



WINNING *With* MILLENNIALS

*Turning your greatest challenges
into your greatest strengths*

Jamy Bechler & Melanie Williams

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Winning with Millennials


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Jamy Bechler & Melanie Williams

The information contained within these pages is designed to help you work most effectively with everyone around you, in particular, Millennials. Melanie is a millennial and Jamy is a professional speaker who works frequently with Millennials. Jamy also helps train companies on how to best recruit, hire, and train Millennials. You can contact Jamy at Jamy@coachbechler.com or Melanie at MelanieWilliamsTheWriter.com

HELLO I'M A... MILLENNIAL

It seems that everyone is talking about Millennials today. Opinions vary widely on who they are and what they want. If you are like most people, you interact with Millennials on a daily basis. You might be a little apprehensive about how Millennials. You might have questions that seem to go unanswered. You may even have some concerns about their behavior, motivations and attitudes. You might be trying to figure out how they fit into your work environment or just what they are all about, really. If that is you, then what is contained in the following pages may help you as you engage with Millennials. The truth is that they have taken over the workforce and will soon be in the majority of management positions. The more we can learn and understand, not only who they are but who we are, then the more likely we are to successfully co-exist. Ultimately, we can turn one of our greatest challenges into one of our greatest strengths.

Whether you understand them or not, the millennials are the current generation that will either make or break the economic impact, future housing markets, financial institutions, and their buying power alone demands ultimate respect, attention, and immediate response to what their needs and wants are. 
(Matt Crane)

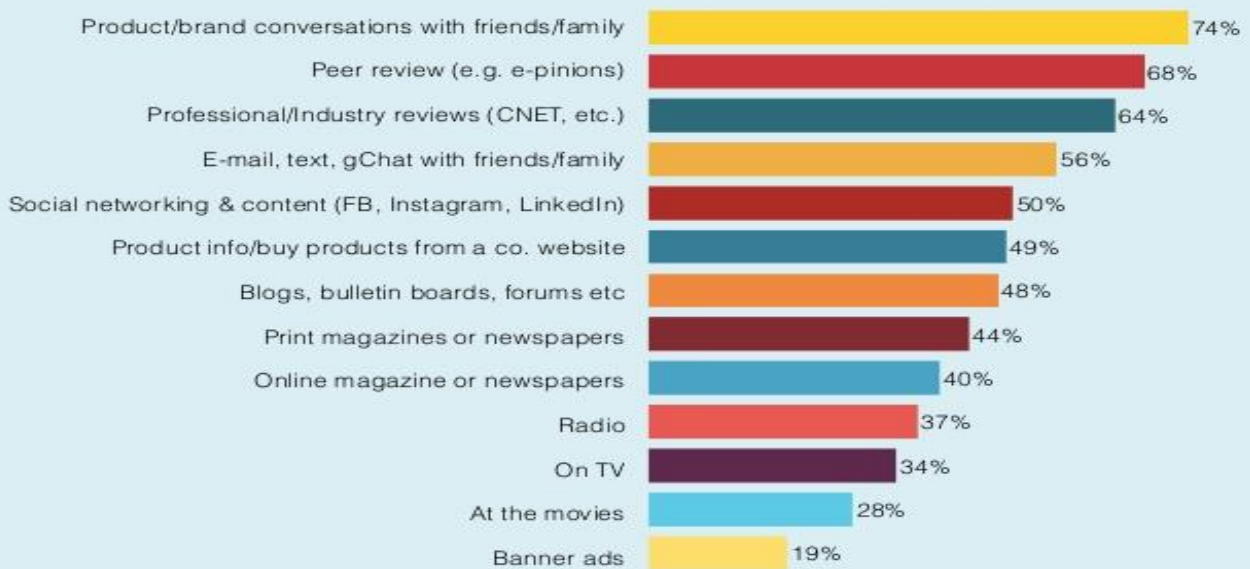


Millennial Statistics

(statistics and graphics courtesy of Matt Crane's article *The Trillion Dollar Millennial: Inside the mind of the new "boom".*)

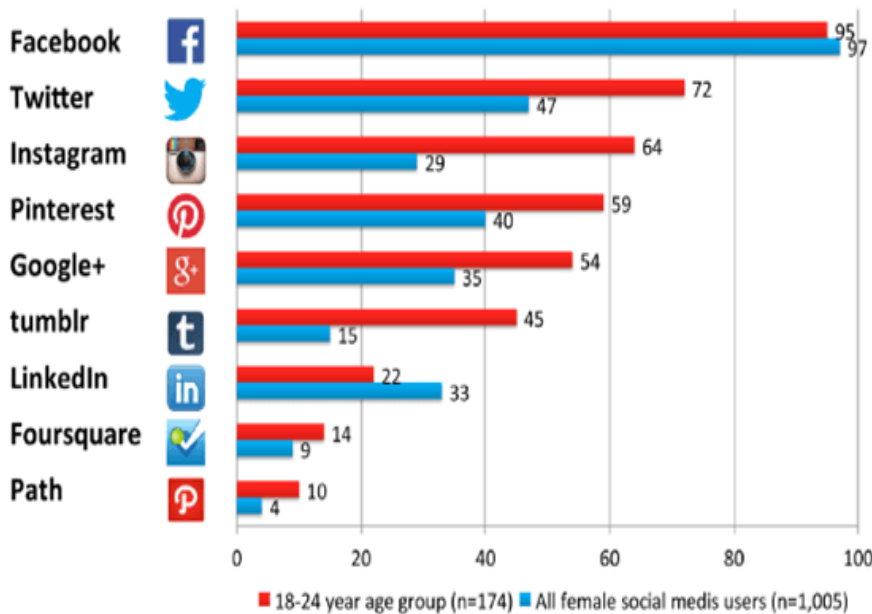
Millennials Trust in Various Forms of Media

% online millennials



Source: Crowdtap & Ipsos Media CT, Social Influence: Marketing's New Frontier, Jan 2014

80% of Millennials use social "several times a day," compared to 59% of female social media users of all ages



92% use text messaging feature on cell phones

89% use mobile browsing feature on cell phones

82% use email feature on cell phones

80% of millennials sleep with their cell phone either in the bed or next to the bed.

74% use social networking on cell phones

24% utilize newspapers for their source of news

Communicating with People

In his classic book, *How to Win Friends and Influence People*, Dale Carnegie says, “The number one thing great communicators have in common is they possess a heightened sense of situational and contextual awareness. The best communicators are great listeners and astute in their observations. Great communicators are skilled at reading a person/group by sensing the moods, dynamics, attitudes, values and concerns of those being communicated with. Not only do they read their environment well, but they possess the uncanny ability to adapt their messaging to said environment without missing a beat. The message is not about the messenger; it has nothing to do with messenger; it is however 100% about meeting the needs and the expectations of those you’re communicating with.”

“Two monologues do not make a dialogue” - Jeff Daly

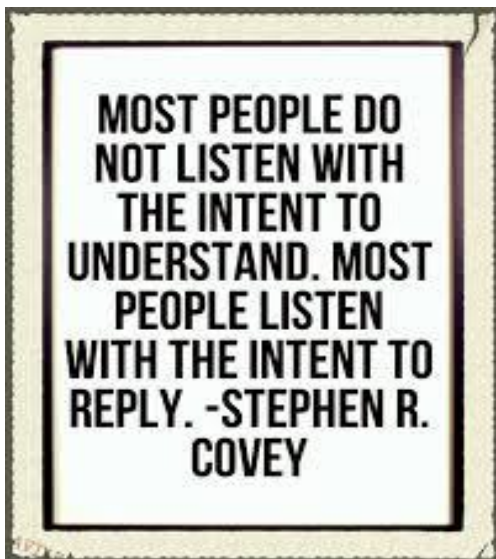


Clarity: When I see leaders trying to impress people by using big words or complex sentences, I cringe. If you want to connect with people, you need to keep it simple. You also need to be specific. If you offer up overly broad terms and vaguely defined goals, no one will know what to do.

Continuity: Boy, I really botched this up when I was young. I thought I could just lay out my vision and move on. It took me years to understand that I needed to continually restate my organization’s mission. I learned that you sometimes need to repeat your message six times before people internalize it.

Creativity: You have to find new ways to state ongoing goals, lest your audience tune out. Try new metaphors; appeal to people’s different senses. Some people are auditory learners, some are visual, and others need hands-on experience to grasp a concept.

via John C. Maxwell in Success.com



Powerful Tips for Communicating Better with Millennials

1. *Keep it brief, but meaningful*
2. *At the same time, provide detail*
3. *Choose the best medium*
4. *Understand the 24/7 communication cycle*
5. *Communicate the path to career growth*
6. *Don’t condescend or make jokes about age*
7. *Demonstrate fairness in the workplace*
8. *Commit to a social bottom line*
9. *Most important, nurture their passion*

by Peter Economy – Inc.com

SPOTLIGHT

Connecting with People

Effective and appropriate communication is important but it is not enough. Leadership expert, John C. Maxwell wrote a book entitled *Everyone Communicates, Few Connect*. This is one of the best books you can read to improve your relationships with others whether it be work, family or friendship. The other recommended book is *How to Win Friends and Influence People* by Dale Carnegie. Connecting is all about others. Before you can add value to others, you must first learn to value others. Connecting goes beyond words and only happens intentionally. All positive relationships are built on common interests and values. The ability to connect with others begins with understanding the value of people. This goes for all of our interactions, including those with Millennials.

- Treat them fairly
- Provide work opportunities that provide personal satisfaction
- Provide a clear sense of purpose
- Value others and let them know it
- "Do you care for me?"
- "Can you help me?"
- "Can I trust you?"
- Understand individual motivations
- Seek first to understand then to be understood
- Learn to listen and listen to learn



"The ability to deal with people is as purchasable a commodity as sugar or coffee and I will pay more for that ability than for any other under the sun."

~ John D. Rockefeller



Remove Barriers & Obstacles:

Assumption: "I already know what others know, feel or want"

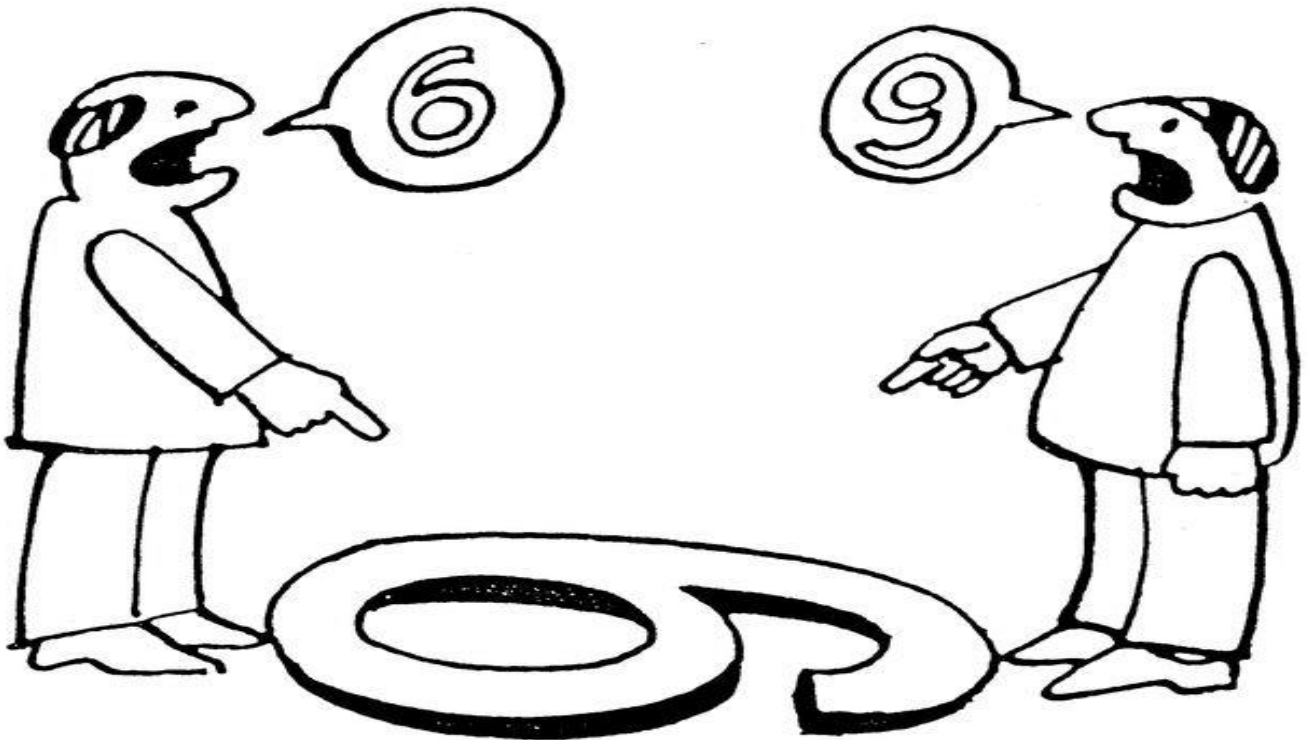
Arrogance: "I don't need to know what others know, feel or want"

Indifference: "I don't care to know what others know, feel or want."

Control: "I don't want others to know what I know, feel or think."

SPOTLIGHT

Perspective



*"Don't criticize them;
they are just what
we would be under
similar
circumstances."*

~ Abe Lincoln

There is so much talk about Millennials being this and that. Baby Boomers and Generation X'ers don't always speak highly of Millennials. However, every generation thinks that the one after it is the worst ever. Those generations are not necessarily worse, just different. They are not the enemy. They are just different. In order to most effectively work with people, we must understand them. With Millennials, we must have a mind shift. Our point of view must be altered. Generation X'ers were different than Baby Boomers, and Millennials have unique characteristics, as well. People look at things differently based on their up-bringing, culture and experiences. Millennials look at things differently than other generations but that doesn't mean it is wrong, just different.

Generational Differences

Each Generation ...

- Consists of approximately a 20-year span (not all demographers and generation researchers agree on the exact start/stop dates)
- Has a unique set of values
- Looks at their generation as the standard of comparison
- Looks at the next generation skeptically (e.g. “these kids today...”)
- Those born on the “cusp” may have a blended set of characteristics
- They are either idealistic, reactive, civic or adaptive



	Traditionalists	Baby Boomers	Generation X	Millennials
Outlook	Practical	Optimistic	Skeptical, Individualistic	Hopeful and Optimistic
Work Ethic	Loyal, Sacrifice	Driven	Balanced	Eager but anxious
Value in Workplace	Similarity (melting pot)	Profitability, reputation	Stimulation, autonomy	Diversity, structure, relationships
Views on Authority	Chain of Command	Change of Command	Self-Command	Don't Command – Collaborate
Views on Leadership	By Hierarchy	By Consensus	By Competence	By Pulling Together
Feedback	No news is good news	Once a year with documentation	Periodic with 360 degrees	Impersonal at touch of button
Time at Work is Defined As	Punch clock	Visibility	Why does it matter if I get it done at 2 a.m.?	Is it 5 p.m.? I have a life.
Communication	Formal (Memo) or Face-to-face	Telephone	Email	IM/Texting, Social Networking
Preferred Learning Method	Expert	Expert	From each other	Group, interactive, technology
Motivated By	Respect for Experience	Achievement	Do it Your Way	Collaboration

Traditionalists

aka “Silent Generation” (1925-1945)

Remember
When...?

- Great Depression
- New Deal
- Pearl Harbor
- WWII
- FDR Dies
- Korean War
- Radio
- Telephone
- Social Security
- Lindbergh flight
- Flash Gordon
- Tarzan
- Jukeboxes
- Blondie
- The Lone Ranger
- The McCarthy Era
- Mickey Mouse
- Peace Corp
- Atomic Bomb
- Gone with the Wind
- Wizard of Oz
- Significant construction included Empire State Building and Hoover Dam.



- Not risk takers or rebellious
- Believed in government policies
- Didn't want to waste anything
- Had a strong sense of values
- Frugal



- Raised by the GI Generation (civic)
- Large families (3-5 children)
- Strong sense of extended family
- Grandparents in the home
- Average 10-year-old spent 4-6 hours daily with a significant adult role model
- Rural society
- Perception of the world as “safe”

Baby Boomers

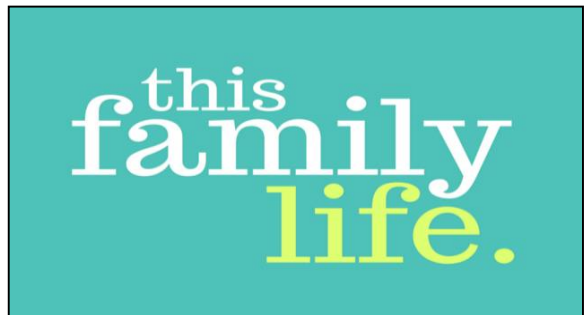
aka “Hippies, Yippies or Yuppies” (1946-1964)

Remember
When...?

- Civil Rights
- Feminism
- Vietnam War
- Cold War
- Cuban Missile Crisis
- Woodstock
- Space Travel
- Assassinations
- Scientific Advances
- Credit Cards
- Television
- Barbie Dolls
- Poodle Skirts
- Slinkies
- TV Dinners
- Hula Hoops
- Peace Sign
- John Wayne
- Clint Eastwood
- Leave it to Beaver



- Optimism
- Team Orientation
- Personal Gratification
- Health and Wellness
- Personal Involvement



- Divorce reached a low in 1960 of 9%
- Families moved due to GI Bill, GI housing
- First generation to live miles from extended family
- Family size smaller (2-3 children)
- Few grandparents in the home
- Moms stayed home – no daycare

Generation X

aka “Baby Busters” (1965-1981)

Remember
When...?

- Fall of the Berlin Wall
- Challenger Disaster
- Desert Storm
- Personal Computers
- Working Mothers
- MTV
- Divorce
- Energy Crisis
- Iran Hostage Crisis
- Ronald Reagan
- HIV
- Brady Bunch
- Evening Soaps
- E.T. & Star Wars
- Cabbage Patch
- Super-Hero Cartoons
- Beepers and Pagers
- Invented the Internet
- Grunge Music

**Dubbed ‘slackers’ and
‘cynics’ by the
generations before it.**



- Dedication/Hard Work
- Conformity
- Law and Order
- Patience/Delayed Reward
- Duty before Pleasure
- Adherence to Rules



- Divorce at an all-time high
- Single-parent families became the norm
- Latch-key kids were a major issue of the time
- Children not as valued – looked at as a hardship
- Family size = 1.7 children
- Perception of the world as “unsafe”

Millennials

aka “Generation Y” (1982-2000)

Remember
When...?

- School shootings
- 9/11 terror attacks
- Hurricane Katrina
- Recession
- Boston Marathon
- Social Networking
- Enron/WorldCom
- Iraq/Afghanistan
- Google search
- Obama election

this
family
life.

- The most monumental financial boom in history
- Steady income growth through the 1990's
- Saw their parents lose all their stocks and mutual funds (college funds) during the early 2000's



- Want to be heard
- Looking for upward movement
- Want to speak to top-level leaders
- Communicate their needs
- Want success for everyone involved
- Equate newer with better
- Respond to stories and anecdotes
- Prefer 24/7 availability
- Juggle multiple conversations
- Not into face-to-face communication
- Mobile and highly connected
- Respond well to media
- Have their own lingo
- Often get “do-overs”
- Not interested in paying dues

Top Frustrations w/Millennials

Lack of Initiative/Problem-Solving

Solution: Become a guide. Stop blaming or pointing fingers. Give responsibility.

Sense of Entitlement

Solution: Assign tasks that highlight their strength. Maximize their strengths.

Overly Self-Focused

Solution: Celebrate their successes. Incorporate their strengths into the team.

Too Emotional

Solution: Keep a level head and don't fire with fire. Don't minimize them, however. Be careful of calling them out. Learn to work with varying personalities.

Unrealistic Advancement Goals

Solution: Make sure that your standards are fair and written out. Learn what makes your employees tick. Help them become better. Focus on the process of developing them.

Impatient

Solution: Celebrate small successes. Focus on incremental goals that complement and feed into their long-term plans.



Millennial Frustrations w/Managers

Unavailability/Too Busy

Solution: Make time. If your workers feel that their time isn't important to you then this could create issues in the workplace. They may feel unappreciated

Lack of Timely Response

Solution: Care more. Treat next generation leaders like customers and mean it. Build on true business skills and develop your own accountability. Care enough to create real authentic connections.

Lack of Positive Feedback

Solution: Identify myths and assumptions about employees that creates barriers. Shift mindset that assumes positive intent and eliminating judgement, quick opinions, and criticism.

Lack of Development/Training

Solution: Own it. Have personal responsibility and accountability to drive results.

Lack of Consistent Check-ins

Solution: Keep in touch with your team. Always keep in touch with the team and constantly check on them to make sure they are okay. Let them know you trust them and always praise them for their hard work.

Lack of Communication

Solution: Connect. Always create a relationship with employees so they can talk to you about anything. You don't want employees being afraid to talk to you. This could lead to issues in your business.



Tips for Working w/Millennials

Challenge them by giving them new problems to solve!

Answer the "why"!

- Keep it brief, but meaningful and detailed
- Choose the best communication medium
- Communicate the path to career growth
- Don't condescend or make jokes about age
- Demonstrate fairness in the workplace
- Commit to a social bottom line
- Nurture their passion
- Give reasons to get engaged
- Add visuals to messages
- Smartly incorporate information into messages
- Let them ask questions
- Let them be free thinkers



“Millennials don’t just want to watch the news anymore, they want to know what they can do about it.”
(Ian Somerhalder)

Millennial Lists

11 Tips for Managing Millennials (Susan Heathfield)

1. Provide structure.
2. Provide leadership and guidance.
3. Encourage the millennial's self-assuredness, "can-do" attitude, and positive personal self-image.
4. Take advantage of the millennial's comfort level with teams and encourage them to join.
5. Listen to the millennial employee.
6. Millennial employees are up for a challenge and change.
7. Millennial employees are multi-taskers on a scale you've never seen before.
8. Take advantage of your millennial employee's computer, cell phone, and electronic literacy.
9. Capitalize on the millennial's affinity for networking.
10. Provide a life-work balanced workplace.
11. Provide a fun, employee-centered workplace.

"People need to be reminded more often than they need to be instructed." (Samuel Johnson)

Common Characteristics of Companies with High Retention Rates (Evan Walden)

1. Being intentional about professional development and upward mobility.
2. Living out company values.
3. Thinking of compensation as more than just the paycheck.
4. Planning for employee turnover.

7 Mistakes to Avoid in Leading Millennials in the Workplace (Elita Torres)

1. Not being clear on career opportunities.
2. Establishing your authority through power.
3. Micro-managing.
4. Under-emphasizing the importance of company culture.
5. Not investing in technology.
6. Not sharing.
7. Reconsider the schedule. Be flexible.



8 Ways to Lead Your Millennial Employees Well (Bob Sutton)

1. Move out of the way.
2. Become a professional listener.
3. Lead by example.
4. Collaborate for success.
5. Measure the important things.
6. Create an encouraging environment.
7. Listen & adapt.
8. Remind them of individual & group value.

Millennial Lingo

Throw Shade

Talk trash, disapprove

I Can't Even

You can't deal with what's happening right now

Struggle is Real

You are having a hard time

100

Authentic, 100% true

TBH

To be honest



BAE

Significant other or friend

RT

Retweet

GOAT

Greatest of All-Time

YOLO

You only live once

#HASHTAG

'#' mostly verbs or adjective to describe a feeling

BFF

Best Friends Forever

WOKE

Socially or politically aware

33 Ways to Motivate Employees

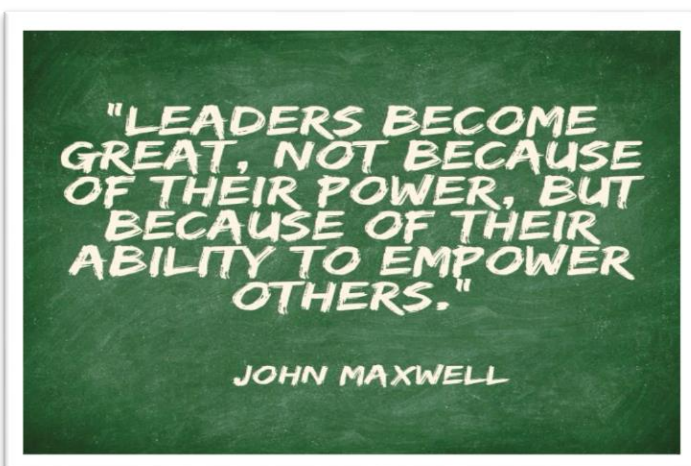
1. Give out the free stuff you receive from vendors
2. Allow work-from-home day(s)
3. Make it easy for them to get professional development or continuing education
4. Wash their cars while they are at work (detailing them is even better)
5. Give them Uber credits
6. Sports-Jersey Day
7. Memberships (gym, golf, etc...)
8. Say "Thank You" more often
9. Breakfast from the boss
10. Mentorship program
11. Give them your time (be accessible)
12. Decide on a charity that you will all support
13. Give them a Fit Bit to use during the day
14. Coffee all the time (gourmet coffee is even better)
15. Resource them properly for projects or tasks
16. Hire a life coach or business coach to work with them once a week, month or quarter during work
17. Celebrate personal milestones

**TREAT EMPLOYEES
LIKE THEY MAKE A
DIFFERENCE AND
THEY WILL.**

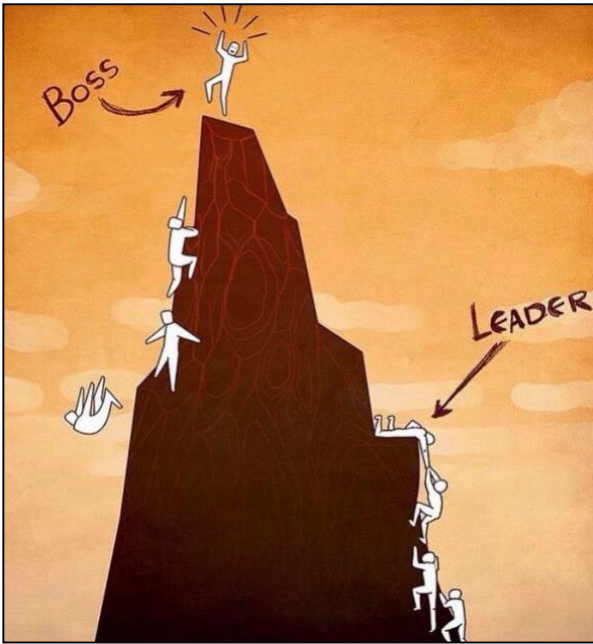
Jim Goodnight
CEO, SAS

18. Let them be unique individuals
19. Coffee shop meetings
20. Public recognition
21. Celebrate birthdays
22. Provide free tax preparation
23. Provide company apparel
24. Allow them more flexibility
25. Participate in a service project
26. Company happy hour
27. Extra day off every once in awhile as a reward
28. Develop a new and improved job title for them
29. Go nuts for donuts (donuts go well with coffee every day)
30. Flowers to your secretary other than Secretary Appreciation Day
31. Never miss a chance to send thank you notes
32. Think-tank sessions
33. Have on-site fitness classes

"Millennials want fulfillment at work now, and are not willing to postpone meaning until later in life." (Evan Walden, CEO of ReWork)



Manager vs. Leader



In order to win with Millennials, it is important that you manage them effectively. However, it is even more important to lead them effectively.

“Leadership is not about titles, positions, or flowcharts but about one life influencing another. Leadership is influence. Nothing more, nothing less. (John C. Maxwell)”

Managers focus on...	Leaders focus on...
Maintaining	Improving
Shorter Range	Longer Range
Administrating	Innovating
Procedures	People
Results	Process
Goals	Vision
Controlling	Trusting
Planning	Inspiring
Organization	Influence
Giving Directions	Asking Questions
Evaluating	Developing
Reacting	Being Proactive
Having Subordinates	Having Followers
I, Me, Mine	We, Us, Ours
Counting Value	Creating and Adding Value
Taking Credit	Giving Credit

**WHEN I TALK
TO MANAGERS
I GET THE
FEELING THAT
THEY ARE
IMPORTANT.**

**WHEN I TALK
TO LEADERS I
GET THE
FEELING THAT
I AM
IMPORTANT.**

ARE YOU DEAD RIGHT?

One day in high school, I was walking down the sidewalk with my mother. We needed to cross the street. Instead of going to the intersection and crossing at the cross walk, I decided to do it sooner since I figured I could make it before the next car went by.

My mother grabbed my arm and pulled me back.

“What are you doing? There are cars coming”, said my mother.

“Don’t worry mom”, I replied confidently. “Pedestrians have the right of way”.

“Yeah and you’ll be DEAD RIGHT”, she retorted.

***“Knowledge is knowing that a tomato is a fruit. Wisdom is not putting it in a fruit salad.”
(Miles Kington)***



How does the story on the left relate to millennials? Why does this matter? Because we so often stick to our guns and do things that either worked in the past or that should work. We try to get our way. We end up being dead right instead of being wise.

Yes, a person should communicate in more ways than just texting. Yes, a person should read the policy manual. Yes, a person should let you know ahead of time if they are going to miss work.

BUT ... not everyone does things the way we would do things. If we want a win-win situation then we must have wisdom and find a way to make every successful.

Working with millennials really just comes down to **a decision that you have to make.**

Do you want a **win-win situation** or do you want to get your way?

Working with millennials might be a challenge but every challenge is really just an **opportunity in disguise.**

ABOUT THE AUTHORS



JAMY BECHLER is a Generation X'er that is an expert in the field of generational differences. He has worked with thousands of Millennials during his 20 years as a college basketball coach, professor and administrator. As a John Maxwell certified leadership coach and speaker, he trains many business and educational leaders on effective

strategies to communicate and connect with their employees, colleagues, and students. You can learn more about what he is doing with leadership training by visiting his website at jamybechler.com or emailing him at jamy@coachbechler.com



MELANIE WILLIAMS is an outgoing and personable Millennial from the “Old Capitol”, Milledgeville, Georgia. She has a degree from the School of Journalism at Georgia State University. She loves writing and has a passion for impacting the world around her as a reporter and journalist. You can read her blog at

MelanieWilliamsTheWriter.com and you can contact her at MelanieWilliamsTheWriter@gmail.com