

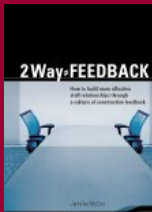
# Positive Change Consulting

*Improving Performance Through People*

Newsletter 6/2005

## In this edition:

- **Want to retain your staff?**
- **Leading Gen X & Gen Y**
- **Explaining Gen Y**
- **Developing Leadership Skill**
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Don't miss out. Only \$24.95 & pack/post.

## Want to Retain Your Staff? Leadership is the answer!

How do we keep our staff? Its a burning issue for organizations these days – driven by factors such as low unemployment, skills shortages as well as the work/life balance philosophy and mobility of Generation Y.

We hear, in leadership training programs, employers and managers talking with frustration about the challenge of managing younger staff appropriately, 'so they'll stay with us'; and there is growing talk amongst HR professionals about managing 'across the generations'.

Are people really different? Does it matter? Do managers really need to change the way they operate? If so, what skills are needed? Two research reports help us understand the issues a little better.

### Leading Gen X and Gen Y.

A Hudson 20:20 ( Australia) research paper, "**The Generational Mirage?**" **A pilot study into the perceptions of leadership**" (released Nov 17 th) argues there is no great difference between Gen X (aged 28-40) and Gen Y (aged 11-27) at work. **Both have similar views** about good leadership and, despite minor variations in weightings, **they want appreciation and feedback and meaningful learning; and they want a balance between autonomy and support - "One-on-one support, coaching, mentoring and role modeling"**.

Both groups want their leaders to be "people they believe in, those with credibility and qualities they admire"; leaders with more than technical knowledge and formal authority, people who take time to the understand the individual needs of their employees and meet them.

So people aren't different, managers may simply need to change the way they operate, and become leaders. [Email](#) for a **FREE Self-Survey**, based on the findings of this study, to assess your own readiness to lead these people.

### Explaining Gen Y

A research project, **Immigrants in time: Life Patterns**, is a study over 12 years (1991-2004) of 2000 Victorian school leavers (now aged 27-32), who went on to further study before working, to examine their experiences in a changing world – the impact of globalisation on their lives, how they are responding to those changes, how their lives are turning out, what career and life choices they are making.

These people, all highly educated, entered a workplace expecting job security and careers and were confronted by the realities of the global economy, where career success depends on flexibility rather than permanency. **They learned to survive by maintaining two top priorities - financial security and family relationships - and by placing a much greater focus on personal autonomy and flexibility and on work-life balance.**

**For education**, their responses raise questions about the appropriateness of the programs offered to prepare people for workplaces of today and the future.

**For employers and managers** there must surely be some understanding as to why workplaces must change to meet the needs of people today; why management styles must change to accommodate their demands; why managers need to be leaders! Read more.

### Developing Leadership Skill

Take the challenge seriously - take advantage of the holiday season to look at the way you and your managers work with and lead people. Think about learning how to use coaching strategies to bring out the potential of your staff.

Read: **"2 Way Feedback: How to build more effective staff relationships through a culture of constructive feedback."**

Carnegie Services Pty Ltd  
T/A Positive Change  
Consulting  
ABN 96 095 506 924



**Jennifer McCoy**  
Director & Principal  
Consultant

**Tony Austin**  
Director  
Administration Manager

We'd love to hear your feedback.

*Jennifer McCoy & Tony Austin*

**"It doesn't matter whether you are the Chief Executive or a team leader. It's not enough to pay attention to tasks; you need to pay attention to people. People at every level are looking for leadership. If you can't or won't provide it, people will go looking for it elsewhere."**  
Hudson 20:20 Series,  
Nov.2005

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**Focus on you.** Give yourself time and space to reflect on where you are going and why? Is the business all-consuming? Do you have enough time for friends and family? Or yourself? **Why not consider working with a Coach to help you find a different perspective, achieve work-life balance ? [More information.](#) [Email here](#) for a Complimentary Coaching session**

Train your managers and team leaders to think and act like leaders, to become a coach and mentor for your staff. Book a **Leader as Coach and Mentor Workshop** now. More information.

**Updates**

Jennifer's article "**Coaching for Leadership in Schools**" has been published in the Australian Educational Leader. Vol 27/4.

[Download here](#)

**Jennifer is running a workshop** "Breaking through barriers. Coaching to inspire commitment" **at the SLaM Conference, Sat November 26th.** See

**Positive Change Consulting**

P.O. Box 543, Carnegie.  
Victoria Australia 3163

T. 613 9563 4028

F. 613 9569 6168

M. 0425 726 340

E.

[admin@positivechange.com.au](mailto:admin@positivechange.com.au)

[m.au](http://m.au)

W.

[www.positivechange.com.au](http://www.positivechange.com.au)

**The purpose of this Newsletter**

Positive Change Consulting shows people how to build great leadership, manage change, improve teamwork for business productivity – and restore balance to your life.

In this newsletter we aim to alert you to the latest research into leadership, report people-related workplace news, suggest ways for encouraging staff involvement to improve your business and alert you to the things we are doing and the services we can offer you.

**We welcome Contributions**

Please contact us if you would like to contribute to this newsletter. Just email or phone to share any experiences.

Email [here](#)