

MILLENNIALS

RECRUIT, ENGAGE AND DEVELOP THE NEXT GENERATION OF LEADERS



PRESENTED BY
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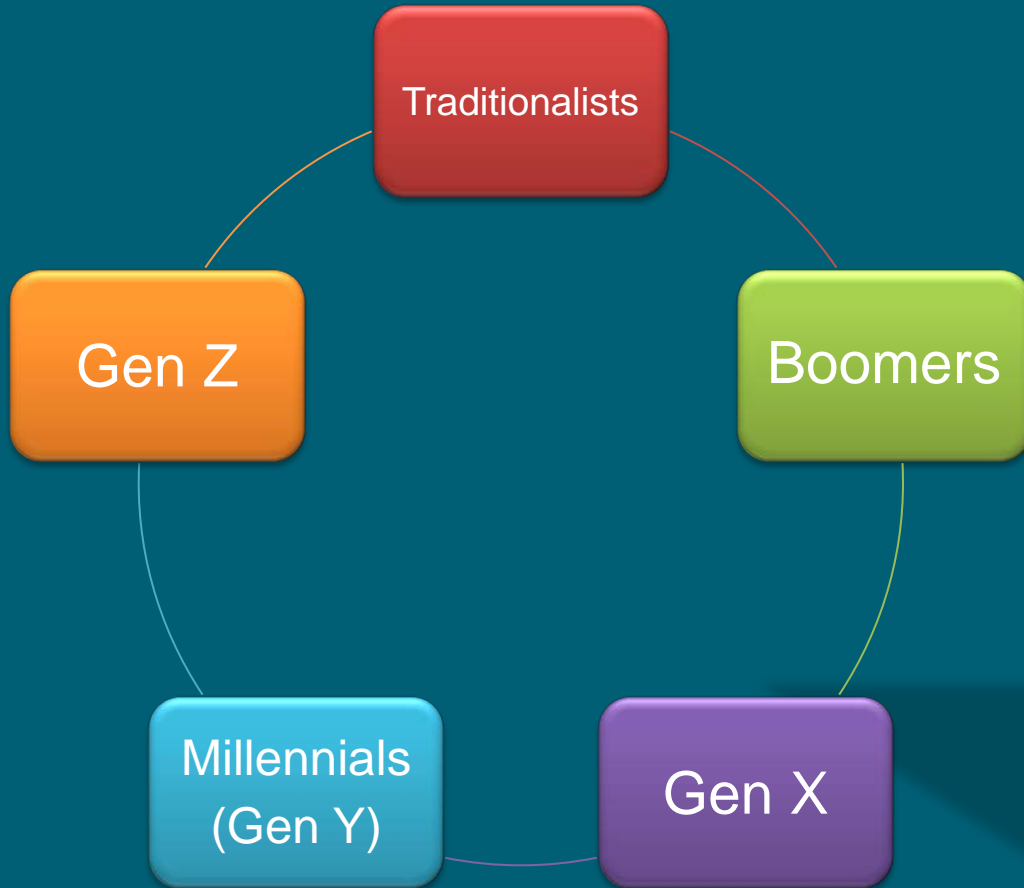
TAPO
INSTITUTE

SESSION OUTLINE + GOALS

- Create a robust discussion centered around how transparency; authenticity; persistence and optimism are mission critical in recruiting, engaging and developing Millennial talent
- Dig deep and examine some of the big questions around the values, skills and motivations of Millennials and where they intersect the unique opportunities and limitations facing middle market employers



GENERATIONAL OVERVIEW



Traditionalists (b.1924)
conservative and “traditional views”; hierarchies

Boomers (b.1946) regarded as seeing work as a central part of their lives

Gen X (b.1965) emphasized autonomy at work

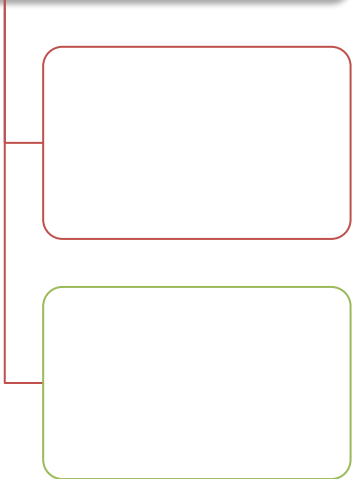
Millennials (b.1981) expect quick advancement

Gen Z (b.1996) individuality

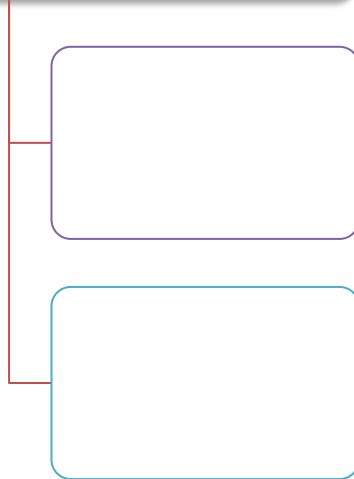


DEFINING MILLENNIALS & MILLENNIAL VALUES

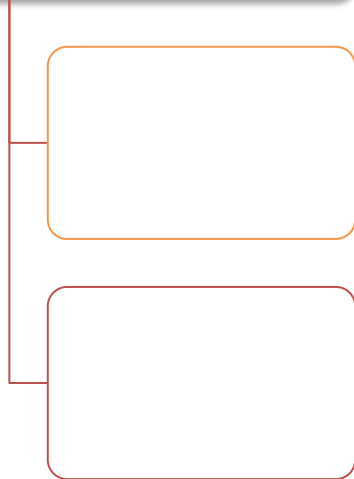
Transparency



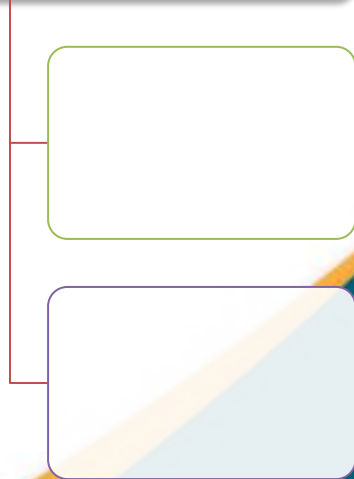
Authenticity



Persistence



Optimism





DEFINING MILLENNIALS & MILLENNIAL VALUES:

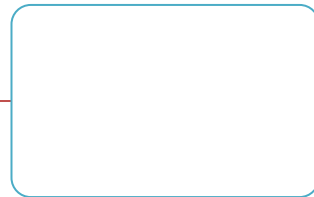
CONNECTIVE TECHNOLOGY

Transparency

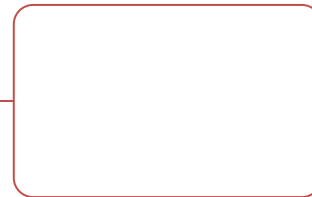
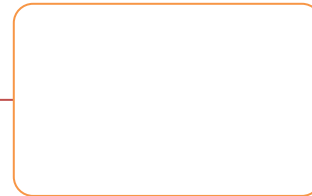
Unwilling to do
their jobs
without thinking

Suspicious
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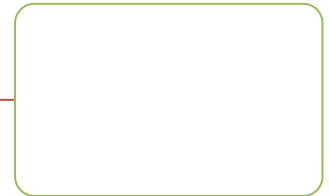
Authenticity



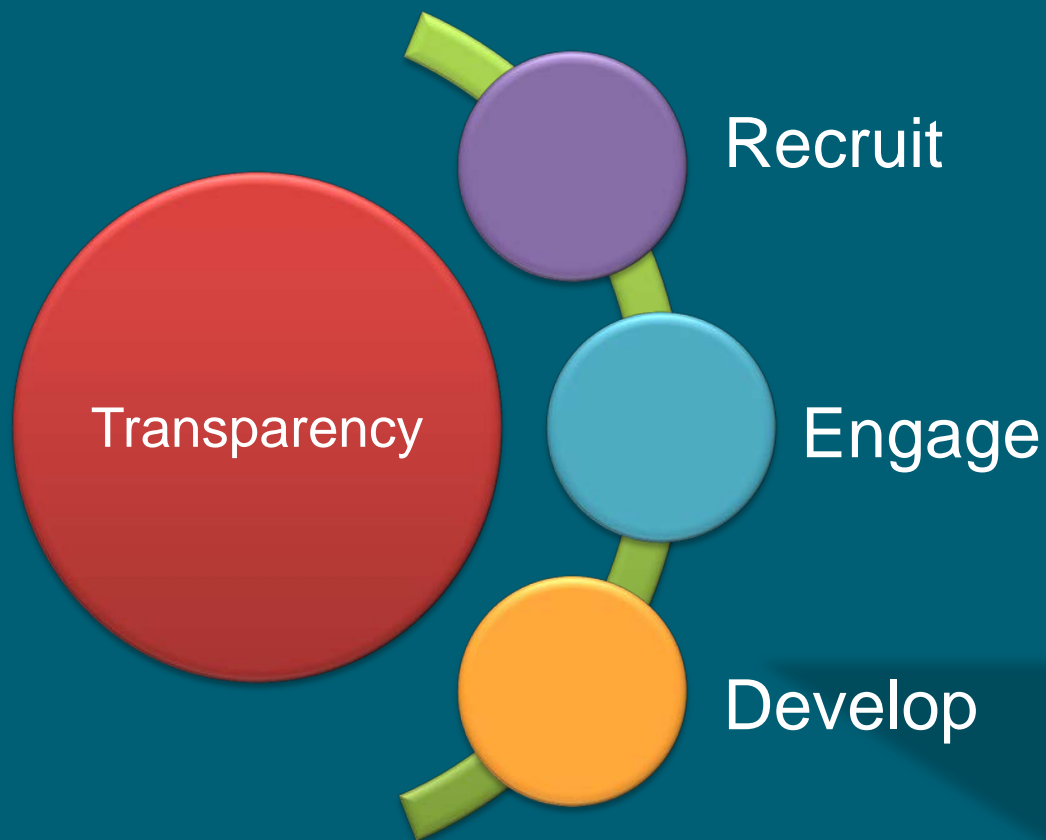
Persistence



Optimism



STRATEGIES THAT DRIVE ENGAGEMENT AND COMMITMENT AMONG MILLENNIALS



Advice for employers:

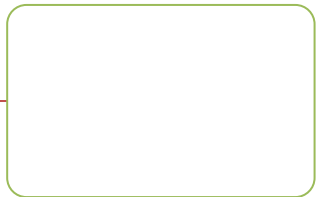
- Utilize social platforms, that emphasize “building community” inside and outside of work (e.g., cloud based mentoring programs; Twitter)
- Create room at the decision-making table sooner than later
- Delegate responsibility that impacts the business – in a meaningful way



DEFINING MILLENNIALS & MILLENNIAL VALUES:

BEING TRUSTWORTHY

Transparency

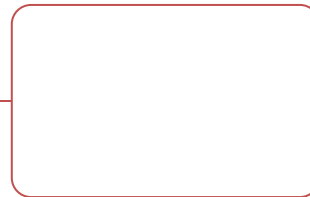


Authenticity

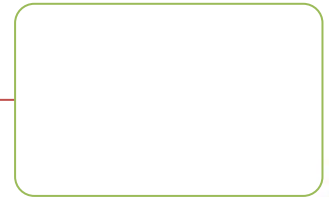
Assumes no
hypocrisy

Focus on
consistency

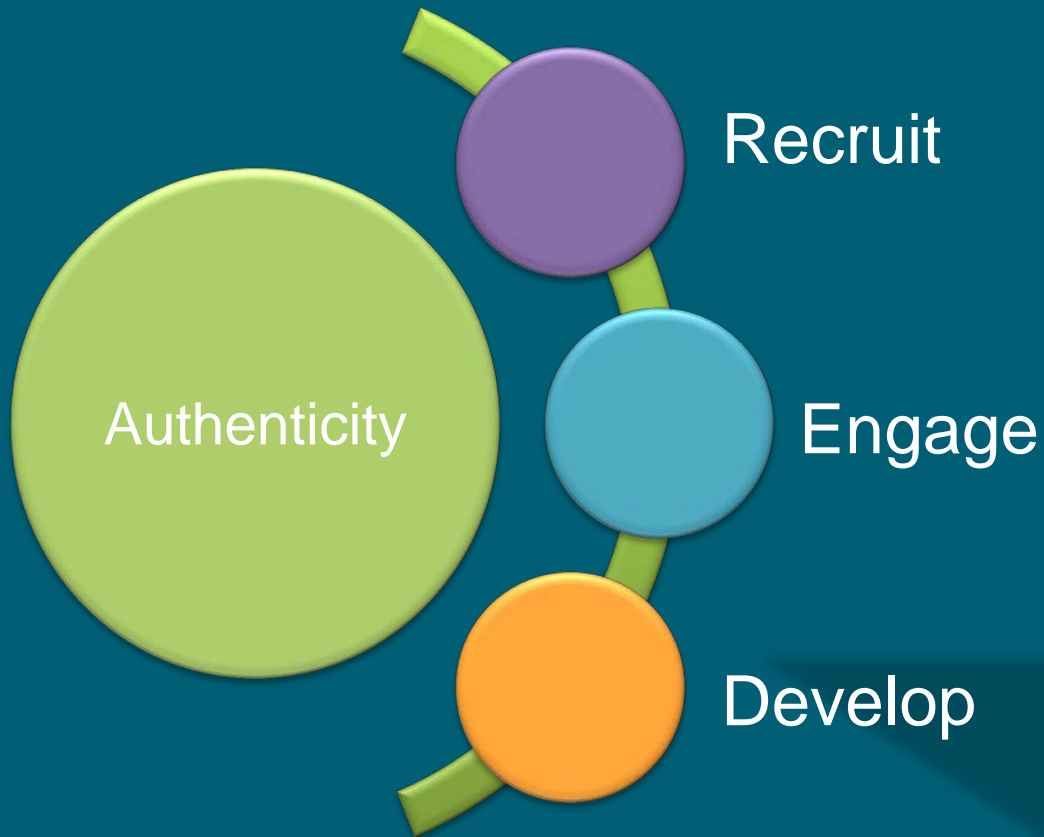
Persistence



Optimism



STRATEGIES THAT DRIVE ENGAGEMENT AND COMMITMENT AMONG MILLENNIALS



Advice for employers:

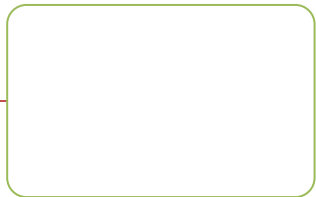
- Millennials would rather work for managers that honestly disagree with them vs. dishonestly agree with them
- Promoting reliability across all employee levels reduces the risk of losing talent in the long run
- Hire them on the spot



DEFINING MILLENNIALS & MILLENNIAL VALUES:

CONTINUOUS IMPROVEMENT

Transparency



Authenticity

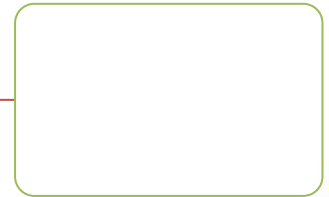


Persistence

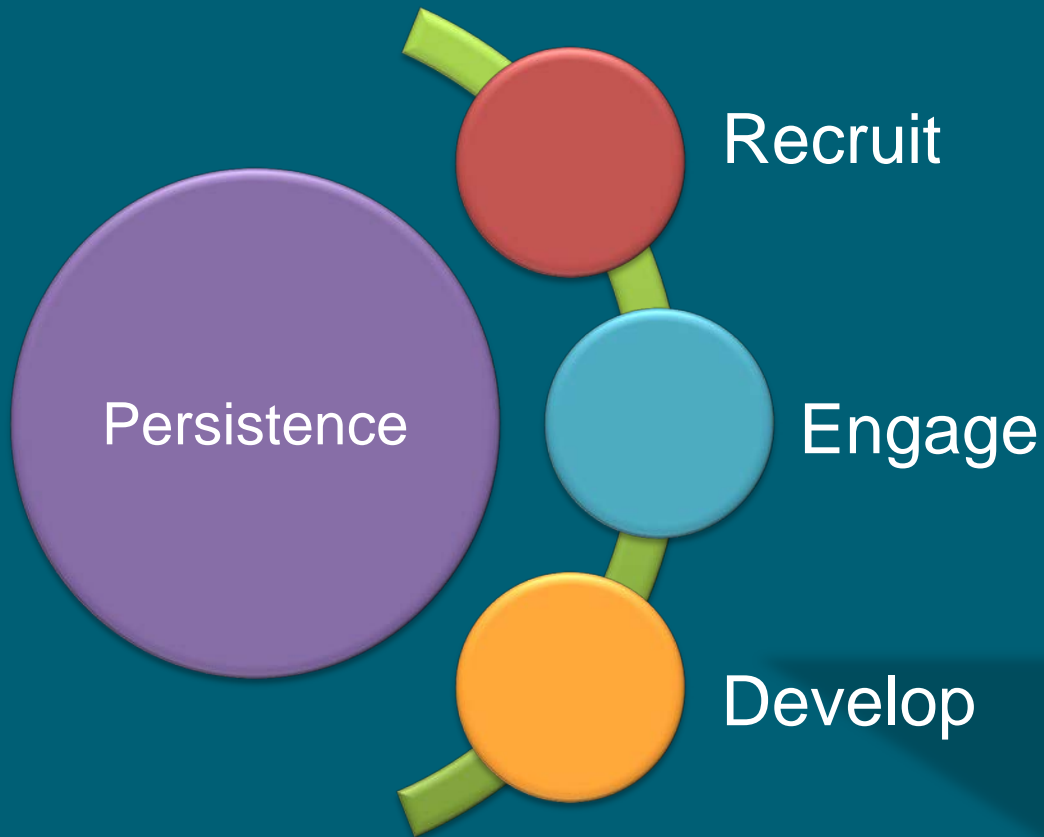
No ultimate
finish line

Change is
constant

Optimism



STRATEGIES THAT DRIVE ENGAGEMENT AND COMMITMENT AMONG MILLENNIALS



Advice for employers:

- Clear and timely feedback is an issue for nearly everyone, but it's more of an expectation now than before
- Showing how business goals aligned with workforce development objectives, shines a light on what the company values



DEFINING MILLENNIALS & MILLENNIAL VALUES:

COMMUNICATIVE AND ENGAGING

Transparency

Authenticity

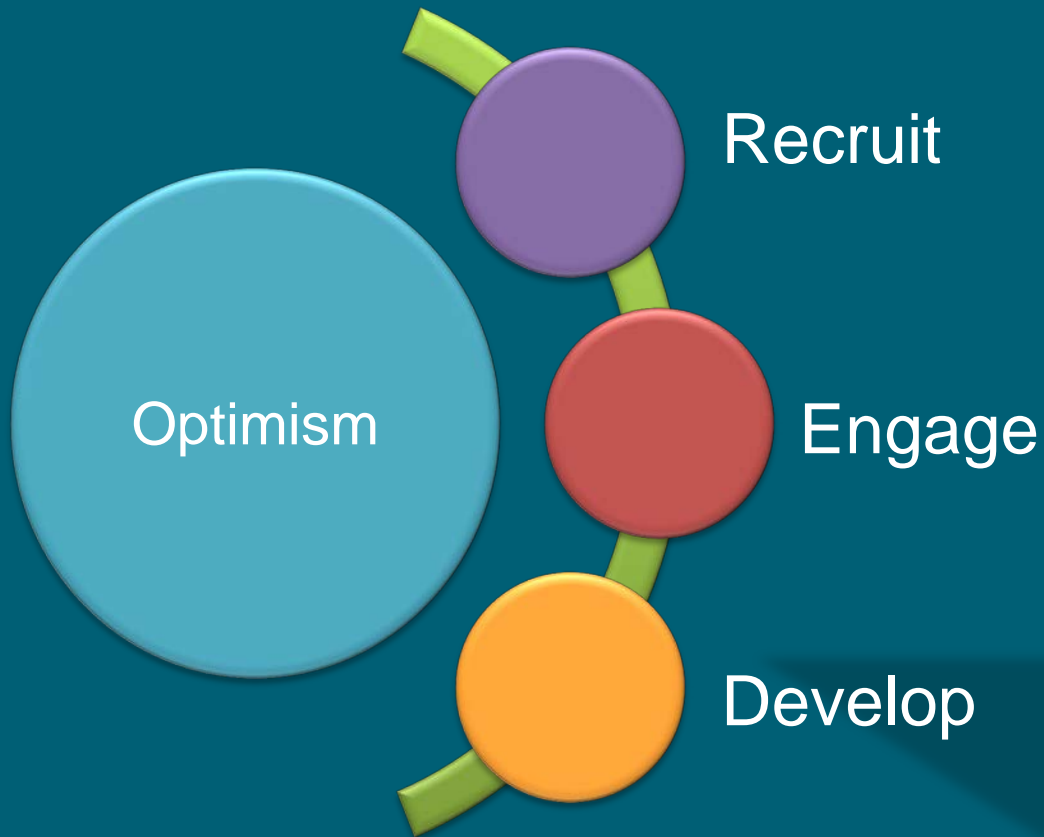
Persistence

Optimism

Openness
without
boarders

The world in
personal
terms

STRATEGIES THAT DRIVE ENGAGEMENT AND COMMITMENT AMONG MILLENNIALS



Advice for employers:

- Demonstrate early and often how their role matters
- Link your brand (consistently) to causes that inspire and reassure employees that it's all worth it

DEFINING MILLENNIALS & MILLENNIAL VALUES

Transparency

Unwilling to do their jobs without thinking

Suspicious when they believe information is being withheld

Authenticity

Assumes no hypocrisy

Focus on consistency

Persistence

No ultimate finish line

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Openness without borders

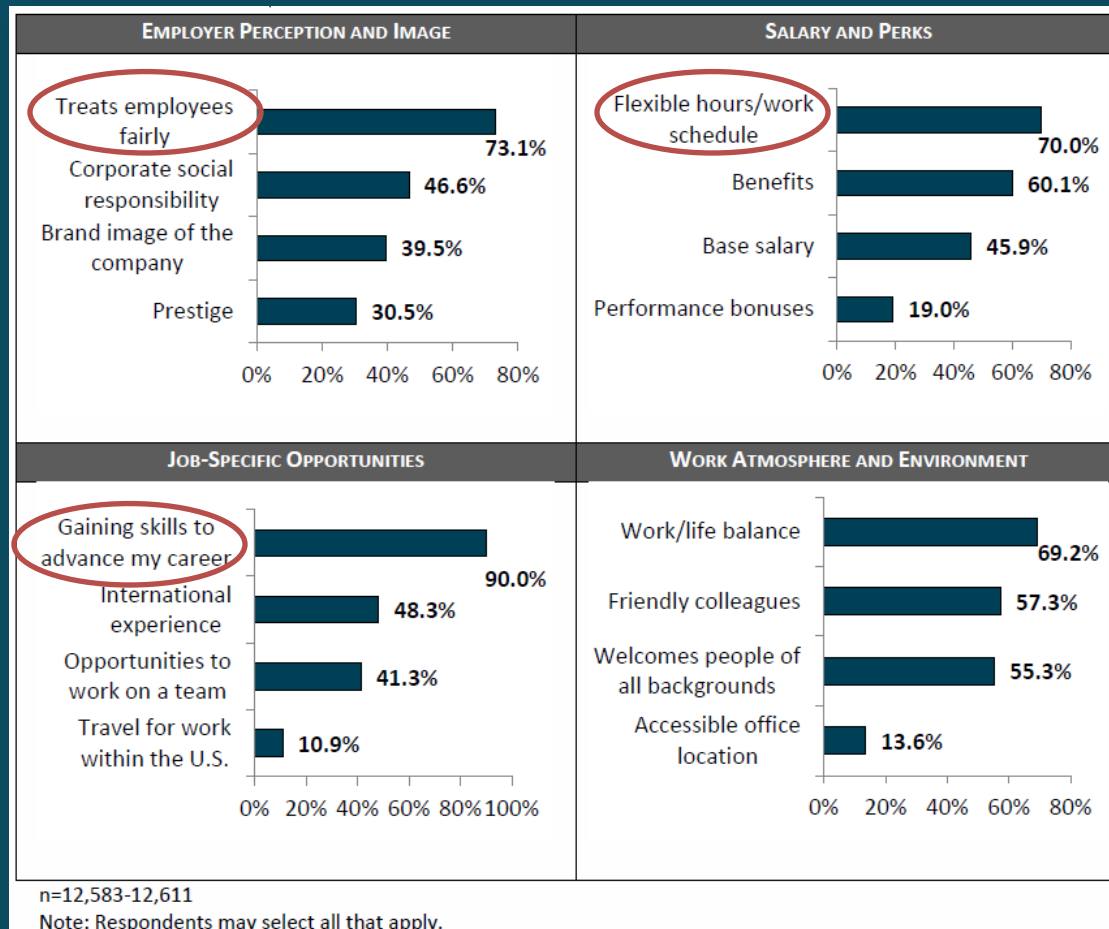
The world in personal terms

ANSWERING THE CALL TO ACCELERATE THE GROWTH OF THE MIDDLE MARKET EMPLOYER

RANK	MALE (N=2,369)		FEMALE (N=7,555)	
	WORK ENVIRONMENT	%	WORK ENVIRONMENT	%
1	Large corporation	44.7%	Large corporation	36.6%
2	Research organization	30.6%	Small business/family business	29.0%
3	Government agency	25.5%	Research organization	29.4%
4	Small business/family business	22.6%	Non-profit organization	22.8%
5	Freelance/self-employment	19.3%	Government agency	21.5%
6	Start-up company	17.2%	Freelance/self-employment	17.7%
7	Higher education institution/ K-12 school	11.5%	Higher education institution/ K-12 school	14.6%
8	Non-profit organization	11.1%	Start-up company	8.8%

Note: Both figures exclude responses for "other" work environment.

ANSWERING COMMON QUESTIONS AROUND GENERATIONAL VALUES



IF YOU ARE STUCK, HERE IS HOW TO SHIFT CULTURE

1. What does it take to be successful in this organization?
2. What does the workplace “feel” like?
3. Who is talking to whom (and who isn’t?)
4. What stories do people tell about the organization or its “heroes”?
5. How are customers, suppliers and other external stakeholders treated?
6. Are there “rites of passage”? If so, what do they celebrate?





SUGGESTIONS & PROBING QUESTIONS

FOR YOUR INTERACTION WITH THE PANEL

How do you create a pipeline of Millennial talent for your organization (**RECRUIT**)?

- Create an environment where ambiguity is embraced.



SUGGESTIONS & PROBING QUESTIONS

FOR YOUR INTERACTION WITH THE PANEL

How do you unleash the value of your Millennial employee
(**ENGAGE**)?

- Allow them to take calculated risks, that help grow the business.



SUGGESTIONS & PROBING QUESTIONS

FOR YOUR INTERACTION WITH THE PANEL

Given the clear correlation between sales force effectiveness and company growth, how do you position your workforce for future success (**DEVELOP**)?

- Offer informal onboarding, where you are promoting cultural integration by arranging team-building opportunities that include the new hire, seasoned employees and former employees (in good standing/still highly regarded).

QUESTIONS?



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