

CHASING RELEVANCE



6 STEPS TO UNDERSTAND, ENGAGE, AND MAXIMIZE

NEXT-GENERATION
~~MILLENNIAL~~

LEADERS IN THE WORKPLACE

Dan Negroni

with Jim Eber



Don't Chase Relevance as a Next-Gen Leader, Create It!

"Chasing Relevance is not only about Millennials. It's about all of us working to connect with each other and to bridge the gaps between the generations for the greater good. With bold language and a powerful model, Dan Negroni urges readers to genuinely care, communicate, and build relationships from the inside out. Because to serve others, we must first understand ourselves.

Read Chasing Relevance and start connecting!"

—Ken Blanchard,

coauthor of *The New One Minute Manager*® and *Collaboration Begins with You*

"Every C-Suite executive should read this book. If you can't speak 'millennial' you might as well start shutting down your business now!"

—Jeffrey Hayzlett,

Primetime Television & Radio Host, Chairman C-Suite Network

"Chasing Relevance by Dan Negroni is a great resource, not just on how best to coach and manage Millennials to bring about greater productivity, it's a thoughtful examination of why we need to understand each other, cross-generationally, to strengthen not only our teams but ourselves. It's this understanding that will make you a better manager and coach."

—Keith Ferrazzi,

Author of the #1 New York Times best sellers
Who's Got Your Back and *Never Eat Alone*



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*To the mentor inside each of us,
willing to do the work to create
next-generation leaders.*

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Introduction

WE HATE THEM, WE LOVE THEM

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This is not news: The challenge of parenting, educating, training, mentoring, and guiding young people has been around for thousands of years. Consider this quote.

Our youth now love luxury. They have bad manners, contempt for authority; they show disrespect for their elders and love chatter in place of exercise; they no longer rise when elders enter the room; they contradict their parents, chatter before company; gobble up their food and tyrannize their teachers.

Who do you think said that? George Washington? George Bush? Actually those words are widely attributed to Socrates, almost 2,500 years ago. And unlike so many misattributed quotes, Socrates may have actually said these words; they align with his philosophy. In fact, Socrates' student Plato may even have recorded Socrates saying that *about Plato himself*. What a performance review!

The more things change, the more they stay the same? No. Times have changed, and millennials have changed the game. We are disconnected from the largest generation in human history. Millennials (people born between 1980 and 2000) are about 83 million strong in the United States alone. They are already our employees, clients, and customers—and they spend! It's time for businesses and their leaders to change with the times . . . because we have a big problem.

Today there are 
2.4 BILLION millennials
 & **60%** of the world's
 population is **under 30**.

They are **36%**
 or more of
 your workforce. 



They will be nearly **75%** of your employees
 and the most significant group of consumers by **2025**.

They control 
\$660 BILLION in spending.

They are their
own brand. 



90% of parents receive input from their kids
 when making purchasing decisions.

MILLENNIAL POWER

A problem that costs businesses more than ever: Our ability to attract, train, manage, and retain this next generation of leaders is critical to the future success of our businesses, but a huge and damaging connection, communication, and understanding gap exists between non-millennials and millennials in our workplaces.

- Thirty percent of organizations lose 15 percent or more of their millennial workforce annually.
- More than 60 percent of millennials leave their employers within three years.
- It costs companies \$15,000 to \$25,000 to replace each millennial.

A problem that costs employees and businesses.

- Seventy-one percent of organizations report that the loss of millennial employees increased the workload and stress of current employees.

- Workload and stress combine with disconnection to breed disengagement: Seven of ten employees report being “disengaged” or “actively disengaged” at work.
- The estimated cost of this disengagement is \$450 billion.

A problem that few have a plan for solving.

- Eighty-seven percent of C-suite executives recognize that disengaged employees are among the biggest threats to their businesses.
- Only 22.9 percent of organizations have a plan in place to engage millennials and future generations.

Here is my solution.

- Care more to create genuine connections that compel you and everyone who works with and for you to show up every day accountable to one another and focused on results.
- Work from the inside out to build powerful relationships that bridge the gaps.
- Shift your mindset to one of positive intent, teaching and learning, shared goals, delivering value, and empowering success.

And here’s your first step to success: *Stop chasing relevance and find it—get out of your own way and pay attention!*

Yes, you. Everyone.

- **STOP** pointing out problems and saying others are the problem.
- **START** asking yourself, “*What about me is not connecting and getting results? What am I doing to widen and maintain this gap?*”

What I find most curious in dealing with the gap between youth and experience is how put-off and deeply frustrated many leaders from previous generations are by millennials in the workplace, almost as a rule. “Ugh, millennials. I hate them!”

That’s all about past allegiances: Managers have been there for a while and are used to doing things their way or the “way things have always been done.” (Note: I use “managers,” “leaders,” and “non-millennials” interchangeably in the book, but millennial managers and leaders who have assimilated the managerial ways of the past are in just as much need of guidance out of those ways.) As a result, they get in their own way when they try to change millennials. And when they inevitably fail? They step all over themselves to blame those millennials and bemoan how “not great” this younger generation is. They paint a completely negative picture of “them,” as if millennials are a monolithic group of apathetic, disrespectful, unmanageable brats. They whine about millennials’ lack of skills while simultaneously dismissing any value those millennials bring to the table. Millennials are entitled and lazy but they want all the power—all they want is power and all they think about is themselves. They can never become leaders.

“Not true!” you say. “Millennials are great at fixing my devices.” Ah, generous praise.

Listen, I get it. The generations in charge right now in business, for the most part, see little value in those millennial qualities in the workplace, and this contaminates their perceptions of millennials as a whole. I see things very differently. I am a proud out-of-the-closet “perennial millen-

GENERATIONAL CONFLICT



We **hate** them.



We **love** them.



They **love** us.



They **aren’t sure**
about us.

nial”; friends and colleagues today call me “Mr. Millennial.” I have all the characteristics of millennials, but I also have the extra time served, which allows me to see both sides of the story and care for them equally.

And this perennial millennial is tired of the intergenerational BS. Because the real deal is much more complicated.

You think millennials want all the power? They *are* the power, and our future. Did you not read those statistics? The sooner you accept this, the better, because how we connect with them in the future will affect everything from sales of toilet paper to cars, where we live, what kind of houses will sell, what kind of energy we use, what kind of food we eat, where we go to school, how we invest and grow savings, teach, where we go on vacation . . . they will eventually define which businesses will make it. As Anne Hubert, senior vice president of Viacom said in her terrific TEDx talk, “[Millennials] decide who will come with them into the future they are building. . . . They decide what to destroy, reinvent, and leave behind.”









This is real power, and if we want results in the workplace we need to understand that times have changed. And who was responsible for changing them? These are kids who have been watched over and tracked their entire lives. Tracked. We managed every play date. Recorded every moment. At every step, we gave them “atta girls” and “atta boys,” bragged about their cuteness, and babbled about their art, dance, sports, drama, swimming, grades—a trophy or ribbon for everything! We don’t want them to fail and never have liked it if they did. To paraphrase Hubert, we were their mammas and paparazzi.

Millennials grew up as their own brands. They grew up “wired” and “wireless” and have never known a world in which technology did not impact, consistently change, and repeatedly shorten timelines of planned obsolescence. They practically Instagrammed their own births and every moment since then. ♥

Millennials came
out of the #womb.

And whose fault is that? Ours. We did it. We made millennials our center of attention as kids and our chief technology officers when they

PROFILE OF A MILLENNIAL

-  Days filled with scheduled activities.
 -  Trophies for everyone on the team.
 -  Families of all different shapes and sizes.
 -  Socially connected every minute to everyone, everywhere.
 -  Information at their fingertips.
 -  Multitasking is the norm.
 -  Center of attention.
 -  Family technologists.
-

grew up. We gave them a seat at the table and told them to go challenge things. We encouraged them to ask questions. Put it out there. Push. Be better. What's the result? The age-old ideas that experience rules and that time equals experience have forever been confounded. Experience still rules, but experience manifests itself differently today. Given the speed of technological evolution, increasing global openness, and instant availability of information and knowledge, time in this world and on the job is no longer the most predictive indicator of experience.

While that has played out more dramatically in places like Silicon Valley and high-tech businesses, every area of the country and every industry is going to be affected sooner rather than later and thus must learn that the millennial age is upon us; *there is a lot of raw talent out there to attract, coach, teach, and retain*. Fast-growing companies need top millennials to stay with them and grow into great managers and even better leaders than we have been.

"Ugh, really? I hate millennials." Right, I get it. Look at them with their selfies taking pictures of everything they do and then when they are done taking pictures of themselves asking you to take a picture of them . . . right after they answer that Snapchat that just chimed in. And yet . . .

We want to and do *love* them. They are our children. They are innovative and smart and tech savvy. We love the cool they bring. We love their hope and opportunity. We love the energy of their questioning. They disrupt. They challenge. They care about meaning and purpose and balance. They aspire. They inspire. They also love us—they *really* do. We are their parents and grandparents, bosses, and teachers. They want guidance and to learn from us. They see us as equals and rely on us, but . . .

They aren't quite convinced. They may have the power but they also have doubts about us.

And who can blame them? All this conflict is confusing, exhilarating, demanding, and maddening all at the same time. Is it any wonder that they grew up conflicted and anxious? While we raised them, we protected them, told them that they could achieve anything they tried for; as adults, they live in a world of declining opportunity, diminished security, and unprecedented environmental uncertainty. No wonder many millennials are voicing their doubts about us from their parents' homes: According to the US Census Bureau and US Department of Education, almost a third of all millennials lived with their parents during the last recession as many launched careers. Yet even as the US economy improved from 2010 to 2015, according to the Pew Research Center, the share of young adults living in their parents' homes *increased* to 26 percent from 24 percent. Moreover, more than a third of those living independently say they still rely on financial support from their families.

Simply put, many millennials simply can't afford to leave home. They are earning less than eighteen- to thirty-four-year-olds did in 1980. This is the first generation in our country that won't do as well as their parents. It's a time of different wars and different political unrest. It's a time of great divisiveness. Well-paying jobs have been scarce, earnings are stagnant, and as a generation they have accumulated \$1.1 trillion in student debt to go with the nation's ongoing budget deficits. Sure, they are more educated, but at what cost? A Huff-

ington Post article by Adam Hanft, “The Stunning Evolution of Millennials: They’ve Become the Ben Franklin Generation,” summed this up perfectly: “[Millennials] faith in technology is understandable. Algorithms don’t act in their own self-interest. Algorithms weren’t responsible for dreaming up sub-prime loans and nearly bringing down the financial system. Millennials didn’t trust authority and conventional sources of wisdom *before* the meltdown. Imagine now. Wealthfront [an online financial services start-up] argues that Millennials ‘. . . have been nickel-and-dimed through a wide variety of services, and they value simple, transparent, low-cost services.’ The Pew study ‘Millennials in Adulthood’ confirms the Wealthfront finding that ‘. . . just 19% of Millennials say most people can be trusted, compared with 31% of Gen Xers, 37% of Silents and 40% of Boomers.’ If you can’t trust people in general—which was the question—what hope is there for the conniving financial advisor?”

Check out how Levi’s (<http://bit.ly/1VbIEes>) captures the promise and power of millennials and their aspirational, self-absorbed, conflicted ways in a 2015 commercial. The voiceover starts by telling the millennials dressing and heading down the streets and into offices and classrooms that they are kings and queens and the next real leaders of the world—that they *can* be all that and more. But if you listen to the ad all the way through, the voiceover changes at the end. “Are you joking?” the voice says. “Are you breaking? Are you shaking? You’re a kid.”

This is the conflict that the power we have given millennials has wrought. They have been told they can be anything—kings and queens, heroes and superstars, entrepreneurs and CEOs—and they expect to be that and more yet they feel scared, insecure, and unworthy. They feel the pressure. Just like us all, they feel doubt, and while they know they have the keys to the kingdom, they may not be ready or quite know what to do with them.

Will they live their dreams? Eighty-four percent of millennials believe they will get where they want, yet 76 percent are unsure and

conflicted and are afraid of not living up to their potential and not getting where they need to be. Of course they feel that way. Like that Levi's ad, we've told them that they are kings and queens and "the solo act of the sold-out show of a six-floor stadium." But we haven't really given them the tools to rule or perform. So they are scared. In fact, 39 percent feel they are behind where they want to be.

I see this in my son Zach, who told me recently that he is not sure what he wants to be and where he wants to be. I asked him what he meant, and he told me that his job at a start-up was not making money nor getting him anywhere. He had stopped learning.

"I just feel like I'm a failure," he said.

He felt like a failure? Twenty-three years old and only eighteen months out of school, making 200 cold calls a day, closing deals, at times selling as much as the CEO and delivering real value while he learns. And Zach is the one that thinks he failed even though he delivered? It's shocking, but that's what is going on in the workplace. Come on! We need to help millennials and guide them, because no one else is teaching them otherwise. That is the way it works: Who is failing
whom? They need us and we need them. It's worked this way for generations. Only things are completely different now.

Problem is, we're not navigating that conflict between the power we have given millennials and their feelings that they may not be ready for it. We're not guiding millennials, sharing our values, and letting them own the power they have to guide themselves. We're asking them to change to fit into our workplaces, because we know what's best. But do we?

As part of our baseline assessments of every client, my team and I use launchbox's proprietary assessment tool, BRIDGEdex, to identify where the significant disconnects exist between millennials and managers—between employee expectations and what they are experiencing in the workplace. We have done hundreds of these assessments

with companies of all sizes nationwide, across all industries. Despite the fact that needs differ across departments, disciplines, and industries; despite the fact that sales culture is different from accounting, and practices within law firms or insurance companies are different from engineering or public relations firms; and despite the fact that regional differences exist—San Diego is not the same as Des Moines, which is nothing like New York City—managers' top disconnects and frustrations with their millennials were strikingly similar across all companies regardless of location, size, or industry.

MANAGERS' TOP DISCONNECTS / FRUSTRATIONS WITH THEIR MILLENNIALS

- Lack of initiative / problem-solving
- Sense of entitlement
- Overly self-focused
- Too emotional
- Unrealistic advancement goals
- Impatient
- Inability to remain engaged and loyal
- Poor work ethic
- Not taking responsibility

Of course, these managerial disconnects look exactly like the reasons non-millennials hate millennials. That hate not only creates perceptions and clouds how non-millennial managers view, treat, and lead their millennial employees, but also reveals their biggest—often unknown or unseen—challenges and weaknesses when it comes to understanding millennials.

Because that's the other thing we found: While non-millennials surveyed think they are great at doing the things their millennials need, their millennials decidedly disagree.

MILLENNIALS' TOP DISCONNECTS / FRUSTRATIONS WITH THEIR MANAGERS

- Unavailability / too busy
- Lack of timely response
- Lack of positive feedback
- Lack of training / development
- Lack of consistent check-ins
- Lack of communication / transparency / consistency
- Ineffective business planning
- Lack of trust

What does this mean? Simply put, if you think you are doing well at something and your audience thinks you are not, that disconnect is not only an organizational problem but also a *personal* problem that you need to solve. If you as an individual can accept all that and own it, you will take the first step in changing your mindset and overcoming disconnects that reveal our biggest weaknesses and challenges in dealing with millennials—and in turn get them to change their mindset about you.

It's not like we don't have some of this "millennials are not the enemy" mindset already. While our popular culture still tilts toward annoying and often cheap stereotypical jokes about the non-millennial-versus-millennial conflict, movies like *The Intern*—starring Robert De Niro and Anne Hathaway and written by a non-millennial—are mining the reality beneath the stereotypes of generational conflict. And it's not like non-millennials don't expect millennials to present themselves differently. NPR did a story about college graduates who had landed jobs talking to seniors at their alma maters. One graduate told the audience that the old black-and-white résumé with twelve-point type just doesn't cut it anymore; she said companies expect an "infographic résumé" linking to a website, a portfolio of work, and a video. Of course, no one from

previous generations did this. Yet it is non-millennials at these companies who are asking for and expecting these résumés. So we expect millennials to present themselves differently from the moment we meet them, but we don't expect millennials to act differently than the previous generation once they get the job?

Why do we get that millennials as a group do things differently, but ignore the reasons why and/or paint those differences as bad and thus less valuable—as something that stands in the way of results, as something to be changed rather than embraced and channeled into empowerment, shared goals, and results for the company? Why do we only see “reality” in the movies?

Because millennials push us and challenge what we have come to accept—which is exactly why we want them to change. So we try to change them into us.

After all, non-millennials are not used to being flexible. For decades we haven't even been flexible enough at work to take the vacations we've earned and are entitled to. We claim to want work/life balance yet the US Bureau of Labor Statistics reports that the average American works about one month more a year than in 1976. According to a 2014 Oxford Economics analysis, the average American takes less paid vacation time than at any point in the past four decades—leaving more than eight days unused annually, for a total of 429 million unused days per year nationwide. In fact, we are the only industrialized nation that doesn't mandate vacations.

For all these reasons and more, according to James Surowiecki in his *New Yorker* article “The Cult of Overwork,” “Overwork has become a credential of prosperity.” Of course, we will always find workers who are willing to pay that price for prosperity but only because the people in power are charging the admission. “We went through it and so should they!” non-millennials snap. “Why should *I* change my work and the way *I* work for *them*? *I*'m not supposed to change; *they* are.”

That's ridiculous. You are already so fantastic at being a leader that they need to change? It's not “us versus them” and “if you're not with

us you're against us." How is that working, "us"? *That kind of thinking is what got us into this mess.*

So how do we guide millennials to be their best selves and find their own relevance while still doing the work we need them to do? How will we create alignment between millennials' expectations and what they are experiencing in your workplace?

How do you engage the next generation of employees and customers? What are you going to do?

Nothing? Okay, let me know how that works for you.

Wait and see? Maybe you think millennials are only in high-tech businesses and not in your industry. Or maybe you get it, but you don't see or have the need yet. You're not going to

adjust the way your non-millennial employees work to accommodate the few millennials in your business. You're like people who think they don't need insurance because they're healthy. But no business is immune to this problem, and disruptive businesses know it doesn't take long for disruption to become the norm. If they're not your employees, they are or will soon be your customers.

Act? Okay, let's exercise your mentorship muscles and bridge the gap by focusing on some simple principles and committing to the hard work needed to implement them. You're who we created launchbox and wrote this book for, and I promise that in the end you'll be changing your perspective, understanding and caring about millennials, and coaching and working a whole lot better with them, your entire team, and every person close to you in your life.

That's right: The work ahead, just like the work we do at launchbox, has the power to change your life *and* your whole company culture and focus. Albert Einstein said, "A new type of thinking is essential if

Today's companies need to bridge the gap between their managers' skills and perceptions and millennials' skills and needs in order to create an engaged, productive workplace that delivers results.

mankind is to survive and move toward higher levels.” I agree. And acting on that thinking starts with your duty to understand yourself—to work from the inside out to be the best leader you can be.

That’s why acting to bridge this gap does not begin with a bulleted list of action items. In fact, bridging the gap doesn’t even start *in* the workplace. That’s Part Two of the book, where we get into communication, training, development, and collaboration. Part One, on working from the inside out, starts by elevating and developing the most important skill in life: the ability to build relationships.

Like the flight attendant says, “Put on your own oxygen mask first before affixing it to your millennial.” Okay, they don’t say that. I do. But you’ll need a clear head and may need oxygen on the journey to relevance and results. Will it be painful? Yes. Different? Completely. Unknown? Absolutely! But as one of my clients said, “You can use these immediately actionable techniques that will improve your company and your culture, or you can just ignore 83 million-plus millennials in the United States and 2.4 billion worldwide.”

The choice is ours.

What do you want to do? Create real and personal relevance, impact the world, build your business, increase your client base, own your success path, improve your management skills, create effective sales and marketing programs, become a leader, create effective training or mentoring/coaching programs, measure and track your progress and results, increase your sphere of influence, define your personal brand and story, differentiate yourself from the competition, create more balance in your life, attract or become a mentor . . . ?

Then you need to treat your next-generation leaders like you treat your customers and live it! And mean it! And follow up with it! And coach it! Imagine what the world would look like if we did that. We would be able to soften—or even get rid of—the conflict and create connection and results in the workplace. We’d have alert, peaceful, relaxed, fit, energetic, healthy, successful, hopeful, confident, happy, productive millennials with positive mindsets as opposed to stressed,

unfit, insecure, sick, depressed, unproductive employees with negative mindsets.

We know that companies change slowly. We also know that individuals can change quickly to lead from the inside out. Let's launch you out of the box in Part One, and then in Part Two help you build genuine and connected relationships with your people, write new rules for the workplace and marketplace of the future, and win the millennial race.



PART ONE

Work from the Inside Out

Focus on where you want to go; not on what you fear.

—Tony Robbins, *Unleash the Power Within*

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Our team was presenting to leaders at one of my largest clients when one of the gentlemen in the back who had been with the company for three decades piped in.

“Look,” he said, “I had to do it this way. They should have to do it this way. They should just shut their mouths and do it the way I did it. I didn’t like my boss for fifteen years and I still did what I was told and . . .” I listened as “Angry John” went on, getting angrier and angrier as he went. I let him go a bit, and then calmly asked him to slow down and take a breath. And then I let him have it in a kind but direct way.

“How does what you did thirty years ago matter today? How is it relevant to anyone but you?”

He looked at me. He still looked tense. I continued.

“I don’t deny what you went through, but why do you want the same for them? We are talking about the present—today—and what we want to create for the future. What is what you did thirty years ago, when there were no mobile phones and you weren’t getting hundreds of texts a day, have to do with today and tomorrow?”

The room fell silent as Angry John looked at me and said, “I guess not much.”

Good guess. Great start to getting out of his own way and moving forward.

Let’s be honest: What stands in the way of change are people, and too many leaders don’t include themselves as “people” complicit, let alone

responsible for, the gaps between millennials and non-millennials in the workplace. Non-millennials see themselves as above it all. “*Millennials* are the problem and they should obey my golden rule: I have the gold; I make the rules—if you want my gold you need to follow my rules.”

I agree with that . . . to a point.

I am not about redistribution of wealth or egalitarian management systems, and I don’t want to change who anyone is. I just want us to create an impact and rethink and change the way we work and the rules of the workplace for *everyone*. I want us all to be the best versions of ourselves, understand what that means, and leverage that to create better workplaces and results, both short and long term.

I’m not saying millennials aren’t complicit in widening this gap. Of course they are, but let’s be honest: What happens to us is principally because of us—*all* of us. If we want to get the best from our people, if we are to bridge this gap to create powerful relationships that take advantage of all of our strengths, we must accept that things have changed but we have not.

So how do we do all that?

We work from the inside out.

Empowering everyone starts with everyone—including you—working from the inside, starting with the one relationship you have that you can completely control: your relationship with *you*.

None of what we are doing to bridge the gap in this book will work if we don’t know who we are first. Understand and enable yourself and you can *really really really* serve others. Trust yourself to be vulnerable, to work on yourself, to relish who you are, and then to share that with

We must first know, understand, and manage how we are perceived in order to manage others.

the world, and you will create the kind of relationships that deliver value to others *and* get results.

Simply put, the more you know yourself—truly know and care about yourself—the more you’ll be able to truly know, care about, and connect to

the people around you and achieve the relationships you need and want. So it's time to move forward in working on you and those relationships from the inside out—from you and outward toward others. The good news is only five short steps are required to complete this work.

 Understand the power of RELATIONSHIPS	how you connect
 Know your STRENGTHS	who you are innately
 Recognize your SKILLS, PASSIONS, and VALUES	what you know and think of yourself and what you bring to the world
 Define your PERSONAL BRANDSTAMP	who you are and want to be and how you want to be perceived in the world
 Develop and deliver your STORY	how you present yourself to the world

Once you successfully complete these steps, you can effectively communicate who you really are and articulate your value in order to connect with others on an authentic level to bridge the gap in Part Two.



PART TWO

B.R.I.D.G.E. the Gap

*People don't care how much you know
until they know how much you care.*

—John Maxwell, *Winning with People*

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What Is B.R.I.D.G.E.?

B.R.I.D.G.E. is an overlapping and integrated six-step plan that unleashes the power of your inside-out work. It compels you to understand your own relevance to address disconnects and become completely relevant as a guide, mentor, and leader with and to millennials. B.R.I.D.G.E. does this first and foremost by building genuine and caring relationships that increase engagement, productivity, innovation, results, and profits to empower you and your people to connect, mentor, lead, motivate, and add value at the highest levels. Do the hard work that each part requires and you'll have the right tools and skills to be a better manager and to develop your millennial employees for the benefit of the company. You'll also have a more connected, productive, fun, enjoyable, and significant professional and home life.

That's a mouthful, huh? Try thinking of it this way then: B.R.I.D.G.E. is like a recipe and a cooking lesson combined. It takes the inside-out ingredients from Part One and turns them into a delicious dish to serve to others. To become and remain other-directed, you need to

- **Bust myths** to identify and break through underlying assumptions about employees that create barriers.
- create **Real-deal**, authentic, caring relationships with your team.
- develop an **I own it** mindset that forces you to be personally accountable and responsible for driving results.

- **Deliver value** through understanding, mentorship, and coaching of others.
- have meaningful and aligned **Goals in mind** based on a shared and embraced vision.
- **Empower success** through leveraging strengths, paving the road to success, and giving feedback and recognition the right way.

Don't be fooled by the apparent simplicity of it all. This is easy to say but hard to do. Or as my boss in the auto business told me, "Dan, it's all simple; it just ain't easy." To get started in the right direction, all I ask of you now is what my bosses in that auto business asked me to do: *show up*. Show up and do what needs to be done on your end to B.R.I.D.G.E. the gap with your people and write new rules for the workplace of the future. Yes, you—*you* need to show up. B.R.I.D.G.E. the gap and show how much you care.

Brent Haywood Photography



DAN NEGRONI is often described by his clients as their “most direct and caring” coach and management consultant. As CEO of launchbox, experts in empowering individuals and organizations to achieve BOLD results by creating next-generation leaders, he is a master at leveraging his authentic, no-nonsense approach and diverse experience as a CEO, attorney, and sales and marketing executive to help clients communicate more effectively, build powerful relationships, and create high-performing teams. Dan lives in Del Mar, California, with his wife. Together they have raised three millennial children.

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