

Managing the Millennials

- Discover The Core Competencies for Managing Today's Workforce
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Who are these guys?

- Chip Espinoza: CEO of GeNext Consulting - Leadership teacher at California State University, Long Beach
- Mick Ukleja, PhD: President of LeadershipTraQ and founder of Ukleja Center for Ethical Leadership at California State University, Long Beach
- Craig Rusch, PhD (in social networks): Professor of Anthropology at Vanguard University in Costa Mesa, California.

What I Left Out

- In order to encourage sales of this vital book, I have left some things out in order to provide more incentive to purchase for yourself or your institution.
- Each of the main points in the book are emphasized with a scenario that you can use yourself or with a group you facilitate. This makes the book a viable textbook for leadership courses.
- Each chapter ends with an “In a Nutshell” paragraph. You can quickly reread these at any time to refresh your understanding of the main concepts.
- The book gives you access to the author’s Generational Report Inventory. This will allow managers to determine their developmental level with respect to the core competencies dealt with in this book. It will measure your thinking, your self-reported behavior, and the thinking of your direct reports. This will let you know if you need to adapt or change some behaviors to promote success for all.

The Generations

- Before the boomers there were the builders. They were the generation who experienced the great depression and the second world war. They were the first generation to enter college in big numbers. Hard work, delayed gratification, and automatic respect for authority were common. They often spent their entire career at one company.
- Then came the baby boomers. They were born from 1946 to 1964 and number about 80 million. They grew up with the Vietnam War, the Cold War, the Civil Rights Movement and Women's Liberation. They grew up with television and rock and roll and were the first with common access to recreational drugs. The moon landing gave them confidence that they could do what they set their minds to. Technology expanded, but they used it mostly to do more work, not less.

The Next Generations

- Generation X: Born between 1965 and 1977, this generation experienced a tripling of the divorce rate and both parents working. MTV, video games, and computers all made their mark. They used technology for a work-life balance and grew accustomed to moving around and autonomy. They could easily do their work on the beach.
- The Millennials (Generation Y): Born between 1978 and 1996, they make up more than 25% of the population and have been shaped by terrorism, cell phones, and social networking. Technology is an integral part of their lives and they crave instant feedback. They are used to parents who praise them and tend to abstain from sex and drugs more than Gen X. They work well in teams and like diversity.

The Study

- The authors conducted a two-year study to obtain the material for this book. They interviewed hundreds of managers and employees in a variety of work environments. They use their data to develop models of each generation, the behavior of Millennial employees that managers find problematic, and the behaviors exhibited by the holders of those values. They looked for points of tension that result from clashing value systems in a cross-generational management context. After describing the conflict, they provide tools for resolving the tension that inhibits the success of both managers and Millennials.

How to be good at managing Millennials

- The study showed that most managers who were good at managing Millennial employees had served as a volunteer in a youth organization. In order to be effective with youth, you need to 1) initiate relationships, and 2) be patient to set expectations according to where the young person is, not where you want them to be. These skills are easy to transfer to the work place. These effective managers are able to suspend the bias of their own experience. They start with the Millennials experience, not their own. The underlying premise of this book is that people with the most responsibility have to adapt first. By setting an example, managers will create an environment in which the less mature will adapt.

The Mind-Set

- Adaptability: Talk about *your* need to change.
- Self-Efficacy: Believe you *can* do something about a situation.
- Confidence: Allow subordinates to challenge your ways.
- Power: Use the power of relationship versus your power of position.
- Energy: Feel energized when you work with younger people.
- Success: See yourself as the key to their success.
- It's a well-established fact that employees more often leave managers and not organizations.

Autonomy

- By giving Millennial employees autonomy on the job, you communicate that you trust them. They detest being micromanaged. While other generations dismiss a micromanager as anal or controlling, they take micromanaging personally as it connotes a lack of trust or confidence. Also, by being flexible when it makes sense, you reduce insecurity and build trust. Think of flexing as the ongoing conversation about “How can we do our best work together?” Millennials want to have a voice and don’t mind being challenged. They want to find meaning in their work, gain experience, yet desire a work-life balance.

Incenting the Entitled

- (Doug: I think that this concept applies to all generations.)
- Millennials value what they value - not what you value! ***Before you reward them, be sure to ask them what they want.*** You need to make sure that your expected outcomes are clearly communicated. Don't hesitate to use their preferred method of communication. You need to offer praise in a variety of forms, but avoid cookie cutter employee-of-the-month programs. Pull them into the design of incentive programs. People tend to support what they help create.

Parent Effects

- The Millennials have been nurtured by boomer parents who have been more nurturing than their parents. They have thus created a challenge for society by wanting to make their children suffer no negative consequences, from the environment or from their own actions. Millennials, therefore, expect special attention because they believe that they are special. Their parents have told them so. You need to develop relationships and take an interest in them. Empathy and genuine caring count for a lot. But don't make the mistake of trying to be like them. Telling them about your own mistakes will help build trust. If you must criticize, do it in a manner that lets them know you care. One study showed that the quality of one's relationship with one's immediate supervisor accounts for 50% of job satisfaction.

Other Things to Do

- Millennials tend to be myopic. Your job is to broaden their awareness. Prioritize time to participate in their learning. Share the information you get about the organization. It is a great way to build trust and a sense of partnership. Share the organization's culture by becoming a story teller.
- Consequential thinking is another skill you need to foster. When you face a decision, have them come up with multiple possible outcomes for each possible solution to a problem.
- They hate ambiguity more than being micromanaged. With insufficient direction, they often exhibit a lack of focus, indecisiveness, and insecurity. Just don't be condescending.

Help Them Find Meaning

- Millennials are not apathetic, they are just indifferent until they find a reason to care about something. In this respect, they are easy to motivate. They want to know why before what. Try to make them see that the organization's goals are an extension of their personal goals.

Cool Quotes

- “Simplicity is the ultimate sophistication.” Leonardo ad Vinci
- “Before you ask men to gather lumber to build a ship, let them acquire a love of the sea.” Old proverb