

## **Five Books for Leaders – Empowering Millennial Employees**

Dr. Larry Dake, Assistant Superintendent, Union-Endicott CSD

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### ***How to Win Friends and Influence People*, by Dale Carnegie**

Originally published in 1936, this timeless classic speaks well to the leadership attributes valued by Millennials: listening more than talking, motivating through praise rather than criticism, and appealing to nobler virtues. Constructed in several short chapters, Carnegie uses stories from his self-improvement classes to illustrate his points. The result is a highly-readable “How to” guide for understanding others, diffusing conflict, and motivating employees.

### ***The Four Obsessions of an Extraordinary Executive*, by Patrick Lencioni**

Utilizing a fable-style narrative, this easy-to-read story can be consumed over a weekend. Lencioni contrasts two CEOs with different leadership styles: one ultra-competitive and brash and the other team-focused and humble. Research suggests that Millennials will be attracted to leaders who resemble the latter style; those who build a cohesive team, reinforce clarity at all turns, and trust team members to use their expertise for the greater good. An important lesson from Lencioni is clarity: research suggests that Millennials succeed more readily when mission and goals are clear, reinforced, and clearly reinforced.

### ***The Advantage: Why Organizational Health Trumps Everything Else in Business*, by Patrick Lencioni**

Yes, another shameless Lencioni plug. His books are so readable, yet worthwhile, that several of his other works could easily appear here (i.e., *The Five Dysfunctions of a Team*). Moreover, his books speak directly to leadership attributes necessary for those managing Millennials. Here, Lencioni argues that past advantages no longer exist: all organizations have access to the same information. In this era, therefore, organizational health and employee engagement matter.

### ***Manager 3.0: A Millennial’s Guide to Rewriting the Rules of Management*, by Brad Karsh/Courtney Templin.**

This is a more nuts-and-bolt companion to the stories-based books listed above. The authors suggest that Millennials will thrive under conditions where clarity is reinforced, boundaries are defined, and autonomy is provided within an organizational structure. All three dynamics are backed by research on the Millennial generation. Especially noteworthy is the time spent on autonomy; assisting Millennials in aligning their own personal/professional goals with those of the organization is crucial.

### ***Leaders Eat Last: Why Some Teams Pull Together and Others Don’t*, by Simon Sinek**

Sinek is a product of the “TEDTalks” Generation and his message will fall upon receptive ears with Millennials. He moves beyond a results-only mindset and embraces leadership as a means of making the world a better place. Moreover, empathy is at the heart of his message. Millennials, who often seek to find meaning in their work, prove a receptive audience to leaders to lead with integrity, respect employees as whole persons, and promote a culture of trust alongside a culture of results.

# *The Millennials are Coming!*

## *Implications for Schools and Leadership*



October 24, 2016  
SAANYS Conference – Lake George, NY

# Presentation Outcomes & Outline

## Outcomes

- Describe current research on Millennial generation's dynamics & attributes.**
- Identify implications for schools and leadership.**
- Outline suggestions for schools for empowering and retaining top Millennial talent.**

## Outline

- 1. Who are the Millennials?  
Popular press and current research.**
- 2. Millennials in your schools – what may they need to thrive and grow?**
- 3. How schools can adapt to the growing Millennial workforce**

# Who are the Millennials?

Ages 16-36

“Me, Me, Me  
Generation”

Researchers focus  
on unique  
experiences

Generational Theory  
Kowske, Rasch, &  
Wiley, 2014

# 2013 Time Magazine Cover



***Time* cover noted the following among Millennials:**

- **3x as likely to demonstrate Narcissistic Personality Disorder**
- **40% of Millennial workers expect to be promoted every two years, regardless of performance**
- **60% of Millennials report that they will do “what feels right” in any given situation**

# However...life experiences are different...



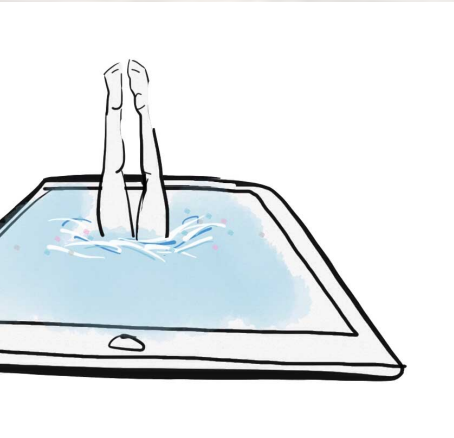
# What the research says...

Internet (1990s)

Wireless  
Internet (2000s)

Mobile Wireless  
Internet (2010s)

**Technological Immersion**



# What the research says...



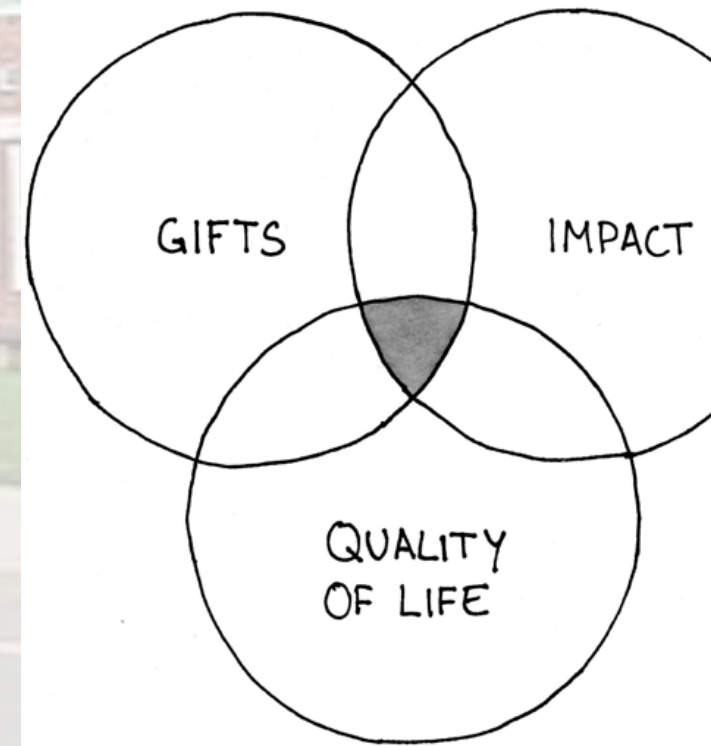
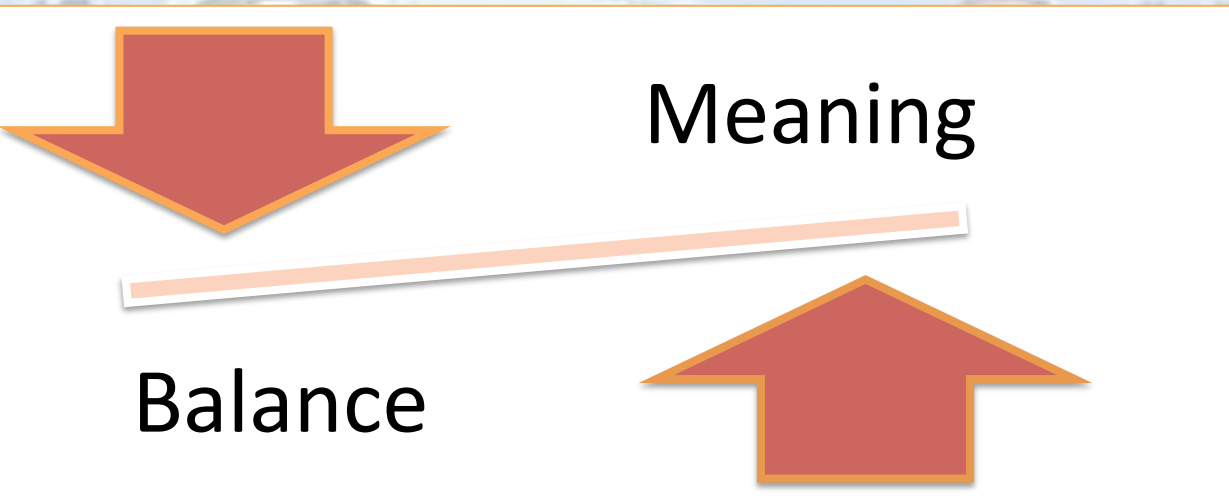
hies.com

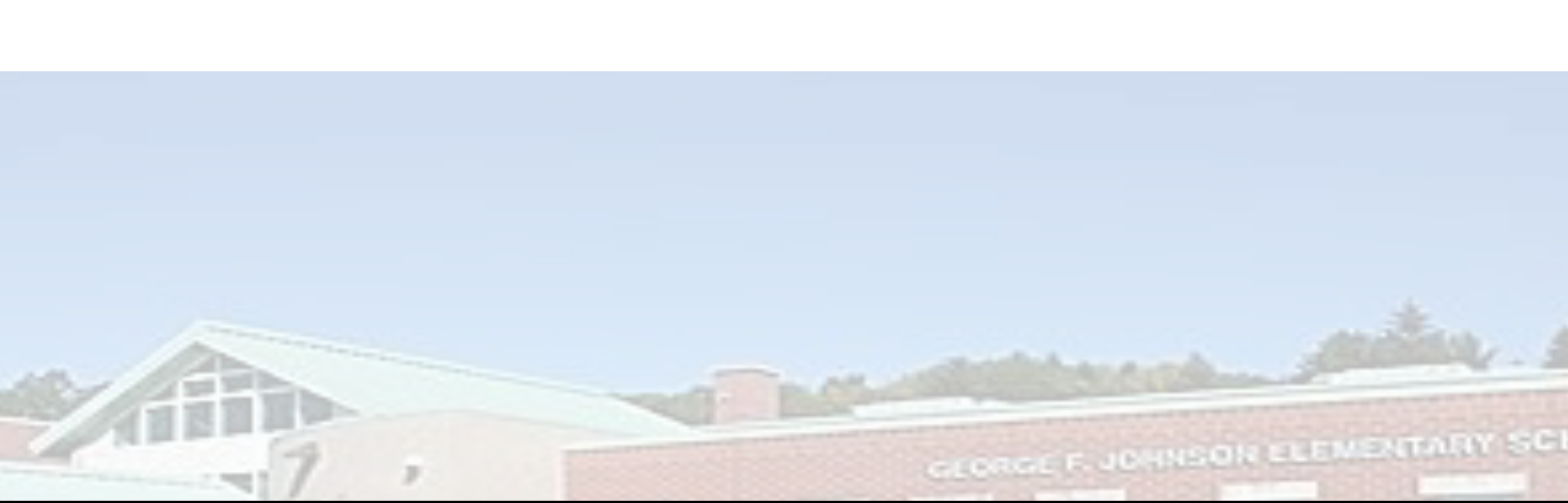


Huffingtonpost.com



# What the research says...





# Millennials and Schools

**THREE SUGGESTIONS FOR ENGAGING AND RETAINING TOP TALENT**

# Suggestion #1: Enhanced Mentoring

## Current Practices (in General):

**Focused on programmatic introductions**

– i.e., Bully Prevention, Mandated Reporting, Common Core overview

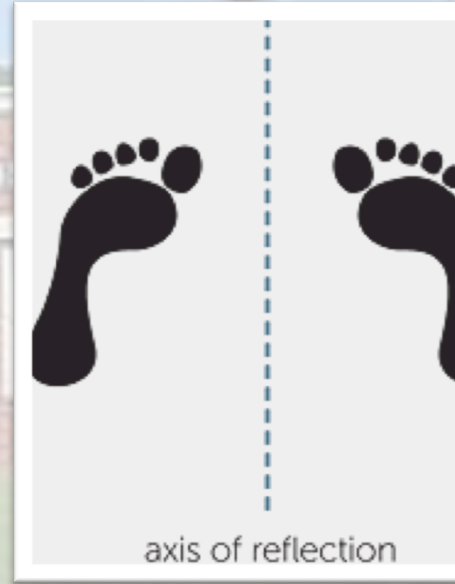
**Meets State Regulations (minimum one year)**

**Emphasizes “nuts and bolts” of the teaching profession**

## Suggested Practices:

- **Onboarding activities to align new teacher’s vision with the district’s**
- **“Being a public figure” and what that means for social media presence**
- **Includes “nuts and bolts” concerns but also establishes long-term relationship with mentor teacher.**

# Enhanced Mentoring & the Research



edu

Amsi.com

American Red Cross

alzheimer's association

Big Brothers Big Sisters

THE SALVATION ARMY

SAINT FRANCIS UNIVERSITY  
FOUNDED 1847

UCP United Cerebral Palsy  
of Greater Cleveland  
Building Brighter Futures™

Easter Seals  
DISABILITY SERVICES

Habitat for Humanity®

LIVE UNITED  
United Way

Friends OF STRAYS™

Turkfurniture.com

# Suggestion #2: Incentivize Collaboration

**a perfect world...**

**This would happen naturally...but...**

**Centrifugal forces...**

- “Teachers of Record”
- Scheduling
- Building layouts
- APPR
- Culture

**What would incentives look like?**

- **Possible stipends for:**
  - Flipped classrooms
  - Cross-curricular endeavors
  - Classroom community service projects
- **Non-monetary incentives:**
  - Collaborative venture -> No Duty
  - Conference Attendance

# Incentivizing Collaboration & the Research



caltimes.com



Eschoolnews.com

# Suggestion #3: Flatten Hierarchies

## **Additional Leadership Models:**

**“Command and control”**

**Administration as “boss” rather than “mentor”**

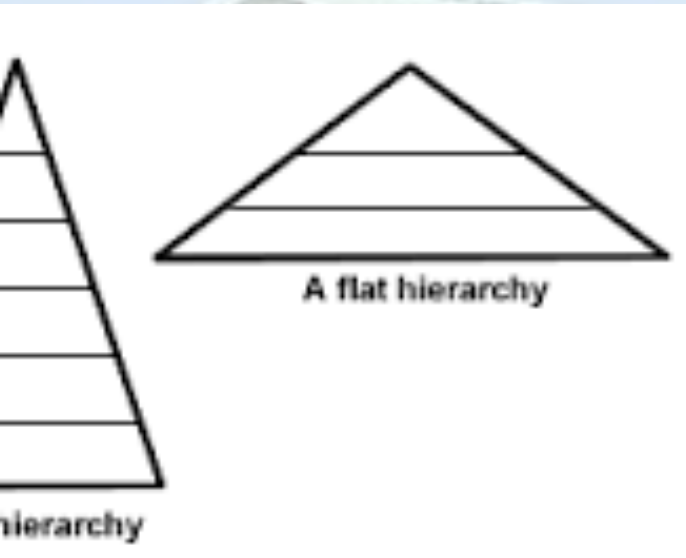
**Reinforce chain of command and communication**

**“Help from Principal” rated low on preservice teacher needs scales**

## **Flat Leadership Models:**

- **Collaboration rather than dictation**
- **Administrator as “mentor” rather than “boss”**
- **Open doors, open communication, and transparency**
- **Direct supervisor as key player in employee engagement**

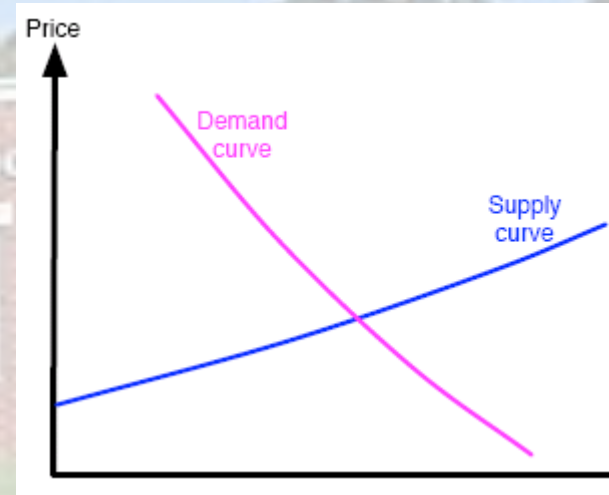
# Flat Hierarchies & the Research



k.stpauls.br



Cio.com



plus.ma



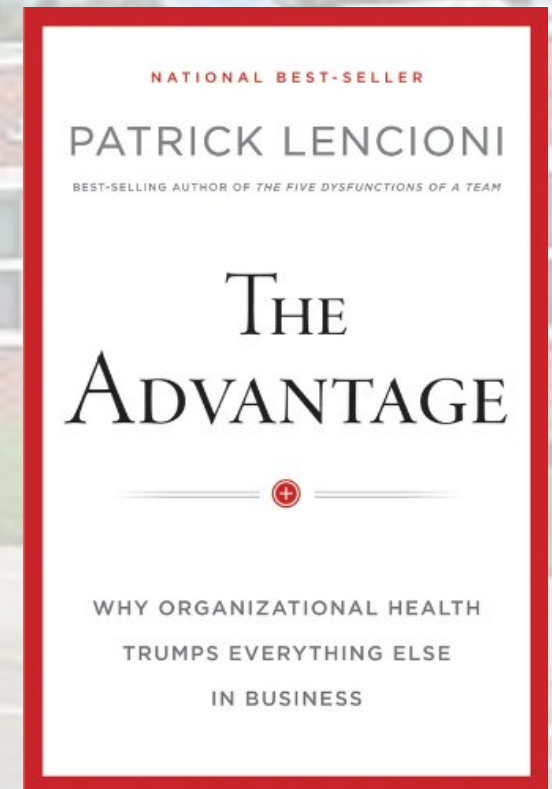
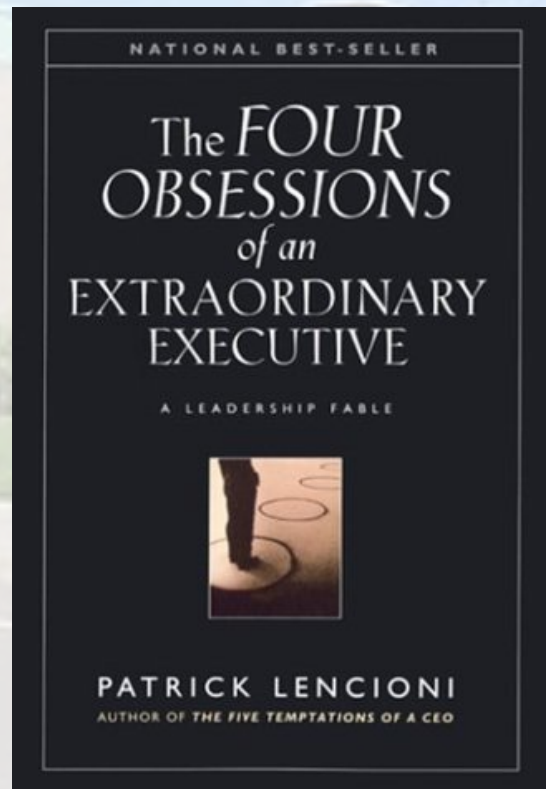
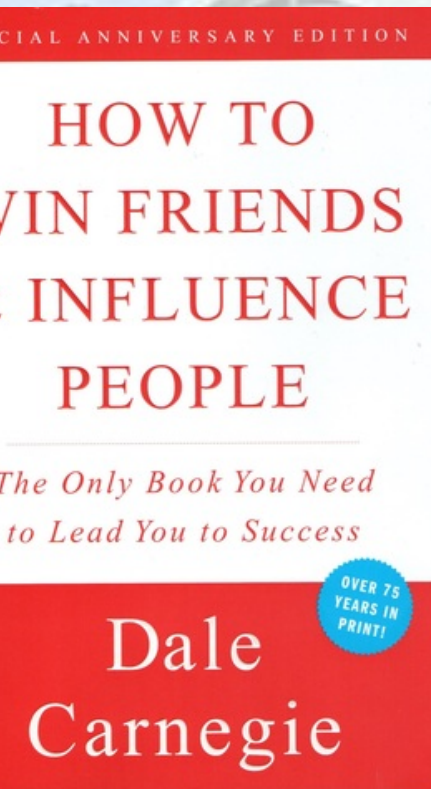
# To Review: Three Suggestions for Leaders

**Enhanced  
Mentoring**

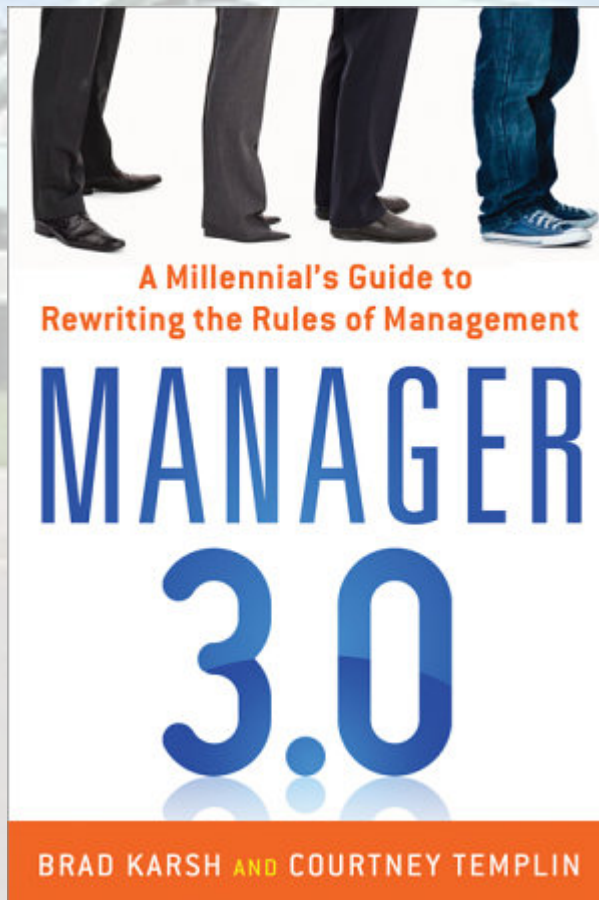
**Incentivize  
Collaboration**

**Flatten  
Hierarchies**

# Next Steps: Recommended Texts



# Next Steps: Recommended Texts



**Thank you for your time and attention!**

A photograph of George F. Johnson Elementary School, a brick building with a green roof and a large glass entrance. The school name is visible on the brickwork. A white box with a red border is overlaid on the image, containing the text "Questions?".

**Questions?**