

FROM THE MOUTHS OF MILLENNIALS: PRICELESS TIPS FOR MANAGERS

Association For Talent Development

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SOARING TO NEW LEVELS

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(first name rhymes with “Quality”)



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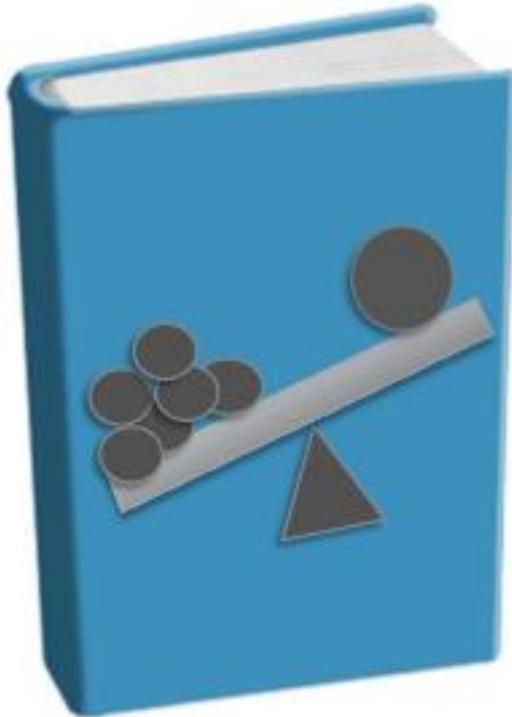
LEARNING OBJECTIVES

Use research to become more effective managers.

Listen to what Millennials are saying:

- What's on their minds?
- What's important to them now?
- How can we break the low retention rates?
- How can we engage them to produce their best work?

ORIGINAL RESEARCH



From The Mouths Of Millennials: 56 Priceless Tips For Managers

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Amanda S. Diefenderfer

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POLL: DEMOGRAPHICS

YOUR AGE	RANGE
A.	20 - 30
B.	31 - 40
C.	41 - 50
D.	51 - 60
E.	61 - 70
F.	71+

POLL: WHAT IS YOUR ROLE?

YOUR ROLE

A. Executive

B. Division Head

C. Manager or Supervisor

D. Individual Contributor

CHAT: WHY THIS WEBINAR?

- Curiosity
- Current challenge
- Professional development
- Launching an initiative
- Another reason? ... Tell Us



REASONS FOR THE PROJECT ...

Working
with
Millennials



REASONS FOR THE PROJECT ...

Again..



REASONS FOR THE PROJECT!!

And
Again..



CONFESSION OF A BABY BOOMER MANAGER



Shattered "saintly"
self-perception



BIG-DATA DOESN'T HELP



Image credit: bigdatapix.tumblr.com

BRIDGING CULTURAL GAPS



UNDERSTANDING → MANAGING



Image credit: Harsha KR/ flickr

DEFINITION OF CULTURE

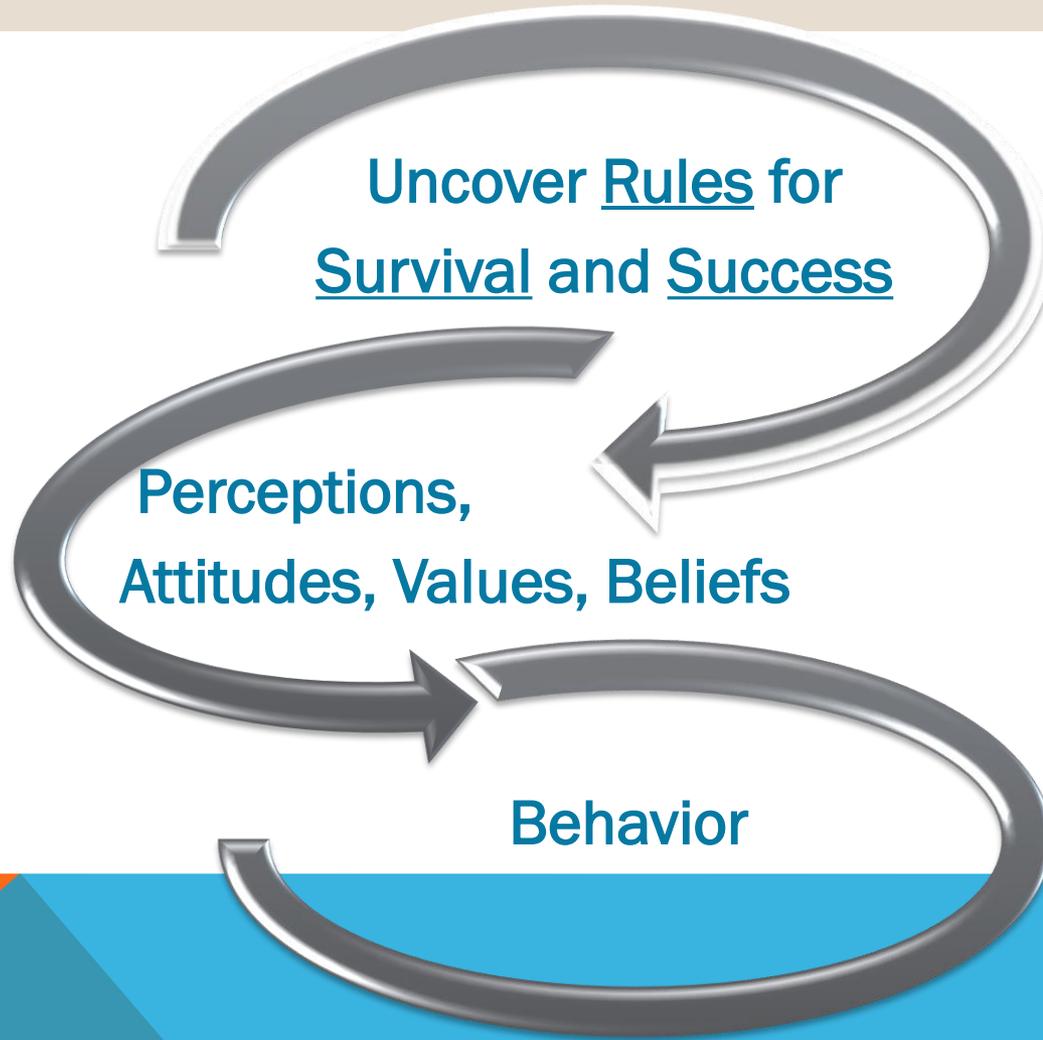
Culture is a set of rules developed by a group of people for survival and success.

Source: Dr. George Simons @diversophy

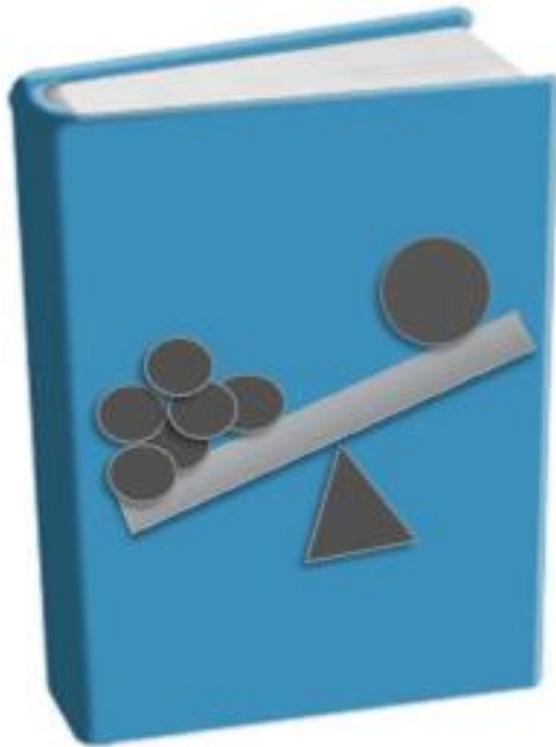
DIMENSIONS OF ALL CULTURAL GROUPS



CULTURAL RESEARCH



WHAT'S BELOW THE WATER LINE?



Survey

- Responses

Listen

- Themes for Rules for Survival and Success

Develop

- Practical TIPS for Managers

ACADEMIA

Millennials Are

- International
- Largest population cohort in US workforce
- Similar influencers in early life

EARLY INFLUENCERS

1/3+ divorced/non-married parents

2/3+ both parents worked

First full generation of latch-key kids

2-4 hours daily DVD/TV
Interrupted by 15 ads/30 minutes

Highly scheduled non-school time

Common parenting style:
Quality Over Quantity

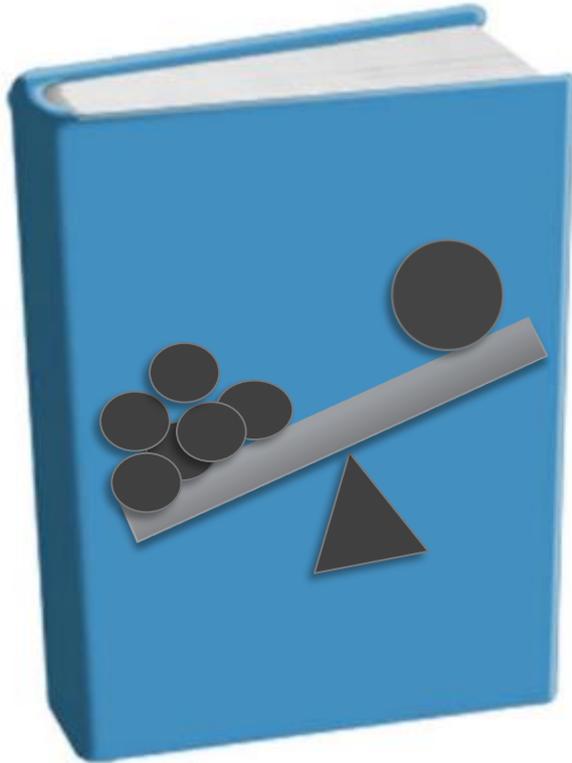
Collaborative learning

Everyone is a winner

Were babies when home PCs/video
games became mainstream

Source: Anick Tolbize, U of Minnesota,
Generational Differences In The Workplace,
comprehensive literature review

RESPONDENT DEMOGRAPHICS



50% Born 1980 – 1985
50% Born 1986 – 1992

n = 60+ Online Survey, plus
40+ Face-to-Face

Women = Men

Diverse Sampling:

Ethnicity, Race, Region of US,
Education, Sexual Orientation,
Gender Orientation

CHAT: ABOVE THE WATER LINE = BEHAVIOR

Type in Chat:

- Behavior(s) you have seen
- As many as you like
- Describe respectfully

... BELOW THE WATER LINE

Millennial Employees Culture Survey[©]

Six Open-Ended Questions

After each question:

- *Feel free to express yourself, using examples, etc.*
- *Feel free to write as much as you like...*

MILLENNIAL EMPLOYEES CULTURE SURVEY[©]

Questions 1 and 2

1. Write 2-3 things you need from your work environment to be your most engaged and productive.
2. What 2-3 elements must be in place for you to be willing to stay with your employer?

MILLENNIAL EMPLOYEES CULTURE SURVEY[©]

Questions 3 and 4

3. What 2-3 things would make you want to leave your employer?
4. What 2-3 things inspire you to work beyond your eight-hour work-day?

MILLENNIAL EMPLOYEES CULTURE SURVEY®

Questions 5 and 6

5. What are your long-term career goals?
How about your long-term personal goals?

6. Complete this sentence:

*When I am in a professional position of leadership,
the work culture I create will have the following
elements ...*

SOCIAL MEDIA



TELL BOSSES HOW TO BE BETTER BOSSES
PLS TAKE 10 MIN. SURVEY FOR MY BOOK
BORN 1980 - 1992?

<http://www>

RESEARCH FINDINGS

Culture Survey Trends → Book Chapters

1. *The Kindergarten Syndrome*

2. *What Do We Want To Be When We Grow Up?*

3. *Yea Team!!!*

4. *Growing Up In A Digital World*

5. *Treat Us Like Grown Ups*

6. *Mo' Money Please!!!*

7. *My Lemonade Stand: The Entrepreneurial Spirit*

1) THE KINDERGARTEN SYNDROME



“I need to feel appreciated.”

...

“I like to be recognized for my efforts.”



FAIRNESS

“I would leave my employer if they treated me unfairly in any capacity.”



“If there was discrimination within the work environment, I would leave.”



FAIRNESS EXPANDED



“What if we create a movement and take a stand for real equality?”



“What if we are the generation to change this mentality?”

GOLD STARS - TIPS



TIPS

- Find out what each employee needs in order to feel acknowledged
- Provide recognition often
...to everyone

FAIRNESS - TIPS



TIPS

- Identify and diminish your biases
- Encourage volunteerism

2) WHAT DO WE WANT TO BE WHEN WE GROW UP?

“If an employer can help me beyond the quiet desperation of mere survival and teach me to dream ... then help me to fulfill those dreams, then I will be actively engaged and working toward making my dreams come true.”

FIGURE OUT THE FUTURE - TIPS



TIPS

- Accept it ...You are more important than you realize!
- Converse regularly about future aspirations

COACHING & MENTORING - TIPS



TIPS

- Coach constantly
- Available mentor

CAREER DEVELOPMENT - TIPS



➤ Invite ideas and points-of-view.

➤ Tie it Together

Their Current Role



Organization's Success



Their Future

PROFESSIONAL DEVELOPMENT - TIPS



- Learning and progression plans
 - ILT
 - Online
 - Social
 - Mobile

- Stretch goals

- Assignment rotations

POLL

CAREER DISCUSSION FREQUENCY

Yearly

Quarterly

Monthly

Weekly

On-Demand

4) YEA TEAM !!!



“I am energized and thrive with human interaction. Even though I work in a cubicle-like environment, friendships are encouraged amongst employees.”



“Most people like to feel like part of a team rather than just being told what to do.”

COLLABORATION VS. COMPETITION



Images source: @gearforgood

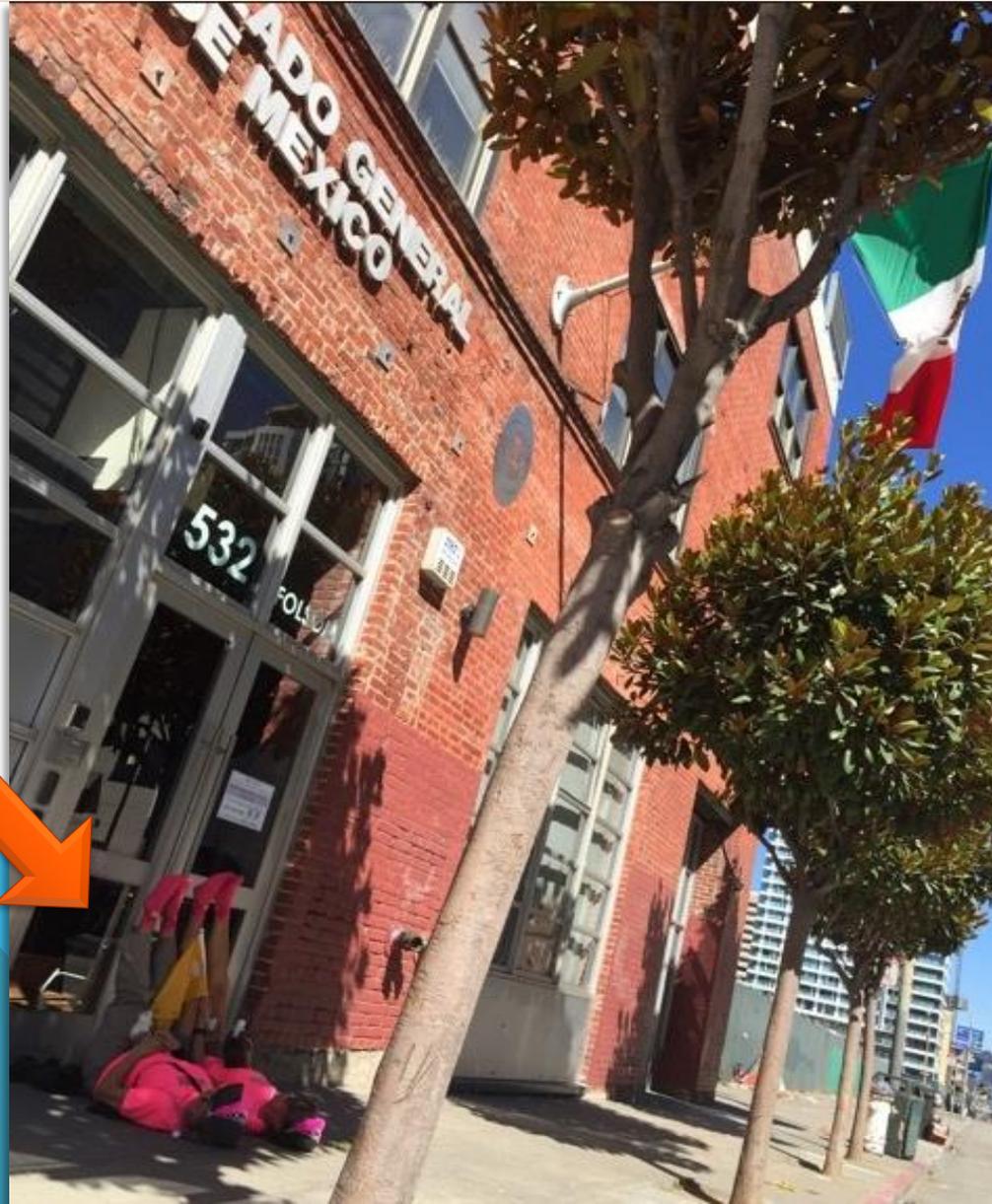
TEAM CHALLENGES



Image source: #questival
#gearforgood #cotopaxi

OUT-OF-THE BOX THINKERS

“Cross the border
into Mexico.
Take a picture
at the border.”



TEAM DANGERS



“I so need better-trained teammates.”



“I've been in situations where a co-worker isn't completely fulfilling their role and that means additional work for me.”

YEA TEAM!!! - TIPS



- **Constantly improve your people skills:**
 - **Project Management**
 - **Corrective Action**
 - **Conflict Management**
 - **Team Building**

5) GROWING UP IN A DIGITAL WORLD



Image source: apple.com

“It drives me nuts to have out-of date-software or hardware at work.”



“We don’t want to be placed into situations based on what you think you know about us.”

MEETINGS?



AND ...



Image source: samsung.com

TIPS

- Set the boundaries
- Learn to text

6) TREAT US LIKE GROWN UPS



*“I’m ready to quit now.
My manager doesn’t believe in
my ability to do a great job.”*



*“I’m micromanaged to the
point
that I’m losing confidence in
myself.”*

SELF-DEVELOPMENT - TIP



- If you have ever heard that you micromanage or are laissez faire, it's probably true.

Get out of denial and learn new people-management skills.

Practice them diligently until they override your default behaviors.

COMMUNICATION - TIPS

- Glean great ideas from everyone
- Share business intelligence



FLEXIBILITY - TIPS



- No policy?
- Try it out
- Enjoy

7) MO' MONEY PLEASE!!



Image credit: Ali Winston

“Poor pay”



“Lack of financial stability”



“I can’t live on this money!”

MO' MONEY - TIPS



- **\$3,500 - \$5,000 to replace \$8.00/hr employee**
- **Learn how to negotiate**

8) MY LEMONADE STAND: THE ENTREPRENEURIAL SPIRIT

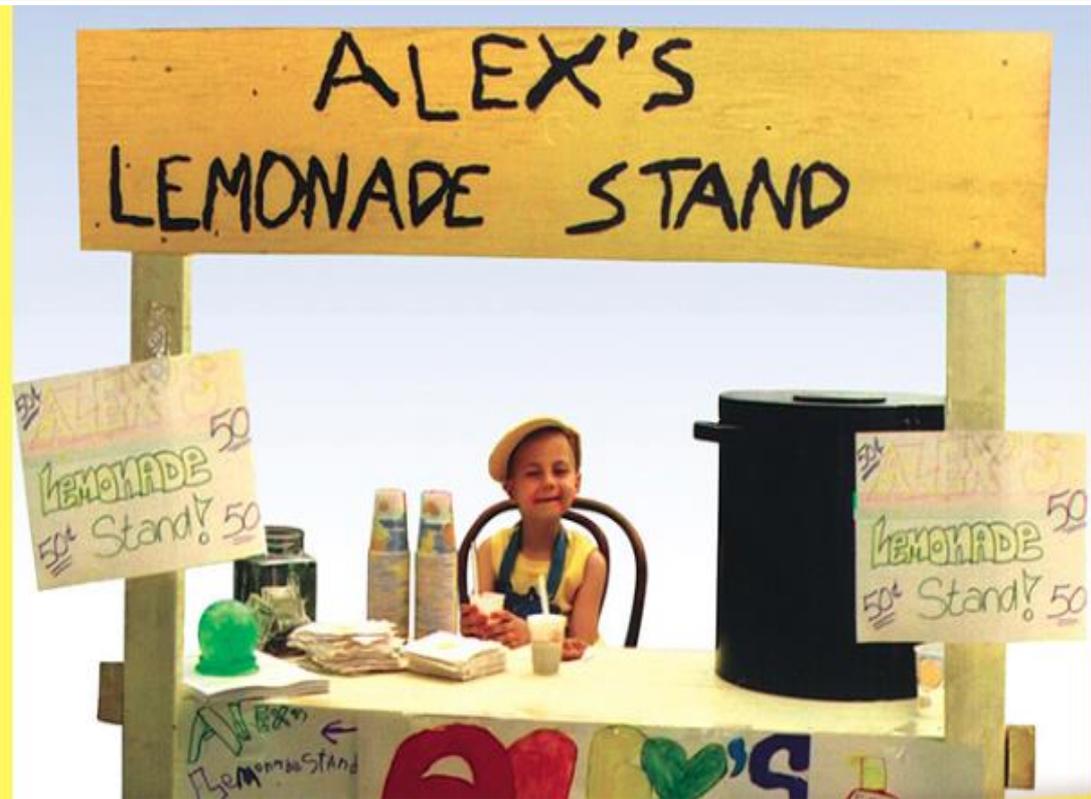


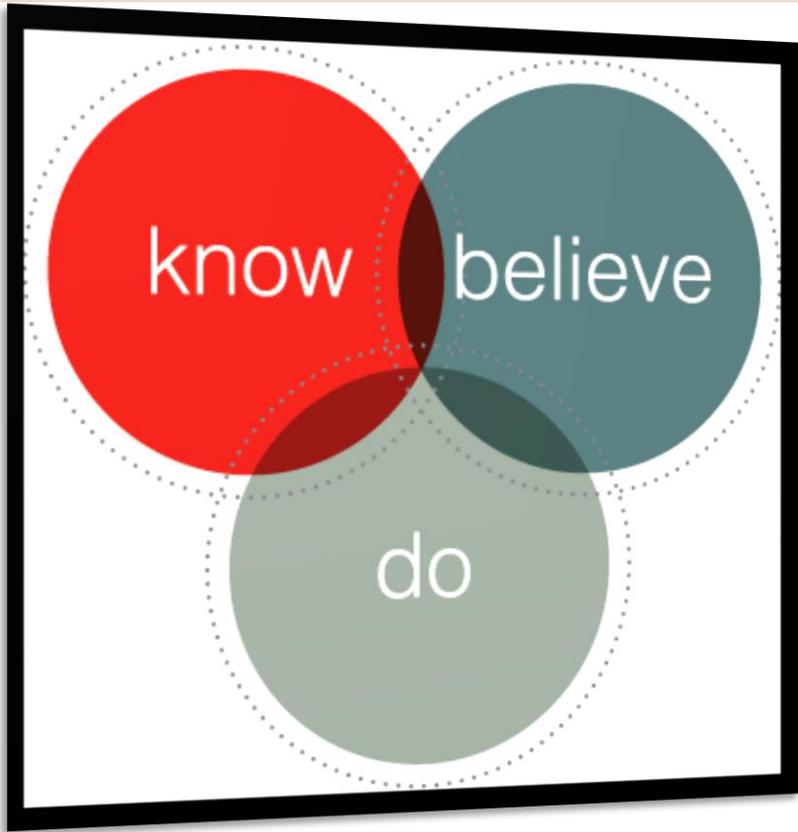
Image source: Alex's Lemonade Stand Foundation

“Maybe someday have my own firm. But I really like working with other people, so maybe not.

...

“Perhaps if the opportunity presented itself, I would like to open my own business.”

THE ENTREPRENEURIAL SPIRIT



Dreams vs. Fact

- Dream = 66%
- Fact = 3.65%

Source: Bentley University

CHAT

Answer in Chat:

- What is this *Entrepreneurial Spirit*?

CULTURAL COMPETENCE = CONNECTION

SUCCESS

IS THE SUM OF SMALL EFFORTS,

REPEATED

DAY IN

DAY OUT

TIPS

- Create a Sub-Culture
- Unique Individuals

CHAT: LEARNING → APPLICATION

Type in Chat:

- One idea you learned from the webinar that you can apply immediately.

QUESTIONS?

Type in Chat

ENJOY YOUR ANTHROPOLOGICAL JOURNEY



From The Mouths
Of Millennials:
Priceless Tips
For Managers



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