



# MAXIMIZE YOUR MILLENNIALS

**Company Innovations to Attract and  
Retain Millennial Employees**



# Introduction



Statistics show that by 2025 organizations will be dealing with a workforce that is made up of 75% millennials.<sup>1</sup> Even today, there are approximately 10,000 Baby Boomers retiring from the workforce each day, leaving many openings for millennials to fill.<sup>2</sup>

Millennials are often characterized as lacking loyalty for their employers. There are several reasons for this – many millennials feel that:

- Businesses have no motivation beyond profit
- Their skills are being underutilized in their current roles
- Their leadership skills are not being developed<sup>3</sup>

Since millennials are already taking on increasingly senior roles – they are the leaders of the future – and with the high cost of turnover, it makes good business sense for companies of all sizes to innovate in ways that will attract and retain millennial workers.

Here are five areas in which organizations can adapt to address the unique needs of millennials and make the most of these employees.

<sup>1</sup>[Forbes: Leadership Development for Millennials not Seen as a Priority](#)

<sup>2,3</sup>[2016 Deloitte Millennial Survey](#)



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# ONBOARDING

*Did you know that **22%** of staff turnover occurs within the first **45 days**?<sup>4</sup>*

<sup>4</sup> Hiring First Staff Members

# Onboarding



A strong [onboarding](#) program can reduce turnover rates and increase employee engagement. Organizations perceive effective onboarding as improving retention rates (52%), time to productivity (60%) and overall customer satisfaction (53%).<sup>5</sup>

Further, new employees who attended a structured orientation program were 69% more likely to remain at the company up to three years.<sup>6</sup>

When a new employee is starting with your organization, consider scheduling their first day later in the week, on a Thursday or Friday.

Since most would have left the previous position on a Friday, this gives a bit of a break between jobs. Staff are usually more relaxed towards the end of the week, so they can be readily available to assist their new colleague.

<sup>5, 6</sup> [Onboarding New Employees: Maximizing Success](#)

# Onboarding Cont'd.



Here are a few items to include in your [onboarding](#) program:

- Prior to the first day, send an email with directions, public transit and parking options, local coffee shops etc. Remind them to bring documents such as a driver's licence and banking information to set up payroll with HR.
- Ensure all devices and programs such as the computer, cellphone, voicemail, etc. with all passwords are ready to go when they arrive.
- Give SWAG! To make the person feel part of the team, have a company branded t-shirt, hat, coffee mug, cellphone case and other fun items waiting at his/her desk.
- Explain the company mission, why it exists, and how it helps customers to give a sense of the organization's social responsibility.
- Explain the person's job and how it contributes to the overall company mission. Outline clear expectations of the job and metrics for success.
- Millennials want to know they have opportunities for advancement. Outline potential career paths with the steps to take, realistic timelines, and skills/knowledge they need to learn to progress within the organization.

# MANAGEMENT STYLE

*Millennials are more likely to report high levels of satisfaction where there is a **creative, inclusive working culture** (76%) rather than a more authoritarian, rules-based approach (49%).<sup>7</sup>*

<sup>7</sup> 2016 Deloitte Millennial Survey

# Management Style



A characteristic of millennials is that they prefer mentoring over management and collaboration over competition.

They need feedback and support from managers and supervisors and want to feel comfortable asking questions at any time. Implementing tools such as Skype and IM can help them connect. Be sure to set guidelines for using these tools so everyone understands the etiquette and expectations.

Millennials enjoy working on teams in a supportive work environment, collaborating with colleagues toward a common goal. Review your departmental structure to ensure that you are cultivating a culture of team work. Look for opportunities to have millennial employees work on cross-functional teams to encourage this type of dynamic.

Create an atmosphere where millennials are encouraged to share their ideas. Managers need to listen to what millennials have to say – what motivates them, the areas they want to be coached on, what is their learning style, how do they feel about the direction of the company, and how can they contribute to achieving the business goals.

This generation wants to feel they are doing meaningful work that will make a difference and will be more likely to stay in a workplace where they are both supported and challenged.

A man with short brown hair and a beard, wearing a blue and white plaid shirt over a white t-shirt, is sitting and looking down at a laptop. The background is a stylized, light-colored illustration of a modern office or co-working space with desks, chairs, and large windows. The entire image is framed by a dashed orange border.

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# FLEXIBLE WORKING

*"If leaders want to compete for a modern workforce, they should consider weaving some element of **flexibility into their culture.**"<sup>8</sup>*

<sup>8</sup> [Gallup's State of the American Workplace Report](#)



# Flexible Working



While most employees can appreciate and benefit from flexible work arrangements such as [remote working](#), flex-time, and job sharing, millennials are the first generation to expect such options. This is likely because they grew up with mobile devices and technologies that have made flexible working more convenient than ever. They also believe this type of working environment will support work-life integration.

Some employers are distrustful of remote work, thinking that top performance and productivity can only be attained within the confines of a bricks and mortar location.

A FlexJobs report found that 82% of millennials say they would be more loyal to their employers if they had flexible work options.<sup>9</sup>

<sup>9</sup> [FlexJobs survey](#)

# Flexible Working Cont'd.



If companies want to improve employee engagement, productivity and retention, especially among millennials, they need to implement and support flexible working arrangements. The success of such a program is based on:

**1**

Establishing clear goals, objectives and deliverables

**2**

Setting reasonable deadlines

**3**

Scheduling regular status meetings to ensure the work is on track

Build these criteria into a flexible work plan before it is launched and communicate the expectations to all employees.

# LEARNING & DEVELOPMENT

*Career development and learning are almost 2x more important than compensation, benefits, work environment.<sup>10</sup>*

# Learning & Development



The world of work is changing at an ever-increasing pace, meaning that employees are expected to be continually learning to stay on top of the trends impacting their jobs. Companies can try to alleviate this issue by offering training, but most employees don't have time to sit through hours of courses.<sup>11</sup>

Millennials have grown up with always-on connectivity and mobile devices glued to their hands. They play video games, consume information in short segments, and flip between social channels such as Facebook, YouTube and Instagram.

<sup>10,11</sup> [Bersin in Deloitte Creating a Culture of Continuous Learning](#)

# Learning & Development Cont'd.



When developing training for millennials, Learning Leaders need to account for the ways this group accesses and uses information, and select the modalities that will be most effective. That will likely mean less in-class Instructor-led Training (ILT) and more online training choices. Some modalities and features to consider:

- [Mobile Learning](#) – Also known as m-learning, this is training delivered online and accessible using mobile devices such as smartphones and tablets.
- [Microlearning](#) – Training material is delivered in short, easy to digest chunks of information, typically three to ten minutes in length. Each module is focused on one topic, making it easier to understand and retain the information.
- [Gamification](#) – Adding elements of games to training materials such as competition, points, badges, levels and leaderboards to make them more engaging for learners.



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# LEADERSHIP DEVELOPMENT

*More than six in ten Millennials **(63 percent)** say their "leadership skills are not being fully developed."<sup>12</sup>*

<sup>12</sup>2016 Deloitte Millennial Survey

# Leadership Development



The lack of leadership roles and opportunities for advancement are reasons millennials will leave their jobs and seek greater fulfillment elsewhere.

When asked “how would you like to learn to lead,” more than 60% of millennials said, “I’d like a mentor.”<sup>13</sup>

A mentor should be matched with millennials from a different department to give another perspective on the company and enhance their experience. If your company doesn’t already have a mentorship program in place, consider implementing one.

<sup>13</sup> [Bersin in Deloitte Creating a Culture of Continuous Learning](#)

# Leadership Development Cont'd.



Another way to allow millennials [to develop leadership](#) skills is by giving them more responsibility. Start small, by delegating a few tasks to them – this will help build their confidence. You can then increase the responsibility by asking them to head up a team or a special project.

Clearly establish the goals, objectives and timelines so they know what needs to be done, then let them get there the way they see fit. Set regular status meetings to ensure they are on track, provide feedback, and make suggestions. Remember – the way they accomplish tasks may be different than the way you do, but give them the space to make decisions.

Support them if they make mistakes, praise them for their triumphs – and watch how they succeed!



# MAKE THE MOST OF YOUR MILLENNIALS

The graphic features five yellow stars of varying sizes scattered to the right of the main title. One star is at the top right, two are in the middle right, and one is at the bottom right.

Since millennials will account for **75%** of the workforce in the **next seven years**, the most successful companies are reviewing their processes and practices now to ensure they support and develop their millennial employees.



# If Your Organization Needs Help with:

[Onboarding](#), [management training](#), [learning and development](#) or [leadership programs](#) to best suit the needs of millennials, contact the corporate training experts at TrainingFolks.

1.866.TR.FOLKS | [TrainingFolks.com](http://TrainingFolks.com) | [Info@TrainingFolks.com](mailto:Info@TrainingFolks.com)

