You May Not Be Successful* Leading the Way You Were Lead

*Nor Will Your People
<table>
<thead>
<tr>
<th>PERSPECTIVE</th>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSPECTIVE</td>
<td>Work as a Place + Activity, Monolithic Profile</td>
<td>Self-expression + Connection, Diverse Workforce, Personalized Interactions</td>
</tr>
<tr>
<td>ENHANCE</td>
<td>Work is Work, Treat Everyone the Same</td>
<td>Work is biggest influence on our Mental Health, Diversity is a Competitive Advantage</td>
</tr>
<tr>
<td>DEVELOP</td>
<td>Transfer Predetermined Skills + Existing Knowledge</td>
<td>Capacity, Learning Agility, Resilience, Career Strategy</td>
</tr>
<tr>
<td>ADVANCE</td>
<td>Pump more into the Existing System</td>
<td>Rethink the Systems, Challenge Our Assumptions</td>
</tr>
<tr>
<td>ACTION</td>
<td>More of the Same, Back to Business</td>
<td>A Profound Opportunity to rethink Work + Learning</td>
</tr>
</tbody>
</table>
PERSPECTIVE
<table>
<thead>
<tr>
<th>PERSPECTIVE: Factory Default Settings Have Changed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WHO</strong></td>
</tr>
<tr>
<td><img src="image" alt="Pictogram" /></td>
</tr>
<tr>
<td>Time, Tenure, and Experience (Gender)</td>
</tr>
<tr>
<td>Org Creates Structure Individual Tasks,</td>
</tr>
<tr>
<td>On Site By Employees</td>
</tr>
<tr>
<td>Top Down, Command + Control, Individual Intel</td>
</tr>
<tr>
<td>Survival Status</td>
</tr>
<tr>
<td><strong>WHAT</strong></td>
</tr>
<tr>
<td><img src="image" alt="Pictogram" /></td>
</tr>
<tr>
<td>Human Skills, Learning + Adaptation (Coach)</td>
</tr>
<tr>
<td>Talent Collaborates on Self Directed Work with Tech</td>
</tr>
<tr>
<td>Inside + Outside the Organization (All types of Talent)</td>
</tr>
<tr>
<td>Engagement, Culture, Collective Intelligence</td>
</tr>
<tr>
<td>Purpose, Self-Expression. Values Impact</td>
</tr>
<tr>
<td><strong>WHERE</strong></td>
</tr>
<tr>
<td><img src="image" alt="Pictogram" /></td>
</tr>
<tr>
<td><strong>HOW</strong></td>
</tr>
<tr>
<td><img src="image" alt="Pictogram" /></td>
</tr>
<tr>
<td><strong>WHY</strong></td>
</tr>
<tr>
<td><img src="image" alt="Pictogram" /></td>
</tr>
<tr>
<td>From</td>
</tr>
<tr>
<td>Time, Tenure, and Experience (Gender)</td>
</tr>
<tr>
<td>Org Creates Structure Individual Tasks,</td>
</tr>
<tr>
<td>On Site By Employees</td>
</tr>
<tr>
<td>Top Down, Command + Control, Individual Intel</td>
</tr>
<tr>
<td>Survival Status</td>
</tr>
</tbody>
</table>
A Place Not Necessarily Location Dependent

Politically + Culturally Impartial

Clearly Defined Tasks Done in Isolation

Generic and Depersonalized

Hired Deployable Skills

Not Necessarily Location Dependent

Often Inclusive of a Position

Unclear Tasks, Learning Required, Collaboration Essential

Personalization, Self-expression, Source of Belonging (for some)

Hire for Learning Agility
**PERSPECTIVE: Belonging and Isolation**

**Church Membership** Among US Adults Now Below 50%
**PTA/PTO Membership** present at only 20% of Schools
**Single Households** have more than doubled.
**Single Parenthood** has almost tripled.

Source: Church Membership Gallup based on annual aggregate data taken across two surveys, PTA/PTO: Robert Putnam, Theda Skocpol, National Center on Charitable Statistics, Single Households- Surgeon General Report on Loneliness
Minutes Per Day Online

Time Online

8.5 Hours Per Day
More Than Half Our Waking Hours

Source: Statista (2024)
58% US Adults Are Considered Lonely

Loneliness is a Threat

FIGHT vs. FLIGHT

US vs. THEM

Amygdala Goes Into Overdrive

Racial Minorities, Lower Income, Younger (18-24) 2x

Source: Surgeon General Report on Loneliness (2023), Cigna Post Pandemic Look at Loneliness in US Adults
PERSPECTIVE: Merging of Personal and Professional Lives

Professional Life (resume)

Personal Life (eulogy)

AGENCY

79% Of Autonomous Workers are Engaged

ACCOUNTABILITY

Credit: HR Analytics: Autonomy data infographic & fact sheet (Effectory)
PERSPECTIVE: Engagement....little progress (lagging indicator?)

32% ENGAGED

34% (2021)
36% (2020)

50% NOT ENGAGED

18% ACTIVELY DISENGAGED

16% (2021)
14% (2020)

Sources: Gallup’s 2023 Guide to Employee Engagement
PERSPECTIVE: Engagement....little progress (lagging indicator?)

Sources: Gallup’s 2023 Guide to Employee Engagement
# PERSPECTIVE: Generational Shifts (Leadership Shifts)

## Key Moments

<table>
<thead>
<tr>
<th>Generation</th>
<th>Chronology</th>
<th>Work Is</th>
<th>Population Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOOMER</td>
<td>1946-1964</td>
<td>Adventure, then Retire</td>
<td>70.2 M</td>
</tr>
<tr>
<td>GEN X</td>
<td>1965-1980</td>
<td>A Job, A Contract</td>
<td>65.8 M</td>
</tr>
<tr>
<td>MILLENNIAL</td>
<td>1981-1996</td>
<td>Means to End, Values</td>
<td>72.9 M</td>
</tr>
<tr>
<td>GEN Z</td>
<td>1997-2012</td>
<td>Entrepreneur Purpose</td>
<td>68.6 M</td>
</tr>
<tr>
<td>ALPHA</td>
<td>2012-2027</td>
<td></td>
<td>~65 M</td>
</tr>
</tbody>
</table>

- **Civil Rights, Sexual Revolution**
- **Watergate, Energy Crisis, Downsizing, End of Pension**
- **Divorce Norm, Economic Setbacks**
- **Digital Norm, 9/11, ?**

## Sources

Sources: Resident population in the United States in 2021, by generation Statista
PERSPECTIVE: Generation Z

**Event**
- 9-11, Global War on Terror
- Global Financial Crisis
- Mass School Shootings (USA)
- UN Climate Crisis (12 years)
- War (Afghanistan, etc.)
- BLM, #MeToo
- Covid Pandemic

**Life Stages**
- Birth - Toddler
- Birth - Grade School
- Grade School - Junior High
- Junior High - Adult
- All

**Social Media**
- Junior High - Adult
- Junior High - Adult
## PERSPECTIVE: Changing Gender and Sexuality Norms

<table>
<thead>
<tr>
<th>GENERATION</th>
<th>Heterosexual</th>
<th>LGBTQ++</th>
<th>Trans/Non-Binary+</th>
</tr>
</thead>
<tbody>
<tr>
<td>BABY BOOMERS:</td>
<td>87%</td>
<td>4%</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>GEN X:</td>
<td>84%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>MILLENNIAL:</td>
<td>78%</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td>GEN Z:</td>
<td>68%</td>
<td>18%</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Sources:** IPSOS Global Survey 2023
**PERSPECTIVE: Gen Z Eclipses Boomers .....**

Full-time (35+ hours a week) employment

- **Silent Generation**
- **Boomer**
- **Gen X**
- **Millennial**
- **Gen Z**

Source: Glassdoor analysis of US Census Bureau, Current Population Survey from University of Minnesota. IPUMS-CPS
Manager/Leader Impacts My Mental Health The Most (Workforce)

Job is the Biggest Factor Influencing Mental Health (Workforce, Society)

Autonomy + Support = Warmer + More Engaged Parenting = Children’s Greater Academic, Social, Financial Success (Society, Next Generation Workforce)

Sources: UKG Workforce Institute Study 2023, HBR How A Parent’s Experience at Work Impacts Their Children (2023)
ENHANCE: Why Diversity Matters (to performance)

Why Diversity Matters (to performance)

Increase in Friction

Increase in Performance

Source: Bain and Company: HBR: The Decision Driven Organization

Worst Scenario

All Male Team Deciding What a Diverse Group Executes*

* Occurs in companies with fewer than 30% females

Source: Bain and Company: HBR: The Decision Driven Organization
**ENHANCE: Diversity: Awareness Meets Performance**

- ** Mandate/Quota (Increase Opportunities, Fix Broken Rungs)**
- ** Include Perspectives (Better Meet Market)**
- ** Create a Culture of Belonging (Retain Talent)**
- ** Leverage Unique Capabilities (Increase Performance)**

**Key Points**
- **PERFORMANCE**
- **AWARENESS**
- **LEVERAGE UNIQUE CAPABILITIES**
- **CREATE A CULTURE OF BELONGING**
- **INCLUDE PERSPECTIVES**
- **MANDATE/QUOTA**

**Actions**
- **PERSPECTIVE**
- **DEVELOP**
- **ADVANCE**
- **ACTION**
ENHANCE: Female Degrees Earned, Share of Workforce, Leadership Roles

Data Sources: US Bureau of Labor Statistics, Degree Attainment by Women (NCES), Corporate Boards + Fortune 500 CEO (Catalyst.org)
ENHANCE: Dunning-Kruger Effect

Competence

None Average Expert

Confidence

PERSPECTIVE
ENHANCE
DEVELOP
ADVANCE
ACTION
Data Sources: Leaving Boys Behind, Gender Disparagement in Academic Achievement (National Bureau of Economic Research 2013), The Confidence Gap (Katty Kay And Claire Shipman), 2003 study by the Cornell psychologist David Dunning and the Washington State University psychologist Joyce Ehrlinger, Hewlett Packard Internal Employment Study
DEVELOP: Where to Focus

precious
YOUR TIME
resource

 Finite, Nonrenewable

valuable
trust
asset

What People Buy (Product is Souvenir)
What People Buy Into (Join, Lead, Vote)

essential
capacity
investment

Your Ability to Meet the Moment

Mindfully Manage
Build Don’t Burn
Work to Learn™
DEVELOP: The Three Cards

PERSPECTIVE

ENHANCE

DEVELOP

ADVANCE

ACTION

LUCK

TALENT

PERSISTENCE

DEVELOP: The Three Cards
DEVELOP: The Three Cards

- LUCK
- PERSISTENCE
- TALENT

Opportunity Space
DEVELOP: The Three Cards

- Luck
- Persistence
- Talent

Opportunity Space
DEVELOP: BEST JOB (Seth Godin, 10,000 People, 90 Countries)

I surprised myself with what I could accomplish
I could work independently
The team built something important
People treated me with respect
I admire my coworkers
I surpassed expectations
It was difficult
I had more responsibility than I expected
There was useful and significant feedback
We shipped a project that worked
I got paid a lot
I traveled
I got to tell people what to do
It wasn’t difficult
I didn’t get fired

Growth
Autonomy
Achievement
Respect

How We Design Jobs

How To Motivate

Source: Seth Godin: The Song of Significance
DEVELOP: Five Steps to Re-Building Resilience

1. SLEEP: 7 Hours Average: Physical and Mental (Empathy + Ethics) Health

2. FULLFILMENT: Aspiration + Attainment (90 Minutes a Day)

3. BOUNCE: Overcome Adversity, Exercise Adaptability, Confidence

4. RELAXATION: Attention Span, Recovery, 5-7 Min a Day

5. FOCUS: A Practice, Teenagers are Switching every 19 seconds

Source: Dr. Sven Hansen, The Resilience Institute
ADVANCE: The Old Promise

Success Measures: Codified + Transferred Predetermined Skills + Existing Knowledge

Life Expectancy: 67

Pension Age 66+

Career Ladder

Job Age 18/22 – 65

University K-12

Age 5 – 18/22
Success Measures: Learn + Adapt to Create New Value

Life Expectancy 90+

Remain Engaged

Engagement

Engagement

Engagement

Engagement

Engagement

LEARN

LEARN

LEARN

LEARN

LEARN

LEARN

LEARN
**ADVANCE: The Essential Skills/Behaviors for Workforce (IBM Survey)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Most Critical Skills Required for the Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>42% Time Management, Prioritization Skills</td>
</tr>
<tr>
<td>2018</td>
<td>40% Ability to Work Effectively in Teams</td>
</tr>
<tr>
<td>2023</td>
<td>38% Ability to Communicate Effectively</td>
</tr>
<tr>
<td></td>
<td>38% Willingness to be Flexible, Agile, Adaptable</td>
</tr>
<tr>
<td></td>
<td>35% Analytics Skills with Business Acumen</td>
</tr>
<tr>
<td></td>
<td>33% Ethics and Integrity</td>
</tr>
<tr>
<td></td>
<td>33% Industry/Occupation Specific Skills</td>
</tr>
<tr>
<td></td>
<td>32% Proficiency in Reading, Writing, and Mathematics</td>
</tr>
<tr>
<td></td>
<td>32% Foreign Language</td>
</tr>
<tr>
<td></td>
<td>31% Capacity for Innovation + Creativity</td>
</tr>
<tr>
<td></td>
<td>31% Basic Computer + Software Application Skills</td>
</tr>
<tr>
<td></td>
<td>28% Proficiency in STEM</td>
</tr>
</tbody>
</table>

**49% of Skills in Demand Today, Maybe Irrelevant by 2025**

*Credit: IBM Institute for Business Value: Augmented work for an automated, AI-driven world (2023), EdX: Navigating the Workplace in the Age of AI (2023)*

Skills or Behaviors?
ADVANCE: Goals, Behaviors, Outcomes

Vision

Skills + Capabilities

Outcome

BEHAVIORS
ADVANCE: We Are Upside Down on the Iceberg

1. **Resilient And Adaptive Identity**
   - Resilience + Understanding Of Purpose

2. **Agile Learning Mindset**
   - Ability To Learn + Adapt (To Market Changes)

3. **(Durable) Uniquely Human Behaviors**
   - What Makes You Better At Your Job

4. **(Perishable)Skills To Do**
   - Skills For Which You Are Hired
ADVANCE: Learning Across the Lifespan

Learning (18 – 24 Years)
- Reading Emotions
- Concentration
- Executive Function

Earning (50 – 55 Years)
- Learning New Information
- Vocabulary

Longevity (Retirement)

Sources: Science Direct, Sage Journals
ADVANCE: Increasing Capacity

**OLD MODEL**
- LEARN
- **DO**
- Unit of Value

**NEW MODEL**
- LEARN TO LEARN
- LEARN
- DO
- **WHY**
- Build Capacity
- Unit of Value
ACTION: Consider Your Leadership

THE MOST IMPORTANT THINK YOU DO

Make Decisions

YOUR LONGEST LASTING IMPACT

Develop People
Kintsugi treats breakage and repair as part of the history of an object and evidence of psychological resilience.
<table>
<thead>
<tr>
<th>SHIFT</th>
<th>MEANS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSPECTIVE</strong> 1</td>
<td>Self-expression + Connection, Diverse Workforce, Personalized Interactions</td>
</tr>
<tr>
<td><strong>ENHANCE</strong> 2</td>
<td>Work is biggest influence on our Mental Health, DEI is a Competitive Advantage</td>
</tr>
<tr>
<td><strong>DEVELOP</strong> 3</td>
<td>Capacity, Learning Agility, Resilience, Career Strategy</td>
</tr>
<tr>
<td><strong>ADVANCE</strong> 4</td>
<td>Rethink the Systems, Challenge Our Assumptions</td>
</tr>
<tr>
<td><strong>ACTION</strong> 5</td>
<td>A Profound Opportunity to rethink Work + Learning</td>
</tr>
</tbody>
</table>
Additional Content and Suggested Sources

These are the folks who I read and follow. These are the folks who inspire me. (also places to play)
RECOMMENDED CONTENT, FOLKS TO FOLLOW

**TED TALKS**

Frances Frei: How to Build (and Rebuild) Trust  
https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust

Margaret Heffernan: Forget the Pecking Order at Work  
https://www.ted.com/talks/margaret_heffernan_forget_the_pecking_order_at_work

**OTHER VIDEO CONTENT**

Dov Seidman’s Thoughts on How and Behavior  
https://youtu.be/CQhujrbeoGI

Five Factors to Build Resilience: Sven Hansen  
https://www.youtube.com/watch?v=5ZyLggUxgDc

**Articles (some old but the time has finally come...)**

Job Sculpting  

Tours of Duty  

If You Want Success, Pursue Happiness  

How Employee Experience Impacts Your Bottom Line  
https://hbr.org/2022/03/research-how-employee-experience-impacts-your-bottom-line
LEARN ABOUT GENERATIVE AI

PLAY WITH AI

Create an account here: https://openai.com
Fund it with a nominal amount of money ($20)
Chat GPT (text) and DALL-E (images)

Simple tutorial on using Dall-E
https://www.youtube.com/watch?v=iBHAja_GV5I

LEARN ABOUT GENERATIVE DESIGN

Autodesk Overview of Generative Design (product)
https://www.youtube.com/watch?v=E2SxqUvtplk

Generative Design Examples (Buildings)
https://www.youtube.com/watch?v=reWHe5sFDEM

LEARN ABOUT GENERATIVE AI

What is Generative AI

How Generative AI can Augment Human Creativity
**Articles**

**Deloitte: Purpose is Everything: How Brands leading with purpose are changing business.**

**Edelman: 2023 Trust Barometer**
https://www.edelman.com/trust/2023/trust-barometer

**Entrepreneur: Purpose Driven Companies Grow Three Times Faster, Here is how to Balance Purpose and Profit**

**Gallup: US Employee Engagement Needs a Rebound**

**Gallup: State of the Global Workforce 2023**

**What Gen Z Wants in the Workplace**
https://www.washingtonpost.com/business/2023/06/16/gen-z-employment/?utm_source=flipboard&utm_content=HeatherMcGo5r24%2Fmagazine%2FTalk+research

**Augmented Work for AI Driven World (IBM Skills)**
https://www.ibm.com/downloads/cas/NGAWMXAK
Articles (continued)

What if Captain Sully and Coronavirus are Future of Work Signals
This article covers searchlight intelligence, heuristics, and thinking around the role of “translation” between curious and urgent motivations.


Stealing a Brain Hack: Exploration vs. Urgency Shapes Memory and Learning
The art heist simulation.


Global Study on Human Thriving
Study Description: https://hfh.fas.harvard.edu/global-flourishing-study
Phase One Update (Jan 2024) Webinar: https://www.cos.io/gfs
Articles (continued)

IPSOS Global LGBTQ+ Study
30 country study on LGBTQ+ Populations and Public Opinion

The Confidence Gap (women)
https://www.theatlantic.com/magazine/archive/2014/05/the-confidence-gap/359815/

Surgeon General Epidemic on Loneliness and Isolation

Cigna: Loneliness in America
https://newsroom.thecignagroup.com/loneliness-in-america

When Does Cognitive Function Peak
https://journals.sagepub.com/doi/abs/10.1177/0956797614567339
RECOMMENDED BOOKS (and Folks to Follow)

- **Seth Godin**
  - *The Song of Significance*
  - Particularly good for “Planning”
- **Roger L. Martin**
  - *A New Way to Think: Your Guide to Superior Management Effectiveness*
  - Particularly good for Management
- **Alison Levine**
  - *On the Edge: The Art of High Impact Leadership No Matter the Distance*
  - Particularly good for “Fear” + Leadership
- **Erica Dhawan**
  - *Digital Body Language: How to Build Trust and Connection, No Matter the Distance*
  - Particularly good for “remote communications + culture”
- **Margaret Heffernan**
  - *Uncharted: How to Navigate the Future*
  - Particularly good for “Fear”
- **Cassandra Worthy**
  - *Change Enthusiasm: How to Harness the Power of Emotion for Leadership and Success*
  - Particularly good for “Fear”
- **Tiffani Bova**
  - *The Experience Mindset: Changing the Way You Think About Growth*
  - Research rich, all points backed up by data
- **Tsedal Neeley**
  - *Remote Work Revolution: Succeeding from Anywhere*
  - HBR Prof who has studied remote work
RECOMMENDED PODCASTS (all are links)