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People Analytics: Serving Millennials in the Workplace

Frank Burtnett, Ed.D.



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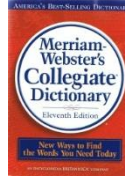
***Member of the Greatest Generation
and the farthest thing you will find from
a Millennial in the room this morning***



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Definition



People analytics play a critical role in the discovery, utilization, understanding and communication of significant patterns in data and information that will influence the search and staffing professional's ability to serve candidates and clients. The body of analytical data and information is most effective when it is unique to the mission of the firm.

Search and staffing firms apply people analytics to the design and implementation of practices, protocols and programs that bring about the most desirable results and lead to the profitability of the enterprise.



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Generations

- ***Greatest Generation / Traditionalists***
- ***Baby Boomers***
- ***Gen Xers***
- ***Millennials / Gen Yers***
- ***Gen Zers***

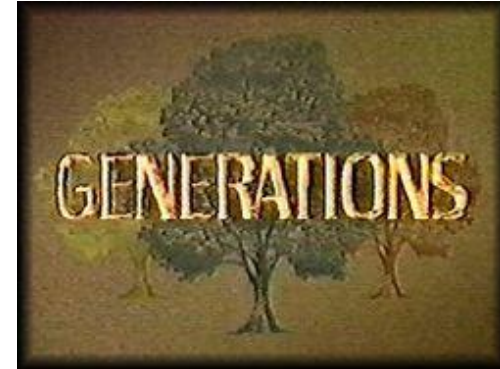


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Generational Similarities and Differences

- ***Life-Impacting Events***
- ***Cultural Considerations***
- ***Socialization Issues***
- ***Family and Community Matters***
- ***Educational Issues***
- ***Communications Methods***
- ***Career Considerations***



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Individual Differences

- ***Intelligence***
- ***Achievements***
- ***Aptitudes***
- ***Personality Traits***
- ***Interests***
- ***Values***
- ***Preferences***
- ***Likes and Dislikes***



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Group Differences



- ***Generations assume a group identity---representative of that cohort.***
- ***As a group they exhibit a number of comparable characteristics with their peers.***
- ***Understanding that identity is the first step to understanding the individual members within it.***
- ***Generational characteristics need not be necessarily judged good or bad---but they are likely to be different.***
- ***Acceptance of the “exception” must always be present.***
- ***America: More a “salad bowl” than a “melting pot.”***



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Major Benefit



***Knowing the generation is the first step
to knowing the individual before you***



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Generation Gap



Characteristics, behaviors, values and lifestyle preferences that separate one generation from another generation.



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Similarities and Differences



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Importance of People Analytics in Your Work



- ***Pulse of the workforce***
- ***Understanding active and passive candidates***
- ***Approach and service strategies***
- ***Relationship to job identification, selection, decision-***
- ***making and acceptance***



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Factors Affecting Diversity and Inclusion

- ***Population Composition***
- ***Laws Affecting Employment Transitions***
- ***Organizational Hierarchy Matters***



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Millennials are...

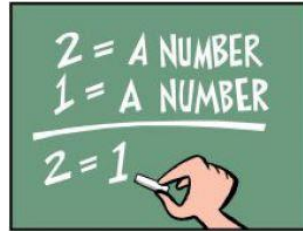
- ***Your candidates***
- ***Your colleagues***
- ***Your clients***
- ***You***



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Dominant Generational Characteristics



- ***To the degree that we can generalize characteristics what can we say about each generation with a reasonable degree of certainty?***
- ***Beware of faulty generalizations.***



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Greatest Generation/Traditionalists

Born: 1925-1945

Impacts: Depression, World Wars, Nuclear Family, Big Band
Jazz Era, Industrial Age, GI Bill, Atomic Bomb, 1st Television

Traits: Family Oriented, Patriotic, Disciplined,
Employee for Life, Dedicated, Faith in Institutions,

Values: Security, Make Impression, Minimal Change, Loyalty

Career Route: Stigma Associated with Job Changes

Incentives: Security of a Good Job, Satisfaction in Giving Full Day's Work



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Baby Boomers



Born: 1946-1964

Impacts: Television, Viet Nam War, Civil Rights & Women's Movement, Hippie Culture, Rock 'n Roll, Space Exploration, , Watergate, Suburban Living

Traits: Responsible, Productive, Success Driven, Idealistic, Question Authority, Competitive, Workaholic, Self-Sufficient

Values: Me Generation, Importance of Wealth, Position & Recognition, Career Status

Career Route: Adventure Requiring Separation of Life & Work

Incentive : Compensation, Recognition, Title, Home Ownership



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Gen Xers

Born: 1965-1980



Impacts: Computers, Environment, MTV/ Disco, ADA, Dual Career Couples, Mass Media, Latchkey Kids, Divorce, Service Society, Casual Friday

Traits: Pragmatic, Entrepreneurial, Education Oriented, Skeptic, Resourceful, Confident, Suspicious of Institutions, Optimistic, Change Friendly, Technology Welcoming, Authority Challenger

Values: Work-Life Balance, Mobility, Flexibility

Career Route: Change is Healthy and Necessary at Times

Incentive: Feedback, Flexibility and Freedom



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Millennials/Gen Yers



Born: 1981-2000



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Millennial *Impacts*



Technological Thrust, Recession & Economic Downturn, Diversity & Inclusion, Violence & Terror (i.e., 9/11, Virginia Tech, Sandy Hook Elementary School), Globalism, Natural Disasters (i.e., Katrina, Texas, etc.), Social Media, Middle East Conflicts, Varying Family Structures, Casual Everyday, 24/7 Mindset, Reality TV



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Millennial Traits



Goal Focused, Lifelong Learners, Tech Savvy, Optimistic, Innovative, Multi-Taskers, Security & Safety Conscious, Realistic, Resourceful, Team Contributor, Volunteers, Global Thinkers



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Millennial Values



Life-Work Balance, Individuality, Inclusion & Equality, Engagement, Feeling Respected & Rewarded, Involvement, Communication, Feedback & Supervision, Meaningful Work, Career Growth & Mobility, Opportunity to Escape, Wellness, Opportunity to Explore & Learn, Casual & Relaxed Workplace, Approachable Bosses, Ownership & Investment in Mission



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Millennial Career Route



***Great Expectations of Themselves,
Career Development Not Always a
Straight Path, Time Out for Learning***



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Millennial *Incentives*



***Meaningful Work, Life-Work Balance,
Competitive Compensation & Benefits,
Flexibility, Ongoing Feedback***



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Questions for Millennials



- ***What is their view of careers and work?***
- ***What is their vision of the workplace?***
- ***At what stage of the career development process are they?***
- ***What do they value and how does this make them different from Boomers and Gen Xers?***
- ***How will they approach exploration, consideration, decision-making and job acceptance?***

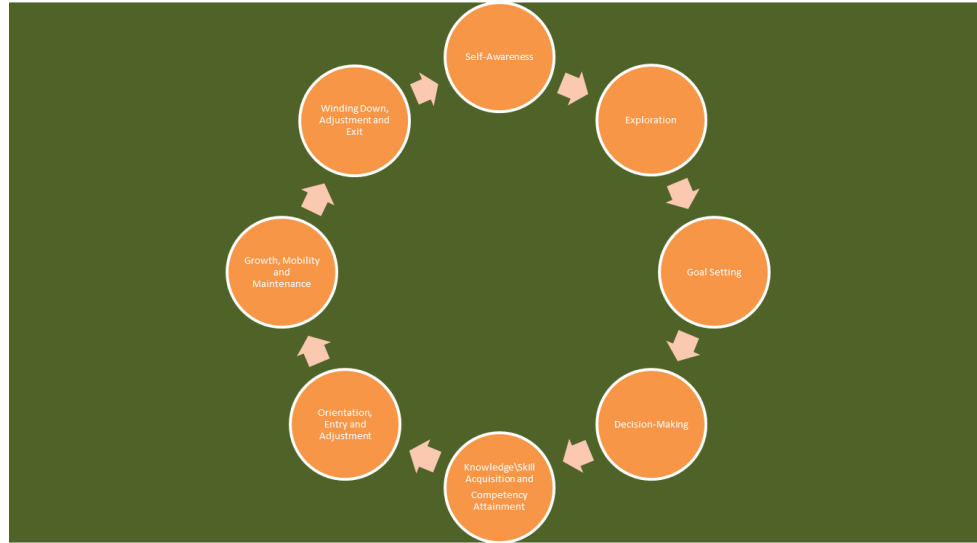
How do all of these answers affect what search and staffing professionals do?



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Career Development Stages



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Know Your Millennial



- ***There are 80 million millennials, compared with 48 million Gen Xers.***
- ***Millennials will comprise 50% the US workforce in 2030.***
- ***Eight in ten (80%) millennials go to bed with their phone next to them.***
- ***The average millennial sends 20 texts per day.***
- ***Nearly three in ten (27%) of millennials are self-employed.***
- ***Only three in ten (31%) millennials feel they earn enough money for the lifestyle they want.***

Source: Survey Crest, 2015



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Impact of People Analytics



- ***People analytics complement all of the industry, economic, (i.e., supply & demand, etc.) and business (i.e., trends, etc.) information and positions the search professional to be an effective advocate and agent for both the candidate and client.***
- ***Leads to win-win placements---Candidate moves into best position. Client benefits from best hire.***



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Know What Millennials Value

- ***Life – Work Balance***
- ***Learning and Education***
- ***Flexibility and Mobility***
- ***Substance and Meaning***
- ***State of the Art Technology***
- ***Innovation and Experimentation***



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Millennials Get a Bad Rap



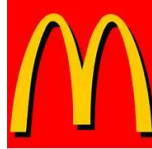
- ***Stereotypical millennial is viewed as self-absorbed, narcissistic, spoiled and entitled.***
- ***They are addicted to their Smartphones, Facebook & Twitter accounts and their toys.***
- ***They are “boomerang kids” and “job hoppers.”***
- ***And so on and so on.....***



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Millennial Influence



- ***Did you ever wonder why McDonalds began to offer their breakfast menu all-day long?***
- ***Millennials like breakfast, but not always at the time generally considered “breakfast time.”***
- ***They also like speed, including “drive thru” speed.***
- ***All-day breakfast responded to millennial requirements.***
- ***Just in case, McDonalds trademarked the expression---McBrunch.***



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More Millennial Influence



How has Panera's attempted to reach the millennial market?

- ***Quality***
- ***Variety***
- ***Healthier eating***
- ***Customer meal construction***
- ***Time and cost consideration***



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Strategies for Serving Millennials



- **Take their pulse constantly---Determine what they value most.**
- **Keep them involved and engaged---push to the limits.**
- **Provide any and all feedback they desire at desired intervals.**
- **Allow them the mobility (e.g., schedules) and flexibility (e.g., dress codes) they require to achieve life-work balance.**
- **View as people, as well as colleagues and employees.**



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Strategies for Serving Millennials



- ***Engage them in social media and any other forms of interaction.***
- ***Ensure fair and balanced management and oversight.***
- ***Develop protocols and procedures that are responsive to their needs.***
- ***Promote generativity---the act of guiding younger people and encouraging all to contribute to the next generation.***
- ***Offer the ownership and investment they desire.***



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Strategies for Serving Millennials



- ***Provide and support learning.***
- ***Determine what makes them the most productive and let them do it.***
- ***Deemphasize hierarchy and chain of command.***
- ***Provide competitive compensation and benefits.***
- ***Encourage team building.***
- ***Mentor, mentor and mentor some more.***



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Generation Z



Born after 2000

- ***Upward trends in births, but with greater racial and ethnic composition---Smith replaced by Rodriguez.***
- ***Emergence of K-GOY identity.***
- ***Full generational identity yet to be determined.***
- ***One projection: 1 in 5 will enter an occupation that didn't exist the day they started to school.***



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Questions for Frank

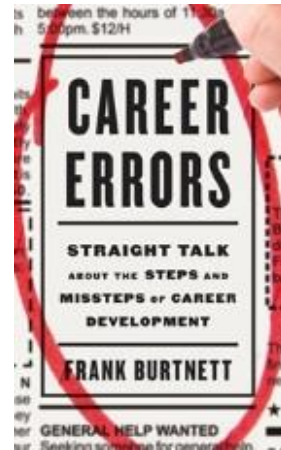


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Career Errors: Straight Talk About the Steps and Missteps of Career Development

- ***Author: Frank Burtnett***
- ***Publisher: Rowman &
Littlefield Publishing***
- ***Insert RLEGEN2017
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