

Contents

Preface	vii
Introduction Do Not Pass Go Without Reading This Chapter!	1
Principle 1 All Generations Have Similar Values; They Just Express Them Differently	14
Principle 2 Everyone Wants Respect; They Just Don't Define It the Same Way	31
Principle 3 Trust Matters	51
Principle 4 People Want Leaders Who Are Credible and Trustworthy	72
Principle 5 Organizational Politics Is a Problem—No Matter How Old (or Young) You Are	84
Principle 6 No One Really Likes Change	100
Principle 7 Loyalty Depends on the Context, Not on the Generation	118
Principle 8 It's as Easy to Retain a Young Person as an Older One—If You Do the Right Things	144
Principle 9 Everyone Wants to Learn—More Than Just About Anything Else	172
Principle 10 Almost Everyone Wants a Coach	194
Conclusion	210
Answers to a Few Questions	214

vi CONTENTS

Appendix A	215
Appendix B	219
Appendix C	223
Appendix D	227
Appendix E	231
Appendix F	235
References and Suggested Reading	237
Acknowledgments	241
About the Author	243
Index	245
About the Center for Creative Leadership	259