



# CBIZ for Leading Gen Z: Optimizing Teamwork & Performance in the Construction.

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**Anthony Capasso**, Owner, Frank Capasso & Sons, Inc.

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# Leading Gen Z

Optimizing Teamwork and Performance on the Jobsite

| Builder Generation                  | Baby Boom Generation                   | Generation X                           | The Millennial Generation              | Generation Z                       |
|-------------------------------------|--|--|--|------------------------------------|
| Born before 1945<br>Age today: > 79 | Born 1946 - 1964<br>Age today: 60 - 78 | Born 1965 - 1980<br>Age today: 44 - 59 | Born 1981 - 2000<br>Age today: 24 - 43 | Born after 2001<br>Age today: < 23 |

Colonel (Retired) Eric Lopez  
Arrowhead Leadership Consulting





# The Parenting Pendulum



## Builders

75+ Years Old

Strict Parents

Raised on stories of the Great Depression

World War II

### Characteristics:

Frugal

Loyal

Compliant to authority

Work for work's sake

Patriotic

Cautious

Private

## Boomers

55-75 Years Old

## Gen X

39-55 Years Old

## Millennials

23-39 Years Old

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Both parents were working

Rise of the Internet and MTV

### Characteristics:

Independent  
Free-Thinking  
Fearless  
Tech Reliant  
Entrepreneurial  
Highly Educated

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## Millennials

23-39 Years Old

Were Overparented by Gen Xers

Heightened concern for safety

9/11, Great Recession, and Internet Expansion

### Characteristics:

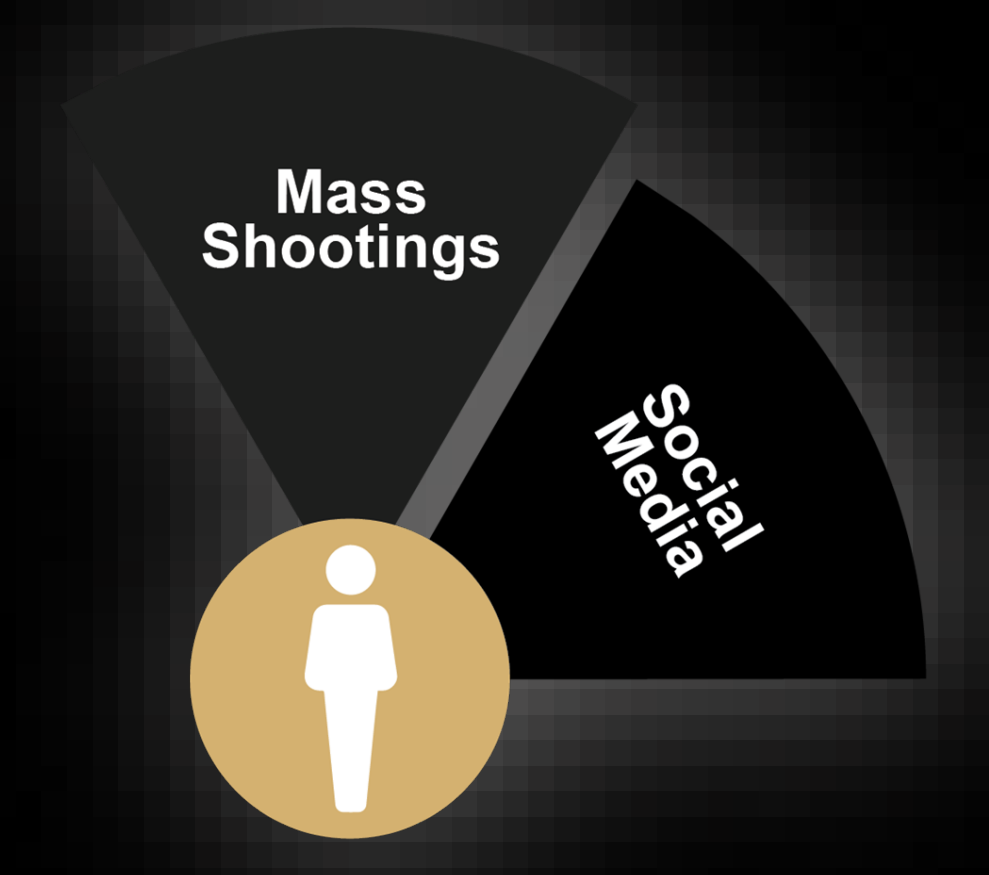
Confident  
Optimistic  
Goal and Achievement-Oriented  
Civic-Minded  
Value experiences



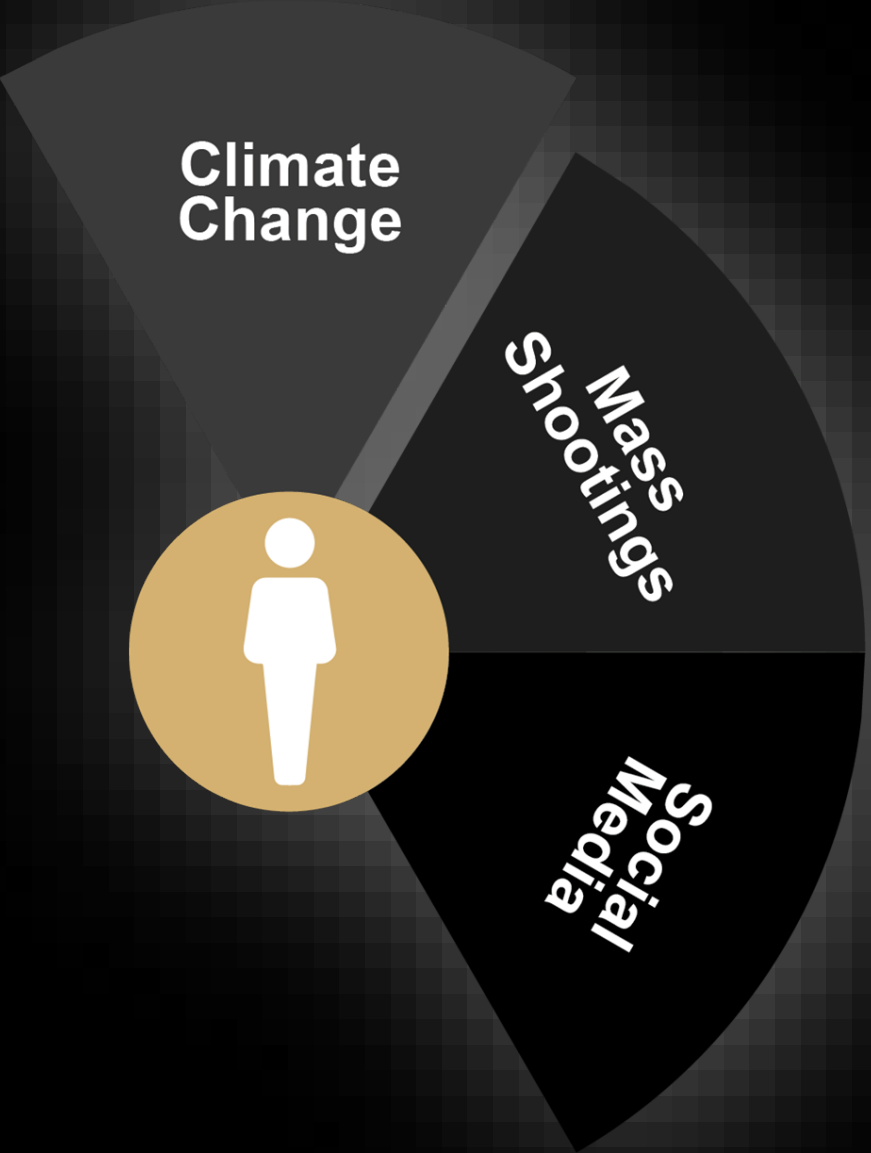
# Understanding Generation Z



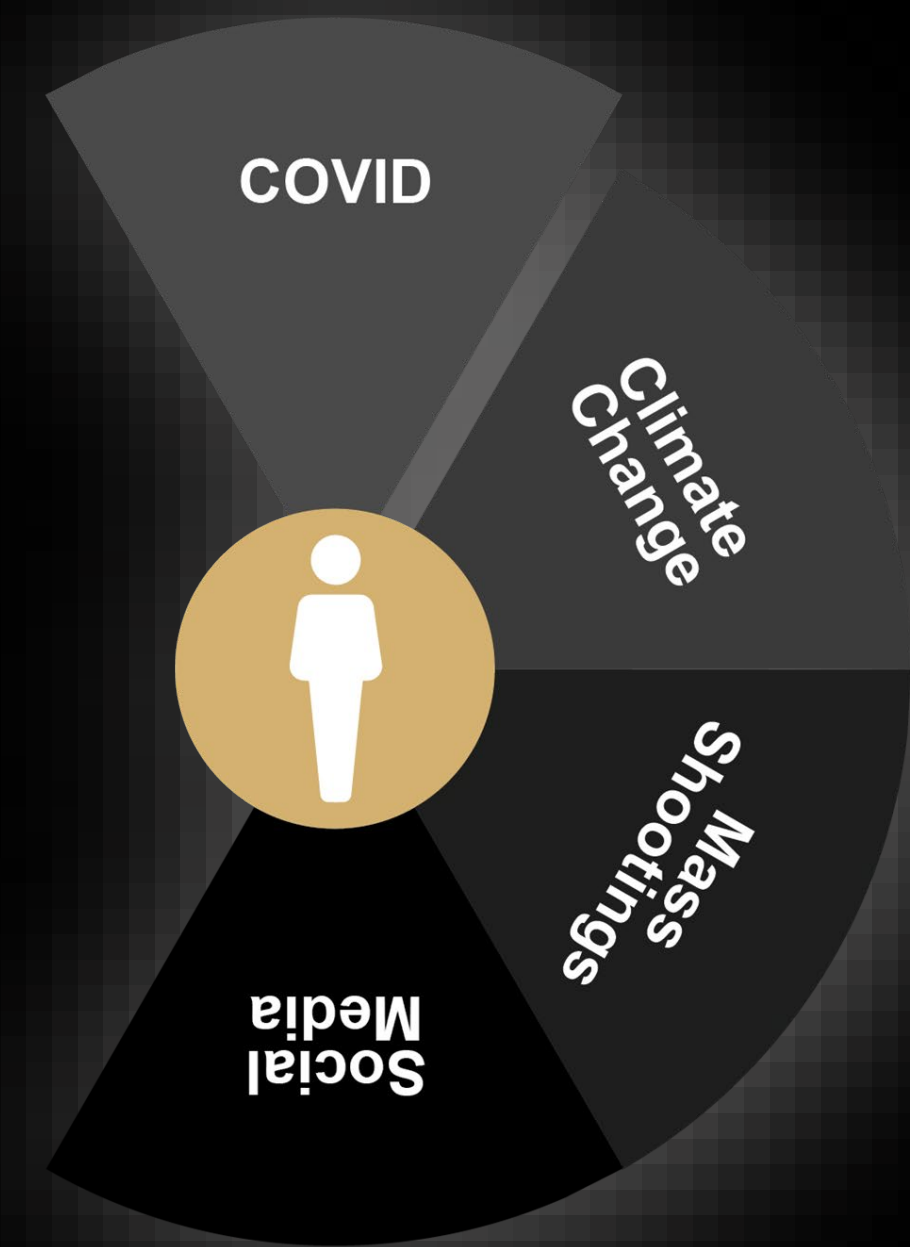
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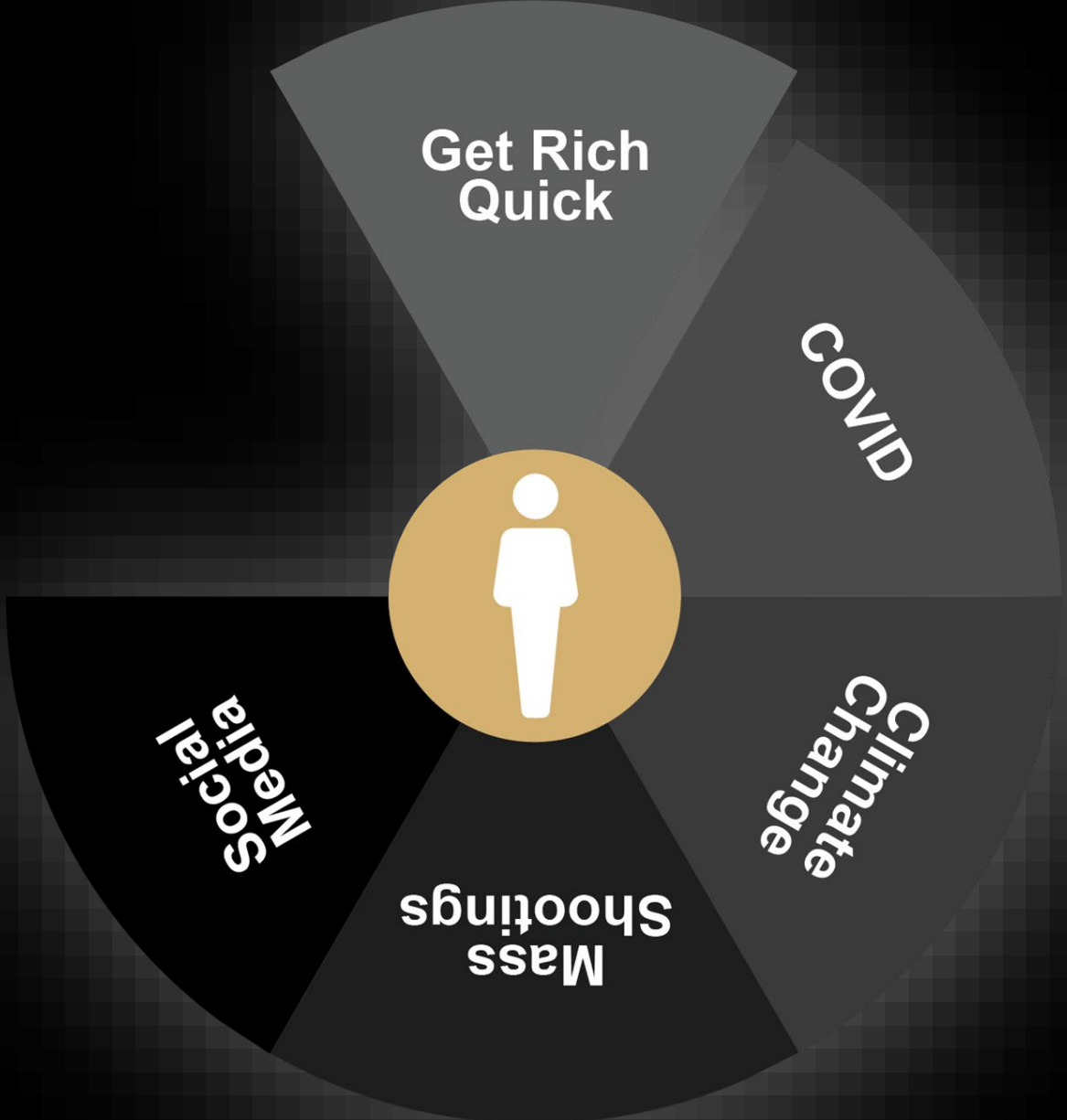
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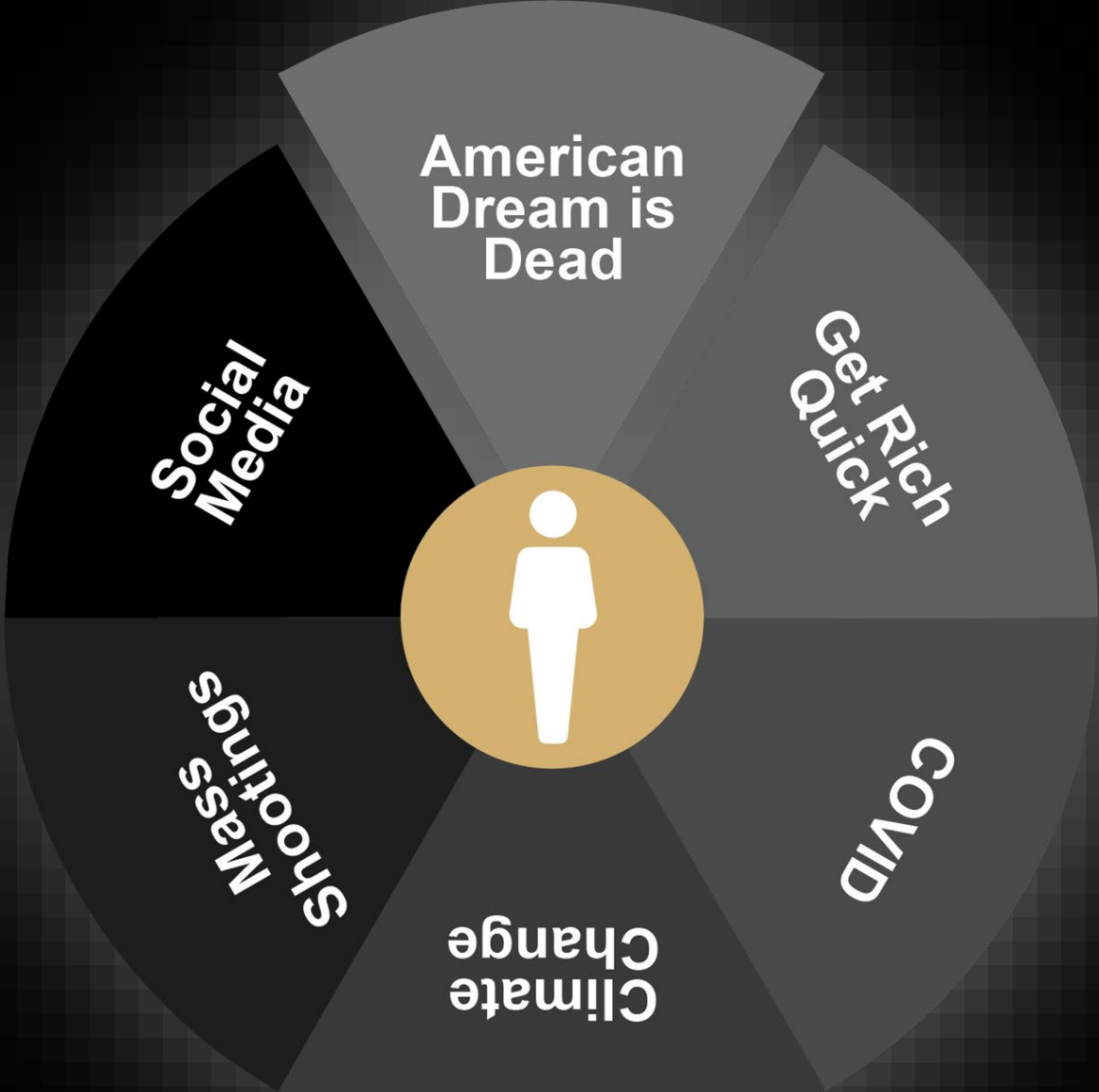


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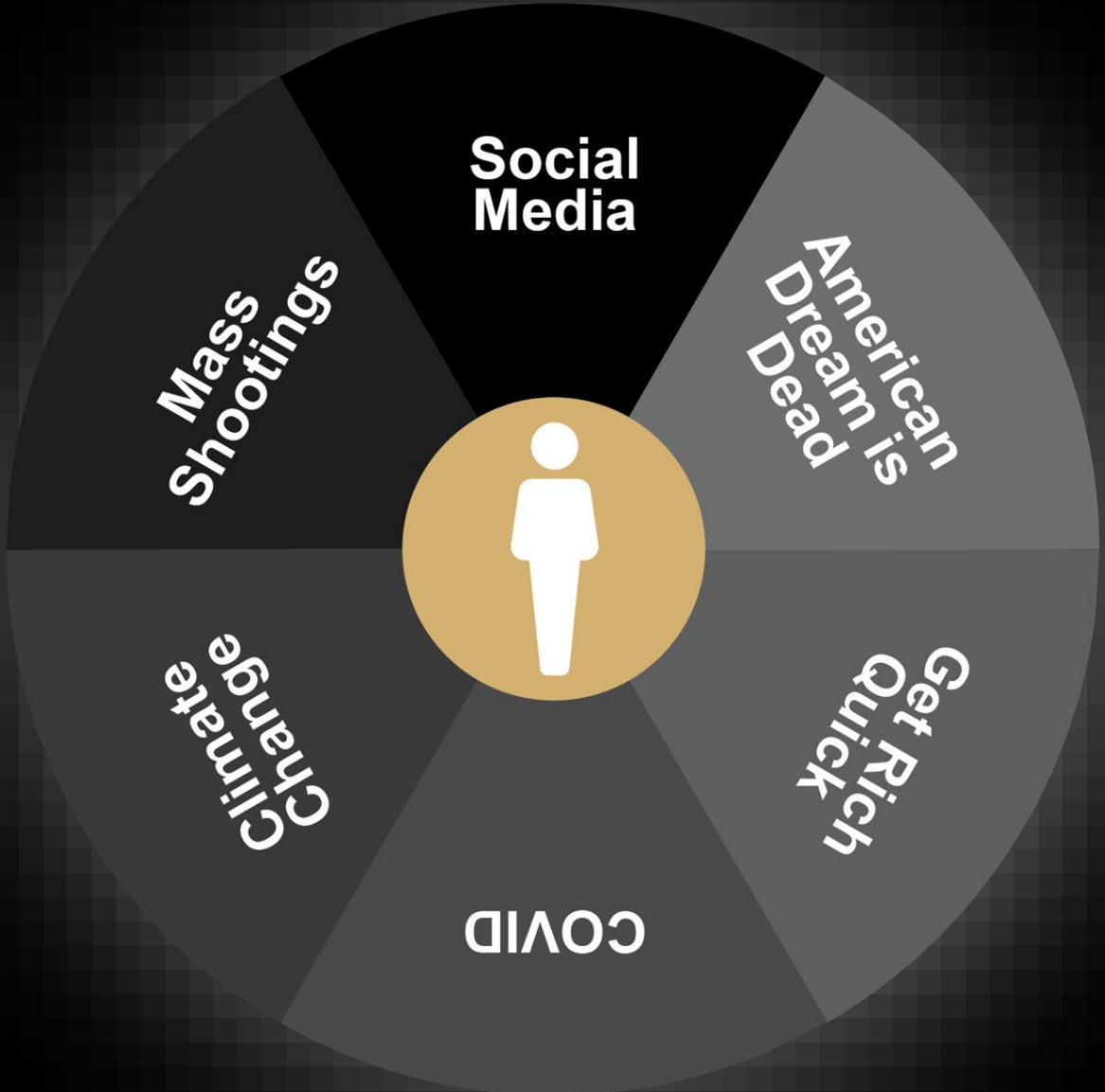




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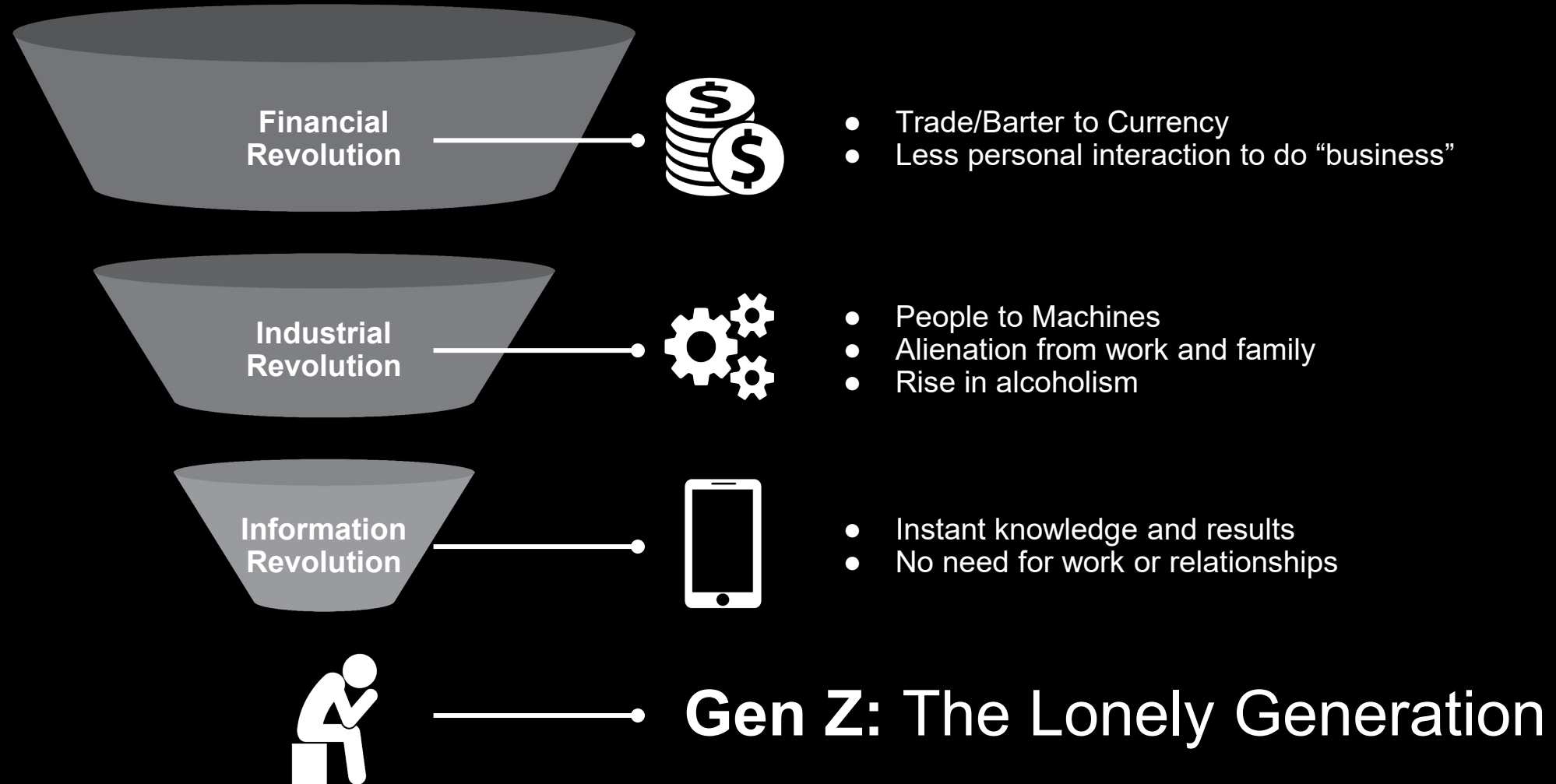


# Understanding Generation Z



# 3 Revolutions

Each made life “easier” but lonelier



# Leading Gen Z

1

## Provide Community

- Onboarding must be world-class
- Only have one chance to make a first impression

*Tool: 3 Circles*



2

## Build a Relationship

- They don't care how much you know until they know how much you care
- Care first, then challenge

*Tool: Get to know you session*



3

## Provide a Path with Clear and Achievable Benchmarks

- They don't have a clear path, you must provide them one and walk them along that path with them coaching and teaching along the way

*Tool: Goal setting and 3x5 session*



4

## Build Grit

- Passion and perseverance for long-term goals “Angela Duckworth”
- Gen Z Employees: Gain feelings of pleasure, satisfaction, and motivation from achievement of long term goals instead of short term fixes



Delayed gratification driving toward long term goals

Short term fix (video game, scrolling social media, etc.)

# Arrowhead Leadership Consulting

*Transforming leaders' lives at work and at home*

Emotionally Intelligent Leaders  
Coaching, Workshops, Strategy, Keynotes



[www.arrowhead-leadership.com](http://www.arrowhead-leadership.com)



Arrowhead Leadership



[eric@arrowhead-leadership.com](mailto:eric@arrowhead-leadership.com)

## We Value Your Feedback!



Scan the QR code and let us know  
about your experience with  
Arrowhead Leadership Consulting.



# Building Culture



“The attitude and behavior characteristics of a particular social group”

“The force that runs your company when the leader is not around”



# Goal Setting

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## Arrowhead Goal Setting (eric@arrowhead-leadership.com)

| OBJECTIVE            | INTERMEDIATE OBJECTIVES | DAILY OBJECTIVES          |  |  |
|----------------------|-------------------------|---------------------------|--|--|
| <input type="text"/> | <input type="text"/>    | TO ACCOMPLISH THIS I WILL | TO ACCOMPLISH THIS I WILL  | <input type="text"/><br><input type="text"/><br><input type="text"/> |
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# 3x5 Meeting

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## 5 min: Your leader

- 2.5 min: mentally, emotionally, spiritually, physically (health & energy) (“How are you doing in each of these areas?”)
- 2.5 min: family (“How’s your spouse & children doing?” “What’s new w/them?”)

## 5 min: Your leader’s professional growth the past week

- “How have you grown professionally or what have you learned in your job since the last time we spoke?”

## 5 min: Your leader’s personal leadership growth

- “How have you grown personally as a leader since we last spoke?”
- “What are you currently working on as a leader?”
- “Who are you developing / mentoring & how is their leader development journey going?”

# Get to Know You Document

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**My Family Background:** Born and raised in New Haven, CT. Parents were music teachers, and now they are divorced and both live back in New Haven. 1 Sister lives in CT. She is the #1 Commercial Realtor in CT. Married to Christy for 25 years, 2 boys Ryan (21) and Nate (19).

**Background:**

**My Hobbies:** Family adventures, coaching, basketball, church, duck hunting, fishing, camping, going out to eat with wife.

**Hobbies:**

**My Army History:** West Point Grad (basketball, boxing); Platoon Leader in 101<sup>st</sup> Airborne; Platoon Leader in 1<sup>st</sup> Ranger Battalion; Staff Officer 10<sup>th</sup> Mountain Division; Company Commander with 10<sup>th</sup> Mountain Division; Staff Officer 75<sup>th</sup> Ranger Regiment; Human Resources Command; Operations Officer in 2<sup>nd</sup> Infantry Division; Strategic Initiatives Group at Human Resources Command; Battalion Commander in 1<sup>st</sup> Infantry Division; Strategic Planner at Training and Doctrine Command; Deputy Brigade Commander 2<sup>nd</sup> Brigade 101<sup>st</sup> Airborne Division; Army War College. Commanded the 3<sup>rd</sup> Recruiting Brigade (enlisted recruiting for 16 states in the Midwest).

7 x Deployments: 2 with 10<sup>th</sup> Mountain, 2 with 75<sup>th</sup> Ranger, 2 with 2<sup>nd</sup> Infantry Division, 1 with 2-2 Infantry.

# Get to Know You Document

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**My Strengths and Weaknesses:** Strengths: People focused: mentoring/counseling junior officers/NCOs, Big thinker: rise above the fray to nest tasks and focus the unit on moving forward; Listening and taking advice to heart; Balance: Great family life; Weaknesses: Disorganized; Don't focus on the right things at the right time; Move forward too quickly; Forgetful

**Strengths and Weaknesses:**

**What people or experiences in your life had the greatest impact on you?**

**What motivates you?**

**What are your future plans/goals?**

**Biggest area you want to improve on?**

**Your expectations of me as a mentor:**

**My expectations of you:** Change is hard, in fact most people think it is impossible to change habits that you have had for a long time. Change and growth as a leader will take the following things:

- 1) Open mind: Be ready to try new ideas and think about leadership from a new perspective
- 2) Time and effort: You will get out of this what you put into it. Take notes, do the homework, etc.
- 3) Reflection: Make time for reflection. Only when you reflect on our sessions and internalize them in your own way will you really grow as a leader.
- 4) Implementation: Implement our leadership lessons on the job site. If we just talk about leadership in the "classroom" ....nothing will change.
- 5) Open Communication: Don't hesitate to call me for any reason.

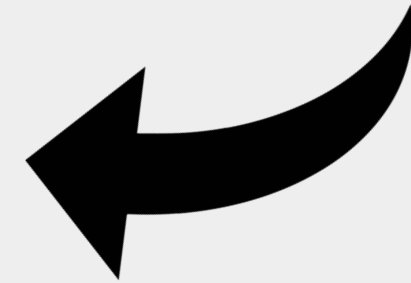
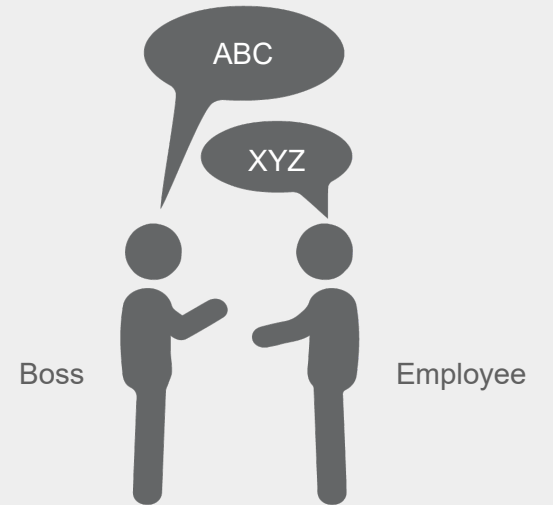


# New Relationship

*Hope*



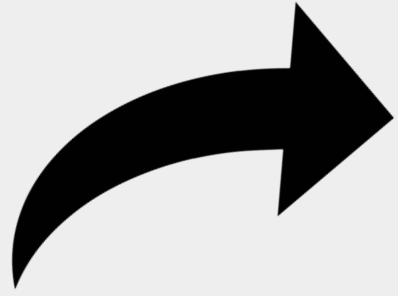
# Unclear Expectations

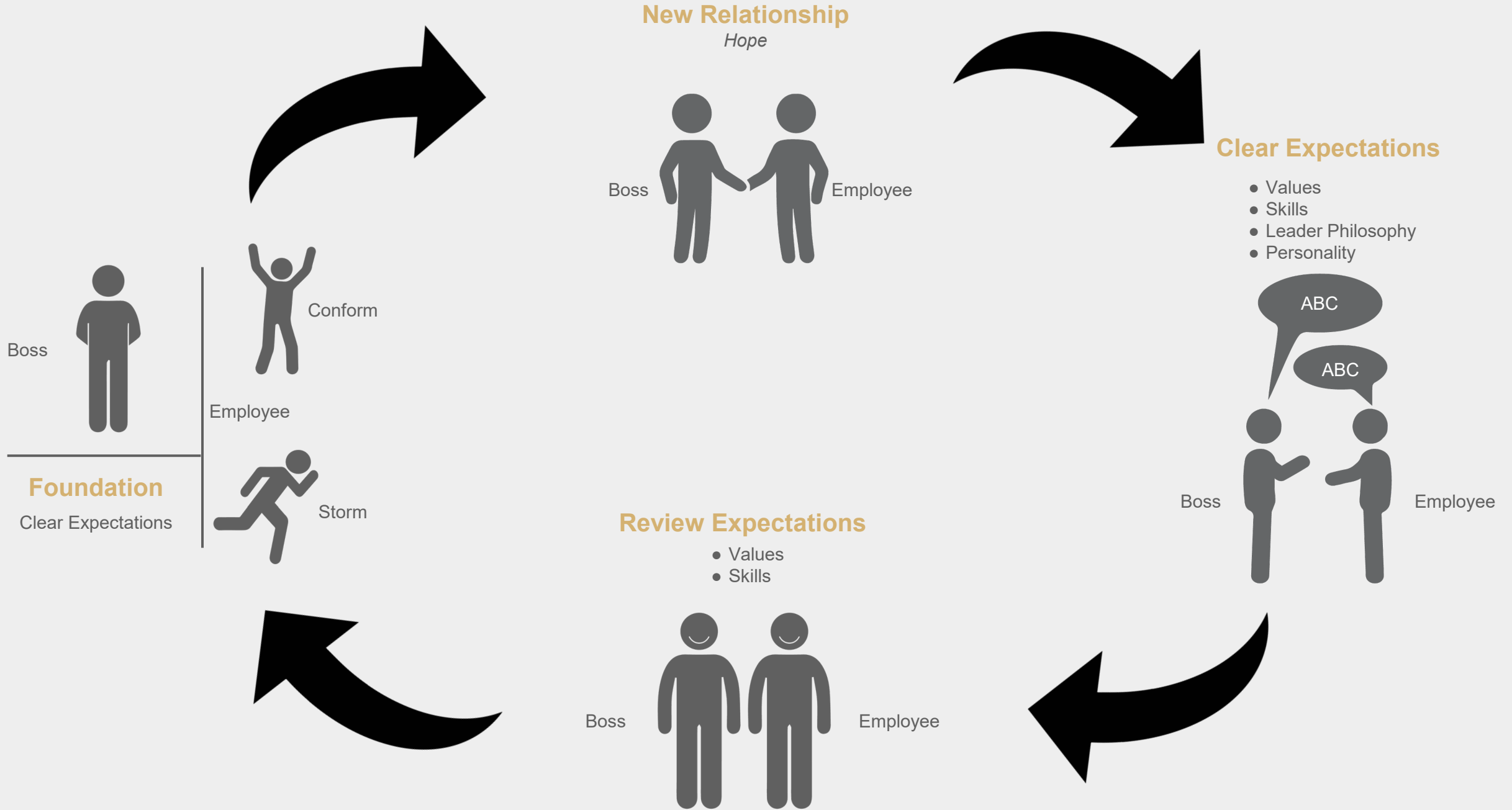


# Growing Frustration



# Continued Poor Performance







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Thank You