

MILLENNIALS IN THE WORKFORCE & HOW THEY CAN HELP

YOUR BUSINESS THRIVE

MAKING GOOD @ WORK:

A RESEARCH PROJECT
INVESTIGATING THE SHIFTING
ROLE OF MILLENNIALS IN
THE WORKPLACE.

A Systematic Review
Defining the Challenges
of Millennials In the
Workplace

WHO ARE THE MILLENNIALS? AND WHY GENERATIONS MATTER

This report sheds light on the key qualities, beliefs and preferences that characterize the Millennial generation and how they are shaping the 21st century workforce. How do their values and aspirations impact their career expectations? What path are they taking en route to reaching their true potential? Where do their goals as employees overlap with the goals of business owners and managers?

Gen Y, the digital generation and echo-boomers are just some of the names attributed to this cohort. While definitions differ, for the purposes of this study, a Millennial is anyone born between 1980 and 2000. In the United States they number around 77 million¹, with some demographers expecting the total to grow to 100 million through immigration.² In Europe there are 51 million Millennials.³

Generational thinking posits that the time in which you are born has a major role in defining who you are. It presumes that while individuals within any given generation are diverse, their exposure to and experience of common events and processes have an impact on shaping their thoughts, values and behavior. Of course many other factors like life stage, location, religion, class and culture have as great a role to play in shaping behavior as a persons generational era. If generational thinking can be criticized for being too focused on a single factor, it can also be criticized for being too arbitrary (why should we draw the line at the year 2000, for example?)

Yet, generations *do* matter: the shared experiences that have collectively touched the lives of the individuals of this generation - from growing up amongst the ubiquity of internet technology, to experiencing the world change on 9/11, to seeing once stable careers like banking or law lead to unemployment - has inculcated shared habits, preferences and behaviors that businesses need to be able to understand and respond to if they want to thrive. Moreover, there are real gaps between the way Millennials perceive themselves and the way other generations perceive them. These perception gaps are the source of real friction and resentment in the workplace, which if left untended can erode workplace culture and threaten productivity.

We have distilled our insights into five key archetypes. In this paper we investigate how these translates to the transformation of workplace behavior across five key dimensions: (1) Technology, (2) Doing Good, (3) Diversity, (4) Learning (5) Life/Work Balance.

Although we frame our research through a Millennials vs. Boomers lens, the challenges and opportunities we have uncovered are as applicable to Boomers developing their 2nd careers as they are to fresh out of school Millennials. Today, everyone is trying to learn, adapt and thrive in a changing work environment. Our research seeks to uncover how.

1 Pew Research Center. Millennials a Portrait of Generation Next. New York: Pew Research Center, 2010. Print.

2 Millennial Generation: What Can We Expect Globally?" Tim Elmore. Growing Leaders, 1 May 2010. Web.

3 Harris, Imogen. Is Europe Ready For The Millennials? Cambridge, MA: Forrester Consulting, 2006. Print.

WHAT WE DID

The volume of articles published on Millennials is large and ever increasing. Given the size of this generation and the associated role they will come to play in shaping current and future workplaces, the content of all of this spilt ink bears some scrutiny. Discourse matters, and it is important for companies to be able to cut through the chatter and focus on the Millennial habits that will have the greatest impact on their engagement in the workforce.

We reviewed 104 articles from both the popular and academic press to better understand these themes and insights. We sought out a mix of sources, selecting 54 popular articles from leading business magazines and websites with high circulation and unique web visitor numbers, including Fast Company, the New York Times, CNN, and Forbes. We selected 46 academic papers that were well cited by other publications, or (for newer entries) were written by acknowledged experts in the field.

We read each article with a dual purpose. We first established what key themes are emerging in relation to Millennials: How are authors describing them? What terms do they use? What are they saying about how Millennials work? We back-coded the articles accordingly, establishing which descriptions, insights and associations were most common (see the chart below).

Secondly, we analyzed each article, comparing what different authors wrote about similar issues, the analytical rigor that underpins their claims and how their findings relate to our own experience of working with this generation. This was done in order to create a more nuanced picture than is currently available. The result is a meaningful overview of the issues that matter to Millennials most and an insightful breakdown of the key elements for businesses that want to stay in tune with their future workforce and customers.

Rank	Characteristic	No. of articles mentioned in	% of total articles
1	Socially aware	28	25%
2	Technically savvy	28	25%
3	Collaborative	27	24%
4	Flexible work practices	23	21%
5	Meaningful work	20	18%
6	To learn and gain skills	18	16%
7	Tolerant	16	14%
8	To be promoted	16	14%
9	To be given feedback	15	14%
10	Optimistic	14	13%

Millennials + Technology

HOW MILLENNIALS LIVE WITH TECHNOLOGY

MAKING GOOD @ WORK:

A RESEARCH PROJECT
INVESTIGATING THE SHIFTING
ROLE OF MILLENNIALS IN
THE WORKPLACE.

75% of Millennials use their smart phones in bed before going to sleep and 90% check them again first thing in the morning. 50% use smart phones while eating and a third use them while going to the bathroom.⁴

Millennials send and receive an average of 88 texts/day.⁶

Millennials check their phones on average 110 times/day, while some check them upwards of 900 times/day.⁵

The Millennial generation grew up with Internet technology that has now become ubiquitous in our social and working worlds. Technology is present in every facet of Millennial life. The result is constant communication, relentless peer-interaction, a corresponding facility with multi-tasking and even neurological differences in information processing.

“Technologically savvy”; “fascinated with new technologies”; “grew up with technology”; “tethered to technology”: 25 percent of the articles we surveyed mentioned the Millennial relationship to technology, a relationship that cuts across every trend we explore in this paper.

Technology and connectivity have altered how Millennials engage with the world. The statistics cited above attest to what we already know - use of internet and mobile technology has become ubiquitous. But technology is also having an influence on a wider range of Millennial interactions.

Internet technology has built on previous technological advances: where television brought the world into the living room, the Internet has made it interactive with a diverse range of available content.

⁴ Freeman, Kate. “Why Smartphone-Obsessed Generation Y Can’t Put Down Their Phones.” Mashable.com. 12 Dec. 2012. Web.

⁵ Warzel, Charlie. “Here’s The Cold, Hard Proof That We Can’t Stop Checking Our Phones.” BuzzFeed.com. 7 Oct. 2013. Web

Technology and connectivity have empowered new and varied forms of social consciousness and engagement so that Millennials are often (and accurately) portrayed as socially-conscious. Initial research indicates that this generation can connect, organize, debate and advocate powerfully for the issues they care about. While it would be over-stating the case to argue that the advent and adoption of internet technology has made everyone necessarily more global, connected and conscious, we can be certain that various forms of social consciousness have been empowered by technology.

Technology is also affecting their home lives. Millennials are increasingly using technology to look for something more than 'friendship' through their social networks. Online dating sites like OK Cupid and 'hook up' apps like Tinder capture over 200 million clicks per day, and are mostly frequented by Millennials seeking 'romantic' relationships.⁶ 30 percent of American Millennials are currently looking to find a partner online.⁷

In conclusion, Millennials trust in the ability of web-based technology to help them connect, solve problems (including romantic ones) and enrich their daily lives. Extending this dependence and skill to the workplace is the logical next step.

MILLENNIALS + TECHNOLOGY IN THE WORKPLACE

40% of Millennials think that blogging about workplace issues is acceptable compared to 28% of Boomers⁸

70% have "friended" their managers and/or co-workers on Facebook⁹

71% don't always obey social media policies at work¹⁰

For Millennials, access and use of technology is expected to form a major - and natural - part of the working day. According to a study conducted by PwC, 59 percent of Millennials surveyed agreed that it was important that prospective employers provide state of the art technology to empower their work.¹¹ As Millennials often associate technology with productivity and progress, forcing them to take a step backward from the technology they use at home will seem unintuitive and even irresponsible. The same PwC survey found that Millennials often make use of their own technology at work. This speaks to a desire to fuse life and work through technology.

Nonetheless, Internet and mobile technology shouldn't be seen as a solution in itself. The quality of any solution will depend on the correct application of the technology. As many commentators have

⁶ Friedman, Ann. "How Tinder Solved Online Dating for Women." New York Magazine. New York Media LLC, 10 Oct. 2013. Web.

⁷ Van Den Bergh, Joeri. "30 Percent of US Youngsters Is Looking for Mr/Mrs Right via Online Dating." How Cool Brands Stay Hot. 14 Feb. 2014. Web.

⁸ Abraham, Alex. By the Numbers- 50 Facts about Millennials. Edelman Digital, 1 June 2011. Web.

⁹ McMillan, Graeme. "Study: 18- to 30- Year-Olds Say Internet as Important as Food, Water and Air." Time. 21 Sept. 2011. Web.

¹⁰ Ibid

¹¹ Millennials at Work; Reshaping the Workplace. Rep. Delaware: PricewaterhouseCoopers, LLP, 2011. Print.

pointed out, technology use and company policy can be a source of inter generational conflict.¹² An important distinction that we have observed is between Millennials who use technology as process and Baby Boomers who see technology as a tool or enabler. For Millennials, technology is more integrated into their working preferences. Collaborative software and real time communication supports how Millennials work versus what they work on.¹³

Managers should work directly with their younger employees to develop a collaborative approach to technology use in the workplace. Reverse mentoring programs that give younger workers the opportunity to provide technology tutelage to older workers can be very effective, especially if they have a practical application such as integrating software to encourage cross-company collaboration. Millennial participation should also be leveraged to contribute relevant technological expertise that will enable deeper collaboration across project teams. This requires an authentic willingness by the company to engage Millennials with the expectation of adopting new technologies, rather than just paying lip service to this area of expertise.

When it comes to internal feedback and communication, it is also too simplistic to assume that online is always the Millennial preference. According to a Harris Interactive survey conducted in the US, 60 percent of those aged 55+ and 55 percent of 25-34 year olds have a preference for face-to-face communication.¹⁴ A Capstrat survey found that 61 percent of the 22-30 year olds surveyed said they wanted formal consultations when seeking advice and 54 percent wanted a one-on-one conversation in person: only 10 percent plumbed for social media.¹⁵ As ever, it is important to make decisions that take into account Millennial preferences, preferences of older generations, and how these best serve company objectives.

It is also worth noting that the composition of the technological milieu in which Millennials have grown up has changed significantly since the first Millennials were born. From learning word processing on a desktop computer to downloading complex apps to mobile phones, the Millennial interaction with technology has evolved significantly and will continue to do so.

12 See for example: Asghar, Rob. "Study: The War Of Generations Results In Lost Productivity." Forbes. 5 Feb. 2014. Web. ; Zemke, R., Raines, C., & Filipczak, B. (1999). Generations at work: Managing the clash of veterans, boomers, Xers and nexters in your workplace. New York: AMACOM Books.; Koeppell, David. "Gen Y vs. Boomers: Workplace Conflict Heats Up." Fiscal Times.11 Nov. 2011. Web.

13 Valiente, Guillermo. "Building Collaborative Relationships with Millennials." Business2Community. 20 Apr. 2013. Web.

14 Jennifer Grasz. "CareerBuilder Survey Identifies Generational Differences in Work Styles, Communication and Changing Jobs." CareerBuilder. 13 Sept. 2012. Web.

15 Albritton, Karen. The Truth About Millennial Workers. Capstrat, 2011. Print.

CASE STUDY: YARDSTICK & THE TOOLS THEY USE

Since 2005, Yardstick has evolved from a small practice exam company into an award-winning powerhouse in the Canadian high-stakes licensure, certification, online training and psychometric space. As one of North America's 200 fastest growing companies, Yardstick uses a suite of tech-based tools and apps to drive productivity and staff engagement.

Yammer: Yammer is a private social network that helps employees collaborate across projects, departments, locations and business apps. It is akin to an internal Facebook, where staff can post status updates, picture and documents, and 'like' each other's contributions. With offices in Edmonton, Toronto, and Bangalore, Yardstick uses Yammer as a practical tool to keep project teams communicating in real time. Recently, as Yardstick was transitioning a subsidiary to their headquarters in Edmonton, they hosted a competition on Yammer for their employees to post the most obscure and ridiculous items that they found during the move. As of June 2012, Yammer had 200,000 companies subscribed to their services and boasted 8 million active users around the world.

Tribe: Tribe is social HR software for today's shifting workplace demands. On tribe, employees can book vacation time, punch in and out of work and track offsite activity. Yardstick leverages Tribe to encourage employee feedback. Through an internal project called "Random Acts of Kindness", Yardstick staff congratulate their peers for doing great work by gifting one another with small tokens of appreciation, such as a \$20 gift card to their favorite coffee shop. Tribe's features create spaces for deeper employee engagement, while taking care of the oftentimes relentless challenges of HR.

Skype: Skype is the most unlikely candidate on this list. At Yardstick, Skype is used as a primary means for communication through its instant messaging tool, rather than its voice over IP software. Instant messaging peels away the formality of corporate email communication, so staff can connect casually and in real time. Skype has an extensive selection of emoticons, which enable staff to express feelings to one another" a 'winky face', heart or a 'squirrel eating a peanut' can go a long way. Skype also has a convenient file sharing tool, which outperforms email especially for marketing and communications departments that share significantly larger design files.

MILLENNIALS + DOING GOOD

HOW MILLENNIALS PRIORITIZE BLENDING PURPOSE & PROFIT

MAKING GOOD @ WORK:

A RESEARCH PROJECT INVESTIGATING THE SHIFTING ROLE OF MILLENNIALS IN THE WORKPLACE.

64% of teenagers in the UK feel that they could make a positive difference to social issues in their local community by getting involved in charity or social enterprise.¹⁶

Community Life Survey for 2012-13 showed a significant increase in annual formal and informal Millennial volunteering rates in 2012-13 compared with 2010-11¹⁷

2 of 3 Millennials believe a petitioning ambassador spreading the word through social media can create more change than a person rallying on the street.¹⁸

“Socially conscious” was the most cited Millennial attribute in the articles we surveyed. Authors expressed this notion in many ways, stating that Millennials “wanted to make a difference in the world”; to make it “a better place”; have “respect for society”; and a “belief in community”.

Millennials get involved in their communities. They grew up with government-sponsored recycling programs, attending global citizenship classes and participating in volunteering programs. This manifests itself in a generational commitment to volunteering, community service and driving business to “do good”. According to a survey from Demos, a British think tank, 64 percent of teenagers in the UK feel that they themselves could make a positive difference to social issues in their local community by getting involved in charity or social enterprise. Demos also found that 76 percent of young people surveyed reported a desire to participate in a high quality social action and volunteering programs - and that teachers feel that this generation of young people are more engaged in social issues than any other before them.¹⁹

As a result of the fire hose of content available through online channels, Millennials have also grown up exposed to new forms of social participation. They are invited to act, donate and participate in solutions to local and global challenges in a range of traditional and groundbreaking ways. They are responding in record numbers. Change.org, a leading online petition site with

¹⁶ Birdwell, Jonathan. Introducing Generation Citizen. Rep. London, UK: Demos, 2014. Print.

¹⁷ Community Life Survey 2012; Community Life Insurance Company. US: 2012. Print

¹⁸ Faw, Larissa. “Are Millennials Lazy Or Avant-Garde Social Activists?”Forbes. 23 Oct. 2012. Web.

¹⁹ Birdwell, Jonathan. Introducing Generation Citizen. London, UK: Demos, 2014. Print.

45 million members, posted a record, 2.2 million e-signatures, in a plea to prosecute George Zimmerman in the Trayvon Martin case.²⁰ Today, more people than ever can inform themselves about social movements and lend their support. According to TBWA worldwide, one in three Millennials initially become involved in philanthropic endeavors via the Internet, and two of three prefer to lend their voice through social media channels.²¹ While it has been argued by Malcolm Gladwell, amongst others, that signing online petitions and tweeting opinions are not as strong or as effective as conventional protest, such arguments miss the larger point: activists have always been a small minority but today, more people than ever can inform themselves about social movements and give visible and material support.

There are a number of commentators who feel that social consciousness is a value that sets Millennials apart from previous generations. However, the boomer generation showed a healthy civic spirit, spear-heading the civil rights revolution of the 1960s and popularized philanthropic engagement as a pursuit open to anyone. Jennifer Deal, author of *Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground*, writes "all generations share the same values, they just express them differently."²² In this case, the expression of social consciousness amongst Millennials has taken on new forms, intersecting with technology and increasingly, with work.

Millennials + Doing Good in the Workplace

58% of students would take a 15% pay cut to work for a mission-driven organization with values like their own.²³

According to a study from the Center for Women and Business at Bentley University, 84% of Millennials believe making a difference in the world is more important than professional recognition.²⁴

A study from Deloitte found that 92% of Millennials believe that a business should be judged on more than just the bottom line and that business should engage with societal issues.²⁵

An ever-increasing number of Millennials want jobs that are "mission-driven". They believe that they can make a difference in the world through their work. 86 percent of Millennials believe business will have at least as much potential as government to meet society's challenges.²⁶ According to a university official interviewed in a study conducted by TopMBA, "With the current financial crisis, we have seen student interest shift from investment banking and consulting jobs - the dot.com get-rich model - to social entrepreneurship, and socially conscious business."²⁷

²⁰ "Change.org." Wikipedia. Wikimedia Foundation, 24 Oct. 2014. Web. 26 Oct. 2014.

²¹ Faw, Larissa. "Are Millennials Lazy Or Avant-Garde Social Activists?" *Forbes*. 23 Oct. 2012. Web.

²² Deal, Jennifer. *Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground*. Jossey-Bass; 1 edition. 5 Dec. 2006. Print.

²³ Zukin, Cliff. *Talent Report: What Workers Want in 2012*. Net Impact, 2012. Print.

²⁴ Goux, Darshan. *Millennials in the Workplace*. Rep. WALTHAM, MASSACHUSETTS: Bentley U, 2013. Print.

²⁵ Bersin, Josh. "Millennials Believe Business Can Do More." *Forbes*. 27 Jan. 2014. Web.

²⁶ Salzberg, Barry. "What Millennials Want Most: A Career That Actually Matters." *Forbes*. *Forbes Magazine*, 7 Mar. 2012. Web.

²⁷ Lankarani, Nazanin. "M.B.A.'s Guide Socially Concerned Entrepreneurs." *The New York Times*. 9 Nov. 2009. Web

According to the Pew Research Center, young people (under 35 at the time of the 2013 survey) were much more likely than older workers to state that doing a job that benefits society is an important marker of success.²⁸ Another study from Net Impact found that 72 percent of students (as opposed to 53 percent of workers) considered “having a job where I can make an impact” to be very important or essential to their happiness.²⁹

Millennials want the companies they work for to make a positive difference and companies themselves are increasingly innovating their approach to social impact. The world of Corporate Social Responsibility used to be made up of initiatives that saw employees planting trees, picking up garbage or building schools. Today those types of programs are seen as outmoded and recognized as an inefficient method to getting highly trained individuals to do good. Instead, companies are leveraging the skill sets they have developed internally to create social value in partnership with community organizations. Marketing professionals now provide pro-bono expertise to local charities’ communications strategies while food and beverage companies improve the sustainability and social impact of their supply chains by integrating local producers.

Many organizations are taking this one step further. Social enterprises - a loose definition of organizations that aim to combine a commercial business model with fundamental social impact - have mushroomed across the world. In the UK, a 2012 survey found that 60 percent of the 70,000 social enterprises in the country were created in 2006 or later, with 29 percent started since 2011.³⁰ Moreover, the prospects of these organizations are good: the same survey found that 63 percent of social enterprises expected turnover to increase in the next 2-3 years compared to just 37 percent of SMEs.

Companies and organizations that offer Millennials a way of doing well by doing good are increasingly competing to attract the best and brightest talent. In the UK for example, Teach First, a social enterprise that aims to address educational disadvantage based on the Teach for America model, is now the third most popular graduate employer according to the Times Top 100 Graduate Employers survey in 2013-2014.³¹ Larger corporates such as Unilever and Coca-Cola are increasingly exploring ways to up their social impact and they are using their successes to differentiate themselves in the minds of new graduates. As more and more employers offer their employees the opportunity to do work that generates profit alongside delivering positive social outcomes, we believe the best graduates will increasingly vote with their CVs and cover letters: socially conscious companies will have the pick of the best.

28 Winograd, Morley, and Michael Hais. “Why Millennials Want to Do Well by Doing Good.” Inkandescent. Millennial Momentum, 1 Mar. 2012. Web.

29 Taylor, Kate. “Why Millennials Are Ending The 9 To 5.” Forbes. 23 Aug. 2013. Web

30 Thornley, Ben. “The Facts on U.S. Social Enterprise.” The Huffington Post. 8 Nov. 2012. Web.

31 High Fliers. The Graduate Market in 2014. London, UK: High Fliers Research Limited, 2014. Print.

CASE STUDY: CORPORATIONS MAKING GOOD

Over the past ten years, consulting firms have been keen to better understand how opportunities for social and environmental engagement might impact the bottom-line of their clients. We have seen a variety of different approaches, from marketing-first, to launching subsidiaries, to developing employee engagement programs.

1. Marketing First Approach:

Marketing-first approaches include Deloitte's launch of the Social Innovation Pioneers awards in the United Kingdom. Each year Deloitte commits over £1 million to leading social enterprises and businesses.³² The awards also provide an opportunity for staff to work with selected businesses to help them scale.

2. Launching "Do Good" Subsidiaries

One firm taking this approach is Monitor. Monitor founded Monitor Inclusive Markets in 2006 to lead social and environmental impact projects. The purpose-built subsidiary was founded with the ambition of "identifying, developing, and catalyzing investment in inclusive markets, seeking market-based solutions to poverty. The firm works across Africa, Asia and South America and has made significant contributions to debates on impact investment and social enterprise. It has also been cited by recruits as the reason for joining the core business by recruits.

3. Employee Engagement for Good

IBM has developed a comprehensive employee engagement program focused on corporate responsibility: the Corporate Service Corps. The program provides the opportunity for IBM employees to work with entrepreneurial companies in emerging markets. This is part of a larger and explicit effort to develop their employees as global leaders by supporting their path as global citizens.³³

³² Isles, Euane, and Ananda Harrison. *Whats on the Mind of Social Enterprise Leaders*. Rep. London: Deloitte, 2013. Print.

³³ Meister, Jeanne. "Corporate Social Responsibility: A Lever For Employee Attraction & Engagement." *Forbes*. 7 June 2012. Web.

MILLENNIALS + DIVERSITY

HOW MILLENNIALS INSIST ON DIVERSITY AND INCLUSION

MAKING GOOD @ WORK:

A RESEARCH PROJECT
INVESTIGATING THE SHIFTING
ROLE OF MILLENNIALS IN
THE WORKPLACE.

In 1981, under 4% of the Canadian population could be classified as being of a 'visible minority'. In 2011, it had jumped to 19.1%³⁴

In Canadian urban centres visible minorities account for 62.1% in Vancouver, 49.1% in Toronto and 31.7% in Montreal.

In suburban municipalities such as Markham, Ontario, visible minorities account for over 72% of the population.³⁵

Millennials in the Western world have been raised against a backdrop of multiculturalism and shifting demographics. However, it is not simply an increase in diversity that has driven a change in their outlook. Millennials grew up absorbing media that is far more representative of diversity than any previous era. We look to the ethnic make up of classrooms to see these trends at play, seeing that they grew up much more likely to know someone from a different background than their own. The student population of the United States suburban public schools has shot up by 3.4 million in the past 15 years. The rise of inter-racial marriage is another manifestation of integration. In 1970 only 2 percent of marriages were deemed inter-racial. By 2012, that number climbed to 8.4 percent or 1 in 12 marriages, accounting for 4.8 million couples.³⁶

Thomas F. Pettigrew, a research professor of social psychology at the University of California, Santa Cruz studies prejudice. He has found that even in areas where ethnic groups are in conflict, individuals with friendships that cross ethnic divides show little or no ethnically motivated prejudice. Contact, interaction and, above all, friendship fosters tolerance and empathy that in turn reduces friction, suspicion and violence.³⁷ Millennials demonstrate this intercultural comfort, ease, and empathy as they have grown up playing, learning, and working in diverse groups. WA Johnston writes of a third nature that has evolved which guides human behavior, constituting the ability to be reflective of difference rather than reactive to it. Millennials embody this 'third nature' and have a far more refined notion of diversity and tolerance than previous generations.

³⁴ Statistics Canada. "Number and Proportion of Visible Minority Population in Canada, 1981 to 2017." 25 Jan. 2008. Web.

³⁵ Black, Debra. "Markham Is Canada's Most Diverse Community, According to Statistics Canada." Toronto Star. 9 May 2013. Web.

³⁶ Yen, Hope. "Interracial Marriage In The U.S. Climbs To New High, Study Finds." The Huffington Post. 16 Feb. 2012. Web.

³⁷ Goleman, Daniel. "Rich People Just Care Less." The New York Times. 5 Oct. 2013. Web.

MILLENNIALS + DIVERSITY IN THE WORKPLACE

14.5% of leaders in the Toronto region are visible minorities vs. 49.5% of the population surveyed

Diversity in leadership has grown by 8% since 2009

Only 4.2% of corporate leadership in Toronto is made up of visible minorities.³⁸

A diverse workforce is fundamentally appealing to Millennials. Beyond socially integrated Millennial lifestyles, a diverse leadership drives productivity, innovation and social capital.

Cross-cultural fluency is a skill held by many Millennials, which is transferable into a professional work environment. A recent Ernst & Young intergenerational research report revealed that Gen Y managers have surpassed Gen X managers in displaying “diversity” managerial skills and the ability to build culturally competent teams while avoiding discrimination based on race, gender, sexual orientation, age, and physical abilities. They also outpaced Boomer managers in their ability to be “inclusive” leaders - offering professional development opportunities, crafting strategy and making decisions involving diverse sets of people.³⁹

Millennials will naturally drive diversity in the workplace. They have grown up understanding the richness, opportunities and value it brings into their lives. Moreover, in alignment with their social consciousness, Millennials believe that the best ideas, products, and services must be created by a business that is representative of the people they aim to serve, which is highly diverse.

³⁸ DiverseCity Counts. A Snapshot of Diverse Leadership in the Greater Toronto Area - Toronto: DiverseCity, 2014. Web.

³⁹ Ernst & Young LLP. EY. Younger Managers Rise in the Ranks: Survey Quantifies Management Shift and Reveals Challenges, Preferred Workplace Perks, and Perceived Generational Strengths and Weaknesses. 3 Sept. 2013. Web.

CASE STUDY: HOW MASTERCARD BECAME INCLUSIVE

MasterCard boasts a deeply inclusive culture, which starts from the top with President and CEO Ajay Banga. Mr. Banga is a strong supporter of diversity and inclusion and meets quarterly with employee resource groups and personally chairs the company's executive diversity council. The council meets monthly to set diversity goals and metrics for the organization.

MasterCard supports its talent-development efforts through a robust mentoring program involving 50 percent of its employees. All the mentoring teams are cross-cultural. All members of the top three management tiers participate in this program.

The company also has onsite religious accommodations, such as prayer rooms and offers support in the form of adoption assistance, paternity leave and alternative career tracks for parents or others with long-term healthcare issues.

With 40 percent of MasterCard's employees participating in at least one resource group, the company ensures brand input across recruitment, on-boarding of new hires, talent development, mentoring, diversity training and marketing. The company has made these groups an integral part of its inclusive culture, and managers understand the value of allowing employees to participate in and lead the groups. More than half of Banga's direct reports are executive sponsors of resource groups.⁴⁰

⁴⁰ Ajay Banga. "MasterCard Worldwide: No. 6 in the DiversityInc Top 50." Diversity Inc. 2014. Web.

MILLENNIALS + LEARNING

HOW MILLENNIALS SEEK EDUCATION BEYOND THE CLASSROOM

MAKING GOOD @ WORK:

A RESEARCH PROJECT
INVESTIGATING THE SHIFTING
ROLE OF MILLENNIALS IN
THE WORKPLACE.

Millennials are the most formally educated generation alive today. Higher education became universal aspiration during the 1980s, 90s and early 2000s, driven by social norms, financing infrastructure and public policy. According to the Department of Education in the United States, a record 21.8 million students were expected to attend American colleges in fall 2013.⁴¹

Perhaps more important than the number of degrees that Millennials have been accumulating is how Millennials have been educated. Classroom teaching has shifted its emphasis from rote-learning and individual performance to a more team-based approach. Group work has steadily become a larger part of the curriculum and collaboration has become the default setting for Millennials.⁴²

Online platforms like Massive Online Open Courses (MOOCs) and Wikis, have further entrenched this mode of interaction and shape how Millennials gather, synthesize and produce information. As Gene Marks writes in a recent article in INC Magazine, a Millennial will “get frustrated if he can’t collaborate instantly with others like he’s been doing since 10th grade”.⁴³

The rise of the educated Millennial is only one chapter of the story. College enrollment has continued to grow across North America, but completion rates have been falling⁴⁴ and student debt is ballooning out of control. Student loan debt in the US reached over \$1.25 trillion (USD) in 2013 (more than credit card and household debt combined), with a third of federal borrowers either in default or deferment.⁴⁵ In Ontario, tuition fees have increased 370 percent compared to inflation, while the average student debt from both public and private loans after a four-year degree sits at \$37,000.⁴⁶ As Millennial students graduate in record numbers with more debt than ever we observe a tension building between finding *any* job to service this debt and finding *the right* job that will offer a productive and happy working life.

41 US Department of Education, Institute of Education Sciences. Back to School Statistics. National Center for Education Statistics, 2014. Web.

42 Marks, Gene. “The Case for the ‘Entrepreneur Generation’” Inc. 22 May 2013. Web.

43 Ibid.

44 Porter, Eduardo. “Dropping Out of College, and Paying the Price.” The New York Times. 25 June 2013. Web.

45 Weissmann, Jordan. “Our Student Loan System Is Broken, and These New Statistics Prove It.” The Atlantic. 8 Aug. 2013. Web.

46 Take It Over Campaign. Ontario: Canadian Federation of Students, 2010. Web.

Against this backdrop, Millennials in record numbers are “hacking” their education by experimenting with alternative learning and career paths. Highly specialized unaccredited training programs such as SkillShare, General Assembly and DevBootcamp offer training in sector-specific skills and enable students to develop portfolios that considerably improve their chances of future employment.⁴⁷ Online courses, internships and apprenticeships are also on the rise as Millennials seek experiential learning to develop expertise in areas of interest, which may not be available through conventional educational institutions.⁴⁸

Young professionals are aware of the necessity of self reinvention and their ability to pivot on their careers path in order to avoid being victims of a broken system.⁴⁹ Herein lies the opportunity: Millennials have a deep desire to “work to learn” rather than “work to live.”⁵⁰

MILLENNIALS + EDUCATION IN THE WORKPLACE

78% of global executives surveyed by McKinney Rogers in 2008 said that workforce development was key in mitigating the effects of the recession.⁵¹

Bersin & Associates found that American corporate training budgets fell by over 11% from 2007 to 2008.⁵²

American companies grew their ‘informal learning’ spend by 39% in 2012 investing in tools such as social learning, knowledge sharing, expert directories and mobile learning.⁵³

Millennials want to learn on the job. While many commentators speak of an optimistic and over-confident generation raised on positive feedback, those exploring Millennial psychology point to the fact that they fear under-performing and failing to measure up to their parents expectations. The notion that academia will prepare Millennials for the real world is increasingly challenged by a combination of increasing numbers of graduates to compete with, sluggish economic conditions and a greater need for specialization and vocational training. A ‘good’ education is no longer preparing the majority of Millennials for the workforce.

Millennials are less likely to remain steadfast, and in one career, they recognize that non-linear career paths are the norm and require a broad set of skills. To service this reality, they seek opportunities to learn transferable skills on the job. 16 percent of authors in our research mentioned that Millennials feel like they need to gain more skills in order to feel ready for the workplace.

47 Empson, Rip. “Startups Court Dev Bootcamp’s Ruby Grads: 88 percent Have Offers At Average Of \$79K.” Tech Crunch. 10 May 2012. Web.

48 “The Importance of Internships in the Current Environment.” Integrative Apprenticeships. Institute for ReGenerative Learning, 2014. Web.

49 London Business School. The Reflexive Generation: Young Professionals’ Perspectives on Work, Career and Gender. London: U of London, 2009. Print.

50 Ibid

51 McKinney, Damian. Manufacturers: Ready for the Recovery? Rep.: McKinney Rogers, 2009. Print.

52 Frauenheim, Ed. “Training Is Taking a Beating in Recession, Studies Find.” Workforce. 26 Jan. 2009. Web.

53 Bersin, Josh. “The Corporate Training Market Is Exploding.” Deloitte Consulting. 30 Jan. 2013. Web.

Job loyalty is often a criticism leveled against Millennials. Younger workers are far likelier than older employees to bounce from company to company. A survey of Millennials from Future Workplace found that 91 percent of those surveyed said that they expected to stay in their jobs for under 3 years, compared to the average time of 4.4 years that workers currently remain at one job.⁵⁴ Some surveys have even revealed that Millennials stick with a job for an average of sixteen months at a time.⁵⁵ Part of this is invariably due to age and circumstance but there are other factors at work. With Internet technology creating new types of jobs in design and web development, freelancing is on the rise. The costs of setting up a business is falling rapidly, allowing more young people to pursue entrepreneurial careers.

Many firms have also rolled back training budgets, partly due to the squeeze of recession, but also due to the perceived risk of investing in employees who will quickly depart. The problem with that logic is that it leads to collective failure in the company: a tragedy of the commons. Firms that provide adequate training, feedback and development programs can be rewarded, not just through higher rates of retention but also through greater engagement with firm alumni, which will create business opportunities in the future. Moreover, if competitor firms continue to cut back on training budgets, firms that continue to invest, will develop a good reputation that will make them stand out.

Millennials recognize that developing transferable skills early on in their careers is crucial. They want training and learning opportunities at work to extend beyond their first orientation, and they want it to be increasingly hands-on and experiential. Millennials also want to learn firsthand from people with experience. New initiatives to embed social learning tools and mentorship programs are helping to share latent knowledge within organizations, leveraging often under-developed company resources. By creating opportunities for employees to share and teach each other, companies are also empowering their workforce and giving Millennials the leadership roles that they crave.

Investing in and rethinking professional development and training is a key area to improving employee attraction and retention. The most ambitious and innovative firms are finding ways to integrate professional development, leadership training and advancement within the deep structure of their companies: and it is working.

⁵⁴ Meister, Jeanne. "Job Hopping Is the 'New Normal' for Millennials: Three Ways to Prevent a Human Resource Nightmare." Forbes. 14 Aug. 2012. Web.
⁵⁵ Sales Executive Share Group. Top Talent: A Top Priority. Insights Into Recruiting and Retaining Millennials For Consumer Packaged Goods Sales. San Juan Capistrano, CA: Dechert-Hampe Consulting, 2011. Print.

CASE STUDY: REVERSE MENTORSHIP AT TESCO

Every month, Philip Clarke, aged 54, executive of Tesco, one of the world's largest supermarket chains, meets Paul Wilkinson, 26 years his junior. The purpose of these meetings is reverse mentorship. Wilkinson, who works in the firm's technology research and development division, guides his boss through issues relating to technology as well as general issues relating to his company and his Millennial workforce.

For Clarke, the experience is invaluable from a strategic perspective: "It's essential that we focus on how our customers will be shopping 10, even 20 years from now... The real leap today is to think like a digital native, someone who has grown up with these digital devices and channels. These mentoring sessions help me to do that, to understand how our customers will think, interact and operate in the future." These meetings also give Clarke a direct look into the more junior levels of his business.

Wilkinson deeply values the insight that Mr. Clarke provides and the relationship hosts a rich exchange of knowledge and learning on both sides. While the two now correspond regularly, outside of their official sessions, the relationship has led to significant operational changes. For example, the stores were using Yammer to share concerns about stock availability but no one was responding. Wilkinson and Clarke decided to make the conversation two-way which subsequently increased adoption of the tool and helped to better regulate their inventory.

Tesco is using reverse mentorship throughout the company. By establishing official relationships but keeping them informal in interaction, the program allows an intimacy to develop across generations and skill sets while the participants set their own agendas. The program helps to meet a number of Millennial needs: establishing lines to senior management, keeping them informed of the larger picture and allowing them to leverage their skills to contribute at high levels within the organization.⁵⁶

⁵⁶ Jacobs, Emma. "Old Hands Steered by the Young." Financial Times. The Financial Times LTD, 20 Nov. 2013. Web.

MILLENNIALS + FLEXIBILITY

HOW MILLENNIALS REDEFINE THE 9 TO 5

MAKING GOOD @ WORK:

A RESEARCH PROJECT INVESTIGATING THE SHIFTING ROLE OF MILLENNIALS IN THE WORKPLACE.

Many authors write about the Millennials as a generation that is independent, active in a wide range of different pursuits, and seeking unprecedented levels of flexibility. This desire for flexibility stems from a number of inter-related factors, including Millennial participation rates in various extra-curricular activities, their on family, and the enabling qualities of technology.

More Millennials grew up with opportunities to explore a broader range of interests than in any previous generation. While longitudinal data on extra-curricular participation is difficult to come by, stitching together various reports helps to create a broad outline. In 2000/2001, 81 percent of 6 to 9 year olds, 91 percent of 10 to 13 year olds and 86 percent of 14 to 17 year olds participated in some form of organized extra-curricular activity.⁵⁷ In 2003, in the United States, 82.1 percent of youth did some form of after-school activity, according to the National Scholastic Athletics Foundation.⁵⁸ In 1992, the figure for extra-curricular participation was 79.9 percent⁵⁹ Anecdotally, these high rates of participation were driven by a combination of parental involvement and aspirations, rising affluence and a sense of growing competition. As Jessica Brak, author of *Maximizing Millennials in the Workplace*, points out, Millennials were “driven to soccer practices, music lessons and T-ball games” by parents who wanted the best for them.⁶⁰ Millennials grew up with a wide range of experiences. Now that they’ve come of age, they want to maintain their commitments and in order to do so, they require flexibility.

Millennials are also very family oriented. The parents that drove them to all of those soccer practices, music lesson and T-ball games, continue to play a significant role in their lives and Millennials continue to place a high value on family interaction. In a Telefonica survey from 2013, 70 percent said that family was “the most important [thing] to prioritize”. The Pew survey, *Millennials: Generation Next* found that “being a good parent” was the most frequently cited life priority amongst Generation Y. Millennials recognize that having the time and space to care for family and pursue their interests outside of work requires flexibility.

⁵⁷ Guèvremont, Anne. Organized Extracurricular Activities of Canadian Children and Youth. Rep. Health Reports ed. Vol. No. 82-003-X: Statistics Canada Catalogue, 2008. Print.

⁵⁸ Cadwallader, Tom W. Life Outside the Classroom for Youth with Disabilities. Menlo Park, CA: National Longitude Transition Study-2, 2003. Print.

⁵⁹ Rollefson, Mary. Extracurricular Participation and Student Engagement. National Education Longitudinal Study, Second Follow-up. U.S. Department of Education, National Center for Education Statistics, 1995. Print.

⁶⁰ Brak, Jessica. Maximizing Millennials in The Workplace. UNC Executive Development. Kenan-Flagler Business School, 2012. Print.

Technology has enabled Millennials to accomplish tasks from anywhere at any time. They are happy planning their lives on the fly; carving out bits of the day to book time with friends, plan a holiday or do their banking. With so much going on in their lives, work becomes another element to be balanced out in the equation of how they spend their time.

MILLENNIALS + FLEXIBILITY IN THE WORKPLACE

45% of [American] Millennials will choose workplace flexibility over pay.”

72% of Millennials at “regular” jobs wanted to be entirely independent.

89% of Millennials wanted to “work where they choose”.⁶¹

Millennials crave flexible lives, which means flexible workplaces as well. Some of their demands include reasonable work hours, remote and home-based work arrangements, an end to fixed office hours, and flexibility within the office environment. The definition of what constitutes a work-life balance is evolving fast. Meister and Willyred, state that Millennials are no longer looking for work-life balance but see work as deeply integrated within life “not a separate activity to be balanced.” In an age when everyone is in constant communication, work has burst its traditional banks and flooded into other areas of our typical day. Millennials are generally more comfortable with working unconventional hours and structuring various activities around work commitments, going home earlier to be with their family for example and getting back online later in the evening to complete their work.

The desire to avoid unproductive face-time (“death-by-meeting”) is accomplished through to Millennial facility with technological communications and their task-based team work ethic. Millennials work to accomplish tasks and once they’ve finished, they are habituated to expecting feedback and discussion. With stronger results-oriented processes in place, Millennials will make the most out of the face-time they do get to further trouble shoot, create, implement or review through work.

While breaking traditional workplace culture and customs can be difficult to argue for many Millennial preferences do make sense. Over-working people is a sure-fire way to reduce productivity and efficiency. There are many who are reaping the financial and employee retention benefits of thinking creatively and corroboratively about how to restructure their work environments. It makes sense to increase profitability by leveraging the strengths, working preferences and practices of the younger workforce. A great example of this is the Results-Only Work Environment (ROWE), which allows employees to work virtually at flexible hours. Using this model, productivity at Best Buy headquarters increased by 41 percent during a trial period.⁶²

Backed by technology, changing institutional mores, protocols along with the preferences of the Millennial workforce, remote working trends are posed to continue. In the United States 13.4 million

⁶¹ Taylor, Kate. “Why Millennials Are Ending The 9 To 5.” Forbes. 23 Aug. 2013. Web.

⁶² Hathorn, Gina. “Coming of Age: Millennials Will Impact the Workforce.” Diversity Central. Web.

people regularly work from home.⁶³ By 2022, it is expected that this will rise to 41 percent of the workforce. If workers get their way this number may even increase. A survey by Ernst & Young that 50 percent of respondents expected to work standard office hours in five to ten years time⁶⁴

Millennials want flexibility and firms are increasingly conceding. Allowing Millennials to work on their own terms will not only allow them to pursue their other interests in life, it will also help companies get the best out of them.

CASE STUDY: CISCO'S CONNECTED WORKPLACE

Cisco is a firm that has approached these issues of workplace flexibility with clear thinking. They recognized that new employees were looking for greater flexibility in working hours. Moreover, as contracts were becoming increasingly global, clients needed to access talent at non-traditional hours as well. Even when employees worked on site, the need for collaboration was greater than ever before. The result was that while meeting rooms were over-booked, 65 percent of offices and cubicles were vacant. Not only were current arrangements not matching needs, they were costing money.

In response, Cisco created the Cisco Connected Workplace. They set out with 4 key principles, each backed up by strong commercial objectives:

1. Encourage collaboration
2. Reduce real estate costs
3. Reduce infrastructure costs
4. Accommodate different work styles

The concept was planned extensively. A trial site in San Jose was used and the designers worked closely with management and staff to iterate a working prototype.

Their resulting office is a model of flexibility. Employees can work remotely if they choose and when they do decide to come into the office, it is set up for flexible working. No workspace is assigned: employees can pick the space that works best for them. There are communal areas as well as more formal meeting spaces.

The effect on staff has been impressive. Employee satisfaction scores rose and costs fell significantly: real estate costs fell by 37 percent through accommodating more staff in the same amount of space. As the concept has been rolled out, the results have been no less impressive. In Canada, 85 percent of Cisco's Millennials work either offsite or outside of traditional hours and the company links these flexible working practices directly to its high retention rate.⁶⁵

⁶³ Schawbel, Dan. "10 Ways Millennials Are Creating The Future Of Work." Forbes. 16 Dec. 2013. Web.

⁶⁴ Ernst & Young LLP. EY. Younger Managers Rise in the Ranks: Survey Quantifies Management Shift and Reveals Challenges, Preferred Workplace Perks, and Perceived Generational Strengths and Weaknesses. 3 Sept. 2013. Web.

⁶⁵ Douaihy, Margot. "Report: Gen Y Executives Prefer Video." AV Network. NewBay Media, LLC, 8 Aug. 2013. Web.

CONCLUSION

As the largest generation ever to enter the workforce, companies are seeking ways to attract Millennial talent to kick-start innovation, drive profitability and make a positive impact on their work communities.

Our in-depth investigation into the shifting roles of Millennials in the workplace offers insight into how people of all ages must adapt to thrive in the 21st century. The five areas of conflict between Millennials and Boomers identified in our research point to the most effective opportunities for companies to adapt their corporate behaviour and achieve prosperous results. These five target areas are: 1) Technology, 2) Doing Good, 3) Diversity & Inclusion, 4) Lifelong Learning and 5) Workplace Flexibility. Resisting the inevitable change in workplace norms and standards will only result in tension and obsolescence.

Framing this challenge simply as a Millennial issue obscures the fact that renegotiating the traditional workspace, regardless of generation, is an imminent necessity. Though this shift may be driven by Millennial characteristics, this generation is simply the catalyst for this unavoidable change, which will carry new forms of human interaction and understanding into the workplace.

If companies are to remain relevant to a new generation of employees, they need to address the themes outlined in this paper within their own corporate structure. Canada's ability to thrive stems from how well we continue to adapt, implement and embrace change. Our hope for this research is that it acts as a foundation the critical conversations going on between companies, colleagues and individuals who are living amidst these changes, and that it sparks solutions to the key question: How we can steward intentional, proactive change within our workforce to address the challenges of our time?

This white paper provides the broader framing for our investigation into the shifting role of Millennials in the workplace. In the process of understanding the context of each challenge, we discovered the tangible steps for companies to take in order to ready themselves for this transition. We invite you to join the conversation, contribute your solutions, and share ours.

Together, we will change the ways we work by fostering creativity and innovation, strengthening team and mentor relationships, and in so, build a future where we can unleash our greatest talents to manifest the depth of our human ingenuity.

ABOUT US

Making Good is a research program of the Canadian led by non-profit organization, DreamNow and run in partnership with Schools without Borders.

DreamNow was founded in 2003, and works to help Millennials get involved in 'doing good' in their communities and at work. This research project grew out of conversations with employers after the publication of the book Making Good: Finding Meaning, Money and Community in a Changing World co-authored by Dream Now's Executive Director, Dev Aujla.

A small team of experts were assembled and began collaboratively developing this research program in 2012 with the goal of uncovering the challenges, opportunities and the tangible strategies that could change workplaces and create opportunities for people to find meaning, money and community at work.

Our team for this project included over a dozen people from across three continents and was led by Julian Caspari, Chris Kang and Dev Aujla.

APPENDIX: METHODOLOGY

The Making Good Team reviewed 104 articles from both academic and popular articles for our survey. Our selection process varied slightly for each type of article. For academic articles, we searched established online databases for those published in the last 20 years. Once we had identified key academic articles, we used the references contained within to enlarge our sample collection, ensuring that we analyzed the articles which were cited most often.

In terms of popular articles we were, like any good Millennial, reliant on Google search. For the sake of brevity we limited ourselves to approximately 100 articles, concentrating on selecting articles from bigger publications with higher rates of circulation and high unique visitors. These included: newspapers such as the New York Times, The Guardian and the Globe and Mail; business publications such as Forbes, INC, and Fast Company; news outlets such as CNN, the Huffington Post and the BBC.

Broadly, we were looking at articles that painted a rich portrait of Millennial life and work. Articles about Millennial views on dieting or tips for getting through the quarter life crisis were generally dismissed with in favor of articles with titles such as "Maximizing Millennials at Work" or "Myths about Millennials." Invariably, our selection of articles involved a degree of subjectivity.

We were also sure to include influential non-academic research from institutions such as Pew and wide ranging surveys such as those conducted by Telefonica, PwC and Deloitte. It is possible that we have missed some interesting and considered papers but unfortunately, timing and funding did not allow our research to be completely exhaustive. Thus, our results are not statistically robust;

but we believe that they are indicative of the tone and content being circulated in key business publications today. Moreover, the themes that we discuss in detail are themes which, through our own experience, we know to be relevant to Millennials and businesses working with Millennials.

All searches were conducted in English and were generally from Canadian, American, European and Australian sources. They are therefore most representative of views of Millennials held in Western, English-speaking countries.

When reviewing articles, our priority was to assess how the author characterized Generation Y. In order to do this we back-coded each article; that is, we read through the text and pulled out certain characterizations such as 'technically savvy' or 'collaborative' when we found them.

A few notes with respect to our methodology:

1. We only pulled out the characterizations that were endorsed by the author. We did not assign characterizations that were refuted or used to establish a stereotype, we did not assign to that particular author.
2. Where the author cited a characterization from another publication or piece of research, we only assigned it to the author when they endorsed the work.

We feel that by including over 100 articles and systematically reviewing and coding each, we have observed good practice and produced a robust guide to the views and barriers that Millennials face in a shifting workplace.

ACKNOWLEDGEMENTS

We would like to thank the companies, organizations and individuals that opened their doors to us and were available for interviews and advice along the way.

This paper was authored by Julian Caspari, Stephen Hamm, Chris Kang, Courtney Hull and Dev Aujla. We would also like to thank the tremendous support team of editors, research advisors and friends that helped us with this paper including: Catherine Stewart, Mara Munro, Sonja Miokovic, Meghan Moya Finn, Schools Without Borders and the DreamNow Board of Directors.