interventions from research: Positive introduction (story of you at your best in the last week), three good things all in your day – how do you harvest your own day?, strengths (using your strengths in new ways), clear best future self, gratitude (seeing the good in people or situations, use it before a difficult conversation), active constructive responding (vs. passive or negative), loving kindness meditation (sense of connection to others) and mindfulness (opening up your awareness and being grounded). The latter two are useful resources when people push your buttons – can you "stand still" when everyone is running in circles?

Coaches don't need to fix things as much as help people cope.

A 100 year literature review on leadership development programs found one factor was key: believing in the greatness of emergent leaders became a self-fulfilling prophecy. This is the Pygmalion effect. How can you use this as a coach or leader? Just thinking that your person is greater than others has an impact on you. How much would you try to be a magnet to pull out the greatness in each person? Can looking for what is positive help us all access the half of life we tend to overlook?

Does Executive Coaching help aspiring leaders? By Dee Ramsel, Ph.D.

There has been little outcome research on executive coaching, even though it has exploded in the last few years. The Department of Veteran Affairs National Center for Organizational Development has started a study of individual and organization outcomes following the provision of executive coaching. This has been a randomized sample within an existing leadership development program. The measures they are looking at include client satisfaction, goal attainment, change in 360 ratings, and change in the client's employees' ratings of job satisfaction – plus promotions, awards, and bonuses.

This research is the first of its kind in regard to the degree to which coaching is effective. There is great potential for further longitudinal studies and adding variables. However it is still too early to draw any formal conclusions.

Discontinuities: Creating and Coping with radical change by Eric Hazeltine, Ph.D.

All organizations face change. However few are equipped to survive and thrive with changes, especially radical changes. Eric used concepts from biology as a model for radical change. He focused on the need for radical change rather than limited change.

Diversity in species ensures their survival. He referred to Darwinian changes.

Know when to hold them and know when to fold them, know when to cash in and know when to run. Monitor the environment in order to see the need for change before it is too late.

Making changes before one's survival is threatened is better than after it is threatened. An anticipatory response. It is better for organizations to anticipate change and do something before change is necessary.

At the end of his presentation Eric asked the audience if they thought many executives could understand his model and the way it explained how organizations could deal with change.

Leading in a Complex Global World by Jennifer Martineau, Ph.D.

Managers and leaders have to work collaboratively and across boundaries – moreso than ever. Individuals and groups need to work together interdependently. There is a challenge to find common ground and create new futures together. This research has been based on how people lead across boundaries, which could be global or interorganizational.

Jennifer brought a prototype version of **Boundary Explorer** from Center

for Creative Leadership. At www.spanboundaries.com there are tools, workshops, articles and video clips. **The Boundary Explorer is a tool that can be used by people in organizations to understand and then solve boundary spanning issues.** Using the Boundary cards, Jennifer asked: What are your organization's issues/weaknesses in terms of boundaries? What are your organization's strengths in terms of boundaries?

In the pack of cards, 1 -5 were definitional – such as clarifying what a boundary is.

There are five sources of boundary tension (cards 6 -10), which include vertically (within departments), horizontally (across departments), demographically (e.g., different age groups), and geographically (people located in different places).

For identified challenges, take one of the strengths and delve more into it. Three strategies those most effective in spanning boundaries (cards 11, 12, 13) were:
- Managing Boundaries (e.g., good fences make for good neighbors, fences determine ownerships, etc.). Understanding who we are and what we serve and how might be different from others is a first step on how to use differences to align with each other.
- Forging Common Ground (e.g., the bridge, linking, finding shared interests, cooperation, negotiation, safety, discovery, trust)
- Discovering New Frontiers together – we have to work together, let us take a road where we don't know where we are going. We want to create some new possible future.

For each of the above strategies, there are different tactics one can take (cards 14 – 19). For Managing Boundaries, the tactics are Buffering and Reflecting. For Forging Common Ground, the tactics are Connecting and Mobilizing. For Discovering New Frontiers, the tactics are Transforming and Weaving.

Today's Limiting Borders are Tomorrow's Limitless Frontiers (card 20): Frontier = Opportunity.

Generation Y: Creating a Networked Workforce by Michael Gelles, Ph.D. and Katherine Ryan, Ph.D.

The average age of someone working at Deloitte Consulting is probably 31. There are multi-generational work issues. Clients are starting to get hungry for this topic.

In the general workforce there are four generations:
- Veterans – Traditionalists: Ages 67 -87, loyal, patriotic, logical, conformist, desire to leave a legacy
- Baby-Boomers – ages 48 – 66, competitive, workaholic, questions authority
- Gen X – ages 32 – 47, cynical, skeptical, like to work on own
- Millennials GenY – ages 19 - 31, globally concerned, cyber literate,

media savvy. 48% of graduating high school students graduate with average of grades of A-.

The government has smaller proportion of GenY compared to the private sector. And jobs are not as available because people have not left. The Banking industry has experienced a marked decrease in interest from GenY applicants. It is not known if this is an artifact or not.

It is important to be aware of the distinction between generational characteristics vs. age stereotypes. Think of Generational differences as "cultural differences." As the youngest generation in the workforce, GenYers are targeted for all manner of negativity, maligning, scapegoating and criticism.

Stereotypes and GenY: Older workers see them as energy/enthusiasm, lazy/unmotivated, uncommitted, happy, potential, not serious, educated, tech savvy, etc. There were some opposites.

When younger workers were asked what they thought were the stereotypical traits of younger workers they were tilted toward the negative. **So younger workers have this expectation that they are seen as negative by older workers – more than is true.** Older workers do not have the negative stereotypes of younger workers as much as younger workers think. This has applications on how teams of mixed generations work together.

What does Gen Y want? Communication and collaboration. Traditionalists want "When I say 'jump' you say 'how high'?" Baby Boomers want "We can share ideas, but I make the final decision." Gen Xers seek "We can collaborate but I'm an independent operator." Millennials desire "Let's collaborate 24/7, all the time with everyone." They view collaboration as a means of maximizing productivity.

What does GenY want? Information sharing and communication (which can become real obstacles for clients). Veterans want: "Look me in the eye." Baby Boomers want "call me." Gen Xers want "email me." Millennials want "Text or IM me, and I also want face-time." It is all about knowledge flowing.

What does GenY want? Training and career development. Veterans: "I learned the hard way and you can too." Baby Boomers: "Train 'em too much and they will leave or ask for more money." Gen Xers: "learning is a job benefit. The more they learn, the more they will stay." Millennials: "Continuous learning is a way of life. Low tolerance for training they don't like." On demand training. Mobile devices. Training is engaging and ongoing all the time.

What does GenY want? Feedback. Veterans: "No news is good news." Baby Boomers: "Once each year with documentation." GenXers: "Sorry, but how am I doing?" Millennials: "Feedback whenever I want it at the push of a button." They are used to writing something on Facebook and getting feedback/responses in 15 minutes. They are used to ongoing 360 all the time.
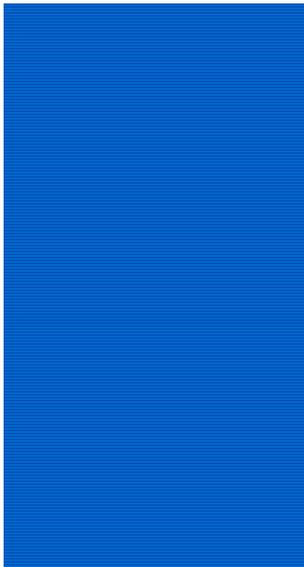
Strengths of GenY workforce:
- They want to contribute and take on responsibility early in their careers
- Eager to advance, they are ready to take on tough challenges and work toward ambitious goals
- Inclusive
- Takeaway: Organizations need to be ready and welcoming.

Creating an Effective Multigenerational workforce: Deloitte has developed a Millennial Model tool to assess an organization's maturity when it comes to attracting and retaining GenY in order to capitalize on their talents. This results in a scorecard or blueprint to give agencies a 'game plan' for achieving their Multigenerational Workforce vision.