

RAINMAKER THINKING®

CLIENT INFORMATION KIT

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CLIENT SERVICES

Bruce Tulgan and RainmakerThinking offer keynotes, workshops, training, and organizational development consulting across the range of human capital needs:

- Strategies and tactics to meet staffing challenges
- Effective employee attraction and recruiting
- Improved employee selection practices
- Employee orientation and on-boarding
- Employee training and development
- Performance management
- Tying rewards and incentives more closely to performance
- Retaining high performers and increasing turnover among low performers
- Knowledge transfer
- Leadership development
- Managing the generational mix in the workforce

Keynotes

Bruce Tulgan is world famous as an engaging and informative keynote speaker. Backed by more than two decades of research, Bruce brings his livewire energy to real-world stories and best practices from the front lines of the workplace. Powerful insights, memorable quotes, and actionable takeaways keep audiences talking about them long after the event. When time permits, keynotes can conclude with a lively and interactive Q&A.

Choose from any of Bruce's Current Speaking Topics or contact us to develop a customized presentation for your group. You can view sample clips of Bruce's speaking engagements on our website, at our Vimeo video portal, and on our YouTube channel.

Workshops

For companies seeking to put our tools and techniques into practice, Bruce conducts half-day, full-day, and multi-day training workshops with smaller groups. These sessions are an opportunity for managers of any level to roll up their sleeves and work with Bruce on specific challenges they are facing.

Participants will learn powerful tools and techniques they can put into action the next day, setting them on the path to improve productivity and quality on their teams, increase retention and development of high performers, and increase turnover among low performers.

Services Available with Bruce's Keynotes and Workshops

All of our programs are customized for every client. We provide the following services for each engagement to ensure Bruce's presentation meets the specific needs of your group or organization:

- Pre-event phone consultations to clarify your objectives for Bruce's presentation
- Review of your internal research data and any other internal materials
- Our proprietary Management Practices Questionnaire
- Our proprietary Advance Survey of Participants
- Customized event handouts, workbooks, and article packets
- Gratis copies of Bruce's most popular books as "on-the-spot rewards" for insightful audience comments and questions

Training

Let us help your employees and managers improve communication, increase accountability, and do their part to build a winning culture in your organization. We have turnkey training programs available or we can build one to focus on your particular challenges and goals.

Online Training

RainmakerThinking offers affordable multimedia training through its online training platform: RainmakerLearning.

Training is delivered through a regular schedule of short video lessons to private, interactive learning groups. For more information, visit www.rainmakerlearning.com

Assessment & Organizational Development Advisory Services

We provide executive level advice, human capital plans that we can help you execute. While each engagement is modified and focused based on client needs, a full engagement typically proceeds in four steps:

- 1. Assessment:** Identify the gaps between optimal beliefs and behaviors and existing beliefs and behaviors.
 - 2. Solution Mapping:** Work with change leaders in the organization to develop a campaign to bridge the identified gaps, develop persuasive messaging to drive optimal values, define clear norms and standards, and provide tools and techniques to drive and support best practices.
 - 3. Implementation:** Conduct a companywide campaign to communicate the values, entrench the norms and standards, and administer training in the tools and techniques as well as the philosophy to drive and support best practices.
 - 4. Handoff:** Advice and planning for maintenance and reinforcement.
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CURRENT SPEAKING TOPICS

Fight the Undermanagement Epidemic:

How to Build a Culture of Strong Leadership

It's Okay to Be the Boss:

Learn the Proven Best Practices of Highly-Engaged Leadership

Not Everyone Gets a Trophy:

How to Bring Out the Best in Today's Young Talent

The Great Generational Shift:

The Workforce Is Changing – Are You Ready?

Winning the Talent Wars:

Build a Winning Culture of Attraction, High-performance, and Retention

It's Okay to Manage Your Boss:

Learn the Proven Best Practices of the Most Successful High Performing Employees

Building New Young Leaders:

Critical Skills for First Time Managers

The 27 Challenges Managers Face:

Step-by-Step Solutions to (Nearly) All of Your Management Problems

Bridging the Soft Skills Gap:

How to Teach the Missing Basics to Today's Young Talent

FIGHT THE UNDERMANAGEMENT EPIDEMIC: HOW TO BUILD A CULTURE OF STRONG LEADERSHIP



If your managers are like most, they are stuck in a vicious cycle of undermanagement... and it's likely they don't even realize it.

Undermanagement is hiding in plain sight in nearly every workplace. Despite all the meetings and metrics surrounding everybody at work these days, **nine out of ten managers struggle** to practice the fundamentals of leadership. They don't provide employees with regular high-structure, high-substance guidance, direction, support, and coaching. As a result, unnecessary problems occur and problems get out of control. That's why most managers spend so much time in firefighting mode. Then they are even more convinced that they don't have enough time to practice the fundamentals.



What is undermanagement and how can you recognize it in your organization or team?

What are the costs of undermanagement?

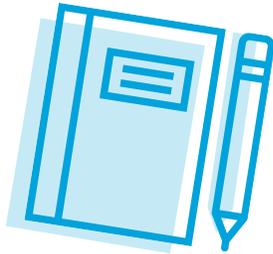
Why is it getting so much harder to manage people today?

What are the most common myths that keep managers from taking a more highly-engaged approach?

How can you break the vicious cycle of undermanagement?

In this program, Bruce Tulgan answers these questions and more, drawing on decades of workplace research and sharing true stories from real managers. With a blend of humor, insight, and concrete best practices, Bruce teaches leaders how to fight the undermanagement epidemic and start building a culture of strong, highly-engaged leadership.

PARTICIPANTS WILL LEARN:



- The eight costs of undermanagement that lead right to the bottom line
- The seven myths that prevent most managers from being highly-engaged with direct reports
- Exactly what employees need from managers in order to succeed
- Exactly what managers need from senior executives in order to deliver what their employees need
- Strategies, options and next steps

TECHNIQUES AND BEST PRACTICES FOR:



- Understanding and identifying the signs, symptoms, and effects of undermanagement in your organization
- Identifying the specific challenges managers are facing in the real world today
- Regular high-structure, high-substance, coaching-style management
- The most effective ways to help managers learn, embrace, and adopt the best practices of highly-engaged management
- Making a systematic commitment to proven best practices at every level

IT'S OKAY TO BE THE BOSS: LEARN THE PROVEN BEST PRACTICES OF HIGHLY-ENGAGED MANAGEMENT



Most managers spend a lot of time communicating with their direct-reports, but their communication is too often lacking in structure and substance. As a result, problems hide below the surface, until they blow up, and then everyone has to jump into firefighting mode. That's why so many managers are stuck in a vicious cycle of undermanagement.

The solution: **Highly-engaged management.**

What is managing on autopilot and how can you avoid it?

What are the three most common questions managers ask their direct reports?

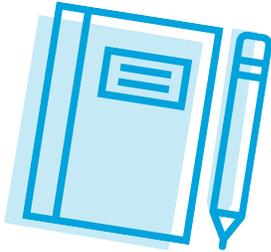
What are the questions YOU should be asking?

What is management by interruption and how can you stop the interruptions?

How can you put more structure and substance into your management communication?

In this program, Bruce Tulgan answers these questions and more, drawing on decades of workplace research and sharing true stories from real managers. With a blend of humor, insight, and concrete best practices, Bruce helps managers confront their own bad habits and teaches leaders a step-by-step approach back to the fundamentals of highly-engaged management that anyone can put into action.

PARTICIPANTS WILL LEARN TO:



- Build relationships of trust and confidence with direct reports
- Effectively delegate tasks, responsibilities, and projects
- Keep employees focused on what's important and moving in the right direction
- Increase productivity and quality for high-, mid-, and low-performing employees
- Increase retention of superstar talent
- Reduce waste, inefficiency, errors, downtime, and conflict

TECHNIQUES AND BEST PRACTICES FOR:



- Conducting regular one-on-ones with direct reports
- Communicating clearly and effectively, with an emphasis on coaching-style dialogue
- Tuning in to the particular strengths and weaknesses of every individual on the team
- Working through or around obstacles in order to hold employees accountable
- Making expectations clear
- Monitoring, measuring, and documenting employee performance
- Helping employees solve problems related to productivity, quality, and behavior
- Dealing with persistent performance problems
- Tying rewards to performance

NOT EVERYONE GETS A TROPHY: HOW TO BRING OUT THE BEST IN TODAY'S YOUNG TALENT



What are managers saying about new young employees today?

"Their expectations are unrealistic."

"They lack good work habits."

"They don't want to pay their dues and climb the ladder."

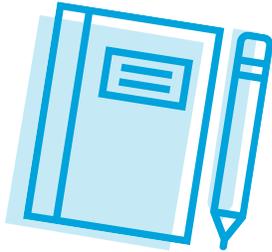
"It's very hard to give them negative feedback without crushing their morale."



The reality? **Millennials and Gen Z employees are not disloyal, lazy slackers.** They do not want leaders who humor them or do the work for them. Today's young talent want managers who take them seriously, set them up for success, and recognize their best efforts. They want leaders who set clear expectations and provide support and guidance when needed.

In this program, Bruce Tulgan draws on decades of longitudinal research tracking young people in the workplace, busting the myths and getting to the reality of what Millennials and Gen Z truly want and need in the workplace. With true stories from both managers and young workers, Bruce blends humor, insight, and concrete best-practices to help audiences build the next generation of high-performers in their organization.

PARTICIPANTS WILL LEARN TO:



- Understand the attitudes and behaviors of young employees, beyond the popular myths
- Attract and select the best young employees when recruiting
- Get new young employees on board and up to speed
- Help young employees learn and grow in their jobs
- Help young employees work smarter, faster, and better
- Teach young employees to understand where they fit in the organization
- Reduce turnover among high-performing young employees and increase voluntary turnover among low-performing young employees
- Prepare the best young employees to assume management responsibilities

TECHNIQUES AND BEST PRACTICES FOR:



- Communicating the right messages during the onboarding process
- Turning every young employee into a knowledge worker
- Utilizing an 'in loco parentis' approach to management
- Teaching young employees how to genuinely care about great customer service
- Teaching young employees the basics of self-management
- Teaching young employees the basics of the manager-employee relationship, and how to effectively communicate and work together for everyone's success

THE GREAT GENERATIONAL SHIFT: THE WORKFORCE IS CHANGING, ARE YOU READY?



Older Baby Boomers are leaving the workforce in droves, taking with them their collective skill, knowledge, wisdom, institutional memory, and old-fashioned work ethic. Second-wave Millennials and post-Millennial Gen Z are flooding in, bringing a whole new attitude to work. Meanwhile, older Millennials and Gen X are stuck in the middle, with the lion's share of day-to-day supervisory responsibility.

Not only is this a great generational shift in the demographics of the workplace. It's also an epic turning point in the norms and values around work. With a workforce more generationally diverse than at any other time in history, employers and managers are facing new challenges at every point on the age spectrum.

Do you know where each generation in your workplace is coming from and where they are going?

What kind of succession planning is your organization doing?

Are you developing talent at every level?

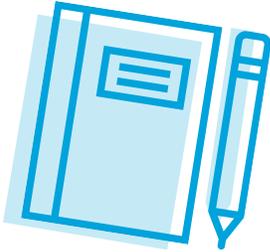
What kind of knowledge/wisdom-transfer are you prepared to do?

How are you attracting, selecting, and on-boarding the best young talent?

What are you doing to make sure that new hires are not thrust into a sink-or-swim workplace that will drive them away?

Bruce Tulgan addresses these questions and more, drawing on decades of workplace research, sharing true stories from real managers. With a blend of humor, insight, and concrete best-practices, Bruce helps audiences understand the generations in the workplace today – each at different life stages, with conflicting perspectives, expectations, and needs—so that you can turn age diversity into a strategic advantage.

PARTICIPANTS WILL LEARN:



- How the generational numbers are expected to shift in the coming years
- How the norms and values of the workforce will continue to change
- What these changes mean for employers, managers, and employees
- How to build cooperative and mutually supportive work relationships with those of other generations
- How to assess and address the human capital management issues presented by generational diversity

TECHNIQUES AND BEST PRACTICES FOR:



- Appreciating the attitudes and behaviors of other generations
- Making adjustments in your own attitude and behavior in order to communicate and work more effectively with other generations
- Focusing on the common ground—the work you have in common
- Evaluating the generational mix of your team and planning for the human capital management issues you may face:
 - Is there a talent drain among your aging workforce?
 - Could a flexible retention model solve your biggest staffing issues?
 - How can you establish a formal knowledge & wisdom transfer process in your organization?
 - Is there a gap in bench strength for senior management?
 - Is there a mid-level leadership gap?
 - What can you do to improve recruiting, selection, training, performance management, retention, and development for those of all generations?

WINNING THE TALENT WARS: BUILD A WINNING CULTURE OF ATTRACTION, HIGH- PERFORMANCE & RETENTION



The number one issue troubling business leaders today is the increasing difficulty of recruiting, motivating, and retaining the best talent. There is a talent shortage at every level, in every industry, and it's tough to keep people when constant change and uncertainty are the new normal.

You, as the employer, have two options: Enter a bidding war for the best employees, or build a winning culture that attracts, motivates, and retains the top talent in your industry.

Yes, you have to be flexible and generous to set yourself apart in today's super-competitive labor market. But that doesn't mean telling employees, "Come to work whenever you feel like it, and bring your dog!"

How can you make your organization a magnet for the best talent without throwing money and endless perks at everyone?

How can you avoid the top causes of early voluntary departure?

How can you make accountability the key to earning flexibility and generous rewards?

How can your leaders build a culture that drives turnover among low performers and retention among high performers?

Bruce Tulgan answers these questions and more, drawing on decades of workplace research and sharing true stories from real managers. With a blend of humor, insight, and concrete best-practices, Bruce helps participants understand today's talent wars and shares techniques for attraction, selection, on-boarding, up to speed training, performance management, development, and retention.

PARTICIPANTS WILL LEARN:



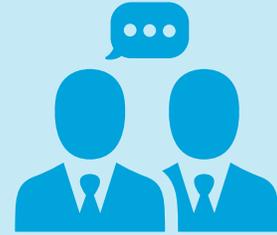
- The challenges, causes, and costs of today's talent wars
- What a winning culture really means to employees today
- The eight dream job factors that employers can leverage to attract and retain top talent
- The five steps to successful hiring
- How to boost the prestige factor of your organization as a top employer
- Why you should "do more" for your superstar employees

TECHNIQUES AND BEST PRACTICES FOR:



- Developing a hiring process that attracts more of the talent that your organization needs
- Improving onboarding processes in order to reduce turnover among new hires
- Reinventing the concept of "knowledge work" in your organization, turning every employee into a knowledge worker
- Making retention a priority for everyone in the organization, not just management or HR
- Increasing retention of high performers and turnover among low performers
- Creating an upward spiral of improvement for every employee in the organization

IT'S OKAY TO MANAGE YOUR BOSS: LEARN THE PROVEN BEST PRACTICES OF THE MOST SUCCESSFUL HIGH PERFORMING EMPLOYEES



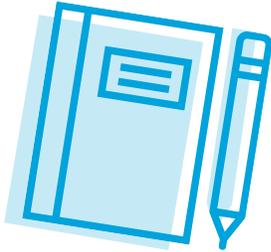
The working relationship employees have with their immediate managers is the number one factor determining their success.

So many managers are so busy – or otherwise unwilling or unable to provide strong leadership – that most employees simply do not get what they need from their managers. But employees can do a lot to help themselves.

 Be the employee who says to every boss, “Great news, I’m going to take responsibility for my part of this management relationship! I know you are busy. I’m going to work with you to make sure I understand exactly what you expect of me. I’m going to learn standard operating procedures and use checklists. I’m going to keep track of everything I’m doing and exactly how I’m doing it. I’m going to help you monitor, measure, and document my performance, every step of the way. I’m going to solve problems as soon as they happen, and if I come to you for your help you’ll know I really need you. I’m going to learn and grow and be able to take on more responsibility. Then you’ll be one of the most valuable employees that boss has.

Blending humor, insight, and concrete best-practices based on decades of research, Bruce Tulgan guides employees through the critical skills of managing their relationship with their bosses by highlighting what factors they can and can't influence and how to work successfully within that framework.

PARTICIPANTS WILL LEARN TO:



- Build relationships of trust and confidence with their managers
- Seek appropriate guidance, direction and support from their managers
- Take on new tasks, responsibilities and projects
- Stay focused at work and moving in the right direction
- Increase their individual work productivity and quality
- Keep track of their own performance and report regularly to their managers
- Reduce waste, inefficiency, errors, down-time, and conflict with other employees
- Learn, grow, and go the extra mile in their jobs

TECHNIQUES AND BEST PRACTICES FOR:



- Effective self-management
- Establishing regular, structured, one-on-one communication with your manager
- Customizing your approach to every person who manages you
- Getting the information you need to understand exactly what is expected of you, every step of the way
- Assessing and planning for the resources you need
- Earning more rewards by working smarter, faster, and better

BUILDING NEW LEADERS: CRITICAL SKILLS FOR FIRST TIME MANAGERS



Every day, people move into positions of supervisory responsibility and leadership because they are very good at their jobs, they've shown a commitment to the organization, or they've shown maturity and the ability to take on more responsibility. These new roles often involve responsibility for other people. **New leaders usually get some quick lessons in doing some new paperwork. But too often, nobody ever teaches them how to do the people work.**

Every new leader must go through the challenging process of assuming authority, establishing communication with direct reports, and managing workflow. This is especially daunting for those who are younger and less experienced.

How do you introduce yourself as a strong new leader without being "the new sheriff in town?"

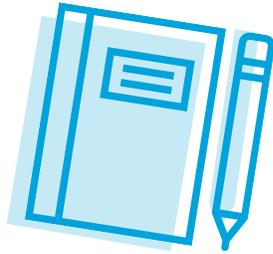
How do you project the right amount of humility without soft-pedaling your authority?

How do you ask the team what should change and what should stay the same without raising expectations unrealistically or inviting an endless group debate?

How do you quickly assess the individual members of the team?

In this program, Bruce Tulgan draws on decades of research, sharing real stories of helping new leaders stand up in their roles and thrive. Blending humor, insight, and concrete best-practices, Bruce introduces new leaders to the "take charge by learning" approach to standing up as a leader and gaining the tools to be a successful manager.

PARTICIPANTS WILL LEARN:



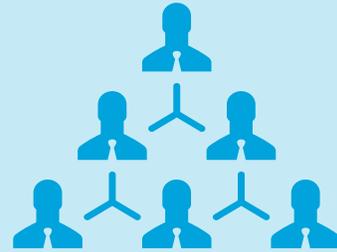
- How to take on and carry out supervisory, management, and leadership responsibilities
- The fundamentals of highly-engaged management
- How to build relationships of trust so they are not just managing their direct reports but truly leading them
- How to continually cultivate and improve their management skills

TECHNIQUES AND BEST PRACTICES FOR:



- Conducting regular, ongoing, one-on-one meetings with direct reports and senior leadership
- Talking like a performance coach, communicating expectations clearly, and establishing authority as a new leader
- Adjusting management practices to fit the strengths, weaknesses, and personality of each direct report
- Effectively monitoring, measuring, and documenting performance
- Creating "real accountability" based on performance
- Addressing and solving employee problems such as issues with productivity, performance, and personal behavior

THE 27 CHALLENGES MANAGERS FACE: STEP-BY-STEP SOLUTIONS TO (NEARLY) ALL OF YOUR MANAGEMENT PROBLEMS



In hundreds of advanced management seminars, Bruce Tulgan has taken experienced leaders through one problem-solving session after another, focusing on one real life case study after another: “Who are the employees you are really struggling with? What are the really tough cases?”

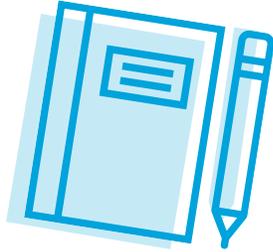
Like clockwork, the same basic cases come up over and over again—the same 27— maybe it's the superstar the manager is afraid of losing, the slacker the manager cannot figure out how to motivate, the one with an attitude problem, or the two who cannot get along. From decades of research, Bruce has identified the most frequent and toughest challenges managers face and the best step-by-step solutions.



Of course, different challenges require different approaches. What's astounding, however, is how many of these challenges—even the most difficult—fall away when managers really commit to **high-structure, high-substance communication**.

In this program, Bruce draws on decades of research, sharing true stories from real managers, blending humor, insight, and concrete best-practices to show participants how to apply the management fundamentals to the challenges managers most often face.

PARTICIPANTS WILL LEARN:



- How to identify and avoid the vicious cycle of undermanagement
- The most common ways that managers spend their management time and techniques for gaining control of that time
- The back-to-fundamentals approach to high-structure, high-substance communication
- How to apply the fundamentals to their own daily management challenges

TECHNIQUES AND BEST PRACTICES FOR:



- Overcoming the challenges unique to new, first-time leaders
- Teaching self-management
- Managing performance, such as productivity and quality
- Managing employee attitudes and interpersonal conflicts
- Motivating and retaining superstars
- Developing new leaders
- Working around resource constraints, logistical hurdles, and rapid change
- Renewing commitment to strong, highly-engaged management

BRIDGING THE SOFT SKILLS GAP: HOW TO TEACH THE MISSING BASICS TO TODAY'S YOUNG TALENT



There is an ever-widening soft skills gap in the workforce, especially among the newest young members of the workforce. Soft skills like self-awareness, people skills, problem-solving, and teamwork may be less tangible and harder to define and measure than many of the hard skills, but they are absolutely critical.

The cliché is that people get hired because of their hard skills but people get fired because of their soft skills.

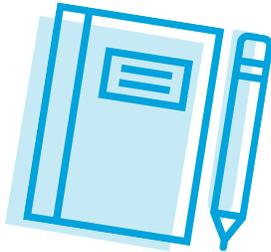
When employees have significant gaps in their soft skills: Potentially good hires are overlooked. Good hires go bad. Bad hires go worse. Misunderstandings abound. People get distracted. Productivity goes down. Mistakes are made. Customer service suffers. Workplace conflicts occur more frequently. Good people leave when they might have otherwise stayed longer.



The good news is that soft **skills can be taught**, coached, and developed – just like technical skills. All it requires is the right understanding and commitment from managers and leaders in your organization.

In this program, Bruce Tulgan shares true stories from real managers to illustrate how you can tackle the soft skills gap in your organization. With a blend of humor, insight, and concrete best-practices, Bruce teaches managers how to successfully improve the soft skills of their direct reports using his research-based soft skills competency model paired with the fundamentals of highly-engaged management.

PARTICIPANTS WILL LEARN:



- What the soft skills gap is, where it comes from, and its costs for organizations
- RainmakerThinking's soft skills competency model, and how to apply it to your organization
- How soft skills are no less important than technical skills
- Which soft skills are most often lacking in today's young employees, and how to address them
- How to not only improve soft skills, but effectively engage young employees in the process

TECHNIQUES AND BEST PRACTICES FOR:



- Integrating soft skills into every aspect of the human capital management process, from hiring to talent development and retention
- Identifying and communicating which soft skills are most important to your organization
- How to approach soft skills gaps in three categories:
 - Professionalism
 - Critical Thinking
 - Followership
- Applying a teaching-style leadership approach to coaching and developing the soft skills of your team

ABOUT US

RainmakerThinking, Inc. is a management research, training and consulting firm and the leading authority on generational issues in the workplace, founded in 1993 by best-selling author Bruce Tuglan.

We continue to lead three longitudinal workplace studies:

- **The Generational Shift in the Workforce** (since 1993): Monitoring the impact of generational change
- **Leadership, Management, and Supervision** (since 1995): Cataloguing management challenges and the best tools and techniques for solving those challenges
- **Human Capital Management** (since 1997): Cataloguing best practices in staffing, recruiting, selection, performance management, rewards, retention, succession planning, and leadership development

Hundreds of thousands of individuals from hundreds of different organizations have participated in our research since 1993.

Based on these ongoing studies, we have provided custom research, training, and consulting services for more than 400 different organizations ranging from the United States Army to Wal-Mart. We have produced 20 books, hundreds of articles, and have been the subject or source for thousands of news stories around the world.

BRUCE TULGAN

Founder & Chairman of RainmakerThinking, Inc.



Bruce Tulgan is internationally recognized as a leading expert on the best practices of effective management, generational change and young people in the workplace. Bruce is a best-selling author, an adviser to business leaders all over the world, and a sought-after keynote speaker and management trainer.

Since 1995, Bruce has worked with tens of thousands of leaders and managers in hundreds of organizations including American Express, Aetna, AT&T, Ernst & Young, Deloitte & Touche, GE, IBM, Loews Hotels, ESPN, Mercedes Benz, JP Morgan Chase, Proctor & Gamble, State Farm Insurance, Target, Wal-Mart, the US Armed Forces, and the YMCA.

Management Today has called Bruce a "management guru" for his expertise and delivery. Drawing on decades of experience and research, Bruce makes his lessons come to life with high-impact examples from the front lines of management. He approaches his keynotes and workshops with three goals: to provide new perspective, to teach actionable tools and techniques that participants can put into practice the next day, and to keep audiences engaged and entertained. His conversational tone and direct style with no slideshow consistently receive rave reviews from clients and conference participants.

Bruce presents to managers, supervisors, and people-leaders at all levels, whether in small groups or packed conference halls. He also often presents to non-managerial employees on the best practices of high-substance communication, both up the chain of command and laterally across functions.

Bruce has written numerous best-selling books including *It's Okay to Be the Boss* (2007, revised & updated 2014), *Not Everyone Gets a Trophy: How to Manage the Millennials* (2009, revised & updated 2016), *The 27 Challenges Managers Face* (2014), and *Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today's Young Talent* (2015). His newest book, *The Art of Being Indispensable at Work*, is due for release in the summer of 2020 from Harvard Business Review Press.

Bruce lectures at the Yale Graduate School of Management and other academic institutions, and his writing has appeared in dozens of magazines and newspapers including the Harvard Business Review, BusinessWeek, HR Magazine, the New York Times, the Los Angeles Times, and USA Today.

CLIENT TESTIMONIALS

Bruce held our partners spellbound for two and a half hours.

Graham Baragwanath, Managing Partner, Deloitte Consulting Canada (fmr.)

Your presentation was one of the BEST presentations I've seen in my entire Agency career.

James L. Pavitt, Deputy Director of Operations, Central Intelligence Agency (fmr.)

You have been quoted hourly by at least one person around general management ever since your presentation.

Rich Jernstedt, CEO, Golin/Harris International (Retired)

Bruce delivered the training and tools necessary that will make a difference [in our organization]. He's the best I've ever seen at engaging and holding people's attention. There were a significant number of implementable, take-home ideas for our leaders

Dennis M. Barrineau, President, National Insulation Contractors' Exchange

Bruce Tulgan is the new Tom Peters.

Howard Jenkins, Chairman and CEO, Publix Super Markets, Inc. (fmr.)

Bruce Tulgan is a force of nature!

Doug Bonestroo, VP of Business Development, Agile Frameworks

Your presentation was absolutely outstanding! Several people told me you were the BEST Keynote Speaker we have ever had!

Jan Woodman, Executive Director, The New England Health, Racquet & Sportsclub Association

Bravo! You delighted our audience and delivered an outstanding performance, such valuable information with such entertaining style.

Amy Omang Huber, Meeting Planning Consultant, American Staffing Association

We all appreciated the really important points you drove home to our group.

Hon. George P. Shultz, Secretary of State, United States of America (fmr.)

CLIENT LIST

We've been honored to work with hundreds of distinguished companies and organizations:

Accounting/Legal

Abdo, Eick, & Meyers CPAs
Advisory Board
American Institute of Certified Public Accountants (AICPA)
Association of Legal Administrators
BKD, LLP
Cherry, Bekaert & Holland, LLP
Citrin Cooperman
Clifton Gunderson, LLC
Deloitte Consulting
DFK International
Ernst & Young
Goodwin Procter LLP
Holthouse, Carlin & Van Trigt
Hopkins Carley
Kaufman Rossin & Co.
KPMG Accounting Advisory Services
Manning & Kass
Massachusetts Society of CPAs
McAngus Goudelock & Courie LLC
Moss Adams LLP
Perkins Coie
PilotLegis
Praxity
RSM US, LLP

Advertising/PR

Diversified Agency Services
Fleishman-Hillard, Inc.
Ketchum, Inc.
Ogilvy & Mather

Agriculture

Agronomy Company of Canada
GROWMARK, Inc.
MGK Insect Control Solutions

Mid-Kansas Co-op
National Agri-Marketing Association (NAMA)
Progressive Dairy Operators
Wilco Co-op

Associations

AARP
Alaska Process Industry Careers Consortium (APICC)
American Management Association
American Society for Training and Development (ATD)
American Society of Association Executives
American Staffing Association
Camp Owners & Directors Association (CODA)
Capital Region HR Association
The Conference Board
Employer Association of the Northeast (EANE)
Federated Electrical Contractors Heating, Air Conditioning, & Refrigeration Distributors International (HARDI)
Junior Achievement of America
Massachusetts Bankers Association
Meeting Professionals International
National Association of Personnel Services
National Sporting Goods Association
National Insulation Contractors' Exchange (NICE)
PA Bankers Association
Pet Industry Distributors Association
Society for Human Resource Management (SHRM)
Supercuts Franchise Association
Truck Trailer Manufacturers Association

WIE (Winning Is Everything)
WorldAtWork
Young Presidents Organization

Business Services

Ajilon
Bernard Hodes Group
CCA Global Partners
Clermont Chamber of Commerce
Korn Ferry
Milliman
Monster
PeopleLink
PeopleShare
Packaging Machinery Manufacturers
Institute (PMMI)
PrideStaff
TTA (The Training Associates)
The Printing House Ltd.
Thomson Reuters
Sequoia
Seva Beauty
Williamson Chamber of Commerce

Construction/Mining

Barriere Construction Co., LLC
Fails Management Institute (FMI)
Kiewit Corporation
Rio Tinto, PLC

Consulting

Albright Stonebridge Group
American Management Systems, Inc.
Boomer Consulting, Inc.
Braun Intertec
Linkage, Inc.
Minnesota Technology, Inc.

Education

Carnegie Bosch Institute
College of Southern Maryland
Duke University – The Fuqua School of
Business
Fairleigh Dickinson University

Kansas State University
Minot Public Schools
Olympia Community Unit School District
University of Dayton
University of Massachusetts
University of Michigan
University of Phoenix
Wichita State University –Kansas Family
Business Forum
Yale University School of
Management

Energy

Boardwalk Pipeline
Chevron Corporation
Portland General Electric Company
Shell Oil Company
Westar Energy

Financial Services

AgFirst Farm Credit Bank
American Express
Central 1 Credit Union
Citigroup
Commercial Surety Bond Agency (CSBA)
Consumer Bankers Association
Cornerstone Bank
Credit Suisse Asset Management
Fannie Mae/Freddie Mac
Farm Credit Council
FDIC
Fidelity Investments
First Citizens Bank
First Midwest Bank
First Pioneer Farm Credit
GMAC International Operations
Greylock Federal Credit Union
Illinois Bankers Association
J.P. Morgan
Lincoln Financial Group
Mass Mutual Financial Services
Mastercard International
Missouri Bankers Association

National Penn Bancshares
National Rural Utilities Cooperative
Finance Corporation (NRUCFC)
Navy Federal Credit Union
Pacific Investment Management
Company, LLC (PIMCO)
PNC Bank
Prudential Financial
Prudential Retirement
State Street Corporation

Food Services

Applebee's
ARAMARK
Au Bon Pain
Bahama Breeze Restaurants
Black Angus
Blue Martini Restaurants
California Pizza Kitchen
Carlson Restaurants Worldwide
Carrols Restaurant Group, Inc.
Champps Entertainment, Inc.
Cheers Beverage Conference
Council-Hotel and Restaurant Trainer
(CHART)
CraftWorks Restaurants and
Breweries, Inc.
Darden Restaurants, Inc.
Dave and Buster's, Inc.
Domino's Pizza
Golden Corral Corporation
Hooters of America
Houlihan's
International Pizza Hut Franchise Holders
Association
Joe's Crab Shack Holdings
Lone Star Steakhouse
Morton's The Steakhouse
National Restaurant Association
New York State Restaurant
Association
O'Charley's, Inc.
Oklahoma Restaurant Association
Outback Steakhouse

People Report
Restaurant Facility Management
Association (RFMA)
Ruby Tuesday
Ruth's Chris Steak House
Subway
Ted's Montana Grill

Government

Government Finance Officers Association
(GFOA)
Government Finance Officers Association
of Connecticut
Lawrence Livermore National Laboratory
Los Alamos National Laboratory
National Park Service
Peace Corps
Scottish Enterprise
State of South Dakota Public Safety
Treasury Executive Institute
U.S. Department of Education
U.S. Department of Labor
U.S. Department of the Treasury
U.S. Department of Veterans Affairs
U.S. Environmental Protection Agency
U.S. Equal Employment Opportunity
Commission
U.S. Federal Deposit Insurance
Corporation
U.S. Internal Revenue Service

Heating/Cooling

ABM Air Conditioning & Heating

Healthcare

Alabama Hospital Association
American Heart Association
Asante Health System
Ascension Health
The Association of Perioperative
Registered Nurses (AORN)
Avera Health
Baptist Healthcare System
Baystate Medical Center

Berkshire Medical Center
Canadian College of Health Leaders
Carolinas HealthCare System
Catholic Health Services of Long Island
Concord Hospital
Cord Blood Registry
Fairview Health Services
Health Association of New York State (HANYS)
Health Strategies Group
Henry M. Jackson Foundation for the Advancement of Military Medicine
J. J. Peters VA Medical Center
Kaiser Permanente
Kingman Regional Medical Center
Loma Linda University and Medical Center
Mass Medical Association
Massachusetts Medical Society
Metropolitan Jewish Health System (MJHS)
Memorial Sloan-Kettering Cancer Center
Norton Healthcare
North West Local Health Integration Network (NWHLIN)
Oakwood Healthcare
OhioHealth
Overlake Hospital
Premier, Inc.
Providence Health System
Prudential Healthcare System
Saint Anthony's Medical Center
Siemens Healthcare Diagnostics
Sparrow Health System
Trinity Health
University of Virginia Health
Yale New Haven Hospital

Hospitality/Travel

Booking.com
Choice Hotels International Services Corporation
Enterprise Rent-A-Car
Hilton Hotels
HRI Properties

Interstate Hotels & Resorts
Loews Hotels Corporation
National Car Rental
Noble House Hotels and Resorts

Human Resources

American Society for Training and Development (ATD)
Capital Region Human Resources Association
Federal Authority for Government Human Resources -- Dubai
New Jersey Human Resources Planning Group
Society for Human Resource Management (SHRM)
VA Society for Human Resource Management
Zenefits

Insurance

Aetna
Anthem
Alliance Schools for Cooperative Insurance Programs (ASCIP)
Chubb Group
Colonial Life & Accident Insurance Co.
The Hartford
Horace Mann Companies
Mass Mutual
Penn Mutual Life Insurance Co.
Prudential Life Insurance
Vela Insurance Services

Manufacturing & Engineering

ASSA ABLOY
Brunswick Corporation
Carrier Commercial Services
Don Miller & Associates
Dow Chemical Company
General Dynamics
General Electric
General Motors
Hydro Extrusion USA LLC

John Deere & Company
LifeFitness
Lockheed Martin
Mercedes Benz USA, LLC
Meritor WABCO Vehicle Control Systems
Northrop Grumman
Pacific Car and Foundry Company
(PACCAR)
Peterbilt
Raytheon Missile Systems
Robert Bosch, LLC
Spirit Aerosystems
Steelcase
TRW Automotive Industries
Visteon
Volkswagen of America

Media

AOL
Comcast Cable Communications, Inc.
ESPN
Fast Company
Walt Disney Internet Group
Wolters Kluwer Health
Wiley

Military/Intelligence

U.S. Air Force
U.S. Air Force Special Operations
Command
U.S. Air Force Special Investigations Office
U.S. Army
U.S. Army Corps of Engineers
U.S. Central Intelligence Agency
U.S. Customs and Border Protection
U.S. Department of Defense
U.S. Department of Veterans Affairs
Kansas National Guard
National Imaging & Mapping Agency
National Reconnaissance Office
U.S. National Security Agency
U.S. Office of the Director of National
Intelligence

Packaged Goods

Frito Lay
General Mills Canada
H.J. Heinz
IAMS Company
Kraft Foods
Pepsi Co.
Proctor & Gamble
Quaker Oats

Pharmaceutical & Medical Devices

Abbott Laboratories
Boehringer Ingelheim Corporation
C.R. Bard
Davol, Inc.
Invitrogen
Johnson & Johnson
LifeScan, Inc.
McNeil Consumer Healthcare
Merck & Co.
Novo Nordisk

Recreation/Fitness

Crunch Fitness
National Sporting Goods Association
(NSGA)
New England Health & Racquet Club
Association

Retail

Ace Hardware
Express Specialty Clothing Stores
Family Video
Food Lion
Food Marketing Institute
Harris Teeter, Inc.
Hy-Vee, Inc.
Jacuzzi
J.C. Penny Co.
Macy's Stores
Meijer
Mervyn's Department Stores

National Retail Federation
Pelican Products
Penske Automotive
PETCO
Publix Super Markets, Inc.
Sam's Club
Target Stores
The Retail Optimization Group (TROC)
Tops Markets, Inc.
Turn 5
Wal-Mart Stores
WaWa, Inc.

Senior Living and End of Life Services

Argentum
Cascade Living Group
CA Assisted Living Association (CALA)
Enlivant
International Cemetery, Cremation &
Funeral Association (ICCFA)
JEA Senior Living
Trilogy Health

Social Services

Goodwill Industries International
YMCA of the USA

Technology/Research

Amadeus North America, Inc.
CDW Technology Solutions
Cezanne Software, Inc.
EDS Technologies
Fiserv, Inc.
Hewlett-Packard
IBM
Mosaic
Motorola
Science Applications International
Corporation (SAIC)
SAP Users Group
Sandia National Laboratories
Texas Instruments
Travelport

Telecom

AT&T
Sprint
TDS Telecom
U.S. West
Verizon Wireless

Wholesale/Distribution

Federal Express
S.P. Richards Company
Uline Shipping Supplies

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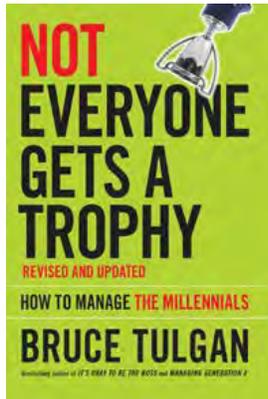
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OUR BOOKS



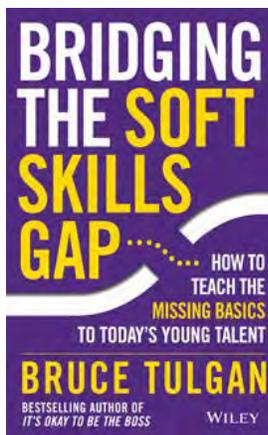
Not Everyone Gets a Trophy: How to Manage the Millennials

Wiley/Jossey-Bass: Revised Updated 2016; originally published 2009

The culmination of over two decades of research, this book provides employers with a practical framework for engaging, developing, and retaining the new generation of employees.

This new revised and updated edition expands the discussion to include the new 'second-wave' Millennials, those Tuglan refers to as 'Generation Z,' and explores the ways in which these methods and tactics are becoming increasingly critical in the face of the profoundly changing global workforce.

It's not your imagination—Millennial workers *are* different, but that difference is shaped by the same forces that make potentially exceptional workers. Employers who can engage Millennials' passion and loyalty have great things ahead.



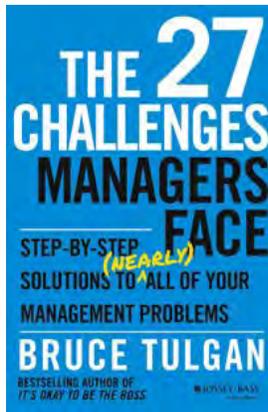
Bridging the Soft Skills Gap: Teaching the Missing Basics to Today's Young Talent

Wiley/Jossey-Bass, 2015

The number one challenge with today's young talent is a problem hiding in plain sight: The ever-widening "Soft Skills Gap."

Today's newest new young workforce has so much to offer – new technical skills, new ideas, new perspective, new energy. Yet too many of them are held back—and driving the grown-ups crazy—because of their weak soft skills.

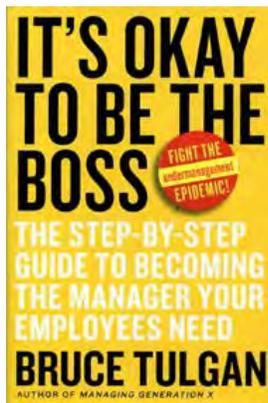
Bruce's research and proven approach has shown that the key to teaching young people the missing soft skills lies in breaking down the critical soft skills into their component parts; concentrating on one small component at a time; with the help of a teaching-style manager. Almost all of the exercises in this book can be done in less than an hour within a team meeting or an extended one-on-on.



The 27 Challenges Managers Face: Step-by-Step Solutions to (Nearly) All of Your Management Problems

Wiley/Jossey-Bass, 2014

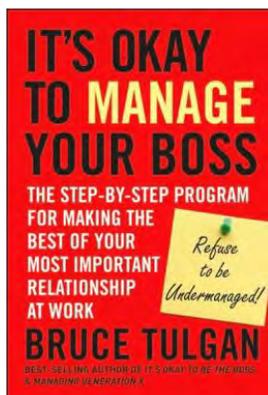
The 27 Challenges are the problems with which managers most often struggle along with the best step-by-step solutions, based on twenty years of workplace research conducted by RainmakerThinking, Inc. The research shows that most of the challenges derive from or are made much worse by unstructured, low substance, hit-or-miss communication. Likewise, almost always the best solution comes from applying the fundamentals of management. The 27 Challenges are enumerated NOT in order of frequency or difficulty, but rather according to the bigger picture human capital issues in which the challenges fall. Like a guidebook through the real life of a manager — from the “new manager” challenges, through performance management, retention, and all the way to the latter career stage when so many managers face the challenges of “renewal.”



It's Okay to Be the Boss

Collins, Revised edition, 2014; Originally released 2007

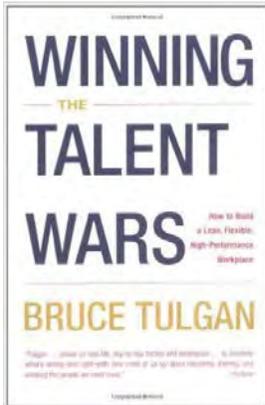
In his best-selling book, It's Okay to Be the Boss, Bruce puts his finger on the biggest problem in the workplace today – an undermanagement epidemic affecting managers at all levels of the organization and in all industries – and offers another way. His clear, step-by-step guide to becoming the strong manager employees need challenges bosses everywhere to: spell out expectations, tell employees exactly what to do and how to do it, monitor and measure performance constantly, correct failure quickly and reward success even more quickly. That's how you set employees up for success and help them earn what they need.



It's Okay to Manage Your Boss

Jossey-Bass, 2010

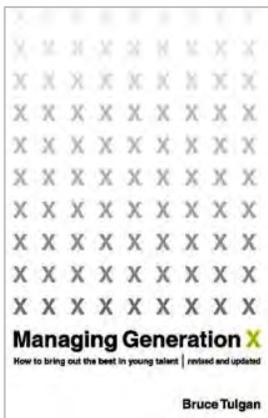
If you are looking for guidance on how to manage your boss, there are zillions of so-called experts out there who will be happy to provide it. The problem is that so much of the advice about “managing up” or “managing your boss” doesn't tell the whole story. This book is written for people who want to be high-performers. In order to be a high performer in today's workplace, you need to create highly-engaged relationships with every boss –whether that boss is great, awful, or somewhere in between.



Winning the Talent Wars

W.W. Norton, Revised edition, 2002; Originally released 2001

In the "Gen X management bible" (Maxim), Bruce shares what he has learned and taught at the front lines of the war for talent, a war that many see as the single most important challenge businesses face in the twenty-first century. Based on five years of research about the character and proclivities of the swelling free-agent labor force, Bruce also brings to the table valuable, never-before-published stories about how managers at some of America's most influential corporations are quietly coming up with innovative solutions.



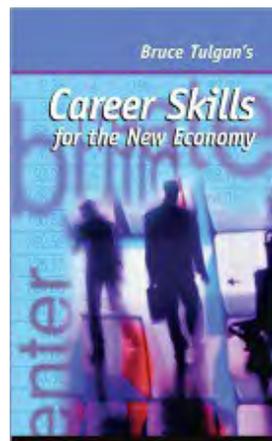
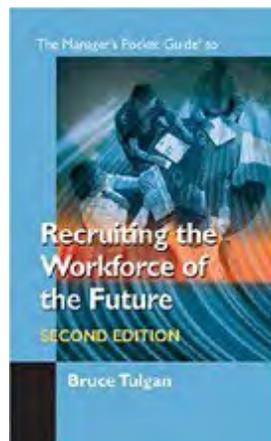
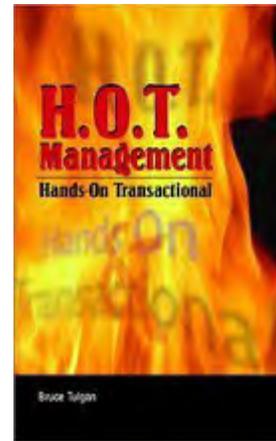
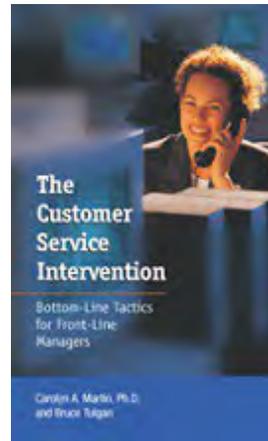
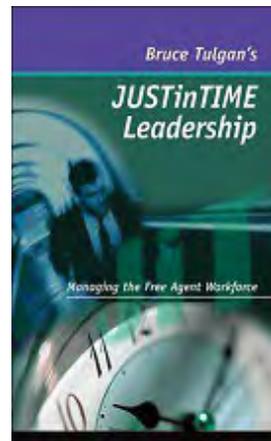
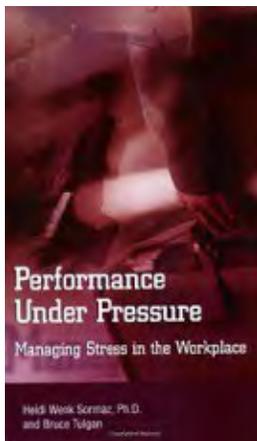
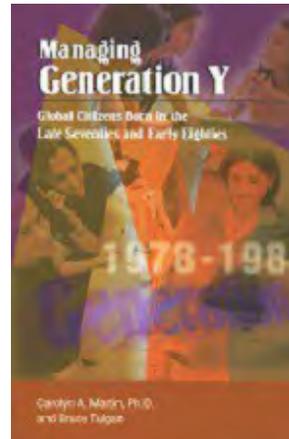
Managing Generation X: How to Bring Out the Best in Young Talent

W.W. Norton, Revised Edition, 2000; Originally released 1995

The classic study of Generation X in the workplace, *Managing Generation X* shows employers how to tap this valuable, quirky labor pool. Gen Xers speak in verbatim interview narratives, offering their firsthand experiences as well as concrete advice on how to manage them. Tune in to the free-agent mindset that has swept across the entire workforce and gain insight on how to attract, motivate, and retain this crucial cohort. *Managing Generation X* serves as the best source of information on a generation that is leaving an indelible mark on the culture of American business.

THE MANAGER'S POCKET GUIDES

Bruce has also authored or co-authored 11 Manager's Pocket Guides through HRD Press



IN THE NEWS

Bruce Tulgan regularly writes for and appears in such media as...



If you are interested in having Bruce provide an interview or article for your publication, please contact – [Liz Richards, lizr@rainmakerthinking.com](mailto:lizr@rainmakerthinking.com)

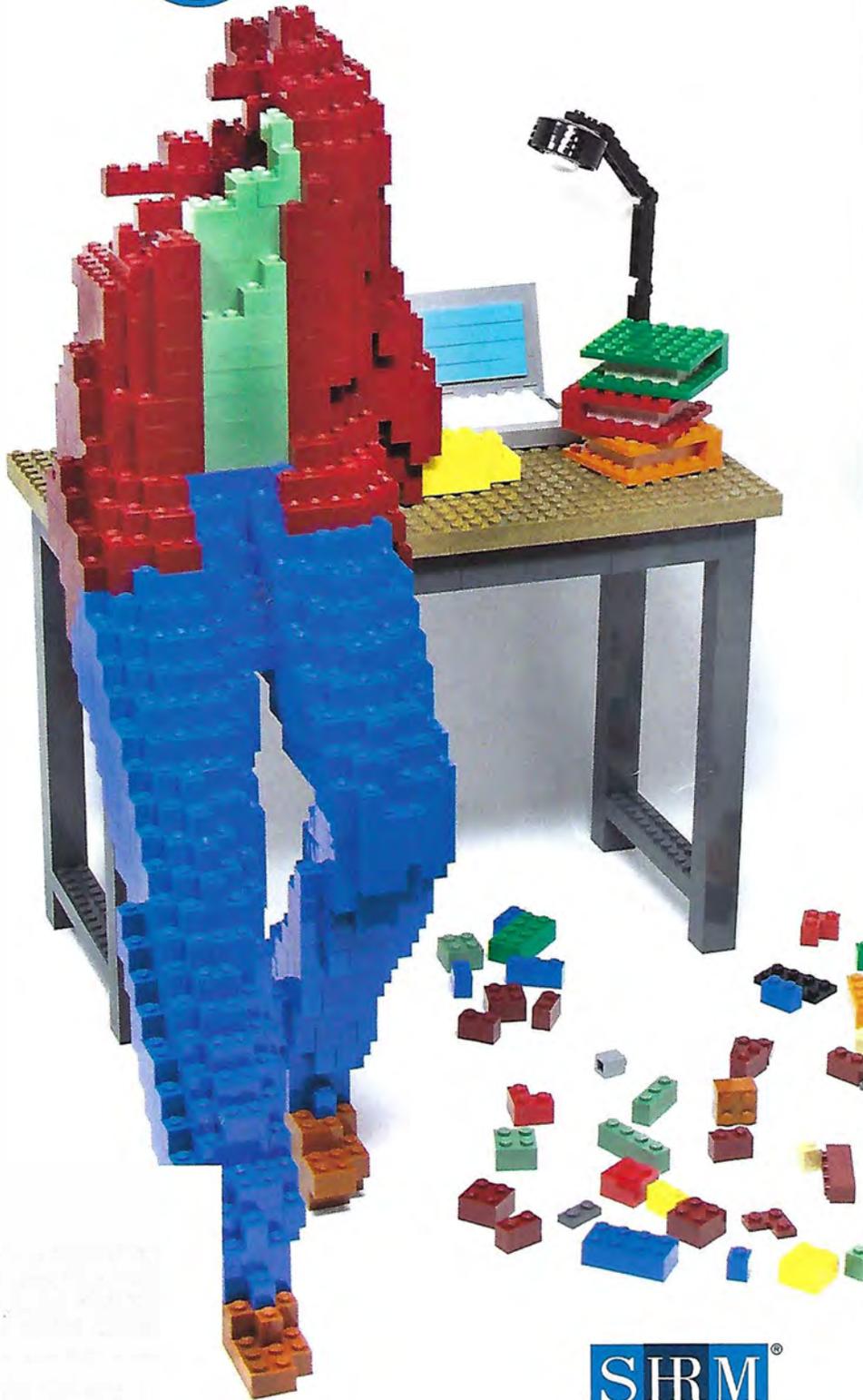
HR Magazine[®]

SUMMER 2019

SHRM.ORG

BUILDING A BETTER BOSS

Bad managers can make or break an organization—but HR can help them improve.



Closing the
gender pay gap

The 9 faces of HR

New state and
local laws

SHRM[®]
BETTER WORKPLACES
BETTER WORLD™

“There are managers, men and women, who have imposter syndrome,” Caruso says. They think if they let something slip, others will find out they’re not worthy of their position.

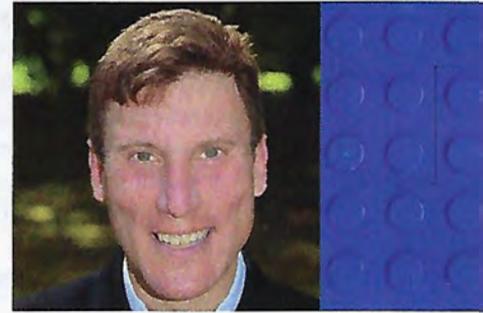
Caruso once coached an executive who was a control freak. She learned that he had survived a plane crash when he was young. As a result, “he never wanted to give up control,” she says. “What we try to do as a coach is help them unpack that.”

She uses role-playing exercises to help micromanagers learn to delegate more tasks to team members. The exercises might also give them the ability to understand how their actions can be demoralizing for subordinates. She tries to help them realize that they’re empowering others when they let them make decisions.

Neglectful managers. The opposite of micromanagers, these managers don’t provide their direct reports with the guidance, support and coaching they need. Tulgan argues that there’s an “undermanagement epidemic” going on in the workplace right now.

Without adequate training, most new managers won’t

‘We put them in charge of other people, and someone teaches them to do a little extra paperwork, but nobody actually teaches them to do the people work.’



BRUCE TULGAN

spend quality time with their individual team members. They say they’re too busy. Or they think they’re communicating because they e-mail them or see them in meetings.

“What happens is managers lull themselves into a false sense of security,” Tulgan says. “They think they’re keeping track. But problems hide below the radar, and then they blow up.”

Then, everyone’s scrambling to put out fires, leaving little time for quality one-on-one conversations with employees. The team is caught in a vicious cycle of undermanagement.

Todd Saffell, HR manager at Rueter’s, a 130-employee

HOW TO BUILD AND QUALIFY PEOPLE-READY MANAGERS

The Society for Human Resource Management (SHRM) is helping HR build better People Managers by creating the People Manager Qualification (PMQ), a new learning program scheduled to launch later this year.

The program’s evidence-based resources are designed to help new and aspiring managers master the people-focused skills they need, including how to:

- Hire team members with the right skills.
- Have conversations to motivate team members and improve their performance.
- Develop team members’ skills

for becoming effective learners.

- Leverage assessments of people to enable greater efficiencies.
- Evaluate team dynamics and resolve conflicts.
- Make the most of partnerships with HR team members.

The program will provide an interactive, dynamic learning experience featuring virtual, instructor-led courses with immediate takeaways. Managers will receive more than 40 hours of virtual learning programming, along with self-assessments and other learning-proficiency assessments, and they can practice what they’ve learned with virtual role-

play exercises. The goal is to help managers develop skills that they can use immediately to improve their teams in the near-term. Most important, the program can help HR unlock human potential within organizations, empowering HR professionals to become strategic leaders in workforce development and corporate sustainability.

“If you ask yourself, ‘What can I do to build a better workplace for a better world?’ creating better people managers is the likely answer,” says Alexander Alonso, SHRM-SCP, SHRM’s chief knowledge officer. For more information, e-mail PMQ@shrm.org.



WALL STREET JOURNAL

GEN Z

Is Coming to Your Office. Get Ready to Adapt.

The generation now entering the workforce is sober, industrious and driven by money. They are also socially awkward and timid about taking the reins.

By Janet Adamy (<https://twitter.com/janetadamy>)

Visuals by Tyler Paige (<https://twitter.com/tylerpaige>) and Jieqian Zhang (https://twitter.com/Jieqian_Zhang)

Published September 6, 2018

Selected excerpts featuring Bruce Tulgan

“They’re more like children of the 1930s, if children of the 1930s had learned to think, learn and communicate while attached to hand-held supercomputers,” says Bruce Tulgan, a management consultant at RainmakerThinking in Whitneyville, Conn.

— —

They grew up trusting adults, and Gen Z employees want managers who will step in to help them handle uncomfortable situations like conflicts with co-workers and provide granular feedback, says Mr. Tulgan, the management consultant.

When Mr. Tulgan’s company surveyed thousands of Gen Z members about what mattered most to them at work, he heard repeatedly that they wanted a “safe environment.” He is advising clients to create small work teams so managers have time to nurture them.

5 KEYS TO KEEPING YOUR SUPERSTARS ENGAGED

YOUR TOP PERFORMERS STILL NEED GUIDANCE. STEER THEIR SPARK IN THE RIGHT DIRECTION WITH THESE TIPS.

BY BRUCE TULGAN

Sometimes managers fool themselves into thinking that their superstars are so talented, skilled, and motivated that they don't need to be managed at all. But even superstars need to be managed.

Just like everyone else, superstars have bad days, sometimes; go in the wrong direction, and have lapses in judgment. Like everyone else, superstars need guidance, direction, support, and encouragement. Most of all, they want to be challenged and developed.

Often senior managers want to know what to talk about with the superstar. After all, this person is so talented, skilled, and motivated that she is able to handle more responsibility than most. She can make her own project plans; she gets lots of work done very well, very fast, all day, every day; she doesn't cause problems; she learns quickly and steadily; she has great relationship skills; she understands the big picture; she is a great critical thinker; and she takes exactly the right amount of initiative without overstepping. So how do you make sure your one-on-ones are a good use of time?

It really requires you, the manager, to take your discussions to the next level. Instead of stressing over a game changing approach to manage your superstar, keep it simple. Here are a few key tips to keep a superstar engaged:

1. CHECK IN

Always check regularly to make sure that things are going as well as you think. Just like everybody else, superstars need to provide regular reports on their tasks, responsibilities, and projects. Regardless of their talents, you need to verify that the

5 Leadership Authors You Must Follow in 2016

Leaders are everywhere, and everyone can possess leadership qualities when they learn to take the lead instead of always following along.



IMAGE: Getty Images

A good leader is someone who creates solutions and supports the staff under them. A good leader is someone that listens. While some people are born with leadership qualities, others develop them while working their respective careers. Leaders are everywhere, and everyone can possess leadership qualities when they learn to take the lead instead of always following along.

Here are five authors who you'll want to read for sharp insight on leadership.

2. Bruce Tulgan

Bruce Tulgan is a talented author that resonates well within millennials. He is a workplace author who specializes in [management training and workplace diversity](#), and has published more than 20 workplace and leadership related titles. In his book, "*Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today's Young Talent*", Tulgan discusses how millennials think about older generations. It also discusses the immaturity of younger generations in the workplace and their inability to handle difficult situations.

Keys to Effective Management: A Q&A with Bruce Tulgan

Compiled by Desda Moss on 7/29/2015 11:10 AM

Category: Employee & Organizational Development



By Desda Moss

Bruce Tulgan, a business advisor and author of *The 27 Challenges Managers Face: Step-by-Step Solutions to (Nearly) All of Your Management Problems* (Jossey-Bass, 2014), has worked with leaders and managers at Wal-Mart, Aetna, the U.S. Army and the YMCA. He says he's often asked why he wrote about 27 challenges instead of some other number. Tulgan explains that after hearing from hundreds of thousands of managers over two decades' worth of research, the same 27 basic challenges came up over and over again.

What are some of the top challenges all managers face?

Maybe it's the superstar who the manager is afraid of losing, the slacker the manager can't seem to motivate, the employee with an attitude problem or the two who can't get along. Regardless, when things go wrong in a management relationship, the common denominator is almost always unstructured, low-substance, hit-or-miss communication.

What's wrong with the way most managers manage?

They don't realize that they are stuck in a vicious cycle. They are "managing on autopilot" until something goes wrong. When you operate in this way, something almost always goes wrong. Then when problems arise, managers get more involved—what the book refers to as "firefighting"—and communication becomes more heated and urgent. So most managers cycle back and forth between autopilot and firefighting.

What do the best managers have in common?

Relentless, high-quality communication. They consistently engage every direct report in an ongoing, highly structured, content-rich, one-on-one dialogue about the work that person needs to do. When managers consistently make expectations clear and provide candid feedback for every

HR Magazine

When Employees Lack Soft Skills

Vol. 61 No. 3

The soft skills needed to excel in today's workplace are the hardest to teach and, increasingly, the hardest to find.

By Mark Feffer



"It's a cliché that people are hired for hard skills and fired for soft skills," says Bruce Tulgan, chief executive of the management consulting and training firm [Rainmaker Thinking](#) in New Haven, Conn., and author of [Bridging the Soft Skills Gap](#) (John Wiley & Sons, 2015). "But without [prioritizing soft skills], companies can encounter more internal conflicts, have customer service suffer and see good people leave."

6 Tips for 'Managing Up' and What That Even Means

How to help your boss help you.



1. Establish ground rules. Get a few things straight with your manager, ideally when you're just beginning the work relationship, says Bruce Tulgan, author of "It's Okay to Manage Your Boss" and founder of RainmakerThinking Inc., a management and workplace research firm. He suggests you clarify the following big-picture items: "how you're going to stay in dialogue, how you're going to set priorities on a day-to-day basis and how you're going to monitor, measure and document your performance."

An open dialogue is key, he says, so get specific. Decide how frequently the two of you will check in and for how long. Then agree that you'll both prepare to discuss your priorities. Oh, and commit to each other that you'll actually show up for these meetings. No sly, last-minute canceling or continually rescheduling meetings until they mysteriously disappear into the Outlook ether. Say it with Tulgan:

3 key strategies for landing your next job

TODAY

Jul. 15, 2013 at 11:23 AM

Nearly 200,000 new jobs were added to the U.S. economy in June, but for many, finding work is still difficult. Kathryn Minshew, CEO of The Muse; Nicole Williams of LinkedIn, and Bruce Tulgan, founder of RainmakerThinking, offer advice on how to score your next job.



THE WALL STREET JOURNAL.

Managers Need to Make Time for Face Time

By JOANN S. LUBLIN

Alan Buckelew, chief operations officer of Carnival Corp., moved to Shanghai last September so he could help the world's biggest cruise-ship company expand in China. He still supervises five executives at its Miami headquarters.

A heavy workload forced Mr. Buckelew to conduct year-end performance reviews for three of those deputies via videoconference but he wasn't happy about it.

"A review is probably the one time when you want to be physically present," Mr. Buckelew says. He says he apologized to them about his Miami absence, and vows to evaluate every lieutenant face-to-face this year.

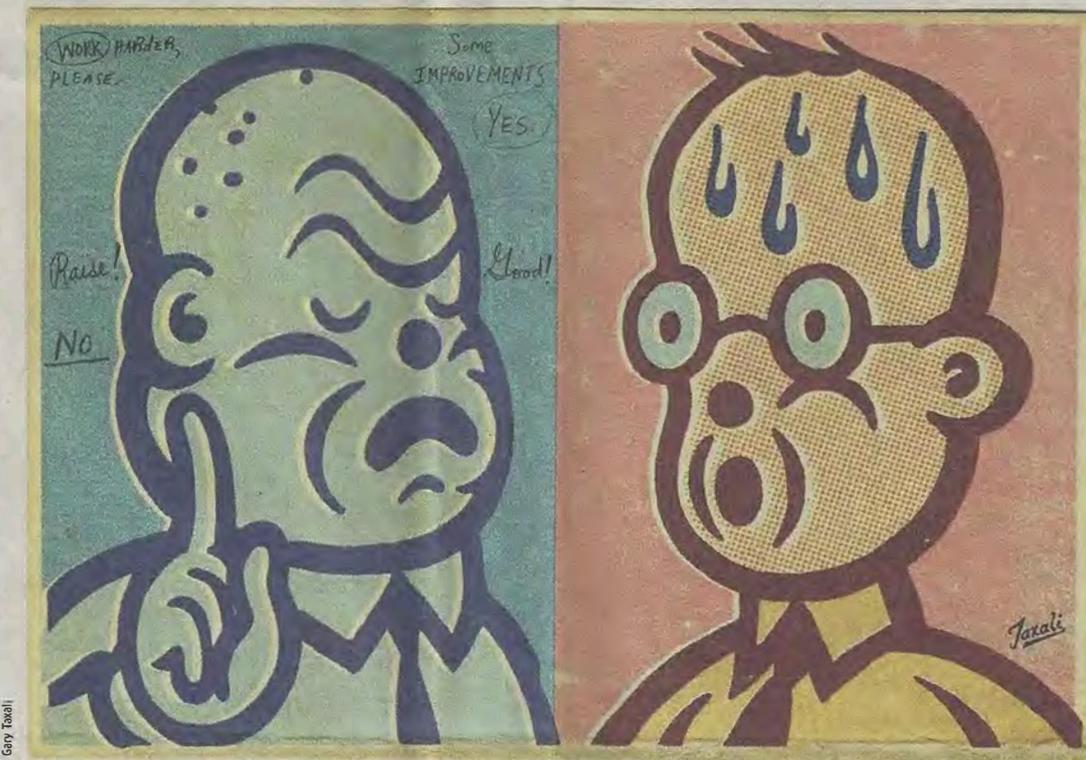
As businesses expect more senior leaders to both manage more far-flung teams and spend more time with distant clients, face time has become a precious commodity—and a source of professional agita. Technologies like videoconferencing and enterprise social networks claim to enable true connection over great distances, but the reality is often is far from perfect.

When it comes down to it, there is still no good substitute for being in the same room with a direct report or a high-level boss, many executives say. Yet there is little consensus about how much face time it takes to manage effectively.

"Few executives can deliver business results quickly and engage their people at the same time," says Matt Paese, vice president of succession management and C-suite services for leadership consultants Development Dimensions International. "But increasingly, our corporate clients try to hire or grow ones who can," because they recognize "they can't sustain business growth without a healthy culture."

Hands-off leadership carries career risks. Take, for example, Louis Chenevert, who abruptly relinquished command of conglomerate United Technologies Corp. in November 2014 amid criticism that he was too detached from his top team.

Traveling frequently for work can leave employees without adequate feedback or a boss wondering whether you manage well,



Gary Tobell

suggests Bruce Tulgan, author and chief executive of Rainmaker Thinking Inc., a management research and training firm. "You have to be there to problem-solve."

Ramesh Tainwala, CEO of luggage maker Samonite International S.A., says that after advancing into the top job in October, he quickly replaced its head of Latin America because the man ran the region from Denver and spent only 40 days a year in Latin America. (Samonite previously had been based in Denver.)

"Unless you are in the field with your people, it's difficult for you to manage it," he adds.

The new head of Latin America is based in Chile, but is almost constantly on the road. Mr. Tainwala told him, "You need to be traveling 20 to 25 days a month" in the new role.

Mr. Tainwala himself travels 25 days a month for Samonite from his base in Hong Kong. Since becoming CEO last fall, he has held four face-to-face ses-

sions with his senior management team, stationed in four regions world-wide. An April 3 session in Mansfield, Mass., will be his third far from Hong Kong.

"A conference call cannot substitute for face-to-face interactions," Mr. Tainwala continues. "When we meet in person, we most hear each other thoughts."

Yet a distant boss with a sudden yen for face time may encounter resistance from subordinates. That happened to a senior manager at an environment consulting firm in 2012.

The manager realized she had been too hands-off with her team, missing meetings due to conflicting client demands, she told Mr. Tulgan of Rainmaker Thinking after attending a seminar about being a highly engaged boss. She soon scheduled half-hour sessions with each team member.

Several staffers bristled at the sudden outreach, complaining that she was micromanaging them, according to Mr. Tulga-

She convened a meeting to explain how her increased engagement could be helpful. "I want you to help me help you," she said. Her team adjusted over time, and that helped her land a higher-level role at a larger rival early last year, Mr. Tulgan says.

Even when the team is nearby, isolated bosses must find ways to appear present. When Rick Russell managed 1,100 people as chief commercial officer of Sunovion Pharmaceuticals Inc., a small drug maker in Marlborough, Mass., his dozen deputies occupied the second floor at headquarters. He toiled behind closed doors in the executive suite two floors above.

After a 2012 employee survey concluded that people felt walled off from their leaders, he decided to make himself more visible. He created a second-floor satellite office surrounded by glass on three sides. Dubbed his "fishbowl," he worked from the office nearly every Friday, with a deliberately light schedule and no executive assistant.

Wary colleagues gradually grew comfortable about dropping by, Mr. Russell recalls. The chief medical officer adopted the satellite-office idea, too.

The next year's poll showed Sunovion employees' trust for the top brass improved a lot.

"You have to rally the troops. You can't do it from a memo," says Mr. Russell, now CEO of Greer Laboratories Inc., a mid-size biologics concern.

Mel Berning, chief revenue officer at A+E Networks in New York, takes a different approach. He travels two weeks a month for the cable network. While at headquarters, he says he tries to avoid "antiseptic" formal meetings and calls with his six direct reports.

Instead, he breezes into somebody's office at 8:30 a.m. "You have a conversation that is less hurried and less guarded," Mr. Berning notes. "Face-to-face encounters are so much more revealing than a text or an email."

—Kathy Chu contributed to this article.

High-maintenance Generation Z heads to work

By Bruce Tulgan

After every commencement season, there's another rite of passage. Employers welcome that new crop of graduates, with their new attitudes and behaviors. This year, welcome the leading edge of "Generation Z."

This new generation has been uniquely shaped by nearly a decade of war and economic uncertainty: Those born in 1990 were 11 years old on 9/11, and ever since we have been at war. They finished high school in 2008, just as the Great Recession began. Now they're graduating amidst a stumbling "recovery" in which unemployment remains stubbornly high, especially for those younger than 25.

Too much too soon

In one sense, these children of the 2000s grew up way too fast. In another they never grew up at all. As young teenagers, they were chauffeured from activity to activity, all the while plugged in to the Internet through handheld devices. Even stuck at home they were still totally "connected" to their peer ecosystem through social media. With parents, teachers and counselors focused on keeping them safe and scheduled, they have nonetheless been privy to unprecedented information from a painfully young age.

So this year's 2.6 million freshly minted college graduates (holding associate's or bachelor's degrees) and 3.2 million graduates from high school are different from their immediate elders. Most are thinking about their future more like children of the 1930s and '40s than like Gen Yers in the late '90s. Nearly half of the new grads will join the workforce in the coming months, competing for jobs with millions of people their parents' age and older.

Since 1993, I've been part of a group conducting in-depth interviews with young people in the workplace. Throughout the booming 1990s, we monitored the shift from Generation X to Generation Y. Now we are seeing

a shift of equal measure to Generation Z.

What we know about Zers

So just how are they different?

Gen Zers entering the working world tell us they are dubious about their long-term prospects, but especially fearful about tomorrow.

They are less likely to resist authority than Yers, but will gravitate to people and institutions showing the ability to care for them, almost in *loco parentis*. Gen

Zers are much less likely than Gen Yers to tell the boss when they disagree but more likely to share those views online. Gen Zers are much more likely than Gen Yers to be obedient to their immediate su-

pervisors' rules, but more likely to persistently seek exceptions to inflexible employment conditions and seniority-based rewards.

Gen Zers have never known a world in which one could not be in conversation with anyone anywhere any time, and they have an even lower tolerance than Gen Yers for being digitally cut off. For Generation Yers, uniqueness was cool. They wanted to distinguish themselves as individuals. Generation Zers like to connect with others who share their interests and are doing the same things (through social media primarily).

Gen Zers are much less likely to fall into recognized opinion categories and much more likely to mix and match various points of view. Don't be surprised to find gun-toting vegans and religious fundamentalist feminists, political conflicts that would have isolated young people before the advent of social media.

We're about to find out just how worldly and precocious, but fragile and needy, Gen Zers really are. They'll be America's most high-maintenance workforce, a change for which we are unprepared

Bruce Tulgan is the author of Managing Generation X (WW Norton, 1995) and Not Everyone Gets A Trophy (Wiley/Jossey Bass, 2009). He is also the founder of Rainmaker-Thinking, Inc.



Everything you need to know about your Millennial co-workers

by Katherine Reynolds Lewis

@KatherineLewis

JUNE 23, 2015, 7:00 AM EDT



“They will be the most high maintenance workforce in the history of the world, but they may also be the most high performing,” says Bruce Tulgan, consultant and author of *It’s Okay to Manage Your Boss*. Some of the negative stereotypes about this generation – that they’re narcissistic, disloyal or can’t interact face to face – can be turned into positive attributes when **properly understood** and leveraged, Tulgan says.



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“MANAGE” US?

PUH-LEEZE...

“This is the most high-maintenance workforce in the history of the world,” says Bruce Tulgan, the founder of leading generational-research firm RainmakerThinking. “The good news is they’re also going to be the most high-performing workforce in the history of the world. They walk in with more information in their heads, more information at their fingertips—and, sure, they have high expectations, but they have the highest expectations first and foremost for themselves.”

So just who is this fair bird?



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The organizational world is plagued by an epidemic. It's called "management". Let me be more precise. Since 1993, I have interacted with thousands of managers at all levels in a wide range of industries through workplace interviews, focus groups, polls, questionnaires, and intensive seminars. From all those encounters, I have reached a most unsettling conclusion: there is a shocking and profound lack of daily guidance, direction, feedback and support for employees from those who are their immediate supervisors. Too many leaders, managers and supervisors simply do not spend enough time attending to the basics of managing the people assigned to them. This is what I call *undermanagement*, the opposite of micromanagement.

Undermanagement is costing organizations a fortune every day. It robs employees of the chance to have positive experiences in the workplace, reach greater success and earn more of what they need and want. And no one is the better for it. It causes managers to struggle, suffer and deliver suboptimal results. It sours dealings with vendors and customers. And it costs society in countless other ways as each nation's workforce, frustrated and stretched, delivers far less productivity than it could.

I realize that *undermanagement* is not a common organizational word like *micromanagement*, but it should be because its impact is staggering. Undermanagement is an invisible epidemic, since most people assume that managers are, first and

higher and higher productivity, but that's not the composition of most companies I visit. Managers I know have to deal with the "hard" realities of managing people today:

- You cannot always hire superstars. You have to hire the best person available, and often that person is in the middle of the talent spectrum, not at the top. Thus, not every new hire can or will be a winner. Dealing with predictable failure is, thus, a big part of managing.
- When you can hire superstars, watch out. They are often more demanding and thus harder to manage than the mediocre people. And they're often the people who are most ready to bolt at the next job opportunity.
- By and large, a work team does not have the power to do things their own way in the workplace, and they are not free to ignore tasks they don't like. Too often, teams work the way they "think" their supervisors want things done. When team members can't agree on this, they argue instead of work.
- Even if a manager sets expectations clearly, sometimes employees don't (or can't) achieve those expectations. Perhaps they lack the skills. Perhaps they lack fundamental guidance on how to start the job. Perhaps they are just not motivated. No matter why the work is not done (or is done poorly), it's important for managers to hold people accountable for any shortcomings.
- Workers can't always pick the areas they enjoy most (and for which they have the most talent) because there is usually too much work to be

Undermanagement is an invisible epidemic, since most people assume that managers are, first and foremost, spending most of their time managing people. But they're not.

foremost, spending most of their time managing people. But they're not. Why is that?

Hard – and getting harder

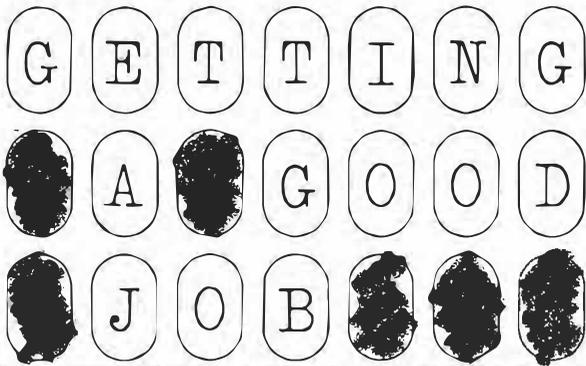
It has always been hard to manage people. Nowadays, it's a whole lot harder to manage people. The workplace is becoming more high-pressure and the workforce is becoming more and more high-maintenance. Most workers look to their immediate supervisors to meet their basic organizational needs and expectations; thus, they freely make demands of their managers. Meanwhile, most managers, like everybody else, have a growing list of assigned tasks and responsibilities, along with expanded administrative duties.

Say what you will about a growing population of knowledge workers who self-manage their way to

done, and people have to be assigned where the work need is greatest. This means that workers are often mismatched for the job they have been assigned, which is all the more tragic if one thinks that such work could have been completed with proper supervision to begin with.

- When workers do excel, managers are expected to offer praise – immediately and routinely. Yet, those who earn praise usually want tangible rewards, not just praise. Managers often do not understand this, and this gap can create unintentional friction and ill will.

Moreover, compounding the challenges listed above is an even greater conundrum: call it the "promotion problem". In many organizations, the selection pool for new managers is often the list of the best workers, people who know how to do →



WHEN TIMES ARE BAD (EXCERPT)

BY ANNA MULRINE

IT HAD TO HAPPEN: WITH THE END OF the long free ride of the bull market, the national jobless rate rose to 4.5 percent this spring, the highest level in nearly three years. The most recent crop of college grads netted an average of half the job offers they did last year: 1.7 vs. 3.3, according to

WetFeet.com, an Internet job-search firm, and many more grads are taking jobs they don't want. "Students are no longer in the driver's seat - they're getting fewer interviews and even fewer offers," says Bill Coleman, a senior vice president at Salary.com.

Many more recent and nearly grads are bracing themselves for a less-than-ideal work experience. A monster.com poll found that forty-eight percent of young job hunters today expect to settle - and "perform many menial tasks" in their first post-college job. . . .

But despite reduced expectations, there are plenty of ways to stand out and increase your odds of getting hired. It's never too soon to start learning how to network without being obnoxious, land the right internship, sell your experience and make contacts that last. . . .

COMPANIES WANT TO KNOW THAT YOU'RE A HARD WORKER.

"THEY'RE NOT HIRING YOU TO BE AN ADVISER TO THE CEO," SAYS BRUCE TULGAN.

A penchant for adventure and risk-taking is never a bad thing, says Bruce Tulgan, author of *Managing Generation Y*, but "if you spend a summer digging ditches, well, you know how to work. And that's what they want. They're not hiring you to be an adviser to the CEO. They're bringing you in because they have a lot of work to get done, and they're hoping you might help."

To get companies to take a close look at your résumé in the first place, it never hurts to make some connections. When contacting your ideal workplace, start building relationships with the "gatekeepers" - the assistants and others who work with the person in charge. "Treat them with tremendous respect when you call," says Tulgan. "Be sure and think of them as equally important as the person you're trying to reach." . . .

Arranging a meeting is no small feat these days - undergraduates interviewed with far fewer companies in 2001 - an average of 5.9, down from 9.6 in 2000. . . .

ASK HOW THE ORGANIZATION WORKS AND WHAT SKILLS THE COMPANY HOPES EMPLOYEES WILL BRING TO THE TABLE - NOT HOW MUCH VACATION TIME YOU'LL GET.

There are a few ways to show you're listening carefully during the interview and that you're an aggressive learner. "If you're blanking on a question, or need time to think of a coherent answer," says Tulgan, "you can show you're responsive and thoughtful if you say, 'OK, I want to make sure I understand: Do you want me to discuss - ?' and then name the topic. Very often, your interviewers will clarify the question for you, and you'll get credit for being a good listener."

There are also right and wrong questions to bring up during job fairs and interviews. Ask how the organization works and what skills the company hopes their employees will bring to the table - not how much vacation time you'll get, how long your workday will be or how often they give raises. "Those are great questions; just save them until you actually have an offer," says Tulgan. . . . And if you get the sense that your interview hasn't gone as well as you'd hoped, "ask if there are other opportunities at the company that might be more appropriate for you than the one you're inquiring about," says Tulgan.

TIME

APRIL 8, 2002

Gen Xers Aren't Slackers After All

By Jean Chatzky

WHEN IT COMES TO fiscal responsibility, members of Generation X have a bad reputation. But some newer research has emerged to show that Gen Xers—the 46 million Americans born between 1965 and 1977—don't deserve their slacker image.

In the first place, while they don't save enough for a future that will offer far fewer fixed-benefit pensions, most Gen Xers do save.

The biggest complaint most financial experts have about the Xers is that while they may stockpile 401(k) dollars some years, they don't hesitate to raid them the next.

But when Xers pull money out of their retirement account, many use the cash to start their own business, notes Bruce Tulgan, author of *Managing Generation X*, which is based on interviews with about 10,000 Xers. Four out of five new



enterprises are the work of Xers. Others head back to continue their education, contributing to the rising average age of college students. Xers are the first generation that can't expect to coast through a career on one set of skills.

"To Gen Xers, what looks like common knowledge—that you leave your 401(k) alone—is absurd," says author Tulgan. "They think: I don't know about the future. But I know about now. And the money's right there. I'm going to bet it on myself."

Jean is an editor at large for MONEY magazine. E-mail her at moneytalk@moneymail.com

ILLUSTRATION FOR TIME BY JOHN BERKELEY

TIME

MAY 6, 2002

Firms Brace For a Worker Shortage

In the wake of the past year's downsizing, and with the economy growing again, it won't be too long before the rest of corporate America follows the automakers in slamming their personnel policies into reverse. The smartest firms are already changing the way they recruit. Instead of filling positions as they open up, companies are developing a "constant pipeline of qualified candidates," says Kathy McGirr, senior vice president of talent acquisition and development at Fidelity Investments.

Much as colleges do with alumni, some companies are nurturing ties with former employees and hiring them back as needed. Other firms are urging older workers to stay around longer.

As the talent wars heat up again, and a growing number of workers opt to be independent contractors or to job hop at will,



managers will also have to work harder than ever to retain people and develop all of them—not just standouts—to their fullest potential. Rather than dampening the rush toward free agency, many observers believe the recent ax-wielding will only encourage it. "It's not that everybody is dying to be a free agent," says Bruce Tulgan, author of *Winning the Talent Wars* (W.W. Norton & Co.). "It's that people are realizing they have no choice." And companies will soon have no choice but to accept that their best workers are holding most of the cards. —By Daniel Eisenberg

TIME

June 30, 1997



Generation X Gets Real

"The real story about Gen X is that Xers are radically altering the workplace, the employer-employee bargain and the nature of work."

Bruce Tulgan
New Haven, Conn.

MORE TESTIMONIALS

ACCOUNTING

Whether presenting to partner level or emerging leaders his demonstrations of management techniques are effective and can be applied immediately.

Marianne Brush, EVP, Mass Society of CPAs

First Bruce gave us permission to manage, now he tells us when and how to execute the fundamentals based upon years of experience and success. [His work] is for the seasoned executive as well as the new manager. It will make a lasting difference in your life and the lives of others.

L Gary Boomer, CEO, Boomer Consulting, Inc.

His... is a practical, research-based approach to managing one of an organization's most important resources—our people. Bruce combines research and best practices to create solutions to management problems that virtually every manager faces. New and experienced managers alike will benefit from [his work.]

Tani Bialek, Director, Learning & Professional Development, RSM, LLP

Bruce Tulgan has provided us with a back to basics and fundamentals [approach] that is packed with research and practical solutions. Most of all, Bruce's style invites [you] to embrace management challenges, and be much better for it.

Carl George, CEO, Carl George Advisory, LLC, Clifton Gunderson LLP, CEO (1993-2009)

Bruce Tulgan continues to be my guru of management! I'll use [his advice] to coach other managers too, and help them improve their confidence and performance.

Janet Kyle Altman, Marketing Principal, Kaufman Rossin

I have no doubt that everyone took something away from Bruce's presentation that they can use to improve their performance.

Joel A. Cooperman, CPA, CEO, Citrin Cooperman

AEROSPACE

Bruce Tulgan... addresses the fundamentals of management which are undervalued in most companies today but essential to the successful operation of our complex businesses. Our highly integrated products demand accurate data, complete communication, concise direction, and timely decision making from typically segmented teams and systems.

Larry A. Lawson, Consultant, Arconic, Inc.

ASSOCIATIONS

Unlike many "management gurus", Bruce is an engaging and entertaining presenter. He makes his case with storytelling and humor.

Michael Ryan, President, Connecticut Broadcasters Association

BIOTECHNOLOGY

At CBR, we were suffering from an under-management epidemic brought on by promoting from within and not providing management training. Management is basic work, but hard work. We applied Bruce's principles of Management 101 to rapidly turn our organization into a focused execution machine. Whether you are an experienced manager or taking on your first direct reports, whether you are trying to be a better manager or improve an entire organization's ability to manage and execute, Bruce [is who] you need.

Geoffrey Crouse, CEO and President, Cord Blood Registry (fmr.)

Bruce had a powerful impact on our leadership team.

Greg Lucier, Chairman and CEO, NuVasive; CEO Invitrogen (fmr.)

Bruce takes the essential but often overwhelming responsibility of getting work done through others and breaks it into understandable, common sense steps that work for the new manager and seasoned manager equally as well.

DJ Zarnick, Vice President, Human Resources, The Henry M. Jackson Foundation for the Advancement of Military Medicine, Inc.

CHEMICALS

Guaranteed to provoke and challenge the thinking managers and employees in companies of all sizes and industries.

Michael D. Parker, CEO, Dow Chemical (fmr.)

CIA

Bruce Tulgan's research and findings provide a blueprint for managers in the intelligence community to tackle problems and fully engage their employees. I highly recommend [him] to all—not just managers, or those thinking about moving into management positions—because [he] provides effective, step-by-step solutions to the most common and enduring management challenges.

Kristin Bertelli, Chief, Workforce Strategy and Planning, Central Intelligence Agency

CONSTRUCTION

I use Bruce's "Back to Basics" principles in managing my direct reports and am a big supporter of his work. I plan to incorporate [his work] in our new foreman training manual.

George Wilson, Chairman, President, Barriere Construction

Like Studs Terkel before him, Bruce Tulgan was educated as a lawyer, but discovered his real passion in the study of how people work and manage. Bruce brings that passion to life...and reminds us that Management 101 is easy to understand in theory, but easy to forget on Monday mornings.

Hank Harris, Chairman, FMI Corporation

CONSULTING

Bruce Tulgan is a leader on the [generational] subject. His clear tips provide anyone in a supervisory position with the data they need to engage, develop, and retain Millennial employees.

Beverly Kaye, Coauthor of the Best-Selling *Love 'Em or Lose 'Em: Getting Good People to Stay*

To bridge the gap between Gen Z and their supervisors, managers, leaders, and executives and create a collaborative workforce, [Bruce provides] both groups with specific skills sets through exercises and concepts.

Steve Hanamura, President, Hanamura Consulting, Inc.; Consultant, Speaker and Author

Bruce Tulgan has great solutions to the greatest business challenge in the new economy: recruiting and retaining the best talent.

Douglas McCracken, CEO, Deloitte Consulting (fmr.)

Bruce Tulgan artfully blends timely insights with innovative solutions from the world's best companies and boils it down to what each individual manager – from top to bottom – should do right now to begin winning that war for talent...a whole new perspective.

Terrence R. Ozan, Group Managing Director, Cap Gemini Ernst & Young (Retired)

CONSUMER PRODUCTS

[Bruce] proves that every company today is a new economy company. We all must compete in the free market for talent. Bruce Tulgan shows the way.

William R. Johnson, CEO, H.J. Heinz Company (1998-2013)

ENERGY

Bruce magically mixes actual life examples with solid leadership principles.

Doug Sterbenz, EVP & COO Westar Energy (Retired); Present to Win, National Speaker and Leadership Coach

Many of our managers at Westar Energy have found a mentor in Bruce Tulgan. As we work as a company on raising the level of conversation between managers and employees, we found that Bruce's message of "talk about the work" was particularly useful. After two visits and a series of weekly online messages, it's quite commonplace at Westar for our leaders to reference Bruce Tulgan.

Diane Owen, Lead Training Rep, Westar Energy (2008-2015)

ENGINEERING

Like any other skill, managing people requires a mastery of the fundamentals. ...Bruce Tulgan presents situations we all face and reminds us how to apply those fundamentals.

Arturo M. Hernandez (Art,) Director, HARMAN International

FINANCIAL SERVICES

I've been a fan of Bruce and his work for over 15 years. Whether a new or a seasoned manager, Bruce offers step by step guidance and practical advice. Bruce really nails it.

Lorie Valle-Yañez, VP, Chief Diversity Officer, MassMutual Financial Group

What sets Bruce Tulgan's work apart from other[s]... is that he provides real world advice for real world management challenges. ...Keep [his advice] close at hand, and watch your management performance improve.

John Bissell, CEO, Greylock Federal Credit Union

Tulgan takes understanding and addressing challenges with 'generational diversity AND inclusion' to the next level. This book is chock-full of meaningful and effective strategies for getting the most out of this critical talent component.

Sue Unvarsky, Chief Operating Officer, Prudential Retirement

A practical, smart, easy to use guide to managing from one of the clearest thinkers in the field. Bruce has done it again, creating a must read compendium for handling the most common to the most vexing management challenges.

Alan Greene, EVP, Business Head, US Investment Services and Institutional Investor Services, State Street Corporation

We look forward to embracing and incorporating Bruce's lessons on how to teach the missing basics in our leadership development program.

Steve Bell, EVP & Director, Human Resources, National Penn Bancshares (2013-2016)

Sometimes we forget that the simplest concepts are the most difficult to execute. Bruce presents great tools for the seasoned executive and the newest boss in the organization!

William S. Thompson, CEO, PIMCO (fmr.)

Your event was inspirational.

Mark Ebensteiner, Finance Manager, City of St. Louis Park

HEALTHCARE

I just keep thinking, 'It all makes sense now!' Incredible insight into understanding the next generation of talent in today's workforce. [Bruce] has forced me to think about how to restructure on-boarding and training efforts that will result in more successful and productive employees and teams.

Sheri Petrie, Human Resources Business Partner, Adventist HealthCare

It was a pleasure having [Bruce] come again to speak; we were challenged again to think through our strategy and commitment to attracting the best talent available.

James DeVito, currently Global Head, Discovery Sciences Chemistry, Janssen Pharmaceutical Companies of Johnson & Johnson

Bruce Tulgan offers down-to-earth, practicable and actionable answers. Tulgan again identifies a critical issue plaguing many of today's companies, and provides clear step-by-step instruction for teaching professionalism, critical thinking, and followership.

Gregg Edwards, Chief People Officer, Asante Health System

Bruce Tulgan... provides great insight, ideas and resources for a manager leading the new college graduates in the workforce. Bruce provides specifics to help the leader guide the new employee to learn key skills in the context of the work which helps them be successful without losing their desire to be unique.

Sue Hiser, Program Director, Leadership Development, Ohio Health

HOW you conduct yourself and get the work done will always trump technical skills. [Bruce] distills the HOW in a way that can truly transform performance. [He] is a wealth of information and on-point in speaking to an issue we need to harness in the workplace quickly.

Melissa Feck, Vice President, Human Resources, Health Care Association of New York State (2011-2016)

Traditional rules don't apply in appealing to and engaging our extremely talented younger generation. [Bruce] is a valuable and practical resource for any manager who wants to effectively manage and motivate this important and ever-growing part of our workforce.

Andy Ajello, Senior Vice President of Diabetes & Obesity Sales, Novo Nordisk, Inc.

Our Nation could save billions in productivity losses and lawsuits resulting from poor management and employee disengagement if only it heeded the very practical step-by-step advice that Bruce Tulgan offers.

The Honorable Cari M. Dominguez, Chair, EEOC, United States Equal Employment Opportunity Commission (2001-2006)

The training provided important management techniques that HJF managers could immediately incorporate into their daily responsibilities.

John Lowe, President and CEO, The Henry M. Jackson Foundation for the Advancement of Military Medicine, Inc. (Retired)

Bruce has taught many of us the importance of communicating with our workforce in a manner where workers know what is expected of them and managers provide regular feedback on how well those expectations are being met.

Thomas A. Cappello, Healthcare Consultant, SME. AMTIS, Inc.

HIGHER EDUCATION

Managing employees well is a skill, not an art. Bruce Tulgan provides a clear guide to all the important techniques needed to be an effective manager.

Peter Cappelli, George W. Taylor Professor of Management, the Wharton School

He masterfully lays out the research as to what makes Gen Zers unique, why we should be excited to have them, and the most effective performance development strategies to motivate and bring out the best in them. The best part...is the hundreds of practical and adaptable lesson plans he provides to develop basic, yet vital interpersonal skills to help an early career professional become your strongest contributor.

Kristen Storey, Organizational Learning Director, Learning & Professional Development, University of Michigan

With extensive scripts and step-by-step lesson plans to improve what Tulgan calls the 'missing basics,' he provides everything a manager needs to turn a mediocre younger worker into a truly valued, key player.

Deborah Orlowski, Ph.D., Senior Learning Specialist, University of Michigan

Bruce Tulgan...speaks the truth and provides clear, concise management advice. [He] will become my guide for helping leaders at all levels manage their way to more effective organizations and get even better results.

Lisa Beutel, Ph.D , Executive Director, Center for Leadership, University of Dayton

Too many managers are operating on autopilot—waiting for a crisis to happen before reacting. Bruce Tulgan rightly emphasizes critical fundamentals, especially around effective communication, that stop the vicious cycle of managing by crisis and then wondering why there's not enough time to be an effective manager. Tulgan's 'high-structure, high-substance' model is golden.

Donald E. Gibson, Ph.D., Dean and Professor of Management, Charles F. Dolan School of Business, Fairfield University

We really appreciate the wonderful presentations that you give and the value that you bring to each group. And, your team is amazing and always kind and willing to help. Thank you!

Seleise Barrett, ACCC Managing Director, Kansas State University

HOME REPAIR

These fundamentals are the basis for running an outstanding organization. Bruce Tulgan gives you the steps you need to develop a high performing organization.

Deb Dulsky, Chief Strategy Officer and US Board Director, HomeServe USA

INSURANCE

Many managers lament that Millennials lack soft skills like professionalism or followership but then struggle with how to address the gap. Bruce Tulgan... offers detailed, practical training.

Alan Krezco, "The Artist formerly known as" Executive Vice President and General Counsel, The Hartford (Retired)

Bruce covers a broad range of the most essential management topics regarding employee relations that will provide the beginner with a well-rounded set of skills and advice as well as refresh the skills of a seasoned manager. Based on the research of hundreds of thousands of managers, he provides practical, down-to-earth tips and tools for handling difficult situations.

Jill Kilroy, AVP Learning, Development, and Organizational Effectiveness, Horace Mann Companies

Your time with us was much appreciated – many really positive comments regarding the talk you gave. You know it was effective when your material was the topic of conversation at dinner and into our second day with the group!

Eric Dahms, Regional Vice President of CA Large Group Business Development, Anthem, Inc.

LAW ENFORCEMENT

Professionalism, critical thinking and followership are critical skills for today's law enforcement professionals. Bruce provides common sense solutions for managers to develop these skills in themselves and their employees.

Colonel Craig Price, Superintendent, South Dakota Highway Patrol

LEGAL

[Bruce] exposes the root management problem, refreshingly admits that there is no easy fix, but then provides a nuanced advice that can be individually tailored by each manager. Like others in the field, Tulgan offers numerous management tips, but where Tulgan provides significant added value is in his distinguishing between the application of solid management practices that generate real and lasting results and merely going through the motions.

Steve Katz, Esq., Principal, Fish & Richardson

One of my partners, who cares deeply about being the best manager he can be, has been a fan of Bruce's work for years. He practices Bruce's techniques because, in his words, they are the most effective. Managing is a commitment, but one that delivers dividends daily. Bruce enthusiastically encourages us to invest the time and re-commit ourselves to our colleagues and ourselves. The tools are simple, the work hard, and the rewards great.

Jeffrey R. Katz, Esq., Partner, Ropes & Gray LLP

MANUFACTURING

Managers and leaders will find Bruce's work a valuable resource for how to engage and motivate a younger workforce.

Stephen Hampson, Director of Business Development, Hendrickson

Bruce goes beyond the commentary by providing practical guidance on how employers can work with their young talents to help them develop the soft skills they will require in order to reach their full potential.

Jack Dwyer, Vice President HR, ASSA ABLOY Americas

Bruce has a remarkable ability to examine today's important management issues and provide useful and 'hands on' tools to help every organization improve their leadership effectiveness. I really appreciate the unique insight... and will be able to use [it] to tackle this important challenge with our changing workforce.

Jon Morrison, President, WABCO, Americas

I have been to many training classes in the past, and Bruce's training was by FAR was the best one I have attended.

Clayton Dodge, Production Supervisor, Pelican Products Inc.

Everyone found Bruce to be very engaging and knowledgeable and the techniques he taught very practical. I am already hearing of supervisors and managers putting together "employee landscapes" and scheduling 1X1's.

Shaun McConkey, Director of Operations, Pelican Products Inc.

MEDIA

Professionals across all industries will find Bruce's analysis of Generation Y in the workplace spot-on. He dispels the myths and provides a fresh interpretation that makes sense to those of us who have already tried the more traditional approaches to engage, train, and retain these folks.

Samantha Downie, Director Human Resources and Learning and Development, MBAF

MINING

Bruce Tulgan creates practical advice and solutions leaders can use to engage employees and deliver results. He understands the challenges modern managers face and, by helping them communicate more effectively, he prepares leaders to handle tough issues and help people achieve their highest level of performance.

Jennifer Russo, General Manager, Communications, Rio Tinto, Copper Group

PR

Whether you have been managing people for 27 days or 27 years, Bruce's research... will prove a practical and invaluable guide for meeting specific challenges and managing for success.

Ray Kotcher, Chairman & Senior Partner, Ketchum

REAL ESTATE

Bruce forces managers to ask ourselves what our job truly is, and then enumerates simple – though in no way simplistic – steps for us to take to do that job. From CEO to line manager, we are all tasked with getting the best from those we serve as 'boss'; by leaping over management 'theory' and diving into management 'practice', Bruce provides relevant signposts and weigh stations so that we can make sure we are doing all we can to support our charges in doing all they can.

Homer Robinson, President & CEO, Kaiserman Company

RESTAURANT CHAINS

Bruce's message was truly aligned with our mission, values and our conference mantra of PRIDE in our Big Sky Spirit. So many great takeaways!

Kristi Marin, President, Ted's Montana Grill

In the restaurant business, our brand is primarily delivered to every guest every time through our hourly teams, the Millennial workforce. We've incorporated Bruce's concepts and practices into our training materials and daily management practices.

Alan Palmieri, Co-Owner/Partner, Marlow's Tavern

At a time when we all need to do more with less, getting what you need from your boss is more critical than ever. Tulgan provides a roadmap for engaging your boss in your work, getting clear direction, and ensuring you have the tools and feedback you need to be successful.

Laurie Burns, Chief Development Officer, Darden Restaurant Group

Our Franchise Convention in New York was our best one ever. Thank you for the great job you did with your presentation. You contributed greatly toward the success of our convention, and I received a lot of excellent feedback about your presentation. I am looking forward to the Boot Camps you are going to conduct with our team.

Ted M. Fowler, President & CEO, Golden Corral Corporation (1989-2015)

Bruce masterfully delivers a simple, transparent and powerful message about the fundamentals of management. I have always been a fan of Tulgan's work and we frequently reference his teachings throughout our training and development.

Jim Mazany, Chief Operating Officer, Fridays

Bruce pulls no punches, is immensely entertaining, and always leaves his audience better prepared to succeed as managers.

Joni Thomas Doolin, Founder & CEO, TDn2K; Founder & CEO People Report

I have been a big supporter of Bruce Tulgan ever since reading 'It's OK to Be the Boss.' His continued focus on the basic fundamentals, the importance of one on ones and easy to understand examples is not only refreshing, but will yield results to those that use it.

Robert Werk, SVP Operations, CraftWorks Restaurants & Breweries (1995-2014)

Bruce Tulgan's [style] is simple, yet relevant and practical in application. No matter how seasoned a manager is, [Bruce's] principles will help fulfill the responsibilities of leadership in the most effective way possible.

Sharon McPherson, Franchise Training Consultant, Applebee's

In his always-clear and insightful style, Bruce Tulgan puts forth practical and easy-to-follow solutions for the most common supervisory challenges facing all managers, regardless of industry.

Doug Gammon, Vice President of Human Resources & Training for Black Angus Steakhouse (2007-2017)

Bruce's message on how to create a high performing coaching culture was outstanding and left our team with a new paradigm for performance.

Nicole Bulman, SPHR, SHRM-SCP, Senior Director, Human Resources, Black Angus Steakhouse

In an era in which so much of the business teachings are focused solely on leadership, Bruce Tulgan makes it safe again to be a hands-on manager. He presents a clear plan to become the manager who will help your team thrive.

Mike Archer, CEO, Houlihan's Restaurants Inc.

The Houlihan's event was a huge success...my sincere thanks for all you did to make that happen. The group unanimously agreed that Bruce was the icing on the cake and provided them with a lot of real insights and actions that can be put to work immediately.

Betsy Murphy, PHR, Principal, Breakthrough Talent Solutions

It was absolutely 100% our pleasure to have you at our conference. Your message could not have been *more* aligned with our messaging throughout the conference, and the "chatter" after your keynote was unbelievably positive. Your coaching and responses to our team's questions during the interactive part, I thought, were especially powerful and valuable for all.

Kristi Martin, President and COO, Ted's Montana Grill

RETAIL

[Bruce] brings great insight for executives at any level in their company and any phase in their career. This is practical information you can use now to inform your strategies for moving forward and to impact the way you manage people and impact how you are managed as well.

Daniel Butler, President, Maple Point Consulting

Based on decades of first hand interview research, Bruce's coaching enabled our general managers and store managers to more easily and effectively communicate with, motivate and develop their line staff, notably improving overall shop performance. His coaching will help owners & managers to connect authentically with staff overcoming the chronic misperception by staff that they are not seen or understood. This will enable a positive working atmosphere critical to growing your business.

Doug Bell, President, Supercuts Owners Association, Owner and Operator of 52 Supercuts (Retired)

Bruce will refocus you. His scholarly research and anecdotal style will make an immediate impact on developing talent. This is a must read for any company that believes it is their people who make the difference.

Keith A. Hoogland, President, Family Video

SPORTS

Everyone is looking for a 'magic formula' when it comes to management and leadership. Too many answers are often provided in the form of style over substance. First and foremost, managers must accept the responsibility of leadership. Bruce Tulgan presents the missing substance to recognizing this responsibility.

Ted Sundquist, General Manager, Denver Broncos (2002-2008), Author of *Taking Your Team to the Top*

TECHNOLOGY

I have been with CDW for 24 years and it is rare that everyone in the room raves about the speaker and asks for him/her to come back. You had a tremendous impact on our team – thank you. We will be reaching out to you in the next few weeks to discuss future engagements at CDW.

Maria Sullivan, Vice-President, Sales Capability, CDW

Bruce's presence elevated the significance of our conference and your partnership ensured a successful event. Since the event, we've heard only accolades for the quality of your presentation. We look forward to working with you again in the future.

KyMBERLEE Dwinell, Director of Global Diversity and Inclusion, Northrop Grumman

TELEVISION

In a large, complex organization, a culture of strong, highly engaged, and collaborative management is critical. There are not too many management challenges that are not addressed by Bruce Tulgan. Managers at all levels would be well served to know his work.

David Zaslav, President and CEO, Discovery Communications

Thank you for the tremendous job. The feedback was extraordinary and overwhelmingly positive.

Shawn L. Doyle, VP Learning & Development, Comcast University (1997-2003); President, Shawn Doyle CSP

U.S. ARMED FORCES

I am a huge fan of Bruce's and the results of his work. If you want to be successful I strongly recommend you do it the 'Tulgan way.'

General Dennis J. Reimer, Chief of Staff, United States Army (1995-1999)

Bruce Tulgan's decades of exhaustive research, and the collected works that have resulted from it, have had a profound impact on how I lead. He has put together action-oriented ideas that have genuine practical utility for leaders in any organization. [His] ideas... comport perfectly with what I call "engaged leadership" and serve as the perfect antidote for what Bruce calls the "epidemic of undermanagement" in America today.

Kevin J. Jacobsen, Brigadier General, United States Air Force (Retired)

Your insightful remarks helped provide our military's leaders with a much better understanding of the young men and women who comprise America's superb armed forces.

Henry (Hugh) Shelton, Chairman of the Joint Chiefs of Staff 1997-2001

Bruce will help you be a better employee – and an even better boss.

Brigadier General Greg Lengyel, United States Special Operations Command