incentive marketing association

ima:
- acknowledge
- appreciate
- award
- achieve

Performance Improvement

10 Tips for Motivating and Engaging Millennials in the Workplace

----

A WHITE PAPER PUBLISHED BY THE PERFORMANCE IMPROVEMENT COUNCIL

Millennials. At 33 percent, they now represent the largest generation in the U.S. workforce, surpassing the Baby Boomer group, which has declined to 31%.[i] The growing workplace influence of this segment (born between 1980 and the mid 2000s) has sparked an urgency to understand their world and their motivations. Why won't they pick up the phone? How different are they from previous generations? How can we best manage their performance? Following are the answers to these questions, as well as a review of the 10 best tips for managing Millennials in the workplace.

Why the sudden interest?
Although Millennials have been in the workplace for several years, they are just entering the management ranks. Career survival and economic growth depend upon understanding, as well as working with and for, this unique breed.

Millennials are also poised to begin spending—their purchasing power is estimated to be anywhere between $125 billion and $1 trillion dollars.[ii] Never mind that 40% of Millennials don't yet have a job[iii], or that 60% of Millennials receive financial support from their parents.[iv] That hasn't stopped them from spending. Millennials use social media as part of their purchasing behavior. They check friend recommendations, use a variety of comparison shopping apps, and regularly use their smartphones to order or pay for purchases. Do their friends "like" or recommend the product or service? How committed is the manufacturer to corporate social responsibility?[v] Do they have any first-hand knowledge of the benefits or reliable friend endorsements? These are the factors that typically

drive their purchasing decisions. The purchasing power of Millennials has not gone unnoticed, and the scramble is on to learn how to attract and retain Millennials as customers.

Why won't they pick up the phone?
How different is the mindset of a Millennial? If you raised one, you know. Growing up in the 1990s was a far cry from being raised in the 1960s. While older generations remember the adoption of color TV, bookmobiles, or their first computer, Millennials don't know a world without the Internet. They've always had unlimited information just clicks away—24/7. Just think…no card catalogs, no *World Book Encyclopedia*, and never knowing the frustration of typing a term paper footnote that goes off the page.

Information, which had been a limited resource—limited by the time allowed to scour for it and the libraries in close proximity—is now unlimited. Most Millennials have always had Google, and some may barely remember the introduction of Facebook (2/4/04). Documenting their day on social media and getting immediate feedback are normal. How much time do they spend on their devices each day? An average of 17.8 overlapping hours—Instagramming while watching YouTube and looking up information on their iPads, etc.[iv]

Email is considered old school by Millennials, and phone calls are thought to be a distraction. To their way of thinking, texting or snap chatting is more efficient and doesn't put anyone on the spot. Companies now need to hire consultants to teach Millennials phone etiquette and how to think on their feet and respond

> "*Most Millennials have always had Google, and some may barely remember the introduction of Facebook.*"

to customers in the moment (instead of carefully crafting their words in text messages).[vii]

How are Millennials' work attitudes like previous generations?
In reading articles on Millennials, one can't help but wonder if Millennials' perspectives are shaped less by their generation, than by being 22 or 24 years old? What if you could ask different generations the same questions when they were the same age? One researcher asked herself that question and found a valuable data source. Dr. Jean Twenge, professor of psychology at San Diego State University, analyzed UCLA's Monitoring the Future, "which has surveyed a nationally representative sample of high school seniors [about their work attitudes] every year since 1976."[viii]

Dr. Twenge and her team grouped the survey questions by topic to analyze five distinct work values: Intrinsic (focused on the process of work—learning, being challenged, and being creative), extrinsic (focused on the external outcomes of work—compensation, bonuses, promotions), altruistic (helping others and contributing to society through work), leisure (opportunity for free time, vacation, and freedom from supervision), and social

incentive marketing association

● acknowledge
● appreciate
● award
● achieve

Performance Improvement

(interacting with others and making friends at work).[ix]

The good news is that Boomers (results from 1976), Gen-Xers (1991), and Millennials (2006) ranked each of the work attributes in the same order, with intrinsic at the top, and leisure and social at the bottom. The biggest change is Millennials' increased value placed on leisure—time off and life/work balance. The number of Millennials who rated having more than two weeks of vacation as very important was nearly twice that of their Boomer counterparts at the same age.[x] More than 80 percent of Millennials think they should be allowed to determine their own work hours, and 70 percent of Millennials say they need "me time" on the job.[xi]

Gen-Xers, along with Millennials, place a greater importance on the extrinsic nature of work, both ranking a "good chance for advancement and promotion" ahead of "work that I can see my results."[xii] And Millennials put a "chance to earn a good deal of money" in their top five (ranked fifth), replacing Boomer's "work that I can see my results."[xiii] Given these findings, Twenge argues that the data shows a shifting from an intrinsic view of work to more of an extrinsic view. In addition, she states that the data does not support the often-reported assertion that Millennials are more altruistic than previous generations. The value of altruism as a work value is the same for all three generations. (She suspects that the volunteerism reported reflects the values of Baby Boomers, who have made volunteerism a requirement for their children to graduate from high school.)[xiv]

How can you best manage Millennials' performance?
After conducting her analysis, Dr. Twenge has these suggestions for managing Millennials[xv]:

1. **Provide context**—for the project and the part they play in the overall effort. If Millennials feel the task is important, they feel important.

2. **Tie project rationale to their future success.** When reviewing a task or requirement, explain what's in it for them, and how it will help their advancement. Connecting the dots will help Millennials get through the drudgery of the menial tasks that are part of every job.

3. **Play to their strengths.** Use Millennials technological skills to achieve project results more efficiently.

4. **Provide immediate feedback**— praise and criticism. A traditional six-month or annual review will not get the job done. If it's not your style to provide feedback in the moment, set up weekly check-in meetings to review their performance and provide ongoing direction.

5. **Give honest recognition.** Acknowledge positive behaviors and results achieved. Also, consider using peer 360 feedback to give Millennials a more complete picture of their performance. Millennials are accustomed to frequent recognition and respond positively to it—just make sure it's earned.

Additional tips that we've seen repeated in the current literature.[xvi]

1. **Set expectations**—about job requirements, employee whereabouts, your availability and preferences for communicating with Millennials. Clearer expectations will result in better work.

2. **Be specific**—about project steps, check-in points, and final work product requirements. Remember that Millennials will need more ongoing direction and have less work experience (fewer part-time and summer jobs, and slower starts to their careers due to a tough economy).

3. **Give them as much ownership as possible.** It isn't always possible to hand off an entire project, but they will be more invested in their work if you can at least give them a part that they can call their own.

> "*The biggest change is Millennials' increased value placed on leisure—time off and life/work balance.*"

4. **Be flexible when possible, allowing for life/work balance.** After watching their workaholic parents sacrifice too much for work, Millennials are determined to balance their responsibilities.

5. **Manage them as individuals.** Remember that Millennials are still individuals, and that their generational grouping is only one filter by which they view the world. They have also been shaped by their families, religion or belief systems, education, economic situation, technology, culture, and world history.

Learning how to manage and motivate Millennials is essential for your company's success. Developing an intentional strategy is critical in developing your talent, creating a competitive advantage in the marketplace, and preparing your organization for the arrival of Gen Z. They'll be here before you know it. ■

incentive marketing association

ima : acknowledge / appreciate / award / achieve

Performance Improvement

The Performance Improvement Council (PIC), a professional organization of performance marketing executives is a special industry group of the Incentive Marketing Association (www.incentivemarketing.org), is collectively focused on helping companies optimize their investment in human capital through proven and innovative reward and recognition solutions. To learn more about the Performance Improvement Council, please visit http://www.thepicnow.org

PERFORMANCE IMPROVEMENT COUNCIL (PIC)
A Strategic Industry Group of IMA

ABOVE TARGET
Juan Manuel Valenzuela, CPIM
Emilio Gustavo Baz 59
Naucalpan
Estado de Mexico 53830, Mexico
Ph: 53 (55) 3685 4053
Juanmanuel.valenzuela@abovegt.com

ALL STAR INCENTIVE MARKETING
Brian Galonek, CPIM, President
660 Main Street, PO Box 980
Fiskdale, MA 01518
P: 508-347-7672
brian@incentiveusa.com

BUSINESS IMPACT GROUP
Louise Anderson, CPIM, VP Recognition Sales Div
12411 Galpin Court, Suite 120
Chanhassen, MN 55317
P: 612-386-3900
landerson@impactgroup.us

CARLTON GROUP, LTD.
Robert Purdy, President-CEO
275 Renfrew Drive, Suite 200
Markham, Ontario, Canada L3R-0C8
P: 905-477-3971
rpurdy@carlton.ca

DITTMAN INCENTIVE MARKETING
Susan Adams, CPIM, CEP
Director of Engagement
317 George Street, Suite 420
New Brunswick, NJ 08901
P: 732-379-6251
sadams@dittmanincentives.com

MARITZ, LLC.
Jerry Klein, VP, Management Consultant
1400 South Highway Drive
Fenton, MO 63099
P: 636-827-1402
jerry.klein@maritz.com

MARKETING INNOVATORS
Richard Blabolil, CPIM, President
9701 W. Higgins Road, Suite 400
Rosemont, IL 60018
P: 847-696-1111
rblabolil@marketinginnovators.com

MOTIVACTION
Beau Ballin, VP of Marketing
16355 36th Ave., N Suite 100
Minneapolis, MN 55446
P: 800-326-2226
bballin@motivaction.com

O.C. TANNER
Michelle M. Smith, CPIM, CRP
VP Business Development
1016 Thornwood Street
Glendale, CA 91206-4812
P: 626-796-5544
michelle.smith@octanner.com

PROMOPROS/INCENTPROS, INC.
Sean Roark, CPIM
VP, Incentive Programs
15814 Champion Forest Drive, #313
Spring, TX 77379
P: 281-376-7677

SPEAR ONE
Rudy Garza, IP, Vice President, Operations
102 Decker Court, Suite 150
Irving, TX 75062
P: 972-661-6010
rgarza@spearone.com

[i] Jim Harter and Sangeeta Agrawal, *Many Baby Boomers Reluctant to Retire: Engaged, financially struggling boomers more likely to work longer*, Gallup.com, (January 20, 2014). Retrieved at http://www.gallup.com/poll/166952/baby-boomers-reluctant-retire.aspx.

[ii] Morley Winograd and Dr. Michael Hais, *How Millennials Could Upend Wall Street and Corporate America, Governance Studies at Brookings*, The Brookings Institute, (May 2014). Retrieved at http://www.brookings.edu/~/media/research/files/papers/2014/05/millennials%20wall%20st/brookings_winogradv5.pdf.

[iii] Quentin Fottrell, *40% of unemployed workers are millennials*, Marketwatch.com, quoting U.S. Census data by the Georgetown University Center on Education and the Workforce (July 17, 2014). Retrieved at http://www.marketwatch.com/story/40-of-unemployed-workers-are-millennials-2014-07-03.

[iv] Adam Davidson, *It's Official: The Boomerang Kids Won't Leave*, New York Times, (June 20, 2014). Retrieved at http://www.nytimes.com/2014/06/22/magazine/its-official-the-boomerang-kids-wont-leave.html?_r=0.

[v] *2013 Cone Communications Social Impact Study: The Next Cause Evolution*. Retrieved at http://www.conecomm.com/stuff/contentmgr/files/0/e3d2eec1e15e858867a5c2b1a22c4cfb/files/2013_cone_comm_social_impact_study.pdf.

[vi] Kate Taylor, *Millennials Spend 18 Hours a Day Consuming Media—And It's Mostly Content Created By Peers*, (March 10, 2014), Entrepreneur.com. Retrieved at http://www.entrepreneur.com/article/232062.

[vii] Jackie Crosby, *Phone skills a major work hang-up for millennials*, Star Tribune (November 16, 2014). Retrieved at http://www.startribune.com/lifestyle/282793031.html. And Anita Hofschneider, *Bosses Say 'Pick Up the Phone'; Managers have a message for younger employees: Get off email and talk on the phone*; The Wall Street Journal, (Aug. 27, 2013). Retrieved at http://www.wsj.com/articles/SB10001424127887323407104579036714155366866.

[viii] Adam Grant, *What Millennials Really Want Out of Work*, Government Executive, (August 12, 2013), Retrieved at: http://www.govexec.com/excellence/promising-practices/2013/08/what-millennials-really-want-out-work/68249/.

[ix] J.M. Twenge, S.M. Campbell, B.J. Hoffman, and C.E. Lance, *Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing*, Journal of Management, (September 2010). Retrieved at http://jom.sagepub.com/content/36/5/1117.short.

[x] YouTube: *Third Annual Leadership Conference: Managing Gen Y*, Professor Jean Twenge of San Diego State University, (Published June 11/2012). Retrieved at https://www.youtube.com/watch?v=t76AoV6TFm8.

[xi] Dan Schawbel, *Millennials vs. Baby Boomers: Who Would You Rather Hire?*, Time Magazine, (March 29, 2012). Retrieved at http://business.time.com/2012/03/29/millennials-vs-baby-boomers-who-would-you-rather-hire/.

[xii] YouTube: *Third Annual Leadership Conference: Managing Gen Y*, Professor Jean Twenge of San Diego State University, (Published June 11/2012). Retrieved at https://www.youtube.com/watch?v=t76AoV6TFm8.

[xiii] Ibid.

[xiv] YouTube: *Dalton Institute Chats with Jean Twenge, Professor Jean Twenge of San Diego State University*, (Streamed live December 12, 2012). Retrieved at https://www.youtube.com/watch?v=RRJ60r4A6fc.

[xv] Jean M. Twenge, *Generation Me, Why Today's Young Americans are More Confident, Assertive, Entitled—and More Miserable Than Ever Before*, (New York: Atria: 2006 and 2014), 271 – 274.

[xvi] Inc.com and about.com, Michael A. Olguin, *5 Tips for Managing Millennial Employees*, Inc.com, (April 13, 2012). Retrieved at http://www.inc.com/michael-olguin/5-tips-for-managing-millennial-employees.html; and Susan M. Heathfield, 11 Tips for Managing Millennials, Humanresources.about.com. Retrieved at http://humanresources.about.com/od/managementtips/a/millenials.htm.