THE LEADERSHIP GROUP

Leadership Journeys

Leading Millennials: How to get the most out of the Y Generation

By Dr. Martin Oduor-Otieno, CBS

Four Generations at Work

| TRADITIONALISTS | BABY BOOMERS | GENERATION X | MILLENNIALS |
| 1900 - 1945 | 1946 - 1964 | 1965 - 1980 | 1981 - 2000 |

BABY BOOMERS (50's-60's)   GENERATION X (70's-80's)   MILLENNIALS (80's-2000)

Who are they?

WHO ARE MILLENNIALS?

"GEN Y"

BORN BETWEEN

1980 — 2000

GREW UP ALONGSIDE TECHNOLOGY

Y DO THEY MATTER?

Image from Why Millennials Matter (www.whymillennialsmatter.com)
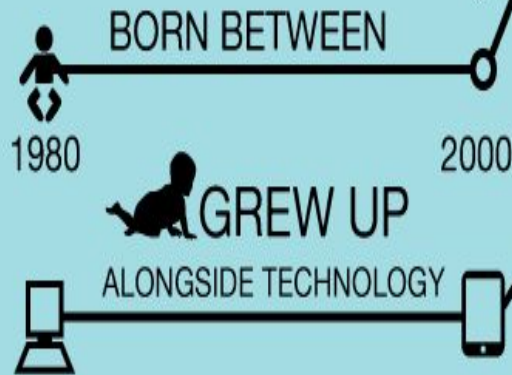
LARGEST GENERATION YET

80 MILLION IN THE U.S

2.5 BILLION WORLDWIDE

MOST ETHNICALLY & RACIALLY DIVERSE

DOMINANCE OF SOCIAL NETWORKS

% OF WORKFORCE

50% BY 2020 → 75% BY 2030

% IN THE COMING YEARS

ASPIRE TO MAKE A DIFFERENCE W/ THEIR WORK

☑ CONFIDENT
☑ HAVE HIGH EXPECTATIONS
☑ ACHIEVEMENT ORIENTED

Video: Millennials at the workplace

- [The Millennial majority is transforming your culture](#)
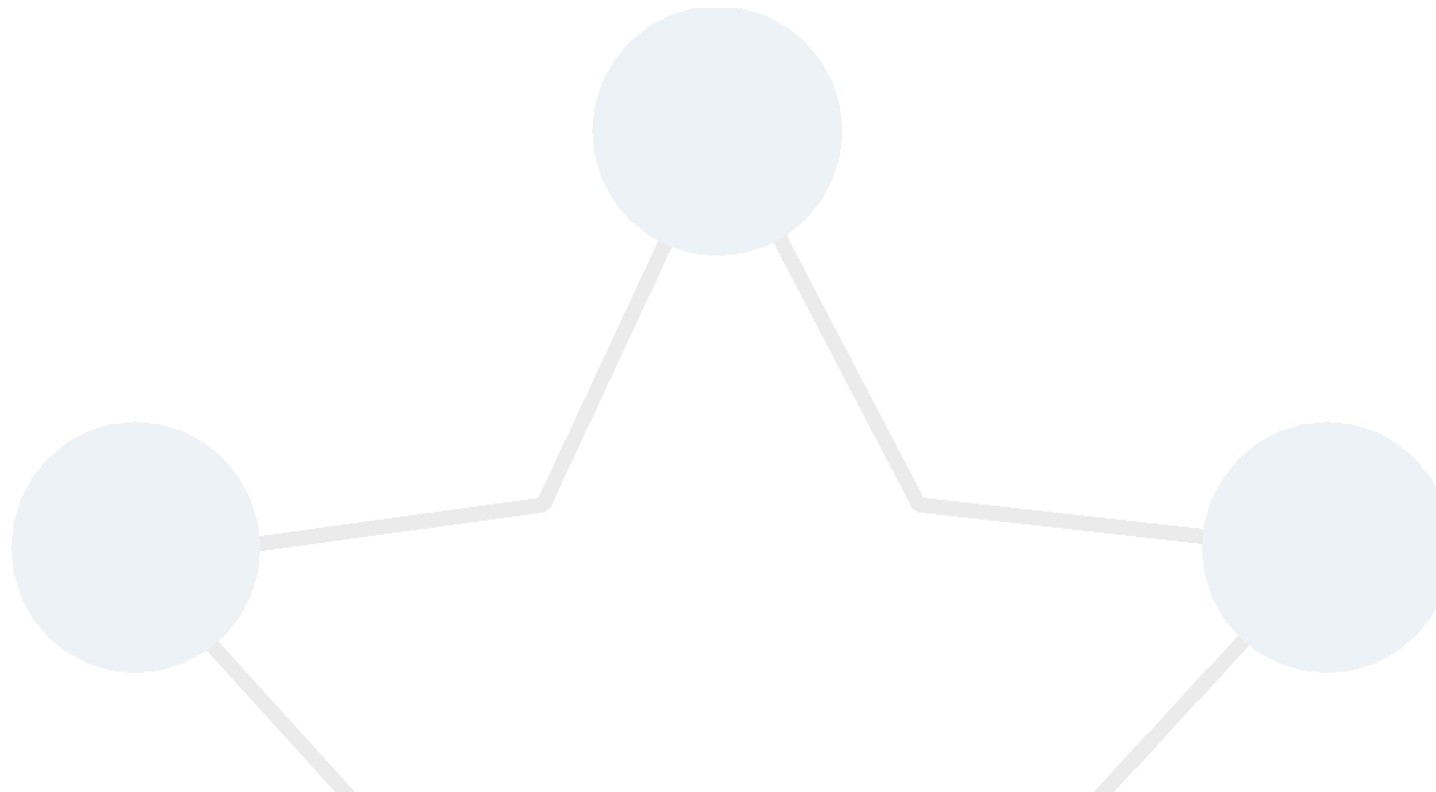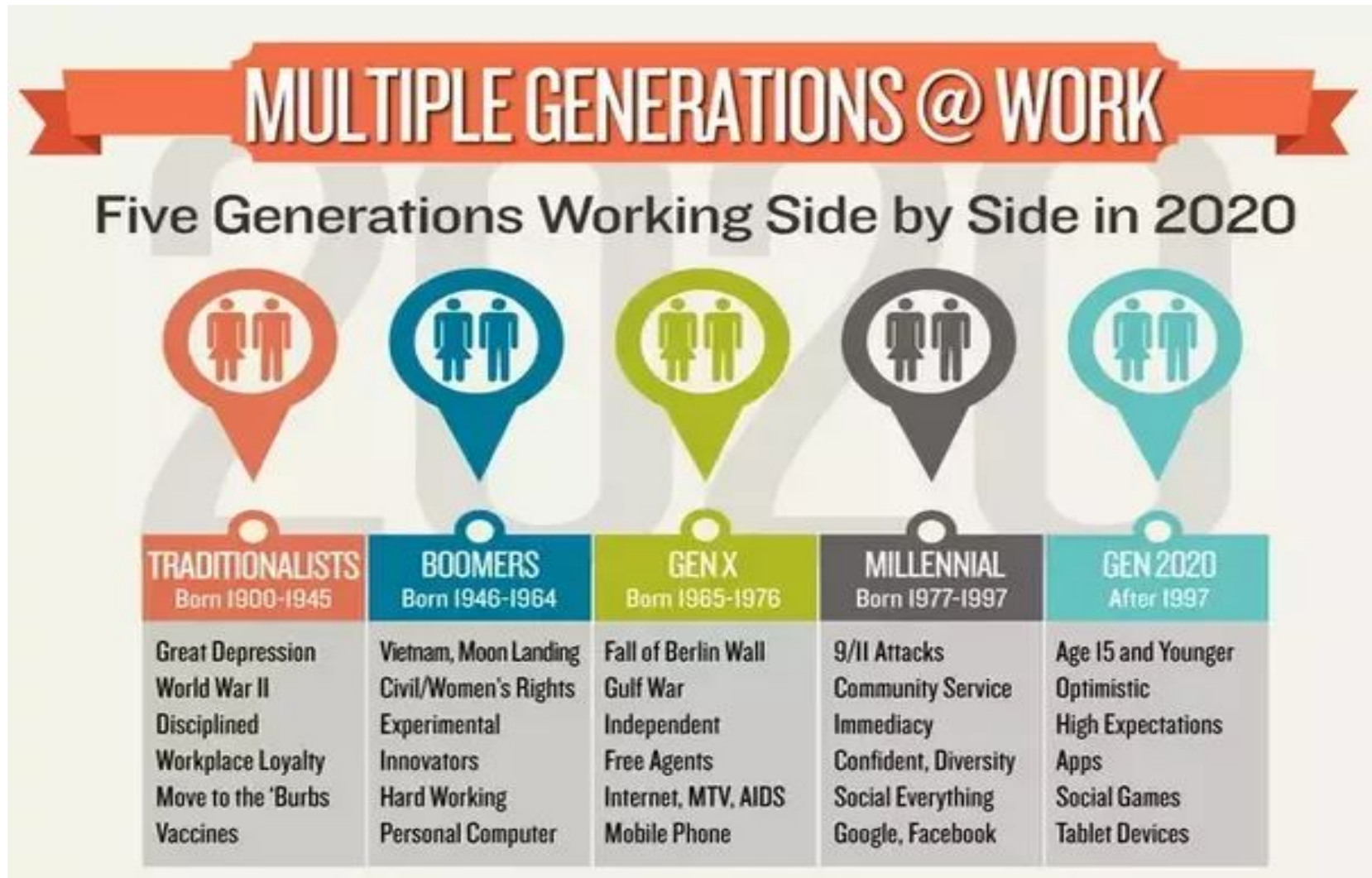
The workplace dilemma…

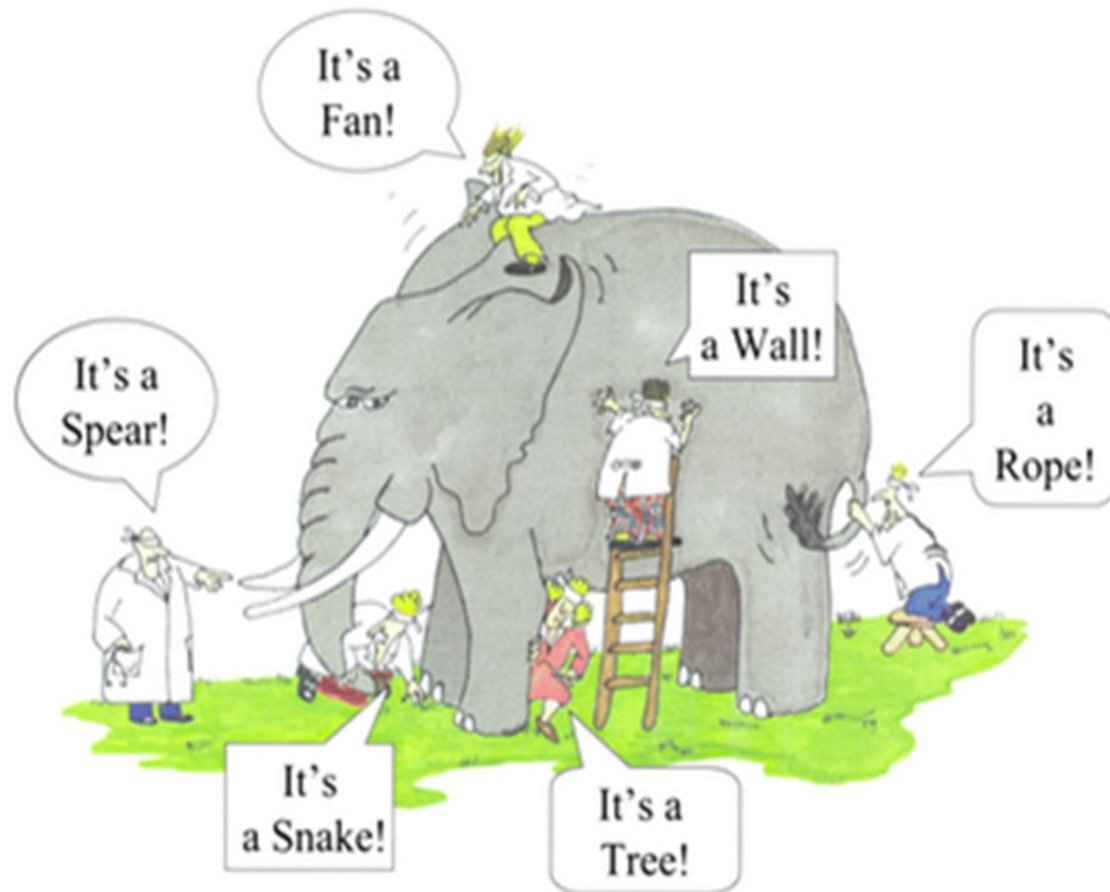Technology is not the problem

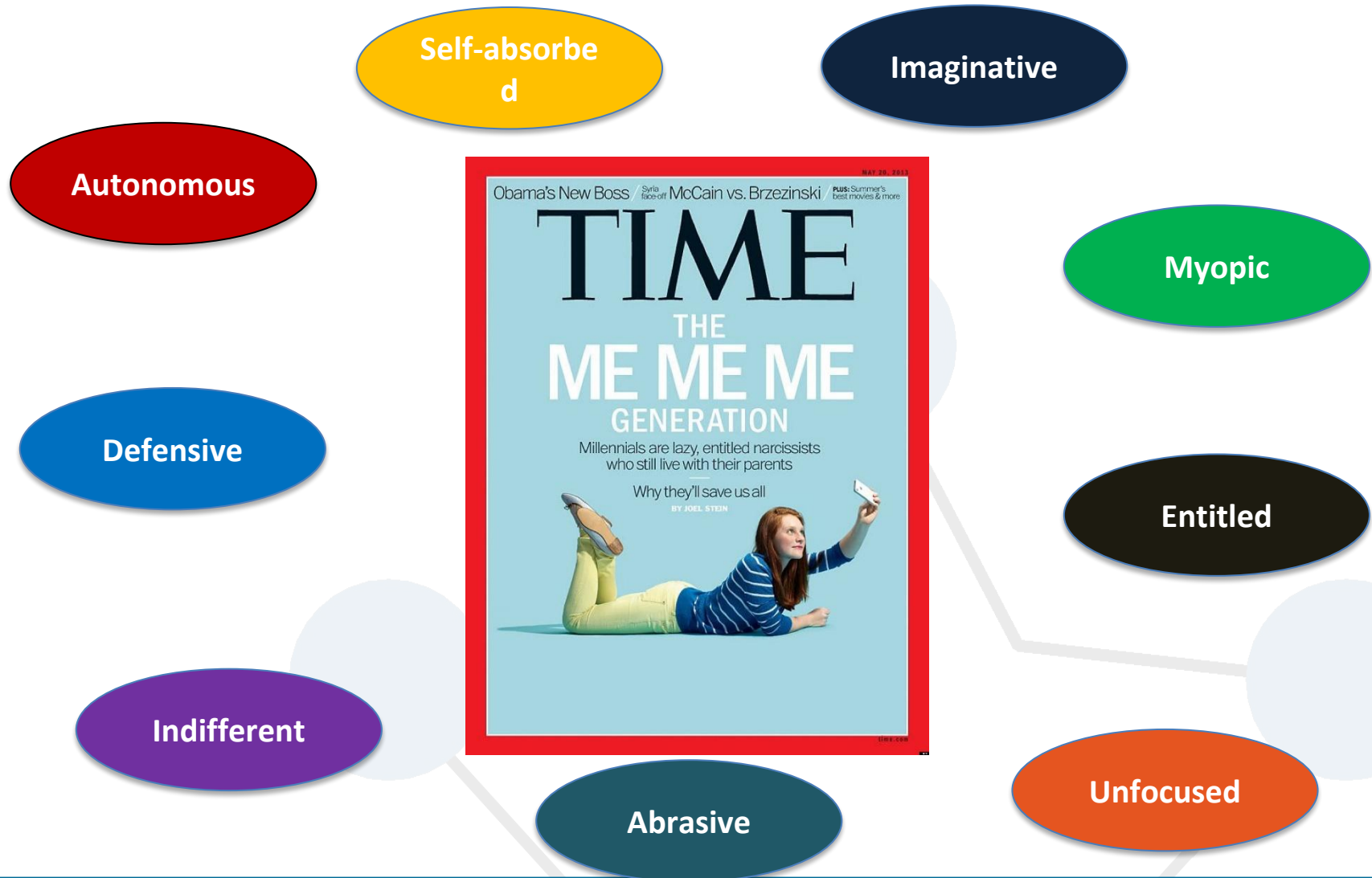Millennials are not the problem

© Julian Stodd

Failing to adapt is the problem

This will happen…

MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020

TRADITIONALISTS Born 1900-1945	BOOMERS Born 1946-1964	GEN X Born 1965-1976	MILLENNIAL Born 1977-1997	GEN 2020 After 1997
Great Depression	Vietnam, Moon Landing	Fall of Berlin Wall	9/11 Attacks	Age 15 and Younger
World War II	Civil/Women's Rights	Gulf War	Community Service	Optimistic
Disciplined	Experimental	Independent	Immediacy	High Expectations
Workplace Loyalty	Innovators	Free Agents	Confident, Diversity	Apps
Move to the 'Burbs	Hard Working	Internet, MTV, AIDS	Social Everything	Social Games
Vaccines	Personal Computer	Mobile Phone	Google, Facebook	Tablet Devices

Perception of Millenials

Self-absorbed

Imaginative

Autonomous

Myopic

Defensive

Entitled

Indifferent

Unfocused

Abrasive

Workplace Expectations

What Millennials Want From Their Company

Develop my skills for the future

Have Strong Company Values

Offer customized options in my benefits package

Allow me to blend work with the rest of my life

Offer a clear career path

Source: Mentoring Millennials
Harvard Business Review Meister &
Willyerd May 2010

Chally Group
A GrowthPro Company

The evolving view of the workplace…

Previous Generations ➡	Millenial Perspective
My Paycheck	My Purpose
My Job Satisfaction	My Development
My Boss	My Coach
My Annual Review	My Ongoing Conversations/Feedback
My Weaknesses	My Strengths
My Job	My Life

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Millennials *want to contribute to this positive impact*, while staying true to their personal values.

In organizations with high levels of employee satisfaction, Millennials more often *report open and free-flowing communication, promotion of inclusivity and a strong sense of purpose.*

For Millennials, **employee satisfaction, ethics, integrity, and client focus are core values** that support long-term business success.

Millennials are not desperate for fame or wealth, but rather **desire a good work-life balance, financial comfort, owning a home, having a partner for life,** etc.

A more objective measure shows that financial reward is a primary motivator; when considering which jobs to take financial reward has the greatest influence. After this the likelihood of a **good work-life balance and opportunities for progression are most influential.**

Ensuring company values are shared with and believed by Millennials also promotes loyalty; particularly demonstrating a strong sense of company purpose beyond financial success.

Millennials are generally positive about business and confident about their careers— they feel in control. This sense of control is greater where organizations support Millennials' ambitions, align values, and have a sense of purpose.

Recognition in the Millennials' world…

➢ **Recognize specific behaviors or results:** Be specific about what the Millennial employee did to receive the recognition and why that behavior/result is important.

➢ **Recognize company values:** Adding the necessary context around recognition not only enhances feelings of belonging and esteem in Millennial employees, but it reinforces the company culture.

➢ **Recognize in every direction:** Recognition received from peers can be more meaningful for Millennials because it's their peers who have a better understanding of the work that they are doing.

➢ **Recognize visibly and widely:** Use the company blog, podcast, or team meetings to recognize Millennials.

➢ **Recognize in real-time:** Millennials' upbringing in an on-demand world has given them an appetite and expectation for real-time recognition.

➢ **Recognize with personalization:** People don't quit companies, they quit people. Recognition that is personalized strengthens the bond between a manager and Millennial .

➢ **Recognize, then coach:** Success leaves clues. Help Millennials to understand the actions, steps, hard work, etc. that it took to receive the recognition.

(From: Ryan Jenkins; author of ***The Millennial Manual: The Complete How-To Guide to Manage, Develop, and Engage Millennials at Work.)***

6 Tips for Leading Millennials

➢ **They learn through experience.** Leaders should be aware of this and help point out the potential pitfalls of certain courses of action, both before and after tasks are completed.

➢ **Their lives are nonlinear.** The world has always been complex and volatile for this generation.

➢ **They are loyal—but to principles more than people.** Millennials will not follow your lead just because you are the boss.

➢ **Their assumptions about privacy, boundaries and roles are fluid.** Leaders should encourage younger employees to think beyond the established way of doing things.

➢ **They don't put up with bad bosses.** Millennials don't listen to authority figures they don't agree with.

➢ **They are not good at boring work:** To develop expertise and wisdom, people must invest in non-glamorous grunt work. Millennials aren't so fond of this type of work

*(From: **Martha Maznevski**; a professor of organizational behavior and international management at IMD Business School.)*

LEADING MILLENNIALS IN 2017

How to create an environment where anything is possible...

1. Don't manage them, Lead them.

2. Focus on Growth, Development & Learning. They love it!

3. Connect & Collaborate Regularly. It's all about Connection.

4. Keep it Authentic & Real. Be Vulnerable.

5. Foster their Curiosity. It fosters Innovation.

6. Find out about what makes them Tick.

7. Acknowledge that their work is Important. They make a Difference.

8. Focus on their Strengths. Absolutely.

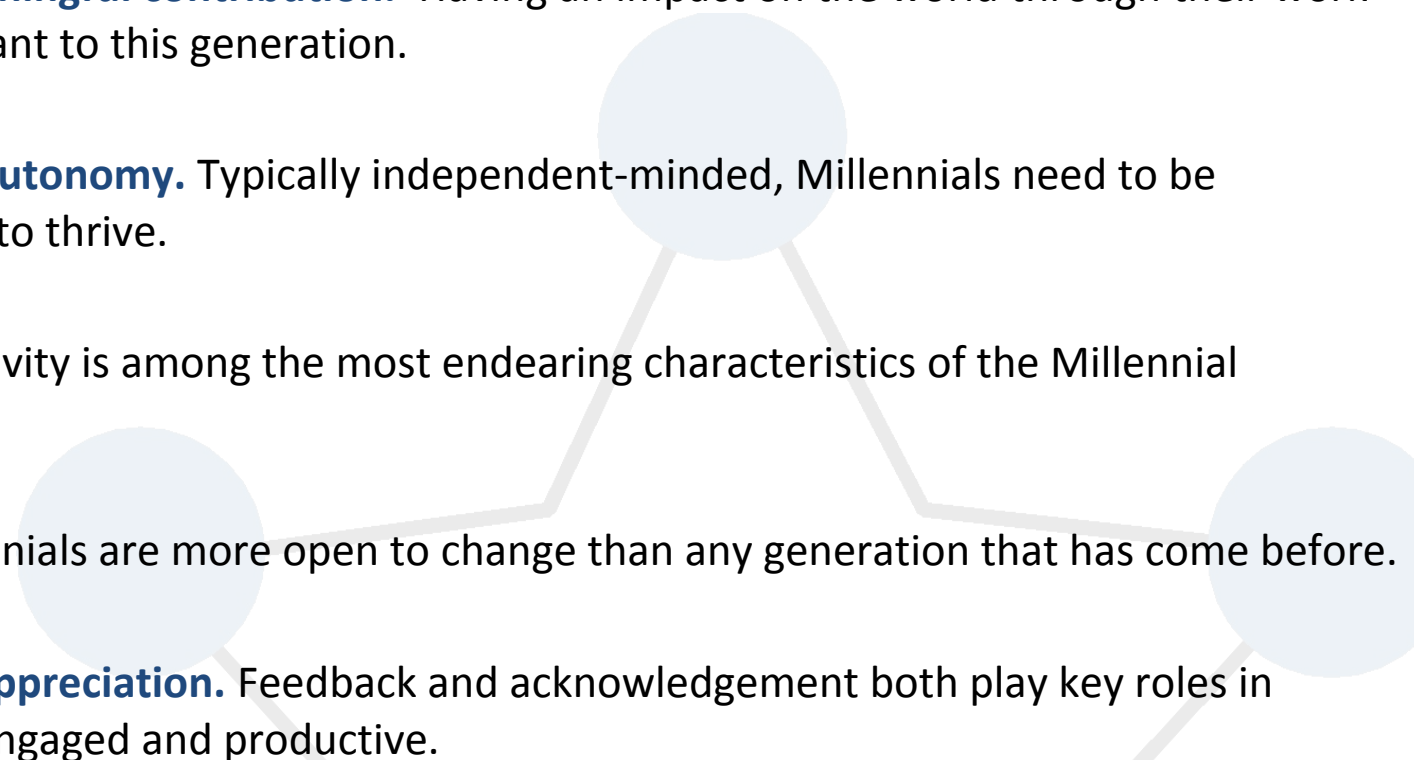**9.** Give them Purpose & the Why. Their Impact Matters.

10. Coach. Empower. Recognise. Support.

Sonia McDonald

Understand that Millennials…

❏ **Ask why. :** Driven to understand why decisions are made or beliefs are held, millennials ask a lot of questions.

❏ **Want to make a meaningful contribution.** Having an impact on the world through their work is particularly important to this generation.

❏ **Value freedom and autonomy.** Typically independent-minded, Millennials need to be empowered in order to thrive.

❏ **Are optimistic.** Positivity is among the most endearing characteristics of the Millennial generation.

❏ **Want change.** Millennials are more open to change than any generation that has come before.

❏ **Expect respect and appreciation.** Feedback and acknowledgement both play key roles in keeping Millennials engaged and productive.

Getting the most out of Millennials

Team them up

Be Flexible

Be transparent

Listen to their ideas

Give them an experience

Millennials perform well when grouped with their like-minded peers.

Millennials are all about flexibility; they want to see that you are open-minded to new ideas and new ways of doing things.

Keep it real with your millennials and watch their ambition grow.

On par with their appreciation for feeling valued and their need for guidance, millennials want to feel that their ideas are taken seriously.

Unlike the Gen Xers before them, millennials value experience over ownership of possessions.

It calls for Adaptive Leadership

Because…

as leaders we must ***adapt*** our behaviour

so as to achieve the desired objectives

while taking account of

often inconvenient realities on the ground

It is about mobilising and developing people to

tackle tough challenges and succeed

Technical challenges… and adaptive ones

Technical challenges

They can be critical and complex

but they can be solved by bringing in

expertise, systems and processes.

Adaptive challenges

Require new learning, discovery, self-knowledge,

and changing assumptions, beliefs, habits and allegiances.

They are about culture change and change management.

Too many people treat challenges
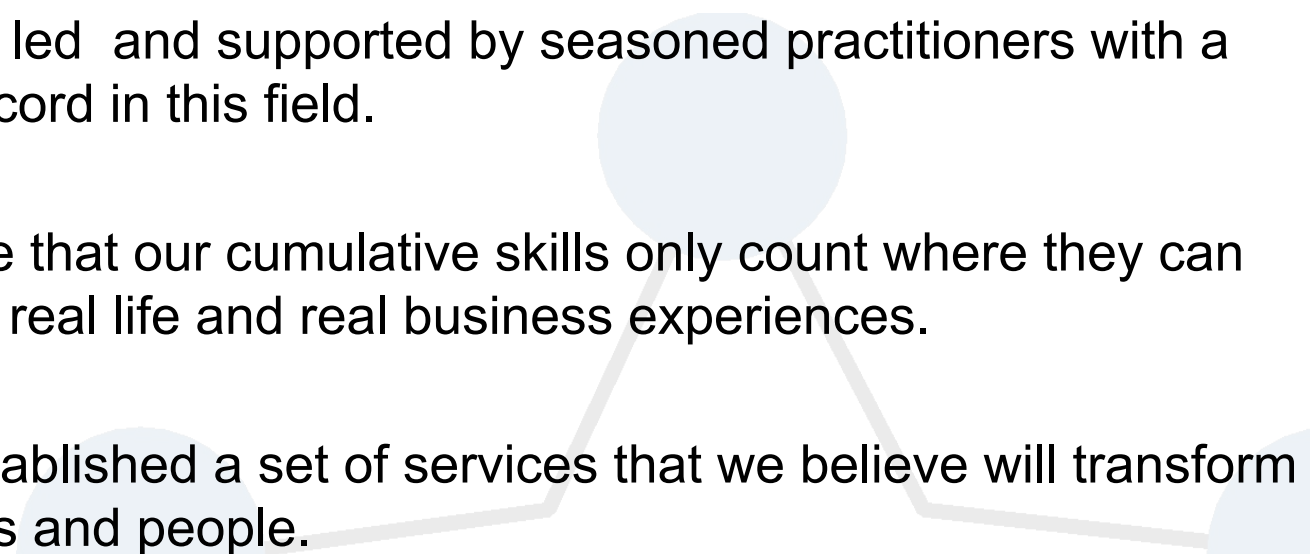
as merely technical ones

But many – most! – are a *mix* of

the technical and the adaptive

LEAD BY REMOVING THE STAGE

About The Leadership Group…

- The Leadership Group Limited (TLG) is an organization whose purpose is to support leaders to fully realize their potential in transforming their businesses to greatness

- The Group is led and supported by seasoned practitioners with a solid track record in this field.

- We recognize that our cumulative skills only count where they can translate into real life and real business experiences.

- We have established a set of services that we believe will transform your business and people.

Our value proposition…

Executive Coaching

Our executive coaching team partners with clients on a one on one and team basis in a creative process that inspires them to maximize their personal and professional potential, working through real life business challenges.

Mentorship

Our experienced teams share their learnings over many years across diverse sectors to help executives address challenging situations that they encounter in their day to day business. They act as sounding boards for new ideas and approaches to leadership.

Board Practice

Effective boards are a must for organizations striving to deliver value to their diverse stakeholders. The Leadership Group, together with its partners, provides board practice solutions that include corporate governance requirements and that address board skills gaps through to developing boards that deliver world class insights with relentless focus on the future.

Change Management

Change is the only constant in our lives. Management of the same is critical to success. Our program guides organizations going through change in ensuring alignment and the right communication that will enable achievement of the intended goals of the change process.
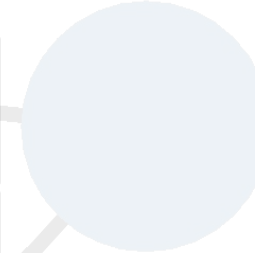
Business Advisory

We use practical approaches that help clients operationalize their organizations' strategies, based on learnings from case studies of companies which have demonstrated remarkable success, but also lessons on the pitfalls to be avoided.
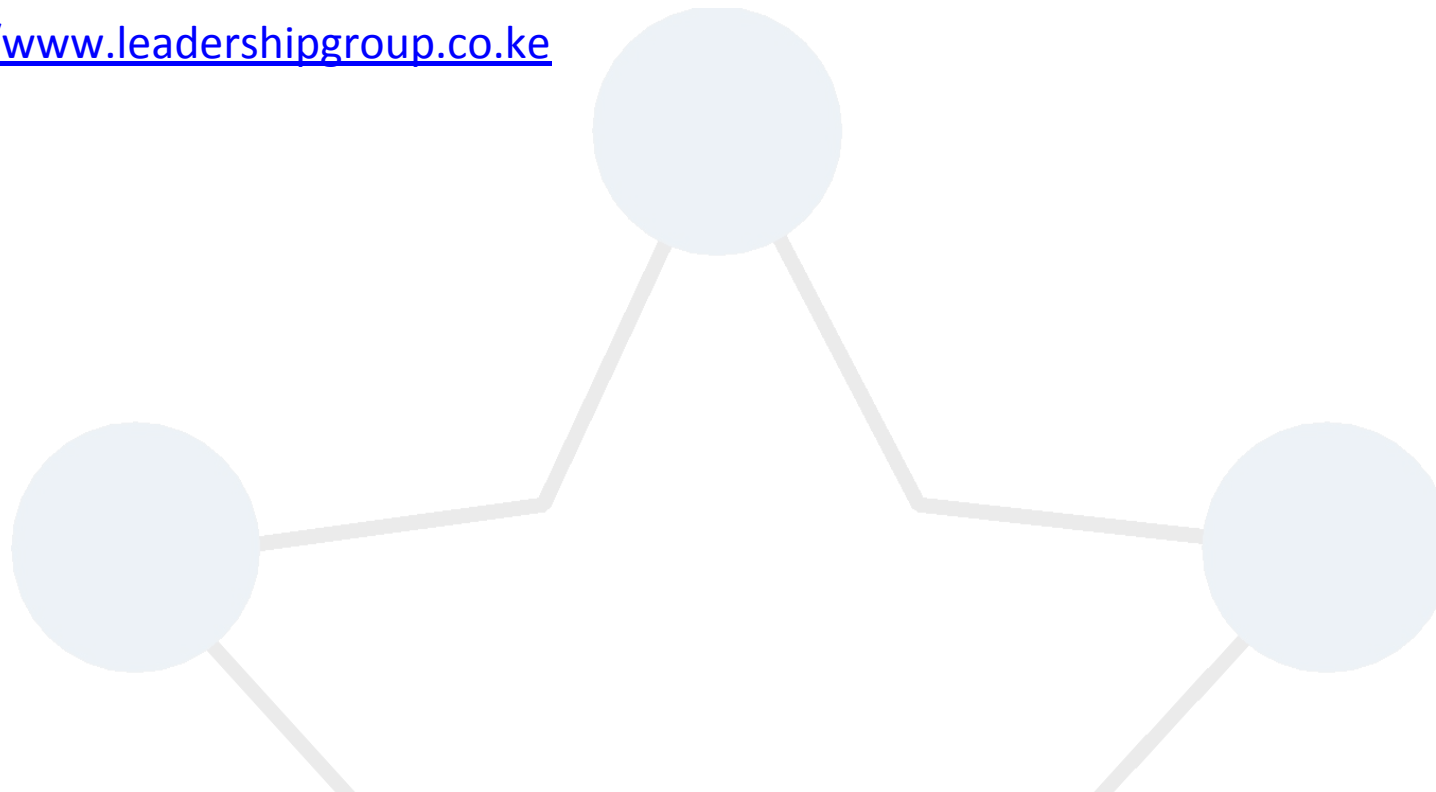
Leadership and Governance

Leadership and Governance are at the core of every successful organization. Our team delivers powerful lessons in leadership, from visioning and using effective communication to execution, right through to inspiring teams to deliver with integrity and values.

Our contact details

- Contact person: **Dr. Martin Oduor-Otieno**

- Email contact: moduorotieno@leadershipgroup.co.ke

- Telephone Numbers: Office: +254 20 2313240; Moibile: **+254 722 314 986**

- Website: http://www.leadershipgroup.co.ke

Thank you!