Millenials in the Workplace

They are ambitious, goal-oriented, educated, talented, technologically-savvy, eager, collaborative, highly-involved, open-minded and sociable. They have felt planned for, sought after, needed and indispensable their entire lives. They are used to having things done “their way, right away”. And now they work for you. They have higher expectations than any generation before them and if you don’t meet those expectations, they are apt to tell all of their 500 “friends” with the simple click of a mouse. What information, tools, and plans do you need to navigate a successful working relationship with this group of Millenials in the Workplace? Join us on the journey to find out!
Millennials in the Workplace

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Goals for this Presentation:

- Recognize what defines Millennials and how to identify them
- Identify why Millennials are valuable to your organization
- Describe working environments that engage Millennials
Millenials defined
What defines Millenials and how to identify them
Each generation has a common experience. These experiences shape their beliefs and behaviors.
What event is a defining moment in your formative years?

a) V-E Day
b) JFK’s Assassination
c) The Space Shuttle Challenger Explosion
d) 9/11
Generations By Categories

- GI/Veteran 1901-1924
- Silent/Traditionalist 1925-1945
- Baby Boomers 1946-1963
- Generation X 1964-1978
- Millennials 1979-1995
Recognize what defines Millennials and how to identify them

- What defines a Millennial?
  - Born 1979 and after
  - 80+ Million Strong
  - Other names: Internet generation, the Keyboard Generation, Google Generation, Digital Natives, iGeneration, Echo Boomers, the Boomlet, Nexters, the Connected Generation, Generation Y, the Nintendo generation, the Digital generation, Neo-Millenials, Generation Text, “Don’t Label us” Generation, Generation Wired
### Formative messages shape Millenials workstyle

<table>
<thead>
<tr>
<th>Formative Message</th>
<th>Workplace Expectation and /or result</th>
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<tbody>
<tr>
<td>“You are special”</td>
<td>- To be treated respectfully&lt;br&gt;- Lots of recognition and promotions&lt;br&gt;- Friendly environments with positive people</td>
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<tr>
<td>“Be Smart”</td>
<td>- To be challenged&lt;br&gt;- To learn new knowledge and skills</td>
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<tr>
<td>No one left behind</td>
<td>To work in teaming environment</td>
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<tr>
<td>Connect 24/7</td>
<td>- Feel rewarded by new technology&lt;br&gt;- Flexible work arrangements</td>
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<tr>
<td>Achieve now</td>
<td>- Involvement in high-impact projects, soon after hire&lt;br&gt;- Promotions early and often</td>
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<tr>
<td>Not used to being told “No”</td>
<td>- Challenge authority&lt;br&gt;- Assert themselves</td>
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<tr>
<td>Be civic minded, volunteer</td>
<td>- Do not see money as their only source of happiness&lt;br&gt;- Work to live, not live to work</td>
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<tr>
<td>Close relationship with parents</td>
<td>- Parents may get involved in recruitment, decision where to work&lt;br&gt;- Get along with Baby Boomer boss</td>
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</tbody>
</table>
Failure vs. Success Defined for Millennials

- Not finding one's passion
- Not being true to oneself
- Compromising integrity
- Claiming ownership
- Being close to family and friends
Why do I care?

Millenials are valuable to your organization
You need Millennials

- Generation X isn’t large enough to fill the gap left by retiring baby boomers.
  - Gen X: 44 million, not enough to completely replace boomers
  - Millennials: 76 million, early promotion to compensate for gap left by Gen X.
- It costs a company 150% of an employee salary to replace them when they leave.
- Forty percent of Millennial employees surveyed said that they plan to stay at their current position for 0-2 years.

The inter-generational workforce: From costly risk to Major opportunity; Vu H Pham, Ph.D. Spectrum Knowledge Inc.
Who’s responsibility is it to adjust their communication and work style to accommodate the other? The Baby Boomer (boss) or Millenial (new hire)?
Why Should I change?

Think about your best day ever.

Working hours vs. level of engagement
Lower Productivity - When coworkers’ work-related values and role expectations do not mesh, conflict, mistrust, and lower productivity can result (Hill 2002).

Millennials develop commitment to individuals, especially supervisors with whom they develop meaningful relationships.
You need Millennials (cont.)

When an employer creates the kind of culture in which Millennials flourish – fast paced and energetic – all employees tend to benefit from that environment. - Joanne G. Sujansky
Millennials as Employees

- Confident
- Hopeful
- Goal and achievement oriented
- Civic Minded
- Healthy Skepticism
- Inclusive
Millenials are valuable to your organization - Assets

Millenials strengths are:
- Multitasking
- Setting Goals
- Maintaining a positive attitude
- Working with technology
- Collaborating (working in teams)
- Being resourceful
- Having a strong work ethic
Be aware of Millenial limitations - Liabilities

- Distaste for menial work
- Lack of skills for dealing with difficult people
- Impatience
- Lack of experience
- Confidence
- Difficulty accepting criticism
Effective working environments

Working environments that engage Millennials
Job satisfaction depends on communication

The importance of communication

Level of job satisfaction

- Need-to-know basis for communication
- Frequent communication, but with little strategic input from Millenial
- Casual, frequent, positive communication where the Millenial ‘has a voice’

Millenials ‘view of Communication’
A lack of informal communication in organizations is negatively related to member satisfaction (see Pace and Faules 1994), and low levels of communicative support from supervisors in particular is associated with job turnover (Clampitt 2005).
# 4 Generations At Work

<table>
<thead>
<tr>
<th>Generation</th>
<th>Goal</th>
<th>Career Path</th>
<th>Feedback</th>
<th>Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalist</td>
<td>Build a Legacy</td>
<td>Job changing has stigma</td>
<td>No news is good news</td>
<td>Satisfaction of a job well done</td>
</tr>
<tr>
<td>Baby Boomer</td>
<td>Build a Stellar Career</td>
<td>Job changing puts you behind</td>
<td>Once a year whether needed or not</td>
<td>Money, title, recognition</td>
</tr>
<tr>
<td>Generation X</td>
<td>Build a Portable Career</td>
<td>Job changing is necessary</td>
<td>So, how am I doing?</td>
<td>Freedom</td>
</tr>
<tr>
<td>Millenial</td>
<td>Build Parallel Careers</td>
<td>Doesn’t need to be a straight line</td>
<td>From virtual coach at touch of a button</td>
<td>Work that has meaning</td>
</tr>
</tbody>
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Generations At Work – Case Study

Background
- Two person department, you are the Manager (Baby Boomer) and you have one Analyst (Generation X)
- Low interaction between you and Analyst; Analyst is happy to be left alone and just get his work done
- Annual feedback structure
- Structured 8 – 5 working day
- Both you and the Analyst are very content with this arrangement
- The department is growing. The Analyst will become a Sr. Analyst and you’re hiring three new staff, all Millennials

Case Study
- What potential changes should you consider?
Do’s for Managing Millennials

Do
- Encourage them
- Learn from them
- Provide them with advanced tools
- Offer flexible schedules
- Create opportunities for ongoing training
- Give short deadlines and clear outcomes
- Implement recognition programs
- Coach instead of bossing
- Provide regular feedback
- Design mentorship programs
Don'ts for Managing Millennials

Don’t
- Expect them to “pay their dues”
- Throw a wet blanket on enthusiasm
- Interpret their expressing opinions as a lack of respect
- Fall short of meeting high expectations
- Discount ideas because of lack of experience
- Allow negativity
- Be harsh or say you are disappointed in them
- Feel threatened by their technical knowledge
Other Discussion Topics

- How is this information relevant to you as an educator?
- Share your experiences working with or teach Millennials. What worked? What didn’t?
- Have you encountered any Helicopter Parents? How did you handle this situation? Would you handle it differently now?
“They combine the teamwork ethic of the Boomers with the can-do attitude of the Veterans and the technological-savvy of the X-er’s. At first glance, and even at second glance, (Millenials) may be the ideal work force – and ideal citizens.”

- Ron Zemke, Claire Raines and Bob Filipczak from “Generations At Work”.
CSUF Career Center resources

- [http://campusapps2.fullerton.edu/career/employers/workforceresearch.aspx](http://campusapps2.fullerton.edu/career/employers/workforceresearch.aspx)

- The Guide to Managing and Developing Young Professionals

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Sources of research

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Questions/Comments

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