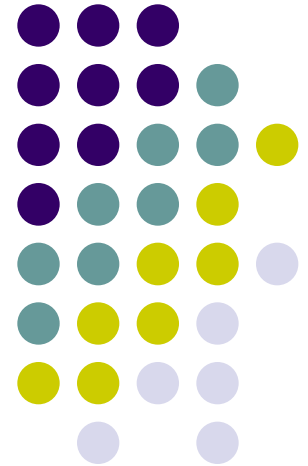


# Cooperative Projects and Human Capital

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*Douglas M. Lloyd*



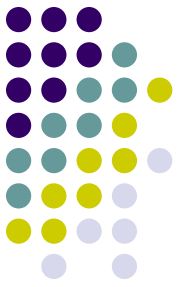
# What are some of the fundamental differences today Vs. yesterday



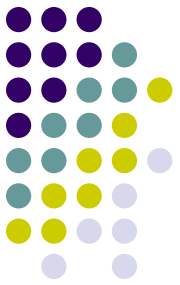
- Shared Accountability projects more prevalent
- Demographic pressures
- Boomers don't want to retire
- Changes in disposable income levels
- Free Time and pass times
- Quest to re-establish new fundamentals
- Gen-X and Gen Y employees display lower continuance commitment, exhibit stronger turnover intentions, and have lower scores for perceptions of procedural justice

Never forget – there is an inherent struggle between the generations.

# How is it being reflected in the workplace?

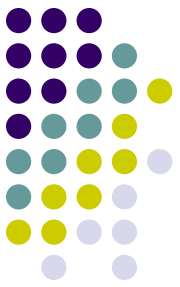


- Shared power versus shared responsibility
- Shared reporting versus shared monitoring
- Shared monies / Shared teams?
- Shared management / Shared execution?
- All of the preceding
- However – not in equal measures



# **Building a High Performing Intergenerational Team**

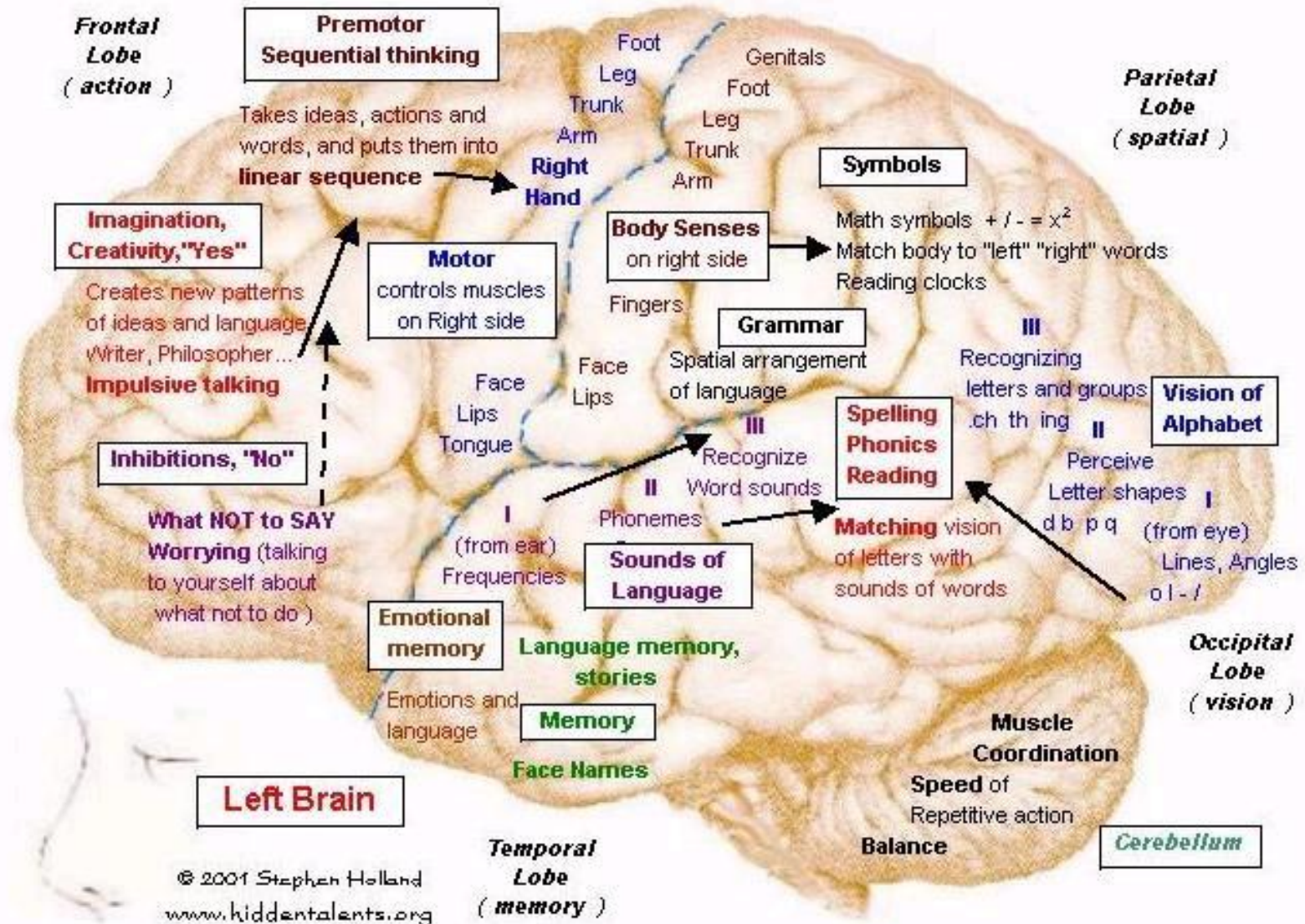
# Gens – seen by Baby Boomers



# Baby Boomers – seen by Gens



# The Brain-based analysis



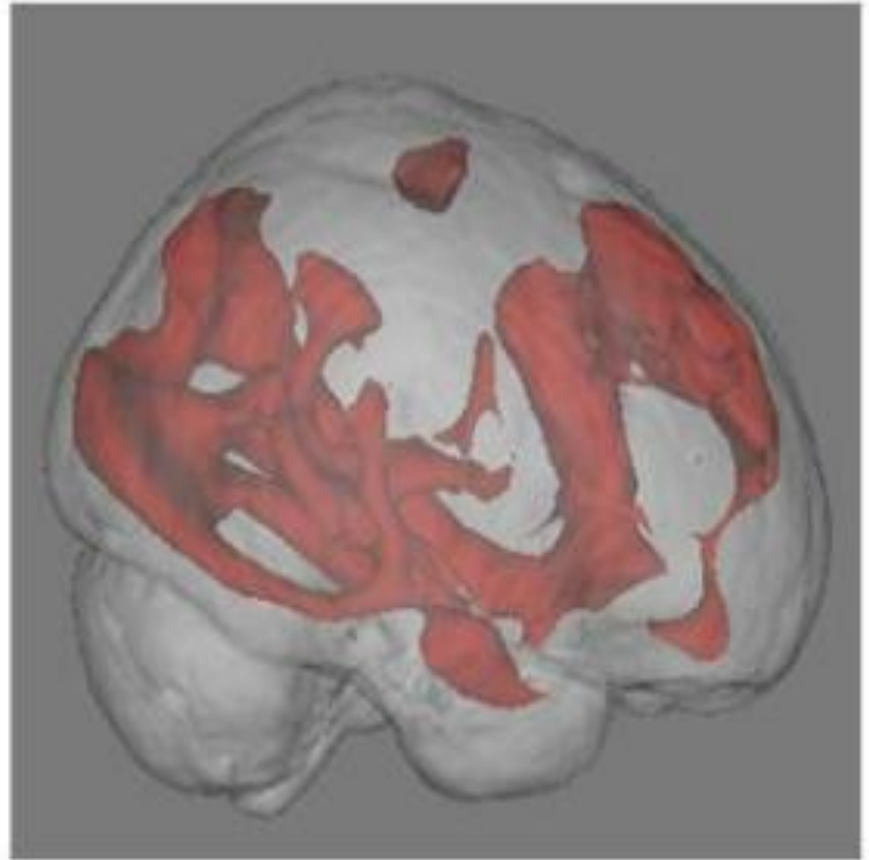
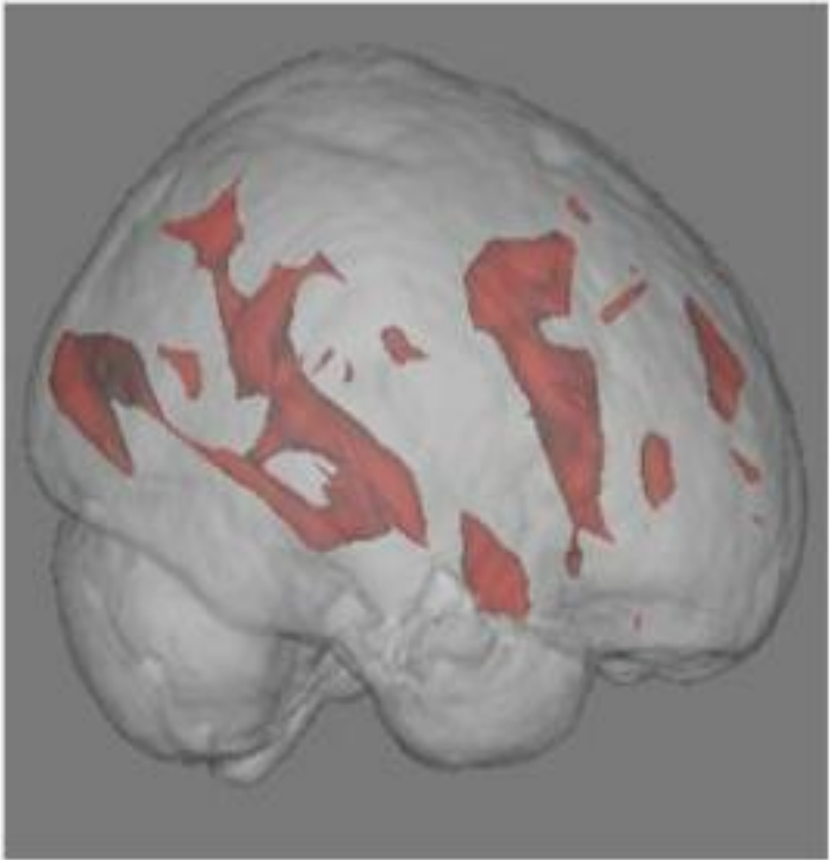
# What's new?



- Brains grow and Brains evolve
- Brains are naturally selected
- Brain growth and patterning is influenced by sensory inputs – and vice versa!
- A young brain can absorb up to 50% of the caloric intake
- New Google brain versus old Google brain
- Social networking parallels dendrite and axon paths

TECHNOLOGY HAS DIVIDED THE GENERATIONS

# Growing Brain Activity



# The digital versus face to face



- Kids model their parents
- Without sufficient face-to-face interaction and stimulation – neural circuitry atrophies
- Guess what? Overstimulation is just as bad.
  
- Neurosurgeons and MDs recommend NO video or TV under the age of two.

# Adolescent Empathy



- The Adolescent
- The historical Adult
- The present day adult
  
- Instant gratification
- Multi-task
- Deep versus wide



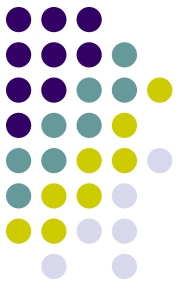
# Retraining

- New pathways versus old pathways
- “Toys for boys”
  
- Email and conditioning
  - Bad emails then a good one
  - Future behaviour
  - All good emails would suck, wouldn't it?

# So what do we do?



Tips and Tricks



# Getting around the gaps

- Soft Skills
- Technology
- Negotiation skills

Good old fashioned artsies!

# What are “Soft Skills” ?



A set of skills that influence how we interact with each other. It includes such abilities as effective communication, creativity, analytical thinking, diplomacy, flexibility, change-readiness, and problem solving, leadership, team building, and listening skills.

# Top Skills required of our new recruits (defined by BBs...)



The **top three** soft skills identified by members in a Canadian Federation of Independent Business survey were:

- a willingness to learn
- a willingness to stay at the firm
- customer service skills.

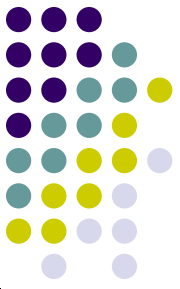
# Top Skills in Gen X perception



- Ability to “understand me”
- Ability to let me manage as I want
- Hierarchies do not exist
- Direct contact with all levels in the org
- Let me collaborate with my peers when and how I want
- Social and work blur
- If something better comes along – I will leave

The engineering example

# Bridging the gaps



**Work ethic** - A motivating belief that employees owe their employer a full day of diligent work including following their supervisor's instructions.

**Courtesy** - The habitual use of "please," "thank you," "excuse me," and "may I help you?" in dealing with customers, supervisors, and colleagues.

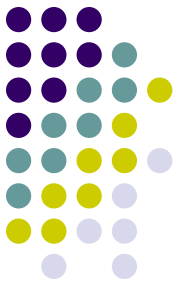
**Teamwork** - The ability to share responsibilities, confer with others, honour commitments, help others do their jobs, and seek help when needed.

**Self-discipline and self-confidence** - The ability to arrange one's own tasks for best performance, to learn from experience, to ask questions and correct mistakes, and to absorb criticism and direction without feeling defeated, resentful, or insulted.

**Conformity to prevailing norms** - The ability to govern one's dress, grooming, body language, tone of voice, and vocabulary according to the particular culture of the given workplace.

**Language proficiency** - The ability to speak, read, and write standard English or French in a businesslike way. One may have the "hard" skill of knowing what usage is correct and what is incorrect but lack the "soft" skills of knowing when to use only standard forms and in what tone to use them.

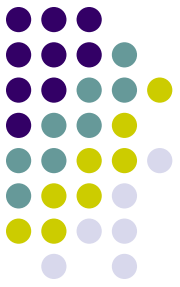
# Give 'em what they want!



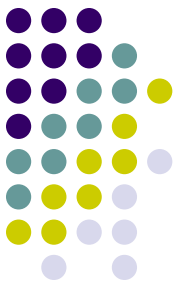
- Collaboration
- Education
- Friends
- Extras

It isn't about salary!

# Responding to the Challenges – What we really need to teach

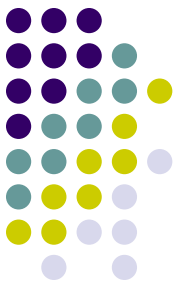


- Conflict resolution
- Negotiation training
- Co-location of programme personnel
- Assignment of central personnel to team
- Expectation management
- Communications officers



# Other Lessons

- Educate and promote from within
- Good track record with the 80% doesn't mean it is transferable to the 20%
- IM/IT needs programme understanding
- Need deliverable/information management
- Need to define QA/QC metrics upfront
- Assign a stakeholder coordinator



# Other Lessons

- Manageable chunks (can you really manage a multi-year project?)
- Delegate as much as possible
- Pick a methodology and then modify it – because you will not find one to fit!
- Publicise small victories
- Mark victories with ceremonies including all stakeholders and partners



# Questions