

Announcer: Welcome to the Carey Nieuwhof Leadership Podcast. A podcast all about leadership, change, and personal growth. The goal? To help you lead like never before in your church or in your business. And now your host Carey Nieuwhof.

Carey Nieuwhof: Well, hey everybody and welcome to episode 254 of the podcast. My name is Carey Nieuwhof, and I hope our time together today helps you lead like never before. Well, back on the podcast today we've got Haydn Shaw, long time listeners you're going to remember Haydn from a previous episode where we talked about generational differences, and it was so popular we brought him back to drill down even more. And so we're going to talk about tension at work, like what helps Gen Z, Millennials, Gen X, and boomers get along. Because that's your work force, that's your team and Haydn's got some amazing insights on that, so I think you're going to love today. And hey, I'm really excited about something that I'm doing in May, I'm going to be in Dallas at the Pushpay Summit, and I sat down with Troy Pollock one of the vice presidents at Pushpay and asked him about what we could expect at the Pushpay summit. So I'm speaking with Patrick Lencioni, Bobby Gruenewald, Cheryl Bachelder and many others, anyway here's my conversation with Troy.

Troy Pollock: In a single word I would describe Summit as tactical, Carey. There's a plethora of conferences out there in the church space right? And why is this technology software company from Seattle, Washington putting on church conference? It's a great question.

Carey Nieuwhof: Yeah, good question.

Troy Pollock: It's because we saw an opportunity to bring the tactical practical application to the church, and that's the lane that we're running in, so it's not to get people there and inspire them, we don't even have worship. We don't have that part, we just roll the sleeves up and get to the nuts and bolts of how to grow our organization, how to scale it, how to put in systems and processes, how to hire, consequently how to fire, what does your pipeline look like, where are you recruiting, what is opening new locations looking like? So you're not going to leave super inspired on a high. You're going to actually leave equipped to go back to your place of organization and implement some tools on Monday morning that's going to strengthen your organization.

Carey Nieuwhof: So that Summit is happening May 22nd, May 23rd in Dallas, Texas I would love for you to join us. It's going to be super practical and right now the price is listed at \$159 for early bird pricing through the end of the month, but get this because you've listened to this podcast, when you're checking out use the coupon code Carey N. C-a-r-e-y N, at registration, you will bring the cost down to \$89 per person, that's a huge discount. It's almost half price just because you're listening to this show. So head on over to pushpay.com/summit to learn more, and to register use the coupon code Carey N, C-a-r-e-y N, and join me in Dallas, Texas May 22nd and May 23rd.

Carey Nieuwhof: Hey, you ever struggle with time management and productivity? I know so many leaders I talked to do, and here's the problem, everyone's overwhelmed. How do you beat overwhelm? Well that is what the high impact leader course is all about, and if you haven't yet checked out what thousands of other leaders have discovered, what are you waiting for? Head on over to thehighimpactleader.com, and here's my question for you. What would it be like, what would you feel like if you got a thousand productive hours back this year?

Carey Nieuwhof: That's what so many leaders have discovered, it's like, "Wow, if I get like a couple hours a day back, like think about three hours a day, you know what that adds up to in productivity?" Over a thousand hours in the course of a year. Let's say you get three hours a week back, okay? Low return on investment, three hours a week. You know what that adds up to? A month of vacation, a month of productivity, a month of you working on your book, whatever that is. This is the system that I have used for the last 13 years when I bounce back from burnout. I would love to show you how to organize your time, your energy, and your priorities to get them working in your favor. So check out thehighimpactleader.com it's open right now, I would love to welcome you in that on demand course.

Carey Nieuwhof: And in the meantime, well, let's get into my conversation with Haydn Shaw. He's a leading business expert consultant on generational issues in the workplace. He's been featured in all the major magazines, done Ted Talks, he's an author, speaker, and you're going to love I think my conversation with Haydn Shaw.

Carey Nieuwhof: Well Haydn Shaw, welcome back to the podcast. Good to have you back man, it's been awhile.

Haydn Shaw: Hey, thanks for having me back.

Carey Nieuwhof: I think it was episode 69 and leaders just loved it so I thought we would catch up, and talk about everything that's changed. It was one of the most downloaded episodes that year.

Haydn Shaw: That's great to hear.

Carey Nieuwhof: So you have spent a lot of time focusing on differences and similarities in generations. What seems to me to be a subject like it's impossible to exhaust. We've tackled that with you, I've tackled it with a few other people that I've interviewed and every time we go there, people are like, "Yeah, totally interested." Partly because parents are trying to relate to their kids and they're like, "What the heck?" And then in the workplace in particular, which we're going to look at, you've got aging baby boomers who are like, what is wrong with the millennials, with Gen z, Gen z and the millennials going we're different, and those forgotten people like me, the Gen Xers in the middle there going, "Hey, anybody paying attention?" Answer, no. How do the generation gaps tend

to show up just to get really specific to people's situation in a lot of workplaces, can you just walk us through that where you would see that?

Haydn Shaw: You bet. Let me give you three examples of what I've seen just the last couple of months. The first one is millennials are tired of the M word, that's the first one. So if you ask almost any parent, they'll be like, "Oh yeah, my kid hates the word millennial." And millennials are trying to distance themselves from millennial because so much negative stuff has been bundled in with it, and so I even did, I posted a series on LinkedIn called 'Is Millennial the new M word?' And I got quite a number of people paying attention to it because for many people it really is, and I think that's unfair because it's going to be the label that the millennials get stuck with and I think it's probably something millennials are going to have to live into and then live out of.

Haydn Shaw: And so that's a worthwhile conversation right there because many of us people who are, I'm half boomer half Xer, so I'm right on that cusp. Many of us who are older, we get, we throw that word around a lot and often don't realize that some people are like, "No, serious I've spent my entire career trying not to be a millennial." And Carey My favorite one is a woman who said to me, this is so true. I'm 30 which is just squarely in the millennials, my husband is 31. He said to me, "Oh, I'm not a millennial. I took a Facebook survey that said I'm Gen X." And she said to him, if you, she's in human resources, "If you take a Facebook survey to try to prove you're not a millennial, you are the definition of professional millennial."

Carey Nieuwhof: That's funny. That's funny.

Haydn Shaw: I talk to the second situation where I see the gap come up is older generations who say just what you did. I don't know what to do to speak to them, I don't know what to say cause I say the wrong thing, I can tell from their face. They don't really get my face, but I can tell from their face I said the wrong thing. I don't know how to motivate them, and our turnover is way too high with them. And so that's why I created a series of videos called 'Cut your generational turnover in half', because you can't cut all your turnover in a half, but there are some things you can do to cut generational turnover in a half pretty quickly.

Haydn Shaw: And then last of all, I was working ... What I see in churches because I know a lot of the folks who listen to you are not just business leaders and nonprofit leaders, but they're also people who work in ministry and churches. And so when I work with them with the second book the 'Generational IQ' content what will happen is you'll end up with a staff with a number of people under 30 and then you'll end up with the staff often with some Xers, and then usually a couple of us boomers. And the staff, this is how the staff conversation goes, "You know, this is not a millennial church. We want to be fresh and open to millennials, but millennials don't pay the bills." And then you have the millennials staff saying, "They hired me telling me they wanted me to give them advice on how to be more millennial relevant, and everything I say they tell me why it won't work."

Haydn Shaw: And so that's the single biggest generation gap I see on church staff, especially large enough church staffs that they, of four to five got more staff people, is they keep asking what do I do with the older generation and the older generation aging ass. What do we do with the younger generation so that they can work with all these generations, do ministry with all these generations and stop taking every opportunity to tell us what we would have to do to be more millennial?

Carey Nieuwhof: It's fascinating, and anybody who is a regular listener or a reader would know that I love millennials, I Love Gen z, that's really my team. I've worked with people 15 to 30 years younger than me now for a while, it's hard to believe there are people in the workplace who are now three decades younger than me, but that's actually true for those of us who are, I'm at the very top of Gen X. So yeah,-

Haydn Shaw: Carey, what's your birth year, I haven't asked you that, now I got to know, what's your birth year?

Carey Nieuwhof: '65. I was born in March of '65.

Haydn Shaw: I'm just slightly older, I'm '63. So you are right at the end of that?

Carey Nieuwhof: Yeah.

Haydn Shaw: Right at the end of that cosmic, the very, truly the beginning of X, yeah.

Carey Nieuwhof: The dates float a little bit, but most would say that's the Gen X, beginning of Gen X is my year.

Haydn Shaw: You Bet. That's what I say, yeah.

Carey Nieuwhof: So for me it's been really fascinating to me to get along with them, but have so many of my friends who are in their 50s or back in the day in their 40s who are like, "Oh, I just can't believe it." Right? Now what's strange speaking of categories is you talked to a lot of older leaders, and the average pastor is 56 years old these days, so think about that I'm still young, which is weird. Anyway, but they look at millennials as young people, are they not almost 40?

Haydn Shaw: Okay, my son's 28 and he said to me, and he's the worship pastor in a church of about 3000 and great place, great fit. And he said this, he goes, " you know are you people still talking about millennials?" I'm like, "What do you mean by you people?" Well, you, people your age, your customers. I said, "Well, yes, that's just why you'll get Christmas presents this year, because people still don't know what to do with millennials." He goes, "I'm 28, I got a kid and a mortgage. I got a kid and a house," is what he said. Why are you still talking about millennials? And it's interesting because we forget how old they are and how old our clothes

are. I still have and maybe I should ask you to edit this, but I still have Zubaz that tells you how nineties I still am, I still have Zubaz.

Carey Nieuwhof: Okay, I don't remember that, but good for you man.

Haydn Shaw: They're the weightlifting pants that any Napoleon dynamite fans will know are what the karate instructor would wear in red, white, and blue. They're the big famous, bright, outlandish weightlifting pants, and I still keep them because I'm too cheap to throw things out. And so the point of this, my kids had to tell me, "You cannot wear those outside to get the mail anymore. What you do inside the privacy of your own home is up to you, but you cannot go outside because you're humiliating." And I didn't realize, the Zubaz had gone that badly out of style. And the same thing happens with generations, now that they're 38 we turn around and go, "Wait, aren't they the 20 somethings?" Nope, haven't been twenty somethings for almost a decade. And so suddenly we feel like Dick Clark getting 30 years older instantly as the old cartoons would say is forever young and then the joke would be heat age instantly, and suddenly all of us feel instantly older because we realize, like you said, I'm a couple of decades older than my staff.

Carey Nieuwhof: Yeah. And there's differences, like you can be mentally young regardless of your age, or you could be a creaking 40 year old too that happens. It does.

Haydn Shaw: Yes it does.

Carey Nieuwhof: So I want to do a generational rundown for a moment, and I totally get the whole millennial thing too that people don't like the labels. So I get that, but reality is the time in which you were born and raised impacts your attitude toward culture, toward work, and even your cultural cues. I write about that and didn't see it coming in the section on irrelevance where you just, all your movie references are from the 90s, or the 80s.

Haydn Shaw: I don't like that section of your book as much as I liked the others. It's sad to say, you gave me an advanced copy and I didn't like that chapter as much.

Carey Nieuwhof: Well, thank you, I appreciate that. There's a lot of people, we almost cut that one out, and I've heard from so many people who are like thank you for leaving that in, thank you for leaving that in, it really hit him between the eyes. And that's been something I really work on as somebody because when I was 25 years old my story is I would look around in the church and see people who are 45, 50, 55 and I'm like, "You have no idea. Like you have no clue what's going on. Like you just, you don't get it." And so I'm trying very hard to not be that leader who doesn't get it. You know what I mean? So which explains my interest in this subject, which seems to be insatiable, but Gen X thumbnail version, what are some of the characteristics you see, and this is what you do for a living, right? With Franklin Covey and with your own company, this is what you speak to large companies all over the world about.

Haydn Shaw: This is probably 80% of what I do, yeah.

Carey Nieuwhof: So Gen X, sorry not Gen X, but let's start with boomers because they're still in the work place.

Haydn Shaw: I tell you what, let me give you the ages. Let me run down all the ages and then-

Carey Nieuwhof: Yeah. Okay, great idea.

Haydn Shaw: ... And I'm doing that, I'm looking at the book. I put it on the back cover of the book so I'd always remember the exact ages, how's that for a old man cheat? So traditionalist, not all organizations have them, but certainly if you're listening from healthcare or small business or religious organizations, traditionalists are born before '45, and then it was pretty easy to tell the baby boom because the live births went over 3 million, kind of came marching home and made honest woman ever and so for a year millions of men came home in a year period of time, and Boom, there was certainly a surge of baby boomers. And then they ended in '64, '65 was a general x. I cut off the millennials at '80, Pew Research Center just declared about eight months ago that they're making '96 the cutoff of x and the beginning of the millennials. It's kind of a technical thing-

Carey Nieuwhof: Wait, so the Gen X goes all the way to '96?

Haydn Shaw: The-

Carey Nieuwhof: I thought some millennials started '77.

Haydn Shaw: Of '96. I'm sorry, they made the millennials '76, thank you.

Carey Nieuwhof: You're welcome. Okay, that makes sense I'm like '96 I got like a kid who was born in '96.

Haydn Shaw: No. Sorry about that '76. I make them, Gallup makes them '80.

Carey Nieuwhof: Okay, but thereabouts, right? So late 70s, circa to 1980 is when the millennials start and Gen X stops. I got a buddy who was born I think in 75 and apparently that was the lowest birth rate of like the last 50 years, he says he's none of us.

Haydn Shaw: Here's what's interesting about this horror tales is what we're scared of horror films as a society. So you can map it, so traditionalist ... After the war, boomers were scared of the big bomb, we had to do, I'm still old enough to remember doing atomic bomb drills in grade school. I was kind of like the last year they did it, and so we had Godzilla, we had Mothra, we had these big monsters that would land and scare a lot of people in Japan. And then we ended up with Xers, and the birth rate was so low with Xers, they're so much smaller of a generation, and the sociological explanation for why Xers are smaller is their parents didn't want them.

Haydn Shaw: And the movies were about the devil baby child, so we had a whole genre of the evil baby child literally starting with Rosemary's baby when live births go under 3 million and going all the way to children of the corn when live births were over 3 million, and children of the corn was one of the few Stephen King flops. Didn't do well because we then had 'Raising Arizona', 'Three Men and a Baby', and 'Baby Boom', which were low budget breakout films because we now had baby on board signs in the back of windows of minivans and cars and we'd gone from children will eat your life because that's what traditionalist mothers taught their boomer daughters, don't do what I did. Don't have three kids and a mortgage by 24. You need to give yourself some time to finish school and figure out what you want and have some fun, and then have kids because children will eat your life.

Carey Nieuwhof: Wow, I've never heard this. This is fascinating to me.

Haydn Shaw: Just one more on that because part of the reason why Xers are a bit skeptical. And that and the doubling of the divorce rate from like 15% to 30% when Xers were being born, and not having the social structures in either Canada or the US for Latchkey kids. Your parent ties a key around your neck and puts it on a string. What would happen if there was a third grader with their key on a shoe lace around their neck walking home today in let's just say Toronto? There would be like four people driving their minivan a mile an hour asking the kid where they're going and where their parent is, and the police would be there in seconds, which it just wouldn't happen because we have social support now for people, for single parents that just didn't exist back then.

Haydn Shaw: And so it was a much scary, a little more cynical time with that. United States does this survey around what makes people happy every year, and one of the beautiful things that every year comes up, faith and then marriage, and then children. One year kind of at the pit of that when births were the lowest, when Xers were being born, people put their car above their kids, for one year the car replaced children. And it just showed how low children had come in the scale, and then Disney is rebounding again from the black hole and the world domination, frozen. Most just had to let it go when it comes to our money because frozen dominates everything, and it came because children are now marvelous and miracles and children instead of consuming your life, they transform your life, your workaholic Christmas movie type who didn't understand the importance of family and kids and now children are transformative, Carey.

Carey Nieuwhof: So children were glorified again in our horror switch to what, in '80s?

Haydn Shaw: And now it is zombies because zombies equals-

Carey Nieuwhof: Zombies equal what?

Haydn Shaw: Terrorists. We're scared of the ... We're not scared of the big bomb anymore, we're scared that we'll be in a grocery store and something will happen. Just like

zombies were buying yogurt and we turn around and the person who's ahead of us isn't a human, it's a Zombie and they think of us as yogurt.

Carey Nieuwhof: That's really, really good. Okay, so millennials circa 80s, late '70s to 1980, when do you cut them off and we move into Gen Z.

Haydn Shaw: You bet I cut them off in, and I place them right around 18 right now. So I placed them going into university as opposed to Pew which makes them just a little earlier than that. But people debate on when Gen Z is but right now-

Carey Nieuwhof: So circa 2000, right? They're about-

Haydn Shaw: Circa 2000.

Carey Nieuwhof: ... give or take a year circa 2000. Okay, that's a good idea.

Haydn Shaw: So I give them from '80 to 2000.

Carey Nieuwhof: Okay. And characteristics, attitudes, mindsets of the boomers, just the thumbnail version because I think we all have the stereotype, but like tell us what we may not realize.

Haydn Shaw: Research shows that baby boomers are not big fans of authority. I know that's a big surprise. Baby boomers had a transformative shift from survival to significance. So the me generation got thrown around, the microwave generation got thrown around as a pejorative, but actually what happened at a very deep level was not sex, drugs and rock and roll. What happened at the value shift level was baby boomers didn't have to worry about eating, and they didn't have to worry about polio and influenza, which means Woodstock was possible because-

Carey Nieuwhof: Or war.

Haydn Shaw: ... they could be in the groups of 30 people without worrying about dying or being crippled due to the miracles of modern medicine. So penicillin made Woodstock possible at so many different levels.

Carey Nieuwhof: That is fascinating. And you look at that, and I watch lots of documentaries on Netflix about different eras and generations and the '60s amazes me at how self expression really, and self determination really govern that decade from experimenting with drugs and love to turning convention on its norm, even to musical innovation. You listen to records cut in 1955, records cut in 1965, and records cut in 1970, and how the music changed over those windows, and it was a revolution.

Haydn Shaw: Very much was, the baby boomers had the mass to popularize all of those innovations that the traditionalist brought us. So for example, Bob Dylan's a traditionalist.

Carey Nieuwhof: Wow, yeah. You don't think of it that way, but that's true.

Haydn Shaw: But the boomers had the mass. Matter of fact I was at NASA Goddard, and in the Q and A time somebody said, "So what's the most rebellious generation?" And I said, traditionalists. The vast majority of them we're not rebellious, but all the major ideas in philosophy and social innovation, the beat mix, Carol Dweck and on the road, all the ideas came out of the traditionalist, and matter of fact of the hundred best books of the year remember in the training of millennial, there was a hundred, there were only four, only six books written by boomers in the hundred best books of the century. Because the ideas were driven by this revolutionary generation, and that was the urban centers and the university centers where that got germinated and like an underground stream it began to surge into the greater life when the boomers soaked it all up.

Carey Nieuwhof: Now that's really interesting.

Haydn Shaw: But the hippie clothes were all traditionalists innovations.

Carey Nieuwhof: Right. And then a lot of those hippies ended up being in the C suite 15, 20 years later, true?

Haydn Shaw: One of my very favorite posters is Woodstock 20 year reunion where all these people are sitting around at a cocktail party and suits and cocktail gowns holding drinks, discussing their best Woodstock experience, yes.

Carey Nieuwhof: How did that ... Okay, here's one of the arguments you hear and we're going to get into different generational characteristics, but some people say just wait til the younger millennials, exactly what you said about your son. Grow up, get married, have a kid, have a house, they're commuting to work now, and really the generational differences pivot on life circumstances as much as anything. What do you think of that?

Haydn Shaw: That's what I'm working on for the next book.

Carey Nieuwhof: There you go.

Haydn Shaw: As a matter of fact, the Ted Talk I did. Why half of what you heard about millennials is wrong is based on that, half of the things that people attribute to millennials is actually a function of the new life stage of emerging adulthood between 18 and 28, and that's going to be with us like the poor it will always be with us because it's a life stage regardless of the age cohort group, or the grouping you were in where your characteristics are shaped by certain life events. The life age you go through, will have similar characteristics apart from

the generational characteristics. There are two functions, and organizations need to know them both or they end up getting either one wrong and being more irritating with generations than they need to be.

Carey Nieuwhof: Well, I remember as a 20 something Gen Xer, when Douglas Copeland started writing and became sort of the voice of our generation for a few years-

Haydn Shaw: Those Canadians, those Canadian writers.

Carey Nieuwhof: ... I know of Vancouver right. But he, I think he's from Vancouver. Anyway, what was the book called I'm blanking on the title? Life after God?

Haydn Shaw: It was Generation X.

Carey Nieuwhof: He wrote that, and then he wrote another book about God too which was really interesting.

Haydn Shaw: Right, soon after that, yeah.

Carey Nieuwhof: And it was sort of that drop out we're not going to be like the boomers, and fast forward a decade and all the Gen Xers are in a C suite, or starting companies, or doing all the things we said we never would. So that'll be interesting to pursue. What were some characteristics-

Haydn Shaw: What happens is you simply cannot escape life stage. You can't escape life stage, and because we have two new ones, some of the most important innovations in history. We live 30 years longer, I love to ask audiences what mortality was in Canada and the US in 1900 and they all guess like 55 and it was 48, that was average.

Carey Nieuwhof: Forty eight, wow.

Haydn Shaw: Yeah. Now figuring child mortality, infant mortality and it goes up by a couple of years.

Carey Nieuwhof: There is that stat that if what? You live to 50 you're probably going to live to 80 kind of thing or was that true even then?

Haydn Shaw: You bet.

Carey Nieuwhof: Yeah.

Haydn Shaw: Today the average, today it's almost 79. And so we added 30 years to the human lifespan, that's the most that there's been since Methuselah, and so what that means is the book of a human life, the life cycle of a human being has two more chapters, two more stages in it. And the stage before early adulthood now called emerging adulthood, and the stage that passages, Gail Sheehy called

second adulthood after you retire, but before you're in form, those new chapters in the book are all about freedom and choices and changes, and most organizations are really good at motivating people and at keeping people loyal, businesses, churches, nonprofits with volunteers they're really good with people who are in the nesting stage when you got kids. Because you can't go anywhere anyway, the amount of kit you have to pack up to take a child out to dinner is so overwhelming when you get two of them, you just get carry out or Uber eats and call it a day.

Haydn Shaw: And so for many people, the ministers all related to this, the nesting stage people are the ones that show up every week because they can't go anywhere. People who have those new life stages have a huge amount of freedom and organizations of all stripes religious, or business have no idea what to do with the new life stages that these two new chapters in the book on both ends of our working lives that are characterized by freedom.

Carey Nieuwhof: That is such a good insight because you're right, everyone talks about delayed adolescence or emerging adulthood, and between 18 and 21 maybe you're in college, trade school, university, that kind of thing. But then you hit about a decade these days before you really settle down, and even if you're married, your life is marked by mobility. And then people are working a little bit longer and later, but you hit your 50s, you hit my stage and there's more freedom than you ever enjoyed when you were in your 30s or 40s because your kids are gone and you've maybe, particularly if you're a senior leader, you have more control, right? Or if you do your own thing, you have far more control. And now we've got the rise, we talked to Bryan & Shannon Miles on this podcast of virtual workplaces, and all of a sudden you're location independent almost.

Haydn Shaw: All of that is redefining things.

Carey Nieuwhof: Yeah, it is.

Haydn Shaw: I always joke that you know your kids are early adults when they pay their part of the family plan of the cell phone. It used to be, it's not an empty nest until your kids get their stuff out of the basement, it's not an empty nest until your kids pay their own cell phone plan.

Carey Nieuwhof: It's true. It's true, you're right.

Haydn Shaw: And so people who are older now have the freedom to say, I don't know if I want to do this anymore. I remember the last college check, college payment that I made a year ago March. And my wife looked at it and said, what are we going to do for the rest of our life now? That we now have freedom and choices that we didn't have before with a fairly large chunk of money that we gave to some wonderfully religious colleges.

Carey Nieuwhof: Yeah. No, it's funny, just literally in the last few months while we were recording this, we've got two kids off the payroll, and it's very ... And this is something I want for them, not just something I want from them. I want them to fall down, pick themselves up, skin their knees, that kind of thing it's like welcome to life I think that's really important, but it does open up, I just thought we'd be old and probably sitting in a nursing home on the front porch by the time that happened, I wasn't very good at math, and then you realize I feel better than I did when I was 35, and I feel like there's a two to three decade fuse, God willing that is going to take a long time to burn down.

Haydn Shaw: Well, two things. The research shows that after 50 people are for, I can't remember the number, I get it mixed up 46% happier.

Carey Nieuwhof: Really? Let's say that's true.

Haydn Shaw: And it's a life stage thing because one, we don't care anymore. I mean how many older people do you know who say things because they're like, "Yeah, kill me. I don't care. Shoot me, lock me up, whatever, I say what I think." And so part of it is,-

Carey Nieuwhof: That's not always good.

Haydn Shaw: ... and Anne Lamott the writer, she said, once I hit 50 instead of fighting my legs, I named them because no matter how much I exercised or diet, she said this is one, "My thighs still jiggled and so I called him my ladies. I say, ladies, let's go for a walk. I acknowledge my jiggling instead of hiding it and fighting it." That pretty much captures what most people do at 50, and so now my 28 year old son he has to fit into an organization, a 58 year old can go, "Yeah, whatever, shoot me, I don't care."

Carey Nieuwhof: Sometimes that's true sometimes it's not, but there's some people who are sort of chained to whatever they're doing until that magic number hits, but you're right I think a lot of listeners, when you look at who listens to podcasts, what you have described describes the majority of listeners to podcasts. That you are there, you will end up there, it tends to be a more, but this is just the way it is I'm not saying this way should be more affluent, more mobile, better educated, listen to podcasts than those who don't. So I think you've described a lot of listeners, a lot of leaders listing. So Gen X rebels sort of, and redefining every generation. What about my group almost your group Gen X, any key characteristics about how we operate?

Haydn Shaw: I already mentioned they tend to be a bit cynical maybe. They're definitely parodied in their form of humor. So they ... Tom Brokaw wrote that book, 'The Greatest Generation', about the traditionalist. An extra came along whose name I don't remember, but it was called, 'How Generation X saved the world from sucking'. And it was basically all you bloomer and traditionalist art and music and television was so boring until we came along and made it fun. And so the

idea of the Bart Simpson can be one of the longest running television shows truly captures generation X, and people still watch Friends. Friends is still one of the most popular, Netflix has had to go renew friends because people watch it too much and burn through their contract.

Carey Nieuwhof: Isn't that fascinating.

Haydn Shaw: So it's put back on, and you can take friends, you got to take a box set of friends off on your taxes as research into X, because it so perfectly captures what the research shows, they will move for families. So what's so interesting is because many of them experience families that didn't stay together just like the show friends, the only real characters are the friends the parents are all caricature. The only boomer who wasn't a caricature was Tom Selleck and that's because he almost married Monica. And so in the world of friends, the friends or the real people, everybody else is a cartoon, and for many Xers they will relocate not to be closer to their family, but to be closer to their friends from college or high school.

Carey Nieuwhof: Okay, so that's the Gen X. Anything about us in the workplace?

Haydn Shaw: Yeah, you bet. Gen X in the workplace, they are not patient people.

Carey Nieuwhof: Oh, it's not just me.

Haydn Shaw: No, it is not. They like to get to the point they like short emails, they like shorter conversations. Ironically, Rupert discovered in a survey, they like meetings more than any other generation, which goes against common wisdom. Only by a percentage point, but Xers believed that there are some tasks that can only get done in meetings, what they think though is that most meetings are overdone and you should use them only to do things that can't be done on a SharePoint site or on Google docs. And get in, get out, get it over with, or as one Xer said to me, "In most meetings, I want to take the stylist from my note 8 and jam it through my eye."

Carey Nieuwhof: I am resonating with that. So what about millennials?

Haydn Shaw: Millennials are good peaks. It's so funny, I was talking to a good Canadian Donald Tapscott who is famous for his generational research. He wrote Growing Up Digital and then came along 15 years later after a \$5 million project to a bunch of big companies put together to see where the millennials were at, and he did Grown Up Digital, just great stuff great researcher. Good thought leader, and he and I were chatting after he spoke at McDonald's and, and I said, "You got a little optimistic in your book." He goes, I said, "You ought to check out Christian Smith, he's one of the most respected researchers on the philosophical and spiritual life of generations, but he's not nearly as optimistic as you." And Tapscott said, "Is he an Xer?" I said, "I guess he is." He goes, "It's funny, boomer researchers tend to see their kids as fulfilling what they didn't in the age of

Aquarius. Kind of they'll get Woodstock right, and Xers are like, "Seriously their armpits smell you boomers and grandkids."

Carey Nieuwhof: Yeah, I rolled my eyes at the whole Woodstock thing I remember as a young adult, I'm like, are you kidding me, what's wrong with you guys? I remember we had this prof who was in my Undergrad who was a ... Literally, I'm not making this up and this will bother a lot of people, but he was a Vietnam draft dodger. And I remember this was the era of Reagan and I'm a Canadian, so I'm not voting in US politics or anything, but it's a school in Toronto and he comes into class one day and he goes, "What's wrong with all you people? You wear button down shirts, you sit up straight, you take notes, you want to be successful in life and like why aren't you rebelling or protesting?" And we were like, shut up and give us the notes. Like that literally that was a conversation that happened in class.

Haydn Shaw: Makes complete sense to me. Now the irony is the Xers actually were more traditional politically.

Carey Nieuwhof: Yeah, that explains the 80s right?

Haydn Shaw: Yeah. So they lurched politically. The research shows, there's this old Winston, it's attributed to Winston Churchill he didn't say it, but if a man is not a liberal in his twenties he has no heart and if he's not a conservative in his 40s he has no mind. That's actually not how staff roles, and we tend to lean whichever way is the opposite of a bad president in our childhood. So if you look at who, you look at Canadian politics and you go, yeah, not so good. Everybody who grew up in their teenage years, college years under that leader ends up being, lurching five to 10 percentage points more liberal or conservative, the opposite direction.

Carey Nieuwhof: You're right. The senior Trudeau predicts Mulroney in the '80s.

Haydn Shaw: My friend that's exactly what happens, and so the Xers predicts Reagan. Reagan was considered a strong president, George W. was not, and so we see those shifts here and we see those shifts in United States. So overall all generations, and we're liberal on social issues by significant percent, but when it comes to economic and other things, we basically stay where we were in high school for the rest of our lives and swinging five percentage points depending on the economy.

Carey Nieuwhof: Culture really shapes us that's what I'm hearing.

Haydn Shaw: It really does, and that has huge implications for any organization because-

Carey Nieuwhof: Or from archeology?

Haydn Shaw: ... that has huge implications for any organization and what we do at work. What we ask people to do, the expectations that we have, there's far more

single generation Xers, 30% of generation X women and 33% of generation X men, and 40% of generation X women never had children. Now, it's a big generation because there's a lot of, they had a lot of kids. They had the second half of the millennials, which was larger than the boomers, first half of the millennials ironically. Although so many Xers did not have kids, it was either none because I can't give them the time and money necessary to be an outstanding parent, or let's have five.

Carey Nieuwhof: Okay. So that was happening with Gen X. What about millennials?

Haydn Shaw: I'm sorry, and the millennials were their kiddos. So the boomers and the Xers and so the millennials were raised with great confidence. I love to call them Bob the Builder generation because can we build it? Yes, we can. So they were raised with great optimism, they were raised with great attention, they were raised in many ways as a replacement for religion.

Carey Nieuwhof: Okay, drill down on that.

Haydn Shaw: Yeah. Atlantic monthly, somebody was reviewing the movie, 'The Lion, the Witch and the Wardrobe', and they said the country that gives an Oscar to Forrest Gump is a country that places sentimentality overall. And the Europeans are prone to say that United States is sentimental, and really does believe that family, that is overly sentimental about family. To the point where he used that to say, part of the reason, 'The Lion, the Witch and the Wardrobe', which was a religious book is so popular overall is because of the sentimentality of family that can then wrap itself around an older religious motif. And that was his observation of it, and I think he captures it pretty well. Think about how many movies, as I joked about earlier, how many Christmas movies, holiday movies are all about family. They're truly family you discovered the heart of what life's all about. Well, it used to be in religious circles people refer to that as idolatry, that you have placed your family before almighty God.

Carey Nieuwhof: Some of us still do. But yeah, go ahead.

Haydn Shaw: Yeah. But today the family bears the entire burden of our, for many people's deepest needs. And so the millennials have held that, which is why and here's what's great. The quarter life crisis, I'm 25. So Atlantic monthly had a cover story of a psychologist who said, when I'm seeing more and more over 25 year olds saying I'm not happy and I don't know what to do. Whereas your generation and told your professor, give us the notes, I need to succeed, the millennials' parents had all those traditionalists going, come on, we're going from seven on the firm to two of you, you're our only hope Obi-Wan Kenobi, we're betting everything on your success that you're going to carry the American dream and you're going to prove the great war was worth fighting. So you had better get your stuff all together, so the boomers rebelled against all of those pressures and they tell their kids, you do whatever you want to do as long as you're happy.

Carey Nieuwhof: And they're sitting there at 25 going, now what?

Haydn Shaw: I'm not that happy all the time, what do I do? Have you told your parents, I couldn't tell my parents I'm not happy, it would destroy them they've made so many sacrifices so I could be happy.

Carey Nieuwhof: That's very interesting, because I've given talks on that at our church and elsewhere that family can't be neglected, but your children were not designed to be worshiped, they were designed to worship. And this generation doesn't always get that, that when you worship your children, you can mess them up as much as celebrities get messed up by the cult of celebrity. Like we were not designed to bear the weight of that kind of adoration and pressure.

Haydn Shaw: Carey, I've never thought of it like that, but it truly is a celebrity status, isn't it?

Carey Nieuwhof: Yeah, it is. It's like the world revolves around you, and with the death of God in our culture, to family institutions, you're just connecting some dots for me. Really bear weight of that.

Haydn Shaw: Let me connect one more dot.

Carey Nieuwhof: Yeah, please do.

Haydn Shaw: Lets talk of Gen Z for just a moment.

Carey Nieuwhof: Yeah.

Haydn Shaw: So people ask me now all the time, so what's going on with Gen Z? And so I'm talking to a publisher about updating the book to, sorry traditionalist to move you to one chapter and then replace you with Gen Z, because while they're just getting into university by my numbers, that's what everybody wants to hear about because it's new and hot and fresh. I think one of the most interesting things about Gen Z comes out of the freshmen study from UCLA, every year thousands of schools pour a lot of money into that. Three years ago, 48% of Gen Z said that they were going to these caspers, these transitional folks, millennial, Gen Z, they're going to utilize counseling services at their university.

Carey Nieuwhof: Is that a high number?

Haydn Shaw: Its a university of 40,000 students, that means 20,000 people plan to use counseling services at the university.

Carey Nieuwhof: Man.

Haydn Shaw: This is why Time magazine last year had a cover story on, Universities are doubling the size of their counseling departments and can't keep up because there's a lawsuit if you can't get somebody in and they commit suicide, they

can't even do intake with that. 44% said they suffer from anxiety, 36% said they suffer from depression. Now, part of this is because we're now open to talking about mental illness and we weren't before, part of this is what I think is the gluten free effect, gluten free diets are really big on college campuses, especially with college women. And it's a bit faddish, it's actually not that healthy for you unless you really need to be gluten free, you're actually healthier if you eat wheat, but it's kind of a fad.

Haydn Shaw: So I think some of the mental illness will be, "Oh, you're going to a counselor, then maybe I feel sad too." But I think part of it Carey is what happens when your kids are the center focus of your happiness and they have to carry the weight of all the adult expectations, not just to make it in life and to succeed at the Canadian or the American dream, but to be happy enough that you give meaning to your parents' life and sacrifices. I think we're beginning to see some of that bear fruit.

Carey Nieuwhof: That's a good insight. That's a rabbit worth chasing. Because I think it's marriage, you look at the ridiculous expectations we put on each other, even the perfect wedding, the Pinterest wedding, the Instagram wedding, and it's like, what are we all celebrities? And then the pressure we put on our kids. There was an argument I heard Tim Keller years ago preach a message, I've never been able to track down the source where he was quoting actually an atheistic, Jewish, writer who said, "I Miss God because God used to bear the weight of all of those expectations, and with God being out of our culture now, we foisted them on each other." On our spouses, and I would argue on our children.

Carey Nieuwhof: And we weren't designed to bear that weight, we weren't created to bear that weight. So this is really fascinating and you do see that. As a pastor of a local church, being involved at Connexus, I can tell you, anxiety, depression, that seems to be like this whole generational thing I said is an inexhaustible issue. We are now doing at least two series a year at our church where we intentionally go down the road of anxiety, depression, overwhelm, stress, it is just, it's an epidemic and it seems to be a bottomless pit.

Haydn Shaw: Well, in that book 'Generational IQ', and actually the chapter on baby boomers, when that whole idea that psychology replaced theology. I refer to psychology as a bottomless pit because there's no therapy that ultimately answers the question of when am I done? And so if I'm spiritual but not religious, then I need to do mindfulness, that's a big thing in business now is mindfulness training and it's helpful. I find mindfulness, I find Saint John of the cross, and the contemplative prayer to be very helpful and frankly relaxing thing to do. I do it during the day and I do it when I can't sleep when my mind's running too fast. So I find that helpful. Here's the problem, if I can't do mindfulness right, then what's wrong with my inner child? And so now I got to go do inner child work to figure out why my inner child is messed up because I can't do mindfulness, right?

Haydn Shaw: But then when I get to my inner child, I find out that I had some parent parenting circumstances that weren't ideal and I've got some genetic neuroscience makeup that gives me predispositions, and so now I've got to go work on all of that, and when do I stop working? When does psychologists say you're enough, you're done, you're good? When am I no longer dysfunctional or broken?

Carey Nieuwhof: And how does theology answer that in your mind?

Haydn Shaw: You're going to make me cry? Theology says Merry Christmas. You are broken, I see that you're broken, I see that there's no amount of mending that you can do and therefore I need to sin in completely tangible form myself so that you have absolute proof, positive Christmas card present in your lap, in your face for all of eternity, that I made you, I love you, I restore you. Ultimately I will perfect you, and so you can chill a little bit. I don't want you to stop, you can't go lazy on me, but you can't unbreak yourself. Dave Matthews, the Xer jazz infused rock guy, he had a great song where he talked about broken stuff and another one where he said, bartender, give me whatever raised him from the dead after three days. I never thought the Dave Matthew said the answer to broken stuff buried in his sex infused Jazz lyrics.

Carey Nieuwhof: Yeah, I love Dave Matthews stuff, but that is very true and very profound. The Gospel really is the answer I believe that with my whole heart, because lots of self introspection and all you're left with is yourself. It's not much of a prize.

Haydn Shaw: Now, psychology is a wonderful handmaiden. Psychology gives great tools and great ... Yeah, psychology puts a tool belt on theology.

Carey Nieuwhof: I agree with that.

Haydn Shaw: Yeah, but it is a horrible master. It demands things from us that we can never come up with on our own.

Carey Nieuwhof: Yeah. Hayden, this is so good. So that's Gen Z, anxiety, depression on the rise. There was a big study done in 2018, this will air in 2019, and I know that it was interesting because it was study of all the generations and the most happy were the traditionalists, and happiness decreased by meaningful percentages in every generation until you got to a Gen Z. And Gen Z is the most technologically connected, YouTuber city and the whole deal they're on the most and they feel the least connected and the least happy. Now, some of them might be stage, I don't know. Teenage years are rarely fun years, but, well they are fun but you know what I mean.

Haydn Shaw: For a small percentage of people, they're wonderfully fun and the longterm unhelpful ways. But yes, for the rest of us we tried to figure out how we were going to cope with reality for the rest of our lives.

Carey Nieuwhof: Yeah. Okay, so let's take this further down the road. Sparks intention points in the workplace then as, like I'll give you one that's a very real issue on multiple teams I work with and talk to. Things as simple as grammar skills and written communication can be a flash point at work where the 40 something leader looks at the 23 year old leader and goes, you can't spell, what are some other flashpoints?

Haydn Shaw: All I could say Carey to that is lol.

Carey Nieuwhof: Yeah.

Haydn Shaw: And so suddenly abbreviations began I just did it today to a colleague older than me, I went BTW. And so there are certain things that have now made its way into informal I know you in email speak. But yes, one of the things, the conference board are groups that supports and study CEOs. So they discovered that while millennials have a number of strengths in team skills and other things compared to other generations, critical reasoning and writing were two of their lowest that organizations have to have, to focus on with the millennials. I do a lot with professional service firms and the amount of time that managers spend reviewing working papers so that it is generational friendly to the expectations of whoever they're sending you to.

Carey Nieuwhof: Why is that? Because I've seen that trying to help, and listen again, remember most of my teams over the years have been younger than me. I love it, I would hire all day long in that demographic so Gen z and millennials.

Haydn Shaw: And I want you to know I love millennials too, and not just because they're my kids. I love millennials because there's some wonderful things about them that go along with the irritating things about them. And I have been to be a real big fan of baby boomers, so I think there are wonderful things about baby boomers that go hand in hand with the irritating things and Xers you all got your irritations too.

Carey Nieuwhof: What are you going to do with us? I know. So what about, because the grammar is one thing, but the critical thinking.

Haydn Shaw: Well, in the US I there is a similar kind of thing, it is smart phones and text messaging. It makes them more informal speech, millennials are much more informal. Ripped jeans, younger Xers, ripped jeans it's kind of been informal. This is would normally be different now.

Carey Nieuwhof: Or the more holes the more expensive.

Haydn Shaw: Yeah, \$230 to have somebody rip your jeans well for you, it's a price tag to pay. And so the full bodied hug. When I was at a junior high middle school graduation party and three boys hugged my daughter in a full frontal hug I'm like, seriously here, have you not being trained on appropriate hugging in the

workplace? And millennials went back to much more informality than formality, and part of that comes up in dress code and part of it comes up in word usage and language. Why do I have to, why, there are a lot of really rich people who are wearing a hoodie to work, why do you expect this? And in the formality of language is the same thing, and so one of my, two of my sons were business majors and they had to wear a tie on Wednesdays, every Wednesday they had to wear a tie. They said, we need you to get used to what of your organizations may demand, and you had to write like you would for a 55 year old boss. It was smart for them to do that, to give people the ability to expand that.

Haydn Shaw: One more, here in the United States with No Child Left Behind and everything was tested, rubrics became the key thing. I have a template or a rubric for writing, and so my mother taught college freshmen and someone said, well, I need to have a thesis sentence two supporting descriptions and a concluding sentence. And she said, "No, you covered everything in your paragraph with two sentences, but the rubric I was taught was a four sentence minimum." She said, "Which is why your wordy, because you keep saying things long after the point's been made." And so the rubrics and I say that and all of a sudden millennials are like, that's exactly right. It took me a while to get used to quit writing as informally and to know what it looks like, and then to get out of rubric writing and there just wasn't the same thing around grammar. Whole language is a good way to learn language, but that whole idea of let's learn reading and let's think in terms of paragraphs instead of let's think in terms of grammar, most people don't know parts of the sentence and they don't know cursive.

Carey Nieuwhof: How is that related, or is it related to critical thinking? Because I think I heard you say that earlier and that's interesting because I think that's even, gone by Strunk and White or take a youtube tutorial, you can figure out what the period and the comma goes and what an ampersand is. But what about critical thinking? As a former lawyer, as somebody who went through law school, that is what completely reoriented my brain around critical thinking. And it was brutal at the time, but oh my goodness, decades later I'm so grateful for that training. But you said that seems to be a lacking characteristic and younger leaders.

Haydn Shaw: It's something that comes out of the educational system because you can only emphasize so many things. If you focus on, I don't know, drinking more water, then you're probably going to focus less on flossing. So most of us until we develop habits, and the educational system heard from the boomers we have got to have more team skills. So instead of what I heard in third grade, which was cover your answers with your elbow while you take the test, we began to do group projects. When I was growing up doing a group project was called cheating, today it's called life skills. Well, if you were, so when teamwork becomes the critical competency, critical reasoning which tends to be a more independent activity goes farther down the list. It's not that it's not thought, it's just is less prioritized.

Carey Nieuwhof: Right, because the group compensates for individual thought.

Haydn Shaw: It does, and it doesn't get measured as much. Not getting along with other people gets a higher, it gets corrected more often than not thinking critically. And so not getting along with people as a higher priority gets more correction. A teacher will go, "Hey, in our class meeting next Tuesday, let's write down your frustrations." They don't say, write down the other people who've been lazy in their thinking and then we'll discuss what they could do to improve.

Carey Nieuwhof: Are there ways that employers are discovering to imbue that sense of critical thinking?

Haydn Shaw: You bet. I was working with a megachurch, and their Xer leaders, and it's Xers around the world who bring this up more than anyone else, Carey. The Xers are probably the most frustrated with critical reasoning skills being lower. And that often comes hand in hand with independence. For example, here's what, and so I heard this in the largest bank in Costa Rica, I heard this in India, Chile and it's almost always Xer managers, middle managers who have the most direct contact who say this, "If I had time to go find them samples or templates of something I need them to do, I would have already done it myself. Nobody gave me samples and templates. They just said, 'Hey Skippy, go take this,' and I had to go figure it out. Why won't they go figure it out?" And then you go on glass door and you look at what millennials say about their manager and they'll say stuff like, "Oh my boss is so helpful. I have a question and they give me ideas and guidance." My boss is a jerk, I asked for help and they tell me to figure it out.

Haydn Shaw: So I'm in a pharmaceutical sales company, and the salespeople are like, "This is exactly how it is they're making me crazy. Critical reasoning is one of our key competencies we're emphasizing." I said, "Well great, you need to be really helpful 80% of the time." And then 20% of the time you need to clearly declare that we are working on critical reasoning skills and you've got to figure this one all out yourself. There'll be no help, but you will evaluate their work before it is shown to be inadequate and it causes problems. So if you've got a question, come in and see me. I may not be able to give you a half hour, but I can give you seven minutes to give you my thinking on how I'd approach it, give you some templates or some guidance. But in these four projects, you're completely on your own because we need to also grow critical thinking skills, and therefore I'm going to give you no help. You can go ask other people. You can go check out the internet, you can go to a conference, but you my friend are on your own.

Carey Nieuwhof: Wow, okay.

Haydn Shaw: It's what we clearly declare it so people know how to interpret a different moray. "Why are you being such a jerk to me?" I hear millennials say that even in church staffs, "My boss didn't have time for me." No, your boss believes that you ought to be able to figure this out on your own. And they roll their eyes and go, they've done this 10 times, I'll spend four hours figuring it out on my own, and they could give me three examples and it'll take me an hour. Why would I waste that kind of time when I'm just guessing what they want?

Haydn Shaw: And when you look at that, take video games. My kids would buy a video game, they'd save, they pool their money. They need chores, they'd save their allowance, they'd take birthday gifts, go buy a 60 buck video game and then go pay \$15 because I'm old and they're old. They go pay \$15 and by the Cheat Code Manual. 75 bucks to get a video game, and then they would complete it by the end of the day and say I'm bored. Why did you buy the Cheat Code Book? And they would stare at me like I had asked them, I don't know to take off their own arm. Dad, if there are cheat codes, you would be stupid not to use them. Yeah, but your board the whole rest of the week. But they built in cheats when they designed the game, if they're there, you're like morally obligated to go find them. And so that's in essence what millennials are saying it, these are saying to their boss, there are cheat codes you know secrets on how to do this. Only really selfish jerky people don't show friends the cheat codes.

Carey Nieuwhof: Right.

Haydn Shaw: You can see how those two things of teamwork versus critical reasoning really pull against each other even in the way different generations evaluate their managers.

Carey Nieuwhof: Yeah. And to that end where there's tension. So let's talk about older bosses dealing with younger workers and then younger leaders dealing with older leaders. What are some tips on managing tension in the workplace?

Haydn Shaw: Well, there are five steps.

Carey Nieuwhof: Great.

Haydn Shaw: The first one is just to acknowledge. I think this might be generational, or to add to it from our earlier part of our conversation, I think this might be life stage. I don't know why aren't they loyal? Well, because boomers are loyal, boomers had 13 jobs. They just had most of them in the first 10 years of their career. And so once you get 45 you're at a stage in life, you've got middle schoolers. Middle schoolers will not let you relocate. They'll take you to therapy in their thirties and go, you made me leave the greatest love of my life. We had the best two weeks of my life to go, you know how junior high love is, we had the best two weeks of our lives. And if you would've just given it three more weeks dad they would've been broken up, but you made them relocate, and so now they'll hate you forever. So many parents are like, rather than go through the grief, we'll just wait until they get out of school.

Haydn Shaw: We're in a stage of life where moving is not something we're into, and then we evaluate people who are in a stage of life where moving is something that you do in your 20s and were like, "I don't know what's wrong them." They're in the stage of life when people move around, but we take it personal. And so that's one of the biggest things, they go wrong we don't acknowledge. I think this is life stage, I think this is generational.

Carey Nieuwhof: Okay, so that's number one. What's number two?

Haydn Shaw: Number two is, appreciate the differences rather than just acknowledge them. So acknowledging is, "Yeah, I looked online and it says you're like this and I'm like that." But you can also say that with a bit of tension in your voice. "Yeah, millennials they don't get at all settled down until their 30s. I guess we're going to have to put up with it." Or you could look at it a completely invigorating time alive where if you can adjust the way you do it and be good with emerging adults, you can pretty much have your pick of the best ones.

Carey Nieuwhof: Yeah. One of the questions I ask a lot of all staff, but particularly younger staff, because when you're reaching two or three decades down, it's a long reach some days. I'm like I'll just ask them, how can I help you win? Like what do you need to succeed, how can I help you win? That question seems, it seems you could ask it every day.

Haydn Shaw: It is a wonderful question and hey, what the research shows is the best managers for people in emerging adulthood that 18 to 28 years of age are the ones that allow them to listen out loud. In the episode that episode 69, you said, what's the biggest thing you learned right in the book that two text messages a month from somebody not their parents cuts the dropout rate from church in half during 18 to 23, and same thing. An adult other than their parents they can think out loud with, which means they're going to say to you, I don't know about this, I don't know. Here I am 24 in an organization and you hired me to make the marketing more socially and media friendly and no one around here will do any of the things I asked them to do. I need podcasts, I need video pieces, I need, nobody will do it. Well, yeah, we hired you to make it more social friendly as long as nobody had to do any extra work. I know what am I supposed to do with that?

Haydn Shaw: And so if they can't talk out loud they'll just go, "Yeah, it's fine." Now when, I guess if people could get to me more responsively, what they really want to say is, I don't know if I want to work here anymore. And then you can say, "Oh, I'm having flashbacks. I remember the second year I had to sit at the card table in the meetings because all the older people got to make all the decisions and I got to sit there at the card table and watch them, and then about seven years later I got to sit at the Big Table, but I was asked not to say anything until I was called on. Yeah, I remember thinking to myself, I'm going someplace else this is ridiculous." And then they're like, "Oh really? Well why'd you stay?" Well, I stayed because, and you begin to have an appreciation conversation rather than, "Oh, I heard millennials are not that loyal."

Carey Nieuwhof: Right. Okay, that's really good, what's number three?

Haydn Shaw: Number three. Once we appreciate each other, then we quit using generation or life stage differences as a bit of an insult or a lever. Carey I want you to know you're really good for an old guy, you even write chapters about staying relevant, but you're still older man.

Carey Nieuwhof: That is never a compliment.

Haydn Shaw: Yeah, it really isn't, or as one boomer said to me, I know my Xer, my young Xer employees mean it as a compliment when they say, "Oh, this is so much like working with my mom." But it makes me crazy because I like to think of myself as young and relevant, and they make me think of myself as almost out the pasture. And they mean it as a compliment, talking with you is so easy, so easy going. It's just like I'm at home. But that's once we appreciate those differences were like, yeah, that would probably bug people.

Haydn Shaw: And so then we move into flexing, once we appreciate we can flex, until we appreciate we don't flex. Let me get religious on you even for your business leaders because we all know that one of the instructions in the Bible is the bear with one another. And flexing sounds like we're talking about bearing with. And there's two ways people say they bear with. I don't like you, I don't like much about you, but God says I have to love you and so I'm going to bear with you. But if given three magic wishes, all of them would be to change you because you're all messed up. That's not bearing with, that is gritting your teeth and putting up with another person and pasting a theological label on it. In the workplace we do it with, you know what? It's all about collaboration even if you have to collaborate with idiots.

Haydn Shaw: So there's a secular as well as the theological version of that, bearing with is where we say, you know what? We are never going to be alike, we are never going to say this the same way, so how do we flex the most so that people can get happy? What can we do, as you said, what's your win? How do we make it a win? I don't know. I can give that to you without making it not a win for them. Oh really? Yeah. One large organization I know tried out, they said, well, let's try Slack. An alternative for those who've not heard of it, for Outlook. And they just decided, you can choose whatever you want. So everybody under 30 chose Slack and everybody over 30 chose Outlook and now they have a communication disaster because they tried to over flex.

Haydn Shaw: You can't get everybody all the wins they want. And then step four is leverage. See, flexing allows us to go solve the problems, leveraging allows us to get beyond the problems. Leveraging is where we begin to make money, leveraging is where we begin to get better, leveraging is where we reach a whole new market, where we reach a whole new people that we haven't been able to reach if we're a nonprofit or a church. And so leveraging is where we say, "Hey, by the way, what would we have to do if we were going to be better in our social?" I don't know that we want to do it, but what would we have to do?

Carey Nieuwhof: So this is where you leverage the strengths of each generation, what do you bring? How can we, how can we turn that into a win for everyone?

Haydn Shaw: And I'm not going to tell you Carey, unless I believe you will, like my strengths and are willing to put up with my weaknesses. So unless you've made it possible for me to say, I know I'm not that good at this, but I can really help here. And

you can say, well that's great. We still need you to work on your writing, but we're really glad for this. And by the way, you have any ideas, why our younger boomer salespeople aren't getting any traction with 25 year old decision makers or gatekeepers, the decision makers in the sales world? Yeah, because they write a page and a half email and nobody wants that anymore. They don't know how to write email that younger people respond to. Well, could you help me? Yeah, sure. I have to cut all of that out? Yes, you just, this is not Moby Dick calm down, you put a brochure into your email. Well, I know you have to have seven points of differentiation. No you just need to build trust and be friendly.

Carey Nieuwhof: Okay, so that's good. Anything else?

Haydn Shaw: You Bet. Now, remember how we said in flexing that sometimes we can over flex?

Carey Nieuwhof: Yeah.

Haydn Shaw: Step five is, step five doesn't apply all the time, but with the 12 generational sticking points in the book sticking points, about half of them you can flex and that solves them. Once you re-adjust our communication style, lets re-adjust our expectations about loyalty. But some of them like meetings, we can't have four different meetings. Oh wait, is Xer meeting today this week, or is it boomer meeting styles this week? You just kind of have to pick a middle ground flex until you hit a spot where you have to balance the wins to use your words. You've got to balance the wins and then once you balance the wins you can go, "All right, we resolved it." The resolution makes a whole lot more sense when it's, "Fine, I know that some of you boomers think being on our phones is rude, but if we don't do an ice breaker again for a year, we promise we won't look at our phones." If you make us do another icebreaker when we may have to identify our fr ... most lack our personality, we're pulling our phones right back out.

Carey Nieuwhof: Yeah, fair enough. Fair enough. This is really good Hayden, people are going to want to learn more. Tell us about your books and where they can find you online. What are the one or two books, because you've written a bunch, but what are the one or two that can really zone in on this stuff?

Haydn Shaw: A couple of things Carey. The first one is if you go to peopledrivenresults.com, I made a short video course. Seven, seven minute videos on how do you cut your generational turnover in half. So because everybody wants to know about millennials, four of them are on many of the things we've talked about here. How do you motivate? How do you do, what do you do with boredom, how do you do critical reasoning? So I go into more depth there. So that's free, anybody can get that. The 'STICKING POINTS' is the book written for organizations in general, 'Generational IQ', Christian has that dying millennials aren't the problem and the future is bright as written for a religious organization. So both of those, and then I do a podcast with the millennial called the consultant in the millennium, and we look at all kinds of organizational texts and interview some

people. But mainly just talk about what do you need to know at different stages in your career to be successful?

Carey Nieuwhof: Hayden it's been so good to have you back. Thank you so much for pouring into leaders again today, appreciate it.

Haydn Shaw: Hey, I love those leaders.

Carey Nieuwhof: Well, if you enjoyed that, and I'm sure you did, you'll probably want more. So everything we talked about is in the show notes. You can head on over to CareyNieuwhof.com/episode254, or go to leadlikeneverbefore.com and just type in Haydn Shaw, and you'll find the show notes pretty quickly that way as well. Also, remember you've got an incredible opportunity to jump in on the Pushpay summit for virtually half price. Okay, so it's going to tell you it's \$159 per person, but on checkout, if you use the coupon code, Carey, C-a-r-e-y N, Carey N, that will bring your registration costs down to \$89 per person I would love to welcome you along with Patrick Lencioni, Nona Jones, Cheryl Bachelder, Clay Scroggins, Bobby Gruenewald and so many others. May 22nd-23rd we're going to get hyper practical on really how to equip your church for the future at the Pushpay summit. Would love to have you there. So head on over to pushpay.com/summit and use the coupon code CAREYN to make sure you get you and your entire team there before it's too late.

Carey Nieuwhof: Well next week we are back with a fresh episode coming up. Well we got, I haven't done like a preview for a little while. So who do we have coming up? Well, in the near future we have Nona Jones, the aforementioned Nona Jones. We also have Horst Schulze say founder of the Ritz Carlton. Les McKeown is back, Sean Cannell of YouTube fame, Ken Coleman, Margaret Feinberg, Michael Hyatt and so many others, but next week Os Guinness. Os Guinness is a name a lot of us know, and yeah, we're going to talk about the decline of America, the current crisis and how Christians can move forward in a post Christian culture, here's an excerpt.

Os Guinness: Take one difference. The military evolution has a biblical anthropology in its heart. Now, there's realism about the abuse of power and fallen nature. So you have checks and balances. From the old testament Kings, priests, and prophets. And the prophets were the social critics holding the priests and the king's feet to the fire in terms of the covenant. But you can see James Madison coming from Witherspoon of Princeton his notion of human beings fallen, and they seem checking ambitions, separation of powers, checks and balances. The French Revolution was decisively and that the Chinese one too, Utopian. When Utopian revolutions lead in each case to a reign of terror and anything but what is architects hope for.

Carey Nieuwhof: Subscribers you get that absolutely free, and you can subscribe for free wherever you get your podcasts, and thank you to everybody who leaves ratings, reviews, and sharing this with your friends it means a world to me. Thank you so much for the comments and thank you for the encouragement,

I'm really so grateful for you. Well that does it for today. I can't wait until next time and in the meantime, I hope our time together today has helped you lead like never before.

Announcer:

You've been listening to the Carey Nieuwhof Leadership Podcast. Join us next time for more insights on leadership change and personal growth to help you lead like never before.