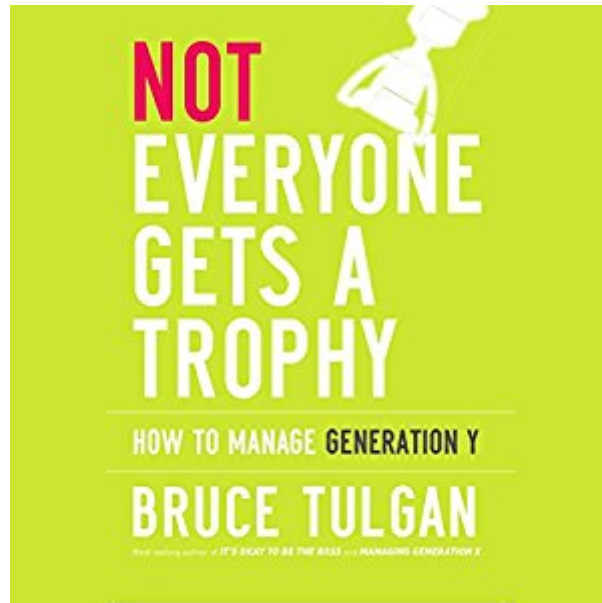


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# Not Everyone Gets A Trophy: How To Manage Generation Y



## Synopsis

This book will frame Generation Y (children born between 1978-1991) for corporate leaders and managers at time when the corporate world is desperate to recruit and retain workers in this age group. It will debunk dozens of myths, including that young employees have no sense of loyalty, won't do grunt work, won't take direction, want to interact only with computers, and are only about money. Tulgan argues that until you know the personal need the job can satisfy for a potential employee, you and the applicant may be talking past each other. Those needs are so beyond the imagination of most bosses that Tulgan devotes a third of the book to explaining how they affect the job decisions of this generation.

## Book Information

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## Customer Reviews

Bruce Tulgan published his first book about young people in the workplace when he was 27 and arguing on behalf of his own generation. After fifteen years of working with business leaders in companies ranging from Aetna to Wal-Mart, he felt this was the right time to present business leaders, managers, and other grown-ups with a reality check about "Generation Y" employees (those born 1978 and later). And so, at 42, he has assessed the new generation of young workers. I have rarely resisted a book more. Not because of the book, which is lively and wise and provocative, but because of the attitudes that Tulgan attributes to this generation. I loathed these kids, even though I felt like some descendant of Spiro Agnew ranting against hippies. Bruce knew all about that position --- and why I had it. So when we got together to discuss his book, he not only had a smart answer for every question, he had a trenchant analysis of his interrogator. And,

perhaps, you as well. Jesse Kornbluth: Reading this book now, with unemployment rising and rising, I kept thinking: Bruce wrote this book in a different world. The book is an artifact of a time forever past. For example, you write, "You're not the only one selecting. The employee is selecting you too." That's so 2007 to me. Bruce Tulgan: Sorry, but it's still true. Ask anyone in health care --- the demand for skilled talent still outpaces supply in certain industries. There will be many casualties ahead, many young kids can't get hired, but competition for the best people will always be fierce. Remember, the title of my book is 'Not Everyone Gets a Trophy' --- not "cater to the young upstarts." My message is about giving a wake-up call to the young upstarts.

Two main themes in the book revolve around casualness with authority and personal agendas of the GenY'ers. Here's my cut: GenY kids are only what their parents (and their parent's generation) allowed them to become. Their casualness is a DIRECT result of their upbringing; parents who want to be "best buddies" and bosses who "friend" them on Facebook. What in the heck do you think is going to happen? Of course they're going to be more comfortable with saying "hey dude" instead of "excuse me, sir/ma'am" and expect direct access to the upper leadership. With regards to the personal agendas, here's the unintended consequence of previous generation's destruction of loyalty. The GenY's saw first hand growing up that the new corporate paradigm is short-term gain, and loyalty is gone if it makes the balance sheet look better. I'd be worried about my own personal agenda too. We did this to them and now we complain that they're different. Sheesh, get a grip! After reading this book my belief is that many of the techniques the author recommends should have been done with every previous generation but wasn't. The GenY's just had the spine to ask "why?", where previous generations suffered in misery. They sound pretty smart to me. The author frequently pulls from the extremes for examples. I have about 100 people working for me, they include high school grad's to those with multiple advanced degrees, and a 20-55 age range. I don't see the extreme stuff the author references from my younger folks, in fact most are quality workers without the drama. Perhaps GenY demands a more hands-on management technique, but I see it as a positive. The author recommends that leaders set the expectations, provide direction, and then provide continual feed-back to make sure the GenY'ers are on target.

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