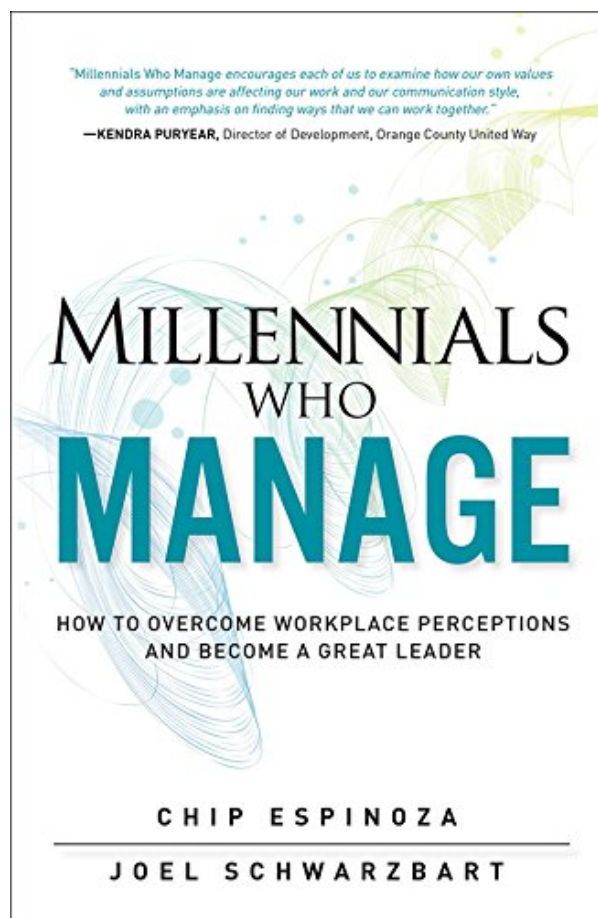


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HOW TO OVERCOME WORKPLACE PERCEPTIONS  
AND BECOME A GREAT LEADER

CHIP ESPINOZA

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JOEL SCHWARZBART

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## Review

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“After working with Chip for half a decade on the topic of Millennials in the workforce, he never fails to deliver new insights, useful coaching, and overall value to everyone who is participating in the multigenerational workforce. He has been able to tailor the message to each segment in a respectful way right when they need it, and *Millennials Who Manage* is a great addition—again—right when they need it. Most workers don’t wake up in the morning looking for ways to derail their career, but in fact they do just that. The multigenerational workforce is wrought with challenges, and Chip’s expertise on the topic is unmatched in navigating the workplace of the present and the future.”

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Reflecting their extensive enterprise consulting and research experience, the authors show how to transition more smoothly into management. You will gain insight into earning the respect of peers and “elders” that you are now leading, as well as your manager. You will discover you can achieve success your way, without compromising who you are or becoming someone you are not.

You’ll learn management skills that arguably come naturally to Millennials. Prepare to explore what really motivates Boomers and Xers whose formative experiences were different from yours and how to guide them beyond today’s unhelpful stereotypes about Millennials. You’ll also master the specific management and leadership competencies you need most right now—whether you’re moving into frontline management or the CEO’s office!

Generational workplace differences: facts and fictions  
Separating myth from reality in multi-generational workplaces

Overcoming reverse ageism and “stereotype threat”  
Getting past the unfair generalizations that hold you back

Developing your personal leadership perspective...  
...and successfully putting it into practice

Mastering the 7 toughest challenges that come with transitioning to management  
Understand new relational dynamics, unlock motivation, take responsibility for the work of others, establish accountability, get heard, and be taken seriously

- Sales Rank: #290628 in eBooks
- Published on: 2015-09-21
- Released on: 2015-09-21
- Format: Kindle eBook

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#### Most helpful customer reviews

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What Millennials must be as well as do to develop high-impact leadership and management skills

By Robert Morris

As Chip Espinoza and Joel Schwarzbart explain, "The challenges of leading in today's world have caused, if not demanded, a shift in how we approach leader development. The primary focus of the leader is now on the self because it is the nature and presence of the leader that most impacts an organization. Technical skills serve as the price of admission in leadership, but leading effectively depends on how well you negotiate the emotional and relational processes of what many refer to as both science and art."

I agree with them as does Frances Hesselbein who suggests that CEOs in this century will face challenges "that have everything to do with monitoring the quality of leadership [at all levels and in all areas of the given enterprise], the work force, and relationships." Espinoza and Schwarzbart wrote this book primarily for Millennials (those born within the 1980-2000 timeframe) who have been or will soon be entrusted with management responsibilities. (Be sure to check out Espinoza and Schwarzbart's discussion of "Generational Differences: Fact or Fiction" in Chapter 6.) I was fascinated to read FORTUNE magazine's latest "40 Under 40" list (October 1, 2015 issue). These 40 now serve as role models for countless young men and women who are preparing for or have only recently embarked on a career in business and aspire to achieve comparable (if not greater) success.

I also think this book will be of substantial value to those who supervise Millennials. When Espinoza and Schwarzbart surveyed older workers and asked them "What is the downside of being managed by a Millennial?", the second most frequent response was "dealing with their immaturity." Of course, however defined, "immaturity" is in the eyes of those who allege it. My own experience is that many of those perceived as being immature tend to view many of their elders as "over the hill." I agree with Espinoza and Schwarzbart: "Overcoming negative perceptions has more to do with you learning about you than with others changing their opinion of you." I presume to add that, with rare exception, those who are most effective in managing perceptions (theirs and others') are also most effective in other dimensions of management.

These are among the several dozen passages of greatest interest and value to me, also listed to suggest the scope of Espinoza and Schwartzbart's coverage:

- o Learning as a Way of Being, and, Managerial Leadership (Pages 4-6)
- o Stereotypes and Generalizations (6-8)
- o What Do You See as Positive About Being Managed by Someone Under 35, and, as Downside? (13-15)
- o The Concept of Dignity as a Mind-Set (21-24)
- o The Desire to Please Your Boss (28-30)

- o Organizations by Nature Exert a Powerful Force Against Self-Differentiation (34-35)
- o What Does It Mean to Be Authentic? (38-39)
- o The Challenges of Being Authentic When Transitioning into a New Role (43-45)
- o The Maturation Perspective (47-48)
- o The Life Course Perspective (48-51)
- o Defining the Generations (52-59)
- o Identifying Biases in the Conference Board Results (71-72)
- o Something Else Going on Besides Just Overconfidence (73-75)
- o Millennial Manager Survey (80-87)
- o Managerial Leader Competencies Needed for Managing Millennials (95-98)
- o The Biggest Challenges Millennials Report Facing in the Workplace (98-101)
- o Challenges Created by Perception (101-104)
- o Managing Millennial Teams (106-108)

I agree with Chip Espinoza and Joel Schwarzbart: "Whether you are leading people who are older than you, younger than you, or peers, it is important to understand that people are emotional beings. In all of our research, whether in talking to young or older employees, the theme of respect surfaced -- the need for respect and the need to be respected. We would like to extend the conversation beyond respect to the concept of dignity." For me, the key point is that, whether Millennials are managers or being managed, leaders or followers, they have fundamental human needs and dignity is among the most important to them but they must others' respect and trust. In Leadership Without Easy Answers, Ronald Heifetz observes, "A leader earns influence by adjusting to the expectations of others." Many of the Millennials I have observed don't even know what those expectations are.

Millennials who manage others and aspire to become a great leader must first manage themselves by developing self-regulation so they can act in their own long-term best interest, consistent with their deepest values. As quoted earlier, "Overcoming negative perceptions has more to do with you learning about you than with others changing their opinion of you." In essence then, self-awareness leads to self-regulation that, in turn, nourishes personal growth and professional development. For them as well as for those to whom they report, this is a "must read."

0 of 0 people found the following review helpful.

I go to work thinking "Holy crap, when will the directors understand  
By SecretReviewer

Wow. As a "Millennial" who currently works in a very, very, VERY hostile environment, I've gotta say that this book really hit home. Every day, I go to work thinking "Holy crap, when will the directors understand," but this book has given me some additional ways of thinking to help making my work life easier.

If you're a millennial, I recommend reading this book. If you're older, I still recommend reading this book. The author writes in a very neutral stance and is able to provide "both" sides.

0 of 0 people found the following review helpful.

I would recommend this book to anyone in the workforce  
By Amazon Customer

Although I am not a Millennial (by a long-shot), this is the third book I have read in this series. I have gone from complaining about Millennials to wanting to understand them, and now from this book, appreciating them by seeing the view from the other side. I would recommend this book to anyone in the workforce, management or not, as it contains great advice . . . regardless of your age.

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Millennials are rapidly filling executive and management roles at all levels. If you're one of them, you're

probably managing not just your peers, but also Boomers and Gen Xers who've been around forever. Now, Chip Espinoza and Joel Schwarzbart have brought together all the practical advice you need to succeed—and all the insights other executives and HR leaders need to help you succeed.

*Millennials Who Manage* is radically different from most books on Millennials in the workforce. First, it's not a conversation about you: it's a conversation with you. Second, it offers step-by-step, research-based guidance that works.

Drawing on their immense experience consulting on Millennials in management, the authors show how to be both authentic and successful...how to deliver outstanding performance, providing what older workers want and what your peers need... how to get respect, get heard, and build powerful relationships... and how to get to the next level, and the level beyond that !

#### About the Author

Chip Espinoza, Ph.D., is the coauthor of *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce* and *Millennials@Work: The 7 Skills Every Twenty-Something Needs to Overcome Roadblocks and Achieve Greatness at Work*. He is also the Academic Director of the Organizational Psychology program at Concordia University Irvine.

Chip keynotes internationally and across the country on how to create an environment in which Millennials can thrive. Chip is a leading expert on the subject of generational diversity in the workplace. He consults in the civic, corporate, and non-profit sectors.

Chip has authored several articles on the subject of leadership and is the go-to person for news agencies on the topic of integrating younger workers into organizations. He is a content expert for CNN on the subject of generational diversity in the workplace. He has also been featured on Fox News, CBS Radio, and in major publications. Chip was named a Top 15 Global Thought Leader on the Future of Work by the Economic Times.

Joel Schwarzbart, Ph.D., received his doctorate in Social Science from the University of California at Irvine, where he studied Social Network Analysis. He teaches Organizational Behavior at Cal State University, Fullerton and has been studying the impact of Millennials on the workplace since 2006. Dr. Schwarzbart co-developed the Generational Rapport Inventory to measure strengths in managing across generations.

Well, publication *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader* By Chip Espinoza, Joel Schwarzbart will make you closer to just what you are prepared. This *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader* By Chip Espinoza, Joel Schwarzbart will certainly be constantly excellent pal any time. You could not forcedly to always complete over reading a book in short time. It will certainly be just when you have leisure as well as investing couple of time to make you feel satisfaction with exactly what you check out. So, you could obtain the significance of the message from each sentence in guide.