

IMPACT SUMMIT

Switching ON Your Faith at Work

Hosted by FCCI



Panel Discussion: Transitioning Our Legacy

Our panelists have provided the following supplemental information so you can go deeper into the topics discussed during our panel session.

Our panelists include (see full bios at the end of this document):

Gabrielle Jackson-Bosché (Millennial) *Gabrielle is the Founder & CEO of The Millennial Solution. She is the author of three books on her generation and has developed Millennial engagement strategies for presidential campaigns, Fortune 500 CEOs and top military generals.*

Dean Del Sesto (Boomer) *Graphic designer turned writer, turned creative director, turned large agency co-founder and CEO. Today Dean runs a small brand-marketing agency (breviti.com) and is a partner in a world-class video and motion graphics agency. (VeracityColab.com).*

LV Hanson (Gen-X) *Formerly with startups Catalyst and Sevenly; currently on the executive team of HARBRO, a 60+ year old, full service restoration construction organization.*

Sean Harrington (Millennial) *BIOLA University grad on the winning team of BIOLA's inaugural Business Startup Competition. Currently works for Deloitte with experience consulting in government and aerospace.*

Alan Weisenberger, Moderator (Boomer) *Principal of enLumen Leadership Services, helping young leaders become wise before they grow old, but also willing to help older leaders wise-up before they burn-out.*

AW: *Psalm 145 tells us, "One generation shall praise Your works to another, and shall declare Your mighty acts. ... Men shall speak of the power of Your awesome acts, and I will tell of Your greatness. They shall eagerly utter the memory of Your abundant goodness and will shout joyfully of Your righteousness."*

We have a scriptural responsibility to engage cross-generationally so that the works of God are remembered and not lost as we transition our legacy to the next generation.

Engaging with people who think differently than us is difficult, whether the difference is generational, ethnic, economic, or just personality types. But obedience to God requires us to do that hard work in order for His glory to be revealed among us. So we've asked some generationally "different" people to help us improve our ability to understand and engage each other.

AW: What is the biggest myth other generations have about Millennials and how has your company overcome it?

DDS: Most Millennials I talk to don't even want to be called Millennials for some reason. They believe there are so many stigmas attached to it that they'd rather have the phrase just go away. One myth is that they are radically different than other generations or different during their reign of the age bracket and in some ways dangerous to the future of the country. I think this warrants consideration that previous generations have put this country in a bit of a pickle and they're concerned about the future they been given.

Another myth is that they know it all. They just don't like to be around others that think they know it all and are more collaborative in their approach to things. These things hold true in or out of a company.

SH: The biggest challenge for Millennials is showing issue to impact – how the issues they're working on impact the greater good. There is a lot of busy work and tedious items in the normal work day. In large organizations it is hard for a young person to get above that. Large companies need to show their young staff how their contributions matter and bring them into the meetings and discussions. In a company like Deloitte, their size is a pro and con – pro because of all the opportunities that can be had but con because there are tens of thousands of people more senior that are in the room before you ever get a chance to be there. To gain the passion, drive, energy, and expertise of the Millennials is to intertwine their work with the mission of the company.

GJB: Just Google Millennial. It won't take long for "entitled" and "lazy" to come up in the results. The myth of entitlement is one of the most crippling myths out there because it misinterprets Millennial ambition for being overly deserving. Sure, there are some Millennials (like any other generation) that feel entitled. What I have found in my research with this generation, Millennials are highly ambitious and very eager to be taken seriously. Companies that give them a seat at the table do well to effectively engage this generation.

AW: What role do Christian Millennials expect their faith to play in their business context? What can older Christians do to encourage a strong faith impact?

SH: The role of faith in the workplace is only getting more crucial. In this age of choosing work over family, throwing coworkers under the bus to get ahead and really no moral compass, having faith sets you apart. Faith creates a person that companies desire to have leading and as a part of their teams; someone to keep morals up and live truthfully. As many business professionals have pointed out, the intangible skills of communication, leadership, and others are becoming increasingly valuable to employers. Christians from past generations can continue to encourage Christians today to be themselves and true to their morals.

GJB: Millennials have been raised during the era of political correctness. We are sensitive to not offend others because of their faith. That doesn't mean that we don't have faith, we just express it in a unique way. Older generations can encourage this generation to boldly share truth in order to impact their world. They can also explain the legal freedom Americans have to do so without fear of retribution.

DDS: When I speak with Millennials in a counseling or advisory context, I generally will make sure to value them in the areas that are important to them before I ever go into spiritual counsel (unless that's the agenda). However once I receive confirmation that value has been delivered I generally ask permission to go a little deeper, and perhaps even ask if they'll be OK if it gets a bit uncomfortable. Never underestimate the power of asking for permission with Millennials. It empowers them as much as it opens them up to receive, oddly enough. Also, it seems like Millennials want to have their own brand of Christianity today, and in most cases it's based in feelings, not necessarily due diligence. I try to stay away from debates and call them to the two primary principles of loving God and hanging out with Him enough for value and witness to flow into the lives of others. It helps to stay away from small theological differences and focus on a pragmatic picture of relationship. I also try to make it clear that if parts of their faith seem messed up, that's no different than everybody else who has some messed up parts of their own faith. We all have our own brand of messed up. But again trust has to be created before this kind of conversation takes place.

LVH: Serving together will unlock doors of spiritual conversations where faith comes alive. In my experience, Millennials want to see faith in action. Older Christians who want to encourage strong faith impact at work could explore creating service opportunities as a way to see faith come alive in real life. For example, close friends in Denver use "Serve Days" as a primary tool for an initiative called CityUnite which "helps church leaders work together to partner with business and government leaders to address the major issues facing their cities." (See <https://vimeo.com/115020022>) Serving alongside Millennials in this kind of opportunity sends strong, positive messages.

AW: What should traditional business leaders be seeking to learn from Millennials?

GJB: Most people think Millennials only bring technology to the table. This generation actually wants to contribute more than programming your website and managing your social media. Millennials are forward thinking, creative and solutions oriented. By putting someone of this generation on your team, you are automatically infusing your work with fresh perspective.

DDS: I've noticed that Millennials feel valued when the older generation seeks their counsel, especially if the Millennials respect the older generation. You can get a lot of mileage in different areas that Boomers may be disconnected from if you just ask. Millennials will quickly become disillusioned and reluctant to advise if the feedback they give is not put into action. Part of the value for them is seeing the fruits of the sowing. But that's not different than other generations.

SH: Innovation and entrepreneurship are staples in the mind of most Millennials. The misconception is that these have to be outside the realm of a major corporation. Within business and especially large companies, a way to learn from Millennials and fuel their passion comes from letting them manage their own bandwidth – choosing when and how to allocate their time between work and other interests. They're not trying to dodge work, but want to be accountable for results, not time spent. Millennials desire to mix their personal and professional lives together which is why they sometimes are viewed as flaky or quick to leave. But if the workplace is not conducive to that mix then they will leave. Millennials desire to live less boxy lives of work here and life there, that is why the rise of entrepreneurship. Business

leaders can learn how to tie passions. Learn to live life to its fullest by bringing all of life together, something that has been separated for a long time but Millennials are teaching others to bring them together.

AW: Talk to us about attracting and retaining Millennials. Is there a difference in what it takes to attract vs. what it takes to retain?

LVH: Attracting Millennials: Purpose, Vision, and Opportunity. It's more than money and perks. Young leaders want to be part of a winning team making a tangible impact directed by a compelling vision.

Retaining Millennials: Trust, Pride, and Camaraderie. *Great Place To Work* identifies "Fortune's Top 100 Best Companies To Work For" with a survey measuring Trust, Pride, & Camaraderie. No question, if an organization ranks high in the area of Trust (trust in the leadership and mission of the organization) then attraction and retention will rise.

Millennials want to lead, so teach them how. If you teach them, they will lead. An apprenticeship approach works well.

DDS: Millennials are appreciative when the older generations shows a sincere interest with no agenda other than them as the agenda. The idea of attracting and retaining has a higher likelihood when you place an importance on them. For example, discover what their vision is and where they desire to win in life and help facilitate that. It will breed loyalty that will be near impossible to break. It's the idea that those who value people over profits will profit from those people.

GJB: Millennials may want to have an open layout at work, but they won't stay with you for ten years because of the sit-stand desk. Culture always matters when it comes to retention. Companies retain Millennials when they create an environment where everyone thrives, not just the youngest employees. Leaders should develop a culture that is familial, inclusive and challenging. That is what Millennials are looking to commit to.

SH: Pay and benefits matter, but the perks of an innovative work place, exposure to new ideas and experiences, and making a social impact are what really draw them in. Perks are becoming increasingly prominent today in the workplaces Millennials want to work in. Things like unlimited vacation, paid lunches, and social impact days. One true way to keep Millennials is to let them be them. The chance to give them time to work on their ideas, ask them to present THEIR plans, and create/own a new solution creates a sense of them owning their career. A good example of this is what GoPro and Google do: Allowing their employees to work on their own ideas. We are coming off a generation that needed to see people at a desk to know they are working. There was no trust that work happens outside the work place and organizations like the government still operate that way. Now creating a space for employees to be themselves at work will keep them much longer.

AW: How do you help Millennials adapt to your organizational culture, and how have you adapted your culture to accommodate Millennials?

DDS: One safe bet is to give them sound principles to more effectively be in a relationship with others; to have more influence, impact and confidence. They don't necessarily appreciate the

“how to,” as much as they do the “who to be while doing the things they're doing.” Ways of being are very important from what I’ve discovered and they like to live from refreshed places of being, and loathe being told what to do.

GJB: Onboarding is the single most important training tool to adapt Millennials to your work culture. It's also the most outdated. Most companies have onboarding programs that include a Powerpoint or handbook that is outdated and irrelevant. I develop onboarding programs for companies ready to engage their new and young employees and get them excited about being a part of building the new culture.

AW: What does Scripture teach us that should guide our cross-generational engagement in the workplace?

GJB: God is the God of Abraham, Isaac and Jacob. He teaches us starting in Genesis the power of multi-generational movements. The Bible teaches us how to honor our elders while training the youth. Both are given respect and provided a rightful place in society. The same is true in our modern workplace, where generations are provided with room to grow and become who they are.

DDS: One big one that comes to mind is the idea that we are to count others as more important than ourselves. I believe standing in this way with Millennials can create a space for amazing things to happen. I believe it is directly proportional – if you care for them 50% you’ll get about 50% effective care from them. Care only 10%, it’s pretty much over. They also pay very close attention to the principle of sowing and reaping: If an individual sets an example of poor behavior and tries to mask or manipulate and avoids taking responsibility, respect will be gone and that person will no longer have a voice in their life. Obviously our “yes is yes” commitment is key. The moment you start breaking commitments with Millennials is the moment they start breaking off relationship. Follow through is critical. Whether big or small, whatever commitment you make, keep it. Strangely enough, just from my own experience, Millennials gauge whether they will keep commitments not based on their word which is often given casually, but on how they feel or the circumstances. And yet they expect near perfection from others.

AW: What role does feedback -- both positive and negative -- play in keeping Millennials engaged? How does this differ from previous generations?

SH: Feedback is key to Millennials and something that is missing in the current workplace. The idea between generations for feedback is very different. The older generations thought that if they heard nothing, all was good. But Millennials desire to hear how they are doing. It can be positive or negative, but feedback is key to understanding where we are, where we should be, and how we can improve. The lack of discussion often causes anxiety and unnerved feelings because we don’t know where we stand. Do we have favor with our boss? Is our work well received? And a plethora of other questions. Many times feedback is viewed only in a negative light, but Millennials often view it as mentorship. We seek guidance, seek knowledge, and that can only come from discussions with leadership on a regular basis.

DDS: In working with Millennials I will often bring out statements like, “have you considered that you are a victim of your own inactivity”, or, “nobody would make a movie out of that kind

of behavior” – strong statements. If I didn’t have a heart to serve them, this kind of feedback would be devastating to having a voice or a relationship for that matter. On the flipside, giving words of encouragement that are not authentic just breeds distrust. This generation can smell inauthenticity and or selfish agendas a mile away. I’ve experienced this myself: When I make it about me or I get into self-aggrandizing mode, I can see the life drain from their face and the disconnect begins.

Restraint has a great deal of value in conversations. If you’re going to deliver anything poignant, make sure it is coming from a right heart. Even if words are spoken out of context or not quite in the perfect manner, if they come from a giving heart they will lose no effect nor will they breach trust in our relationship.

GJB: Feedback isn't a commodity in the modern workplace. It is a necessity. Everyone wants to know they're doing a good job, but Millennials expect information delivered instantaneously. Other generations viewed feedback in the form of titles, raises or promotions. Millennials need speed and authenticity above all.

AW: Boomer-run businesses are much different than college campuses. How would you advise a recent college grad to prepare themselves for success in a legacy business?

GJB: Millennials will face a culture shock when they come into their first job. Every recent graduate does. Those who overcome and do well, are adaptive, aware and teachable. When I coach Millennials during interviews, I encourage them to share their strengths in terms of teachability. I can teach someone skills, I can't teach them to be humble or teachable.

AW: As Millennials make their mark in the marketplace, we'll start seeing an increasing number of Millennial bosses with older employees. What advice would you give to either party for success in that context?

LVH: Both parties – be humble, hungry, and smart...

- *Humble* – Humility anchors self-awareness, and self-awareness anchors leadership development. All leaders have tendencies that maximize or undermine influence. Humbly identify and explore these learning opportunities and challenges, and start with the question, “What’s it like to be on the other side of me?”

Example: If you think you hold the answers when you walk into a meeting, you’ve missed the opportunity of collaboration. “The genius is in the room.” As a leader, embrace the opportunity to draw it out through masterful facilitation. Listen, ask questions, and add value when it’s time.

- *Hungry* – Hard work transcends generational differences. Embrace whatever motivates you, and work hard.
- *Smart* – Leaders are learners, keep learning.

GJB: Young people may feel awkward managing someone who looks like their dad. Provide a baseline of respect, share your experience but be open to other viewpoints as well. The key to thriving as a manager is to be humble, empowering and empathetic.

AW: Leadership development is critical for the future success of our businesses. How can business leaders most effectively develop the next generation of leaders?

DDS: Two of the most powerful words in working with this generation are *Discover* and *Deliver*. Discover what is important to them and will add value to their lives and deliver it.

It's also wise to measure and account for your results in this. Go by the actual outcomes – the difference you're making in their lives – and not just by the effort you gave it. If you think intentions alone will impact this generation, just try to get a Millennial to write you a check for an intention.

GJB: Mentoring is the key to effectively engage Millennials. Many companies have mentoring programs, but fail to keep in mind the how this generation keeps and maintains friends. We use our smartphones to learn about our world, keep in touch with our friends and manage our daily lives. Mentoring programs have to be clear about expectations and be adaptive to our modern world.

LVH: Three key ways:

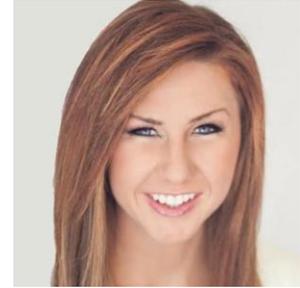
- *Influence is relationship: Build trust.* If leadership is influence then the question we face is, "how do we influence the next generation?" While competency and results have traditionally driven influence among Baby Boomers and early Gen Xers, I've noticed a significant shift towards relationship and trust as the primary driver of influence among Millennials. Over the past ten years we've seen "cause driven" and "socially conscious" minded initiatives propelled to the front lines of media.
- *Start with "why?"* Many Millennials are profit conscious but only as long as they feel it truly matters and people are positively impacted. Developing the next generation of leaders will need to first answer the Millennial question, "why?" And the answer must be inviting and compelling.
- *Logos (content), Pathos (connection), Ethos (character).* Millennials see through sales pitches and marketing campaigns (Logos & Pathos). They want to know if the messenger truly bleeds the message (Ethos). To influence the next generation of leaders, Logos and Pathos MUST align with Ethos.

AW: I hope this interaction has shed some light on how those who are generationally different than you think and why they respond the way they do.

But at the end of the day, the best advice I can offer to fulfill our scriptural call to engage cross-generationally is this: Spend time with people from other generations. Walk alongside them and support them rather than judge them. As you get to know each individual, be as quick to ignore the stereotypes of their generation as you would want them to be in applying your generational stereotypes to you. Let's do the hard work of making our cross-generational relationships honoring to our Lord.

Panelist Bios:

Gabrielle Jackson-Bosché — Gabrielle Bosché is the Millennial expert who is a Millennial. She is the author of multiple books on her generation, including *5 Millennial Myths: The Handbook for Managing and Motivating Millennials*. Her upcoming book, *The Millennial Entrepreneur: Side-hustlers, Startups and Disruptors Restarting America* will be released Spring 2016. Gabrielle has been featured in multiple publications including The Washington Post, Huffington Post, Fast Company, Business Insider, and Bloomberg Radio for her work on Millennials. Gabrielle has consulted presidential candidates, international CEO's and top military officials providing strategies to attract, retain and optimize their Millennial talent. Her books and management training material are used in companies and universities across the country. Gabrielle is the Founder and President of *The Millennial Solution*—a company providing live and online training solutions to bridge the generation gap. Gabrielle is a former Miss Sacramento USA and stays very active in her community. She has been recognized as an *Arlington 40 Under 40 Leader*. She sits on the board of multiple organizations including *Millennials For Marriage*, *GenFKD* and *NextGenGOP*.

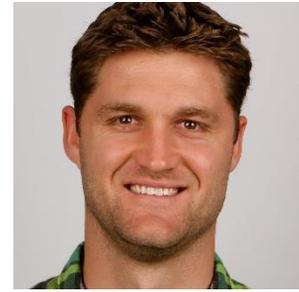


Dean Del Sesto – Dean says of himself, “My brother (the CPA) got the left-brain gene in the family. As for me, I'm a right-brain creative thinker - meaning I lean more lunar than linear. Started as a graphic designer turned writer, turned creative director, turned large agency co-founder and CEO picking up a few of those ‘left brain’ skills along the way. It's positioned me as a pragmatic marketing strategist and brand creator who has developed hundreds of brands and been responsible for marketing budgets from five thousand a month to a million a month.”

Today, Dean runs a small brand-marketing agency (*breviti.com*) that does all things branding and assists with marketing and revenue generation strategy or implementation. Having a passion for new media, he became a partner in a world-class video and motion graphics agency (*VeracityColab.com*).

The “why” behind Dean finds few things more rewarding than helping people get from Point (A)nywhere, to Point (B)etter in life, business and relationships. With the audacity to have the personal mission statement “to be a graceful interruption to whatever is not working in someone's business or personal life,” Dean's committed to stopping any trajectory headed for difficulty and turning it toward the path of least resistance and most profitability. He'll talk to anyone, anytime, about anything, knowing something good will come from an authentic conversation.

LV Hanson – LV is an avid culture and leadership student passionate about leveraging influence for the sake of others. He was an integral part in the growth of *Catalyst*, a leadership development organization based in Atlanta, GA. He served as the creator/director of the *Catalyst Road Trip and National Tour*, an initiative designed to develop the relational framework responsible for growing *Catalyst* in over 15 new markets across the U.S., most notably the launch of *Catalyst West Coast* at Mariners in 2009. During his time at *Catalyst*, LV built strategic bridges to align and maximize connections between mega-church pastors and church planters ranging from Baby Boomers, to Gen-X, and Millennial leaders.



With leadership as the anchor, LV has moved into culture development. He served as the Director of Culture for *Sevenly*, a young Millennial driven startup up leveraging fashion and apparel to raise awareness for non-profits around the world. Today, LV serves on the executive team at *HARBRO*, a full service restoration construction organization based in Long Beach with over 60 years of growth and success across 10 offices along the west coast. In his spare time LV leads individual LifePlans, volunteers at Mariners Church in Huntington Beach, and serves as volunteer assistant coach for UCI Men's Volleyball.



Sean Harrington – Sean is a Southern California native and graduate of *BIOLA University* with a degree in Political Science. He has work experience across government, aerospace and consulting through positions at the *Secretary of the Navy's Office* in Washington, DC, *General Atomics Aeronautical*, and *Deloitte*. While at *Deloitte*, Sean has led labs and spoken with executives regarding work/life balance and understanding Millennial work force needs.

Sean is also a member of a recent start up, *White Elephant Post*, a service to help students afford college course material. They recently won *BIOLAs* inaugural *Business Startup Competition*. Sean has spoken on panels at *Point Loma Nazarene* to help students find their true vocation. He is a mentor to a number of young people and believes he is called to continue to help young graduates find their calling in Christ. The most important part about Sean is that he is married to an amazing woman, and has a never ending passion for travel and adventure.

Alan Weisenberger, Moderator – Alan launched *enLumen Leadership Services* as a way to invest in the next generation of marketplace and ministry leaders. With a passion to help young leaders become wise before they grow old (but also willing to help older leaders wise-up before they burn-out), Alan provides coaching, mentoring, and consultation to create organizational cultures where people flourish. His past experience includes twenty years as Vice President of Technology Services with *Evangelical Christian Credit Union* and eleven years with *Bank of America*. He serves as an elder at *Grace Church of Orange*; on the boards of *Encompass World Partners* (an international mission agency) and *Up and Running Again* (a ministry that trains homeless shelter residents to run a half marathon); and on the Advisory Committees for *Disaster Resource Alliance* and *Worship Resource Media*. He also volunteers with *World Relief's* refugee resettlement program and is a reservist with *Hope Force International*. He and his wife, Kerri, have three daughters and one son-in-law.

