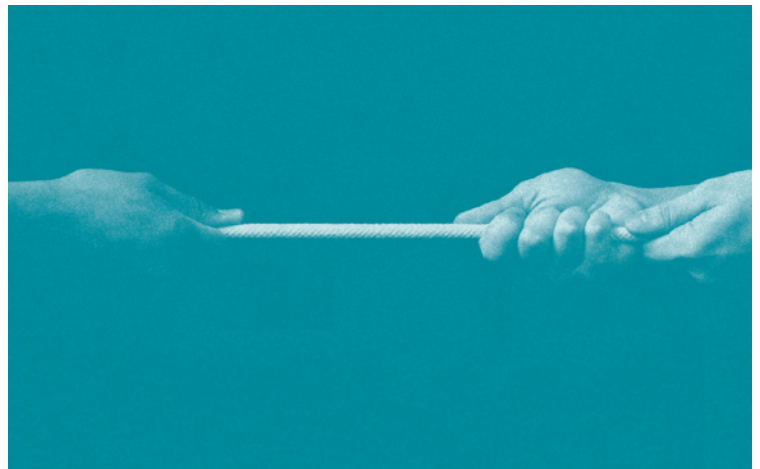
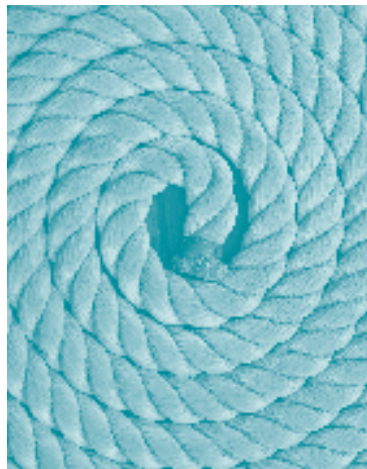
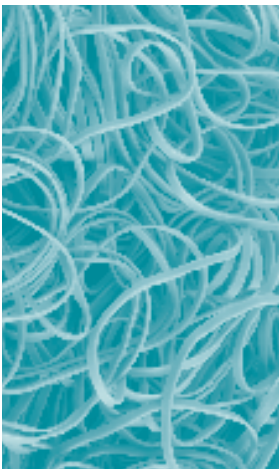




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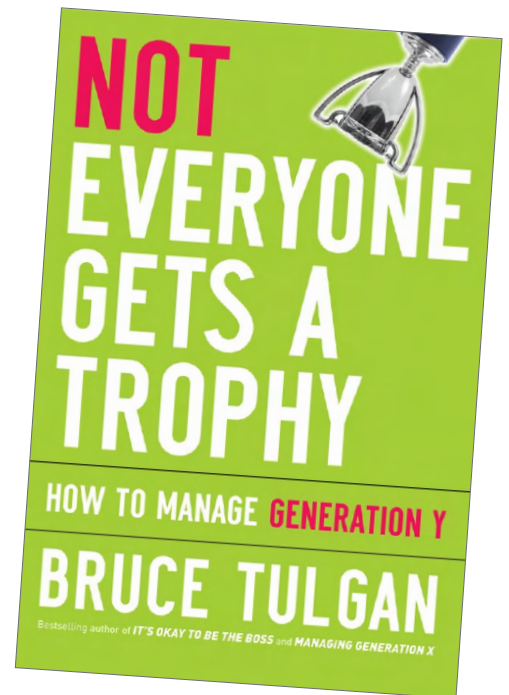


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Not Everyone Gets a Trophy: How to Manage Generation Y

Featuring author Bruce Tulgan
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Tulgan, Bruce. *Not Everyone Gets a Trophy*. San Francisco: Jossey-Bass, 2009. |
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Meet Generation Y

Generation Y is like Generation X on-fast-forward-with-self-esteem-on-steroids.

Gen Yers' childhood was defined mostly by the 1990s, and they are reaching their early stage of adulthood amid the profound changes of the 2000s—this era of uncertainty.

Gen Yers look at employers and think, “I wonder where you will fit in my life story.”

Gen Yers' career path will be a long series of short-term and transactional employment relationships.

They have very high expectations.

Many leaders and managers think Gen Yers have an attitude problem.

Bringing Out the Best in Generation Y

Most of the so-called experts on Generation Y have it all wrong.

The high-maintenance Generation Y workforce calls for strong leadership.

Managers should NEVER

...never undermine their authority.

...never pretend that the job is going to be more fun than it is.

...never suggest that a task is within the discretion of a Gen Yer if it isn't.

...never gloss over details.

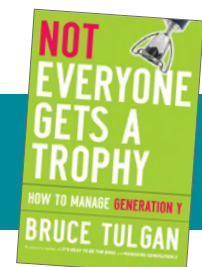
...never let problems slide.

... never offer praise and rewards for performance that is not worthy of them.

Managers should spell out the rules of their workplace in vivid detail so Gen Yers can play that job like a video game.

In his book, and in his workshops, Bruce Tulgan focuses on **nine proven best practices** for managing Gen Yers through every step of the employment cycle.

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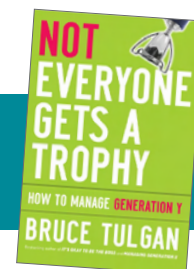
Best Practice #1: Get them on board fast with the right messages.

- Diversify your talent sourcing.
- Make good use of friend referrals.
- Find Gen Yers online.
- Tap parents, teachers, and counselors.
- Deliver a killer recruiting message that defines your value proposition in Gen Yers' language.
- Be very selective.
- Once you've attracted them, try to scare them away.
- Whoever is left after you've tried to scare them away is worth testing.
- Conduct behavior based interviews.
- Offer realistic job previews.
- Close the deal fast.

Best Practice #2: Get them up to speed quickly and turn them into knowledge workers.

- Grab hold of them and don't let them go.
- Low tech: Train them one task at a time.
- High tech: Don't fight their desire for the latest and greatest information technology.
- For Gen Yers, the information technology imperatives are simple:
 - Constant connectivity with whomever they want
 - Immediate access to whatever information they want
 - Total customization of their information environment
 - The ability to learn from and collaborate with experts in real time
- Turn every employee into a knowledge worker.

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Best Practice #3: Practice *In Loco Parentis* Management.

- Care about your Gen Yers.
- Give them structure and boundaries.
- Help them keep score.
- Negotiate special rewards in very small increments.

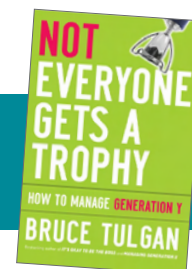
Best Practice #4: Give them the gift of context.

- Teach them to work well with others. Help Gen Yers anticipate possible conflicts and help them prepare for those situations.
- The most likely areas of conflict:
 - balancing demands of multiple bosses;
 - chain of command issues;
 - dealing with older more experienced colleagues; and
 - working with those in parallel roles in other departments, vendors and customers
- Teach them how to shine in presentations and meetings.
- Teach them how to deal with your boss's boss's boss and other big shots.

Best Practice #5: Get them to care about great customer service.

- Teach them: When you are at work, everyone but you is your customer.
- Teach Gen Yers six basics of customer service:
 1. Make yourself available.
 2. Say as little as possible, at first.
 3. When you do talk, choose your words very carefully. (Provide them with prepared materials, and encourage them to learn their lines and rehearse.)
 4. Never wing it. Don't guess, don't hope, and don't exaggerate.
 5. Request feedback. Ask, "Is that acceptable to you?"
 6. Problem-solve. Solve small problems quickly and get help for bigger problems.
- Convince Gen Yers to care about customer care.
- Make it clear that financial and other rewards will be tied directly to your measurement of their customer service delivery.

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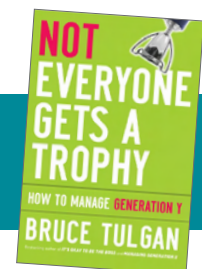
Best Practice #6: Teach them how to manage themselves.

- Teach them to make the most of their time.
- Teach them how to make and follow a plan.
- Teach them to take notes and use checklists.
- Teach them the values of good workplace citizenship.
- You can't teach good judgment, but you can teach the habits of critical thinking.
- Teach them the art of self-evaluation.

Best Practice #7: Teach them how to be managed by you.

- Set clear ground rules up front.
- Set ground rules on the intangibles.
- Set ground rules that matter.
- Establish a regular time and place for one-on-ones.
- Create a focused routine for your one-on-ones.
- Customize one-on-ones for every employee.
- Give them “real” power. Spell out what they can do and what they cannot and may not do.
- Lend them your power to get things done:
 - Teach them how to get things done in your organization.
 - Let them know where they truly stand in relation to others.
 - Make it clear that you are a power source in their working life, and lend them some of your power to help them get things done.
- Create an upward spiral of continuous improvement.
- Keep track of their performance.
- Teach them how to get what they need from you.

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Best Practice #8: Retain the best of them, one day at a time.

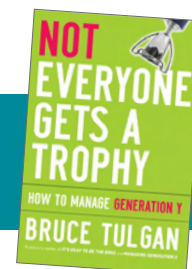
- Instead of trying to eliminate turnover, take control of it.
- You want the high performers to stay and the low performers to go.
- Make your job the prestige job.
- Push out the low performers.
- Don't let good people get into downward spirals.
- Turn the reasons Gen Yers might leave into reasons they will stay—and work even harder.
- Find out what you can do to keep them.
- Do whatever it takes to hold on to the best and the brightest.
- Give the superstars the most time and attention.

Best Practice #9: Build the next generation of leaders.

- Explain that this new role carries with it real authority that should not be taken lightly.
- Spell out for the new leader exactly what her new leadership responsibilities look like.
- Formally deputize any new leader, no matter how small the project or how short the duration of the leadership role.
- Check in daily (or every other day) with new leaders.
- Pay close attention every step of the way, and evaluate the new leader in her new role.

Tulgan, Bruce. *Not Everyone Gets a Trophy*. San Francisco: Jossey-Bass, 2009. This workbook was printed with written permission from the author.

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notes:

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