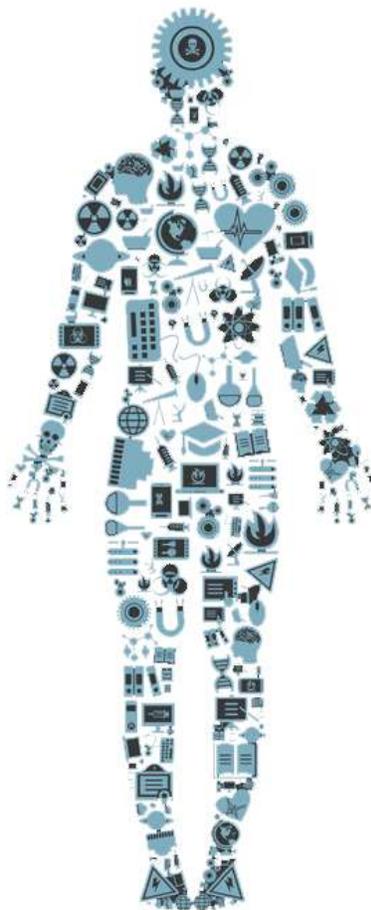


THE MILLENNIAL HANDBOOK

HOW TO ENGAGE, MOTIVATE, RETAIN AND LEAD THE NEXT
GREAT GENERATION OF WORKERS



INTRODUCTION

Facebook, the Iraq and Afghanistan Wars, Helicopter parents, 9/11, Columbine, Barack Obama, Apple and i-Things, and the Great Recession. What do all of these things have in common? They helped to define the Millennial generation.

Born in an era of prosperity – one of health, wealth and living a glorified American dream – and then witnessing the destruction of that prosperity with the fall of the Twin Towers and eventually stock markets, job markets, housing markets, Millennials are a complex and often schizophrenic generation. Within many of the same reports on this generation you can read that they are optimistic as well as extremely sarcastic, hardworking but distracted, loyal to authority however unloyal to organizations. Defined as a “fickle” generation, changing frequently with regards to their loyalties, interests, and affection, the Millennials are the hot topic now being picked, prodded and examined by advertisers, employers and politicians as the next great influential generation.

With over 94 million people representing the generation, roughly born between 1980-2001, this generation will make up 50% of the workforce by 2020 and 75% of the workforce by 2030.

It's a challenge for companies to know how to deal with all their employees in a universally beneficial way. We have so many different generations trying to do the same job with different approaches that it can get confusing and stressful. Each generation has its strengths and weaknesses and playing off each of those can be difficult.

In this handbook you will learn how to work with all generations within the workforce and especially the Millennials. This handbook is meant to give you tactical tools, advice, case studies, scenerios and steps moving forward in order to harness the raw energy of this generation.

WHAT IS A GENERATION

There are four active generations in our workforce at the moment: **Veterans, Baby Boomers, Gen X** and **Gen Y** (Millennials). Although most people identify generations by the date range of when each generation was born, more beneficial is to understand that the generation is most identifiable by what specific historical events have directly impacted their way of thinking, dressing, communicating, and working during those dates. Identified by the year they were born, but influenced by the years that followed, personal preference and business characteristics are strongly rooted in each generation's upbringing and outlook on life.

As we begin to dissect, discuss and develop our sociological interpretation around these generations in this handbook, we have to use some classification systems that help us sort and organize our beliefs. We must be ever careful not to build *stereotypes* about any group, but *generalizations* help us find discrepancies and characteristics among a large population and break those down so that we can find root causes and factors that help explain why certain things happen or why people behave the way they do.

Veterans (1922-1945)

For Veterans, it was an era of wars and the Great Depression, their thinking tends to be more regimented, with higher regard for traditional core values and loyalty. They are seen as heavily conservative and do not question authority all that much. At this point these workers probably represent the retirees that have come back to work in some small capacity (Walmart greeters, store clerks, etc.)

Baby Boomers (1946-1964)

Baby Boomers, also known as the Hippy generation, believed they were indestructible with their hardcore drug use and sexual freedom — only to watch this cruel world snatch the life out of three prominent figures — Martin Luther King Jr, John F Kennedy, and John Lennon. As the middle generation, they haven't had it as bad as their forefathers, which in essence means they haven't proven themselves. They are behind the eight ball as they try to stay competitive with an ever changing digital age, but also seen as the most affluent generation with their health and wealth still intact.

Gen X (1965-1979)

Gen X is characterized by the pioneering of the technology explosion, being educated outside of the classroom by TV and Big Bird, and having a more isolated, obscure impact on the world.

Millennials (1980-2001)

Today's young professionals, comprised of the Millennial generation (1980-2001),

also known as Generation Y, will become half of our workforce within the next five years. This generation is one captivated by technology, social media and the likes of Lady Gaga, Justin Bieber, filtered photography and pinning things on Pinterest. Millennials, ranging between the ages 15-35, is a very powerful and influential group. They represent about 94 million people, and can come across as narcissistic, privileged and fickle at times. Known for their altruism and sense of service, community and an unrelenting positive outlook. They walk a fine line between having it all (and knowing it) and having nothing. Their confidence is only matched by a need for inter-dependence and instant feedback. They are as optimistic about the future as they are cynical and sarcastic about the present. They can be fiercely selfish and self-absorbed, as well as committed to the plight of others. They are a very raw depiction of a dichotomy that is usually hidden by other generations. Millennials, however, seem to wear many of these parallelisms on their sleeve.

Millennials are the most educated, diverse, tech-proficient, and soon to be largest generation ever. In fact post-secondary education has increased 30% since 2000. Forged in an era of prosperity, the Millennial is not shy on excess, asking for things, and expecting things. However, life has had a way of knocking them down. Through terror, fear and war, this post-9/11 generation has become extremely aware that work and life is to be balanced, cherished and fought for. The economic collapse of 2008 has made this generation nimble, quick and wickedly educated as they hop from job to job. When they're not filling their backpacks full of skills (why they're often called the 'backpack generation'), they're creating a new business model that could spur an age of hyper-entrepreneurialism and team-oriented. Watching as their parents or others close to them lose jobs, financial security, or retirement funds has turned this generation into shrewd businessmen and women who ask a lot of questions, look for multiple options and answers, and always have a plan B and C.

Companies that constantly look to maximize the output from the different generations employed at their organization will find themselves better equipped to navigate the competitive minefield that lies ahead.

UNDERSTANDING THE FUTURE OF WORK

Human creativity is the ultimate economic resource. Industries and organizations of the twenty-first century will depend increasingly on the multi-generational ability to master knowledge through creativity and innovation. New ideas, not money or machinery, are the source of organizational success today, and the greatest source of sustainability and growth for the future of all organizations.

The creative economy is based on a new way of thinking and doing. The primary inputs are our individual talent or skill. The creative economy brings together ideas

about the creative industries, the cultural industries, creative cities, clusters and the creative class. In the past, "creative" has triggered thoughts of artists or marketing people, musicians, or designers. However, today organizations are being increasingly defined by the creativity of their work.

As first world countries struggle to compete in traditional markets such as technology, manufacturing, labor and cost of production, many now see the creative industries as a key component in a new creative economy. Capable of delivering a renewed identity to long term wealth and sustainability of a country, the creative economy is in need of a fusion of a multi-generational workforce.

While it is important for organizations to remain flexible and to embrace the technology of the next generation, it would be naive to turn a blind eye to the characteristics that have kept them competitive year after year. The book *Generations at Work* indicates that many executive positions are still held by earlier generations, suggesting that it's not bad business practice to employ aging members of the population. Companies should be careful not to quickly dismiss these talented individuals with the creation of early retirement incentives. After all, these people hold the key to institutional longevity. They are the before and after. Big on brand loyalty as well as job loyalty, one would do well by using them for their sound business judgment. They come with the experience, as well as the know-how, so make them your sounding boards when discussing reinvention through innovative thinking.

Millennials, the newest generation in the workforce, are the most creative as well as the most educated in human history. Millennials understand the value of creativity and innovation because of their nativeness with technology, rapid change, and unparalleled health, wealth and education. In order to thrive in the workplace of the future organizations will need to be agile, digitally literate, and use the latest social technologies in order to engage the customer. People also need to be open to all cultures, since our workforce of the future will be increasingly multi-cultural, age diverse and global – the Millennial generation is poised to embrace such a multi-cultural workplace.

For other generations, they should consider the power of Millennial thinking, this handbook should help, and for starters here are three insights into a Millennial mindset:

- Millennials are not only our current and future employees (and bosses) but they are our current and future customers. Understanding their personal views will help us thrive in our businesses, organizations and society.
- The sheer size of this demographic segment will force organizations to re-think many of their policies and practices such as delivery of training & development, vacation time and commitment to global job rotations early in

one's career.

- Millennials prefer using the latest social technologies and innovation platforms to communicate and collaborate on-the-job. One of the findings of the Future Workplace Multiple Generations At Work Survey found that Millennials value the opportunity to share their ideas and creativity at work. In fact, the ability of an employer to provide on-going opportunities to share openly and collaborate is the fourth most frequently mentioned criteria for seeking a best of breed employer.

It wasn't too long ago that some of us reading this handbook were sitting in the interview chair, thinking about the right things to say and what characteristics to highlight so that we would be offered a job. And yet, knowing what we know now we might wish we could go back to that young professional with the same knowledge and understanding of the business world we have today and help there refocus their energy.

While many employers focus on the sheer size of the Millennial generation or their quirks, what will be more critical is the gap that retiring Baby Boomers leave in the leadership ranks. With more spaces than the Gen-Xers can fill, it will inevitably fall on the Millennials to fill in where appropriate.

Knowing this, it would be smart to position those Millennials currently employed in emerging leadership roles within their respective organizations. Likewise, there are still a significant number of non-Millennial employees still seeking leadership roles that would benefit from this as well.

The approach needed by leadership to blend, adapt and position the next great organizations and their workforces is very different challenge than it was even 15 years ago.

Style Differences

Below you will find three areas that have presented themselves recently as critical focal points for employees of all generations to consider when positioning themselves as an intricate part of an organization in the future:

1. Ability to give and receive feedback

Old School	New School
<ul style="list-style-type: none"> • Provides limited feedback that is predominately to address problems • Operates on a 'no news, is good news' mantra • Struggles with receiving positive feedback • Struggles with giving feedback 	<ul style="list-style-type: none"> • Is looking for regular feedback, and more specifically praise • Desires non-threatening feedback • Struggles with willingness to receive critical feedback

2. Interest in personal development and continuous improvement

Old School	New School
<ul style="list-style-type: none"> • Finds it hard to accept that improvements to self can always be made • Constantly strives for perfection • Is typically willing to change, but must be provided with the reason and supporting data first • Struggles with new approaches when the current system doesn't seem broken • Has a limited scope in that 'Task' and 'Processes' are all that matter, when in fact 'People' also play a critical role. 	<ul style="list-style-type: none"> • Enjoys personal development if it provides additional opportunities • Is quick to judge a system as being broken and needing repair • Struggles with development if directly tied to a problem • Is interested in passive, self-directed learning • Is interested in fast competency building, not long, drawn-out coaching

3. Being value-added and results driven

Old School	New School
<ul style="list-style-type: none"> • Is intensely focused on results • Struggles with unproven methods • Has built a comfortable environment and at times finds it difficult to adjust to new ways of being value-added • Has a limited scope of his/her role within the organization in that it is hard to look beyond the task he/she was hired for. 	<ul style="list-style-type: none"> • Does not always see importance in results, rather the effort • Is open to ways of increasing personal value • Is eager to provide value to the organization • Is not always willing to accept hierarchical structure

The interesting piece though, is that the skills don't always need to exist, but the interest in striving for that skill must be apparent for managers and leaders to take notice. What we see differentiating the new workforce is not their age, but their willingness to accept that changes are necessary and their ability to adapt in order to optimize the change that has occurred. In a simplified version, it's how to turn lemons into lemonade without getting caught up in the fact that we're using a new blender.

Key Characteristics

In addition to the need for individuals to flex from their old style to a style that meets the current needs of the organization and its employees, recent conversations with executives have yielded insight into the characteristics they look for in leadership, and surprisingly, technical skills didn't make the list. In the end it was critical thinking, effective communication, and collaboration that proved most beneficial to the organization as a whole.

Critical Thinking

- The ability to make timely and data-driven decisions
- The ability to identify implications of decisions and minimize any negative impact
- The ability to identify problems and develop value-added solutions
- The ability to differentiate between the symptom of a problem and the root cause
- The ability to break down a process and create ways to maximize its effectiveness

Effective Communication

- The ability to produce well written and thought provoking content and material
- The ability review current communication processes and improve on the quality and quantity of communication that is occurring
- The ability to speak the language of the intended recipient to maximize impact
- The ability to communicate constructive feedback in a way that motivates
- The ability to communicate a clear goal and approach for accomplishing projects

Collaboration

- The ability to work as a team player
- Puts the team's success before his/her own
- Is constantly seeking ways to provide value to whatever aspect he/she is involved in

- Works to capitalize on the combined skills of team members
- Actively seeks input from others to provide a better product

The Native Talents of the Millennial Generation

There are key elements to Millennials and how they work that differs from the older generations and may seem a little out of place for the professional world. These oddities come from the technological and culturally diverse areas in which this generation grew up.

Teamwork and Collaboration:

This generation will usher in a new era of team-based business because they simply do not know how to perform without it. Ask a Millennial to sit in a cubicle all day, off of social networks, seldom seeking feedback and it will produce a Millennial employee working at a half of his/her potential output. From group projects with classmates in grade school, to study sessions in college, this generation inherently seeks advice, input, and collaboration with their peers without hesitation or embarrassment. Libraries on college campuses now have more rooms that encourage cross-collaboration and group think sessions than large rooms that hold books and single cubicle desks. This generation is not about hiding or selfishly hogging data, but continually seeks belonging and affection by working across platforms for better efficiency around knowledge growth and high performance.

Inclusive and Diverse: “Color, Sex, Faith Blindness”

Having grown up in schools and universities that actively worked to put them with people of all faiths, colors, and sexual orientations, Millennials come equipped with a certain level of color, sex and faith blinders – it simply doesn’t hold the weight or societal impact as it once did. This is due in large part to the hard foundational work of Boomers and Xers to educate Millennials at a young age to see past color and diversity. Issues regarding opportunity and fair chances touch Millennials deeply, and they work hard to see that everyone has a fair shot. Nothing better highlights this than when this generation showed up in record numbers to elect the first black President of the United States. With this new melting pot of culture comes diverse perspectives and compassion for many different walks of life. This generation will bring new innovation, ideas and tools to the table because it is a diverse and international group.

Information Gathers: “Just Google It”

This generation does not like to be behind the eight ball. They do not like looking inept or ignorant. It is a social faux pas not to know the next thing, or to be cutting edge, or to be uneducated. This is a mixture of 9/11 post trauma (being caught off

guard) and the continual seeking of feedback (this generation doesn't like mistakes). For these reasons, this generation's ability and speed at which they gather data, sort and filter information and make cross references to information is breathtaking. This generation is good at innovating at the verge, where they combine two different things to make a better product or service.

Coaching & Mentoring:

They are equally confident at asking for feedback and consultation. Helicopter parents are usually framed in the negative as being suffocating, but this generation uses perspectives from their parents and the older generation to help them think critically about issues such as college, finance, work, and relationships. In a study of 5,000 professionals*, this generation was more likely than boomers and Gen Xers to agree with statements such as, "Employees should do what their manager tells them, even when they can't see the reason for it." One explanation for this is the coaching and mentoring they've received their whole lives – they've learned at a young age that doing what an authority figure tells them is more likely to result in success. And that's a trait that courses through their veins – success. It's about getting ahead, it's about creating something better tomorrow than yesterday; the Millennial does not care about asking for advice in the short time if it can produce gains in the long run.

Communicators:

Millennials rarely go a day without some form of communication with a peer, parent or worker. The best Millennials are not just good about communication on multiple platforms (text, social media, face-to-face) -- they are great at having those communications serve a function (Obama's 2008 campaign, mobile giving, and the Arab Spring). Even in organizations, this group will move daily, monthly and yearly meetings to become leaner and focused on problem solving, rather than information sharing. This is how they were raised in our universities - quick bursts of group meetings with result-oriented outcomes. The Millennial, interestingly enough as the youngest generation, feels that he/she is running out time. That's why many employers see this overwhelming idealism to become VP by 30 years old and attaining world peace by 40 years old. Yes, they are confident in their skill set, but they are also extremely aware of the vulnerability of the economy, terrorism and global crisis they are not quite sure which clock will run out first. The best managers will help educate and prepare this Millennial generation to create the meetings, memos, and marketing plans that capture what the Millennial is looking for: decisive, nimble, innovative, and collaborative movement forward.

Tech-Savvy:

From the creators of Facebook, Twitter, Foursquare, Zappos, and to those employed at Google, Amazon and Microsoft, this generation is feeding off of what Gen-X started. The Boomers and Gen-X group (Gates, Jobs, and Jeff Bezos) paved much of the way for the Zuckerbergs and the others to create these amazing platform

extensions. The Millennial generation is native to technology and demands its presence in every aspect of their life. The best prepared organizations will use current technology and will use it correctly. It's not just about having the best technology; it's about who best *uses* the technology to move forward. "With this generation, everything has to be visual and contextual. Gen Y [Millennials] process information on an intuitive level. They form impressions about a product based on how it looks and what it does," says Kit Yarrow, author of *Gen BuY*. This generation understands that technology is just a tool that makes easier what is already inherent - the ability to communicate, and the ability to entertain, the ability to socialize.

An Engaging Culture

Build a Culture Worth Believing In

The Millennial generation is all about a more altruistic, transparent world. They earnestly believe in the idea of bettering the world through service and action. We've seen this manifest itself with the Obama campaign, KOBY2012 and relief efforts for this decade's worst storms. Millennials are big believers in mission, vision and culture. If you don't have these defined, you'll be lacking the crucial 80 million Millennials that could be part of your organization. Millennials like to be inspired and often act on that inspiration.

Teaming with Millennials

Millennials are naturals when it comes to collaboration, partnerships and workplace teams. Having a high performance teaming culture might be a perfect vehicle for Millennials to excel.

Meaningfulness and belonging: Before all the other possibilities below, meaningfulness and belonging are probably the most important to both a HPT structure, as well as Millennials. Both need to know why they exist, that they serve a 1+1>2 purpose. Additionally, Millennials are perpetually in the affection and belonging stage of Maslow's hierarchy (think of your 20s!). The HPT environment fosters comradeship, togetherness and identifies what your role is in the overall success of the organization - perfect for Millennials.

Immediate feedback; peer to peer feedback: A HPT culture requires that feedback is instant, clear and direct. No longer is there a wait for a yearly performance review, instead teams conduct their own feedback assessments starting at every meeting with a report out from the Process Observer. Their Lean Team Daily Management dashboards show current results specific to the team and doing team assessment reports help them gauge where they are in the phases of teaming. Receiving feedback is essential for Millennials because they like to know what is expected and

they don't like making mistakes or looking ignorant; the more the environment can encourage continuous feedback the better.

Gradual autonomy and freedom: A HPT organization starts by involving all teams in their processes and as that team matures, builds competency and commitment. The team becomes more engaged and begins to take on more roles and responsibilities among themselves. Empowerment happens only after the team has shown a high level of commitment and competency and is willing to take on greater amounts of responsibility and accountability. Likewise, Millennials with their entrepreneurial and sometimes rebel spirit, want autonomy and freedom – but not without training wheels! No Millennial wants the keys to the kingdom before they know what they're doing (even if they pretend they do). Millennials do not like looking ignorant or having too much power to be blamed for something. Teams provide a perfect training course for them to understand the Involve-Engage-Empower Continuum and when the time is right, they will see that they are competent enough to enjoy the freedoms and autonomy that comes with that. That doesn't mean they won't test along the way.

Coaching, mentoring and reverse mentoring: A core competency of any HPT organization is the use of coaches and mentors to move teams and the organization along. Coaches are trained in the art of squeezing the best out of their members (every last drop!) and doing it with tact and with a nurturing, thinking-the-best-of-the-person approach. Having coaches and mentors would be a perfect atmosphere for Millennials to grow as they require a little bit more finesse when being given direction. Additionally, Millennials are great reverse-mentors. Having computer problems? Projector won't work? Needing to figure out how to use the new QuickBooks app? Millennials are great at solving problems quickly and bringing you along to show you how to do it too (remember it's all about efficiency and error-proofing...and making friends).

Structured approach to engagement and empowerment: We all keep hearing how this new generation needs to feel engaged and eventually empowered in their work. But most of the suggestions out there stop at that, never really providing a roadmap or platform to actually deliver the support needed to build an engaged workplace. Having a HPT structure in your organization provides real, practical ways to get Millennials on the 'playing field' and participating. From taking on a role at their daily huddles and weekly meetings, to becoming a StarPoint, to working on multiple teams (cross functional, multifunctional, Design team, Culture team, etc.), the Millennial will never want to leave your organization because they know that they are valued and are being given the opportunity to bring value to the table.

Skill Scan and capitalization on raw talent: HPT organizations usually conduct a Skill Scan on every one of their teams to make sure they're getting the most out of each

member. From the Skill Scan we can learn that one team member may also have talents in grit and focus (gained from running marathons on the weekend), another member might have skills in graphic design and video production (a hobby they picked up in college), and another member might be great at putting together events (an interest gained by helping with their friends' weddings and addiction to Pinterest). By the very nature of the time period they've grown up in, Millennials come with a wealth of untapped talent and skill because college provided opportunities to expand beyond their core degree and technology has made their interests limitless. Additionally, because this generation is heavily committed to work/life balance, they have developed multiple hobbies in their off time.

Advanced Thinking Incubators: Because HPT organizations encourage multi-functional meetings and collaborations (multi-functional meaning a diagonal slice of the organization in terms of titles/roles and putting that cross section of people on a team to provide a dynamic representation of the organization), Millennials can be with veteran workers in their organization or present to senior management on a project, gaining a wealth of knowledge and wisdom along the way. This also encourages the Millennials to see both the strategic and operational aspects of the organization, not just their small, tactical job. These opportunities, over time, will produce a very smart, strategic-thinking worker as they learn to analyze both the tactical implications, as well as the operational and strategic implications of their work and its impact company-wide.

A commitment to continued education: HPT's understand the value and correlation between competency and commitment. If you feel smart at your job, you're going to be more committed to the team and the goal. Teaming organizations invest a lot into training and continuous education. Teams also encourage cross-functional, multi-functional membership which encourages social learning to occur. Millennials are the most educated generation in the history of the world. Just hang around a Millennial for a day and see how much knowledge and information they access from their smartphone and Google (or hear them say, "just Google it"). Millennials are natural sponges and see education as a direct correlation to status and growth in their careers.

HPTs are fast and efficient: HPT organizations are 30% more productive in the first 15 months than a traditional organization and we've seen numbers that have exceeded 100% in that time. Meetings, huddles, communication and the overall 'cadence' of a HPT is quick, direct and efficient – the idea that if it's not a 'gain' for an organization then it's a 'waste' (and in our current culture we waste a lot – time, money, scrap, resources, meetings, people). Likewise, most people think Millennials are tech hogs and just love new, shiny things, but really Millennials are all about being efficient and quick – technology is just the best vehicle to achieve those needs. Millennials would thrive in a fast-paced, mission-focused, efficiency-monitoring culture and we think teams would readily include their natural tendency

to these attributes.

What do you think? Could it work? Could a high performance team culture be the answer we keep asking for when talking about Millennials and their need to feel engaged and valued? We think it is a possible answer and from what we've seen from Millennials on the teams that we work with, they're excited about where teaming is taking them.

Increasing Communication and Speaking Millennial

Millennials need constant engagement, real-time updates and they want to be a part of something bigger than themselves. Begin by increasing the output of your communication through the many different channels available:

- Send one email per month to start.
- Start blogging/Facebooking/Tweeting/Instagraming more frequently.
- Optimize your website by converting to a web 2.0 look, tone and feel.
- Involve Millennials every step along the way. Don't get to the finish line of all the action items above and not have consulted a single Millennial. Involve them and use their talents to draw more in.

Building the Belief: Behavior Conversation

Great leaders communicate, communicate, and communicate and then do it 100 times more. Yet this is the #1 reason there is a social acceptance gap between Millennials and managers. We're not talking enough! We're not having difficult, awkward discussions that build the fundamental trust and collaboration between the two groups. **The Belief: Behavior Connection**, is a start in the right direction. It is the idea that many employees, including Millennials, have many "beliefs" about the way things should work. For Millennials, the authors of **Managing Millennials** called this, "perceived orientation." The job of a manager is to build discrepancy, where necessary, between what these Millennials expect (vacations, tardiness, free time, ability to disagree, advancement, autonomy, raises, etc.) and what the realistic timeline or expectation should be. These are not always fun conversations, but they are necessary to build in guidelines, boundaries and expectations. These are also discussions that help articulate what behaviors the manager expects to see from the Millennial in their daily interactions and work processes. Perhaps surprisingly, Millennials are statistically proven to do better with this "all the cards laid out" scenario than most other generations.

Motivating Millennials in the Workplace

Embracing the CAMP Method of Motivation

C.A.M.P., a New Directions acronym, comes from the theories of motivational expert Fredrick Herzberg and stands for Competency, Autonomy, Meaningfulness and Progress. As an organization, work on these areas to create a more engaged and dedicated community that will attract the Millennial:

- Provide educational opportunities needed to build **competency** by setting up opportunities to learn, the ability to attend conferences, and by offering cross-mentoring programs;
- Allow the **autonomy** that leverages strengths such as the permission to design catchy marketing material or a new website, use social media to promote your association, or allow members to engage with people at conventions as your brand ambassadors;
- Describe why you exist, build an altruistic culture, and get them to believe in your cause by making it **mean** something to them. Make their contributions meaningful too by using their skills and talents – and stay away from giving “busy work.” A note here on managing your time: the Millennials will become frustrated with a 2-hour process when they know they can do it in 20 minutes. Allow them to help you speed up your processes by introducing you to new theories, technologies and collaborative methods.
- Show them **progress** – don’t create a “junior board” like some sort of holiday party kids’ table. Once they’ve earned it give them a strategic seat along with your other members at important meetings, events or strategic planning retreats.

Incentives for Millennials

Continuing their education

Become a learning facility that fosters education and gives the skill set that the Millennials require to grow. As we know from Herzberg’s theory on motivation, competency is one of the four main areas that builds greater motivation and retention. Build the Millennials competency, be the reason they are more competent. Another area is to focus on social learning which looks not only at classic classroom, lecture-based learning, but social interactions and experiences that carry education through the “white space,” or that time between classroom

trainings.

Designing a roadmap for their progress

A manager should help the Millennial see their position in the company and where they can add value to its mission. Show them what it takes to get to each new position, and help them pick up ancillary leadership and team working projects that will build upon their skills (i.e. join the local young professionals group, design a work team for a charity, get on a work group that's exploring some new angle to your business) As manager, you should keep the Millennial updated on their progress, a report of sorts of how they are excelling, this keeps the Millennial engaged in their work.

Creating an effective feedback protocol

Millennials crave feedback. They don't want to get to the end of the year and then be slammed for poor performance that they could have tweaked along the way. However, a manager doesn't want to fill his or her day with giving feedback to all of their Millennial employees all the time. Build an expectation with each of your Millennial employees about when you will give feedback. However, meet them halfway. If you're used to giving one review a year, try four (each quarter). A "good job" email never hurts either. In fact, Millennials say that a "good job" email reinvigorates their commitment and dedication to the team or organization. Another way to feed the Millennial's need for feedback is to try peer-to-peer performance feedback with some of these social tools:

Rypple and **Coworkers.com**.

Embracing Mentoring Programs

There are two very good ways Millennials will learn to conform to some of the workplace standards. One is through mentorship from you, but also through other people within your organization. The second is mentioned below. Millennials have many, many questions (retirement, health care, skill set, leadership, history of company, etc.). Help be that voice of experience where they can ask questions. Provide guidance, wisdom and a gentle slap on the hand if necessary. This is also a great time to practice some of that Belief: Behavior Connection and see "why they do what they do." In a study of 5,000 professionals, this generation was more likely than boomers and Gen Xers to agree with statements such as, "Employees should do what their manager tells them, even when they can't see the reason for it." One explanation for this is the coaching and mentoring they've received their whole lives – they've learned at a young age that doing what an authority figure tells them is more likely to result in success.

Encouraging Peer Social Pressure

"A rising tide lifts all boats," goes the saying. Put enough 'Rock Star Millennials' in the mix and let peer pressure go to work. Make excellence the standard within your

workplace. Do not walk by shotty work without saying something. Build a culture with your Millennials where each one demands excellence from the one another. Encourage after-hours collaborations. Being the most social generation, individuals will work hard to fit in and conform to social norms. Be diligent in setting those social norms, communicating those social norms. You will quickly rise the tide on both the IQ and EQ sides of your “in between” Millennials because the microcosm of your organization or department won’t tolerate anything else.

Retaining the Millennials

The vast majority of Millennials (90%) do not plan to stay with any given employer for more than five years. More than a third of Millennials (37%) say they plan to stay no more than two years. Almost 40% of Millennials start a new role already planning their next career move in the immediate future. These were the recent numbers coming from a five-year survey of Gen Y (Millennials) done by Adam Kingl and Richard Hytner of the London-based newspaper, *The Guardian*.

As it has become custom when discussing the Millennial generation (1980-2001), these numbers are disturbing to many employers who are looking to build a long-term, loyal workforce – one in which they can invest time, money, training, and resources into without feeling slapped in the face when those pesky Millennials decide to leave too soon!

The Environment Former Generations Created

In many ways, older generations need to recognize that this is the environment you’ve created. The reason Millennials are so mobile and considered the “backpack generation” (named for their ability to acquire new skills and talents, put them in their ‘backpack’ and then leave) is because the business world operates like that. I have one friend who knew that if he stayed at his first job for more than a year it would be the death of his career; he’d always be seen as the freshman ‘intern’ in the company. Likewise, he left his next job within 2 years because his industry requires him to have vast and diverse experience and so he was doing what he had to in order to bolster up his resume with experience. This is not necessarily a world he created, but a world defined by the rat race of company interviews, resume reviews, cut-throat hiring practices, and finding the perfect employee. It’s no wonder that Millennials don’t have a problem leaving.

Additionally, Millennials watched as their parents were let go after years of loyal service to a company. Many Millennials say, “forget that, I’ll watch my own back and take care of myself” merely because no one took care of their parents when the time came. This is not the complete fault of organizations who had no other choice than to lay-off massive amounts of people in the Great Recession, but consequently this has left the Millennial ‘numb’ to the courting of companies to retain them.

The Boomerang Millennial Worker

My first boss always encouraged people to leave his company. He would say, “We have a revolving door in this business, people come and go, and usually find themselves right back here, except this time when they come back their smarter, more seasoned and they’ve got the ‘itch’ out.” Or as The Guardian article recently wrote, companies can “reap the benefits of growth without all the costs of nurturing it.” I’m not sure if it’s the Millennial generation specifically or just the life stage of all humans and being in our 20’s, but the ability to move and try new things is crucial to our development and growth. What you invest in one lost Millennial, will be what you gain when a new, older Millennial walks through your doors – whether they be the same Millennial or a new one.

So, 90% of Millennials plan to leave their jobs in the next 5 years. I bet we’re not the only generation planning that (I would imagine 90% of Baby Boomers, age 60, plan to leave too!). We need to stop worrying about lost training and development cost at the detriment of a lack-luster workforce if organizations don’t invest. So let’s invest – invest in mentorship programs, Leadership Growth Lattices, multi-functional teams, developing an Adaptive Coaching model for your managers and reuniting with Boomerang Millennials.

Invest in Millennials, they only appreciate in value as time goes on.

Leading the Next Great Generation

Conflict with Millennials

Closing the Generational Gap

Over 60% of employers say that they are experiencing tension among employees from different generations. Studies have shown 70% of older employees dismiss younger workers’ talents and capabilities, while 50% of younger employees dismiss the talents and capabilities of their older coworkers. Those are frightening statistics as organizations are asking every one of their workers to do more with less, and use cost-cutting collaborative measures to be more innovative. The amount of mixed generational workplaces only increases. The simple take-away here is that no one trusts each other.

The Differences Among Millennials

Every generation experiences what is known as “shared sense-making.” It is the process in which individuals within a generation jointly interpret their environment and create collective narratives from which they derive meaning. This process,

through the lens of being in the same generation, moves individual perceptions and feelings to a state of “group knowledge.” We, as a generation, have some general beliefs about the world and all those other “misguided” generations. A current example of this is how managers are experiencing Millennials in the workplace. “There is a coherent, if not unified, voice about what Millennials are like and constant favorable comparison of themselves to the Millennials,” state the authors of *Managing the Millennials*. In other words, most managers go into a relationship with a single Millennial with a bias or stereotype based on the ‘group knowledge’ of the whole demographic thus influencing how they interact with that single Millennial.

However, have you ever come across a Millennial who is smart, emotionally intelligent, a hard worker, and perhaps even nice? The ones that stay late, seek feedback and constructive criticism, sit at the front of the meeting fully engaged? They take notes as you talk, and ask thoughtful questions. They’re like a sponge - they soak up all your mentoring, coaching, tips, and insights. They want to succeed, and they realize that you’re the ticket to that success. These Millennials are promoted into management positions earlier than their peers because they have shown maturity and have separated themselves from the generational norms. As the *Managing the Millennials* book points out, “They [engaged Millennials] take an interest in their superiors and are able to reach up and make a connection.” The authors found that 1 out of 5 Millennials take the initiative to connect with their superiors.

The sad note is that because of the “shared sense-making,” many of the older generation have a tendency to make broad generalizations about “all Millennials.” As a result these *Rock Star Millennials* have the horrible possibility of going un-mentored, un-appreciated, and un-engaged. The result could be a mass exodus from organizations because no supervisors stepped up to the plate to coach them. In *Managing the Millennials*, the authors studied 6 managers. Three managers were picked because they were known to have worked well with Millennials. The three others were known to have not worked well with Millennials (measured by turnover, complaints, absenteeism, communication and low productivity of the supervised Millennial). The ones that did work well with Millennials became known as the *Adaptive Managers*. Below are some of the attributes Adaptive Managers exhibited when working with Millennials:

1. Initiate the relationship.
2. Have patience to set expectations according to where the Millennial is, not where the manager wants him or her to be.
3. Exhibit the ability to suspend bias towards Millennials.

4. Have the ability to create environments that allow just enough discomfort so that Millennials will feel the need to change but safe enough so that they can change.
5. Be adaptable; using the right “bait to suit the fish” in their management style (all fish are different and require different bait - so do people.)
6. Allow Millennials the empowerment to constructively challenge ideas, process, and the manager.

There is a general consensus that the *Rock Star Millennials* may be the small minority, while the ‘in between’ and ‘toxic’ Millennials make up a vast majority of what organizations are experiencing and therefore, are struggling with. The Millennial’s characteristics, attitudes and beliefs work on a continuum. The stereotypical, troublesome “toxic” Millennial is at one end and at the other end is our “Rock Star” Millennial. However, there is a mass of undecided, unrefined, uncoached Millennials in the middle of the continuum.

The concern for many managers is that the majority of Millennial workers are part of the “in-between.” The toxic Millennial can be seen as not adding much value to your organization; they lack the vision, values and fortitude for your organization. The Rock Star Millennial should stand out as a star pupil - with some coaching and tweaking- they would make a great employee. The “in-between,” portion is the “groan zone” for many organizations and managers as they are unsure if these Millennial workers will become a productive part of our their organization or will they be the demise of it. The adaptive manager is not to focus on the *Toxic*, but to open doors for the *Rock Star Millennials* and to pull the *In Between Millennials* over to the side of good by training, coaching and mentoring.

The GenX Manager – Millennial Conflict

“Dear Millennials: Shut Up. Sincerely, Gen X,” was pretty much the sentiment of an article written by Mat Honan, a Generation X child, about a year ago after he read a New York Times article lamenting about the Millennials being the first generation worse off than their parents. The article he wrote on Gizmodo, in response to the New York Times piece, states, “Gen-X is tired of your sense of entitlement. [Gen-X] wishes it had better health insurance and deeper savings. Mostly, it wants to be left alone to think and have a beer. Can you just do that, OK? It knows that you are so very special and so very numerous, but can you just leave it alone? Just for a little bit?” Pretty venomous stuff! What is about these two generations that they seem to be at each others’ throats so often?

Understanding Generation X

First, as we have with other generations, let's explore some of the characteristics (both labeled and self-induced) of Gen-X. Remember, generations are more defined by life's events that occurred during their forming years, then the actual dates in which they were born. As historian Robert Wohl put it, "historical generations aren't born; they are made." Gen-X, born approximately between 1965 -1980, have been labeled pragmatic, lazy, rebellious, pessimistic, able to take a punch, single, and solitary. Unlike the size of baby boomers (80 million) and Millennials/Gen-Y (94 million), Gen-X has just 46 million members, making it a dark-horse demographic. They are the middle child of two larger, "more important" generations.

As Wohl's quote points out, this generation too is "made" by the life events that took place during their lifetime. Gen-X are heirs of bleak fortune, "Instead of getting free love, we got AIDS," says Douglas Rushkoff, author of *GenX Reader*. They also inherited a recession after college, a cold war, a technology burst, and now, a housing and financial burst at what should be the height of their adulthood. They even had MTV taken away from them when the television channel changed their formatting to better accommodate the new Millennial generation. MTV! Gen-X was the generation that invented MTV and the music video! Why are they cynical and pragmatic? Life's twists and turns have made them that way.

However, a recent study has come out to argue much of the aforementioned characteristics of Gen-X as not true (or that they are at least fading). *Michigan's Longitude Study of American Youth* has recently updated a study revealing that the characteristics previously prescribed to this generation (slacker, single, solitary) don't really apply to them anymore. Generation X has had some triumphs which might explain the move to a more progressive Gen-Xer. This group consists of current icons like Quentin Tarantino, Barack Obama and Jon Stewart. This generation is also credited with pioneering companies like Google, YouTube, and Amazon.

The X, of Gen-X, was meant to signify the generation's random, ambiguous, contradictory ways, says Dougals Coupland, author of *Generation X: Tales from an Accelerated Culture*. So contradictory are they, they even contradict themselves - reinventing themselves as the world changes, remaking themselves as the times require. As was mentioned, they know how to take a punch. Instead, maybe they should be labeled the "Rocky" generation, claiming like our Italian Stallion friend, "It ain't about how hard ya hit. It's about how hard you can get hit and keep moving forward. How much you can take and keep moving forward. That's how winning is done." Interestingly enough the first Rocky film came out during the forming years of this generation.

If we were to boil the conflict between these two generations down to a simple point it would be this; *sibling rivalry*. Playing out like Shakespeare's *King Lear* with three daughters vying for the love of their father, the sibling rivalry between baby

boomers, Gen-X and Millennials is just as palpable. Millennials play the part of the “spoiled, naïve baby and boomers act as the self-righteous firstborn,” as written in a *Time Magazine* piece in 2008. Generation X plays the middle, “dark horse” child largely misunderstood and forgotten by society. There is a generational chip on the shoulders of Gen X; who can blame them?

The looming issue for our workforce and our organizations is that the Gen-Xer is now the manager of the Millennial generation and quite frankly they don't like each other. As mentioned, over 60% of employers say that they are experiencing tension among employees from different generations. Seventy percent of older employees dismiss younger workers' talents and capabilities, while fifty percent of younger employees dismiss the talents and capabilities of their older coworkers. Gen-X is benchmarked for leadership growth, being the skill bearers and knowledge experts in many organizations. Gen-X will define much of the competitive advantage of business and companies in the coming decades and are at the prime of their careers, ready and willing to lead. Controversially though, their career progress has been threatened by the “leapfrogging,” highly collaborative, multi-tasking, technologically acute, passionate Millennial generation. In some instances Millennials think they can do a better, faster, more efficient job than their predecessor generation and become restless when told to slow down or “earn their stripes.” Gen-X takes offense at the notion and audacity of the younger generation, having been known to stall Millennials' career progression for the safety and security of their own career. As a side note, if you think Millennials are mobile and ready to leave organizations, a recent survey from the *Center for Talent Innovation* shows that as the economy and career mobility come back, 37% of Gen-Xer's have “one foot out the door” and are looking to leave their current employers in the next three years.

Rivalry among Gen-X and Millennial is only part of the problem. The other problem is that Millennials are seen as babies in all variations of the word (young, naïve, as well as needy and prima donnas). There are equal amounts of frustration around the lack of manners, respect and critical thinking skills of Millennials too. As a Gen-X friend recently expressed to me, “I've been supervising Millennials for years now, but I am finding myself increasingly frustrated with the latest batches coming out of college, entering their first professional job! I have “A”, but “A” is no longer working for me or what I want to do. I ask them to create something new - I say get creative, come up with a few different options that they think we could go with. When I ask them to go back and come up with something else, they say they don't have any other ideas. “A” is what they could come up with. I literally had one say ‘this represents the maximum of my brain's capacity.’ Then I have to hand hold them through the entire process, and I have to deal with their attitude on top that.” Does that about sum up some of your frustration with these new workers?

Righting the Ship

So, how do we right the ship? How do we get going in the right direction? We don't have time to spend on generational bickering while our organizations and

workforce are veering off course. Here are a couple quick suggestions on where we could start:

1) Have the **initial meeting** with both parties to understand what the expectations are. What is each party willing to provide? What are they willing to compromise on? As a manager, “here is when you will be reviewed, what are your expectations of yourself, what are your expectations of me, how can I help build your competency and commitment to this organization?” are all great beginning questions. As a Millennial, “where can I be most helpful to you and this organization, what are the right times to ask questions, can I share with you my thoughts on career progression?”

2) *Managers*: Have the **Belief: Behavior Connection** discussion with Millennials when problem behavior occurs. Millennials, help dissipate the belief that “all Millennials are...” by having assertive and face-to-face conversations with your managers to get a better understanding of what is expected. 80% of the problem is that we are just not having the conversations that we need to, both on the fault of the manager and the conflict-adverse Millennial.

3) *Managers*: **motivate them** to excel by offering the C.A.M.P model of choice, competency, progression, and meaningfulness in their jobs when available. These are D1 employees (if you are familiar with Situational Leadership) needing a lot more supervision than other workers. Build their competency through experiences, workshops, webinars, and mentorship. Encourage choice by giving them choices that will still work within your management of them (desk placement, lunch hour, etc.). Help them understand their progression by building a Leadership Lattice with them and telling them stories of your first couple of years and what you suggest. Strengthen their meaningfulness by letting them sit in on special meetings, provide their vision of the organization, and ask questions.

4) *Millennials*: Begin to prep yourself not just for rapid transfer of information, but how you can apply that information, **thinking critically** about the information, and be ready to **provide option 1, 2, 3** for your manager. Think strategically about how this will affect your immediate relationship, your team, your department, even the organization and be ready to provide thoughtful feedback. Equally, as The Rock would say, “know your role.” Understand that there will be times that you have to earn your stripes, prove yourself before talking and listen to what others have to say. There will be times that you have to “play the game” and not “die on every hill” for the sake of your righteous cause, learning to pick your battles wisely and efficiently.

5) *Managers*: **Discipline them**. To the point of firing if you have too. Seriously. Build a workplace of *Rock Star Millennials*, not *Toxic Millennials*. Get the right people in the right seats going in the right direction. Unemployed poor behavior Millennials will learn sooner or later that it is their affect that is inhibiting them to maintain a job, not “the economy.” Unfortunately, somewhere along the way,

parents, teachers, coaches and managers got soft and lost the backbone to discipline and teach through corrective actions. They wanted to be friends, instead of mentors - loved more than respected. Do you want to change a behavior? Increase the pain level. Change only happens when enough pain is administered to produce a transformation. Force a decision (you're either going to show up on time or you're not, it's your decision, but know that your decision has consequences). Force a change and make it very apparent where boundaries can be stretched and where they cannot.

6) Trust one another. We're in this together. These are the hands both generations have been dealt. Hopefully by learning about the key characteristics and life events that formed each generation we can have greater appreciation for why we are they way we are. Transforming a workforce or organization starts with trust; same is true with relationships.

Working Together

The idea that Gen X is a failed generation and the Millennial generation will succeed in its place is completely false. Instead, as we have pointed out, these two generations will need to work together to launch our world into the next great generation. The manager and the worker will need to work together to change the world. "Having the tough, capable and pragmatic Gen-X'ers working alongside the idealistic, team-oriented and enthusiastic Millennial is just the right recipe. We both have lots to teach each other," states the article *Gen-X vs. Millennials: I Don't Think So*. We need a team with the smarts, innovation, creativity and experience to succeed, a team *designed to win*. This team needs to pull together fast if we are to fight off the storm clouds that surround our current organizations and workforce, for our fate and future rests in the X Generation and Y Generation working together towards the common goal of building a brighter future for the next batch of generations.

A Splintering of the Millennial Generation

As was previously mentioned, generations are defined not by a group or demographic of people that fit into a time bracket, but rather the events that the group went through in order to form their general beliefs and awareness about the world they live in.

Millennials were formed by societal structures like safety and protection being challenged with 9/11, civil unrest like corporation collapse, the Great Recession, gay rights, the Middle East wars, and a tech boom. But wait, we're only half way through the Millennial generation! Half of the Millennials haven't even graduated high school yet. All the events that we've used to identify this generation are actually on the front half of this generation. There is still a lot more that could potentially happen - generationally speaking - especially for those younger Millennials still in their forming years.

Major Differences Between ‘Older’ and ‘Younger’ Millennials

Here are some major differences between older Millennials and younger Millennials. Older Millennials originally grew up in a time of major prosperity and safety during the Clinton administration. The younger Millennials grew up in a time of recession and insecurity with terrorism and privacy being threatened everywhere. Older Millennials grew up in a time when there wasn't internet (having publicly formed 15 years after the start of the generation), there wasn't social media (having formed 24 years after the start of the generation) and smart phones and instant communication channels were just being developed (most older Millennials did not text in high school). The older Millennials may be native to these technologies but they also remember a time when the technology wasn't around – younger Millennials do not.

Is The Tech Evolution To Blame?

So what's going on here? Why doesn't the Millennial generation fit into a nice, little bracket of time like every other generation seems to? My theory would be that technology has created the splintering effect of this generation unlike any other generation before it. Sure, the Baby Boomers had their tech boom and even Gen X with the personal computer had their tech boom, but the Millennial generation is truly witnessing a technology evolution unlike any time in recent history.

Moore's law is the observation that, over the history of computing hardware, the number of transistors in a dense integrated circuit doubles approximately every two years. Easily put, technology, because of its very nature, grows and multiples upon itself every two years for faster and faster growth. There are now theories out there that suggest that this 2 year time table is actually getting faster due to technology multiplying upon itself! Can we agree that technology is moving at a quite remarkable and accelerated speed these days? Five years ago you had a two-year contract with your phone because that's about the time it took to come out with a new, technologically-advanced phone. Now, every 6 months Apple is releasing a new phone or iPad that eclipses the former version in technological advancement – our 2-year contract with the phone company is obsolete and archaic when you think about when you would actually like to go purchase the new iPhone. Technology is exploding at a huge rate.

A Moment In History Where Technology Is Influencing Everything Else

But Moore's law is only half the equation (no pun intended). Technology alone does not define a generation (usually). There are other elements that influence a generation's belief and perception about the world – culture, society, war, famine, prosperity. What's interesting and why I think we're seeing a splinter effect of generations is because the technology evolution is so massive that it has begun to influence the other elements. Technology has influenced and accelerated cultural and societal changes (Arab Spring, gay rights, economic transparency, elections, and world-wide poverty and disease) through a media-rich, technology growth rate.

Technology has transformed modern day warfare with drones, precision missiles and soon, soldierless battles. However, the future of warfare will consequently be based more on security, privacy and biologics because of the speed of technology. There will come a time that, if we choose, that we will be able to feed everyone on the planet and help mother nature rid earth of our carbon footprint because technology has allowed us to. What would happen if we found a cure for cancer and liberated the world of AIDs before this generation was over? Would the younger Millennials think differently about education and health than the older Millennials?

We are seeing fantastical changes in all areas of human development and the way that influences a 15 year old is much different than that of a 25 year old. The beliefs, perceptions and values of the younger Millennial generation may in fact be different than that of the older Millennial generation.

Inter-Generational Technology Growth

Inter-generational technology growth is the reason why older Millennials think celebrities, Facebook and selfies are a bit tongue-in-cheek and are meant to be taken half-seriously, while the younger Millennials have become worshippers and bullies of them. Technology is the reason why older Millennials reportedly do well with 2 devices on (TV and smart phone), while younger Millennials can handle upwards of 3-4 devices on at once (TV, smart phone, iPad). We see the differences in this splintered generation more often than we may think.

What do you think? Are we knit-picking here, or do you see a remarkable difference in older Millennials and younger Millennials not because of age or where they are in their life-stage, but because they have been influenced differently by major societal and technological changes in their forming years?

Mentoring and Coaching the Millennial

IBM has more than 60 certified coaches among its ranks. Scores of other major companies have made coaching a core part of leadership development. The belief is that, under the right circumstances, one-on-one interaction with an objective third party can provide a focus that other forms of organizational support simply cannot. Results of a study conducted by Manchester, Inc. of 100 leaders primarily from Fortune 100 companies, found that among the benefits that organizations received from providing coaching to leaders were improvements in productivity (reported by 53% of leaders), quality (48%), and organizational strength (48%). Among the benefits to leaders who received coaching were improved working relationships with direct reports (reported by 77% of leaders), working relationships with immediate supervisors (71%), teamwork (67%).

The skill sets and experiences that each generation offers an organization can help to create a stronger work environment as long as each generation is able to understand and appreciate the other. Reverse mentoring is another tool that many

organizations use today to develop talent and skill between generations. Managing generational diversity in the workplace by using a reverse mentoring program is a solution that many companies are already using including GE, Hewlett Packard, and Cisco Systems. Reverse mentoring can be introduced to an organization as a stand-alone mentoring program, or it can be introduced as part of a mentoring program that is already in place. Reverse mentoring programs also report a high degree of organizational unity and retention as well. There is a large amount of knowledge transfer that can take place across generations such as the utilization of social media from Millennials and business best practices from Baby Boomers. Additionally, we can expect Baby Boomers to retire at the rate of 6,000 per day for the next several years which only heightens the need to transfer history and knowledge of the organization. A recent joint survey conducted by SHRM (Society for Human Resources Management) and AARP indicated that organizations not taking steps to prepare for the Baby Boomer exodus from the workforce may already be behind. Only 40% of the nearly 500 organizations surveyed have conducted strategic workforce succession planning assessments to determine their needs for the next 5 years. According to the SHRM/AARP survey, 76% of organizations see the Baby Boomer exodus as being a huge crisis for them. The best organizations (45%) have increased training and cross-training efforts to minimize the effects of lost experience and history.

So when we look at the new rules of mentoring, coaching or reverse mentoring we should consider the following:

1. Mentoring and coaching can inspire the mentee to perform "best thinking" and "best practice." The coach can provide best practices in the workplace and not allow the individual to continue on a path that has already proven to be out-dated or faulty. Organizational practices are so often very insular and the coach can be a vital source of new external information.

2. Mentoring and coaching causes the individual to challenge assumptions and discern facts from opinion. As we move up what Chris Argyis calls the "ladder of inference," we begin to treat assumptions as facts to the point where we will believe something is true that has very little basis in actual data. The coach helps to surface erroneous assumptions before decision-making occurs by testing the conclusions being drawn and the beliefs formed.

3. Coaches and mentors provide a crucial voice of encouragement and support. We live in an ultra-critical world with extremely high expectations placed on our leaders. We forget that they are human, with self-doubts, anxieties, and internal voices that are very self-critical. The coach is invaluable for providing positive feedback, encouragement and a supportive ear during difficult times.

4. Coaches and mentors can teach and direct when experience and

competency are lacking. In every coaching situation there should be strategies and tools to share for the benefit of the individual's understanding and competency. Self-discovery is only valuable if there is something inside to discover. In the case where competency is lacking, self-discovery can be a futile path. Having a coach who is knowledgeable in areas where the individual is not opens doors to new understanding and insights.

5. Coaches and mentors provide constructive insight and feedback about the "blind self" areas. For those familiar with Johari's window, we all have what is called the "blind self" - behaviors that we don't see in ourselves that others do see. The coach can open exploration of these behaviors through guided discussion, helping the obscure become transparent and reflecting to the individual how he or she might be perceived by others. These insights can form the basis of a strong personal development plan for the individual.

In order for coaching, mentoring or reverse-mentoring to work, Lisa Quast of Forbes.com says the keys to a successful mentoring relationship are having defined expectations, having an agreed-upon set of rules, having a willingness to learn, and having trust and transparency.

With the emergence of a more diverse workforce of culture, generation and talent, mentoring and coaching is the top skill development tools for tomorrow's organizations.

The Leadership Lattice

A survey of over 7,800 workers born after January 1983 was conducted by consulting firm Deloitte offering a snapshot of a new generation's career aspirations and attitudes towards work. The survey found that more than half of young professionals polled say they aspire to the top job at their organization, but only about one in four feels their current employer makes full use of their skills. The Leadership Lattice is a great, practical tool that puts meat and structure to the questions "how do we use their full set of skills" and "how do we retain Millennials."

This is a common story: a Millennial worker visits his/her manager's office every couple months to ask if he or she could sit down and map out a game plan for their leadership development. The Millennial comes by the manager's office the first time and the manager blows them off, the second time the manager tells the Millennial they'll get around to it and so on and so forth. On about the fifth time that the manager doesn't respond to the Millennial's request to build some sort of growth plan the Millennial makes a decision to jump ship. And we wonder why they don't stay in our organizations?

What many other Millennials are asking for is the idea of building a "Leadership Lattice" with their manager or coach. Much like a gardening lattice a Leadership

Lattice is a structured approach (through conversation and building a developmental plan) consisting of different competency vehicles (like joining internal teams, being a part of non-profit boards or associations, or sitting in on strategic planning meetings) that grow and support the Millennials that are looking to advance in the organization.

The Leadership Lattice does two things:

1. It provides a roadmap to both the Adaptive Coach and the Millennial on specific areas of growth and development needed to build the individual's competency and commitment to the organization.
2. It challenges the current beliefs of the Millennial about the timeframe and the expectation of their role (and growing roles) in the organization. Once you can build discrepancy through a tactical, tangible vision of where you plan to grow your Millennial worker, this will temper down the romantic belief that they will be the CEO before the appropriate time.

The Leadership Lattice starts as a conversation between the Adaptive Coach and Millennial to discuss what the Millennial needs in terms of growth and support. This conversation is all about building competency and commitment. It may be finding areas where further training is needed like in facilitation skills or decision making skills. It may be about getting the Millennial on a multi-functional internal team to explore his/her skill sets, add value to the organization and become entrenched in the mission of the organization. Sometimes, for your Rock Star Millennials, it's about putting them through a 360 degree development process where you can identify strengths and weaknesses and then find avenues to strengthen the strengths and neutralize the weaknesses.

And Some Advice for Millennials (From a Millennial)

This is a great window of time to build on your strengths, neutralize your weaknesses, and demonstrate why your boss should take notice. Here are a couple of maverick thoughts of our own with ways to become indispensable by the summer.

Show up, on time, ready to go

This is a saying here at New Directions that is the principal philosophy in all that we do. Why so important or why so impactful? Because, if we show up, on time, ready to go the boss doesn't have to worry. We have taken fear out of the equation by building a standard of excellence, a platform statement, a brand that demonstrates that we are "always on time, always ready to go, and we always 'show up' each time." As a boss, you won't have to watch your back because you know that those

employees who do show up can take care of themselves and that actually makes you look good as a manager. It's reported that U.S. companies lose between \$200-\$300 billion a year due to absenteeism and tardiness among other things. Imagine the impact of showing up, on time, ready to go, offering your boss little to worry about you.

Become the Pirate

Steve Jobs made famous the line: "It's more fun to be a pirate than to join the navy." Jobs looked for the pirate in all his team members, as Peter Sander, author of *What Would Steve Jobs Do?* points out. "But it wasn't enough just to be brilliant, and it wasn't enough just to think different. Steve's pirates had to have the passion, the drive, and the shared vision to want to delight the customer with a perfect, game-changing product." How have you become a pirate for that new project - looking outside the box, in the box, or through the box to offer something truly creative, passionate, and game-changing? So often we are looking for a huge, innovative, genius product, when really some game-changing features might be taking the notes at the meeting, staying late when needed, having a positive attitude, or helping out a teammate because it's the right thing to do.

Embrace Your Workhorse Muscle

"Genius is one percent inspiration, ninety-nine percent perspiration," wrote Thomas Edison. Be the person who knows how to truly roll up his/her sleeves, put his/her nose to the grindstone, dig in and efficiently produce high caliber work time and again and you will bear witness to the next innovative leader. In *That Used To Be Us*, Thomas Friedman notes, "The time for mediocrity is over." If that's the case we have to become very good at shutting out noise, including our own internal negativity, having laser like focus on the task at hand and pushing through to get the job done. All the best quotes, great philosophies, and "Pinned" sayings mean little if you can't just get the work done.

Develop Your Rhetorical Sensitivity

"We are all rhetoricians," a college professor of classical rhetoric used to say. What he was saying is that whether we like it or not all of us have mouths and perform actions daily that either cast a good light or a bad light on ourselves. Going a step further, rhetorical sensitivity is the idea that we must always be aware of who, where, what we are talking about and have the proper emotional and social intelligence to modify our content and approach to appeal to our audience. Often, you may come across people who are offended that they should ever have to flex or modify their position, thought or even tone to accommodate others. We must be sensitive to how we are perceived and how that in turn, finds its way to the boss.

Strive for Level 5 Leadership

Described in *Good To Great*, a Level 5 Leader demonstrates humility and

professional will with fierce resolve to do *what is best for the company, not the leader*. The Level 5 Leaders build enduring greatness in their organizations; they set up their successors for success, and talk passionately about their companies and others, but not themselves. They are ordinary people producing extraordinary results. This isn't an argument about disenfranchisement (why would I sacrifice myself with the potential to get laid off). This is a recalibration of your perspective and attitude about how you will lead. Level 5 Leadership does not only apply for your time at the office - it should encompass your being and should be felt by family, friends, workers and strangers.

Don't Throw a Hail Mary; Plan a Touchdown

"The essential question is not, 'How busy are you?' but 'What are you busy at?'" thus spoke Oprah Winfrey. You can work hard every hour, of every day, of every year and still get nowhere. How is that possible? You can throw all the Hail Mary passes for 50 or 75 yards and never get a single touchdown. However, if you strategically go down the field with a game plan, you're more likely to score. This is the difference between looking busy and actually getting things accomplished. Planning is a crucial component to becoming the streamlined and efficient employee the boss wants to promote. Planning, for most, can also be painful and difficult. It requires patience and focus and 'not doing' - which can be very hard for a lot of us. We like to go, go, go and yet that has statistically been the downfall of many great ideas, people and organizations because they never had a game plan. Data shows that a team that takes one third more time in planning is statistically proven to perform better than teams that don't. How have you structured your day to incorporate, not doing, but planning? Do you take time in the morning before emails and conversations to make a to do list? Have you thought about multiple to do lists (daily, weekly, quarterly or internal operations, clients, personal)? Before promotion season comes up, go first team all-state, become a planner, put the ball where you want and make it rain.

Find the White Space and Innovate at the Verge

In a recent article on the Sabri brand, the founder mentioned that when he was looking to make the most positive impact as a businessperson he didn't go where competition was most fierce, which for him was in high tech. He knew that at a high-tech company, "the most junior software engineer" would be smarter than he was, so instead he changed direction and found the white space where the competition was least. "Low-tech businesses have a massive talent gap," he realized. With that in mind, he set up his new company Sabri and has had great success manufacturing products for Baby Boomers with an artistically tech bent. Joel Barker, a renowned futurist, would call this innovation at the verge - taking your talent and pioneering where competition hasn't gone yet to have the greatest impact. As an individual, have you gone where the competition is least? Have you gone where your talent is most needed and appreciated? Are you innovating for your boss at the verge

10 Additional Tips To Becoming a Value-Added Indispensable Millennial Employee

1. **Review a meeting agenda ahead of time** and find places to add insightful value. Write out questions related to the topic. For example, “How would we respond to the problem if we expanded/reduced our approach?” “How might the customer see this situation from his/her perspective?” “How does this information/update affect our timeline or goal?”
2. **Listen for ideas coming out of discussions.** Ask, “Is this idea something we should move forward as an action item?” Many wonderful suggestions and actions go unfulfilled because no one moved them forward or wrote them down. If no one is scribing action items, offer to do so.
3. **Offer to write down discussion ideas on a flipchart or whiteboard.** There is true power in the visual art of writing things down for a group to see especially in the brainstorming process. Show your ability to lead a discussion by leading the capture of ideas.
4. **When problems emerge look for the root cause and ask the 5 Whys.** Learn how to pause and contemplate root causes to issues and errors and not jump at the surface level symptom. As a Millennial myself, I find that I have to be more patient – my instinct is to go fast and furious, but I have found that digging a little bit deeper shows maturity and strategic thought. Ask, “Would it help to ask why 5 times to see if we can identify the root cause here?” Likewise, if a group moves on past the problem without any clear resolution, you can revisit it by asking, “Is everyone clear on the approach we’re going to use to solve the problem, because I think I missed it?”
5. **In decision making identify the criteria to make the decision.** So often groups can become confused about what decision to go with or that there is only one criteria to be used (time, money, ease of implementation, etc.) which is usually not the case. Help them use an array of criteria to build a better decision. You will stand out for your ability to use various perspectives and criteria to come to a sound and good decision.
6. **Play to the Socratic Dialogue.** Get the group to a new level of thinking by asking questions. This helps to expand the diversity of thought especially when you might feel groupthink is occurring. “As the Devil’s Advocate let me ask: What could go wrong here, or what does the downside of this look like?”
7. **Link and connect ideas together.** This helps people show your ability to advance the thinking and give credit where credit is due. “I think Brad’s and John’s ideas are both terrific and, if put together, could be the approach we’re

- looking for.”
8. **Invite *another* expert to share his/her opinion.** Show your ability to share your value by letting others share theirs. “Clarista, you have lots of experience with this project. I’d like to hear your thoughts on how we should proceed.” Both #8 and #9 are really about showing your ability to share the stage which is really about humble leadership. Giving others props is a rare and sought after leadership quality.
 9. **Advance your thinking.** Always be asking yourself, “How am I advancing my thinking.” How am I advancing my thoughts, my skills, my talents, connecting ideas, producing something new? This is also a great philosophy to have when working with a group or team. “How do we advance the thinking here?” “What are we doing to move the ball forward?”
 10. **Remember the best leaders believe in these 4 words:** Its not about me. Learn how to practice *servanthood leadership*.

Wrapping Up - Growing Millennial Leadership

Thank you for reading this eBook on the Millennial generation. This is a compilation of many months and years of thought around this fascinating and history-changing generation. This was written with a ‘read this first’ mentality – read it, ask questions and then let’s begin a dialogue about how best to build your Millennial leadership pipeline. The ongoing idea with this eBook is that as we learn more from data, observation and practical application we will add to this eBook.

Hopefully from the pages within this eBook you have come to learn of our commitment around leadership and this generation. We believe that leadership is a skill that is refined and strengthened through learning and application. All people have leadership capabilities. There is not one soul entity of leadership, but rather anyone can lead *where they stand*. It’s our company’s job to uncover and expand those natural talents through a developmental practice grown from 30 years worth of work.

Our Growing Millennial Leadership program works with top brands and organizations to create a step-by-step, employee development culture through leadership, teamwork and personal introspection. Accompanied with tools, trainings, and assessments, our program is a 'boot camp' for the young leaders and aspiring leaders within your organization to learn, gather skill and grow.

The number one defining characteristic of success in organizations is their people and how they lead others. Successful organizations have the right leaders in the

right positions and are able to capitalize on their competencies and talents. Great leaders are able to communicate a vision, rally support and create a great product or service.

Our Growing Millennial Leadership program was founded on the principle that great leadership is a feasible goal for any organization and individual to achieve. For over 30 years now, our company, New Directions, has believed in using our brain power and talent to create and enhance leadership potential in all levels of an organization. With a vision to create a firm that partners with organizations to increase leadership and strategy, while also providing professional development courses, New Directions offers services in leadership, team-building, and organizational health.

We are in pursuit of leadership excellence and our belief is that the next great leadership growth will be in the new Millennial worker. We are committed to helping you grow your Millennial talent. For more information please visit www.GrowingMillennialLeadership.com and www.ThinkNewDirections.com. We hope you enjoyed our eBook.