



AGC Future Leaders Forum Newsletter

○ 2011 | ○ March

The Next Generation of Leaders

Did you know that **70%** of the impact on employee climate and motivation is due to leadership style, and this in turn has a **30%** impact on discretionary efforts and outputs of performance? Although certain people seem to be born with innate leadership qualities, without the right environment and exposure, they may fail to develop their full potential. So, like learning how to ride a bicycle, you can also learn how to become a leader and hone your leadership abilities.

With the Veteran and Baby Boomer generations starting to retire, we are the next in line to assume those leadership roles and we need to be sure that we are well prepared. We have all taken that first step by joining the FLF and showing that we have the initiative to be a leader within our companies, but the question is, will you capitalize on the opportunity and get

the most out of what is offered within our organization? Daily interactions with people provide the opportunity to observe and practice leadership theories. Together, formal and informal learning will help you gain leadership attitudes, gain leadership insights, and thus further the cycle of learning.

Emerge Leadership Group research shows that when individual contributors **successfully** make the transition to effective leadership, they contribute at a level that is two to three times higher than leaders that have not sufficiently made this transition. This month's presentation concentrates specifically on the transition period from the "employee" role to a "leadership" role within your company.



Sources:

- Hoffman, Carl. "Leadership Exposed." Articles Base. Articles Base, 18 01 2007. Web. 1 Feb 2011.
- Emerge Leadership Group, 2008

WELCOME NEW MEMBERS

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|------------------|----------------|----------------|
| ~ Matt Schaeffer | ~ Dayle Jones | ~ Derek Breier |
| ~ Jerry Leonard | ~ Ryan Balakas | ~ Chris Wilson |

Join the FLF

~If you have questions or would like more information about membership with the Future Leaders Forum please visit <http://www.agccolorado.org>, or contact:

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For the first time in American history, we have four generations working side-by-side in the work place. In order to be effective in communicating with someone who falls into a “different generation” category, you must understand the common goals and work ethic of each generation. The veteran generation is still present within our industry but the majority of them have retired. Below are summaries of work characteristics of the most prominent generations within our industry which you may find enlightening.

Baby Boomers

Born between 1946 and 1964, Baby Boomers invented the 60-hour workweek. They have a “work-til-you-drop” work ethic. Now entering retirement age, they

have no plans for porches, rocking chairs, or seats at bingo tables. Retirement is not the end of a career but the start of a career transition. They are optimistic about their own lives – they believe that if you set goals and work hard, you can achieve whatever you set out to do. Boomers have less respect for rank and hierarchy than their predecessors but still respect the hierarchy of leadership. They set long-term goals and have the “no pain-no gain” attitude. *Key Boomer values: Hard work and be a team player.*

Gen X

Born between 1965 and 1979, Gen Xs are independent, self-reliant, and entrepreneurial. Because they don’t find any value in wasting time with non-essential stuff, they shattered the management philosophy of “if ain’t broken, don’t fix it.” Gen Xs are prominently latch-key kids because both parents were working. In addition, 40% of their parents were

divorced and/or lost their jobs during the ’80s and ’90s. As a result, Gen Xs are very concerned about life balance and fiercely protective of family time. They tend to be skeptical and pragmatic, and value leadership by competence. They have no respect for service, title or rank because their parents had all three and lost their jobs anyway. Their career paths create a mosaic of work, impatience, learning, family and even sabbatical. When they receive an email at 11 PM from their Boomer boss, they don’t think “Wow, she works hard” but “Wow, she might be over her head and can’t handle the workload.” *Key Gen X values: Life balance and respect for individuality.*

Gen Y (also known as Millennials)?

Born between 1980 and 2000. Gen Ys are very entrepreneurial. Most worked at legitimate jobs before they left high school. Gen Ys are technology-savvy. They’ve never

known a world without mobile devices and 24/7 connectivity. They see themselves as citizens of the world and feel very connected through the Internet. Gen Ys fly to Europe to visit friends and family as easily as Veterans and Boomers crossed state lines. They have better relationships with their parents than many Gen Xs and Boomers, and have a strong interest in teamwork (although they define “team” differently than Boomers and Xers). Their professional and personal lives collide with the majority of their friends being colleagues. They never had down time with their parents sending them everywhere and enrolling them in 2-3 different athletic teams. As a result, they are easily bored and must stay busy. And despite an ongoing debate about the human ability to multi-task, they seem to be creating a new frontier for juggling multiple activities simultaneously.

Four Generations in the Workplace

Telberg, Rick. "Four Generations in the Workplace: Who Are They? What Do They Want?." CPA Trendlines 30 08 2010: n. pag. Web. 14 Jan 2011.

Calendar of Events:

March: Transitional leadership: From Buddy to Boss

April: Economic and Industry Outlook – A Different Point of View

May: Jobsite Tour (Location to be Determined)

June: Lessons learned / CU or CSU presentation

July: AGC / CCA Joint Summer Event

August: To Be Determined

September: Denver Chamber of Commerce / AIA
**September 16th – Clay Shoot at Kiowa Creek

October: FLF Strategic Planning Session

November: To Be Determined

December: FLF Christmas Party

Steering Committee:

Justin Stein - Concrete Frame Associates *Chair*

Kurt Stitser – Golden Triangle Construction *Co-Chair*

Matt Paull – GH Phipps *Treasurer*

Baird Cook – US Engineering *Membership Chair*

Brendan Lynch - Saunders Construction *Membership Co-Chair*

Amy Powell – Golden Triangle Construction *Marketing Chair*

Shad Cloeter - The Weitz Company *General Membership*

Brad Schmahl - JHL Constructors *General Membership*

Richard Volk - RK Mechanical *General Membership*

Graham Coddington - Saunders Construction *Past Chair*

Lee Blum – AGC of Colorado *Staff Liaison*