



Boomers

1946 – 1964

Raised amid post WWII prosperity and Cold War threat. Traditional families, social unrest, civil rights, new frontiers; a culture of unlimited possibility.

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Gen X

1965 – 1979

Came of age as the economy stagnated, inflation and oil prices soared. In opposition to the hard driving Boomers who live to work, they work to live and view the world with a little cynicism and distrust.

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Millennials

1980 – 1996

Brought up during the "empowerment years" where everyone won and no one lost. Raised by parents who nurtured and structured their lives, drawn to their families for safety and security.

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Millennials

growing up

- Internet
- iPod
- Social Networks

first "real" job

- Laptops / Tablets
- Cell phones
- Google / Wikipedia

preferences

- f
- t
- i
- l
- g
- s

Fast, efficient, techy

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Millennials

Two things taking over the world today: Millennials and Mobile phones

6 Billion text messages are sent everyday

Millennials open text messages within 90 seconds of receiving them

Dynamic Signal

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communication

“Write a memo” “Send me an email” “FOMO”

“Let’s have a meeting” “text me”

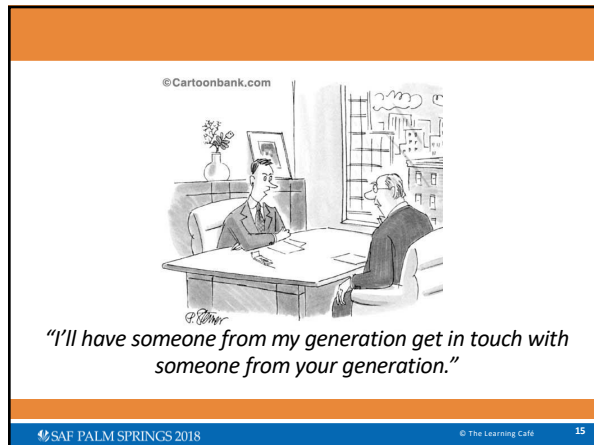
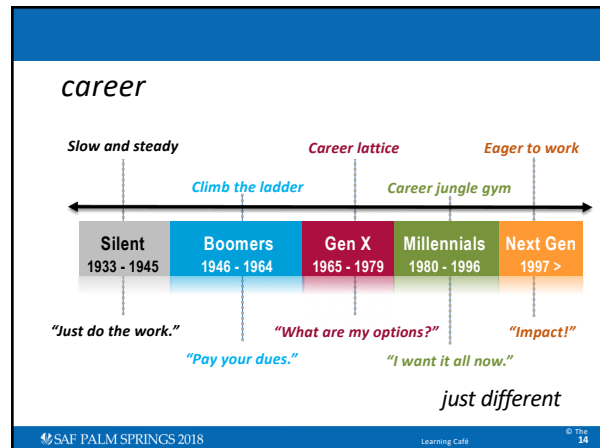
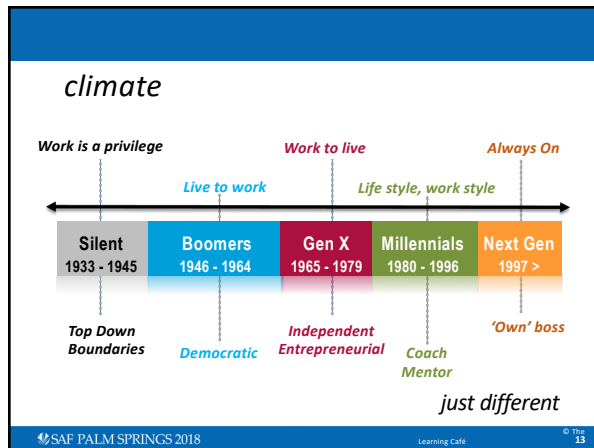
Silent 1933 - 1945 Boomers 1946 - 1964 Gen X 1965 - 1979 Millennials 1980 - 1996 Next Gen 1997 >

No news is good news How am I doing? Plugged in


Annual, documented process Fast & frequent

just different

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meet the Millennials



59% Millennials: say their generation has a different attitude toward workplace responsibility.

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meet the Millennials

Millennials are experience hoppers; not job hoppers.

#employabilitynotemployment



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meet the Millennials



Younger workers are generally **more satisfied** with their organizations and much **more likely** to be considering an **exit**.

Merger Generational Insights

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meet the Millennials

"While Millennial workers are ambitious and strive for financial success, **88%** prefer a **collaborative work structure** to a competitive one."

#teamwork

Forbes: 10 Ways Millennials Are Creating the Future of Work



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What's important to you?



Cameron Pappas
Kim Kashman
Kyle Garrison
Klair McDermott

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Confident
Educated
Loyal
High self-esteem
Entitled
job hoppers
Optimistic
naive
impatient
No dues
multi-taskers

Myths & Hits


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unmasking **Millennial myths & misconceptions**

Millennials are Entitled?

- The Trophy Generation. We know, not everyone wins.
- We expect more. We want to make a big impact
- Our age will not hinder our success

Millennials are Optimistic!



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unmasking **Millennial myths & misconceptions**

Millennials are Needy?

- Coach us!
- Set expectations
- Provide updates
- Explain how our work matters, contributes

Millennials are Worth It!



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unmasking **Millennial myths & misconceptions**

Millennials are Lazy?

- Driven, ambitious, desire to excel
- Not willing to sacrifice families, free time or happiness to do it
- Use technology to increase efficiency
- Thrive when task switching

Millennials are Multi-taskers!



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unmasking **Millennial myths & misconceptions**

Millennials are not loyal?

- Teach us
- Challenge us
- Include us in the vision
- Tell us how we're doing
- Tell us where we're going; and what opportunities lie ahead

Millennials are Deliberate.
Loyalty must be earned.



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unmasking **Millennial myths & misconceptions**

Millennials are social media junkies?

- We are social
- We share our successes
- We discuss our private lives
- We want to advance our careers

Millennials are Connected!



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a misconception about Millennials you want to dispel?



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*recruit
develop retain*



*"By 2020, Millennials will make up 50% of the workforce globally; a plan to **recruit, develop and retain** the best and brightest is critical to your business' long-term success."*

Neil Manji, PwC Toronto

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recruit, develop, retain

messages matter

"Lots of flexibility" *"You" will learn, grow & develop*
"We're collegial & collaborative" *"There's challenge and variety."*
"You" can make an impact. *"You won't be bored."*



Money matters to Millennials but not as much as opportunity

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*recruit
Millennials*

Training and development is the #1 perk Millennials seek when evaluating prospective employers.

Millennials are not always work ready.

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*recruit
develop
retain*

98% of Millennials place high value on coaching, learning and development.

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develop Millennials



- Set expectations*
- Stretch assignments*
- Give lots of feedback*
- Career learning path*
- Coach and mentor*
- Commit to leadership development*

Leverage their eagerness to learn with on-the-go, in-the-moment coaching.

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develop Millennials



"98% of Millennials believe working with strong coaches and mentors is an important part of their development."

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recruit, develop, retain

retention realities

- Challenging, stimulating varied work
- Enjoyable, informal environment
- Flexibility and work-life balance
- Corporate social responsibility
- Teamwork, collaboration, community
- Career path options



"The #1 reason to bail on a job is to be more fulfilled."

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retain Millennials

83% of Millennials will stay when:

They believe their organization fosters an **inclusive culture**; a culture of **individualism, collaboration, teamwork, and innovation.**



Deloitte University

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retain millennials

pop quiz!

- ✓ "Pay your dues; you've got to earn it."
- ✓ "You'll get feedback; once or twice a year."
- ✓ "No one gets promoted that fast; ever."
- ✓ "We tried that before; it didn't work."
- ✓ "Everyone starts with the grunt work."
- ✓ "Thanks for sharing your creative idea; but we don't do it that way here."

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What is your company doing to engage and retain you?



Cameron Pappas Kim Kashman Kyle Garrison Klair McDermott

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millennials take the lead

Leading-the-business Educated Inclusive
 Now Tech-savvy Self-improvement
 Collaborative
 Flexible Socially-conscious Adaptable
 Risk-takers

Millennials are hungry, ready, willing to work; they are ambitious. They want to lead.

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millennials take the lead

38% of Millennials are in formal leadership roles.

— PayScale.com



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millennials take the lead

20% of midlevel corporate employees now report to a boss who is younger than they are.

-- Pitney Bowes



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millennials take the lead

*"Millennials want to make a **lasting impact** on the world. I want to be a part of something that matters and makes a difference and it reflects in how I fundamentally lead every day."*

Asha Sharma, CMO of Porch.com



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millennials take the lead



*"What motivates me is to **learn new things** and do new stuff. If I'm not learning, I lose my motivation to lead."*


-- American Express & the Center for Creative Leadership

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millennials take the lead

Only **5%** of Millennial managers are perceived as prepared to lead.

-- Ernst & Young LLP



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millennials take the lead



63% of millennials say their leadership skills are not being fully developed by their employer.

-- HRPA Docebo

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millennials take the lead

Emerging leaders **under age 45** report high levels of career dissatisfaction, driven in part by lack of professional development and advancement opportunities.

-- The Packard Foundation



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millennials take the lead

A focus on leadership development as usual will leave you vulnerable to losing the best and brightest of your youthful workforce.

—Millennial in Training
Michael Watkins and PJ Neal

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How did you prepare for your leadership role?



Cameron Pappas Kim Kashman Kyle Garrison Klair McDermott

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millennials take the lead

from Seasoned Managers → Emerging Leaders

Communication <ul style="list-style-type: none"> • Either-or, written or in person • As required, as appropriate • To find information – “look it up” • Protocol, etiquette, formality • Feedback, documented process 	Communication <ul style="list-style-type: none"> • Many channels • Always connected • To find information – “search for” • Informal, relaxed, casual • Feedback, fast frequent
Climate <ul style="list-style-type: none"> • Closed • Hierarchy – top down • Bureaucracy, boundaries, silos • Structured, scheduled, fixed • Tolerant of diversity • Command & control 	Climate <ul style="list-style-type: none"> • Open • Networked – connected • Teams, collaboration, consensus • Flexibility, breaks & pauses • Inclusive of diversity • Coach & mentor
Career <ul style="list-style-type: none"> • Career ladder • Job training • Climb the ladder, pay your dues 	Career <ul style="list-style-type: none"> • Career jungle gym • Learn, grow & develop on the job • I am ready now! What’s next?

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millennials take the lead

what comes easily for millennial leaders?

“Millennials expect accelerated responsibility and paths to leadership. They seek greater purpose in their work and greater flexibility in how that work is done.”

- 1 Use **technology** to gain speed and efficiency
- 2 Effortless **multitaskers** who move rapidly among tasks / topics
- 3 **Connected** communication, networking and social networks



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millennials take the lead

what else comes easily for millennial leaders?



- Adaptable and Flexible
- Creative and Innovative
- Inclusive and Collaborative
- “Go-Getters”

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millennials take the lead

what’s more difficult or challenging?

“Millennials want an open and honest culture where there aren’t barriers between workers at different levels, and everyone knows what’s going on in the organization.”

- 1 Supervise and **gain respect** of older team members
- 2 Acquire and use basic **management skills**
- 3 Understand and deal with **hierarchy**, bureaucracy, and status quo



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millennials take the lead

1 Challenge: Supervise and gain respect of older team members

Coach

- ✓ Build rapport
- ✓ Create trust
- ✓ Be visible and available
- ✓ Tap others experience
- ✓ Prove you can work hard
- ✓ Understand differences in workstyle & lifestyle
- ✓ Be an active learner



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2 Challenge: Acquire and use basic management skills

Coach

- ✓ Train & develop: delegation, feedback, performance conversations
- ✓ Provide practical job aids: talk tracks, how to's, tips
- ✓ Coach & develop emotional intelligence and business acumen



If Millennials are going to manage others, they need to build management fundamentals.

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millennials take the lead

3 Challenge: Understand and deal with hierarchy, bureaucracy and the status quo

Coach

- ✓ Increase their influencing skills
- ✓ Coach on the "why" (history and context)
- ✓ Build their organizational acumen (savvy)
- ✓ Connect them with successful change agents



Millennials are unashamedly discontent with the status quo.

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millennials take the lead



- Build credibility
- Build trust worthiness
- Gain visibility
- Make decisions

- Critical thinking skills
- Managing ambiguity
- Emotional intelligence
- Office "politics"

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millennials take the lead

Is your organization prepared for Millennial leaders?

Can a 28-year old lead your team, department, or your company?



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What questions do you have?



Kim Kashman

Klair McDermott

Cameron Pappas

Kyle Garrison

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Kim
Cameron
Kyle
Klair
and
The Learning Café

*Millennials are the future –
invest in them today to
experience greater success
tomorrow.*

Thank you!

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