

FACING OUR FUTURE – HIRING AND RETAINING MILLENNIALS & GEN Z

Dr. Will Akin
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Introduction

1. Law enforcement leadership & Management.
2. Assess generational characteristics.
3. Evaluate cultural norms.
4. Discuss hiring practices.
5. Identify retention realities.

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Critical Thinking

- ◎ The intellectually ***disciplined*** process of ***actively*** and skillfully conceptualizing, applying, analyzing, synthesizing, and/or ***evaluating*** information gathered from, or generated by, observation, experience, ***reflection, reasoning, or communication, as a guide to belief and action.***
- ◎ "Perception is reality"

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Data Collection

- ⦿ Do you consider yourself a leader or manager?
- ⦿ Go to www.menti.com
- ⦿ Enter code and submit

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What Is Leadership

- ⦿ A process where an individual influences others to achieve a common goal.
- ⦿ What is needed to be a leader?
 - Followers
- ⦿ And then?
 - The ability to inspire others and provide hope.

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How To Leadership

- ⦿ Trait Approach
- ⦿ Skills Approach
- ⦿ Behavioral Approach
- ⦿ Situational Approach
- ⦿ Psychodynamic Approach
- ⦿ Path-Goal Theory
- ⦿ LMX Theory
- ⦿ Authentic Leadership
- ⦿ Servant Leadership
- ⦿ Adaptive Leadership Approach
- ⦿ Transformational Leadership (Pseudo)***

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Leader?



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Leader?



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What Is Management

- ◉ Dealing with or controlling things or people to establish order and stability.
- ◉ Planning, Budgeting, Organizing, Staffing, Controlling, and Problem Solving.
- ◉ The coordination and administration of tasks.
- ◉ It's essential for an organization to prosper.

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How To Management

- ⊙ Autocratic
 - Authoritative
 - Persuasive
 - Paternalistic
- ⊙ Democratic
 - Consultative
 - Participative
 - Collaborative
 - Transformational
 - Coaching
- ⊙ Laissez-faire
 - Delegative
 - Visionary

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Managing People



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Manager?



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Manager?



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Survey Says!

- ◉ Results???
- ◉ Hypothesis:
- ◉ 90% ($\pm 3\%$) of all participants selected leader

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Generational Cohorts

- ◉ www.menti.com – Enter Code & Submit
- ◉ Characteristics

• Baby Boomers	(1946-1964)	(76-58)	(11%)
• Generation X	(1965-1980)	(57-42)	(38%)
• Millennials	(1981-1996)	(41-26)	(43%)
• Generation Z	(1997-2010)	(25-12)	(8%)
• Generation Alpha	(2011-2024)	(11)	
• Generation Beta	(2025-2039)	(-3)	

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Baby Boomers (1946-1964)

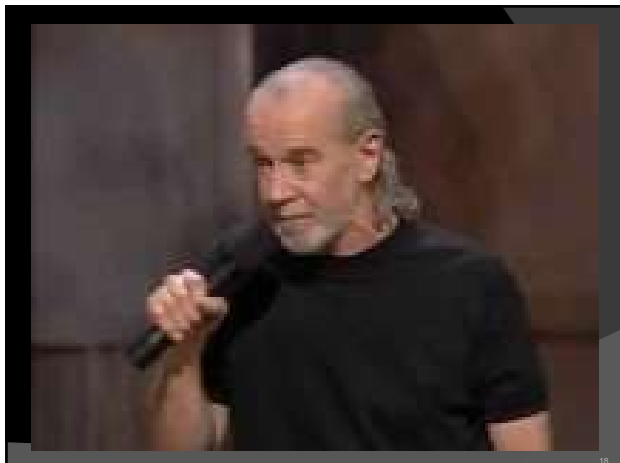
- ◉ Hard workers
- ◉ Service-oriented
- ◉ Seek to please
- ◉ Driven by competition and rewards
- ◉ Value teamwork
- ◉ Will sacrifice for their careers
- ◉ Live to work approach

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Baby Boomers (1946-1964)

- ◉ Loyal
- ◉ Committed
- ◉ Dependable
- ◉ Strong Work Ethic
- ◉ Driven
- ◉ Team Players
- ◉ Pay Your Dues
- ◉ Workaholics

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Generation X (1965-1980)

- ◉ “Latchkey Kids”
- ◉ Dual-income earning parents
- ◉ High divorce rates
- ◉ Workforce downsizing
- ◉ Recessions
- ◉ Inflation
- ◉ High unemployment
- ◉ Work to live approach

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Generation X (1965-1980)

- ◉ Self-reliant
- ◉ Independent
- ◉ Mobile
- ◉ Driven by feedback
- ◉ Cautious
- ◉ Seek autonomy
- ◉ Questions authority
- ◉ Cynical

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Millennials (1981-1996)

- ◉ Helicopter parents
- ◉ Trophy generation
- ◉ AIDS
- ◉ School shootings
- ◉ Social Media
- ◉ 9/11
- ◉ Afghanistan War
- ◉ Iraq War

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Millennials (1981-1996)

- ◉ Impatient
- ◉ Technologically sophisticated
- ◉ Requires coaching and feedback
- ◉ Challenge authority
 - Don't like take orders without explanation
- ◉ Want meaningful work
- ◉ Not impressed by titles or positions
- ◉ Value leisure and family before work

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Generation Z (1997-2010)

- ◉ Raised almost entirely in constant war
- ◉ Parents served in war
- ◉ Terrorism
- ◉ Never known life without internet
- ◉ Smartphones
- ◉ Changing dynamics in diversity
- ◉ Great recession

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Generation Z (1997-2010)

- ◉ Global awareness
- ◉ Technology dependent
- ◉ Environmentally conscious
- ◉ Socially expecting
- ◉ Financially cautious
- ◉ Authenticity in life experience

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Law Enforcement Leadership

- ◉ “Research has shown that law enforcement culture supports an antiquated approach to leadership and that popular generational stereotypes are not consistent with behaviors in the workplace.”
- ◉ Akin, W. K. (2020). *Multigenerational Perceptions of the Law Enforcement Work Environment*.

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Magic Formula

THERE ISN'T ONE!

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The Challenge

- ◉ If the cohorts aren't going to change...
- ◉ Be the change that's needed
 - Policy
 - Practices
 - Old School vs New School

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Change Agent: Policy

- ◉ Uniforms
- ◉ Beards
- ◉ Tattoos
- ◉ Piercings
- ◉ Time Off

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Change Agent: Hiring Process

- ◉ Communicate
- ◉ Word of mouth
- ◉ Recruiting team
- ◉ Digital identity
 - Website
 - Social Media

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Change Agent: OS vs NS

- ◉ "Well back in my day, _____."
- ◉ "Since I had to do it this way, you will too."
- ◉ Mentorship
- ◉ Cultural norms
 - Paramilitaristic leadership vs Organic leadership

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Retention Realities

- ◉ Who are you trying to retain?
 - Generation X
 - Millennials
- ◉ What about today's issues?
 - Focus on current employees
 - Toxic – burned out – disgruntled
- ◉ Motivation to fill vacancies
 - Bodies
 - Overtime

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Contact Information

- ◉ Will Akin
- ◉ will.akin@sheriffclayco.com
- ◉ 816-844-0350(cell)
- ◉ Facebook: facebook.com/will.akin.520
- ◉ Twitter: @SheriffWillAkin
- ◉ Instagram: sheriffwillakin
- ◉ Snapchat: sheriffwillakin
- ◉ LinkedIn: linkedin.com/in/will-akin

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