

# Managing the Power of Millennials



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# Agenda

- Millennials: Myth vs. Reality
- Recruiting Millennials
- Managing and Retaining Millennials
- Millennials as Managers
- Building a Millennial-Friendly Culture

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A decorative horizontal band featuring a repeating pattern of stylized green leaves and flowers on a white background. The pattern is dense and covers the entire width of the slide.

# Myth vs. Reality

# Others' Perceptions About Millennials

- Do not take responsibility for actions or ownership of projects
- Make excuses
- Have flippant attitudes
- Lack loyalty and sensitivity
- Lack respect for authority
- Fail to acknowledge good things managers do or managers' stress levels
- Require constant recognition/affirmation



# Millennials' Perceptions of Themselves

- Accepting and open-minded vs. cynical
- Idealistic vs. self-absorbed
- Entrepreneurial vs. greedy
- Environmentally conscious vs. wasteful



# Facts About Millennials...

- 15% are already managers
- 92% believe business success should be measured by more than profit
- More likely to be living with parent(s) than in their own household
- % have at least one immigrant parent
- More than 50% of immigrants to the US are Millennials
- On track to become the best educated generation in history



Pew Research Center;  
Deloitte

# Facts about Millennials in the Workplace

**In the first quarter of 2015, Millennials surpassed all other generations in the workplace**

**By 2020, Millennials will comprise 50% of the workforce**

**By 2025, Millennials will represent 75% of the workforce**

**Millennials think differently, work differently, and have different priorities than previous generations**

A decorative horizontal band with a repeating green floral and scrollwork pattern on a white background. The pattern consists of stylized leaves, swirls, and floral motifs.

# Recruiting Millennials



# Recruiting Millennials

- Understand How Millennials Communicate
  - Prefer electronic methods – less likely to be face to face
  - Like 24/7 availability
  - Short and to the point
  - Prefer things in writing



# Recruiting Millennials

- Reaching and Impressing Millennials
  - Crowd Sourcing
  - Social Media
  - Community Outreach
  - Internal Referrals



# Recruiting Millennials

- Job Postings Should Appeal to Millennials' Priorities
  - Feeling part of something greater than themselves
  - Purposeful work
  - Work-life balance
  - Flexible schedule
  - Learning new skills
  - Being part of the team
  - Creativity is valued



# Recruiting Millennials

## • The Interview

- Focus on what the Millennial sees himself/herself doing rather than on his/her skills
- Emphasize where the Millennial fits into the organization
- Make it conversational
- Alternatives to face to face interviews





# **Managing and Retaining Millennials**

# Managing & Retaining Millennials

## 1 No more “Us” versus “Them”

Organizations must alter traditional management styles to effectively manage and retain Millennials

**Us**  
**Them**

# Managing & Retaining Millennials

## 2 Accept, Embrace, and Recognize

- Accept Realities of the Millennial Workforce
  - Differences and needs
  - Managers must change
  - Employers need Millennials
- Embrace New Styles and Methods
  - Communication
  - New ways of doing things

# Managing & Retaining Millennials

## 2 Accept, Embrace, and Recognize (cont.)

- Recognize Millennials More Frequently and in New Ways
  - Recognize often
  - Make it unexpected
  - Be specific
  - Personalize recognition
  - Make it a learning experience
  - Start the first day



# Managing & Retaining Millennials

## 3 Motivation is Key

- Explain “why” before “what”
- Provide a reason to care
- Foster creativity
- Give clear direction
- Disarm defensiveness
- Listen
- Be transparent
- Reaffirm the relationship



# Managing & Retaining Millennials

## 4 Practical Tips

- Drive the point home
- Use onboarding to introduce purpose
- Reset teams with new people
- Provide color and context for projects



# Managing & Retaining Millennials

## 5 Characteristics of Effective Managers of Millennials

Adaptability	Recognize their own need to grow and change to adapt to work environment
Self-Efficacy	Optimistic about their future and the potential of Millennials
Confidence	Allow Millennials to challenge ideas, processes, established methods
Power	Utilize power of relationships rather than positional power
Energy	Are energized by Millennials' creativity, optimism, enthusiasm
Success	See themselves as key to Millennials' success

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# **Millennials As Managers**

# Millennial Managers Will Bring Changes to the Workplace

- 1 Different measures of productivity
- 2 Replace work-life balance with work-life blend
- 3 Relationships at work are a priority
- 4 Empowering employees
- 5 Working collaboratively



# Millennial Managers Will Bring Changes to the Workplace

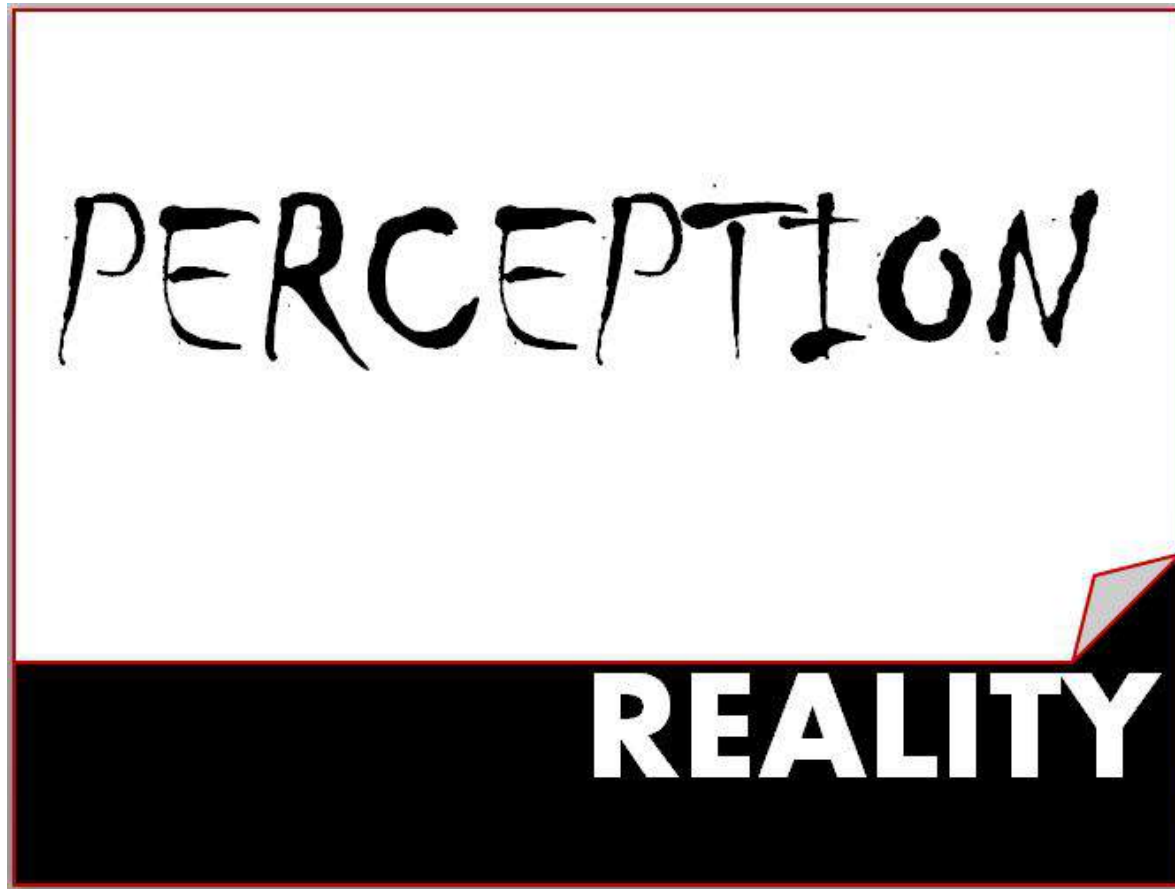
- 6 Personal values matter
- 7 Flexibility in the workplace
- 8 Transparency - being “in the know”
- 9 Informality
- 10 Shorter managerial lifespan



# Challenges Facing Millennial Managers

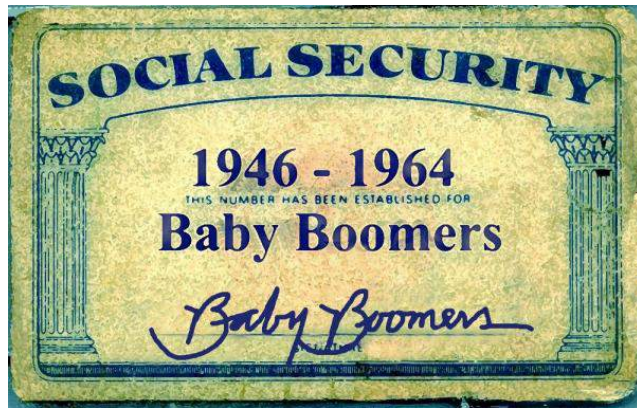


# Challenge: Perception Versus Reality





# Challenge: Managing Multiple Generations



# Millennials (Born 1981 – 2000)

## Workplace Traits



- Motivated by meaning
- Task, not time, oriented
- Socially connected at all times
- Require frequent feedback



# Managing Millennials



**Suggested Approaches**

- Set clear expectations
- Provide frequent feedback about performance
- Take the time to foster relationships
- Create growth opportunities for high flight risks
- Set boundaries for workplace relationships

# Gen Xers (Born 1965 -1980)

## Workplace Traits



- Strong independent streak
- Do not regard the office as a place to develop attachments
- Want to be capable and competent
- Willing to work to build up their abilities
- Like challenging assignments



# Managing Gen Xers

## Suggested Approaches

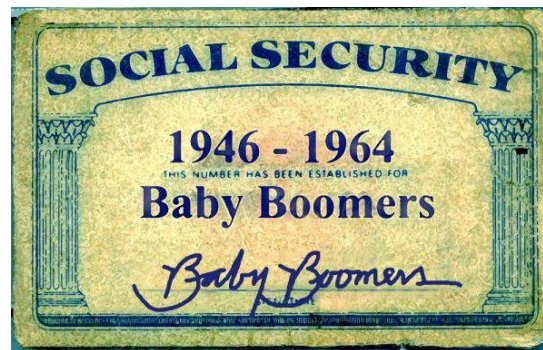


- Help Gen Xers develop marketable skills and stay current
- Provide opportunities for Gen Xers to work in different settings or aspects of a project
- Reduce policies or procedures that impede Gen Xers' progress
- Reward and promote Gen Xers based on accomplishment and contribution
- Permit Gen Xers to work on their own if preferred

# Baby Boomers (Born 1946 – 1964)

## Workplace Traits

- Take social contribution seriously
- Seek to make the world more harmonious
- Possess a wealth of experience
- Have an elevated view of their skills



# Managing Baby Boomers

## Suggested Approaches



- Look for new ways to leverage Baby Boomers' strengths
- Prove self to Baby Boomers through performance
- Provide positive opportunities to put their strengths to work
- Solicit Baby Boomers as mentors for the team

# Silent Generation (Born 1925 – 1945)

The Silent Generation  
“The Traditionalists.”

## Workplace Traits



- Good work habits and attitude toward work
- Less fearful of being fired than younger generations
- May resent being managed by someone less tenured
- Overall less familiar with technology than subsequent generations



# Managing the Silent Generation



**Suggested  
Approaches**

- Acknowledge their experience and value
- Help them embrace and adopt new systems and methodologies
- Provide opportunities for meaningful work
- Solicit them as mentors for the team

# Supporting Millennial Managers

Getting talent development right is crucial for developing and retaining Millennial managers





# **Building a Millennial-Friendly Culture**

# Building a Millennial-Friendly Culture

- ✓ Assess the Current Role of Millennials in the Organization
  - ✓ Current positions
  - ✓ Identify teams or departments that do not include Millennials
  - ✓ Assess current managers of Millennials
  - ✓ Review succession planning



# Building a Millennial-Friendly Culture

- ✓ Suspend Organizational Bias
  - ✓ Early involvement
  - ✓ Non-traditional career paths
  - ✓ Flexible hours and worksites
  - ✓ Informality



# Building a Millennial-Friendly Culture

- ✓ Include Managers in the Conversation
  - ✓ Have managers share what has worked for them
- ✓ Teach to Millennials' Learning Style
  - ✓ Less classroom training
  - ✓ Job shadowing
  - ✓ Online instruction
  - ✓ Bite-sized learning



# Building a Millennial-Friendly Culture

- ✓ Respect and Respond to Millennials' Intrinsic Values
  - ✓ Purpose
  - ✓ Work-life balance
  - ✓ Reward
  - ✓ Self-expression
  - ✓ Attention
  - ✓ Achievement
  - ✓ Simplicity
  - ✓ Multitasking



# Building a Millennial-Friendly Culture

*When in doubt, ask the Millennials!*





**Remember:  
Great People –  
of Any Age –  
Make Great Companies**

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# Thank You

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