How to Engage and Lead Millennials in the Workplace
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TPD
People l Partners l Performance

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- A Millennial

- MBA from the University of British Columbia and Chartered Professional in Human Resources (CPHR)

- 7 years HR experience in multiple industries
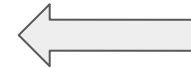
- Enjoys being interrupted with questions

TPD Your Workforce & HR Solution

First some Questions for the Audience

- How many of you are business owners? Executives? HR professionals? Managers? Other?
- Have any of you attended a TPD talk before?
- What problems have you had with millennials?

Vulnerable Techie Passionate Progressive

Hyper Fabulous Collaborative Restless Innocent
Interactive

Witty Empowered Cool Self-centered
Young
Social Dreamer Google Creative Entitled

Wild Game Snapchat Aggressive Lost Curious Wiser

Strategist

Wild Impulsive Techie Marvelous
Stubborn Self-absorbed

Fun Resourceful Confused Lazy

Ambitious Dreamers Futuristic Impatient Impatient Epic

Entitled Free Yolo Annoying Resourceful media
Spoiled

Joyful Fearless

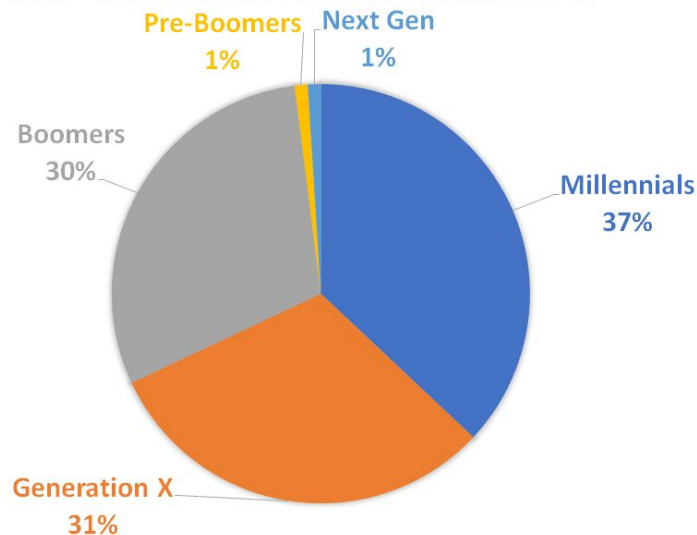Loyalists Techie Aggressive Entitled Pampered Empowered WordItOut

What we'll cover

1. Who are Millennials? And why are they important?
2. Millennial Challenges
3. What Millennials are looking for
4. Best Practices
5. What you can do right now
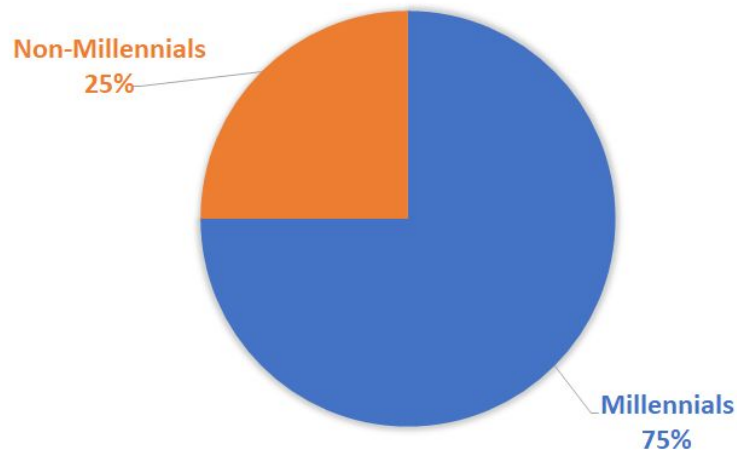6. Thank you from TPD

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Who is a Millennial?

Born	Early 1980s to early 2000s
Influences	Widespread Electronics On-line, Socially Networked World Involved Parents "You're Special" & "Follow your dreams" Better Educated 2008 Recession
Baby Boomers	Mid 1940s to early 1960s
Generation X	Early 1960s to early 1980s

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Why are Millennials Important?

%OF CANADIAN LABOR FORCE 2015

- Pre-Boomers 1%
- Next Gen 1%
- Boomers 30%
- Millennials 37%
- Generation X 31%

%OF CANADIAN LABOUR FORCE 2025

- Non-Millennials 25%
- Millennials 75%

Source: Statistics Canada, Environics Analytics, AON

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Millennial Challenges

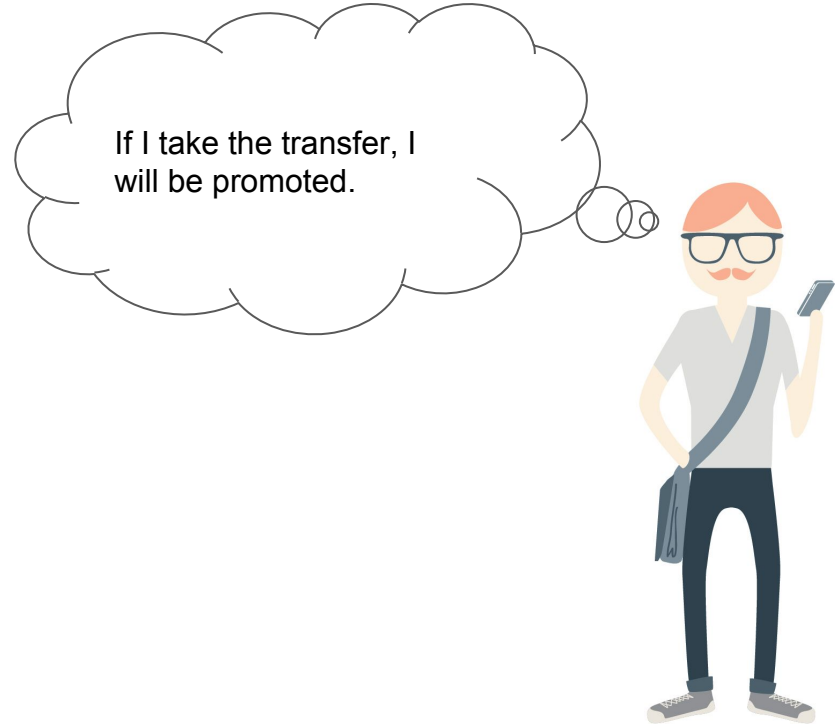# Lack of Loyalty?

Expectations

Looking For…

➢ Rapid Advancement

➢ Immediate Gratification

➢ Praise and Recognition

➢ Regular Feedback

Underestimating…

➢ Value of Experience

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What Managers Say Vs. What A Millennial Hears

If you take the transfer, it is the right step toward promotion.

If I take the transfer, I will be promoted.

Espinoza, C., & Ukleja, M. (2016). Managing the Millennials : Discover the Core Competencies for Managing Today's Workforce. Hoboken, NJ: Wiley.

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What Managers Say Vs. What A Millennial Hears

Espinoza, C., & Ukleja, M. (2016). Managing the Millennials : Discover the Core Competencies for Managing Today's Workforce. Hoboken, NJ: Wiley.

What Millenials are Looking For

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Employee Value Proposition

Financial:

- **Base Salary**
- Bonus
- Paid time off (vacation, personal days/sick)
- Benefits
- Tuition reimbursement

Non-Financial

- **Purpose/Meaningful work**
- **Work-Life-Balance**
- **Career Development and Advancement**
- Culture (**feedback**, teamwork, social, feeling valued)
- Physical work environment and location
- Reputable/quality company

Fair & Competitive

Work-Life Balance

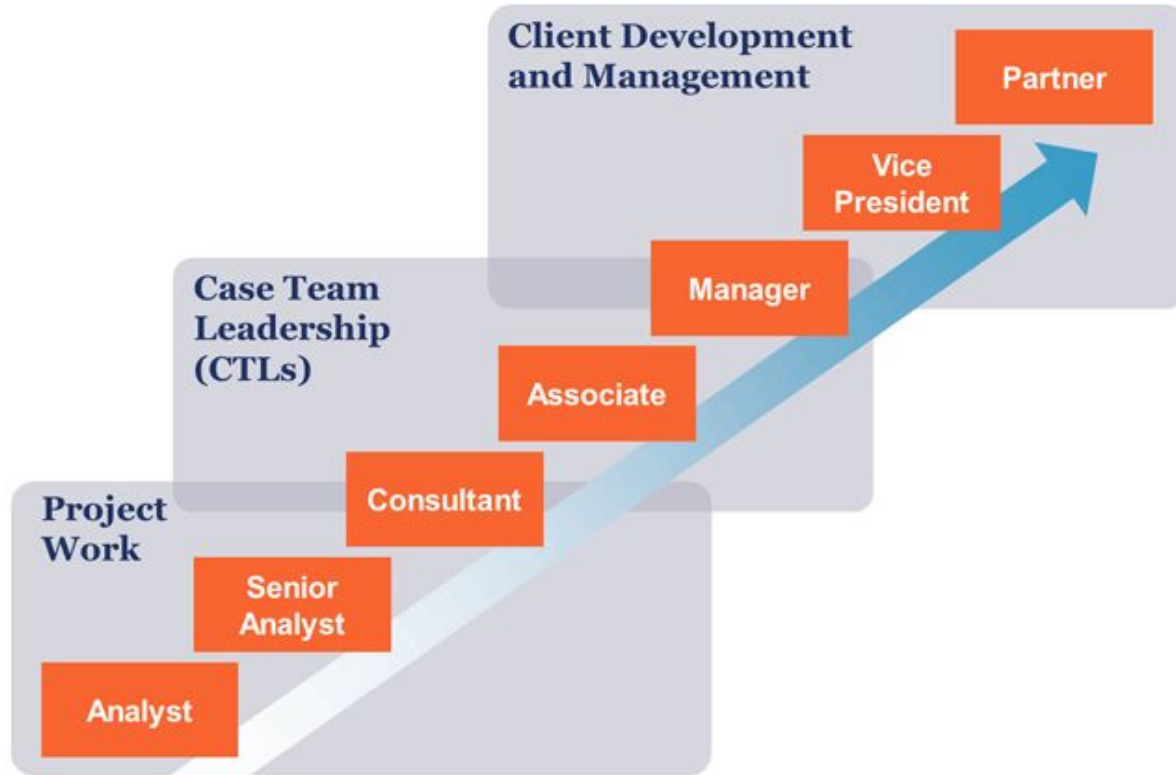➢ Value Quality of Life

➢ Flexibility

➢ Control

➢ Always Connected

Measure Output vs Bum in seat

Meaningful Work

➢ Challenging
➢ Interesting
➢ Varied
➢ Purpose - Big Picture
➢ Career Growth

Career Growth

Regular Feedback

"People don't leave a bad job, they leave a bad boss."

Gallup:

➢ *No 1 reason for leaving a company = Boss*

➢ *75% voluntary turnover = Boss*

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In a study done at Google

"What employees valued most were even-keeled bosses who made time for **one-on-one meetings**, who helped people puzzle through problems by **asking questions**, not dictating answers, and **who took an interest in employees**; lives and careers."

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"Train people *well enough so they can leave, treat them well enough so they don't want to.*" – Richard Branson

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Best Practices

Challenge - Alignment with the Business

1. Understand organizational goals and priorities
2. How their role supports achieving those
3. Clearly define expectations of each role
   - Skills
   - Behaviours
   - KPIs/Financial Outcomes
   - Training
   - Minimum time in the role

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People Alignment Projects

- Transparency in business and department performance
- Compensation philosophy
- Training aligned with career advancement plans
- On the job learning - stretch projects
- Employee recognition

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Personalization

- Autonomy
- Career Plans
- Job Crafting
- Feedback
- Work-life Balance
- Their desks

Be Ready for Turnover

- Get high potentials to train others
- Have a strong employer brand to attract future candidates
- Have a strong onboarding program to get new hires up to speed fast

Leveraging Millennial Talent

- Idea contests, suggestion programs
- Employee referrals
- Reverse mentorship

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Leveraging Millennial Talent

Take Initiative
Challenge the Status Quo
Task Forces to Drive Improvement

Digitally Connected
Source of talent through employee referrals

Ambitious Learners
Emerging Leaders

Technological Competent
Operational Efficiencies

Collaborators
Team Work

Reverse Mentorship

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What Millennials Want…

1. Fair & Competitive Pay
2. Meaningful Work
3. Career Growth & Advancement
4. Work-Life Balance
5. Feedback

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As Managers we need to…

1. Set Clear Expectations
2. Define Career Paths & Supporting Training
3. Regular Feedback
4. Be Ready for Turnover
5. Have Millennials share their skills, ideas and social networks

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When you go back to your office...

Have a conversation with each member of your team about their career and development goals.

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Because I'm a millennial who wants feedback...

- Do you have any questions?
- What resonated with you?
- What advice can you use?

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Thank you from TPD

1 hour free HR Consultation

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Book a meeting with me at https://app.hubspot.com/meetings/andrea-duke

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