WHAT
MILLENNIALS
WANT FROM
WORK

How to Maximize Engagement in Today’s Workforce
WHAT MILLENNIALS WANT FROM WORK
HOW TO MAXIMIZE ENGAGEMENT IN TODAY’S WORKFORCE

BORN 1980–2000
RESEARCH INCLUDES
25,000 MILLENNIALS AND 29,000 OLDER PROFESSIONAL, MANAGERIAL, AND EXECUTIVE STAFF FROM 22 COUNTRIES
What are Millennials like?
focused on their life
over involved parents
demand flexibility
attention seekers
whatever
needy
long hours
poor social skills
pay their dues
entitled
disloyal
do good
want
technology
job jumping
I don't have a problem with entitlement! The problem is that I'm not getting everything I want!
WORK IS . . .

BORING

NOT BORING
MY JOB DOES NOT HAVE ENOUGH VARIETY

- **Admin**: 27% (Millennials) vs. 25% (Older Staff)
- **Professional**: 21% (Millennials) vs. 24% (Older Staff)
- **Senior Professional or Manager**: 21% (Millennials) vs. 18% (Older Staff)
- **Middle Manager**: 16% (Millennials) vs. 16% (Older Staff)
- **Senior Manager**: 14% (Millennials) vs. 11% (Older Staff)
I AM MOTIVATED TO DO MY JOB BECAUSE:

- I enjoy it: 56%
- It will help me fulfill my career plans: 58%
- It will allow me to make a lot of money: 29%

I enjoy it.
It will help me fulfill my career plans.
It will allow me to make a lot of money.
HARDWORKING

- 33% worked 8 hours
- 56% worked 9 hours
- 11% worked 10+ hours
WANT TO CONTRIBUTE

82% volunteer to do things for their teams.

88% help others on their teams with their responsibilities.

78% go beyond job responsibilities to assist team members.
ENTITLED AND HARDWORKING

Reduce routine work

Explain how a task will help their development

Communication coaching
“PLEASE EXCUSE MY MOTHER, THIS IS MY FIRST INTERVIEW.”
Parents should be involved in interviews.  
Parents should receive a copy of their child's offer letter.

91%    85%
The chart displays feedback collection frequency:

- **Monthly or more frequently**: 54% want feedback, 23% get feedback.
- **Quarterly**: 28% want feedback, 26% get feedback.
- **Twice a year**: 13% want feedback, 34% get feedback.
- **Annually**: 4% want feedback, 17% get feedback.
FOR 99%

AUTONOMY

in getting their work done

&

CONTROL

over their work assignments

IS IMPORTANT
NEEDY
AND
INDEPENDENT

Don’t let parents get too involved
Provide frequent feedback
Provide more autonomy
WANT TO DO GOOD
IMPORTANT TO MILLENNIALS

- Make the world a better place: 94%
- Being involved in community and charity efforts: 88%

at least somewhat important
IMPORTANT TO MILLENNIALS

- Make the world a better place: 94%
- Being involved in community and charity efforts: 88%
- Compensation: 99%

at least somewhat important
Make the world a better place

- At least somewhat important: 94%
- Extremely important: 14%

Being involved in community and charity efforts

- At least somewhat important: 88%
- Extremely important: 6%

Compensation

- At least somewhat important: 99%
- Extremely important: 43%
CONCERNED ABOUT DEBT

Source: Cagle Cartoons
84% of millennials are concerned about retirement
Be a socially responsible organization

Pay Millennials appropriately

Doing good doesn’t compensate for lower pay
Too much technology
that after university they moved to different places for work and family reasons, so if they wanted to remain close to these people they had to use electronic methods. A few Millennials commented that it is especially helpful for maintaining relationships with friends they had made overseas. Many had spent a semester or term abroad, and had made friendships they wanted to maintain when they moved back to their home country.

Millennials have adapted to this reality by finding other ways to maintain relationships with their large friend networks. Facebook, email, instant messaging (IM), Instagram, and Skype help them keep up with friends who are far away. Despite the distance in many cases, almost half say they maintain relationships with...
# Millennials’ First Choice of Communication

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Lower Level Colleagues</th>
<th>Same Level Colleagues</th>
<th>Higher Level Colleagues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face</td>
<td>78%</td>
<td>79%</td>
<td>75%</td>
</tr>
<tr>
<td>Phone</td>
<td>7%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>E-mail</td>
<td>9%</td>
<td>5%</td>
<td>16%</td>
</tr>
<tr>
<td>IM</td>
<td>6%</td>
<td>10%</td>
<td>3%</td>
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<tr>
<td>Text</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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<tr>
<td>Social networking site</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Video chat</td>
<td>0%</td>
<td>0%</td>
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</tr>
</tbody>
</table>
92% want their performance feedback delivered face-to-face

95% want to discuss their career plans and performance face-to-face

79% prefer to discuss their compensation face-to-face
98% say having friends at work is important to them.
Help them avoid the drudgery

Communicate face-to-face

Opportunity to develop a community
“It’s the new man - he wants to know what the company retirement plan is.”

DISLOYAL AND UNCOMMITTED
69% are satisfied with their job.
76% say they like working for their current organization.
49% say they would be happy to spend the rest of their career with their current organization.
AND YET, ABOUT 30% ARE LOOKING FOR A NEW JOB RIGHT NOW.
“Aside from the people, the hours, the work, the pay, the stress and the migraines, this is the best job I ever had.”
OVERLOAD
ORG POLITICS
BAD MANAGER
BAD COMPENSATION
HAVING A LIFE
DEVELOPMENT
PROMOTION
COMMUNITY
GOOD BOSS
GOOD COMPENSATION
Reduce overload

Improve management & leadership

Pay appropriately
ENTITLED AND HARDWORKING
NEEDY AND INDEPENDENT
DO GOOD AND DO WELL
HIGH TECH AND HIGH TOUCH
COMMITTED AND LEAVING
FOCUS ON

THE PEOPLE
Friends & Mentors
Team Boss

THE WORK
Interesting Meaningful Balanced

OPPORTUNITIES
Feedback & Communication Development Pay
In case you’re worried about what’s going to become of the younger generation, it’s going to grow up and start worrying about the younger generation.

- Roger Allen