



LEADERSHIP IN MULTIGENERATIONAL ORGANIZATIONS

Strategies to Successfully Manage
an Age Diverse Workforce

DR MICHAEL J. URICK

Leadership in Multigenerational Organizations

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Leadership in Multigenerational Organizations: Strategies to Successfully Manage an Age Diverse Workforce

BY

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INVESTOR IN PEOPLE

I learned to read at an early age in large part due to my relationship with my grandfather, Michael “Ug” Cilli. Thank you, Ug, for always being there for me and for helping me to read – I think you would be proud knowing that I’m now not just reading books but also writing them. You have been influential to me in so many ways – from the music I listen to and perform, to the way I approach interactions with others, and to the way that I see the world. We are (obviously) from different generations but are kindred spirits and the interactions that we had are exemplars of how people from different age groups can learn from each other. I am lucky to have known you and I miss you.

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About the Author

Dr. Michael J. Urick is a Graduate Director of the Master of Science in Management: Operational Excellence (MSMOE) program and Professor of Management and Operational Excellence at the Alex G. McKenna School of Business, Economics, and Government at Saint Vincent College in Latrobe, Pennsylvania (USA). He received his PhD in Management (Organizational Behavior focus) from the University of Cincinnati. His MBA (focused in Human Resource Management) and MS (in Leadership and Business Ethics) are both from Duquesne University in Pittsburgh and his Bachelor's degree is from Saint Vincent College. He teaches undergraduate and graduate courses related to organizational behavior, human resources, communication and conflict, organizational culture, operations, and research methods.

The MSMOE program, which he directs, focuses on providing aspiring leaders with cutting-edge management techniques to effectively problem solve, minimize waste, and continuously improve their organizations. The program has been regularly ranked as a “Top 50 Best Value Master’s in Management” program by Value Colleges and as a “Top Online Non-MBA Business Graduate Degree” by US News and World Report.

He is Six Sigma Green Belt certified and is also certified through the Society for Human Resource Management, through the True Lean Program at the University of Kentucky, as a Certified Conflict Manager, as MBTI Certified, and as Diversity Management Certified. He is the recipient of an “Excellence in Teaching” award from the Lindner College of Business at the University of Cincinnati, the “Quentin Schaut Faculty Award” from Saint Vincent College, and a “Teaching Excellence” award from the Accreditation Council for Business Schools and Programs among other pedagogical honors. Internationally, he was also recognized by the Institute for Supply Management as a “Person of the Year” in the learning and education category.

Urick is the North American Associate Editor of *Measuring Business Excellence Journal* and an Associate Editor of the *Journal of Leadership and Management*. He is also the Editor for the *Exploring Effective Leadership Practices through Popular Culture* book series from Emerald Publishing.

His research interests include leadership, conflict, and diversity in the workplace. Much of his work focuses on issues related to intergenerational phenomena within organizations. He also often examines how popular culture can be used to advance organizational behavior theory. In addition to authoring

or co-authoring over 50 publications including multiple books and peer-reviewed articles, he regularly presents at academic and practitioner international meetings such as the Academy of Management, Society for Industrial and Organizational Psychology, and Institute for Supply Management conferences. He is a regular speaker on age-related issues in the workplace throughout the United States and internationally (having presented on four continents) and is an Active Consultant on issues related to workplace interactions, organizational culture, and ethics. Michael has served as a reviewer for a variety of academic publications including the *Journal of Intergenerational Relationships*, *Journal of Social Psychology*, *Journal of Organizational Behavior*, and *Journal of Family Issues* as well as the Organizational Behavior and Human Resources divisions of the Academy of Management Annual Meeting in addition to other conferences. For six years, he wrote a monthly blog where he blended his research and teaching interests to suggest practical and actionable items for readers to use in their current or future work situations.

Professionally, he has served on the boards of ISM-Pittsburgh in various roles including President and the Westmoreland Arts and Heritage Festival. He has also served on the Westmoreland Human Resources Association board in various positions including Vice President. Prior to academia, he worked in a variety of roles related to auditing, utilities, environmental issues, and training and development. Through these experiences, he became fascinated with interactions in the workplace and how they might be improved which has influenced his academic career.

For fun, Urick enjoys music and, for 24 years, led and performed with a horn rock/jazz band that toured through over a dozen US states and released 11 albums.

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