

## Managing the Power of Millennials

2016 Employment Law Conference ~ *Strength in Balance*

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## Agenda

- Introduction
- Generations in the Workforce
- Recruiting Millennials
- Managing and Retaining Millennials
- Building a Millennial-Friendly Culture

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## Generations in the Workforce - 2016

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- Silent Generation/Traditionalists
- Baby Boomers
- Generation X ("Gen Xers")
- Millennials

*TRADITIONALIST  
Gen X  
Millennials  
Boomer*

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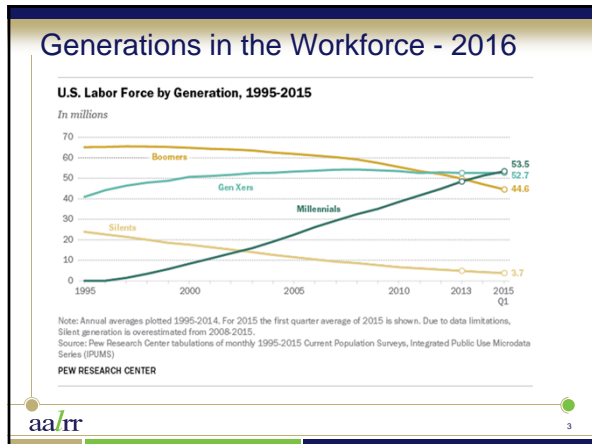
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## Perceptions About Millennials

- Do not take responsibility for actions or ownership of projects
- Make excuses
- Have flippant attitudes
- Lack loyalty and sensitivity
- Lack respect for authority
- Fail to acknowledge good things managers do or managers' stress levels
- Require constant recognition/affirmation



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## Realities about Millennials

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## Recruiting Millennials



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## Recruiting Millennials

- Understand How Millennials Communicate
  - Prefer electronic methods – less likely to be face to face
  - Like 24/7 availability
  - Short and to the point
  - Want things in writing
- Position Job Postings to Speak to Millennials' Questions
  - Why do I want to work for you?
  - What will I learn if I work for you?
  - How flexible is the company?
  - What training will I receive?
  - How does the company fit into the world?

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## Recruiting Millennials

- Job Postings Should Appeal to Millennials' Priorities
  - Feeling part of something greater than themselves
  - Purposeful work
  - Work-life balance
  - Flexible schedule
  - Learning new skills
- Utilize Referrals
  - Millennials are excellent networkers
  - Provide referral bonus opportunities



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## Recruiting Millennials

- Crowd Sourcing
  - Find out what Millennials are reading about your organization
    - Google Review, Glass Door, Indeed Review
- Social Media
  - Two way communication
  - Respond to tweets or posts about the company
  - Update company's social media accounts
- Community Outreach
  - Community & nonprofit organizations
  - Industry associations
  - Educational institutions

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## Recruiting Millennials

- The Interview
  - Focus on what the Millennial sees himself/herself doing rather than on his/her skills
  - Emphasize where the Millennial fits into the company
  - Make it conversational



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## Managing and Retaining Millennials



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## Managing & Retaining Millennials

- 1 No more "Us" versus "Them"

Organizations must alter traditional management styles to effectively manage and retain Millennials

**Us**  
**Them**

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## Managing & Retaining Millennials

**2** Accept, Embrace, and Recognize

- Accept Realities of the Millennial Workforce
  - Differences and needs
  - Managers must change
  - Employers need Millennials
- Embrace New Styles and Methods
  - Communication
  - New ways of doing things
- Recognize Millennials More Frequently and in New Ways

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## Managing & Retaining Millennials

**3** Motivation is Key

- Explain "why" before "what"
- Provide a reason to care
- Foster creativity
- Give clear direction
- Disarm defensiveness
- Listen
- Be transparent
- Reaffirm the relationship

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## Managing & Retaining Millennials

**4** Characteristics of Effective Managers

Adaptability	Recognize their own need to grow and change to adapt to work environment
Self-Efficacy	Optimistic about their future and the potential of Millennials
Confidence	Allow Millennials to challenge ideas, processes, established methods
Power	Utilize power of relationships rather than positional power
Energy	Are energized by Millennials' creativity, optimism, enthusiasm
Success	See themselves as key to Millennials' success

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### Building a Millennial-Friendly Culture

- ✓ Assess the Current Role of Millennials in the Organization
  - ✓ Current positions
  - ✓ Identify teams or departments that do not include Millennials
  - ✓ Assess current managers of Millennials
  - ✓ Implement succession planning
- ✓ Suspend Organizational Bias
  - ✓ Early involvement
  - ✓ Non-traditional career paths
  - ✓ Flexible hours and worksites
  - ✓ Informality



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### Building a Millennial-Friendly Culture

- ✓ Include Managers in the Conversation
  - ✓ Have managers share what has worked for them
- ✓ Teach to Millennials' Learning Style
  - ✓ Less classroom training
  - ✓ Job shadowing
  - ✓ Online instruction



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### Building a Millennial-Friendly Culture

- ✓ Respect and Respond to Millennials' Intrinsic Values
  - ✓ Purpose
  - ✓ Work-life balance
  - ✓ Reward
  - ✓ Self-expression
  - ✓ Attention
  - ✓ Achievement
  - ✓ Simplicity
  - ✓ Multitasking



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## Building a Millennial-Friendly Culture

*Ask the Millennials!*



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# Thank You

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