Herb and Josh’s Different Adventure

**Herb**

- 58 years old
- With the firm for 27 years
- Learned in the college of hard knocks
- Worked up from the bottom
- Picks up the phone to get something done
- Got all his training on the job
- Puts his faith in the organization
- Began his career using a typewriter
- Fondly remembers the good old days
- Wonders about the company’s future
- Has tied his identity to his occupation
- Is the first to put in extra hours

**Josh**

- 28 years old
- With the firm for 27 weeks
- Is about to complete his degree
- Hired because of his degree
- Picks up the mouse
- Always listening to podcasts
- Puts his faith in himself
- Began his career using XP
- Is sick of hearing about the good old days
- Hasn’t crossed his mind
- Views his job as a contract
- Feels like the job already takes enough of his time
Impact of Today’s Emerging Leaders

- More emphasis on life balance
- Shorter employment tenures
- Shorter development cycles
- Greater leaps in levels of responsibility
- Emphasis on technology for decision-making
- Less emphasis on protocol
- Perfunctory communication
- Less willingness to sacrifice for the organization
- A detached style in business relationships
For additional information

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