

United States Coast Guard Auxiliary

# Planning and Performance

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## *Working with Millennials*

June 2013

*Understanding the past, knowing the present, planning the future*



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## 1. Introduction

Whether called the Millennial Generation, the Millennials, Generation Y, or Generation Next, Americans who were born after 1980 are the first in history to have lived their entire lives with technology. Their childhood was comfortable and prosperous.

Millennials are more individualistic than earlier generations and demand autonomy in their opinions and behavior. They emphasize personal activities above social and labor considerations.

By 2025, 75 percent of the global workforce will be millennials; there are 80 million of them in America alone, which is about four million greater than the baby boomer generation.

Millennials have different workplace expectations, grew up differently, and want to redefine “work” as we know it. They want to break the rules and corporate hierarchies, and create a lasting impact, starting from day one on the job.

As more and more millennials enter the workplace each day, despite the bad economy, leaders continue to struggle to manage them. The generation can be troublesome if you don’t understand their needs and how they operate.

This paper is written so those who seek a great amount of information on working with millennials will find it the further they read. For those with less time, I suggest reading through five ways to better manage millennials on pages 9 - 10.

*How millennial are you?*

## THE QUIZ

Take a 14-item quiz and we’ll tell you how “millennial” you are, on a scale 100, by comparing your answers with those of respondents to a scientific nationwide survey. You can also find out how you stack up against others your age. Click on the link below or paste the ULR into your browser:

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<http://www.pewresearch.org/quiz/how-millennial-are-you/>

## When The Old And Young Collide At Work

If it is hard to get people from various generations to reach any agreement, it is even harder to do so within a organization.

A key step for enabling a 21st-century organization to successfully overcome the generational duel that takes place between traditional workers and more recent arrivals is recognizing the differences between generations.

- **Traditional workers (The Great Generation)** (born before 1946): They value loyalty and discipline, and they respect authority and hierarchy. These workers played the key role in their companies when economic development was strong.
- **Baby boomers** (1946-1960): Their critical years for joining the workforce – between the mid-1960s and the end of the 1970s – were a period when most enjoyed significant progress. This led to great expectations of success. Currently, this group occupies positions of higher corporate responsibility and has the largest proportion of workaholics in history. This is also the generation that gave birth to the yuppie phenomenon.
- **Generation X** (1961-1979): This generation has the best academic training and experience in history. They have begun to make a break with traditional patterns of behavior, demanding a more informal environment and abandoning hierarchical authority in favor of a more horizontal and flexible structure. They have pioneered policies that involve flexibility and conciliation. This generation is rich in entrepreneurs because personal initiative predominates within a context of skepticism toward large enterprises.
- **Millennials** (starting from 1980): This generation is the first in history to have lived their entire lives with information technology. It is not easy for them to understand the world without it. Like members of Generation X, their childhood was comfortable and prosperous. They are more individualistic than earlier generations and demand autonomy in their opinions and behavior. They emphasize personal activities above social and labor considerations.

Common life experiences more clearly define each generational group. For example, traditional workers were born during the war [World War II] and the postwar period. As a result, they were raised in an environment of scarcity, which led to the fact that they value austerity. They defend such social goals as peace and national prosperity.

Baby boomers, on the other hand, spawned a series of social phenomena based on their strong reaction to their parents, such as the hippie movement, feminism and [freedom to] divorce. Both X and Millennial groups have had less social impact, it is believed, because they emerged more recently and have not been analyzed sufficiently.

To put it as simply as possible, it can be said that traditional workers are pragmatic and disciplined, and are motivated by loyalty. In contrast, baby boomers are more optimistic and more self-motivated. Generation X is the most skeptical when it comes to organizations, and it is trying to find balance and flexibility, above all. Finally, in the Millennial generation there is a shortage of loyalty to the generation. Nevertheless, Millennials put a great deal of importance on intense relationships with co-workers and supervisors.

With the arrival of each new generation, the concept of loyalty has been steadily losing ground. Beyond change in the hierarchy of values, this steady decline in loyalty is because it is impossible for organizations in general to continue to offer job security. The organization then replaces stability with "employability." That changes the motivational focus of professionals away from the corporation and toward themselves. All these changes mean that the appeal of loyalty has continued to weaken, although inertia is still strong among traditional workers and baby boomers.

When it comes to social values, women in every generation are more oriented toward other people, and they have a greater sense of dedication and service. Men are generally more individualistic. When it comes to professional preferences, although women put more emphasis on flexibility, the newest generations, especially the Millennials, care more about traditionally "masculine" work values, such as income levels and opportunities for promotion.

Both generations X and the Millennials grew up in a comfortable environment in their years of childhood and adolescence. When these people enter the labor market, they have a harder time than their predecessors did. It was much easier for earlier generations to find work, become independent from their families and so forth.

As a result, there is a sense of frustration and skepticism that logically extends to the way they view the working environment. Don't forget that the working environment in our society has a lot of impact on social activity, starting with the period when marital couples and families are formed [and] on to the growth of social networks.

Baby boomers and the older members of Generation X dominate the current generation of managers. Those are the levels at which most organizational cultures are defined, along with modes of behavior. From this perspective, it can be said that some of the failures of young people in their working environment stem from the fact that they sometimes have very different hierarchies of value than their leaders.

Given the nature of change, leaders are concerned about everything that can affect their retention of subordinates. As a result, they are looking into whether these differences are a possible cause for their failure to retain people.

In those kinds of cases, the function of leaders must be to study basic processes in order to make them more attractive to workers from Generation Y. Above all, they must draw up a psychological contract with their employees and with those candidates who have the kinds of background they are looking for.

Organizations that consider it critical to adapt to new generations must take another look at their leadership practices so they can refine their supply of candidates. It is vital to understand the relationships that exist between young people and technology, which often have an impact on social standards and dynamics. For example, best recruitment practices should include having a Web site that is attractive and easy to use, and which makes it easier and faster for long-term candidates to interact with the organization.

Another thing to keep in mind is that the natural tendency of young people is not to focus on commitment or loyalty to a brand but to a combination of factors that make them feel good, on the one hand, and have personal value, on the other hand. From the viewpoint of selection, there is a double advantage to an approach that involves realistic interviews and tests.

This approach can diagnose the competencies of candidates and let candidates know that the organization is both creative and dynamic. These can be some of the keys to strengthening the selection process and minimizing the turnover of new members who leave within months.

Some studies show that young people prefer strong performance-based cultures where results count more than job seniority or personal appearance. This means that a company needs to create systems for performance-based compensation in which short-term variables count more than long-term results.

And so, the concept of position turnover must be overhauled. Traditionally, when members leave an organization, it has been very traumatic both for the company and the person. There is a sense of betrayal because of the high value placed on loyalty, but that is currently on the decline.

Young people, on the other hand, leave a company because they find another opportunity elsewhere. They understand that these are the rules of the game, and they don't discount the possibility of returning to the same organization in the future if conditions are favorable. An intelligent strategy for leveraging young talent should rethink the issue of turnover and consider maintaining a relationship with persons who depart, as a result.

Each generation has had to confront its own challenges through the course of various changes they have undergone. Undoubtedly, the world of today's young people is much more complex than that of their elders. But it is also clear that they are much better

prepared and they have better tools for dealing with these challenges. Certainly, the supply of positions is much more precarious in today's labor market.

On the other hand, declining birth rates in recent years mean that fewer people will be applying for positions compared with what happened during the baby boom. Many young people say that their elders have made it harder for them by providing them with a comfortable childhood. At the same time, social systems do not make it easier to become economically independent and achieve the same standards. This difficult transition will leave a sense of frustration that will certainly be hard for young workers to deal with in coming years. – *knowledge@Wharton, Forbes on line*

## 2. Leading millennials

Working with millennials as volunteers in the U.S. Coast Guard Auxiliary is no different. Here's a short list of what you – and they – need to succeed.

### **Five ways to better manage millennials**

**1. Give them constant feedback.** Millennials want constant feedback from their managers instead of waiting for annual performance reviews. Hold regular meetings with them and allow them to ask you their most pressing questions. If millennials feel like there's a give and take relationship between them and their manager, they are willing to work harder. It also makes them more loyal and committed to you, the team and the company. They grew up with parents who scheduled their lives and were highly involved. As a manager, it helps to involve them in projects that you're working on as much as possible.

**2. Establish a reverse mentoring relationship.** Managers understand what it takes to get ahead at work. They understand the skills millennials need in order to succeed. Millennials, on the other hand, are extremely knowledgeable when it comes to new technology. They were born using computers, use smart phones constantly, and are always logged onto social networks. Managers can learn from them. Millennials and their managers should come together to learn from each other because it will improve productivity and relationships.

**3. Provide work/life balance.** Managers need to understand that millennials want to be with their friends and families and want them to be a big part of their lives. In addition, millennials end up doing work in the after hours, including answering emails and phone calls. Managers should allow millennials to spend some of their work time doing personal things like using Facebook. If you're going to force millennials to work longer hours, you need to support them in balancing other things that are important to them.

**4. Make work challenging for them.** If millennials get bored with their work, they end up leaving, which will cost your company money. If you find that they are mastering certain tasks, come up with new challenges for them so they feel that they are progressing and learning something new. Millennials are multi-taskers so don't feel that you are overloading them with work. Allow them to work on projects cross-functionally so they can expand their networks and learn new areas of the business. It will make them feel more valuable and stay with you longer.

**5. Put them in teams.** Millennials have a team-oriented focus and enjoy collaboration. By putting them on a team where they can best utilize their strengths, they will be able to perform better. Also, if they are able to make friends at work, they are more likely to stay with your company and be happy doing so. They were on sports teams growing up where the teams were rewarded and want the same feeling in the workplace.<sup>1</sup>

### 3. Further reading

#### Unlocking generational synergies

*Speaker and humorist Meagan Johnson, famous for her 'Zap the Gap' presentations, tells how employers can thrive by promoting understanding and tolerance among the generations present in today's workforce.*

Pick up a pencil (or take this exercise mentally) and jot down a few words that come to mind when you think about today's youngest generation entering the workforce: Self-centered, complaining, lazy, apathetic, gossiping, and disloyal show up on your list.

Or perhaps you characterize members of this generation as always wanting immediate rewards and just wanting to have fun on the job – basically concerned with “what's in it for them” to a greater extent than is proportionately matched to the contributions they bring to the company right now.

If even one or two of these ideas crossed your mind, you may be having a déjà vu experience – or at least an American culture déjà vu experience. In 1968, Life magazine printed a list of how the mainstream working generation viewed the newest generation to arrive on the workplace scene: the This is the ear bud-wearing, video-game-playing, instant messaging group known as the New Millennium generation. .

And guess what: All of those negative words and phrases mentioned in the preceding paragraph were used to describe this generation of what were then perceived as young radicals.

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<sup>1</sup> Dan Schawbel is the managing partner of [Millennial Branding](#), a Gen Y research and management consulting firm. He is also the #1 international bestselling author of Me 2.0 and was named to the Inc. Magazine 30 Under 30 list in 2010.

Meagan Johnson, certified speaking professional and generational humorist who presents to various industry audiences around the country, gives this illustration when launching into the subject of conflicts within the multigenerational workforce.

In fact, says Johnson, an unprecedented phenomenon is occurring in the workplace today as four generations of employees are converging under the roofs of Business America.

She cites that 60 percent of companies surveyed report generation tension in the workplace; she also adds that at work, 70 percent of older generations are dismissive of the younger generations' talents and 50 percent of younger generations are dismissive of older generations' talents.

This melting pot has productivity implications in virtually every department of the equipment distributor's main headquarters and branch locations: parts counter, service department, sales force, rental yard, plus admin, front office, IT and finance/accounting.

Generational conflicts really start to boil because of the supervisor-subordinate roles that are established. What happens, for instance, when the 50-year-old veteran at your company finds out that his new boss is a 28-year-old? Or, conversely, the new 22-year-old is working below a 58-year-old mid-manager who just can't understand these "kids today."

Relationships between coworkers as well as between manager and subordinates can grow quickly tense as four distinct generations rub shoulders today in the workplace at large – and your company specifically.

"Each generation has very unique wants, needs and desires," Johnson states. "With each generation, there is an opportunity to learn new perspectives and get fresh ideas. With each generation, there is also an opportunity to grow frustrated, upset, angry, and have a disaster on your hands. You must learn to tap into each generation's motivational requirements in order to realize their greatest potential."

Johnson identifies the four generations as: the Traditional Generation, the Baby Boomers, Generation X and the New Millennium Generation. She asserts that each group has fundamental generational signposts that have shaped individuals' understanding and attitudes of the workplace, what they consider to be a good job, and what makes a strong work ethic.

### **The Traditional Generation**

Born before 1945, many members of the Traditional Generation lived through the Great Depression and all of them lived through World War II. These folks are also known as the silent generation, says Johnson, because – as a result of their key generational signposts – they learned that if they pulled together, postponed gratification, they would be rewarded.

They worked hard and wasted nothing, and consequently became a successful generation that designed, developed and brought to market many of the products and product foundations that remain staples in American households today. Although this is certainly the narrowest slice of the multigenerational workplace pie, the views of these

now near-70-year-olds still remain influential in many companies (perhaps at the highest rank of dealer ownership), and even as senior decision-makers at your customers' companies.

### **The Baby Boomers**

This generation, Johnson says, is the largest generation the U.S. has ever experienced – 77 million. While they now graduate into the doubling population of retiring senior citizens, at one time the country couldn't build schools and hospitals fast enough to accommodate them.

Their exit from the workforce is in progress, creating an unprecedented hole in both skilled trade jobs as well as managerial roles. The Boomers, born approximately between '46 and '64, are characterized by their emphasis on teamwork – Johnson points out that this was the first generation to be graded at school on “works well and plays well with others.” They are also the generation that challenged the rules of their predecessors and were successful.

### **Generation X**

Born between '65 and '80, this is the smallest generation now in the workforce, and a mere 13 percent of the entire population, according to Johnson. A defining characteristic of this group is that many grew up with both parents working full time – and hence the emergence of the “latch-key kids.”

A scenario like this was not uncommon: kid came home from school and had a list of tasks and responsibilities left from “management,” aka Mom and Dad. But because they were not directly supervised, they learned autonomy and independence in how they completed work, both the methods and the sequence of completing tasks were left in their control, as long as the end result was, in fact, correctly completed work.

Gen Xers, as a whole, tend to be – no big surprise – creative thinkers and problem-solvers, and they also place a high value on life outside of work. And the experience they have while working matters as much or more than the tasks themselves. It's important, says Johnson, to recognize these traits for both attracting this age group to your company and retaining them once you do.

### **The Millennium Generation**

This generation – the fastest growing segment of the workforce – is the very group of young men and women for whom companies are all competing today as each faces potentially crippling shortages of technically skilled employees and management candidates. However, it is the members of this generation with whom employers are perhaps the least familiar and thus least prepared to embrace.

A formidable generation numbering some 72 million, according to Johnson, Millennials are smart and efficient, but a significant signpost for this generation is that many are the offspring of older, Baby Boomer parents who, says Johnson, became “helicopter parents,” ever-hovering and enveloping their children with guidance, interaction, coaching and feedback.

What this means to employers seeking to attract and retain today's youngest candidates is their critical need for frequent performance feedback from management. Bringing them in, putting them on three-month "probation" (isn't that for criminals, they think!) and then telling them they won't get another review till their one-year anniversary is almost incomprehensible.

Like every young generation that has preceded them, Millennials certainly have different views on everything to do with the workplace – but all that means, Johnson asserts, is that they need thoughtful and, above all, specific direction and coaching to create the desired results and culture you require in your company.

Sure they want to have some fun, but they're also eager to succeed. Recognizing their value to your organization and training them with the details they need will ensure that they do.

What this generation will contribute most to companies today, Johnson says, is great advances in technology integration – after all, it's played more of a role in their lives than in any other generation before them, most having spent some six hours a day using technology in pursuits of communication, education and entertainment.

"They will make technology friendlier," said Johnson. "They will make it easier with shorter learning curves; it will be faster, more efficient. They will move us to the next level."

## **How Millennials work differently from every one else**

As more and more millennial workers assume management positions, you may notice changes in the nature of the workplace. Why? Because there are distinct differences between the work styles, expectations, and career perspectives of younger and older workers.

A new survey conducted by Harris Interactive on behalf of *CareerBuilder* between May 14 and June 4, 2012 among more than 3,800 full-time workers and more than 2,200 hiring managers found that a third (34%) of U.S. employees work for a boss who is younger than they are; and 15% said the boss is at least ten years their junior.

Rosemary Haefner, vice president of Human Resources at CareerBuilder, said in a press release that age disparities at work are "perhaps more diverse now than they've ever been." She says it's not uncommon to see a 30-year-old managing 50-year-olds. "While the tenets of successful management are consistent across generations, there are subtle differences in work habits and views that all workers must empathize with when working with or managing someone who's much different in age," she said.

The survey looked at managers and workers in the 25 to 34-age group, and those 55 and older. Here's what it found:

## **Communication Styles**

*How do you most like to communicate at work?*

Face-to-face:

Ages 55+: 60%

Ages 25 to 34: 55%

Phone:

Ages 55+: 12%

Ages 25 to 34: 10%

E-mail/Text:

Ages 55+: 28%

Ages 25 to 34: 35%

*You should stay in a job until you learn enough to move ahead:*

Ages 55+: 38% agree

Ages 25 to 34: 47% agree

*You should be promoted every 2-3 years if you're doing a good job:*

Ages 55+: 43% agree

Ages 25 to 34: 61% agree

## **Hours Working**

*Work eight hours or less per day:*

Ages 55+: 58%

Ages 25 to 34: 64%

*Arrive earlier than 8 a.m.:*

Ages 55+: 53%

Ages 25-34: 43%

*Leave by 5:00 p.m.:*

Ages 55+: 41%

Ages 25 to 34: 38%

*Work after leaving the office:*

Ages 55+: 62%

Ages 25 to 34: 69%

*Arriving on time doesn't matter as long as work gets done:*

Ages 55+: 20% agree

Ages 25 to 34: 29% agree

### **Work Styles**

*I like to skip the process and dive right into executing:*

Ages 55+: 66%

Ages 25 to 34: 52%

*I like to write out a detailed game plan before acting:*

Ages 55+: 35%

Ages 25 to 34: 48%

While the survey found generational differences in several areas related to communication, work style and career advancement—there is one area where older and younger workers see eye-to-eye. A majority of employees said they don't mind working for a younger boss—but they do mind sharing a meal with them. And the feeling is mutual. Sixty percent of all surveyed workers and managers said they prefer to eat lunch alone.

Overall, these findings indicate that millennials are more impatient about advancement or moving, they're more open to flexible work schedule, and more methodical in their work, yet they show up later and work shorter hours.

"Certainly there are short term challenges when the various styles mix," Haefner says. "However, in the long term, the differences can be a positive asset for a company as those situations teach employees how to deal with change."

## **Leadership by the New Generation**

### **Bridging the Age Gap**

#### **Different generations, different approaches?**

Picture this scenario: the leader of your long-established team has retired, and his replacement is a young manager straight out of business school. She's anxious to get going in the organization – with fresh ideas and fresh enthusiasm – and you hope that she'll bring some new life and energy into the company.

As the weeks go by, however, you begin to see growing discomfort and conflict between the older staff and this new team member. Your older colleagues think "the new kid" is overconfident, pushy, and too anxious to leave right at 5:00 p.m. The newcomer finds it hard to get support from her older colleagues. She's concerned that they can't (or won't) multitask, they're less confident with technology, and they're unwilling to share their hard-earned knowledge. As a result, cooperation is suffering.

How can you bridge this generation gap? And why is this important?

There's little doubt that the U.S. workforce is at a unique point in history (we'll look at other countries shortly). As Baby Boomers begin to retire, the new generation steps into their shoes.

Generation X, or Gen X, and the Millennials, have values and work styles that are completely different from the baby boomers. Finding ways to bridge the gaps within this new multigenerational workforce takes great skill – and it all starts with understanding how the new generation of leaders thinks, and what's important to them.

In the U.S., the drop in birth rate in the post baby boom years means that, by 2010, the number of people in the 35-44 middle management age group dropped by nearly 20 percent. Many other major economies worldwide are facing similar demographic changes. One practical consequence of these statistics is that organizations will have to work much harder to attract and retain good people.

New Generation leaders are a scarce commodity, and should be nurtured as such.

### **Generations X and Millennials: What They Care About**

The new generations of leaders often have a completely different way of working from their older counterparts. (Keep in mind that we can't discuss all of the characteristics of these new groups in such a short space. Also, not everyone in these generations fits these characteristics: we're going to make some huge generalizations here, however hopefully these generalizations will be useful!)

For example, while boomers usually view long hours as evidence of loyalty and hard work, Gen X and the Millennials tend to try to have more work/life balance. They've seen their parents' lack of quality of life, and the lack of loyalty companies showed to these hard-working parents in the 1990s, and they're not impressed.

They want flexible hours, more vacation time, continuous training, and telecommuting options. They expect to leverage technology to work efficiently instead of staying late in the office to get it all done.

Boomers have traditionally felt that you have to "pay your dues" to your company – and if you hate your job, that's just part of life. Generations X and the Millennials typically don't accept this; they want rewarding, intellectually stimulating work – and they don't want someone watching them too closely to check on their progress. These new groups are independent, creative, and forward thinking. They celebrate cultural diversity, technology, and feedback, and they prefer more of a "lattice" or individualized approach to management (as opposed to the traditional "corporate ladder").

The new generations also tend to like teamwork. Studies have shown that colleague relationships rank very high on Gen X and the Millennial list of priorities. Things like salary and prestige can often rank lower than boomers might expect, or might want for themselves.

**Note:**

Some people argue that differences between generations aren't as strong as are suggested here, and that people's life stage is often more significant.

Our opinion is that people are complex, and are affected by a range of different factors; that life stage is, of course, important in the way that people think and behave; but that there are useful differences in attitude between different generations, and these can lead to sometimes-profound misunderstandings between people of different generations.

**Attracting and Retaining the New Generations**

Many have talked about how Gen X and the Millennials seem always ready to leave one company and move onto something better, as soon as there's an opportunity. While it's true that they usually won't stay with a job if they're unhappy – as boomers often did – this doesn't mean they aren't serious or loyal.

It simply means that if you want to keep the best and brightest leaders in your organization, you need to offer them an environment that's geared to their values.

Quite a few Fortune 500 companies are changing their entire organizations to meet the wants and values of these new generations. Here are some examples:

- A major U.S. chemical company has eliminated its "corporate ladder" approach to management. There are no bosses, and there's no top and bottom in the chain of command. Instead, authority is passed around through team leaders, so everyone in the company has a sense of equality and involvement.
- A large U.S. accounting firm gives four weeks of vacation to new hires (most U.S. companies offer only two weeks). This firm also offers new parents classes on how to reduce their working hours to spend more time with their families.
- A software company in Silicon Valley has no set office hours. The staff comes in and works when they choose. Everyone gets paid time off every month to do volunteer work, and they get a six-week sabbatical every four years.

If you think these dramatic policies would never work and would be too costly, then remember – these are all very profitable, highly productive companies with low turnover. They've made new rules, and they're successful.

**Leadership Styles**

So, what does all this say about the new generation's leadership styles? Well, it's easy to see that Gen X and the Millennials are unlikely to lead in the same way the boomers did.

The new leaders value teamwork and open communication. They'll encourage collaboration, and they won't give direction and expect to be followed just because they're in charge. They want to understand their peers and other people's perspectives. They'll spend more time building relationships with their teams than their predecessors did. Because they value their family time, they'll also give their staff enough time for personal lives. As a result, corporate culture might become less rigid than it is now, bringing more flexibility and a sense of fun.

As a result, if you're a member of a team whose leadership is being passed from an older generation leader to a new generation leader, you'll probably need to adjust to having more autonomy delegated to you, and to finding that the boss may not be around as much to check on things.

This new generation values action – they'll work more efficiently and productively to earn time off. They'll expect their team to work hard too, but they'll also know when it's time to leave the office and go play. One of the ways in which they gain this efficiency is by using technology. Although they themselves will usually get to grips with this easily, you may need to remind new generation leaders that other members of their team need more training and support than they do themselves, if they're to get up to the same speed with new applications.

But they'll also follow a leader who has heart. So if you have new generation managers in your team, then you'll probably have to prove your worth before they'll fully support you. But once you show them that worth, they'll follow you all the way.

**Tips:**

Here are some things you can do in your company to ensure that your new generation of leaders wants to stay.

- Offer ongoing training, especially if it teaches skills like organization, time management, leadership, and communication. People in Gen X and the Millennials usually love to learn new things, so opportunities to grow are high on their list of priorities.
- Increase nonmonetary benefits. Gen X and the Millennials tend to value time as much as, if not more than, money. They have lives outside of work, and spending time with family and having fun are very important to them. Increase your vacation benefits and offer flexible working hours. These people are often busy parents who appreciate when a company understands that the traditional 9-to-5 day isn't always practical.
- Give them freedom. Gen X and the Millennials are often self-reliant and don't always look to a leader for direction. Their goal is to complete tasks in the most efficient way possible, while still doing them well. So don't force them to work under a management style that boomers often preferred, with the boss giving orders. Give them the freedom to make their own decisions.
- Earn their loyalty and respect. Gen X and the Millennials may not automatically be loyal to leaders, just because those leaders are in charge. Younger staff wants open communication and leaders who are supportive and worthy of being followed.
- Treat women and men as equals. Gen X and the Millennials grew up with mothers who were often focused on their careers as well as their families. They're used to viewing women and men equally, so be sure you compensate both genders equally. If women feel they're the targets of discrimination, you'll quickly lose them.

- Be "green." The new generations have grown up with Earth Day and the threat of global warming. They want to make less of an impact on the environment. Studies have shown that people who work for companies with green initiatives have higher job satisfaction, and turnover is usually much lower.

### Key Points

There's no doubt that the new generation of leaders has priorities that are often quite different from those of most leaders in place today.

So if you want to hire and keep the best and brightest people, the ones who will lead your company into the future, then you must create a work environment that's tailored to their values and priorities. – *From Mindtools.Com*

## Books and research

An Internet search will provide scores of books on the millennials. Here is a brief, non-inclusive selection that includes some titles from the Commandant's reading list as well as from other sources.

- ❖ *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce* By Chip Espinoza, Mick Ukleja and Craig Rusch

A valuable tool for anyone who wants to effectively manage and motivate twenty-something workers. Many books are being published on how to manage employees of the "millennial" generation, but the solutions offered are anecdotal at best. Backed by years of serious research, *Managing the Millennials* provides managers of all ages with specific recommendations and tools for engaging this burgeoning demographic—some 78 million strong. Each chapter shares relevant interviews, case studies, and offers research-backed ideas and best practices to help any organization and their leaders address the challenges generational diversity presents. Insightful and practical, *Managing the Millennials* is a valuable tool for millions of managers globally whose job it is to manage and motivate their twenty-something workers.

- ❖ *Millennials: Confident. Connected. Open to Change*

This publication is part of a Pew Research Center report series that looks at the values, attitudes and experiences of America's next generation: the Millennials. Find out how today's teens and twentysomethings are reshaping the nation at:

<http://www.pewresearch.org/millennials>

- ❖ *How Young People View Their Lives, Futures and Politics: A Portrait Of "Generation Next"*

In coordination with Generation Next, an initiative aimed at studying the lives and opinions of young people, the Pew Research Center for the People & the Press conducted a special survey in that included an oversample of 18-25 year olds. To place Generation Next in perspective, this report also draws on the full history

of Pew Research Center surveys over the past 20 years, as well as exit poll analysis and census data on youth voting patterns.

<http://www.people-press.org/2007/01/09/a-portrait-of-generation-next/>

- ❖ *Social Intelligence: The New Science of Human Relationships*, by Daniel Goleman  
critique of society's creeping disconnection in the age of the iPod, constant digital connectivity, and multitasking. Goleman discusses the "toxicity" of insult and unpleasant social experience as he warns of the dangers of self-absorption and poor attention. Drawing on numerous studies, Goleman illuminates new theories about attachment, bonding, and the making and remaking of memory as he examines how our brains are wired for altruism, compassion, concern, and rapport. (VADM Brown's choice)
  
- ❖ *From Boomers to Bloggers: Success Strategies Across Generations*, by Misti Burmeister  
Boomers to Bloggers offers tips to help boomers, Xers and Yers get what they want from their careers while helping their employers and peers achieve their goals.
  
- ❖ *The Contrarian's Guide to Leadership*, by Steven Sample  
A straightforward book about how leaders can free themselves from the shackles of conventional wisdom. (ADM Thad Allen's Choice)
  
- ❖ *Getting Them to Give a Damn: How to Get Your Front Line to Care about Your Bottom Line*, by Eric Chester  
Understanding the Millennial Generation "kidployees" and what motivates them. (Past National Commodore Steven Budar's Choice)
  
- ❖ *Power Mentoring: How Successful Mentors and Protégés Get the Most Out of Their Relationships*, by Ellen Ensher and Susan Murphy  
A wonderfully useful and readable book about the under acknowledged significance of mentoring." – Warren Bennis, author
  
- ❖ *The Tipping Point*, by Malcolm Gladwell.  
If not specifically about the Millennials, then why? Well, the book addresses how epidemics spread, how "little things make a big difference". Truth is that millennials have internalized this concept and don't even think of it. The Berlin Wall, September 11, Facebook, and the Arab Spring showed that little things make a big difference, and that revolutions can spread fast when they come on in the right way. The names I just gave those things carry weight, but thought of another way, "So wait, you mean that knocking down a stupid wall, crashing some planes, digitizing my yearbook, and setting some no name fruit vendor on fire changed the world? Yeah, of course they did." The Tipping Point is only novel to those that grew up in a world where little things didn't make such a big difference. (Andrew Welch, DVC, The Auxiliary University Programs)

❖ *Indispensable*, by Gautam Mukunda.

If not specifically about Millennials, then why? The book looks at history and talks about the success or failures of leaders that are not filtered by traditional processes. Millennials have very little respect for traditional filtration processes. They all believe that they can make a big difference today. Most of them are, frankly, wrong... but without ever even mentioning millennials, this book highlights what the younger set seems to intuitively know - that we live in perilous times that call for dynamic and changing leaders, and that the systems set in place for filtering older leaders just don't cut it. Give the job to a rebel. (Andrew Welch, DVC, The Auxiliary University Programs)

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