

Millennials in the Workplace

Avocado toast and pumpkin lattes in the breakroom

(Navigating a multi-generational workplace)



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Millennials in the Workplace

Objectives for Today's Workshop

Participants will be able to:

- ❖ Discuss general characteristics associated with each of the living generations.
- ❖ Identify possible gaps between workers in a multi-generational workplace.
- ❖ Name (3) ways to retain employees, specifically millennials.



Millennials in the Workplace

The Living Generations

- **The Silent Generation** - born between 1925-1945, 75+
- **The Baby Boomers** – born between 1946 and 1964, 54-74 years old
- **Generation X** – born between 1965 and 1979, 39-53 years old
- **Millennials/Generation Y** – born between 1980 and 1994, 25-38 years old



The Silent Generation

Traits:

- Value hard work and respect authority
- Family-oriented and thrifty with money
- Respond best to communications in writing
- Motivated by cash bonuses
- Want to be respected for their experience



The Baby Boomers

Traits:

- Grew up in the '60s.
- Complicated family lives.
- Opinionated.
- Respond best to team situations and planning in group settings such as meetings.
- Like to feel needed and personally rewarded.
- Want to have their input valued.



The Generation Xers

Traits:

- Independent natures.
- Dislike someone looking over their shoulders.
- Grew up using computers primarily as a tool.
- Goal-oriented, much like the Silent Generation.
- Entrepreneurial and motivated to save.



Gen Xers Cont'd

- Appreciate having time off and the flexibility to be with their families.
- Like being given difficult challenges, while still working well with structure and direction.
- Want direct and immediate feedback on their performance.



The Millennials

Traits:

- Grew up with technology that provides instant gratification, and expect that on the job.
- Prefer to communicate electronically rather than personally.
- Very tolerant of others and expect tolerance in the workplace.
- Want meaningful work and to be challenged.



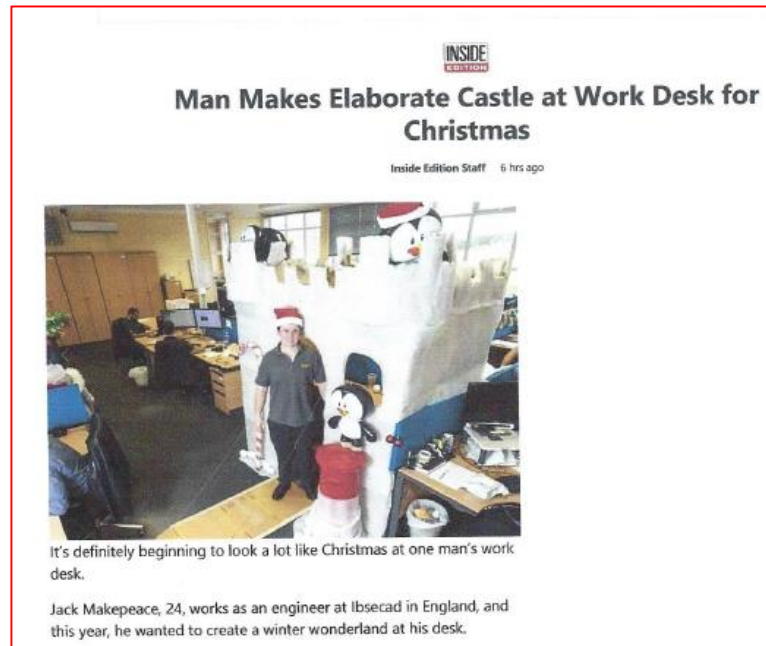
The Millennials Cont'd

- Used to doing multiple things at once while on the computer.
- Will be highly educated, but will incur enormous debt for that education.
- Entrepreneurial, confident, sociable and demanding.
- Want leaders with integrity.



The Millennials Cont'd

- Want to work with people they like
- Expect to have some fun in the workplace



The Millennials Cont'd

- Want to be rewarded for their efforts
- Want access to updated technology
- Demanding—even high-maintenance—with the capacity for great performance.





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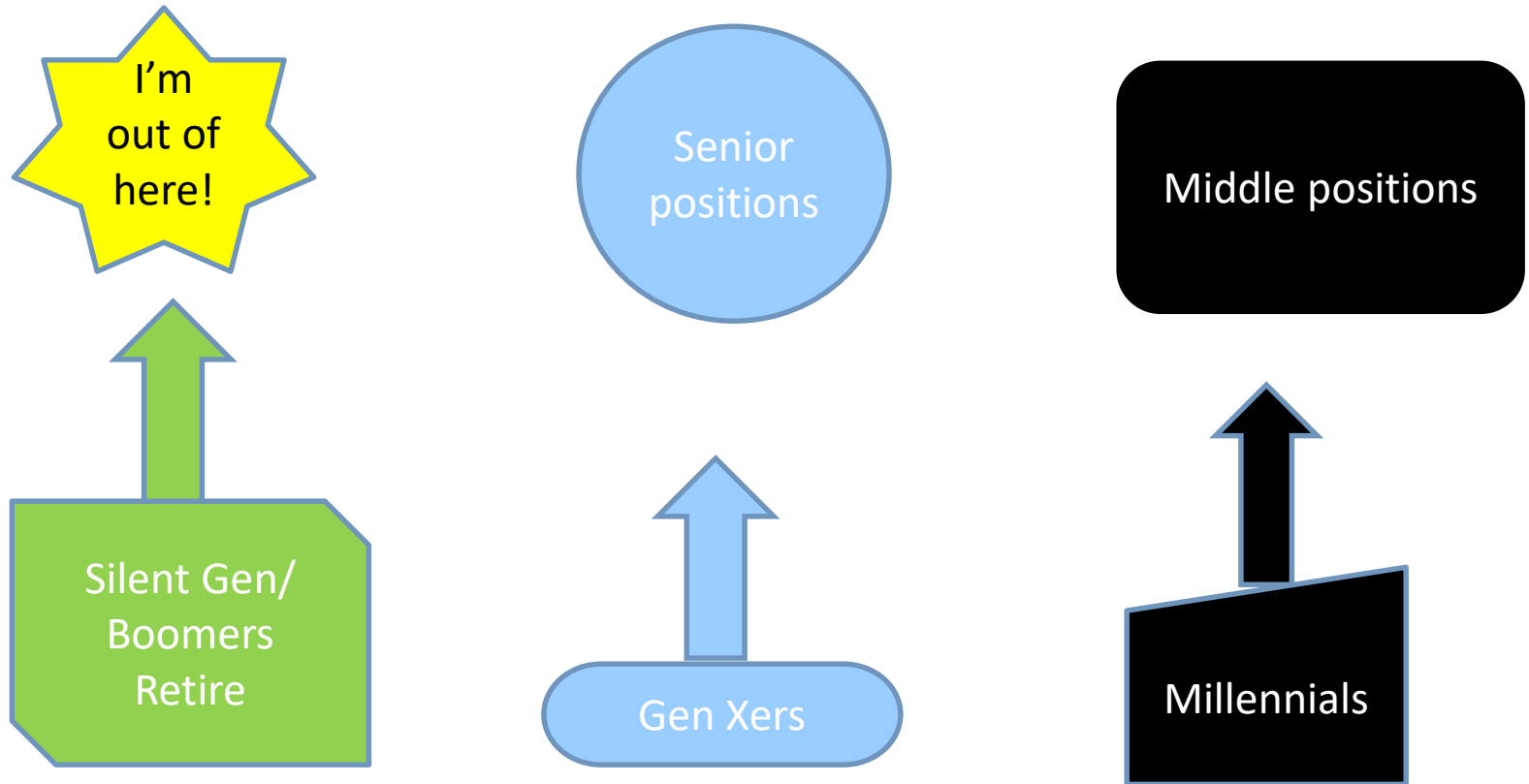
Why generations think and act differently



- Different formative experiences (such as world events and technological, economic and social shifts) interact with the life-cycle and aging process to shape people's views of the world.



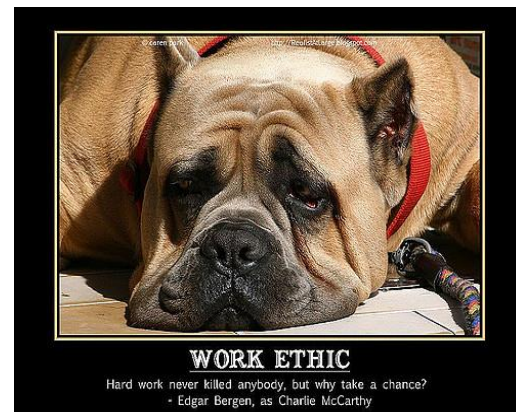
Changing Landscape



Generational Gaps

Boomers	Gen Exers	Millennials
"high expectations" and "pushing hard" to reach goals	"cautious" and "conservative"	"highly ambitious" and "idealistic"

- Older workers are less likely to switch employers throughout their careers.
- Boomers are known to ask how they can help "improve" the work ethic of Generation Xers and Millennials.



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Sorcerer Supreme
@IL.fewidCyance

Baby boomers be making 170k
a year and don't know how to
rotate PDFs.



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Gaps between Intergenerational Employees

- **With such a broad array of personality traits and expectations, how will a multigenerational workforce function?**



How this will change the workforce?

- Many companies today won't hire workers with tattoos or piercings. But many workers in Generation Y have already tattooed or pierced their bodies, and they will be the managers of tomorrow.
- Generation Y has grown up “chatting” on the internet, not on the telephone. Will tomorrow's managers meet in person with employees, or utilize a more removed and impersonal medium?
- Generation Y is much more tolerant of others—accepting not only diversity of religion, race, and national origin, but sexual preferences as well. How will this change tomorrow's workplace?



Fears

- Boomers fear being displaced by younger managers and new ways of doing things (technological and other), reduction in team productivity if they permit more flexibility and new methods as yet unproven to them, loss of professional identity, loss of relevance and loss of clients.
- Gen Xers fear losing clients, reduced profitability, losing millennial employees (turnover) in support roles, not being adequately prepared for major leadership roles, lack of support from boomers and millennials to get the work done and not having time for their families and personal lives.
- Millennials fear not understanding perspectives and expectations of older colleagues, “failing” — not doing everything right, disapproval, not appearing smart, not having a voice and having their self-expression restricted.



Gaps between Intergenerational Employees

Managers need to:

- Craft styles and strategies that function well with each generation under their supervision
- Maintain harmonious relationships between members of different generations.



The Big Six

Past

- My Paycheck
- My Satisfaction
- My Boss
- My Annual Review
- My Weaknesses
- My Job

Future

- My Purpose
- My Development
- My Coach
- My Ongoing Conversations
- My Strengths
- My Life



1. Mission and Purpose

- The emphasis for this generation has switched from paycheck to purpose — and so must your culture.



2. Millennials are not pursuing job satisfaction — they are pursuing development.

- Most millennials don't care about the bells and whistles found in many workplaces today — the pingpong tables, fancy latte machines and free food that companies offer to try to create job satisfaction. Giving out toys and entitlements is a leadership mistake, and worse, it's condescending. Purpose and development drive this generation.



3. Millennials don't want bosses — they want coaches.

- The role of an old-style boss is command and control. Millennials care about having managers who can coach them, who value them as both people and employees, and who help them understand and build their strengths.



4. *Millennials don't want annual reviews — they want ongoing conversations.*

- Forty-four percent of millennials who report that their manager holds regular meetings with them are engaged, while only 20% of millennials who do not meet regularly with their manager are engaged.
- The way millennials communicate — texting, tweeting, Skype, etc. — is now real-time and continuous. This dramatically affects the workplace because millennials are accustomed to constant communication and feedback. Annual reviews no longer work.



MILLENNIALS ARE THE LEAST ENGAGED GENERATION AT WORK

Millennials	Gen Xers	Baby Boomers	Silent Generation
Engaged			
29%	32%	33%	45%
Not Engaged			
55%	50%	48%	41%
Actively Disengaged			
16%	18%	19%	14%



5. *Millennials don't want to fix their weaknesses — they want to develop their strengths.*

- Gallup has discovered that weaknesses never develop into strengths, while strengths develop infinitely. This is arguably the biggest discovery Gallup or any organization has ever made on the subject of human development in the workplace. Organizations shouldn't ignore weaknesses. Rather, they should minimize weaknesses and maximize strengths. We are recommending our client partners transition to strengths-based cultures, or they won't attract and keep their stars.



6. *It's not just my job — it's my life.*

- Half of their millennial workforce doesn't see a future with their current employer.
- They are not interested in promotion plans for five years from now. They don't even want to know what will happen at the end of the summer. Life is uncertain. To reach the Millennial employee and reduce turnover, make it certain.
- Tell your employee that you have a plan. Take pains to ensure it is in a timeframe short enough for them to envision. Be prepared to fulfill your promise — once fooled, the Millennial employee is forever jaded.



Make teamwork a part of your company's culture

- One of the changes in approaches to education during the decades when millennials went to school was an increased emphasis on teamwork and group projects. From elementary school through college, it was common for members of this generation to be asked to accomplish tasks as part of a team. By structuring your staff in a way that relies on everyone working together with defined roles, you'll be able to take advantage of what might be a strength for some of your younger employees.



Take advantage of their electronic literacy

- Millennials are the first generation to grow up with the internet as an everyday part of their lives. They are the first to embrace and take advantage of technology that connects people electronically. This experience and knowledge can help expand communication both internally and externally for your firm.



Embrace diversity and flexibility

- Pew's research shows that millennials account for more people who identify as multiracial than any other generation.
- A Deloitte survey shows that millennials value and are most willing to stick with companies that have diverse management teams and flexible work environments. Taking advantage of this means building a diverse leadership team and staff in addition to seeking out diverse clients.



Focus on results

- When technology company [Qualtrics](#) did research into millennials it found the perception that the generation is lazy is based on a disconnect between millennials and older generations when it comes to prioritizing structure and processes. While older generations value things like fixed work schedules and dress codes, millennials are more focused on end results. This means it's important to relax the rules a bit.



Allow telecommuting or working remotely

- Combine different traits like technological savvy and being results-oriented, and you get employees who are capable of doing good work in ways that weren't as easily available to previous generations. Many millennials believe they should have the option to work remotely on occasion or even exclusively as long as they are getting their work done. Be flexible in this regard, and you'll have more success attracting and retaining members of this generation.



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Additional Tips

- Regularly tell them “why.”
- Ask their opinion — a lot.
- Let them try new jobs.
- Allow flexibility in how they work.
- Find ways for your company and your employees to give back.
- Encourage face-to-face interactions.



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Ideas from the Field

- Divide in to 2 groups.
- Pick the topic that you feel is easiest to adjust to and the one that is the most difficult.
- Is there anything to clear the hurdle to implementing the most difficult?
- What ideas of your own have you tried that were successful in retaining staff?



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A More Somber Perspective

- For those of you wanting more information:
see YouTube's video clip:
Simon Sinek on Millennials in the Workplace





Questions

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