

Intergenerational Warfare in the U.S. Workplace, or Nothing More Than Growing Pains? 4

Based on press reports of certain studies, you would think that workplaces seethe with conflict between members of the Silent generation (born before 1946), Baby Boomers ('46 to '64), Gen Xers ('64-'84), and Gen Y or Millennials (born after '85). The authors examine these highly publicized reports and many others and conclude that employees' values, attitudes, and work ethics—which often differ widely—are much more likely to reflect their age, experience, career path, and maturity than their generation. Reports of generational conflict usually focus on the Millennials. Nothing new here! Public stereotypes of the youngest generation entering the workforce “have remained remarkably stable over the past 40 years.”

Ernie Stark and Steve Farnier

Transcultural Women Leaders 12

How common, or uncommon, are female leaders who work in a national culture that is not their native one? They are uncommon, but that may be changing. Such women are examples of the transformational leadership theory, and the “supportive, considerate, and nurturing” behaviors of many women (in addition to their mastery of “hard powers”) help them to inspire and motivate subordinates. Potential obstacles transcultural women must surmount to become leaders include building self-confidence and overcoming gender inequality situations or cultures. Women interested in transcultural leadership may consult the practical strategies listed here as well as examples of successful women.

Santhi Harvey

Organizational Drivers of Corporate Social Responsibility: Disentangling Substance from Rhetoric 20

When a particular way of acting becomes expected, businesses adapt. Thus it is with corporate social responsibility (CSR): some firms support it vocally, some in substantive actions, and some both. What drives these different choices and actions. A broad literature survey suggests six hypotheses regarding organizational influences on rhetoric versus performance: age, size, slack (extra) resources, founder control, nonbusiness board members, financial performance. A sample drawn from Fortune 500 companies' data and reports found that size, slack, founder control, and board members from nonbusinesses affect rhetorical claims for CSR, and that founder control, organizational age, financial performance, and nonbusiness board members with ties to firms that practice CSR were positively related to a firm's actual practice of CSR. Also, firms that publicly espouse CSR are more likely to practice it than those making no such claims.

William D. Schnepfer, Moriah Meyskens, Abraham Soleimani, Sokol Celso, Wei He, and Watcharaphong Leartsurawat

The Influence of Compensation on Leader Human Capital and Unit Performance 33

Research suggests that more talented and competent leaders of organizations should receive higher compensation in an effort to improve organizational performance. Does this actually work out? Using well-compensated, head coaches of NCAA Football Bowl Subdivision teams as a sample, this study tested several hypotheses concerning the relationships among leader compensation (coaches' total comp), leader human capital (number of games as head coach and winning percentages through 2010), and organization performance (winning percentage 2011). Overall, compensation was a more significant predictor of performance than experience as a head coach, and the coaches' human capital partially mediated the compensation-performance relationship.

Christopher M. Harris and Gary C. McMahan

Measuring the Effectiveness of Video Training through Technology-based Education 41

Employee training is only as good as the trainers, and their effectiveness depends on how well they were trained. Organizations spend increasing amounts on training, but do they get sufficient bang for the buck? This case study, which examined two methods of training, video versus written material, involved a company that provides training and other human resource services for six client organizations. The trainees' evaluations of the two methods were analyzed by their age, gender, education, and tenure with their organization. Of these factors, age—baby boomers, Gen Xers, Gen Yers—was the most critical. Overall, “effective training depends on matching the delivery method with the objectives and styles of those who will be training other employees.

Deborah J. Hedderly and Heidi Scott

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Recommended Readings 51

- Uncontainable
- The Big Data Driven Business
- Rookie Smarts
- Overworked and Overwhelmed
- Twitter is Not the Strategy
- Procrastinate on Purpose
- The Internet is not the Answer

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