

Ohio Association of Public Treasurers

Developing Personnel Management Skills: Motivation, Diversity, Generational Gaps, & Burnout



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Meet the Presenters



Kelly Babcock



Amanda Riess

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COST OF BURNOUT

Work Fatigue costs

550 Million work days in lost productivity

AND

\$190 Billion in burnout related health care costs



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CAUSES OF BURNOUT

Heavy Workload

- Unrealistic expectations
- Increasing responsibility
- Lack of resources/staff
- Persistent time constraints

Perceived lack of control

- 24/7 availability
- Shifting priorities
- Lack of freedom to make decisions

Reward

- Lack of opportunity for promotion
- Lack of tools for positive feedback

Community

- Bullying
- Poor Communication

Fairness

- Poor Leadership
- Dysfunctional workplace dynamics

Values Mismatch

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MOTIVATION, JOB DISSATISFIERS AND BURNOUT



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Maslow's Theory



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Motivators (intrinsic to job itself)

Achievement

Recognition

The work itself (service)

Responsibility

Opportunities for advancement and growth

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Dissatisfiers (extrinsic to job itself)

Policy

Administration/
Supervision

Interpersonal
relationships

Working
conditions

Salary

Status/Responsi-
bility

Security

Opportunities for
advancement and
growth

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Preventing Dissatisfaction

- Fair treatment
- Giving responsibility for task accomplishment
- Involving employees in decisions
- Trying to integrate goals

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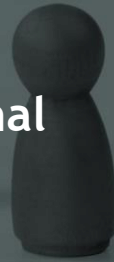


INTENTIONAL LEADERSHIP

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LEADERSHIP STYLES

- ▶ Authoritarian
- ▶ Participative
- ▶ Delegative
- ▶ Transformational
- ▶ Transactional
- ▶ Situational



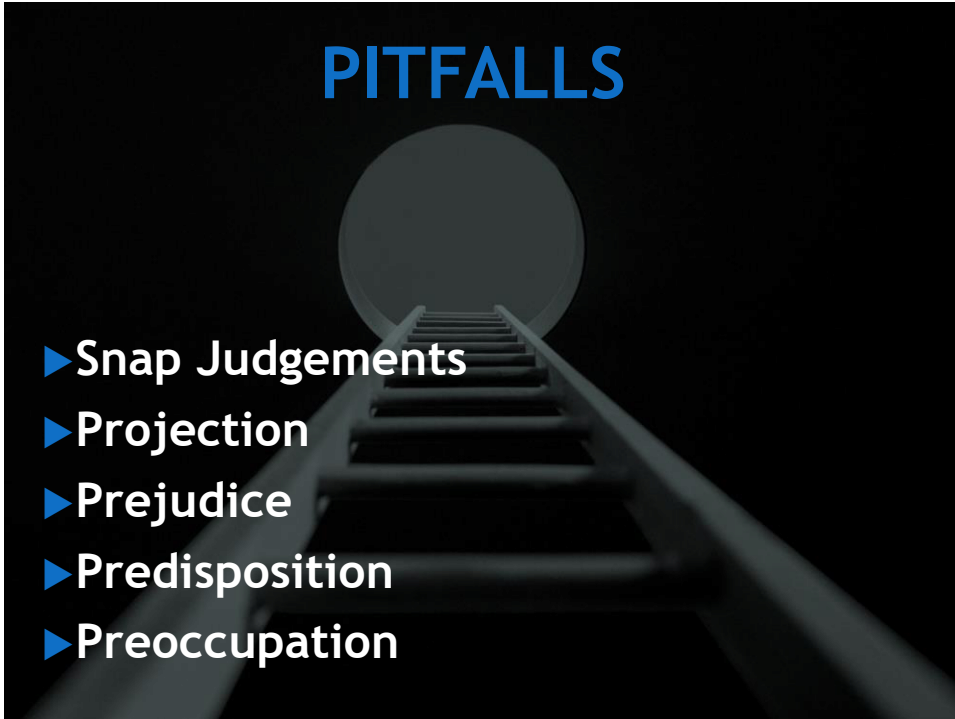
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Stages of Leadership

- 
Direct
 - Lacks experience or competency
- 
Coach
 - Lacks commitment or confidence
- 
Support
 - Lacks confidence or motivation
- 
Delegate
 - Demonstrates competence and commitment

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PITFALLS

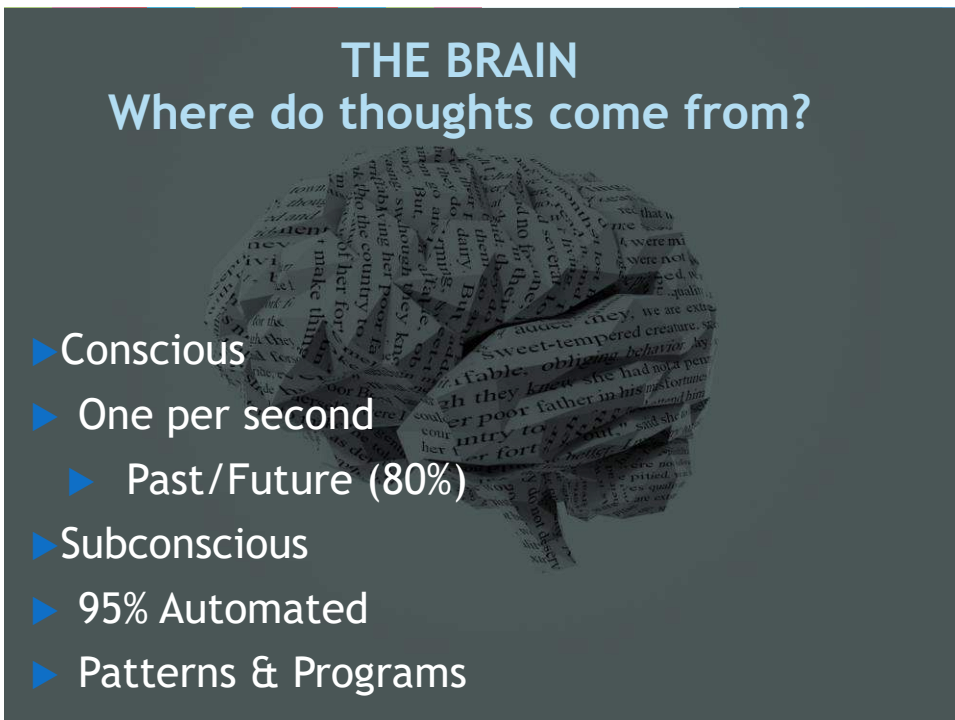


- ▶ Snap Judgements
- ▶ Projection
- ▶ Prejudice
- ▶ Predisposition
- ▶ Preoccupation

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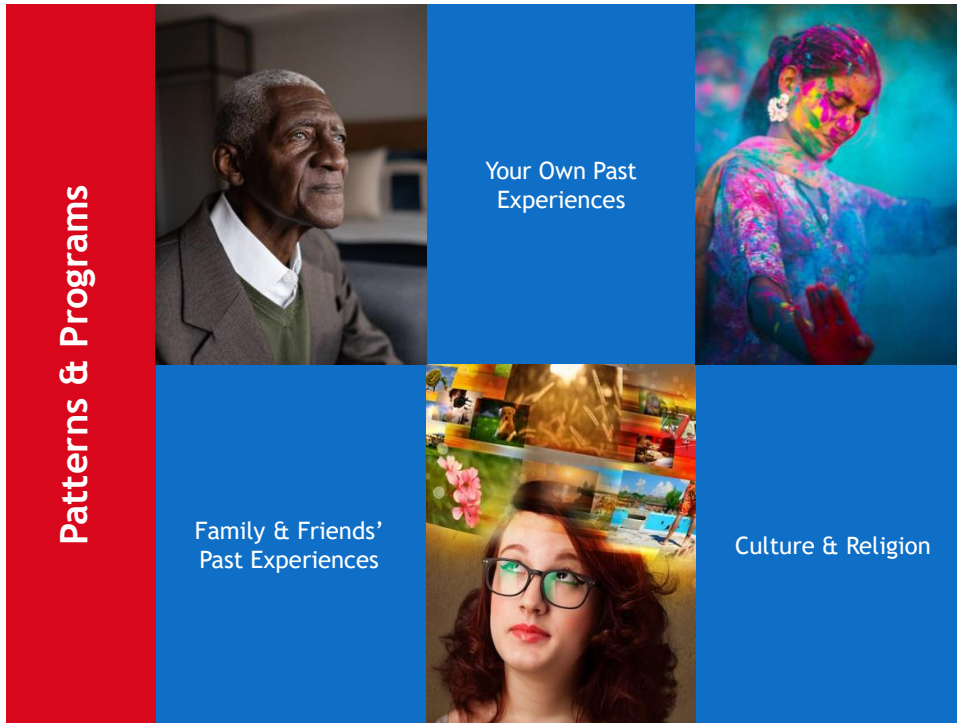
THE BRAIN

Where do thoughts come from?



- ▶ Conscious
 - ▶ One per second
 - ▶ Past/Future (80%)
- ▶ Subconscious
 - ▶ 95% Automated
 - ▶ Patterns & Programs

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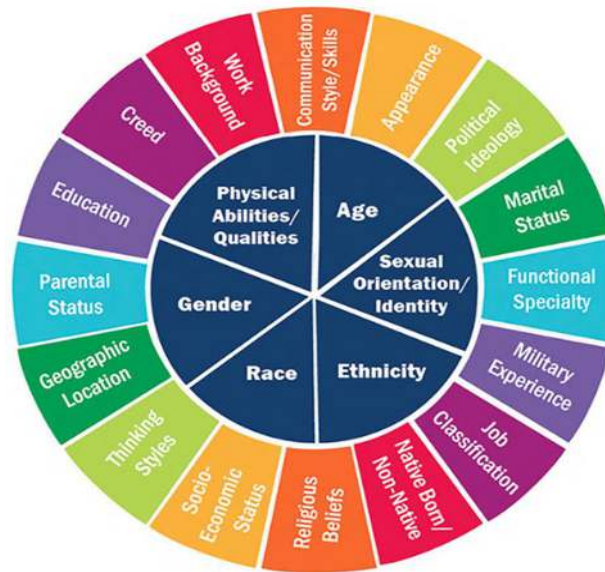
Implicit Bias

Snap judgments that result from the short cuts, or preexisting knowledge structures in our brains, that make us very efficient at interpreting incoming information quickly, below our level of conscious awareness, about what or who we see; these judgments tell us who or what is likeable, safe, valuable, right, or competent; they impact how we see people; they are influenced by society; they affect our objective observations.



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Group Diversity



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ILLUSTRATIVE EXAMPLE



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Keys to Conversations




1. Listen Mindfully
2. Look for Cues
3. Identify the Story
 - Objective - Facts
 - Subjective - Beliefs
 - Self-talk/limiting beliefs
4. Mindtraps/Pitfalls
5. Triggered or Self-Sabotage
6. Ask questions

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Effective listening requires the listener to:


 *Suspend judgment*

 *Develop a commitment to listening*

 *Avoid distractions*

 *Wait before responding*

 *Paraphrase back to the person the central theme of the message*

 *Explore the other person's point of view (story)*

 *Be ready to respond when the speaker asks for comments*

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BE PRESENT (FOCUS)



Think about what you are thinking about...

Receiving data constantly – processing, filtering, filing



40% Past

Could've, would've, should've
Regret, guilt, shame
Stuck in the Past



40% Future

Hoping, worrying, hypotheticals
Catastrophic scenarios, destination thinking
What if's, If only's



20% Present

12% outcome of little to no consequence
8% focus time for reaching your goals and visions

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What is the Story?

Truth is the story we tell based upon our own filters.



- Subjective
- Struggle
- Stress
- Victim
- Blamer
- Martyr

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Stories



VICTIM

- Always/never
- Poor Me
- Could include Martyr



VILLIAN OR BLAMER

- Finds Fault
- Lacks personal responsibility



PLACATER

- Seeks approval
- Avoid conflict



HELPLESS

- Nothing else I can do
- Seek attention

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MINDTRAPS

1. Mind Reader
2. Catastrophizing
3. Labeling
4. Perfectionism
5. Discounting and Filtering
6. All or Nothing
7. Emotional Reasoning



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Change the Way you Look at Things and the Things you look at Change.

Wayne Dyer

- Optimist vs. Pessimist
- Creating in the NOT
- Destination Thinking
- Scarcity v. Abundance
- Self-limiting beliefs
- Self-sabotage



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Bridging the Generational Gap?



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Introduction

- ▶ We are encountering “generational diversity” in the workplace
- ▶ Each generation tends to be shaped or influenced by its environment and experiences
- ▶ It is important to narrow any “generation gaps” in order to work well with others

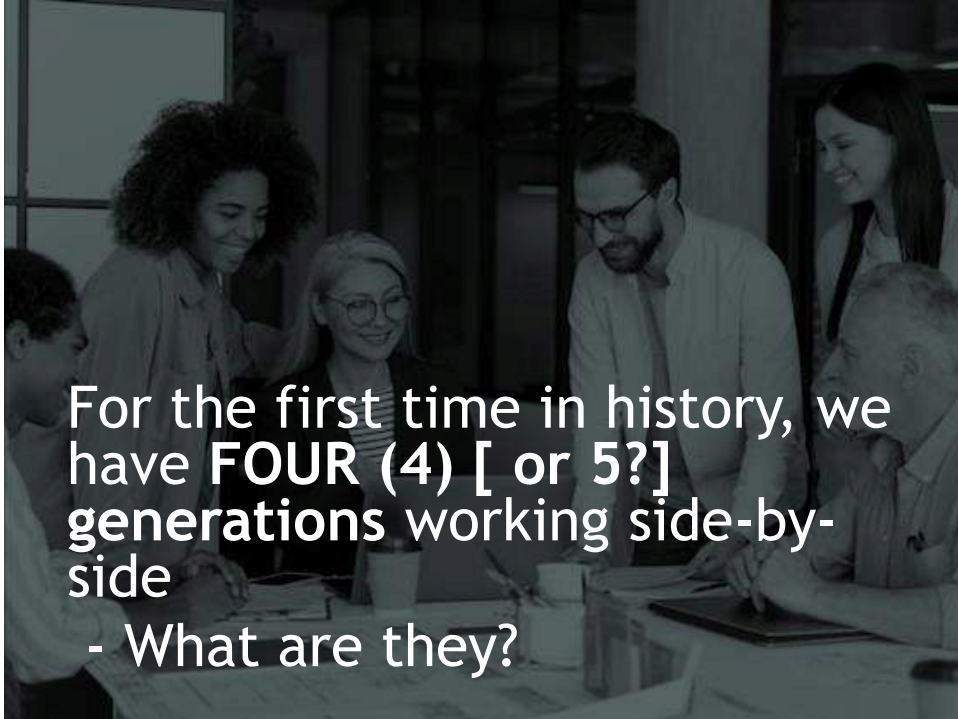
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▶ What is a Generation group?

- Group defined by common values, attitudes, ambitions, and experiences
- Group “programmed” at the same time by shared experiences
- Group whose values, beliefs, and work ethics are formed by the same political, social, and economic realities



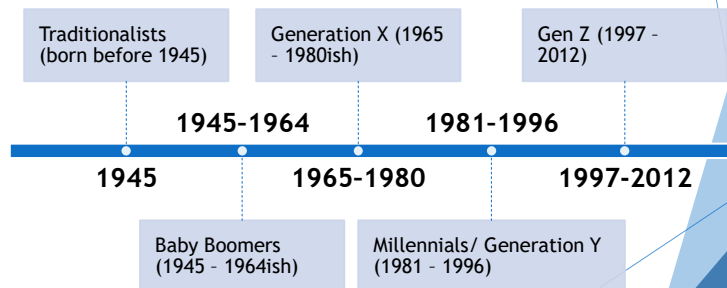
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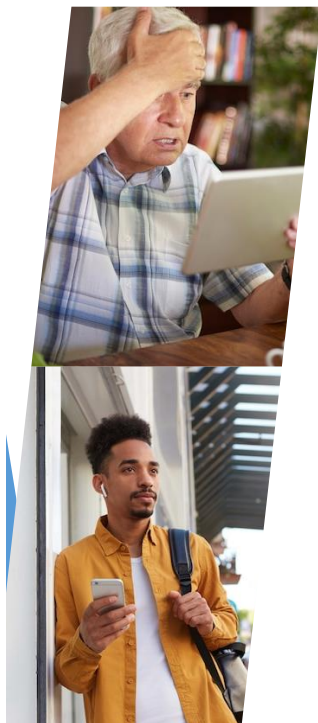
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Generations In The Workplace



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Generational Stereotypes

Baby Boomers

- Live to work
- Can't text / Out of sync with technology
- Can't tolerate change

Generation X

- Apathetic
- Cynical
- Disengaged

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Generational Stereotypes

Millennials / Generation Y

- Lazy
- Entitled
- Over eager
- Technology obsessed

Generation Z

- Highly skeptical
- Fact-check anything and everything
- Short attention span
- Technology obsessed



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Common Attributes

- Everyone is comfort seeking
- Most people resist change, but don't like status quo either
- Everyone wants information, to be kept "in the loop"
- Everyone likes some level of control



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Clash Points

- Agency loyalty
 - From organizational to individual
- Chain of command
 - From rigid to freedom
- Work ethic
 - From corporate to individual
- Workplace diversity
 - Diversity in the classic sense (race, religion, gender, etc.)
- Feedback and mentoring
 - Differences in communication styles




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To Bridge the Gap, Use the A-List

- **Accept** your “mutual rightness”
- **Acknowledge** your interdependency on each other/generation
- **Appreciate** what you have in common
- **Assume** responsibility for making your relationships better
- **Adopt** the “Platinum Rule”

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Bridging the Gap with Vocabulary

- ▶ 10 Key words to 1 Key word
 - 10 - We have a lot more in common than I thought
 - 9 - How can we help each other be more successful
 - 8 - I'd like to share my ideas with you
 - 7 - Neither of us can do it alone
 - 6 - Please tell me what you're feeling
 - 5 - Let's learn from each other
 - 4 - What do you think?
 - 3 - We're both right
 - 2 - Thank you
 - 1 - We

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How Can Employees Bridge the Generation Gaps?

- Appreciate differences
- Appreciate what you have in common
- Accept and appreciate another's perspective
- Take responsibility for making your relationships better
- Discuss expectations
- Inquire about immediate tasks
- Keep up with technology

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DOs for Every Generation

- Accept that your generation type may influence your ideas and behaviors
- Give everyone the same "benefit of the doubt" that you want
- Be open and honest about your own "hot buttons"
- Focus on what really matters
- Accept the fact that you choose how to treat and deal with others
- Be flexible with your preferences
- Know that everyone wants to be treated with respect



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Bridging The Generation Gaps

- Remember that all generations want:
 - To be treated fairly
 - Work that provides personal satisfaction
 - Employers who understand personal lives are important
 - Work that is valued
 - A clear sense of purpose

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LEVELERS

5th Satir Communication Style

Goal = Mutual Problem Solving



1. Look for Solutions
2. Have Conscious Positive Intentions
3. Hold Strong Positive Beliefs about themselves and others
4. Operate from Strong Personal Values
5. Store Positive Mind Images
6. Have Flexibility of Behavior when Communicating with others
7. Establish Rapport before trying to Influence

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What is the “Platinum Rule”

The “Golden Rule”:

- ▶ Treat others the way **YOU** want to be treated

The “Platinum Rule”:

- ▶ Treat others the way **THEY** want to be treated

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QUESTIONS?
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