



The Millennial Workforce

Trends in the Millennial Workforce

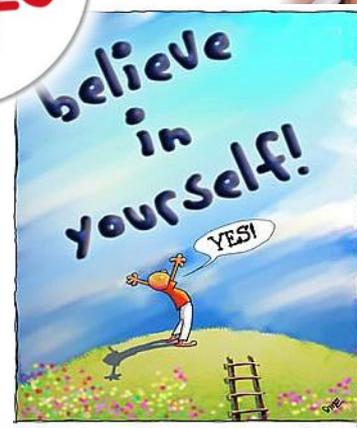
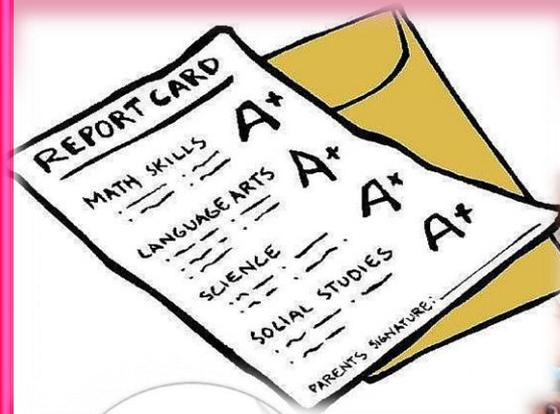
- ⦿ Attitudes
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- ⦿ Attracting

- ⦿ Retention
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Characteristics of Millennials

7 Core Traits of Millennials

- Special
- Sheltered
- Confident
- Team-oriented
- Conventional
- Pressured
- Achieving



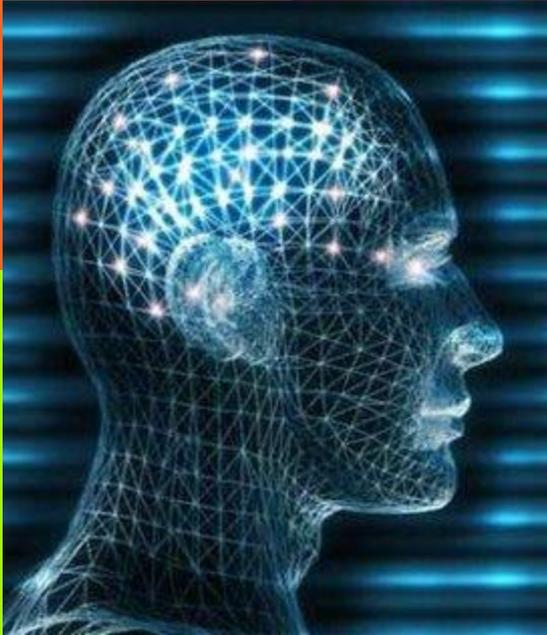
**PARENTAL
ADVISORY
EXPLICIT CONTENT**

Millennials Want to Learn



- ① With technology
- ① With each other
- ① Online
- ① In their time
- ① In their place
- ① Doing things that matter

Millennial Learning Preferences



- ① Teamwork
- ① Technology
- ① Structure
- ① Entertainment & excitement
- ① Experiential activities
- ① Flexibility in the learning environment
- ① A learning environment focused on goals
- ① Challenging assignments
- ① Learning new knowledge and skills
- ① Respect for ideas and input

Compelling Messages to Millennials



- ◎ Be smart-you are special
- ◎ Leave no one behind
- ◎ Connect 24/7
- ◎ Achieve now!
- ◎ Serve your community

True Multi-taskers

Futurists predict that Millennials will change careers as many as 10 times.

That means retooling, recycling their skills and talents. Smart employers will recognize this and try to encourage Millennials to try out different careers within the same company.



Millennials live programmed lives which requires multi-tasking.

They are already quite capable of learning several jobs simultaneously and performing them admirably.



A Generation Y child...



Taking his first steps.



Taking his first steps to independent living.

Millennials and their Parents

Helicopter Parents



Millennial Parents



- ③ **Helicopter Parents** – a term used to describe parents who “hover” over their children
- ③ Since 1999 colleges with parent programs have multiplied from a dozen or so to 300
 - ③ College Parents of America – an Arlington, VA based advocacy group founded in 1998 with over 1,000 members
 - ③ Creation of Parent Relations Offices and Parent Advocate groups



Trends in the Millennial Workforce



Millennial Attitudes towards work



- ⊙ Millennials want to **start at the top**, or at least be climbing the corporate ladder within 6 months
- ⊙ They believe they **deserve the position** they want, regardless of previous experience
- ⊙ Millennials are not against working hard or dedicating themselves to employer
- ⊙ They are not lazy, they just expect **immediate gratification**, due to a childhood of receiving it

Major Themes in Millennial Workforce

Relocation

- They do not plan on staying in the same location for an extended period of time

Advancement

- They want to be at the top of the chain right away
- Expect immediate gratification for a job well done

Competition

- They want to do work better & faster than co-worker
- Being competitive is in their nature

Impact on Workforce

- ◎ New employees will be working with co-workers old enough to be their grandparents
 - Creates a clash of views & need for cooperation
- ◎ Millennials do not want to be seen as children
- ◎ They have confidence and are bringing new & fresh ideas to the corporate table
 - Think they can show older generations a few things when it comes to work
- ◎ In 2006, 60% of employers are already experiencing intergenerational tensions at work

Impact on Workforce

- ◎ Millennials are expected to get along better with Boomers than with Gen X'ers
 - ◎ Boomers are generally more tolerant of diversity
- ◎ Gen X'ers think Millennials don't want to perform menial tasks in entry-level jobs
 - ◎ *"I had to work to get here, why don't they?"*
- ◎ By 2012, Millennial workers will fill the 18-34 age group★
 - ◎ Workers ages 18-34 will increase by 10% (2003-2012)
 - ◎ Workers ages 35-44 will decrease by 6% (2003-2012)

Important Elements for Millennials in the Workplace

Employers should never assume that Millennials' values, work ethic, and attitudes are the same as previous generations

- 1) Good relationships between boss and co-workers
- 2) Steady Income, enough to be comfortable
- 3) Opportunity for growth
- 4) Opportunity to show off skills
- 5) Recognition and feedback for a job well done
- 6) Daily work that is challenging and rewarding
- 7) Flexible schedules for social and personal time
- 8) Casual dress environment



Recruiting Millennial Employees

Millennial Recruitment

Recruiting and Retaining this new group of Millennials entering the workforce will be a challenge for the employers of the United States

“Generation Y will not only help fill in for the number of missing workers the Baby Boom generation is leaving behind; they will also bring along with them fresh ideas and an enthusiastic & motivated workforce.”

Millennial Recruitment

- ⊙ Millennials consider many factors when making decisions about employment
- ⊙ A good job is no longer defined in terms of monetary gains alone
- ⊙ Millennials want to take a job because they want to work there, not because they have to work there
- ⊙ They want to make a difference in the world, or at least in the company, and will consider their value to the greater whole an important factor

Millennial Recruitment

- ◎ **Catch their attention!**
 - ◎ **Distinguish yourself** from the rest of the media storm
 - ◎ Launch high tech campaign: **colorful, upbeat, & modern**
- ◎ **Utilize new recruitment methods**
 - ◎ **Personality profiles** identify similar habits and views
 - ◎ Online applications and use of online **recruiting sites**
 - ◎ Utilize technology **only** when it's useful to applicants

Millennial Recruitment

- ③ **Be Knowledgeable and Skillful**
 - Provide **specifics** about the company, advancement opportunities and employment possibilities
- ③ **Millennials hiring Millennials**
 - Questions and concerns are lessened when answered by an already devoted employee of **same generation**
- ③ **It's All in the Family**
 - Millennials will undoubtedly **consult the family** before making a big employment decision

**“You have wooed, dazzled,
and broken through the
parent barrier. You have
secured a member of the
Millennial Generation as part
of your team.**

So, now what?”



Engaging Millennial Employees

Engaging Millennials



- ① **To engage a Millennial**
 - ② You must foster their interest in your organization
 - ③ You must meet them where they are and guide them along the path to success

Engaging Millennials

⊙ **Identify Advocates**

- ⊙ A mentor tells what to do, while an advocate asks how to help in pursuing their own vision

⊙ **Reward their Currency**

- ⊙ “we’ve worked hard this week, feel free to head out early on Friday”

⊙ **Criticize Carefully**

- ⊙ “kiss-kick-kiss” method: provide positive feedback then ask how both of you can solve the problem together.

⊙ **Create Social Opportunities**

- ⊙ Ask your employees what they want

⊙ **Understand Your Role in Their Future**

- ⊙ They want a job that makes them happy – if they don’t find it, they will move on

Building Trust with Millennials

- ◎ **Build a strong social media presence**
 - ◎ 45% of Millennials believe online reviewers (blogs, Facebook etc.) give more trustworthy information than a company's own website
- ◎ **Be transparent and act openly and responsibly**
 - ◎ If you betray their trust, admit it and immediately correct the behavior
- ◎ **Invest in your brand**
 - ◎ Millennials are likely to trust in individual brand rather than company or corporation

Building Trust with Millennials

- ◎ **Acknowledge their life stages**
 - ◎ You will build trust by recognizing critical life events that encompass their sense of being
- ◎ **Make it their own**
 - ◎ Millennials seek out opportunities to personalize and customize their lives
- ◎ **Show that you do good**
 - ◎ Millennials like to take a stand. Trust can be built by creating links between brand and cause. Allow Millennials to support the cause or share the message

Retaining Millennial Employees

7 Steps for Retaining Employees from the Millennial Generation:

- 1) Encourage Their Values**
Show appreciation for their individuality and allow them to express input during the decision-making process. They want to be heard.
- 2) Train Them**
They are education-oriented and are highly trainable. Give them detailed instructions and provide training opportunities (with answers)
- 3) Mentor Them**
Don't be afraid to give feedback, positive AND negative. Make their work valid: don't just give them orders, give them the reasoning behind them. Telling them why, lets them know they are important
- 4) Show them how their work contributes to bottom line**
They want to know they are making an impact
- 5) Provide full disclosure**
They value fairness and ethical behavior; if they feel you are not being truthful, they will not be satisfied
- 6) Create customized career paths**
This creates a sense of control that Millennials crave and likewise will provide them with realistic account of their progress and future.
- 7) Provide access to technology**
Having the latest and greatest technological advances available is key to recruitment AND retention of Millennial workers.



Retaining Millennials

- ⊙ Address parents as an explicit part of your workforce strategy – messaging, awareness, and concerns
- ⊙ Shift performance management to tasks, not time – allow (encourage) time shifting and asynchronous work
- ⊙ Design jobs – and the workplace – for collaboration
- ⊙ Invest in technology
- ⊙ Encourage the Boomers to mentor Millennials
- ⊙ Challenge Millennials with tasks that require “figuring out”
- ⊙ Re-design career paths: more frequent, smaller steps – lateral moves – not necessarily upwards

Retaining Millennials

- ◎ This generation does not expect or understand the same rules and regulations as its predecessors
- ◎ Understanding the needs and wants of the Millennial Generation is one of the most important steps in keeping them as employees



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"Bad news Seymour, the CEO's grandson is visiting and the boss needs you to design something to bridge the generation gap."

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"HE'S OUR YOUNGEST DIRECTOR."

It is important for employers to keep in mind the way these young adults have been catered to since birth.

It will help ease tensions if older workers understands basic trends about Millennials

Retaining Millennials

The attitude of this generation is a direct result of their childhood and their parents:

- ⊙ “Active Parenting”
- ⊙ Overindulged, Overprotected, and Over Supervised
- ⊙ Need constant feedback
- ⊙ Were never forced to be independent (like Gen X'ers)
- ⊙ Parents are behind them 100%
- ⊙ Rely on family for personal and financial support

Managing Millennial Employees

- ◎ “If I put a memo on the notice board it doesn’t matter how important it is, they just won’t read it; but if I send a group text message to the team, they’ll all read it.
- ◎ “We did the same when we were looking for new staff: we send texts to all the [current] staff and offered them a movie ticket for every person that applied and although we had far less applications than if we had an ad in the paper, it was a lot cheaper and more of them were qualified and ready to go.”
 - –Simon Trewin (owner of Tasmanian-based café *4lunch*)

Being the Boss means being the Coach

- ① Provide Structure
- ① Provide leadership and guidance
- ① Encourage the millennial's self-assuredness, “can-do” attitude, and position personal self image
- ① Take advantage of your millennial employee’s computer, cell phone and electronic literacy
- ① Listen to the millennial employee
- ① Millennial employees are up for a challenge and constantly ready to adapt to change



"We find our younger employees respond better to 'try to beat your high score,' than 'we need to increase profits.'"

Being the Boss means being the Coach

- ⊙ Take advantage of the millennial's comfort level with teams. Encourage them to join.
- ⊙ Millennial employees are multi-taskers on a scale you've never seen before
- ⊙ Capitalize on the millennial's affinity for networking
- ⊙ Provide a life-work balanced workplace
- ⊙ Provide a fun employee centered workplace

Myths and Realities

Myth

Younger generations have no work ethic

Reality



- ◎ They have “self-centered” work ethic;
- ◎ They are dedicated to completing their task efficiently
- ◎ Their true motivation: reliable spending money
 - ◎ Tell them: “I understand this is not your lifelong career, but to earn the paycheck every week, here is what I expect...”
- ◎ Millennials respond well to offers for paid time off of work
- ◎ See their job as “something to do between weekends”

Myth

They don't want to put the hours in to get ahead

Reality



- ◎ Millennials live in a timeframe based on right now
- ◎ They view time as currency; want to do the job and then leave it behind
- ◎ Create a timeframe short enough for them to envision
- ◎ They are not interested in promotion plans for five years from now
- ◎ Be prepared to fulfill your promise: once fooled, forever jaded
- ◎ Reward small successes along the way, string these milestones together and you will soon realize longer tenures among staff

Myth

They have no respect for authority

Reality



- © They do not automatically respect authority; for Millennials, respect and loyalty must be earned
- © More likely to be loyal to the boss rather than to the company
- © They believe bosses should lead by example; reject the “Do as I say, not as I do” leadership model.
- © Boss as advocate and mentor; Millennials need their boss to guide them as they develop in the workplace.

Myth

They do not want to grow up

Reality



- ◎ They don't really know how to grow up; this generation has seen a delayed transition into adulthood
- ◎ Boomers and Gen X'ers are largely to blame; Millennial parents have coddled them and shielded them from any adversity
- ◎ Millennials look at the corporate ladder and think, "there must be another way"
 - ◎ Boomers have demonstrated the tool of working long hours & "paying one's dues" - so now their children are less likely to follow in their footsteps.

Not all change is bad

- ⊙ Don't waste time wishing they were different – these employees are not a reflection of you, nor are they an earlier version of you
- ⊙ Balancing corporate needs with individual desires takes some creative thinking – but it is not impossible
- ⊙ Your task is to take this new understanding and use it to reposition how you interact with, motivate, and reward Millennials
- ⊙ Much has changed in attitudes towards work, life, loyalty, and respect; however these changes are not always negative and they can be harnessed

Our Challenge – Small Group Discussion

How do you see these characteristics influencing what you do in your job?

How do you see these characteristics influencing the teaching and learning environment?

How do you see these characteristics influencing the services offered by SRU and the students living environment?

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