



StanfordSOCIAL
INNOVATIONReview

WHAT'S NEXT *for the* SOCIAL SECTOR?

Strategies and Tactics for Today's Agile Leaders

September 17-18, 2024

How to Recruit and Retain a New Generation of Nonprofit Leaders

September 17, 2024
11:20am – 12:30pm



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Building a New Generation of Leaders Stands Out - A HUGE Priority in our Sector

- Workforce shortage
- E.D.s bowing out
- Attrition, esp among Gen Z
- People of color losing appetite for leadership

WHERE ARE WE DROPPING THE BALL?

- We don't market our orgs
- We don't invest in internal leadership development
- We have no idea how to create thriving multigenerational workplaces

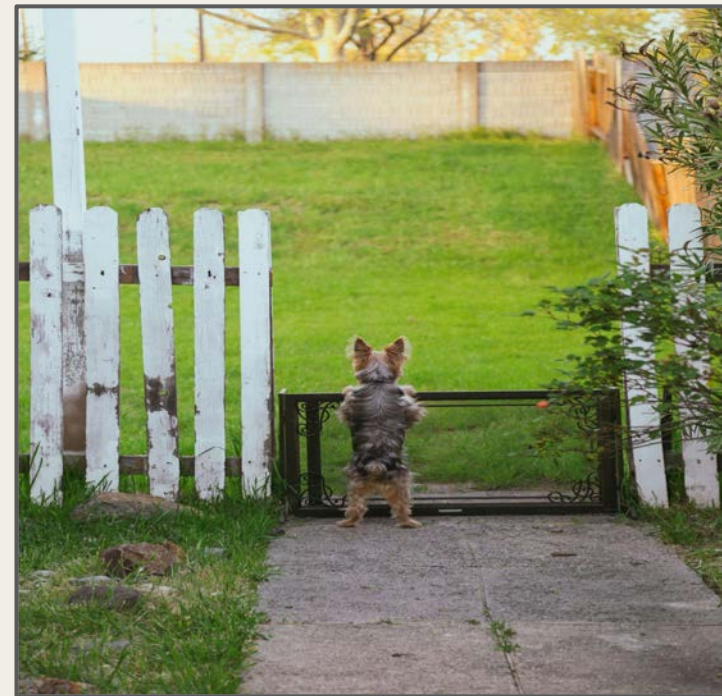


**Because we are not fully invested in
our DEI efforts and (wait for it):**

Age is painfully overlooked as a core component of our DEI work

THE SOLUTION TO BUILDING NEW GENERATION OF LEADERSHIP?

**You don't need to look
any further than your
own backyard
(dog's name is Dorothy)**



**WE JUST NEED A BACKYARD
WHERE EVERYONE FEELS
SAFE, HEARD AND WELCOME.**



And if we can do that....

Oh the places you can go



Once upon a time, fewer older (white) people in charge with younger folks lower in the ranks



THE WORKFORCE HAS CHANGED

- **By 2030, 30% of workforce will be Gen Z**
- **Gen Z - the most diverse generation**
- **Boomers - aging well, healthy, not retiring (can't)**
- **4 - 5 generations working together**
- **A priority for our sector: investing in Gen Z folks**

But here's our problem:

**This is not a generation that says
“how high” when the boss says
“jump”**



- **Gen Z folks are unique**
- **They frustrate the hell out of us**
- **And we work to get them to play by our rules.**

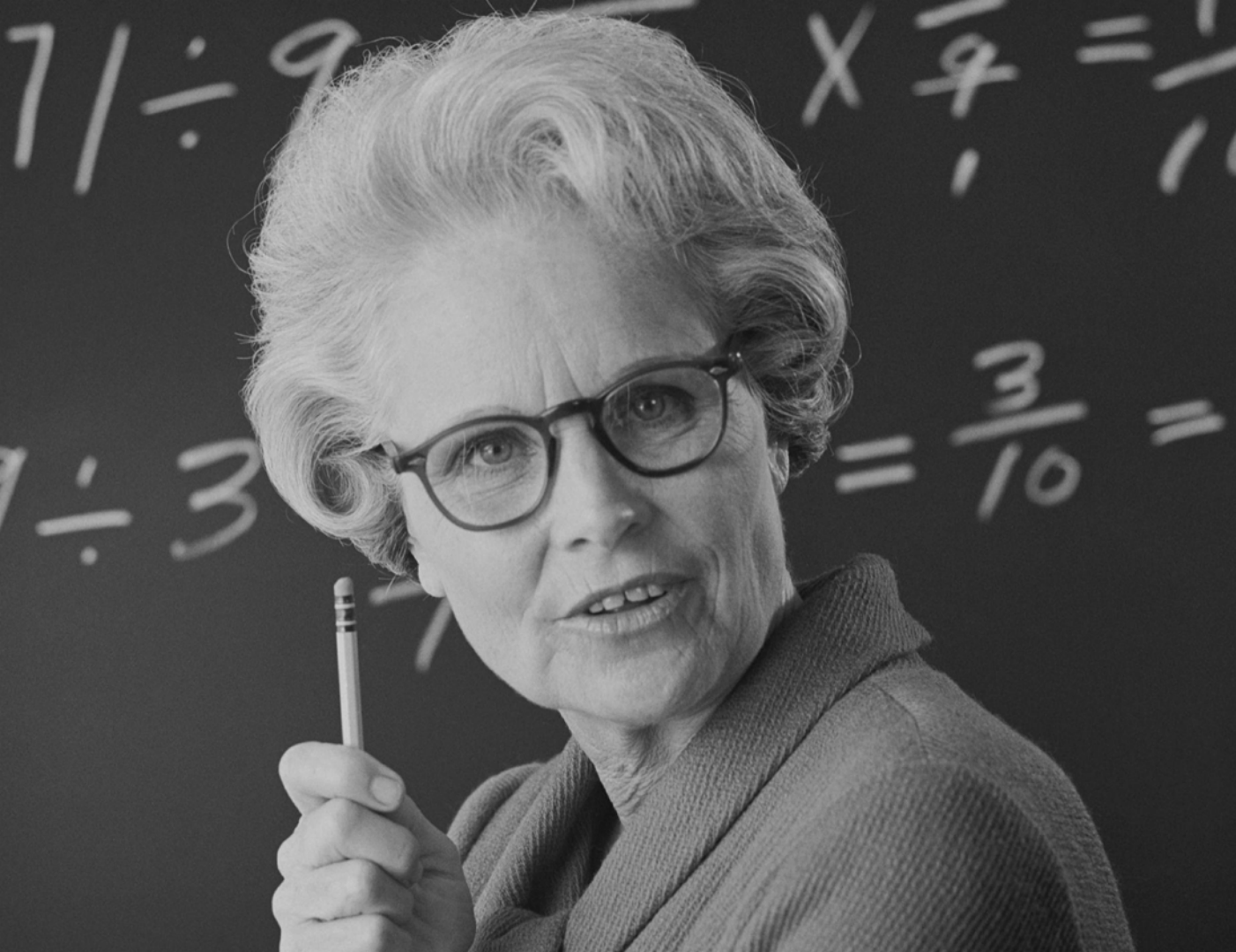


You have thought it, heard it or said it

- **Entitled**
- **Need to be coddled**
- **Questioning authority**
- **Pushing organizations to weigh in on political issues**
- **Lazy**
- **Disruptive**



**Irony for 600, Please.
Aren't YOU a disrupter?**



**Here we are
talking
about
generational
differences -**

**Let's pause
for a quick
sociology
lesson**

Sociology 101

- **What is a generation?**
- **How are they defined?**
- **Shaped largely by historical events**
- **Especially events for those old enough to participate directly in movement for change but not yet committed to an occupation or family**

The Generations

- **Boomers: 1946 - 1964**
- **Gen X: 1965 - 1980**
- **Millennials: 1981-1996**
- **Gen Z: 1997 - 2012**
- **Gen Alpha: 2013 - 2024**



Historical Events/Trends for Gen Z

- **First generation of digital natives**
- **Diversity**
- **Pandemic**
- **George Floyd**
- **Gun violence**
- **Political upheaval - first Black president → Trump**
- **Hybrid/remote work**
- **Student debt out the wazoo**

SO WHO ARE THESE GEN Z FOLKS OF WHICH WE SPEAK?

- Strong values, esp social justice and sustainability
- They smell injustice a mile away
- They don't just worry about money - they are pessimistic about financial future
- No institutional loyalty - 77% of Gen Z looking for jobs all the time
- This impacts their relationship to power
- Over 50% report diagnosed mental health issues
- Work / life balance matters



AS A RESULT OF ALL OF THIS THEY HAVE REAL VALUE IN THE WORKPLACE




- **They speak truth to power**
- **They can be disruptive in a way that benefits your organization**
- **They are well informed**
- **Internet savvy**
- **Entrepreneurial - bring new ideas to the table**
- **They don't just look for DEI initiatives; they EXPECT them**
- **They are adaptable**
- **They are anxious to learn**



And yet.....

- **49% of managers find it difficult to work with Gen Z all or most of the time**
- **Managers say Gen Z folks lack effort and motivation**
- **65% say they fire Gen Z folks more often than employees of any other generation**
- **12% of managers have fired a Gen Z employee less than a week after their start date**



**Are you
kidding me
right now?**

**TIME TO REFRAME
FROM:**

**“I believe that Gen Z
folks must adapt to
our work culture”**

TO:

**“I believe we have to
build a work culture
that works across 4-5
generations.”**



**Need ideas?
Got em.
Five of em**



**1. See
them for
who they
are**



The background of the slide is a close-up, top-down view of clear blue water. The surface is covered in intricate, shimmering ripples and small waves, creating a textured, organic pattern. The colors range from a deep, dark blue to a bright, almost white highlight where the light reflects off the water's surface.

**2. Be clear,
transparent and
authentic**



**3. Create growth plans
not for them but with
them**

4. Hear them

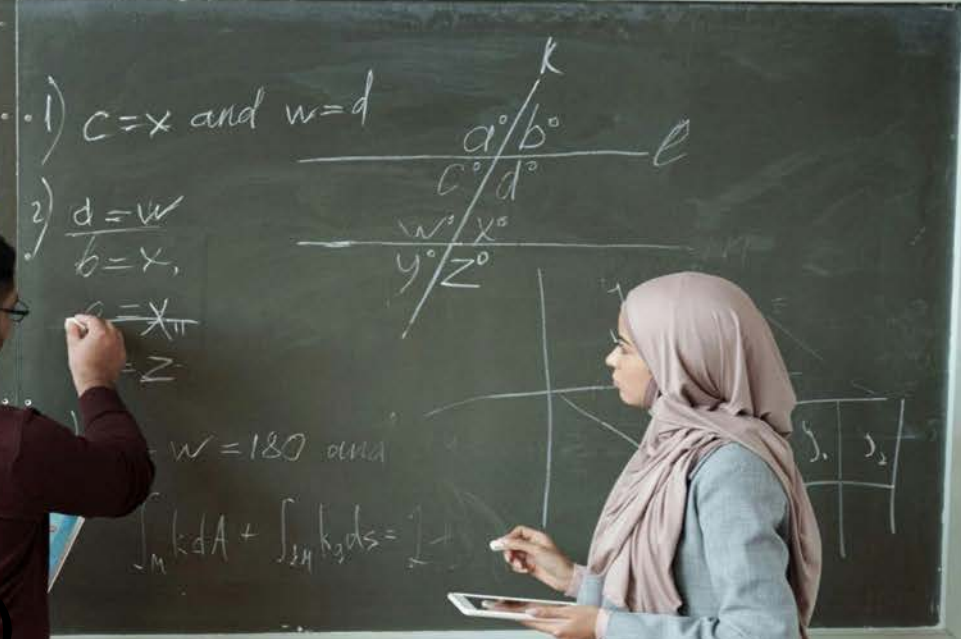


**5. Connect them
to the impact
your organization has
on the world**

Change

The word "Change" is rendered in a bold, 3D, sans-serif font. Each letter is constructed from multiple stacked, slightly offset horizontal bars, creating a sense of depth and movement. The letters are dark blue or black with a metallic sheen. The word is positioned diagonally across the frame, from the upper left towards the lower right. A soft shadow is cast beneath the letters onto the light yellow background.

Let's Review



$$v = 70 \rightarrow 60 + 50 + x = 120$$
$$y = 50$$
$$z = 130 \rightarrow z + 50 = 180$$

1. See them (know them)
2. Be clear, transparent and authentic
3. Create growth plans not for them but with them
4. Give them a legit voice (hear them)
5. Connect them to the impact of your work





Wait!

**Oh, I get it
now!**

Do you see it?

- Be authentic
- Understand me in 3d
- Be clear and transparent
- Appreciate my lived experience
- Give me a legitimate voice
- Work with me to build a plan for my growth and development
- Fill my tank with meaning and purpose




A photograph of a dirt path winding through a dense forest. The scene is bathed in a warm, golden light, likely from the sun low on the horizon, creating a misty or hazy atmosphere. Sunbeams are visible filtering through the trees. The path is covered in fallen leaves and leads into the distance. The overall mood is serene and contemplative.

This is not just the work of building a thriving multigenerational workplace

It's how you recruit and retain a new generation of leaders

**And it's how you build a
culturally intelligent
organization offering
everyone a true sense
of belonging**



A person is climbing a white ladder that extends from a cloud at the bottom to another cloud at the top. The sky is a vibrant blue, and the clouds are large, fluffy, and have a golden glow, suggesting a sunrise or sunset. The ladder is positioned diagonally across the frame. The person is a small silhouette, standing on one of the rungs of the ladder.

**Bring out the best in
your diverse
multigenerational teams,
develop their leadership
skills and maximize your
impact.**

**The world is counting on
you.**

Ride over to joangarry.com to learn more

Weekly blog ... Nonprofits Are Messy podcast.....Joan Garry's Guide to Nonprofit Leadership..... The Nonprofit Leadership Lab – best online membership site for staff and board leaders of small to mid sized nonprofits.....

