

# Inclusive Leadership



## LEARNER ACTION GUIDE

### **Inclusive Leadership**

- Leverage Unique Strengths
- Create a Safe Learning Environment
- Empower Relationship Building



## Generations Defined:

A generational cohort is a group of people who share similar experiences as they grow up and live during the same historical period. These experiences can include cultural influences, societal events, and historical, social, and economic contexts. These factors shape a person's worldview and behaviors, and can also manifest in their work preferences, values, and motivators.

## Inclusive Leadership Defined:

BridgeWorks defines Inclusive Leadership as a set of skills used to create an environment that **unites people** in shared success through divisive challenges.

## Key Takeaways:

- **Enhanced Employee Engagement:** Acquire skills proven to increase employee engagement, leading to higher morale, productivity, and innovation within your teams.
- **Cultural Competency:** Develop a deep understanding of cultural competencies, allowing you to navigate and lead diverse teams with confidence.
- **Innovate Productivity:** Cultivate an environment that encourages innovation and productivity by leveraging the unique strengths of every team member.



Generations exhibit real, impactful differences shaped by formative events.

This document is intended to serve as a takeaway that consolidates your learnings, reflections, and intentions from the session so you can refer back to it in the future.



# Preparation



As you attend and participate in your session today, it is important to consider your individual intentions and objectives.

Even if this training is required or recommended by your organization, establishing a purpose for embarking on this journey can enable you to get the full benefit of the time and energy you invest in the session today.

At the end of the training, we encourage you to reexamine this purpose to redefine it as you put your learnings into practice in your individual and overall organizational objectives.



## Inclusive Leadership Workshop Objectives

- Explore three disciplines of Inclusive Leadership.
- Discuss and practice their application.
- Commit to follow through strategies for success.

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What would you like to accomplish, learn, or take away from your session today?

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# When Generations Connect

WHO ARE THE GENERATIONS?



GENERATION	PEAK U.S. POPULATION	INFLUENCES	TRAITS
<b>Traditionalists</b> Born pre-1946	75 million	The Great Depression World War II The New Deal The GI Bill The Cold War Pearl Harbor	Fiscally conservative Respect authority Self-sacrificing Loyal
<b>Baby Boomers</b> 1946-1964	80 million	Vietnam Moon Landing Protests Woodstock The Beatles Oil Embargo	Competitive Idealistic Polished Disciplined
<b>Generation X</b> 1965-1979	60 million	Personal computer Divorce AIDS Cable television Latchkey kids Challenger explosion	Resourceful Independent Skeptical Efficient
<b>Millennials</b> 1980-1995	75 million	Terrorism Technology upgrades Mixed economy Social media Columbine shooting Reality TV	Collaborative Innovative Adaptable Experience-driven
<b>Gen Z</b> 1996-2010	65 million	The Great Recession FaceTime YouTube COVID-19 Marriage equality	Inquisitive Risk-averse Industrious Pragmatic

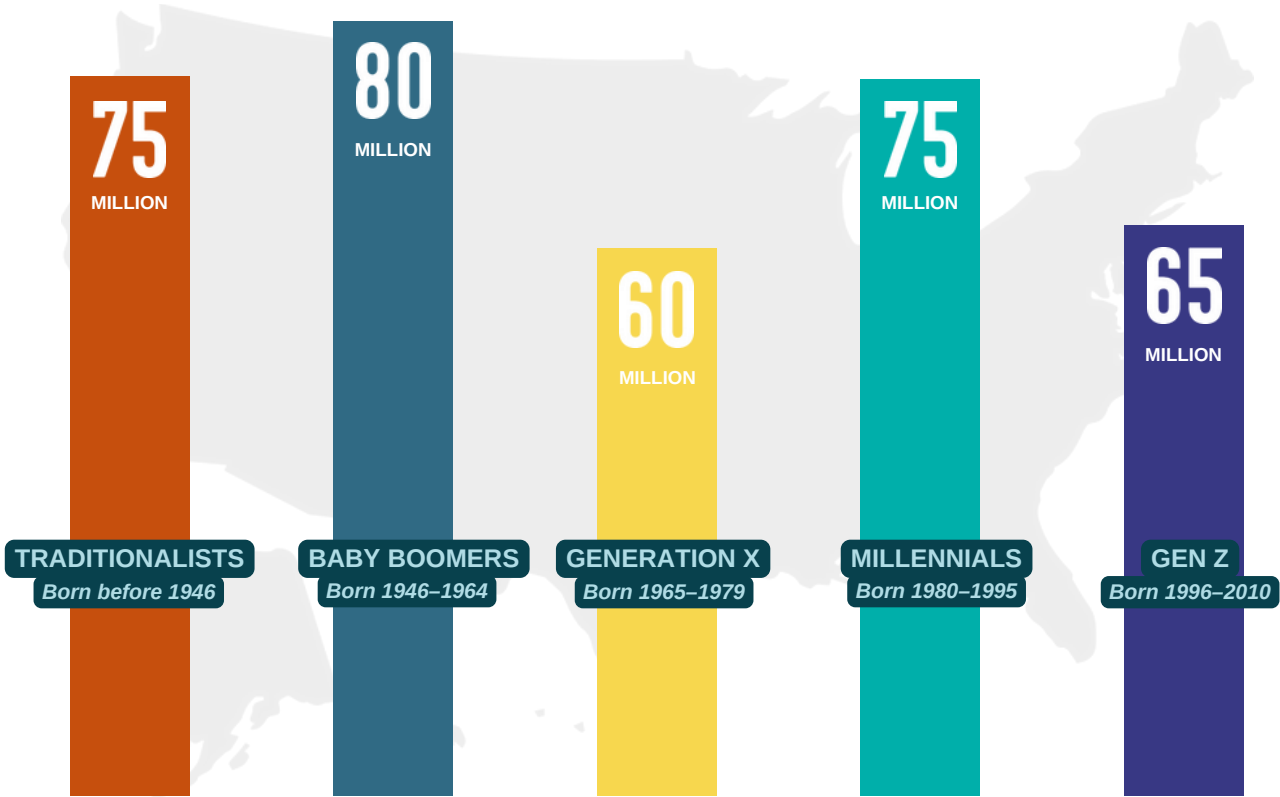
# Strategies for Working Across Generations



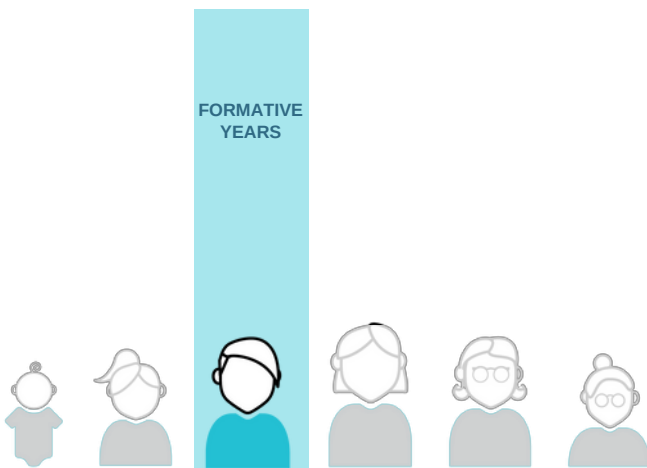
GENERATION	STRATEGIES
Baby Boomers	<ul style="list-style-type: none"><li>• When collaborating with Boomers, lean toward a professional, well-organized demeanor.</li><li>• Be mindful of their respect for existing workplace structure.</li><li>• Boomers value interpersonal communication; "small talk" isn't small.</li><li>• Deliver feedback to Boomers 1:1 and in private.</li><li>• Show respect by putting in the time; prove that you're willing to go the extra mile.</li></ul>
Generation X	<ul style="list-style-type: none"><li>• Give them some space; Xers have an independent and self-reliant spirit.</li><li>• Anticipate Xer skepticism and push-back.</li><li>• Be transparent to build credibility and trust with Xers.</li><li>• Xers value efficiency in their work, stick to essentials; have meetings with a clear purpose.</li><li>• Keep Gen X engaged, involve them in succession planning discussions, and help them develop new skills.</li></ul>
Millennials	<ul style="list-style-type: none"><li>• Allow some work/life flexibility where reasonable; it's a priority for Millennials.</li><li>• Be open to the collaborative process.</li><li>• Provide opportunities for Millennials to share their ideas with leadership.</li><li>• Provide feedback in real time, and a roadmap for improvement.</li><li>• Let them know how their work is impactful to the organization and beyond.</li><li>• Prepare for informal, authentic communication.</li></ul>
Gen Z	<ul style="list-style-type: none"><li>• Gen Z is new to organizational structure; let them know how the company is laid out and who to go to for help.</li><li>• This is a risk-averse generation that wants to meet your expectations; be clear about them.</li><li>• Let Zers know there's a learning curve, and it's okay if they're not perfect right away.</li><li>• Give Zers the opportunity to collaborate not only in person, but virtually as well. Show them there's a time and place for each.</li><li>• When recognizing their performance, show the meaning behind the reward. This will make the incentive more transformational than just transactional.</li></ul>

BridgeWorks has been dedicated to the study of generational differences since its inception in 1998 and is the company that has written best-selling books on the topic. BridgeWorks has worked with clients varying from the AARP to MTV, along with Fortune 100 and 500 companies in between. [GENERATIONS.COM](http://GENERATIONS.COM) | 952-521-8929

# GENERATIONS ACROSS THE UNITED STATES



## NOTES



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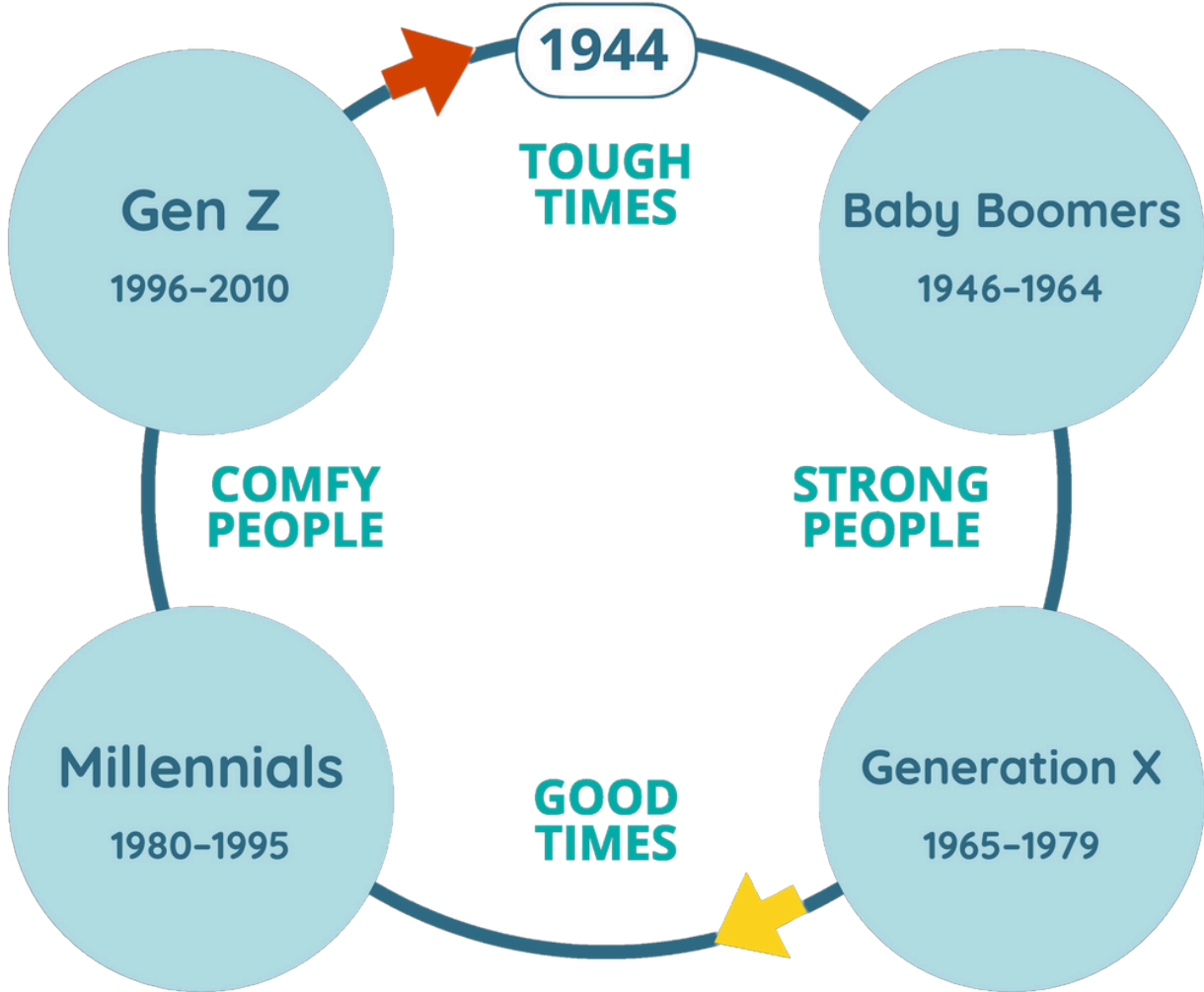
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# FOUR CYCLE STAGES OR TURNINGS OF GENERATIONS THROUGHOUT HISTORY



Adapted from the Strauss-Howe generational theory, devised by William Strauss and Neil Howe, which describes a theorized recurring generation cycle in American history and Western history.



## Notes

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FACTS

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Who is older?



Progress bar with a teal diamond on the left and a teal circle on the right.

As a result of the use of leaded gasoline in cars, people born between 1966 and 1975 experienced:

Florida State University, March 2022

- A) A loss of 5 IQ points on average
- B) An increase of infertility
- C) Desensitization to nerve endings
- D) No measurable side effects

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What percentage of Millennials have recently read a printed book? (Hint: 66% of Baby Boomers have recently done so.)

Expert Editor, August 2023

- A) 52%
- B) 62%
- C) 72%
- D) 82%



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According to a survey of over 12,000 Gen Z people, 75% would prefer their “on the job training” through which method?

Dell Technologies

- A) Gamification
- B) Self-Discovery
- C) Short Videos
- D) Peer Training

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# HUMAN ALIGNMENT: AUTHENTIC VALUE FOR PEOPLE



## Perspective Taking: A Brain Hack That Can Help You Make Better Decisions



### **Perspective Taking: A Brain Hack That Can Help You Make Better Decisions**

Wharton marketing professor and neuroscientist Michael Platt and his co-authors explain the neural basis of perspective taking and why it may lead to more innovation and better business outcomes.

 Knowledge at Wharton

<https://knowledge.wharton.upenn.edu/article/perspective-taking-brain-hack-can-help-make-better-decisions/>

“ \_\_\_\_\_  
“Success is not something you pursue. It is  
something you attract by becoming an  
attractive person.” Jim Rohn  
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# TRUST BASED COMMUNICATION: NAVIGATING DIFFICULT CONVERSATIONS



3 steps to engaging people in difficult conversations.

- 1** What does the person value or expect?
- 2** What is missing from their experience based on their response?
- 3** What could you say or do differently to help engage them in conversation?

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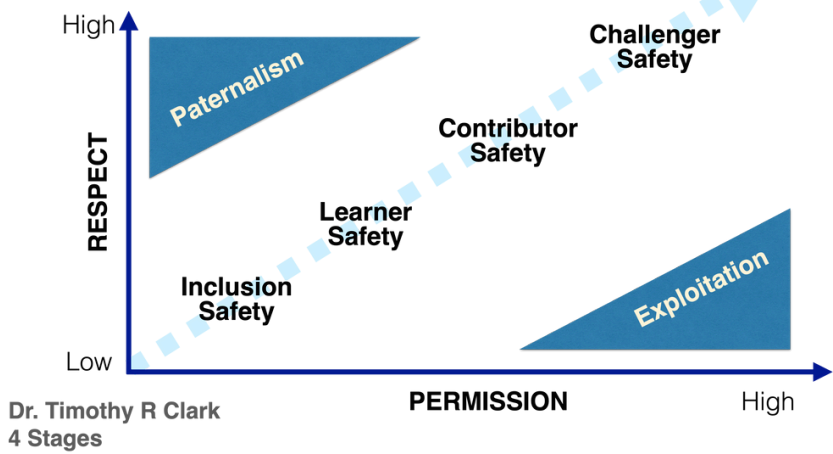
“Your adversary is never the person across from you, but rather the situation. They are your partner struggling with some aspect of the same problem as you.” Chris Voss



# CREATING A CULTURE OF BELONGING

The feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group.  
*BridgeWorks*

## Psychological Safety:



### INCLUSION SAFETY

Be available, approachable, and relatable - exchange stories.

### CONTRIBUTOR SAFETY

Ask with genuine openness. Weigh in last on your thoughts.

### LEARNER SAFETY

Lead with curiosity, personal fallibility, and a culture of learning.

### CHALLENGER SAFETY

Take your finger off of the fear button. Assign dissenting opinions.

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## Bridging Generations for Success

For 26 years, BridgeWorks has pioneered generational research, shaping the workforce landscape. Our expertise encompasses three published books, including "Managing Millennials for Dummies," and a legacy of impactful programs for leading global companies. As generational leaders, we've delivered thousands of presentations worldwide, advocating growth, learning, and building bridges between generations.

### Foundational Principles

- Generations exhibit real, impactful differences shaped by formative events.
- Workforce issues often result from a generational failure to evolve.
- Early generational shifts may be overwhelming.
- Previous approaches to recruiting, retaining, and engaging may lose effectiveness.



### Distinctive Approach

- We leverage the Generational Framework for Effective Solutions.
- World-Class NPS Scores attest to our effectiveness.
- Celebrating strengths of each generation with a blend of sociology and psychology.



## Custom Programs for Comprehensive Organizational and Community Impact

Our custom programs are designed to meet the unique needs of every area within an organization or community. Whether it's the front-line workforce, peer-to-peer interactions, front-line managers, directors, executives, or the C-Suite, we tailor our programming to ensure maximum relevance and impact. We extend this customization to specific departments such as Sales and Development, Human Resources, Employee Relations, and Organizational Development.

We also specialize in developing programs that support Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives, as well as Employee Resource Groups (ERGs) and Business Resource Groups (BRGs). Our flexible approach ensures that each program aligns with the distinct goals and challenges of your organization, fostering a cohesive and inclusive environment for all.

### Why BridgeWorks?

Embark on your journey towards generational understanding and collaboration with BridgeWorks. In the evolving landscape of the post-pandemic modern workforce, we guide you to build enduring connections and contribute to the creation of stronger, more supportive communities. Choose BridgeWorks for insights that transcend generational divides, shaping the future of work and fostering a collaborative environment that propels your organization towards sustained excellence and meaningful impact.



# Our Leadership and Team

## BridgeWorks: Pioneering Generational Insights and Leadership

Throughout our 26-year history, BridgeWorks has had the privilege of collaborating with thousands of clients worldwide. Our commitment to excellence is reflected in our best-selling books and e-learning resources, which equip individuals with practical skills and actionable insights.

## Our Foundational Approach

At the heart of our work lies a deep understanding of generational theory. This foundation enables us to create a psychologically safe environment where organizations can address their most pressing workforce challenges. Our expertise spans transformational and inclusive leadership, retention and recruiting, onboarding, engagement, culture, knowledge sharing, talent gaps, and diversity, equity, inclusion, and belonging (DEIB).

## Celebrating Generational Strengths

We believe in celebrating the unique strengths that each generation brings to the table. By integrating the wisdom of sociology and psychology, we empower individuals to bridge generational divides. This approach fosters enduring and fruitful relationships, which, in turn, contribute to stronger, more supportive communities.

## Our Philosophy

We believe that humans are the most valuable asset on earth. Our mission is to leave a legacy that fosters better understanding and positive, fruitful change. This philosophy drives our dedication to helping people and organizations thrive.

## Commitment to Excellence

BridgeWorks remains steadfast in our commitment to innovation and excellence. By leveraging our deep understanding of generational dynamics, we help organizations navigate complex workforce challenges and achieve lasting success.

Our leaders and team are continually inspired by the dedication to growth, learning, and building bridges between generations.

*Your dedication to growth, learning, and building bridges between generations inspires us daily.*



**Phil Gwoke**  
CEO, Speaker, Generational  
Expert & Thought Leader



**Crista Thielen**  
CXO/COO, Speaker,  
Generational Expert &  
Thought Leader

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# How to Contact Us



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