



Leadership Development for Millennials: Why It Matters

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Sponsored by:



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Background

- Futurist
- Co-Founder of i4cp
- Former Executive Director of the Human Resource Institute (HRI)
- Distinguished Lecturer at the University of Tampa, Duke University and University of South Carolina
- Associate Editor for People and Strategy Journal
- Over 30 years in human capital field



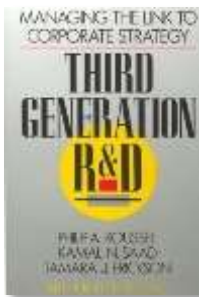
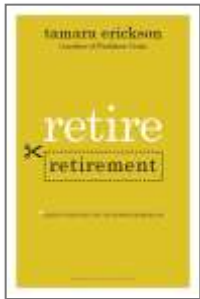
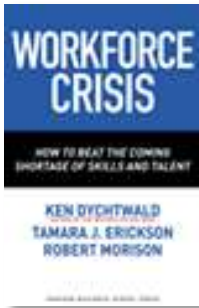
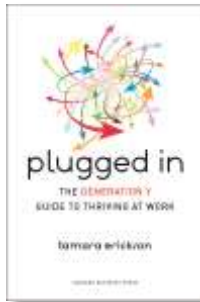
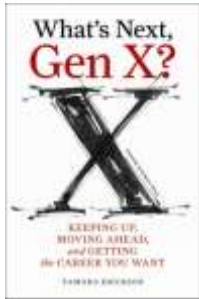
Jay Jamrog
Futurist
Senior VP of Research
i4cp

Who we are:

i4cp focuses on revealing the people practices that drive market performance

Tammy Erickson

- McKinsey Award-winning author
- Twice named one of the 50 most influential living management thinkers by Thinkers 50
- Author of a trilogy of books on the generations in the workplace
- Founder and CEO of Tammy Erickson Associates



Who we are:

Tammy Erickson Associates offers a membership-based research program exploring cutting-edge issues facing business leaders and pragmatic consultation



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Shifting Generational Values

Traditionalist



Born 1928-1945

Boomer



Born 1946-1960

Generation X



Born 1961-1979

Generation Y



Born 1980- 1995

Re-Generation



Born 1996 -

**Each generation forms unique assumptions
about how the world works**

**Based on common interpretations
of shared experiences**

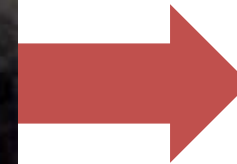
Piaget's Four Developmental Stages



- Sensorimotor stage (birth - 2 years old)
 - Concepts about how physical objects work based on direct physical interaction with the environment
- Preoperational stage (ages 2-7)
 - Intuitive intelligence related to concrete physical situations
- Concrete operations (ages 7-11)
 - Logical structures related to concrete objects or physical experiences (numbers, for example)
- **Formal operations (ages 11-15)**
 - **Conceptual reasoning and abstractions**
 - **Mental models that will persist throughout adulthood**

Our Mental Maps Are Shaped by Many Factors

**National and global
events and trends**



**Shared views
and common
perspectives**

Parents' views

Religion

Race and ethnicity

Gender

Socioeconomic
status

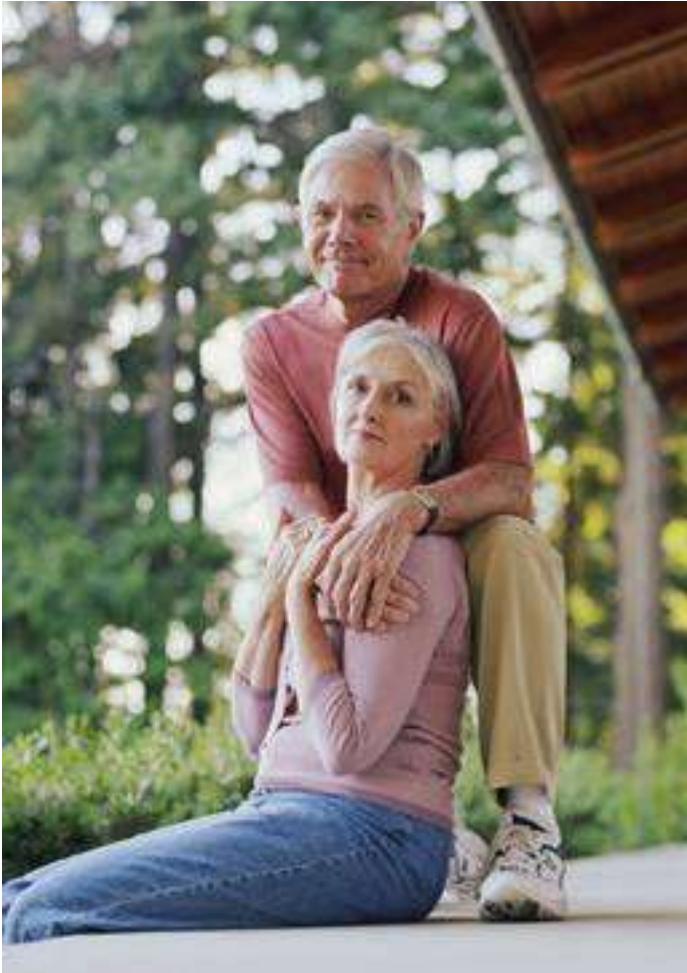
Many other factors

Traditionalists

Shared Experiences of the 1940's and 1950's

- Allied military success in World War II
- The early days of the Cold War
- A wave of new technology
- Booming Post-War economy
- Growth of suburbs
- Increased availability of consumer goods





Traditionalists

Common Characteristics

- Joiners
- Loyal to institutions
- Accepting of hierarchy and rules
- Respectful of positional authority
- Interested in money as a metric of success

Boomers

Shared Experiences of the 1960's and 1970's

- Kennedy's idealistic "Camelot" Presidency
- The Cuban Missile Crisis
- Vietnam
- Civil Rights
- Women's liberation
- Widespread protests
- Assassinations of Kennedy, King, and other idealistic leaders
- Watergate and Nixon's resignation
- Lots of other Boomer teenagers!

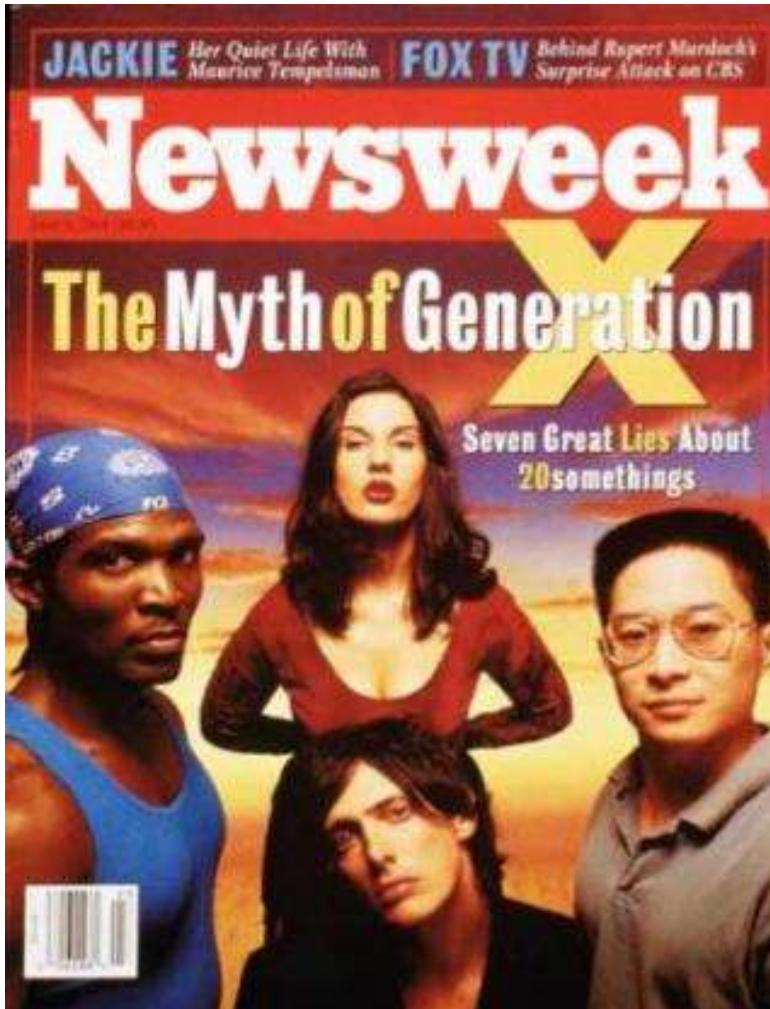


Boomers

Common Characteristics

- Competitive – viewing life as a “zero-sum” game
- Hard-working and driven
- Anti-authoritarian
- Idealistic





Generation X

Shared Experiences of the Late-1970's through the Mid-1990's

- Troubled economy
- Widespread lay-offs from re-engineering
- Women entering the workforce
- Rising divorce rates
- Challenger disaster
- CNN and electronic games

Generation X

Common Characteristics

- Self-reliant
- Mistrustful of institutions
- Rule-morphing
- Tribal
- Dedicated parents





Generation Y

Shared Experiences of the Mid-1990's through the Late 2000's

- Terrorism: 911, World Trade Center, Oklahoma City
- School violence: Columbine
- Ubiquitous technology
- Clinton's sexual indiscretions and impeachment
- Working mothers
- Unprecedented bull market
- Pro-child culture

Generation Y

Common Characteristics

- Immediate and eager to live each day to the fullest
- Confident and determined
- Optimistic and upbeat
- Digital natives
- Tolerant
- Family-centric



- **Trustful of authorities**

- Trust parents (86%), teachers (86%) and the police (83%)

- **Parents as role models and heroes**

- Today, 90% of teens report being very close to their parents
- In 1974, more than 40% of Boomers said they'd be better off without their parents!

- **Near-zero generation gap**

- Parent-child co-purchase decisions are common
- Expect to retain close parental bonds even after leaving home
- Likely to consult their parents on major decisions – including work!



Sources include: Applied Research & Consulting LLC; Gallup

M THE MANHATTAN AT TIMES SQUARE HOTEL



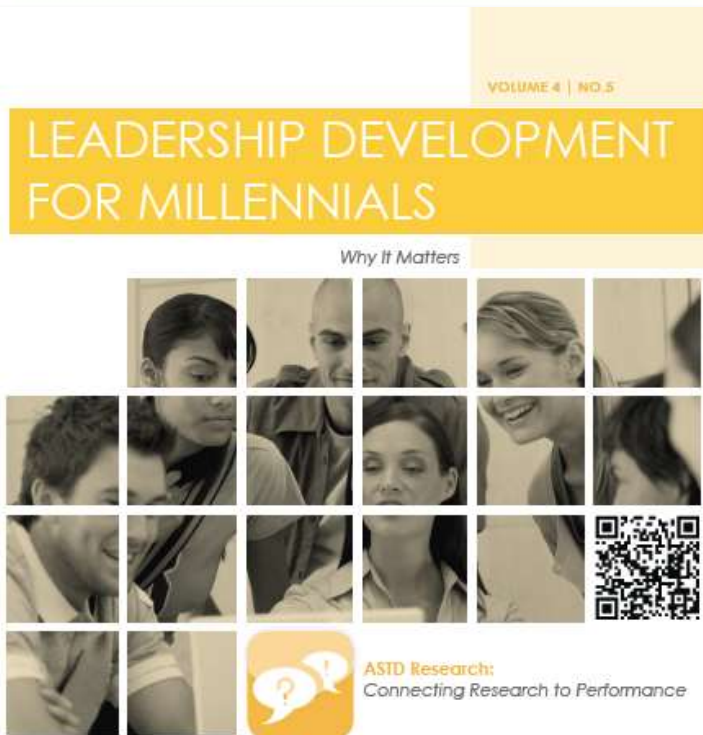
millennials

Overeducated, underemployed,
wildly optimistic.

Understanding comes with **TIME**

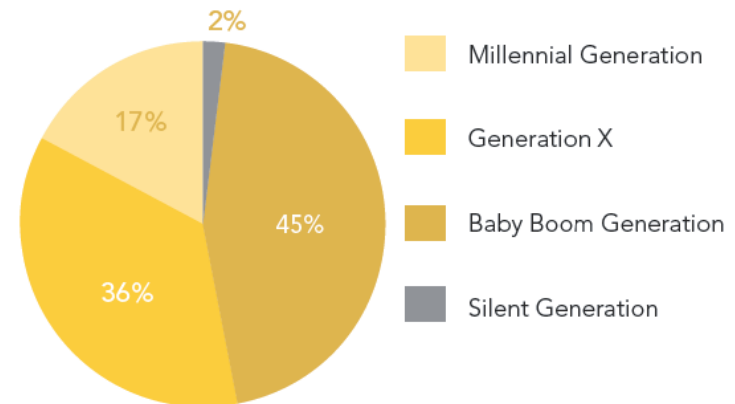
STARBUCKS COFFEE

CLAR CHANNEL
SPECTACLES



- November, 2012
- 592 Respondents

FIGURE 1: GENERATIONS
To which generational group do you belong?



5 Findings

1. Millennials are technologically adept and socially networked but not necessarily socially savvy.
2. Millennials are entering the workforce lacking the skills and competencies they need and many believe that Millennials are moving into management without sufficient preparation.

5 Findings

3. Most companies don't currently offer leadership development programs specifically for Millennials and have no plans to create them.
4. The majority of organizations use on-the-job training as a development approach but formal mentoring is the only approach correlated to higher market performance.

5 Findings

5. There is a strong positive correlation between the amount of the training and development budget that is devoted specifically to working with Millennials and success in developing leadership potential with Millennials.

Developing Millennials

“Developing Millennials for leadership roles is only going to become more important for companies as more Millennials enter the workforce. This generation will make up more than 75 percent of the workforce by 2025.”

- Dan Schawbel, author, researcher, and speaker on generational workplace trends & columnist at both *TIME* and *Forbes*

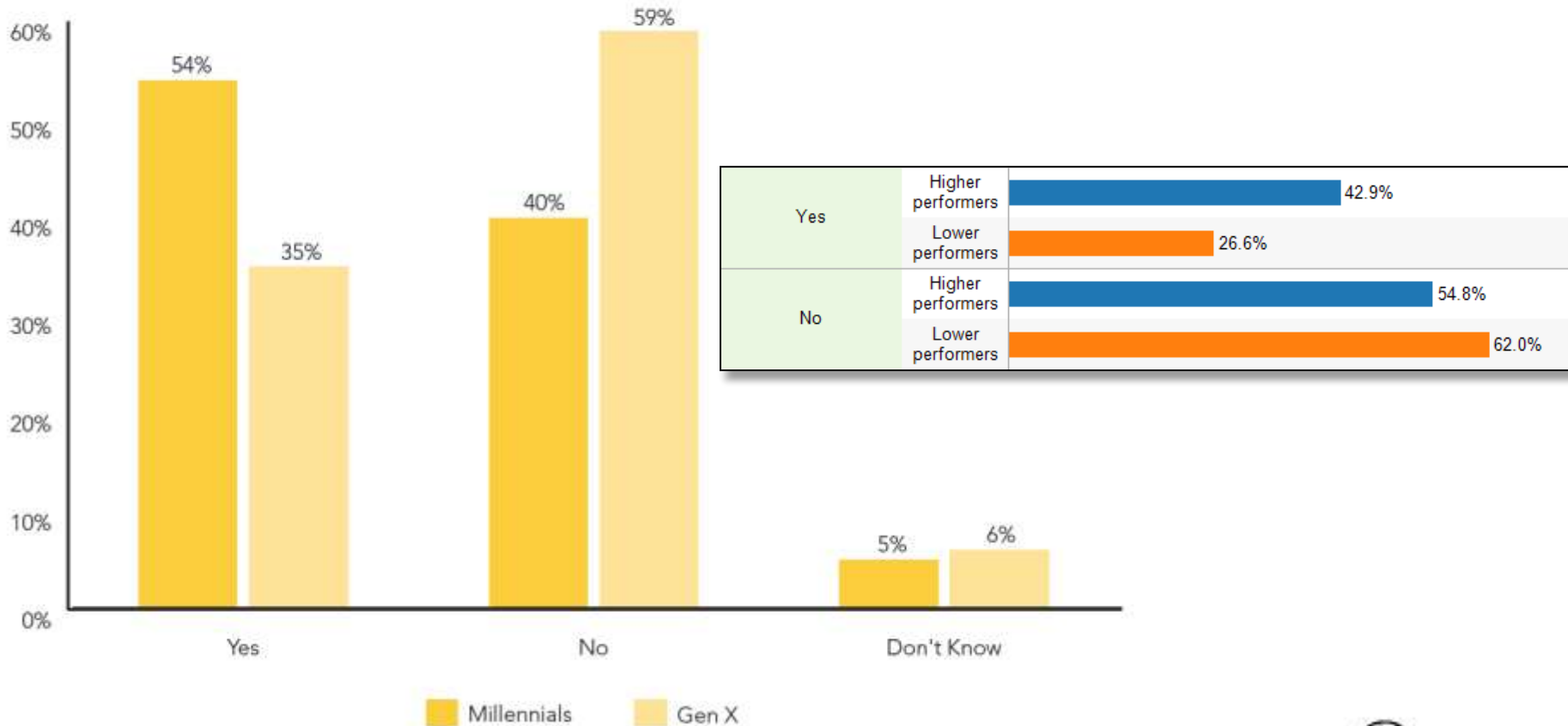
56%

Over one-half of the overall respondents indicated that Millennials are entering the workforce lacking in the skills and competencies they need.

Gen X much more harsh

FIGURE 4: THE SKILLS OF MILLENNIALS

Do you believe that in general, Millennials are entering the workforce with sufficient skills/competencies?

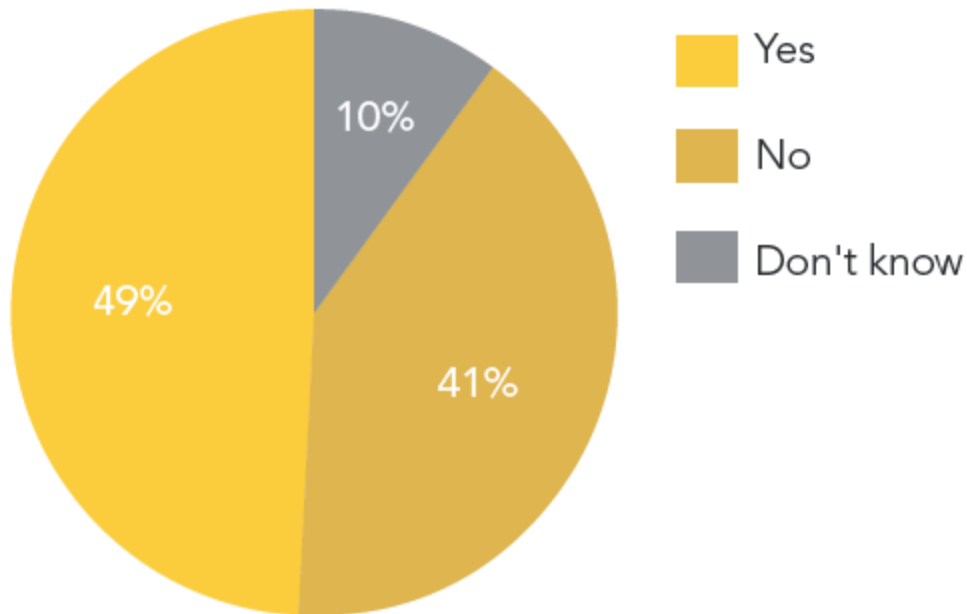


Ready for prime time?

FIGURE 5:

MILLENNIALS' MANAGEMENT READINESS

Do you believe that Millennials are moving into management positions in your organization before they are ready?



Not surprisingly, there was a positive correlation between respondents who reported that their Millennial leadership development program was successful and the belief that Millennials were not moving into management positions before they are ready ($r = 0.20$)

- ASTD / i4cp

Why so early?

DR. JOANNE G. SUJANSKY, CSP | DR. JAN FERRI-REED

KEEPING THE MILLENNIALS

WHY COMPANIES ARE
LOSING
BILLIONS IN TURNOVER
TO THIS GENERATION—
AND WHAT TO
DO ABOUT IT

WHY COMPANIES ARE LOSING
BILLIONS IN TURNOVER
TO THIS GENERATION—

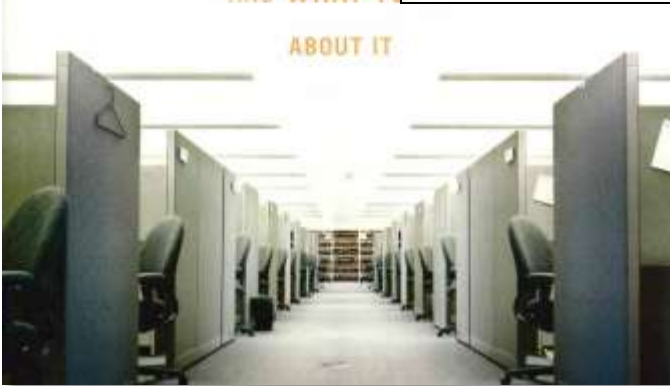
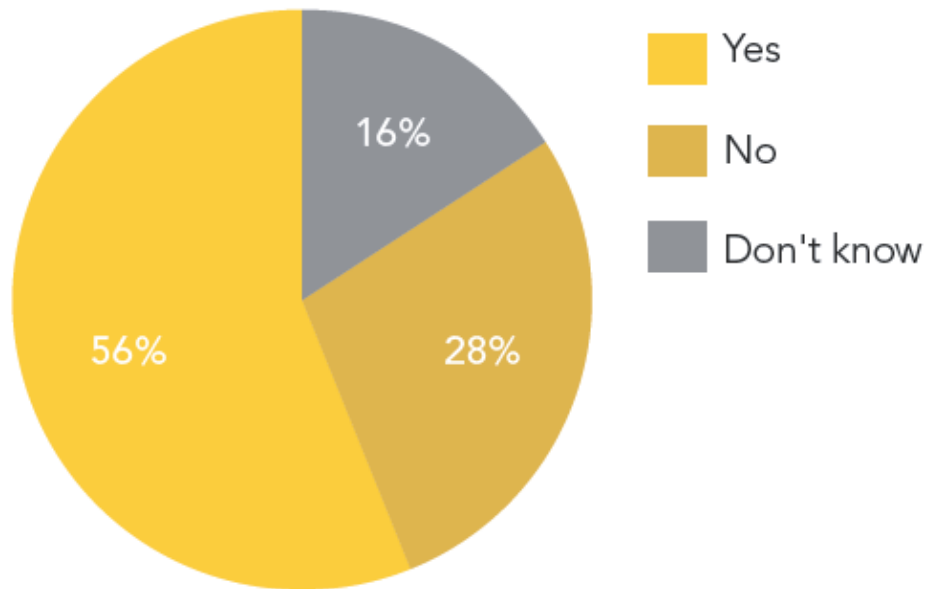


FIGURE 6:

THE NEED FOR SPECIALIZED LEADERSHIP DEVELOPMENT PROGRAMS FOR MILLENNIALS

Do you believe that Millennials require specialized leadership development programs to succeed?



Do you have this?

- **25%** No, but we are considering one
- **41%** No, and we are not considering one
- **15%** Yes

HPO's Do It Better

FIGURE 8: HIGH PERFORMERS TARGETED LEADERSHIP DEVELOPMENT PROGRAMS FOR MILLENNIALS

Does your organization have a specific leadership development program for Millennials?

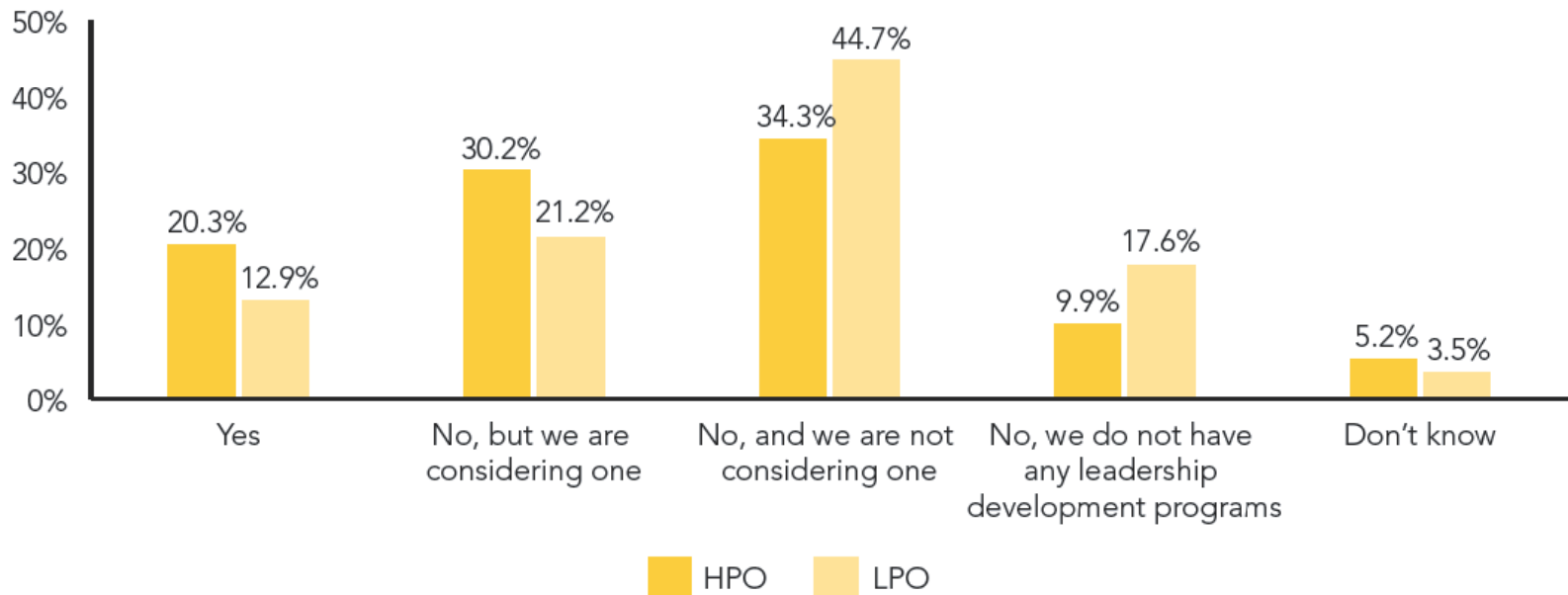
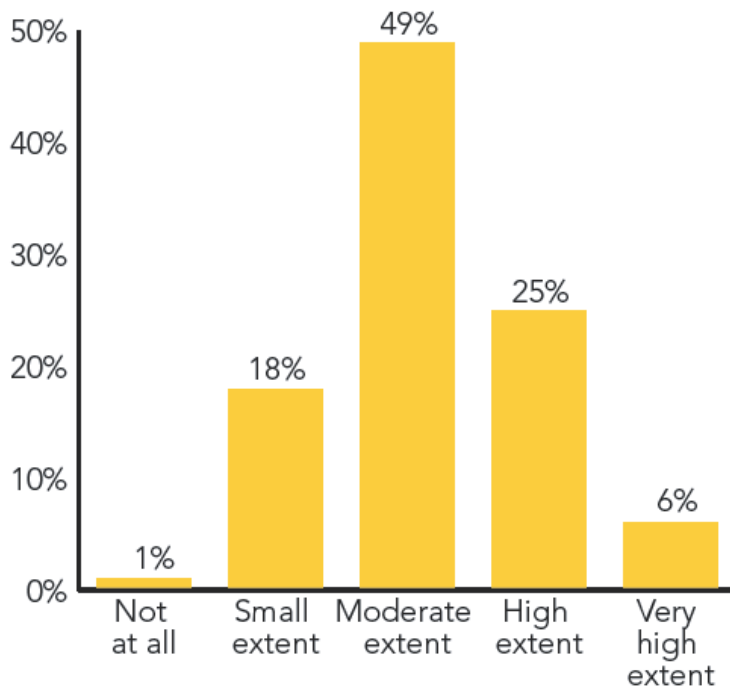


FIGURE 9:

SUCCESS OF MILLENNIAL LEADERSHIP DEVELOPMENT PROGRAMS

To what extent do you believe that your organization is successful at developing leadership potential with Millennials?



Sentiment Differs by Generation

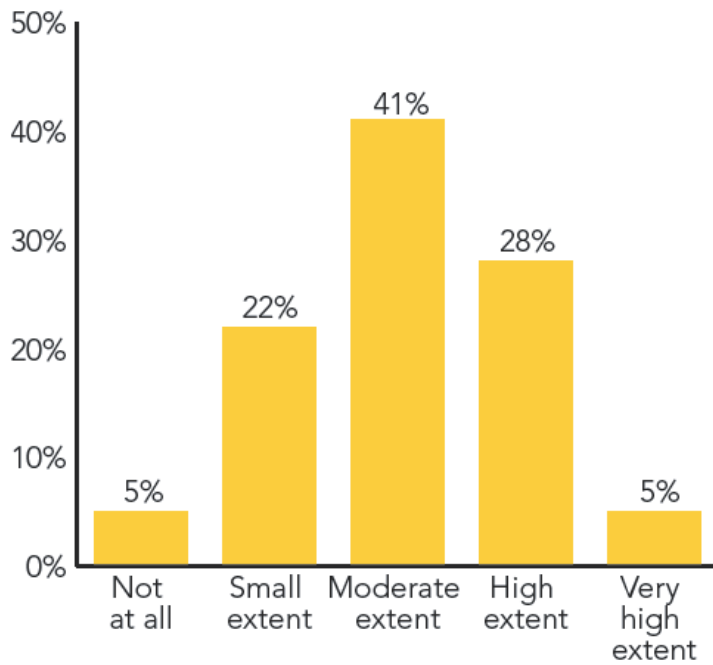
- **Baby Boomers = 36%**
- **Gen X = 19%**
- **Millennials = 31%**

Very high extent	Higher performers	11.4%
	Lower performers	10.0%
High extent	Higher performers	25.7%
	Lower performers	10.0%
Moderate extent	Higher performers	51.4%
	Lower performers	40.0%
Small extent	Higher performers	11.4%
	Lower performers	40.0%

FIGURE 10:

PROGRAM TRANSPARENCY

To what extent do you believe that your organization's leadership development program is transparent to all employees?



Sentiment Differs by Generation

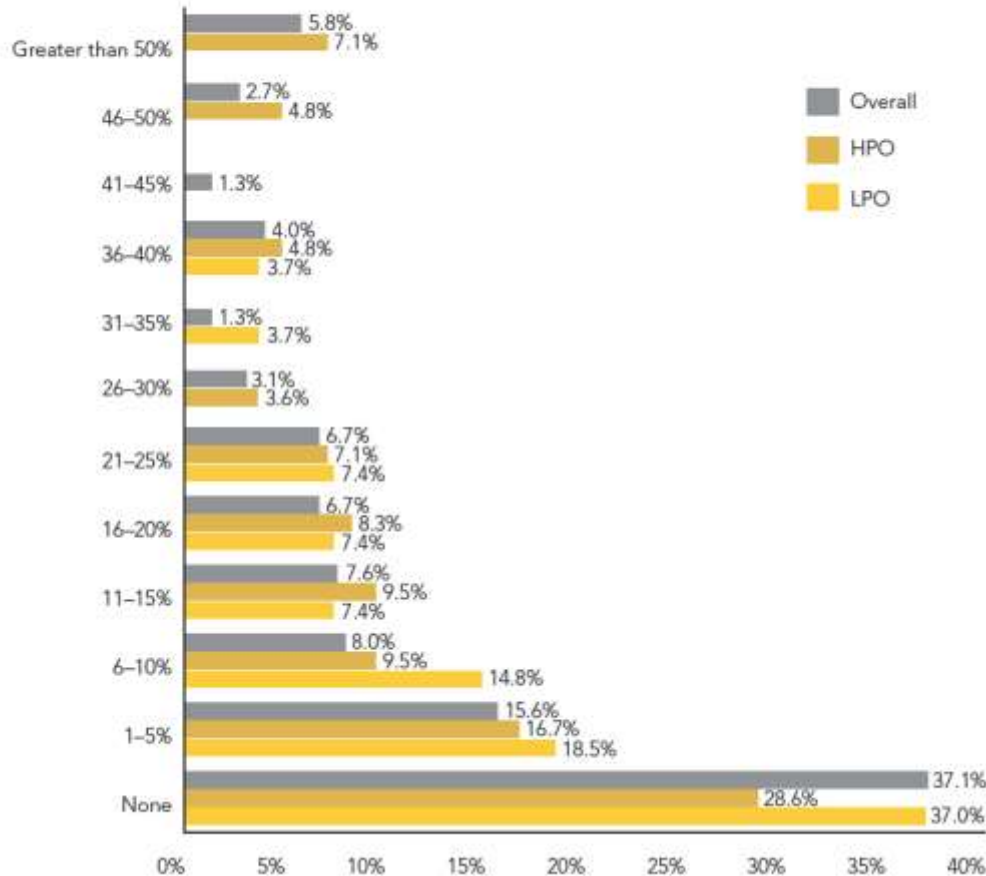
- **Baby Boomers = 36%**
- **Gen X = 23%**
- **Millennials = 25%**

Transparency of the leadership development program had a strong positive correlation with its success (.57).

HPO's spend more

FIGURE 11: TRAINING AND DEVELOPMENT BUDGET DEVOTED TO MILLENNIALS

What percentage of your organization's training and development budget is devoted to specifically working with Millennials?



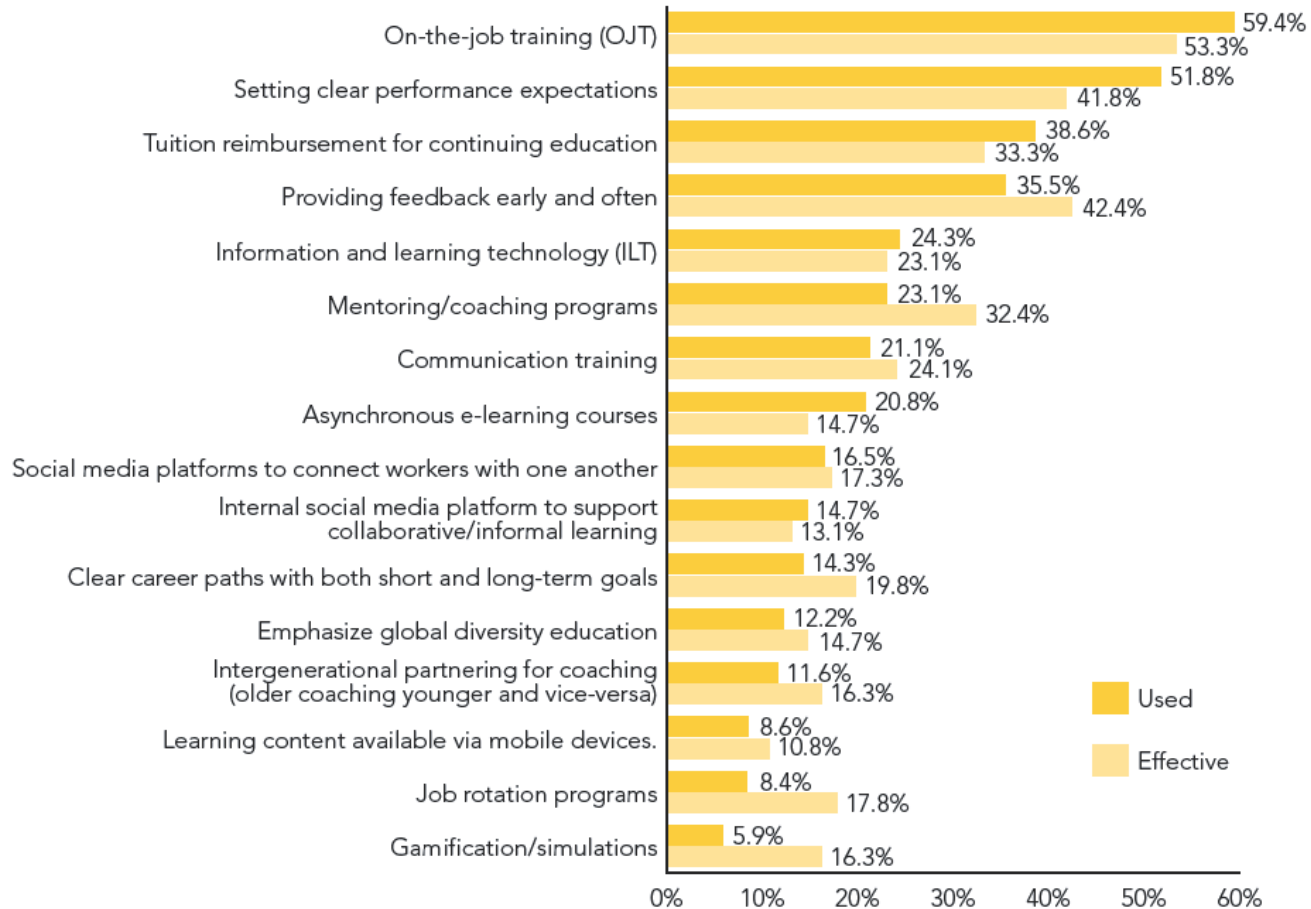
The Study found a strong positive correlation (.32) between the amount of a training and development budget that is devoted specifically to working with Millennials and success in developing leadership potential with Millennials.

Effectiveness of Methods

FIGURE 12:

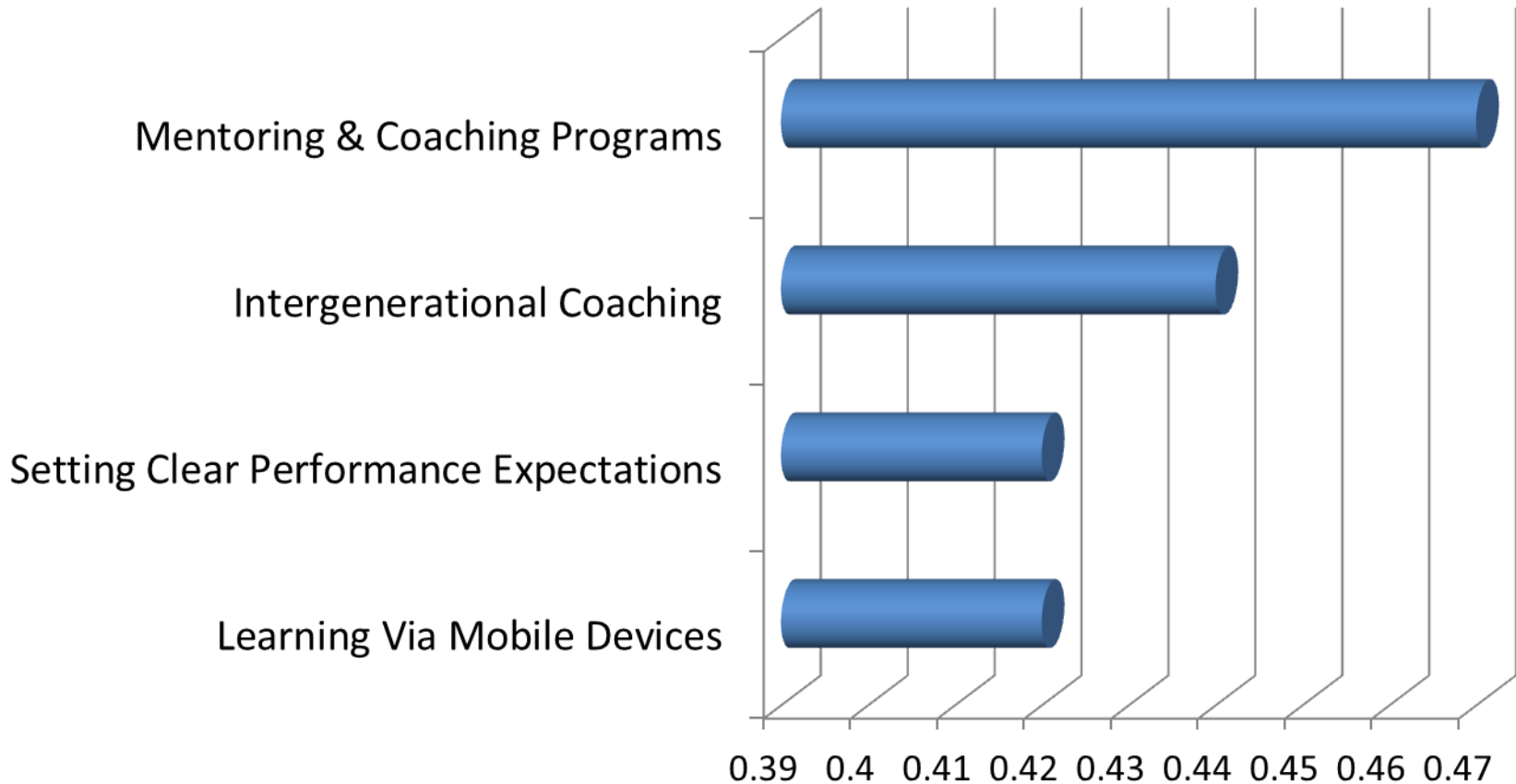
EFFECTIVENESS OF APPROACHES USED WITH MILLENNIALS

To what extent are the following L&D methods and approaches being used with Millennials and to what extent are they effective?



Give them coaches

What Millennials Think is Most Effective



Give them games

Millennials indicated that they believe some methods (of training) they view to be effective are underutilized, among those is gamification / simulations, with just 2 percent of Millennials reporting its use in their organizations to a high / very high degree, although 17 percent of Millennials find it effective to a high/very high extent.

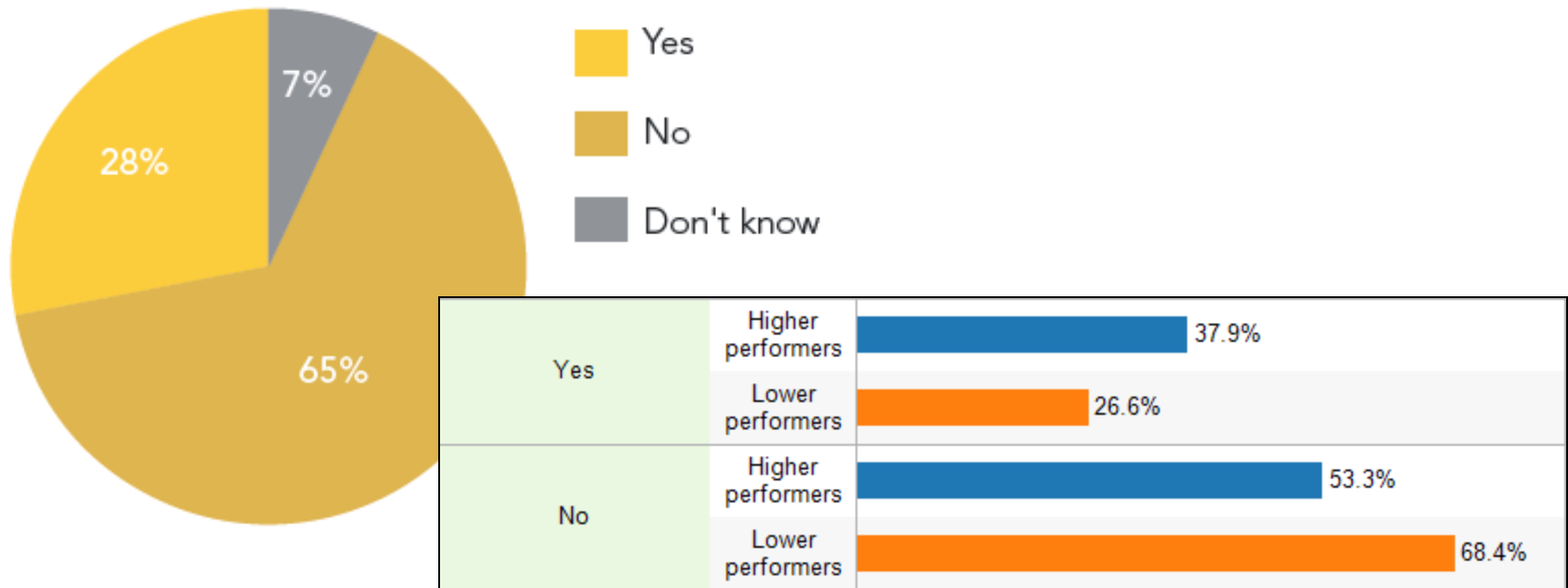


"I don't follow politics. Does either candidate support letting you stay on your parents' health care 'till you're 65?"

Rotate!

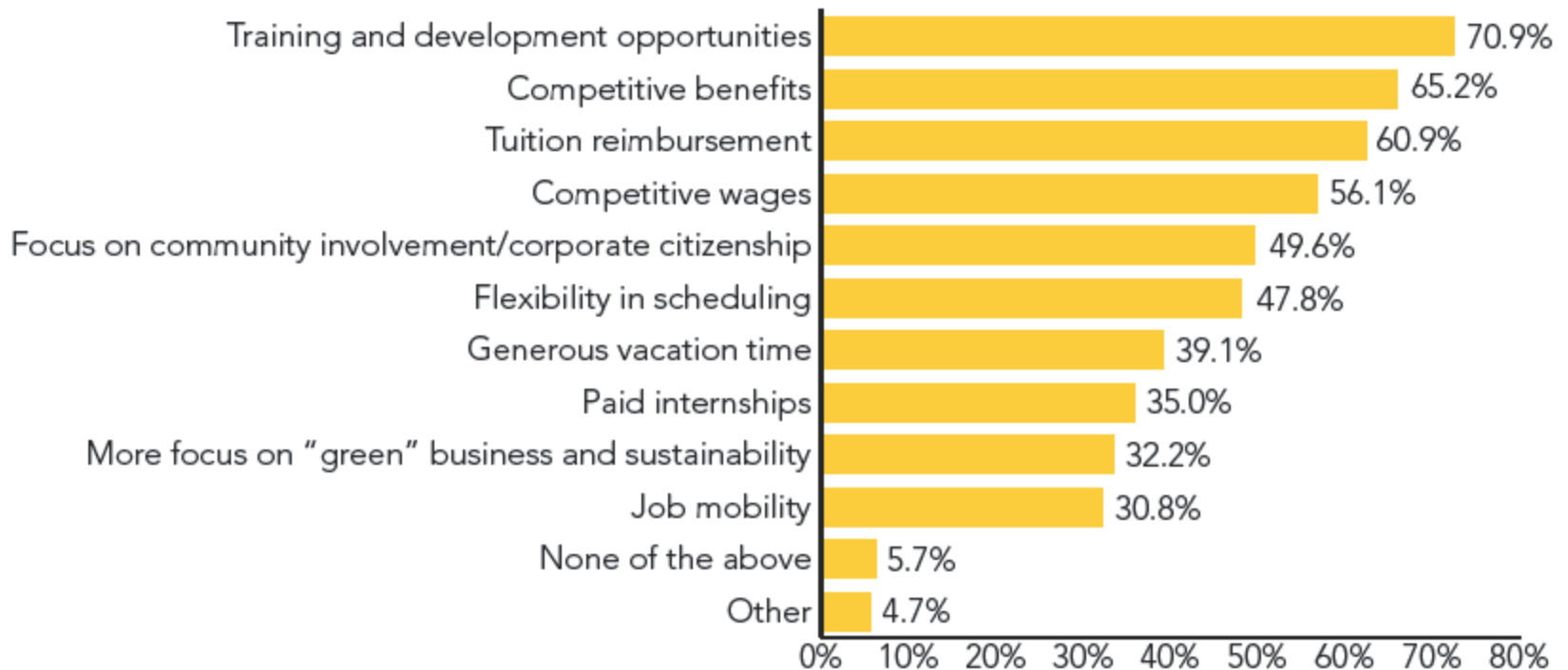
FIGURE 13: ROTATIONAL DEVELOPMENT PROGRAMS

Does your organization offer a rotational development program?

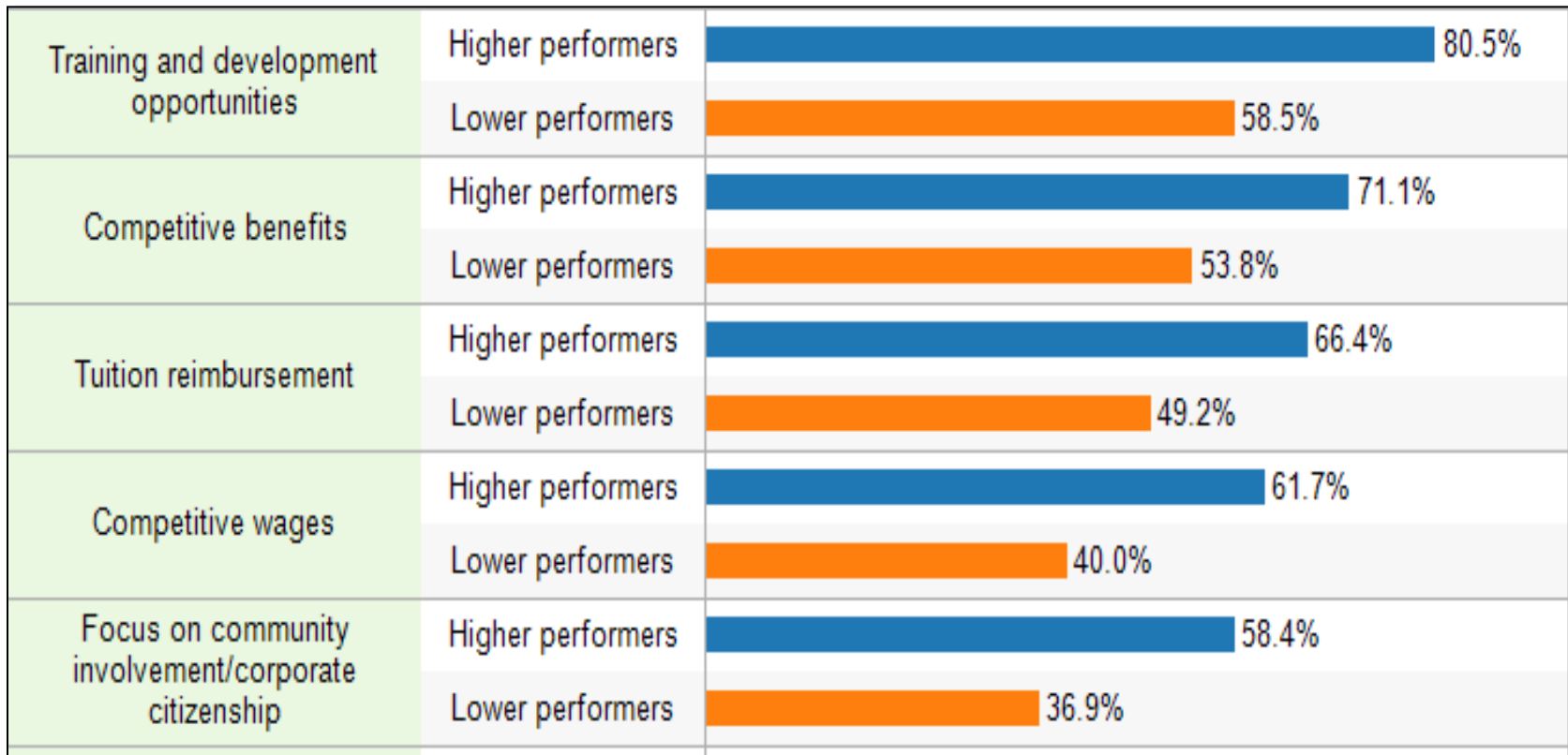


Trainers: Pay Attention

FIGURE 14: OFFERINGS TO ATTRACT MILLENNIALS
Does your organization offer the following to attract, retain, and engage Millennials?



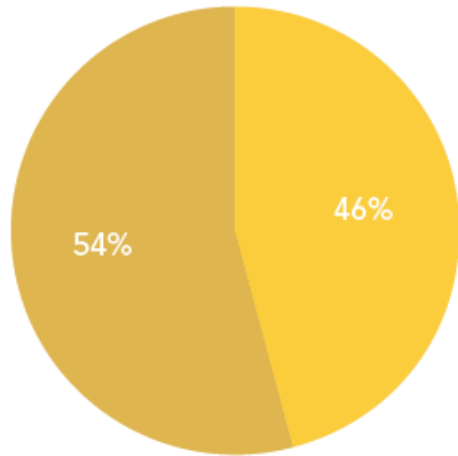
Does your organization offer the following to attract, retain and engage Millennials?



They're Confident!

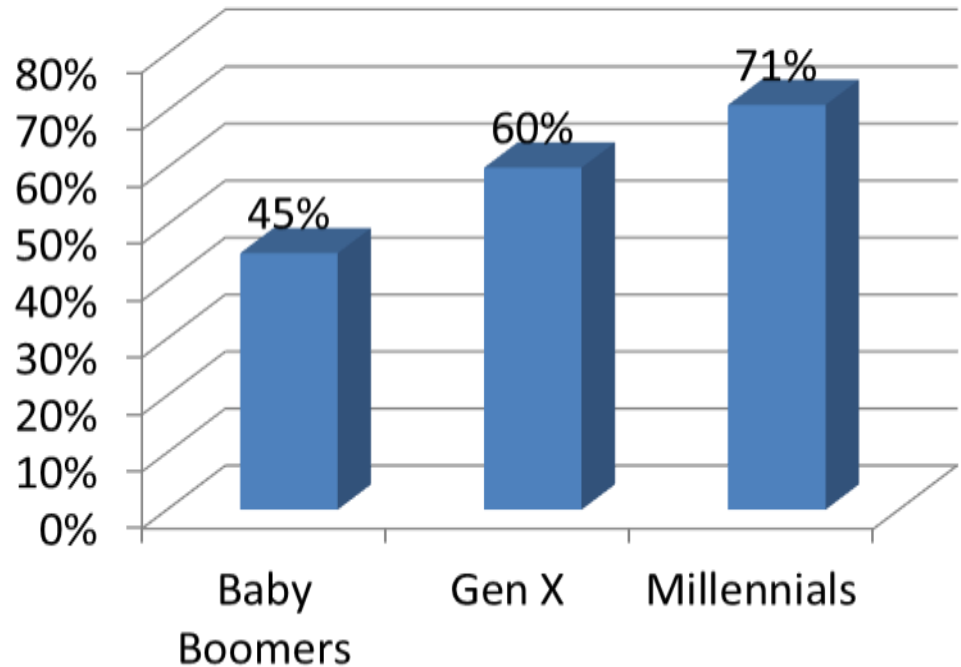
FIGURE 17: ORGANIZATION CULTURE AND MILLENNIALS

Do you believe that the culture of an organization will influence Millennials more or less than Millennials will influence the culture?



- Organization culture will have a greater influence on Millennials
- Millennials will have a greater influence on organization culture

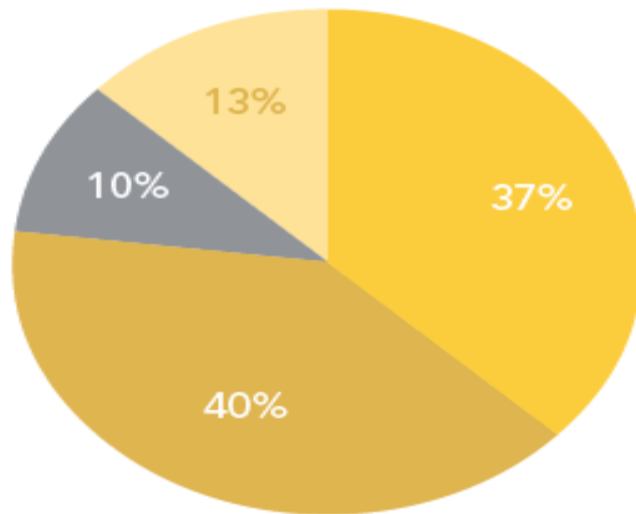
Will Millennials Have a Greater Influence on the Culture?






Are They Qualified?

FIGURE 18:**FILLING MANAGEMENT GAPS**

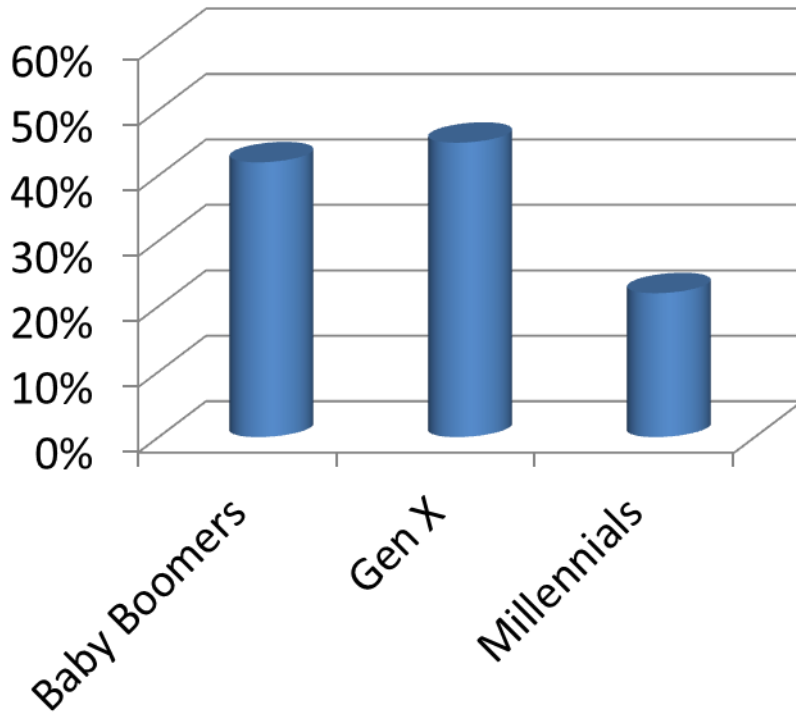
Will your organization need to fill management gaps with Millennials as Baby Boomers begin to retire does it have enough qualified Gen X employees to promote?



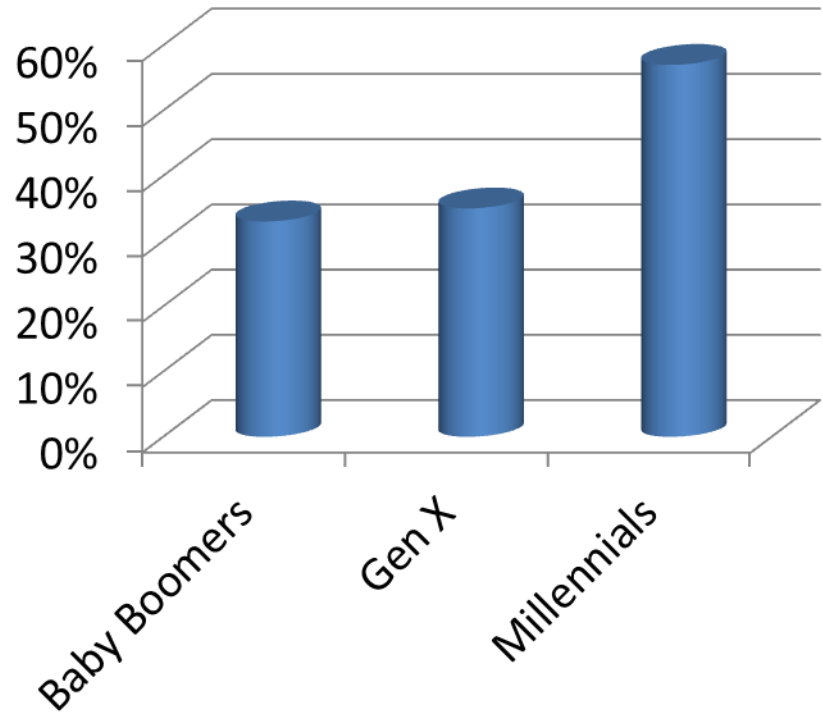
-  We will need to promote from within our Millennial employee group
-  We have plenty of qualified Gen X employees to promote
-  We don't anticipate a need to fill management gaps
-  Don't know

They Think So!

Enough Gen X To Fill Management Gaps?



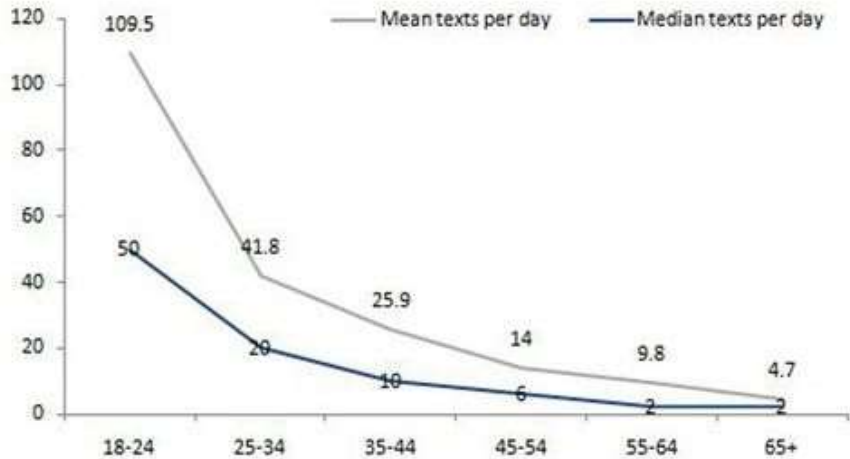
Need To Promote Millennials?



Silicon Alley Insider  Chart of the Day

Number Of Texts Sent / Received Per Day, By Age Group

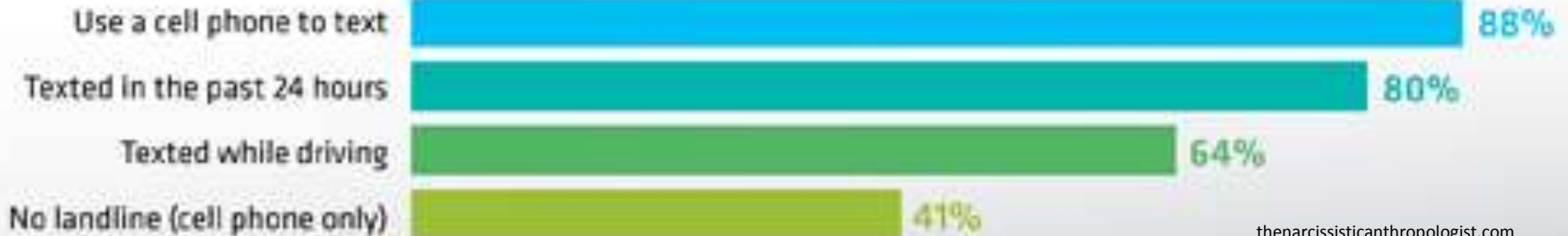
Based On Adults Who Use Text Messaging On Their Cellphones



Source: The Pew Research Center's Internet & American Life Project, April 26-May 22, 2011; Spring Tracking Survey. n=2,277 adult Internet users ages 18 and older, including 755 cellphone interviews.

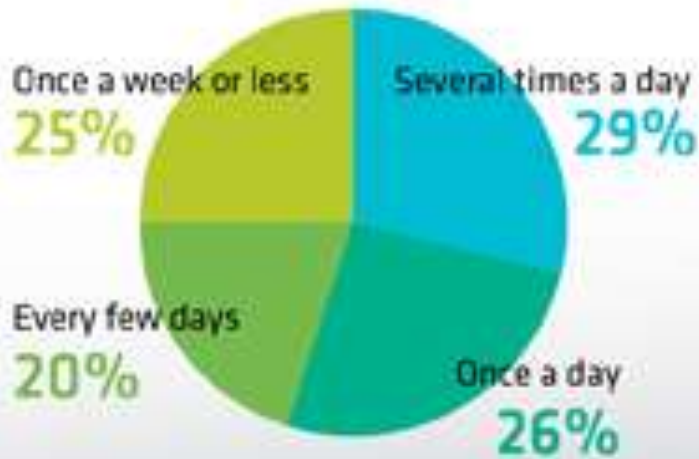


"You fool! Thanks to you checking in on Foursquare, the whole world now knows where our gold is!"



thenarcissisticanthropologist.com

How often Millennials visit the social networking site they use most:

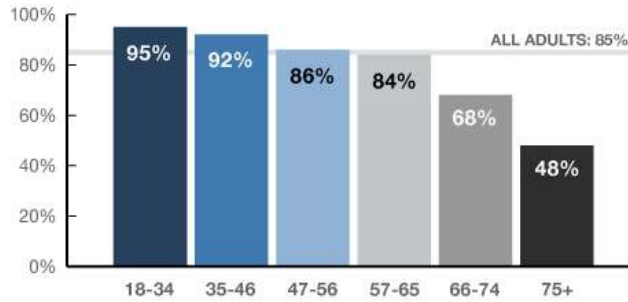


In a word: portability

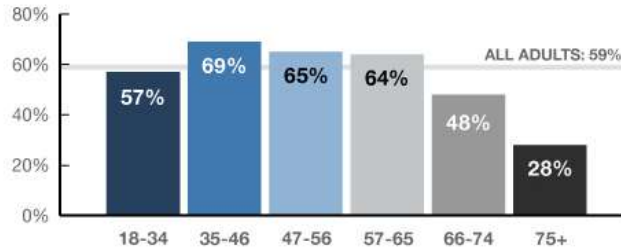
The percentage of adults* in each generation who own the following devices:

* "Adults" = Americans age 18+

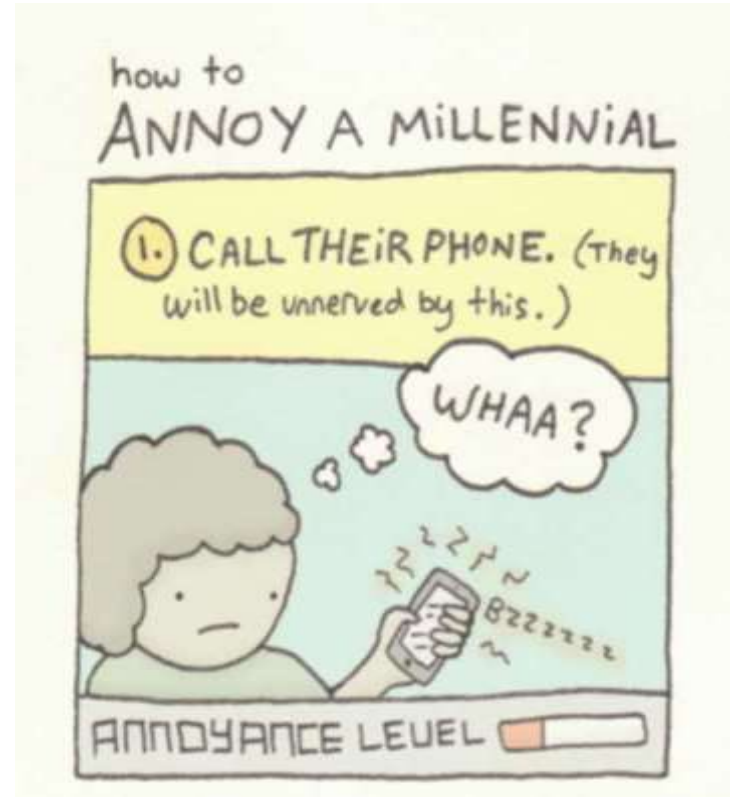
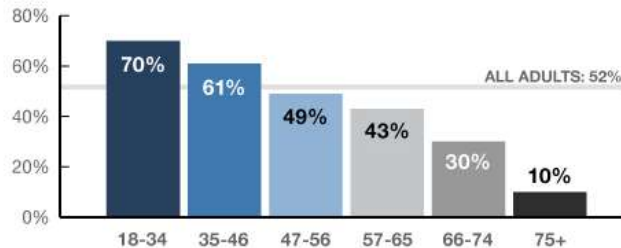
Cell phone



Desktop computer

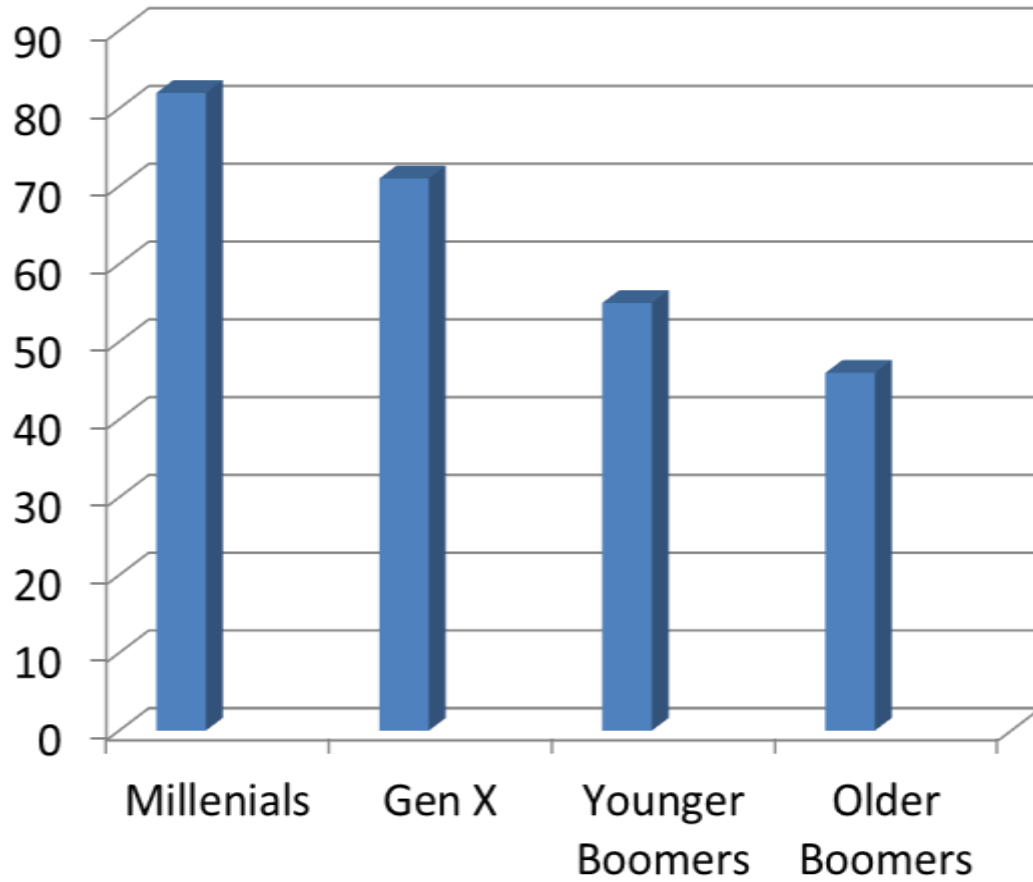


Laptop computer



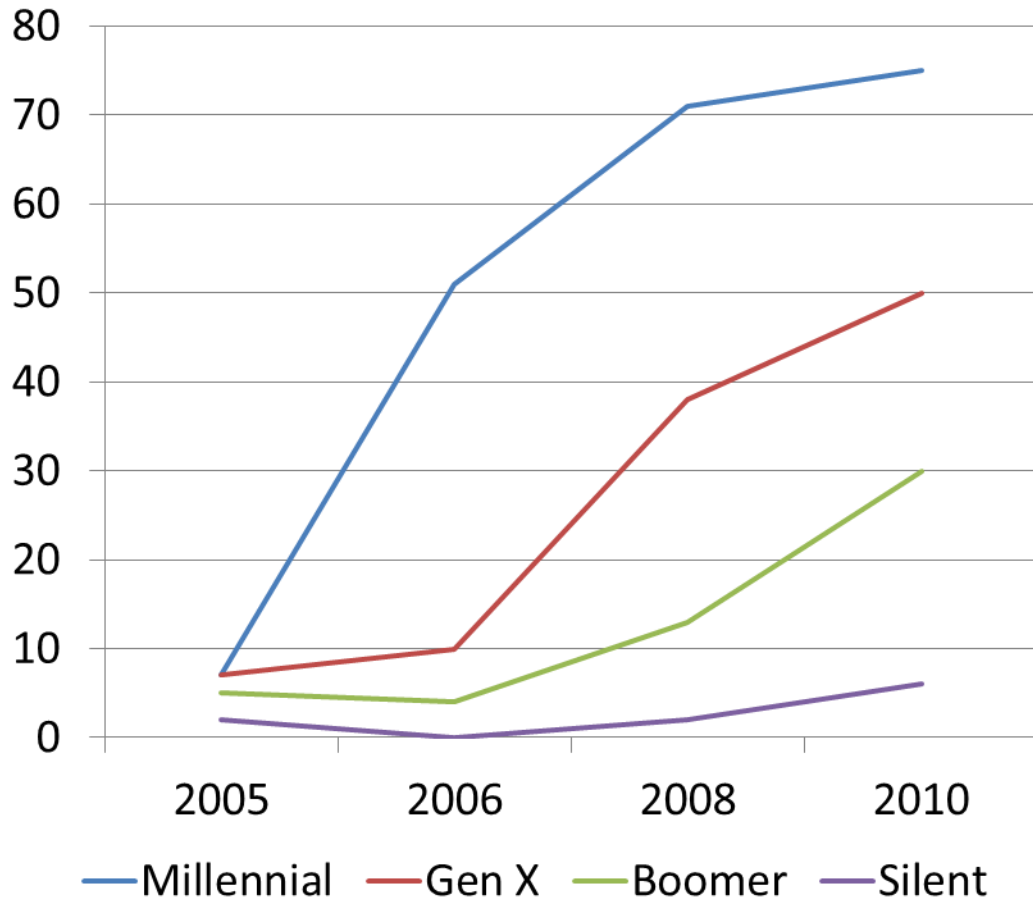
Source: pewinternet.org

Access Web Wirelessly



Source: pewinternet.org

Social Networking Users



Source: pewinternet.org



1. Set clear and specific expectations that are attached to concrete goals and rewards—this should include development of soft skills.
2. Provide employees with frequent, clear feedback; weekly or bi-monthly meetings with coaches or mentors can achieve a great deal with high-potential Millennials who the organization wants to develop.
3. Offer opportunities such as job shadowing and rotational programs.
4. Offer flexibility in scheduling and work arrangements.
5. Develop an internal social networking platform that employees can tap into for networking, information-sharing, and informal coaching.
6. Millennials want access to gamification/simulations as development tools and believe them to be effective; consider investing in such tools.

Questions?



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PDF	\$199.00	\$499.00

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