

PUBLICATION
PREVIEW

Neil Howe

WITH REENA NADLER



Millennials

IN THE **WORKPLACE**

HUMAN RESOURCE STRATEGIES FOR A NEW GENERATION

IMPLICATIONS FOR EDUCATORS,
EMPLOYERS, AND POLICY MAKERS

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A NEW WAVE OF EMPLOYEES
IS ENTERING AMERICA'S
WORKFORCE...

Say hello to the
**"MILLENNIAL
GENERATION."**

**Ever wonder why these
Millennials are so different?**

They are nothing like the Boomer or Gen-X employees who preceded them. They are pressured and programmed. They are special and sheltered. They are bonded to their parents and networked to their friends. They want structure and instant feedback. They expect to be doted on and served. They work well in teams and have complete confidence in their future. They fear risk and dread failure. They have conventional life goals. They want the system to work.

**Would you like to know how employers can
recruit, retain, and motivate Millennials?**

Millennials in the Workplace offers cutting-edge strategies to help you leapfrog the competition. In this latest book, generational expert Neil Howe explains what employers are doing right (and wrong) with Millennials, from co-recruiting parents to

implementing tight cycles of feedback to ramping up long-term benefits.

Howe analyzes the latest data on the Millennial Generation and explains what's behind this new Millennial wave—how increasing societal attention, parental involvement, and pressure to succeed have shaped the collective personality of today's youth. He identifies seven core traits that define this generation: Special, Sheltered, Confident, Team oriented, Conventional, Pressured, and Achieving.

Millennials in the Workplace offers a clear vision of how Millennials are changing—and will continue to change—America's workplaces, including the rise of internships and early career planning, the new interest in community service initiatives, and managers' complaints over “spoiled” young workers who lack “soft” workplace skills.

For each issue, Howe offers a hands-on list of “what to dos” for employers, educators, and policy makers ►

Treat Them Like VIPs

From precious-baby movies of the mid-1980s to the media glare surrounding the high school Class of 2000, older generations have given the Millennial Generation the sense that they are, collectively, vital to the nation and to their parents' sense of purpose. More than the generations that came before, Millennials have grown up feeling wanted and important, and will gravitate to employers who treat them like star players.

What To Do

Offer potential applicants plenty of one-on-one attention, using high-tech tools (email, blogs, web chats) to amplify a high-touch approach (recruiting personally in schools). Develop formal mentoring programs for young employees. Resist the urge to insist that they “pay their dues” and forgo personal attention. Instead, leverage their desire to feel special by demanding more of them as important members of the team.

“THEY WERE RAISED BY DOTING PARENTS WHO TOLD THEM THEY ARE SPECIAL, PLAYED IN LITTLE LEAGUES WITH NO WINNERS OR LOSERS, OR ALL WINNERS. THEY ARE LADEN WITH TROPHIES JUST FOR PARTICIPATING.”

▲ CBS 60 Minutes report, “The Millennials Are Coming”

Co-Recruit the Parents

Highly involved parents have followed Millennials through every stage of life, attending “mommy and me” preschool classes, challenging poor grades, and helping students register for college classes. Now, employers are noting a rising tide of parents hovering

over their twentysomething children’s job search and early employment, calling up managers to negotiate benefits, request special treatment, or even protest poor performance reviews.

NEARLY A QUARTER OF ALL EMPLOYERS HAVE “SOMETIMES” OR “VERY OFTEN” SEEN PARENTS INVOLVED IN THE RECRUITMENT AND EMPLOYMENT OF RECENT COLLEGE GRADUATES. FORTY PERCENT OF EMPLOYERS REPORT THAT PARENTS HAVE CALLED THEM REQUESTING INFORMATION ABOUT THE COMPANY; 4 PERCENT REPORT PARENTS ACTUALLY ATTENDING THE INTERVIEW.

▼ Collegiate Employment Research Institute, 2007

What To Do

Accept that parents will remain actively involved in Millennials’ lives. Instead of trying to block their efforts, offer them avenues for constructive involvement. Turn parental influence to your advantage by targeting recruitment materials both to parents and young workers. Keep the parents of young hires in the loop with parent newsletters or

a parent section of your website. Allow them to engage personally with their children’s work environment through visiting days or special events.

Find Them Early

From the classroom to the workplace, Millennials feel pressure to achieve early in ways Boomers and Gen Xers could not have imagined at the same age. All this pressure has led to an intense new emphasis on preparation and planning. The majority of today's high school students say they have detailed five- and ten-year plans for their future, and they are making career decisions earlier and earlier.

What To Do

Get students interested in your company long before it's time for them to apply for a job. Offer internship opportunities, which are rising in popularity as a career pipeline, and gear some of them to younger students. "Grow your own" future employees by developing relationships with local schools and public institutions, and by sponsoring career days, job shadowing opportunities, and externships.

EIGHTY-FOUR PERCENT OF 2006 COLLEGE GRADUATES COMPLETED AT LEAST ONE INTERNSHIP, UP FROM 3 PERCENT IN 1980. MAJOR EMPLOYERS SAY 38 PERCENT OF THEIR INTERNS WENT ON TO FULL-TIME POSITIONS IN 2004, UP FROM 25 PERCENT IN 2001.

▲ Vault.com survey, 2007

Look After Them

From the surge in child-safety rules to the hotel-style security of today's college dorm rooms, Millennials have been the focus of the most sweeping youth-protection movement in American history. Far from

EXAMPLES OF CHILD PROTECTION POLICIES SINCE 1982: CHILD RESTRAINT & HELMET RULES, "CHILD-PROOF" HOMES, BLANKET MEDICAID COVERAGE, SCHOOL VACCINATION CHECKS, "YOUTH RULES" IN THE WORKPLACE, V-CHIPS, SOCIAL HOST LIABILITY LAWS, VIDEO GAME RATINGS, MEGAN'S LAW, AMBER ALERTS, "GRADUATED" AUTO LICENSES, "COPS IN SHOPS," DRAGNETS FOR "DEADBEAT" DADS, URBAN CURFEWS, "SAFE PLACE" HAVENS FOR KIDS, DRUG-FREE ZONES NEAR SCHOOLS.

resisting comprehensive protections, today's youth accept them as one more sign that they are a special generation. Like K-12 schools and colleges before them, employers will be expected to take on a new *in loco parentis* role as Millennials pass through.

What To Do

Keep detailed, transparent safety records and develop zero-risk strategies using everything from high-tech security to an ergonomic workspace. Implement comprehensive safety and protocol training where every situation is planned

and every risk foreseen. Beyond physical safety, offer a comprehensive envelope of support and guidance for young employees on life basics (relocating, filling out tax forms, finding healthcare providers) by designating a "life resources" contact in Human Resources or starting a peer-advice wiki.

Offer Structure and Teach Them The Basics

Young Boomers felt overdosed on norms and rules, and famously came of age assaulting them. Millennials are moving in the opposite direction. They seek norms, structure, and a return to civic life, with an underlying sense that rules and standards can often make life easier. They will want their future professions to provide stability and balance to their lives. They are also extremely teachable and receptive to mentoring by older adults, especially in a formalized setting.

What To Do

Offer Millennials a stable, structured workplace with clearly defined job responsibilities. Provide detailed job descriptions with formal job titles, clear boundaries between superiors and subordinates, and explicit department responsibilities and goals. Take advantage of Millennials' teachability—and compensate for any lack of "soft skills"—by giving young hires formal training in traditional business practices, communication, and attire.

"PERHAPS REACTING TO WHAT MIGHT BE DESCRIBED AS THE EXCESSES OF THEIR PARENTS' GENERATION, TEENS TODAY ARE DECIDEDLY MORE TRADITIONAL THAN THEIR ELDERS WERE, IN BOTH LIFESTYLES AND ATTITUDES."

▲ George Gallup, Jr., The Gallup Organization

Provide Tight Cycles of Feedback

Millennials are used to pressure and don't mind working hard. What haunts them is the thought that all that hard work and planning won't pay off in the end. As K-12 schools and colleges have already discovered, this generation performs best when given

constant feedback on their performance, including continual weekly monitoring of each individual's progress.

AT PRICEWATERHOUSE COOPER, MANAGERS HAVE 30 DAYS TO RESPOND TO EMPLOYEE REQUESTS FOR FEEDBACK AFTER A PROJECT ENDS, GIVING EMPLOYEES UP TO TEN FEEDBACK FORMS PER YEAR INSTEAD OF ONE ANNUAL REVIEW. CLIFTON GUNDERSON CUT ITS TURNOVER IN HALF BY INSTITUTING A HIGH-TOUCH GUIDANCE POLICY INCLUDING FORMAL ONE-ON-ONE MEETINGS WITH MANAGERS AT LEAST ONCE A WEEK AND INFORMAL MEETINGS DAILY.

What To Do

Instead of one annual performance review, implement monthly or even weekly reviews and schedule regular check-ins to make sure young employees are on track with any long-term projects. Train managers to provide more detailed, effective feedback. Institutionalize feedback policies on a company-wide level so no young employee feels his or her guidance is left to chance.

Don't Offer A "McJob"

The image of the young Gen-X employee was a free agent getting by in a low-status, high-turnover "McJob." Millennials are breaking from this trend and bringing a new long-term focus and institutional loyalty to their first few jobs. They want to get on the perfect career track right away and, despite their job-hopping reputation, data show that most would prefer to stay with one company that will help them achieve their professional goals.

What To Do

Position your company as a long-term partner in employees' career aspirations. Emphasize long-term salary growth, not just high starting pay. Have managers meet regularly with young workers to discuss their career goals and how they can work towards these goals within your organization.

Allow young workers to try out a variety of job functions to find the best "fit." Showcase career tracks and frame even traditionally "dead end" jobs as potential first steps.

A GROWING SHARE OF HIGH SCHOOL SENIORS REPORT THAT THEY PLAN TO HOLD ONLY ONE OR TWO JOBS WITHIN THEIR FIRST TEN YEARS OF EMPLOYMENT. THE GRADUATING COLLEGE SENIORS OF 2006 CAME UP WITH THE MOST DETAILED LIST OF DESIRED LONG-TERM BENEFITS IN THE 11-YEAR HISTORY OF THE POLL, FROM RETIREMENT PLANS TO HEALTH INSURANCE FOR DEPENDENTS.

▲ New Paradigm, 2006; Universum, 2006

Make Them Part of the Group

From Facebook and team sports to collaborative learning and community service, Millennials have developed strong team instincts and tight peer bonds. They are adapting digital-mobile technology to increase their interconnection to a level never before seen in human history. Throughout their education,

this generation has grown used to working and being evaluated in teams, and they are now bringing their more collaborative style to the workplace.

NEARLY 80 PERCENT OF MILLENNIAL WORKERS SAY THE SOCIAL ASPECTS OF WORK ARE VERY IMPORTANT TO THEIR OVERALL WORKPLACE SATISFACTION, AND ONE IN FOUR SAY THEY LEFT A JOB BECAUSE THEY FELT DISCONNECTED FROM THE ORGANIZATION—A FAR LARGER SHARE THAN ANY OTHER GENERATION.

▼ SelectMinds survey, 2007

What To Do

Move away from “Apprentice”-style cutthroat competition, pitting young people against each other, and create a work environment where they can make contributions as members of a team. Create communities of trust through immersive orientations or retreats, and give positive feedback through group recognition. Enable high levels of intra-office communication, including face-to-face and digital-mobile technology. Take advantage of large peer networks with viral recruiting.

Be Active in the Community

The Millennials' team ethic is driving a rising interest in building strong communities and helping others. A record-high share of teens say it is essential or very important to help others who are in difficulty. This generation is voting and participating in community service far more energetically than Gen Xers did at the same age, and polls show they have a strong affinity for public service careers.

What To Do

Emphasize the positive impact of your organization on the community. Public-sector employers will have a new advantage—but even private-sector employers can emphasize service initiatives and actively develop a presence in their local communities. Give young workers opportunities to get personally involved in community service through your company, especially with youth-related initiatives like helping schools and families.

"WE'RE SEEING A HUGE CULTURAL SHIFT AWAY FROM THE WORD 'I' TO THE WORD 'WE' IN THIS NEW GENERATION OF YOUNG PEOPLE COMING IN. AND THAT'S TO BE CELEBRATED."

▲ General James Jones,
U.S. Marine Corps Commandant

Take an Interest in Their Success

Throughout the Millennials' youth, accountability and educational standards have risen to the top of

▼ *The New York Times*

**"THESE KIDS HAVE
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America's political agenda, with a widening torrent of grades, stars, aptitude tests, and weekly interim reports. So it should be no surprise that Millennials are emerging as the most achievement-oriented youth generation in recent memory. Forty years ago, young Boomers launched a growing resistance to being

ranked by "the system." Today, Millennials are bringing back the desire to achieve *within* the system.

What To Do

Provide opportunities for measurable achievements and advancement, with concrete benchmarks. Offer ongoing training and development so young workers will be assured that, in your workplace, they can maintain cutting-edge professional skills. Couch even minor administrative tasks as important to the overall success of the firm; this generation will feel great pride in contributing to the organization and to the broader community.

How well do you know the Millennials?

Do you know that...

- * In 2005, 67 percent of 15- to 22-year-olds rated themselves as happy or very happy most of the time. (Bolt.com survey, 2005)
- * Eighty-four percent of today's young people believe someone in their generation will become the next Bill Gates, 66 percent believe they personally know such a person, and 25 percent believe they actually *are* that person. (Bayer/Gallup survey, 2003)
- * Seventy percent of Millennial college freshmen said it is essential or very important to help others who are in difficulty—the highest response in twenty-seven years. (UCLA *American Freshman Survey*, 2007)
- * The share of teens reporting “very different” values from their parents has fallen by roughly half since the 1970s, and the share who say their values are “very or mostly similar” has hit an all-time high of 76 percent. (Youth tracking survey, annual)
- * College undergraduates agree by a six-to-one margin that they spend more time planning for the future than their parents did at the same age. (LifeCourse-Chartwells survey, 2006)
- * An unprecedented and still-rising share of high school students are aspiring to go to four-year colleges (7 in 10), taking Advanced Placement courses and exams, and signing up for academic summer camps and non-remedial summer school. (Horatio Alger survey, 2008)
- * By 68 to 8 percent, Millennial college students overwhelmingly agree that a “very” or “extremely” important reason to go to college is “to become a more well-rounded person.” (LifeCourse-Chartwells survey, 2006)
- * The share of employed teens age 16 to 19 dropped to 36 percent in 2005, the lowest rate since records were first kept in 1948. (U.S. Bureau of Labor Statistics, 2007)
- * More than half of young workers born after 1979 admit they have little knowledge of financial planning. Forty percent report more than \$10,000 in student loans and 20 percent have at least \$5,000 in credit card debt. (Harris Interactive, 2008)

How well do you know what the Millennials think about work?

Do you know that...

- * Eighty-two percent of young adults ranked “job security” as one of the most important characteristics they look for in a job—far above both “high salary” and “opportunities for promotion.” (MonsterTrak, 2007)
- * Six out of ten workers between the ages of 21 and 30 say they are losing their motivation in the workplace because their boss isn’t giving them enough praise. (Leadership IQ, 2007)
- * College seniors rank three public sector agencies (U.S. Department of State, FBI, and CIA) among their top-ten list of ideal employers. (Universum, 2007)
- * In 2007, 26 percent of MBA students said that an important factor in their job selections will be “the potential of making a contribution to society,” up from 15 percent in 2002; more students now rank “creating value for the communities in which they operate” as a primary business responsibility. (Aspen Institute, 2007)
- * Compared with older generations, a far higher share of Millennial workers say it is important to work in the same office as their bosses and want to socialize with their boss at least monthly. (Hudson Highland Group, 2006)
- * Millennial employees rank “being able to work independently” 11th out of 15 characteristics important to their job search, significantly lower than the ranking of older employees. (MonsterTrak, 2007)
- * Millennials are far less likely than Boomers at the same age to agree with statements like “the most important things that happen in my life involve work,” and “life is worth living only when people get absorbed in work.” (Collegiate Employment Research Institute, 2007)
- * The most common terms used to describe Millennials in the workplace by their co-workers are: “sociable,” “friendly,” “confident,” and “ambitious.” (Randstad survey, 2008)

About LifeCourse Associates and author Neil Howe

A national speaker and best-selling author, Neil Howe is America's foremost expert on generations. Howe has coauthored many bestselling books with William Strauss, including *Generations* (1991), *13th Gen* (1993), *The Fourth Turning* (1997), and *Millennials Rising* (2000).

More recently, Howe and Strauss's how-to books about Millennials have been sought after by every institution that handles youth. Their *Recruiting Millennials Handbook* (2000) was put into the hands of every U.S. Army recruiting sergeant and has served as a guidebook for every branch of the U.S. military. *Millennials Go To College* (2003, 2007) has earned them speaking invitations to dozens of campuses and to every major national collegiate association. *Millennials and the Pop Culture* (2006) is helping the entertainment industry navigate the shoals of its fast-changing market. And *Millennials and K-12 Schools* (2007) explains new youth and parental expectations to K-12 teachers, administrators, and supervisors nationwide.

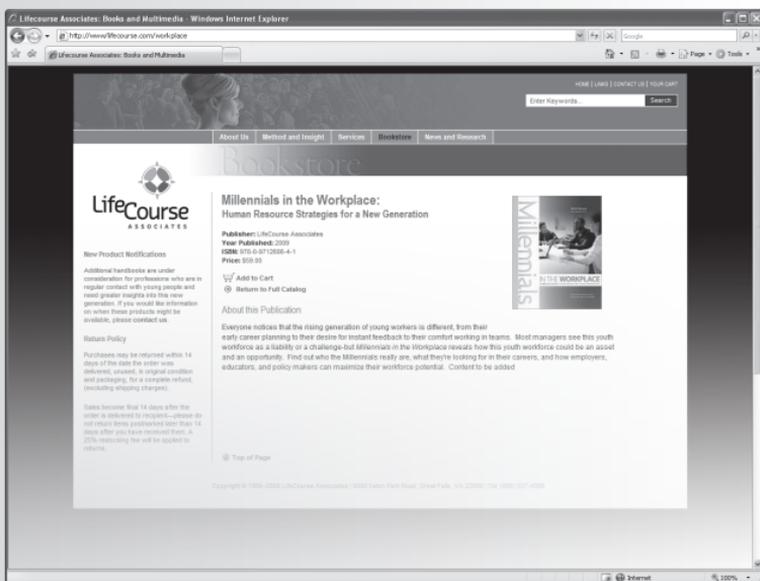
Articles by Howe, and reviews of his books, have appeared in *Harvard Business Review*, *Atlantic*, *Washington Post*, *New York Times*, *Los Angeles Times*, *Wall Street Journal*, *American Demographics*, and many other national publications.

The original coiners of the term "Millennial Generation," Howe and Strauss have redefined how America thinks about its post-Gen-X youth. Their work on Millennials has been featured on CBS's *60 Minutes* and on Judy Woodruff's *Generation 2.0* special. Their insights into Millennials in the workplace have already been tapped by some of the top human resources outfits in the nation.

Together, Howe and Strauss cofounded LifeCourse Associates, a publishing, speaking, and consulting company built around their generational discoveries. LifeCourse Associates has served over two hundred clients in a wide range of sectors—from Nike to Merrill Lynch, from Disney to the U.S. Marine Corps, from MTV and Paramount Pictures to the American Petroleum Institute and Ford Motor Company. A dozen federal agencies have turned to LifeCourse, as have dozens of colleges and K-12 school systems.

Learn More...

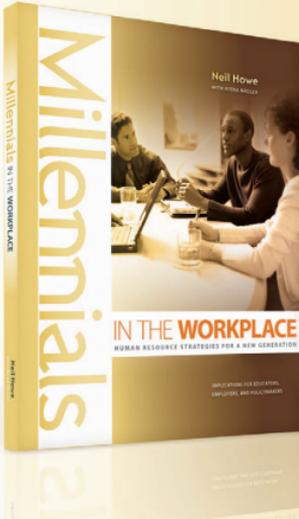
- * For more information about *Millennials in the Workplace* and to order the book online, visit lifecourse.com/workplace.
- * Additional resources for book reviewers and the media are available at lifecourse.com/mediakit.



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*This publication preview introduces **Millennials in the Workplace**, a new book to help managers, human resource professionals, trainers, and educators capitalize on the strengths of our newest generation of American workers. Visit www.lifecourse.com/workplace or call (866) 537-4999 to order.*

Meet the Millennials, the new generation of young people, born since 1982, who are just now arriving in America's workplaces.

Everyone notices that the new crop of young workers is different—from their early career planning to their desire for instant feedback and positive recognition; from their comfort working in teams to their trouble with “soft” workplace skills. But most managers don't know what to make of this generation. In their confusion, they often see their young employees as merely a liability or challenge.

Wouldn't it be great to learn how this rising youth workforce can be an asset and an opportunity? That's just what generational expert and best-selling author Neil Howe reveals his new book. In *Millennials in the Workplace*, Howe tells the story of who this generation is and where it comes from. He explains what Millennials are looking for in their lives and careers. Most importantly, he teaches your organization how to work with the Millennials' strengths, not against their weaknesses.

Howe has written numerous best-selling books with co-author William Strauss, including *Generations* (1991), *13th Gen* (1993), *The Fourth Turning* (1997), and *Millennials Rising* (2000). The original coiners of the term “Millennial Generation,” Howe and Strauss have redefined how America thinks about its post-Gen X youth. Their work on Millennials has been featured on CBS's *60 Minutes* and the PBS “Generation Next 2.0” special by Judy Woodruff.