

Leading Across Generations

LEAD6209

Course Outline

Description:

For the first time in history, there are four distinct generations working together in the workplace. Generational differences may influence perspectives, working styles, preferences and expectations. While these differences may create misunderstandings and stereotypes, learning to leverage age diversity can be a strategic advantage in your organization. This course will help you to appreciate the differences between generations and develop the skills needed to be an effective leader across generations.

Course Goals:

We wish to co-design a learning environment that is interactive, collaborative, respectful and thought-provoking. Together, we will share ideas and wisdom, learn from one another and value diverse perspectives.

This course will emphasize interactive elements (e.g., group activities, discussions, etc.), didactic elements (e.g., presentations and lectures), and reflective elements (e.g., self-assessment, self-reflection exercises) to encourage learning and exploration.

Leading effectively in a multi-generational workplace is about having the knowledge, skills and agility to 'flex your leadership' to best respond to the needs of employees while remaining true to yourself as an authentic leader. To this end we will explore:

- ✓ The four generations in the workplace
- ✓ Preferred communication styles
- ✓ The four generations and change
- ✓ What motivates and engages the four generations
- ✓ How different generational values can lead to conflict
- ✓ What each generation is looking for in its leaders
- ✓ Common ground among the generations
- ✓ Implications for your leadership, including strategies for how you manage the successes and challenges of the intergenerational workplace.

Leading across generations is both a skill and an art as effective leaders manage, influence and align a constellation of elements. We hope this course will help to foster your confidence, deepen your skills, and expand your leadership toolbox regarding the practice and art of intergenerational leadership.

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Course Objectives: At the completion of this course, the student will be able to:

- Identify the characteristics of the four generations in the workplace (Traditionalists, Baby Boomers, Generation X, Millennials/Generation Y), and understand generational differences and challenges
- Recognize how generational stereotypes can impede communications and productivity
- Develop skills and strategies to leverage the strengths of all generations to create a positive and productive work environment

Attendance Requirements:

Students are required to attend 100% of class time in order to receive a completion for this course. A grade report can be printed from myWCS.

Code of Student Conduct:

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: <http://www.uwo.ca/univsec/pdf/board/code.pdf>.

Course Schedule:

Day One

- Introductions, Course Overview, 'Housekeeping'
- Exploring the four generations (Traditionalists, Baby Boomers, Gen X, Gen Y/Millennials): An overview
- It's all about communication!: The preferred communication styles of different generations
- Change? But I just got here!: How the four generations handle change

Day Two:

- Where two or three are gathered ... there is conflict: How different generations are motivated and engaged, and how their different values can lead to conflict
- What makes a good leader: A bird's eye view of generational perspectives on leadership
- Finding common ground: Points of intersection among the four generations
- So, what does this mean?: You, the intergenerational leader
- Course wrap-up