Understanding Millennials in the Workplace While Preparing for the Second Wave
Presenters

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Learning Outcomes

• Participants will:
  • Learn significant findings of generational differences and job satisfaction of recreational professionals.
  • Learn the career expectations and priorities of the Millennial generation about to enter the workforce.
  • Discuss implications of the research findings and supervisory tips for how to strategically manage your employees.
Generations In The Workplace

**Baby Boomers**
1946-1965
Ages 45-65
45% of the workforce

**Generation X**
Mid 60’s to 1980
Ages 29-44
40% of workforce

**Millennials**
Early 80’s to Late 90’s
Ages 28 years & under
10% of workforce
Baby Boomer Characteristics

- Raised in a strong economy
- First generation to live miles from extended family
- Loyal, dedicated employees; value professionalism and independence
- Main focus is career; “workaholics”
- Want things to fit into the “big picture”
- Want recognition for successful performances
- Team oriented, work well in groups
- Learned technology as adults
Boomer Values

• Always share personal experience
  “What has happened to me is relevant to you”
• Value stability and respect
• Like to see their successes
• Tend to be “workaholics”
• Difficulty balancing their lives
• Competitive, loyal, and hard-working
• See themselves as standard of comparison
• Appreciate technology because of convenience, but do not trust completely
Generation X Characteristics

• Conscientious and self-sufficient
• Focus on the bottom-line
• Task oriented – like to learn new skills
•Latchkey generation
  Believed could only count on themselves resulting in a "me" orientation
• Dislike group work
• Desire feedback yet distrust authority
Gen X Values

- Cynical and pessimistic, impatient with poorer people skills
- Want control of self, time and future
- Think globally and seek independence
- Like technology and want an informal work environment
- Don’t share Boomers’ work ethic
- Desire work-life balance
- Loyal to people not an organization
The Millennials...

• A cohort called by various names:
Millennial Characteristics

- Most diverse population
- Values tend to mirror their parents
- Have never been without technology
- Want flexibility (choices), but value structure
- Multitasking is second nature
- Work well in team environments
- Desire lots of feedback & often
Seven Characteristics of Millennials

- Feel they're Special (1st generation w/"Baby on Board" signs)
- Live Sheltered Lives
- Self-confident (sometimes misguided thanks to helicopter parents)
- Team-oriented (but don't necessarily like working on teams)
- Conventional (like to have everyone get along with each other)
- Feel pressured (over-programmed)
- High-achieving (not necessarily realistic, need to excel)
Major Influencing Factors

1. Their parents
2. The self-esteem movement
3. The customer service movement
4. Gaming and technology
5. Casual communication
Where Do You Fit In?

Find at least 1 other person of a different color spot/generation to discuss the following:

- What do you like about your generation?
- What do you wish other generations understood about your generation?
- Do generational differences exist in your workplace?
- List ways that generational differences affect operations and productivity.
- Share experiences where generations have succeeded or clashed.
Research review of our two studies conducted to investigate generational differences, attitudes, and expectations...
Generational Differences and Job Satisfaction: Study

Overview

**Purpose**
To investigate differences in attitudes towards job satisfaction among generational cohorts working in campus recreational sport settings.

**Target Population**
- Professionals who had worked at least one year in a full-time position in campus recreational sports in the United States.
- 503 of a possible 2,684 professional members responded to our questionnaire.
Generational Differences and Job Satisfaction: Study Overview

<table>
<thead>
<tr>
<th>Generational Group</th>
<th>Participants</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baby Boomers (46-64 yrs old)</td>
<td>109</td>
<td>22.7</td>
</tr>
<tr>
<td>Generation X (30-45 yrs old)</td>
<td>236</td>
<td>49.2</td>
</tr>
<tr>
<td>Generation Y (29 years old and below)</td>
<td>133</td>
<td>27.7</td>
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</tbody>
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The questionnaire consisted of 52 items divided into three sections:

- Demographic information
- Job satisfaction/dissatisfaction with current job
- Employee perceptions of job satisfaction
Generational Differences and Job Satisfaction

Study: Results

- **Typical Respondent**
  - Male in a mid-management position.
  - Master’s degree.
  - Worked at an institution with 35,000 or more students.
  - NIRSA Region II (Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia)
  - 78% earned between $35,001 - $60,000.
Generational Differences and Job Satisfaction
Study: Results

4 Categories of job satisfaction extracted from data

- Supervisory Support and Interaction
- Working Conditions
- Work and Environment
- Resources and Employee Benefits
OVERALL JOB SATISFACTION - Baby Boomers were more satisfied than Generations X and Y.

• no significant differences in overall job satisfaction between Generations X and Y.

SUPERVISORY SUPPORT and INTERACTION - Baby Boomers reported higher levels of satisfaction than the two younger generations.

WORKING CONDITIONS - a statistically significant difference was found between Generation Y and Baby Boomer cohorts.
Generational Differences and Job Satisfaction Study: Results

WORK AND ENVIRONMENT - Baby Boomers were significantly more satisfied than Generations X and Y.

• no significant differences in job satisfaction with work and environment between Generations X and Y.

RESOURCE AND EMPLOYEE BENEFITS - Baby Boomers were more satisfied than the two younger generations with resource and employee benefits.

• no significant differences in job satisfaction between Generations X and Y with resource and employee benefits.
Purpose
To investigate the career expectations and priorities of Millennials who will be entering the workforce.

Target Population
Undergraduate students enrolled in the School of Public Health majoring in one of four areas (Applied Health Science; Kinesiology; Public Health; Recreation, Park, and Tourism Studies).

257 of a possible 2,347 responded to our questionnaire.
Career Expectations and Priorities of Millennials About to Enter the Workforce Study: Overview

Questionnaire

Millennials reported on 21 work-related attributes, “when considering employment immediately following graduation, how important are the following…..
Career Expectations and Priorities of Millennials
About to Enter the Workforce Study: Results

Typical Respondent

- Female (76%)
- Senior
- GPA 3.51-4.0
- Caucasian
Career Expectations and Priorities of Millennials About to Enter the Workforce Study: Results

Most important attributes

- Job security
- Good people to work with
- Work-life balance
- Good health and benefits plan
- Good people to report to
- Opportunities to have a personal impact
- Training opportunities
Career Expectations and Priorities of Millennials About to Enter the Workforce Study: Results

Critical Constructs

- Self Development
- Relationships with Co-Workers
- Benefits and Salary
- Organizational Efforts
- Working Conditions/Environment
Career Expectations and Priorities of Millennials About to Enter the Workforce Study: Results

- Of the five constructs, relationships with co-workers was most important followed closely by self-development and benefits and salary.
Career Expectations and Priorities of Millennials About to Enter the Workforce Study: Results into Action
Teachers They Love to Have in the Classroom

- Teach them new things that are important to them.
- Ask for their creative ideas and suggestions.
- Provide clear direction and a reasonable structure (syllabus).
- Are organized and flexible.
- Encourage them to succeed.
- Passionate, high energy, enthusiastic.
- Education can be fun.
- Rules must be for a reason...be prepared to explain "why"
- Teachers are "helpers/facilitators" of learning.

What We Have Learned from the Classroom
Strategies for Engaging Millennials in the Workplace

Help them learn how to be a new staff member

- We assume a college graduate knows “how to be a staff member…but they don’t”.
- They don’t know how things work – from office politics to performance appraisals.
- Not lazy…but can come across as arrogant by challenging you and policies.
- Work hard-play hard.
- Parents are consulted daily.
- Onboarding.
Strategies for Engaging Millennials in the Workplace

**Onboarding**

- Climb the career ladder first day at the job.
- Boomers desired success…Millennials expect it!
- No problem with staying a few years and then leaving….self-confident and optimistic.
- Explain career pathway at your agency both up and sideways.
- Cross-training.
- Need all types of media at training.
- Little loyalty for agency but there is loyalty to people….valuable to have mentors and coaches.
Strategies for Engaging Millennials in the Workplace

**Mentor/Coach**

- Millennials place trust in and listen to people they respect.
- They grew up with role models (i.e. parents, teachers, coaches and they NEED these role models to be successful.
- Key is matching the right mentor with the right mentee.
- Structured mentor program.
Strategies for Engaging Millennials in the Workplace

Rough Around the Edges….Basic Skills

- **Writing skills**
  - May have difficult time writing professional letter or memo with verbs, style, and punctuation
  - Use to communicating in cryptic sentences
  - Cursive writing...what?!
Strategies for Engaging Millennials in the Workplace

Indiana bill would require teaching cursive writing in schools.

Jean Leising of Oldenburg. The bill would affect school districts and all accredited private elementary schools to teach cursive.
Technology Savvy

• Technology savvy….what does this really mean? Big gap between the technologies they use and the computer skills we expect them to have.
• This generation has been plugged in since they were babies.
• Technology is a way to communicate and they want and expect communication 24/7….they communicate in real time.
• They do not live in an 8am–5pm Bloomington world but a 24/7 international global world.
• Whole new meaning to “Will you be my friend?”… Tweets.
Strategies for Engaging Millennials in the Workplace

Tune in to Their Technology

- Don’t ban or discourage Facebook and other social networks...figure out how to use their preferred style in your workplace...they communicate with everyone this way.
- They want an workplace that allows them to be creative and uses various technologies...podcasts, blogs, social networking sites, on-line applications, etc.
- On a downside, Millennials are faster with their thumbs than on a keyboard!
- They share information over Internet freely...very little privacy...salary/raises, feedback, etc.
How They Work Best

- Millennials have worked on teams all the way through school...collaboration and hands-on.
- Keep it short, focused, and to the point.
- Want to be challenged...they are use to team leadership, committees, group decisions....they enjoy group work.
- Get them networking with other staff and experts in the field.
- Office design...work tables in--cubicles are out.
Strategies for Engaging Millennials in the Workplace

**How They Work Best—Part II**

- No “grunt-busy work”... must do “meaningful work” (Seriously???). Must see how task fits into big picture.
- Productivity is the key.... NOT attendance at a staff meeting, so make meetings worthwhile...they don’t like “face time” or just meet to meet.
- Allow for different work opportunities and projects beyond their scope of expertise. Assign them to task force or temporary ad-hoc committee...new challenge.
- Explain what needs to be done, give them a “goal/target date” and then let them pick their own process for doing the work.
- Let them do their best work in the ways that work best for them.
Strategies for Engaging Millennials in the Workplace

**FUN Work Environment**

- Flextime, casual Fridays, work at home are all Boomer inventions.
- Millennials like:
  - Ice cream socials/pot lucks
  - Rewards for meeting benchmarks
  - NCAA March Madness pools for fun
  - Theme Fridays (hat day, western day, sandwich exchange day, high school picture day)
  - End of week happy-hours (non-alcoholic of course!)
  - Community trip
  - Anything that is seen as a reward and community building - Habitat
Strategies for Engaging Millennials in the Workplace

Community Building

• United Way (Boomer)
• Habitat for Humanity (Millennial)
Ongoing Feedback---Tell Them How They Are Doing

- All of their lives, Millennials have received almost constant praise, attention, and positive feedback from parents, coaches, and other adults…they are the trophy kids!
- They are driven, motivated, and want to do a good job.
- Lack of feedback translates into “You’re doing something wrong”…they want to feel appreciated.
- No tolerance for hurt feelings…tend to take criticism personally but they want and need to hear both sides!
- Positive feedback and then constructive criticism.
Corrective Feedback Example: (How you frame discussion is critical)

What might be SAID by employer: “Your attitude and behavior is not acceptable at our agency. You need to quit doing _______________________.

What the Millennial WANTS to hear: “You’ve been doing a terrific job, and I’m very happy with the results.”

What REALLY needs to be said: “I’m really happy with many of the things that you have been doing at our agency, such as _______________________. However, if you improve on _________________________, it will be good for you and the agency. Let’s agree to review progress on the changes that you are committed to make by _______________________.

feedback
Clear Expectations

- Clear expectations, explicit, detailed instructions and guidelines, and well structured tasks.
- Use of cell phones/laptop/iPod in meetings...multi-tasking is a way of life for this generation. They are use to background chatter.
Work-Life Balance

• Work-to-live philosophy...job is more than salary.
• Leisure (personal) time is just as important as work time...show that you respect their personal time.
  – Not going to repeat Boomer parents experiences
• Spending time with family, friends and other life activities and causes are more important than 9 to 5.
• Flexible work days and work weeks that are incorporated into employee lives.
• Encourage and be a role model for work/life balance.
In Summary

• Be aware of the differences with Millennial employees.
• Appreciate their strengths and understand their weaknesses.
• Successful managers manage the differences effectively.
• Solutions that have been successful in your workplace for managing diverse generations
• New ideas as a result of today’s presentation?
Thank you for attending!

Q & A