

MICRO-LEARNING
for MANAGERS

Adopting Participative Leadership Practices

*The Key to Integrating & Protecting
the Next Generation of Workers*

- Joe White

©2024, *Microlearning for Managers*



MICRO-LEARNING
for MANAGERS

“Leadership should be more participative than directive, more enabling than performing.”

- Mary D. Poole

Overview



MICRO-LEARNING

for MANAGERS

Presentation Objectives

- 01** Provide an overview of leadership / management styles most often used in labor-intensive industries
- 02** Describe the traits and characteristics Gen Z employees want to see in supervisors
- 03** Learn how to adopt elements of participative leadership / management into practice

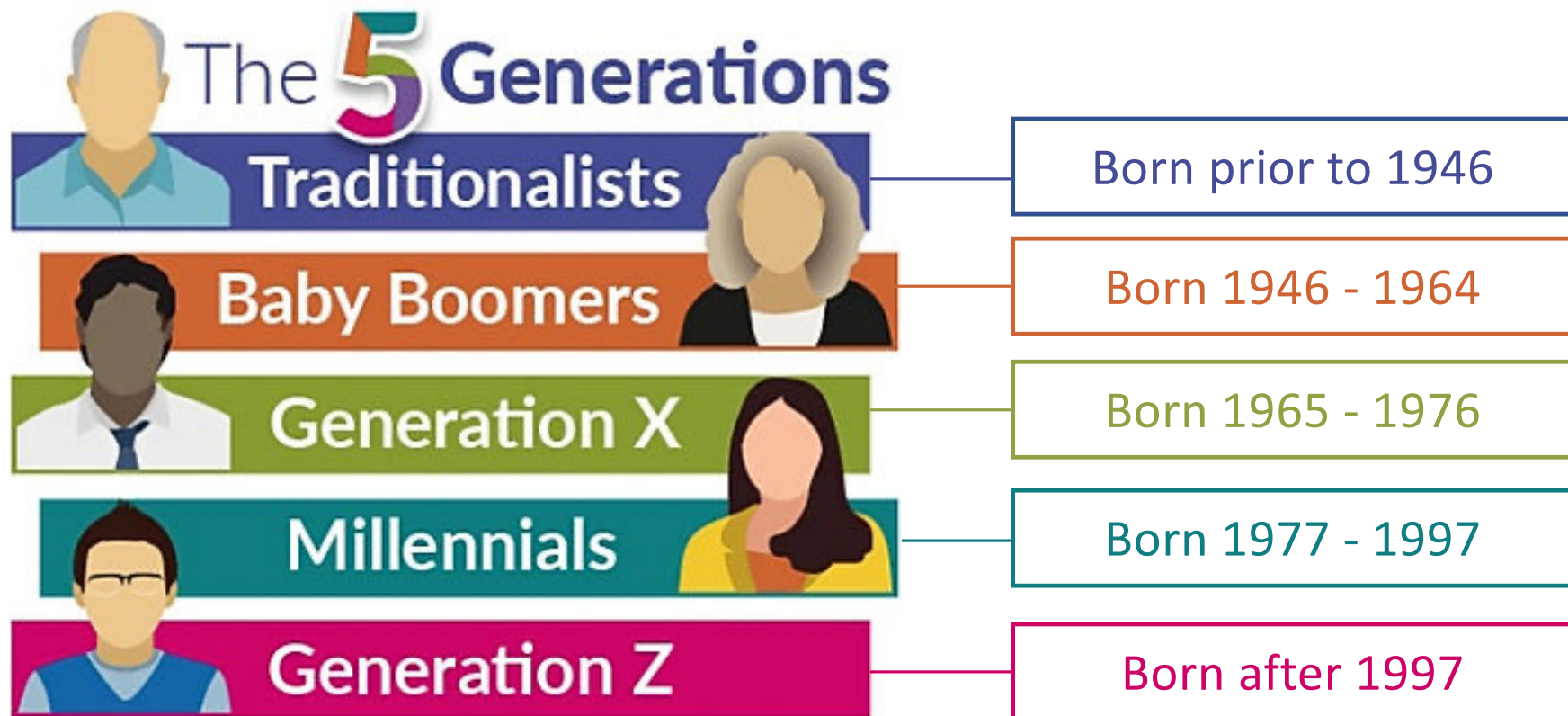


The Changing Workforce




MICRO-LEARNING
for MANAGERS

MICRO-LEARNING
for MANAGERS



MICRO-LEARNING
for MANAGERS

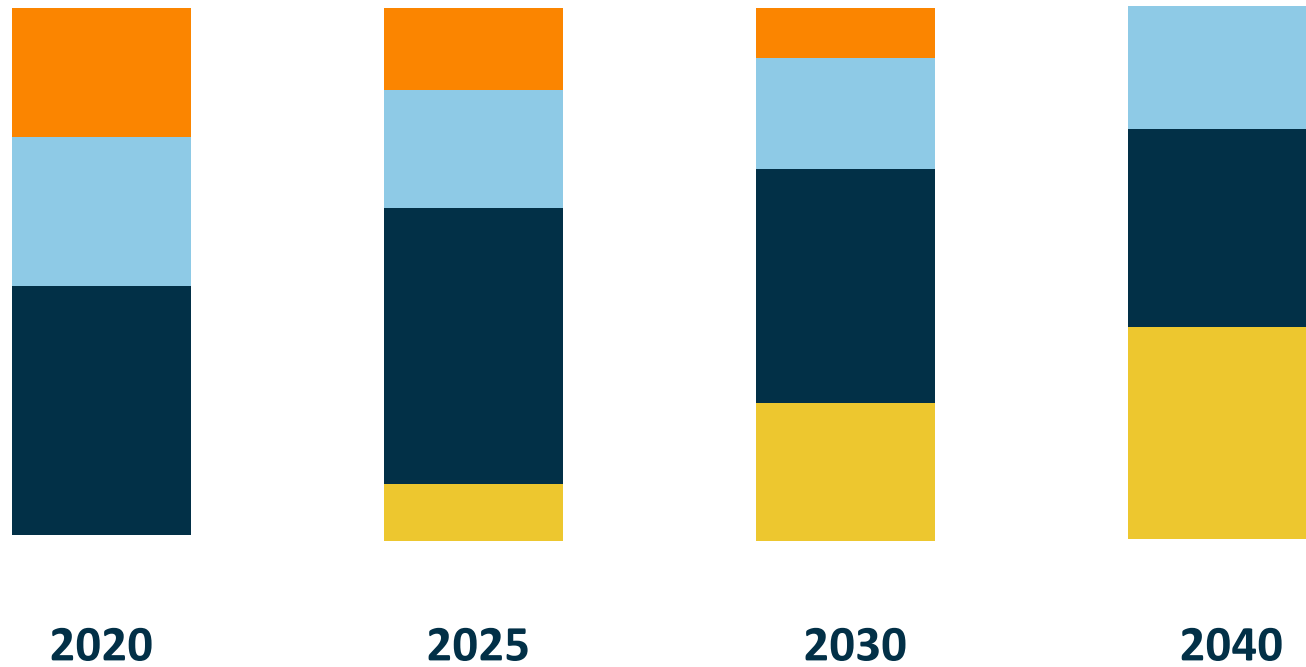
A Workplace in Transition

 Boomers

 Gen X

 Millennials

 Gen Z

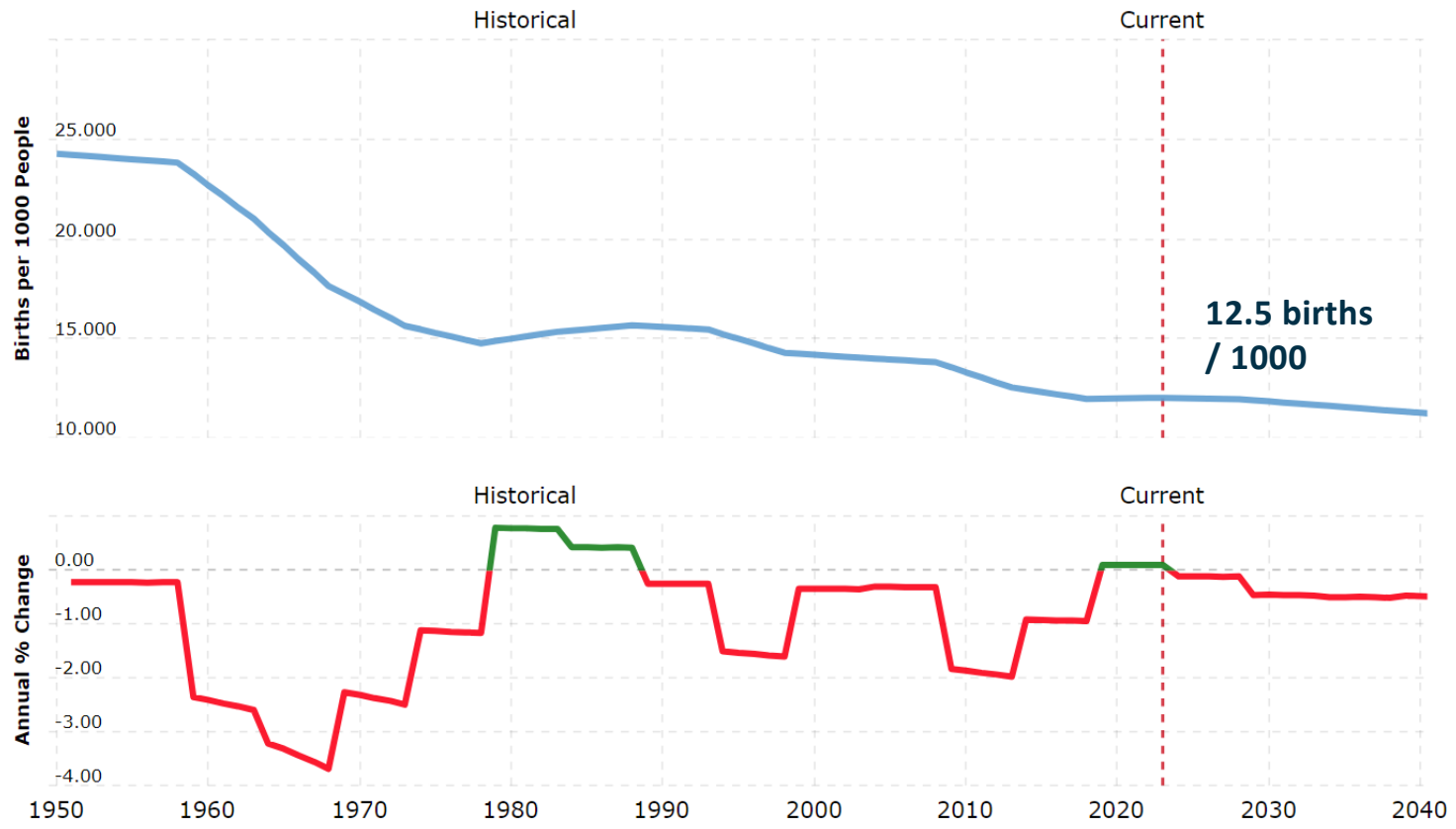


A Workplace in Transition

By 2030

- The youngest Baby Boomer will be 65
- Gen Z will be ages 18 – 33
- The workforce participation rate will be ~60%

U.S. Birthrate





MICRO-LEARNING
for MANAGERS

“The era of plentiful labor is ending.”

- Bain & Company

A Workplace in Transition

Key Points

- Baby Boomers are retiring
- Gen Z is backfilling them on payrolls
- The challenges we now face recruiting / retaining workers will get worse

Generation Z



MICRO-LEARNING
for MANAGERS

A Workplace in Transition

Generation Z

- Born between 1997 - 2012
- 68 million, U.S.
- 2.4 billion, globally
- Nearly half within the U.S. are ethnic minorities

A Workplace in Transition

Generation Z

- They want to work for supervisors they know and trust
- Expect inclusivity / to have input into decisions impacting them
- Want routine feedback
- Have value for community / team-based cultures

A Workplace in Transition

Generation Z

- Most educated generation in history
- Want to be coached, not managed
- Are highly collaborative
- **Have lots of options for employment**

The Workplace



MICRO-LEARNING
for MANAGERS



MICRO-LEARNING
for MANAGERS

Most existing management practices were developed for use with traditionalists, a generation no longer in the workforce.

The Workplace

Traditionalists

- Born between 1925 – 1945
- Characterized by tough times, sacrifice, and hard work
- Products of the Great Depression of 1930
- Experienced the hardships of WWII

Traditionalists

Workplace Values

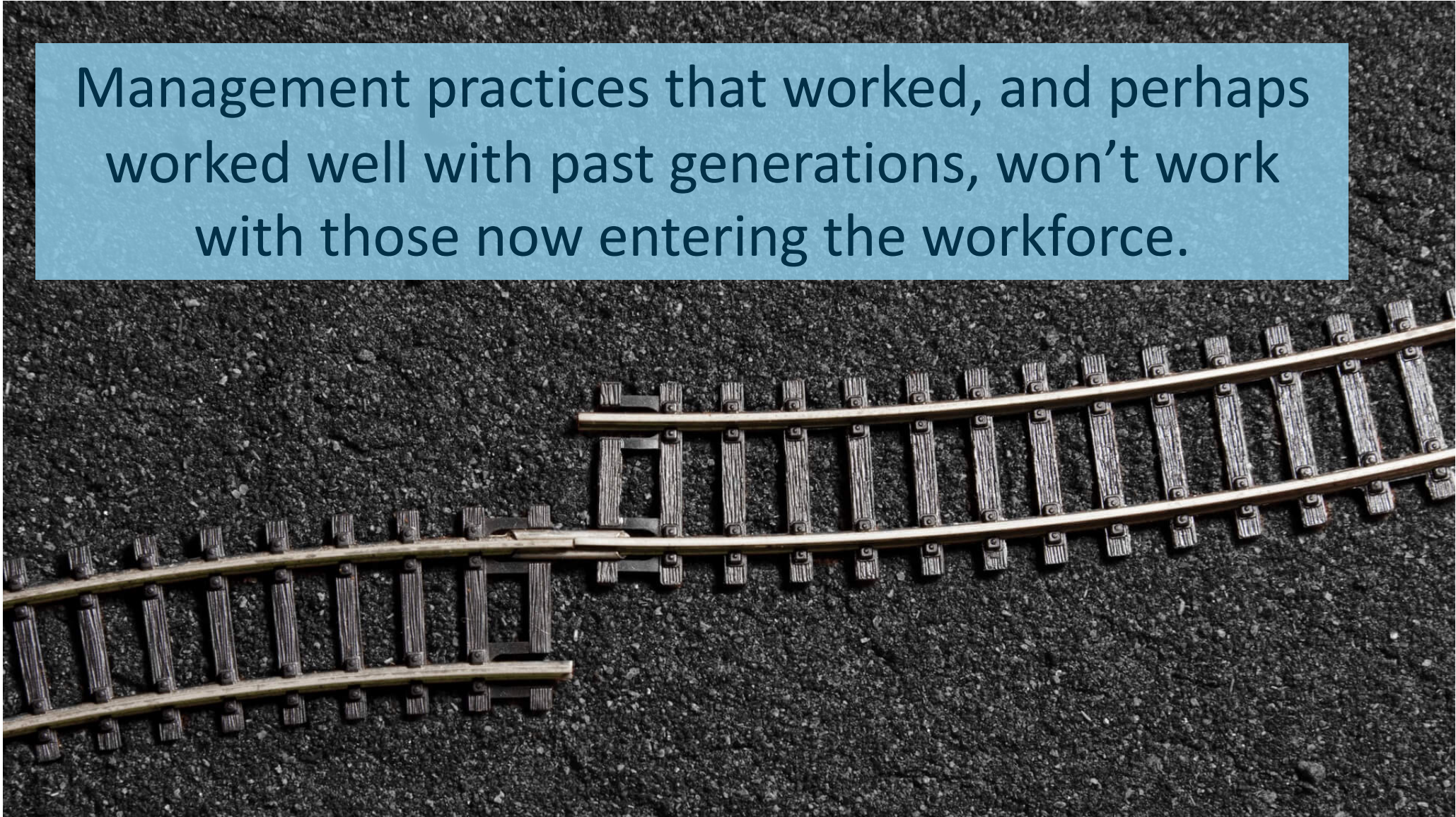
- Clarity of structure
- Rules of order & operation
- Respect for authority
- Following direction

Traditionalists

Traits / Characteristics

- 7 out of 10 completed high school
- Only 15% attended college
- Loyal to employers

Management practices that worked, and perhaps worked well with past generations, won't work with those now entering the workforce.



The Workplace

Authoritative / Autocratic Management

- Rely on title & authority over others
- Retain control over decision making
- Concerned about order, rules, and maintaining status quo

The Workplace

Authoritative / Autocratic Management

- 'Management by decree'
- 'My way or the highway'
- 'Old school'

MICRO-LEARNING
for MANAGERS



**Authoritative management is Gen Zs
least preferred style.**



Leadership Styles



MICRO-LEARNING
for MANAGERS

MICRO-LEARNING
for MANAGERS

Leadership Styles / Management Practices



CULTURE TRAITS

Supervisor / Manager

Authoritative

Dependent

Individual

Delegative

Independent

Team

Participative

Interdependent

WORKPLACE CULTURES



Dependent



Independent



Interdependent

CULTURE TRAITS

Supervisor / Manager

Compliance

Monologue

Dependent



Individual

Commitment

Dialogue

Independent



Team

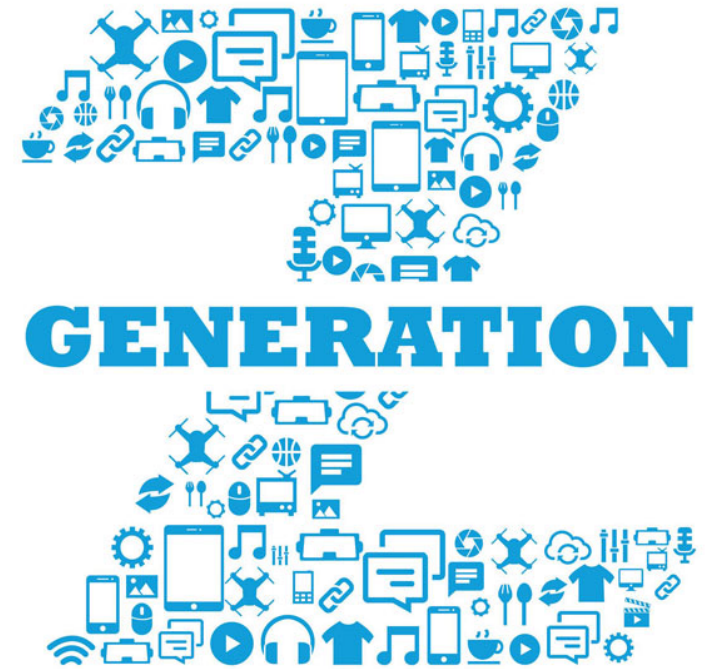
Caring

Collaboration

Interdependent

MICRO-LEARNING *for MANAGERS*

72% of Gen Z employees prefer
participative / democratic
leadership practices.



Participative Leadership



MICRO-LEARNING
for MANAGERS

Participative Leadership

Five Key Traits

- 1) Employees are involved with / provided opportunity for input into **decision making**
- 2) **Transparency** is deeply valued and consistently demonstrated
- 3) **Employee experience** is mapped out, understood, and prioritized for continuous improvement

Participative Leadership

Five Key Traits

- 4) Supervisors **coach** employees and **facilitate** teamwork
- 5) Opportunities for ongoing **learning & development** exist to promote **interdependency**

Participative Leadership

Associated Benefits

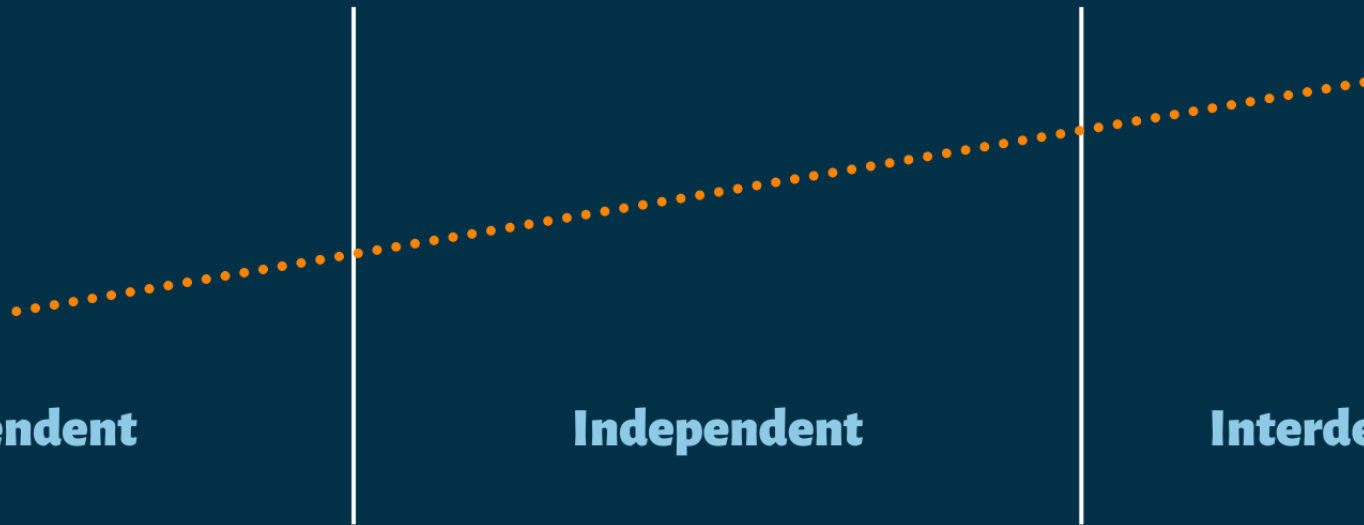
- Promotes collaboration
- Facilitates a free-flow of ideas
- Improves morale
- Reduces turnover

EMPLOYEE ENGAGEMENT

Dependent

Independent

Interdependent



WORKPLACE INJURIES



Dependent

Independent

Interdependent

Participative Leadership

Drawbacks & Concerns

- Slow process
- Challenging for large / distributed teams
- Indecision / gridlock
- Requires a significant investment of time and resources for training

Integrating to Practice



MICRO-LEARNING
for MANAGERS



MICRO-LEARNING
for MANAGERS

“Change is inevitable. You can either resist it and potentially get run over by it, or you can choose to cooperate with it, adapt to it, and learn how to benefit from it.”

- Jack Carfield

Participative Leadership

Integrating to Practice

- Establish rapport
- Demonstrate credibility
- Earn respect

Participative Leadership

Integrating to Practice

- Set expectations upfront
- Coach toward potential
- Convey ownership

Participative Leadership

Integrating to Practice

- Ask for input
- Encourage involvement
- Promote interdependency

MICRO-LEARNING
for MANAGERS

**Determine Level of
Workforce
Involvement**



High



Leadership Support

Delegative Culture

Participative Culture

Authoritative Culture

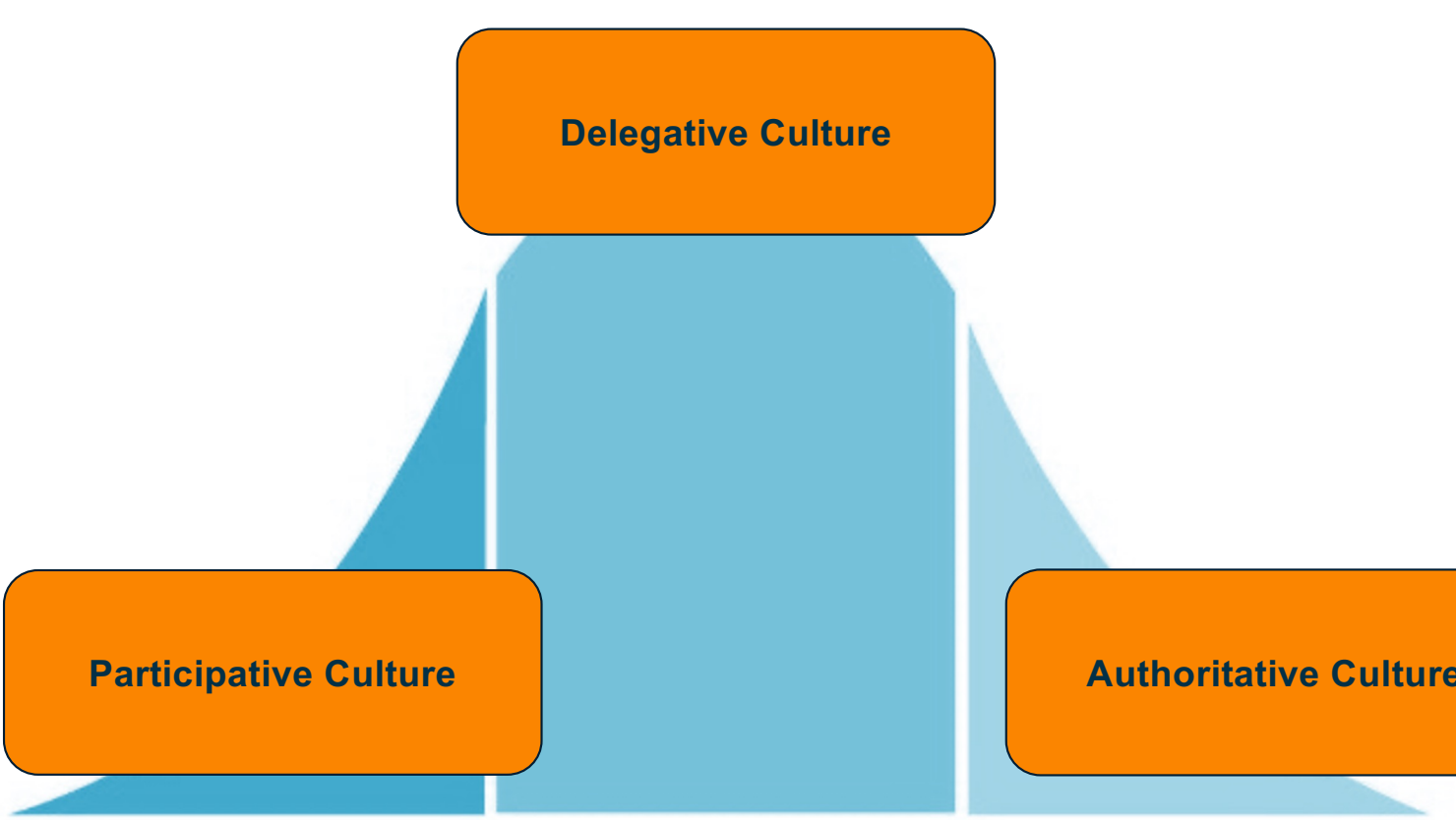
Low



Management Oversight



High





MICRO-LEARNING
for MANAGERS

MICRO-LEARNING
for MANAGERS

Contact information

Joe White
(804) 661-2099

JLWhite@microlearningformanagers.com

MicrolearningforManagers.com

