

THE RISK OF IGNORING
MILLENNIALS PART II

Managing Millennials

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MANAGING MILLENNIALS

With 75 million Millennials entering the workplace, organizations have no choice but to learn how to recruit, grow and retain these workers. If not, companies will lose talented employees who, because of their strong networking and technological capabilities, have the ability to be the most productive generation to date.

How do you integrate and manage the youngest generation within the workplace? Follow the ideas in this eBook for some key tips and insights.



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WORK ENVIRONMENT

What to do:

Provide flexible work schedules and a relaxed workplace.

Create opportunities for social interaction like Friday afternoon alcohol-free “happy hours,” scavenger hunts, and Nerf battles.

Why:

Millennials put friends and lifestyle above work.

They are getting married and having children later.



LEARNING & TRAINING OPPORTUNITIES

What to do:

Provide tuition reimbursement and employee training.

Why:

Boomer parents raised them to believe that education is the road to success.



RECRUITING

What to do:

Emphasize the ways that your company contributes to society.

Why:

Almost 70% say that giving back and being civically engaged are their highest priorities.



ONBOARDING

What to do:

Give them exposure to different parts of the business, provide resources on the intranet for them to use at their own pace, and help them build relationships with current employees.

Why:

Millennials want and need connections, checkpoints and mentoring.



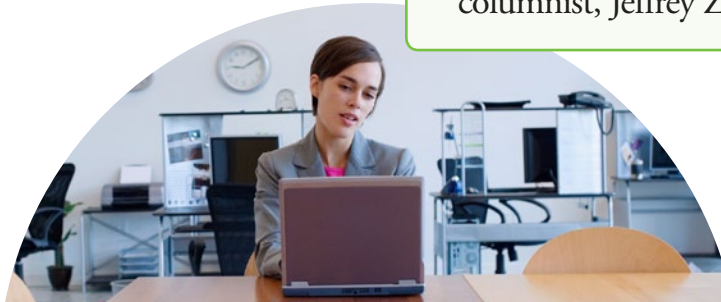
WORK ETHIC

What to do:

Millennials ask, “What is my job,” and go about figuring out the best, fastest way to complete that task. Then they consider themselves done.

Why:

“...when we (Baby Boomers) were younger, you had a piano teacher who expected you to practice your piano and work hard at it, and the parents expected it. Now, parents say, “Have fun, learn the piano, and practice a little bit,” says *Wall Street Journal* columnist, Jeffrey Zaslow.



MOTIVATION

What to do:

Provide paid time off as a reward.

Why:

They view jobs as “something to do between the weekends.”



BOSS RELATIONSHIPS

What to do:

Win their affection.

Be careful not to cross the line from “boss as advocate” to “boss as friend.”

Why:

Loyalty to the boss is the number one reason they stay in a job, especially during the first three years. Dissatisfaction with the boss is the number one reason they quit.

Millennials want a tight bond with a boss who is close, caring and aware.



MANAGING

What to do:

Describe the result you're looking for and let them figure out how to get there. In many cases, they'll develop a better process.

To bring out the best in them, teach them about the company and explain how their work will lead to specific results.

Hold them accountable for mistakes and praise them for success.

If you tell them it's your way or the highway, they may walk.

Why:

Millennials grew up learning how to figure out things on their own. With the Internet and a network of friends a text message away, they will find their own answers.

They do not take well to orders and resent being handed busywork with no explanation as to its purpose.

They are impatient, but always eager to learn and quick to do so.

Millennials think of themselves as a commodity that they can sell to the highest bidder.



WORK ASSIGNMENTS

What to do:

Give them several projects.

Put them in the field with clients, where they can work in teams and solve problems collaboratively.

Let them work on projects with higher-ups when appropriate.

Why:

They are great multitaskers with 10 times the speed and technical knowledge of their older siblings. “This generation understands that there is no need to stay up all night to make an overseas phone call. They can simply text message the person with the information they need and continue the conversation the next day on their own time,” says Roberta Matuson, President of Human Resource Solutions.

Though they are independent thinkers, Millennials love working in teams.

They question the status quo and expect to make an impact on day one.



PERFORMANCE FEEDBACK

What to do:

Provide coaching sessions to discuss career paths.



Why:

Millennial employees “feel entitled to a raise and promotion in a week, that corner office in six,” says Dr. Carolyn Martin, co-author of “Managing the Generation Mix.” Boomer parents coached them to ask for what they want.

Shorten the feedback loop.
Do reviews at least quarterly.



They're used to constant feedback.



REDUCING TURNOVER

What to do:

Create career paths with a timeframe short enough for them to envision. Reward small successes along the way.

Why:

They set short-term goals and want to make an impact from day one.



About the Authors:

Confused? Excited? Want to learn more? Terri Klass and Judy Lindenberg are experts in leadership development, human resources and coaching. We offer innovative, customized training and coaching for Millennial workers and for those who employ and manage them. Contact Terri by phone at 908.654.1554; by email terri@terrikelasconsulting.com; or visit terrikelasconsulting.com. Contact Judy by phone at 609.730.1049; by email at info@lindenbergergroup.com; or visit www.lindenbergergroup.com.



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