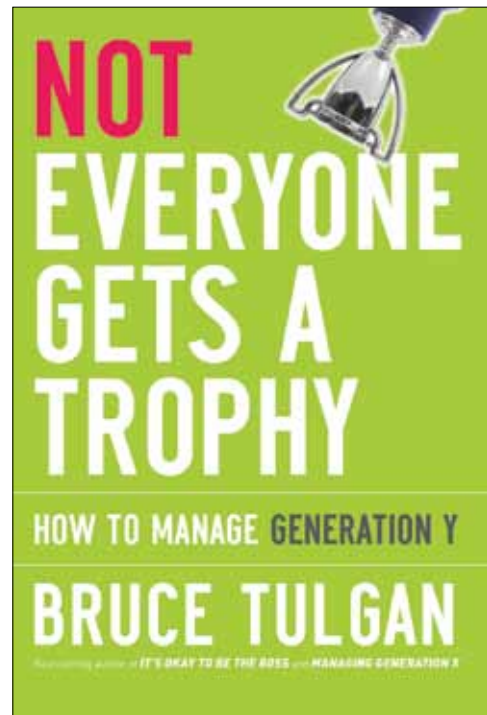


## MANAGING THE MISUNDERSTOOD GENERATION

Not Everyone Gets a Trophy:  
How to Manage Generation Y

By Bruce Tulgan  
(Jossey-Bass, 192 pp., \$24.95)

Reviewed by Jane E. Loda



Generation Y, some 70 million strong, have already begun to assert their influence on America's workforce, yet they remain the least understood by their managers. Bruce Tulgan's *Not Everyone Gets a Trophy* offers valuable insights for understanding what motivates and defines this generation at work and clarifies the prevailing myths that linger about this misunderstood generation.

Drawing from more than a decade of interviews with Gen Yers in the workforce, this book offers a framework for managers to reduce or circumvent common generational mismatches on the job.

Tulgan begins with a fresh look at Generation Y. While acknowledging the "high maintenance" stereotype surrounding this generation, he offers practical guidance on refocusing Gen Y's creativity and smarts without having to scrap the organization's current culture entirely.

Tulgan describes Gen Y as pro-learning and focused on short-term gains. He also notes they are the most work-life balance-focused generation,

so the questions in their minds at hire time are not about whether they will fit into your organization, but whether your organization will fit into their lives.

Gen Y, according to Tulgan, will frequently re-examine the value of their work roles, seek to increase their marketable skills with each assignment, and promptly pursue alternatives if they are not being given work that fully engages them. On the up-side, he asserts, they will solve problems that stymied previous generations, network naturally, and share data more freely with others in the work environment.

For readers who are unsure about how to evolve existing management or

training styles to resonate with this generation, Tulgan lays out a roadmap that encompasses everything from how to attract talent, to how to keep them engaged. The first step, he writes, is to not get hung up on the myths about Gen Y as employees.

Consider, for example, Tulgan's myth number four: There is a prevailing notion among lamenting baby boomers that Gen Y employees arrive expecting the top job from day one. From Tulgan's viewpoint, this represents not conceit, but simply the tendency of Gen Y workers to take on the uncharted or undiscovered, as a faster ticket to being taken seriously on the job.

This enthusiasm can get your Gen Y employees into trouble with existing employees. According to Tulgan, managers need to establish a proactive, consistent, and continual dialogue of guidance to ensure that these new charges work well with others. This includes spelling out desired behaviors, norms, and communication styles, including what is and is not negotiable with the boss.

Another prevailing Gen Y stereotype the author tries to stamp out is the belief that Gen Y employees are disloyal or averse to staying in one place for too long. The author counters this myth by describing a new brand of loyalty in the workplace today, one he calls "transactional loyalty." Unlike previous generations schooled in accepting hierarchy and long-range rewards, Gen Y's transactional loyalty is based on optimizing their individual needs and wants, which often includes their desire to continuously learn with each new assignment.

Tulgan explains his framework in individual chapters, using quotes and on-the-job vignettes from Gen Y employees to cement his notion that this is actually the most understood generation in the workplace, as well as his ideas on how to make the workplace a welcoming environment for all employees. Tulgan also shares his insights on how employers who follow

traditional management approaches might completely misinterpret Gen Y's behaviors and miss the value of this generation as key contributors.

This book supports Gen Y's many gifts in the workplace and lays out a salient approach to help employers update their management styles to breed success. The bottom line is that while every generation brings new talents and values to the world of work, decoding the uniqueness of the Gen Y mindset makes this book a worthwhile read. I give it three and a half cups.

*Jane E. Loda is manager of technical education at UTC Learning & Development Leadership Center; jane.loda@utc.com.*

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## Both are important to have at your next training session.

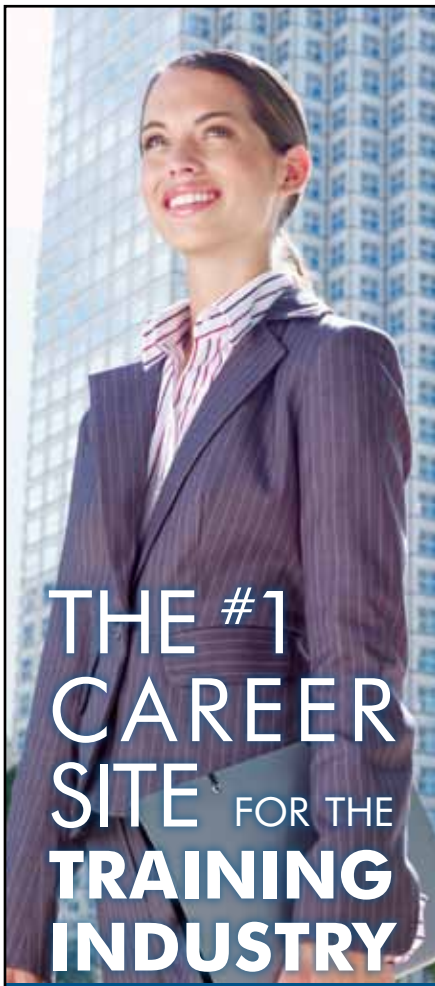


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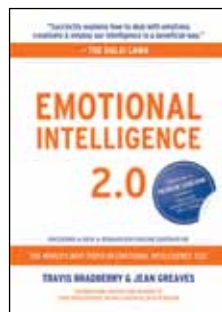


## BOOKS //

**Getting Smart and Taking Action**  
**THIS MONTH, T+D EDITORS WEIGH IN ON TITLES ABOUT**  
**ADVANCING YOURSELF AND YOUR ORGANIZATION.**

**Emotional Intelligence 2.0**  
 By Travis Bradberry and Jean Greaves  
 (TalentSmart, 255 pp., \$19.95)

Interested in making more money at your current job? How about performing better? Both aspirations may be within reach if you learn to maximize your emotional intelligence (EQ). According to the authors, EQ is “your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.”



One's EQ, which is flexible, is in no way connected to his IQ, which is fixed. In fact, the goal of this book is to teach readers how to maximize their EQ. It is designed so that readers first take an online assessment of their current EQ, and then read on to learn practical ways to improve it.

EQ is composed of four competencies: self-awareness, self-management, social awareness, and relationship management. The assessment provides readers with customized results for each competency, as well as an overall EQ score. The book is divided into sections based on these competencies and provides a variety of strategies to improve each one.

*Emotional Intelligence 2.0* is a quick and engaging read. The included assessment and customized results make the content relevant for all readers.

Ann Pace

**Deep Dive: The Proven Method for Building Strategy, Focusing Your Resources, and Taking Smart Action**

By Rich Horwath  
 (Greenleaf Book Group Press, 224 pp., \$21.95)

What is heavy enough that it could sink a company, and yet so intangible that it might just elude the savviest senior leader? Consider the ability to plan and execute an effective strategy for a business. Rich Horwath, president of the Strategic Thinking Institute, a professor of strategy, and a former chief strategy officer, has written *Deep Dive* to bait and tackle this indispensable skill.

Based on research and the author's extensive professional experience, this book gets into the nitty-gritty of strategic thinking via an overarching analogy on learning how to dive. The strategic think-



ing analogy is composed of three main elements: acumen is diving deep within one's company for critical insight; allocation is using one's air, or rather, resources wisely; and action is swimming back to the surface and executing one's plan.

The author breaks these three facets down into clear, attainable skills that can be applied every day in the workplace. He also focuses on helping the reader find out what type of strategic thinking best fits her strengths, how to effectively develop strategy as a team, and some of the common strategic thinking pitfalls. He ends each chapter with helpful summation points called “pearls of insight.”

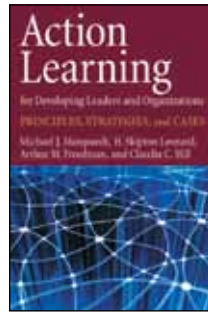
Aparna Nancherla

## Action Learning for Developing Leaders and Organizations

By Michael J. Marquardt, H. Skipton Leonard, Arthur M. Freedman, and Claudia C. Hill  
(American Psychological Association, 313 pp., \$69.95)

While not an action learning (AL) primer per se, Marquardt et al's effort to fill in the AL research gaps is certainly a good place to start for any organization interested in putting AL to work. The first section does a good job of connecting the dots between the history, the basics, and the interdisciplinary foundation of AL. The "how it works" sections strike to the core of the reasons behind individual points within

the methodology, such as spurring critical reflection, approaching problems, and forming teams.



Following the preliminary chapters, readers get a glimpse into the

research-based implementation strategies that have helped to guide AL in practice thus far. Embedded throughout are numerous corporate case studies of companies who have made AL work during challenging times and periods of sweeping change. Information on best practices as well as insight into qualitative and quantitative measurement leads off the final third of the book.

Marquardt et al offer a well-rounded approach to AL with a balance between theory, background, and real-world use, giving voice to both the *action* and the *learning*.

Juana Llorens



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