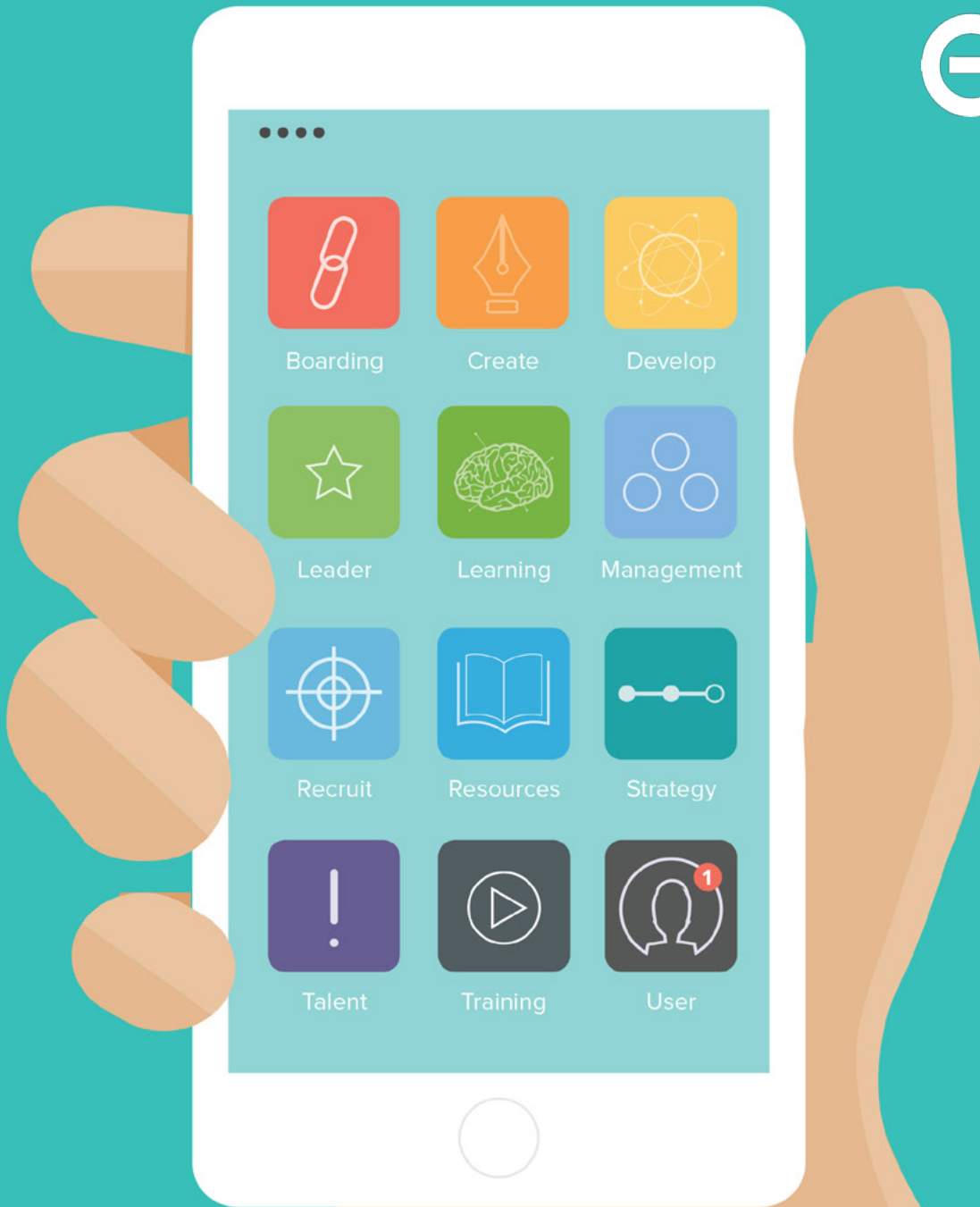# Managing Millennials

Tailoring your hiring, onboarding and training strategy to a younger workforce.

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elm | Developing Millennial Leaders

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THEY PURPOSEFULLY SEEK EMPLOYERS **WITH VALUES** SIMILAR TO THEIR OWN

BABY BOOMER

MIL

"Over the next decade

the workforce

will be shifting"

Quick Notes:

This year more than 3.6 million baby boomers are set to retire, which means ¼ of current millennial workforce will become managers.

The trick to making a relationship with a millennial long-term is proper onboarding combined with leadership and succession planning.

Over the next decade the workforce will be shifting. The Baby Boomer generation (born between 1946 - 1964) with around 76 million people are starting to reach their retirement years. It's estimated that around 10,000 boomers a day are retiring, meaning that about 4 million positions every year will need to be filled by newer generations. The next generation in line to take over crucial leadership roles at organizations are the millennials. For all of the grief this generation has been given in the media, the underlying truth is that the majority of them are ready and more than capable to step in and lead today's businesses.

So what does this massive shift mean for businesses in the meantime?

It means programs like leadership development and succession planning will be pushed to the top of the priority list as we move into the coming years. In the "Global Workforce Leadership Survey" conducted by Saba, there was a gap discovered between current priorities and expectations of HR around the world and millennial workers showing the largest issues in differences in leadership styles, and development, and the accessibility to online tools for continued development.

HR globally is struggling to fill senior roles, but what is most shocking is that although the talent gap continues to grow, most companies are missing the mark when it comes to offering effective leadership development programs. In the survey, only 15% of employees felt that the current leadership training their company offered was preparing them for their next position.

So to break this down.

Millions of leadership roles globally need to be filled, and current leadership and HR are struggling to find the talent to fill these roles. Millennials are ready to step up, but currently, most companies are not providing the training and tools for them to successfully prepare to move into these roles. But companies are frustrated, and wondering why they can't fill these roles?

With the future leadership of global organizations at risk, it's time for businesses everywhere to recognize that it's time to take a new approach to developing and inspiring future millennial leaders.

So what does that look like?

Well first, let's start by getting to know this new generation a little better.

What makes them

get up *in the morning?*

Getting to know the Millennial workforce.

Quick Notes:

The 3 vital questions: Who are the millennials, what do they care about, and why should you care?

Millennials are constantly on the hunt for the ideal job that gives them both the freedom and sense of fulfillment they seek. They'll take a lesser job temporarily with the intention of leaving when something better comes along.

Have you ever heard gossip about someone, and formed an opinion about them without ever having a single conversation with the person? It's okay to admit it! We've all been there. Many employers don't even realize that they've unfairly profiled their millennial workers because the media has painted a negative image surrounding the generation. To attract and retain these employees and future leaders you will need to get to know who they are and what they care about.

To do this, let's answer 3 vital questions: Who are they, what do they care about, and why should you care?

Born in the early 1980s to the early 2000s, millennials were raised with maximum autonomy, and don't see limits the same way their gen X parents did. Think of them as the Zuckerberg Generation, convinced that any one of them could have the next billion-dollar idea and bucking the notion of traditional 9-to-5 employment. Because they don't have previously self imposed limits to where their career can go, they are hungry for leadership roles and dying to be heard.

This generation craves mentorship and development to build them as leaders, and if you're not willing to provide this, you will lose them to an organization who will listen and provide the support they seek. This generation isn't looking for any entry level position or a time card to punch. Instead, they're constantly on the hunt for the ideal job: one that includes opportunity for growth, innovation, and, ultimately, respect in an industry.

To win their loyalty, you have to understand what excites this generation, challenges they are facing, and makes them get up every morning before you go and try to recruit and develop them.

Millennials suffer from a huge generation gap in the workplace. They are willing to look outside the box, which might include flexible hours or making up their own job descriptions. In fact, they probably have more in common with their grandparents than their more traditional Gen X bosses. This can create a disconnect in the workplace that can cause generational conflict

The job market for millennials seems bleak.
Not only is unemployment high, but the competition continues to grow as the world goes global. They are more financially strapped than previous generations, thanks to bulging student debt. Faced with poor prospects, a millennial may jump at the chance for an entry level position knowing full well they can always ditch the job when something better comes along.

They expect employers to support continuing education efforts and grant them access to the latest technologies in the workplace. Most millennials consider training and development opportunities the most valuable workplace benefit. 91% of millennials aspire to leadership positions, but their greatest hinderance is technical expertise and influence. They actively seek companies who will provide education and training to overcome these roadblocks.

Millennials crave mentorship and online training options.
They believe that mentorship combined with online training support is the most effective way to develop their leadership skills.

They also value flexible hours to a high degree, ranking top in importance right after training and development. Millennials want to be measured by their output and results, not the hours put in at a location. They value the freedom to work outside of the 9 to 5 bubble, and will take a position with lesser salary in exchange for greater freedom.

They place high importance on social causes and sense of purpose in their work.
They want to understand how the work they do daily is relevant, why it matters, and how it contributes to the big picture goals. They purposefully seek employers with values similar to their own.

Millennials want and expect promotions. According to a 2014 survey by MSLGroup, 40 percent of millennials expect management positions within two years of graduation. And, if they don't get the right opportunities, they're not afraid to walk: 60 percent of millennials won't be with the same organization two years from today.

Millennials value their autonomy.
They prefer a company culture with fewer managers, and less micro-managing. 83% say they prefer to work for a company with fewer layers of management.

Millennials are willing to try. Despite bleak job prospects and a lack of experience, you should find no shortage of young workers who are simply willing to give it a shot, which speaks for their unyielding ambition. Faced with the idea of making a lower starting salary than their parents, millennials are willing to think more along the lines of standing out, creating flexibility, and promoting solutions in the workplace, which is why they're worth the time and effort to recruit, hire, and onboard.

Millennials want promotions and are willing to put in the extra effort required to learn something quicker, even learning on the fly. If you hire correctly, this ends up being a great quality. They will learn rapidly, even on their own time, and what can seem like negatives can actually be huge scores for your organization.

> *"Millennials want promotions and are willing to put in the extra effort required to learn something quicker, even learning on the fly. If you hire correctly, this ends up being a great quality. They will learn rapidly, even on their own time, and will exceed expectations."*
>
> *- Simon Casuto, President of eLearning Mind.*

So why do you need to care? Because Boomers are retiring and this is the next generation of leaders that will steer your company as the business tides change.

Summary

01:     The most effective leadership development for millennials is a combination of mentorship and online training options.

02:     If harnessed properly, millennials can bring innovation, creativity, and plenty of enthusiasm to an organization.

03:     While they can seem fickle and flighty, they're the product of a generational desire to be the "next big thing"— a serious advantage to organizations willing to put in the training efforts.

04:     With such a high importance placed on social causes and sense of purpose in this generation, it is important for companies looking to develop and attract these leaders to clearly explain how they work directly impacts large company objectives.

A new type of

leadership style

As we mentioned earlier, one of the largest issues contributing to the workplace talent gap is the difference in leadership styles between previous generations, and the newer generations.

Baby Boomers took on an autocratic leadership style, where the person in charge had complete control over all decision making. This style of leadership entails close monitoring over subordinates to make sure work was being completed. While this may have worked in the previous years, this type of leadership style is best suited for industries like the military and construction, when work conditions are dangerous and it's a priority to keep people out of harm's way.

Millennials have taken on a drastically different style of leadership called transformational leadership. This type of leadership seeks to inspire those they lead, challenge and empower them to succeed, and fill them with a sense of purpose and excitement around their work. Instead of close micromanaging, millennials give those they lead full autonomy to do the job they hire them to do, and provide the support they need to succeed. They plan to flatten corporate hierarchies, and empower their company to also create a positive impact on society, rather than just focusing on money as the sole motivation for success.

"Millennials embody the shift in today's workplace. They are motivated by a desire to transform themselves, their colleagues, and the world around them. Our Millennial Leadership Survey confirms that Millennials respond and aspire to this type of transformational leadership. If companies want to build engaged and productive workforces, they will need to find a way to tap into the Millennial outlook."

– Sean Graber, Co-Founder and CEO, Virtuali

Summary

In order to attract the next generation of leaders, companies must rethink their current leadership development programs, and make sure to support this new type of leadership style that is ideal for the problems companies face in this day and age.

How to find and keep top talent:

recruit, onboard,develop

With global competition rising, having great talent on your team has never been more important for your business survival. Having a staff with the skills required by today's industry demands can keep you ahead of your competition, and on a path to continued growth. The crazy part is, you might think you have a rock solid team, and not even realize your staff has become "under-qualified" due to constantly changing technology. This is why it's more important than it's ever been to understand how to recruit top talent in the younger generations, retain them through effective onboarding, and develop their skills through leadership programs and skills training that is relevant, engaging, and delivered when they need it.

 Let's start with how to attract and recruit millennials.

You can't attract the best of the best with yesterday's talent acquisition strategies. Millennials are more likely to respond to new, non-conventional types of methods, so it's time to update your tactics if you want to stand out. Here's a few ways you can appeal to this new generation, and grab their attention.

Connect with them on social media. Social networks continue to grow year-over-year, and recruiters who don't adapt will get left behind. The people are there, so your company needs to have a presence there too. Linkedin alone has around 40% market share of U.S. online job seekers alone. Creating content on these channels about your company and exciting opportunities, and actively seeking out qualified candidates on social channels will drastically help your search for the "best of the best" in available talent.

Promote company culture and values. Millennials care about who you are and what you care about. They prefer company cultures that offer flexibility in terms of when, where, and how they work, and prefer companies that allow them to leverage the latest technology, and be innovative in their work. Think about what your company culture is, and if it's attractive to the newer generation. If it's not you might want to rethink and revamp your current culture. Easy adds to make your culture fun and cool include adding a family type of feel that makes work feel more like home, transparency and open communication, community perks like taking the team out to volunteer, and lifestyle perks like casual dress or a paid day off on your birthday. Promote your culture on your website, your social media, and throughout your interview process.

Screen applicants by using video. A large portion of the younger generations are on Youtube, Skype, and other types of video based sites. Using video via a video resume or to conduct interviews can help you present your company in a better light, and help you more accurately screen if the potential candidate is a fit for your company.

Showcase how you give back. Millennials care about not only their contributions at work, but also to their community and environment. Show potential candidates how you give back to the world. Offer paid time off to let employees volunteer, or offer to contribute "x" amount of dollars to their paycheck so they can contribute to their favorite cause or participate in events that matter to them.

Host a networking or learning event. Millennials care deeply about personal development, and events where they are able to connect with peers, relevant industries, or learn something new are a great way to connect with them. Hosting an in house event gives you home court advantage to convey your business in the most attractive light, and also shows them that you care about professional development and learning. An alternative route would be to have your HR team attend similar events your area to connect with top talent.

Once you find top talent, it's important to make sure the onboarding process goes smoothly.

The first few weeks on the job are like the first few weeks of dating. They are packed with enthusiasm and interest, with a focus on getting to know each other. You get to know the employee's work techniques, habits, and ideas. Unfortunately, without the right type of onboarding, that relationship can quickly sour.

Where millennials once felt respected as peers, they begin to feel dissatisfied with a lack of forward motion. Meanwhile, employers can't seem to capitalize on the potential their new hires showed at the start of the relationship.

And here's the kicker: One report sets the cost of replacing a millennial hire anywhere between $15K and $25K, so it's in an organization's best interest to keep younger workers on board. It's the price you pay for creativity and enthusiasm – more training and onboarding than for a more seasoned hire.

So if you hope to keep your millennial hires on board for the long haul, you'll need to focus heavily on how you introduce new hires to your organization – and not just when it pertains to job training.

Changing up your onboarding methods can make all the difference in how the relationship between millennials and your organization proceeds. While most relationships start out with plenty of potential, that excitement can quickly fizzle without proper onboarding.

Here are 4 ways to create a stellar onboarding process for new employees.

Look for excellent onboarding solutions through website user onboarding procedures. Think about signing up for a new account with an online bank, retailer, or service. To keep millennials for the long haul, you need to start by focusing on how you're introducing them to the organization. The price you pay for gen Y's creativity and enthusiasm is more training and onboarding than for a more seasoned hire. Create interaction through integration from day one, like your favorite retail website, since millennials are more than familiar with website onboarding. Do they simply send you your password information, or do they follow up with information, offers, and communication to ensure that you're fully integrated? Organizations could learn a thing or two from these services, going far beyond the "Here's your desk and this is your computer" approach to onboarding.

Create onboarding materials that appeal to millennials. In-house training for hours on end? That might have worked for other generations, but Gen Y'ers are eager to get to work. Utilize that enthusiasm as you offer onboard materials that can be self-led and accessed at anytime for Gen Y'ers who prefer making their own schedules. A comprehensive online module means your new hire doesn't have to be at his desk to get to know the new job. This helps improve confidence levels and your hire's perception of the workplace culture. Instead of being rigid, it's inherently collaborative and nurturing toward different schedules, ideas, and, ultimately, learning styles.

Link millennial employees with in-house mentors. We can't say it enough, Gen Y craves mentorship! Don't underestimate the power of a live person on the other end of the email. Pair new hires with senior employees that can make them feel heard and accepted into office culture so they feel productive from day one. While the use of forms and courses can definitely slim your budget and free up resources, you could miss out on the opportunity to truly integrate millennials into your office culture.

Utilize data to create preemptive communication. Don't leave your millennials to flounder once the onboarding process has technically ended. In fact, IBM considers the "onboarding period" to last 24 months – not a couple of days. By creating chances to check in with senior level employees and supervisors, you give millennials a fair shot at new opportunities. Stopping the onboarding process short of allowing millennials to see the potential with your company could mean they've already got one foot out of the door. Without opportunity, when another offer comes along, they'll leave – and you'll be stuck with the price tag of recruiting, hiring, and onboarding yet another employee.

So to recap:

Without taking the time to go beyond the typical quick and dirty method of onboarding millennials, you could be shooting yourself in the foot. They need to feel like active participants within the workplace culture, and are eager to get to work. So don't slow them down with hours of training classes.

Onboard them with short, self-led, online modules they can access 24/7. Don't cut onboarding short. Continue to give them support, contact with higher ups, and a chance to really understand the potential your company offers. Onboarding is the perfect place to focus on integrating new hires so they're more likely to stick around.

In combination with an excellent onboarding process, continuous employee development programs in place will ensure millennial workers feel like they are learning, growing, and moving forward in their career.

Millennials have much higher expectations that previous generations when it comes to their professional development, and believe training should be focused on their career advancement or personal development, customized, and there when they need it.

Here are a few traits of development programs that work well for millennials.

Millennials learn best by doing. Online, interactive training solving real world type problems, combined with in-house mentorship is extremely effective.

Individualized growth plans are key to developing top talent. Allowing the employee to create the plan with a mentor in the organization gives them autonomy to take control of their career development.

Include milestones, such as certifications, that align with the individual's career development plan to make progress clear and motivation strong.

Millennials need to understand the big picture. Rotation programs that provide exposure to multiple areas within the company can improve understanding of larger organizational goals.

These development programs must be ongoing, as one-and-done programs won't cut it. Millennials expect much more from their workplace.

Summary

01:     Communication is key throughout the onboarding process. You're less likely to lose millennial employees if you ensure that they're fully integrated into workplace culture.

02:     Ditch the lectures and text modules in favor of training that is fully customizable, accessible, and, ultimately, user-led for autonomous millennials.

03:     Combine online training with in-person mentorship to maximize development programs.

Upgrade Your

Onboarding

The Adobe New Employee Success Program

Quick Notes

Gen Y needs and preferences were the force behind Adobe's new and inclusive orientation process.

Adobe switched to a learning and development program that put employees in control of the flow...the way millennials learn best.

A big part of developing millennial leaders involves keeping them engaged and excited those first few months. Justin Mass, Head of Digital Learning Innovation at Adobe, could tell you a thing or two about the proper onboarding of new millennial hires. Adobe implemented a new orientation program to answer some of the needs unique to a younger generation of workers. According to the new employees themselves, a targeted, comprehensive and intuitive onboarding process made all the difference.

The Challenge

While Adobe had orientation programs in place, thanks to the global nature of the organization, they didn't always make the grade.

"With over 40 offices, we lacked a command center for all onboarding efforts," says Mass.
"We wanted a singular experience across all branches, whether new hires were training at HQ or working from home."

Timothy Johnson, Senior Product Marketing Manager, had high hopes for his orientation experience. "Orientation was critical," he says. "I assumed Adobe was going to try to put its best foot forward, of course – so I was interested to see what Adobe considered to be its best foot."

With the challenge of creating a consistent experience across all channels, and orienting and inspiring enthusiastic new hires, Mass and his team utilized Adobe Connect as a basis for a new orientation process.

The Solution

"We're very considerate of the way millennials communicate and connect," says Mass. *"Focusing on consumer influences allowed us to create a program which allows a younger demographic to learn in the most intuitive way possible."*

It meant making the switch to a learning and development program that allows millennial employees to essentially throttle the flow of communication; something they're used to in their everyday lives. In the same way a gen Y'er receives a text message without immediately sending one back, Adobe orientation allows new hires maximum control in the onboarding process

"The new program allows new hires a 'shield' for participation," notes Mass. *"It respects both the introvert and the extrovert employee, who can decide when and how they want to jump into communication in their first few days with the company."*

The Results

It turns out that communication and connection was the key to revolutionizing and streamlining Adobe's orientation process, particularly with a younger generation of worker. "I was immersed in an online and highly interactive 'Virtual New Hire Orientation,' and it blew me away," says Joel Telling, QE Developer. "It wasn't a Powerpoint presentation with a dull voiceover. It was an awesome experience with four Adobe representatives taking us through the process and making it fun. It was all online, so communication was key – and the different ways we were able to interact with the presenters and the other new hires going through orientation made the interaction fun to be a part of, rather than feeling like a requirement."

"Before joining Adobe, I already had a high opinion of the company as a whole, but orientation cemented the impressions I had about how they want to treat their employees. From the very first day, Adobe is leading you through the process. You never feel alone or like you're sitting in your office just waiting for someone to connect with you."

Mass credits the success of the program to mimicking the programs and connections millennials use in their everyday lives. "We went from a face-to-face, six hour orientation class to a 90-minute, day one virtual program. By day two, new hires are introduced to other methods of training, like video on demand, an entire resource library and constant check-ins with supervisors."

In short: Adobe's orientation overhaul is a smashing success and huge win for the company and its employees.

Millennial training

Techniques

Let's face it. You can't afford to lose your millennial workforce. Gen X, the generation between Boomers and Millennials is only half as big as the Boomer generation, so Millennials are having to fill the remaining roles, getting promoted earlier, and will require a little more training and mentoring to prepare and support them.

You obviously want your millennial workforce to stick around and begin making real contributions to your organization, but if you're not willing to make the effort, why should they? It's all about continual training to help make your millennial employees all they can be. Armed with the right type of training and delivery methods, you can cater to gen Y'ers' unique learning characteristics: independence, creativity, and convenience.

"Organizations bent on offering traditional training might find that their new hires' enthusiasm is exhausted after just one class," warns Curtis Odom, *a human capital strategist and managing partner at Prescient Strategists. "Organizations need to focus on custom training options that allow for the independent natures of the millennial generation."*

While your organizational training strategy is fairly unique to your training needs and employee preferences, getting to know your options can help you to create a strategy that uses the least amount of resources while giving your millennials the most in terms of making their career with your organization a success.

Here are a few ways to design and deliver training in a way that speaks to Millennials. Even better news, applying these to your current training efforts will make your training stronger for all of your employees.

Use Blended Learning

"Ideal for multi-generational workforces, blended learning caters to both independent millennials and their more traditional colleagues," says Odom. Blended learning typically combines traditional methods, like written and auditory training sessions, along with more modern tactics, like smartphone apps, podcasts and online videos. Because there's essentially something for everyone, it leaves a wide berth for individual learning styles and levels of understanding. Blended learning is great for the autonomous millennial learner because it allows them to learn in whatever way suit them best, as it requires learners to be self-directed to complete all components. Once the self-directed portions like eLearning courses help the learner grasp a basic understanding, face-to-face instructor led training in combination also provides the "mentorship style" training millennials crave to get real time feedback.

Flipped Classroom. Don't have the class time to chew through a ton of material? Let your learners lead by employing a flipped classroom, where it's the learners' responsibility to absorb the written, visual and auditory material so you can reserve class time for discussion, practice, and analyzing how well your learners are grasping the material.

Gamification.

Clearly more tailored toward younger employees, don't underestimate the power of achievement for an older generation of workers as well. Gamification – employing the use of challenges, games, and scoring as part of the training process – is ideal for skills-based concepts. Since it's often difficult to determine how well your learners are absorbing course material, games allow them to put their new knowledge and skills to practice. It gives facilitators and mentors the benefit of real-time scores, which can then be converted into comprehensive feedback to ensure all workers are on the same page.

Learning Applications

Your millennial workforce already has their phones practically permanently glued to their hands. Use that dependency to your advantage with custom mLearning apps. Because a smartphone is roughly the size of an index card, it's perfect for pushing out reminders, study material, and even quick quizzes to gauge your employees' understanding of everything from safety protocol to sales tactics. Of course, in your enthusiasm to snag a younger, fresher workforce, make sure that you don't discount your current employees. Odom warns that recruiting millennials shouldn't be just about succession training for a younger workforce, but also taking the time to prep the existing workplace culture for a change of pace and possible direction for the organization.

"You have gen X'ers who have been patiently waiting in line for promotions and leadership opportunities being passed over for a younger, more vibrant workforce," he warns. *"Your organization needs to be ready for a possible leadership shake-up, so you'll need to focus on building up your workplace community and giving gen X'ers a fair chance."*
-Curtis Odom

Tell them what they need to know upfront

Millennials learn better when they know exactly what is expected of them from the beginning. Tell them how they will be evaluated, and clearly communicate how the information they are learning will tie back to their role. Be specific.

"Don't make the mistake of thinking your job is over as soon as

the onboarding
process is finished."

Don't make the mistake of thinking your job is over as soon as the onboarding process is finished. From new product orientation to maintenance training, planning eLearning programs and furthering talent development helps new hires feel like you're just as interested in them as they are in your organization – a mutual respect that lays the groundwork for a long and happy relationship together.

Summary:

01:   With the right training methods, you can mold a millennial into a contributing member of your workforce.

02:   Millennials hit their learning sweet spot with a blend of online learning and instructor led training.

03:   By conforming to the ways millennials prefer to communicate – using online tools, smartphone apps, and constant feedback – you make them feel both heard and valued members of your team.

Keeping them
onboard

Quick Notes

To keep millennials, honor their desire for ongoing growth and development, and the chance so continually contribute to the organization.

While 68 percent of millennials are very or somewhat satisfied with their jobs, 48 percent intend to leave within six months to two years. Growth is the motivating factor.

You've seen your millennial workforce in action and love what they can do. You know you want to make this official. But how can you make sure the feeling is mutual, especially when gen Y'ers are so famously fickle? It turns out that a little bit of appreciation can go a long way in helping a younger workforce stay put.

"You have to make room in the brand for personalization," says Mass. *"Millennials want a sense of purpose, and their leaving a company is often the result of a lack of new experience."*

He has a point: a 2009 Deloitte survey of gen Y'ers found that over 60 percent cited the chance for growth and development as a deciding factor in employment decisions, while nearly 53 percent were swayed by a culture that accepts contributions from all levels of employees.

Gen Y'ers differ from other generations in the sense that they understand the value of collaboration. Unlike gen X'ers, who are often distrustful of superiors, millennials want the chance to work with their bosses, offer up ideas, and even work with mentors in the workplace. It's these experiences that really make the difference when it comes to the longevity of an effective millennial employee with your organization.

Mass also suggests introducing initiatives that are important to millennials' social consciences. *"Adobe introduced a 'Skip a Trip' program to help reduce carbon footprints and support a more sustainable workplace,"* he says.

"Millennials want to see corporate responsibility that aligns with their own ideals." It may seem like a small change to make, but embracing millennials as part of the workplace culture can help them see a longer-term relationship for the future. They become proud of who they work for and eager to introduce new ideas, innovation and productivity. Instead of simply working for the organization, their total integration leads to millennials feeling like owners.

Of course, all the positive vibes in the world may not be enough to keep a younger workforce around if better opportunities arrive. Deloitte found that while 69 percent of millennials are very or somewhat satisfied with their jobs, a disheartening 48 percent intend to leave their current jobs within six months to two years. The truth is that without opportunity, no level of integration will matter when compared to the potential for growth with another organization.

From entry level to leadership, millennials should be able to see exactly where a job is going to better gauge their next move.

From entry level to leadership, millennials should be able to see exactly where a job is going to better gauge their next move. Mentorship is an excellent way to prove this trajectory, as millennials team up with leaders in roles that they'd eventually like to have. In communicating and collaborating with key leaders within the organization, younger workers feel heard and can clearly see the opportunity for growth.

Proper training, talent development, and leadership succession training can definitely play a large part in the longevity of your relationship with millennial employees. No worker wants to feel "stuck" in a dead-end position, so working to beef up potential through mandatory and voluntary training can help improve chances for growth. It gives millennial employees the chance to take their careers into their own hands as they hone their leadership skills and talents to better contribute within the organization. Maintenance and leadership training can be streamlined to reduce the chance of becoming a drain on company resources. A learner-led resource library, online communication between mentor and learner, or a series of leadership seminar videos can all remind millennial employees that you want them to succeed within your organization and are willing to give them the tools to make it official.

"To be honest, if Adobe puts this much effort into making new employees feel good about joining the company," says Telling, "I have no doubt that my future is here. I'm proud to tell people who I work for."

Summary

01:    Want millennials to be as invested as you are in your relationship? Show them a future with the organization. Through leadership succession, training programs, and online resource tools, millennials won't dismiss the job as another dead-end opportunity, but a method for fulfilling their career goals.

Today's
Millennial leaders

The new Millennial leaders are shaking things up as they step into leadership roles, and are ready to implement new strategies and ideas as they take on new issues facing the workplace. They are pleading for the end of "Millennial shaming" which has continuously increased over the past year in the media, and are ready to take on the new challenges as they grow professionally.

Millennials want to be leaders. 91% of millennials aspire to be leaders, according to The Millennial Leadership Study, conducted by Virtuali. But they don't want to be the same leaders of yesterday. Gen Y wants to grow the leadership style that motivates and influences others to reach a shared goal through inspiration and passion. They don't just want to bark orders, they want to lead. Since they have grown up being coached and mentored by family and friends, this should come as no surprise.

For this reason, they also value mentorship to a high degree, and demand companies to provide this one-on-one type of training to further develop on both a personal and professional level. The millennial leader also values a flexible work schedule, and will creatively and effectively find ways to make the demands of their positions fit into their preferred lifestyle.

The millennial leader is collaborative, and strives to not only build a team with strong skillsets, but a team of future leaders to share the increasingly demanding workload. They are also technology driven, and demand to be given learning opportunities with the tools they have grown up with such as mobile devices and tablets. They live in an on-demand society, and except their training to be the same, so they can learn on their terms, at their own pace.

They might be misunderstood right now, but as the new largest generation in the workforce they have continuously increasing influence. The millennial leader knows it is their time, and have already begun redefining leadership and other business trends. To be able to develop the millennial leader, your training initiatives must transform to meet the demands of a shifting workforce.

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Resources:

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