

HGC

GROUP OF COMPANIES



LEAP HR

**Rethinking Leadership Development to Create the
Field People Leaders Who Can Lead Multi-
Generational, High-Performing Teams
2018**

Matt Hess, VP of HR and Leadership Development – HGC Group of Companies

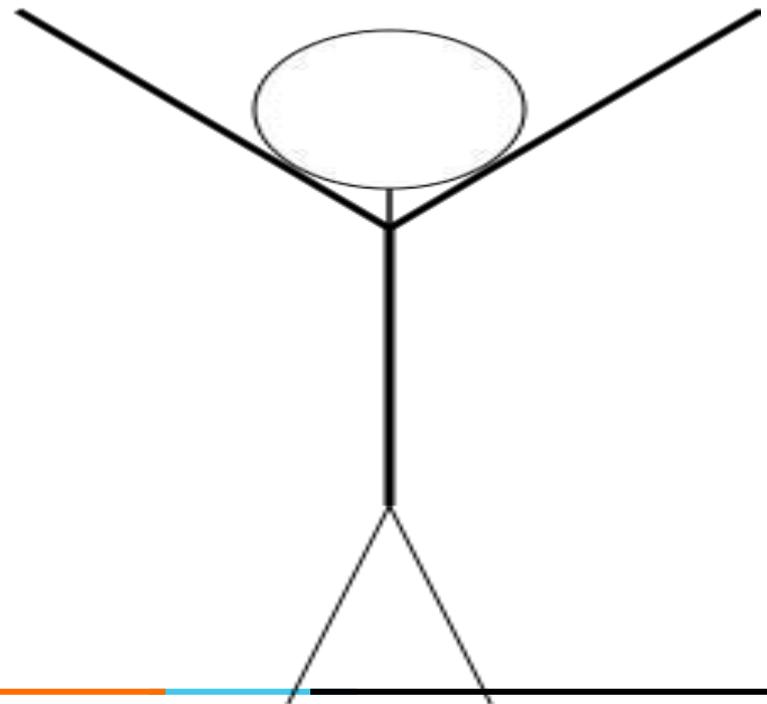
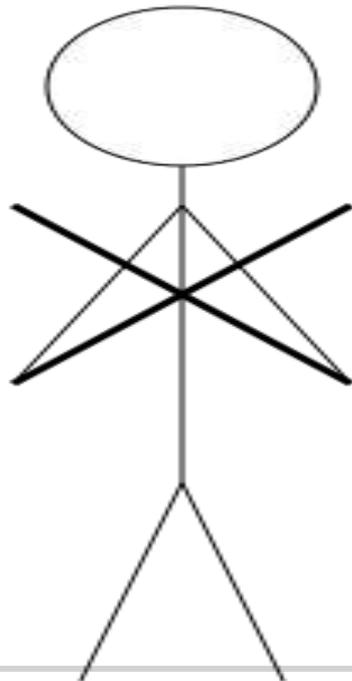
Discussion Points

1. What needs to change about how we develop leaders in a multi-generational workforce?
 - 3 Simple Philosophical Beliefs
 - Generational Understanding
2. New approaches to developing our top craft talent into people leaders.
 - A New Management Paradigm
 - Empowerment and Learning Organizations
3. What HGC Group of Companies have done to close this gap and transform workforce engagement and performance.
 - Leadership Academy
 - Career Ladder/Succession Planning
 - Performance Improvement Plans
 - Project Blueprint
 - Restructured into Teams

What Needs to Change about how we Develop Leaders?

Ask yourself, as a leader, which lens do I view people through?

Theory X **or** **Theory Y?**



What Needs to Change about how we Develop Leaders?

Douglas McGregor's Theory X

Theory X states that managers believe:

- A. Employees don't want to work
- B. Employees dislike work and will try to avoid work.
- C. Employees need to be coerced to work, must be strictly controlled, and threatened to achieve organizational goals.
- D. Employees prefer to be directed and do not like to make decisions. They avoid responsibility and have little ambition for achievement.



What Needs to Change about how we Develop Leaders?



Douglas McGregor's Theory Y

Theory Y states that managers believe:

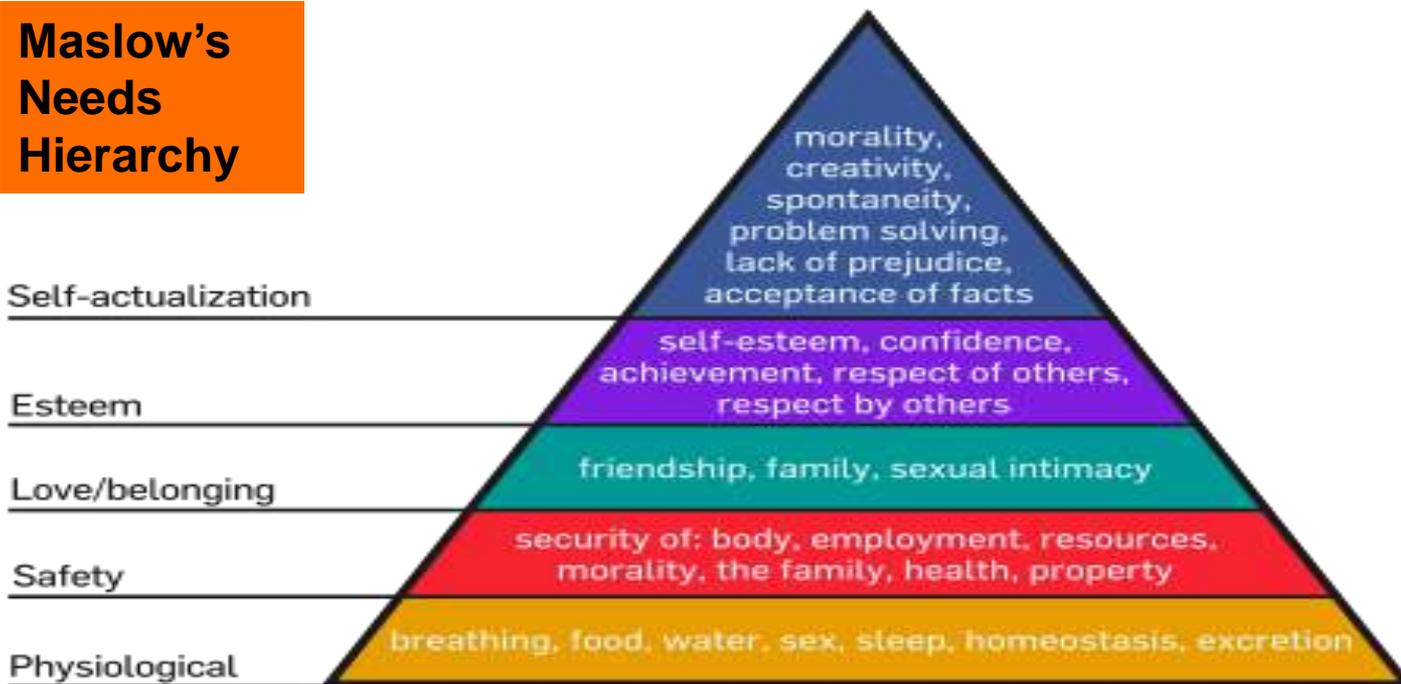
- The expenditure of physical and mental effort in work is as natural as play or rest.
- People will exercise self-direction and control to achieve objectives to which they are committed.
- People will commit to objectives when they realize that the achievement of those goals will bring them internal, personal reward.
- The average person will seek and accept responsibility.
- Imagination, ingenuity and creativity can help solve organizational problems.
- Organizations today do not make full use of worker's intellectual potential.

How do We Create Multi-Generational Leaders?

Philosophical Belief #1

We, as leaders, must believe that everyone wants to be great and reach self-actualization.

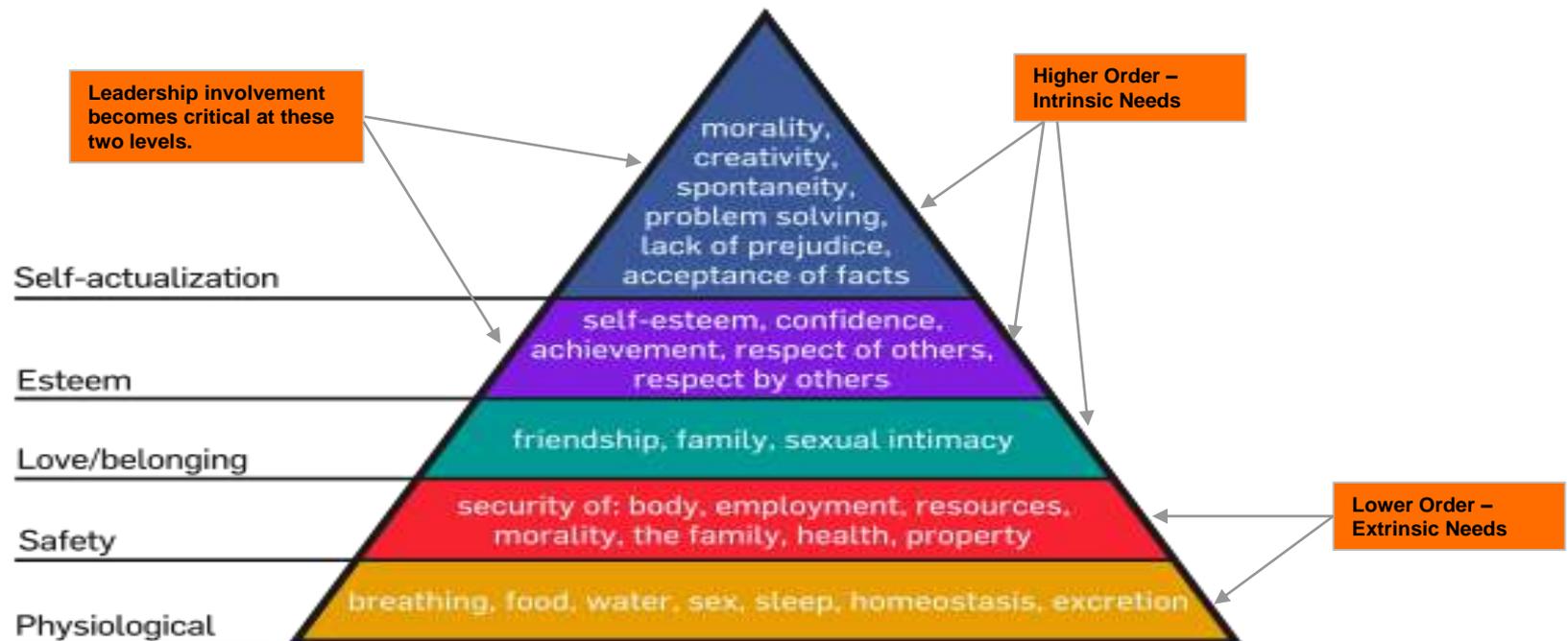
Maslow's Needs Hierarchy



How do We Create Multi-Generational Leaders?

Philosophical Belief #2

We, as leaders, must believe that it is our responsibility to provide the tools and environment to help employees be great and reach their full potential/self-actualization.



How do We Create Multi-Generational Leaders?

Philosophical Belief #3

We, as leaders, must believe that the differences in the generations and people in general are not inferior or superior, just different and should not be judged, but understood for innovation and diversity.

Common Generational Themes

- “My generation is right – yours is wrong.”
- “I didn’t like it when I was treated that way, but now it’s my turn to treat you that way.”
- “I’ve been fighting for power for so long, I’m keeping it.”
- “You will do as I say. After all, my generation is the best...and I’m the boss.”

Common Generational Themes

“They’re out of control radicals. All they want to do is drugs and have sex with anything that moves. Where’s the modesty? You can’t get them to do any work. My gosh they stink, and that hair...What kind of music are they listening too? It’s too...I don’t know, arousing...”



* Traditional Generation - AKA “The Greatest Generation” (WWII) about Baby Boomers

Common Generational Themes

I don't know what's wrong with this generation, whatever you call it, Gen X, Gen X Games, whatever. Their work ethic is terrible and they don't care about anything. They're job hoppers and they're only concerned with themselves... what kind of music are they listening too? It's too...I don't know, violent...



*Baby Boomers about Generation X

Common Generational Themes

Generation Y, why is the question, why are they so lazy, and why aren't they loyal? Why don't they care about anything? Why can't they work as hard as me? They don't want to do anything except play video games, text message, and #Twittasnapsterist, why? Why do they feel so entitled? It's ridiculous. What kind of music are they listening too? It's too...I don't know, arousing...and... violent!



*Generation X about Generation Y (Millennials)

Common Generational Themes

Why do different generations see the world so differently?

A tribe that lives on the river, will be good swimmers, boat builders and fisherman, while another tribe that lives in the plains will be good hunters and farmers. The environments in which socialization occur are different so they adapt and respond differently.



Common Generational Themes

Consider what the different generations value in/at work...

“1946-1964”

80 Million

Baby Boomers

- Fair day's work for a fair day's pay
- Loyal, Hard Working
- Prefer Security, Low Risk
- Face time at the office

“1965-1980”

44-50 Million

Generation X

- Accountability,
- Teamwork,
- Innovation,
- Participation,
- Empowerment

“1981-forward”

70 Million

Generation Y

- Tech Savvy
- Family Centric
- Confident/Ambitious
- Achievement Oriented
- Crave Feedback
- Team Oriented

*Tom/Jim - arrive late to leave early

Common Generational Themes

Work

Baby-Boomers

- Motivated by position, perks and prestige.
- Sacrificed a great deal for work and in some cases their families.
- Do not Question Authority** – (Dad was around (and a threat), but mom ruled the home and kid's lives.)
- Have difficulty adjusting to flexibility trends.

Gen X'ers

- Have been laid-off, unemployed, downsized, right-sized and outsourced.
- Want a balance between work and life.
- Question Authority** – (From divorced families and/or both parents worked.)
- For the first time a generation is, “Working to live, rather than living to work.”

Millennials

- Will sacrifice money and prestige for a better work/life balance.
- Prioritize family over work.
- What Authority?** (Pampered by parents and socialized by computers.)
- Value flexibility. Trophies for showing up.



The Changing Management Paradigm

Work Expectations have shifted over the past 50 years from:

Authoritarian Organizations

- Theory X
- Rigid Vertical Hierarchies
- Minor Individual Goals
- Keep your ideas to yourself
- Seek approval before...
- Decisions are handed down
- You're on a need to know basis
- Strict controls from above –
“Don't think, just do!”

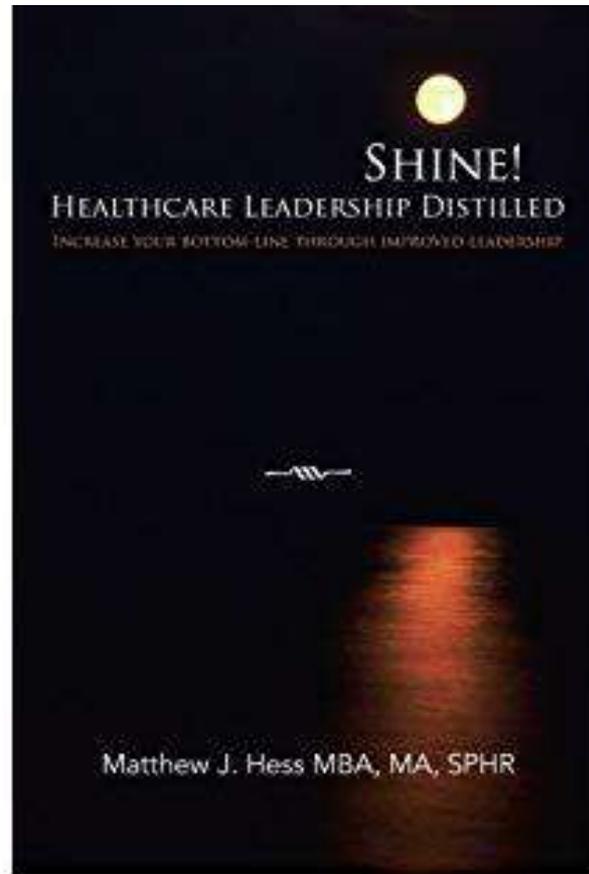
Learning Organizations

- Theory Y
- Flattened Hierarchies
- Broad Team Goals
- Participative decisions and strategy
- Seek forgiveness not permission–
Innovation can't wait
- Employees are empowered
- You must have access to
information to do your job well
- Employee teams hold one another
accountable

What the HGC Group of Companies have done about it?

- Annual HGC – LA (Leadership Academy) – Mostly Soft Skills Training
 - 8 months – 8 sessions – Based on my Book – “*Shine – Leadership Distilled*”
 1. Diversity and the Changing Management Paradigm
 2. Effective Communication
 3. The Differences between Leadership and Management
 4. Motivation
 5. Organizational Development, Change and Innovation
 6. Ethics and Recognition
 7. Employment Law and Interviewing Effectively
 8. Documentation, Investigations, Discipline and Appraisals
 - Pre and Post Exams – at least a 70% to pass
 - All levels within the company can apply (not all are accepted)
 - 30-40 people per year accepted
 - 25-30 graduate
 - TED Talk Videos that support the above chapters

Shine – Leadership Distilled



What HGC Group of Companies have done to improve overall leadership?

- Project Blueprint – 100 + pages of videos, flowcharts, narratives and decision trees for each aspect of a project from;
 - Business Development to Punch List/Close-out, etc.
- Restructured all three companies into teams
 - Field and Office
 - Field has teams of 3-4 with one leader per team
 - Teams travel from site to site together as often as possible
 - Leader appraises team
- Management Essentials – Leadership Development (MELD)
 - Created a manual for leaders to reference for general, everyday issues, policies and forms that occur in the employee lifecycle – Recruiting – Termination and every policy (Building Code) in between.

What HGC Group of Companies have done to improve overall leadership?

- Performance Management - Created simplified Bi-Annual Appraisals with;
 - Succession Plans (Career Ladders)
 - Performance Improvement Plans
 - Performance Management is daily and on-going
- All Appraisals, Career Ladders, and PIP's are signed and completed electronically.
 - Appraisal training for all leaders conducted
- Policies (Building Codes) – that focus on what employees **can** do, not what they can't.

Results of Leadership and Development Initiatives

- Turnover has decreased in two years by 13%
 - **2 million + in savings**
- **42%** of graduates from the HGC – LA have been promoted as compared to 18% for non-participants across the three companies
- **62%** Group of Companies revenue growth in two years
- **27%** Employee Growth in two years

Keys to Success

1. Top Down Support

- Get leaders to talk about it and recommend people for Leadership Academy
- CEO involvement can be critical

2. Promote It

- Talk about it in staff meetings, newsletters
- At least three months prior to starting classes
- Require applications to be submitted
- Make a grand announcement as to who was selected to participate

3. Choose the right curriculum – New Version of Shine! coming out in 2019 – Called... (*Shine On!, You Crazy Diamond – Push Past the Peter Principle*)

4. Choose the right instructor

- Use group activities, and commentary
- Seek participant input and involvement in discussions

5. Start with the right attitude – Everyone wants to Shine! Everyone wants to be great.

- It's your job to help chisel and polish the rough edges

6. Celebrate Graduates

- Throw a party - upscale luncheon
- Create a plaque with graduates
- Give a speech at party/luncheon – announce...
 - Magna, Summa, Cum Laude, Valedictorian and Most Improved

Leadership Development

Thank you!

Leadership Development

Questions?