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I can't believe it is December and I'm busy putting up the Christmas decorations. Didn't I take them down just a few months ago? Time does fly.... regardless of whether you are having fun (or not!).

I hope that you are able to take some time off to spend with family and friends. And don't forget to put your plan together for the New Year! Joe and I will be taking the week off between Christmas and New Year's to focus on our 2016 plan. Hope we'll have the opportunity to connect with you in some way during this next year.

Kristin

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WHY BOOMERS AND MILLENNIALS ARE MORE SIMILAR THAN YOU THINK

I am so over hearing Boomers moan and whine about millennials in the workplace and how different and difficult they are to manage. There are actually many more similarities than differences:

Sure, they are digital natives and know more about technology than I do. But that's actually a good thing, especially when I can't figure it out. Just ask, and they will be delighted to help you.

Yes, they are more connected through [social media](#). They also value face-to-face time – just like I do – but they are more particular about whom they choose to spend their time with. I could take a lesson from that playbook and be more discerning about who I hang out with.

Boomers say millennials are “needy.” No, they just ask for what they want: More frequent and specific feedback, coaching, and professional development opportunities. Gee, that sounds good to me too. Serve me up a dollop of being managed effectively!

And while you're at it, you might as well show a little appreciation as well. Say “Thank You” once in a while. Smile. Be nice. So what's wrong with a little appreciation in the workplace? I think the millennials are onto something. Why work in a toxic environment?

Millennials want what I want – they are just more vocal and insistent than us [Boomers](#). The way they want these outcomes may be a bit different, but that’s diversity in action. They bring fresh ideas and insights to the table.

So let’s stop focusing on what’s different. Let’s appreciate and take advantage of the similarities of our team members. Walk around the office. Be friendly and open to new ideas.

UNHAPPY MANAGERS COST ORGANIZATIONS BILLIONS: TIPS FOR MANAGERS TO COPE

- by Joe Sherren

Survey after survey has shown that, in general, 65 percent of employees are not satisfied with their job. Recent [research conducted by Right Management](#) showed that only 35 percent of employees indicated that they were either “satisfied” or “somewhat satisfied” on the job.

It gets worse. A global survey on worker engagement, by the pollsters at [Gallup](#) reports: Only 16 per cent of Canadians are engaged in their work, 70 percent are not engaged and 14 percent are “actively disengaged.”

Employee dissatisfaction influences the number of sick days, attrition, stress, and increases the number of grievances and complaints. This costs businesses and organizations billions. We know that unhappy employees are a big concern for organizations – but what if that employee is the manager?

Research shows that almost 75 percent of employee dysfunctional behavior is caused by their immediate manager.

When the boss is unhappy, it not only affects their own performance but the productivity, health, and relationships of the whole team.

If, by some chance, this is you, start by understanding what is making you unhappy. Determine the source. Is it the job in general, the work that you do, or the people you are working with?

Sometimes managers — especially new managers — are not happy with the people they have been assigned. This is frustrating because these new managers had no input as to who would be reporting to them. While it is natural to compare people to other high performers, not everyone is an “A player.” A manager’s job is to coach their people to become “A players.” So what can an unhappy manager do to make this situation better?

- When staff behavior is not in alignment with your expectations, assume positive intent — people are trying to do the best they can, but something is getting in the way.
- Be patient and accept those employees with less judgment.
- When managing new people, do not compare them to others you have worked with.
- Invest the time to hear “their story.” There may be issues you may not be aware of.

If it is the role itself you dislike:

- Be prepared to modify your expectations. You were promoted for your leadership potential. Initially, you may be required to perform non-management tasks, but this too shall pass.
- Often the dissatisfaction is caused because you are not familiar with the job itself and cannot perform it as well as you would like. Realize that as you get more

experience, the job will become more comfortable for you. Stick with it and enroll in training programs to become more proficient.

- Restructure the job to make it more congruent with your talents.

If you try these strategies and are still unhappy, there are three possibilities you should seriously consider:

- You are probably in a job that you just do not like. Find something that you have more passion for. Life is too short to be doing something you dislike.
- Engage a professional consultant who can offer scientifically validated assessments to determine your true talents. Then find a job that will leverage these talents.
- Develop a plan to find your “dream job.” Go back to school. This could result in making less money, but it will be worth it in terms of health, [happiness](#), and personal success.

My question for managers this week: “What is your plan if you do not love coming to work everyday and are feeling unhappy or stressed?”

HOW TO SELECT A PANEL MODERATOR FOR A PANEL PRESENTATION

When I talk to my clients about where they source their panel moderators to facilitate a panel discussion at a meeting, conference or convention, I’m not surprised:

Their replies are usually along the lines of:

- They are a local celebrity/newsperson
- They are well-known in our association
- They are a nice sponsor who needs a little visibility to be happy
- They are a member who offered to put together a panel
- Someone mentioned that this person would be good
- I “Googled” it
- One of our speakers volunteered to do it
- We don’t have panel moderators; we just put on a panel expecting a great conversation to ensue!

The key to a successful panel is in the careful selection of the panel moderator. Based on the meeting sponsor’s vision and direction, the panel moderator brings the session to life: often selecting and prepping the panelists, determining the format to ensure a lively and informative conversation and having excellent facilitator skills to keep the conversation focused and moving along.

And yet, I am astounded to hear meeting organizers telling me that they rarely vet the panel moderator. Why wouldn’t they put the panel moderator under the same scrutiny as they would their mainstage speakers?

So next time you want to “hire” a panel moderator, perform the same kind of due diligence you would for your mainstage keynoter:

- Assemble a list of potential candidates – and don’t forget to aim high! It’s great to Google the usual suspects, but you can also look to a reputable speakers bureau to help you find just the right fit for your audience. (Full disclosure, I am available to be on that list!)

- Check the credentials. Have they ever moderated a panel before? Just because they are a nice and/or famous person doesn't mean they have the skills to facilitate a robust panel discussion.
- Verify. Beware of the people you think should be able to facilitate a conversation; they may be fabulous at reading from a teleprompter and lousy at impromptu performances. Ask for and check their client references and see if you can catch them in action.

If you can, see if they have any video uploaded on YouTube. How interactive are they? Is the tone conversational? Is this person going to be effective with your audience?

If possible, see if you can get invited to see the person in action at an upcoming event. Sometimes, that's just not possible (distance gets in the way or the other client doesn't want you to listen in), but it never hurts to ask!

- Listen to Your Spidey-Sense. If it's hard to find good video or to see them in action, then rely on your intuition – using a few indicators of success:

When you initially call to see if he is available, he should ask you good, open-ended questions about the program, the objectives, the people in the room. He should probe deeper where appropriate – and don't be surprised if some of these questions make you think. That's what good facilitators do.

When you ask about her experiences, she is able to share several instances where she has moderated a panel before – and possibly with the same kind of audience. When a moderator is able to rattle off several similar experiences, you know that she is facilitating more than one or two a year!

Ask him about what kind of preparation he typically puts into moderating a panel discussion. Listen carefully for cues that this person will be attentive to the real issues your audience cares about e.g. researching the topic, reaching out to the panelists to identify the key issues, reaching out to the attendees through interviews or [social media](#) to get a sense for what they believe the real issues are and making sure the format is entertaining and impactful. If he says “not much” then I'd take a pass. He may be a font of information about the topic, but you would probably be better having him as a panelist than as a moderator.

Ask her about how should would go about engaging and involving the audience. You're looking for more than “Q&A at the end.” See how innovative your panel moderator can be!

- Technology. Many meeting organizers have selected an event mobile app. Your panel moderator should enthusiastically support the use of the official app by taking online polls, crowdsourcing questions, sharing panelist slides etc. And if you don't have an event mobile app, a savvy panel moderator will share some ideas about how to bring technology to the event – if appropriate.
- Add More Value. Just like speakers, panel moderators can add more value than just moderating the panel. They can engage the audience beforehand and reinforce the key messages after the event.

You have way too much at stake to allow just anyone to moderate your panel discussions. Before you say “yes” to that usual suspect, check him or her out. You'll have a higher probability of making the panel extraordinary!

For more resources on panel discussions, make sure to check out this [knowledge vault](#) which is chock-full of customizable checklists, worksheets, templates, agendas, sample emails, video interviews and webinars with industry icons and professional moderators.

FROM THE BOOKSHELF: Simple (but not easy) Recipe to Grow Your Business

By, Gino Wickman

When a CEO and client of mine said, "Hey Kristin, you absolutely must read this book," I immediately ordered my copy on Amazon. I flipped through the pages and saw an assessment/checklist right at the beginning along with a visual model called the Entrepreneurial Operating System (EOS). I then started reading and I was hooked.

It's simple and practical advice to grow a small business into a big business, without too many Dilbert words or crazy ideas. The principles, system and tools are based on sound business practices that are simple (but not easy!) to implement. It kind of reminds me of Verne Harnish's [Scaling Up: How a Few Companies Make It...and Why the Rest Don't \(Rockefeller Habits 2.0\)](#), but this book feels more chatty and less intimidating.

I particularly enjoyed Chapters 2-3 which talks about building a true leadership team and the vision it will take to grow the company. Just taking your leadership team through these two chapters and having a frank, robust discussion about the topics and questions sounds like it would be well worth the investment of time and energy.

UPCOMING WEBINAR/VIRTUAL PANEL

Building an Emotionally Intelligent Team

Thursday, March 24, 2016

Team emotional intelligence is more complicated than individual emotional intelligence because teams interact at more levels. You may have a team with emotionally intelligent members – but that does not necessarily make for an emotionally intelligent group.

In this virtual panel webinar, professional panel moderator and team expert, Kristin Arnold, along with [Scott Halford](#), an expert in emotional intelligence, and communications skills expert [Pamela Jett](#), will discuss what it takes to build an emotionally intelligent team.

If you have a good team and want to take them to greatness, then this webinar is for you!

[Register here](http://www.ExtraordinaryTeam.com/webinar-series/) today at www.ExtraordinaryTeam.com/webinar-series/

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