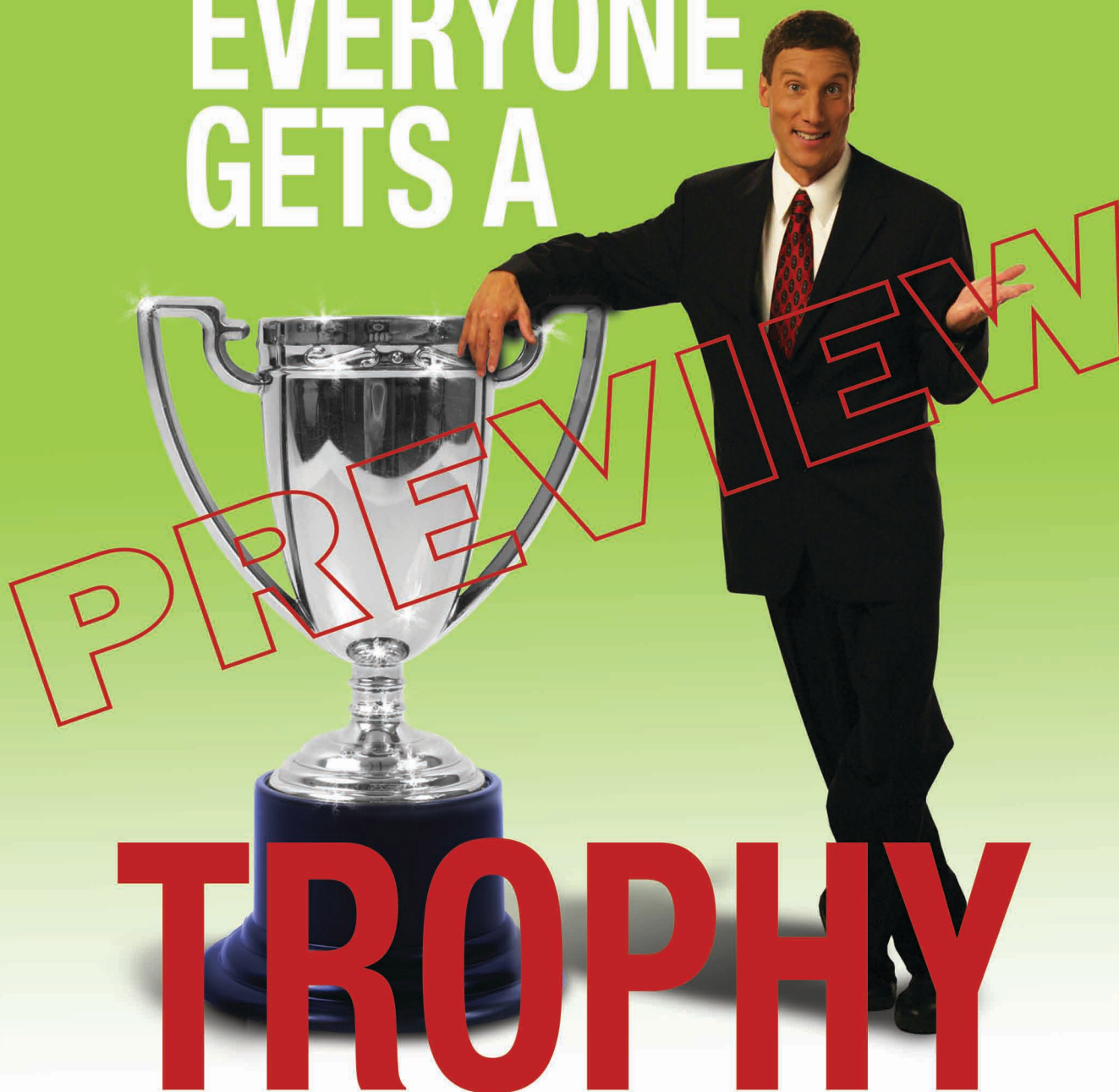


NOT
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Media Partners



with **BRUCE TULGAN**

PARTICIPANT'S GUIDE

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Introduction

Jason, a 20-something employee who has been working for you for three weeks, strolls in 20 minutes late, coffee in hand and a smile on his face. Enthusiastically, he tells you, "I'm almost finished with those numbers. And wait until you see what I discovered when I was compiling the data!" Beth, an employee who has been with the company for 18 years, looks on. Her expression says it all: She is steamed. Who does he think he is?

All across the nation, scenarios like this one are playing out. Traditionally, the generation gap at work was bridged by younger, less-experienced employees deferring to older, more-experienced employees. The inexperienced employees knew they had a lot to learn, and they welcomed the senior staff's tutelage. Not anymore. Times have changed – quickly and dramatically.

Why Go Through This Training?

With so many young people in the workplace now, what used to work isn't working anymore. Your younger employees are likely challenging your tried-and-true methods of management.

And yet the pressure to work faster, smarter and better means you have to find something that works. You have to find a way to reach out to and manage the young, inexperienced people on your team without alienating your older, more-experienced workers.

So what do you do? How do you reach them and teach them? How do you manage them? Well, you've come to the right place.

About Bruce Tulgan

Bruce Tulgan brings his highly engaging seminar, based on his bestselling book ***Not Everyone Gets a Trophy: How to Manage Generation Y***, directly to you in an entertaining and engaging DVD presentation. Mr. Tulgan is recognized internationally for his in-depth research on young people in the workplace, and in this program he shares with you specific ways to connect with your Generation Y employees.

He is highly sought after as a keynote speaker and leading expert on managing the younger generations. He is an advisor to many of today's business leaders and has written or co-authored 16 books, including *Managing Generation X* and *It's Okay to Be the Boss*.

Learning Objectives

After you complete this program, you will be able to:

- ☐ Identify your Gen Y employees.
- ☐ Recognize the popular myths about Gen Y employees.
- ☐ Debunk your preconceived notions about Gen Y employees.
- ☐ Identify ways to effectively manage your Gen Y employees.
- ☐ Implement an action plan to immediately impact how you manage your Gen Y employees.



Four Generations of Workers

No doubt you've noticed. The demographics of your workplace have changed significantly over the last several years. Currently, four generations work side by side in almost every organization in the country. The breakdown generally looks like this:

- ☐ **Employees born before 1946** make up _____ percent of the workforce.
- ☐ **Baby Boomers** (born between 1947 – 1964) make up _____ percent of the workforce.
- ☐ **Generation X** (born between 1965 – 1977) make up _____ percent of the workforce.
- ☐ **Generation Y** (born between 1978 and 1994) make up _____ percent of the workforce and represent the fastest-growing segment of employees!

The Demographics of Your Team

Before taking steps to better manage your Gen Y employees, it's important to assess how you currently view them. It's important to note:

- ☐ This assessment is for your eyes only and is designed to help you identify specifically the challenges you face. There is no right or wrong to this assessment.
- ☐ Base your answers on your work ethics and values, your experiences and your perceptions of appropriate behavior for the workplace.



Assessing the Demographics of Your Team

Your Team

List each of your employees under the generation that identifies them.

Pre-1946

Baby Boomer
(1946 – 1964)

Gen X
(1965 – 1977)

Gen Y
(after 1978)

Your Approach to Work

Describe what appropriate work behavior looks like to you (for example, punctuality, respect for hierarchy, teamwork, initiative, etc.):

What are the channels to follow for pitching an idea?

What traits have helped you succeed in your career?

What traits have you had to work on or curtail to be more successful?

To which generation do you belong?

Your Employees

Which employees seem to approach work in the same way you do?

Which employees approach work differently from you?

Consider the employees who approach work differently from you.

What don't you like?

What frustrates you?

What is your opinion of their work ethic and work values?

What do you like?

What do you think frustrates them?

To which generation do they belong?

Your Team

Think about your team. Is there any tension or conflict between your more-experienced, older employees and your younger, less-experienced ones? If so, describe it.

Is there any friction or conflict between you and your younger employees? If so, describe it.

If you have no tension or conflict on your team, what challenges do you face managing different generations?



Characteristics of Gen Y Employees

Read each statement below and determine whether you agree or disagree that the statement describes Gen Y employees. In addition, if the statement describes **any** of your employees, make a checkmark in the box.

- ☐ _____ They want the top job on Day One.
- ☐ _____ They want work to be fun.
- ☐ _____ They're arrogant.
- ☐ _____ They won't do the grunt work.
- ☐ _____ They want to be left alone.
- ☐ _____ They are disloyal.
- ☐ _____ They think only short-term.
- ☐ _____ They want to learn only from computers.
- ☐ _____ They don't respect their elders.

*Generation Y is like Generation X on fast-forward,
with self-esteem on steroids.*

Not Everyone Gets a Trophy DVD

WATCH the DVD.



Discussion Questions

Consider the following questions.

What is the relevance of the title "Not Everyone Gets a Trophy"?

What kind of parent raises Gen Y – hands-off or highly engaged?

What kind of managers do Gen Yers need?

Gen Yers have high self-esteem. What does that mean with regard to how they want to be perceived at work?

*If you have a Gen Yer who walks in on the first day
head down, prepared to learn the ropes,
you've hired the wrong person.*



Myths and Truths About Gen Yers

In groups, discuss the following questions.

Myth #1 – Gen Yers Want the Top Job on Day One

Truth – They don't want the top job on Day One, but they do want to:

☐ _____ on Day One.

☐ _____ on Day One.

In what ways have your Gen Y employees tried to make an impact in your organization?

Myth #2 – They Want the Work to Be Fun

Truth – Work doesn't need to be fun, but Gen Yers want work that helps them:

☐ make an _____.

☐ get taken _____.

What kind of work can you give your Gen Y employees to help them feel they are being taken seriously?

Myth #3 – They're Arrogant

Truth – Most Gen Yers aren't arrogant, but their _____ and

_____ can be misconstrued as arrogance.

Do you have employees who seem arrogant? What could it be instead of arrogance?

Myth #4 -- They Won't Do the Grunt Work

Truth – They will do the grunt work, under certain conditions.

They will do the grunt work, but not for _____ promises. They will do the

grunt work, but they want _____ for it and the acknowledgment that

they are working toward a more _____ task.

What kind of long-term or vague promises does your company offer?

Consider your Gen Y employees. What do they really want? What tangible rewards can you provide?

Myth #5 – They Want to Be Left Alone

Truth – They don't want to be left alone. When they are out of sight for too long, they feel out of mind. They feel

_____.

What can you do to ensure you show your Gen Yers that you notice them and their work?

Myth #6 – They're Disloyal

Truth – They're not disloyal, but they are loyal in a _____ market.

What kind of transactions have your Gen Y employees tried to negotiate?

What small transactions or rewards are you willing to negotiate?

Myth #7 – They Think Only Short-term

Truth – They think short-term and hierarchically, but not all the time. They can become long-term employees if:

- ☐ They are taken _____.
- ☐ They can make an _____.
- ☐ They are _____.

Your Gen Y employees have the potential to be superstars, high performers. They can't wait to prove themselves. What kind of manager do they need?

Managers need to be _____ and _____.

Myth #8 – They Want to Learn Only from Computers

Truth – They want to learn only from computers what is _____ to learn from computers.

Why is this a common misconception?

What can you teach them that they can't learn from computers?

- ☐ _____
- ☐ _____
- ☐ _____

Myth #9 – They Don't Respect Their Elders

Truth – They are the overparented generation. In fact, most Gen Yers _____
grown-ups.

Where does this myth come from? Why is it easy to assume these young employees don't respect their elders?

PREVIEW

*Generation Y is the most high-maintenance workforce in history.
But they also have the potential to be the most high performing –
if they are managed the right way.*

Your Assumptions

Refer to Activity: Characteristics of Gen Y Employees on page 9.

What myths and assumptions about your Gen Y workers do you need to overcome? Check all that apply.

- ☐ Myth #1 – Gen Yers Want the Top Job on Day One
- ☐ Myth #2 – They Want the Work to Be Fun
- ☐ Myth #3 – They're Arrogant
- ☐ Myth #4 -- They Won't Do the Grunt Work
- ☐ Myth #5 – They Want to Be Left Alone
- ☐ Myth #6 – They're Disloyal
- ☐ Myth #7 – They Think Only Short-term
- ☐ Myth #8 – They Want to Learn Only from Computers
- ☐ Myth #9 – They Don't Respect Their Elders

NOTES

Providing Context, Experience and Wisdom

Gen Yers are valuable. What makes them valuable?

What are they lacking?

Is providing context the same as telling a Gen Yer "the way things are"? Why or why not?

What does providing context mean?

Why are context, experience and wisdom so important to the success of Gen Yers? What do these attributes provide?

Context, experience and wisdom provide Gen Yers with:

- ☐ The _____.
- ☐ _____ of how they fit into the team, the department, the company and the company's mission.
- ☐ A foundation for _____.
- ☐ _____ for their energy, enthusiasm and ideas.

What else happens when you provide Generation Y employees with context, experience and wisdom?



A Workplace Challenge

Read the scenario below and consider how the employee may be lacking in experience, context and wisdom. Then work in groups to answer the following questions.

Cara, a new employee, called the senior VP of sales (your boss's boss) directly to talk about a revolutionary new product she had heard about the previous night. She explained that she researched it and learned that the product had just received FDA approval. Cara told the senior VP that she had the company's name and contact information.

She ended her call with your boss's boss by saying, "We need to act now before it's all over the major news outlets and we lose our competitive edge!"

What does Cara bring to the organization that is valuable?

How do you know she is lacking experience, context and/or wisdom?

What experience is she lacking?

What context is she lacking?

What wisdom is she lacking?

As a manager, what could you do?

1. Sit down with her and explain:

☐☐☐☐

2. Partner her with _____.
3. With your guidance and support, allow her to _____.



Actions Steps

Mr. Tulgan outlines eight specific things you can do to provide context, experience and wisdom and, ultimately, help Gen Y employees succeed. Work in groups to:

- ☐ Describe why the action step is important.
- ☐ Come up with an example of the action step that you could implement with one of your Gen Y employees.

#1: Unbundle Complex Roles

Train one task or responsibility at a time. Teach them what they need to know to master that one task, and then move onto the next task.

Why is this important?

Example:

#2: Step into a Parent Role

You can't fight the overparenting phenomenon, so step into the void. Don't leave them alone. Guide them and teach them.

Why is this important?

Example:

#3: Be a Highly Engaged Manager

They want guidance, direction, support and coaching. They want you to be involved. Give them the gift of context. Break it down so they understand.

Why is this important?

Example:

#4: Encourage Learning Notebooks

Provide a learning notebook. When they write down everything they've learned each day, they are more likely to utilize what they've learned. It also helps them understand what they've learned.

Why is this important?

Example:

#5: Take Them Seriously

Provide an ideas notebook. Every month or two, they can come to you and pitch their best idea.

Why is this important?

Example:

#6: Teach Them Self-Management

Teach them to take notes and use checklists. Teach them the basics of following a plan.

Why is this important?

Example:

#7: Provide Structure and Boundaries and Keep Score

They thrive on structure and boundaries. Teach them the boundaries and structures. Teach them how you will follow up and keep score. Teach them how to be managed by you.

Why is this important?

Example:

#8: Give Quid Pro Quo Rewards

"This for that" is a great way to drive the performance of Gen Yers. Tell them how to get what they want. Negotiate very small rewards for very small increments of performance for going the extra mile.

Why is this important?

Example:



Managing My Gen Yers Action Plan

Part I

Consider what myths you need to overcome. List them here. Refer to page 15, if necessary.

☐

☐

☐

☐

Part II

Think about each of your Gen Y employees and in what ways each is lacking in experience, context and wisdom. Consider what action steps you could implement to help them be more successful.

Employee:

What action step will you implement to help this employee be more successful?

How will you do it?

Employee:

What action step will you implement to help this employee be more successful?

How will you do it?

Employee:

What action step will you implement to help this employee be more successful?

How will you do it?

Employee:

What action step will you implement to help this employee be more successful?

How will you do it?

Wrap-up

Generation Y employees are our next leaders. Embrace them and their potential, and realize the gift you can provide them by being the one to guide, teach, support and coach them.

Before we leave today, we're going to quickly recap the myths surrounding Generation Y employees and Mr. Tulgan's specific action steps to be the manager they need.



Summary

Myths about Generation Y employees

Action Steps

Conclusion

By providing your Gen Y employees the context, experience and wisdom they need to be successful, you help your team be more successful too.

Your Gen Y employees are our next leaders. Embrace them and their potential, and realize the gift you can provide them by being the one to guide, teach, support and coach them. Good luck!

PREVIEW

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