Slaying It In The Workplace: Effectively Leading Your Millennial Team

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Agenda

- Generations in the workplace
- Flipping perceived problems with Millennials
- Manager competencies for effectively leading Millennials
- Self-evaluation: Management mindset
- Q & A
Who?
Generations in the Workplace

- **Greatest Generation**
  Born: 1901 - 1924

- **Silent Generation**
  Born: 1924 - 1945

- **Baby Boomers**
  Born: 1946 - 1964

- **Generation X**
  Born: 1965 - 1976

- **Millenials / Gen Y**
  Born: 1977 - 1995

- **Generation Z**
  Born: 1996 →
Silent: 1945 or earlier / ages 73 and older

- Grew up during Great Depression & World War II
- Hard working
- Frugal
- Patriotic
- Loyalty & commitment
- Top-down, hierarchical management style
- “We” generation, not a “me” generation
- Lack digital technology skills, but have wisdom
- Change resistant
Baby Boomers: 1946–1964 / ages 54 to 72

- Value individual choice & personal freedom
- Socially & politically involved
- Adaptive
- Challenge authority
- Positive & team-oriented
- Competitive, often equating career and position with self-worth
- Interested in health & well-being
Generation X: 1965–1980 / ages 38 to 53

- Independent
- Resourceful & skilled problem-solvers
- Driven by reality rather than emotion
- Skeptical
- Technologically competent
- Adaptive & productive
- Balance of home & work life a priority
- Diverse background
- Artistic

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Millennials@Work by Chip Espinoza, Ph.D.
Millennials: 1981-1996 / ages 22 to 37

- Technologically savvy
- Globally connected, globally concerned
- Socially aware, actively engaged
- Over-stimulated, short attention span
- Dual personalities; online and in-person
- Expert multitasking
- Over-scheduled
- “It’s all about ME”
Generation Z: After 1997 / ages 16 to 21

- Most racially & ethnically diverse
- Less-traditional education background: homeschool, charter school, co-op education
- Enrolling in college
- Skeptical of political systems
- Less emphasis on privacy
- Seek instant gratification
- First generation born entirely into a technical world
- Protective of environment
What is the composition of your museum’s workforce?

% Silent/Greatest - ages 73 and older
% Baby Boomers - ages 54 to 72
% Generation X - ages 38 to 53
% Millennials - ages 22 to 37
% Generation Z - ages 16 to 21
April 11, 2018
Richard Fry, Pew Research Center,
Millennials are the largest generation in the U.S. labor force
Flipping Perceived Problems with Millennials

Habitual Challenges

1
2

Possible Affirmative Topics

What do we want instead/more of?

When we are at our best, what is it that makes us special? What are we doing and thinking?
### Generational Rapport Competencies

<table>
<thead>
<tr>
<th>Flexing (Be Flexible)</th>
<th>Self-Differentiating (Don’t Take Things Personally)</th>
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<tbody>
<tr>
<td>The ability to align workplace expectations and behavior. It requires empathetic listening and the willingness to adapt to different ways of doing things.</td>
<td>It is the ability to self-regulate and “not take personally” the comments, gestures, or actions of others. It is being aware of the “trigger” events that make you reactionary rather than responsive.</td>
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<th>Incenting (Create the Right Rewards)</th>
<th>Broadening (Show Them the Big Picture)</th>
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<td>Incenting involves recognizing the reward expectations of Millennials and designing a path that reconciles it with performance expectations. It requires identifying Millennial values and aligning recognition and reward with those values. It calls for informing employees about advancement opportunities and frequent appraisal of their development.</td>
<td>The ability to help Millennials connect the dots between everyday tasks and big-picture objectives. Emphasis is placed on teaching employees how to recognize numerous options and potential consequences. It involves teaching organizational awareness.</td>
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<th>Cultivating (Put Their Imagination to Work)</th>
<th>Directing (Include the Details)</th>
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<td>It is the ability to identify and encourage creativity in others. It requires the capacity to create and facilitate environments in which people can release their imagination at work and have fun.</td>
<td>The ability to clearly communicate what is expected. It entails avoiding ambiguity and not assuming you have been understood. It requires both questioning and listening to ascertain the employee’s readiness level for a task or goal.</td>
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<td>The ability to inspire Millennials to find meaning in the everyday work they do and to see how their contribution matters.</td>
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Perceived Orientations of Millennials

- Autonomous
- Entitled
- Imaginative
- Self-Absorbed
- Defensive
- Abrasive
- Myopic
- Unfocused
- Indifferent
So what?
“The people with the most responsibility need to adapt first in an organization.”

- Chip Espinoza, How To Lead The Millennials
Generational Rapport Competencies

- Flexing
- Incenting
- Cultivating
- Engaging
- Disarming
- Self-Differentiating
- Broadening
- Directing
- Motivating
Manager Competencies for Effectively Leading Millennials

On Chart Paper:

What are leaders/managers doing in your organization that demonstrate this competency?

What does this competency look like?
What now?
Reflection: New Insights & Application

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What?
What did you notice? What facts or observations stood out?

So what?
Why is this important? What patterns or conclusions are emerging?

Now what?
What actions make sense for me to take?
Resources

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- **Millennials@Work**: The 7 Skills Every Twenty-Something (and Their Managers) Needs to Know to Overcome Roadblocks and Achieve Greatness by Chip Espinoza

- **Managing the Millennials**: Discover the Core Competencies for Managing Today’s Workforce by Chip Espinoza & Mick Ukleja

- **Coaching for Leaders** (Podcasts):
  - 158: How To Lead The Millennials, with Chip Espinoza
  - 227: How Millennials Who Manage Can Overcome Workplace Perceptions, with Chip Espinoza
Q & A

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Handouts
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### Millennial Orientations and Managerial Competencies (1 of 2)

#### Table 4.2 Millennial Orientations and Managerial Competencies Defined

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<tr>
<td><strong>Autonomous</strong></td>
<td><strong>Flexing (Be Flexible)</strong></td>
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<td>Millennials express a desire to do what they want when they want, have the schedule they want, and not worry about someone micro-managing them. They don’t feel that they should have to conform to office processes as long as they complete their work.</td>
<td>The ability to modify workplace expectations and behavior. It requires empathic listening and the willingness to adapt to different ways of doing things.</td>
</tr>
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<td><strong>Entitled</strong></td>
<td><strong>Incenting (Create the Right Rewards)</strong></td>
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<td>The attitude expressed in Millennials that they deserve to be recognized and rewarded. They want to move up the ladder quickly but not always on management’s terms. They want a guarantee for their performance, not just the opportunity to perform.</td>
<td>Incenting involves recognizing the reward expectations of Millennials and designing a path that reconciles it with performance expectations. It requires identifying Millennial values and aligning recognition and reward with those values. It calls for informing employees about advancement opportunities and frequent appraisal of their development.</td>
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<td><strong>Imaginative</strong></td>
<td><strong>Cultivating (Put Their Imagination to Work)</strong></td>
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<td>Millennials are recognized for having a great imagination and can offer a fresh perspective and unique insight into a myriad of situations. Their imagination can distract them from participating in an ordered or mechanistic process.</td>
<td>It is the ability to identify and encourage creativity in others. It requires the capacity to create and facilitate environments in which people can release their imagination at work and have fun.</td>
</tr>
<tr>
<td><strong>Self-Absorbed</strong></td>
<td><strong>Engaging (Build a Relationship)</strong></td>
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<td>Millennials are perceived to be primarily concerned with how they are treated rather than how they treat others. Tasks are seen as a means to their ends. Millennials are often preoccupied by their own personal need for trust, encouragement, and praise.</td>
<td>The ability to reach out and relationally connect with direct reports. It requires taking an interest in the employees as a person and finding points of connection.</td>
</tr>
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<td><strong>Defensive</strong></td>
<td><strong>Disarming (Be Positive When Correcting)</strong></td>
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<td>Millennials often experience anger, guardedness, offense, resentment, and shift responsibility in response to critique and evaluation. They want to be told when they are doing well but not when they are doing poorly.</td>
<td>A proactive response to conflict. It involves de-escalating intense interactions, listening, being fair, and embracing resistance.</td>
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<td>Perhaps because of technology. Millennials’ communications style can be experienced as curt. They are perceived to be inattentive to social courtesies like knowing when to say “please” and “thank you.” Whether intentionally or not, their behavior is interpreted as disrespectful or usurping authority.</td>
<td>It is the ability to self-regulate and “not take personally” the comments, gestures, or actions of others. It is being aware of the “trigger” events that make you reactionary rather than responsive.</td>
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<td>Myopic</td>
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<td>Millennials struggle with cause-and-effect relationships. The struggle is perceived as a narrow-mindedness guided by internal interests without an understanding of how others and the organization are impacted.</td>
<td>The ability to help Millennials connect the dots between everyday tasks and big-picture objectives. Emphasis is placed on teaching employees how to recognize numerous options and potential consequences. It involves teaching organizational awareness.</td>
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<td>Unfocused</td>
<td>Directing (Include the Details)</td>
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<td>Millennials, as a cohort, are recognized for their intellectual ability but are often perceived to struggle with a lack of attention to details. They have a hard time staying focused on tasks for which they have no interest.</td>
<td>The ability to clearly communicate what is expected. It entails avoiding ambiguity and not assuming you have been understood. It requires both questioning and listening to ascertain the employee’s readiness level for a task or goal.</td>
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<td>Indifferent</td>
<td>Motivating (Make It Matter to Them)</td>
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<td>Millennials are perceived as careless, apathetic, or lacking commitment.</td>
<td>The ability to inspire Millennials to find meaning in the everyday work they do and to see how their contribution matters.</td>
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