

FACING OUR FUTURE – HIRING AND  
RETAINING MILLENNIALS & GEN Z

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Sheriff – Clay County, Missouri  
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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](http://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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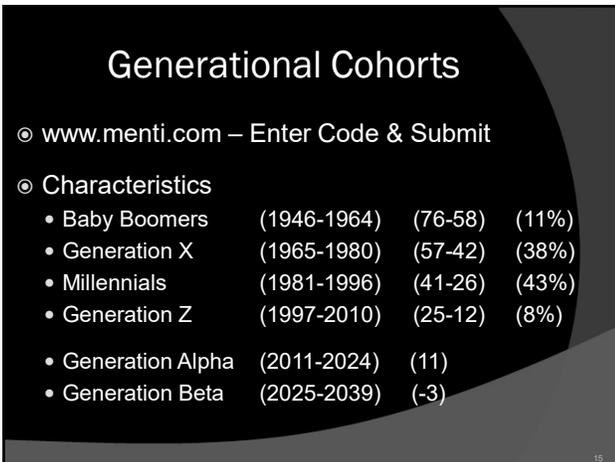
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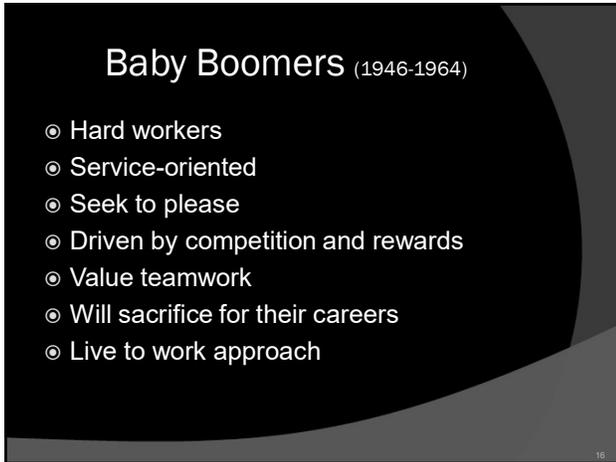
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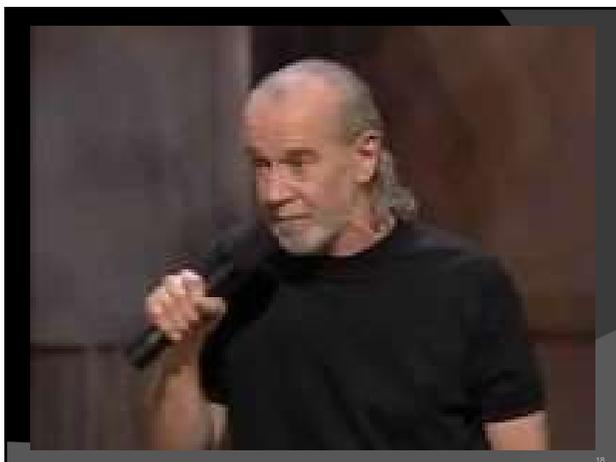
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### Generation X (1965-1980)

- ◉ "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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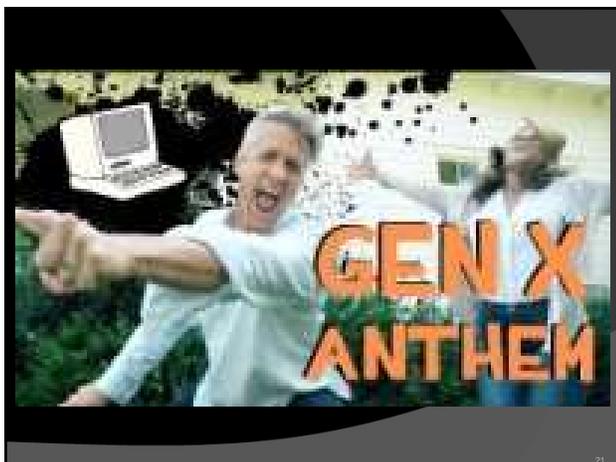
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### Millennials (1981-1996)

- 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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**27 years old trying to make it on their own**

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