

***Ready or Not,
Here They Come:
Meet Your Newest
Employees***



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TIME

THE TRUTH ABOUT SOCIAL SECURITY

MEET THE TWIXTERS,
 young adults who live off their parents, bounce from job to job and hop from mate to mate. They're not lazy...

THEY JUST WON'T GROW UP

BY LEV GROSSMAN

www.time.com AOL Keyword: TIME

The Business of People

HRM Magazine

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The Tethered Generation

How millennials are wired to work differently

Add the human touch to scheduling software

Make the most of your long-tenured employees

Special Report on Training

- Profile of today's young adults
- How they differ from previous generations
- What we know about them
- How can organizations recruit and retain today's young adults

S O C I E T Y

They Just Won't Grow Up

• They're not kids anymore, but they're not adults either. MEET THE TWIXTERS, the new breed of young people who won't – or can't – settle down.

By LEV GROSSMAN



Generations: An Overview

See Howe and Strauss, Generations

Strong	Idealistic	Idealist/Moralists	Awakening –as teens early 20's; as leaders generate crises
Weak	Reactive	Cynical/Antis	Awakening – youth; provide leadership out of crisis
Strong	Civic	Outer focused/ institutional	As teens/young adults face crisis; rebuild as leaders; face new awakening as elders
Weak	Adaptive	Stereotypical/ deferential	Crisis entering youth; buffer civic-idealists; enjoy fruits of civic



Silents

- Over 63
- Staying in the workplace (29%)
- Pluralism
- Expertise
- Social Justice
- Grandparent Effect



BOOMERS

- Idealistic
 - Principles
 - Religion & Education
- Fractured
 - East - West
 - North - South
- Me Generation
 - Merit – being first
- Control
- Legacy
 - Make sure it stays as we built it



13th Gen

- Ignored
 - Survivalists
 - Designed own toys
- Pragmatic
 - Crisis oriented
 - Mediators
- Liberty
 - Freedom to do it "my way"
- Small in Numbers
- Anti-BOOMER
 - Underlying resentment
 - Challenge if possible

The Millennials



Traits and Behaviors

- Special
- Sheltered
- Confident
- Achieving
- Educated
- Entitled
- Lack Social Skills
- Fear failure
- Pressured
- Averse math & science

- Passive
- Obedient
- Conventional
- Team/Community
- Affluent
- Demanding; wants accommodations
- Pushes the limits
- Pierced & tattooed
- Conforming
- Not confident

Millennials: Their Focus

- Institutions
 - Rebuild what Boomers have torn asunder
- Community
 - Tribes
 - Caring
- Technology
 - Its not just a tool; it's my life
- Affluence
 - Sustainability
 - Redefine "standard of living"

5 Factors describing emerging adults:

- **Job Surfing:** *I would be willing to endure frequent job changes in order to find a job that fits my interests and abilities. I believe I still have a few years to try out different jobs before I settle down into a career.*
- **Career Plans:** *I don't have any specific goals for this year. I can't imagine what my life will be like 10 years from now.*
- **Marriage:** *Marriage is not a high priority for me at this point.*
- **Superiority:** *I deserve favors from others. Being admired by others helps me feel fantastic.*
- **Work Identity:** *Work as a central life focus*

Surfing for Experience

- Average on scale was 3.33
- 50 % agreed or strongly agreed that they would likely job surf; only 31% indicated they would not job surf
- No differences between men and women
- Differences: Ethnic group, major and income

Surfing



How twixters see job surfing

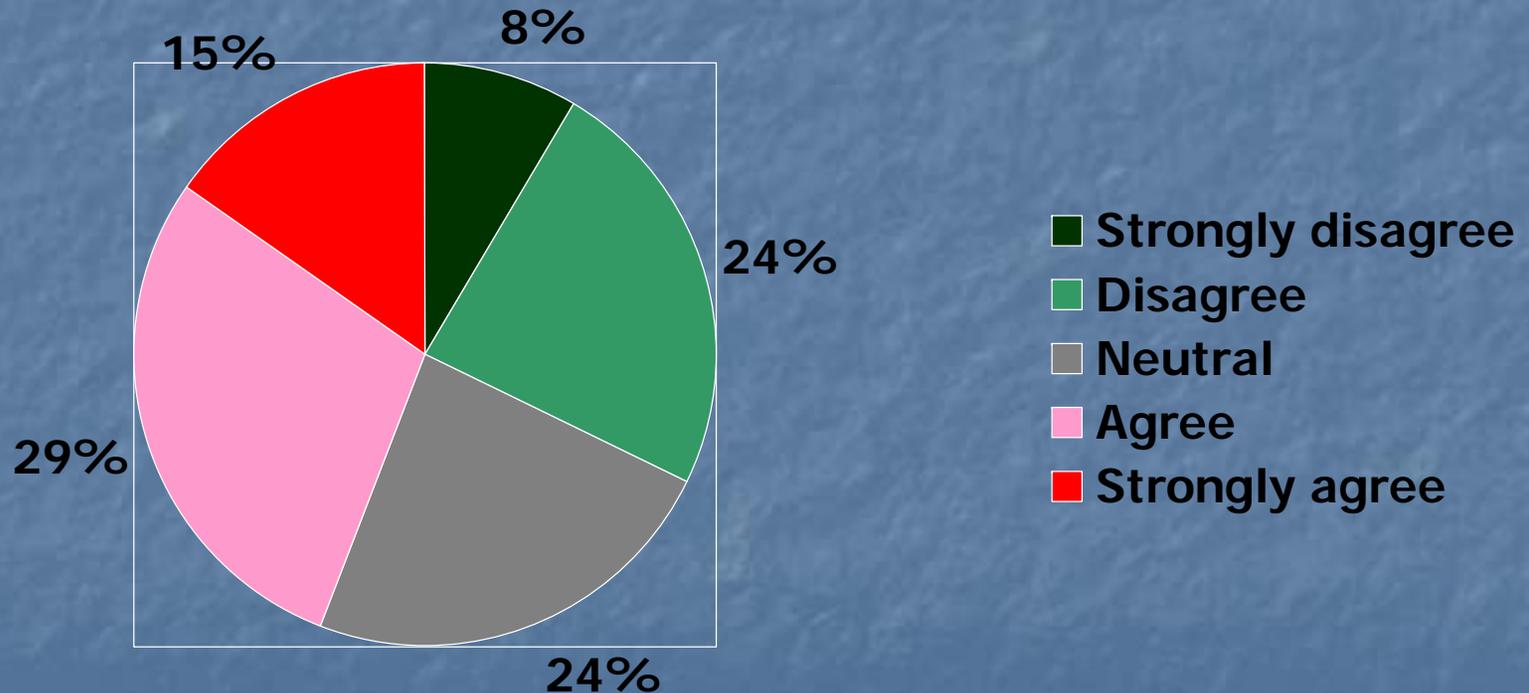
42% of employers see young adults surfing frequently

How employers wish twixters would see job surfing

On average, employers report a 17% turnover in first year



If I accepted one job offer and a better one came along, I would have no problems in telling the first company that I changed my mind and would take the better offer.



N=10,172 adults ages 18-28

Reneging

Ten out of every 100 offers accepted will be reneged



“The availability of qualified applicants causes companies to become desperate for help and are willing to out bid the others offers. (We) can’t blame the graduates for taking advantage of opportunities”

An employer from the
2007-2008 Trends Survey

It's all about ATTITUDE

Superiority: I am just better than everyone else

- Average is 3.11 for those 25 or younger
- Approx. 40% of total sample held high superiority ratings
- Men were slightly higher (3.2) than women (3.05)
- Appears to be universal

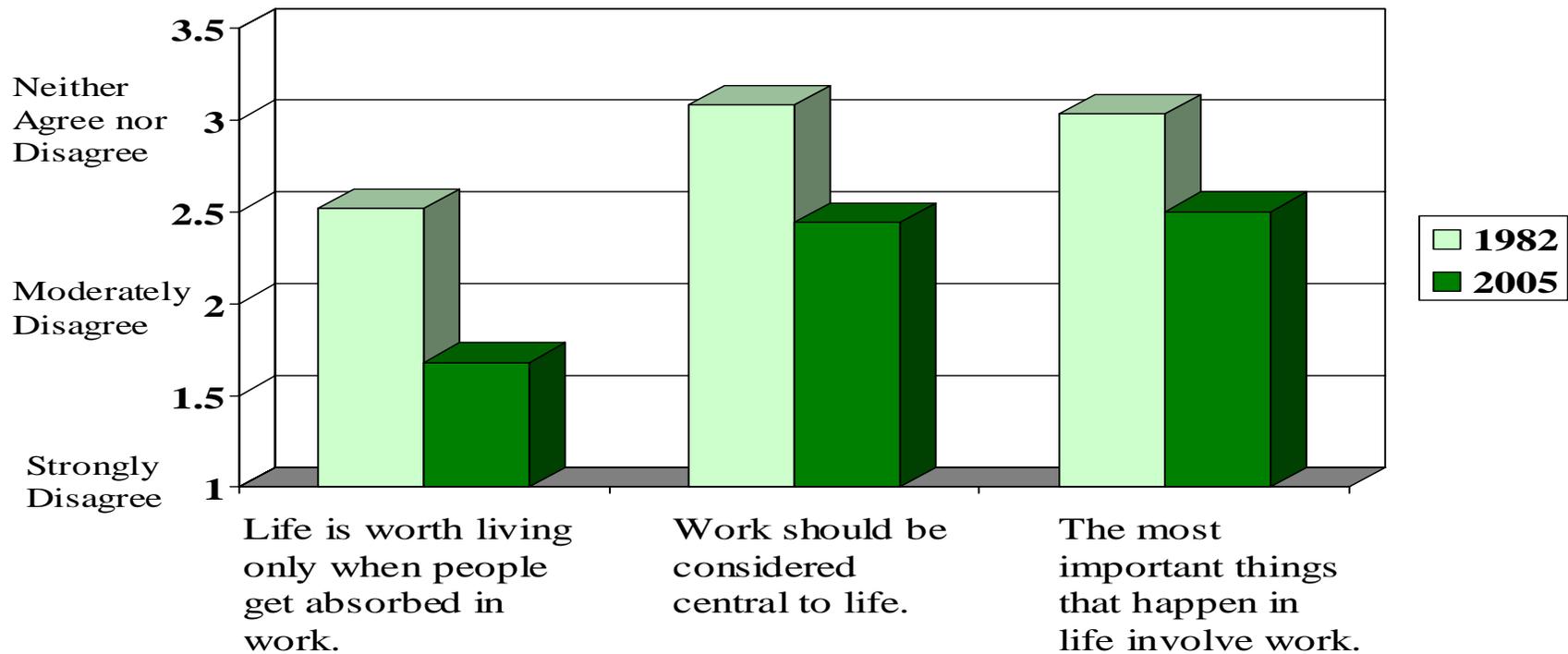
Praise has effects!



Work-Life Identity

- Boomers hold work as a strong central life focus – their identity is defined by work
- Rest of the world – not as attached
- Young adults
 - Only moderately connecting work to their identity
 - More likely to define other aspects of their life as important as work

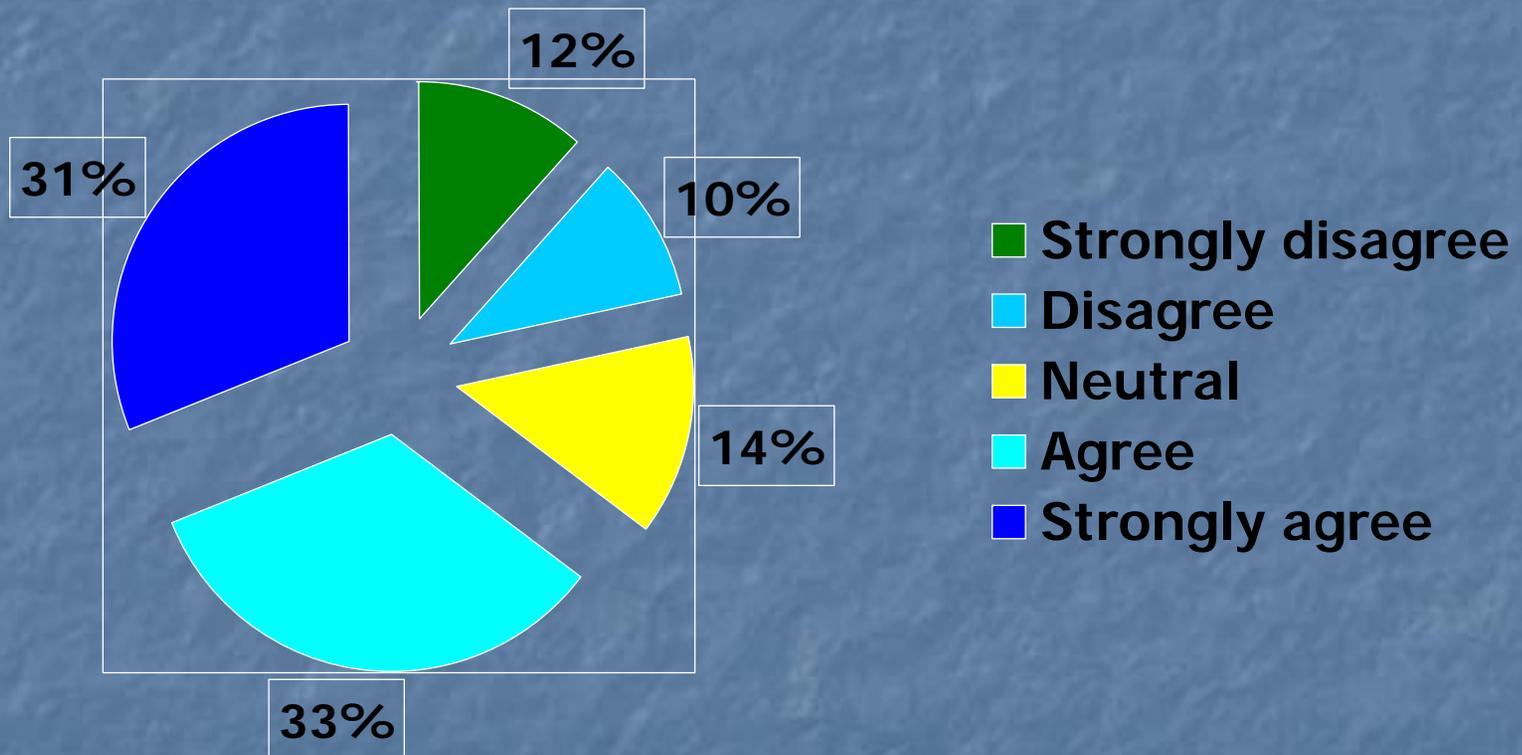
Comparing Young Adults: Then and Now on Work Identity



Ally

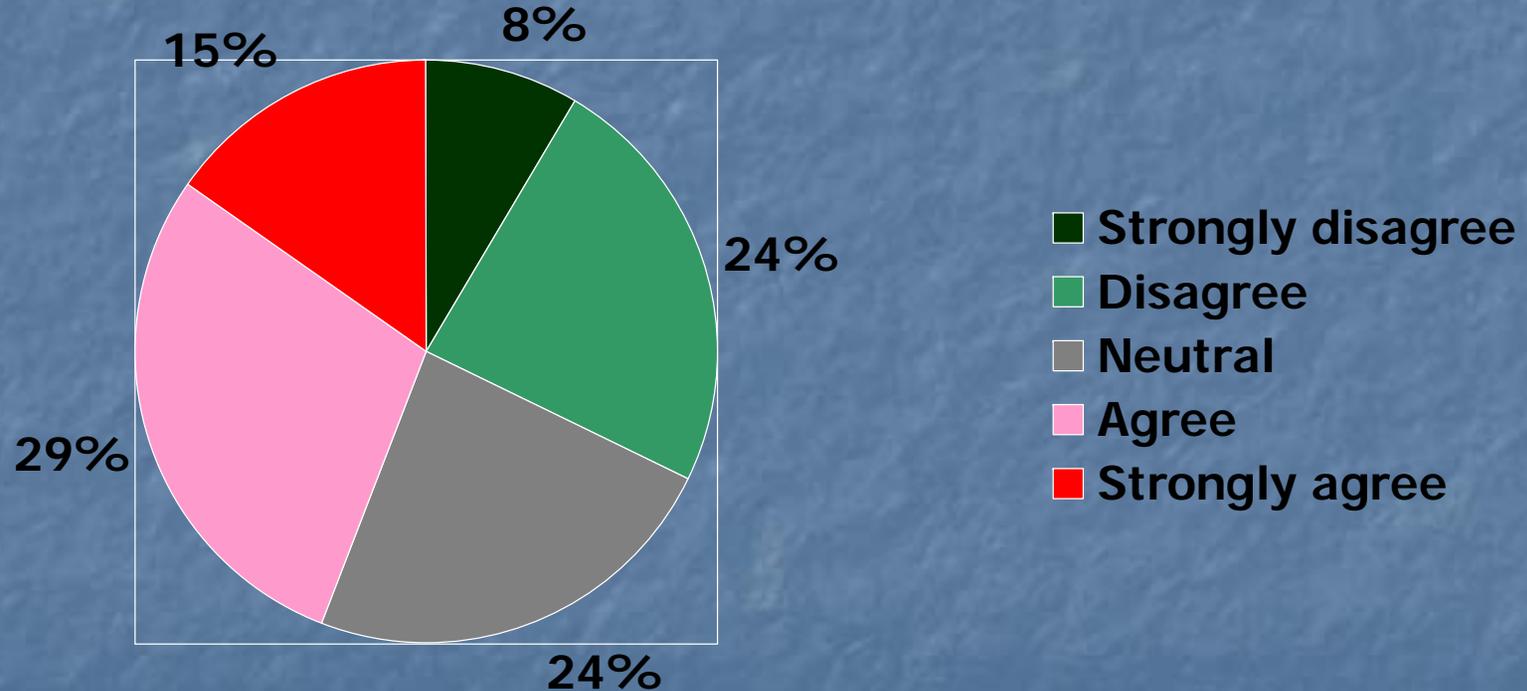
- No generation has had a stronger set of allies than Millennials
- Wait until you meet their supporters!!

I could go back and live with my parents if I needed to.



N=10,172 adults ages 18-28

If I accepted one job offer and a better one came along, I would have no problems in telling the first company that I changed my mind and would take the better offer.



N=10,172 adults ages 18-28

*"If we don't like a job, we quit,
because the worst thing that can
happen is that we move back home.
There's no stigma, and many of us
grew up with both parents working,
so our moms would love nothing
more than to cook our favorite
meatloaf."*

28 year old



*" I took her to
kindergarten, and now
I'm here for her first day
of work"*

Mother of new hire at an engineering
firm

Don't Take Your Mom to Work

Oh, the things parents' do!

- ✓ obtain information on company
- ✓ submit resumes
- ✓ promote child to company for positions
- ✓ attend career fairs
- ✓ harass company if don't hire
- ✓ making interview arrangements
- ✓ negotiating salaries and benefits

Oh, even more amazing things parents' do!

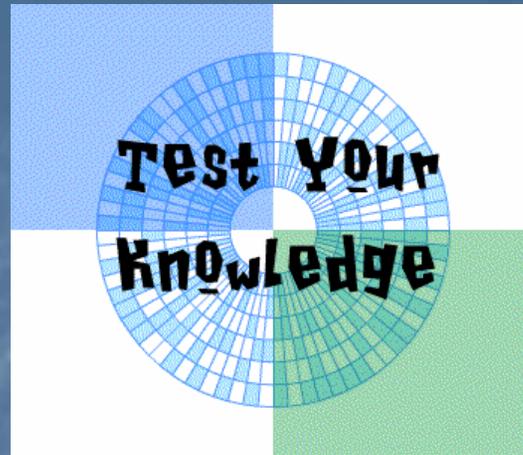
- ✓ helping complete work assignments
- ✓ when disciplined, talk to parent before supervisor
- ✓ pressure from parents inside company

Surprise!!

- Guess who is the
 - "Leader of the Pack"

At Colleges, Women Are Leaving Men in the Dust

- **ABSTRACT** - Nearing graduation, Rick Kohn is not putting much energy into his final courses. "I take the path of least resistance," said Mr. Kohn, who works 25 hours a week to put himself through the University of North Carolina, Greensboro. "This summer, I looked for the four easiest courses
 - July 9, 2006, Sunday
 - By TAMAR LEWIN (NYT); National Desk



Dr. Phil's Generational Quiz:
Meet the Young Adult of Your Life

*Identify yours from these four possible
groups*

The Clueless



Represents 12% of young adults

More men

More Asian-Americans

Financially dependent on parents

Low work identity

Moderately superior

The Aimless



- Represents 38% to 41% of young adults
- More whites
- Moderate career concerns
- Low work identity
- High superiority
- High family income
- Well-educated parents
- 57% would renege
- Parental support necessary
- Social Sciences, Humanities, Sciences

The Directionless



- Represents 23% of young adults
- High career concerns
- High superiority
- Moderate work identity
- Family income \$60-80K
- Business and sciences
- 59% would renege

The Directed



- Represents 25% of young adults
- Selective surfers
- High career concerns
- High identity with work
- Moderate superiority
- Women
- More African-Americans and Hispanics
- Moderately dependent on parents
- Health, education, family services

Challenges

How would you work with each group?

- **Clueless**

- *Can you find them to work with them?*

- **Directed**

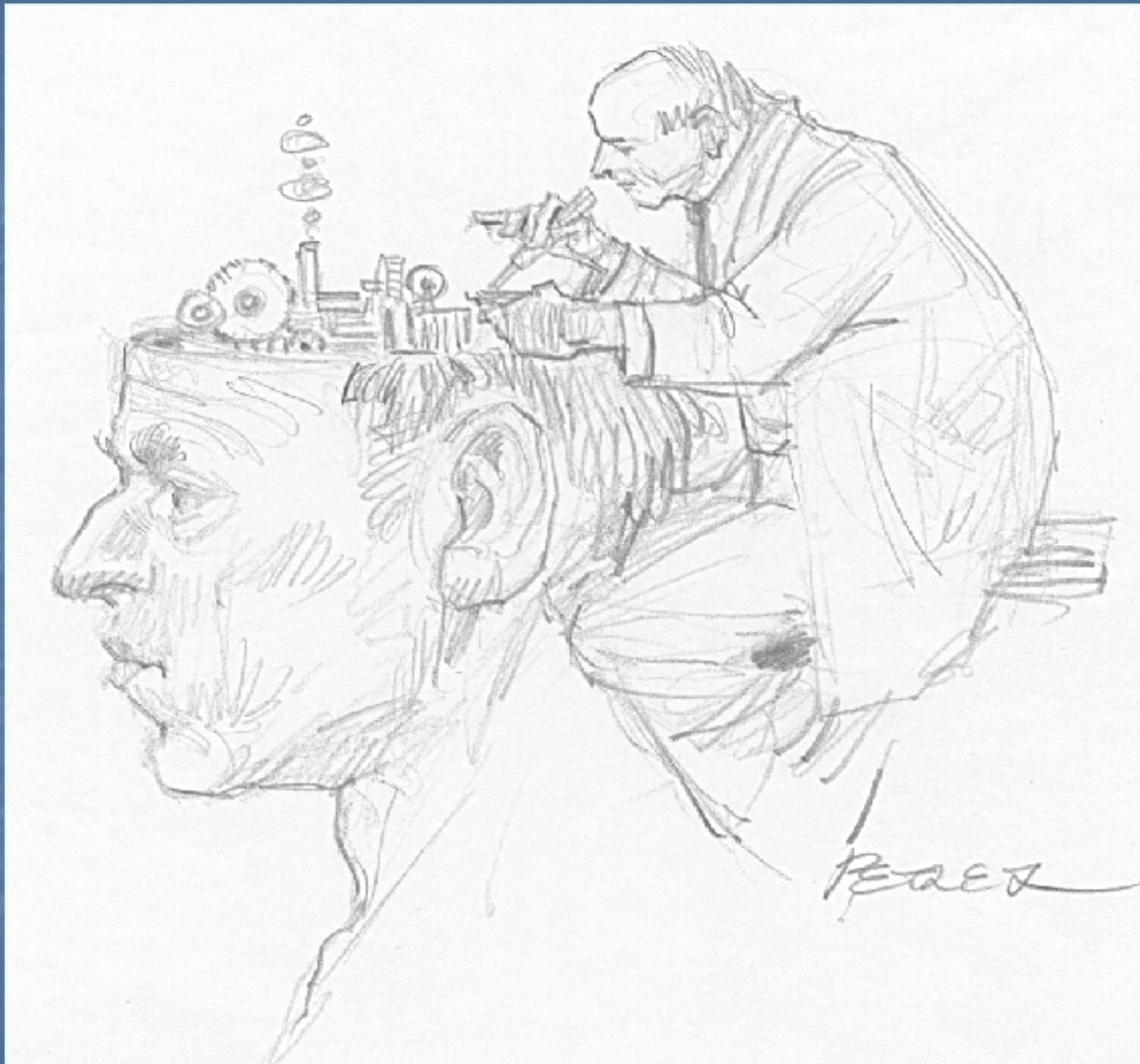
- *Can you handle the neuroses of a young people faced with change and uncertainty?*

- **Aimless**

- *Can you really serve up a silver spoon of realism?*

- **Directionless**

- *How many times can you say the same thing? Do they listen?*



Meet the Tinkerers

Tinkerer Characteristics

- **Very resourceful learners when it captures their attention**
 - *Need a specialized skill? They're on it!*
 - *Need help? They'll get it!*
- **Don't rely on only one way of doing things**
- **Fairly practical**
 - *like to see how things are important to what they are doing*
- **Love to improvise**
 - *Piece from here, skill from there, a contact from somewhere else*

Challenges for you and me

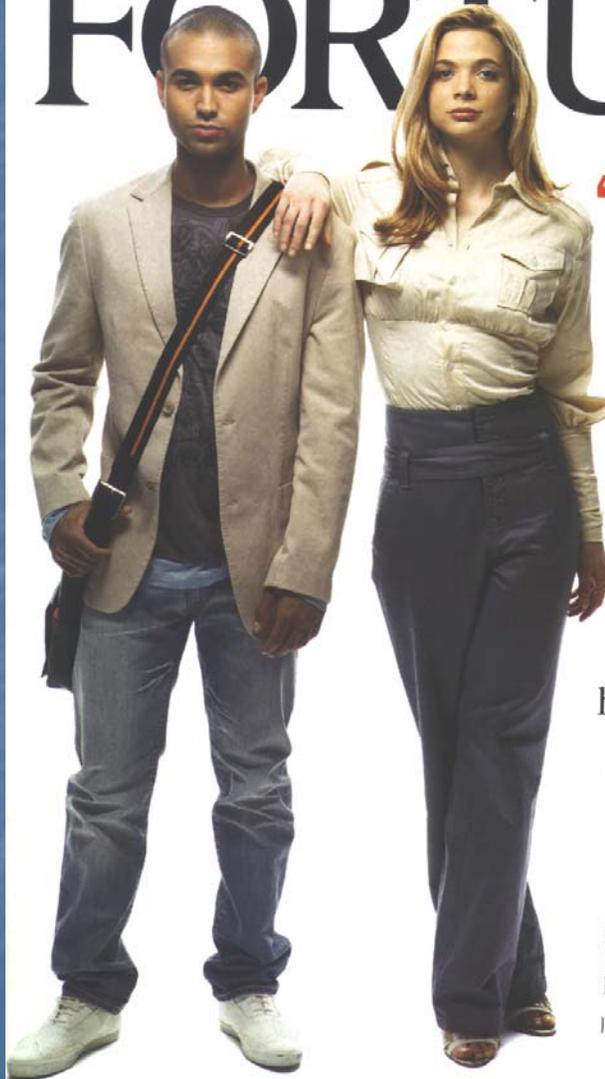
- “Electracy” – a new form of literacy
- 1950 and 1960 models of majors and careers are way outdated
- Young people are engaged in a plethora of activities that can't be classified
- Not all behaviors take place in the marketplace
- Still a sophomore at 34?

MICROSOFT TAKES ON THE FREE WORLD

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“MANAGE” US?

PUH-LEEZE...

Today's
twentysomethings
have their own rules.
You just don't
understand them:-)

BY NADIRA A. HIRA

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You Raised Them, Now Manage Them*

The baby-boomers' kids are marching into the workplace, and look out: This crop of twentysomethings really is different. A field guide to Generation Y.

BY
NADIRA
A. HIRA

NEARLY EVERY BUSINESSPERSON OVER 30 HAS DONE IT: sat in his office after a staff meeting and—reflecting upon the 25-year-old colleague with two tattoos, a piercing, no watch, and a shameless propensity for chatting up the boss—wondered, What is *wish* that guy?!

We all know the type: He's a sartorial Ryan Seacrest, a developmental Ferris Bueller, a professional Carlton Banks. (Not up on twentysomethings' media icons? That's the *American Idol* host, the truant Matthew Broderick movie hero, and the overreager Will Smith sidekick in *Fresh Prince of Bel-Air*.) At once a hipster and a climber, he is all nonchalance and expectation. He is new, he is annoying, and he and his female counterparts are invading corporate offices across America.

Generation Y: Its members are different in many respects, from their upbringing to their politics. But it might be their effect on the workplace that makes them truly noteworthy—more so than other generations of twentysomethings that writers have been collectively profiling since time immemorial. They're ambitious, they're demanding, and they question everything, so if there isn't a good reason for that long commute or late night, don't expect them to do it. When it comes to loyalty, the companies they work for are last on their list—behind their families, their friends, their communities, their co-workers, and, of course, themselves. But there are a whole lot of them. And as

* This collective portrait does not represent all Gen Yers, some of whom are complicated enough to choose the road less selfish—getting married, starting nonprofits—and some of whom can't afford to be this entitled. While parents were consulted, they spoke strictly on background, in the interest of their mental health.



SPOT THE GEN Y

Big headphones
A boombox for the ears, because even Jessica Simpson is better with bass (and they look good).

Hipster clothes
Jeans, sneakers, hoodie—and a jacket? Behold, the new corporate uniform.

Yoga mat
He isn't a Gen Y if he isn't into "wellness."

Laptop
It's how Gen Y does work. Who needs the office when you've got cafés, parks, and your own living room?

Designer coffee
Half-caf, nonfat, short, tall, and sometimes not coffee at all, it's a Gen Y staple.

BlackBerry
E-mail is only the beginning. Gen Y craves connection, and these gadgets are the fix.

Digital camera
A must for Gen Yers to chronicle their fascinating lives (and post them all over cyberspace).

iPod
The identifying mark of the Gen Y flock. Enough said.

Tips for Organizational Recruitment and Retention

■ Recruitment

- Aggressive recruitment – sell, sell, sell!
- Use technology
 - Facebook
 - Text messages
- Sell training (virtual worlds, podcasts) & development
- Woo the parents

■ Retention

- Vision – shared values
- Challenging assignments
- Mentoring
- Support network
- Recognition
- Feedback & Rewards

It's All About Newness

“But I reckon I got to light out for the territory ahead of the rest, because Aunt Sally she’s going to adopt me and sivilize me, and I can’t stand it. I been there before.”

~ *Huck Finn*

“...We have to ‘light out’ and to find new ways to resist the ‘sivilizing’ impulse.”

~ *Azar Nafisi*
Reading Lolita in Tehran

“.... new places, new people with a chance to be heard, new institutions that must earn and re-earn their influence.”

~ *Eric Schmidt, CEO*
Google

Waiting on the World to Change

me and all my friends
we're all misunderstood
they say we stand for nothing and
there's no way we ever could
now we see everything that's going wrong
with the world and those who lead it
we just feel like we don't have the means
to rise above and beat it

so we keep waiting
(waiting)
waiting on the world to change

John Mayer
2007

*Ready or Not,
HERE THEY COME!*