

Učinkovito vodenje v medgeneracijskem delovnem okolju

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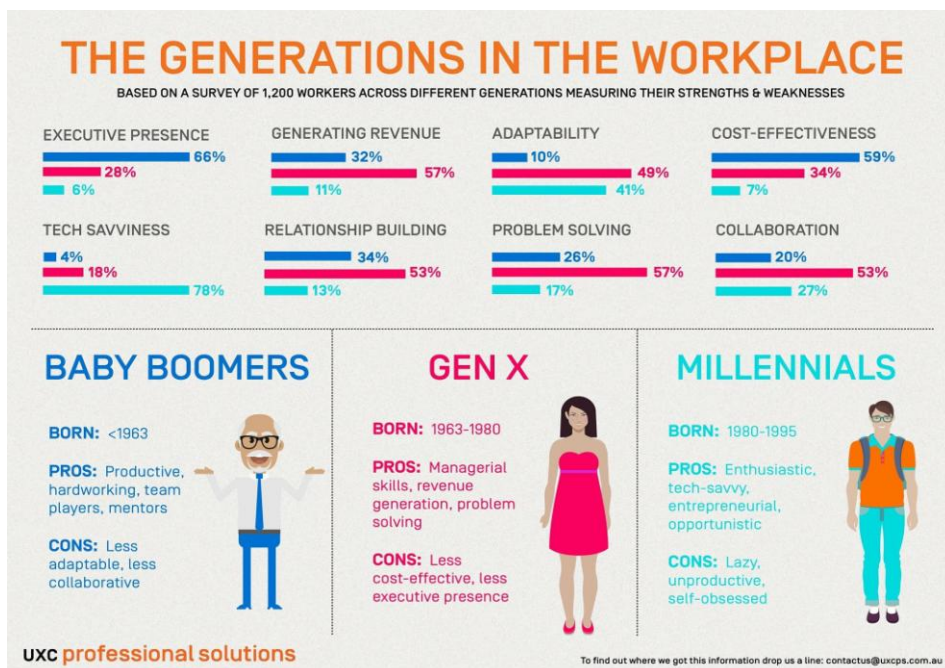
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Effective Leadership in the multigenerational workplaces

“As part of leadership development, it used to be that they just trained people in management skills, but now more companies in the United States are including leadership and cultural workshops as a part of the package of training. Best work is done by teams, global cross-generational teams. Today it is so important to bring a variety of perspectives because each of us sees the world through a different lens, a different filter – it is called our world view. If you have a team that works together, certain individuals will see some things that the other members of the team don't see and vice versa. That includes not only mixed teams culturally but mixed teams in terms of backgrounds and generations as well”. Dr Boyd Johnson

Individual leaders need to understand that generations see the world differently through the length of their own cultural perspectives. If leaders are not aware of the generational differences, they are going to try to lead everyone in the same way and expect the same behavior and the same standards from everyone. That is a path to disaster. US-based research below demonstrates peculiarities of age groups – this is an essential guide for all the managers and leaders.



The main differences leaders encounter is between the Baby Boomers and Millennials. This is expressed in many different ways: work behavior, work standards, issues of time, attitude towards team work and responsibility, the attitude towards work-life balance and particularly the expectations of leader roles and follower roles.

Millennial generations often have more casual view of what's considered to be acceptable, what is completed work in terms of quality and quantity. They feel that because of the work/life balance they are not willing to give extra time and effort. This creates a lot of frustration and resentment from the boomers side. US research shows that in the mixed generational worse boomers feel that they are carrying a lot more of the workload then they should. Millennials are said to have a sense of entitlement, meaning that they are owed certain things like raises or promotions, extra consideration. Boomers on the contrary feel that this should be earned over a long period of time. The other area that is very different is attitude towards organization loyalty to organization. Boomers often feel that once they commit to the organization, they give it all and often make a career within one organization. Millennials have a very different perspective – they can “job hop”, they generally do not stay in the companies for very long. This generation does not focus that much on the value of salary, security and benefits. The boomers came where things were not as stable economically and they looked to work to bring stability in their life. Millennials in US were brought up in the secure economical environment. Millennials do not feel that their security comes from their work, since historically they get it from other sources. So often Millennials do not feel a great sense of loyalty towards their organizations. This can bring about problems for the leadership. Boomers often perceive that lack of loyalty as something negative, as lack of commitment and lack of trust. Research show that Millenneals are not as materialistic, they look more for experiences rather than things, they do not like to have a lot of possessions.

Leaders should be aware of this generational change because within twenty years Millennials are going to move into management positions and will be in charge, while boomers retire. Adding to this are demographic factors that are going to be very important. Millennials are much more comfortable working with people from other cultural backgrounds, having women leaders, this generation overall is much more egalitarian. So these people are going to lead in a different way in terms of their openness to other cultures. This will be linked to a more casual attitude towards deadlines, commitments and organizational loyalty. Leaders have to be aware of these trends and differences and upcoming changes.

Biography:

Dr. R. Boyd Johnson (Indiana Wesleyan University) *has earned a Ph.D. in International Studies, an M.A. in Anthropology, an M.A. in Theology, and a B.A. in Anthropology. He currently is Chairman of the doctoral program in Organizational Leadership at Indiana Wesleyan University, where he has taught for over 18 years. Prior to that, he worked for World Vision International for 16 years in many roles, including Research Associate, Associate Director of Leadership (South Pacific), Operations Director (Thailand), Director of Resources (Asia Region), Field Director (Pakistan), and Director of Strategic Resources (Canada). Dr. Johnson has done training, consulting and teaching in over 50 countries, has visited over 70 nations on six continents, and has lived in six countries.*

dr. Boyd Johnson, profesor in vodja oddelka za raziskovanje vodenja na Univerzi Wesleyan v Indiani (ZDA)

Dr. Johnson je avtor in urednik številnih člankov na temo mednarodnega poslovanja. Za seboj ima več kot 35 let izkušenj na področju mednarodnega razvoja in izobraževanja, živel je v kar sedmih različnih državah in izvedel ogromno število predavanj, treningov, svetovanj in raziskav v več kot 60 državah. Raziskoval je področja, kot so globalizacija, revščina v državah tretjega sveta in vloga ideologij v družbi. Trenutno preučuje predvsem medkulturne razlike v vodenju in komunikaciji v poslovnem svetu s poudarkom na prenosljivosti teorij vodenja v različnih kulturah. Na konferenci bo govoril o medkulturnem prenosu dveh pogosto uporabljenih ocenjevalnih metod vodenja: Leadership Practice Inventory (LPI) in Cultural Intelligence Scale (CQS)

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”V procesu razvoja vodstvenega kadra je že kar nekaj časa prisotno urjenje managementa, a dandanes vse pogosteje razvojni postopek vključuje tudi tematike vodenja in delovanja v različnih kulturnih okoljih. Najboljše je delo lahko opravljeno v timih, globalnih ter medgeneracijskih. Danes je zelo pomembno, da vnesemo v delo različne perspektive, kajti vsak izmed nas na svet gleda skozi drugačne leče, skozi drugačen filter, ki mu pravimo osebni pogled na svet. Tako je posameznikom, ki delujejo kot skupina lažje, kajti vsak opazi, doda nekaj na kar drugi nebi pomislili in obratno, saj ima skupina lahko poleg kulturnih razlik tudi posameznike z različnimi ozadji ter pripadnike različnih generacij, kjer vsakdo lahko prispeva svoj edinstven delež.” Dr. Boyd Johnson

Vodja se mora zavedati, da vsaka generacija doživlja in razume svet skozi lastno kulturno perspektivo. Če se vodje ne zavedajo generacijskih razlik, lahko hitro naredijo napako in vse posameznike vodijo na isti način ter hkrati od vseh pričakujejo enako vedenje in delovanje. To je pot, ki vodi v pogubo.

Največje razlike, ki jih mora vodja upoštevati so med pripadniki baby boom generacije in pripadniki generacije Y. Le te se lahko izrazijo v: delovnem vedenju, delovnih standardih, odnosu do časa, odnosu do delovne skupine, odgovornosti, odnosu do ravnotežja med delom in družino in še posebej v pričakovanjih, ki se nanašajo na vodjo ter njegovo delovanje.



Pripadniki generacije Y imajo bolj priložnostni pogled na to kaj je sprejemljivo, kdaj je delo dokončano, kdaj je delo narejeno kvalitetno in kvantiteto. Menijo, da je pomembno razmerje med časom, ki ga namenijo delu in družini in na ta račun ne bodo vlagali dodatnega časa in napora v delo. Ravno to pa povzroči veliko težav pri sprejemanju na strani pripadnikov baby boom generacije. Le ti si ponavadi naložijo več dela kot ga lahko opravijo. Prav tako prihaja do razlik, ko govorimo o napredovanju, povišanju plače. Pripadniki generaciji Y menijo, da so do tega upravičeni, medtem ko pripadniki baby boom generacije menijo, da si to zaslužijo po daljšem časovnem obdobju. Tako lahko opazimo tudi razlike v lojalnosti do organizacije. Pripadniki baby boom organizacije so ponavadi zelo lojalni do lastne organizacije in si poskušajo v njej ustvariti čim boljše kariero. Pripadniki generacije Y pa so večkrat na lovu za dobrimi službami, saj jim niso zelo pomembne vrednote kot sta varnost in stabilnost.

Opisali smo nekaj glavnih razlik, a zagotovo jih obstaja še veliko. A vendar smo opozorili na področja, ki se jih morajo vodilni kadri zavedati. Prav tako je pomembno dejstvo, da bodo kmalu pripadniki generacije Y postali vodje, saj se bodo pripadniki baby boom generacije upokojili. Pripadniki generacije Y bodo veliko lažje delali z ljudmi iz različnih kulturnih okolij, imeli žensko vodjo, skratka generacija Y bo veliko bolj egalitarna. Tako bodo ti posamezniki vodili ljudi na drugačen način, predvsem v smislu odprtosti do drugačnosti. To pa bo za seboj potegnilo bolj sproščeno odnos do delovnih rokov, obveznosti in organizacijske lojalnosti. Vodje današnjega časa se morajo tega trenda ter razlik, ki prihajajo zavedati in delovati v skladu z njimi.