



Leadership coaching – leading and the young Generation Z

Currently the digital generation joins the labour market. This generation places different requirements and demands on today's work environment. That raises major challenges for managers.

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The digital generation that is now thronging its way into companies is different. It is highly performance-oriented; its use of digital means of communication is a given. Using multimedia when en-route is routine. A generation that regards itself to be on an equal footing, even if know-how and work attitude still need to be developed. The young professionals and academics set out with confidence to clear away the old stereotypes.

Giving feedback to your boss, also unsolicited, is a given. What's wrong with doing private internet research, organising and communicating on the side. Business messages by SMS, voicemail: yes of course. Working according to your bio-rhythm and not necessarily only 8 hours but as the work needs is no problem. Ready for work at home with a home office and Team Viewer and Skype: also ok. This is a generation that

doesn't make such a clear distinction between work and private life, but is still very interested in getting a good work-life balance. A generation that has learned early on to decide for itself and often approaches work in an adventurous and experimental way.

Generation Z will intensify the trend to place considerably more value on flexibility and also the flexible design of everything that has to do with an orderly and structured working day. The approaches ascribed to Generation Z are:

- › marked impatience
- › career steps are expected sooner
- › completely active virtually
- › ready and willing to take on leadership tasks in projects, sub-projects or teams (even at an early stage)
- › self-confidence and ambitious

informing, coaching: these are the key terms to effective management. People Leadership increasingly means consulting with people, agreeing targets and rules of the game, designing the flow and offering challenges for development. Regular advisory monitoring of work statuses and work results in dialogue with the individuals or the team is the foundation for the targeted motivation of others. The younger generation no longer regards management as an authority that decides, but as an authority that ensures others are capable of action.

Management designs the workflow and the psycho-social flow and should be supportive to the networking.

Important rules:

- › Give scope for creativity, responsibilities and be available in an advisory capacity
- › Enable decision-making authority according to ability
- › Be active as a coach and offer challenges
- › Make provision for mistakes, be ready to remedy these or, if possible, to absorb them in good time
- › Be technologically up-to-date with digital communication media
- › Allow social media, with clear rules
- › Get involved with social media

What does this mean for the management?

Being a manager combines the art of advisory structuring paired with high trouble-shooting competence.

Giving structure, communicating,



- yourself
- › Organise the regular exchange with individual employees to give advice and be informed about the current work status
- › Define clear roles and decision-making structures and substantiate them
- › Offer scope for private sphere
- › Ask actively for feedback and be relaxed about unsolicited feedback

- Qualification offers
- Tolerance for mistakes or errors when attempting to improve or to change

› **Performance-orientation**

- Performance-oriented remuneration
- Management with goals
- Transparency of data
- Recognition und promoting by the organisation

and requirements of other divisions in the company

- Feedback from the results of work
- Feedback as a fundamental approach

2. Concentrate on working on the system – overview rather than work in detail

Delegate and give advisory support: these are the key terms. Try to do as few specialist tasks as possible because that is seen as frustrating and not as being a help. (see fig. 1).

The manager as coaching leader

Below you will find some hints as to how you as a manager should organise your leadership tasks, in order to manage the Generation Z with Leadership Coaching:

1. Organise your actions according to the following principles:

› **The transfer of meaning**

- The importance of the work and its results for the user
- The importance of the work and its results for the person carrying out the work
- Entrepreneurial value of the work
- Moral or ethical value of the work

› **Involvement**

- Involvement in the goal-setting and decision-making processes
- Participating in one's own work and working environment
- Profit-sharing (material/ idealistically)

› **Scope for creativity**

- Possibilities for change and development



Fig. 1: Concentrate to work on the system

3. Pay attention to structural elements that ensure that results are created

- › Ensure goals are set, both in teams and individually.
- › Make sure comprehensive information is available.
- › Ensure standards are set and performance transparency.
- › Establish controls to monitor the results.
- › Ensure that work is carried out in teams as much as possible.
- › Use digital communication tools.
- › Create a sophisticated intensive meeting-management.

Types of meetings that are important and should be a fixed and planned component of everyday management:

- › Departmental meetings, divisional meetings to provide updates and exchanges of ideas
- › Regular weekly meetings to monitor the workload
- › “Jours fixes” to give coaching support to individuals or work groups
- › Target meetings to define and attain targets
- › Project meetings, work group meetings to process specialist tasks
- › Ad-hoc or stand-up meetings for rapid information exchange and/or problem-solving

Bear in mind: the minutes are not the important thing but bringing people together in order to achieve results, so have as little formal ‘minutes-taking’ as possible. Have you considered if it would be enough to photograph really quickly notes on the flipchart with your smartphone and send them to your team?

4. Your important management tools

- › Clear system and setting of goals which are adjusted flexibly (quarterly review).
- › Organised and team-oriented meeting culture.
- › Figures and reporting system for the benchmarks of the work results.
- › Transparent information system feedback also as structured management feedback and employee feedback.
- › Performance evaluation linked to flexible remuneration and development planning.
- › Routines for correcting mistakes and optimisation.
- › Project management and organisation of CIP processes.

5. Lead according to the principles of Leadership Coaching

Information management	Agree tasks and results	Coaching
<p>Be informed and inform others about:</p> <ul style="list-style-type: none"> › External market › Internal market › Own division, other divisions › Meaning and the backgrounds <p>Management ensures that information is made available and organises its processing.</p> <p>Make information a rapid and available-to-all resource and ensure targeted information processing as a central point of focus among managers.</p>	<p>Clear roles and responsibilities</p> <p>Target systems</p> <p>Set targets and delegate with comprehensive briefings</p> <p>Core business processes</p> <p>Job descriptions</p> <p>Key qualifications</p>	<p>Accompanying the implementation</p> <ul style="list-style-type: none"> › Information discussion › Status discussion › Advisory discussion › Feedback discussion › Results discussion › Motivation discussion › Problem discussion

6. Organise Information

Clarify: What has been informed via what channels to whom and how is feedback to be given. You will be expected above all to structure communication and to be informed yourself as a good networker.

Components of an information system:



Structure information paths:

- › What via the intranet?
- › What via email?
- › What via meetings?
- › What in personal contact?
- › What by telephone?
- › What via WhatsApp and other channels?

Consider a “Mickey Mouse Channel” i.e. a channel for small talk communication and which can be used for chatting with each other.

Conclusion

It seems that the Generation Z demands a lot from seasoned managers. But many of the principles described are not new. What is “new” is that Generation Z expects and requires them actively and self-confidently and when its connection to a company is rather minimal, then it is keen to change and look for alternative employers.

If you....

...Clearly address expectations and the performance you want to receive,
...get involved in conflict (in order to explore solutions together),
...Encourage opposition and can listen to what others have to say,
...Encourage ideas,
...are able to evaluate yourself,
...deal with people using a quizzical approach rather than a know-it-all approach,
...structure digital communication paths and know how to use them,

then you are on the right path to becoming a coaching leader.

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