



Ministering Across Generations

Thriving in the 21st Century Workforce

Overcoming Perceptions

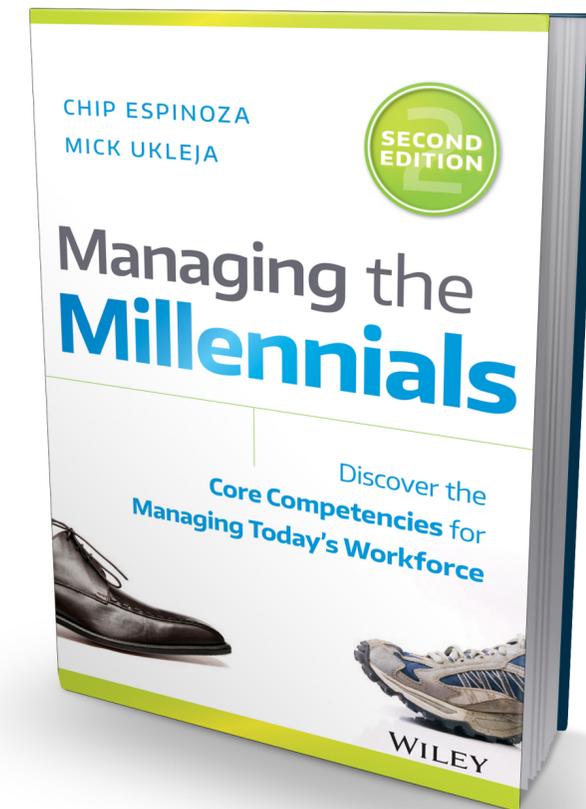
Self-absorbed

Myopic

Entitled

Defensive

Abrasive



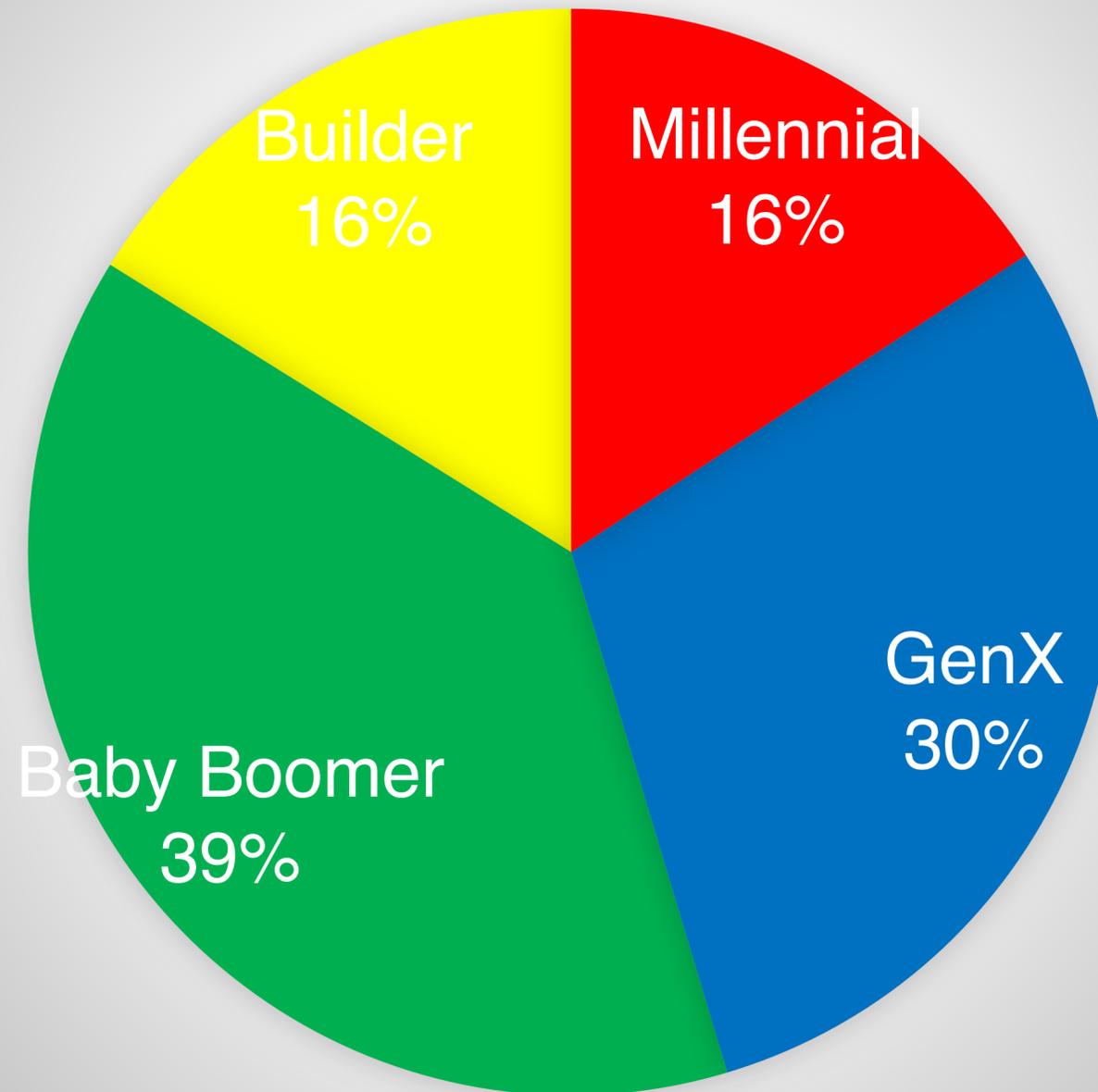
A/G Ministers By Age

- The Assemblies of God Fellowship (USA) is 53 percent under the age of 35 and more than 43 percent ethnic minority.
- 5,913 Ministers between the ages of 18 and 36
- 11,060 Ministers between the ages of 37 and 53
- 14,413 Ministers between the ages of 54 and 72
- 6,037 Ministers over the age of 73

Source: (2018 A/G ACMR)



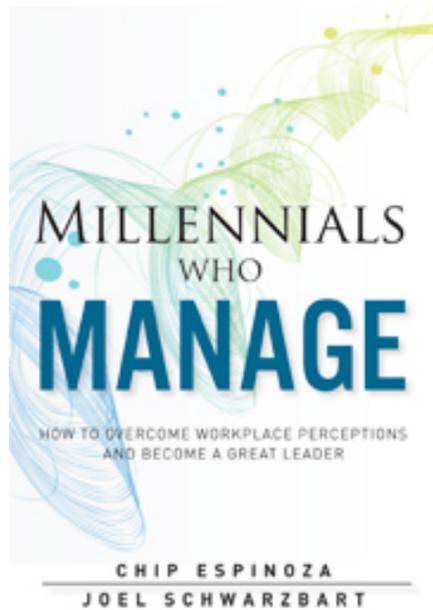
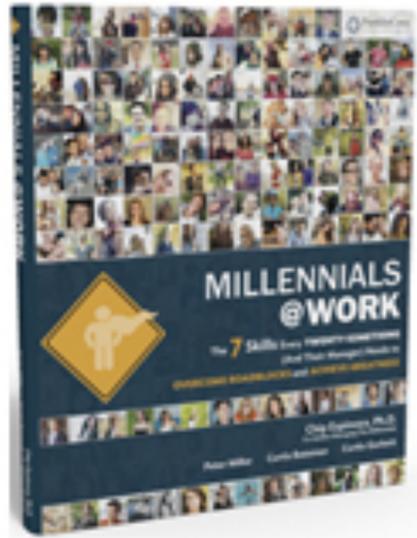
Percentage of A/G Ministers by Generation



Biggest Challenges Young People Face

| Challenges | What Millennials Want |
|--|---|
| A lack of experience | To have more opportunity |
| Not being taken seriously | To be listened to |
| Not getting respect | To be accepted |
| Being perceived as “entitled” | To be rewarded for work |
| A lack of patience | To be promoted faster |
| Getting helpful feedback | To know how they are doing |
| Understanding expectations | To know what is expected of them |
| Miscommunication with older workers | To have a good relationship with older workers |
| Rigid processes | To have a say in how they do their job |
| Proving my value | To be recognized |

Source: Chip Espinoza, Ph.D. *The Biggest Challenges Millennials Face in the Workplace and What They Can Do About Them*



Overcoming A Lack of Experience: Help Them Identify Coaches/Mentors



4 Types of Mentoring Relationships

Upward

Sandpaper



Friendship

Downward



Ambiguity & Decision-making

You Can Cope With Ambiguity If ...

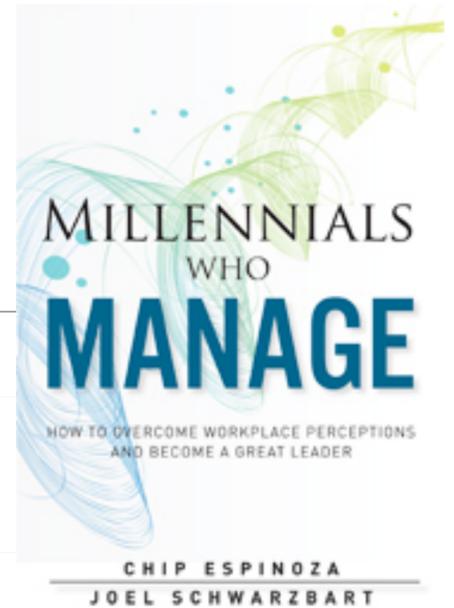
You can make decisions on the basis of the information you have, even if that isn't the whole picture.

You can cope with uncertainty and risk.

You can adapt to change.



Challenges When Young People Transition Into Leadership Roles



The change in relational dynamics (peers & manager)

Not Being taken seriously

Getting people to listen

Delegating work

Being responsible for the work of others

Holding people accountable

Motivating others

Source: Chip Espinoza, Ph.D. *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader*

Change In Relationship With Peers



Two Temptations

1. To become more lenient on peers
2. To become more harsh on peers



Change In Relationship With Boss



Being True To You & Others

“To attract followers a leader has to be many things to many people. The trick is to pull that off while remaining true to yourself.”

—Rob Goffee and Gareth Jones

It's okay to identify with people your age.

It's okay to identify with people older than you.

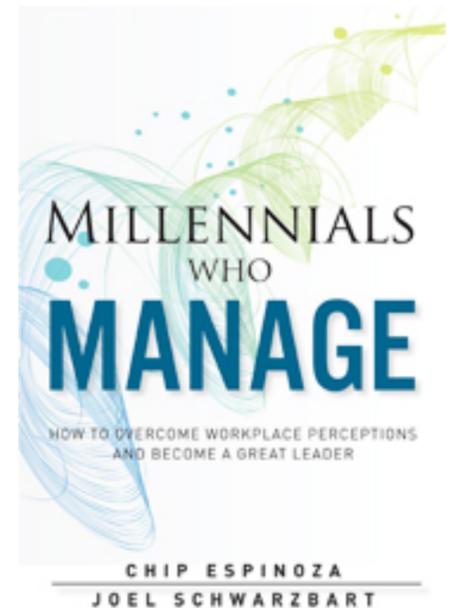


Young Leaders Struggle with Over-functioning

Young leaders are achievement oriented which often leads to over-functioning

Over-functioning is often the result of:

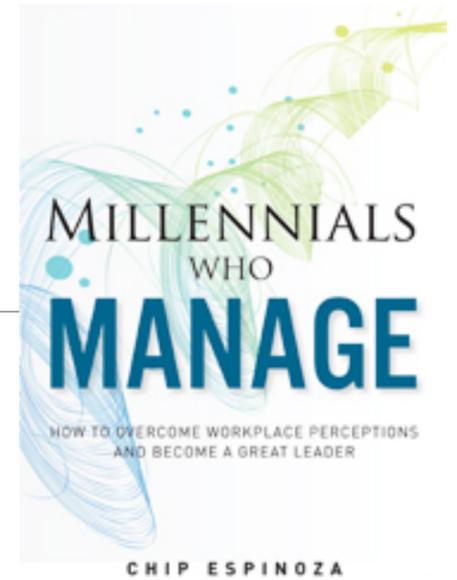
- The inability to delegate work
- Having to take responsibility for the work of others
- Being uncomfortable with holding people accountable (particularly people who are older)



When you are doing someone else's job, you are not doing your own.

Source: Chip Espinoza, Ph.D. *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader*

Negatives of Being Managed by Someone Under Age 35



They lack experience

They can be immature

They have no long-term vision

They are too focused on their next career step

They struggle with people skills



Source: Chip Espinoza, Ph.D. *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader*

Project Oxygen (8 qualities of a manager)

Good coach

Empowers the team

Expresses interest in and concern for team members' success and well-being

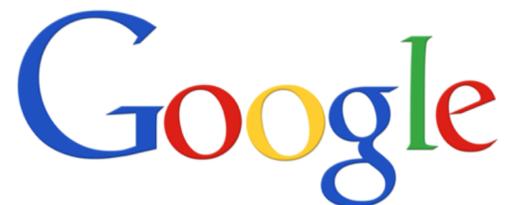
Is productive and results oriented

Is a good communicator—listens and shares information

Helps with career development

Has a clear vision and strategy for the team

Has key technical skills that help him or her advise the team



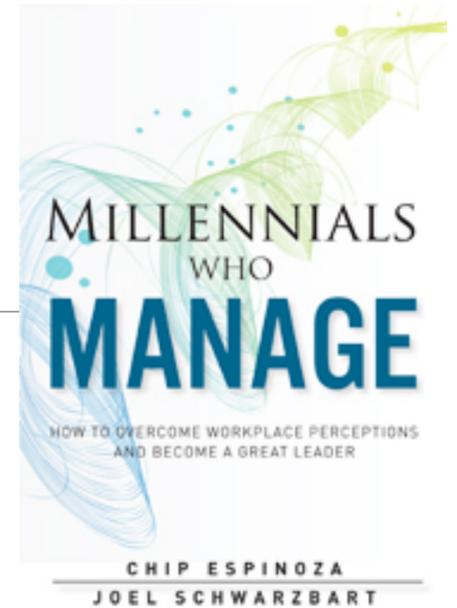
Garvin, D. A. (2013). How Google sold its engineers on management. *Harvard Business Review*, 91(12), 78.

Survey



- The 25- to 34-year-olds were ahead of all other age groups in empowering their employees.
- Overall, 25- to 34-year-olds came out either first or second on all but two of the dimensions.
- The only group with a higher overall rating was the managers 65 years and up.

Positives of Being Managed by Someone Under Age 35



They are relatable

They have a fresh perspective

They are open-minded

They have energy and enthusiasm

They understand new technologies

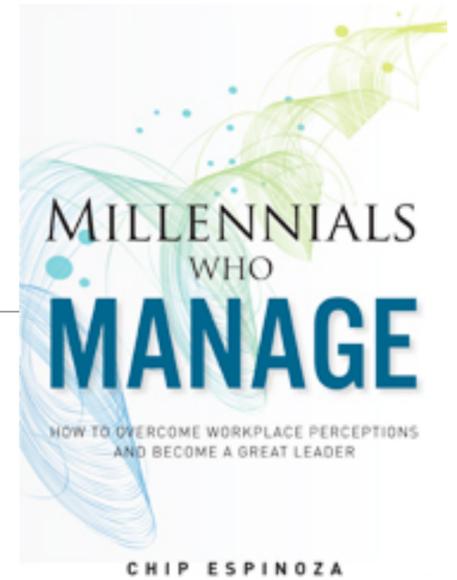
They are helpful

They are understanding



Source: Chip Espinoza, Ph.D. *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader*

Advice Older Workers Have for Young Leaders



Listen

Be respectful

Be patient

Be a learner

Treat employees as equals

Lead by example

Don't take on too much

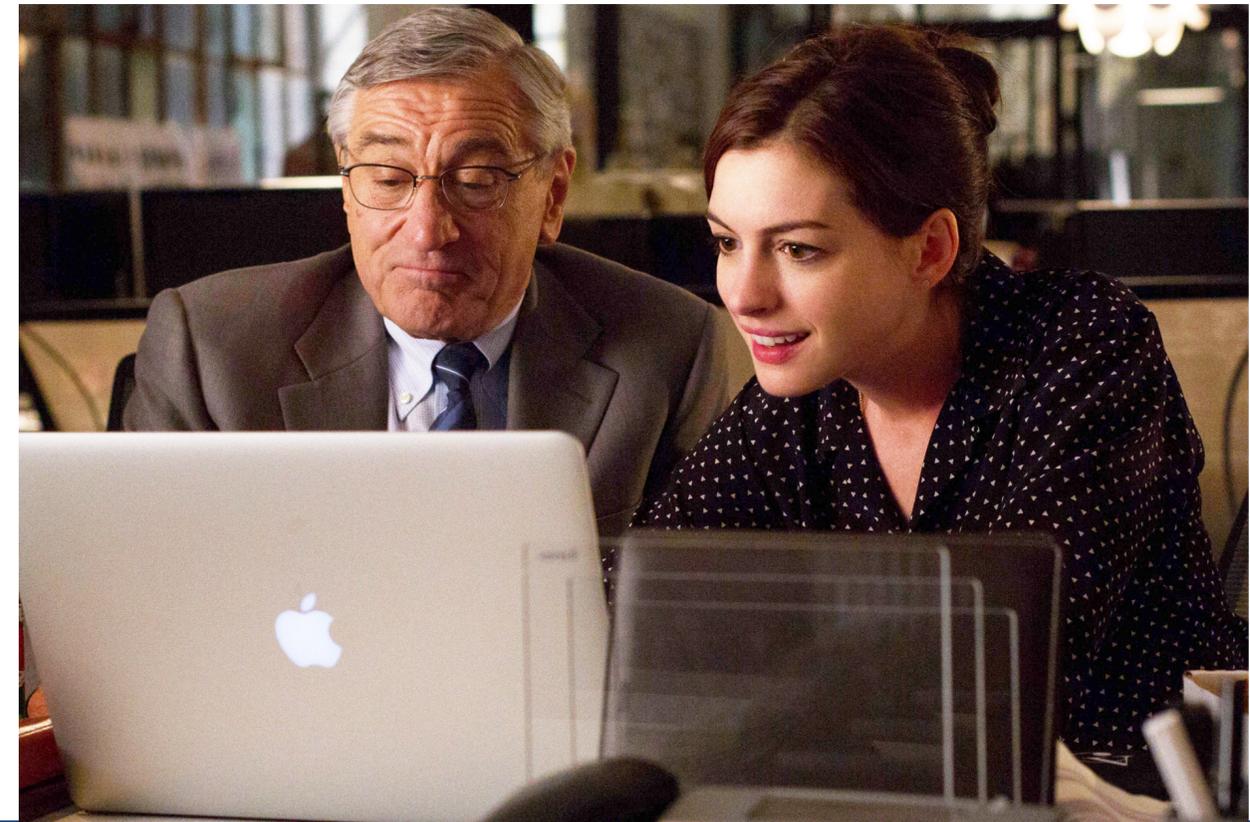
Be confident



Source: Chip Espinoza, Ph.D. *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader*

Managing Workers Older Than You

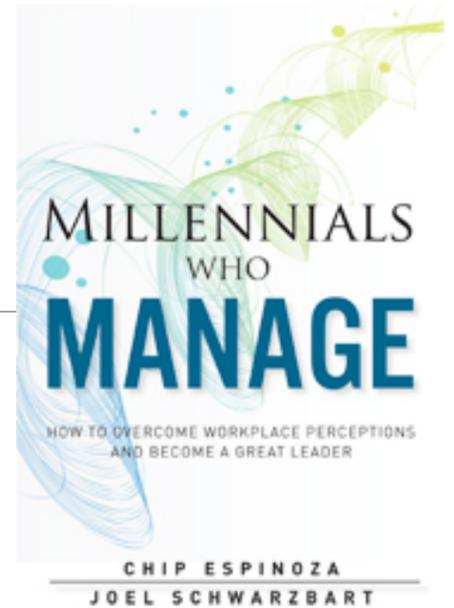
- Know what they don't like
- Understand what motivates them
- Provide an open channel for two-way communication
- Don't overdo the "boss" thing
- Value their experience
- Identify what you can learn from them



Practicing Patience

Patience requires the ability to see waiting as a necessary step to a desired end.

- 1) Try to understand leadership's perspective
- 2) Continue to be persistent in your effort
- 3) Consider the waiting period as a time for mastering your current responsibilities



Source: Chip Espinoza, Ph.D. *Millennials Who Manage: How To Overcome Workplace Perceptions And Become A Great Leader*

Looking Forward

- Young people favor avocational or bi-vocational ministry over full-time ministry.
- Young people are just as committed in their faith as previous generations.
- Young people will not commit to a place where their voice is not invited and embraced.



Opportunities For Ministry

- Anxiety & Depression
- The need for meaning
- Valuing experiences over things
- A place to self-express



**Invest in yourself before you expect
others to invest in you.**

- Chip

Thank you

chip@chipespinoza.com

www.chipespinoza.com

