search administration is a complex career where we areason timple organization and will likely seek change and transition busly facing new federal regulations and forced to developte confineir core values are skepticism, fun and informality. unicate, manage, and enforce institutional policies with many

internal and external constituents to include faculty, researche Generatann Y or Millennials (born 1981-1995; 25% of the and department administrators, peer institutional collaborators, synorkforcs;) are optimistic, entrepreneurial, and are constantly seek agencies, and auditors. Leaders in research administration fatced level themselves professionally. Gen Y'ers are team-oriente challenges in hiring and development of staff, minimizing turnovien, tetel-and willing to work hard. Their core values include real creasing burden, and managing people. The diversity of generations die noce, extreme fun, and social.

current workforce and reflected in most research administration offices

adds a further layer of complexity that must always be considerathen Management Association provides some overall cro juggling the regulations, policies, people, systems, and organizational strategies that include reenergizing compensati tures. There is value each generation brings the workforce. Therefore sympanding communication strategies, making mentoring co ilarity across all generations is respect and trust. Leadersame de vieldpeing strategies to ensure knowledge transfer and organizations credible and trust the people they work with directly. There is near no procedure captured (2014). nity for leadership to model the way and embrace the changing landscape.

Sharing an Appreciation for the Changing Work Landscape Creating an environment where multi-generations can function is es For the first time in history, there are four generations in the wardepshipe should leverage what each generation has to contribute i each one bringing its own set of core values that shape how two into productivity. Munro states that ou and approached. Stevenson breaks down the four generation and approached. Stevenson breaks down the four generation and approached approached. Stevenson breaks down the four generation and approached approached. of employees in the workplace and in the higher education classecotion as through "curiosity, courageousness, and cultivating le follows (2014): ship" (2015).

- The Traditional Generation (born pre-1945; 8% of the work-Curiosity Rather than passing judgment or making assumptions force) are considered loyal and dependable both to their supervisions gue who might be from a different generation, approach of as well as to the organization. They are described as appreciating it bran open mind and focus on the ultimate goal of the mality and preferring a top down chain of command, and thety have dn Team members should be interested in understandin favor of making decisions based on what was done in the patentitheirall generations can bring to the table. It's up to each of core values include respect for authority, conforming and befined discrimonality from multiple perspectives and approaches in conforming and befined discrimonality from multiple perspectives and approaches in conforming and befined discrimonality from multiple perspectives and approaches in conforming and befined discrimonality from multiple perspectives and approaches in conforming and befined discrimonality from multiple perspectives and approaches in conforming and befined discrimonality from multiple perspectives and approaches in conforming and befined discrimonality from multiple perspectives and approaches in conforming discrimonality from multiple perspectives and approaches in conforming discrimonality from multiple perspectives and approaches in conforming discrimination and the conforming discrimination and the conformination a plined. As a result, they are characterized as dedicated, risto authorises, the ultimate goal, whether the task might be a new s least likely to welcome change in a work environment and beiliepte hardtation, policy development, toolkits, or process check work and sacrifice are the price to pay for success.
- Baby Boomers (born 1946-1964; 30% of the workfaree) include optimism and involvement.
- Generation X (born 1965-1980; 17% of the workfarce) onfident and self-reliant, comfortable with technology, and astronomerageousness achieve work and life balance. Gen X'ers are typically not dedicated to

is less comfortable with a systems project. However, a Traditio might have historical perspective and a broad knowledge of what competitive, prioritize work over personal life, and prefer recognitismit worked from the many years of experience under their for their accomplishments. Baby Boomers are considered the above the above the better able to explain the "Why" when it considered the above the a holics and comprise the majority of the workforce. Their contextablesing regulations, but a Gen Y'er may be better able to e the "Why" in training material that would be easily understood fellow Gen Y'er.

For instance, a Gen X'er might make the assumption that a Traditi

courage to be as transparent with each other as possible. Evidayking basumptions—The opposite of being curious would be to some area in which they can contribute. However, one should be some area in which they can contribute. However, one should be some area in which they can make assumptions. This is sometimes una fortable letting their team members and leaders understand what tracket pourselves in check, we can improve this biasness they can most likely be successful in. As leaders, we should be mindful

of each team member's strengths as well as their areas **In wortichustien**, although there might be generational conflicts in the are not as comfortable. Assignments can be given jointly **incomplete** that is important to understand that when leading a divergence is achieved. For example, you may partner a Traditionalistist he leful to look past the stereotypes. Miller provides a partner is uncomfortable with systems with a Gen X'er who is constantable yith leaders to consider in this changing landscape (201 systems on the same implementation project. The Traditionalist televishte differences between the generations. know what specifications need to be included in the system Ababase where getiverse perspectives on issues.

the regulations, and the Gen X'er can help translate that the system when you find yourself working across generational lir

the regulations, and the Gen X er can help translate that tax systements you find yourself working across generational life capabilities and lingo that developers might understand.

Adaptyour style as needed to accomplish the goals of the organization of the content of the co

Cultivating Leadership-Leaders need to ensure everyone understands the ultimate goal and foster "curiosity and courage (Reference with their staff. When interviewing for new positions, it is imported to have a sumptional to the staff. When interviewing for new positions, it is imported to have a sumptional to the staff. Carolyn. (2014). Leading Across Generations: Issues for High out strengths and not pass judgement or make assumptional to the staff of the

## "Connection Killers"

Munro states that these "connection killers" should be avoided by both leaders and colleagues (2015):

Failure to value everyone As part of cultivating leadership and serving as the example, leaders should support and value everyone in the group. This seems so simple, but often we find it is easier to show favor to those members who are most like us in both generational backgrounds as well as personalities. Leadership should appreciate and pull out strengths from everyone continuously. Rath and Conchie state that "If you spend your life trying to be good at everything, you will never be great at anything... this approach inadvertently breeds mediocrity" (2008). A well-rounded team with multiple strengths and skillsets, which can come from cross-generational members, is optimal. Letting ego seize center stage leaders, we need to step aside at times and avoid "upstaging others", even if unintentional. This approach will not allow members to be "curious and courageous", so no one benefits from understanding and appreciating everyone's strengths.