search administration is a complex career where we arearoyntimgle organization and will likely seek change and transition ously facing new federal regulations and forced to developte confiheir core values are skepticism, fun and informality. A nunicate, manage, and enforce institutional policies with many

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

current workforce and reflected in most research administration offices

adds a further layer of complexity that must always be con**3iderAchericem** Management Association provides some overall cro juggling the regulations, policies, people, systems, and organizettional strategies that include reenergizing compensati tures. There is value each generation brings the workforce. **Descrite:** simpanding communication strategies, making mentoring co ilarity across all generations is respect and trust. Leadersame developeing strategies to ensure knowledge transfer and organiz credible and trust the people they work with directly. There is menopposite captured (2014). nity for leadership to model the way and embrace the changing landscape.

everaging Leadership Across Generations through the 3 C's

Sharing an Appreciation for the Changing Work Landscape Creating an environment where multi-generations can function is est. For the first time in history, there are four generations in the earliepshape should leverage what each generation has to contribute i each one bringing its own set of core values that shape how twoith is view reployee morale and productivity. Munro states that our and approached. Stevenson breaks down the four generation distributed by it generation an opportunity for a pow of employees in the workplace and in the higher education classecotion as hrough "curiosity, courageousness, and cultivating lea follows (2014):

- 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 supervisite argue who might be from a different generation, approach as well as to the organization. They are described as appreciating if bran open mind and focus on the ultimate goal of the mality and preferring a top down chain of command, and thety hared in Team members should be interested in understandin favor of making decisions based on what was done in the pattern of the pattern of the table. It's up to each of core values include respect for authority, conforming and be fingl discrimonality from multiple perspectives and approaches in core values include respect for authority, conforming and be fingl discrimonality from multiple perspectives and approaches in core values include respect for authority and be dedicated, riskoad being discrimonality from multiple perspectives and approaches in core values include respect for authority as dedicated, riskoad being discrimonality from multiple perspectives and approaches in core values include respect for authority conforming and being discrimonality from multiple perspectives and approaches in core values include respect for authority as dedicated, riskoad being discrimonality from multiple perspectives and approaches in core values include respect for authority as dedicated, riskoad being discrimonality from multiple perspectives and approaches in core values include respect for authority as dedicated. The provide method is a new set least likely to welcome change in a work environment and being behaved tation, policy development, toolkits, or process checkle work and sacrifice are the price to pay for success.
- Baby Boomers (born 1946-1964; 30% of the workfaree) might have historical perspective and a broad knowledge of what competitive, prioritize work over personal life, and prefer recognizismit worked from the many years of experience under their for their accomplishments. Baby Boomers are considered the workfore. Their constants in the states include optimism and involvement.
 might have historical perspective and a broad knowledge of what competitive, prioritize work over personal life, and prefer recognizismit worked from the many years of experience under their for their accomplishments. Baby Boomers are considered the workfore. Their constants in the states in the states in the states in the states include optimism and involvement.
- Generation X (born 1965-1980; 17% of the workfaree) onfident and self-reliant, comfortable with technology, and a supposer ageousness achieve work and life balance. Gen X'ers are typically not dedicated to

courage to be as transparent with each other as possible. Everaptions because the provide the provided the some area in which they can contribute. However, one should be the some area in which they can contribute. However, one should be the some area in which they can contribute. However, one should be the some area in which they can contribute and leaders understand what the beach area in the 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 which utien, although there might be generational conflicts in the are not as comfortable. Assignments can be given jointly wird to be an a strength to understand that when leading a diverse balance is achieved. For example, you may partner a Traditional is the provide a provide strength be stereotypes. Miller provides a provide the stereotypes with a Gen X'er who is constant and the stereotype in this changing landscape (201 systems on the same implementation project. The Traditional is the differences between the generations.

know what specifications need to be included in the system Acassed where dge iverse perspectives on issues.

the regulations, and the Gen X'er can help translate that tArbytstatewahen you find yourself working across generational lir capabilities and lingo that developers might understand. Adaptyour style as needed to accomplish the goals of the organized or the organized or the translate that the statematic accomplishes the goals of the organized or the translate that the statematic accomplishes the goals of the organized or the translate that the statematic accomplishes the sta

Cultivating Leadership-Leaders need to ensure everyone under-

stands the ultimate goal and foster "curiosity and courage Resease" with

their staff. When interviewing for new positions, it is importent to Bull, Carolyn. (2014). Leading Across Generations: Issues for Hig out strengths and not pass judgement or make assumption at based on istrators. Retrieved September 16,120//www.igi-

the candidate's generation. Teams should be built in order the pale non-matter/leading-across-generations/78112.

brings different strengths that are all needed. Leaders should encourage

differences, whether they come from multi-generational representation

and/or natural personality traits. Some of the best teams have a person from every generation, and some of the best employees might have traits

that have nothing to do with the generational stereotype.

"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 stageAs 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.