



ZEBULON LLC



ROWING TOGETHER

Broaching the Generational Divide and Growing Next-Gen Leaders

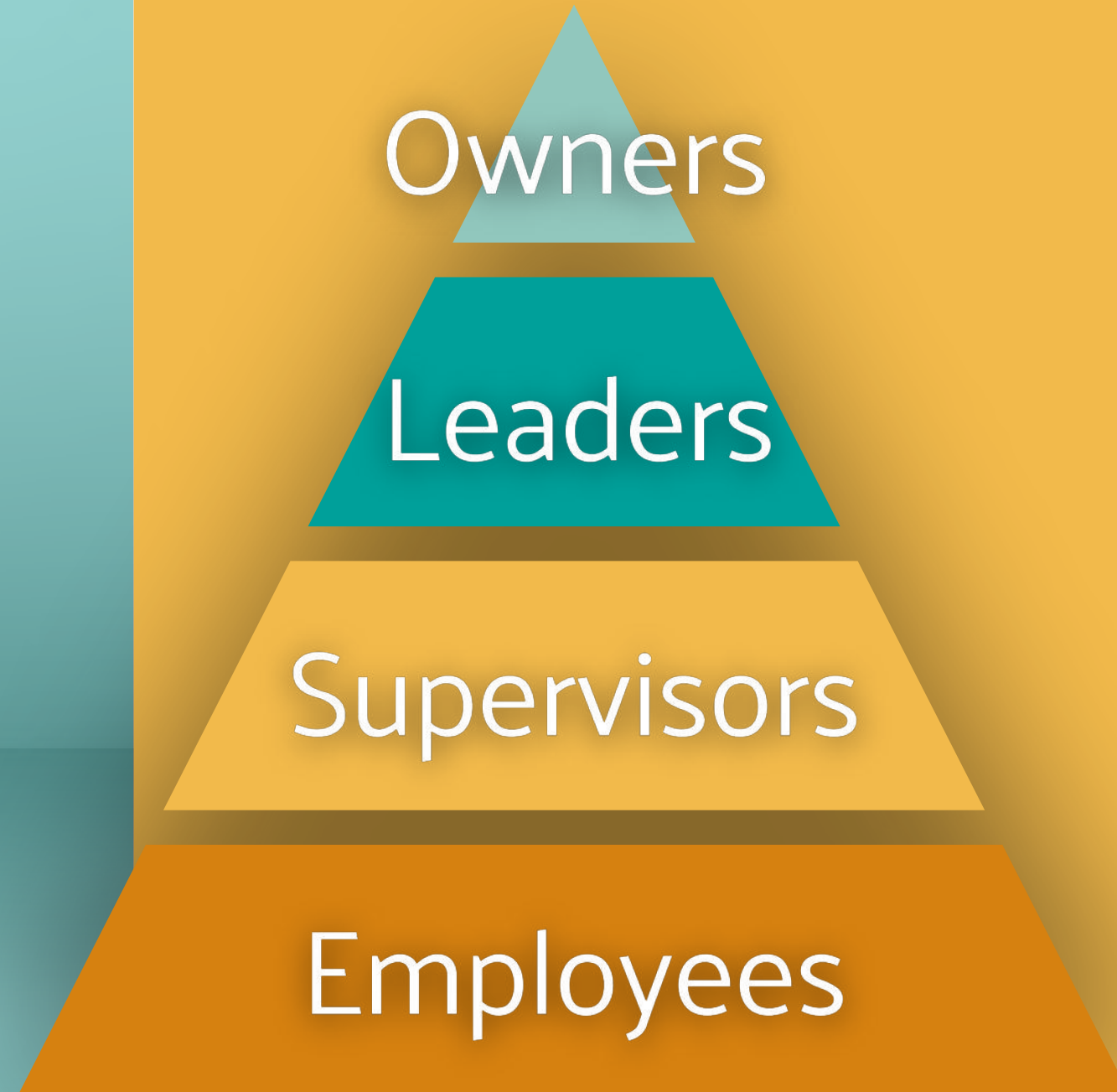
ZEB SMITH, CPA

CROA 2023



MONEY TALKS

Employee Ownership Mindsets



CROA 2023



MONEY TALKS

Employee Ownership Mindsets



EDUCATE



COMMUNICATE



DELEGATE

TODAY'S CHARGE:

➤ IF YOU WANT TO MOTIVATE YOUR YOUNGER WORKFORCE ...

Apply at least **ONE THING** from
today's presentation next season.

YOU CAN CALL ME


ZEB.

- Certified Public Accountant, Bachelor's in Business Admin
- Speaker Nationwide
- 2x “Most Innovative Practitioner” Finalist AICPA International (2023 & 2024)



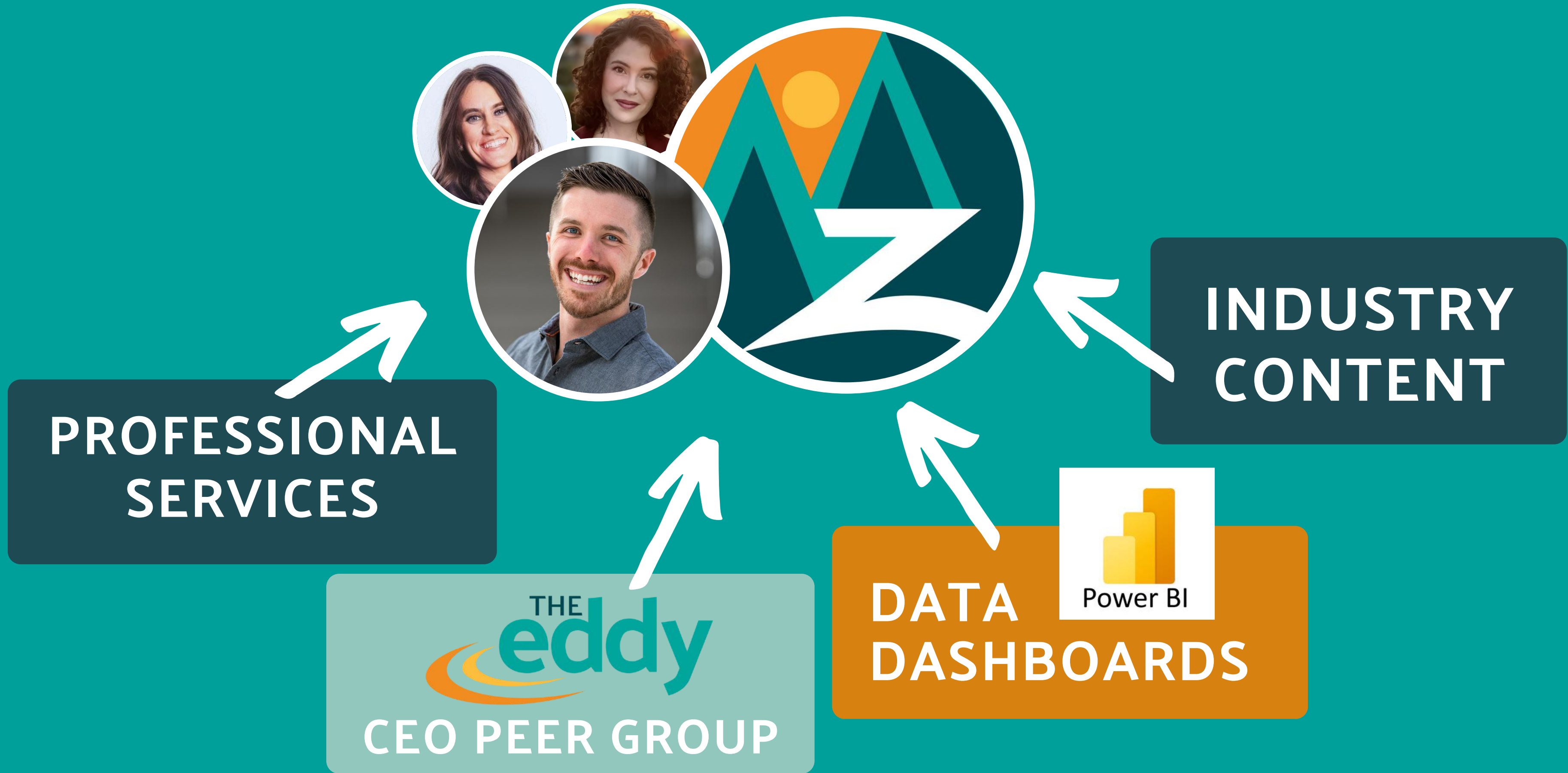
SIDE NOTE

VOTE FOR ME!

1. Scan here 
2. Scroll down
3. Select “Zeb Smith”
4. Give name/email
5. Done!



cpa.com/innovative-practitioner



WORK SMART. HAVE FUN. MAKE MONEY.



MOMENTUM TREE EXPERTS



ZEBULON'S CLIENT BASE:



ROWING TOGETHER

BROACHING THE GENERATIONAL DIVIDE AND GROWING NEXT-GEN LEADERS



TODAY'S TALKING POINTS:

- The “Nobody Wants to Work Anymore” Problem
- Bridging the Generational Divide
- Leading with Control vs. Leading with Authority
- Growing High-Performing Mentors
- Conclusion, Takeaways & Resources

THE “NOBODY WANTS TO WORK ANYMORE” PROBLEM

“I hired two boys ... but they just fooled around. They didn't want to work. Nobody ...”
Miami Herald, 1981

“Nobody wants to work anymore unless they can be paid enough wages to work half of the time and loaf half of the time.”
Cherry News, Kansas, 1922

“Nobody wants to work as hard as they used to.”
Binghamton Press, 1916

“1 in 5 executive leaders agree with this statement: ‘No one wants to work.’”
Forbes, 2022

“... anymore ... They ... of a computer and ...”
Clearwater Times, 1999

“... ever heard it. ...”
Evergreen Courant, 1952

“It almost seems like nobody wants to work anymore and when they do work, they take pride in what they do.”
Ventura County Star, 2006

“Now, you ask any small business owner ... I'm not lying. Nobody wants to ...”
Journal, 1979

“It is becoming apparent that nobody wants to work these hard times.”
Rooks County Record, 1894

“... work ethic in America? ... anymore. It has not always ...”
Armantown News, 2014

Sources: Snopes



THE “NOBODY WANTS TO WORK ANYMORE” PROBLEM

➤ HARD QUESTION:

- What if the problem isn't the workers ...

➤ HARD TRUTHS:

- ... but how we're leading them?
- ... and the way we're working them?



SIDENOTE

“DAD SAVES AMERICA” PODCAST

The truth is that,
**WHENEVER A CHILD
HAS AN ISSUE,**
it is **THE PARENTS**
that have the issue.

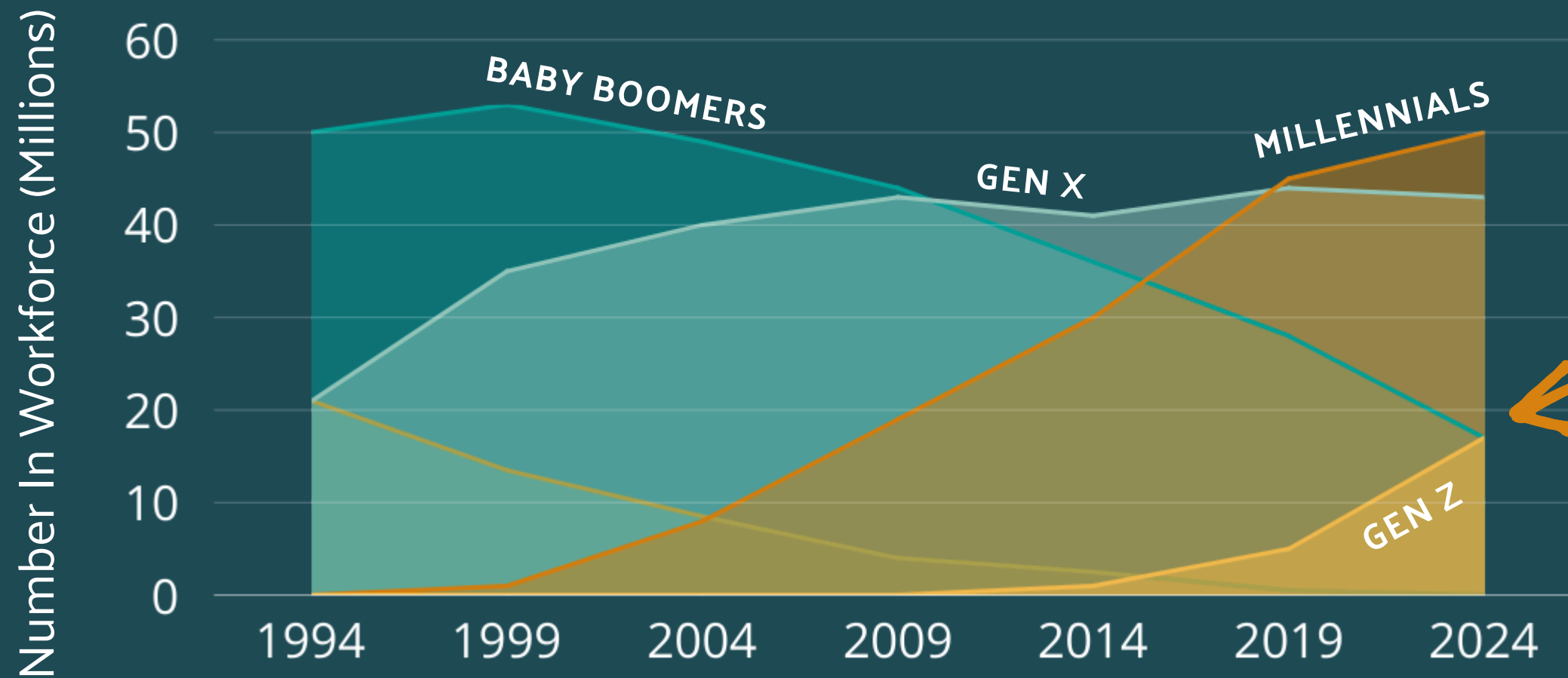
FACT:

**THE HUMAN BRAIN
ISN'T FULLY
DEVELOPED UNTIL**

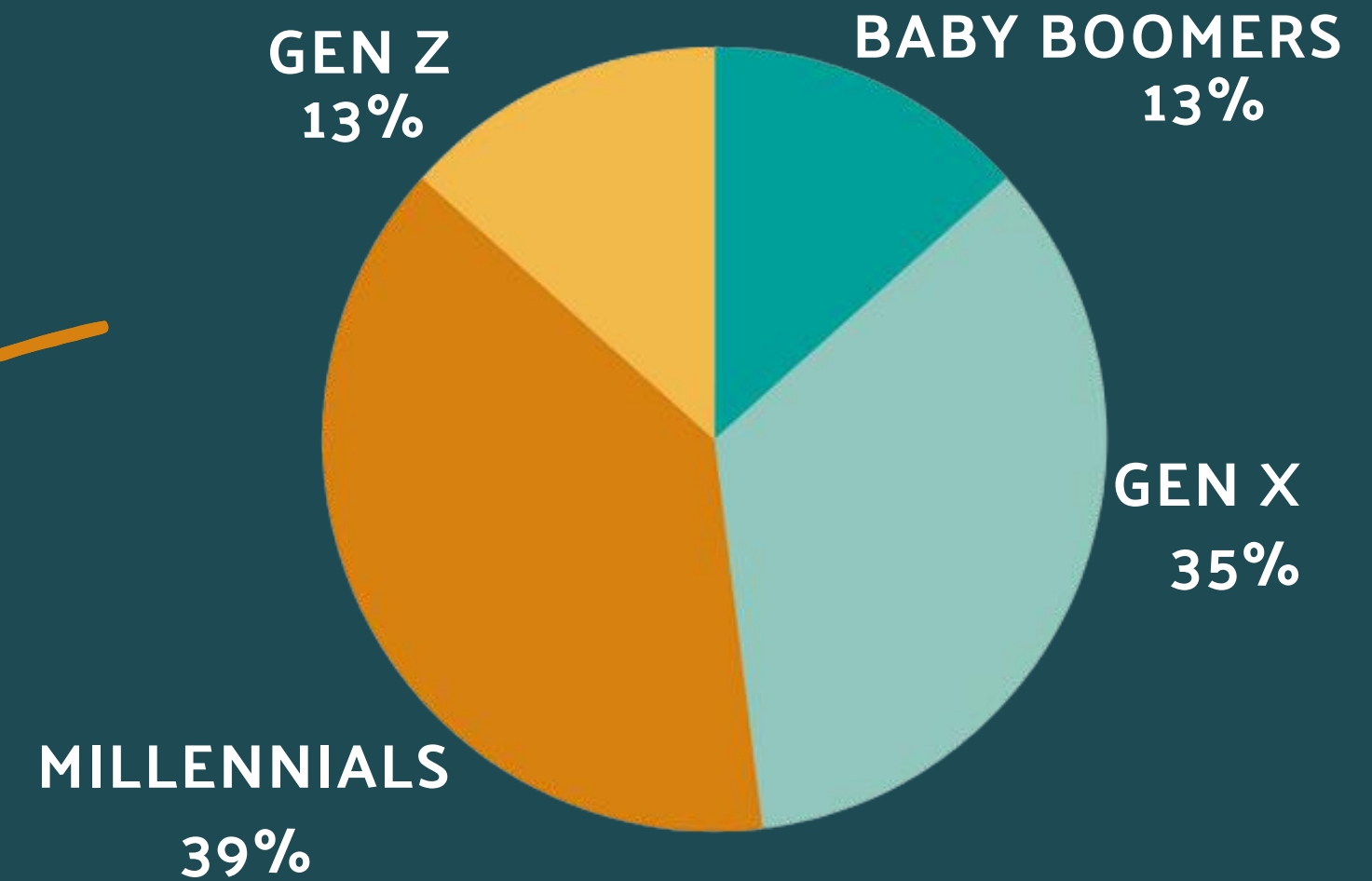
AGE 25



THE GENERATIONAL DIVIDE



Generational Breakdown in the Workforce (2024)

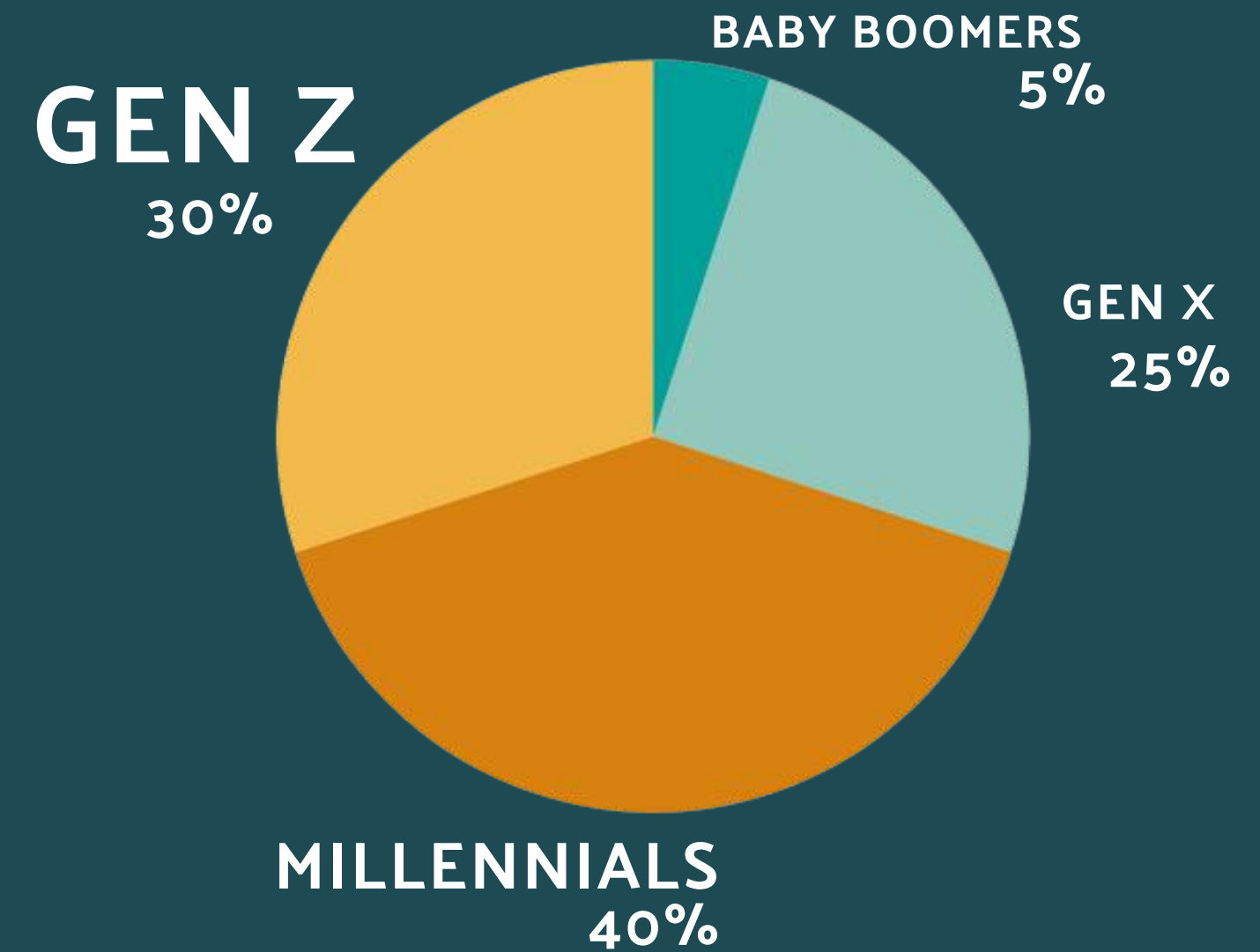
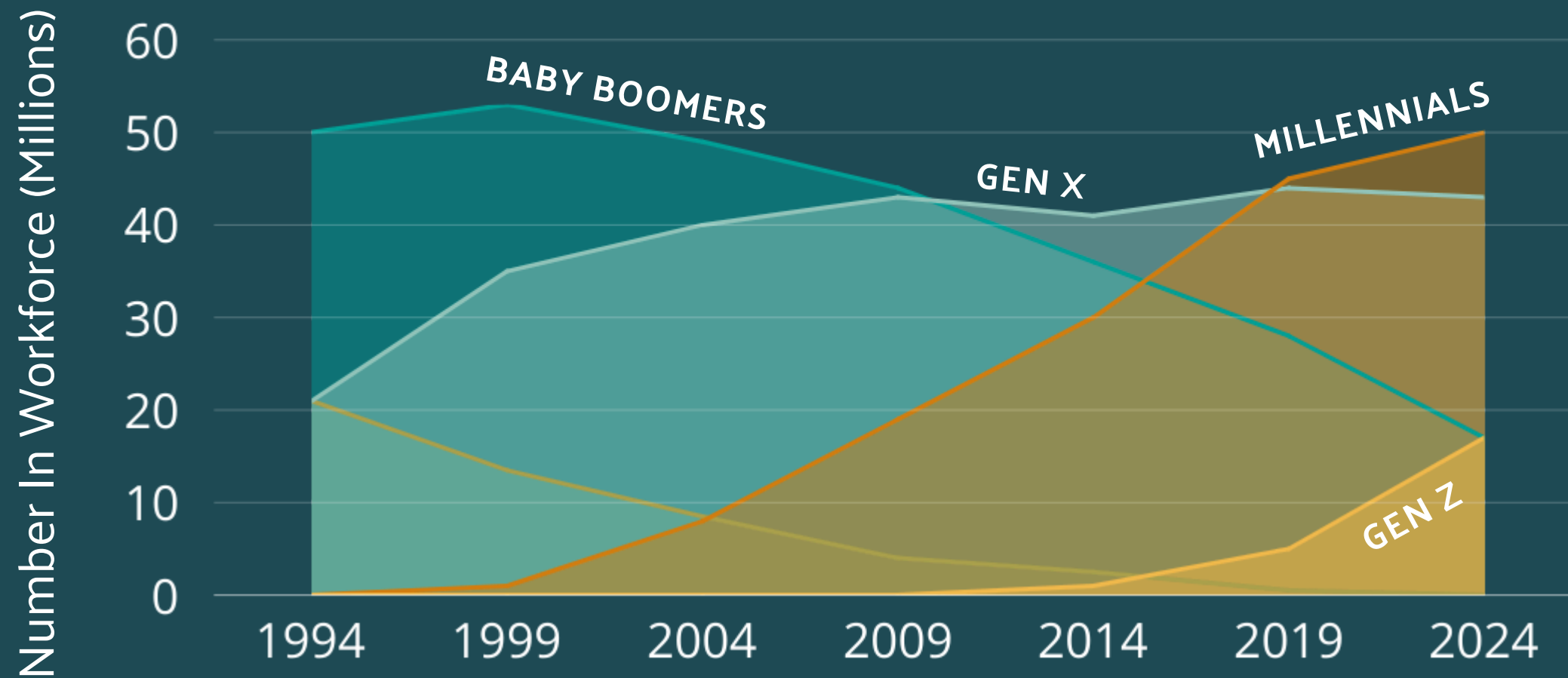


Source: Glassdoor; US Census Bureau



THE GENERATIONAL DIVIDE

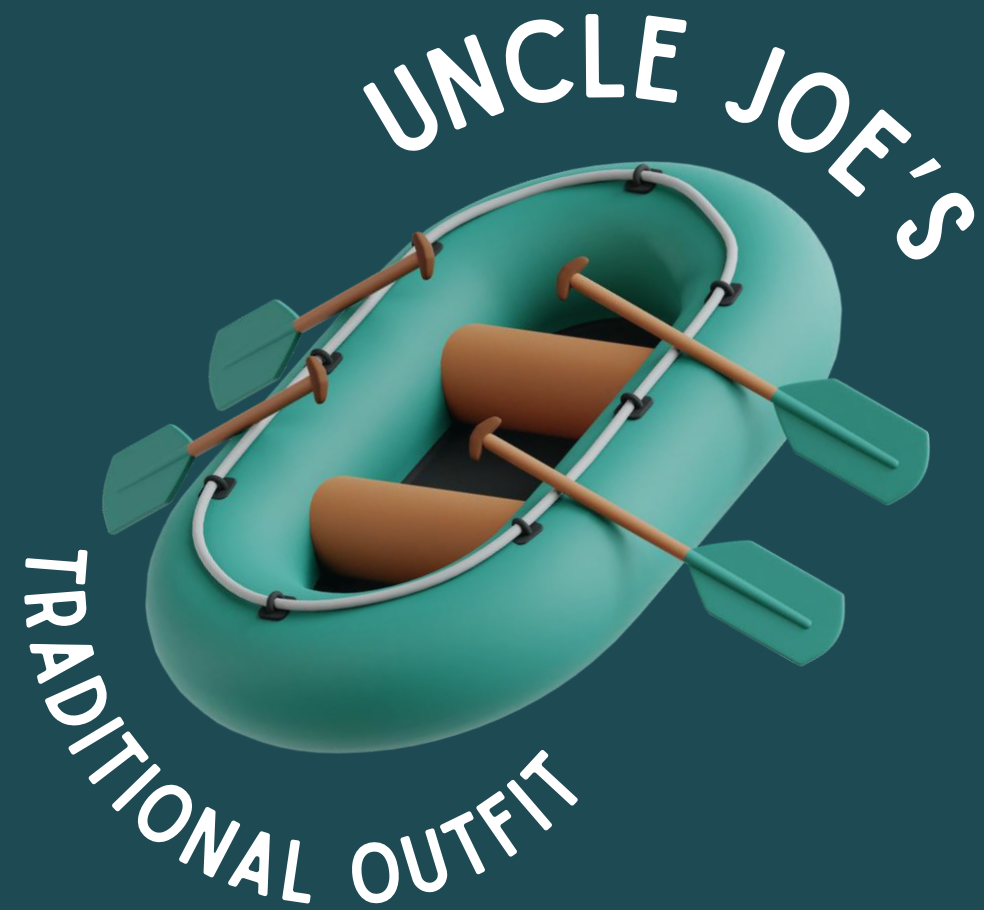
Generational Breakdown
in the Workforce (2029)



Source: Glassdoor; US Census Bureau



THE **GENERATIONAL DIVIDE**



I've been doing this
for **DECADES.**

... It's worked fine for
me **SO FAR.**



THE **GENERATIONAL DIVIDE**

OUTFIT OWNERS ARE CUT FROM A DIFFERENT CLOTH

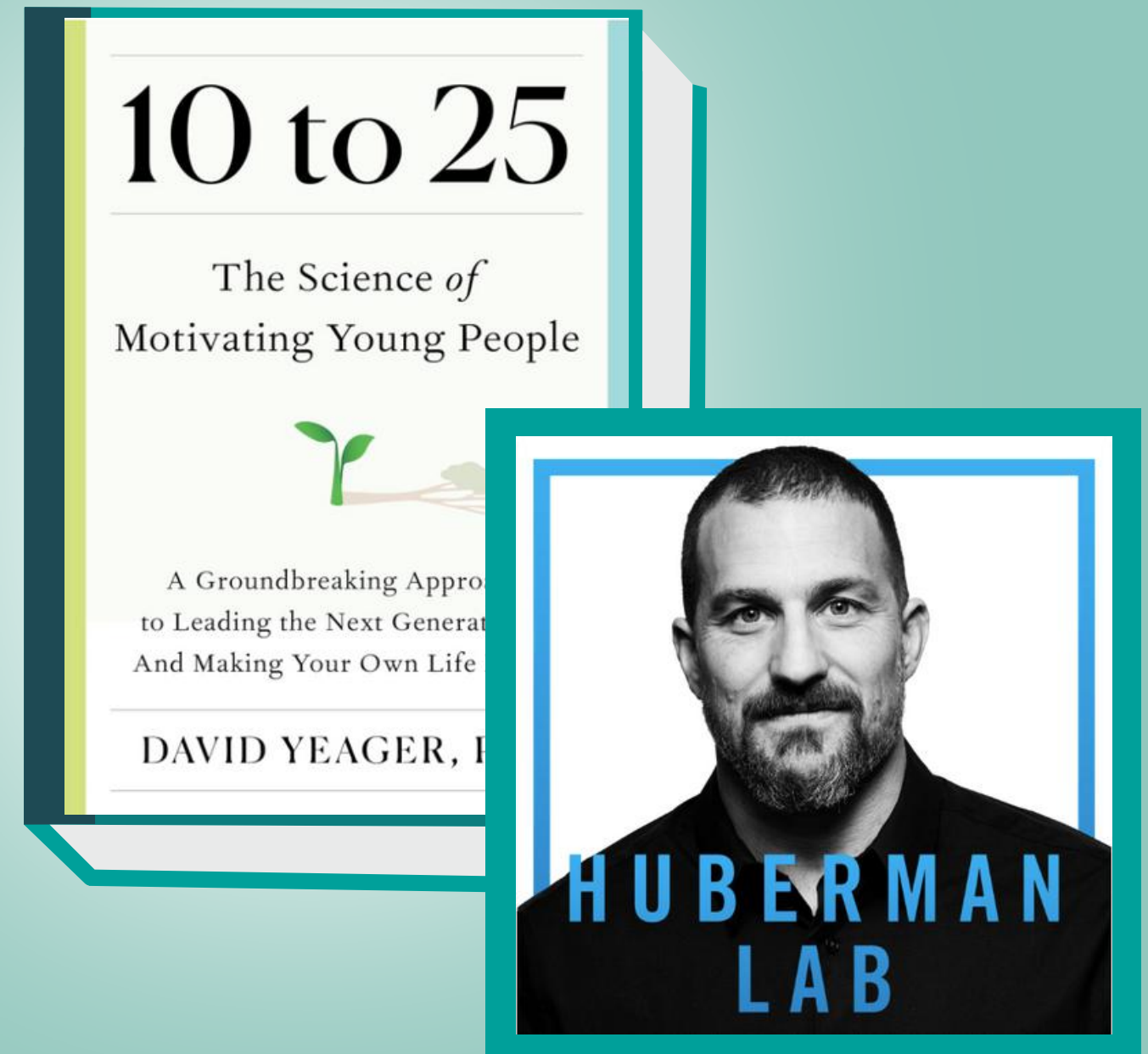
The people in this room naturally take ownership of things.



THE **GENERATIONAL DIVIDE**

➤ **OWNERSHIP LEVEL**

- Solid work ethic
- Willing to pick up the trash
- **Willing to dislike their jobs for the first 10 years**
- 1985: **26%** age 16-19 had jobs
- Possible to work to put yourself through college



THE **GENERATIONAL DIVIDE**

➤ **OWNERSHIP LEVEL**

- Solid work ethic
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- **Willing to dislike their jobs for the first 10 years**
- 1985: **26%** age 16-19 had jobs
- Possible to work to put yourself through college

➤ **ENTRY-LEVEL**

- 2022: **20%** age 16-19 had jobs
- NEETs = Fewer “lived” experiences
- Dorms with maid services!
- High cost of college:
Why bother working?

“Dollars are a poor replacement for self-respect”



THE **GENERATIONAL DIVIDE**

WHAT DRIVES GEN - Z?

(Born 1996-2020)

> **PRIORITIES:**

- Work-Life Balance
- Purpose & Social Impact
- Growth & Development
- Tech & Innovation



Employees in 2023 crave
**MEANINGFUL WORK,
LONG-TERM STABILITY**
and roles that emphasize
WORKER WELL-BEING.



Source: Randstad



THE **GENERATIONAL DIVIDE**

WHAT DRIVES GEN - Z?

(Born 1996-2020)

> **PRIORITIES:**

- Work-Life Balance
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- Tech & Innovation

> **OBSERVATIONS FROM THE**

- Want to feel like their efforts matter & they're actually helping
- Want to do good



THE **GENERATIONAL DIVIDE**



**“NEUROBIOLOGICAL
INCOMPETENCE”**

10 to 25

The Science of
Motivating Young People



A Groundbreaking Approach
to Leading the Next Generation—
And Making Your Own Life Easier

DAVID YEAGER, PhD



THE GENERATIONAL DIVIDE

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“NEUROBIOLOGICAL INCOMPETENCE”

- Goal Attainment
- Strong Emotions
- Social Acceptance



INFANCY



10 to 25



ELDERLY

DAMN KIDS.



THE **GENERATIONAL DIVIDE**

10 to 25

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What seems like “**NEUROBIOLOGICAL INCOMPETENCE**”
... is often the result of a young person’s **HEALTHY PURSUIT**
of **STATUS** and **RESPECT**.

DAMN KIDS.



INFANCY



10 to 25



ELDERLY



THE GENERATIONAL DIVIDE

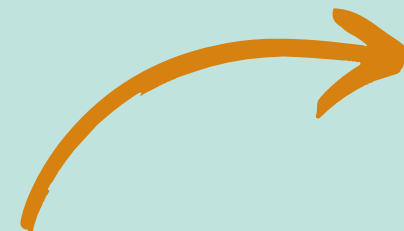
10 to 25

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PRIMARY MOTIVATORS:

- Social Acceptance
- Meaningful Contributions
- Earned Status & Respect
- Helping, Doing Good

DAMN KIDS.



THE GENERATIONAL DIVIDE

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DAMN, KIDS.



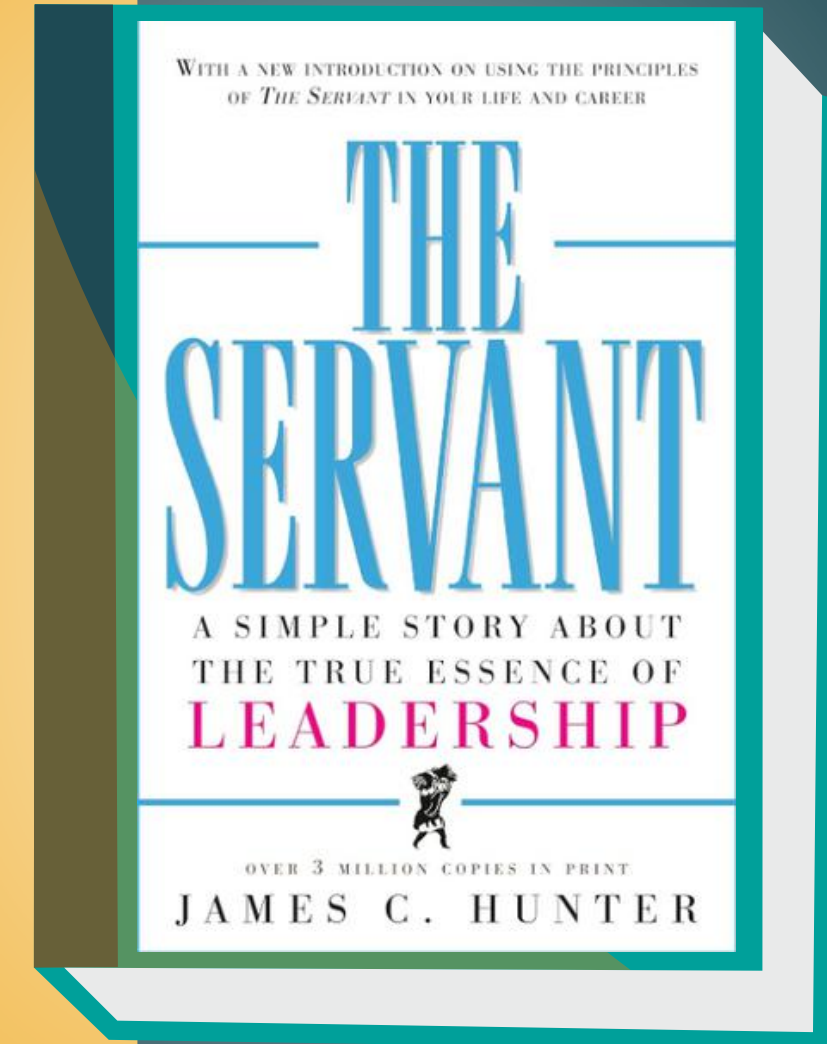
LEADING WITH AUTHORITY



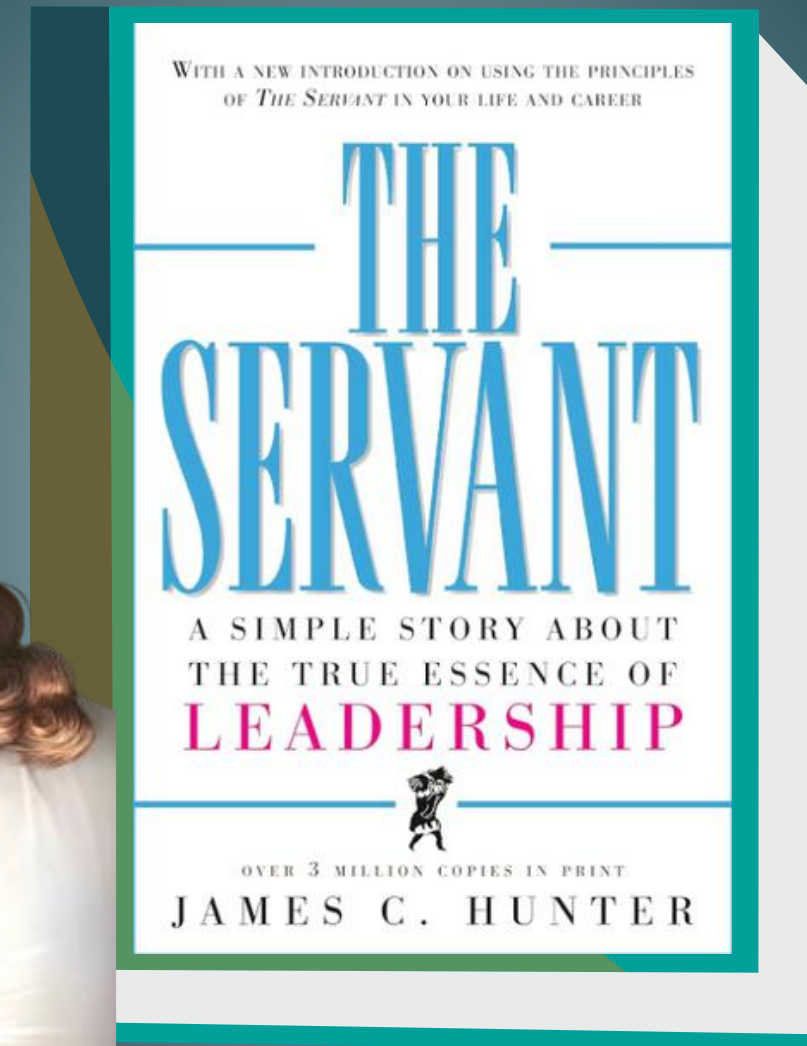
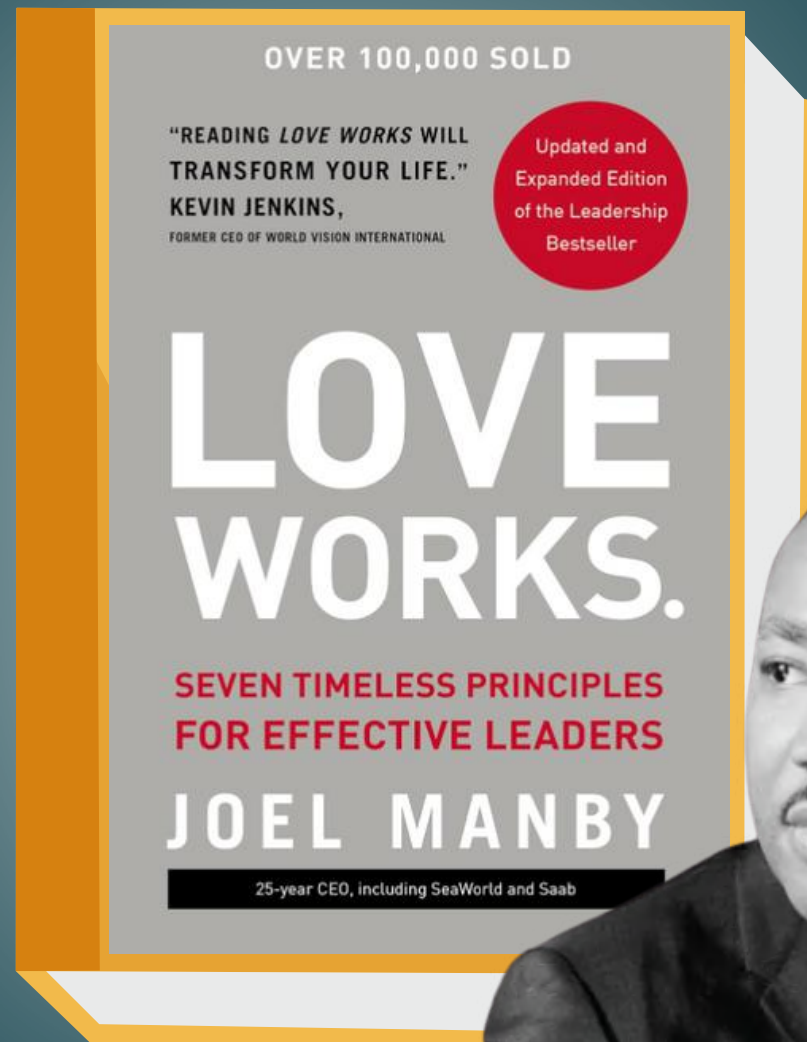
LEADING WITH **CONTROL**
IS ABOUT TELLING PEOPLE WHAT TO DO.



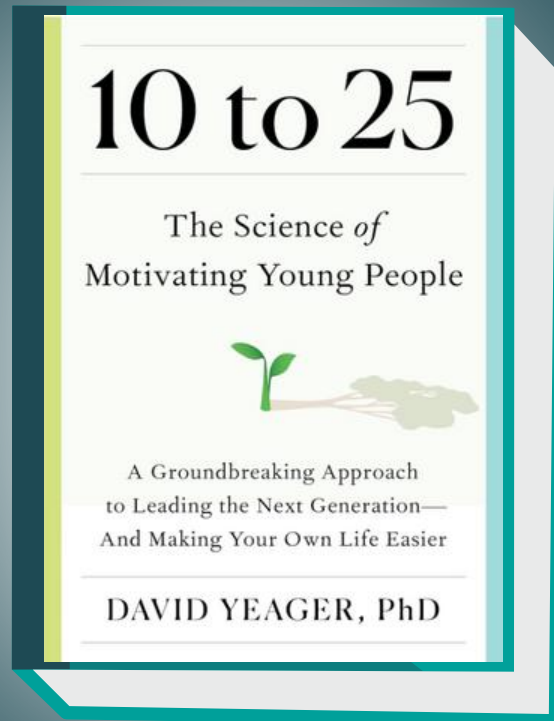
LEADING WITH **AUTHORITY**
IS ABOUT **EARNING THEIR TRUST**
SO THEY **CHOOSE TO FOLLOW YOU.**



LEADING WITH AUTHORITY



LEADING WITH AUTHORITY



Low Support



High Support

High Expectations



Low Expectations



LEADING WITH AUTHORITY



High Expectations



ENFORCER
MINDSET

Low Support

High Support

PROTECTOR
MINDSET

Low Expectations



10 to 25

The Science of
Motivating Young People

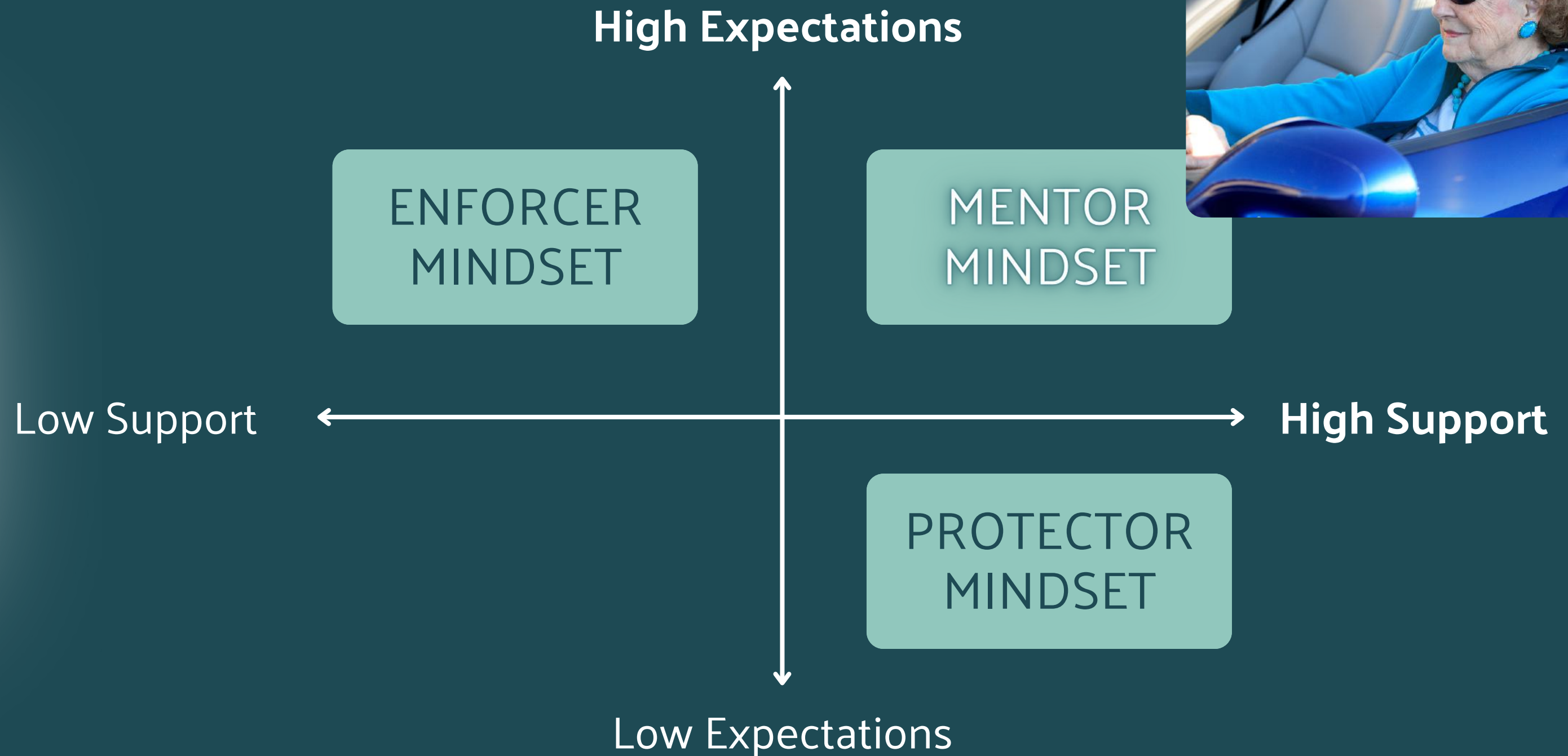
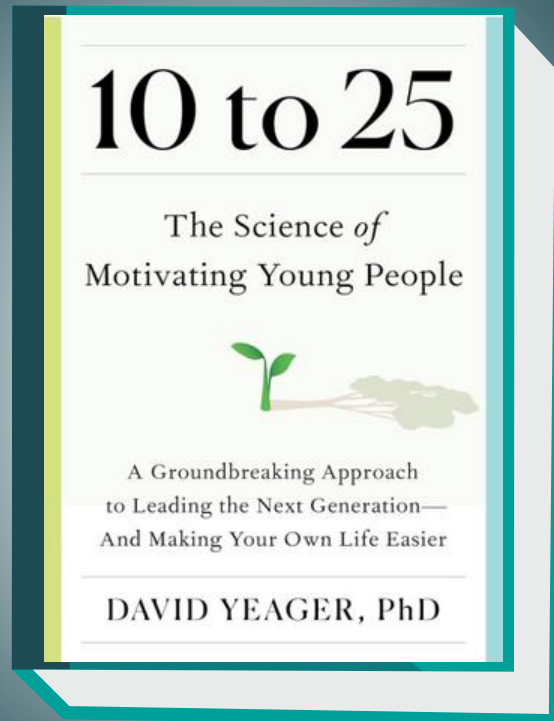


A Groundbreaking Approach
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LEADING WITH AUTHORITY



LEADING WITH AUTHORITY

MENTOR MINDSET

High Expectations
High Support

- Liked & Respected
- Leads with Authority
- Mindset: “Youth are resources to be cultivated”
- Mindset: “Mentoring is not new-age, fluffy nonsense”

10 to 25

The Science of
Motivating Young People

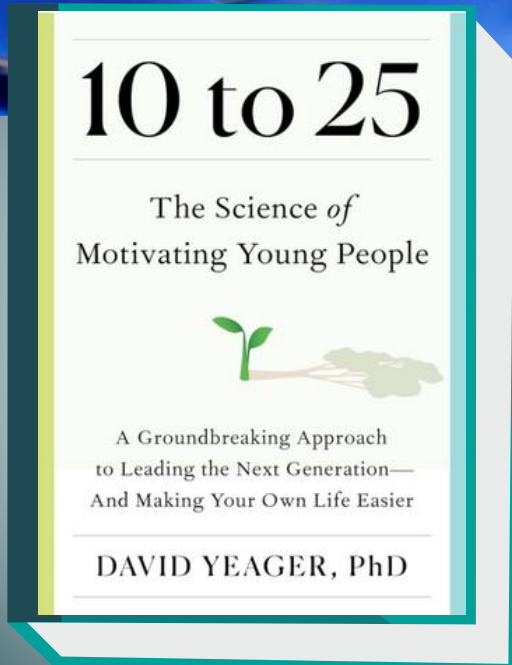


A Groundbreaking Approach
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DAVID YEAGER, PhD



LEADING WITH AUTHORITY

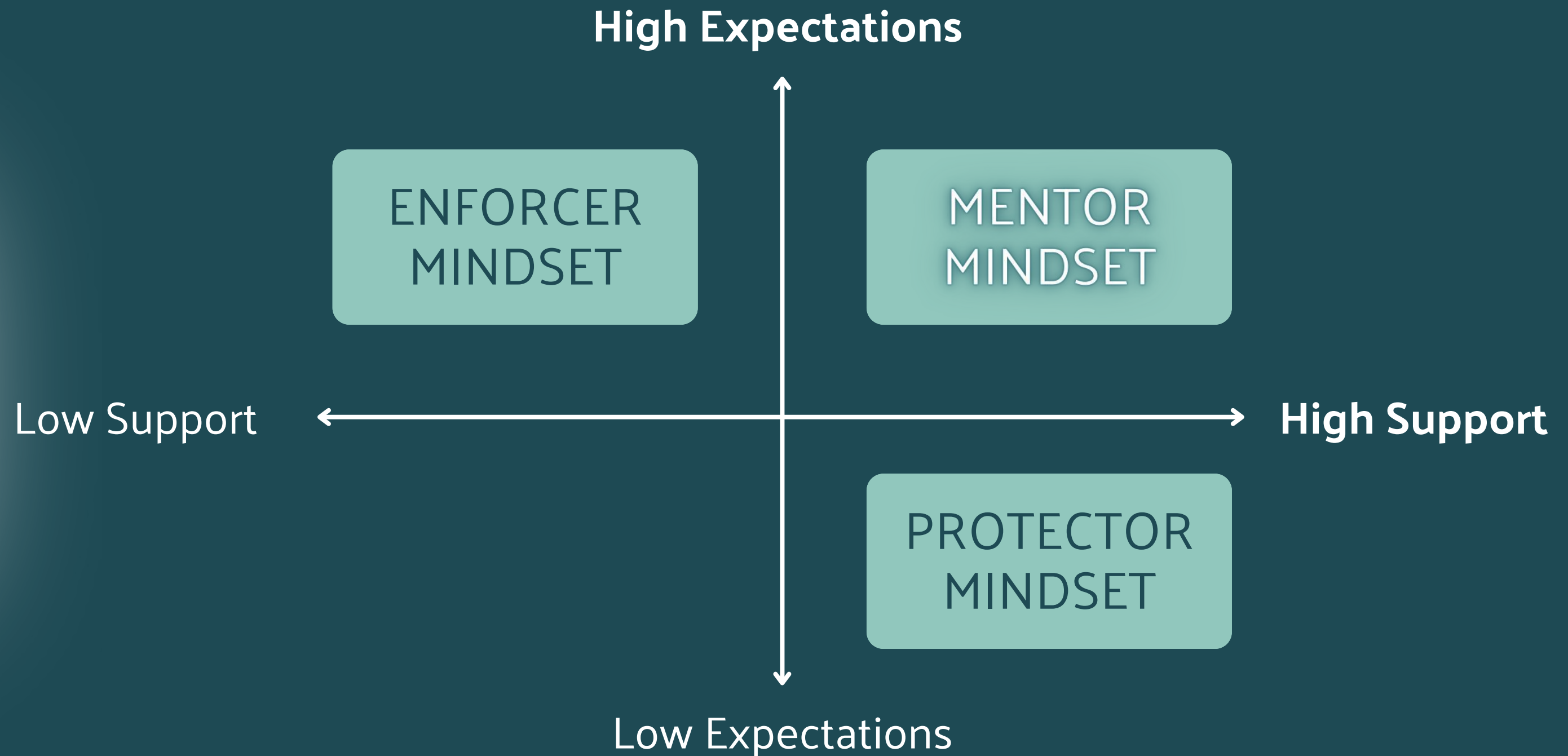
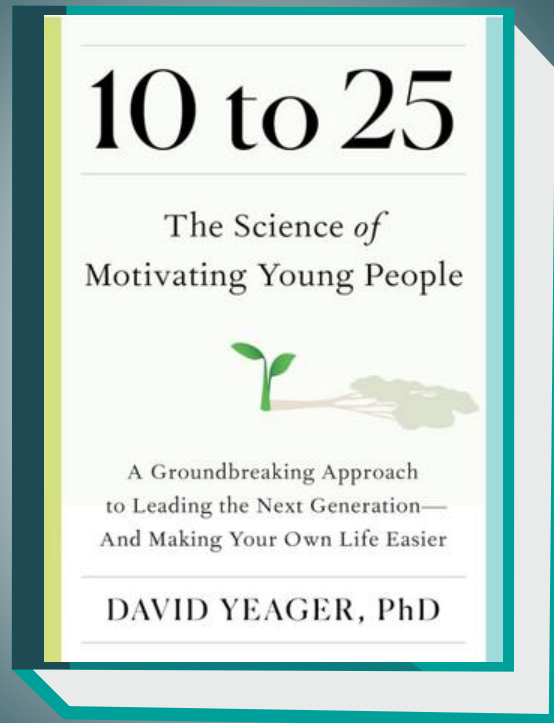


“ **MENTORING** means a powerful or established person aligns their **RESOURCES & ACTIONS** with the long-term **BEST INTEREST** of a young person.

The **MENTOR MINDSET** applies prestige-based leadership, where young people willingly **FOLLOW THE LEADER** because of the exciting prospect that they can **EARN A BETTER REPUTATION.**”



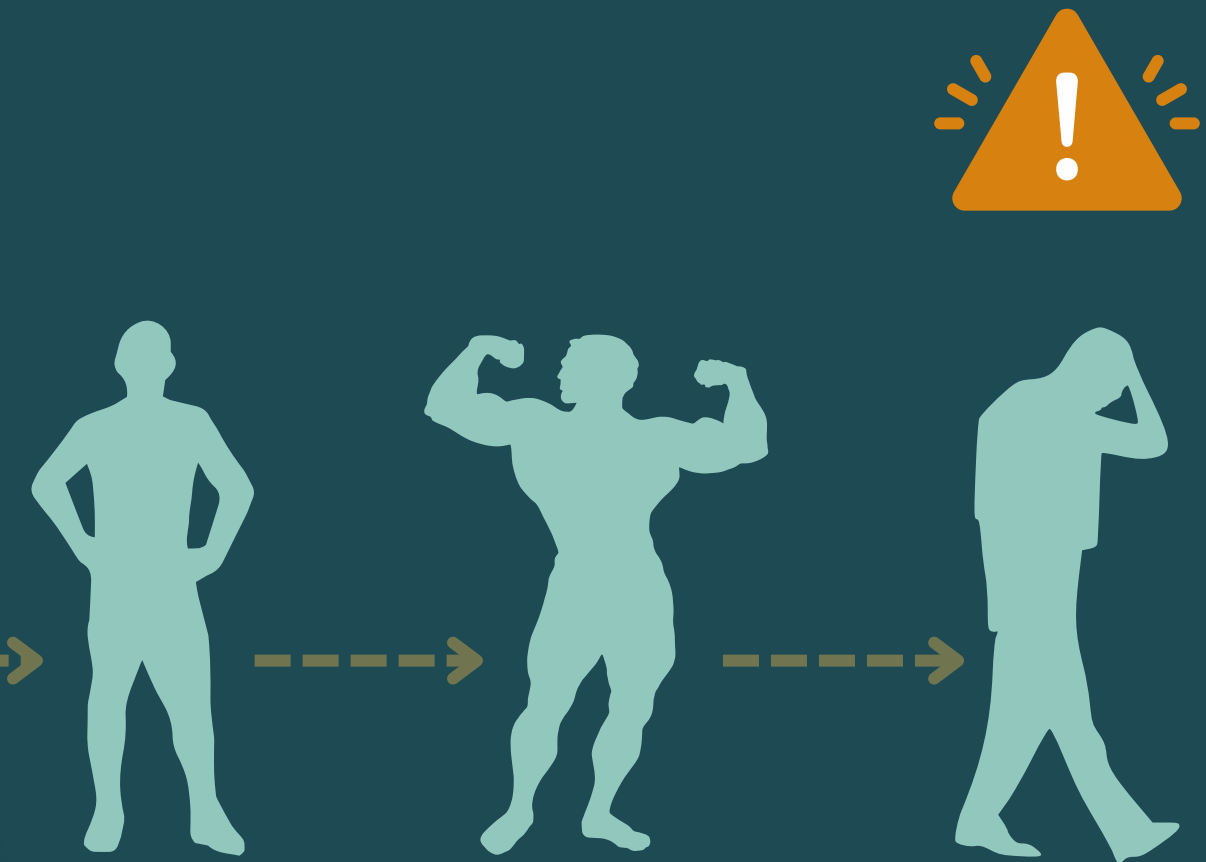
LEADING WITH AUTHORITY



GROWING HIGH-PERFORMING MENTORS



OUTFIT HIERARCHY



GROWING HIGH-PERFORMING MENTORS

TECHNICAL ABILITIES

PERSONAL & PROFESSIONAL DEVELOPMENT



OUTFIT HIERARCHY

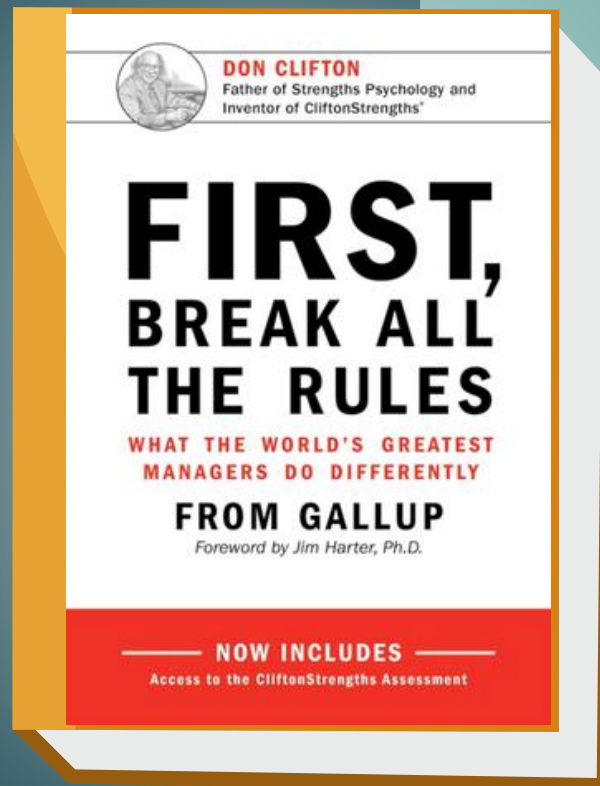


LEADERSHIP PYRAMID



GROWING HIGH-PERFORMING MENTORS

“People don’t leave companies, they leave their direct supervisors.”



LEADERSHIP PYRAMID



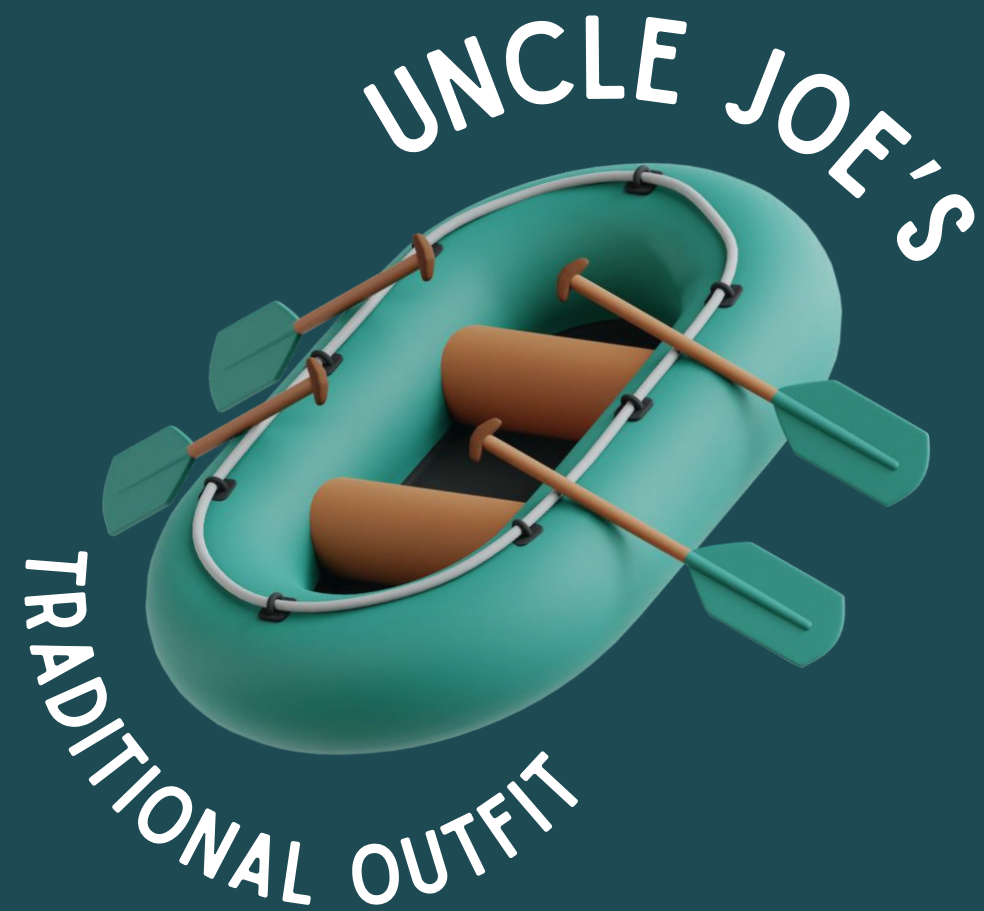
GROWING HIGH-PERFORMING MENTORS



DAMN KIDS.



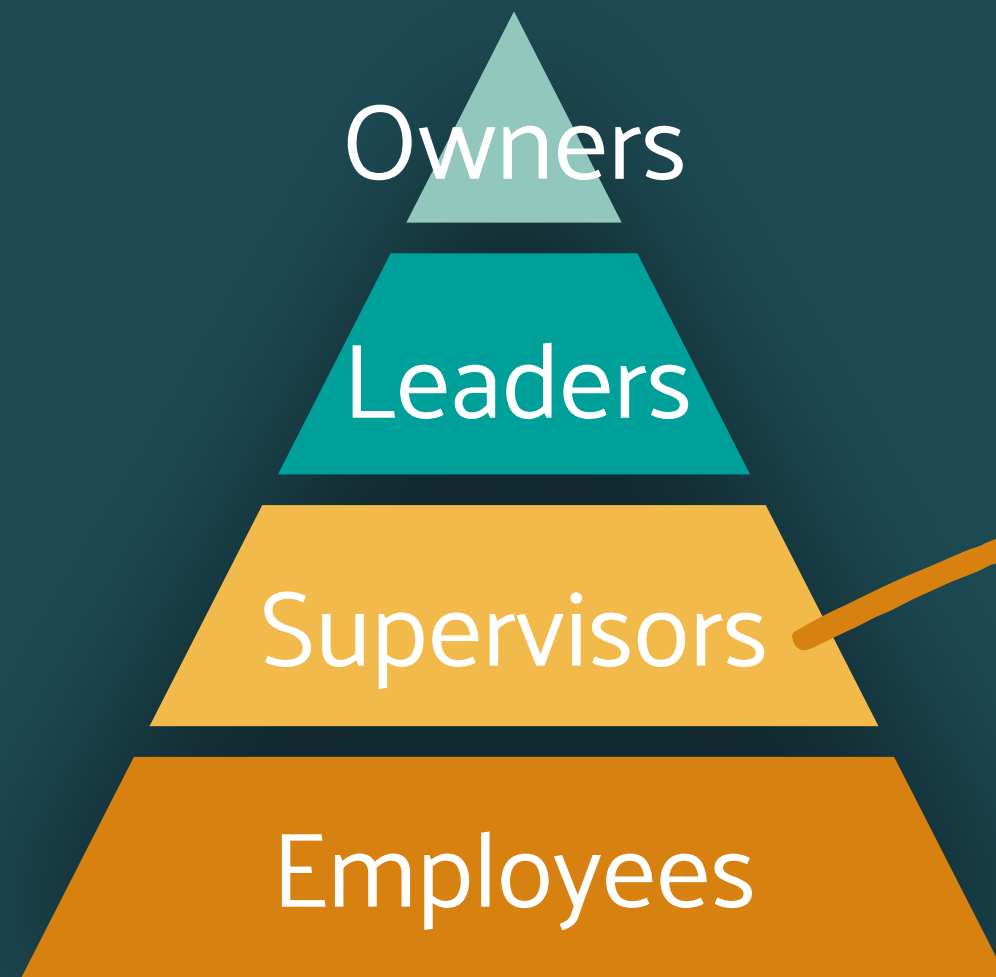
GROWING HIGH-PERFORMING MENTORS



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GROWING HIGH-PERFORMING MENTORS



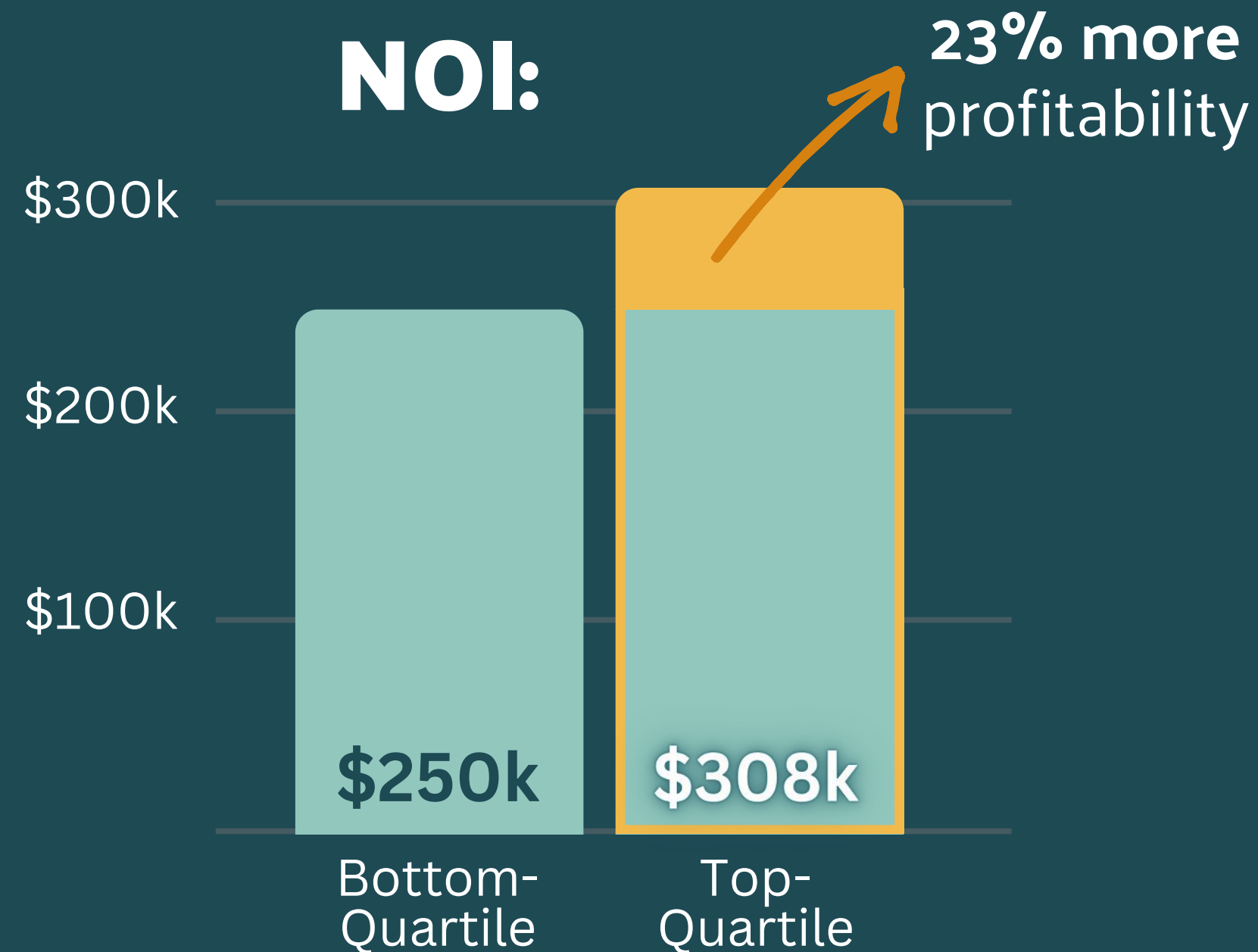
LEADERSHIP PYRAMID

CREATE A MENTOR STRUCTURE:

- Mentor “Code of Conduct”
- High Support
- High Expectations



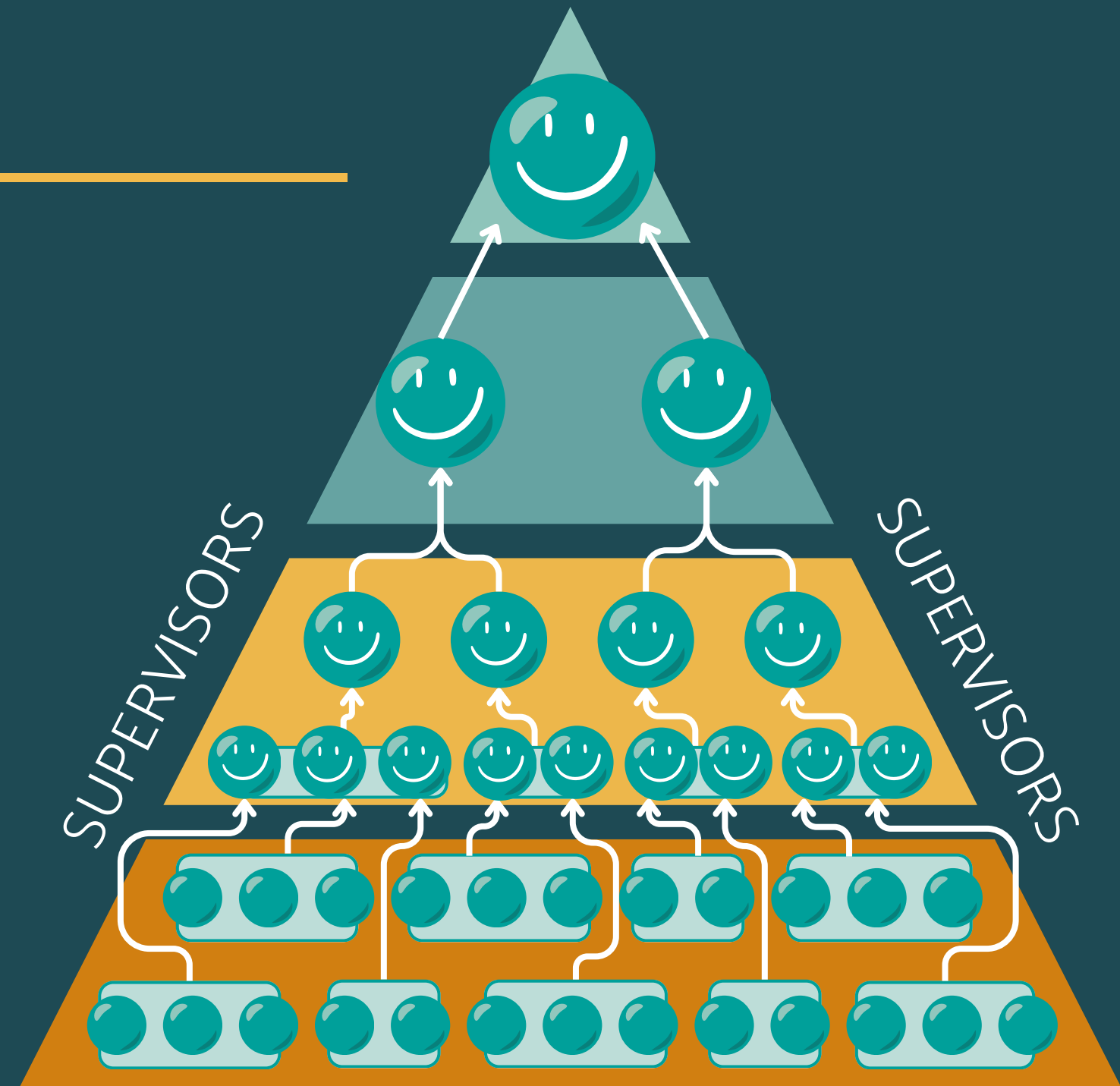
GROWING HIGH-PERFORMING MENTORS



In Gallup's most recent study on **employee engagement levels** top-quartile business units achieved **23% HIGHER PROFIT** than bottom-quartile units.



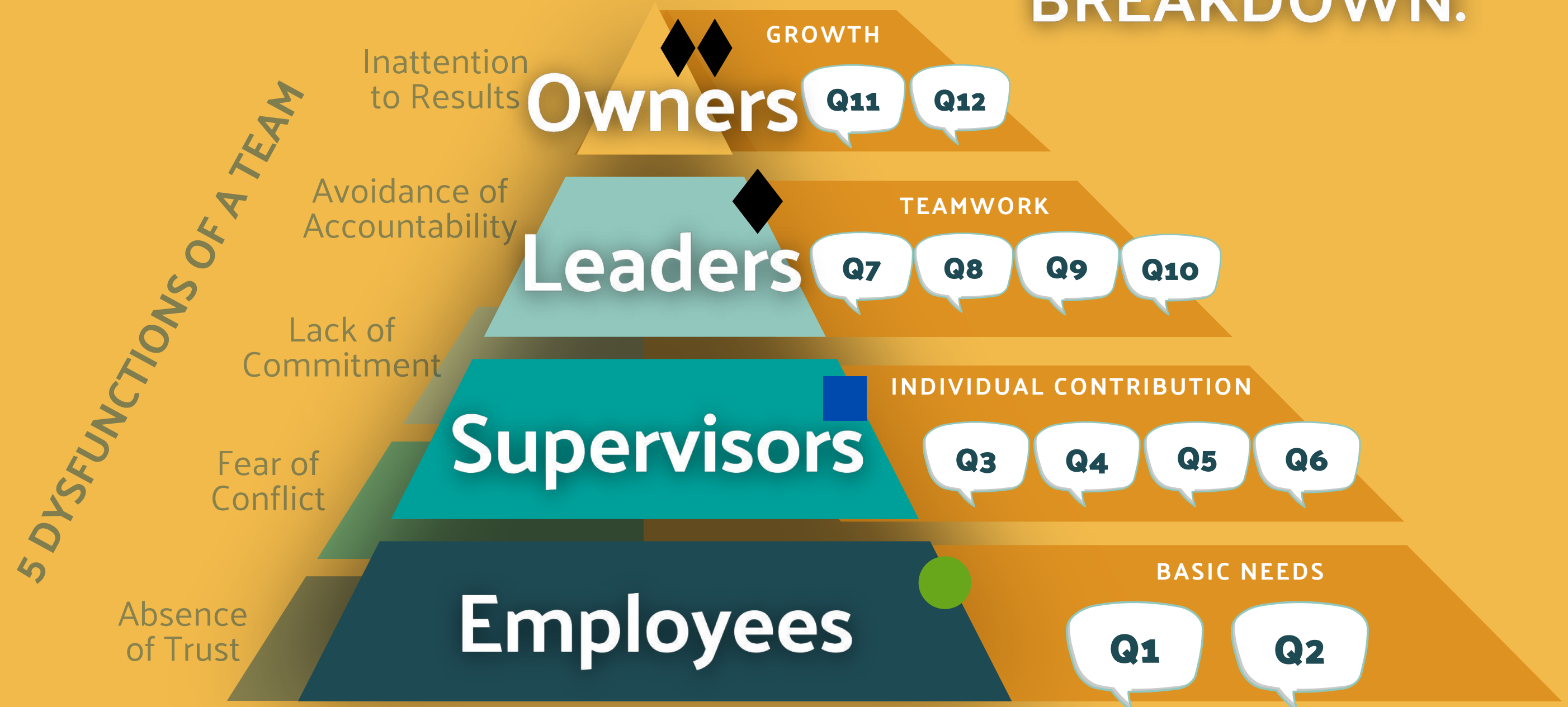
GROWING HIGH-PERFORMING MENTORS



NUTS & BOLTS

HOW DO I SELECT GOOD MENTORS?

ZEBULON'S Q12 BREAKDOWN:



HOW DO I SELECT GOOD MENTORS?

TOP-DOWN APPROACH:

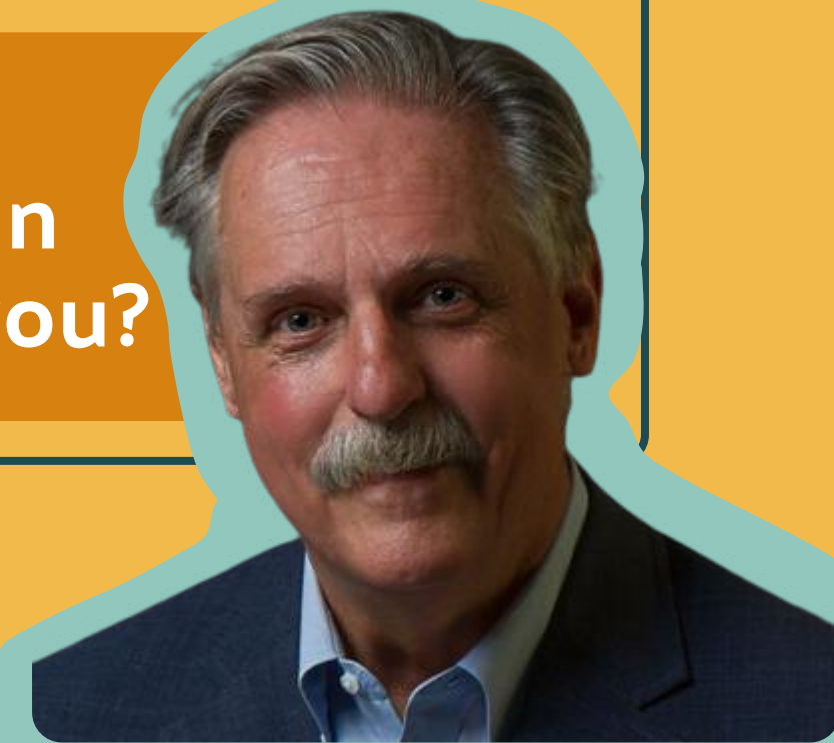
- “Employee Grading”
- (Go to workbook)



BOTTOM-UP APPROACH:

- Engagement Surveys (Q12)
- The **Costlow** Question:

Who would you choose to have in your boat with you?



GROWING HIGH-PERFORMING MENTORS



The Eddy	
September	Employee Grading #1
October	SWOT Analysis #1
November	Multi-Vision
December	Gallup Strengths Finder
January	Leadership - Types
February	Leadership - Application
March	Supervisors Roadmap
April	Incentive Plans
May	Gallup Q12
June	Numbers, Metrics & Trends
July	Employee Grading #2
August	SWOT Analysis #2



CONCLUSION, TAKEAWAYS, AND RESOURCES

Future seasons of
growth ...



Will come from
this season's efforts.



CONCLUSION, TAKEAWAYS, AND RESOURCES



➤ “NOBODY WANTS TO WORK ANYMORE”

The problem isn't the workers, but the way we're leading & working them.

➤ THE GENERATIONAL DIVIDE

- Next gens = 70% of workforce by '29
- Workers crave social status & growth

➤ LEADING WITH AUTHORITY

Adopt a Mentor Mindset: Match your **high expectations** with **high support**

➤ HIGH-PERFORMING MENTORS

Choose the right people, assign mentor status, and grow strong roots





ZEBULON LLC

THANK YOU!



- TODAY'S SLIDE DECK
- WORKBOOKS TO DOWNLOAD
- ARTICLES WE'VE WRITTEN
- BOOKS WE RECOMMEND
- ARTICLES WE WISH WE'D WRITTEN
- ... AND MORE

ZEBULONLLC.COM/SPEAKING/CROA

