READY FOR GENERATION Z?

3 SELF-REFLECTION: 5 KEY QUESTIONS FOR LEADERS

6 MOVING FROM Y TO Z: AN OBSERVATION

10 SYNERGY WITH GEN Z
WORKFORCE OF THE FUTURE
PREPARING FOR AN IMMINENT CAREER CHANGE

Today, we seem to be living in a transformational phase where change is no longer incremental, but is happening at quantum speed. A disruption of structures, statuses, and power dynamics is upon us. Consequentially, this disruption is affecting the way we interact with each other, our work, travel, bank, study, shop, etc.

The question we need to ask ourselves therefore, is not what the future of work is, but rather, are we ready for the imminent future?

A report by PwC Global indicates that: Thirty-seven per cent are worried about automation putting jobs at risk – up from 33 per cent in 2014. Seventy-four per cent are ready to learn new skills or re-train to remain employable in the future. Sixty per cent think that ‘how people will have stable, long-term employment in the future’, and 73 per cent think that technology can never replace the human mind.

Factors driving these changes include machine learning, computational power, globalisation, superstructured organisations, the rise of new media, and extreme longevity.

While change has been constant and a catalyst for innovation that has greatly benefited us humans, the concern is obviously the rate at which we are expected uniquely human.

Don’t let anyone else influence your future. Rather, take charge, think for yourself, dream big, have a vision, build it, live purposefully, and fulfillment will ensue. After all, why live like the living dead when you could thrive by creating the life you love?

By CAROLYNE NJOGU
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EXPERIENCING bad behaviour in the workplace significantly impacts an individual’s morale, job satisfaction, as well as physical and psychological health.

Employees who experience poor management are more likely to have a high turn over rate within the next decade. About 80 per cent of women who have been harassed leave their jobs within two years.

Depression, psychological distress and emotional exhaustion are common outcomes for bullied workers. Toxic workers also have a damaging ripple effect on the broader team.

A TOXIC EMPLOYEE IS DETRIMENTAL TO YOUR BOTTOM LINE

A 2015 Harvard Business School report claims that having a toxic employee on the payroll costs the average business an additional USD $15,169 per year, primarily due to the departure of high performers who can no longer tolerate the negative team culture.

Even modest levels of unethical behaviour can result in major costs and lost opportunities to the employer, organisation, including loss of customers, increased turnover, and lessered legitimacy amongst external stakeholders.

Toxic conduct pulls teams off-track, leverages resources staff, the ability to make anonymous complaints, and forums which encourage employees to express their views constructively.

Front-line managers can also hone their skills at identifying and addressing misconduct. Unethical behaviour should be addressed early and fearlessly, before it starts to contaminate the broader organisational culture.

Managers can remind the whole team of its responsibility for building a good workplace culture.

MAKE SURE YOU WALK THE TALK

Perhaps most importantly, leaders must ‘walk the talk’. Boards and senior leaders should address any disconnect between the standards that the organisation says it believes in, and the operational reality. Ensure that values such as respect, equity, and accountability are truly front and centre in the organisation’s decision making processes.

Immediate action on behaviour that is ‘toxic at the top’, because as we all know, the conduct of leaders and managers sets the ethical tone for the rest of the organisation.

Does the chief executive officer need to have a quiet word with one of the executives? Could a coach help to build self-awareness and self-control in a ‘rock-star’ employee who misbehaves?

Correcting or removing a toxic worker from your team delivers twice the financial benefit of adding a ‘superstar’. So, can you really afford to leave bad behaviour unaddressed in the workplace?

By ROSE BRYANT-SMITH
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TOXIC CONDUCT PULLS TEAMS OFF-TRACK, WASTES RESOURCES STAFF, THE ABILITY TO MAKE ANONYMOUS COMPLAINTS, AND FORUMS WHICH ENCOURAGE EMPLOYEES TO EXPRESS THEIR VIEWS CONSTRUCTIVELY.
LEADERSHIP IS A WORK IN PROGRESS

HERE ARE 5 SELF-REFLECTION QUESTIONS TO ASK

By ROSHAN THIRAN
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THERE are few greater privileges in life than being a leader. With great power comes great responsibility, and great responsibility calls for regular reflection upon who we are as leaders and how we are growing.

I can confidently say that not a day goes by where I don’t take some time to pause and be thankful for the blessing of being in a leadership position.

Sure, there are challenges and obstacles, some difficult days among the good. And it’s true that not every decision made will immediately bring the best results.

But the honour of being at the forefront of a team that is working towards a meaningful and impactful vision for the future is priceless.

I spend much of my time in reflection: being thankful for the people I have around me – those hardworking colleagues who give their all alongside me every day in serving a purpose much bigger than ourselves.

Their tireless commitment and dedication serve as a daily reminder that no matter how tough things might get, you can overcome any challenge when you have the right people at your side.

And just as we leaders expect certain standards from our people, our position calls on us to hold ourselves to even greater standards.

It’s said that leaders are those who ‘lead by example’, and so there’s a great imperative towards developing a high degree of self-awareness that enables us to clearly see our strengths as leaders and areas of improvement.

This is an imperative for all leaders if they wish to be successful in their industry and truly make a difference to others.

SELF-REFLECTION MAKES THE BEST LEADERS

Regular periods of self-reflection are needed to ensure that we are heading in the right direction with regard to empowering our people, making progress towards our vision, and creating a legacy that is sustainable over the long-term.

Different leaders will have different approaches to how they reflect. Some might ponder the minutiae of their daily interactions, while others will reflect over a period of months at a time and focus more broadly on how they’ve made an impact on their organisation and people.

My own preference is to ask myself questions that really get to the heart of what it means to be a leader with some answers showing me how well I measure up, while others helpfully highlight areas which need my attention.

I’d like to share five of the questions I ask myself regularly, in the hope that it will encourage more people to take up the habit of self-reflection.

Regardless of whether you’re in a leadership position or not, these questions can help you bolster your strengths and make any necessary improvements that will significantly enhance your ability to be of greater service and benefit to yourself as well as others.

1. Is the ‘why’ of what I’m doing the same as it was when I started?
   While priorities, plans, and the way things are done can change over time, the fundamental reason of why you are doing what you’re doing should be the rock upon which everything else is built. If you find that your ‘why’ has shifted, it might be a sign that you’ve stayed from your values or mission to a degree. If that’s the case, the next step is to ask yourself what can be done in the short- and long-term to ensure a successful realignment.

2. How am I developing as a leader?
   Any leader who feels that they have it ‘all sussed out’ at any point is surely creating a recipe for disaster for themselves. It’s an easy trap to fall into when the going is good, to feel as though you have your particular role and industry mastered.
   However, like any other area of life, there can be unexpected twists and turns and it’s those leaders who keep themselves agile, curious, and always learning who are best able to adapt to the biggest and unexpected tests that arise.

3. Am I being as accessible as I can be?
   Many leaders embrace an ‘open-door policy’, which usually means that anyone can come and speak to them at any time. This is a great starting point; however, being accessible should go way beyond being physically available.
   We also need to ask questions such as: Am I listening enough to people? Do I provide them with enough support? Have I been making an effort to show my genuine appreciation of their contributions? Do I really take on board people’s suggestions and ideas as much as I think I do?

4. Have I been seeking enough feedback?
   One of the most courageous acts a leader can perform is to seek honest and constructive feedback on their performance. This can be done, for example, in informal group settings, or informally as part of a series of one-to-one conversations over coffee. Whatever the preference, leaders are probably in more need of feedback than anyone else, because we’re more likely to receive positive messages from people – both genuine and otherwise.

5. Regular self-reflection ensures that we are on the right track with regard to empowering our people, making progress towards our vision, and creating a sustainable legacy.

With this in mind, leaders should actively seek out suggestions on how they could improve. It might cause some slight bruising to the ego, but as the saying goes, no pain no gain – this is definitely a great way to ensure growth as a leader.

Roshan Thiran was once asked, “If you could have just one leadership quality that would be guaranteed to remain constant; something that lies at the heart of effective leadership, what would it be?” His reply? Self-reflection. Check out this article on why leaders must practice self-reflection bit.ly/selfreflectingleader

Roshan Thiran is the founder and CEO of Leaderonomics – a social enterprise working to transform lives through leadership development. Connect with Roshan on Facebook or Twitter (@leakp) for more insights into business, personal development and leadership.
A

According to a Yale study, even highly engaged and passionate employees get burned out at work. That’s a problem that can be fixed.

Many of us strive to have jobs and careers that enrich us and give us meaning. But whether you absolutely love your work or not, there is always a chance that you may succumb to workplace burnout.

In fact, workplace burnout is more common than you may think, and is naturally a major concern for human resource (HR) leaders and managers.

According to a study conducted by the Yale Centre for Emotional Intelligence, even those employees who felt highly engaged and passionate about their work still reported high levels of stress and frustration.

When it comes to burnout, it seems like there’s no escape.

Wondering what’s contributing to your own feelings of workplace burnout and how to fix it? Some of the reasons driving it may really surprise you, as well as the fact that you can do something about it.

1. **Excitability**

   If you are naturally more excitable than your colleagues, you will most likely have a much stronger response to stress. At the same time, you can also be triggered by stress much more easily. Rather than try to change this aspect about yourself, consider practising positive self-talk and tension-relieving strategies. Doing so will help you feel less threatened by workplace deadlines and demanding situations.

2. **Unfair Compensation**

   You may see a need to work excessively because you have bills to pay. If you find yourself working more hours than what is comfortable or healthy just to pay the bills, your hourly wage or salary may be too low in the first place. Assess your pay rates and remember what you are worth.

3. **Not Believing in the Mission**

   Even with poor monetary compensation, some are willing to put up with gruelling hours because they find purpose in what they are doing, and they find reward in positively impacting their communities.

   But if your values or interests are not aligned with the organisation that you work for, you may feel high levels of pressure and stress. Re-evaluate your own personal mission and make sure it aligns with your job or career. If not, then start looking for a job or career that does.

4. **Seeking Perfection**

   Do you beat yourself up often because what you complete at work is not the perfect result you were envisioning? Doing so can actually cripple your productivity and spirit. Forgive yourself for making mistakes. Know that perfection is a very rare thing, and may in fact not even exist.

5. **Having a Negative Perspective**

   A pessimistic worker may create problems for his or her self in the workplace, which can increase the risk of burnout. Pessimism pays no benefit—rather than constantly worrying about things going wrong, delve more into the world of optimism.

6. **Being a Poor Fit**

   Let’s face it: Sometimes things don’t always fit. If the skills you have do not match what your job position actually needs, a burnout is highly likely from constantly feeling like you’re behind and can’t catch up.

   Learn and recognise your strengths, and put them to good use. And don’t be afraid to let go of a job or career that simply is not for you.

**What’s Causing Your Burnout?**

Peter Economy has written more than 80 books on a variety of business and leadership topics. What else burns you out at your workplace? Let us know by emailing editor@leaderonomics.com.

If you are experiencing burnout, no amount of external motivation can alleviate your thoughts and emotions. One way out is to adopt self-care strategies that will help you see things from a new perspective. Check out this article to learn more: bit.ly/5SBurnout

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**CHANGING LEADERSHIP WITH AI**

By DR TOMMY WEIR
editor@leaderonomics.com

I laughed out loud while writing the words ‘intelligent leadership’. The people around me on the plane must have wondered what I thought was so funny.

I had intended for that word combination to be the blending of artificial intelligence (AI) and leadership, but seeing them together sparked an entirely different thought: “What exactly is an intelligent leader?”

About 18 months ago, I found myself heading to Tokyo for a weekend of tutoring on artificial intelligence. I stepped onto the flight to the Japanese capital as an AI sceptic, but to my surprise, returned to Dubai a changed man.

**AI VS HUMAN LIMITATIONS**

In the space of just a few days, I came to realise my limitations when it comes to information attainment, processing, prediction, memory and recall.

For the first time, I was confronted with the troubling fact that I forget far more than I remember of what I learn.

Unlike me, artificial intelligence doesn’t suffer from such limitations. Actually, it goes in the opposite direction. It learns more, processes faster and never forgets.

Of course, this doesn’t make it perfect, but I realised in Tokyo that AI would lead better than you or me.

Almost overnight, I had transformed from a sceptic to a cheerleader, but a loser.

Almost certainly, you’ll be able to focus on your value proposition what you should do, how you should go about it, and who should do it. When AI encroaches on leadership in this way, it will in essence become your processing platform.

And, as AI learns more, it can process more information than you can, it can accurately handle data from the multiple parties you need to consider, and it can work out interactions and predict what will happen in different circumstances.

More importantly, my prediction is that AI can make you an even better leader. By harnessing artificial intelligence, instead of getting bogged down in data and decision-making processes, you’ll be able to focus on your value add.

**THE FUTURE OF AI IN THE WORKPLACE**

Not only is AI going to impact jobs, it’s going to remake what leaders do.

The cost of using data will continue to reduce, making it more readily usable and data will move from being the property of the IT department to being accessible to all.

This means that AI will become a part of everyday work, including leading.

To oversimplify leadership, you could reduce it to its core skill: decision-making. Decisions about what to do, how to do it, when it should be done, who should do it, how to get them to do it, and what the return will be from doing it. The list goes on.

These decisions are shaped by a judgment based upon predictions. Whether you realise it or not, you predict what will happen in a given scenario and then reach a sensible conclusion.

As AI serves up better and cheaper predictions, they’ll be commoditised. Just as email commoditised written communication by removing the time lag and laborious act of handwriting, AI will do the same for all the predictions you make in a day.

When you make a decision, in the back of your mind, you estimate what the consequences will be or at least you should. But the fact is, AI can do the intelligent part of this better than you’ll ever be able to.

It has access to and can process more information than you can, it can accurately handle data from the multiple parties you need to consider, and it can work out interactions and predict what will happen in different circumstances.

What’s more, it can do this in a fraction of the time it takes us to tackle any one of these tasks.

Intelligent leadership driven by AI will replace information attainment, it will make sense of it and figure out what to do with it. In fact, it will handle leadership prediction in its entirety.

The intelligent leadership will pose what you should do, how you should go about it, and who should do it. When AI encroaches on leadership in this way, it will in essence become your processing platform.

This kind of AI prediction is useful because it helps improve decisions, but prediction isn’t the only input into decision-making. The other key input is leadership judgment, or how we determine the benefits and costs of different decisions in different situations.

Leveraging AI as your leadership platform will enable you to concentrate on judgment.

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Who knows? Maybe the interaction of AI with leadership will result in more than one kind of intelligent leadership.

A thinker, speaker, and writer to the core, Dr Tommy Weir holds a doctorate in strategic leadership from Regent University, and is the founder of EMLC University, and is the founder of EMLC and Dr Tommy Weir holds a doctorate in strategic leadership from Regent University, and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the founder of EMLC. Tommy Weir is the region’s leading CEO and is the found
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1990s.

founded in the Silicon Valley in the

Yahoo, Paypal, Amazon, and Google

cultures, beliefs, values and mindsets

digital-savvy whereas Gen Z is digital-

up to five screens. As a result, Gen Y is

Facebook, and WhatsApp were cre-

nology with excitement.

ming, or Smart Gen as in integration

applications for software program-

names that describe them such as

BETWEEN GEN Y AND Z?

By LILY LAU

1. BABY BOOMERS (1946–1964)

MALAYSIA

In Malaysia, there were still complaints about Gen Y. Many of them were still thinking about Gen Y as the latchkey generation. They are still complaining about Gen Y.

In the US, it is the golden era of economic growth when everything is possible, provided you work smart.

2. GENERATION X (1965–1976)

MALAYSIA

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In the US, this was a time of turbulence and uncertainty. The world was still coming to terms with the terrorist attacks of September 11, 2001.


MALAYSIA

Our Gen Ys are latchkeys as they were brought up in enclosed environments by maids, their grandmothers or their parents. They are mostly English-savvy compared to other generations. Experiencing the boom times, they may not experience the hard times that previous generations have. They have no idea what the work environment was like.


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WE’VE all heard about the importance of failure. Take risks, fail fast, learn from the experience, and bring the knowledge you’ve gained into the next thing you try. It’s all good advice except when it comes to our children’s development. We need to get better at encouraging their children to risk failure, and helping them benefit from it when it happens.

Katherine Reynolds Lewis, author of The Good News About Bad Behaviour, spent five years researching this mess up and how to help them learn to handle those failures, which will ultimately set them up for success. Here’s her advice:

1. Stop worrying that your child’s failure reflects badly on you. If your child messes up on a test or misbehaves around their teachers, peers, or grandparents; that does not mean you’re a bad parent, Lewis says, “We need to let them be imperfect and stop feeling that it’s a negative reflection on us.”

Expecting our children to always behave perfectly is denying them the right to be human, with human frailties. Do we do that to our teachers, to our world leaders? When our leaders make mistakes do we call them bad people? We don’t. So why should we call our children bad people?

2. Don’t act like everything depends on academic or sports achievements. We live in a very competitive world, so it’s easy for parents to get wrapped up making sure their children get the best grades, learn a new language or skill, run for the fastest, or have the greatest athletic successes. It’s normal to want your child to achieve great things, but it’s also easy to get carried away.

Many of us have this dream of a child prodigy, “says Lewis.” But we shouldn’t make them feel their work is their only important achievement, or that our love is dependent on how well they perform.

3. Encourage them to try things they may fail at. Childhood should be a time for experimentation, so it’s good to encourage your kids to try things they may not naturally be good at.

“If we take it on as our problem, they’ll never take it on as theirs,” she continues. “We can save them from getting a D by nagging them to do their homework all the time until they graduate, but then they haven’t taken ownership of it.”

Don’t worry that if you don’t treat a bad grade like it’s the end of the world, your child won’t care about it. She adds, “They’re already embarrassed by their teachers’ disappointment.” Lewis says, “Plus, there’s no need to put yourself in a place where you might not win.”

6. Don’t jump in to solve problems too quickly. It can take some self-discipline to say, “What are you forgetting this morning? Have you looked at your list?” as your child heads for the door, rather than “Here, you forgot your lunch.”

But according to Lewis, every time you let a child make a mistake and then find his or her own solution, the more you are setting that child up for success down the road. The same applies to more serious failures, such as getting a ‘D’.

A grade like that obviously means something needs to be learned, but it’s a difference between correcting a problem and treating it like a crisis, says Lewis.

5. Ask them about their failures. Lewis suggests making it a dinner-time tradition to instil the idea that risk-taking and failure are a normal part of your children’s development. She says, “Ask: ‘What kind of risks did you take today? How did you fail? What did you learn from it?’”

7. Acknowledge your own failures. “One powerful way to teach kids how to deal with failure is to model that behaviour yourself.” So, “If you lose your temper, or forget to sign a school form or pick up something that they need, acknowledge that you made a mistake, apologize, and do what you can to make amends,” Lewis advises.

“Failure is good. If we’re aiming to be the best at something, if we’re aiming to be leaders. Here’s how it’s done. “By MANDA ZETLIN editor@leaderonomics.com

The fundamentals used to develop executive leaders are the same as can be used to develop future leaders the process can start with us as parents, raising our children to be leaders. Here’s how bit.ly/nextgen-leaders

WANT TO BE HEARD?
HERE ARE 4 WAYS TO GET YOUR BOSS TO LISTEN TO YOUR IDEAS

1. CHOOSE THE RIGHT TIME
Your boss probably has multiple tasks (not always in the right order) that he or she is prioritising over hearing your ideas.

When presenting your ideas, choose the best time when you feel your boss will be the most receptive. That’s first thing in the morning or is it at the end of the day? Timing is key.

2. ADAPT TO YOUR BOSS’S ‘STYLE’
If you know your boss is a Myers Briggs Dominance, Influence, Stability and Compliance (DISC); or any other personality test, you would know that everyone has a unique way of processing information.

Here are some examples: a driver’s personality would require your idea to be concise and to the point, with a focus on end results; a socialiser’s personality would require you to give him or her the big picture with outcomes tied to making him or her look good, a detail-oriented type would want you to provide data, graphs, research, and beta tests in your proposal; and an empath would want you to provide information that would help him or her make the customer and the employees happy.

3. GIVE PROOF OF VIABILITY
Many times, you have a great idea and the temptation to ‘data dump’ on your boss can be there. That’s where you get all excited and you go to your boss with the grand idea, but have not done the groundwork or beta testing into the idea. A common complaint among bosses is that when their teams bring ideas, they do not bring the data, the implementation process, or the scope of results together with the idea. In the end, the employee feels duped because they want the boss to do all the work to make the idea stick.

4. BE WILLING TO LEAD THE PROJECT
Once you brought the idea in the first place, use it as an opportunity to ‘lead’ the change you are suggesting. Enroll a few colleagues and go to your leader ready with a team willing to run with the idea if it gets approval.

5. TYPING IT TOGETHER
The future of work needs everyone to bring creative ideas to the table. But, bringing the idea is only one part of being a change leader. If you want your boss to get excited about what you are suggesting, you have to be willing to help him or her see its value, provide the data needed for them to make the decision, and be willing to take the idea all the way through to implementation.

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failure is good
If so, why do we protect our children from it?

By MANDA ZETLIN
editor@leaderonomics.com

countless gen x-ers and y’s have come up to me after hearing me speak at a conference and asked, “why is my boss not willing to hear my creative ideas?”

the good news is, unless you have a difficult boss, most are not intentionally trying to squash your initiatives or ideas. Several factors are at play. So here are four ways your boss to pay attention to your ideas:

1. choose the right time
Your boss probably has multiple tasks (not always in the right order) that he or she is prioritising over hearing your ideas.

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2. adapt to your boss’s style
If you know your boss is a myers briggs dominance, influence, stability and compliance (disc); or any other personality test, you would know that everyone has a unique way of processing information.

Here are some examples: a driver’s personality would require your idea to be concise and to the point, with a focus on end results; a socialiser’s personality would require you to give him or her the big picture with outcomes tied to making him or her look good, a detail-oriented type would want you to provide data, graphs, research, and beta tests in your proposal; and an empath would want you to provide information that would help him or her to make the customer and the employees happy.

3. give proof of viability
Many times, you have a great idea and the temptation to ‘data dump’ on your boss can be there. That’s where you get all excited and you go to your boss with the grand idea, but have not done the groundwork or beta testing into the idea. A common complaint among bosses is that when their teams bring ideas, they do not bring the data, the implementation process, or the scope of results together with the idea. In the end, the employee feels duped because they want the boss to do all the work to make the idea stick.

4. be willing to lead the project
Once you brought the idea in the first place, use it as an opportunity to ‘lead’ the change you are suggesting. Enroll a few colleagues and go to your leader ready with a team willing to run with the idea if it gets approval.

5. tying it together
The future of work needs everyone to bring creative ideas to the table. But, bringing the idea is only one part of being a change leader. If you want your boss to get excited about what you are suggesting, you have to be willing to help him or her see its value, provide the data needed for them to make the decision, and be willing to take the idea all the way through to implementation.

failure is good
If so, why do we protect our children from it?
COMMUNICATING UNDER PRESSURE

HERE’S HOW YOU CAN HONE YOUR SKILLS

By BRENT GLEESON
editor@leaderonomics.com

“Effective communication is 20% what you know and 80% how you feel about what you know.” – Jim Rohn

COMMUNICATING under pressure is a critical leadership component, learned very early on during Navy SEAL training. Without the ability to maintain composure, think clearly, gather information, and make a call, you can’t succeed in combat which of course can lead to the worst possible outcome.

The same applies in business leadership situations, but without death and dismemberment course. We all know what it’s like to have the perfect response pop into our heads after an important situation or verbal exchange, too late to be of any use.

Then, there are those who can face all kinds of conflict and seem to know exactly what to do and say. Moreover, they do so in a calm and tactful manner.

Faced with an angry customer, an uncooperative co-worker, or tense negotiation, they don’t stammer or get upset. They keep their cool and glide through the situation, getting what they want without breaking a sweat.

These are the people who typically rise rapidly through the ranks. But great communicators are made, not born. It’s simply about having the right tools and knowledge.

THINKING ON YOUR FEET

Performing well under pressure builds trust within the team and makes others confident in your ability to not only lead the team, but also support the team in stressful times.

Here are five benefits of thinking on your feet:

1. Credibility: Others will believe what you have to say. Your associates will believe in you when you earn their respect. You do that by being credible, especially under fire.
2. Professionalism: Being able to think on your feet means that you can respond in some capacity to all questions. You don’t always have to have perfect answers, but rather, ownership over finding solutions.
3. Reliability: Others will find you dependable. When you are effective in critical situations, others will look to you for leadership.
4. Relationships: You will increase positive rapport with others.
5. Confidence: Others will see you as sure and confident of yourself.

The more we focus on communicating well under pressure, the better we will be at it. So, let’s take a look at how to identify snags and improve leadership communication.

ELIMINATING HANG-UPS

Everyone has trouble communicating ideas at some point. Awareness of your communication hang-ups and how you react in various types of conversations and communications can help you develop solutions for improvement.

Here are four common hang-ups:

1. Controlling emotions: This is a big one for most people. When we lack the ability to control our emotions, we appear less confident. That weakens our ability to clearly get our point across and makes others less likely to be receptive to what we are saying.
2. Prejudice: When we go into a conversation without an open mind, nobody will benefit. When we take time to clear our minds and tell ourselves we will put our prejudices aside, we will have a better foundation from which to have more productive communication.
3. Fear: There are plenty of times we fear the conversation that needs to be had. Most people don’t enjoy conflict, and therefore, prefer to put those tough conversations off or sugar-coat what they are trying to say. Don’t put off the tough conversations. Remain calm, be candid, and take it one step at a time.
4. Body language: Communication is about 7% the words we say; the rest is tone and body language. Be aware of these things and control them when possible. Communication problems begin when you don’t keep an open mind to what others have to say and refuse to compromise. When you don’t strive to achieve a collaborative solution, everybody loses. Remember to remain objective, actively listen, ask good questions, and concentrate on creating common ground.
By DR CAROL HOOI LAI WAN
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Sherson glanced at his watch while waiting impatiently for Timothy, his twenty-two-year-old direct report to be at his office for the annual performance review. Looking out of his window, he watched Timothy walking towards his office, eyes fixed on his phone. Timothy paused for a moment at the door to slip his iPhone into his pocket before greeting Sherson. Just as the review was about to begin, he felt his iPhone vibrate in his pocket. He reached into his pocket, glanced at the WhatsApp message, and began to type a response. “No matter who I’m meeting, that’s something I’ll never do. Could it be the younger generation?” Sherson thought to himself as he waited for Timothy.

IKE Sherson, many managers today have to work side by side with at least three, if not four or five, generations. With the entrance of the latest generation, Generation Z or Gen Z, into the workforce, the dynamics of today’s workforce have changed dramatically.

The challenge facing managers today is not because of their generational, social, or education divide, but rather the generational divide itself. Integrating diverse values and work ethics of the different generations inevitably requires managers today to understand these distinct generations of employees.

An insight into the differences among the generations relates only to understanding the needs and expectations of the current workforce. Notably, managers need to have a better understanding of the minds and hearts of Gen Zs in order to synergise their talent with other generations in the workplace to improve overall performance.

It is time that managers revamp rigid and obsolete workplace practices to work harmoniously with Gen Zs to harness their energy, creativity and loyalty.

Generation Z (Gen or Net Generation) are those born in or after 1995. The oldest have just entered the world of work. Growing up with a mobile in their hand, they are naturally curious and fast-paced. They want to be available to them immediately. Can the older generations catch up with these digital natives in leveraging the wonders of mobile devices?

THE MIND OF GENERATION Z
Gen Zs are ready for the world of work but are a little perplexed on how to fit in. They are apprehensive to work with the older generations, including the millennials whom they greatly admire. Definitely they see and do things differently from the other generations. They are extraordinarily hardworking and are willing to work hard to succeed in their career.

To stay relevant, they actively seek development, feedback and mentorship to better themselves. However, they expect to be appreciated for their meaningful work instead of big compensation packages. They are prepared to trade money for learning, ideally on mobile. Microlearning opportunities on YouTube or social media are likely to satisfy their appetite for on-the-spot solutions.

Gen Zs want face-to-face interactions Social media may be part of their lives, but they value face-to-face communications over instant messaging or email. They want to be heard and without restraint, and seek to discuss their projects as well as their professional development with their superiors.

Gen Zs want an inclusive organisational culture Gen Zs expect diversity and inclusion at the workplace. They expect equal pay and promotion regardless of demographic differences.

A 2016 ET study shows that Gen Zs do not trust organisations that do not practice this. The values and politics of the people at the top are important. Leaders who lack good values and positive policies will not command the respect of Gen Z.

Gen Zs want to multitask Due to their short attention spans, they prefer different challenging tasks to keep them engaged. They are interested in taking on multiple roles where they can learn from the workplace.

Job rotation and ubiquitous connectivity through mobile technology that gives them access to more learning opportunities may entice them to contribute optimally.

Gen Zs want online connectivity Gen Zs grew up in a world of connectivity. They are used to the constant check on notifications from their mobile phones. Naturally, they switch from one task to another while keeping an eye on all the stimuli around them. They fit from mobile to laptops and whiteboard with great ease.

They are easily distracted but not for long. Glancing and touching their mobile to laptops and whiteboard with ease.

They are driven and work hard to achieve their dreams. They want to be judged on their skills and not to be dependent on others to get work done.

Gen Zs want to travel Being as attached as they are to social media, Gen Zs have seen the world through photos posted on Facebook, Instagram, and other social media platforms.

Today, almost everyone can fly and this has changed the lifestyle of all generations. Would Gen Zs be an exception? Obviously, not.

Given a choice, it is perhaps the dream of every Gen Z to travel and work at the same time. Being tech and online savvy, they can easily remain connected with just a touch on their mobile screen.

CONCLUSION Gen Zs are just entering the working world and they are excited to learn and are willing to work hard.

Being young and curious, they have a lot to offer. So, why not harness their energies and leverage their potential? Can we, the ‘mature natives’, not learn anything from them?

In fact, in an increasingly digital world, they may be more knowledgeable than what we think. Their quest for knowledge and their digital skills mean that practically everything is at their fingertips.

The key to effectively connecting with them is to be psychologically attuned to them. We also need the energy and inquisitive mindset to adapt to their world.

While they look at us with much appreciation and cannot imagine a world of work without social media, we on our part must make an effort to enhance our digital skills and understand what is trending among these digital natives.

Investing your time and effort on Gen Zs is well worth the effort. Businesses can leverage them for competitive advantages. They have the strongest digital connections and they understand the needs of future customers, the people of their generation.

Being self-driven and independent, we can help them learn to be accountable for their work. ‘Work and play’ or ‘play and work’ makes no difference to them as they can practically work from anywhere, anytime, and on any device.
AFTER THE MILLENNIALS, HERE COMES GEN Z

By CHRISTINE COMAFORD
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Just when you thought you had millennials figured out, Gen Z is now entering the workforce. A whopping 72.8 million individuals are included in this group born between the mid-1990s and the early 2000s.

Are you ready? While we have learnt how to create a culture where millennials can thrive, what Gen Z needs can be quite different. Here’s the line-up:

WHAT DOES THIS MEAN?
Safety, belonging, and mattering are essential to your organisation’s culture and the ability for you to function to perform at work.

For millennials, the greater the feeling of mattering and being seen for their unique gifts, the greater the feeling of connection with others, the greater the feeling that they are in this together and that they belong together.

Thus, the greater the feeling that they personally matter and make a difference and are contributing to the success of the organisation and the team.

As leaders, mattering means creating an environment where they can be seen, acknowledged, appreciated, and their unique needs are honoured.

For Gen Z, safety means that they are looking for stability and that opportunities to advance within a company are based on performance. They want to know what the rules are, and that they are fair.

They’re okay with taking risks to stretch and grow. Is it safe to take risks at your company? They need to perform at work.

Both millennials and Gen Z can be happier, more productive, more efficient, and more effective as team members now that you have identified which primary need – safety or mattering – is programmed into their subconscious mind so powerfully that it literally craves it.

What are you doing in your organisation to prepare for Gen Z?

By CHRISTINE COMAFORD
editor@leaderonomics.com

For Gen Z, safety means that they are looking for stability and that opportunities to advance within a company are based on performance. They want to know what the rules are, and that they are fair.

They’re okay with taking risks to stretch and grow. Is it safe to take risks at your company? They need an environment where they can be independent, competitive, and are very territorial. Roughly 35 per cent of Gen Z would rather share socks than office space.

Gen Z is very entrepreneurial and want to ‘own’ their projects and areas in the organisation – here’s where the mattering comes in.

They see their peers experiencing mattering every day in their social media feeds, so recognition needs to happen on a regular basis; once a year is not going to cut it. Does your company culture work this way?

TYING IT TOGETHER
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What are you doing in your organisation to prepare for Gen Z?

He plants trees to benefit another generation. — Caecilius Statius

Watch Chiau Haw Choon, the group managing director of Chin Hin Group Bhd, speak about how he transformed Chin Hin from a very traditional, family-owned business to an innovative and professionally-managed corporation: bit.ly/PartnershipMindset

The media has focused a lot on millennials in recent years, but it’s time to turn some of the attention to the millennials’ future co-workers. Gen Z-ers have a lot in common with millennials, but there are also many ways in which the two generations differ. Here’s the lowdown: bit.ly/ GenZvsmillennials

In this series of Raise Your Game and The Science of Building Leaders, Alvin Teoh sheds some light on the new generation of workers and how to bring out the best of their motivation and abilities: bit.ly/understandinggeneration

For other great leadership insights, including those by John Maxwell, visit www.leaderonomics.com. If you missed any of our past issues, go to www.leaderonomics.com/publications and download for FREE!
Confidence can be a tricky subject to broach for some. You either have it or you don’t, and if you don’t have it, then good luck getting on in life... or so the conventional wisdom goes. But did you know you can build your confidence? Here’s four ways to do so:

When a leader loses faith in his/her team’s ability to perform, the team will sense it. If you don’t believe it can be done, neither will they. Here are five reasons why teams lose confidence:

1. When a leader loses faith in his/her team’s ability to perform, the team will sense it. If you don’t believe it can be done, neither will they.
2. Leaders are now expected to inspire their teams through a world of complexity and uncertainty, to unite them, and give them drive and great purpose. Without confidence, this will never last.
3. Over a hundred years ago, William James, a psychologist teaching at Harvard University, wrote that the reason so many people never fulfil their potential is not because of a lack of intelligence, opportunity, or resources, but because of a lack of belief, or faith, in themselves.
4. Leaders that show up and seem anxious and insecure, or seem to have some self-doubt, won’t be perceived favourably because people think they are a liability, regardless of their actual level of competence and skill to do the job.
5. Those who are competent can tick all the boxes and get the job done. They have the ability required for the role, the right level of skills, the right level of knowledge, and the right capacity. However, being competent in their job is no longer enough.

IT TAKES MORE THAN COMPETENCE

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BELIEVE IN YOURSELF

Leaders must be able to cultivate a culture of confidence in their team and everyone around them so they too believe they can do whatever it is they expect to do.

That means leaders everywhere, in every industry or role, must first have confidence in themselves and their own leadership ability.

In order to cultivate confidence in other people, leaders must first believe and have confidence in their own ability to weather the storms, to perform well under pressure, to learn from mistakes and bounce back, to create and innovate, and to keep raising the bar and driving higher levels of performance.

BUILD OTHERS UP

A study done by a professor of business at Harvard Business School, Rosabeth Moss Kanter, compared companies and sporting teams that had long winning streaks and long losing streaks.

In the Harvard Business Review article, Cultivate a culture of confidence, where she discussed some of her findings, she argued “self-confidence, combined with confidence in one another and in the organisation, motivates winners to make the extra push that can provide the margin of victory”.

She explained that the lesson for leaders is to build the cornerstones of confidence and maintain a culture of confidence.

Surely, doing so will ensure that, when faced with the inevitable downturns in performance—whether in politics or an organisation—leaders will be much better placed to champion everyone through the change.

Michelle Sales is the author of The Power of Real Confidence (Major Street Publishing). To connect with her, email editor@leaderonomics.com.

JAMIE ANDREW

Leading from The Edge

Despite losing his hands and his feet in a climbing accident at the age of 29, Jamie Andrew has achieved the seemingly impossible: running marathons, completing an Ironman triathlon, skiing, snowboarding, sailing, and of course mountain climbing.

Jamie has inspired people across more than 30 countries through his 13 years of speaking experience where he tells his story with great passion, sincerity, and humour.

As a regular presenter for The International Institute of Management Development in Switzerland on several programmes, including the hugely popular High Performance Leadership course, Jamie uses his experiences as a mountaineer in relation to principles of successful business practice. His sessions are gripping, inspiring, and uplifting — addressing the following topics:

LEADERSHIP | MANAGING CHANGE | RESILIENCE | MOTIVATION | GOAL SETTING | TEAMWORK | ACCEPTING CHALLENGE

Book a session with Jamie Andrew for your organisation today!
Available dates: 2 – 9 November 2018

For enquiries, email info@leaderonomics.com