The Real Differences Between
Gen Z, Millennials, Gen X,
Boomers, and Silents—
and What They Mean
for America's Future

generations

JEAN M. TWENGE, PhD
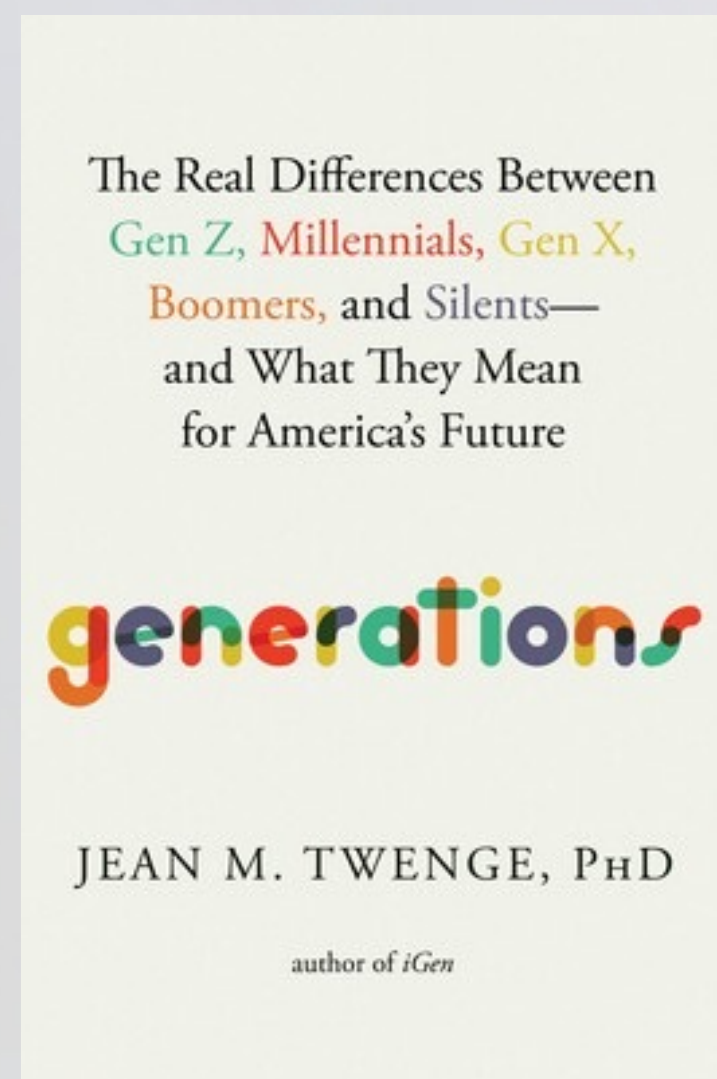
author of *iGen*

CULTURE
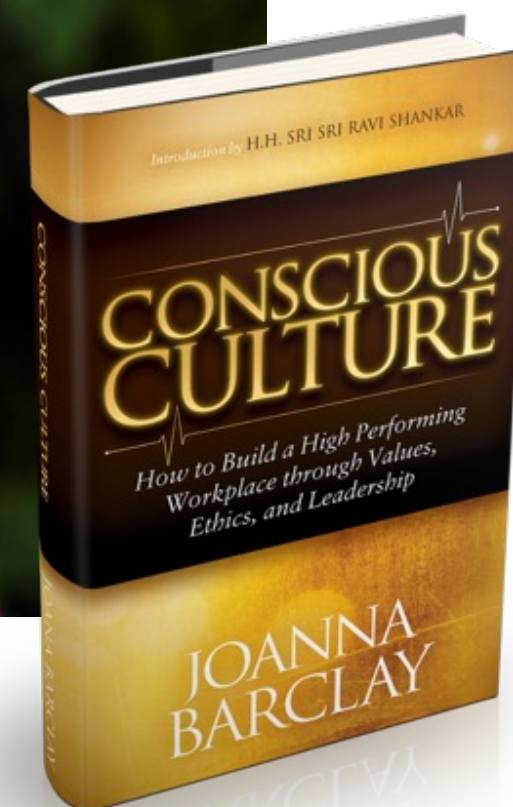LEADERSHIP
GROUP

Culture by Design

GET CONNECTED

A Values-Driven Approach to
Change Management

Joanna Barclay

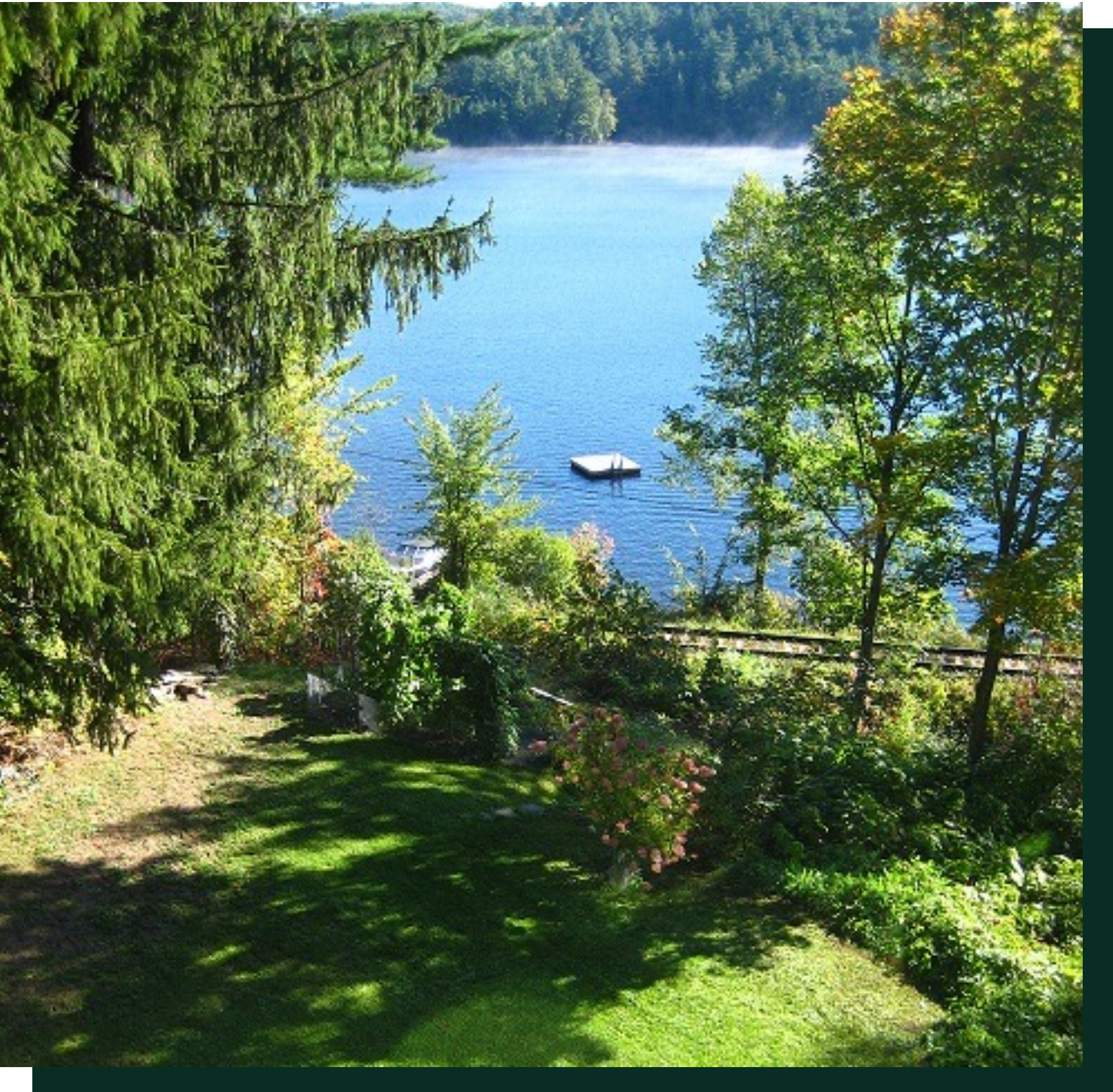Statistics
Canada

Statistique
Canada

Joanna Barclay

Leadership Consultant, Global Speaker, Author, ICA Associate and Trainer

"

Creating Workplace Cultures People WANT to Work in!

LOGHENGE – Our little piece of heaven on the Gatineau River

Living Our Values

- Family

- Making a Difference
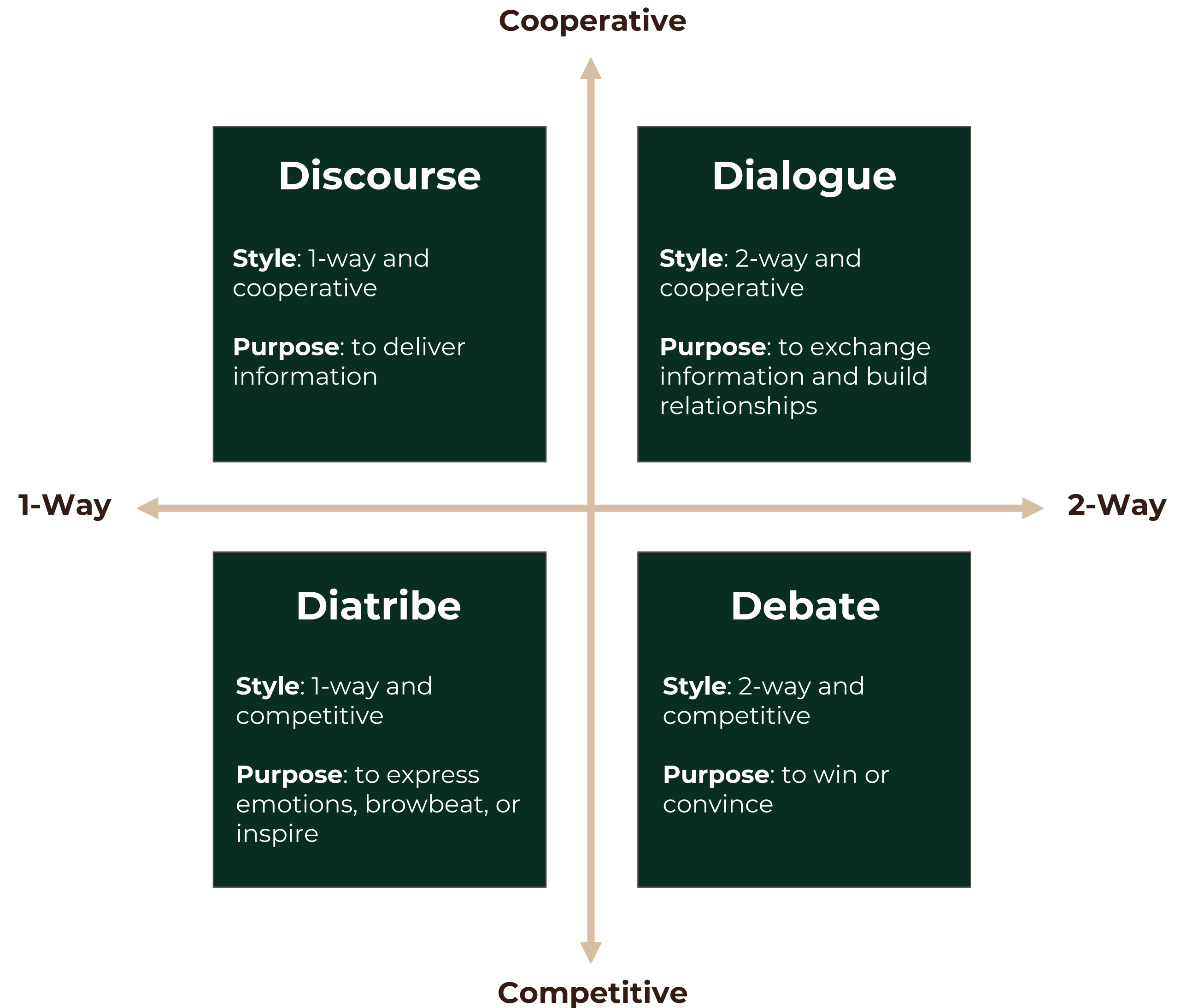
CULTURE
LEADERSHIP
GROUP

Culture by Design

"Public servants are responsible for keeping up with the speed and pace of things as they change.

We are at a significant time of change right now, and we've got to keep up with it. We don't always know what that looks like, that's why **reflecting on our values and ethics is so important.** We are stewards of the public trust."

- The Honourable Senator Ian Shugart,
Former Clerk of the Privy Council,
October, 2023

There is a strong recognition of the importance of values and ethics, and need for continued dialogue.

" *"People look to the code as a guide for how to avoid wrong-doing. But instead, it can be a guide for right-doing."*

Cooperative

Discourse

Style: 1-way and cooperative

Purpose: to deliver information

Dialogue

Style: 2-way and cooperative

Purpose: to exchange information and build relationships

1-Way ⟷ **2-Way**

Diatribe

Style: 1-way and competitive

Purpose: to express emotions, browbeat, or inspire

Debate

Style: 2-way and competitive

Purpose: to win or convince

Competitive

The importance of discussions with youth, students, new employees

More than ever before in our history, people want to be engaged and have their voices and ideas heard.

Young people want to see **impact** and have **agency** in their work.

Having impact and agency creates a feeling of meaning purpose and pride in their work.

However, many are feeling they have lost that sense of agency.

People are looking for actionable change

Conversations on values and ethics gives people a voice in the process of change, a sense of contribution and a feeling of being making a difference in shaping the future.

Building a **diverse and inclusive** workforce, one that represents all Canadians, means individual and cultural values may differ.

With 4 different generations in the workplace and 4 different sets of values, leaders need to help staff find common ground. People must not be afraid to speak their minds and be open to hearing things they don't agree with.

This balance requires self-awareness, a commitment to impartiality, and a willingness to set aside personal biases when making decisions, respecting diverse perspectives, maintaining ethical integrity, enabling staff to feel they are able to

"Bring their full selves into work."

"Double standard" in unequal application of values and culture of risk aversion, diminishes trust, accountability and transparency in the work environment.

There needs to be a consistent application of the values and behaviours all the way up in the organization.

Leaders must model the desired values and behaviours which create the workplace culture and how people work together.

11

"Me" vs "We"

Pre-pandemic, work came first. Now, people are more comfortable asserting themselves and putting limits on their work, as a result of remote work. The focus has shifted to a focus on individualism.

Facilitative leadership empowers open transparent dialogue, which transforms a culture from "me" (self-interest) to "we" (common good).

"In the past, jobs were about muscle, now they're about brains, **but in the future, they'll be about heart**."
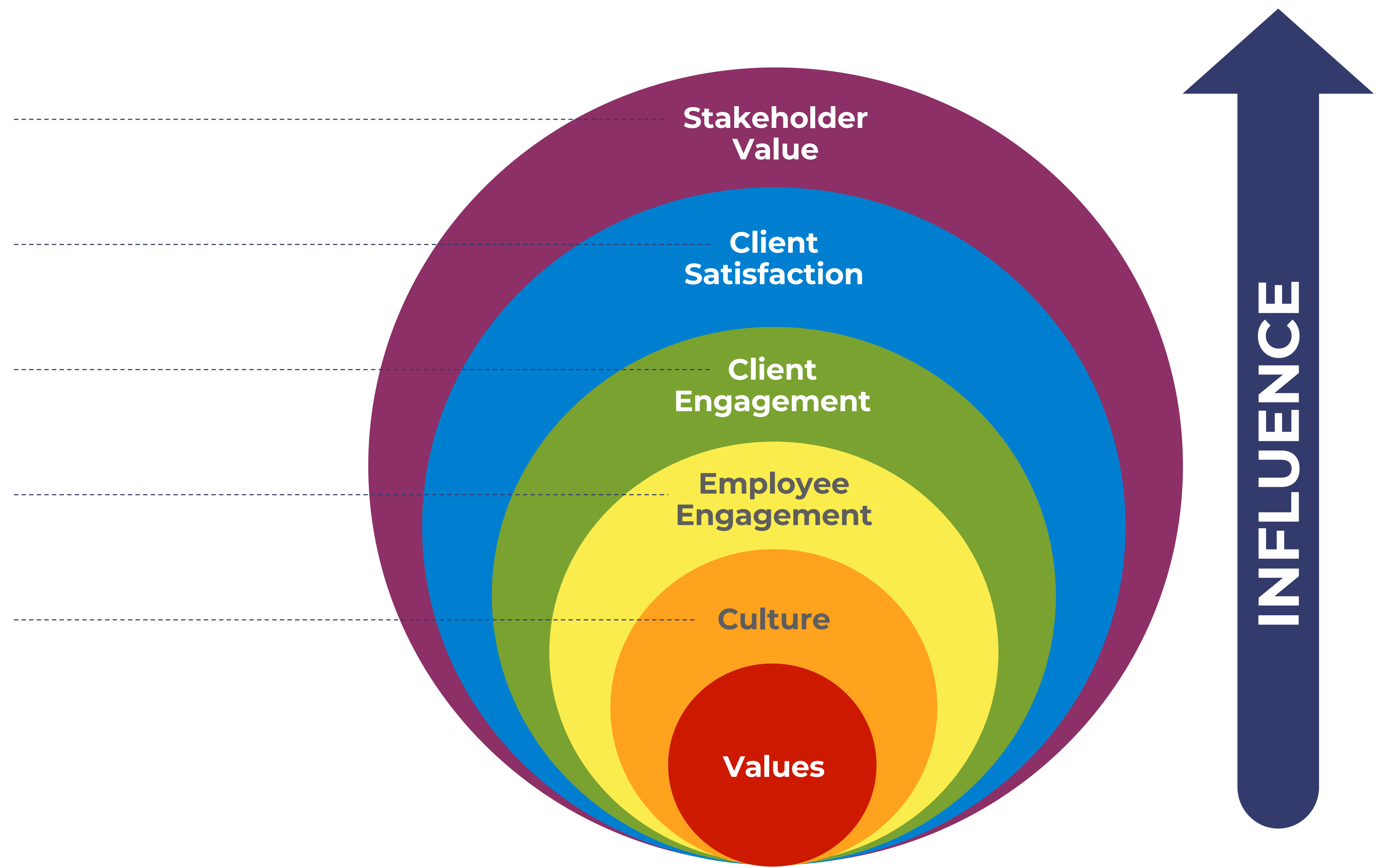
- **Baroness Minousche Shafik**
-
Former President and Vice Chancellor,
London School of Economics, 2017 – 2023
One of the premier Public Policy Schools in the world

The Influence of Working with Values

Where do you experience the values of trust, loyalty, respect and integrity...
... in your head or your heart?

- Client satisfaction drives stakeholder value
- Client engagement drives client satisfaction
- Employee engagement drives client engagement
- Culture drives employee engagement
- Values drive culture

Stakeholder Value

Client Satisfaction

Client Engagement

Employee Engagement

Culture

Values

INFLUENCE

Why do 75% of Change Leaders Fail?

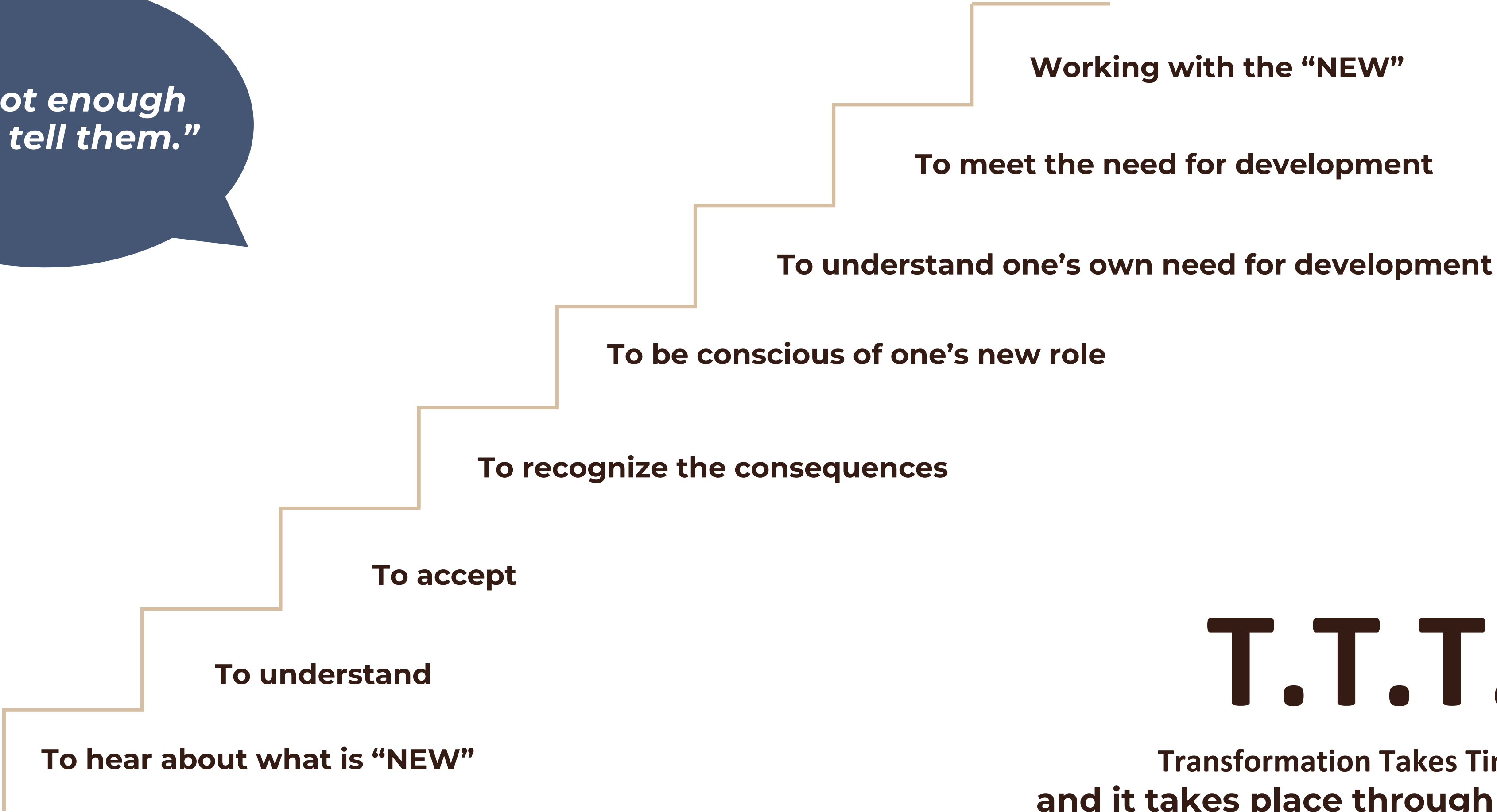**Culture eats strategy for breakfast**

Plans, Vision, Strategy, Goals, Structure, Systems

Leadership Style, Communication Styles, Decision Making Processes, Handling Conflict, Habits, Traditions, Attitudes, Feelings, Fears, Values, Beliefs

Transformation Takes Time

"It's not enough to just tell them."

Working with the "NEW"

To meet the need for development

To understand one's own need for development

To be conscious of one's new role

To recognize the consequences

To accept

To understand
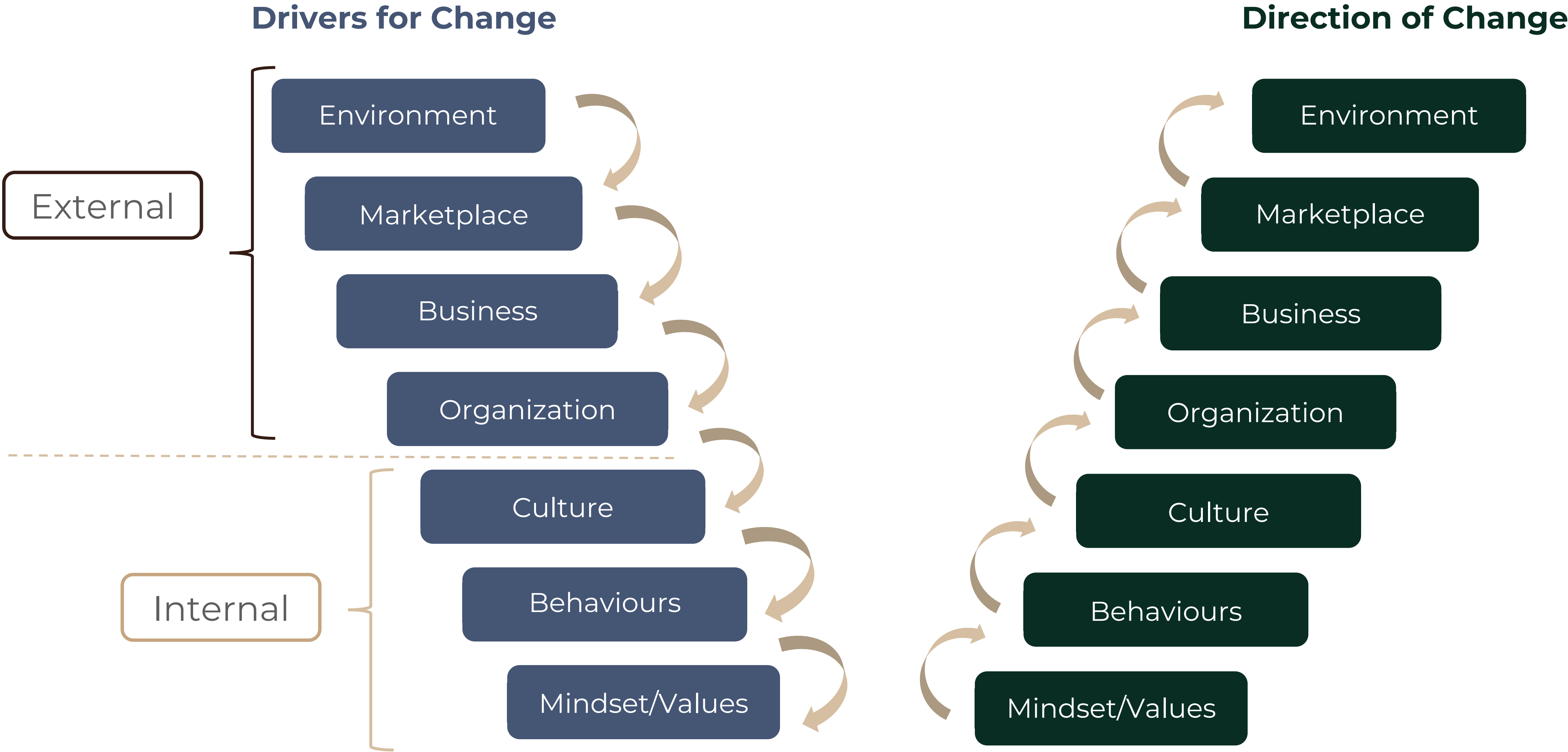
To hear about what is "NEW"

T.T.T.

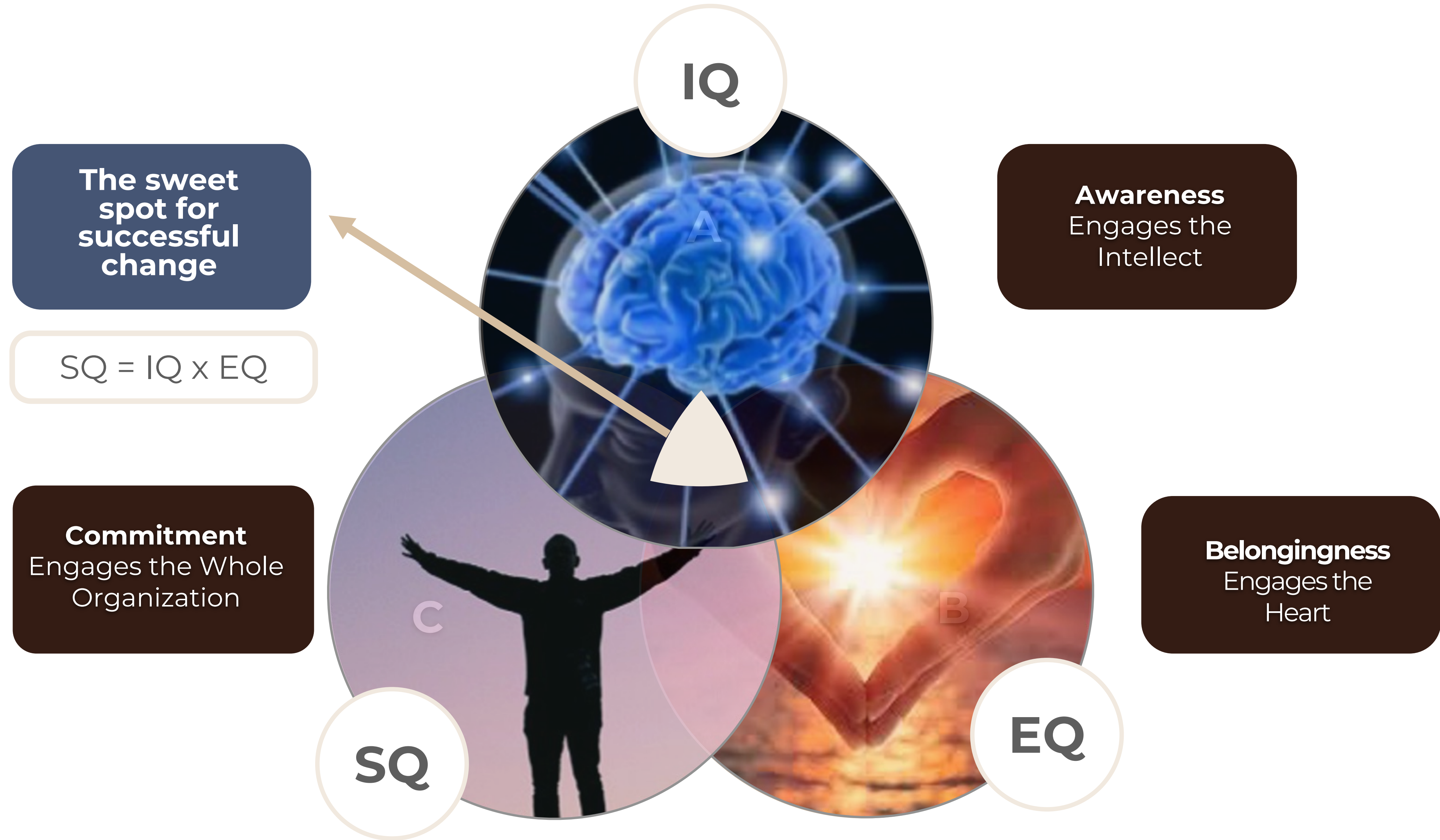Transformation Takes Time
and it takes place through dialogue

How do we actually change internally during difficult situations?

Through facilitative dialogue on the drivers for change, building new awareness, creating a sense of belonging and commitment.
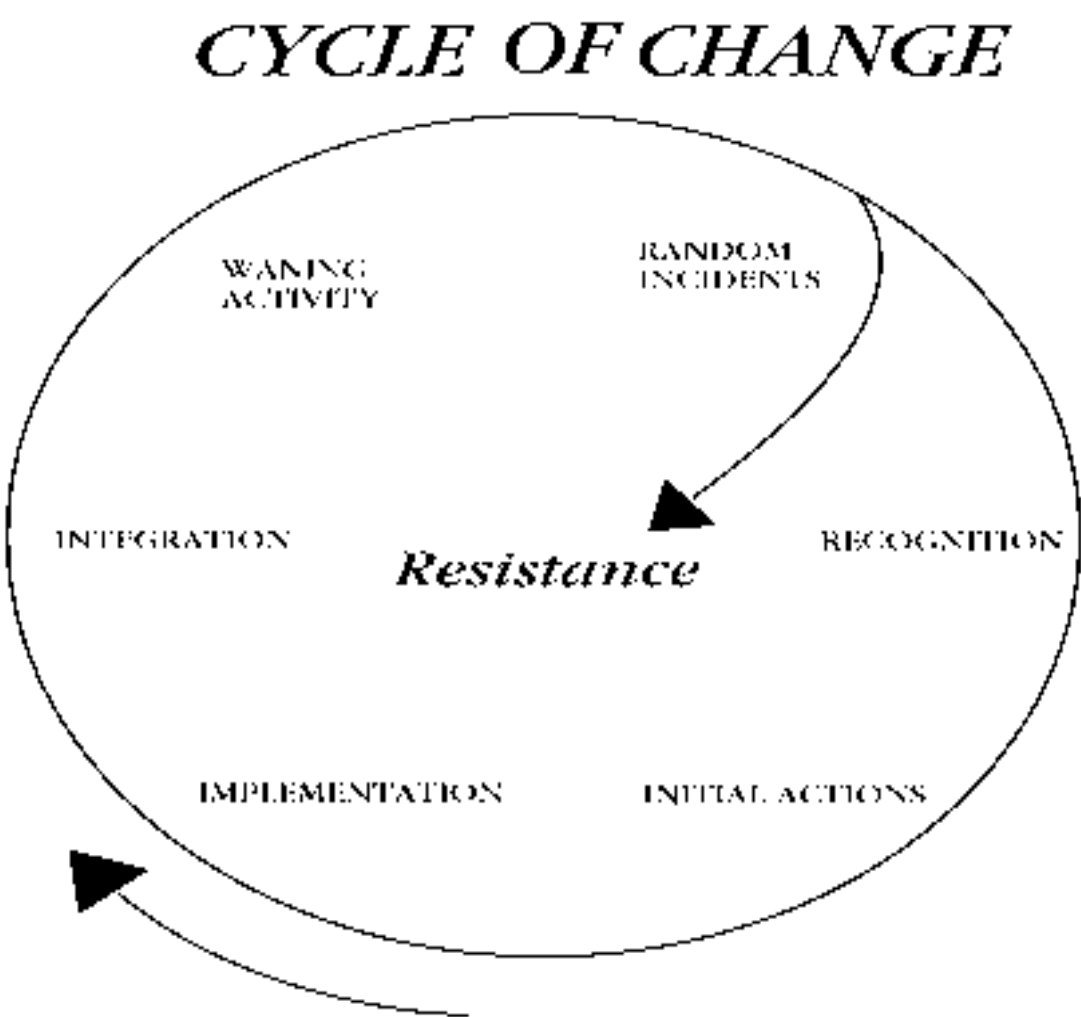
Drivers for Change
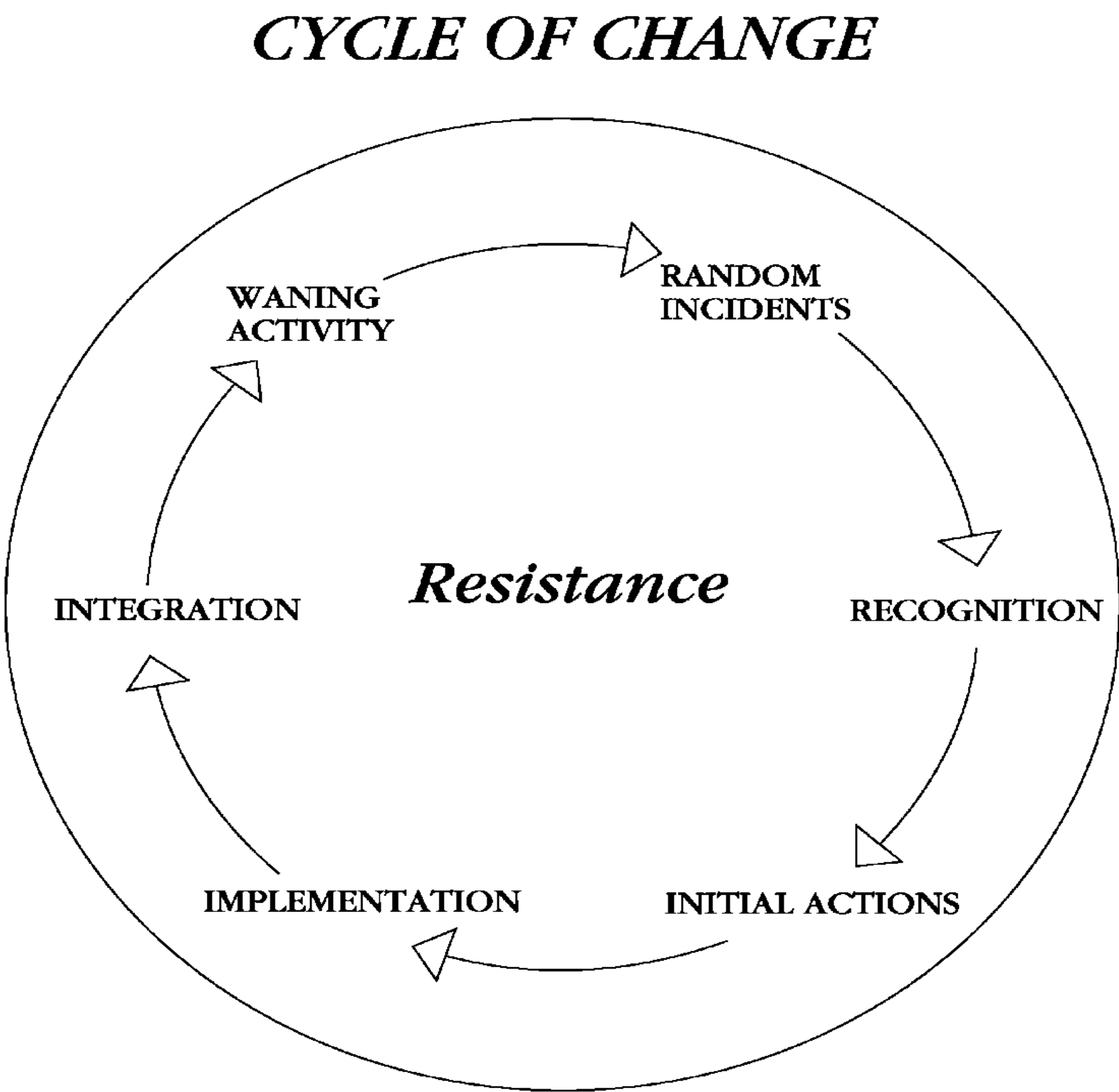
The ABC Framework for Cultural Transformation

The sweet spot for successful change

SQ = IQ x EQ

IQ

A

Awareness
Engages the Intellect

Commitment
Engages the Whole Organization

C

B

Belongingness
Engages the Heart

SQ

EQ

Resistance to Change

CYCLE OF CHANGE

CYCLE OF CHANGE

Adapted by Maurier & Associates
Developed at Gesalt Institute of Cleveland

3 Levels of People Engagement and Resistance

Data
- Lack of Information

Understanding   **Reaction**

Trust/Confidence

Emotions
- Fear of Change

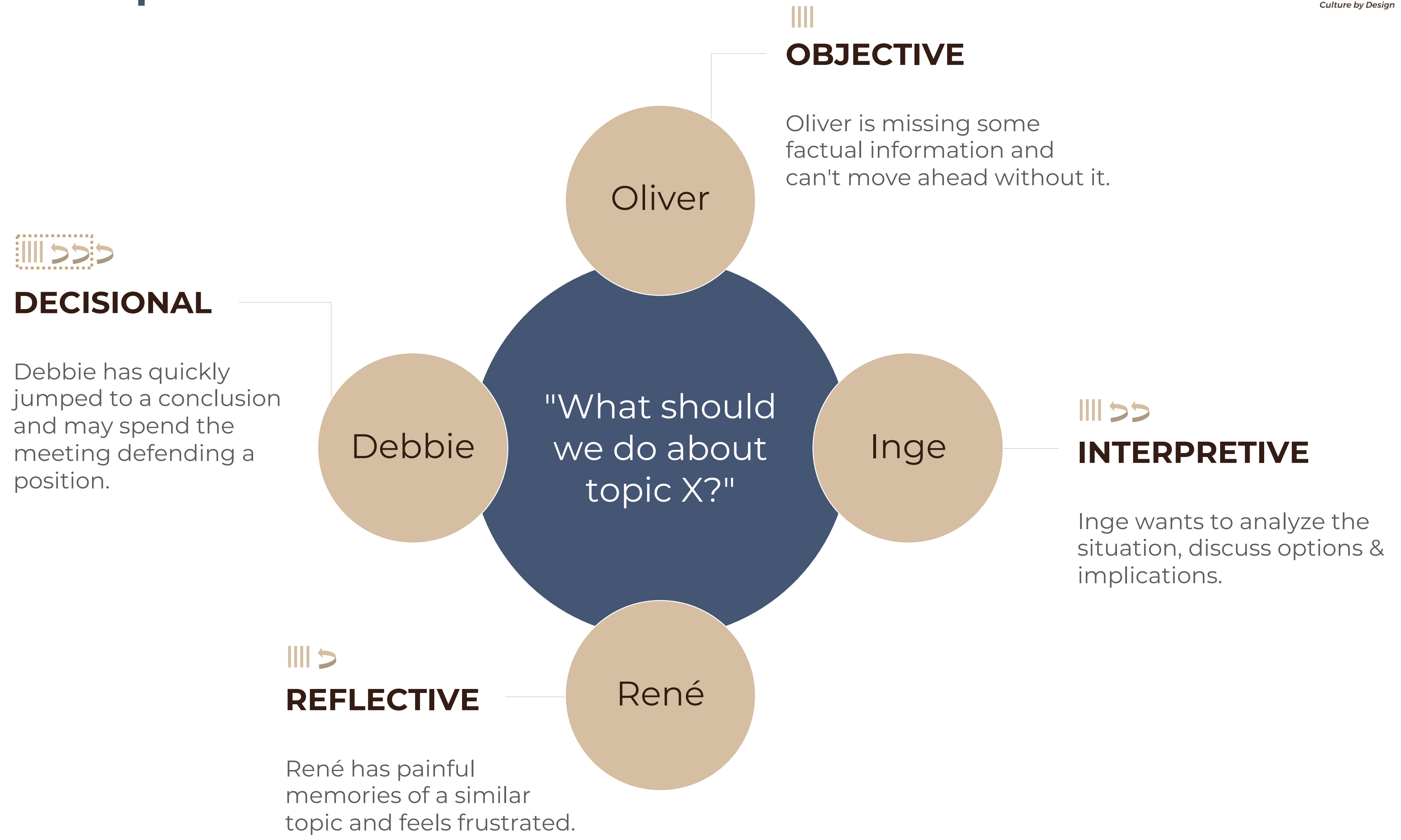**Trust**
- Wary of the Leader

To build support for change, we must understand why people resist.

A typical unproductive discussion

OBJECTIVE

Oliver is missing some factual information and can't move ahead without it.

DECISIONAL

Debbie has quickly jumped to a conclusion and may spend the meeting defending a position.

INTERPRETIVE

Inge wants to analyze the situation, discuss options & implications.

REFLECTIVE

René has painful memories of a similar topic and feels frustrated.

Oliver

Debbie

"What should we do about topic X?"

Inge

René

CULTURE LEADERSHIP GROUP
Culture by Design

Creating a Safe Space – Working Guidelines

- Everyone has wisdom.

- We need everyone's wisdom for the wisest results.

- There are no wrong answers.

- The whole is greater than the sum of its parts.

- Each person will hear others and be heard.

Focused Conversation Method

First determine the external facts, then the internal response, followed by the implications, and finally the next steps required to resolve the situation.

For example:

What – What are the facts we know about this situation? What history is relevant here?
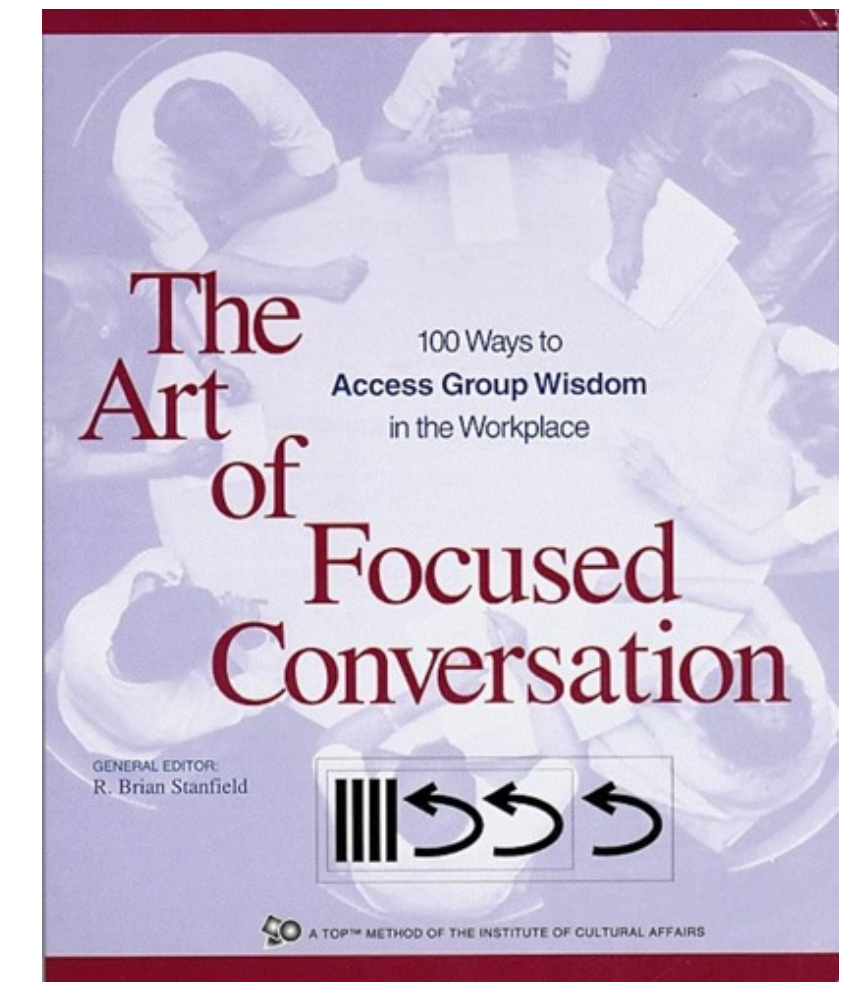
Gut – What has been most difficult for you? What is exciting? What intrigues you the most? Where have you experienced a situation like this before?

So What – What values are most important to us? What are the long-term issues? What options are possible to address this situation? What changes could we make to accommodate our needs?

Now What – What kind of support structure do we need? What is the first step we need to take?

Empathetic Listening

Leaders are recognizing the importance of "soft" skills, such as empathy and heart-to-heart communication, and the power they have in developing trust relationships.
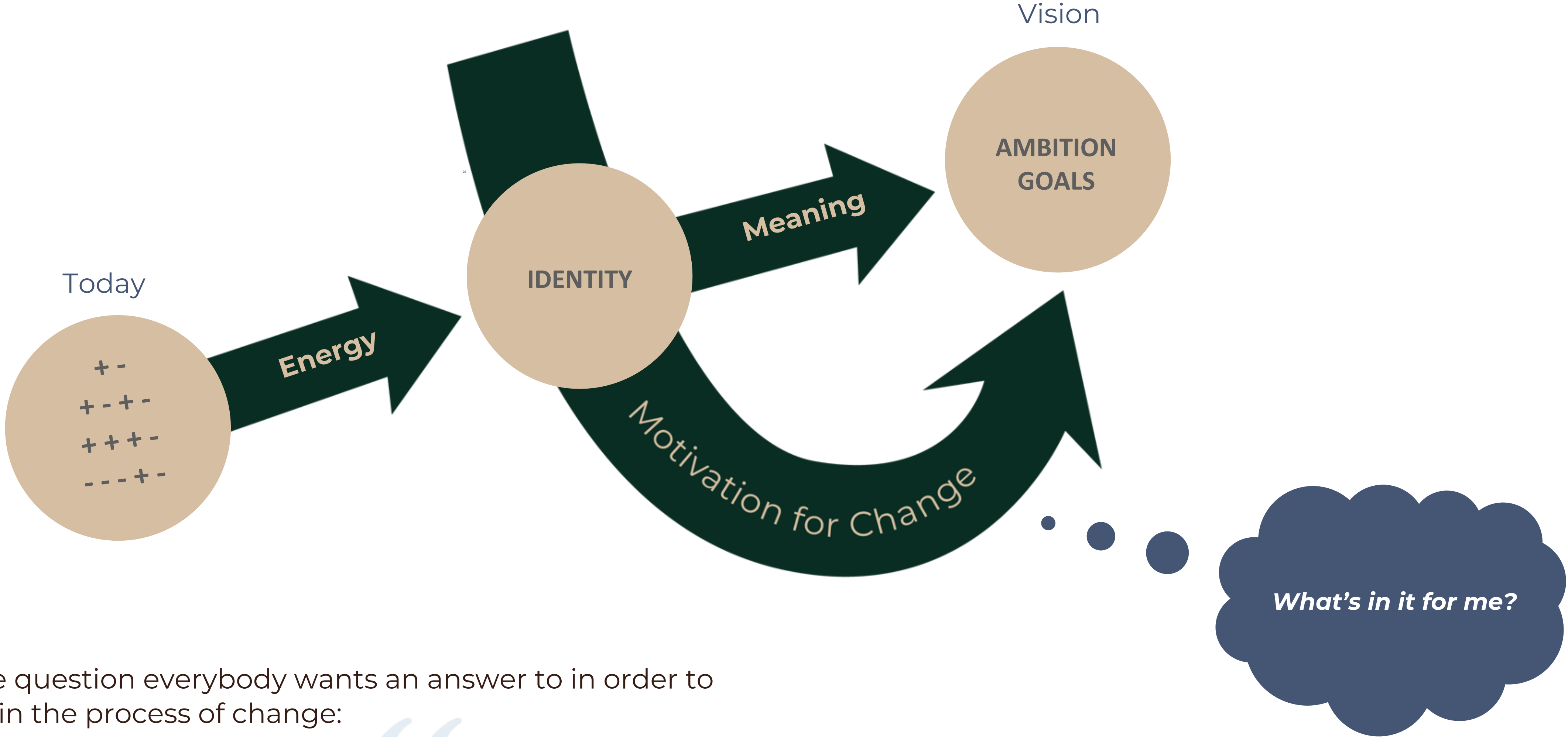
"Leadership is measured in the hearts that follow.

It takes self-mastery to develop soft skills. Leaders who "own" their values and lead accordingly develop stronger trust relationships with staff that gives rise to high productivity.

"People don't care how much you know, until they know how much you care"

Change at Individual Level

Vision

Today

+ -
+ - + -
+ + + -
- - - + -

Energy

IDENTITY

Meaning

AMBITION GOALS

Motivation for Change

What's in it for me?

There is one question everybody wants an answer to in order to participate in the process of change:

" **"What's in it for me?"**
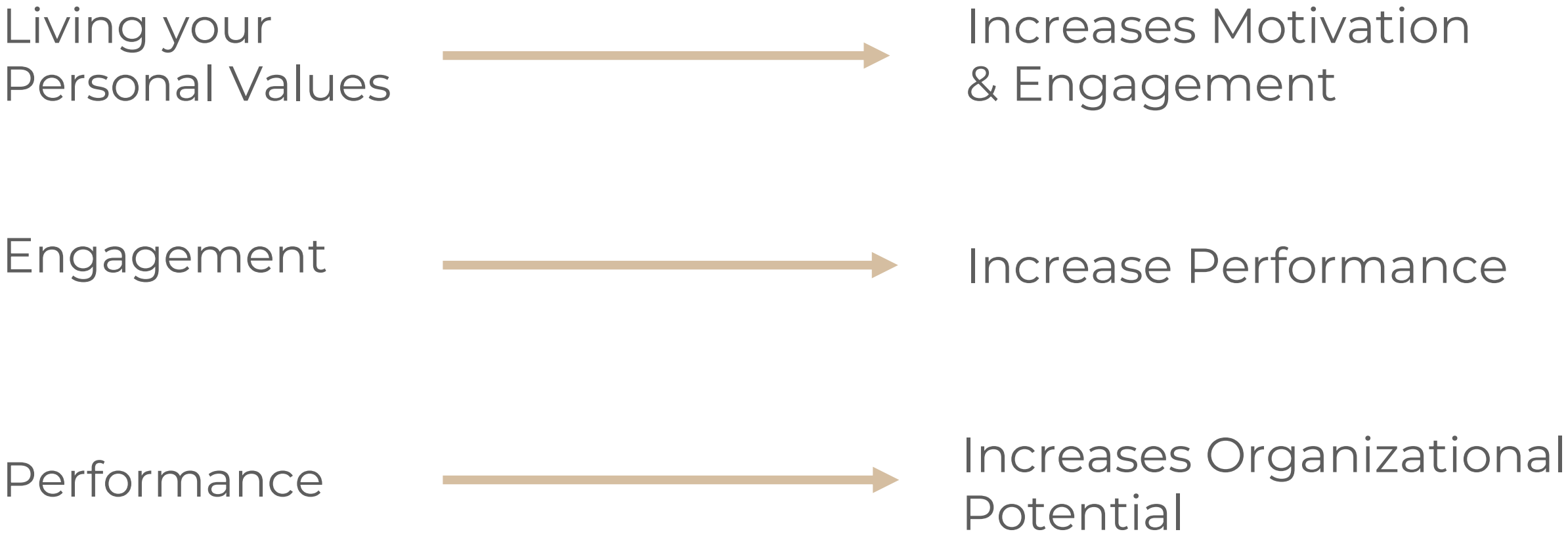
"Bringing your values to work"

Values, Beliefs & Behaviors Exercise

Choose 1 of your top personal values	Why is it important to you?	What behaviors do you exhibit to live this value?	How do you react if this value is ignored and not honoured by others?

With a partner, share your top values, beliefs, and behaviours

How do you feel when you can bring your personal values into work?

How do you feel when your values are stepped on and ignored?

Source of Personal Excellence

Living your
Personal Values → Increases Motivation
& Engagement

Engagement → Increase Performance

Performance → Increases Organizational
Potential

"Law of Performance"

Ability x Mental Attitude = Performance

Training and support for facilitative, **values-based** leadership through **dialogue**.

Discussion on values and ethics cannot be a box-ticking exercise. They must be part of the daily work and dialogue so that employees can learn from one another.

Developing facilitative, values-based leadership skills in dialogue can achieve the following results:

- incorporate the values and ethics into decision making

- to support organizational development,

- enabling the organization to build the culture necessary

- to address its challenges

Technology of Participation (ToP) Group Facilitation Methods

- Powerful methods to facilitate and build consensus.

- Move beyond reliance on instinct with the two most powerful facilitation methods available on dialogue and building consensus

A significant sector of the Canadian Department of National Defense has committed to facilitative leadership development and cultural transformation to evolve their workplace culture.

Practicing self-care and compassion helps people to be more resilient, have stronger mental health, and sense of well-being.

Complex development problems require that the people with the problem need to acquire new ways of doing things, to review their values and learn to do better.

Conscious Leadership with Horses Workshop
November 26, 2019
RCMP Musical Ride Stables, Ottawa, Ontario

How to Get Connected

- Become a facilitative leader

- Show you care, be courageous

- Engage to increase engagement

- Define Wanted Behaviours and Actions

- Continuous Dialogue

If you think you are beaten you are;
If you think you dare not, you don't.
If you'd like to win, but you think you
can't, Its's almost a cinch you won't.

If you think you'll lose , you've lost,
For out in the world we find
Success begins with a persons will -
And it's all in a state of mind.

- By Walter Wintle

impossible

Free E-book and Sign-up for Leadership Newsletter: CultureLeadershipGroup.com
Send questions to: Joanna.Barclay@clg-ap.com

Thank You!