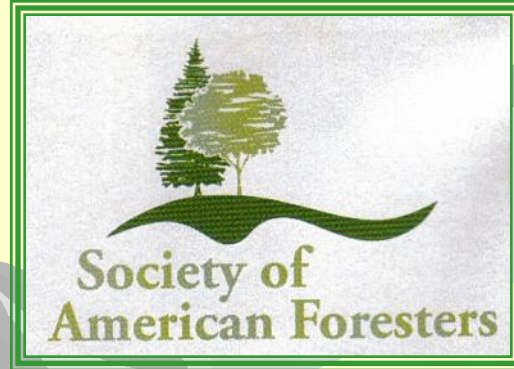


The “Millennials”

**Our Incoming and Future SAF
Members Are Not Like You
(Us?)**



**Montana & Inland Empire
Society of American Foresters
2010 Leadership Institute**



Era of Transformation

“In a time of drastic change, it is the learners who inherit the future. The learned usually find themselves (well) equipped to live in a world that no longer exists.”

Eric Hoffer



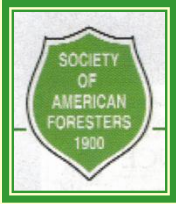
Era of Transformation

Before you jump into your next operation, new hire, promotion, etc., you must answer many questions, including -



**What is the challenge?
What are the risks?
What are the rewards?
What is required to manage the risks?**

We must understand and work with our young professionals in the manner they desire to be effective with them.



Era of Transformation

- ***“The older generation seems amazed every time we break the mold assigned to us.”***

Elizabeth Romberg (18)

- ***“I just do not understand “90’s children.”***

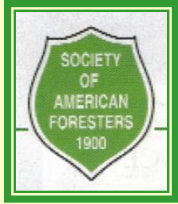
Boomer Generation Mother

- ***“That’s my kids.”***

Kalispell Generation “X” Professional (and Mother)

- ***“That’s my children – WOW. I knew they were not like me.”***

Successful Arkansas Contract Logger



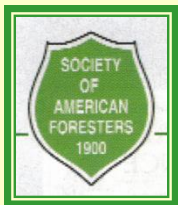
Population Generation

- **A society-wide peer group shaped by**
 - Older generations
 - Historical events
 - Shared experiences
- **Defined as the average period between the birth of parents and the birth of their children**
 - 21 years \pm
- **Are not the same as “family” generations**



Population Generations

- **Pivotal historical events affect and shape different age groups within a common culture:**
 - **Outward and inward perceptions are different from the past**
 - **Inspire collective behaviors toward common goals**



Identities

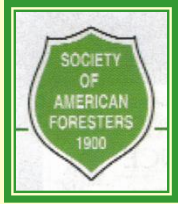
- **Formed by preceding generations based on:**
 - **Phase of life they are in**
 - **Own unique characteristics**
 - **Intergenerational relationships**



Historical Generations

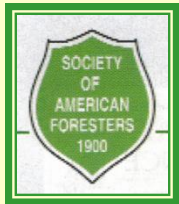
Generation	Birth Year
Puritan	1588-1617
Cavalier	1618-1647
Glorious	1648-1673
Enlightenment	1674-1700
Awakening	1701-1723
Liberty	1724-1741
Republican	1742-1766
Compromise	1767-1791
Transcendental	1792-1821
Gilded	1822-1842

Generation	Birth Year
Progressive	1843-1859
Missionary	1860-1882
Lost	1883-1900
G.I.	1901-1924
Silent	1925-1942
Boomer	1943-1960
"X"	1961-1981
Millennial	1982-2001
Homeland	2002-2???



Hero Generations

- A “***Hero Generation***” arrives just after an era of society wide upheaval in values and culture that many historians call a “spiritual awakening”
- Passes through childhood during a time of:
 - Decaying civic habits
 - Ebbing institutional trust
 - Resurgent individualism



Hero Generations (cont.)

- A “*Hero Generation*” directly follows a youth generation:
 - Widely believed to be disappointing
 - Reacts against the older “postwar” generation that fomented the spiritual awakening as young adults
 - Fills a void left by the passing of an older generation known for civic purpose and teamwork

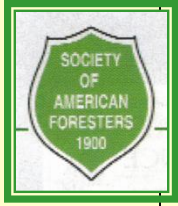
Straus and Howe



Hero Generations (cont.)

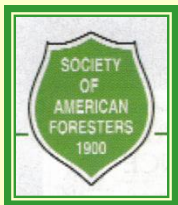
- A “*Hero Generation*”, early in life, becomes the target of passionate adult efforts to:
 - Encircle and protect the childhood world
 - Promote child achievement
 - Attach a new sense of destiny to youth
- To which the “*Hero Generation*” responds by meeting and beating adult expectations

Straus and Howe



Living U.S. “Population” Generations

- Think of time spans as “Eras”
- Common names and birth years:
 - **GI or Veterans Generation (1901-1924)**
 - **Silent Generation or Traditionalists (1925-1942)**
 - **Boom or Baby Boomers (1943-1960)**
 - **Generation X or 13th Generation (1961-1981)**
 - **Millennials (1982-2001)**
 - **Homeland Generation (2002-2???)**



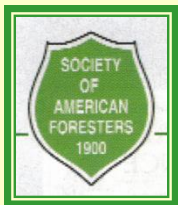
The Millennials

- 1st generation to reach adulthood in the new millennium
- Also known as:
 - Generation Next
 - Generation Tech
 - Generation “XX”
 - Generation “Y”
 - Google Generation
 - Echo Boomers
 - Boomer Babies
 - Generation .com
 - Generation 2000



Boomers

- **Generation least respected by Millennials**
- **Label Boomers as:**
 - **Strict**
 - **Hypocritical**
 - **Intolerant**
 - **Self-loving**
 - **Argumentative**
- **But, they consider Boomer teachers to be the:**
 - **Smartest**
 - **Most demanding**
 - **Hardest grading**
 - **Most focused on student's future career needs**
 - **Most likely to talk about “politics”**



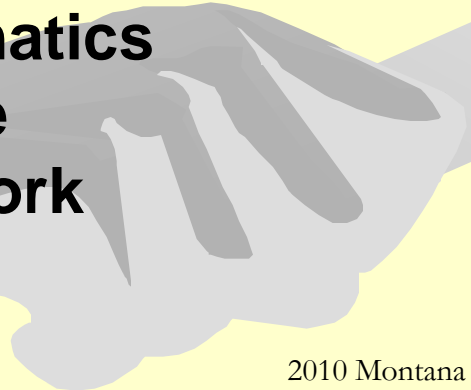
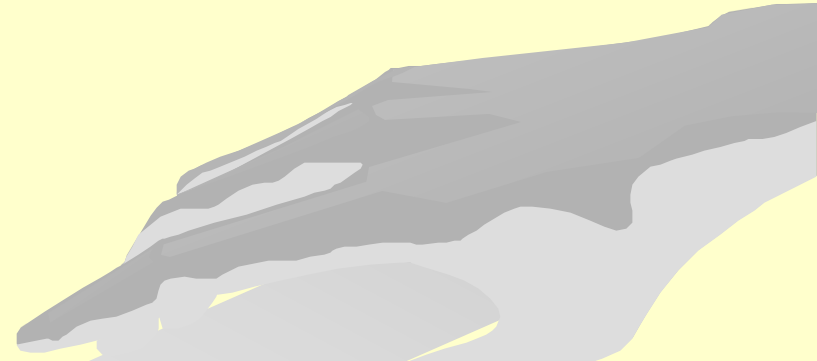
Generation “X”

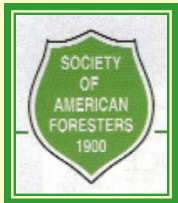
- **Known for:**
 - **Self-reliance**
 - **“Want it now”**
 - **Pragmatism**
 - **“Just want the facts”**
 - **“Bottom line first”**
 - **“Go for it” risk taking**
 - **Cynicism**
 - **“ME, ME, ME”**



Boomers & Gen. “X” vs. Millennials

- **Boomers and Gen “X” made their mark in:**
 - Media
 - Teaching
 - Advertising
 - Marketing
 - Religion
 - Individualism
- **Millennials appear to be making their mark in:**
 - Mathematics
 - Science
 - Teamwork





Millennials

- **Propensity to:**
 - **Impose order**
 - **Seek the greater good**
 - **Take the role of protector not dictator**
 - **Build structure**
 - **Seek clarity of direction**
 - **Desire consensus before taking action**
 - **Place "US" before "ME"**



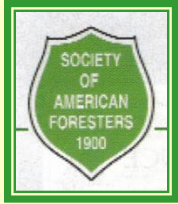
Why The Change?

- **Millennials most protected generation in history**
 - Normal cycle between overprotection and under protection of children
 - Childbearing and rearing are important
 - Birth rates have risen (76 million Millennials)
 - Child abuse prevention and safety key issues
 - Improved economy



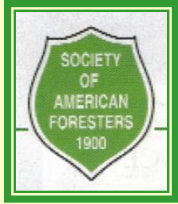
Why The Change? (cont.)

- **Public education / school reforms late 1980's**
 - **Teacher accountability**
 - **Higher academic standards**
 - **“Zero tolerance” policies**
 - **Dress codes**



Why The Change? (cont.)

- **Parental relationships and opinions important**
 - **Essential to their parent’s “sense of purpose”**
 - **Benefit from rising concerns about Generation “X” residual attitudes and behaviors**
 - **High levels of trust and optimism**
 - **Accountability to authority figures**



Why The Change? (cont,)

- **Life revolves around organized activities**
 - **Called the “most overscheduled” generation**
 - **Thrive in a multitask environment**
 - **Order is important to attract and hold interest**
 - **Technology is an enabler**
 - **Communicate in sound bytes & with key strokes**
 - **Have never known life without:**
 - **Cell phones**
 - **Instant messaging**
 - **Access to global ideas and information (Internet)**



Millennials Activities Attributes

- Orderly and structured
- High self-esteem
- Positive attitude
- Technologically knowledgeable
- Team collaboration
- Determined to matter
- Trusting of competent and proven authority
- Safety a priority
- Thrive on multitasking
- Good followers



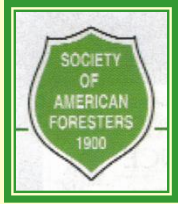
Millennials Activities Challenges

- Unsettled by chaos and friction
- Connecting with difficult people
- Have not experienced much loss
- Creative thinking not well developed
- Troubled leading without consensus
- May be dejected by adversity
- Expect and need guidance in new situations
- Not averse to “risk taking” – but not a “no fear” ethos
- Prone to piecemeal efforts
- Self-discipline not well developed



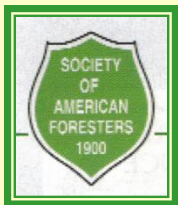
The Future

- **Millennials in maturity will solidify their:**
 - Distinct traits
 - Core values
 - “Groupthink” characteristics
- **Organizations that thrive will utilize the methodical principles they espouse**
- **Leading and mentoring must evolve to meet their needs**



Leading and Mentoring

- **Millennials tend to have a background of:**
 - Sheltered affluence
 - Communications technology
 - Lifelong exposure to virtual reality
- **Are not responsive to “sit and listen” lectures**
- **Organizational climate and culture are critical**
- **Millennials prize practical experience**
 - Desire to “take the wheel”
 - Learn by trial and error



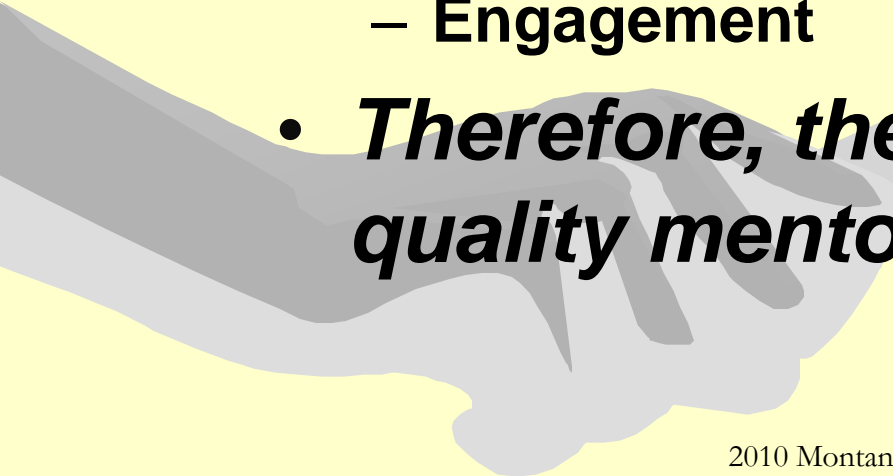
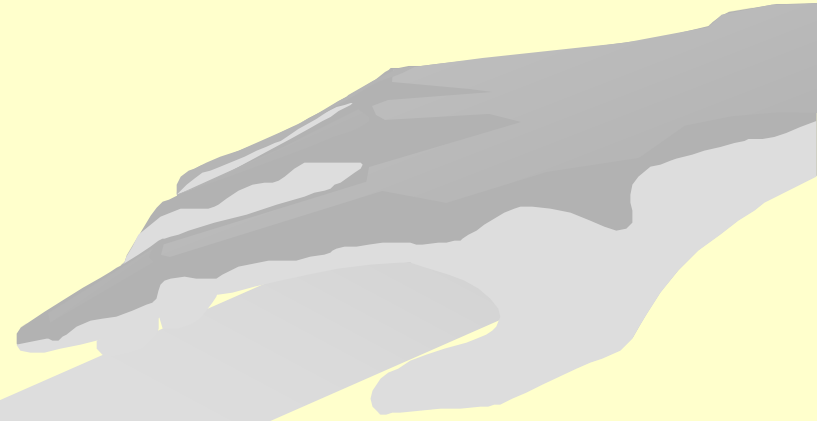
Leading

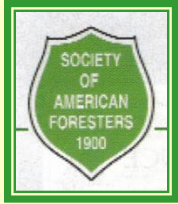
- **Millennials not impressed by position or title**
- **Count on experienced “hands on” leaders**
 - **Earn their respect, it is not “given”**
 - **Recognize their potential**
 - **Teach by showing them how to increase their own performance**
- **Require “open” and honest communications**
- **Mentor imposed “reality checks” through anecdotes that focus on “what was learned”**



Mentoring

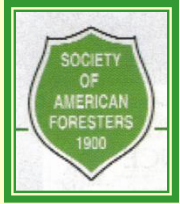
- **Millennials are accustomed to:**
 - Structure
 - Direction
 - Explanations
 - Protection
 - Engagement
- ***Therefore, the importance of quality mentoring is critical***





Quality Mentoring

- **Explain clearly why things must be done (let them determine “how” and “what” as appropriate)**
- **Clarify the value of roles in any venture**
- **Enforce accountability to standards through peer mentoring**
- **Show how opportunism and risk taking can be balanced**
- **Teach self-assessment techniques**
- **Teach project and time management to include sequencing of implicit tasks**
- **Provide frequent and accurate feedback in a small, interactive group**



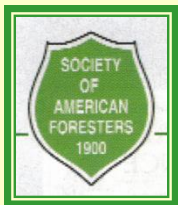
Our Challenge

The mandate for today's SAF leaders in every phase and facet of the profession of forestry is clear:

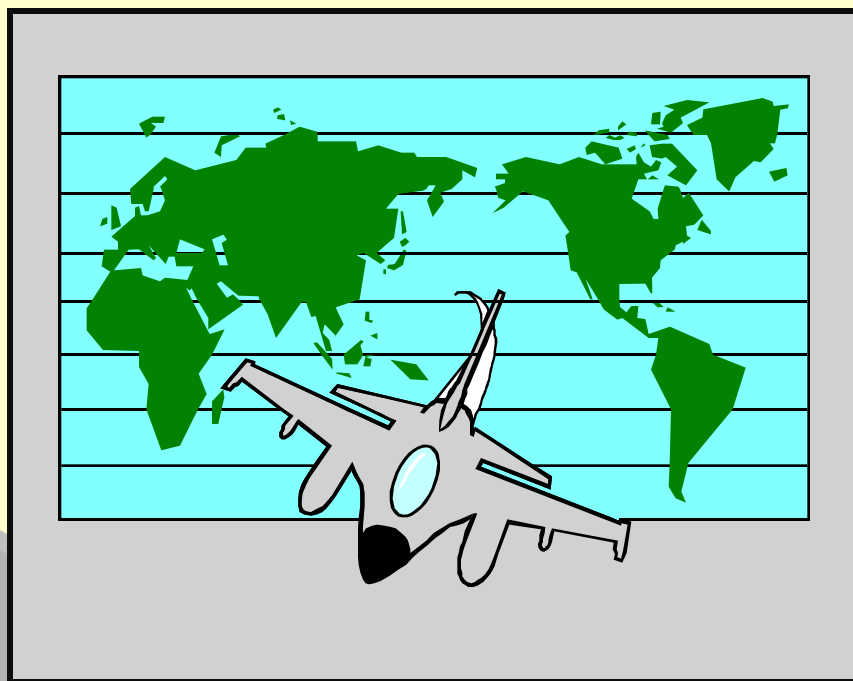
“For the Society of American Foresters to be assured that the Millennial Generation will be our greatest source of strength in this time of need, they require only leaders trained and prepared to show them the way.”

The Bridge to the Future Is Ours to Build





What “Coaches don’t tell YOU!!!”



“Experience is a hard teacher.

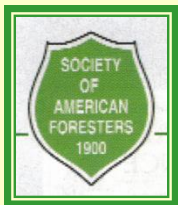
It gives the test first,
the lessons afterwards!!!”

Initial Perception vs. Ultimate Reality



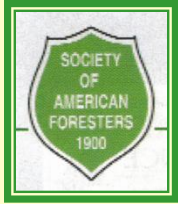
“Ruth made a big
mistake when he
gave up pitching.”

Tris Speaker
Manager, Cleveland Indians
1921



“You can, and should, shape your own future; because if you don’t, **somebody else surely will!!!”**

Joel Barker



Mastering Change

- **Change is the only true constant in today's world.**
- **Creating a high level of situational awareness is critical to mastering the change process.**
- **Vision must be coupled with knowledge and experience.**
- **Options must be utilized only when effects can be maximized.**
- **Leadership and accountability are critical to success.**

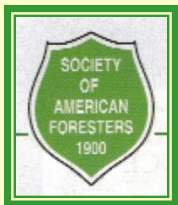


Business Reality

“The ability to learn faster than your competitors may be the only sustainable competitive advantage.”

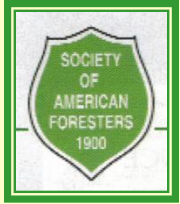
Arie de Geus

Royal Dutch Shell



Learning to “LEARN”

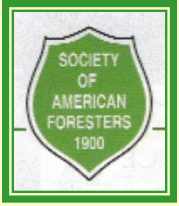
- **Learning is a skill**
- **Learning organizations can be developed**
- **Replication is impossible without the ability to learn**
- **Learning costs can be controlled**



Mental Models - A Key Limiter

“If YOU ‘believe’ your world views are facts rather than sets of assumptions, YOU will not be open to challenging your world views.”

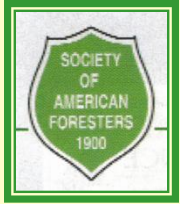
Dr. Peter M. Senge



Key Issues to Understand

- “I am my position.”
- “The enemy is out there.”
- “The illusion of taking charge.”
- “Fixation on events.”
- “Reaction to stimuli.”
- “The delusion of learning from experience.”
- “The myth of the management team.”





Building a Shared Vision

**“People don’t resist change.
They resist being changed.”**

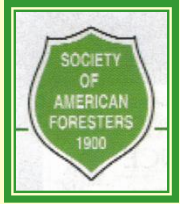
Dr. Peter M. Senge



Building a Shared Vision

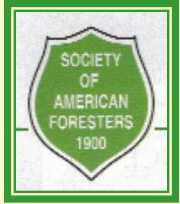
- **Mutual “shared pictures of the future state”**
- **Fosters genuine commitment and enrollment –not mere compliance**





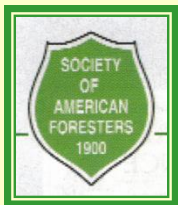
The **FUTURE** Likely State

- **Requires continual learning**
- **Data will be a key to success**
- **Patience is a virtue**
- **There will be setbacks**
- **There are no guarantees**
- **“Keep your powder dry”**



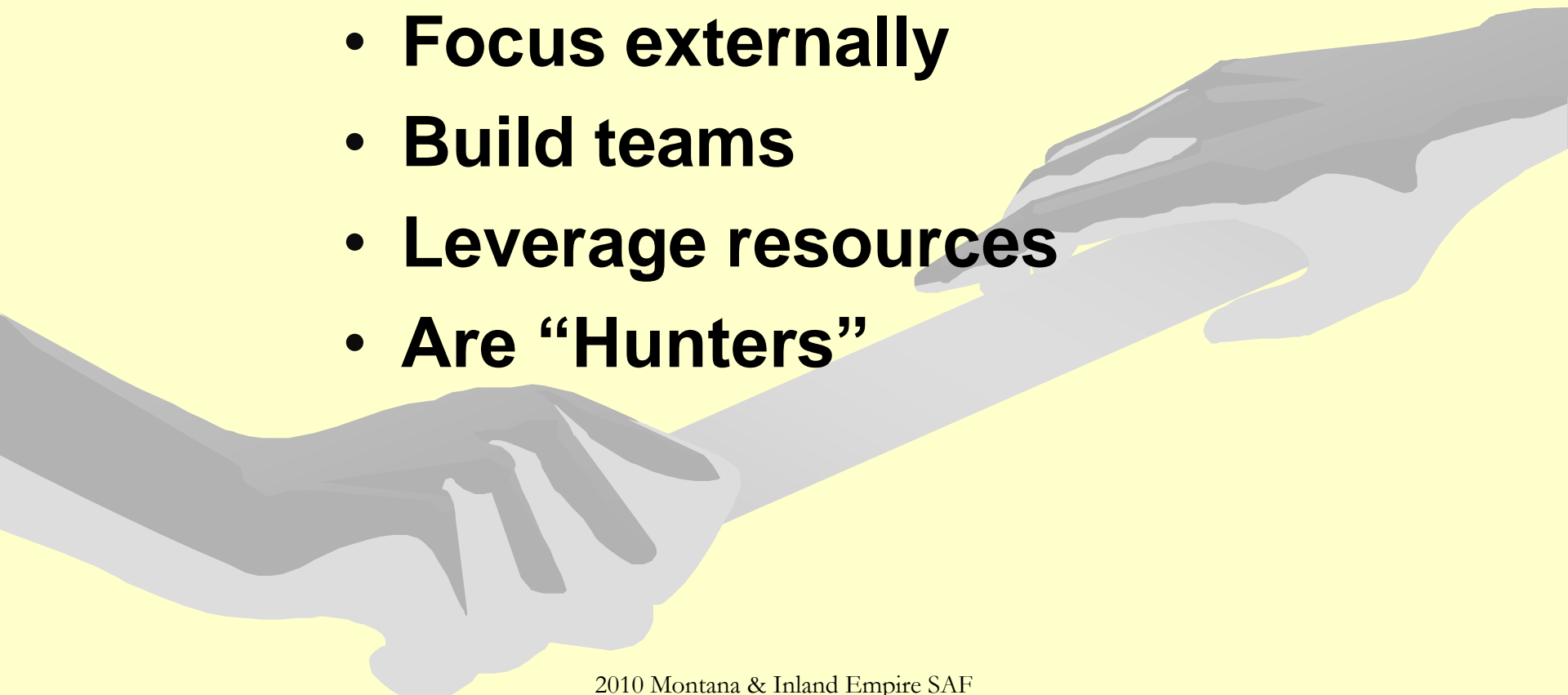
Millennial Persona Traits

- **Special**
- **Sheltered**
- **Confident**
- **Team-oriented**
- **Achieving**
- **Pressured**
- **Conventional**



Future “Winners”

- **Understand the customer**
- **Focus externally**
- **Build teams**
- **Leverage resources**
- **Are “Hunters”**





The torch will be passed. We must pass it with care and understanding. We do this not for ourselves or our children, but for our children's children and beyond! Remember, the future of the Society of American Foresters is in our care!!!

What questions may I answer?

