<table>
<thead>
<tr>
<th>Generations at a Glance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BIRTH YEARS</strong></td>
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</tbody>
</table>
| **GREATEST GENERATION** | 94 years and older today | *World War I*  
*Great Depression*  
*Rearing Twenties* |
| 1901-1924 | "GI Generation" | |
| **TRADITIONALISTS** | 73-93 years old today | *Great Depression*  
*World War II* |
| 1925-1945 | "Silent Generation" | |
| **BABY BOOMERS** | 54-72 years old today | *JFK Assassination*  
*Civil Rights*  
*Vietnam*  
*Hippies*  
*Sexual Revolution*  
*Moon Landing*  
*American Dream* |
| 1946-1964 | "Boomers" | |
| **GENERATION X** | 37-53 years old today | *Challenger Explosion*  
*Berlin Wall*  
*Divorce*  
*MTV*  
*Latchkey Kids* |
| 1965-1981 | "Baby Busters"  
"Gen-Xers" | |
| **MILLENNIALS** | 18-36 years old today | *9/11 attacks*  
*Y2K*  
*School shootings*  
*Social media* |
| 1982-2000 | "Echo Boomers"  
"Generation Y" | |
| **iGEN** | 17 years old and younger today | *Great Recession*  
*Terrorism*  
*Technology* |
| 2001-Present | "Homelanders"  
"Screeners"  
"Generation Z" | |
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</thead>
<tbody>
<tr>
<td>Formative experiences</td>
<td>Second World War</td>
<td>Cold War</td>
<td>End of Cold War</td>
<td>9/11 terrorist attacks</td>
<td>Economic downturn</td>
</tr>
<tr>
<td></td>
<td>Rationing</td>
<td>Post-War boom</td>
<td>Fall of Berlin Wall</td>
<td>PlayStation</td>
<td>Social media</td>
</tr>
<tr>
<td></td>
<td>Fixed-gender roles</td>
<td>&quot;Swinging Sixties&quot;</td>
<td>Reagan / Gorbachev</td>
<td>Social media</td>
<td>Global warming</td>
</tr>
<tr>
<td></td>
<td>Rock ‘n’ Roll</td>
<td>Apollo Moon landings</td>
<td>Thatcherism</td>
<td>Invasion of Iraq</td>
<td>Mobile devices</td>
</tr>
<tr>
<td></td>
<td>Nuclear families</td>
<td>Youth culture</td>
<td>Live Aid</td>
<td>Reality TV</td>
<td>Energy crisis</td>
</tr>
<tr>
<td></td>
<td>Defined gender roles - particularly for women</td>
<td>Woodstock</td>
<td>Introduction of first PC</td>
<td>Google Earth</td>
<td>Arab Spring</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Family-oriented</td>
<td>Early mobile technology</td>
<td>Glastonbury</td>
<td>Producer-owned media</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rise of the teenager</td>
<td>Latch-key kids</td>
<td>Cloud computing</td>
<td>Internet leaks</td>
</tr>
<tr>
<td>Percentage in U.K. workforce*</td>
<td>3%</td>
<td>33%</td>
<td>35%</td>
<td>29%</td>
<td>Currently employed in either part-time jobs or new apprenticeships</td>
</tr>
<tr>
<td>Aspiration</td>
<td>Home ownership</td>
<td>Job security</td>
<td>Work-life balance</td>
<td>Freedom and flexibility</td>
<td>Security and stability</td>
</tr>
<tr>
<td>Attitude toward technology</td>
<td>Largely disengaged</td>
<td>Early information technology (IT) adaptors</td>
<td>Digital Immigrants</td>
<td>Digital Natives</td>
<td>&quot;Technocrats&quot; - entirely dependent on IT; limited grasp of alternatives</td>
</tr>
<tr>
<td>Attitude toward career</td>
<td>Jobs are for life</td>
<td>Organisational — careers are defined by employers</td>
<td>Early &quot;portfolio&quot; careers — loyal to profession, not necessarily to employer</td>
<td>Digital entrepreneurs — work &quot;with&quot; organisations not &quot;for&quot;</td>
<td>Career multitaskers — will move seamlessly between organisations and &quot;pop-up&quot; businesses</td>
</tr>
<tr>
<td>Signature product</td>
<td>Automobile</td>
<td>Television</td>
<td>Personal Computer</td>
<td>Tablet/Smart Phone</td>
<td>Google glass, graphene, nano-computing, 3-D printing, driverless cars</td>
</tr>
<tr>
<td>Communication media</td>
<td>Formal letter</td>
<td>Telephone</td>
<td>E-mail and text message</td>
<td>Text or social media</td>
<td>Hand-held (or integrated into clothing) communication devices</td>
</tr>
<tr>
<td>Communication preference</td>
<td>Face-to-face</td>
<td>Face-to-face ideally, but telephone or email if required</td>
<td>SMS, Email</td>
<td>SMS, Share, Text or social media</td>
<td>Facetime</td>
</tr>
<tr>
<td>Preference when making financial decisions</td>
<td>Face-to-face meetings</td>
<td>Face-to-face ideally, but increasingly will go online</td>
<td>Online — would prefer face-to-face if time permitting</td>
<td>Online and mobile (text messaging)</td>
<td>Solutions will be digitally crowd-sourced</td>
</tr>
</tbody>
</table>
Rise of Millennials and decline of Baby Boomers?
By 2030, Millennials will be 75% of the workforce
The World is changing

2005

Funeral of Pope John Paul II

2013

Announcement of Pope Francis I
Digital media has changed how we live
Millennials engage with their smartphones more than with their significant others.

On an average day, which do you interact with the most?

- Smartphone: 39% (Total respondents), 29% (Millennials)
- Significant other: 27% (Total respondents), 33% (Millennials)
- Parents: 8% (Total respondents), 4% (Millennials)
- Friends: 7% (Total respondents), 8% (Millennials)
- Children: 14% (Total respondents), 15% (Millennials)
- Co-workers: 4% (Total respondents), 9% (Millennials)

Bank of America, 2016
Millennials view of authority?
Millennials view parents more as friends than authority figures.
Generational differences in work related characteristics and expectations

“How can I trust your information when you’re using such outdated technology?”
<table>
<thead>
<tr>
<th></th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Generation Y</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work ethic</strong></td>
<td>Workaholic</td>
<td>Work as hard as needed</td>
<td>Work well when motivated</td>
</tr>
<tr>
<td><strong>Attitudes towards authority/rules</strong></td>
<td>• Some may still be uncomfortable interacting with authority figures</td>
<td>• They are comfortable with authorities and are not impressed with titles or intimidated by them</td>
<td>• They find it natural to interact with their superiors</td>
</tr>
<tr>
<td><strong>Expectations regarding respect</strong></td>
<td>• Deference</td>
<td>• They want to be held in esteem</td>
<td>• They want to be held in esteem</td>
</tr>
<tr>
<td></td>
<td>• Special Treatment</td>
<td>• They want to be listened to</td>
<td>• They want to be listened to</td>
</tr>
<tr>
<td></td>
<td>• More weight given to their opinions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Feedback and supervision</strong></td>
<td>May be insulted by continuous feedback</td>
<td>Immediate and continuous</td>
<td>Immediate and continuous</td>
</tr>
<tr>
<td><strong>Attitudes regarding loyalty to their employer</strong></td>
<td>• They value company commitment and loyalty</td>
<td>• Less loyal to companies than previous generations but loyal to people</td>
<td>• Committed and loyal when dedicated to an idea, cause or product</td>
</tr>
<tr>
<td><strong>Work/life balance</strong></td>
<td>Sacrificed personal life for work</td>
<td>Value work/life balance</td>
<td>Value work/life integration</td>
</tr>
<tr>
<td><strong>Perceived elements of success in the workplace</strong></td>
<td>• Willingness to learn new things (80%)</td>
<td>• Willingness to learn new things (74%)</td>
<td>• Willingness to learn new things (58%)</td>
</tr>
<tr>
<td></td>
<td>• Get along with people (78%)</td>
<td>• Speak clearly and concisely (72%)</td>
<td>• Speak clearly and concisely (55%)</td>
</tr>
<tr>
<td><strong>Preferred leadership attributes</strong></td>
<td>• Credible (74%)</td>
<td>• Credible (71%)</td>
<td>• Listens well (68%)</td>
</tr>
<tr>
<td></td>
<td>• Trusted (61%)</td>
<td>• Trusted (58%)</td>
<td>• Dependable (66%)</td>
</tr>
<tr>
<td></td>
<td>• Farsighted (57%)</td>
<td>• Farsighted (54%)</td>
<td>• Dedicated (63%)</td>
</tr>
</tbody>
</table>

Karp et al. (2014); Jorgensen (2015)
For Millennials, life and work blend together.

Not work/life balance, but work/life integration.
How we see millennials vs. how they see themselves
Millennials View Themselves More Positively Than Non Millennials Do

Source: BCG analysis.
Note: Size of word indicates frequency of response.
They are comfortable in networks/groups

They realize life could end at any moment, so they want to make a difference.

They were raised with positive reinforcement and lots of choices.

They live by the motto: "Believe in yourself."
Millennials Don’t Consider Themselves Adults Until 30, Researcher Says

And surprise: the oldest ones are now pushing 40, CBS Research guru David Poltrack explains
Beyond.com survey of 6,361 job seekers and veteran HR professionals, from April 12 - May 9, 2013.
Millennials’ Priorities

% saying ... is one of the most important things in their lives

- Being a good parent: 52
- Having a successful marriage: 30
- Helping others in need: 21
- Owning a home: 20
- Living a very religious life: 15
- Having a high-paying career: 15
- Having lots of free time: 9
- Becoming famous: 1

Note: Based on adults ages 18-29.
What do Millennials want at work?
**Most Important Thing to Millennials = Meaningful Work**

**What Managers Think Is Most Important Thing to Millennials = Money**

Managers’ and Millennials’ View of the Most Important Factor That Indicates Career Success to Millennials

- **Meaningful Work**
  - Managers: 11%
  - Millennials: 30%

- **High Pay**
  - Managers: 48%
  - Millennials: 27%

- **Sense of Accomplishment**
  - Managers: 11%
  - Millennials: 24%

- **Challenging Work**
  - Managers: 8%
  - Millennials: 10%

- **High Level of Self Expression**
  - Managers: 9%
  - Millennials: 6%

- **High Level of Responsibility**
  - Managers: 12%
  - Millennials: 3%


Career Advisory Board, 2011
Implications for your organization of Millennial desire for meaning and purpose at work?
A recent Gallup study found millennials are feeling a lack of engagement in the workforce.

- **55%** of millennials are not engaged
- **16%** are actively disengaged
- Only **29%** are engaged

It’s time to **invest** in our millennials.

The 2017 Deloitte Millennial Survey

Apprehensive millennials: Seeking stability and opportunities in an uncertain world.
**BECOMING THE BOSS**

When asked about the types of training they want from their employer, Millennials said:

- **Leadership skills**: 60%
- **Technical skills**: 54%
- **Financial skills**: 47%
- **Personal development skills**: 38%
- **Career planning**: 34%
- **Written & oral communications**: 28%
Personal recognition has changed

• How do Millennials receive positive feedback today outside of work?

• How often do they receive this feedback?
JQ Public
We need to let them know where they fit in.
So, How to Lead Millennials?
Old Paradigm
I recognize that there are differences in the generations, but it doesn't impact the workplace that much.

New Paradigm
Understanding generational differences is key to unlocking everyone's full potential.
You can’t work effectively with the generations until you stop trying to change the generations.

It is only when you appreciate the generations and their differences that you unleash their full potential.

- Haydn Shaw
**Business Necessity** -- rules, policies, and procedures necessary to maintain professional relationships and effectively conduct business operations.

**Personal Preference** -- pertains to your personal biases and opinions that are influenced heavily by your generation and personal experiences.
What Motivates Human Beings?

Source: Drive by Daniel Pink
What Do Millennials Want?

Freelance Flexibility ...
... with Fulltime Stability

The 2017 Deloitte Millennial Survey
Apprehensive millennials: Seeking stability and opportunities in an uncertain world
Which of the following things do you believe make an organisation an attractive employer?

- Opportunities for career progression: 52%
- Competitive wages/other financial incentives: 44%
- Excellent training/development programmes: 35%
- Good benefits packages: 31%
- Flexible working arrangements: 21%
- International opportunities: 20%
- Good reputation for ethical practices: 15%
- Corporate values that match your own: 15%
- A reputation as an employer of the best and brightest people: 15%
- The employer brand: 10%
- Diversity/equal opportunities record: 8%
- The sector in which the organisation operates: 8%
- Other: 1%

Source: Millennials at Work Reshaping the Workplace - PwC
What’s the problem with giving unlimited flexibility? What are we afraid might happen?
THE CHALLENGE

To give limited autonomy and flexibility that engenders trust, loyalty and personal engagement but also includes accountability?
What Autonomy is NOT

• It’s not doing whatever you want, whenever you want.
• It’s not working in isolation.
• It’s not working without a net.
6 Ways to Encourage Autonomy

1. Mistakes will be made. It’s OK!
2. Hire autonomous people
3. Build trust
4. Create choices within boundaries
5. Grant employees ownership
6. Provide tools to help them reach their goals

Source: 6 Ways to Encourage Autonomy by Tracy Maylett
WARNING!

Taking away autonomy after you’ve given it is a surefire way to kill motivation.
Micromanaging demotivates millennials. What does it communicate to them?

Note: Millennials prefer to learn by trial and error then by rules and guidelines that stifle their creativity.
Giving Autonomy and Flexibility:

• Ask employees what kind of freedoms they want and be prepared to act on their requests.

• Be clear about your work policies and expectations related to freedom and autonomy.

Source: Let Employees Choose When, Where, and How to Work by Nathaniel Koloc
Effective Coaches

- Emotionally intelligent
- High concern for others
- Focus primarily on development not compliance
- Initiate coaching conversations
- Inspire action
Which three benefits would you most value from an employer? – % ranking each 1st place

Source: Millennials at Work Reshaping the Workplace - PwC
We get better at most things by trying something and then evaluating the results.
Sometimes we need an **outside** perspective

How am I doing?
But giving and receiving feedback is not so easy.
Feedback Session

- Unpack the feedback
- Process any feelings they have
- Identify two areas to improve
- Create a specific action plan
Ongoing Coaching Conversations

Opening
• “Hey, can I give you some feedback?”
  • “Deb, I’d like to talk to you about something.”

Observation
• “I’ve noticed …”

Impact
• “I don’t think that will give you the results you want ....”

Suggestions
• “What do you think about doing it this way …?”
  • “In my experience, I’ve found …”
Millennials Want to be Mentored

Which of the following training/development opportunities would you most value from an employer:

- Working with strong coaches and mentors: 28%
- Changes/rotations of role to gain experience: 21%
- Support for further academic training: 19%
- Collaborating with inspiring colleagues on key projects: 18%
- Formal classroom training: 6%
- E-learning: 5%

Source: Millennials at Work Reshaping the Workplace - PwC
A Framework for Mentoring

Where are you now?

Where do you want to be?

How can I help you get there?
Initial Mentoring Conversation

• If your life were perfect and your dreams came true, what would your life and work be like in 5-10 years?

• What values and virtues are most important to you? What kind of person do you want to be?

• Who has helped you the most to become who you are or to get to where you are? Describe that person.

Facilitate Growth and Development

- Have regular check-ins
- Provide lots of feedback and encouragement
- Give challenging assignments
- Give them the freedom to fail (but also help them learn from it)
Takeaways on what Millennials want at work

• Millennials want to self-actualize at work
• Millennials want:
  • Meaningful work; a sense of purpose
  • Coaching and mentoring; real-time feedback
  • Flexible working arrangements for work/life integration
• Millennials have the desire and capacity to make the work world better for all generations