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Texas' Leading Newspaper

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50 cents



Willie takes the 4th

Hot and sweaty. Country and Western. Willie and Kinky. Just another Fourth of July Picnic.

▶ METRO, 1B; OVERNIGHT, 13A

HOW MEN CAN HELP

When a woman has breast cancer, the man in her life must conquer his fears, too.

▶ HEALTHY LIVING, 1E



Scattered storms



High: 97 Low: 75
5-day outlook, 2B

SPORTSDAY



Football coach Hank Stram dies

Hank Stram, the Hall of Fame coach who guided the Dallas Texans to the AFL championship in 1962 and the Kansas City Chiefs to victory in Super Bowl IV, has died. He was 82. 1C

Meet the new boss: younger by the day

As more Gen Xers supervise older workers, conflict is inevitable

By JORDAN ROBERTSON and BOB MOOS
Staff Writers

Visitors to Starwood Montessori School in Frisco might mistake 27-year-old Anita Khandpur for one of its energetic, young teachers.

But her youthful appearance belies her credentials. Ms. Khandpur is the entrepreneur who founded the school five years ago

and now directs its 40-member staff and 300 students.

"The hardest thing about working with so many people and being so young is that you always need to prove yourself," she said. "In my mind, I'm 40."

An axiom of business has been that authority comes with age. But that's changing.

Employees too young for wrinkles or midlife bulges are joining the management ranks and supervising workers who may have been born decades before them.

See MORE Page 7A

NATION



Comet mission a hit

Scientists showed off images after the Deep Impact space probe smashed into a comet half the size of Manhattan. 6A

School financing fought on 2 fronts

High court to hear case this week while special session struggles along

By TERENCE STUTZ
Austin Bureau

AUSTIN — Turned off by the Legislature's repeated attempts to redo education funding in Texas, hundreds of school districts are pinning their hopes on the state Supreme Court instead.

The high court will hear arguments on the volatile issue Wednesday, taking up the state's

Editorial, 14A

appeal of a lower court decision that ordered lawmakers to overhaul the \$33 billion-a-year school finance system and shell out billions more.

It's the sixth time in the last decade and a half that the court will weigh in on the issue. And this hearing comes right in the middle of a special session in which lawmakers are struggling to reach a deal on school funding and a tax

See STATE'S Page 2A

Banded together

Worldwide army of supporters is united by one goal: to live strong like Lance



ERICH SCHLEGEL/Staff Photographer

The simple yellow wristbands etched with the message "Livestrong" cost only \$1 each, but proceeds have added up quickly. Since May 2004, the bracelets have raised \$50 million for the Lance Armstrong Foundation in Austin.

By KIM HORNER
Staff Writer

AUSTIN — The self-proclaimed "Dutch Lance Armstrong of swimming" proudly sports a bright yellow wristband in the photo he sent his hero.

So does the bald little girl who smiles in her picture even though cancer has left her too sick to ride her bike. One enthusiastic family

even had its dog pose with a bracelet looped around his collar.

Photos from around the globe line the "Wall of Hope" at the Lance Armstrong Foundation's Austin offices, and the people in them share more than just a bracelet. They have a bond and a common vow — to live strong, just like Lance.

The wristbands — sold at a dollar a pop — have raised \$50 million

since May 2004 for the charity started by the six-time Tour de France champion, who is seeking a seventh title.

The nonprofit foundation, which started on a shoestring budget, is now flourishing as it shines a spotlight on the needs of cancer survivors.

See GRASS-ROOTS Page 10A

INSIDE

The memoir by Lance Armstrong's mom tells of her own tough climb. 1C

Armstrong remains in second place overall at the Tour de France. 7C

Troops find 2 SEALs dead

Another missing; also in eastern Afghanistan, U.S. strike kills civilians

By CARLOTTA GALL and ERIC SCHMITT
New York Times

KABUL, Afghanistan — U.S. forces have recovered the bodies of two members of a four-man Navy SEAL reconnaissance team that was reported missing last week after coming under hostile fire in the mountains of eastern Afghanistan, a senior Defense Department official said Monday.

The defense official, as well as other Pentagon and military officials in Afghanistan and Washington, declined to provide details of where and how the two bodies were found, and declined to identify the men until family members had been notified.

News of the deaths, first reported by the BBC, came amid conflicting reports about the location of one of the other members of the Special Operations team. The governor of Kunar province, where the team went missing, said Monday that a SEAL commando was reported to be alive and in the hands of Afghan villagers.

But Washington officials said the governor's remarks, which gave rise to hopes that a second member of the team had been found alive, actually referred to a team member who was rescued Saturday and flown to safety, leaving one member unaccounted for.

The four-man team had been out of contact in the rugged mountains of eastern Afghanistan since

See 2 SEALs Page 9A

Great expectations hang over Blair as G-8 nears

As his image sags, British leader needs a victory on key issues, but Bush likely to resist

By TOD ROBBERTSON
Europe Bureau

LONDON — Rarely can a single week determine so much about a world leader's political legacy as this one is likely to do for British Prime Minister Tony Blair.

On Friday, Mr. Blair assumed the presidency of the European Union amid a sharp

budget battle and seemingly intractable constitutional crisis. On Wednesday, fresh from visiting Singapore for a last-ditch push to bring the 2012 Olympics to London, Mr. Blair heads to Gleneagles, Scotland, to host leaders of the world's top industrialized nations at the Group of Eight summit.

Battered in the polls because of his alliance with President Bush in the 2003 invasion of Iraq, Mr. Blair needs to score a major achievement as he begins his third and final term in office, political analysts say.

See BLAIR'S Page 9A

Troops paint Iraq red, white, blue



CHERYL DIAZ MEYER/Staff Photographer

Maj. Mike Holmes (left) and 1st Lt. Rob Nofsinger ready their camp for July Fourth in Basra, Iraq. The thoughts of many troops were half a world away Monday. (Story, 8A.)

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More Gen Xers are showing 'em who's boss

Continued from Page 1A

Demographics and cost-cutting are at the heart of the role reversal.

As the first of 76 million baby boomers leave the workforce, either because they retire or are laid off in favor of younger and cheaper employees, businesses are beginning to stem the brain drain by grooming younger workers for management.

Other boomers have no plans to settle into rocking chairs and are launching second careers. When they do, they may find themselves reporting to someone as young as their children.

"Demographic changes are the biggest employee-relations issue today, and generational issues are very high on the list," said Keith Greene, a spokesman for the Society for Human Resource Management.

Experts say workplace conflict is almost unavoidable.

"It's going to be hard for older workers to adjust," said Alex Ramsey, president of LodeStar Universal, a Dallas-based management consulting company. "They truck along for years. Then suddenly, someone younger is over them. They worry they'll be tossed aside."

Younger bosses may feel frustrated and anxious.

Many young people are entering the workforce with high expectations about how quickly they will reach the top of an organization.

Flush with ambition and opportunities, some start their own businesses. Others job-hop until they get the promotion they believe they deserve.

When they reach the corner office, they worry older workers won't take them seriously, Ms. Ramsey said.

Yet few companies are coach-

ing younger bosses on managing older workers, says Mel Fugate, an assistant professor of management at Southern Methodist University's Cox School of Business.

"They're horribly behind on this," he said.

Mr. Fugate teaches professional MBA students in their late 20s and early 30s who are already supervising older workers. He also speaks from personal experience, having been a manager in his 20s.

"Working for someone younger will become quite common," he said. "The trends are clear."

Experts say some companies shy away from the topic out of concern they'll appear to be discriminating based on age. Other businesses don't see a need yet for formal training programs.

Terry Howard, Texas Instruments' diversity director, said that he sees "more evidence" of younger bosses managing older workers but that it's not a pressing issue at the company.

Employees bring up generational issues only in casual conversations, he said.

Still, a cottage industry of generational consultants is betting just the opposite.

"This is as white hot as a business topic can get," said Chuck Underwood, president of the Generational Imperative, which counsels companies on managing age differences.

For the first time, he says, four generations are active and critical to the American workforce — the Silent Generation (ages 60 to 72), baby boomers (ages 40 to 59), Generation Xers (ages 25 to 39) and Millennials (24 and under).

Each brings its own values to the job that employers need to recognize and account for, he said.

"It's imperative that companies understand these generational dif-



LARA SOLTI/Staff Photographer

Anita Khandpur, 27, (left) founded Starwood Montessori School in Frisco and directs a staff of 40. She helps teacher Maria Sheikh, 45, serve lunch to Dylan Becker, 4, (left) and Austin Anderson, 3.

GENERATIONS IN THE WORKPLACE

Four generations of workers, from the Silent Generation to the Millennials, are active in the U.S. labor force.

	(in millions)
Millennials	19.63
Generation X	46.79
Boomers	61.85
Silent Generation	10

SOURCE: Bureau of Labor Statistics' Current Population Survey, 2004

BETSY BOCK/Staff Artist

ferences so they can be bridged," Mr. Underwood said. "Businesses that get it will flourish — those that don't will flounder."

Generational consultant Claire Raines expects sparks to fly as more boomers begin working for thirtysomething bosses.

She says boomers define themselves by their work and tend to put in long hours. Generation Xers, by contrast, want a better balance between work and the rest of their lives. When they arrive on the job, it's not the time put in that matters, she said. It's the results.

"Generation X bosses won't be impressed by boomers' long hours — they'll be looking at what their employees produce," Ms. Raines said. "Meanwhile, boomers won't understand why their younger bosses are leaving the office at 5 o'clock."

On the other hand, she said she expects Millennials to have no dif-

ficulty supervising boomers when they reach the management ranks in the next decade.

"Both generations have positive attitudes — they should get along just fine," Ms. Raines said.

Many young bosses suggest that acknowledging the age gap upfront and embracing older employees' experience are crucial to supervising older workers.

"Mutual trust and respect is key," said James Appleton, 27, executive vice president of the Dallas office of Mad River Post, a national video post-production company. He manages a staff of nine producers and assistants, most of whom are older than he is.

"They have to trust that I'll listen to their suggestions and try to make calculated decisions accordingly," he said. "And I have to respect that they're experts in their field."

Ms. Khandpur, who has a bachelor's degree in business and a master's in education, says her advice for young bosses boils down to two simple tips: Get your credentials and know what you're talking about.

"Doing those two things will move the conversation past age pretty quickly," she said.

It worked when Manuela Behm, 47, applied for a teaching job at the Montessori school. She says she was startled to learn that her boss would be 20 years younger.

"When I met Anita for my interview, I said to myself, 'I'm going

to be led by a child!'" Ms. Behm said. "But after listening to her, I concluded she was very mature for her age."

Judy Stark, a 62-year-old employee at the State Bank in Carrollton, says older workers with younger bosses sometimes develop a chip on their shoulders.

"Their defeatist attitude then turns into a self-fulfilling prophecy," she said. "They'd be better off if they just had an optimistic outlook about work."

Ms. Stark says she enjoys working for and with younger employees because it keeps her on her toes. At the same time, she says, she feels as though she's teaching them.

"I've had a lifetime of experiences with people, and that helps in dealing with customers," she said.

Mr. Underwood says the best way out of this generational thicket is for both young and old to avoid stereotypes about age and understand each can learn from the other.

Ms. Khandpur recalls how a 60-year-old former assistant consoled her after a hard day.

"Does life get any easier?" Ms. Khandpur asked, her head in her hands.

"She said, 'Anita, life doesn't get any easier. You just learn how to handle it better.'"

"And she was so right."

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GENERATION GAP

Boomers and Xers don't see eye to eye:

Boomers say Xers:

- Aren't loyal
- Have no work ethic
- Aren't committed
- Are self-centered

Xers say boomers:

- Are too political
- Are workaholics
- Need validation
- Are self-righteous

How the generations can bridge the gap:

Xers should:

- Show respect for boomers' experience
- Get to know boomers as people
- Call boomers by name and check in with them
- Choose face-to-face conversation when possible

Boomers should:

- Be straightforward
- Avoid cliché and hyperbole
- Use e-mail when it's appropriate

SOURCE: Claire Raines Associates

TRENDS AND TRAITS

Definitions of generational age ranges vary, but experts have identified general traits of the groups.

Silent Generation:

- 49 million, born between 1933 and 1945

- Formative events and trends: Great Depression and World War II

- Personality traits: Disciplined, self-sacrificing, cautious

Boomers:

- 77 million, born between 1946 and 1964

- Formative events and trends: economic prosperity, stay-at-home moms, Vietnam War

- Personality traits: Optimistic, driven, team-oriented

Generation X:

- 59 million, born between 1965 and 1980

- Formative events and trends: Watergate, Iran-contra scandal, latch-key kids

- Personality traits: Skeptical, unimpressed with authority, self-reliant

Millennials:

- 80 million, born after 1980

- Formative events and trends: End of Cold War, rise of Internet, child-centered families

- Personality traits: Confident, hopeful, goal-oriented, civic-minded, inclusive

SOURCES: Claire Raines Associates and Generational Imperative Inc.

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