

Quote:

"If you always believe what you've always believed, you will always think the way you have always thought.

If you always think the way you've always thought, you will always feel the way you have always felt.

If you always feel the way you've always felt, you will always do what you've always done.

If you always do what you've always done, you will always get what you've always gotten.

If there is no change, there is no change."

Adapted from an unknown source

Interesting Website:

<http://www.teamchrysalis.com/innovation.htm>

Feature Article:

OLD FOGEYS AND YOUNG KNOW-IT-ALLS

By Kathy Jardin from above website

As we consider the workforce changes that are directly on the path in front of us in North America, most managers and leaders we have come into contact with in the leadership and team development work we do are already experiencing the generational influences. There is a new type of sandwich generation – those leaders in between the old fogeys who have checked out because they are disillusioned and are waiting for retirement and the young know it alls who haven't checked in yet usually because they too are disillusioned. The sandwiched generation is wondering why they have to be the ones to make all the changes!

The reality is, it is rarely ever just one party that needs to make change but somebody does need to initiate it. The reason that people hold so steadfastly to their own point of view is often that they do not feel acknowledged or validated for their point of view, their contribution or their value to the organization or the work.

In the work force, we have older generations valuing wisdom and experience who have earned their spot in the organization or the team because of these attributes who do not feel valued by younger generations who see their perspective as old hat. We have younger generations who bring new ways of thinking and new energy that is not valued or recognized by the older generations because they are perceived as not having been with the organization or the team long enough to be able to make a valid contribution.

Additionally, the baby boomers have been influential in shaping our society, economy, organizational frameworks or ways of operating for so long that they tend to see the whole world through a baby boomer lens. After changing the world, it never occurred to them that someone would come along behind them and want to change it again.

One of the hallmarks of the baby boomer generation is an acceptance of stress and overwork that has likely shaped their sense of loyalty and work ethic. It is pretty common for baby boomers to say of the younger generations that they have no loyalty or work ethic. My response to that is, we just haven't figured out how to tap into it yet. Just like we haven't figured out how to tap into the loyalty and commitment of those longer term employees who have checked out. We figure there is something wrong with "them" because "they" are not

performing. What if it wasn't "them"? What would that mean for the world view? Maybe it would mean that it is time to develop new ways of engaging people of all generations.

What would new engagement strategies look like? What if it looked like shared responsibility, shared leadership and the opportunity to co-create the work and the way the work gets done? Most people really like these concepts but have difficulty in the implementation of them because there is a perceived leap of faith involved and because there is a large element of giving up control, giving up the need to supply answers and fix problems and trusting the team, the organization, the people can actually resolve their own problems, generate their own ideas and create a momentum most organizations have yet to experience.

What does this look like? Good coaching skills for all leaders in the organization that rely on a consistent process and are mutually influenced by the coach and the coachee. New ways of meeting: open space, word café. Old ways of meeting that are emerging as new again: circle council. These are all processes that enable people to feel validated and valued and that tap into the wisdom, knowledge and experience of all people in ways we have forgotten are possible. They allow people to contribute in more meaningful and relevant ways, creating conversations that matter leading to wise action.

Why don't we do this when the skills and knowledge are readily available? The organizational structure is inhibiting at times. It is a risk and there is a fear of appearing to stand too far out on the edge. We think we don't have time.

How do we overcome this? By experiencing the processes. By learning and practicing the processes in less risky situations. By surrounding ourselves by others who have taken the risk to work in new ways and have seen the successes.

As we move further down this road, the generational influences will continue to be strong in all facets of our lives. We have the tools to tame the influences. Are we willing to risk?