



The Future of Work
COLLABORATIVE ENGAGEMENT
INSTITUTE



Shared purpose and expectations

Managing a multi-generational workforce and the millennial uniqueness advantage



“Millennials have similar career aspirations as other generations.”

Recent studies point to no generational differences in key areas.

An analysis of 20 studies and 19,691 people found that generational differences in work-related attitudes, had nothing to do with employees' job satisfaction, organisational commitment or turnover intentions (Constanza, et al. *Journal of Business and Psychology*. Generational Differences in Work-Related Attitudes: A Meta-analysis).

According to a research paper in Consulting Psychology Journal by Deal, J. J., Stawiski, S., Graves, L., Gentry, W. A., Weber, T. J., & Ruderman, M. R. (2013), '*Motivation at work: Which matters more, generation or managerial level?*', confirms that where you sit in the organisation explains employee motivation.

An IBM Study ([Myths, Exaggerations and Uncomfortable Truths](#)) of 1,784 employees, in 12 countries and from six industries had similar findings, including:

- Millennials have similar career aspirations as other generations; seeking financial security and career growth, recognition and promotions, just like older ones.
- Found no differences among generations with regard to attitudes, beliefs and preferences about development and learning at work. Millennials don't really want to do everything online and virtually. They want face-to-face interaction. On-the-job training, discussion groups, peer feedback, live classroom instruction and one-on-one coaching.

Millennial Expectations

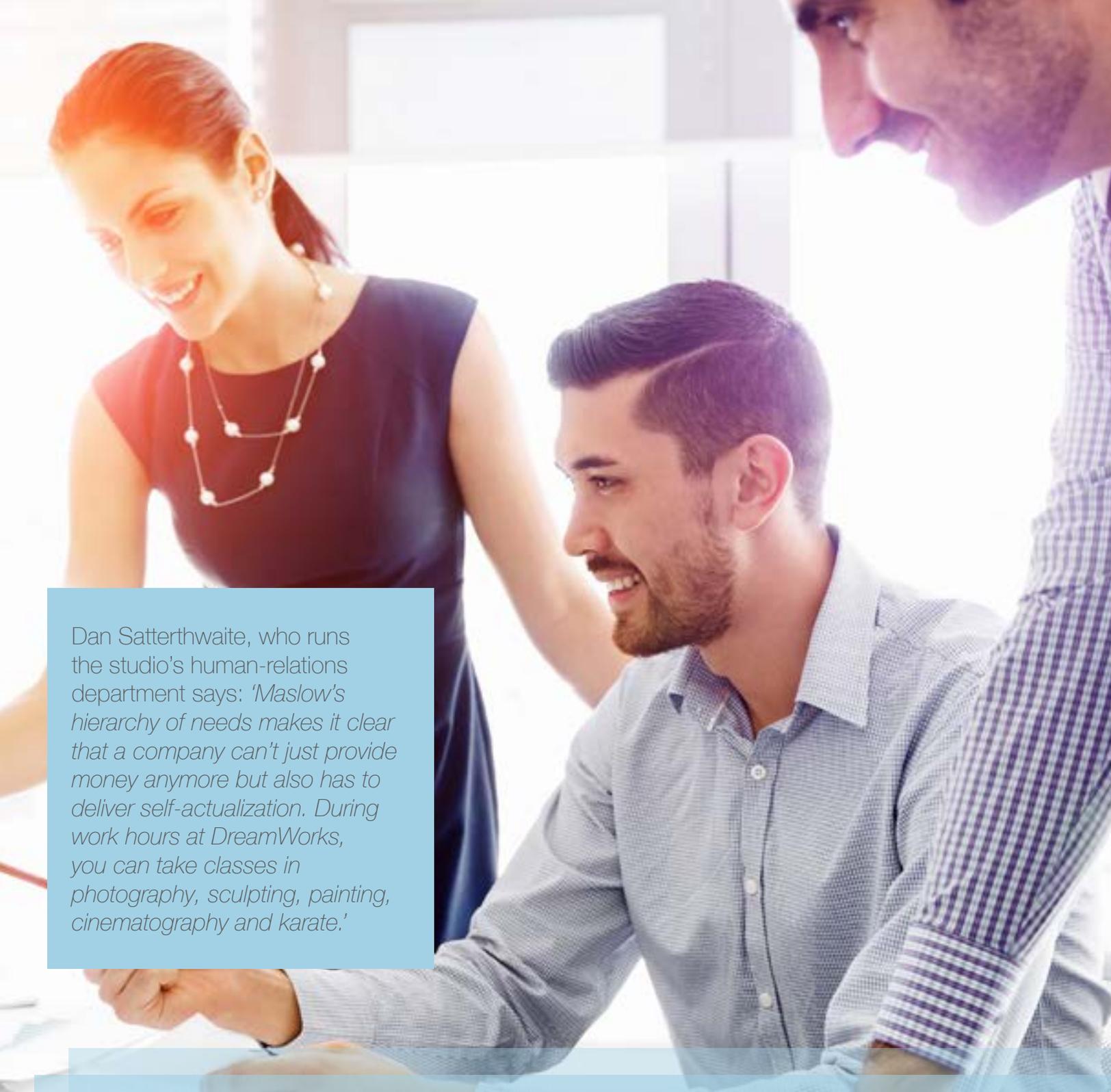
Organisations need a reliable toolkit for multi-generational management, that will address the emotional composure of their workforce. New, innovative techniques to take full advantage of a multi-generational workforce, using the young talent's uniqueness to the advantage of the business, without sacrificing business goals.

With an [aging workforce](#), attracting young talent is essential. By the year 2025 millennials will dominate almost 75 percent of the employee market, and there will be five generations in the workplace; a hybrid of value differences, morals and ethics, attitudes, mindsets, levels of technology fluency and career progression and communication expectations.

Each generation contributes something different. But with millennials making up a majority of the workforce of high performing companies, attracting, retaining and engaging them is a vital consideration. And to be successful you need to be aware of the workforce's expectations.

These expectations are not only in terms of pay, but are based on what a millennial expects from a company that cares for their wellbeing, as well as in terms of job fit, the extend of collaborative engagement, and acknowledgement of diverse opinions.

[Research by Deloitte](#) has found that pay and benefits guide millennials' choice of organisation to join and stay with.



Dan Satterthwaite, who runs the studio's human-relations department says: *'Maslow's hierarchy of needs makes it clear that a company can't just provide money anymore but also has to deliver self-actualization. During work hours at DreamWorks, you can take classes in photography, sculpting, painting, cinematography and karate.'*

Watch Video: [5 Generations in the Workforce](#)



In PwC's survey of millennials, [Reshaping the Workforce](#), the most popular benefit among young people was their own personal learning and development.

But they are also looking for a job that's the right fit and are interested in cool [Google-style office perks and quirky workspaces](#).

According to a [Time magazine article](#), *'Millennials: The Me Me Me Generation'*, companies are adjusting to millennials' habits but also to their atmospheric expectations. Nearly a quarter of DreamWorks' 2,200 employees are under 30, and the studio has a 96% retention rate.



Grounds for Mobility

Most of them, entered the job market during the financial crisis, and have experienced all kinds of measures in streamlining costs as a way for organisations to survive: [unpaid internships](#) and [zero-hour contracts](#), [reduced benefits](#) that barely provide financial security and [are destined to be the first generation to earn less than their parents](#).

Such experiences create ground for mobility. And [research has found](#) that 51% of millennials are thinking of quitting their job and moving on in search of a job where they can learn, update their know-how, grow, and progress their career.

“You need to invest in them and find ways to support them and retain them.”

A shared sense of purpose: A job for experience, and not experience for a job

The quest is how to best balance their lack of experience and spontaneous mindset.

[Deloitte’s millennial survey found](#) that 71% of young people considering a change of job are unhappy with how their leadership skills are being developed.

You need to invest in them and find ways to support them and retain them.

Lifestyle benefits that stretch their paypackets a bit further, along with added flexibility are seen as important, as evidenced in [PwC’s research](#) whereby flexible working was the second most important benefit, in underlying a job that’s the right fit.



“You can provide an environment where Millennials can be both happy and effective without ruining your organisation - if you focus on what actually is important to them,” says Deal.”

In [Deloitte's survey](#), millennials placed emphasis on the company they work for sharing their values. Millennials value diversity and inclusion. In [PwC's research](#), more than half felt the companies they worked for weren't diverse enough.

[Diversity, inclusivity, making a positive difference in the world](#) matter a great deal to millennials.

Millennials expect the world to be more equal, fair and ethical. They share a belief that they have the ability to contribute in transforming the world.

According to an article, '*Millennials, Social Media, and Social Justice*' the big challenge for the millennial generation will be 'how to keep the social justice movements in line with the values they cherish, while still making sure they are effective at advancing the causes that millennials hold dear.'

They want to work for a company that have a shared sense of purpose in common with them, in addition to meaningful work that makes a difference.

They expect their voices to be heard, respectful work relations and increase their involvement in the company.

They want to work for a company that cares about their health and wellbeing and their future security, while encouraging individual development and self-sufficiency.

Jennifer Deal, a CCL senior research scientist, co-authored with Alec Levenson of the University of Southern California a book, '[What Millennials Want from Work](#)' and presents the full picture of Millennials. The book is based on survey data from more than 25,000 Millennials and 29,000 from other generations from 22 countries and more than 300 organisations.

Happier employees think better, work better and perform better

HR leaders, looking to improve their ways of attracting, retaining and engaging Millennials should take note of Deal's findings and recommendations.

One finding worth taking notice is that Millennials are committed to their jobs:

- 69% are satisfied with their job
- 76% say they like working for their current organisation
- 49% say they would be happy to spend the rest of their career with their current organisation

Millennials want essentially the same things most employees want

The '[What Millennials Want from Work](#)' research shows that although a third of Millennials are assessing the environment for better options, overall they are committed when they are getting what they need, have enough time to live their life, and that makes them stay.

“Millennials, like everyone else, leave because they can get something better elsewhere,” says Deal. “Similarly, Millennials will look for a new job that raises some aspect of their life to a higher level.”



Millennials want to have a say and contribute their ideas.

They want to have a life outside of work, and expect enough flexibility to allow them to fulfill both their personal and professional commitments.

They want to contribute beyond their job descriptions, work long hours and move up in the organisation.

A Roadmap and 3 dimensions to effectively attract, retain and engage Millennials

- Minimise repetitive work and engage millennials to improve processes so everyone's work is more efficient.
- Make use of their willingness to work long hours, but don't take advantage of them.
- Encourage them to contribute ideas, and appreciate their willingness to have their voice heard.
- Provide them with mentors and frequent feedback.
- Provide support when things get tough.
- Let them control as much as possible.
- Let millennials use their preferred technology to support their work, if possible.
- Communicate with them in person and often, especially for anything related to pay, development or performance.
- Provide opportunities for millennials to make friends at work.
- Be a good corporate citizen. Millennials want work that both enables them to contribute to society in positive ways and that rewards them appropriately. Make sure millennials understand how your business is having a shared purpose and a positive impact and how their work directly contributes.
- Provide good management and minimise office politics.
- Make sure they do not feel overloaded and underpaid for the work they are doing.



“Working on teams - with people they trust and care about.”

The 3 dimensions

According to Jennifer Deal, to effectively attract, retain and engage Millennials, organisations should pay attention to 3 dimensions:

- 1 The people** - Feeling like they have a community at work is a determining factor in Millennials' organisation commitment, job satisfaction, engagement and retention.
- 2 The work** - Structure work so that it's interesting and meaningful, and enables them to enjoy a balanced work-life. Create an environment so Millennials can develop friendships. Be sure managers and mentors are trained and have time to connect and build relationships. If Millennials don't feel they have a community at work, they are more likely to go elsewhere.
- 3 The opportunities** - Provide them with the right development opportunities for them to feel they are continuing to progress even as they stay with the same organisation. Give support, create opportunities, help find a good match between skills, interests and business needs.

Collaborative Engagement

“Millennials value teams, because it enables the work and their goals, but also because of the social interactions it provides,” says [CCL's Jennifer Deal](#). “Working on teams - with people they trust and care about - is how Millennials feel connected to the organisation.”

5 Tactics for Working with Cross-Generational Teams

Rethink the Boring Stuff	Flex the Hours	Help Them Learn	Give Good Reasons	Learn From Each Other
Explore new technology offered up by tech-savvy younger employees to reduce repetitive and rote work for everyone.	No matter their age, employees want a life outside work, so balance off-hours coverage so no one has to work 24/7.	Older & younger employees can mentor each other in different ways (eg, being organizationally vs. technologically savvy).	Don't insist on doing something just because that's the way it's always been done.	Both age groups can offer wisdom to one another, if they're open to hearing it.

Center for Creative Leadership



“Millennials want a leader who is ethical and fair, charismatic and humane-oriented demonstrating a sense of shared purpose.”

1

Re-think & Flex the hours for Meaningful Work

2

Millennials may have fresh ideas or technology options that haven't been explored. Work together to come up with alternatives to anyone having to do the repetitive work and figure out how to make new processes work in promoting work-life balance. Millennials are willing to work long hours, and they want to have a life outside of work.

3

Shared Purpose > Help them learn > Learn from each other

4

Millennials want to learn new things, which means that they are likely to want to learn about what you're doing and help you with it. Help Millennials understand what they don't know and provide them opportunities to learn from you.

5

Give good reasons

6

Try saying something like, “*You might want to try it this way because I've found it saves me a lot of time and effort in the long run, but of course it is your choice,*” versus “*You should do it this way because this is the way it's been done for a long time and it works well enough.*”

The Center for Creative Leadership White Paper, by Deal, J. J., Stawiski, S. A. Gentry, W. A., & Cullen, K. L, '[What makes a leader effective? U.S. Boomers, Xers, and Millennials weigh in](#)', has found no differences in what different generations think makes a leader effective.

Furthermore, according to a report from Bersin by Deloitte, most organisations don't have a solid talent management strategy, resulting in individuals and organisations that fall short of their potential.

And, as Ram Charan describes in *The Leadership Pipeline*, leadership at every level is needed for company survival, and in particular pay attention to the often overlooked segments of employees, including millennials.

It all boils down to a combination of pay, benefits, meaningful work, development, career advancement potential and work-life control.



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