How to Teach and Manage Millennials

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Generations

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Dates and names may vary within a few years.

Millennials

- Grew up with affluence in a growing economy
- Raised at the most child-centered time - pampered
- Treated like friends and equals of parents
- Showered with attention
- Protected by parents through every situation resulting in a delayed sense of adulthood
- Parents overly scheduled children with activities - busy, structured weekdays and weekends
- Taken to a fabricated “play” dates
- Grew up in merged families and alternative families
- One of three is a minority
- Only known of technology for communication and social
- Hung out in groups, rarely pairing off
- Got out of school with recession and unemployment

WHO ARE THE MILLENNIALS?

Estimates up to 90 million in U.S.

- Group orientation for team work
- Huge goals and expectations of life and others
- Future is very short term
- Success means balance
- Very self-confident
- Believe in civic duty near and far
- Willing to work and learn especially w/ creative people
- Work is a means to end not the end
- Prefer structured and known responsibilities
- Multitasking is easy

RESUL T?

- Expect respect now and prove later
- Walk from a job if unsatisfied
- Achievement oriented
- Extremely well connected in workplace/socially
- Look for ways to shred stress in lives
- Loyal consumer to companies who display altruism
- Taught to speak up and want others to do so
- Want to be challenged
- Expect to be paid well
- Want friendly, non-hierarchical environments

RESU LT?

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Can’t we just tell them...

Children have an immature neocortex.
Children can’t see around corners.
So we taught them how to act and what to do.
As adults they are independent beings and learners.
We can’t assume they will automatically change.

the rules are different now
and
just to “get on board”?

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TRAITS OF MILLENNIALS

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MILLENNIALS TODAY

Social Consciousness

• Having the world open to them via cable and the internet, Millennials feel a responsibility to take care of it and hold organizations and institutions to the same standards.
• They shop and buy from businesses that prioritize social causes that align with theirs.
• They’re the most positive generation about the future of our country.
• They will hold out for a job with an employer who values social consciousness.

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MILLENNIALS TODAY

Social Media

• They expect the same service that they get from big organizations and carry this to online shopping.
• Upwards of 90% are active users of FB, Twitter, Instagram and other social media sites.
• They’re savvy web researchers, love to comparison-shop, and talk to others about their finds on social media.
• They tend to rate and review businesses online more than other generations.
• They will choose not to work for companies who ban social media.

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MILLENNIALS TODAY

Travel

• They take an average of four or more trips per year.
• Millennials share each stop along the way through social media sites.
• When without or between jobs, they see travel as a way to expand their career networking influence — preferably into global locales.
• They also want to see the world now while they have time, rather than wait until they retire or are empty-nesters.
• They cut travel costs by getting advice from friends and family and using popular sites Airbnb, Couchsurfing, Kayak and Skyscanner.

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MILLENNIALS TODAY

Brand and Status

• Millennials don’t chase after traditional status and wealth as other generations.
• Over half of the Millennials would rather make less at a job they love than make more in a boring job.
• Millennials don’t care about driving or owning luxury cars.
• At driving age, only half of Millennials have a license.
• Rather than owning a car, Millennials choose public transportation, biking, and car-sharing.
• Millennials consider experiences more important than “things.”
MILLENNIALS ARE...

- Millennials are multitasking pros and can juggle many responsibilities at once.
- They perform best when expectations are communicated and both daily and weekly goals are establish.
- If they have deadlines, you’ll be less likely to find them playing on their phones at the office.
- They look for jobs that have variety, even daily.

Multitaskers

MILLENNIALS ARE...

Connected

- Millennials know social media because they are living it.
- If your company isn’t employing social media effectively, they think you’re irrelevant.
- Allow your Millennial employees to help you with your social media strategy.

MILLENNIALS ARE...

Tech-Savvy

- Make sure that your company and team stay up to date technologically.
- Ensure that your company and career sites are mobile-optimized.
- Make the application process fast and easy by allowing people to apply for positions with content from LinkedIn or other sources.

MILLENNIALS WANT...

Instant Gratification and Recognition

- Millennials need to feel like what they are doing is important and that they are on the right track.
- Tell them about how important the position is and that they will be making a valuable contribution to the company.
- Once hired, recognize their accomplishments publicly.

MILLENNIALS WANT...

Work-Life Balance and Flexibility

- Millennials like to “work hard – play hard” so communicate that the company appreciates this desire for balance.
- They want to work for a company that supports various causes such as sponsored events outside the work place.
- They expect a more flexible work environment so give them the option for flexible hours or to work from home on occasion, if possible.

Collaboration

- Millennials are extremely team-oriented and enjoy collaborating and building friendships with colleagues.
- Provide opportunities for engagement and team projects.
- Design office space to allow for teamwork and easy idea sharing (open cubicles, white boards, and drop-in group meeting rooms).
MILLENNIALS WANT...

Transparency

• Millennials want to feel like they have an open and honest relationship with their manager and co-workers.
• They want assurance that their opinion is valued so both give and receive a good deal of frequent feedback.
• Make certain that there is unrevised information about your company available online, and let them know about any downsides that the position or role may have.
• Tell them what the performance review process will be like.

MILLENNIALS WANT...

Career and Advancement

• Millennials want to know that they will have the opportunity to advance and develop their careers.
• Take an interest in their career and let them know about opportunities that they will have to move up – show where they can be in the organization.
• If possible, implement a program where they can rotate through different divisions to find the best fit.
• They want their work to have meaning and need the work environment to have a creative outlet.

MILLENNIALS WANT...

MILLENNIALS:

MOTIVATE WITH MEANING

Jobs need to allow them to:
Share their gifts.
Make an impact on the lives of others.
Live their desired quality of life.

77% of Millennials stated that their ability to excel in their job is contingent upon deriving meaning from their work which meets their passion.

84% agree with the statement “knowing I am helping to make a positive difference in the world is more important to me than professional recognition.”

They need to be a part of an inspiring vision.

MILLENNIALS:

OPEN RANKS IN ORG STRUCTURES

Millennials know the best possible outcome will come from listening to everybody’s point of view, and this is not from a disdain for authority.

They aren’t afraid to share their opinions and ideas, nor challenge their superiors.

They prefer a cross-functional way of working that transcends the constraints of rank, genuinely believing this is better for the business than blindly following orders passed down from the top of the totem pole.

Provide mechanisms for information sharing.

MILLENNIALS:

DEVELOP A BOSS-EMPLOYEE RELATIONSHIP

Millennials want managers that they can regard as mentors and confidants.

They want to feel comfortable asking for feedback and advice and establishing a rapport of frequent communication.

They work best where they feel they have a genuine work family looking out for them as individuals, not just trying to retain them as a resource.
MILLENNIALS: UTILIZE THEIR TECH SAVVY SKILLS

Over 50% would not accept jobs from businesses that ban social media.

They grew up playing educational games in elementary school and communicating on social media in junior high school.

This is the Google generation – if they don’t know about something, they’ll head to a computer and find out right away.

They disagree with the notion that social media is a productivity-dain, having an in-depth skill in the many ways that it can assist in meeting goals.

Millennials have a firm grasp on how to use these tools to do things like build relationships, crowdsource solutions, and research information on demand.

MILLENNIALS: BE OPEN TO CHANGE

If it isn’t broke, don’t break it.

“No risk no reward.”  They know the anxiety of “missing out” and seek rewarding experience over potential consequences.

They do not and will not stay where they are micro-managed and told what to do all the time.

MILLENNIALS: SUPERVISE TASK ORIENTED--NOT TIME

Almost 70% believe attendance on a regular basis of 8-5 is unnecessary, and 89% prefer to choose when and where they work.

They measure productivity not by time in the workplace, but by completion of work goals.

Telecommuting is great, and they will work nights and weekends as needed, as long as there is some balance allowed.

Millennials thrive on deadlines and pace themselves to make sure they hit them.

MILLENNIALS: ALLOW PERSONAL-WORK BALANCE

95% of Millennials prioritize balance when picking an employer.

45% of Millennials will choose a workplace with more flexibility over one with higher pay.

Work doesn’t always come first for Millennials. They don’t mind working hard, but they might want to leave 15 minutes early to get to an exercise class.

They will work endlessly hard if they have clear daily, weekly or monthly goals.

MILLENNIALS: CREATE A HUNGER FOR LEARNING

95% are motivated to work harder when then can learn the importance of a certain task in relation to overall goals.

Millennials want to know why as well as understand the task itself.

Social media is a key channel for learning and information transfer: they use websites first to learn about the organization and then to connect with its social networks to stay updated.

35% said they were attracted to employers who offer outstanding training and development programs and see it as the top benefit they want from an employer.

MILLENNIALS: ALLOW RISK TAKING

Most millennials will not put in ten years at a job just because it will make their resumes look better.

Millennials feel that if you learn something new that may help solve a problem or make something better, why not chase it?

They know that their parents’ job “stability” did or does not work, and most organizations and institutions don’t have their back.

“No risk no reward.”  They know the anxiety of “missing out” and seek rewarding experience over potential consequences.

They do not and will not stay where they are micro-managed and told what to do all the time.
**MILLENNIALS:**
**PROVIDE CONSTANT FEEDBACK**

*Between 60% and 80% want regular, consistent feedback from supervisors and others.*

They find annual appraisals useless if there is no communication daily and weekly.

Set clear targets and offer regular and structured feedback.

They are results oriented so get to the point in discussions.

Only 1% said feedback was not important to them.

41% of millennials prefer electronic communication to face-to-face communication.

**MILLENNIALS:**
**GIVE RECOGNITION LIBERALLY**

*89% believe they should be given a reward for performing work exceptionally – or told why it was not exceptional.*

This isn’t because this generation is needy and self-centered, rather it’s because they crave indications that their superiors approve of their work.

Unlike previous generations, they’re not holding off for the promotions and raises promised down the road – they want to know if they’re being successful today.

**MILLENNIALS:**
**CREATE FUN**

*90% want their jobs to be social and fun. 88% say that a positive company culture is essential if expected to stay.*

With their less formal, task-oriented approach to work, they want to be able to have light moments in the workplace.

This is not laziness or unprofessionalism.

They find networking and having time for creative inspiration to be of business value.

**WORK MANAGEMENT**

- Discuss project expectations right away and link them to goals.
- Provide feedback each day - 30 second check-ins.
- Create team building experiences.
-Delegate more work; they can take it.
- Look for ways to cut red tape and bureaucracy.
- Expect quick work.
- Utilize group projects.
- Offer flexibility in schedules.

**ANSWERS TO WORKING WITH MILLENNIALS**

- Don’t be put off with perceived ambition.
- Learn the underlying values and lifestyles.
- Look at seminal events to understand.
- Appreciate diversity of ages in the workplace.
- Learn to appreciate another’s perspective.
CREATE A LEARNING ENVIRONMENT

• Invest in talent.
• Create continuous learning training programs.
• Invest in learning technology – they respond well to a range of digital learning styles and delivery methods (online learning modules, webinars or interactive game-play), and use collaborative learning in groups or teams.
• The millennials will have no trouble logging into a webinar and utilizing all of the bells and whistles of the webinar platform.
• Provide mentoring and coaching because they love learning from more experienced employees.
• Managers and supervisors are seen as coaches who support them in professional development and teach by application, not being told what to do.
• Recognize mistakes as learning experiences.

TELL ALL

• Teach them everything you know.
• Prepare them as if they were taking your job tomorrow.
• Be a master mentor, giving them increased responsibilities/new opportunities as they learn.
• Create an environment for thinking, problem solving, and innovation – not one of dependence on you.

BECOME AN INSPIRATIONAL LEADER

• Lead by inspiration and vision, not rules and authority.
• Engage them in the company.
• Create work as a way to meet a greater need – purpose and meaning.
• Be open to new ideas and innovation.
• Be visible, available, and approachable.
• Include everyone in work decisions.
• Add fun into the workplace.
• Show employees the future – the orgs and theirs.

LEAD WITH INTEGRITY

• Don’t forget promises/commitments.
• Remember to follow up on their ideas.
• Don’t cut corners – they are watching.
• Be willing to do anything you ask them to do.
• Don’t betray confidences or engage in gossip.
• Stand up for the right thing – not what makes you look good or play politics.

GET TO KNOW THEM

• Treat them with dignity and respect – not with preconceived ideas about them.
• Take a genuine interest in them.
• Seek to understand them.
• Listen intently.
• Recognize their strengths and contributions.
• Schedule lunch dates and pay for them.

Final Thought

Coming together is a beginning; keeping together is progress; working together is success.

*Henry Ford*
1. The need for feedback is a primary need of individuals in the millennial generation.
   A. True                  B. False

2. In general, managers are more likely motivate individuals in the millennial generation by letting them work alone in comparison to putting them in teams.
   A. True                  B. False

3. Because of their poor work ethic, individuals in the millennial generation are managed more effectively with an authoritarian approach.
   A. True                  B. False