

PAVING THE WAY FOR GEN X
EXECUTIVES IN LAW ENFORCEMENT

Article

by

Michael J. Freeberg
Mountain View Police Department

Command College XXX

Sacramento, California

June 2001

This Command College project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future, creating it, constraining it, adapting to it. A futures study points the way.

The views and conclusions expressed in the Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

Generation X Leaders: Cause for Concern?

The new breed of workers, commonly referred to as Generation X, or simply Gen Xers, are quickly filling the vast majority of line level officer positions in police organizations as Baby Boomer officers from the previous generation retire. Gen Xers are also filling much of the supervisory ranks. Police leaders will now have to begin developing plans in order to integrate Gen Xers into executive positions within the next few years.

This new workforce is different from yesterday's. Gen Xer values and priorities, including their view of work versus personal life, are significantly different than previous generations. Baby Boomer managers have been confused and frustrated by this new generation of workers. Gen Xers are viewed as not being committed to their organizations and having a poor work ethic. They are perceived as being lazy and only looking out for their own best interests over the interests of their organizations. However, in reality, Gen Xers grew up in the shadow of the Baby Boomers and are just trying to survive.

Baby Boomers grew up in optimistic and positive times. It was a time of the greatest economic expansion the United States had ever experienced and the only possible obstacle to infinite expansion of American industry seemed to be imagination itself. But times changed and Gen Xers came of age in an era of fallen heroes, a struggling economy, soaring divorce rates, and the phenomenon of the latchkey child.¹

Police managers will not be able to ignore Gen X and they will have to adapt their management styles and work environment to meet their unique needs. Organizations can not succeed in the future if they write off Gen Xers as cynical slackers who are unwilling to make a real contribution to the workforce. Gen Xers must be developed for future executive positions in order to lead police organizations into the 21st century.

Understanding Generation X

Why has Gen X gathered so much negative attention as compared to other generations? Claire Raines writes that Gen Xers look at the world and what they are inheriting, such as pollution, crime, racial tensions, and AIDS, and feel powerless. Gen Xers are financially savvy and are sometimes labeled materialistic, when in fact they are just trying to get out of debt. Gen Xers want balance in their life. Their jobs are not their number-one priority and they want a life away from work.²

Gen Xers grew up during a time when their parents placed a higher value on their professional careers over the needs of their family. Their parents worked hard and were loyal to their companies. However, there was a significant shift in corporate America beginning in the 1980s, which created mergers and massive layoffs. Gen Xers witnessed their parents, who had been loyal employees, fired from jobs they assumed would carry them until Social Security.³

Consequently, Gen Xers learned that they cannot depend on a company to be around to provide them jobs. Bob Losyk states:

The emotional upheaval and conflict this caused helped shape their view of the family and the world. It seems to have sent out a negative message to the Xers about their value and worth. Gen Xers do not feel there is any such thing as job security. They do not want to wait around to pay their dues because they feel there is no loyalty from the top. They do not understand how their Baby Boomer bosses can work sixty hours a week at a job which they constantly complain about.⁴

Generational differences are not specific to managers and front-line employees. They also transcend labor groups. In law enforcement, as aging police association members reach retirement age, Gen X officers are taking their places. But associations have been slow to make changes that will best use the talents of Gen Xers. Instead, many associations with Baby Boomer leaders try to bend the Gen Xers to their way of doing things, which has met with resistance.⁵

Developing Future Gen X Leaders

Today's leaders must identify and develop individuals who will assume future executive leadership positions. However, as Nancy Woodward points out, "You've seen the articles for years now, full of tips on suggestions on how to manage Gen X employees. But, in today's workplace, those articles miss an important point: Many Gen Xers now are managers themselves and are responsible for guiding and overseeing other employees."⁶

Woodward quotes David Nachbar, Senior Vice President of Human Resources of the St. Paul Companies in Minnesota, as agreeing that Gen Xers "...do a couple of really good things as they move into managerial positions." He notes, "They ask all the silly questions that get people to think. They are not bound by the parameters that may constrain others who have been with an organization for a period of time." Nachbar believes that Gen Xer managers "...have a great impact on their team members, simply by virtue of taking different approaches or thinking in different ways."⁷

Bruce Tulgan points out that many Gen Xers in larger companies complain they cannot reward people immediately when it is meaningful, but are told to wait and reward employees during their annual evaluations. Tulgan states, "This doesn't work for Gen Xer managers because they know how they would be feeling. I want to know that people notice and reward me for my extra work, or I'm not doing it again."⁸ Tulgan continues:

By and large, we have found that Gen Xers want to be the kind of managers that they would have wanted. They try hard to give the people working for them the goals and parameters of the project -- and then leave them alone to do their work. And they tend to delegate well. The best asset Gen Xer managers bring to the workplace is an ability to give their employees feedback, especially positive feedback. They really want to reward performance.⁹

Gen Xers are drawn to leadership for more altruistic reasons than the Baby Boomers. Ron Zemke and his co-authors, Claire Raines and Bob Filipczak, write that Baby Boomers tended to seek leadership roles to prove their status, prestige, and general

worthiness for climbing the ladder. In contrast, Gen Xers seek or are selected for leadership roles because they are competent and have good leadership skills. Gen Xers tend to be fair, competent, straightforward leaders, but they also tend to be brutally honest, which can devastate a young employee during a performance review.¹⁰

Will Ruch writes that Gen Xers often find it hard to work for a Baby Boomer manager with solid management experience but limited specialized knowledge and technical skills. Those converging forces make recruiting, managing, and retaining high-performing Gen X employees a serious issue. Critical management skills will involve understanding generational differences in order to strengthen work relationships among employees.¹¹

It is essential that Baby Boomer managers understand what motivates Gen Xers in order to mentor and develop them to assume future leadership positions. Cole asks the question, “Exactly what kind of employers are getting serious about career management?”¹² Yochanan Altman, research professor of international human resources management, University of North London is mentioned in Cole’s article as stating that firms tend to fall into two categories: those that are highly dynamic and those that are not dynamic enough. Altman is quoted:

Sun Microsystems, for instance, is an organization that enjoys 20% growth and adds some 4,000 employees every year. But in a labor market enduring chronic shortages, shortages of highly specialized workers, and in a company where much of the staff are Gen Xers constantly looking for greener pastures, retention is a pressing issue. Sun, like a growing number of companies, is keenly aware that the first two years of a worker’s life are the most valuable in terms of retention, and therefore aggressively offers career development to members of that particular sub-group.¹³

Career development programs help employees move along the arduous path of career advancement and the organization benefits from the opportunity to identify and develop its future leaders.¹⁴ An effective approach in responding to an aging management and executive workforce is to link the promotional process to the training

and development efforts in a way that raises the overall capabilities of the staff while also identifying the most qualified individuals to fill the future leadership positions.¹⁵

“Managers are saying that to change nothing in the way of how Gen Xers are recruited is not an option today,” notes Diane Domeyer, Executive Director of OfficeTeam. She states, “These are tomorrow’s executives and companies need to foster their professional growth.” Companies are attracting these people by offering programs which recognize quality-of-life needs, promote innovative thinking, and provide skill enhancement opportunities along with other workplace approaches.¹⁶

Zemke and his co-authors write that Gen Xers are now actively moving into leadership positions in their organizations and it is quite likely their task orientation will dictate their management style and the organizational cultures they will create. Their main priority will be to get the job done and it will dominate the way they manage. They will eschew organizational politics, bureaucracy, or anything else that gets in the way of the task at hand. These Gen X leaders will have less meetings and increased e-mail. As they assume power, business books on how to manage absentia will fill bookshelves, as they prefer to work at home.¹⁷

The challenge for police leaders today is to identify and develop Gen X individuals inside their organizations. These individuals must have the desire and potential to assume future executive leadership positions and have the vision and the ability to successfully lead their organizations into the 21st century. In order to accomplish this, a Transition Management Team composed of cross-generational individuals from every level of the organization will work together to develop plans to ensure that the necessary organizational changes occur.

Organizational Culture

A major organizational goal is to attract and retain quality employees who will help the organization grow and achieve excellence, as well as developing excellent employees who demonstrate the ability and motivation to be integrated into future executive law enforcement positions. In order to draw and retain these talented people, organizational leaders must create a culture that demonstrates they care about their employees both professionally and personally.

Employees must feel they are a valuable part of the organization and that their active involvement and input is critical both to the organization's mission and to their own professional careers and personal fulfillment. Edgar Schein states, "The most important job of the chief executive officer is culture management. The CEO must establish the right culture, set the appropriate example, and audit the organization at all levels regularly to ensure that the culture is being adhered to."¹⁸ Larry Grant states:

An organization's current performance level is the direct result of past implicit or explicit operational instructions to the organizational system. Future operational performance will depend on how the organization and culture will be reprogrammed. Specifically, an organization's future performance is a direct result of its culture and the operative frame of reference provided by the culture.¹⁹

Future Forecasting and Strategic Planning

In order to forecast the future development of Gen X leaders in law enforcement, a Nominal Group Technique (NGT) was used. The NGT is a structured process which requires a diverse panel to predict trends and events, both positive and negative, which will impact the issue. Trends are a series of incidents or events taking place which seem to indicate a direction in which a particular issue may be heading. Events are different from trends in that events are singular occurrences which may impact the issue. Events occur on a specific date and time.

When future trends or events are anticipated, plans can be prepared to seek the best positive results while working to limit negative consequences. Based on the input from the NGT panel, the ten trends most likely to have the most impact on the issue in the future were:

1. Diversity of society
2. Mobility – The ability to pick-up and move
3. Incentives for recruiting and retention
4. Work versus personal life
5. Change in labor relations/union influence
6. Change in organization culture
7. Public versus private competition/compensation
8. Different workforce experience
9. Change in housing/commuting/
10. Civilianization of certain command structures

The ten events predicted to have the most impact on the issue in the future were:

1. Protracted recession
2. 75% of agencies obtain P.E.R.S. 3% @ 50
3. Police chiefs with a P.E.R.S. retirement allowed to work in another P.E.R.S.
4. Extended significant war
5. Significant legislative contribution changes to deferred compensation accounts
6. Significant corruption case within a local police
7. High liability incident within a local police agency
8. Change P.O.S.T. regulations for out-of-state police chiefs
9. Narcotics decriminalization
10. Consolidation of Silicon Valley police departments

Based on the results of the NGT process and related literature review, three alternative strategies were developed relating to how to integrate Gen X officers into executive law enforcement positions. Each of these strategies represents a different approach to the issue. The strategies are as follows:

Strategy One – Maintain the Status Quo: This strategy is easiest for police chiefs in non-progressive cities where there are no significant expectations from the city manager and the community has little contact with or expectations from the police. It generally fits a police chief who leads a low profile, stagnant organization. The leader is not seen as a change agent, does not have a vision, does not believe change is necessary or desirable now or in the near future, and is

satisfied with remaining on the same course. By doing nothing and not developing future plans, it avoids immediate conflict with the stakeholders and puts off difficult or complex future planning decisions. Officers in general are not encouraged to seek higher education, nor is advanced education considered an important qualification when competing in the promotional process. Minimum cost and effort is put into the promotional process by the department and not much preparation is required on the part of the applicant. The person selected for promotion is normally the one which best fits the personality of the chief of police, creates the fewest problems, and one that will continue with the status quo.

Strategy Two – Develop Plans to Address Only Current Issues: This strategy generally fits police organizations that tend to prepare short-term plans to address current issues, but do not clearly understand the importance of looking toward the future and developing long lasting solutions for these issues. These organizational leaders can recognize developing trends which may impact their organizations in the future, but may not truly understand the significance of the issues and/or do not place an appropriate priority in developing plans or programs to address these issues. Education and career advancement programs are verbally supported, but limited training and career incentives are provided due to budget restrictions. A career development program may exist but is not a high priority due to other pressing issues. Individuals are not actively groomed for leadership positions due to a lack of planning and mentors.

Strategy Three – Develop Strategic Plans to Address Future Issues: This strategy best fits a progressive police organization that is supported by a strong and supportive city council and city manager and a police chief who provides the vision and direction to lead the organization into the future. These organizations have developed a mission statement with input from both internal and external stakeholders. Employees understand and support the mission and their actions and behaviors are driven by the organizational values. These organizations recognize the importance of balancing the professional and personal needs of their employees with the needs of the organization and external stakeholders. They strive to build employee loyalty and increase employee retention. Employees who demonstrate the ability and motivation to assume leadership positions in the future are groomed to fill positions as older executive leaders retire. They have trust and respect from all levels of the organization and demonstrate the ability to direct and motivate others toward the mission and a progressive future.

Preferred Strategy – Organizational Transition to the Future

Progressive police organizations prepare for future change today in order to develop strategies to meet the future needs of all stakeholders, both internal and external to the organization. Strategy Three proactively establishes the process for implementing

change, particularly for developing employees for future leadership positions and building employee loyalty which draws and retains valuable employees. This strategy allows organizations to fulfill the vision statement of developing future police executives by developing career enhancement programs and incentives.

Transition Management Team

A Transition Management Team, supported and directed from the executive level, is one process which creates needed organizational change. The team will be composed of a cross-generational mix of individuals from every level of the organization who are capable and motivated to be involved in the change process. Team members are divided into subgroups based on their interest and knowledge to develop strategies to meet organizational goals. This requires a self-assessment of the present state of the entire organization and then identifying critical areas where the organization must change and develop strategies to create these changes. Stakeholder needs and desires are identified by the team with input from individuals from all stakeholder groups. The proposed changes will benefit all employees, the organization, and the community.

The Transition Management Team will be tasked with developing strategies for the following issues in order to affect successful organizational change:

1. Developing a training program that will educate Baby Boomer managers and the rank-and-file about different Gen X perspectives on work issues such as balancing work and personal life, company loyalties, the importance of having fun on the job, and creating the ideal work environment
2. Examining nontraditional and flexible work schedules and cafeteria style benefit packages to meet the needs of both the employees and the organization
3. Researching state-of-the-art police vehicle equipment and uniforms which will promote organizational professionalism and significantly appeal to the employees

4. Treating employees the same way citizens are treated, respecting their needs, and working with them to find creative solutions to their challenges
5. Developing a shared set of organizational goals between Baby Boomer managers and Gen Xers and providing feedback without micromanaging them
6. Initiating an executive development program for supervisors who desire to promote into upper management positions
7. Initiating a career development program for employees who aspire to progress and helping them create a career roadmap to reach their destination, but also remembering that not all excellent employees who have potential to be a leader want to move in that direction
8. Developing a mentoring program to help employees reach their maximum potential so they will feel challenged, continue to learn and develop, and progress within the organization
9. Seeking to maintain state-of-the-art technology and ensuring that everyone in the organization receives current training and can use the technology for maximum benefit
10. Developing different learning approaches that will adapt to different generational learning styles
11. Seeking input from all employees to determine the significant internal problems within the organization, but more importantly, asking them for solutions to the problems
12. Promoting open communication along with an open mind when listening to others ideas and addressing the continual pessimists who are in the position to quash new and creative ideas
13. Celebrating milestones and successes, both individually and organizationally
14. Changing the culture so new people do not have to pay their dues before advancing in order to eliminate holding talented people back
15. Creating an atmosphere that accommodates individual needs, is nontraditional, provides flexible and respectful management, and focuses on retention
16. Looking continuously into the future to be prepared to address issues which will impact the organization

Career Enhancement Programs

Career enhancement programs are essential to develop individuals who demonstrate the ability and motivation to assume future police executive positions. These programs and incentives are designed to allow individuals exposure to advanced responsibilities and training with feedback about their performance on a regular basis. Examples of these programs and incentives are as follows:

Mentoring Program: The Mentoring Program is important for police departments and compliments a well-designed Career Development Program. The program will provide peer assistance to new employees to help them understand the organizational culture, adapt to their new environment, and recognize future organizational opportunities. It is important to orient new officers when they are first hired and make them feel like they are a welcomed and valuable member of the organization. Setting the right foundation initially for these new officers will help retain officers, especially ones that might be prone to look for greener pastures.

Career Development Program: A Career Development Program begins building the foundation for integrating Gen X employees into executive law enforcement officer positions. The program is designed to provide a career roadmap for all officers of non-supervisory rank. The focus of the program is to develop quality officers who have career goals (short term and long term) in mind and also to develop the future organizational leaders who will eventually assume supervisory and command positions. The program provides officers with career guidance to assist them with specialty assignments at the officer level and prepare them for promotional opportunities at supervisory levels. Individuals who have the aptitude and motivation to advance to supervisory ranks will also be given the opportunity to perform various supervisory duties under the direction of a senior supervisor and then given constructive feedback on their performance. The organization will have the ability to review the training and performance records of the officer while in the training program and then select someone who has already demonstrated an aptitude for the assignment who will hit the ground running.

Education Incentive Program: Advanced education is important for both law enforcement organizations and the employees. Not only is advanced education becoming a requirement for advancement in police organizations, but it also develops forward-thinking individuals. Employees will be expected to follow a course of study related to the field of law enforcement. Organizations may have to consider flexible schedules to accommodate the employee's school schedule. Other creative learning environments will have to be considered, such as offering

courses at the police department as well as distant learning courses over the Internet.

Executive Development Program: The goal of the Executive Development Program is to identify and develop individuals within the organization who demonstrate their commitment to the organization and who have the ability and motivation to eventually assume executive positions. The program begins preparing supervisors for midlevel command officer positions and midlevel command officers for executive positions. Individuals in the Executive Development Program must have a solid knowledge of law enforcement principles and maintain a quality record of performance. They must also possess or be pursuing a level of education commensurate with a command position. In addition, they must demonstrate a solid belief in the organizational mission and values through their behavior and actions.

Executive Career Incentive Program: The Executive Career Incentive Program compliments the Executive Development Program. This program financially compensates command officers who accomplish and maintain levels of increased responsibilities and performance and accomplish those tasks in exemplary fashion, and who meet specific educational and/or training goals. Command staff who currently possess a graduate degree will be compensated for their accomplishment through this program. Command staff members who do not have a graduate degree will be reimbursed for educational expenses using the same criteria as the Education Incentive Program.

Evaluation and Feedback

Career enhancement programs must be monitored and evaluated in order to determine their effectiveness. Criteria must be developed to measure program progress. Many programs have some unforeseen problems when implemented and necessary changes can be made based on the results of the evaluation process. Programs can always be improved which will result in an increased benefit for all involved.

Employees participating in the different career enhancement programs will be requested to provide feedback on the programs during designated evaluation periods. The performance evaluations on participating employees will be reviewed to determine if they are developing and meeting program goals. This information will be consolidated into one report and evaluated by command staff to determine if program goals are being

met. Based on the results of the report, necessary changes can be made to continually improve the program.

Implementation Roles

It is important to anticipate all significant issues generated by organizational changes as a result of the Transition Management Team. By anticipating and addressing these issues during the early phases, it will allow the organization to develop plans to deal with potential stakeholder resistance.

There are several individuals who play a significant role in the implementation process while others are involved only marginally. If the process is to be successful, those involved must have a clear understanding of the proposed programs or changes and there must be the widespread support for their implementation.

Police Chief, Police Managers, and Police Supervisors - These individuals must take the lead to implement programs, particularly career enhancement programs. They endorse program proposals submitted by the Transition Management Team and garner support both inside and outside the organization.

City Council and City Manager - These individuals have the final responsibility for approving programs such as the career enhancement programs and incentives. They must weigh the benefits of the programs with the costs. They must consider the effect of the program on other city programs as well as other city employees. They must also be sensitive to how the proposed programs or changes will affect community. It is critical that these individuals support the proposed programs and changes and then provide the necessary resources to begin implementation. They must recognize that initial problems may occur and it is important to reserve judgement until the proposed programs or changes are fully established.

Personnel and Training Manager - The personnel and training manager will be responsible for managing career enhancement programs. This manager will have to select appropriate mentors and career counselors and must ensure that the necessary resources are available for the programs to succeed.

Personnel Director - The personnel director must work with the police department to develop programs which balance the needs of police employees with the needs of other city employees.

There are a number of strategies which can be used to assist with the implementation plan developed by the Transition Management Team. The following three strategies should be considered for an implementation plan:

Sell the Program - Police programs must be sold to key individuals whose support is necessary for the program to succeed. Within the police organization, these individuals consist of the police chief, police managers, police supervisors, police officers, and the P.O.A. Outside of the police organization, support is needed from the city council, city manager, and personnel director.

Seek Buy-In - Once a program is approved, it is beneficial to move gradually through the implementation process rather than trying to accomplish all the program goals at one time. This will allow employees time to recognize and appreciate the benefits of the program. It will also provide the opportunity to identify potential problems with the programs and work to address them.

Celebrate Successes - Stakeholders need to hear about the positive results of the programs. This includes all organizational members, the city council, city manager, other key members in the city, and the community. The police department's newsletter or city paper can report these positive results. It may also be of benefit to other police organizations to publish an article in a professional journal discussing the program and the successes.

Recommendations

It is clear that organizations are changing internally and it is critical for leaders to maintain pace with these changes. Some organizations have moved forward with innovative programs aimed at developing future organizational executive leaders. Unfortunately, many organizations have not yet begun to address this issue. Many have considered it, but have not taken proactive measures to develop their employees.

Developing leaders really begins the first day a new employee walks through the door. Different programs will help develop employees to their full potential and groom future executive leaders. Career enhancement and incentive programs are essential programs used to develop employees who are motivated to assume future executive leadership positions in the coming years.

Conclusions

This article has discussed career enhancement and incentive programs which will help organizations identify and develop talented individuals to assume future executive police leadership positions. These programs are vital to meet this objective.

Plans must begin now to ensure Gen Xers are developed and prepared to assume executive leadership positions in the next few years. Besides the career enhancement and incentive programs, organizations must continually assess and meet the unique needs of their workforce in order to continue building and retaining a loyal and strong workforce. The strategic planning and transition management processes will be critical to integrate Gen X employees into executive law enforcement positions within the next few years.

Plans to develop future executive police leaders will continue beyond Gen X. Organizations will continue to change. Eventually Gen X executives will have to plan for the next generation that will replace them as leaders.

As this article has discussed, there will always be conflicts between generations. Zemke and his co-authors state that all current and past generations have their own work ethics, different perspectives on work, distinct and preferred ways of managing and being managed, idiosyncratic styles, and unique ways of viewing such work-world issues as quality, service, and just showing up to work.²⁰ It means organizations are going to have to understand and accept that different generations possess different views and values. They will have to adapt to these differences to create a progressive organization which aggressively develops future organizational leaders.

It is impossible to predict with absolute certainty what will occur for law enforcement in the next few five years. Crime trends, available funding, technology, and the level of public support will greatly impact law enforcement in future years.

Progressive leaders look beyond current successes and accomplishments and are always focusing on the next issue out on the horizon. These insightful leaders examine future issues that will impact their organizations and develop strategic plans to address

these issues. Contemporary programs today will be history in future years as new programs are developed. With foresight and proper planning, law enforcement organizations will be more effective in meeting the needs of society in future years.

The planning process begins now to develop future executive leaders. Leaders need to push career enhancement and incentive programs and persist when they do not get immediate results. The future success of organizations is at risk if leaders do not make plans today to develop the future leaders hoping that everything will work out alright. Experience has shown that things generally do not turn out alright if affirmative action is not taken to make it happen. The principle message to today's law enforcement leaders is as follows: You have the ability to improve the quality of life for the people in your organization and to meet the continued demands of the community. Start the planning process for career enhancement and incentive programs and stay with it until it comes to pass. Ultimately, the success of the organization and community counts on it.

NOTES

- ¹ R. Zemke, C. Raines, B. Filipczak, Generations At Work, (Amacom Publication, 2000)
- ² C. Raines, Beyond Generation X, (Crisp Publication, 1997)
- ³ R. Zemke, C. Raines, B. Filipczak, Generations At Work, (Amacom Publication, 2000)
- ⁴ B. Losyk, "Generation X: What Are They Like?", Current, May (1997), Issue 392, p9, 5p
- ⁵ J. Dineen, "Working With Generation X Officers," PORAC Law Enforcement News, Feb. (2000), Vol. 32, No. 2, p10
- ⁶ N. Woodward, HR Magazine, Mar. (1999), Vol. 14, Issue 3, p74, 5p, 11b
- ⁷ Ibid
- ⁸ B. Tulgan, Managing Generation X, (Merritt Co., 1997)
- ⁹ Ibid
- ¹⁰ R. Zemke, C. Raines, B. Filipczak, Generations At Work, (Amacom Publication, 2000)
- ¹¹ W. Ruch, "How to Keep Gen X Employees From Becoming X-Employees", Training and Development, Apr (2000), Vol. 54, Issue 4, pg 40, 4p
- ¹² Cole, Joanne, "The Art of Wooing Gen Xers," HR Focus, November 1999.
- ¹³ Ibid
- ¹⁴ J. Arnold, "Strategic Planning for Career Development," The Police Chief, April (2000) p61
- ¹⁵ T. Kroeker, "Developing Future Leaders," The Police Chief, Mar. (2000), p64
- ¹⁶ USA Today Magazine, Mar. (1997), Vol. 125, Issue 2622, p6, 1/9p
- ¹⁷ R. Zemke, C. Raines, B. Filipczak, Generations At Work, (Amacom Publication, 2000)
- ¹⁸ E. Schein, Sloan School of Management, Massachusetts Institute of Management, was quoted at the California Commission on P.O.S.T. Leadership Symposium, 2000.
- ¹⁹ L. Grant, Consulting & Training Inc., presented at the California Commission on P.O.S.T. Leadership Symposium, 2000.
- ²⁰ R. Zemke, C. Raines, B. Filipczak, Generations At Work, (Amacom Publication, 2000)

BIBLIOGRAPHY

- Adams, John, "But What About Gen Xers Who Manage Boomer?" HR Magazine, December 1999.
- _____. "What Gen Xers Want From Work", HR Magazine, November 1999.
- Anderson Corporate and Executive Coaching, Inc., presented at Commission on Peace Officer and Standards (P.O.S.T.) Symposium in Burbank, December 2000.
- Arnold, Jon, "Strategic Planning for Career Development," The Police Chief, April 2000.
- Cole, Joanne, "The Art of Wooing Gen Xers," HR Focus, November 1999.
- Cox, Joe, "What's Happening in the Workplace?," Baylor Business Review, Spring 1999.
- Dineen, John, "Working With Generation X Officers," PORAC Law Enforcement News, February 2000.
- Dunn, Matt, "Policy Leadership, Gen X Style," National Civic Review, Fall (1997).
- Estensen, Tom, Principal, Organizational Effectiveness Consulting, Presented at P.O.S.T. Command College, October, 2000.
- Flynn, G. "Xers vs. Boomers: Teamwork or Trouble?," Personnel Journal, 1996.
- Galen, M., "Myths about Older Workers Cost Business Plenty," Business Week, December 10, 1993.
- Grant, Larry, Consulting & Training Inc., presented at the California Commission on P.O.S.T. Leadership Symposium, 2000.
- Jick, Todd, Harvard Business Case N9-491-114
- Kotter, John, What Leaders Really Do, Harvard Business Review Press, 1999.
- Kroeker, Timothy, "Developing Future Leaders," The Police Chief, March 2000.
- Kronenberg, G. "Why Gen Xers Become X-Xers," Los Angeles Times, February 24, 1997.
- Losyk, Bob, "How to Manage Xers," Public Management (US), December 1999.
- _____. "Generation X: What Are They Like?," Current, May 1997.

McKeown, Les, President and CEO of Yellowbrick,
<http://mentoring.deliverthepromise.com/programs.htm>

Raines, Claire, Beyond Generation X, Crisp, 1997.

Ruch, Will, "How to Keep Gen X Employees From Becoming X-Employees," Training and Development, April 2000.

Schein, Edgar, Sloan School of Management, Massachusetts Institute of Management, quoted at the California Commission on P.O.S.T. Leadership Symposium, 2000.

Thiedke, Carolyn, "How You Can Keep Your Generation Xers on Staff," Family Practice Management, November/December 1998.

Tulgan, Bruce, Managing Gen X: How to Bring Out the Best in Young Talent, W.W. Norton & Co., 1995.

_____. Managing Generation X, (Merritt Co., 1997)

United State Bureau of Labor Statistics, "Household Data Annual Journal Averages," January 1998.

Woodward, Nancy, HR Magazine, March 1999.

USA Today Magazine, March 1997.

Zemke, Ron, Claire Raines, Bob Filipczak. Generations At Work, Amazon, New York, 2000.