

MLA 2022



Cam Marston

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To ask yourself throughout:

01

Why is this important to me?

02

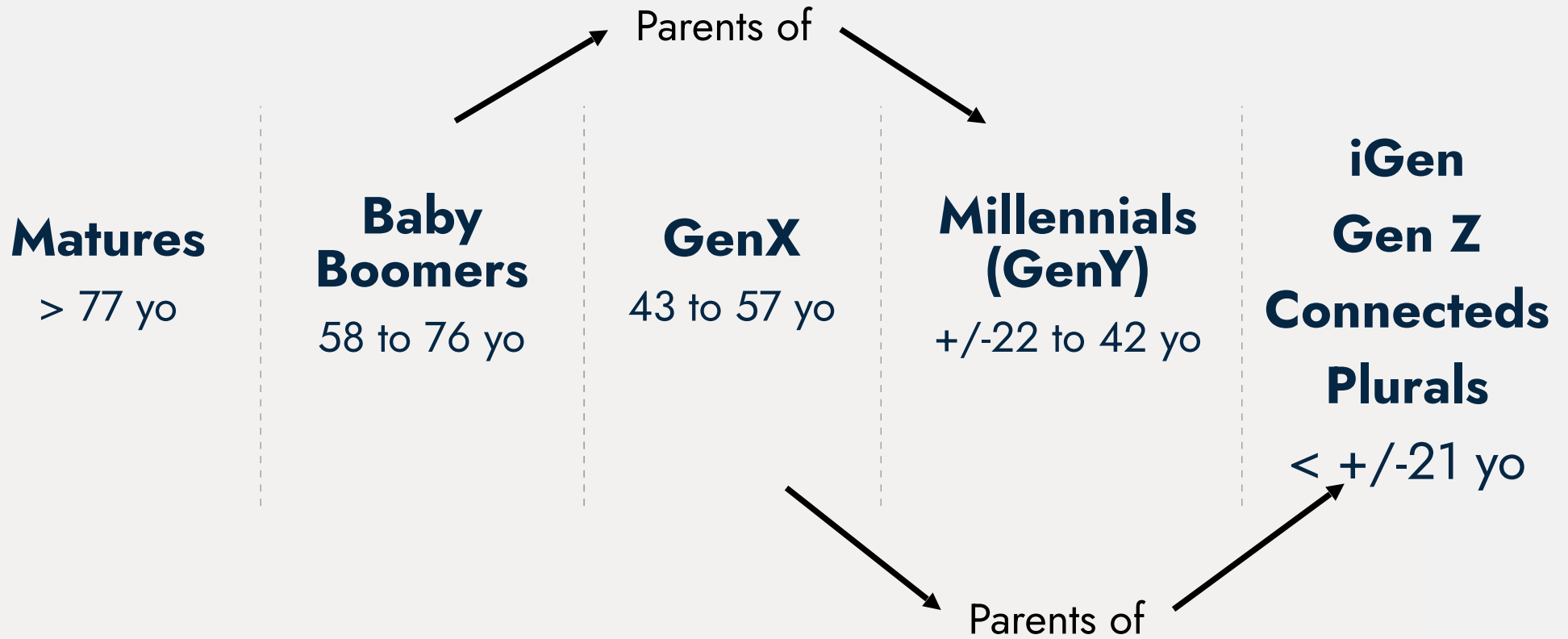
How can I use this to better myself?

03

How can I use this to better understand those around me?

Don't wish it were easier, wish you were better.

Generations: USA - 2022





**Bias for receiving
information:**

Boomers:



- History of organization
- Name recognition of organization
- Tenure in the marketplace
- Historical & Perceived Quality

Gen X, Millennials, iGen/Gen Z



- The Individual, the Ego
- How things will affect their lives
- How things will make them distinct
- How you'll impact their future
- How they're different

To you, a leader in your company:

Your company looks like...

- A complex organization
- that builds beautiful, well made, in-demand boats or boating products
- to a picky consumer
- who looks to us for recreation purposes.
- Etc.

To a Millennial or Gen Z / iGen new hire...

Your company looks like...

You!

Turnover:

The greatest predictor of turnover is the age of the candidate.

- Younger - require lots of time, attention, and can be emotionally taxing but cost less.
- Older - more expensive but tend to be better (old school) team players and stick around longer.



Gen X Leadership:

The Gen X Team Leader


CAM MARSTON



The Latch-Key Kid is Now Leading Teams

01

Distant. Arm's Length.

02

**"Figure it out
yourself."**

03

**"We don't need to be
friends to work
together."**

Gen X Team Leaders Must:

01

Be visible. Be seen.

Get out. Interact.
Arrive early...

02

Become interested.

Your teams want to know **you**. They want you to know **them**.

Vulnerable.

03

Offer praise and encouragement. Build consensus.

Maybe even a bit more than you think is needed...



Life Stages + Gen X Leadership

Life Stage:

The Human Odyssey: Navigating the Twelve Steps of Life

- Thomas Armstrong, PhD

Prebirth: Potential

Birth: Hope

Infancy (Ages 0 - 3): Vitality

Early Childhood (3 - 6): Playfulness

Middle Childhood (6 - 8): Imagination

Late Childhood (9 - 11): Ingenuity

Adolescence (12 - 20): Passion

Early Adulthood (20 - 35): Enterprise

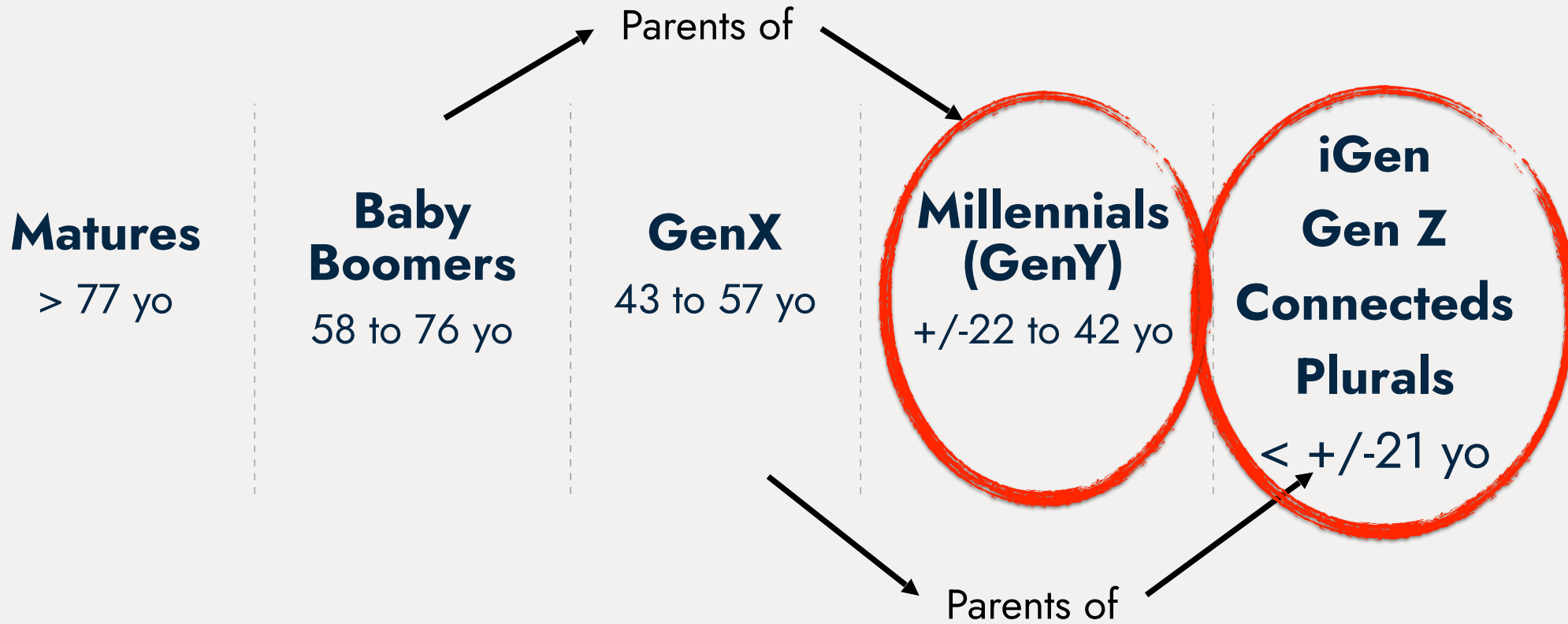
Midlife (35 - 50): Contemplation

Mature Adulthood (50 - 80): Benevolence

Late Adulthood (80+): Wisdom

Death & Dying: Life

Generations: USA - 2022



Early Adulthood (20-35yo) Priorities

Workplace:

- How to be managed / led
- When / when not to speak up
- How to prioritize
- Manage work related stress
- How to manage / lead
- "Am I / Could I be good at this?"
- Creative problem solving

Personal:

- Making friends
- Grooming one's ego - self confidence
- Tendency towards visible success
- "Slay the dragon."

“A person learns via their success through their first thirty years or so. After that, a person learns through their mistakes, their failures, their humiliations, their vulnerability.”

- Richard Rohr

“The first half of life is devoted for forming a healthy ego. The second half is going inward and letting go of it.”

- Carl Jung

Questions Gen X / Senior Millennial Leaders Should Ask...

1. Great win! How did you do it? What can you do to do again?
What would you change?
2. Looking back, what made this project successful?
3. If you were to take the lessons from your successes and hand your lessons to someone younger than you, what would they be?
4. Etc.

However, those of you here today...

Company Leaders:

- *You're at a stage of life where you learn from your failures and mistakes. You might even enjoy discussing your failures and mistakes with your colleagues and having them help you sift through through the lessons they've taught.*
- *To younger generations, highlighting their failures and mistakes can make them feel like all you see is their negative qualities. They're not in this stage of life yet.*

Always celebrate positive first. Then focus on what needs to be fixed.

Always.



Career Progression Case Study:

**Sexton Lawn and
Landscape, Mobile,
Alabama**

Sexton Lawn & Landscape, Mobile, Alabama

Lawn Care Apprentice	Lawn Care Technician (Level One)	Lawn Care Technician (Level Two)	Lawn Care Technician (Level Three)
90 day review Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Pesticide safety training (TESTS) _____ Customer Experience Training (TEST) _____ Knows location of all equipment and materials _____ Calibration and proper use of equipment (checklist) _____ Able to operate all lawn care equipment: Spray equipment _____ X-spray _____ Push spreader _____ Hand spreader _____ Able to make lawn care applications: Liquid _____ Granular _____ Identify four warm-season turf types _____ able to complete two weeks of unsupervised production _____ Signature of supervisor: _____ Pay Rate: 13.00 - 14.00	Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Able to complete 2 full rounds of unsupervised production PASS CORRESPONDING ROUND TRAINING TESTS _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$5,000 of production each week _____ Understands product labels (TEST) _____ Able to distinguish between 3 main weed types (TEST) _____ Signature of supervisor: _____ Pay Rate: 14.00 - 15.00	Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Able to complete 4 rounds of unsupervised production _____ PASS CORRESPONDING ROUND TRAINING TESTS _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$7,500 of production each week _____ Understands upsell procedures _____ Upsells \$200.00 of extra lawn care work _____ Understands differences in warm season turf types (TEST) _____ Understands compaction and aeration (TEST) _____ Understands how to make winter rye apps _____ Signature of supervisor: _____ Pay Rate: 15.00 - 16.00	Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Able to complete 7 rounds of unsupervised production PASSED ALL LC TRAINING TESTS _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$8,000 of production in a week _____ Completes one ornamental round (TESTS) _____ Understands how to accurately measure a lawn _____ Able to sell a new lawn care account _____ Upsells \$500.00 of extra lawn care work _____ Able to identify the majority of weeds (TEST) _____ Pass Sexton Basic Irrigation test _____ Signature of supervisor: _____ Pay Rate: 16.00 - 17.00
Lawn Care Lead Technician	Lawn Care Senior Technician	Lawn Care Supervisor	Lawn Care Department Manager
Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Able to complete 10 full rounds of unsupervised production _____ Able to sell 5 new lawn care accounts _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$8,500 of production in a week _____ Able to handle lc service calls _____ Completes three ornamental rounds _____ Able to complete core aeration _____ Read "Winning with Accountability" REPORT _____ Attend one CEC class per year _____ Obtain Sexton SLP certification _____ Understand how to interpret soil sample results _____ Upsells \$750.00 of extra lawn care work _____ Signature of supervisor: _____ Pay Rate: 17.00 - 20.00	Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Able to complete 14 full rounds of production _____ Understands how to communicate technical information necessary to train lawn care apprentice and technicians _____ Able to sell 10 new lawn care accounts _____ Obtain state OTPC license _____ Able to make product usage decisions _____ Recruit one new employee _____ Read "Extreme Ownership" REPORT _____ Signature of supervisor: _____ Pay Rate: 20.00 - 22.00	Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Capable of supervising and training new lawn care apprentice and technicians _____ Able to complete weekly product inventory _____ Able to use Real Green software to print routes, enter production, etc. _____ Attend one CEC class per year _____ Obtain state OTPS license _____ Upsells 16,500 per year _____ Signature of supervisor: _____ Pay Rate: 22.00 - 24.00	Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____ Capable of supervising and training new lawn care apprentice and technicians _____ Able to make product usage decisions _____ Able to complete weekly product inventory _____ Able to use Real Green software to print routes, enter production, etc. _____ Capable of designing effective lc program _____ Sales goals to be determined _____ Signature of supervisor: _____ Pay Rate: 24.00 - 30.00

Lawn Care Tier System

Employee: _____

****Each item for each tier needs to be dated and initialed by the supervisor. When complete, each tier must be signed off on by the supervisor.**

Lawn Care Apprentice	Lawn Care Technician (Level One)	Lawn Care Technician (Level Two)	Lawn Care Technician (Level Three)
<p>90 day review</p> <p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Pesticide safety training (TESTS) _____ Customer Experience Training (TEST) _____ Knows location of all equipment and materials _____ Calibration and proper use of equipment (checklist) _____ Able to operate all lawn care equipment: Spray equipment _____ X-spray _____ Push spreader _____ Hand spreader _____</p> <p>Able to make lawn care applications: Liquid _____ Granular _____</p> <p>Identify four warm-season turf types _____ able to complete two weeks of unsupervised production _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 13.00 - 14.00</p>	<p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Able to complete 2 full rounds of unsupervised production PASS CORRESPONDING ROUND TRAINING TESTS _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$5,000 of production each week _____</p> <p>Understands product labels (TEST) _____ Able to distinguish between 3 main weed types (TEST) _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 14.00 - 15.00</p>	<p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Able to complete 4 rounds of unsupervised production _____ PASS CORRESPONDING ROUND TRAINING TESTS _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$7,500 of production each week _____</p> <p>Understands upsell procedures _____ Upsells \$200.00 of extra lawn care work _____</p> <p>Understands differences in warm season turf types (TEST) Understands compaction and aeration (TEST)</p> <p>Understands how to make winter rye apps _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 15.00 - 16.00</p>	<p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Able to complete 7 rounds of unsupervised production PASSED ALL LC TRAINING TESTS _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$8,000 of production in a week _____ Completes one ornamental round (TESTS) _____</p> <p>Understands how to accurately measure a lawn _____ Able to sell a new lawn care account _____ Upsells \$500.00 of extra lawn care work _____</p> <p>Able to identify the majority of weeds (TEST) _____</p> <p>Pass Sexton Basic Irrigation test _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 16.00 - 17.00</p>
Lawn Care Lead Technician	Lawn Care Senior Technician	Lawn Care Supervisor	Lawn Care Department Manager
<p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Able to complete 10 full rounds of unsupervised production _____ Able to sell 5 new lawn care accounts _____ Completes production 7am - 4:30 pm (SPH) _____ Able to produce \$8,500 of production in a week _____ Able to handle lc service calls _____ Completes three ornamental rounds _____ Able to complete core aeration _____ Read "Winning with Accountability" REPORT _____ Attend one CEC class per year _____ Obtain Sexton SLP certification _____ Understand how to interpret soil sample results _____</p> <p>Upsells \$750.00 of extra lawn care work _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 17.00 - 20.00</p>	<p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Able to complete 14 full rounds of production _____ Understands how to communicate technical information necessary to train lawn care apprentice and technicians _____ Able to sell 10 new lawn care accounts _____ Obtain state OTPC license _____ Able to make product usage decisions _____</p> <p>Recruit one new employee _____ Read "Extreme Ownership" REPORT _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 20.00 - 22.00</p>	<p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Capable of supervising and training new lawn care apprentice and technicians _____</p> <p>Able to complete weekly product inventory _____ Able to use Real Green software to print routes, enter production, etc. _____</p> <p>Attend one CEC class per year _____ Obtain state OTPC license _____</p> <p>Upsells 16,500 per year _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 22.00 - 24.00</p>	<p>Adheres to all company policies and procedures _____ Adheres to all department policies and procedures _____ Acceptable attendance _____ No phone or disciplinary issues _____</p> <p>Capable of supervising and training new lawn care apprentice and technicians _____ Able to make product usage decisions _____ Able to complete weekly product inventory _____ Able to use Real Green software to print routes, enter production, etc. _____ Capable of designing effective lc program _____</p> <p>Sales goals to be determined _____</p> <p>Signature of supervisor: _____</p> <p>Pay Rate: 24.00 - 30.00</p>

Lawn Care Tier System

Employee: _____

Lawn Care Technician (Level One)	
Adheres to all company policies and procedures _____	Ac
Adheres to all department policies and procedures _____	Ac
Acceptable attendance _____	Ac
No phone or disciplinary issues _____	Ni
Able to complete 2 full rounds of unsupervised production	At
PASS CORRESPONDING ROUND TRAINING TESTS _____	PJ
Completes production 7am - 4:30 pm (SPH) _____	Cc
Able to produce \$5,000 of production each week _____	At
Understands product labels (TEST) _____	Uj
Able to distinguish between 3 main weed types(TEST) _____	Uj
	Uj
	Uj
	Uj
Signature of supervisor: _____	Si
Pay Rate: 14.00 - 15.00	Pa

Lawn Care Supervisor	
Adheres to all company policies and procedures _____	Ac
Adheres to all department policies and procedures _____	Ac
Acceptable attendance _____	Ac
No phone or disciplinary issues _____	Ni
Capable of supervising and training new lawn care apprentice and technicians _____	At
Able to complete weekly product inventory _____	PJ
Able to use Real Green software to print routes, enter production, etc. _____	Cc
Attend one CEC class per year _____	At
Obtain state OTPS license _____	Uj
	Uj
Upsells 16,500 per year _____	Uj
Signature of supervisor: _____	Si
Pay Rate: 22.00 -24.00	Pa

Starting now -

1. Recognize that to a new hire, the company looks like you (or their boss). To them, for a while, the company IS you (or their boss).

Starting now -

2. Become genuinely interested in your people OUTSIDE of their work performance. Ask questions that show your interest.

- Tell them about yourself. Show vulnerability.

Starting now -

3. Celebrate their wins. Ask questions about how they did it.
Positives then “fixes.” Wins then “to work on’s.” Always.

Starting now -

4. Where possible, show a career path with rough timelines.

Starting now -

5.And to make this happen, try this...

Your next team meeting:

“On (date & time) I’d like to pull the team together to discuss _____ in the conference room (break room). Please be prepared with your latest updates to the project.

FYI, I’ll be getting to the conference room (break room) thirty minutes early to hear what’s going on with everyone and chat about what you did over the weekend. It will be fun.

If you’re available to arrive early, please do and let’s all visit before the meeting begins.”

Questions...



CAM MARSTON

EXPLORING WORKPLACE, WORKFORCE
AND MARKETPLACE TRENDS

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What's Working with Cam Marston

