


TRACK:	HUMAN CAPITAL
SESSION: 940053	THE CHALLENGES AND OPPORTUNITIES IN LEADING THE MILLENNIAL GENERATION
	TUESDAY, MARCH 2
	10:30 A.M. - 12:00 P.M.
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Department Title 

The Challenges and Opportunities in
Leading the Millennial Generation

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Generation

- ▶ DEFINITION: A cohort of people generally spanning about 20 years that share common characteristics, values, and notable events.

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Teenage Angst Never Ends

- ▶ What people experience between 14 and 24 years of age will stick with them for the rest of their lives.
- ▶ By late teens many of our values have been set.

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The Generations

- ▶ Greatest Generation (1920-1945)
- ▶ Baby Boomers (1946-1964)
- ▶ Generation X (1965-1979)
- ▶ Millennials (1980-2000)

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The Greatest Generation

- ▶ 1922 - 1944
- ▶ About 52 million
- ▶ Defining events
 - The Great Depression
 - WW II
 - The Cold War
 - Defined the traditional "American Work Ethic"

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Baby Boomers

- ▶ 1943 - 1960
- ▶ 77 million
- ▶ Defining events
 - Prosperity
 - Vietnam
 - TV
 - Civil Rights movement
 - Space flight
 - Women's movement

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Generation X

- ▶ 1960 - 1980
- ▶ 44 million
- ▶ Notable events
 - Watergate
 - Nixon's resignation/pardon
 - Latchkey kids/single parents
 - MTV
 - AIDS
 - Space Shuttle Challenger disaster
 - Fall of the Iron Curtain

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Millennials

- ▶ 1980 - 2000
- ▶ Over 76 million
- ▶ Defining events
 - The Internet: Google, Facebook, iPods, Texting
 - School violence
 - Oklahoma City bombing
 - September 11, 2001
 - Multiculturalism
 - Instantaneous communication and news

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The Millennials are coming.....
The Millennials are coming...

- ▶ A generation equal in size to the Boomers.
- ▶ Thus, will change society and the workplace as much as Boomers.
- ▶ They have already begun to enter the workforce.
- ▶ 4 million per year new entrants until 2020.

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Each Generation Assumes 2 Things About the Next Generation


1. Senior generations assume that the younger generation will measure success the same way they themselves have.
2. Senior generations believe that younger workers should pay their dues, following the same paths to achieve the same level of success.

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Millennials and Technology


- ▶ Intuitive users – Why read the book?
Technology should work!
- ▶ Multitasking is a way of life
- ▶ Typing is preferred to hand-writing
- ▶ Staying connected is essential
- ▶ Zero tolerance for delays
- ▶ Short attention span



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Millennials are Networked

- ▶ Comfortable with teams and group activities.
- ▶ Will Network around the world electronically.
- ▶ They can track down data and information like a human search engine.

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Millennials and Diversity

- ▶ In 2010, minority groups will make up 52% of the under-18 population
- ▶ In the 2000 census, 39% of people under 18 were people of color
- ▶ 20% of Millennials have at least 1 parent who is an immigrant
- ▶ 17% speak a language other than English at home
- ▶ 1 in 10 has a non-citizen parent
- ▶ 25% will live with a step parent
- ▶ 25% will live with a single parent

13 -Broido (2004) 


Millennials @ Work

- ▶ Optimistic they can (and deserve) to get ahead
- ▶ Can-do attitude
- ▶ Technologically savvy
- ▶ Expect to work until work is done ... which may be more or less than 40 hours per week.
- ▶ Multi-taskers

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Millennial Expectations:
Work That Matters

- ▶ Clearly and repeatedly communicate:
 - Your Business Vision & Mission
 - Why your product/service is important
- ▶ Create opportunities to solve problems
- ▶ Encourage and reward innovation
- ▶ Millennials need clearly defined goals and strong leadership.
- ▶ Allow them to take risks and to try new approaches.

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Millennial Expectations:
Involvement

- ▶ Ask for input on decisions that impact their jobs
- ▶ Accept spontaneous input any time
- ▶ Value their innovative spirit and let them push the envelope
- ▶ Create respectful titles, like "specialist", "expert", or "professional"

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Millennial Expectations:
Get to Know Them on a Personal Level

- ▶ Have regular one-on-one meetings
- ▶ Get to know their professional capabilities, job strengths and areas of needs, work preferences
- ▶ Ask them about their goals, objectives, plans, hopes, desires

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Millennial Expectations:
Training and learning opportunities

- ▶ Define the skills they will need to advance
- ▶ Define the job performance milestones to advance
- ▶ Set well-defined career paths
- ▶ Employ just-in-time training methods
- ▶ Training should be experiential
- ▶ Multi-media and internet-based training is particularly effective
- ▶ Help them find ways to apply learning as soon as possible

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Millennial Expectations:
Establish Mentoring Relationships

- ▶ Mentoring: forming a relationship, then teaching a less experienced person “the ropes”
- ▶ Reward Millennials by including them in important events
- ▶ Allow for frequent Job Shadowing

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Millennial Expectations:
The Work Environment

- ▶ A low-stress environment
 - Ask yourself: “What emotional impact does my behavior have on my young worker?”
- ▶ Provide a physical comfort zone
 - personal items (photos, plants, etc.)
 - music (as long as it does not distract others)
- ▶ Help the Millennials find fun in work
 - Be serious about work without taking yourself too seriously
 - Millennials’ most frequent descriptions of a good boss: “Laid back”

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Millennial Expectations:
Flexible Scheduling

- Build flexible schedules that recognize the relative importance of tasks
- Set standards for time off
 - establish lead time for asking for time off
 - process for finding a replacement
- If a “warm body” is all that is needed, allow staff to develop schedule and share duties

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Millennial Expectations:
Provide Constructive Feedback

- ▶ Look for opportunities to coach your Millennials.
 - There is nothing wrong with well-intentioned failure.
- ▶ Focus on what went right as well as what didn't.
- ▶ Identify specific corrective action.
- ▶ Focus on one issue at a time.
- ▶ Stay calm and supportive.

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Millennial Expectations:
Rewards

- ▶ Base incentives and rewards on job performance
- ▶ Help them set goals, help them reach them, then recognize success
- ▶ Offer short and long-term incentives
 - "atta boys/girls"
 - tickets, gift certificates, and small cash awards
- ▶ Reward accomplishments with increased responsibility

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Generational Conflict

- ▶ The Greatest Generation doesn't understand Millennials. But they are their grandkids, so they love them.
- ▶ Millennials work very well for Boomer bosses.
- ▶ Gen X and Millennials sometime don't work well together.

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Managing Millennials Checklist

- Repeatedly communicate business vision & mission and explain why the work is important.
- Offer ongoing training opportunities
- Create mentoring and job shadowing opportunities
- Have 1-on-1 meetings at least bi-weekly
- Help them multi-task effectively ... not ineffectively

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Managing Millennials Checklist

- Give them technologically-based problems to solve.
- Ask for their input.
- Let them personalize their work space (within boundaries.)
- Have a fun (but professional) work environment.
- Allow for flexibility in work scheduling.

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Concluding Thoughts

- ▶ Millennials will add tremendous value to your business – smart, hard-working, social, technologically brilliant.
- ▶ Don't use your experience as a point of reference on how to manage and develop Millennials. Adapt to new approaches.
 - Don't be the 8-track tape to their iPod.
- ▶ We need them! And they will replace us!

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Questions?

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