Leading
The Millennial
(and beyond) Generation

Paul M. Conrad
ASPIN Director of Training and Workforce Development
ARRC Program Director

© 2016 ASPIN
OBJECTIVES

1. Explore how the **FIVE** generations interact and how to avoid conflicts
2. Learn strategies for dealing with an age diverse workplace
3. Learn what motivates the generations
4. Learn strategies to help retain Millennial Employees
5. Not bash any one generation
DEMOGRAPHICS
Generation:

- A group of people who share a place in time and in history, with events, images and experiences in common, usually about 20 years in length.
- Their values and attitudes, particularly about work-related topics, tend to be similar, based on their shared experiences during their formative years.
## Branding the Generations:

<table>
<thead>
<tr>
<th>Name</th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Gen X</th>
<th>Millennials</th>
<th>Globals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Age in 2016 71-87</td>
<td>Age in 2016 52-70</td>
<td>Age in 2016 35-51</td>
<td>Age in 2016 36-21</td>
<td>Age in 2016 20-</td>
</tr>
<tr>
<td>Size</td>
<td>28 Million</td>
<td>74.9 Million</td>
<td>66 Million</td>
<td>75.9 Million</td>
<td>Currently 23 Million and growing</td>
</tr>
</tbody>
</table>

© 2016 ASPIN
“Millennials and Globals”

Are not a derogatory terms, so please don’t use them as one!
Poll

So, what generation are YOU?
A. Traditionalist: 1925-1945
B. Boomer: 1946-1964
C. Gen-X: 1965 - 1983
E. Global: 1996 ----
WHY DO WE CARE?

I’m the boss, it’s my workplace, they need to get with the program....
The Train Is Coming, Jump On, Or Get Out Of The Way!

Millennials will make up approximately 75% of the world's workforce by 2025.
The Workforce of Today & Tomorrow

- Global: 1% (2015), 7% (2020), increase by 6%
- Millenial: 45% (2015), 50% (2020), increase by 5%
- Gen X: 21% (2015), 20% (2020), decrease by 1%
- Boomers: 31% (2015), 22% (2020), decrease by 9%
- Traditional: 3% (2015), 1% (2020), decrease by 2%

© 2016 ASPIN
The Changing Workforce

- **Traditionalists**, are expected to drop from 3 percent of the workforce in 2016 to 1 percent in 2020.
- **Baby Boomers**, are expected to drop from 31 percent of the workforce in 2016 to 22 percent in 2020 (nearly 70 million are expected to retire by that time).
- **Generation X**, is expected to drop from 21 percent of the workforce in 2016 to 20 percent in 2020.
- **Millennials**, are expected to increase from 45 percent of the workforce in 2016 to 50 percent in 2020.
- **Globals**, are expected to increase from 1 percent of the workforce in 2016 to **20 percent in 2020**
The Changing Workforce

- **70 MILLION** Baby Boomers are expected to retire over the next decade.
- 10,000 Boomers are reaching retirement age every day through 2020
- A poll by AARP revealed that 48% of companies have not, and will not, do any strategic planning to analyze the impact on their businesses of retirement by their Boomer employees.
DISTINGUISHING CHARACTERISTICS
<table>
<thead>
<tr>
<th>Distinguishing Workplace Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workplace Values</strong></td>
</tr>
<tr>
<td>Traditionalists</td>
</tr>
<tr>
<td>Adhere to rules</td>
</tr>
<tr>
<td>Dedicated work ethic</td>
</tr>
<tr>
<td>Duty before fun</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adapted</td>
</tr>
<tr>
<td><strong>Work is:</strong></td>
</tr>
<tr>
<td>A Long Term Career</td>
</tr>
<tr>
<td><strong>Workplace View on Respect for Authority</strong></td>
</tr>
<tr>
<td>Authority is based on seniority and tenure.</td>
</tr>
<tr>
<td><strong>Workplace View on Time at Work</strong></td>
</tr>
<tr>
<td>Punch the clock – get the job done</td>
</tr>
</tbody>
</table>

© 2016 ASPIN
Millennials overtake Baby Boomers as America’s largest generation
HEADLINE!

ALSO: The Younger Generations are NOT the Devil

© 2016 ASPIN
GENERATIONAL CONFLICTS
Conflicts

• Seemingly, the generation that is having the most conflict with Millennials is the Baby Boomers.

• This development is most likely due to the disconnect between each generation’s work processes.

• AND:
Stage Of Life

To some extent that gaps do exist, they sometimes amount to differences that have always existed between younger and older workers throughout history and have little to do with the Millennial generation per se.
### Stage Of Life

<table>
<thead>
<tr>
<th>Baby Boomers</th>
<th>Most Bosses</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age in 2016</td>
<td>Majority of Workers</td>
<td>Age in 2016</td>
</tr>
<tr>
<td>52-70</td>
<td></td>
<td>36-21</td>
</tr>
</tbody>
</table>

**Boomers:** If you take away the labels, think about your goals and ambitions then you were 21 compared to **NOW**

**Millennials:** Think about your goals in 20 years – Add possibly a family? House payments? – What would change?

#adulting

© 2016 ASPIN
COMMUNICATION
Generational Modes of Communication @ Work

• Traditionalists – Formal, written, infrequent feedback
• Baby Boomers – Personal, verbal, infrequent feedback
• Gen-X - Electronic, emails, frequent feedback
• Millennials – Electronic, text, immediate feedback
• Globals - Personal, verbal (?!?!?), immediate feedback
Generational Communication Summary

• Five very different generations. Each has its preferred style of communicating

• In the workplace, we all work towards a common goal and must communicate **effectively** with each other.

As a Leader, your job is to be effective, sometimes you need to step outside your comfort zone to get the job done.
OTHER DIFFERENCES
Other Differences

• **Rate of Change**

  Millennials andGlobals are used to a MUCH faster rate of change than Boomers – Think phone upgrades

© 2016 ASPIN
Other Differences

• Technology in General
  • Millennials and Globals grew up with access to technology that has always put information at their fingertips.
  • They use technology to communicate in ways that make Boomers feel uncomfortable.
Similarities- The good news!

Based on a multigenerational study of 1,784 employees from companies across 12 countries and six industries, it found that:

**Make a positive impact on my organization:**
Millennials (25%) Gen Xers (21%) Boomers (23%)

**Help solve social challenges:**
Millennials (22%) Gen Xers (20%) Boomers (24%)

**Work with a diverse group of people:**
Millennials (22%) Gen Xers (22%) Boomers (21%)
The Differences and Similarities Between The Generations; What The Generations Value In The Workplace

MOTIVATION AT WORK
Definitions

Monetary Benefits
• Monetary benefits reward employees for excellent job performance with money
• Examples: Bonuses, profit sharing, stock

Non-Monetary Benefits
• Often viewed as opportunities and should vary based on where the employee is in their career and their life
• Examples: flexible work hours, training, travel and experiential rewards to badges, gift cards and merchandise.

© 2016 ASPIN
Traditionalists

Monetary:
• Motivated by money

Non – Monetary Motivational Factors:
• Want to be respected.
• They have a desire to lead.
• Want to make an impact.
• Want to continue to add value to society and the organization
Baby Boomers

Monetary:
- Motivated by more money
- Flexible Retirement planning

Non – Monetary Motivational Factors:
- Public recognition
- Desire for subordinates
- Loyalty to self
- Promotion
- Peer recognition
- Control
Generation X

Monetary:
• Bonuses
• Stock

Non – Monetary Motivational Factors:
• Flexibility – The workplace culture -
• Recognition from the boss - Feedback
• Meeting Workplace Goals
Millennials

Monetary:
• More time off
• Skills training
• Travel
• Flexible schedules

Non – Monetary Motivational Factors:
• Mentoring
• Recognition
• Experiential rewards
Globals

Monetary:
• Even more time off

Non–Monetary Motivational Factors:
• Meaningful work
• Constant Feedback
• Experiential rewards
• Badges (such as those earned in gaming)
• Access to technology
GENERAL STRATEGIES FOR RETAINING MILLENNIALS
Retaining The Millennial

• The United States Bureau of Labor Statistics found that Millennials will stay an average of just two years
  – According to Forbes, The #1 reason Millennials leave organizations is the lack of career opportunities.

• Nearly a third of companies lost 15 percent or more of their young talent just in the past year.

• One out of ten of those companies said they believed the millennial employees left for a job with one of their competitors.
Retaining The Millennial

Development and work/life balance are more important than financial reward:

• This generation are committed to their personal learning and development and this remains their first choice benefit from employers.

• In second place they want flexible working hours.

• Cash bonuses come in at a surprising third place.
Retaining The Millennial

Get Flexible

• Millennials don’t see why they should have to spend every second in the office when they can do some (or all) of their tasks from home.

• Most workers would like more flexibility in their schedules to achieve better work-life balance.

• 51% of ALL working adults plan to look for a new job that offers more flexibility within the next three years.
Retaining The Millennial Support Employee Growth

• Millennials will leave their current position if another organization offers better opportunities or job growth.

• If a Millennial does not feel there is upward mobility and advancement, he or she will look for a company that offers those growth opportunities.
Retaining The Millennial

Give Them Purpose

• Many Millennials would trade purpose for paychecks and perks.

• This generation is attuned to the world around them, caring deeply for causes like the environment, civil rights and other social justice causes.
Retaining The Millennial

Millennial Workplace Considerations:

- *Is this a winning organization I can be proud of?*
- *Can I maximize my performance on the job?*
- *Are people treated well economically and interpersonally?*
- *Is the work itself fulfilling and enjoyable?*
SO, HOW DOES THIS APPLY TO COMMUNITY MENTAL HEALTH CENTERS?
The 2016 ARRC Study

• ARRC: The ASPIN Recruitment and Retention Consortium
• Study of three member CMHC’s, focusing on Bachelor level “Behavioral Health Technicians” by a 3rd party evaluator
  – Found that the majority of these positions were held by Millennials
  – Most had been employed 0-3 years
  – Most liked their work!
What The Workforce Valued

• Good Communication

• A Supportive Work Environment

• Feeling Valued

Positive Aspects to the Job

• Working with Clients
• Coworkers
• Supportive Environment
• Flexibility
Workforce Dissatisfaction

• Salary
• Productivity Expectations
• Work Related Stress

Additionally, in the more rural areas:

– Less opportunity for advancement
– Less availability of resources
– A feeling that they are disconnected from the organization

© 2016 ASPIN
Retaining CMHC Millennials  
(and everyone else)

• Communication
  – Increase communication efforts between leadership and employees.

• Productivity Adjustments
  – This will also help to reduce the stress
  – Adjust service goals to reflect the following:
    • Utilization of paid time off
    • Rural county offices and increased travel time
    • Client cancellations
Retaining CMHC Millennials
(and everyone else)

• Salary
  – Modify the opportunity for advancement and raises.

• Training
  – Continue to provide career enhancing training to employees
Maslow's Hierarchy of Needs 2016

- Physiological Needs (survival)
  - Air, Shelter, Water, Food
- Safety and Security
- Social Needs
  - Friends, Family
- Esteem
  - Self-esteem, Confidence, Achievement
- Self-actualization
  - Creativity, Problem solving, Authenticity, Spontaneity
- Basic
- Human Needs

© 2016 ASPIN
QUESTIONS?
Thank You!

ASPIN
8440 Woodfield Crossing Blvd.
Suite 460
Indianapolis, IN 46240
Phone: 317.471.0000

What I imagine everyone will do in the end of the world...
Resources

- Millennials overtake Baby Boomers as America’s largest generation – Richard Fry - Pew Recourse Center – 4/25/16
- What Motivates Your Workers? It Depends on Their Generation – Kathy Gurchiek – SHRM – 5/9/16
- “Should I stay or should I go?” Uncovering Forces that Contribute to Retention of Behavioral Health Technicians Report to ARRC- Tatlin Resetich – Purdue Healthcare Advisors – 4/25/16
- It’s Time to Prepare for the 2020 Workplace – Erin Binney – SHRM 1/4/16
- 4 Ways To Engage And Retain Millennial Employees - Taryn Barnes – 2016
- Millennials at work Reshaping the workplace – PWC – 2013
- How are Baby Boomers Affecting the Workplace? Julie Tappero  West Sound Workforce 12/16/15
- Motivating Gen X, Gen Y Workers Dr. David Javitch Entrepreneur Online 2015
- What Do Millennials Really Want at Work? The Same Things the Rest of Us Do, Bruce Pfau Harvard Business Review 4/7/16
- We Need to Talk About (and to!) Gen Z, Chelsea Pratt RISE Online  4/16/16
- 2016  Trends in the Workplace, Jodi Williams Callison RTKL , 2016

© 2016 ASPIN