Developing Nextgen Leaders

OTEC Session 59

October 26, 2016
Developing Nextgen Leaders

Agenda:

• Brief Presentation on Generational Communication & E.I. Competencies

• Panel Discussion – Identifying and Mentoring the Future Leaders of Transportation
The 4 Generations – Born Between ...

- Traditionalists 1925 – 1945
- Baby Boomers 1946 – 1964
- Generation X 1965 – 1981
- Millennials (Gen Y) 1982 – 2003
Introduction

• We are encountering “generational diversity” in the workplace

• Each generation tends to be shaped or influenced by its environment and experiences

• Effective communication skills are needed in order to work well with others:
  • Co-workers
  • Customers
Why is this Topic Important?

Because generational differences can impact:

- **Work habits/values**
- **Communication styles**
- **Motivational factors**
- **Safety considerations/issues**
Generational Trends & Leadership Styles

Mentoring & “Reverse Mentoring”
• Have a conversation about generations.
• Treat employees as very important people.
• Respect and appreciate differences.
• Remember that good leadership and management are critical values.
• Leverage generational strengths by cross-populating teams.
• Remember that all employees wish to be treated fairly, to take pride in their accomplishments, and to have camaraderie at the workplace.
A Brief Introduction to Emotional Intelligence (‘EQ’)

EQ is responsible for 58% of your job performance

Emotional Intelligence 2.0

“Succinctly explains how to deal with emotions creatively and employ our intelligence in a beneficial way.”
— THE DALAI LAMA

TRAVIS BRADBERRY & JEAN GREAYES

FOREWORD BY PATRICK LENCioni

INTERNATIONAL BESTSELLING AUTHORS OF THE EMOTIONAL INTELLIGENCE QUICKBOOK

THE WORLD’S MOST POPULAR EMOTIONAL INTELLIGENCE TEST
A Brief Introduction to Emotional Intelligence (‘EQ’)

EQ is responsible for
58% of your job performance

90% of top performers have high EQ
Toolbox Concept
Knowledge, Skills and Abilities

E.I. can serve as a multiplier for K.S.A
What is Emotional Intelligence?

A modern term that describes human competencies or skill sets that have been evident for centuries . . .
Verbal and Non-Verbal Communication

• When interacting with others, the words we use only convey part of the message.

• Non-verbal communication represents about 2/3 of all communication.
  • Facial expression; eye contact
  • Body language; gestures; stance; posture; use of space
  • Use of voice (tone, volume, pitch …)
Why is This Topic Important?

• Because emotions affect our own perceptions and behaviors.

• Because emotions are contagious (both positive and negative), and therefore have an effect on how we relate to and work with others.
  • Brain function and neuropsychology
  • Verbal and non-verbal cues
Why is This Topic Important?  
I.Q. and “E.Q.” (E.I.)

• It’s a given that we need to have the required level of technical and functional competence (knowledge, skills & abilities) in order to succeed in a job or profession.
• Beyond the baseline of having the required level of competence, studies have indicated that E.I. is often a better predictor of long-term success than I.Q.
• The good news – E.I. can be developed.
The E.S.I. Model – Four Areas of Awareness

Within these four Areas are 12 specific Competencies.
The E.S.I. Model –
12 Competencies in the Four Areas of Awareness

<table>
<thead>
<tr>
<th>Self-Awareness</th>
<th>Social Awareness</th>
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<tbody>
<tr>
<td>• Emotional Self-Awareness</td>
<td>• Empathy</td>
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<tr>
<td>• Emotional Self-Control</td>
<td>• Organizational Awareness</td>
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<th>Self-Management</th>
<th>Relationship Management</th>
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<td>• Achievement Orientation</td>
<td>• Influence</td>
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<td>• Positive Outlook</td>
<td>• Coach and Mentor</td>
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<td>• Adaptability</td>
<td>• Conflict Management</td>
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<td>• Inspirational Leadership</td>
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<td>• Teamwork</td>
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Sources: Goleman / Boyatzis / The Hay Group
Basic Communication Process

1. Start with a message
2. Transmitter encodes the message
3. Encoded message is transmitted
4. Encoded message is received
5. Receiver decodes the message
“The #1 Skill Of Extremely Likable (And Successful) People”

**Listening** = giving someone our full, undivided attention
# Six Leadership Styles

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Leader’s Approach</th>
<th>The Style in a Phrase</th>
<th>Impact on Climate</th>
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</thead>
<tbody>
<tr>
<td>Commanding</td>
<td>Demands compliance</td>
<td>“Do what I tell you.”</td>
<td>Negative</td>
</tr>
<tr>
<td>Visionary</td>
<td>Mobilize toward vision</td>
<td>“Come with me.”</td>
<td>Most strongly positive</td>
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<td>Affiliative</td>
<td>Creates harmony</td>
<td>“People come first.”</td>
<td>Positive</td>
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<tr>
<td>Democratic</td>
<td>Consensus &amp; participation</td>
<td>“What do you think?”</td>
<td>Positive</td>
</tr>
<tr>
<td>Pacesetting</td>
<td>Sets high standards</td>
<td>“Do as I do, now.”</td>
<td>Negative</td>
</tr>
<tr>
<td>Coaching</td>
<td>Develop for the future</td>
<td>“Try this.”</td>
<td>Positive</td>
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Proceed with Panel Discussion