



Professional Development Series

Opening Doors for Young Workers

Whether you hire a few high school students each summer, operate a formal internship program, or you have to find a spot for the boss's nephew, integrating young workers into your business can present unique opportunities and challenges. Communicating company culture, providing the right performance incentives and making the shop floor a welcoming place require sensitivity, creativity and flexibility.

A recent article by Bill Glauber of the Milwaukee Journal Sentinel introduced readers to: "the millennials, digitally connected, artfully tattooed and on the road to becoming the most educated generation in American history."

Glauber reported on a Pew Research Center study of 18- to 29-year-olds that looked at their goals, their lives and their beliefs. The millennials, also known as Generation Next, are nearly 50 million strong. Nearly four in 10 are African-American, Latino or Asian, making it the most diverse in the country's history.

The purpose of this free two-hour workshop is to help executives, human resources professionals and supervisors:

- Understand the benefits of including young workers in your labor force
- Learn strategies to make your company a place where young workers thrive
- Develop skills to manage the success of young workers

People who attend this workshop will learn:

- What motivates young workers
- The differences between your young workers and older workers
- How to communicate effectively with young workers
- Setting and attaining high performance standards

The workshop will feature presentations from a panel of employers, including Absolute Technology, Marcus Corporation, and Palermo's Pizza, who have successfully integrated young workers into their business. Presenters will discuss how you can effectively attract, manage and retain young workers in order to grow your business.

The workshop will be held:

Date: Wednesday, March 31, 2010

Time: 10 a.m. – noon

Place: Greater Milwaukee Foundation, 101 W. Pleasant Street, Suite 200.

The workshop is free but seating is limited.

Contact William J. Malone at 286-5894 or william.malone@milwaukee.gov to reserve a seat or get more information about this professional development opportunity.



The Next Generation - How to Manage and Motivate Young Workers by **Bob Losyk**

It's often said that kids today aren't what they used to be. But is this next generation of young workers really so different than previous generations?

Some of the factors that have influenced today's young workers are:

- They had to fend for themselves as latchkey kids, so they don't buy into being bossed around.
- They saw company-loyal parents put out of work in downsizings, so they're more interested in their own personal career gains, instead of the employer's.
- They were raised on TV, MTV, and in a culture of immediacy, so they like entertainment but don't stay in one place very long.

Many of us are left with the impression that young workers are slackers, irresponsible, and just want to have fun. Out of sheer frustration, some employers and managers try to avoid hiring young workers altogether. But this only leaves employers in short supply of people to fill entry-level positions. If you hire under-30 workers and can't handle them because they are different, you've got a problem.

They are the next generation of workers, and like it or not, they are here to stay and you need to be able to manage and motivate them. Let me debunk the media-generated myths about this generation. With the right motivation, this is a generation that is energetic, creative, enthusiastic, and ready to contribute. If this were a generation of slackers, then small businesses, retail outlets, and restaurants would be going out of business in droves. Many managers and owners have been very successful in getting the most out of young workers. I have seen countless success stories. The challenge is that this generation is different, and many employers haven't figured out how to manage those differences.

Hire the right people

Every generation is wary of the generation that follows it. There is always fear, apprehension, and misunderstanding. By understanding the next generation we can hire the right employees and manage them effectively. Get better at hiring them. If you keep on doing what you've been doing, you will continue to get what you have always gotten! Read books or attend seminars on recruiting, interviewing, and hiring. Anything you do to improve your ability to hire is better than what you are doing now.

Accept young workers

The first thing to remember is that this is the next generation. Accept them and learn to work with them rather than fighting with them. It's a lot easier. Showing that you don't like them only creates conflict and turnover.

Use love and caring

Show that you truly care about them. They often didn't get this from their own parents and need to know that they matter. But be careful. Young workers hate anything that smacks of phoniness.

Don't baby young workers

Young workers want the care and concern yet don't want to be babied. They want you to guide them, but they also want to be seen as independent self-starters. Don't baby them, but do be a surrogate parent to them.

Communication is critical

It's critical to write out your expected responsibilities and policies. Try using written agreements and contracts. This generation is used to doing this with their parents and teachers. Communicate the critical behaviors you want to see displayed on the job. When you lay out clear expectations and goals, they can't come back and say "it's not my job."

Support young workers

Show your support for their personal situations. This is a difficult time for young people. Many don't have anyone who will listen to them. Be flexible with your scheduling. Many young workers are in school and need the time to study and graduate. They also need some free time just to have fun.

Make work fun

Learn to make work as fun as possible. Sales contests and games work very well with this group. Have friendly competitions between individuals or teams for predetermined goals.

Reward and recognize

The last area critical to managing young workers is to reward and recognize them for exceptional behavior. If people go above and beyond what is required, be sure to recognize it in words or actions, and reward them appropriately. Give them rewards that are meaningful to them.

Being able to change is tough. The employers that make changes in their management style for today's young workers will be the ones with fewer turnovers, fewer hiring setbacks, and more profit for their business. These changes must be made because this is the workforce of tomorrow.

Bob Losyk, M.Ed., M.B.A., C.S.P., is a seasoned professional with over 17 years of speaking experience, and over 20 years of service, sales, and top-level management expertise.

For additional information: www.boblosyk.com



What Is a Millennial? by Andrew Tilin

The generation of workers born roughly between 1977 and 1995, known as millennials or Generation Y, represents the biggest shift in the U.S. workforce since the baby boomers came of age. Eighty-million strong, they will soon account for the majority of American workers, especially as boomers start to retire.

But it's not just their vast numbers that make millennials important to the labor market. Workplace experts say they're unlike previous generations, and that's forcing a cultural shift on companies and managers. According to Stan Smith, a national director for human resources at accounting giant Deloitte, millennials are team-oriented, eager to tackle huge challenges, and quite particular about their leaders. "They won't do something just because you say, 'I'm the manager,'" Smith says. "On the other hand, they'll work hard for someone who truly mentors them."

Key Stats

Buzzword popularized: 2000

Also known as: Gen Y, Generation Why, Adulthooders, Echo Boomers, Generation Next, Gen I (Generation Internet), Generation Tech

Population stats: (U.S. Census Bureau)

- Baby boomers: 73 million
- Generation X: 49 million
- Millennials: 80 million

Why Millennials Matter Now

Look closely at the population figures in the box above. There are more millennials than baby boomers, and there are more than 50 percent more millennials than Generation Xers. If that makes you wonder where all these kids are going to find jobs, think again. We're on the brink of a pronounced talent shortage as the baby boom generation nears retirement. (According to the Conference Board, 64 million skilled workers will be eligible to hang up their gloves by the end of this decade.) In the coming years, both Gen Xers and millennials will be called upon to help fill the big shoes left by exiting boomers.

The effects of this imminent brain drain already are apparent across the labor spectrum. California police departments now host boot camps for 12-year-olds in the hopes of grooming future officers, while Deloitte is publishing books and launching interactive websites in attempts to woo high-school-age millennials. Despite the current recession, college recruiters and HR staffs talk about the "seller's market" that companies face. Until recently, many millennials collected multiple job offers before making decisions, and experts see the trend returning when the economy perks up. One Manhattan-based national consulting firm has even sworn off "exploding" job offers, those that squeeze applicants with tight deadlines to either accept or decline a position.

Why Millennials Matter to You

Sure, you're going to need millennials simply to put butts in seats. But these workers are also change agents who may force you to rethink and improve your methods of recruiting, training, and management — the lifeblood elements of your company. They're accustomed to working away from their desks, using everything from library computers to smartphones and laptops. They got intense and individualized mentoring from teachers and coaches, and they were never told that their elders should intimidate them. "The world is a flat hierarchy to these kids," says Peter Johnson, director of admissions at the University of California at Berkeley's Haas School of Business. "Whether you think it's a good or bad thing doesn't really matter. It's a market condition."

Many companies have realized they need to change with the times: UPS has begun to abandon its training manuals for hands-on learning in staged neighborhoods; Deloitte empowers its middle managers to offer flexible scheduling to their team members, and Google bypasses corporate hierarchy by making its brightest new millennials managers

Here's another surprise: While millennials are talented text messengers — they tap out up to eight times more monthly mobile-phone messages than baby boomers — they're not all technology wizards. "We're advising companies to perform technological assessments as part of their new-employee orientation," Lancaster says. "Young new hires might be phenomenal on a cell phone but not as great on a computer."

How to Talk About Millennials:
Terms associated with millennials

- **Helicopter Parent:** Parents who hover over their millennial offspring. Acting on the notion that they know best and can help their children make decisions, Helicopter Parents hope to prevent their kids from making missteps.
- **Black Hawk:** A Helicopter Parent who goes to unethical lengths to help his/her child. A dad who helps write his kid's college application essay is a Black Hawk.
- **Trophy Children:** Children driven to succeed in part to please their parents' need for elevated status and bragging rights.
- **Boomeranging:** The act of children moving back into their parents' homes after graduating from college. Parents often welcome their millennial children back into the house. The children are sorely missed and get the opportunity to squirrel away money for a down payment on a house or to start a business.

Additional Resources

Millennials Rising: The Next Great Generation

by Bill Strauss and Neil Howe.

Published in 2000, this was the first broad profile of the generation.

When Generations Collide

by Lynne Lancaster and David Stillman.

Solutions to workplace clashes based on generational differences.

Managing the Generation Mix

by Bruce Tulgan.

A step-by-step guide to adjusting your communication and management styles for a wide span of generations.

and granting them direct access to the company's co-founders, Larry Page and Sergey Brin.

Millennials' Strong Points

According to Lynne Lancaster, a consultant on generational issues in the workplace, millennials were the first generation to grow up with soccer moms, doting dads, and trophies for participation. All that adult attention gave them confidence and a knack for following directions. In addition, says Lancaster, many millennials' lives have been heavily scheduled since childhood, so they understand achievement and heavy workloads. And growing up with PCs has contributed to their comfort with technology and social networking. "There definitely are the speed processors among them," says David Morrison, who runs Twentysomething, a consulting and marketing firm focusing on young adults. "They're quick learners and quick to put together information. In that way, they're an incredible asset to any team."

Millennials are nicknamed Generation Why for a reason. Experts say they're like living, breathing search engines, asking question after question. This gives company mentors a huge opportunity to shape millennials' workplace beliefs and attitudes. These days, mentoring programs can be found everywhere from Fortune 500 firms to the basic-training barracks of the U.S. Army.

Millennials also are motivated by work they find meaningful. For some, that means the chance to give back through a company-sponsored charity. For others, it's finding value in the daily work you give them. "Philanthropy doesn't resonate with me," says 24-year-old Dan Siroker, an associate product manager at Google. "What motivates me is working on products that I think help people's lives."

Millennials' Weak Spots

Perhaps you've heard tales of their unreasonable demands ("I'm not working overtime!") and disarming gumption ("Can I have a word with the CEO?"). The clichés do contain grains of truth. As children who grew up hearing about the entrepreneurial heroics of Bill Gates and Jeff Bezos, millennials may be quick to leave your company for what they think is a better opportunity — it doesn't even matter that these are belt-tightening times. "In the last few years, I've definitely noticed a surge of young entrepreneurs — we've lost a couple of great employees," says Zaw Thet, CEO of 4Info, a Silicon Valley-based text messaging company that does work for MTV and NBC. "It might sound surprising, but retaining people has become harder."

PBS's "Generation Next" webpage.

Informed by the network's documentaries on Millennials, the site offers a compilation of audio and video clips, as well as profiles and news stories.

SOURCE:

Managing Millennials: A BNET Survival Guide



Managing the Millennial Generation: They're here and they're here to stay

by Ji Hyun Lee

Recently, the hiring manager for a publisher of a commercial real estate magazine was interviewing a candidate for associate editor—an entry-level position. The candidate, a recent college grad with little relevant professional experience, informed the manager that she thought a starting salary of around \$85,000—\$50,000 above the budgeted price—would do nicely. The manager says this may be an extreme example, but it gives you a sample of her experience with fresh-faced 20-somethings now entering the workforce today. Get ready, here come the Millennials. Also known as Gen Y and the Echo Boomers, they're the offspring of the Baby Boom and they're coming into their own.

By 2010, an estimated 31 million of them will be in the U.S. workforce, outnumbering Gen Xers and taking up the slack left by retiring Boomers. Small businesses, which create the most new jobs, will be doing most of the hiring.

So, how will your business accommodate this energetic, tech-savvy—and enormously impatient—generation of workers? "Companies have yet to recognize that they need to take the time to figure out where these people are coming from," says Roberta Matuson, president and founder of Human Resource Solutions, a management-consulting firm in Northampton and Brookline, Mass.

Start by changing your expectations. Don't look for a Gen Y worker to approach work as you did—eager to please your boss and willing to do scut work or put in extra hours to get ahead. The stereotypical Gen Y employees "seem to feel entitled to a raise and promotion in a week, that corner office in six," says Dr. Carolyn Martin, co-author of *Managing the Generation Mix* (HRD Press, 2002). "They want things now, now, now."

That attitude may be hard to take, but it may not be too hard to understand. Many Gen-Y workers are products of hectic dual-career families, where Boomer parents indulged their offspring, in part to compensate for how little time they actually spent with them. That's where the sense of entitlement comes from, says Martin. At the same time, many Gen Y children saw their parents unceremoniously booted from large corporations in waves of downsizings over the past two decades. So, they arrive in the workplace with a jaundiced eye. Their attitude, says Martin, is "I've gotta take care of myself." While the older generation may be shocked, the Gen Y workers "are just being sensible," she says.

Martin, who works with a human resources-consulting company called RainmakerThinking, tells of the response to a Rainmaker survey question on job security that she received from a Gen Y worker: "I'll learn all I can here and as soon as opportunities to keep learning here disappear, I'll look for a better position. Of course, I'll negotiate the best deals for my expanded skills, experiences and knowledge," the respondent wrote.

Smart employers can turn that attitude to their advantage by giving these eager Gen Y workers what they want. Indeed, small employers are in a better position to accommodate these upstarts than larger organizations. "In a small business world, the opportunity for immediate impact is very attractive," says Martin. "In contrast to a corporation, there is greater visibility. They can be working side-by-side with the president of the company, rubbing elbows with the decision-makers."

Sure, there is a risk that the ambitious young workers will run out of challenges and leave. But in the meantime, think of the energy and original ideas they may bring to the job. "These kids are learning how to do things faster, smarter and better," says Martin. "They have the potential to be the most productive work force in history."

Tips for Managing the Unmanageables

In many ways, the tricks to managing Gen-Y workers are just plain good management. For example, Janis Rosheuvel, a Millennial employee at a nonprofit organization in New York, says she and her friends want to know how their work is going to help the company and help them. "I think a lot of managers think they do not have to engage in a dialogue with you about what you want out of the job," she says.

It's frustrating, Rosheuvel says, when companies forget that "the employee-employer relationship is a two-way street."

Martin advises employers to **act as mentors rather than managers**. Like other workers—only more so—Gen-Y employees don't take well to "orders" and resent being assigned tasks without understanding their purpose. The way to bring out the best in these workers is to teach them about the company and explain how their work will lead to specific results.

Listening is also important. Millennials are full of ideas and they want to feel like they matter. For Rosheuvel an ideal manager would be someone who is direct and honest. "They would also value my skills, time and efforts and acknowledge me accordingly," she says.

Though they are independent-thinkers, Millennials also love working in teams. They want to feel that they are valuable contributors, so **let them work on projects with higher-ups when appropriate**.

Like other workers (again, perhaps more so), **Millennials want feedback**. If you can hold them accountable for mistakes, you should also praise them for success. In the event of poor performance, Martin says it's absolutely crucial to let young employees know, an area that many managers struggle with, she says. Similarly, company managers also need to make it clear when Millennials can have more freedom to be creative and when they should follow strict guidelines.

Recruiting and Retaining Young Candidates

To help in recruitment, make your company mission clear and emphasize all the ways that your business is serving its customers, its employees and, if appropriate, contributing to society (Millennials love social commitment).

Offer appropriate benefits and perks. Health insurance may be less prized than tuition reimbursement because this is the generation that believes "education is cool." A relaxed workplace is a priority for these young employees, but you're still the boss—you don't have to put up with cubicles that look like dorm rooms.

SOURCE: http://smallbusinessreview.com/human_resources/managing-millennial-generation/



How to Manage a Staff of Young Employees

If you're managing a staff of young employees, you understand that workers in this age group pose their own unique challenges to management.

Younger workers bring potent energy, drive, and enthusiasm to your company – they want to be challenged and are confident that they can achieve whatever they put their minds to. However, younger employees also require a lot of attention and feedback, demanding more of a time commitment.

Here are some helpful tips on managing a staff of young workers:

Be clear from the outset.

When you interview a younger potential worker, be sure to craft a clear representation of what your company will expect of him or her. Fully explain performance goals, appropriate office behavior, dress code, and office hours. This will open the potential employee's eyes to the job requirements and what it takes to succeed.

Give them extra structure.

Your young employees need defined due dates for reports and detailed schedules for projects in order to properly structure their workday. It is reassuring to them when jobs have regular hours, meetings have agendas, goals are clearly stated, and progress is assessed. You should define success factors so that they know that they are making progress.

Teach business standards.

It is important that you instruct young employees from the beginning about your company's business standards. Young workers may never have been accountable for meeting strict objectives and might not understand the costs of actions such as using unsuitable language in a business e-mail.

Give them free rein to multitask.

Keep in mind that your young staffers can multitask unlike any generation before them. This means that they can send e-mails, talk on the phone, and compose memos at the same time — and enjoy themselves in the process.

Cultivate a positive atmosphere.

For young workers, the workplace needs to be fun and employee-centered. They want to enjoy their work and their workplace, and they want to make friends with their colleagues. This means going out to lunch with other employees, laughing and joking with staffers during work hours, and being involved in planning company events. Remember that a stodgy atmosphere isn't going to interest most young employees for very long.

Be a mentor.

Young employees want to learn from you and receive your daily feedback. They want your leadership and supervision, to learn about how the company works from the source. You should understand this when you hire them, and plan to spend time teaching and coaching them. Young employees will return your investment in them with their enthusiasm.

Strive for work-life balance.

Young employees fill their lives with many activities — sports leagues, social groups, classes, time spent with friends. They work hard, but they are generally not workaholics. Home, family, and friends are often their first priorities. It is important to remember that work-life balance is very important to young employees.

Remember that young employees bring a wealth of enthusiasm and eagerness to your company. They are technologically savvy and eager to take on new challenges. Just remember that they can become easily bored by the mundane and routine, and that they need to feel involved. As young employees grow with your business and become more experienced, you will see your investment in them pay off.

SOURCE: <http://www.allbusiness.com/>



Seven Ways to Get the Most Out of Your Millennial Workers: How to retain and motivate the next generation

Finding and keeping good, young talent can be challenging for any business. And in today's economy, the next generation can hold the key to boosting your bottom line.

Most new workers are eager to showcase their talents in the workplace, have not picked up bad working habits from years of experience at another firm, and are excited to take on new, challenging responsibilities. While there are many benefits to hiring Millennial employees (also called Gen-Y), keeping them motivated and happy requires different techniques compared to past generations.

Millennial care about much more than just money. Cash does play a role, but it is not always the most important part of retaining young employees. They are aiming for a much more holistic fulfillment through work, including fun at the office, the ability to feel good about their job, and balance in their social lives.

So, before your competitor hires your Millennial out from under your nose, implement these seven strategies to keep them productive and happy. Best of all, you can do them at little or no cost.

1. Give them ownership

Millennial have been raised to believe they are special. They get to make their own decisions and take ownership over their results. This is where they experience a lot of shock in the workplace. All of a sudden, after years of being a soccer star, leader on campus, and diva on Facebook, they are no longer in the spotlight at work. Give your millennial employees something they can call their own and be proud of. Let them redefine an operating procedure in their position, facilitate a meeting or even plan an event. They thrive on knowing something has their name on it. This allows them to be more driven and can make them feel more valued than even a pay raise would.

2. Give regular feedback

Many managers and business leaders avoid giving feedback or don't do it regularly enough. Even annual reviews for new employees get pushed back for months. Millennials yearn for feedback to see how they are doing and if they can improve. They are used to getting grades for their work, multiple times a week. It's a big shift to receive feedback only once or twice a year. Take time to let them know how they are doing. It does not always have to be a pat on the back. They want to know how they can improve as well. By showing you care about their growth and progress, they feel more valued and loyal to your company.

3. Show them the Big Picture

Millennials know what's going on in the world – from the dire economy and corrupt politics to wars and our sick planet. Yet they are probably experiencing their first taste of independence in a cubicle, in front of a computer monitor for eight hours a day. When they absorb everything going on in the world, their current jobs can easily seem mundane in comparison, which can lead to low morale and creativity. To resolve this, explain in an informal conversation – possibly through a mentor – the role they play in the “big picture.” Let them consider how their job drives company productivity, which increases our GDP, helps provide jobs for people, which supports many families, and serves a need to consumers.

4. Let them do good

Along those same lines, millennials care about improving the world. If they had their way, many of them would be “professional volunteers.” A paycheck is not always going to put a smile on their face at the end of the day. You can buy their time, but you cannot buy their hearts. You can help them become emotionally invested in your firm, however, and that's when you will see more enthusiasm towards their work. This doesn't mean your organization must integrate philanthropy as a part of your business strategy. It can be done by simply hosting a charity dodge ball tournament, setting up an e-mail pen-pal program with an elementary school, or having a local nonprofit come in to discuss volunteer or donation opportunities.

5. Build enjoyment into the workplace

Many Millennials live by the creed: “Life is short.” They've witnessed natural disasters, terrorist attacks and school shootings as a part of their formative years. They know not to take life for granted. If they

are bored out of their minds at work, they may not stay there long, as their hours are precious. They want to enjoy their time. This comes through creativity, spontaneity and relationships with those around them. This may mean having more social activities, or less conference calls and more in-person meetings, or occasional team lunches and outings. Putting out an "Employee Superlatives" list around the end of the year, high school yearbook style, or making short videos about people's jobs and posting them on an intranet are fun ways to see what's behind the shirt and tie. Look outside of your office for socializing and networking opportunities with other branches and their Millennial.

6. Tap into their talents

It may sound like common sense, but it's striking to see how many workers are not contributing their unique talents and passions to the workplace. Some unknown talents may include music, planning events, online social networking, photography, fitness training, or public speaking. Letting an employee use her unique talents at work may not be a part of her job description or bring in extra dollars – but it can boost her comfort level, appreciation and creativity. And that can be invaluable in terms of increased performance.

7. Give them bragging rights

Millennial are a hyper-competitive bunch. When they gather for brunch or go out with friends, especially when they have a new job, they want something to brag about. This gives them a sense of significance in their social circles and reaffirms that you, as an employer, are doing them well. Find out what it is they want to brag about. They will most likely be turned on by one of the six items described above. Through your conversations, find out what they value most and give it to them in spades. When they brag about their jobs on weekends, they'll be much happier showing up on Monday.

Though Millennial may require a slightly different management style, in the end, they simply want to be happy. Simply keep in mind they may have different expectations when it comes to the satisfaction they get from work and how their job plays into their overall life balance. Using these tips is the starting point to harnessing greater levels of ambition, creativity and productivity from your Millennial.

SOURCE: Tip Fallon. <http://cpatrendlines.com/2009/03/13/seven-ways-to-get-the-most-out-of-your-millennial-workers/>.