

HIRING MILLENNIALS

*The Generation
That Changes
Everything*



genesis10[®]

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The millennial generation has taken corporate America by storm. It is simply a matter of numbers: this age group represents the largest generation ever, exceeding even the baby boomer population by 10 million people. The generation in between, Generation X, simply lacks the numbers to fill all of the job vacancies that are being created as baby boomers retire and the economy sees an uptick in business growth. As a result, the millennial generation will comprise nearly half of the U.S. workforce—and three quarters of employees globally—by approximately 2022.¹ These facts, coupled with today's job forecasts, make millennial workers popular news topic, receiving coverage almost daily in all mediums and markets. But how accurate is the information? It's a mixed bag. Much of it is opinion. Almost all of it resonates with a tone of frustration and exasperation.

“From where we stand, little of the millennial workforce story portrayed in mainstream media reflects actual employer experience with these workers in real world employment settings.”

Within the four sections of this guide, we provide facts, figures and firsthand experience to give readers an “insider’s view” into the generation that changes everything. At Genesis10, we’re in the business of selecting, hiring, training, and mentoring millennial college graduates and experienced professionals for roles in business, management, and information technology (IT). On behalf of a diverse base of clients, Genesis10 is developing millennial college graduates into productive and loyal employees who are transforming the workplace - and we are optimistic about what we see.

Today’s young adults represent the most highly educated talent pool to enter the workforce. The rigors of secondary and post-secondary education now far surpass that of previous American generations. College curriculums today incorporate far more sophisticated concepts and often integrate real-world experience in the form of internships and co-ops. As a result, we are seeing entry-level professional job candidates who excel at critical thinking and problem solving. They may be a bit rough around the edges at first, but with tailored pre-employment coaching and workplace training, our millennials have the skills and confidence to add

SECTION 1: MILLENNIALS AS EMPLOYEES

Meet your new coworkers. Born between 1980 and 2000, millennials are the children of the baby boomers and early Generation Xers [“Gen Xers”]. And they have some unique characteristics and views about work.

Each generation has held its own attitudes toward work, brought about by the circumstances of youth. The millennial workforce is like none other.

“ *By sheer numbers alone, millennials have the power to influence a major shift in the way we work.* ”

Basic facts about the millennial workforce. According to the U.S. Census Bureau²...



value day one with clients. In the following pages, we share insights we've gained through our work connecting corporate clients and millennial workers since 2008. Our insights come from real-world, hands-on employment situations, not theoretical research. We'll share what really happens when millennials go to work.

It is time to look at your business's future with millennial workers.

- Numbering nearly 90 million, millennials represent the single largest generation in human history. They outnumber the Baby Boomers by 7 percent, and surpass their Gen X predecessors by almost 50 percent.
- Millennials already represent almost half of the world's workforce and they are posed to dominate it within the next 10 years. By 2020 approximately 46 percent of all U.S. workers, and over 75 percent of the global workforce, will belong to this generation.
- An estimated 76 million baby boomers will retire over the next 25 years and there are only

46 million Gen X employees to take their jobs. With job creation still occurring at a healthy rate, **millennials are a necessary part of every company's workforce strategy.**

The average American millennial grew up in a household—or households—in which both parents worked full time. As a result, they spent the majority of non-school time in organized child care, after school programs, clubs and sports programs. Parents, teachers, counselors, and coaches defined goals and tracked

progress. Millennial children seldom wondered what would happen next; time was scheduled and next-steps clearly stated. And through it all, parents and other influential adults stood nearby, encouraging millennial children through every aspect of life.

Millennials also witnessed the boom of the 1990s followed by the crash of the 2000s. As children, they watched family members and close friends affected by workforce reductions after investing decades of their working life with a single trusted employer. As a result, **millennials view independence and self-reliance as essential.** They do not expect an employer to provide them with guaranteed stability or lifetime job security. Instead, they work hard to build skills and knowledge that keep them marketable... just in case.

Few millennials will retire from the same company where they begin their career. Instead, they will change jobs if they feel they are not building the skills and experiences that increase their value as an employee. It's about keeping a competitive edge. For employers, increasing a millennial's, or anyone's value to the organization, means understanding their background, strengths

and motivators and how best to apply them in your unique environment. To get you started, we've listed a few common attributes we have seen over the last eight years along with guidance on how to leverage those attributes to create a lasting employment relationship.

Awarded for participation.

Adults provided constant feedback to this generation, and it was delivered with a softer, more egalitarian hand. Positive feedback was given freely. Negative feedback was delivered as constructive criticism, with a full explanation about why change was necessary. And whereas previous generations received praise for *exceeding* expectations, millennial children were given trophies for participating. They became accustomed to receiving accolades for simply completing tasks as instructed.

“ *This generation is fueled by regular feedback and motivated by recognition for a job well done.* ”

As a result, millennials like to know how they are doing. Frequent and consistent evaluation keeps them engaged. No news does not translate to good news for millennials. Lack of feedback can begin to derail or distract an inexperienced millennial worker, causing them to worry about the quality of their work or the direction they are taking with certain tasks. A little positive “ping” provides the reassurance they need to stay on the right track.

Millennials grew up on social networks and thrive on “likes,” especially when their efforts have gone above and beyond expectations. A millennial who has worked hard and receives recognition stays motivated—and motivates co-workers to do better too.

Digital Natives.

Millennials were raised during the explosion of the digital era. Most have an inherent affinity for technology. Millennials have a natural curiosity to learn and build technical skills. Many, particularly those in the latter half of the generation who are joining the workforce right now, have only dim recollections of life preceding hand-held

digital devices. This comfort with automated tools, gives them a natural ability to adopt new technology—systems software, and technical skills—very quickly.

It also means they are more likely to wonder why available technology is not being used to complete tasks faster and more efficiently. Millennials often become frustrated when a technology with potential to greatly improve quality, process, or output is not being applied.

“*They want to be a part of technology-enabled transformation, and to share their mastery of all things digital with their professional peers.*”

Accustomed to change.

Millennials barely unwrapped the latest device or gaming system when the next version was released. The fast pace of change

brought about by technology is the norm for this generation, and they don't simply embrace it—they'll even stand in line for it! Software upgrades? New product introductions? Process improvements to streamline productivity? The same evolutions that can cause anxiety among Baby Boomers and Generation X are seen by millennials as exciting new advancements.

Millennials are champions for organizational change. Where outdated processes hinder productivity, they see opportunities for improvement. They will present new solutions—not to gain personal recognition, but because they value evolution and assume their employers and customers do, too.

Intrapreneurial.

An inherent drive to continuously grow and improve will lead millennials to chase stretch goals within their current place of employment. They will fearlessly pursue tasks that may be considered too advanced for them at their current level of experience, and jump at the chance to participate in new business development or transformation efforts that provide accelerated

learning and advancement opportunities. Their intrapreneurial spirit craves the chance to be part of building something new.

“ *Millennials want to contribute to their employer’s success, while keeping themselves relevant and marketable.* ”

Well-traveled and worldly.

Millennials are the most well-travelled generation to enter the workforce. Nearly 75 percent of recent college graduates hired through the Genesis10 Associates program traveled or studied abroad (and posted the selfies to prove it). This generation grew up in a far more ethnically diverse landscape than preceding generations, and they see this as normal. They are more likely to view a homogenous workplace as problematic. **Millennials understand the benefits of multiple points of view, and they respect and embrace these differences in the workplace – a trait that improves their collaboration skills tremendously.**



Today’s entry-level professionals are much more aware of the global nature of business and competition, which can bring a new perspective to organizations that have, or are working to establish,

a global presence. Millennials will likely leap at opportunities to travel or relocate, given their familiarity with other countries and cultures.

Instantly gratified.

Raised online, Millennials expect unlimited access to data – any time of the day or night. This “always on” access combined with same-day shipping and ready-made everything changed their definition of “fast”.

As a result, the pace of a traditional workplace may be challenging for millennial employees.

They will appear impatient initially. They will race to finish work and be back for more, assuming faster is always the goal. Their time reference will reset as they gain experience, however **employers who channel a millennial's knowledge and solutions skills to the ultimate project goals and set realistic expectations for the timing of deliverables develop highly engaged employees and future leaders.**

SECTION 2: MILLENNIALS AND THE WORKPLACE

Every generation has defined its unique checklist of desirable employer attributes. Previous generations sought security and longevity, followed by high pay. Shaped by childhood experiences growing up in a weak economy, millennials have yet a different set of criteria.

Challenging and meaningful work.

The number-one reason why employers like Google are magnets for millennial graduates is that they offer incredibly meaningful and challenging work. They are changing the world, one innovation at a time.

The typical millennial craves more than just a job. Work that matters, and incents them to be more, ranks at the top of their job selection criteria. According to a 2016 survey by Deloitte only 28% of Millennials feel their current organizations are making ‘full use’ of the skills they currently have to offer.

“ *The most appealing employer is one that allows them to feel challenged and valued for their contributions.* ”

Additionally, offering rotational leadership development programs, and allowing frequent lateral moves within a diverse organization can make a business very attractive to millennial job candidates.

Social-friendly environment.

Nearly everyone enjoys a friendly work environment. Work friends make the week more enjoyable, and lunch or happy hour with colleagues is nothing new. Millennials, however, take the social workplace to a whole new level. Most millennials have little separation between their work lives and social lives. They have developed a social group at work with whom they spend personal time. And they're checking in with personal friends via Facebook and Instagram while at work. Checking in on social media is to the millennial what checking personal mail is to the Baby Boomer. **The lines between personal and professional time and**

connections are becoming increasingly blurred. This blending of two traditionally distinct environments drives the preference to work at companies that encourage business focused social connectivity, or at least tolerate it. The good news? Social media is not necessarily a productivity-buster. One study found that taking short smartphone micro-breaks to check social pages or use applications made workers happier and more refreshed, able to better and more efficiently tackle work tasks.⁵ The millennials will get the work done, and they do prioritize work at work. But they see no reason not to combine work and play so long as they are producing what you ask of them when you need it.

A coach...not a boss.

A January 2014 study of millennials found that 72 percent would like to be their own boss someday, but only 25 percent are living that dream today. Additionally, 79 percent of millennials said they would seek out a boss who functions more as a coach and mentor than a traditional overseer.⁶ **Millennials do not want a task manager, they want regular face-to-face feedback on their work and career progression that will help them achieve their career**

objectives. If this is not something their manager can provide, then identify a respected career mentor who can help them navigate the workplace terrain as they launch their careers. Genesis10 Delivery Directors, who mentor college graduates entering the workforce, report that despite their media portrayal as entitled know-it-alls, the majority of millennials readily admit they don't know much about being in a corporate environment, and that they need role modeling and guidance as they journey into the working world.

Flexibility—not balance.

For millennial workers who can connect to work via their smartphones or PCs, there doesn't seem to be a good reason to always have to complete their work at the office. Utilizing technology and collaboration tools is second nature to them, and this is driving a step change from a workplace that is input-based to one that is output-focused. In other words, employers are holding workers accountable for getting assignments done correctly and on time, while giving them some discretion to choose where and when they actually do the work.

According to a recent study, study, 88 percent of millennials want “work-life integration,” which is not the same as work-life balance.⁶

“ *This generation does not view work as just an eight-to-five commitment. Because they are connected 24/7, they can—and do—work differently than their predecessors.* ”

Many millennials are “always on” for work, and therefore they believe that they should have the flexibility to leave the workplace for a personal event or appointment if needed. They will finish their assignments later on, remotely, if necessary.

By no means does this imply that the principle of core hours for workplace attendance should be eliminated. At Genesis10, we've found that most recent graduates actually want consistent face time with role models and coaches, and they thrive on regular interaction and proximity to leadership and peers.

In our work placing millennials, Genesis10 sees college graduates with the same work ethic as their parents. They respect core hours and understand the need to spend time in the office most days. Still, a flexible workplace that allows them to leave when they need to, as long as they get their work done, is highly appealing. And these days, that's something that employees of all generations desire. The difference is that for Baby Boomers, workplace flexibility is viewed as a luxury, for Generation X, a preferred arrangement. For millennials, it seems like a given.

Conscientious business practices.

Even at this young age, 84 percent of millennials employees made a charitable donation in 2014.¹² This generation is significantly more philanthropic and socially minded than prior generations. Not surprisingly, they are attracted to companies that share a similar sense of responsibility.

Unlike previous generations who were willing to overlook or at least tolerate corporate behavior that clashed with their own system of beliefs, this new generation of employees will more



readily seek alternative employment if they do not feel that their work provides the ability to influence positive change.

Solid social and environmental policies and community involvement are becoming key recruiting factors for companies who want to attract top millennial workers. **Millennials feel an**

obligation to improve the world around them, and they prefer organizations that reflect this value, or—at the very least—don't make things worse.⁷ For example, Google operates under the motto: “Do no evil.” Next-generation workers are also attracted to companies that provide opportunities to connect with their communities through volunteering. And if that volunteer event involves working alongside co-workers, so much the better.

Despite perceptions perpetuated by their penchant for the “selfie,” the typical millennial worker is not “all about me.” They want to be associated with a company brand that represents positive social values.

Continuous training and development.

Since millennials hold personal and professional growth in high regard, staying relevant and learning new skills is important to them. They know the world changes quickly, and realize that their knowledge and skills need to keep pace. Thus, another attractive quality in an employer is an active commitment to employee development. Policies and programs such as tuition and

certification reimbursement and access to ongoing education are prized. Companies that regularly send employees to advanced training/certification courses, or encourage participation at industry or domain specific conferences are highly sought after by the millennial generation.

When Genesis10 polls its Associates on the reasons why they selected our program, pre-and post-placement training and mentoring rank as top responses. G10 Associates continuously tell us they place a high value on having a defined approach and experienced professionals supporting their early career success.

Desirable location.

Many millennials first target a city or geographic location where they want to live, and then look for work opportunities in that area. What attracts them to a particular location?

The millennial lifestyle checklist includes good public transportation, a downtown business district that supports urban residence, and opportunities for recreation.

The millennial graduate will be especially excited to accept a job offer that allows them to begin or advance their career in a region where they hope to settle for the long term.

Collaboration

The millennial generation spent the majority of their youth in organized activities, in addition, educational systems, both k-12 and Post- Secondary, have moved toward group oriented work and projects. This has created the most collaborative generation to hit



the workforce yet. This natural tendency to collaborate means that the absences of opportunities to work with others will not only cause decreased satisfaction, but could also cause productivity to decline. G10 Associates that have limited interaction with management or feel isolated at work consistently report lower job satisfaction.

“ *Contrary to the belief that millennials prefer communication via technology, they crave interaction with their peers and seek opportunities to interface with more senior employees.* ”

Organizations need to recognize and harness the potential that increased collaboration can bring to their teams and strategy. Creating an environment that fosters not only connectedness through technology and social media but through human interaction will increase employee engagement and improve the results millennials can deliver.

SECTION 3: MILLENNIALS' IMPACT ON ORGANIZATIONAL CULTURE

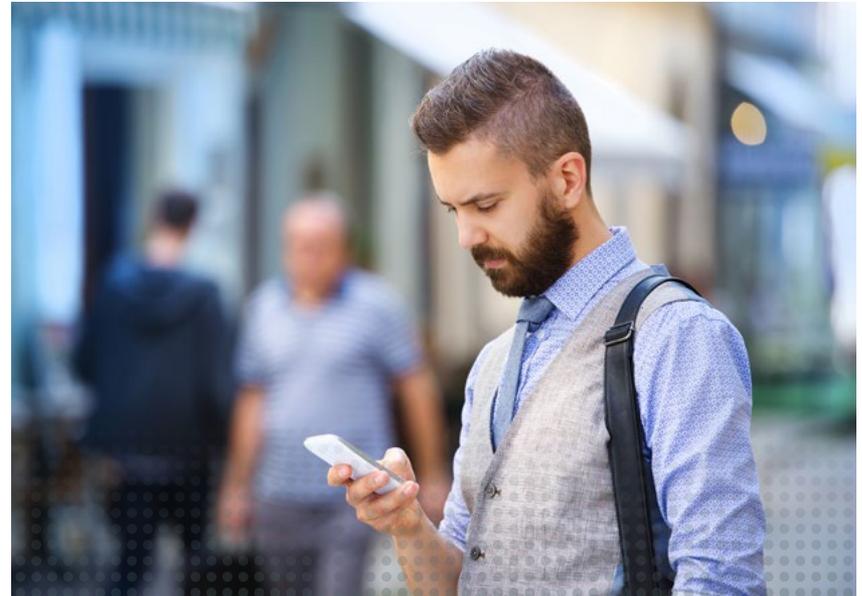
Genesis10 has seen firsthand how the millennial generation is impacting the places where they work. Through the G10 Associates Program, Genesis10 has placed hundreds of recent college graduates into IT and business roles with companies across the U.S.

This right-to-hire approach provides customized training developed to address both skills gaps and work-readiness enabling young, entry-level professionals to contribute from Day 1. Genesis10 career mentoring continues after the initial placement, giving us insight into what's really happening within the workplace environment when millennials enter the scene.

We've seen and heard many stories, from both employers and employees. These are the conclusions drawn from our observations.

Millennials will energize your existing workforce.

The addition of millennial staff provides some relief to existing employees who have taken on more and more tasks—allowing them to once again focus on their core competencies.





Multiple workforce reductions over the past 20 years required many employees to take on tasks that were not included in their original job descriptions. Many companies are now restructuring work to delegate lower-value work to entry-level professionals.

Productivity and business success can soar when senior workers have more time and bandwidth to once again focus on the higher value expertise only they can provide. This increases *their* job satisfaction and engagement as well. Millennial energy is infectious! Their fresh ideas and enthusiasm can re-charge the entire workplace, leaving everyone feeling inspired.

They will disrupt—but in a good way.

Contrary to typical media portrayal, most millennials are respectful of senior staff members and their supervisors, and adhere to company policies. The graduates we place are targeting business and IT careers and they are genuinely eager to adopt business norms. They rush out after graduation to purchase their first suit and business attire, proud of their achievements and the earned right to dress professionally.

Any real or perceived workplace disruption caused by millennials is typically fostered by their curiosity and achievement-oriented nature. They constantly want to know how things work in detail, as well as how things fit into the big picture.

They have opinions and questions, and have been raised to give as much feedback as they receive. Millennial workers will call attention to areas where they see changes that could be implemented to provide an advantage.

They will challenge your traditional work model.

When surveyed, nearly 70 percent of millennials said they believe that regular attendance at a common place of work is unnecessary, and 75 percent also think that meetings are not an efficient way to get business decisions made.⁹

Yet, they enjoy going to work. Their attitude toward working hours is the key differentiator and, as mentioned earlier, that attitude is driven by technology that enables a different model of work.

For this generation, work and play are inextricably intertwined. And, as long as the deadline is met, what difference does it make where or when the work actually occurs? If a personal event or appointment comes up, they can sideline work and finish it later in the evening.

Time flexibility works to employers' favor, too, especially for those doing business globally. A midnight conference call with customers in Europe might sound appalling to many employees, but trade it for a late start the next day and millennials will jump right in.

Businesses that take advantage of this “work around the clock” nature, allowing time-and-place flexibility, find they have more business coverage by employees at all hours—day and night. It's a win-win for today's 24/7 businesses and millennial workers who prize flexibility.

They will up your game.

How? Through teamwork. **Millennials are natural-born collaborators.** They are inclusive and experienced at guiding groups to consensus, and the collaborative output is typically better and faster.

This change in pace and approach may be challenging for workers who prefer to work alone—a trait often ascribed to Gen X—but for most employees, millennials are a breath of fresh air.

Traditionalists and baby boomers, in particular, enjoy working with and talking to this younger generation, which creates a powerful teaching environment. Millennials are introducing a healthy level of competition and drive into many workplaces, which prompts other staff members to step up their games.

They will put technology to work in your business.

As discussed earlier, this generation has been dubbed the digital natives. They have smart phones and devices with them at all times. And they know how to use them productively.

One G10 Associate recently used a device to record a meeting, and then automatically transcribed it into written minutes. Most employees in the room didn't even know this technology existed.

And those open-ended questions that can stall out a meeting? Millennials will conduct instant research online, allowing projects to progress with fewer roadblocks. They will recommend new apps and solutions that can improve efficiency or collaboration. The sudden veer can make some employees uneasy. But as other

employees watch and learn, everyone will likely adapt and even adopt similar productive behavior.

Expect some turnover (but not as much as you might think).

Perhaps the most concerning aspect of millennials in the corporate workplace is the reported higher rate of turnover. Estimates of their average tenure, number of jobs in the first five years, and retention statistics vary wildly. However, the reports may be grossly overstated.

High turnover is not a generational trait but rather a sign of the economic times, at Genesis10, the G10 Associates Program retention rate is almost 90 percent. In addition, our conversion rate averages 80 percent: that is, eight out of ten Associates receive a permanent job offer from the company where they are placed.

For those that do go on to pursue new career opportunities, chances are they just might return, as the phenomena of the 'boomerang' employee continues to grow. While the term once had

a negative connotation, boomerang employees are increasingly being seen as a positive attribute to organizations. In fact, 76 percent of HR professionals say they are more accepting of hiring boomerang employees than they were in the past, and 46 percent of millennials said they would consider returning to a former employer, compared to only 33 percent of Gen X-ers.⁹

This trend stresses the importance of maintaining strong off-boarding and alumni relations activities in support of staying engaged with former employees. As competition for top talent continues to grow, organizations will reap the benefits of maintaining relationships with their high-achieving, top performers.

The bottom line on millennial retention is that when young employees are nurtured, properly compensated and can see their opportunities for continued professional growth, they remain loyal to employers.

SECTION 4: RETAINING YOUR MILLENNIAL WORKFORCE

One of the biggest concerns employers have about investing in millennial talent is the fear of turnover. Will talented millennials leave as soon as they become productive contributors?

Employee mobility is costly to employers, and millennial worker retention must be addressed if companies are to proactively address succession planning and growth needs. Each recent graduate that is hired and leaves within the first year of employment costs the employer an average of \$24,000, and this doesn't factor in secondary costs relating to lost productivity when companies are unable to hire or retain sufficient talent to meet its resource needs.

When formulating a retention strategy, it is important to keep in mind what makes millennials tick—the environmental and nurturing characteristics that are unique to millennials. And it is helpful to contemplate this old proverb: **“People resemble their times more**

than they do their parents.” Retention strategies that worked for baby boomers and Gen Xers are not necessarily effective for most millennials.

Given this context, Genesis10 recommends—and practices—six key actions to improve the retention and motivation of the millennial worker:

1. **Explain the big picture.** They want to know what the company stands for, the strategy for achieving goals, and where their job fits in to that. Provide access to information about the organization, its values and goals, and show millennial workers where their contribution has an impact. If the organization is involved in significant social good programs, talk about those too.
2. **Set goals and provide frequent progress reports.** Millennial workers need to know what is expected of them and how well they are doing in each of their job responsibilities: Are they successfully earning an “A” in a certain area? Or just getting by with a “C?” Implement

mentoring and coaching programs internally, or contract that role to an outside company with specialized expertise. Job descriptions and performance goals provide the framework for discussions during short—but frequent—mentoring sessions. Millennial workers need to hear “good job on that” or “here’s something that needs work.” Feedback delivered on a timely basis helps them know whether they should keep doing what they’re doing, or switch to a different course of action. And remember, providing honest feedback ensures that they know what value they are, or are not, adding to the organization, and will prevent a new millennial worker from feeling that they should be progressing faster, or earning more, when their performance does not warrant it.

3. **Give them opportunities to grow from day one.** Keep millennials challenged. They have high expectations in general but expectations for their own success are highest of all. At Genesis10, we see that most millennial new-hires ramp up far faster than their employers expect. Offer opportunities for them to demonstrate what they can do.

Set stretch goals and support their efforts to “go for it.”

Things that we’ve seen work include inviting them to take a run at doing the next level of work on a trial basis, or identify and write up an improvement suggestion for their area of the business. Millennials also respond well to an opportunity to pursue a personal growth project. Support them as they network and sell their ideas. “Intra-preneurship” is in their blood.

4. **Let them explore roles that fit.** Encourage a culture of cross-functional collaboration. Make it acceptable for them to express concern, and to explore alternative roles if they are not building success in the role or field they originally selected. Allowing millennials to change roles within the organization is more cost effective than losing them altogether, and it will foster long-term loyalty.
5. **Pay them what’s reasonable for the job.** The millennial generation can easily discover what others are earning for the same type of work at other companies. There’s a high probability that coworkers and friends are sharing details

about compensation packages. Be transparent about the salary ranges for positions. Explain what is required to get to the next tier, and be fair and equitable in the process of giving out raises and promotions. If they feel they are not valued and uncertain how to change that situation, millennial workers will leave the company.

6. **Let them use their technology at work.** This generation was allowed to use devices in the classroom and the living room. To achieve the greatest productivity, train them in enterprise technologies and applications (i.e. ERP, CRM, etc.), yet allow them to work in the way they are accustomed whenever possible.

Retention of millennial workers won’t be a problem forever. Within the next 10 years, many will be joining the leadership team, and their way will increasingly be the right way. In the meantime, successful millennial retention requires employers to lean in to some new ways to do business that are fitting for the world’s future leaders.

SECTION 5: THE GENERATION THAT CHANGES EVERYTHING

Why are millennials the generation that changes everything? At Genesis10, we've witnessed firsthand the positive transformation that occurs when highly educated, socially savvy and tech-connected millennials step into the employee mix. Millennials by their very nature are disrupting business practices and corporate cultures, opening the door for positive change. The sooner you embrace what we have learned about millennials in the workplace, the sooner you will be on the road to building a strong, influential multi-generational workplace.

1. **Millennials are wired to work differently.**

As we discuss in Section One – while few millennials will retire from the same company where they began their career, they will remain loyal to employers who understand and leverage their unique attributes for the betterment of themselves, the company and the community. Millennials excel at technology and want to share their mastery of

all things digital with their professional peers. They are champions for organizational change, they understand the benefits of multiple points of view, and they are highly collaborative. While they expect feedback on their individual contributions to their employer's success, coaching millennials and setting realistic expectations for performance creates highly valued employees and future leaders.

2. **Millennials have a different perspective on the “ideal” workplace.**

Shaped by childhood experiences growing up in a weak economy, millennials have a different perspective on what makes a workplace great. Challenging and meaningful work tops the list of great workplaces followed by a social-friendly environment, conscientious business practices and desirable location. “Work-life integration” is the new work-life balance meaning millennials believe they should have the flexibility to leverage technology and collaboration tools to finish their assignments after-hours and/or remotely. Finally, collaboration, continuous training and professional

development are held in high regard and are key retention strategies for employers – as ultimately millennials have a strong desire to stay relevant, learn new skills and directly contribute to the success of their employer.

3. **Millennials influence organizational culture.**

Every new employee, regardless of generation or gender, impacts corporate culture, which is why it is so important to hire people who fit the characteristics that uphold your company's culture. When you have an influx of talent from a generation this massive, organizational culture must change and adapt, or become diluted beyond recognition. Ultimately millennials will disrupt organizational culture - but in a good way. They help balance workloads, they focus on outcomes versus the traditional 8-5 work model and they bring technology solutions to work every day - all things that when managed effectively, energizes the workplace and improves productivity. Will they leave you for another career opportunity? Most likely yes, which reinforces the need for a strong, positive organizational culture that recognizes employee contributions and congratulates employees on

their career success as part of normal off-boarding and alumni relations. Ultimately a strong, positive organizational culture forms the foundation for a company's reputation as an employer of choice.

Millennial workers are introducing new ideas and driving innovation into every corner of business and IT. Expect that millennials might be a bit rough around the edges at first as they adjust to your company environment and work style. Be patient. Rest assured, if you carefully select strong, qualified millennials and invest in them with career training and mentoring, it won't take long for them to make productive, creative and efficient contributions within your organization and add a new level of energy to the workplace.



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