Millennials 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 Millennials in the Workplace? Join us on the journey to find out!
Millennials in the Workplace

Sharnette Underdue
Associate Director
CSUF Housing & Residence Life

Frankie Velazquez
Complex Coordinator
CSUF Housing & Residence Life
Learning Objectives:

- Recognize what defines a generation
- Identify how Millennials are valuable to your organization
- Describe working environments that engage Millennials
Generations defined

How to identify different generations in the workplace
Generational Matters

- Each generation has a common experience
- These experiences shape their beliefs and behaviors
This is a test

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
# 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><strong>Traditionalist</strong></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><strong>Baby Boomer</strong></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><strong>Generation X</strong></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><strong>Millennial</strong></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>
</table>
Defining & Identifying Millennials

- 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
THE YOUTH OF TODAY

Her buddy list spans the globe. Best friend may be Chinese.

Satellite radio has been around since she was 5.

There has always been one Germany.

Has had 24/7 access.

Has never seen a film camera.

Has never known a world without digital phones or DVDs.

Has always been online.

One electronic device does it all: TV, Internet, Phone, Music, Data, Computing.

Has always been able to watch wars live on tv and the internet.
## Formative messages shape Millennials work style

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

- Not finding ones’ passion
- Not being true to oneself
- Compromising integrity
- Claiming ownership
- Being close to family and friends
Millenials as Employees

A valuable asset to your organization
The Millennial Employee

- Confident
- Hopeful
- Goal and achievement oriented
- Civic Minded
- Healthy Skepticism
- Inclusive
Millennials as Assets

Strengths are:

- Multitasking
- Setting Goals
- Maintaining a positive attitude
- Working with technology
- Collaborating (working in teams)
- Being resourceful
- Having a strong work ethic
Areas of Development

- Distaste for menial work
- Lack of skills for dealing with difficult people
- Impatience
- Lack of experience
- Confidence
- Difficulty accepting criticism
We 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: 80 million, early promotion to compensate for gap left by Gen X.
- It costs a company 150% of an employees 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.
Discussion

- Who’s responsibility is it to adjust their communication and work style to accommodate the other? The Baby Boomer (boss) or Millennial (new hire)?
Discussion

- Do you have to pay your dues before moving up or do you move up due to displaying expertise in a needed area?
Discussion

- Are traditional 8 hour work days more effective than flexible work schedules?
Should the workplace adapt?

- 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.
A Healthy Workplace

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
Effective working environments

Working environments that engage Millennials
Job satisfaction depends on communication

The importance of communication

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

Millennials ‘view of Communication’
Importance of effective 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).
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 on-going 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 teaching Millennials. What worked? What didn’t?
“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, (Millennials) may be the ideal work force – and ideal citizens.”

- Ron Zemke, Claire Raines and Bob Filipczak from “Generations At Work”.
Sources of research

- *Five Myths About Younger Workers*, Aaron Green, HR Center- On Staffing, boston.com, 2007
- Rodriguez, Robert. Millennials have potential to reshape the workplace. *Fresno Bee*. May 5, 2008
- Safer, Morley. The Millennials are Coming. 60 Minutes CBS News Video, Nov 11, 2007
- Reaching and Teaching the Millennials: One cynical Gen-Xer’s view; Stewart Brower, MLIS, AHIP, University at Buffalo Health Sciences Library. Retrieved March 25, 2009 from http://www.slideshare.net/smbrower/ncc-millennials-presenation
- The inter-generational workforce: From costly risk to Major opportunity; Vu H Pham, Ph.D., Spectrum Knowledge Inc.
- http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2868990/
Questions/Comments

- Questions?
- Sharnette Underdue- sunderdue@fullerton.edu
- Frankie Velazquez – fvelazquez@fullerton.edu