



Leadership Institute  
Region Meeting

# Region 7 Leadership Summit Meeting

## Chapter Harmony: Engaging Students/Military as Next Generation Leaders

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# About the Speaker

- As an attorney, MBA, PMP, ACP, CSM, and CFE, Lydia brings 20 years of experience advising companies (Pfizer, MCA/Universal Studios, & JM Eagle) & non-profit groups (PMI-OC 2018 VP of Finance, 2015-2017 Admin. Operations Director & 2014 Compliance Chair; IALA 2017 President, APAWLA Board, and advisor to veterans' transitions CPAT) with chapter governance re: event vendor contracts preparation, negotiation & enforcement; as well as website & social media tech policies; volunteer recruitment, training, leadership development & talent succession, supervision and off-boarding from an HR and project risk management view.

# About the Speaker - continued

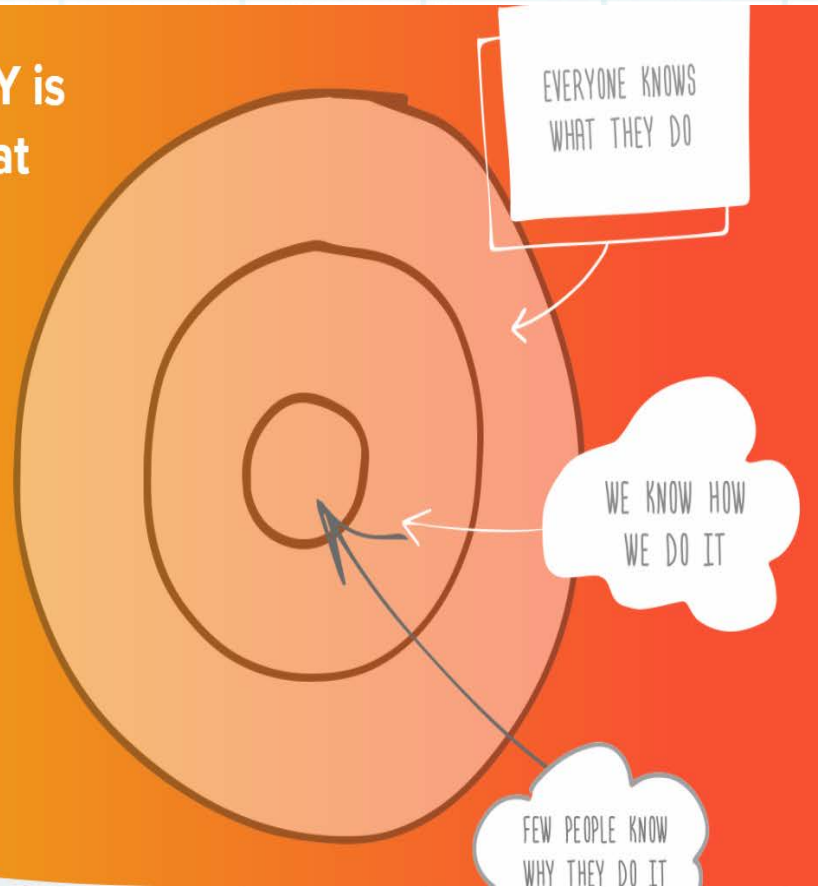
- As a college law business and project management program manager for 5 years, she teaches college law, business and project management students as a professor, and recently served as a contributor to PMI's 2017 Standard for Organizational Project Management. She shares insights gained while assisting corporate and non-profit trade law and project management groups, reflecting extensive state bar chapter leading training and the National Conference of Bar Presidents 21<sup>st</sup> Century Trade Group training about the challenges of balancing engaging chapter communications with risk and member expectations.

# Chapter Harmony Starts with Helping Students, Veterans and All Members Find Their “Why” (Simon Sinek’s website, <https://startwithwhy.com>)

Everyone has a WHY. Your WHY is the purpose, cause or belief that inspires you.

Knowing your WHY gives you a filter to make choices, at work and at home, that will help you find greater fulfillment in all that you do.

Learn About the WHY (Watch the TED Talk)



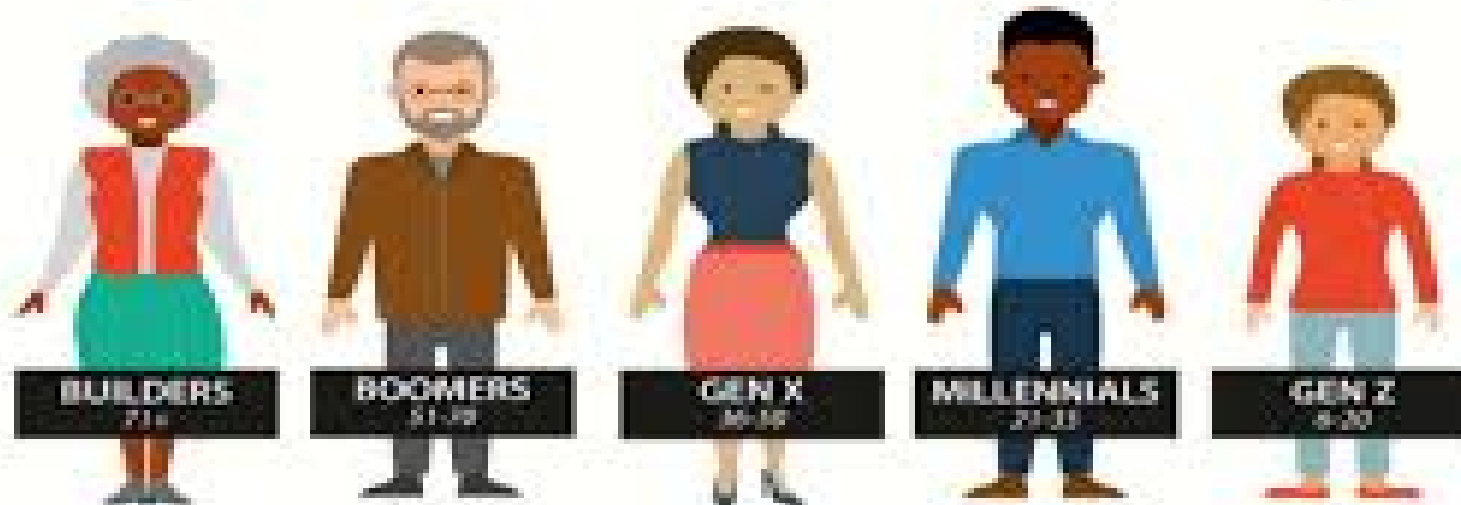
# Best Practices – Chapter Harmony: Engaging Students & Military as Next Gen Leaders



- Agenda
- Identify and Understand Generations and their Whys
- Generation Impact re: views re: careers, roles, feedback, training, rewards and transitions
- Military Transitions and SWOT Whys
- Chapters, generations & vets

# All the Generations and “Whys” Working Together - PMI chapters and project teams

## UNDERSTANDING & REACHING THE GENERATIONS



# Generational Groups – Stakeholders are....

- **Here are the birth years for each generation:**
- Gen Z, iGen, or Centennials: Born 1996 and later.
- Millennials or Gen Y: Born 1977 to 1995.
- Generation X: Born 1965 to 1976.
- Baby Boomers: Born 1946 to 1964.
- Traditionalists or Silent Generation: Born 1945 and before.

# Generation Z – born 1996 and beyond – jury is still out on trends!





## Generation Views on Career Goals (Lancaster & Stillman, 2002) – all 6 slides based on their research results in *Generations Collide*

<b><i>Generational Perspective</i></b>	<b><i>Issue: Career Goals</i></b>
<i>Traditionalists</i>	<i>Build a legacy</i>
<i>Baby Boomers</i>	<i>Build a stellar career</i>
<i>Generation Xers</i>	<i>Build a portable career</i>
<i>Millennials</i>	<i>Build parallel careers</i>

# Generation Views on Work-Life Balance

<b><i>Generational Perspective</i></b>	<b><i>Issue: Balance</i></b>
<i>Traditionalists</i>	<i>Support me in shifting the balance</i>
<i>Baby Boomers</i>	<i>Help me balance everyone else and find meaning myself</i>
<i>Generation Xers</i>	<i>Give me balance now, not when I'm 65</i>
<i>Millennials</i>	<i>Work isn't everything; I need flexibility so I can balance all my activities</i>

# Generation Views on Training

<b><i>Generational Perspective</i></b>	<b><i>Issue: Training</i></b>
<i>Traditionalists</i>	<i>I learned it the hard way; they can, too.</i>
<i>Baby Boomers</i>	<i>Train'em too much and they'll leave.</i>
<i>Generation Xers</i>	<i>The more they learn, the more they'll stay.</i>
<i>Millennials</i>	<i>Continuous learning is a way of life.</i>

# Generation Views on Feedback

<b><i>Generational Perspective</i></b>	<b><i>Issue: Feedback</i></b>
<i>Traditionalists</i>	<i>No news is good news.</i>
<i>Baby Boomers</i>	<i>Feedback once a year, with lots of documentation.</i>
<i>Generation Xers</i>	<i>Sorry to interrupt, but how am I doing?</i>
<i>Millennials</i>	<i>Feedback whenever I want it at the push of a button.</i>

# Generation Views on Rewards

<b><i>Generational Perspective</i></b>	<b><i>Issue: Rewards</i></b>
<i>Traditionalists</i>	<i>The satisfaction of a job well done.</i>
<i>Baby Boomers</i>	<i>Money, title, recognition, the corner office.</i>
<i>Generation Xers</i>	<i>Freedom is the ultimate reward.</i>
<i>Millennials</i>	<i>Work that has meaning for me.</i>

# Generation Views on Job Changing

<b><i>Generational Perspective</i></b>	<b><i>Issue: Job Changing</i></b>
<i>Traditionalists</i>	<i>Job changing carries a stigma.</i>
<i>Baby Boomers</i>	<i>Job changing puts you behind.</i>
<i>Generation Xers</i>	<i>Job changing is necessary.</i>
<i>Millennials</i>	<i>Job changing is part of my daily routine.</i>

# Simon (Sinek) Says on Millennials – Pros and Cons



- Sinek (2016) believes parenting, technology, impatience and environment have adversely impacted millennials. Questioning corporate whys and search for meaning are benefits.
- Castro (2017) adds: “that young people today may be even more impatient is a good thing rather than bad. They will be the drivers of change in a world of change.”

# 4 Generations in the Workplace – Disruption by the Generation Flux – A Military Origin

- Generation Flux, coined by Robert Safian, Fast Company magazine editor: “How young leaders in many cutting-edge companies are leading and succeeding in extremely turbulent environments”. Example: Mark Zuckerberg of Facebook.
- Methods of GenFluxers come from former ISAF commander of U.S. Forces in Afghanistan, General Stanley McChrystal.
- “Leadership is more critical than ever – but a different kind of leadership. There is no single model of what it will take to succeed now. **But drawing on examples from many different kinds of organizations – including the U.S. Army...we can begin to define the qualities of successful GenFlux leaders.**” (Safian, R. *Secrets of the Flux Leader*, Fast Company magazine, November 2012, p.101, as re-cited to in Murphy & Duke’s 2014 *Down Range*).



# Veterans Are Great PMs Because they are “LOCKED” (Murphy & Duke, 2014)



- *L – Leadership – accountable for projects and lead by example to empower peers*
- *O – Organization – planning goals, metrics, roles, quality control, process, continuous improvement (IPECC and Lean/TQM)*
- *C – Communication – Customer-centric communication, reinforcing and aligning strategic org. goals*
- *K & E – Knowledge and Experience – Adapting to change with field skills, education, and certifications*
- *D – Discipline – Manage stress and adjust task saturation, mission over self, delivering in high-risk environments*

# Military Setbacks Relate to Poor Project Management

## Mothballed Dumwalt

### Destroyer

- *Everchanging project mission creep to mothballs. Risky technology based upon a questionable need.*
- *“Why take the chance of exposing nearly defenseless ships near enemy ships near enemy shorelines to destroy the same targets that air power can eliminate at much lower risk?” Pinto, J.K. (2010).*

### Maginot Line - WWII

- *After 3 billion francs and 10 years were spent to create a rigid military structure, the German army simply went around the structure and used aerial blitzkrieg tactics. Poor project risk management was to blame as well as a focus “ ....fighting the last war instead of preparing for the new technologies of the next one....”*
- *Weir (2017)*

# Major Military Accomplishments Come from Strong Project Management

- Rescue of commercial Captain Phillips MV Maersk Alabama cargo ship from Somali Pirates by Navy Seals – fast, casualty-free and large scope in 2009.
- *“We patrol an area of more than 1 million square miles. The simple fact of the matter is that we can’t be everywhere at one time. Lt. Nathan Christensen, spokesman for the 5<sup>th</sup> Fleet, New York Times, April 8, 2009 [Phillips, Capt. R. & Talty, R. (2010)].*



# Major Military Accomplishments Come from Strong Project Management



- MFAA Monuments Men, interdisciplinary team of art historians and military overcame heavily guarded Siegen mines, rescuing civilians and retrieving “nearly 600 high-quality paintings from the Rhineland museums, 100 sculptures, the manuscript of Beethoven’s 6<sup>th</sup> Symphony....doors of St. Maria in Kapitoll of Cologne, the relics of Charlemagne....”
- Nicholas, L. (1995)

# According to Murphy & Duke (2014), civilian businesses see veteran leadership value:

- *“Veterans reentering the civilian workforce – most in their late 20s or early 30s with a college degree and leadership experience far beyond that of their civilian peers – are stars waiting to happen”. Brian O’Keefe, Fortune.*
- *“Military work is risky, pressured and fast changing. It calls for seemingly contradictory capabilities: absolute clarity about the mission at a high level, extraordinary adaptability on the ground, and a knack for managing complex technically precise systems....the same skills companies today need to prevail.”  
Harvard Business Review*
- *“Dealing with ambiguity, that’s something that I think the military is quite good at.” GE CEO Jeff Imelt*
- *“Let’s be clear: hiring a veteran can be one of the best decisions any of us can make. These are leaders with discipline, training and a passion for service.”  
Wal-Mart CEO William Simon*

# Helping Vets Translate – A PM Military Lexicon and Rosetta Stone

- Citing Dr. Michael Woody’s research on “Why Veterans Make Good Project Managers” aired on Fox in 2012: “Many veterans have project management experience – just under a different name.”
- Hicks & Cobb (2014) explain each PMI Certification and rival certs, as well as the 2014 PMI-Defense Acquisition University MOU to combine best practices, shared vision and project/program certification initiatives. They further provide a lexicon for resume translation full of examples (i.e., Mission/Operation ADP 5-O/FM 5-O = “Project”) and IPECC Certification Translator (for example, ATP3-21.8 Army Troop Leader Practices = IPECC)

# How PMI Chapters Can Guide Vets to PM Career Success and Chapter Leader Roles



- Mentor vets w/ these major shifts:
- 1. Less scale/variety
- 2. Less hierarchy
- 3. Mission vs. Profits
- 4. Less 24/7
- 5. Business jargon
- 6. Learning how to translate military experience into something beyond leadership into project/corporate specific terms, as general leadership is not enough competing against a peer group with no college access gap with civilian work experience. (Hicks & Cobb, 2015)



# Onboarding and Engaging NextGen Leaders of all Generations and Military – Change Management

Based on Anderson, D. & Ackerman-Anderson, (2010), avoid the following Change Management Flaws to onboard and develop:

1. Misaligning change strategies
2. Rigid planning
3. Not seeing the best solution
4. Not engaging the right people in change in critical ways
5. Missing opportunities
6. Needing to model desired behaviors
7. Denying the need for learning when it really exists
8. Not seeing how to constructively use feedback.....



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- Cameron, R., Alvarez, C., & Junker, J. (2012). *PCS to Corporate America: From Military Tactics to Corporate Interviewing Strategy. 4<sup>th</sup> Ed.* Fredericksburg, TX: Schearer Publishing.

# Veterans Are Perfect Fits for PM Career Transitions and Your Chapter Leadership!

- *Veteran and 40-year veteran transitions HR placement specialist R. Cameron, cites Tom Peters, PM proponent's quote: people must think "I = my projects" and continues: "Companies recruit development candidates who can lead peers, build teams, maintain a budget, and take initiative in order to lead projects. They also want to know if you can work with change, manage risk, be customer-oriented, and maintain enthusiasm....I highly recommend you study project management...read Fundamentals of Project Management (4<sup>th</sup> ed.) by Joseph Heaney, ....take classes on military bases on project management ...through Syracuse University Veterans Career Transition Program (VCTP, [www.vets.syr.edu/vctp](http://www.vets.syr.edu/vctp)), which is offered for free to post-9/11 veterans.*
- *(Cameron, R., Alvarez, C., & Junker, J. [2012].)*

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